

# Leadership and Management

## Some Practical Examples and Advice

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## What this session is about...

- Hear from 3 experienced and successful Directors
- Compare and contrast their ways of leading their choruses
- Discussion and questions at the end

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## Aims of the session

- Raise your awareness of different but effective habits of successful directors.
- A chance to reflect on your own leadership style.

Every one of you is a leader!

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## Four Aspects of Leadership as a Director

- Vision
- Structures
- Planning
- Leadership Style

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## The Directors

- Paula Williams
  - Belles of Three Spires
- Neil Watkins
  - Velvet Harmony
- Rhiannon Owens-Hall
  - Thames Valley Chorus

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## Paula

- Musical family
- Violin to Grade 5
- Drama Degree
- Second City Sound – great first teacher! Section Leader and Assistant Director
- Director of Belles since Jan 2004

2003	15 <sup>th</sup>	57.6%
2004	13 <sup>th</sup>	61.3%
2005	4 <sup>th</sup>	71.3%
2006	4 <sup>th</sup>	72.4%
- Singing Judge
- Educator and Coach
- Head Teacher

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## Developing the vision...

- Asking Key Questions:
  - Why do you belong to this chorus?
  - What are the strengths of the chorus?
  - What are the goals for the chorus?
  - What do we need to do to achieve these goals?
  - What part will you play in achieving these goals?
  - What are your personal goals and aspirations?

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## Belles of Three Spires Vision

- ♪ To enjoy singing well
- ♪ To be the best we can be
- ♪ To entertain our audiences
- ♪ To enjoy friendship and harmony
- ♪ To grow as a chorus

### THROUGH

- Turn-out
- Attention
- Commitment
- Trust
- Individual Responsibility
- Communication

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## Turning the vision into reality...

- Underpins everything
- Support in meeting the challenges that come along
- Education – chorus and individuals
- Motivation – communication; individual goal setting; visualisation; trusting others; challenge; work hard and be inspiring; encourage singers to see the possibilities...
- Challenge the group to aim higher all the time
- Challenge the status quo

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## Paula's Structures

- *Management Committee*
- *Music Team*
  - *Section Leaders: have a job description*
  - *Assistant directors*
  - *Choreographer*
  - *Education Co-ordinator*
  - *Chair*
  - *Director: has a contract*

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## Paula's Planning

- Rehearsal planning
- Contest planning
- Song choice:
  - Songs that will help us to grow and develop as singers
  - Manageable repertoire – balance across genre
  - Have things arranged for us
  - Songs I like!

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## Rehearsal planning

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## Contest Planning

Date	Day	Task
20th	Wednesday	...
21st	Thursday	...
22nd	Friday	...
23rd	Saturday	...
24th	Sunday	...
25th	Monday	...
26th	Tuesday	...
27th	Wednesday	...
28th	Thursday	...
29th	Friday	...
30th	Saturday	...
1st	Sunday	...
2nd	Monday	...
3rd	Tuesday	...
4th	Wednesday	...
5th	Thursday	...
6th	Friday	...
7th	Saturday	...
8th	Sunday	...

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## Paula's Style

*My style of leadership varies depending on the situation, context and people involved*

- **Contest- few weeks leading up to it**
  - Directive
  - High standards
- **Goal setting**
  - Articulate the vision- sell the vision
  - Persuade the chorus
  - Set standards-encourage singers to identify strengths and weaknesses
  - Encourage individual goal setting
- **Rehearsal**
  - Pacey and challenging
  - Positive and negative feedback
  - Friendly – have a laugh
  - Seek feedback
  - Encourage individual responsibility
  - Lead by example
  - Directive
  - Encourage others to participate – build skills

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## Neil

- *School choir, trumpet and guitar. No formal musical qualifications.*
- *Maths degree!*
- *M.D. Worthingaires (BABS)1980 -1990*
- *M.D. Coastline Harmony (SAI)1995 -1999*
- *M.D. Velvet Harmony (LABBS)2000 - present.*
- *Music judge, arranger, odd job person etc.*
- *Software engineer*

