



MASS culture MOBILISATION culturelle

FUTURE OF ARTS WORK

Appendix A: Bibliography and Reading List

*Appendix to *"FUTURE OF ARTS WORK Project Summary and Bibliography"*

Prepared by:

Jeanne LeSage, CHRL, MBA

LeSage Arts Management

With content by by Research Associates:

Senjuti Sarker, Melanie Wilmink

Prepared for:

Robin Sokoloski

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Appendix A - Future of Arts Work Bibliography and Reading List

The following is an Appendix to the Future of Arts Work Project Summary ([LINK](#)) and is an extended Bibliography and Reading List under the following key areas:

1. [The Future Arts Institution](#)
2. [The Future Arts Worker](#)
3. [The Future Arts Workplace](#)
4. [The Future Arts Sector](#)

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1. The Future Arts Institution

Research “pathways”:

Imagine a future where the arts sector re-imagines the required institutional structures (and is still able to get funding/contributed revenue): nonprofit, for profit, co-ops, joint ventures. What do Boards look like?” Topics such as:

- a. Shared leadership and shared decision-making models (beyond the two-headed AD/ED model).
- b. Future leaders reflect the demographics of the country?
- c. Organizational Structures, Leadership and Decision-Making Models
- d. Nonprofit governance - boards
- e. What does strategic planning look like in these new worlds?

Sections:

- a. Boards
- b. Corporate Entity Structures
- c. Internal Organizational Structure
- d. Leadership Models
- e. Organizational Culture and Effectiveness
- f. Strategic Planning and Visioning
- g. Temporary Organizational Structures

List of References:

- a. Boards

Bobbitt, Michael J. “Boards Are Broken, So Let’s Break and Remake Them.” *AMERICAN THEATRE*, 5 Jan. 2021, [https://www.americantheatre.org/2021/01/05/boards-are-broken-so-lets-break-and-remake-them/..](https://www.americantheatre.org/2021/01/05/boards-are-broken-so-lets-break-and-remake-them/)

Abstract: Nonprofit theatre boards are unrepresentative, out of touch, and more often oppressive than supportive. We can and must do this better.

Chait, Richard, et al. *Governance as Leadership: Reframing the Work of Nonprofit Boards*. John Wiley & Sons, 2005.

Abstract: A practical resource by a number of consultants & researchers that help nonprofits maximize board effectiveness.

Coombes, Susan M. T., et al. "Behavioural Orientations of Non-Profit Boards as a Factor in Entrepreneurial Performance: Does Governance Matter?" *Journal of Management Studies*, vol. 48, no. 4, 2011, pp. 829–56. *Wiley Online Library*, doi: <https://doi.org/10.1111/j.1467-6486.2010.00956.x>.

Abstract: This essay analyzes the influence of how non-profit boards act as a strategic resource and the ways that their group behaviour shape an organization's entrepreneurship and performance.

Centre for International Governance Innovation. *Centre for International Governance Innovation*. n.d., n.p., <https://www.cigionline.org/>.

Abstract: A Canadian think-tank dedicated to policy and advocacy research around governance in the digital age, including smart cities, data privacy, and other technologies that will impact future policy-making.

Friesen, Mark. *Rediscovering Democracy in Our Communities*. www.ted.com, https://www.ted.com/talks/mark_friesen_rediscovering_democracy_in_our_communities. Accessed 4 Mar. 2021.

Abstract: Mark Friesen discusses the need to take part in alternative forms of democracy to reveal the overall shift this can have on how our society functions. We are responsible to the world we live in and must seek opportunities to create a fully democratic world.

Kaiser, Michael. *Leading Roles: 50 Questions Every Arts Board Should Ask*. Brandeis University Press, 2010.

Abstract: This book is the second in the author's trilogy dedicated to sustainable arts organizations. This text provides an overview of best practices for arts boards in order to ensure healthy environments and thriving institutions.

Kirschner, Jeff, et al. "Your Post-Crisis Board Evaluation." *RHR International*, 24 Nov. 2020, np.,
<https://www.rhrinternational.com/thought-leadership/blog/your-post-crisis-board-evaluation>.

Abstract: A practical discussion of key issues that should be evaluated on a board level in the wake of the COVID-19 crisis and Black Lives Matter protests in 2020. The article is aimed at strengthening leadership and governance practices.

Lalande, Lisa and Mowat Centre. *Peering into the Future: Reimagining Governance in the Non-Profit Sector*. 2018. *Open WorldCat*,
<https://www.deslibris.ca/ID/10098202>.

Abstract: This paper will serve as a foundational research document for the collaborative initiative, Reimagining Governance, which seeks to advance new approaches to the governance of non-profit organizations.

Le, Vu. "The Default Nonprofit Board Model Is Archaic and Toxic; Let's Try Some New Models." *Nonprofit AF*, 6 July 2020,
<https://nonprofitaf.com/2020/07/the-default-nonprofit-board-model-is-archaic-and-toxic-lets-try-some-new-models/>.

Abstract: Boards and board members work very hard, and we owe much to those helping us make the world better every day. However, we need to admit that boards in general are seriously problematic. What we need to do though, is completely reimagine the board and experiment with some new structures.

LeBourdais, Vanessa, et al. "EVOLUTIONARY GOVERNANCE: A New Model of Nonprofit Leadership for Uncertain Times." *Medium*, 15 Oct. 2020, Part I & Part II
<https://vanessalebourdais.medium.com/evolutionary-governance-part-i-principles-772e18345881>.

Abstract: How can nonprofits meet the volatile, uncertain, complex and ambiguous era that we live in? How can they be governed to support the emergence of the new and different solutions so desperately needed? How

can we move beyond old forms of governance that no longer serve?
DreamRider Productions outline their model for governance.

MSW, L. D. Williams and ACSW. "Alternative Board Structures to Accommodate New Demands." *Residential Treatment for Children & Youth*, vol. 16, no. 4, Dec. 1999, pp. 63–76. Taylor and Francis+NEJM, doi:https://doi.org/10.1300/J007v16n04_05.

Abstract: An analysis of changing governance structures for non-profit organizations in the late 90s. The article outlines key components that contribute to successful alternative structures, including 1) CEO guidance of board, 2) clearly defined roles, 3) continuous assessment and adaptation, and 4) focus on vision, action and achievement.

Nolan, Yvette. "Governance Structures for Theatres, By Theatres." *Mass Culture*.
<https://massculture.ca/2020/09/governance-structures-for-theatres-by-theatre-s-by-yvette-nolan/>.

Abstract: Yvette Nolan speaks about her experience of theatre governance structures and what changes she envisions for their future to ensure the continued success of the theatre.

Ong, C. H., and David Wan. "Three Conceptual Models of Board Role Performance" *Corporate Governance*, vol. 8, no. 3, 2008, pp. 317–29, <https://doi.org/10.1108/14720700810879196>.

Abstract: This paper analyzes three different forms of board management culture and the ways that their approach affect board performance. The models include: 1) a structure model that creates insider/outsider tension in the board and directorship, 2) a process model that examines the relationship between board process and performance, and 3) a mediation model where board structure affects process which in turn impacts performance.

Ontario Nonprofit Network. *Framing Forward: Reimagining Governance*. Sept. 2019.

Abstract: The aim of the initiative is to steward the nonprofit sector towards a

better way of fulfilling governance and more effective governing structures, processes, cultures and practices. The design includes governance structures, how governance functions are fulfilled, and how they all work together within its ecosystem.

There are four main phases to the Reimagining Governance initiative: 1) research, 2) framing, 3) design, and 4) implementation.

Related:

Barakzai, Asiya, et al. *Next Generation Governance: Emerging Leaders' Perspectives on Governance in the Nonprofit Sector*.

Abstract: Challenges reported by leaders “may be an important indicator of the need to rethink the model of leadership in place and whether current strategies and expectations are sustainable”. This paper explores the trends, some next generation leaders' views about governance, and considers how the next generation of governance could change to meet their needs and expectations.

Paulus, Odile, and Christophe Lejeune. “What Do Board Members in Art Organizations Do? A Grounded Theory Approach.” *Journal of Management & Governance*, vol. 17, no. 4, Nov. 2013, pp. 963–88, doi: <https://doi.org/10.1007/s10997-011-9207-0>.

Abstract: By looking at two case studies in France and Germany, this paper analyzes the characteristics and personal dynamics of the board culture which impact performance in arts organizations.

Pacific Legal Education and Outreach Society, and Martha Rans. “Board Table Disruption: A Roundtable on Boards and the Need for a New Model.” *Pacific Legal Education Outreach*, <https://www.pacificlegaloutreach.com/news/board-table-disruption-a-roundtable-on-boards-and-the-need-for-a-new-model>. Accessed 4 Mar. 2021.

Abstract: Video, Summary Notes and Chat Transcript for February 3, 2021 PLEO's "Board Table Disruption" event, with discussion between facilitator Marcus Youssef, Martha Rans, Yvette Nolan, and Mark Friesen.

Ranasinghe, Dinithi, et al. "Board Structure and Earnings Persistence: The Mediation Effect of Board Processes." *Australian Journal of Management*, vol. 45, no. 2, May 2020, pp. 266–93. *SAGE Journals*, doi: <https://doi.org/10.1177/0312896219851553>.

Abstract: This article looks at the links between board structure and financial performance and reporting in organizations. It argues that board structure mediates managerial behaviour and discusses best practices.

Stanford Graduate School of Business, et al. *2015 Survey on Board of Directors of Nonprofit Organizations*. Stanford Graduate School of Business & Rock Center for Corporate Governance, 2015, pp.1-30, <https://www.gsb.stanford.edu/sites/default/files/publication-pdf/cgri-survey-nonprofit-board-directors-2015.pdf>.

Abstract: A survey on the operations & structure of non-profit boards in the USA. Includes data & brief analysis of key issues.

Stanford Graduate School of Business. *2016 Board of Directors Evaluation & Effectiveness*. Stanford Graduate School of Business & Rock Center for Corporate Governance, 2016, pp. 1-30, <https://www.gsb.stanford.edu/sites/default/files/publication-pdf/cgri-survey-board-directors-evaluation-effectiveness-2016.pdf>.

Abstract: A survey on how public & private corporation board of directors view themselves and judge their own effectiveness.

Trépanier, France, Primary Colours / Couleurs Primaires, et al. *Looking at Indigenous Performing Arts Final Version.Pdf*.

Abstract: How to improve and expand the infrastructure for creating, presenting and touring Indigenous performing arts through research, summation of existing documents with a view to writing a current position

paper. This research and paper will form the basis of an information/advocacy package that can be utilized in multiple ways.

b. Corporate Entity Structures

Chew, Ron. *Community-Based Arts Organizations: A New Center of Gravity. Animating Democracy: A Program of Americans for the Arts*, 2009, pp. 1–28, https://www.americansforthearts.org/sites/default/files/New_Center_of_Gravity_0.pdf.

Abstract: A report on the cultural ecosystem and structures of community arts organizations in the United States. It analyzes how organizational arts leadership impacts community wellness.

Kavolis, Vytautas. "The Institutional Structure of Cultural Services." *Journal of Aesthetic Education*, vol. 7, no. 4, 1973, pp. 63–80. *JSTOR*, doi: <https://doi.org/10.2307/3331777>.

Abstract: An older essay that gives a really good breakdown of the essential institutional approaches to key cultural mandates (ie. culture as: ritual, environmental, utilitarian, trade, communications media, educational, cultural depository, and fringe).

Marsland, Jane, et al. *The Changing Theatre Landscape: New Models in Use by Theatre Artists, Groups and Organizations. Canadian Public Arts Funders (CPAF)*, June 2014, pp. 1-37, <https://canadacouncil.ca/research/research-library/2014/06/the-changing-theatre-landscape-new-models-in-use-by-theatre-artists-groups-and-organizations>.

Abstract: A literature review of new models for theatre organizations within a Canadian context but also surveying France, UK & USA. Developed as a report for funding agencies.

Novick, Rebecca. "Please, Don't Start a Theater Company! Next-Generation Arts Institutions and Alternative Career Paths." *Grantmakers in the Arts*, Spring 2011, <https://www.giarts.org/article/please-dont-start-theater-company>.

Abstract: A critique of the traditional model of nonprofit theatre that has resulted in stunted growth and opportunity for new practitioners. The author reviews a few alternative models with examples.

Pacific Association of Artist run Centres. "Institutions by Artists Conference." *Arcpost*, 2012, <http://arcpost.ca/conference>.

Abstract: A Canadian conference of artist run centres, dedicated to understanding alternative models of arts institutions. Some of the panels are recorded and archived on the site. In particular, see: session three (temporary & nomadic institutions), session four (remote communities), and session six (artist & art market/ culture industry)

Poulin, Louise, et al. "Stories from the Field" Perspectives on Innovative Management Practices for Aboriginal and Culturally Diverse Arts Organizations. Canada Council & Canadian Heritage, Nov. 2004, pp. 1-93, <https://canadacouncil.ca/research/research-library/2004/11/stories-from-the-field>.

Abstract: A survey and analysis of key challenges and successes in the management of indigenous arts organizations in Canada. Includes a selection of case-studies.

Relf-Eckstein, J., et al. Institutional Structures and the A.R.T. of Governance: Shaping the Future of Food Production in Sask. through Producer-Led Agriculture Boundary Organizations. Johnson-Shoyama Graduate School of Public Policy; University of Saskatchewan, 2014, pp. 1, <https://doi.org/10.13140/2.1.2291.9680>.

Abstract: A graduate research poster for the community-driven and producer-led institutional structure in Saskatchewan food production.

Schiuma, Giovanni, and Antonio Lerro. "The Business Model Prism: Managing and Innovating Business Models of Arts and Cultural Organisations." *Journal of Open Innovation: Technology, Market, and Complexity*, vol. 3, no. 1, Dec. 2017, pp. 1-13, doi: <https://doi.org/10.1186/s40852-017-0066-z>.

Abstract: This paper discusses the Business Model Prism for arts and cultural organizations as a way to map their current business models and envision future strategies.

Sengupta, Ushnish. "Indigenous Cooperatives in Canada: The Complex Relationship between Cooperatives, Community Economic Development, Colonization, and Culture." *Journal of Entrepreneurial and Organizational Diversity*, vol. 4, no. 1, Aug. 2015, pp. 121–52, <https://ssrn.com/abstract=2639146>.

