

## **Under pressure: health condition as a control tool in toxic company cultures of the dance world**

**Boglárka Hatala, Dresden, DE**

In the business world, organizational development (OD) is a multidisciplinary field of research, theory and practice dedicated to expanding the knowledge and effectiveness of people to accomplish more successful organizational change and performance. When describing and analysing the psychological and behavioural factors contributing to the success, productivity and efficiency of organisations, OD is identifying different types of management, leadership and company cultures. In OD studies, toxic leader is one type of a dysfunctional leader, and there are toxic company cultures which are inbreeding toxic leaders. Many organisations of dance world (schools and companies) are associated with characteristics that resemble toxic company cultures in the business world. Leaders of the dance world often reflect the criteria of “toxic leaders”. Toxic company cultures have a high cost of human resources. In the dance, these costs and losses are traditionally legitimized by the value of the artistry but in the 21st century it is time to consider that the interest of the artistic product cannot overwrite the interest of the dancers as human beings and we need to find strategies for a win-win situation.

A specific area of a toxic company culture in the dance world is the health management of dancers. Power abuse has different representations in this field. Some of the typical ones are the followings: 1) The health team and the dancers are obliged to share health data and therapy information with the management. 2) Dancers are not free to decide if they want to work with the in-house health team. 3) Lack of documentation or unnecessary documentation. 4) The access to the health and training facilities is not depending on the need and on professional decisions of the health experts but it is depending on personal sympathy, power position or just scheduling. 5) The health team has no independence in professional decisions but is influenced by the interest of the management. 6) Dancers have no authority to make the final decision if they want to dance with a certain health condition or not but the health team and/or the management is making this choice or pressuring the decision of the dancer.

Dance medicine specialists, instructors and trainers can better protect their patients and their own professional integrity if they are able to identify the signs of toxic leadership. Hopefully, the dance medicine community can develop strategies how to avoid and fight against these problems.

### **Kurzbiografie:**

Boglárka Simon-Hatala was working as physiotherapist and body awareness coach with many dance companies, independent dancers and schools all over the world, including the Hungarian National Ballet, Forsythe Company, Semperoper Ballett, Sylvie Guillem, Kremlin Ballet Festival Moscow, Kzan Ballet Festival, DFDC etc. Currently, she is the consultant of the Hungarian Dance Art University and KHIO, Oslo.