

1	Power as a Political Resource—And as a Decision-Making and Management Tool in Theater	1
	References.	20
2	The Peculiarities of the German Theater System	23
2.1	The Theater Landscape	23
2.2	Organizational Structure and Organizational Chart of the Theater	27
2.3	Management and Organizational Culture in Public Theaters	37
2.3.1	Management Models: Ethics of the Organization and Leadership Culture.	38
2.3.2	The Types of a Modern Organizational Culture.	41
2.4	The Role of the Artistic Director and His Central Function in the Theater	43
2.4.1	Management Requirements for an Artistic Director	44
2.4.2	Isomorphism.	47
2.4.3	Power Generates More Power	48
2.4.4	Further Roles and Players in the Theater.	49
2.5	First Conclusions and Options.	52
	References.	56
3	Power and Organization	59
3.1	Power As a Social Phenomenon.	61
3.1.1	The Staging of Power in Elias and Kantorowicz	61
3.1.2	The Struggle for Power in Machiavelli	63
3.1.3	Power Consolidation in Thomas Hobbes.	65

3.1.4	Friedrich Nietzsche, Thomas Macho, and the Will to Power	67
3.1.5	Lord Acton, Hannah Arendt, and the Corruption by Power	68
3.1.6	Power as a Diversity of Power Relations in Foucault	70
3.1.7	Symbolic Power in Bourdieu	72
3.2	The Destructive Side of Power—Abuse and Violence.	76
3.2.1	Power, Abuse, and Narcissism	76
3.2.2	Power and Structural Violence	81
3.2.3	Spaces of Violence: Elias, Baumann, Baberowski.	84
3.3	Organization, Structure, and Power	89
3.3.1	Power Through Political Language and Symbols in Pfeffer and Edelman.	89
3.3.2	Rationalization of Decisions	91
3.3.3	The Social Construction of Societal Reality	96
3.3.4	Significance and Role of Political Language	98
3.3.5	Structural Asymmetry, Structure, and Power	102
3.3.6	Ambiguity in Organizations as Power Potential (March, Simon, Olsen).	104
3.3.7	Formal and Informal Power Structures in Crozier/ Friedberg	107
3.3.8	Structure Influences Action and Generates Power (Giddens, Mintzberg).	116
3.3.9	Power, Imbalance, Conformity, and Consensus (Burawoy)	118
3.4	Organizational Culture as a Carrier of Power	119
3.5	Can Power be Measured?	128
3.6	Ethically Regulated and Controlled Influence Versus Power	130
	References.	137
4	Power and Abuse in Theater	143
4.1	General Situation of Participants	145
4.2	Social and Work Situation	148
4.3	Abuse of Power	164
4.4	Sexual Assaults	184
4.5	Representation of Employees' Interests at the Theater	200
4.6	Protection of the Personal Rights of Theater Employees	219
4.7	Education Context	233

4.8	The Internal Locking of Theaters.	239
4.9	Summary Assessment and Classification.	259
	References.	282
5	Results of the Study in Overview.	285
5.1	The Results of the Study in Numbers and Overviews.	285
5.1.1	Social Situation and Working Conditions	285
5.1.2	Current Presence of Power Abuse at German Theaters	293
5.1.3	Sexual Assaults	297
5.1.4	Involvement of Representatives of the Works Council	298
5.1.5	Protection of Employees' Personal Rights at the Theater	299
5.1.6	Education Context	300
5.1.7	The Internal Locking of Structures	301
5.2	Currently Experienced Forms of Power Abuse in Theater	302
5.2.1	Percentage Distribution of Power Abuse	304
5.2.2	Experienced Forms of Power Abuse—Explanations.	304
5.3	Brief Overview of the Study Results	331
	References.	335
6	Structural Power and Forms of Power Containment	337
6.1	The Basic Forms of Structural Power in Theater.	338
6.2	Power-Reducing and -Containing Measures	350
6.2.1	Ethical Theater Management.	352
6.2.2	Team and Process-Oriented Structural Reform of Theaters (TPSR-T).	380
	References.	399
	Appendix 1—Theater Crises in D, AUT, and CH 2008–2019 (March 2019).	401
	Appendix 2—<i>Value-Based Code of Conduct</i> for the Prevention of Sexual Assault and Abuse of Power (German Stage Association, DBV 2018)	403
	Appendix 3—Code of the Performing Arts Action Alliance (Excerpt) (as of: 12/08/2018)	405
	References	407