Abstract: This paper examines the intersection of cooperative organizations and Indigenous communities in Canada, with insight into the history of cooperative organizing in Indigenous culture. The essay also positions it as a way to mitigate the effects of colonization while acknowledging that it can also be used for settler and colonial purposes.

c. Internal Organizational Structure

Banerjee, Subhabrata Bobby, and Stephen Linstead. "Masking Subversion: Neocolonial Embeddedness in Anthropological Accounts of Indigenous Management." *Human Relations*, vol. 57, no. 2, Feb. 2004, pp. 221–47, doi:<http://doi.org/10.1177/0018726704042928>.

Abstract: A critique of the anthropological treatment of Indigenous practices as a kind of ecological management. The authors articulate how settler analysis of indigenous management practices replicates colonial ideas and subverts the idea that they purport to represent.

Bolman, Lee G., and Terrence E. Deal. *Reframing Organizations: Artistry, Choice, and Leadership*. 7th ed., Jossey-Bass, 2021.

Abstract: Theory and practical analysis of contemporary leadership strategies. The article includes discussion of cross-sector collaboration, generational difference, virtual environments, globalization, sustainability & communication. The forthcoming 7th edition will include discussion of COVID-19 impacts.

Clapp, Edward P., and Eric Booth. *20under40: Re-Inventing the Arts and Arts Education for the 21st Century*. Authorhouse, 2011.

Abstract: An anthology of essays that explore the generational shift in arts organization. It imagines new futures for arts leadership through a diverse series of authors who explore digital technology, temporary organizations, alternative career paths, arts philanthropy, organizational support for DIY artists, arts education, and more.

Creative Lenses, et al. *Business Models for Arts and Cultural Organizations: Research Findings from Creative Lenses*. Trans Europe Halles, May 2019, <https://ualresearchonline.arts.ac.uk/id/eprint/14392/1/Creative-Lenses-Research-Findings.pdf>.

Abstract: This report examines how business modelling for the arts can strengthen organizational values, perform holistic strategic planning, as well as support equity and inclusion.

Dugassa, Begna. "Reclaiming Oromo Indigenous Organizational Structures and Fostering Supportive Environments for Health." *Archives of Business Research*, vol. 2, no. 1, Mar. 2014, pp. 23–45, doi:<https://doi.org/10.14738/abr.21.144>.

Abstract: Focusing on the Oromo people of Ethiopia, this article examines the tension between indigenous socio-cultural structures and colonizing ones that forced a top-down structure. It proposes that the indigenous structures are better aligned to support the health and cultural wellness of the Oromo people.

Foley, Dennis, and Allan John O'Connor. "Social Capital and the Networking Practices of Indigenous Entrepreneurs: Journal of Small Business Management." *Journal of Small Business Management*, vol. 51, no. 2, Apr. 2013, pp. 276–96, doi:<https://doi.org/10.1111/jsbm.12017>.

Abstract: This article performs a comparison of entrepreneurial activity in Australian Aboriginal, native Hawaiians, and Māori populations. It has a particular focus on the social networking that develops within mixed

indigenous and settler settings, and examines how social capital functions as a key part of their practice.

Foster, Kenneth J. *Arts Leadership: Creating Sustainable Arts Organizations*. Routledge, 2018.

Abstract: With a focus on the performing arts, this book generates an overview of contemporary arts leadership and analyzes the challenges and innovations that are currently happening in the United States. It proposes linkages between artistic processes and ecological thinking that can foster more innovative organizational systems.

Freeman, Jo. "The Tyranny of Structurelessness." *The Citizen's Handbook*, 1970, <https://citizenshandbook.org/structurelessness.html>.

Abstract: An essay originally created as a speech for the Southern Female Rights Union conference in 1970 and then circulated as pamphlet and later published.

Ginther, Rose. *Making the Case for Change: Challenging Hierarchy in Arts and Cultural Organizations*. Athabasca University, Apr. 2010, <http://dtp.r.lib.athabascau.ca/action/download.php?filename=mais/rosegintherProject.pdf>.

Abstract: This Master's Thesis analyzes the application of hierarchical corporate business models onto arts organizations that often function in more messy ways. The author posits that organizational structures should emulate artistic processes instead.

Grove, Andrew S. *High Output Management*. 2nd Vintage Books ed, Vintage, 1995.

Abstract: A book on management and entrepreneurship from the perspective of someone in the technology industry. With a startup lens, the author provides practical guidance to create productive teams and motivate performance.

Holley, June. *Network Weaver Handbook*. Network Weaver, 2012.

Abstract: This book is a practical guide for creating and developing networks within their business practices. It contains key concepts, case-studies, activities, and other resources.

“Indigenous Tourism BC - Organizational Structure.” *Indigenous Tourism BC*, n.d., n.p.,

<https://www.indigenoustravel.com/corporate/who-we-are/our-team/organizational-structure-2/>.

Abstract: A description of the new organizational structure for Indigenous Tourism BC, which is based in Indigenous methodology.

Jensen, Peter R. ““People Can’t Believe We Exist!”: Social Sustainability and Alternative Nonprofit Organizing.” *Critical Sociology*, vol. 44, no. 2, Mar. 2018, pp. 375–88. *SAGE Journals*, doi:<https://doi.org/10.1177/0896920517691106>.

Abstract: An analysis of how the anarchist methods and structures of a homeless shelter resist and challenge traditional ideas of nonprofit sustainability and management.

Laloux, Frederic. *Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness*. Nelson Parker, 2014.

Abstract: An "inspirational" overview of the turn against traditional corporate practices, which argues for a more humanistic approach to management and organizational structure. Features a selection of case-studies.

Lipmanowicz, Henri, and Keith McCandless. *The Surprising Power of Liberating Structures: Simple Rules to Unleash A Culture of Innovation*. Liberating Structures Press, 2014.

Abstract: A discussion of how to purposefully structure collaboration and group engagement in business environments.

MacSkimming, Roy, et al. *Legacy, Transition, Succession: Supporting the Past and Future of Canada’s Arts Organizations - a Report for the Canada Council*

for the Arts. Canada Council for the Arts, 2005,
<https://canadacouncil.ca/research/research-library/2005/03/legacy-transition-succession>.

Abstract: An overview of different organizational structures and their administrative impacts in the various disciplines that Canada Council categorized at the time. The report considers issues around institutional assessment and managing change.

Marsland, Jane, and Canada Council for the Arts. *Flexible Management Models*. Canada Council for the Arts, 30 Mar. 2005, p. 23,
<https://canadacouncil.ca/research/research-library/2005/03/flexible-management-models>.

Abstract: A report that was commissioned to explore flexible management models for the arts, as well as evaluate the strengths and weaknesses of Canada Council programs at the time.

Mhanna, Simon. "Fifty Shades of Teal and the One and Only Shade of Holacracy." *The Moment*, 19 Mar. 2020,
<https://themoment.is/fifty-shades-of-teal-and-the-one-and-only-shade-of-holacracy/>.

Abstract: An overview of how the Moment strategic advising firm has restructured itself through shifts from "Teal" to "Holacracy" organizational models.

Mintzberg, Henry. *The Structuring of Organizations*. Prentice-Hall, 1979.

Abstract: A literature review of organizational structures that poses five basic configurations: simple, machine bureaucracy, professional bureaucracy, divisionalized form, & adhocracy.

Newhouse, David R., and Ian D. Chapman. "Organizational Transformation: A Case Study of Two Aboriginal Organizations." *Human Relations*, vol. 49, no. 7, July 1996, pp. 995–1011, doi:<https://doi.org/10.1177/001872679604900706> .

Abstract: This article examines two aboriginal organizations that transformed their organizational structure to be more in line with Indigenous belief systems. The article examines their struggles and successes as one case study completed the process and the other abandoned it midway.

Robertson, Brian J. *Holacracy: The New Management System for a Rapidly Changing World*. Henry Holt and Company, 2015.

Abstract: A theoretical overview of non-hierarchical decision-making process structure.

Roque, Sara. "A Survey of the Main Existing Infrastructures Dedicated to Indigenous Arts in Canada - Primary Colours." *Primaries Colours*, nd., n.p., <https://www.primary-colours.ca>.

Abstract: A report that examines existing infrastructure for the production and presentation of Indigenous art in Canada.

Suddaby, Roy, et al. "Organizations and their institutional environments—bringing meaning, values, and culture back in: Introduction to the Special Research Forum." *The Academy of Management Journal*, vol. 53, no. 6, 2010, pp. 1234–40, <https://doi.org/10.5465/amj.2010.57317486>.

Abstract: A brief, but clear, overview of key concerns within institutional studies.

TED, and Clay Shirky. "Clay Shirky: Institutions vs. Collaboration." *TED: Ideas Worth Spreading*, 2005, https://www.ted.com/talks/clay_shirky_institutions_vs_collaboration.

Abstract: A lecture that describes how closed or rigid institutional structures might find ways to incorporate more flexibility and fluidity through loose networks and collaboration.

d. Leadership Models

Amabile, Teresa M., and Mukti Khaire. "Creativity and the Role of the Leader." *Harvard Business Review*, Oct. 2008. *hbr.org*, <https://hbr.org/2008/10/creativity-and-the-role-of-the-leader>.

Abstract: An article that came out of a symposium focused on creativity and leadership in business. Includes very thorough discussion of key issues with reference to concrete examples.

Bauer, Claudia. "Building Better Leaders: What It Takes to Create Effective Artistic Directors Who Can Lead Dance Companies in the 21st Century." *Dance Magazine*, vol. 93, no. 1, Jan. 2019. *Gale Academic OneFile*.

Abstract: An overview of the qualities needed for effective cultural management, particularly after controversy.

Beaudin, Guy M. "The Importance of Leadership in Uncertain Times." *RHR International*, 18 Dec. 2019, <https://www.rhrinternational.com/thought-leadership/blog/importance-leadership-uncertain-times>.

Abstract: An article that explores the value of leadership during times of crisis, as a means to: inform, connect, guide, and unite groups.

Chapman, Ian, et al. "Management in Contemporary Aboriginal Organizations." *The Canadian Journal of Native Studies*, vol. 11, no. 2, 1991, pp. 333–49, <http://www3.brandonu.ca/cjns/11.2/McCaskill.pdf>.

Abstract: An analysis of Aboriginal approaches to management in Canada.

Charan, Ram, et al. *The Leadership Pipeline: How to Build the Leadership Powered Company*. 2nd ed, Jossey-Bass, 2011.

Abstract: This book outlines how businesses can select and develop leadership talent within their institution.

Cray, David, et al. "Managing the Arts: Leadership and Decision Making under Dual Rationalities." *The Journal of Arts Management, Law, and Society*, vol. 36, no. 4, Jan. 2007, pp. 295–313, Taylor and Francis+NEJM, doi:<https://doi.org/10.3200/JAML.36.4.295-314>.

Abstract: This article argues that while arts leadership styles are similar to other industries, there are also unique demands that are not always suited to corporate approaches. The text includes an overview of different leadership approaches and how those fit within an arts work culture.

Cynova, Tim. "Shared Leadership, Part 2." *Work Shouldn't Suck Podcast 8*, 20 February 2020, <https://player.captivate.fm/episode/45963dcd-66b5-4882-9cf1-3212f9d44d11>.

Abstract: In part two of the episode on shared leadership, four members of the Fractured Atlas non-hierarchical leadership team discuss their own process of transitioning from a single founder to a shared leadership model.

Dong, Yuntao, et al. "Enhancing Employee Creativity via Individual Skill Development and Team Knowledge Sharing: Influences of Dual-Focused Transformational Leadership." *Journal of Organizational Behavior*, vol. 38, no. 3, 2017, pp. 439–58. Wiley Online Library, doi:<https://doi.org/10.1002/job.2134>.

Abstract: This article explores how dual-focused transformational leadership can address both individual and team creativity as part of a management strategy that supports individual skill building and team knowledge-sharing respectively.

Drucker, Peter F. *The Effective Executive: The Definitive Guide to Getting the Right Things Done*. Harper Business, 1967.

Abstract: This book argues that executive leadership requires the vision to complete tasks that are overlooked and avoid ones that are unproductive. Key

to this is time management, prioritizing, and knowing how to arrange the various elements to produce the desired effect.

Ebbers, Joris J., and Nachoem M. Wijnberg. "Betwixt and between: Role Conflict, Role Ambiguity and Role Definition in Project-Based Dual-Leadership Structures." *Human Relations*, vol. 70, no. 11, Nov. 2017, pp. 1342–65. *SAGE Journals*, doi:<https://doi.org/10.1177/0018726717692852>.

Abstract: This article examines dual-leadership through the lens of the film industry, which has always structured leadership between the director and producer. This shares leadership but also structures a hierarchy with others staff.

Galli, Jaime D. *Organizational Management in the Non-Profit Performing Arts: Exploring New Models of Structure, Management, and Leadership*. University of Oregon, 2011, https://scholarsbank.uoregon.edu/xmlui/bitstream/handle/1794/11210/AAD_Galli_FinalProject_2011?sequence=1&isAllowed=y.

Abstract: This Master's Thesis explores the challenges faced by arts organizations during the leadership and management process. It critiques a variety of leadership frameworks, including dual management and the artistic directorship, and proposes alternative models.

Heifetz, Ronald A., et al. *Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Harvard Business Review Press, 2009.

Abstract: This book is a practical guide for leadership frameworks and practices that embrace change and adaptation.

Henein, Amal, and Francoise Morissette. *Made in Canada Leadership*. John Wiley & Sons Canada, Ltd., 2007.

Abstract: This book explores leadership development and the challenges associated with the future of management in Canada.

Holtbrügge, Dirk. "Indigenous Management Research." *Management International Review*, vol. 53, no. 1, Feb. 2013, pp. 1–11, doi:<https://doi.org/10.1007/s11575-012-0160-1>.

Abstract: This essay notes that Western management needs to adapt to the range of other cultural perspectives that are now common in a globalized economy. It gives an overview of non-Western concepts like guanxi (China), jugaad (India), ubuntu (South Africa), and blat (Russia) that are not properly addressed in Western management styles.

