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**Introducing and Promoting Music in a new Environment**

***Abstract***

In this presentation we will introduce and explain strategies for promoting a music type in a new environment. These strategies include the understanding of the environment with its strengths, and weaknesses and were developed based on the review of related literature, action research within American higher institutions and the continuous assessment of the effectiveness of those strategies

***Introduction***

Social, political, economic, educational and cultural trends together with the movement of people for tourism or for seeking better working and thus living conditions are rapidly changing the face of communities and societies. In addition technology and in particular the internet has opened new avenues for exposing people to different types of music. Therefore these communities and societies which are more complex and diverse provide an opportunity for any individual or group to introduce, promote and establish a specific type of music.

***The Praxis Strategy Matrix***

Preparation of a leaders and his/her team who are interested to introduce and promote a certain type of music in a new environment should be oriented toward understanding the environment in a holistic way including its demographics, social and economic structure, values, beliefs, trends, technology infrastructure, education and in particular music education. The following strategies are essential

- Define a mission, vision and strategies for the initiative which is introducing and promoting the music type in a new environment
- Identify and assemble a team to accomplish the vision
- Make sure all team members understand and accept the vision
- Set up clear goals for accomplishing the vision
- Understand the demographics of the environment including the cultural diversity
- Recognize the social and economic structure of the environment
- Be aware of the history, values, beliefs and trends of the environment
- Understand the music industry of the environment
- Identify the avenues for introducing music to the public
- Set clear expectations for the promotion of the music type in the new environment, including financial expectations (revenues, cost and profits)
- Identify a champion in the new environment
- Clarify your expectations from the champion
- Explore various opportunities for partnerships
- Establish a time frame for accomplishing the vision
- Institute an assessment process for implementing the vision
- Create a process for evaluating the results of the implementation.

### ***Define a mission, vision and strategies***

From a practitioner's point of view, one can better understand the meaning of a mission, vision, and strategies by answering the questions respectively "Where", "What", and "How" as follows: Where do we want to take the music type in the future? What will it take to accomplish this? How are we going to do it successfully?

For example, let us assume that the mission is to introduce a specific type of music to a new region or country. The vision would be to determine what music pieces should be chosen and what type of musicians are needed to most successfully represent the new music. The strategies will include identifying avenues for developing the specific music

pieces, designing appropriate delivery methodologies of the music, recruiting musicians, define avenues for communicating the new music to the targeted audience. Figure 1 illustrates how the mission, the vision, and the strategies must develop, support and foster success in introducing and promoting new type of music in a new environment.

The team leader should partner with the team members to shape the mission and vision and identify strategies for carrying out the mission and vision. There are several existing good guides for developing a mission, vision, strategic goals and action steps (Gmelch and Miskin1993). Finally, the leader in collaboration with his/her team must establish assessment criteria to determine success, as well as incentives for long-term success

### ***Assembling and leading the team***

There are certain identifiable characteristics that are catalysts for a leader to successfully lead a team, these characteristics include being an open-minded person, a good listener, a life-long learner, a problem solver, accepting of constructive criticism, a person who believes in the power of collective minds, a person willing to take chances with people, a person who believes in total integrity as the basis for dealing with others, and a person who is willing to share power, delegate responsibility as well as authority, and a person who is a kind human being (Casey 1997, Cherif, Gialamas, and Ofari-Amoah 2000).

The leaders must develop a strategy to ensure that the team members not only have the identified qualifications needed to accomplish the mission, but also are dedicated, enthusiastic and will be able to work effectively as a team (Moore, 1996). A team consists of people with complementary skills who are committed to a common purpose, performance, goals and approach for which they hold themselves naturally accountable (Katzenban and Smith 1993).

In the continuing process of assembling the team, the leaders must consider the following: the mission and vision, the format of the product delivered, the type of

environment the product will be delivered, the need for integrating technology in the development of the product, the budget, and the interpersonal skills

Content expertise is necessary, but not sufficient to become a productive member of a team. A team is at its best when members are in harmony and are not afraid to make be creative and thus make mistakes, endorse criticism, and accept new avenues for creating a new product for a new environment.

Leaders must encourage team members to apply new ideas that are fragile and often die because they are not given a chance to be developed before they are critically examined. The sharing of ideas amongst team members in a non-threatening environment helps create a vision that is intellectually and emotionally stimulating. To achieve this, the leader first needs to resonate energy and enthusiasm and to create an environment where everyone is important and all ideas count (cf., Casey 1997, Goleman, Boyatzis and McKee 2002). In addition, the leader should adopt strategies including:

- Setting clear goals jointly with each team member based upon the needs of the team and the role of the faculty within the department
- Ensuring the goals are achievable with respect to the available resources provided to the team member and the realities of the stated goals
- Providing the necessary support to accomplish the goals
- Ensuring commitment to not back down from the stated goal
- Providing sufficient and consistent constructive feedback to each team member regarding progress in the accomplishment of the stated goals
- Being flexible to adjust a goal, based on the progress in the accomplishment of the goal
- Recognizing achievement and accomplishment by the team member and by peers