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## Neil's Vision

- *To perform the best quality music possible.*
  - *To be original and creative.*
  - *To share our music with and entertain our audiences.*
  - *To create an atmosphere of friendship, harmony and sharing.*
  - *To constantly strive for improvement.*
- Communicated by doing rather than talking.*

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## Neil's Structures

- **Music Team**
    - *Director (and chair)*
    - *Assistant Director*
    - *Four section leaders*
    - *Visual performance person*
  - *Meets every 4-6 weeks*
  - *Review progress. Make plans.*
- Total responsibility for musical activity of the club.*

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## Neil's Planning

- **Revision cycle.**
  - *Schedule 2 repertoire, 1 carol and 1 polecat song every week.*
- **Excel cycle**
  - *Schedule work on 3 songs over a 6 week period including 1 new one every cycle.*
- *Extra rehearsals, coaching days etc.*
- *All planned in December around known key dates.*
- *Rehearsal details down to M.D.*

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## Neil's Style

- *Benevolent (I hope!) dictatorship*
- *Maintain separation between Management Committee functions and Musical functions.*
- *"You give me the chorus you want and I'll direct it."*
- *Sharing the wealth.*
- *"Excellence is a habit."*
- *"If nothing changes, you just get more of the same."*

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## Rhiannon

- *Cellist: trained at the Royal Academy of Music*
- *Has several musical qualifications from the both the Royal Academy and Royal College as well as the Royal Schools of Music*
- *Has a Masters degree in Education*
- *MD/CD of:*
  - *Liverpool Ladies Barbershop Singers (1976 – 1988)*
  - *Liverpool Men's Barbershop Harmony Club (1980 – 1982)*
  - *The Clwyd Clippers (1989 – 2000)*
  - *Capital Connection (2001- 2002)*
  - *Thames Valley Chorus (2002/3)*
- *Ex Arrangement/Music Judge, M&J Co-ordinator, Quarteter, MC of contests!!, Coach, Riser shifter, Riser Van Driver, Grandmother!*
- *Currently is vocal/choral coach for a thriving amateur operatic society and directs a Youth Choir for people between the ages of 10 and 19.*
- *Was Head of Primary of Education at LJM University and now teaches music to intending teachers at the University of Wales, Wrexham.*

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## Rhiannon's Vision

- *To make the best possible music with people I am privileged to be able to call friends, in the true sense of the word.*
- *To be a conduit for both audiences and performers so as to enable them to experience a musical journey to wherever they feel appropriate at that time.*
- *To be the best that we can possibly be, performing music that enthuses and invigorates us, so that we can't wait to come back for more!!*

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## Communicating the vision...

- enthusiasm for performance
- high expectations in everything we do
- enjoyment of the rehearsing stage of preparation
- positive and concise requests for us to do things together
- on-going professional development of myself and the performers
- attendance at rehearsals, team development and planning

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## Rhiannon's Structures

- *Executive of the Club with the Performance Team represented by the Director of Performance*
- *Smaller, sub-committees created/developed to respond to on-going needs/initiatives that are undertaken*
- *Performance Team consisting of:*
  - *Director of Performance*
  - *Chorus Director*
  - *Assistant Chorus Director/s*
  - *Section Leaders*
  - *Showtime Team (ic for programming Singouts/show/choreography development + its review/props)*
- *In total 12 members!!*

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## Rhiannon's Planning

- **Musical planning**
  - Performance Team co-ordinated by The Director of Performance and supported by Executive Committee
  - Rhiannon participates
- **Rehearsal planning**
  - Long term overview based on club's commitments
  - Weekly planning – assistant CD
    - Reviewed weekly and updated
    - Circulated via email - preparation
- **Repertoire**
  - Song preparation 6-8 weeks

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## Communication within the club...

- Weekly published notices
- Members sent plan of forthcoming rehearsals
- Communication between teams – email!

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## Rhiannon's Style

- *CD style at rehearsals varies according to the focus and the activity requirement.*
- *This question should really be answered by the singers!*

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## Conclusion

- Summary
- Questions/discussion
- What have you learned?

The end

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## Q&A

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