Humphreys, John H. "Contextual Implications for Transformational and Servant Leadership: A Historical Investigation." *Management Decision*, edited by David Lamond, vol. 43, no. 10, Dec. 2005, pp. 1410–31, doi:<http://doi.org/10.1108/00251740510634949>.

Abstract: While traditional management assumes an authoritarian form, this article explores the potential of "servant leadership".

Hunter, Boyd. *Recent Growth in Indigenous Self-Employed and Entrepreneurs*. 91, Centre for Aboriginal Economic Policy Research, Australia National University, 2013, https://openresearch-repository.anu.edu.au/bitstream/1885/147840/1/WP91_Hunter_self_employment_0.pdf.

Abstract: There has been an increase in Indigenous self-employment and entrepreneurship in Australia after a long history of being disadvantaged by colonial policies and practices. This article examines Indigenous agency in entrepreneurial businesses and self-employment situations.

Jain, Ravi. "Collaborative Producing." *Canadian Theatre Review*, vol. 163, June 2015, pp. 39–43, doi:<https://doi.org/10.3138/ctr.163.008>.

Abstract: This article outlines a collaborative producing model (RISER Project) by Why Not Theatre company in Toronto. The model leverages organizational resources to reduce the burden on independent artists.

Järvinen, Mari, et al. "New Variations of Dual Leadership: Insights from Finnish Theatre." *International Journal of Arts Management*, 2015, pp. 16–27, <https://www.jstor.org/stable/i24586650>.

Abstract: This text examines the challenges and successes of dual-leadership structures in Finnish theatre companies through a series of case-studies and interviews.

Jones, Michael. *Artful Leadership: Awakening the Commons of the Imagination*. Pianoscapes, 2006.

Abstract: An "inspirational" point of view on leadership from an artist-musician who values presence, beauty, improvisation and expressivity in leadership practices.

Kaospilot. "Course: Creative Leadership." *Kaospilot*, n.d., n.p., <https://www.kaospilot.dk/product/creative-leadership>.

Abstract: A course on creative leadership from an organization that specializes in teaching about the intersection of creativity, education, design, and management.

Kouzes, James M., and Barry Z. Posner. *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*. 5th ed, Jossey-Bass, 2012.

Abstract: In this book on corporate leadership the authors explore how leadership is based in relationships that require nurturing and active development.

LeSage, Jeanne. *Who's Going to Lead Canada's Performing Arts Organizations?* LeSage Arts Management, 2018.

Abstract: A literature review and analysis to address the question: what does Canada need to do to develop, select, and retain the future leaders of our performing arts organizations. Includes a survey & data analysis.

Liteman, Merianne and Illinois Arts Alliance Foundation. *Planning for Succession: A Toolkit for Board Members and Staff of Nonprofit Arts Organizations*. Illinois Arts Alliance Foundation, in collaboration with the Arts & Business Council of Chicago, 2003.

Abstract: A practical guide for succession-planning and managing change.

Marsland, Jane. *Shared Platforms and Charitable Venture Organizations*. Metcalf Foundation, June 2013, pp. 1–40,
<https://metcalffoundation.com/publication/shared-platforms-and-charitable-venture-organizations-a-powerful-possibility-for-a-more-resilient-arts-sector-2/>

Abstract: An assessment of the potential of shared platforms for arts organizations in Ontario. Includes discussion of the financial/tax/legal repercussions.

Northouse, Peter Guy. *Leadership: Theory and Practice*. 6th ed, SAGE, 2013.

Abstract: This theoretical text provides an overview of key contemporary leadership models along with practical exercises and case-studies.

Open Mind Consulting and Informing Change, and The William and Flora Hewlett Foundation. *Case Studies in Distributed Leadership: A Framework for Exploration, Organizational Snapshots, and Tools and Applications*. The William and Flora Hewlett Foundation, Nov. 2018, pp. 1-24,
https://static1.squarespace.com/static/534098cce4b0d2725fee17b8/t/5dfdf2092b533014b7b0cd65/1576869931476/Case+Studies+in+Distributed+Leadership+2019_OMC_IC_HWLT.12.19.pdf.

Abstract: A good definition of distributed leadership, with examples of application and impact in specific US case-studies.

Reid, Wendy, and Rekha Karambayya. "Impact of Dual Executive Leadership Dynamics in Creative Organizations." *Human Relations*, vol. 62, no. 7, July 2009, pp. 1073–112, doi:<https://doi.org/10.1177/0018726709335539>.

Abstract: In this precursor to "The Shadow of History" article, the authors use a social psychological lens to explore conflict management in dual leadership through eight case-studies of Canadian performing arts organizations.

Reid, Wendy, and Rekha Karambayya. "The Shadow of History: Situated Dynamics of Trust in Dual Executive Leadership." *Leadership*, vol. 12, no. 5, Nov. 2016, pp. 609–31. *SAGE Journals*, doi:<https://doi.org/10.1177/1742715015579931>.

Abstract: In this essay the authors explore conflict management in dual-leadership situations within eight Canadian performing arts organizations. The discussion focuses on issues of trust in building effective leadership of individuals, duos, and groups (including boards).

Rentschler, Ruth, and Gus Geursen. *Entrepreneurial Leadership in Non-Profit Performing Arts Organizations*. p. 29 June-2 July 2003, http://ernest.hec.ca/video/pedagogie/gestion_des_arts/AIMAC/2003/resources/pdf/A/A34_Rentschler_Geursen.pdf.

Abstract: Focusing on entrepreneurial leadership styles, the authors examine how leaders in non-profit performing arts balance organizational interests like funding, market opportunities and non-profit mandates.

Reynolds, Sarah, et al. "Collaborative Leadership in the Arts as a Unique Form of Dual Leadership." *The Journal of Arts Management, Law, and Society*, vol. 47, no. 2, Mar. 2017, pp. 89–104. *Taylor and Francis+NEJM*, doi:<https://doi.org/10.1080/10632921.2016.1241968>.

Abstract: The authors look at dual leadership in Australian performing arts organizations, and challenge the idea that conflict is inevitable in dual leadership situations. They propose that it is a more collaborative relationship.

Stein, Tobie S. *Leadership in the Performing Arts*. Allworth Press, 2016.

Abstract: This book explores what productive arts leadership looks like through the experience of 11 individuals who work with American performing arts institutions.

The William and Flora Hewlett Foundation. *Ramping Up for Distributed Leadership: A Brief Exploration of Two Cases*. The William and Flora Hewlett Foundation, 2018, pp. 1–4,
<https://hewlett.org/wp-content/uploads/2018/11/Final-Case-Study-1.1.-Hewlett-Ramping-Up-for-DL-10.15.18-OMC-IC.pdf> .

Abstract: Two case studies that address how orgs approach distributed leadership over time. Seems to be similar case studies to "Case Studies in Distributed Leadership: A framework for exploration, organizational snapshots, and tools and applications," this may just be an earlier version of the analysis.

Voyageur, Cora Jane, et al., editors. *Restorying Indigenous Leadership: Wise Practices in Community Development*. Second edition, Banff Centre Press, 2015.

Abstract: This book brings together a variety of authors who explore Indigenous leadership practices through narratives, case-studies, and future visioning.

Work. Shouldn't. Suck/ Fractured Atlas. "Shared Leadership, Part 1." *Work Shouldn't Suck Podcast*, 7, 15 February 2020,
<https://player.captivate.fm/episode/c5c2c955-028f-4add-9594-7684cc79c791>.

Abstract: A two-part podcast on shared or distributed leadership models. Part one introduces the basics of the model.

e. Organizational Culture and Effectiveness

Austin, Robert D., and Lee Devin. *Artful Making: What Managers Need to Know about How Artists Work*. Financial Times/Prentice Hall, 2003.

Abstract: This book links artistic practices in theatre with the process of business project management, emphasizing collaboration and the flexibility of innovating “on cue”, while managing fixed budgets and deadlines.

Brown, Brené. *Dare to Lead: Brave Work, Tough Conversations, Whole Hearts*. Random House, 2018.

Abstract: In this book the authors define the skills needed for successful leadership. Key to their premise is a leadership style that recognizes potential and develops it. In this model, power is not hoarded but shared and vulnerability is an asset. It is a style that values humanity and empathy.

Brown, Tim. *Change By Design: How Design Thinking Transforms Organizations and Inspired Innovation*. Harper Business, 2009.

Abstract: An overview of creative business strategies as a process that is infused into all levels of an organization, in a holistic approach that produces innovation.

Catmull, Edwin E., and Amy Wallace. *Creativity, Inc: Overcoming the Unseen Forces That Stand in the Way of True Inspiration*. First edition, Random House, 2014.

Abstract: This book looks at the creative culture of the animation firm Pixar, where honesty, communication, and originality are at the heart of their organizational approach.

Csikszentmihalyi, Mihaly. *Creativity: The Psychology of Discovery and Invention*. First Harper Perennial modern classics edition, Harper Perennial Modern Classics, 2013.

Abstract: An overview of creativity through the psychological lens of Flow theory. The book explores moments of perfect creativity through interviews and theoretical research while deconstructing the idea of the “tortured genius.” In this book creativity is outlined as something that needs cultivation.

Harvey, Jocelyn, et al. *Creative Management in the Arts and Heritage: Sustaining and Renewing Professional Management for the 21st Century*. 22 June 2002, pp. 1-41, <http://www.creativetrust.ca/wp-content/uploads/2010/12/Creative-Mgmt-J-Harvey.pdf>.

Abstract: This conference discussion paper identifies issues, problems, and needs in order to develop strategic human resources policies for arts and heritage organizations.

Hoppe, Robert. *The Governance of Problems: Puzzling, Powering and Participation*. Policy Press, 2011.

Abstract: This book attempts to alter the perception about governance policy by shifting away from policy as theory to policy as an applied way to process problems and make decisions collaboratively. It focuses on public policy and democratic governance as a way to engage networks and citizen participation.

Jung, Yuha. "Micro Examination of Museum Workplace Culture: How Institutional Changes Influence the Culture of a Real-World Art Museum." *Museum Management and Curatorship*, vol. 31, no. 2, 2016, pp. 159-77, doi:<https://doi.org/10.1080/09647775.2015.1117393>.

Abstract: The author explores how art museum workplace culture is influenced by its leadership, management structure and internal communications. It takes an ethnographic approach to propose that the organization acts as an open system where adaptation can strengthen the stability and health of the institution.

Kaiser, Michael M., and Brett E. Egan. *The Cycle: A Practical Approach to Managing Arts Organizations*. Brandeis University Press, 2013.

Abstract: This is the third book of a trilogy that explores sustainable arts organizations. Here, he discusses programmatic marketing that supports the rest of the organization's activities by generating interest and community.

Maguire, Rob. "What's the Future of Canada's Museums?" *Canadian Art*, 8 Mar. 2016, n.p.,
<https://canadianart.ca/features/whats-the-future-of-canadas-museums/>.

Abstract: Ten leaders of Canada's art-focused museums share their vision for the future of these institutions, and discuss how we get there.

Reddin, W. J. *Effective Management by Objectives: The 3-D Method of MBO*. McGraw-Hill, 1971.

Abstract: n/a

Rushkoff, Douglas. *Team Human Podcast*. n.d., n.p.,
<https://www.teamhuman.fm/shows>.

Abstract: This podcast explores a variety of issues about agency and social justice within the larger economic, technological and social structures that affect contemporary human experiences.

Scharmer, Claus Otto. *The Essentials of Theory U: Core Principles and Applications*. First edition, Berrett-Koehler Publishers Inc., 2018.

Abstract: This book provides an overview of the change-management model "Theory U", and underscores that the capacity to pay attention shapes the world around us. He argues that this awareness is key to effective leadership.

Schein, Edgar H. *Organizational Culture and Leadership*. 4. ed, Jossey-Bass, 2010.

Abstract: This book articulates the idea of culture as a tool that can be leveraged in management practices and organizational dynamics.

Schuh, Russell G., and Laura C. Leviton. "A Framework to Assess the Development and Capacity of Non-Profit Agencies." *Evaluation and Program Planning*, vol. 29, no. 2, May 2006, pp. 171-79,
doi:<https://doi.org/10.1016/j.evalprogplan.2005.12.001>.

Abstract: This article establishes a framework to analyze development and capacity in non-profit organizations. It also articulates a rubric to evaluate past performance and plan for future growth.

Whitaker, Amy. *Art Thinking: How to Carve out Creative Space in a World of Schedules, Budgets, and Bosses*. First edition, HarperBusiness, 2016.

Abstract: This book explores ways to balance creative potential and pragmatic results through all facets of one's worklife. It offers both inspiration and a practical toolkit to infuse all aspects of your life with creativity.

f. Strategic Planning and Visioning

AEA Consulting, et al. *Managing the Creative - Engaging New Audiences*. J Paul Getty Trust, 15 June 2004, pp. 1–21, <https://www.artstrategies.org/downloads/ManagingTheCreativeBackground.pdf>.

Abstract: A backgrounder for a seminar at the J Paul Getty Trust, looking at how nonprofits and for-profits can learn from one another regarding effective management of creative processes.

Benz, Matthias. "Entrepreneurship as a Non-Profit-Seeking Activity." *International Entrepreneurship and Management Journal*, vol. 5, no. 1, Mar. 2009, pp. 23–44, doi: <https://doi.org/10.1007/s11365-006-0031-y>.

Abstract: This article argues that entrepreneurship should not be seen as exclusively a for-profit activity, but rather as non-profit because it generally doesn't pay well and is seen as rewarding in non-monetary ways.

Castañer, Xavier, and Lorenzo Campos. "The Determinants of Artistic Innovation: Bringing in the Role of Organizations." *Journal of Cultural Economics*, vol. 26, no. 1, 2002, pp. 29–52, <https://doi.org/10.1023/A:1013386413465>.

Abstract: The authors explore what determines artistic innovation in arts organizations. They define the topic, review literature and identify gaps, and then formulate an analysis of the components of innovation.

Government of Canada. *Policy Horizons Canada*. n.d., n.p., <https://horizons.gc.ca/en/home/>.

Abstract: A Canadian federal organization that is dedicated to strategic foresight, particularly focused on the economy, policy, and governance.

Kaiser, Michael M. *The Art of the Turnaround: Creating and Maintaining Healthy Arts Organizations*. University Press of New England, 2008.

Abstract: In the first of his trilogy of books dedicated to sustainable arts organizations, the author establishes some rules for rescuing arts organizations in financial trouble and for developing ongoing sustainability.