One of the most frequent sources of conflict between a leader and team members is the lack of clear communication to the team members their accountability and the criteria for

performance evaluation. Transparency, honesty and openness are essential elements in any performance evaluation

### ***Understanding the environment***

Leaders need to understand very well the new environment and internalize the magnitude of the importance in the accomplishment of their mission and vision. It is important first the leader to study the environment by himself/herself before he/she hires an industry expert to provide them a complete analysis. The first element in the analysis should be the target audience including its social and economic class, age, and geographic region. The second element should be a complete analysis of the music industry of the environment including the main players in the industry, strategies of introducing new products, and their business management style. The third element should include an analysis of the media and communication channels of the new environment. The last but not least components should be an analysis of the legal aspect of the initiative.

To identify and integrate to the team an individual from the new environment it is as essential as the quality of the product produced by the team. Quality products which do not have the opportunity to be introduced properly to the public do not have future and of course remain unknown.

### ***Conclusion***

Strategies such as the above we believe could help to introduce and promote a music type in a new environment. During our presentation we will be able to elaborate and explain each strategy in detail.

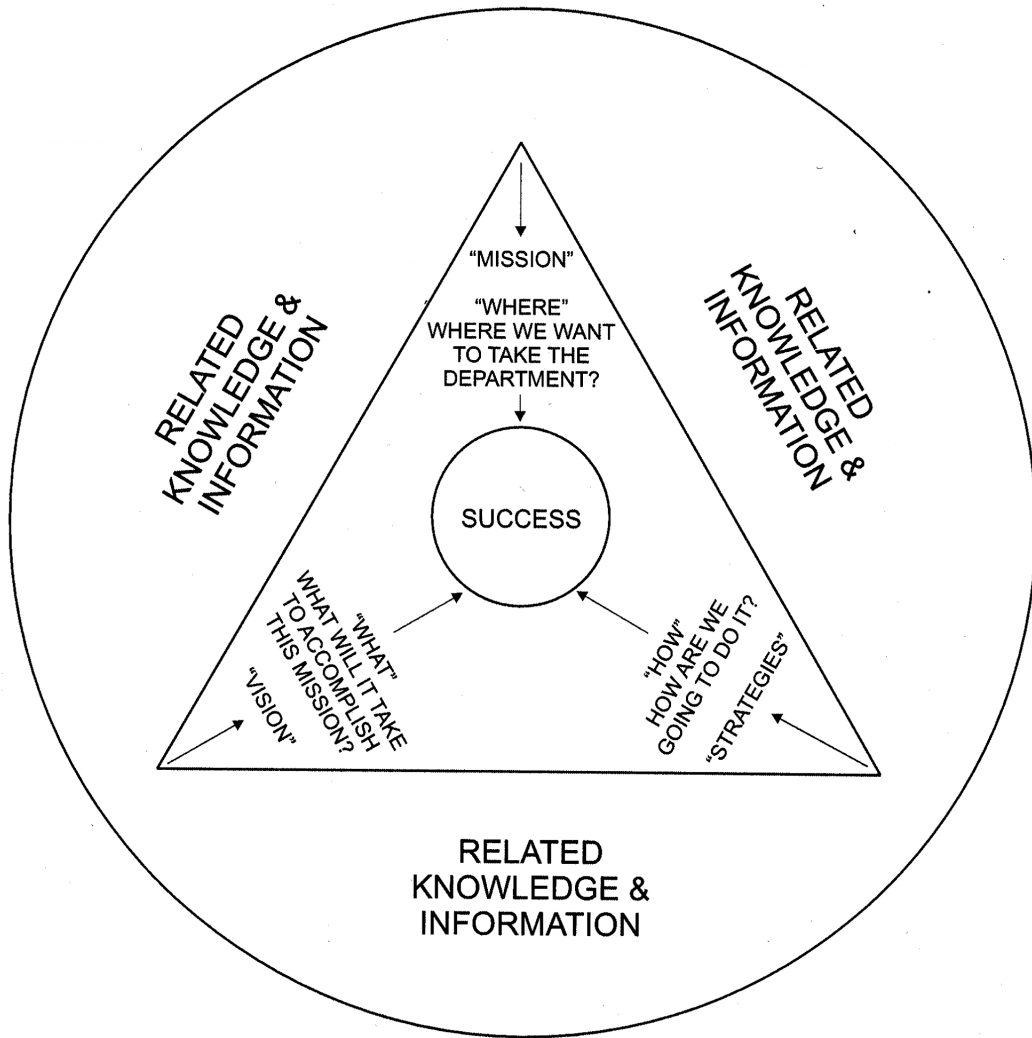


Figure 1 illustrates how mission, the vision, and strategies must develop, support and foster success in a departmental setting.

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