Myers, Jan, and Ruth Sacks. "Tools, Techniques and Tightropes: The Art of Walking and Talking Private Sector Management in Non-Profit Organisations, Is It Just a Question of Balance?" *Financial Accountability & Management*, vol. 19, no. 3, 2003, pp. 287–306. *Wiley Online Library*, doi:<https://doi.org/10.1111/1468-0408.00175>.

Abstract: In this paper the authors discuss the application of private-sector management techniques in non-profit environments.

NOBL Academy. "What We Can Learn From Amazon's Planning Process." *NOBL Academy*, 19 Feb. 2020, n.p., <http://academy.nobl.io/10x-thinking-and-cross-functional-goals-what-we-can-learn-from-amazons-planning-process/>.

Abstract: This blog post reviews Amazon's annual planning process and proposes that there may be lessons that could be applied more broadly to business and management environments.

Seaman, Bruce A. "Competition and the Non-Profit Arts: The Lost Industrial Organization Agenda." *Journal of Cultural Economics*, vol. 28, 2004, pp. 167–93. SpringerLink, <https://doi.org/10.1023/B:JCEC.0000038021.67290.49>.

Abstract: An analysis of performing arts organizations within the framework of business and competitive conditions. The article posits that not enough research has been focused on arts orgs as "near natural monopolies" and their operations through the lens of competitiveness.

Sharpe, Bill. *Three Horizons: The Patterning of Hope*. International Futures Forum, 2013.

Abstract: This book provides an 'inspirational' framework for future-planning.

g. Temporary Organizational Structures

Basinger, Nancy Winemiller, and Jessica Romine Peterson. "Where You Stand Depends on Where You Sit: Participation and Reactions to Change." *Nonprofit Management and Leadership*, vol. 19, no. 2, 2008, pp. 243–57, doi:<https://doi.org/10.1002/nml.217>.

Abstract: A case-study that examines stakeholder involvement in organizational change. This article is unique in that it looks at the varying levels of agency and levels of involvement from the perspectives of multiple different stakeholder groups who were all part of the process.

Burke, Catriona M., and Michael J. Morley. "On Temporary Organizations: A Review, Synthesis and Research Agenda." *Human Relations*, vol. 69, no. 6, June 2016, pp. 1235–58, doi:<http://doi.org/10.1177/0018726715610809>.

Abstract: An interdisciplinary analysis that attempts to synthesize academic research on temporary organizations. The text includes a definition of the topic, literature review, analysis of key aspects, and outline the stakes for broader management theory.

Ding, Xiang, et al. "Linking Transformational Leadership and Work Outcomes in Temporary Organizations: A Social Identity Approach." *International*

Journal of Project Management, vol. 35, no. 4, May 2017, pp. 543–56,
doi:<https://doi.org/10.1016/j.ijproman.2017.02.005>.

Abstract: This article looks at the relationships between different models of leadership including: transformational leadership, subordinate work engagement, and project turnover intention as they apply to temporary organizations and projects. The research is applied to a case-study in China, which analyzes worker responses.

Goetz, Nicolas, et al. "A Person-Environment-Fit-Model for Temporary Organizations - Antecedents for Temporary Working Settings." *International Journal of Project Management*, Sept. 2020, p. 2267-76,
doi:<http://doi.org/10.1016/j.ijproman.2020.08.006>.

Abstract: This journal article looks at the increase in temporary organizations, and proposes a scale of temporarily based on five elements including: temporal duration, nature of the task, team composition, hierarchy, and coordination. Based on those conditions, the authors model a person-environment fit model that examines personal and job fit through the intersection of the temporary environment and three levels of personal relationships to the 1) organization, 2) group, and 3) job.

Hällgren, Markus. "Groupthink in Temporary Organizations." *International Journal of Managing Projects in Business*, vol. 3, no. 1, Jan. 2010, pp. 94–110,
doi:<http://doi.org/10.1108/17538371011014044>.

Abstract: This paper analyzes how groupthink and collective dynamics function in temporary organizations, based on a case-study of Everest event survivors who experienced collective dynamics in life or death situations.

Harman, Grant, and Kay Harman. "Strategic Mergers of Strong Institutions to Enhance Competitive Advantage." *Higher Education Policy*, vol. 21, 2008, pp. 99–121. *Palgrave Journals*. doi:<https://doi.org/10.1057/palgrave.hep.8300172>.

Abstract: This article focuses on strategic mergers in higher education. Rather than focusing on organizations in crisis, this text examines a case study

involving a strong and stable institution that moved forward with the merger for strategic purposes and enhanced growth.

Harris, Martin. *Epoch, Epistemology and the Virtual Organization*. Essex University Business School, 2013, http://repository.essex.ac.uk/7822/1/WP2013-9_Harris_Virtual_Organization.pdf.

Abstract: This article looks at the concept of virtual organizations, beginning with literature from the 1990s and pushing against the assumption that “virtual” means the end of an organization.

Heller-Schuh, Barbara, et al. “Mergers and Acquisitions in the Public Research Sector. Toward a Comprehensive Typology.” *Research Evaluation*, no. rvaa015, July 2020. *Silverchair*, doi:<https://doi.org/10.1093/reseval/rvaa015>.

Abstract: This article analyzes strategic mergers in European public research institutions and collects empirical data about these merger events between 2000-2016.

Jenkins, Garry W. “The Powerful Possibilities of NonProfit Mergers: Supporting Strategic Consolidation Through Law and Public Policy.” *Southern California Law Review*, vol. 74, no. 4, 2001, pp. 1089–132.

Abstract: An analysis of how corporate-style mergers might be applicable to the broader sustainability of non-profit organizations. The text includes an analysis of costs, challenges, and benefits for organizational stability and finances.

Kenis, Patrick, et al., editors. *Temporary Organizations: Prevalence, Logic and Effectiveness*. Edward Elgar, 2009.

Abstract: This book examines how temporary organizations are different from traditional organizational structures and analyzes their efficacy. It is an anthology that brings together a variety of scholars to examine organizational structures, resources, and outcomes.

Kusstatscher, Verena, and Cary L. Cooper. *Managing Emotions in Mergers and Acquisitions*. Edward Elgar, 2005.

Abstract: This book focuses on the emotional impacts of merger situations and outlines how managerial behaviour and communication can influence employee readiness for post-merger environments, as well as the ultimate success of the merger itself.

Lindner, Frank, and Andreas Wald. "Success Factors of Knowledge Management in Temporary Organizations." *International Journal of Project Management*, vol. 29, no. 7, Oct. 2011, pp. 877–88, doi:<https://doi.org/10.1016/j.ijproman.2010.09.003>.

Abstract: Temporary organizations struggle with knowledge transfer between projects, and this article researches success-factors in this knowledge transference in temporary situations, including technological tools and organizational culture.

McGraw, David. "The Epoch Model: An Arts Organization with an Expiration Date." *David J. McGraw*, July 2010, <http://www.davidjmcgraw.com/the-epoch-model.html>.

Abstract: An article that first appeared in *20UNDER40: Re-inventing the Arts and Arts Education for the 21st Century*, edited by Edward P. Clapp. A reflection on the temporal limits of arts organizations, whether they can—or should—survive indefinitely.

McLaughlin, Thomas A. *Nonprofit Mergers and Alliances*. 2nd ed, Wiley, 2010.

Abstract: A practical guide to nonprofit mergers and alliances.

McSweeney, Brendan. "Are We Living in a Post-bureaucratic Epoch?" *Journal of Organizational Change Management*, edited by Martin Harris, vol. 19, no. 1, Jan. 2006, pp. 22–37, doi: <https://doi.org/10.1108/09534810610643668>.

Abstract: An article that questions the “epochal” idea that traditional bureaucratic institutions are in decline or obsolete. The author finds that there has instead been an intensification of bureaucracy and argues that the insistence on the post-bureaucratic ignores the complexity of institutional change.

Packendorff, Johann. “Inquiring into the Temporary Organization: New Directions for Project Management Research.” *Scandinavian Journal of Management*, vol. 11, no. 4, 1995, pp. 319–33, *Science Direct*, doi:[https://doi.org/10.1016/0956-5221\(95\)00018-Q](https://doi.org/10.1016/0956-5221(95)00018-Q).

Abstract: The article argues that project management research would be strengthened by the inclusion of research on temporary organizations to diversify theoretical perspectives.

Smith, Shawna. *Creating ‘A Great Place to Be’: A Case Study of Boys and Girls Clubs of South Coast BC’s Merger*. Master’s Thesis, School of Public Administration, University of Victoria, 14 Nov. 2013, https://dspace.library.uvic.ca/bitstream/handle/1828/5697/Smith_Shawna_MA_2013.pdf?sequence=1.

Abstract: A Master’s Thesis that examines the employee experiences of the 2011 merger between the Boys and Girls Club of Greater Vancouver (BGCGV) and Boys and Girls Club Community Services of Delta/Richmond (BGCCS). The report analyzes the employee experiences in order to determine how the organization can perform successful future planning and organizational development.

Sydow, Jörg. “Temporary Organizing - The End of Organizations as We Know Them?” *Rutgers Business Review*, vol. 2, no. 2, 2017, https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3014702.

Abstract: This article pushes against the idea that temporary organizations will entirely replace traditional models, and that the two structures may be complementary forms that can coexist.

Tetenbaum, Toby J. "Beating the Odds of Merger and Acquisition Failure: Seven Key Practices That Improve the Chance for Expected Integration and Strategies." *Organizational Dynamics*, Autumn 1999, pp. 1–11. *Science Direct*. doi:[https://doi.org/10.1016/S0090-2616\(00\)80014-5](https://doi.org/10.1016/S0090-2616(00)80014-5).

Abstract: An analysis of what strategies & key issues make mergers successful. The article argues that focus is often on deal-making rather than integration after the deal closes. It requires attention to culture, leadership in transition and seven key factors (input into decision, organizational capacity, alignment of systems, culture management, quick transition, information flow, & standardized plan).

Toepler, Stefan, et al. "Small Organization Mergers in Arts and Humanities." *Nonprofit Management and Leadership*, vol. 15, no. 1, 2004, pp. 95–115. *Wiley Online Library*, doi:<https://doi.org/10.1002/nml.55>.

Abstract: In this American case-study, the authors analyze a merger between two organizations: a local arts council and a county-level humanities commission. The article examines how well merger literature applies to this case and develops a set of guidelines for merger scenarios in the arts.

Tyssen, Ana K., et al. "Leadership in Temporary Organizations: A Review of Leadership Theories and a Research Agenda." *Project Management Journal*, vol. 44, no. 6, Dec. 2013, pp. 52–67. *SAGE Journals*, doi:<http://doi.org/10.1002/pmj.21380>.

Abstract: This article analyzes existing leadership theory, which is usually designed for permanent institutions, and applies it to temporary organizational structures.

Windolph, Janine. "Intertwined Legacies—Mispon: A Celebration of Indigenous Filmmaking and Its Last Visionary." *Landscapes of Moving Image*:

Prairie Artists Cinema, Edited by Melanie Wilmink and Solomon Nagler, WNDX, 2021, pp. n/a.

Abstract: Part of a book on artist's cinema practices in Canada's prairie provinces. This chapter focuses on the history of the mispon indigenous film festival in Saskatchewan, which has now wound down operations. The author discusses the indigenous framework of the festival, and the iteration of the festival within 4 year iterations or cycles, and the relationship between the Executive Director and volunteers or contract staff.

2. The Future Arts Worker

Research “pathways”:

“Imagine a future where arts ‘workers’ do not have job titles or defined job descriptions. Where there is an equal role for organizations and workers to shape what they do in the organization and how they develop in the sector.”

- a. Uncertainty of future operations and programming in a pandemic - and the impacts on staffing and HR Planning.
- b. Everchanging Job Roles - will this need to be the new reality?
- c. The Overwhelmed and the Underutilized:
 - i. For those on payroll and working, but remotely
 - ii. For those on payroll with a diminished purpose, and nothing to do

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 - i. For those on payroll and working, but remotely
 - ii. For those on payroll with a diminished purpose, and nothing to do
 - iii. And those suddenly unemployed, undeployed, and without purpose (especially artists, contract workers)

Sections:

- a. Conflict Resolution, Internal Communication, and Interpersonal Communication
- b. Job Roles
- c. Performance Management

List of References:

- a. Conflict Resolution, Internal Communication, and Interpersonal Communication

Bechky, Beth A. "Gaffers, Gofers, and Grips: Role-Based Coordination in Temporary Organizations." *Organization Science*, vol. 17, no. 1, 2006.

Abstract: This paper analyzes one type of temporary organization, film projects, exploring the way in which roles both organize immediate work and maintain continuity across different projects. By showing how suggested structural elements and role enactments support one another, this work generates a more complete understanding of the conditions that affect coordination, including role duration, expectations of future interaction, and visibility of work.

Cooren, F. *Mediation as the Art of Ventriloquism: A Communication Perspective.*

Abstract: In this article, I first propose to reinterpret R. T. Craig's (1999) call for a dialogue between communication perspectives as a formulation of design specs to which any constitutive model of communication should respond. I then propose to answer this call by metaphorically conceiving of communication as a form of ventriloquism, which translates our capacity to make other beings say or do things while we speak, write, or, more generally, conduct ourselves. Finally, I show to what extent this ventriloquial model of communication responds to the design specs of each of the 7 traditions Craig identified (rhetoric, semiotics, phenomenology, cybernetics, sociopsychology, sociocultural theory, and the critical approach), while maintaining a certain ontological and epistemological coherence. (Journal abstract)

First Nations Pedagogy Online. Talking Circles. 2009, <http://firstnationspedagogy.ca/circletalks.html>.

Abstract: An overview of the Indigenous process of talking circles created by First Nations leaders. The general process includes: making space for everyone in the circle to speak and to be heard with respect and discretion.

Fisher, Roger, et al. *Getting to Yes: Negotiating Agreement Without Giving In*. Penguin Books, 2011.

Abstract: Getting to Yes offers a proven, step-by-step strategy for coming to mutually acceptable agreements in every sort of conflict. Thoroughly updated and revised, it offers readers a straight-forward, universally applicable method for negotiating personal and professional disputes without getting angry-or getting taken.

Gladwell, Malcolm. *Talking To Strangers*. Little, Brown, 2019.

Abstract: Talking to Strangers” looks at the ways we do harm by failing to understand one another, a problem he investigates through the child-abuse scandal involving Penn State assistant football coach Jerry Sandusky, the trial of Amanda Knox, the suicide of Sylvia Plath, the deceptions of financier Bernie Madoff and the TV sitcom “Friends.”

Reade, Carol, and Mark McKenna. “Leveraging Indigenous Knowledge for Sustainable Workplace Harmony: A Conflict Management Tool for International Managers.” *The Journal of Corporate Citizenship*, no. 51, 2013, pp. 53–71.

Abstract: This article proposes the integration of Indigenous knowledge to inform conflict management systems in their subsidiaries in order to enhance and sustain cooperative workplace relations. The model is illustrated by a practical application in the Sri Lankan subsidiary of a European MNE. This leveraging of Indigenous dispute resolution knowledge from the community into the organisation contributes to a greater and harmonious workplace. To be specific: by Indigenous knowledge, the author is referring to "generally non-Western knowledge systems and includes knowledge that has been obscured or marginalised through the processes of modernisation, including periods of colonization."

Reivich, Karen, and Andrew Shatté. *The Resilience Factor*. 2002.

Abstract: In this book readers will get to measure their own resilience, and the text will display the readers' resilience strengths and those areas on which they could improve. The book's goal is to teach the seven skills of resilience that the authors have developed over the last fifteen years. These seven skills will lead to a thorough understanding of how and why one thinks the way they do. Armed with the self-awareness they provide, thousands of children, adolescents, parents, and corporate employees have used the skills to become happier, more productive, more successful, and more balanced in their lives.

Schein, Edgar H. *Humble Inquiry: The Gentle Art of Asking Instead of Telling*. 2013.

Abstract: Schein contrasts Humble Inquiry with other kinds of inquiry, shows the benefits Humble Inquiry provides in many different settings, and offers advice on overcoming the cultural, organizational, and psychological barriers that keep us from practicing it.

Scott, Kim. *Radical Candor*. St Martin's Press, 2019.

Abstract: *Radical Candor* offers a guide to those bewildered or exhausted by management, written for bosses and those who manage bosses. Taken from years of the author's experience, and distilled clearly giving actionable lessons to the reader; it shows managers how to be successful while retaining their humanity, finding meaning in their job, and creating an environment where people both love their work and their colleagues.

Scott, Susan. "TEDxOverlake The Case for Radical Transparency." *TEDx Talks*, 2011, https://www.youtube.com/watch?v=oVKaXUB4EFg&ab_channel=TEDxTalks.

Abstract: Susan Scott is a best-selling author and leadership development architect who has enabled top executives worldwide to engage in vibrant dialogue with one another, with their employees, and with their customers for two decades. A recognized thought leader in the global business and education communities, and recipient of the 2008 Stevie award for Entrepreneur of the Year. Susan and her company, Fierce, Inc., are committed

to large-scale and individual transformation through the principles set forth in Susan's books and her company's customized corporate training programs.

Stone, Douglas, et al. *Difficult Conversations: How to Discuss What Matters Most*. 2010.

Abstract: Based on fifteen years of research at the Harvard Negotiation Project, *Difficult Conversations* walks you through a step-by-step proven approach to having your toughest conversations with less stress and more success.

Westley, Frances, et al. *Getting To Maybe*. 2006.

Abstract: Practical, inspirational, revolutionary guide to social innovation Many of us have a deep desire to make the world around us a better place. But often our good intentions are undermined by the fear that we are so insignificant in the big scheme of things that nothing we can do will actually help feed the world's hungry, fix the damage of a Hurricane Katrina or even get a healthy lunch program up and running in the local school. We tend to think that great social change is the province of heroes -- an intimidating view of reality that keeps ordinary people on the couch.

b. Job Roles

Ambrose-Smith, Neal, and Jaune Quick-to-See Smith. "THE PRACTICE OF AN ARTIST WHO IS ALSO AN ARTS WORKER." *National Art Education Association*, vol. 67, no. 2, Mar. 2014, pp. 43–52.

Abstract: Written by a Native American artist from the (Confederated Salish and Kootenai Nation (Montana) this "opinion piece" offers an anti-colonial perspective to practicing art and learning to continue her craft through research, travelling and collaboration.

Brookfield Institute. *I, Human: Digital and Soft Skills in a New Economy*. 9780511791338, 2019.

Abstract: Using data scraped from job postings collected by Burning Glass Technologies from January 2012 to December 2018, this report uncovers the specific digital (skills that involve the use of and/or production of digital technologies) and non-digital (including soft) skills that employers in Canada are seeking. Our aim is to help inform the efforts of policymakers, educators and training organizations, as well as the decisions of students and job seekers looking to understand which skill combinations are likely to serve them best in the job market. (From Website Overview)

Clarke, Annie. *A Values-Based Approach to Hiring*.
<http://generatorto.com/blog/values-hiring>.

Abstract: A blog post about two companies currently in residence at GeneratorTO on their hiring process which can be a lesson to many arts organizations that are currently going through both institutional and leadership changes. The blog includes the process of alignment with future leaders of arts and culture and a deeper analysis of how their hiring decision is just an expansion of their values and mission.

c. Performance Management

Doerr, John, and Larry Page. *MMeasure What Matters: How Google, Bono, and the Gates Foundation Rock the World with OKRs*. Penguin Publishing Group, 2018.

Abstract: Venture capitalist John Doerr breaks down goal-setting system of Objectives and Key Results (OKRs) that has helped tech giants from Intel to Google achieve explosive growth--and how it can help any organization thrive. OKRs focus on effort and foster coordination. They keep employees on track. They link objectives across silos to unify and strengthen the entire company. Along the way, OKRs enhance workplace satisfaction and boost retention.

“Exceptional Employee Experiences: A Clear Path to Powerful ROI.” *The Moment*, 31 Jan. 2020,
<https://themoment.is/exceptional-employee-experiences-a-clear-path-to-powerful-roi/>.

Abstract: Blog post that highlights the significance of excellent employee experience by re-thinking ROI within organizations. Key points are: collaborative approach to envisioning employee experience with flexibility to ensure newer strategies and culture is promoting excellent experience and in consequence, greater ROI.

“How to Navigate the Future of Work.” *The Moment*, 7 Jan. 2020, <https://themoment.is/how-tonavigate-the-future-of-work/>.

Abstract: Blog post that envisions the future of work that is worker centric. The author shares some practical considerations for how organizations of all sizes can actively engage in shaping the Future of Work today by simply putting humans at the centre of conversations and creating the conditions to unlock their potential. Key points include: empathy and ethics integration to management, supporting learning and transitioning workplace rituals and a shift towards circular thinking which generate opportunities.

Menger, Pierre-Michel. “Chapter 22 Artistic Labor Markets: Contingent Work, Excess Supply and Occupational Risk Management.” *Handbook of the Economics of Art and Culture*, vol. 1, Elsevier, 2006, pp. 765–811. *DOI.org (Crossref)*, doi:10.1016/S1574-0676(06)01022-2.

Abstract: This chapter shows how artists use the "diversity of risk" management tool to survive precarity. Some risk management tools suggested are collective action that supports the arts labour market that tackles issues around funding for employing artists and dealing with the impact of increasing flexibility. Section 8: Collective action and public support in occupational risk management might be of interest.

Pink, Daniel H. *Drive: The Surprising Truth About What Motivates Us*. Penguin Publishing Group, 2011.

Abstract: A modern take on current trends of motivation in the workplace with focus in methods that drive creation and innovation. Divided in 3 parts: 1st part

of book provides an analysis of the flawed system of motivation alot of business and working cultures still folow. Includes analysis of Type 1 behaviour which is grounded in science behind human motivation. 2nd part includes application of Type 1 behaviour in workplaces and organizations and 3rd part of the book is a toolkit of resources to implement Type 1 behaviour in workplaces with flexibility.

PricewaterhouseCoopers. "Canadian Workforce of the Future Survey." PwC, <https://www.pwc.com/ca/en/today-s-issues/upskilling/canadian-pulse-survey.html>. Accessed 16 Dec. 2020.

Abstract: In summary, the survey shows how Canadian workers need flexibility and choice with the combination of in-person and working from home arrangements. About 24% of Canadian workers working from home belong to NPO and with the integration of digital workspaces, 34% report an increase in their productivity. 86% of NPO workers report that upskilling can improve their job performance but only 67% have access to the tools.

Scott, Kim. *Radical Candor*. St. Martin's Publishing Group, 2019.

Abstract: Radical Candor offers a guide to those bewildered or exhausted by management, written for bosses and those who manage bosses. Taken from years of the author's experience, and distilled clearly giving actionable lessons to the reader; it shows managers how to be successful while retaining their humanity, finding meaning in their job, and creating an environment where people both love their work and their colleagues. (From the Book's website)

3. The Future Arts Workplace

Research “pathways”:

“Imagine a future where staff continue to work just a few days in the office, and work from home more. Where there is not a fixed office space for all staff to work at all times. Where staff can work in other cities. Where staff with dependents/family can work alternative schedules.”

- a. Staff Performance Management
- b. Project Management and Communication models.
- c. Remote and hybrid working arrangements
- d. Dependent care projects

Sections:

- a. Digital
- b. Environmental Sustainability
- c. Family Issues
- d. “How We Work”
- e. Physical Space and Environmental Design
- f. Project Management and Communication Systems

List of References:

- a. Digital

Benson, Angela D., et al. “The Use of Technology in the Digital Workplace: A Framework for Human Resource Development.” *Advances in Developing Human Resources*, vol. 4, no. 4, Nov. 2002, pp. 392–404. *SAGE Journals*, doi:<https://doi.org/10.1177/152342202237518>.

Abstract: This chapter provides a theoretical overview to help think about the role of technology in the digital workplace and highlights management challenges.

Boyle, Alicia, and Ruth Wallace. "Indigenous People and E-Nabling Technologies: An Analysis of Recent Experiences in Northern and Central Australia." *Kulumun*, vol. 11, 2011, pp. 1–14, *Gale Academic OneFile*.

Abstract: An overview of ICT access and technology use in remote Australian indigenous communities.

Brougham, David, and Jarrod Haar. "Smart Technology, Artificial Intelligence, Robotics, and Algorithms (STARA): Employees' Perceptions of Our Future Workplace." *Journal of Management & Organization*, vol. 24, no. 2, Mar. 2018, pp. 239–57, doi:<https://doi.org/10.1017/jmo.2016.55>.

Abstract: An article that examines worker awareness and fears that their jobs could be endangered by increased technology in the workplace.

Colbert, Amy, et al. "The Digital Workforce and the Workplace of the Future." *Academy of Management Journal*, vol. 59, no. 3, June 2016, pp. 731–39, doi:<https://doi.org/10.5465/amj.2016.4003>.

Abstract: A study about the new relationships and skills that arise as a digital native workforce enters workspaces where technology is commonplace.

Cushman & Wakefield. *Future of Workplace | Insights*, 19 August 2020, <https://www.cushmanwakefield.com/en/insights/covid-19/the-future-of-workplace>.

Abstract: A webinar and report looking at the question "How will COVID-19 and data shape the new workplace?"

Deloitte, et al. *The Digital Workplace: Think, Share, Do*, n.d., 1-20, https://www2.deloitte.com/content/dam/Deloitte/mx/Documents/human-capital/The_digital_workplace.pdf.

Abstract: A Deloitte report about staff changing work experiences and digital workplaces with discussion of tools, challenges, and benefits.

Ericsson. *The Dematerialized Office: A Vision of the Internet of Sense in the 2030 Future Workplace*. Ericsson, Oct. 2020, pp. 1–16, <https://www.ericsson.com/4ab04c/assets/local/reports-papers/industrylab/doc/dematerialized-office-report.pdf>.

Abstract: A report that looks at the future of digital workplaces, and the importance and relevance of various sensory experiences within digital communications in a business setting.

Financial Times - various. "Special Report: Future of the Workplace." *Financial Times*, 3 June 2020, <https://www.ft.com/reports/future-workplace>.

Abstract: A series of articles that look at issues with the turn towards digital workplaces. Includes articles on: "Can 'gamification' of recruitment drive diversity?" "HR chiefs must rethink talent management after COVID-19" "Banks determined to lock in Covid-19 tech changes." "Lessons of lockdown help disabled people at work" "We must harness remote working tech, not be a slave to it." "Coronavirus has transformed work but threatens creative spark."

Gather. *Gather*. 2020, <https://gather.town/>.

Abstract: Gather is a video-calling space that lets multiple people hold separate conversations in a spatialized interface that mimics real life movement and group dynamics.

Hanno. "Remote Starter Kit." *Remote Starter Kit*, 2020, <https://www.remotestarterkit.com/>.

Abstract: Tools and processes to support remote working and collaboration from Hanno digital software consultants.

Harmon, Ellie, and M. Six Silberman. "Rating Working Conditions on Digital Labor Platforms." *Computer Supported Cooperative Work (CSCW)*, vol. 28, no. 5, Sept. 2019, pp. 911–60. *Springer Link*, doi:<https://doi.org/10.1007/s10606-018-9313-5>.

Abstract: A survey of the issues related to worker rights in the gig economy, with discussion of workers reclaiming some power through assessment of the employer through digital tools.

Hubauer, Jennifer. "4 Building Blocks Needed to Thrive in the Workplace of the Future." *Userlane Blog*, 25 Feb. 2020, <https://blog.userlane.com/workplace-of-the-future/>.

Abstract: An analysis of what is blocking digital innovation in the workplace with a series of suggested responses/ ways to solve the issue.

"Leader in Timely Earned Wage Access | Holistic Financial Wellness." *PayActiv*, n.d., n.p., <https://www.payactiv.com>.

Abstract: A digital platform that specializes in workplace financial wellness support.

Manokha, Ivan. "The Implications of Digital Employee Monitoring and People Analytics for Power Relations in the Workplace." *Surveillance & Society*, vol. 14, no. 8, 2020, pp. 540-554, <https://doi.org/10.24908/ss.v18i4.13776>.

Abstract: A theoretical look at how surveillance technologies are perpetuating (and exacerbating) Foucault panopticon in work environments.

Martic, Kristina. "14 Reasons Why the Future of Work Is Happening Now." *Smarp*, 9 June 2020, <https://blog.smarp.com/the-future-of-work>.

Abstract: A really good overview of the impact of the digital shift on the ways that we work & future work environment.

Matsakis, Louise. "Zoom Not Cutting It for You? Try Exploring a Virtual World." *Wired*, May 2020, <https://www.wired.com/story/zoom-not-cutting-it-virtual-world-online-town/>.

Abstract: An overview of a few game-style environments for video-conferencing and live meetings, with some analysis for how it would translate to business or education contexts.

Ravenscroft, A., et al. "Designing Social Media for Informal Learning and Knowledge Maturing in the Digital Workplace: Media for Informal Learning." *Journal of Computer Assisted Learning*, vol. 28, no. 3, June 2012, pp. 235–49, doi:<https://doi.org/10.1111/j.1365-2729.2012.00485.x>.

Abstract: An analysis of the role of informal learning in the workplace and its execution in digital environments.

"Remote-Work Resources." *GitLab*, n.d., <https://about.gitlab.com/company/culture/all-remote/resources/>.

Abstract: A list of remote-work resources from GitLab.

Ten Thousand Coffees. *Ten Thousand Coffees*, 2020, <https://www.tenthousandcoffees.com/>.

Abstract: A digital platform that supports professional networking and mentorship.

Valdez, Gregory. "The Workplace of the Future." *Wired*, June 2018. www.wired.com, <https://www.wired.com/brandlab/2018/06/the-workplace-of-the-future/>.

Abstract: Sponsored content/ branded advertising for Webex, but that provides a useful overview of how workplaces will change with shift to remote work.

Vallicelli, Michelangelo. "Smart Cities and Digital Workplace Culture in the Global European Context: Amsterdam, London and Paris." *City, Culture and Society*, vol. 12, Mar. 2018, pp. 25–34. *ScienceDirect*, doi:<https://doi.org/10.1016/j.ccs.2017.10.001>.

Abstract: A strong analysis of how the shift to remote working is affecting urban design and business environments, including "innovation districts" as well as other local placemaking.

Williams, Susan P., and Petra Schubert. "Designs for the Digital Workplace." *Procedia Computer Science*, vol. 138, Jan. 2018, pp. 478–85. *ScienceDirect*, doi:<https://doi.org/10.1016/j.procs.2018.10.066>.

Abstract: A short computer science paper that gives an overview of six essential ways that digital workflow is used in work environments. Includes useful modelling of different needs for People-focused (networked enterprise, portal, & shared documents) and Process-focused (multi-function platform, efficiency tools & project support) modes of working.

Work. Shouldn't. Suck. "Creating Virtual Workplaces." *Work. Shouldn't. Suck.*, 2020. <https://www.workshouldntsuck.co/virtual-workplaces>.

Abstract: Resources and questions to consider when crafting virtual, remote, or distributed workplaces.

Yee, Nick. *The Proteus Paradox: How Online Games and Virtual Worlds Change Us—And How They Don't*. Yale University Press, 2014.

Abstract: This book examines how the playful environments of online games perpetuate social norms and inequities. The author examines why these digital worlds matter to entertainment, business, and education

b. Environmental Sustainability

Blok, Vincent, et al. "Encouraging Sustainability in the Workplace: A Survey on the pro-Environmental Behaviour of University Employees." *Journal of Cleaner Production*, vol. 106, Nov. 2015, pp. 55–67. doi:<https://doi.org/10.1016/j.jclepro.2014.07.063>.

Abstract: An article that examines pro-environmental behaviour in the workplace and provides an overview of how leadership and management strategies can support a culture of environmental sustainability.

Ciocirlan, Cristina E. "Environmental Workplace Behaviors: Definition Matters." *Organization & Environment*, vol. 30, no. 1, Mar. 2017, pp. 51–70. doi:<https://doi.org/10.1177/1086026615628036>.

Abstract: This article uses an organizational behaviour and human resource lens to study environmental sustainability in the workplace.

Gordon, Pamela J. *Lean and Green: Profit for Your Workplace and the Environment*. 1st ed, Berrett-Koehler Publishers, 2001.

Abstract: This book aims to prove that environmentalism is not necessarily contrary to capitalism, and that green business practices can also be profitable. Includes a large selection of American case-studies.

Storey, Robert. "From the Environment to the Workplace and Back Again? Occupational Health and Safety Activism in Ontario, 1970s-2000*." *Canadian Review of Sociology/Revue Canadienne de Sociologie*, vol. 41, no. 4, July 2008, pp. 419–47. doi:<https://doi.org/10.1111/j.1755-618X.2004.tb00785.x>.

Abstract: This article examines how occupational health and safety as well as the environmental activism has achieved success in Ontario over the course of three decades, and suggests that a partnership between the two movements would be beneficial in the future.

c. Family Issues

Dhillon, Kim, and Andrea Francke. "The C-Word: Motherhood, Activism, Art, and Childcare." *Studies in the Maternal*, vol. 8, no. 2, Dec. 2016, p. 12. doi:<http://doi.org/10.16995/sim.226>.

Abstract: A scholarly and artistic project that looks at childcare and related issues of women in the workplace. The paper documents their research-creation as it intersected with activist campaigns and educational projects, alongside other artworks that look at similar issues. The article examines how childcare is often ignored within artistic practices.

Hein, Catherine, and Naomi Cassirer. *Workplace Solutions for Childcare*. International Labour Organization, 2010, pp. 1–480, http://www.bollettinoadapt.it/old/files/document/5714ILO_2010.pdf.

Abstract: A book that examines how workplace environments support working parents, with a particular focus on developing countries where there has been less documentation about this issue. Includes a literature review and case-studies from ten countries.

Kunik. "Suddenly Remote Workforce." *Google Doc*, 11 Mar. 2020, https://docs.google.com/document/d/1ysX_zzJpuTlouhY4NyJ5OO8qtcohkdfj43bsq8GWW9E/edit.

Abstract: A Google doc with a list of resources on shifting to remote work, specifically for working parents.

Oldham, Jennifer. "Child Care Is Corporate America's Business." *Slate Magazine*, 7 May 2018, <https://slate.com/human-interest/2018/05/why-more-corporations-are-making-child-care-their-business.html>.

Abstract: The skills gap feeding an unprecedented labor shortage will only worsen if companies don't provide child care solutions.

d. "How We Work"

Bock, Laszlo. *Work Rules! Insights from inside Google That Will Transform How You Live and Lead*. First edition, Twelve, 2015.

Abstract: An approach to management leadership that embraces play, as well as listening to and valuing employees. The book provides insights using Google as a case-study, as well as several other large and small organizations that either have failed or successful management cultures. Includes practical and transparent advice for building workplace culture and teams.

Clegg, Stewart. *Handbook of Organization Studies*. SAGE, 2013.

Abstract: An anthology that covers a variety of topics related to organization studies, both in theory & practice. Chapters of interest may include: "Ecological Approaches to Organizations" (Joel A.C. Baum & Andrew V. Shipilov) "From the 'Woman's Point of View' Ten Years Later: Towards a Feminist Organization Studies" (Marta B. Calas & Linda Smirich) "Perspectives on Organizational Decision Making" (Susan J. Miller & David C. Wilson) "Organizing for Innovation in the 21st Century" (Deborah Dougherty) "Exploring the Aesthetic Side of Organizational Life" (Pasquale Gagliardi).

Davis, Ann, and Eddie Blass. "The Future Workplace: Views from the Floor." *Futures*, vol. 39, no. 1, Feb. 2007, pp. 38–52.

doi:<https://doi.org/10.1016/j.futures.2006.03.003>.

Abstract: This article speculates on the future of work from the point of view of the ordinary employee, who is most vulnerable to organizational change. The research is based on survey data as well as management and academic discourse.

Grieser, Randy, et al. *The Culture Question: How To Create a Workplace Where People Like to Work, Achieve*, 2019, pp. 1-227.

Abstract: A book that examines how organizational culture impacts employee satisfaction with their workplace, as well as how improvements can be implemented.

Karpavičiūtė, Simona, and Jūratė Macijauskienė. "The Impact of Arts Activity on Nursing Staff Well-Being: An Intervention in the Workplace." *International Journal of Environmental Research and Public Health*, vol. 13, no. 4, Apr. 2016, pp. 1-17, doi:<https://doi.org/10.3390/ijerph13040435>.

Abstract: This article examines the impact of arts activities on the well-being of nursing staff in the healthcare sector.

Knafo, Ariel, and Lilach Sagiv. "Values and Work Environment: Mapping 32 Occupations." *European Journal of Psychology of Education*, vol. 19, no. 3, Sept. 2004, pp. 255–73. *Springer Link*, doi:<https://doi.org/10.1007/BF03173223>.

Abstract: This article analyzes the relationship between employee values, occupations, and workplace environments with reference to data collected from surveys.

Mulcahy, Kevin J., and Jeanne C. Meister. *The Future Workplace Experience: 10 Rules for Mastering Disruption in Recruiting and Engaging Employees*. 1 Edition, McGraw-Hill Education, 2016.

Abstract: This book provides a survey of how organizations can adapt to game-changing technologies and other disruptions to status-quo business operations. The authors provide a practical framework for reinventing organizational culture.

Osman, Meg. "The Workplace Of The Future: Brought To You By Art, Education, Travel, And Startups." *Fast Company*, 24 June 2016, <https://www.fastcompany.com/3061132/the-workplace-of-the-future-brought-to-you-by-art-education-travel-and-start-ups>.

Abstract: This blog post looks at a variety of workplace design ideas that emerge from disciplines outside of the business world.

Webster, Jennica R., et al. "Workplace Contextual Supports for LGBT Employees: A Review, Meta-Analysis, and Agenda for Future Research." *Human Resource Management*, vol. 57, no. 1, Jan. 2018, pp. 193–210, doi:<https://doi.org/10.1002/hrm.21873>.

Abstract: This study looks at a variety of workplace supports for LGBT workers, and what outcomes those structures determined.

e. Physical Space and Environmental Design

Bain, Alison L. "Female Artistic Identity in Place: The Studio." *Social & Cultural Geography*, vol. 5, no. 2, June 2004, pp. 171–93. Taylor and Francis+NEJM, doi:<https://doi.org/10.1080/14649360410001690204>.

Abstract: This article looks at how the studio workspace plays a key role in identity construction for female artists. Includes case studies and interviews with artists from Toronto.

Batt, M. E. "Physical Activity Interventions in the Workplace: The Rationale and Future Direction for Workplace Wellness." *British Journal of Sports Medicine*, vol. 43, no. 1, Nov. 2008, pp. 47–48. doi:<https://doi.org/10.1136/bjsm.2008.053488>.

Abstract: This article examines the role of physical activity and worker health in the workplace environment.

Brewer, Kirstie. "Art Works: How Art in the Office Boosts Staff Productivity." *The Guardian*, 21 Jan. 2016, <https://www.theguardian.com/careers/2016/jan/21/art-works-how-art-in-the-office-boosts-staff-productivity>.

Abstract: This article examines the role of art in workplace productivity.

Cynova, Tim, and Lauren Ruffin. *What's in a Workplace*, ep. 09, 28 February 2020, <https://www.workshouldntsuck.co/podcast2/ep09>.

Abstract: In this podcast episode, the hosts explore how a workplace is constructed in both physical and virtual ways, and discuss how workplace environments are changing, approaching this issue with creativity, and addressing anti-oppression.

Dul, Jan, et al. "Knowledge Workers' Creativity and the Role of the Physical Work Environment." *Human Resource Management*, vol. 50, no. 6, 2011, pp. 715–34. Wiley Online Library, doi:<https://doi.org/10.1002/hrm.20454>.

Abstract: In this article, the authors use a human resources lens to study the impact of physical work environments on worker creativity and performance.

Friedman, Ron. *The Best Place to Work: The Art and Science of Creating an Extraordinary Workplace*. First edition, Perigee Book, 2014.

Abstract: In this book, the author uses motivation and creativity studies, as well as behavioural economics, neuroscience and management to understand workplace innovation and successful workplace culture.

Harris, Rob. "The Changing Nature of the Workplace and the Future of Office Space." *Journal of Property Investment & Finance*, vol. 33, no. 5, Aug. 2015, pp. 424–35, doi:<https://doi.org/10.1108/JPIF-05-2015-0029>.

Abstract: An overview of how changing workplace and labour practices will impact broader urban design.

Hoff, Eva V., and Natalie K. Öberg. "The Role of the Physical Work Environment for Creative Employees – a Case Study of Digital Artists." *The International Journal of Human Resource Management*, vol. 26, no. 14, Aug. 2015, pp. 1889–906, doi:<https://doi.org/10.1080/09585192.2014.971842>.

Abstract: This study examines the role of the physical space for arts workers who utilize digital technology. The article incorporates interviews and case studies with digital artists who work in office environments.

HOK. "HOK Forward: Workplace Research and Trends." HOK, n.d., <https://www.hok.com/ideas/publications/hok-forward-workplace-research-and-trends/>.

Abstract: HOK architecture studio's WorkPlace group examines the trends shaping the future of work and provides design solutions for the office and workplace of tomorrow.

Khanna, Shilpa, and J. Randolph New. "Revolutionizing the Workplace: A Case Study of the Future of Work Program at Capital One." *Human Resource Management*, vol. 47, no. 4, 2008, pp. 795–808, doi:<https://doi.org/10.1002/hrm.20245>.

Abstract: This article takes a close look at the case-study of the Future of Work program at Capital One, examining how work style, HR policy, workplace design, and technology all affect productivity and workplace culture.

Markusen, Ann. "Urban Development and the Politics of a Creative Class: Evidence from a Study of Artists." *Environment and Planning A: Economy and Space*, vol. 38, no. 10, Oct. 2006, pp. 1921–40, *SAGE Journals*, doi:<https://doi.org/10.1068/a38179>.

Abstract: This article critiques the idea of 'creative class' and examines how the spatial and values clustering of 'creative class' workplaces does not actually support creative production.

Meister, Jeanne C. "Survey: What Employees Want Most from Their Workspaces." *Harvard Business Review*, Aug. 2019, *hbr.org*, <https://hbr.org/2019/08/survey-what-employees-want-most-from-their-workspaces>.

Abstract: An analysis of survey data from 1,601 workers across North America about what employees prioritize in their work environment.

Orton-Jones, Charles. "What Will the Future Office Look Like?" *Raconteur*, 26 Apr. 2016, <https://www.raconteur.net/what-will-the-future-office-look-like/>.

Abstract: A speculative article on what technologies & innovations might be included in the future workplace.

Poulin, Louise, et al. *Managing Our Performance Spaces: Impact Study of the Costs Relating to the Management of Performing Arts Premises in Canada*. Canada Council for the Arts & Dept. of Canadian Heritage, Dec. 2002, pp. 1-107, <https://canadacouncil.ca/research/research-library/2002/12/performing-arts-venues-study>.

Abstract: A survey of the spaces that Canadian performing arts organizations utilize, as well as their associated costs & other impacts.

Rossi, Matti, et al. "Balancing Fluid and Cemented Routines in a Digital Workplace." *The Journal of Strategic Information Systems*, vol. 29, no. 2, June 2020, pp. 1-14. www.sciencedirect.com, doi:<https://doi.org/10.1016/j.jsis.2020.101616>.

Abstract: A computer science article on the intersection of routines and technology. It's quite dense but might be useful in thinking about how to structure flexible labour and spaces, particularly for large organizations with a lot of internal movement.

Steelcase. "Going Beyond Average With Inclusive Design." *Steelcase*, 14 Jan. 2020, <https://www.steelcase.com/research/articles/topics/trends-360/going-beyond-average-inclusive-design/>.

Abstract: A blog post that examines how traditional workplaces design for the "average" person, which excludes a lot of people and has accessibility problems.

Steelcase. "What Workers Want." *Steelcase*, 28 Jan. 2018, <https://www.steelcase.com/research/articles/topics/trends-360/what-workers-want/>.

Abstract: A blog post that gives an overview of what employees look for in a creative and positive work environment.

Stokols, Daniel, et al. "Qualities of Work Environments That Promote Perceived Support for Creativity." *Creativity Research Journal*, vol. 14, no. 2, Apr. 2002, pp. 137-47, doi:https://doi.org/10.1207/S15326934CRJ1402_1.

Abstract: In this article, the authors explain the physical and social elements that generate workplace creativity. Their study analyzed employee perceptions of creativity in their workplace, and its impact on their job satisfaction and stress levels.

Unily, and Kjaer Global. *Future of the Workplace 2030+*, 2020,
<https://www.unily.com/insights/guides/future-of-the-workplace>.

Abstract: A guide & series of interviews that explores what the future corporate workplace will look like. Provides a good breakdown of different issues including emotions in the workplace, physical environments, and smart technology.

f. Project Management and Communication Systems

“13 Things You Didn’t Plan for When You Started Hiring Remote Employees.”
Lighthouseblog, 8 Aug. 2020,
<https://getlighthouse.com/blog/didnt-plan-hiring-remote-employees/>.

Abstract: A blog post that examines the challenges of working with employees who were not already accustomed to remote work, and who may not have been prepared for the dramatic shift to online work environments.

“Best Practices for Managing Remote Employees (And What Doesn’t Work).”
Ambition & Balance, 29 Oct. 2018,
<https://blog.doist.com/best-practices-managing-remote-employees/>.

Abstract: A blog post that provides tips and best practices for managing remote teams.

Castaldo, Joe. “Chief Remote Working Officers Are Now Navigating Organizations into a Post-Pandemic World.” *The Globe and Mail*, 18 Dec. 2020.
The Globe and Mail,
<https://www.theglobeandmail.com/business/article-chief-remote-working-officers-are-now-navigating-organizations-into-a/>.

Abstract: This article posits that future work will include a mix of in-person and remote working environments, which will require a new management position in order to create smooth teamwork.

Cooren, François, et al. "Communication, Organizing and Organization: An Overview and Introduction to the Special Issue." *Organization Studies*, vol. 32, no. 9, Sept. 2011, pp. 1149–70, doi: <https://doi.org/10.1177/0170840611410836>.

Abstract: This article provides an overview of communications processes that organize and structure organizations. The authors examine existing theories and posit six models that can strengthen research on organizations, communication, and strategic planning.

De Bruyne, Evi, and Doranne Gerritse. "Exploring the Future Workplace: Results of the Futures Forum Study." *Journal of Corporate Real Estate*, vol. 20, no. 3, Sept. 2018, pp. 196–213, doi:<https://doi.org/10.1108/JCRE-09-2017-0030>.

Abstract: This article provides an overview of their 'future forum' study, where they explored what future workplaces would look like, and how organizations can best support those kinds of working practices.

Deloitte. *Addressing the Impact of COVID-19: Remote Project Delivery during COVID-19*, 2020, pp. 1–2, <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-respond-ts-implement-monitor-safe-file-x-working-pdf3.pdf>.

Abstract: A set of recommendations for successful virtual meeting environments.

Future Workplace. *Future Workplace® – Preparing HR Leaders For What's Next in Working & Learning*, n.d., <https://futureworkplace.com>.

Abstract: A HR advisory firm that specializes in running courses about remote work.

"Going Remote Overnight: Preparing for the Coronavirus." *NOBL Academy*, 25 Feb. 2020, <https://academy.nobl.io/going-remote-overnight-preparing-for-the-coronavirus/>.

Abstract: A practical guide to how to manage an immediate shift to remote work, with additional resources.

JLL. *Global Workforce Expectations Are Shifting Due to COVID-19*, 17 Nov. 2020,
<https://www.jll.co.uk/en/trends-and-insights/research/global-workforce-expectations-shifting-due-to-covid-19>.

Abstract: A study of employee perception and experiences within the Covid-19 shift to remote work.

Kaner, Sam. *Facilitator's Guide to Participatory Decision-Making*. 3rd ed., Jossey-Bass Inc., 2014.

Abstract: A guide to structuring participatory decision-making and well-facilitated meetings, with a series of case-studies.

Nguyen, Christopher. "Remote Management Playbook." *Medium*, 7 Apr. 2020,
<https://blog.prototypr.io/remote-management-playbook-527e6f79076b>.

Abstract: A blog post that discusses managerial tactics for leading remote teams.

Schinoff, Beth, et al. "How Remote Workers Make Work Friends." *Harvard Business Review*, Nov. 2019. hbr.org,
<https://hbr.org/2019/11/how-remote-workers-make-work-friends>.

Abstract: A blog post that explores how remote workers can find social satisfaction and build personal dynamics with telepresent colleagues.

Taylor, James R., et al. "The Communicational Basis of Organization: Between the Conversation and the Text." *Communication Theory*, vol. 6, no. 1, Feb. 1996, pp. 1-39, doi:<https://doi.org/10.1111/j.1468-2885.1996.tb00118.x>.

Abstract: This article examines how communication functions when moving between text and conversation, and how these processes develop natural organizational systems and social structures.

Toptal. "The Suddenly Remote Playbook." *Toptal*, 2020,
<https://www.toptal.com/remote-work-playbook>.

Abstract: A set of best practices for managing remote teams and remote working tools by a corporate-focused HR recruitment firm.

"Why a Quick 'Check-In' Makes Meetings More Effective." *NOBL Academy*, 2 Jan. 2020,
<https://academy.nobl.io/why-a-quick-check-in-makes-meetings-more-effective/>.

Abstract: A blog post by a corporate business consultancy firm that explains how regular check-ins are a key factor in productive remote-work environments and successful teamwork.

Zapier. "The Ultimate Guide to Remote Work." *Zapier*, n.d.,
<https://zapier.com/learn/remote-work/>.

Abstract: A list of resources and best practices for remote working, compiled by an information aggregate platform that has always structured its working environment as remote.

4. The Future Arts Sector

Research “pathways”:

“Imagine a Future where arts organizations do as much as is possible with the “MARKET” cost of getting things done. Enough staff, enough budget, enough resources. Staff (and ARTISTS!) are paid at market rates appropriate to their city’s living costs. Does this mean doing less?”

- a. Precarity of the arts worker - and as it relates to the pipeline of artists and arts workers

Sections:

- a. Sector Background Information and Stats
- b. The Overwhelmed and Underutilized
- c. Precarity for Arts Workers, Universal Basic Income
- d. Further Reading

List of References:

- a. Sector Background Information and Stats

“Artists and Cultural Workers in Canada’s Provinces and Territories, 2011.”

Canada Council for the Arts,

<https://canadacouncil.ca/research/research-library/2014/10/artists-and-cultural-workers-in-canadasprovinces-and-territories-2011>. Accessed 6 Dec. 2020.

Abstract: This report is pretty dated, including statistical presentation up to the year 2011. Might be interesting to look for income rates and economic activity in arts and cultural workers broken down province by province.

C.S.T Consultants Inc., and Marc Mayer. “Q&A: The Future of Canadian Art.”

CST Inspired Minds Careers 2030, 28 July 2017,

<https://careers2030.cst.org/articles/qa-future-canadian-art/>.

Abstract: A brief Q&A about the future of museum jobs with National Gallery of Canada director Marc Mayer. By breaking down the intergration of technology in the arts, Mayer talks about enhancing viewer experience and access.

“Diversity in Canada's Arts Labour Force.” *Canada Council for the Arts*, <https://canadacouncil.ca/research/research-library/2005/03/diversity-in-canada-s-arts-labour-force>. Accessed 6 Dec. 2020.

Abstract: Based on the census form in 2001, this report presents an analysis of diversity among arts workers in Canada. Significant stats (useful and relevant) are presented within the first 2 pages.

Fielding, Stephanie, and Nisa Malli. *A Portrait of Creative Entrepreneurship and the Creative Economy in Canada*. <https://brookfieldinstitute.ca/wp-content/uploads/Portraits-of-creative-entrepreneurs-FINAL-1.pdf>.

Abstract: A presentation of what the incorporation of creative entrepreneurship in the arts of the creative industry can look like. By providing an overview of the Canadian work ecosystem which includes a range of creative business owners to NPO leaders and freelancers and how they're already modelling creative enterprise that's not adequately represented in the economy.

Hill, Kelly. *Artists in Canada's Provinces and Territories in 2016 - Full Report*.

Abstract: Most up to date statistical presentation of arts and cultural workers in Canada broken down provincially and by territories. Includes detailed information about Canadian artists' income and socio-economic conditions based on the 2016 census long form.

“Naomi Titleman—Talent Strategist, Future of Work Enthusiast, and Change Champion.” *RHR International*, 30 July 2019, <https://www.rhrinternational.com/thought-leadership/blog/naomititleman-talent-strategist-future-work-enthusiast-and-change-1>.

Abstract: Naomi Titleman is founder and principal of Collaborativity Leadership Advisory, a Toronto-based consultancy focused on driving progressive talent strategy in this new world of work, identifies gig workers as "disruptive talent" and discusses their significance in the evolving workplaces that strive to drive

innovation. Titleman thinks gig-workers will be essential to organizations that are now moving towards a digital shift and how "giggers" have the perfect amount of drive for diverse thinking. She also mentions the importance of fostering gig-workers' development in a supporting and thriving workplace environment.

Neil, Garry, et al. *Status of the Artist in Canada: An Update on the 30th Anniversary of the UNESCO Recommendation Concerning the Status of the Artist*. Sept. 2020, p. 33,
<http://ccarts.ca/wpcontent/uploads/2010/10/StatusoftheArtistReport1126101-Copy.pdf>.

Abstract: Status of the Artist describes a category of legislation and other public policies directed at improving the economic and social status of professional artists.

The concept has two components: a. the important role that artists play in every human society should be acknowledged and b. government legislation and programs should encourage creative expression and ensure equitable treatment for artists by responding to the atypical manner in which they work.

Policy Horizons Canada. *MetaScan 2: Building Resilience in the Transition to a Digital Economy and a Networked Society*. Policy Horizons Canada, 1 Oct. 2012,
<https://horizons.gc.ca/en/2012/10/01/metascan-2-building-resilience-in-the-transition-to-a-digital-economy-and-a-networked-society/>.

Abstract: A theoretical analysis and projection of future impacts of emerging technologies and changes in labour practices. It has a focus on potential problem points or effects on labour. Probably a precursor to the later report "The Next Digital Economy".

Policy Horizons Canada. *The Next Digital Economy*. Policy Horizons Canada, 20 June 2019, <https://horizons.gc.ca/en/2019/06/20/the-next-digital-economy/>.

Abstract: A theoretical analysis and projection of future impacts on Canada's economy & labour force based on a selection of emerging digital technologies

including: the internet of things, AI, robotics, telepresence, VR, advanced materials, decentralized production tech, & blockchain.

The Conference Board of Canada. *Labour Market Information Study of the Cultural Labour Force 2019*.

Abstract: A comprehensive report on Canadian cultural workers and their sectors. This report includes detailed profiles of the employers, the workers and their financial outcomes broken by working domains. Financial performance also includes growth in their respective domains.

“The Future of Jobs Report 2020.” *World Economic Forum*, <https://www.weforum.org/reports/the-future-of-jobs-report-2020/>. Accessed 6 Dec. 2020.

Abstract: After years of growing income inequality, concerns about technology-driven displacement of jobs, and rising societal discord globally, the combined health and economic shocks of 2020 have put economies into freefall, disrupted labour markets and fully revealed the inadequacies of our social contracts. We find ourselves at a defining moment: the decisions and choices we make today will determine the course of entire generations’ lives and livelihoods.

The Mental Health Index™ Report Canada, November 2020. Morneau Shepell, Nov. 2020, https://www.morneaushepell.com/sites/default/files/assets/paragraphs/resourcelist/canadamhinovember2020final2_0.pdf.

Abstract: Released in November of 2020, this report comprehensively covers a pulse report of how Canadian workers were coping with the on-going precarity of both work and emotional crisis during this pandemic. Some key findings are: an overall distrust towards employers for stable work, positive attitude towards handling and managing the pandemic. A very dense and long report but some real data around the trends of declining mental health and a positive outlook of work. Throughout pages 12-18, some data about the arts and entertainment industry might be of interest.

b. The Overwhelmed and Underutilized

Anzilotti, Ellie. "This Company Hired Anyone Who Applied. Now It's Starting a Movement." *World Changing Ideas*, 17 Aug. 2018, <https://www.fastcompany.com/90219582/this-company-hiredanyone-who-applied-now-its-starting-a-movement>.

Abstract: A breakdown on how a bakery and a social enterprise in New York changed the way they hire for their positions: on a first-come, first-served basis and without any of the traditional hiring structures like interviews, reference or credit checks.

Opara, Stanley Chibuzo, et al. "For Love or Money: Human Resource Management in the Performing Arts." *Employee Relations: The International Journal*, vol. 41, no. 6, 2019, pp. 1451–66, doi: 10.1108.

Abstract: The purpose of this paper is to focus on the perceptions of key stakeholders of the human resource management (HRM) practices and challenges in performing arts organisations in Victoria, Australia. Challenges include the precarious nature of employment in the industry; poor wages and conditions leading to financial insecurity and the domination of the industry by small- and medium-sized organisations. The passion and commitment of the performing arts workforce are both a strength and a weakness in that they "buy in" to the expectations of long hours and unpaid work. These challenges impact on managers and administrators as well as performers and raise many challenges for the HRM function and places constraints on even basic HRM practices. Despite the claims of the stakeholders that the large companies have sophisticated HRM practices the early evidence suggests otherwise. Furthermore, many of these problems cannot be solved at the organisational level and need an industry and government response.

c. Precarity for Arts Workers, Universal Basic Income

“As the Pandemic Ravages Live Theatre, These Leaders Hold Hope and Uncertainty for Their Future | CBC Arts.” *CBC*, 4 Dec. 2020, <https://www.cbc.ca/arts/as-the-pandemic-ravages-live-theatre-theseleaders-h-old-hope-and-uncertainty-for-their-future-1.5827723>.

Abstract: A roundtable discussion between five Canadian theatre makers on how the art might evolve past this year. Conversations around starting over and what theatre means to theatre-makers in the pandemic is one of the key points. Some other key points are attempting to address precarity in workplaces and decolonizing arts institutions as a way to "start over".

“Future Workplace.” *In Diverse Company*, <https://indiversecompany.com/future-workplace/>. Accessed 16 Dec. 2020.

Abstract: Future Workplace Future Workplace is In Diverse Company’s online global mentoring programme and support network that aims to support and empower individuals to return to and enter the workplace. This programme is inclusive and accessible (free to participate) by ensuring support and interactions globally through mentorship and connections.

Kennedy, Brendan. “Basic Income Hailed as Key in Kickstarting the Economy in a Post-Pandemic Canada.” *Thestar.Com*, 9 Dec. 2020, <https://www.thestar.com/news/gta/2020/12/09/basic-incomehailed-as-key-in-kickstarting-the-economy-in-a-post-pandemic-canada.html>.

Abstract: A new report by the Canadian Centre for Economic Analysis finds that a universal basic income could “essentially eliminate poverty in Canada”. The two programmes based on proposals, reports found that it would create between 298,000 and 598,000 new jobs after five years, and add between \$36 and \$84 billion annually to Canada’s GDP.

Leidner, Robert. “Work Identity without Steady Work: Lessons from Stage Actors.” *Research in the Sociology of Work*, vol. 29, Aug. 2016, pp. 3–35, doi:<https://doi-org.proxy1.lib.uwo.ca/10.1108/S0277-283320160000029008>.

Abstract: Work has historically been an important basis of identity, but the sharp decline in the availability of stable attachments to jobs, organizations, or

occupations jeopardizes paid work's capacity to sustain identity. If available work opportunities are increasingly precarious and short-term, can the same be said for identities? Analysis of the efforts of members of an unusual occupational group – stage actors – to support an identity based on unstable work provides insights into the variability and indeterminacy of responses to structural employment uncertainty. Despite manifold identity threats, actors struggle to maintain identity as actors both in others' eyes and in their own.

Saving – How Much Is Enough? Common Good, 15 Nov. 2020,
<https://www.commongoodplan.ca/2020/11/15/saving-how-much-is-enough/>.

Abstract: An overview on how much should workers be saving for their retirement plan and when should they start. Including in-depth resources on tax and income breakdowns, this educational article highlights some strategies to reach one's target goal of savings.

Teplitzky, Alex. "Alternative Models for Artist Sustainability in a COVID Economy and Beyond." *Creative Capital*, 23 Sept. 2020,
<https://creative-capital.org/2020/09/23/alternative-models-forartist-sustainability-in-a-covid-economy-and-beyond/>.

Abstract: Amy Smith, Daniel Park, Caroline Woolard, and Kristina Wong discuss alternative ways of working in solidarity and community, and maintaining financial stability and wellness as artists.

We Need to Treat Artists as Workers, Not Decorations | Literary Hub.
<https://lithub.com/we-need-to-treat-artists-as-workers-not-decorations/>.
Accessed 11 Dec. 2020.

Abstract: An introductory piece by the author of "Death of an Artist" about the danger of and doom the art sector is heading towards due to the lack of infrastructure of compensation. Doesn't really contain any real data other than mention of interviews in some other projects related to the book.

d. Further Reading

Baker, Tim. *Pulse Report: The Art of Pricing*. Survey Report, ArtsProfessional and Baker Richards, 2018, <https://www.artsprofessional.co.uk/pulse/survey-report/pulse-report-art-pricing>.

Abstract: A survey that ran from June 3rd to July 1st in 2019, distributed by Baker Richards and among readers of ArtsProfessional, generated 629 complete responses on the pulse of their attitude towards pricing of arts services and initiatives. Some key findings are: discounted or lower prices to try new and different cultural experiences in the UK. An interesting outlook of income through revenue and how that may inform a cultural organizations' operation budget.

Brookfield Institute. *Signs of the Times: Expert Insights About Employment in 2030*. 9781774170052, 2019, <https://brookfieldinstitute.ca/wp-content/uploads/Sign-of-the-Times-online.pdf>

Abstract: A second phase of Brookfield's research reports on the changing climate of Canada's labour market, this report key trends the participants identified as most likely to create change for Canada's labour market, as well as broader reflections observed in each region. These findings were accumulated after six workshops. Some key findings are: discussing technological trends, outreach and demographic (aging or health related marginalized communities) support trends and the labour market's relationship to reconciliation and Indigenous rights processes.

Clendaniel, Morgan. "The 10 Most Exciting World-Changing Ideas of 2020." *World Changing Ideas*, 28 Dec. 2020, <https://www.fastcompany.com/90587028/the-10-most-exciting-world-changing-ideas-of-2020>.

Abstract: An idea post on some school of thoughts that are changing how we think the world operates. One of the main takeaways are: Hiring on a rolling basis and eliminating hiring processes like interviews and reference checks (Point 10). A couple of other key points are: increased of charity, cancelling rent, instilling a 4-day workweek and reinventing our cities to reduce geographical and transit barriers.

Dewey, Patricia. *From Arts Management to Cultural Administration*. The Ohio State University, 2003, pp. 1–15, http://isaacleung.com/ctl/2537/readings/R3_Dewey_From_Arts_Management.pdf.

Abstract: An overview of four paradigm shifts towards cultural administration: the world system, the arts system, the cultural policy system, and the arts funding system emerging in North American Arts Management and Education. The paper also outlined five change management capacities which would upkeep the critical shift into incorporating cultural administration into formal education and management. This paper begins with outlining the systemic change in the arts management climate and provides resources around the structuring curriculum of how we train our arts administrators.

Diversity Institute, Ryerson U. *A Typology of Gig Workers in Canada*. <https://www.ryerson.ca/diversity/reports/a-typology-of-gig-workers-in-canada/>.

Abstract: A comprehensive report on the types of gig workers in Canada. Doesn't include any specific information about artists as gig workers. Not alot of specific detail on each type of gig workers but still includes lots of great statistics on industry and workers' behaviour. The report includes worker-centirc frameworks of gig workers focusing on access, movement and capital of workers.

Gallagher, Kathleen. "The Roots of Great Innovation: State-Level Entrepreneurial Climate and Sustainability of Nonprofit Arts and Culture Organizations." *University of Arkansas Press*, vol. 9, no. 1, 2020, pp. 67–31.

Abstract: An in-depth overview of the validity of arts work and creative industry to find sustainable ways to faciliate stable employment and funding. Some strategies towards validity include attention to entrepreneurship in the arts

sector. Another key finding is how innovation is less likely to take place in the current hierarchical structures in place for NPO and arts organizations therefore a newer organizational ecology is due.

Jackson, Maria-Rosario. "Investing in Creativity: A Study of the Support Structure for U.S. Artists." *The Journal of Arts Management, Law, and Society*, vol. 34, no. 1, Apr. 2004, pp. 43–58. Taylor and Francis+NEJM, doi:[10.3200/JAML.34.1.43-58](https://doi.org/10.3200/JAML.34.1.43-58).

Abstract: An analysis of the working environments of independent artists, and the ways that institutional & governmental support structures function around them. This paper offers some support structure to improve and invest in long-term strategies towards arts work sector. Some key points are: exploring how artists relate to society and operate within it and what leads them to seek out a diversity of working opportunities and conditions. The paper also highlighted agents as educators, the media, funders and policymakers, arts administrators as stakeholders of change.

McQuilten, Grace, et al. "Ambivalent Entrepreneurs: Arts-Based Social Enterprise in a Neoliberal World." *Social Enterprise Journal*, vol. 16, no. 2, 2020, pp. 121–40, doi:[10.1108/SEJ-03-2019-0015](https://doi.org/10.1108/SEJ-03-2019-0015).

Abstract: The purpose of this paper is to consider the social turn in contemporary capitalism and contemporary art through the lens of art-based social enterprises (ASEs) that aim to create positive social benefits for young people experiencing forms of marginalisation, and which trade creative products or services to help fulfil that mission. A growth in ASEs demonstrates a growing interest in how the arts can support social and economic development, and the ways new economic models can generate employment for individuals excluded from the labour market; extend opportunities for more people to participate in art markets; and challenge dominant market models of cultural production and consumption.

PricewaterhouseCoopers. "Workforce of the Future - The Competing Forces Shaping 2030." PwC,

<https://www.pwc.com/gx/en/services/people-organisation/publications/workforce-of-the-future.html>. Accessed 16 Dec. 2020.

Abstract: In summary, the report presents four different worlds where the workforce is headed towards: The Red (innovation), Blue (capitalism), Green (environmental sustainability) and Yellow (people over jobs) World. This report also presents insights into how people think the workplace will evolve and how this will affect their employment prospects and future working lives.

WAT, We See You. "12 Days of Watchmas — Day Three #WeSeeYou." *Medium*, 15 Dec. 2020, <https://weseeyouwat.medium.com/12-days-of-watchmas-day-three-weseeyou-865446811296>.

Abstract: A devastatingly honest blog post on how the arts sector at large tokenizes BIPOC leaders. By exploring immersive tokenism in the industry, the author talks about being pimped out as a poster child and a "diverse" leader.

Woronkowicz, Joanna, et al. "Entrepreneurship among Nonprofit Arts Organizations: Substituting between Wage and Flexible Labor." *Public Administration Review*, vol. 80, no. 3, 2020, pp. 473–81. *Wiley Online Library*, doi:<https://doi.org/10.1111/puar.13110>.

Abstract: Nonprofit entrepreneurship is largely viewed through the lens of commercialization, overshadowing other ways that entrepreneurship manifests within the sector. One such way involves nonprofits' tendency to meet workforce needs by substituting flexible for wage labor, which may be especially attractive to arts organizations given the proclivity of workers in this sector to be self-employed. The authors examine the use of flexible versus wage labor by nonprofit arts organizations, relying on panel data to account for changes in organizational size over time. The results provide evidence of a substitution effect, in which the use of wage labor by arts organizations declines in response to greater reliance on flexible labor. The findings suggest that nonprofit arts organizations are innovative employers, responding to changes in their resource environments by adjusting their mix of wage and flexible labor while also providing outlets for freelance arts workers to pursue their chosen line of work (Journal Abstract)

BIPOC DEMANDS FOR WHITE AMERICAN THEATRE. #WeSeeYou White American Theatre, 2020.

Abstract: A list of demands outlined by a collective called WeSeeYou White American Theatre towards white theatre makers and leaders of America on how to hold themselves accountable.

“Resources for Building Anti-Racist Organizations.” NOBL Academy, 3 June 2020, <http://academy.nobl.io/resources-for-building-anti-racist-organizations/>.

Abstract: A comprehensive guide to holding each other and ourselves accountable professionally as the business and workplaces move towards anti-racist practices and ideologies. This informal article/blog post outlines detailed tools and methodology to initiate and track progress with sensitivity in workplaces regarding anti-racist practices.

“Next Generation Dialogues.” Canada Council for the Arts, <https://canadacouncil.ca/research/research-library/2008/01/next-generation-dialogues>. Accessed 6 Dec. 2020.

Abstract: A pretty dense report on a conversation where Canada Council invited arts leaders and administrators from the age of 18-30 to discuss their work vision, views, challenges and successes. The conversation also expanded to provide consultation and group sessions about the youth artists' attitude towards participation in the arts. The report is broken by provinces of Canada.

“The Creative Economy and the English Speaking Communities in Quebec.” Canada Council for the Arts, <https://canadacouncil.ca/research/research-library/2012/03/the-creative-economy-and-the-english-speaking-communities-in-quebec>. Accessed 6 Dec. 2020.

Abstract: The core objective of this study is to develop an understanding of the creative economy in the context of Official Language Minority Communities, specifically the ways the creative economy contributes to the socio-economic development of the arts, culture and heritage sectors of the English-speaking communities in Quebec (ESCQ). This report presents a detailed summary of the research results and an analysis of interview data. These materials will be useful for developing an action plan for the next phase of the research and for the anticipated development project.

“The Workplace of the Future: The Fourth Industrial Revolution, the Precariat and the Death of Hierarchies.” *Routledge & CRC Press*, <https://www.taylorfrancis.com/books/workplace-future-jon-arild-johannessen/10.4324/9780429441219>. Accessed 16 Dec. 2020.

Abstract: The Fourth Industrial Revolution is a global development that shows no signs of slowing down. In his book, *The Workplace of the Future: The Fourth Industrial Revolution, the Precariat and the Death of Hierarchies*, Jon-Arild Johannessen sets a chilling vision of how robots and artificial intelligence will completely disrupt and transform working life. The author contests that once the dust has settled from the Fourth Industrial Revolution, workplaces and professions will be unrecognizable.