

MUSIC INDUSTRY LEADERSHIP:
DESIRED LEADERSHIP TRAITS, BEHAVIORS, AND CULTURES IN THE MUSIC
INDUSTRY

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Abstract

This project was designed by a student seeking a career in the music industry. In preparation for that career, research of varied leadership literature was paired with a survey completed by a sample of industry employees to determine the leadership traits, behaviors, situational styles, and organizational cultures most valued in the Nashville music industry. Conclusions found the most desired leadership traits to be “ethical”, “creative” and “ambitious”, while “integrity and trustworthy”, “relational and unifying”, “passionate and energetic”, and “vision casting” were found to be the most desired behaviors in the industry. Participants stated a need for a structured environment to create their product in, yet a creative leader to support and encourage them within the structure. Also revealed was the necessity and flexibility of deadlines, treating coworkers and leaders professionally with respect and understanding, and the need to stand firm in both moral and faith based convictions, but sometimes collaboratively compromising creative ideals.

Context of Research Project Concern

Materials used in this research study included scholastic literature and studies conducted concerning leadership and management, and a survey (attached in Appendix A) created by the researcher. This survey asked current industry employees to rate and explain which traits and behaviors are valued and desired most of a leader, but also asked employers who are currently in the leadership position themselves about advice to offer the future leader. The questions covered desired and advised actions for current and future employees to take when confronted with pressure to bend their values, loss of respect for employers and other employees, as well as how communication and deadlines can be best handled.

The text used to research different leadership studies came from respected leaders, writers, teachers and theorists of management and leadership that conducted their own research, yet also studied the results of others surveying the leadership field.

Another part of this process was creating and completing a form for the Institutional Review Board at MidAmerica Nazarene University, in order for the board to declare this research study to be ethical in its methods used to conduct research.

Theories and Aspects of Leadership Researched

The leadership traits studied in this project were cultivated from traits experienced in the music industry workplace such as “creative”, “organized” and “ambitious”, and stand-alone traits that have been studied and declared important in different career fields of leadership.

“Considerate” was listed as a reference to the Big Five personality traits, which pertain to five areas of a leader’s personality studied in psychology and leadership: emotional stability, openness to experience, extraversion, conscientious, and agreeableness, from which “considerate” was derived (Mount and Barrick, 1991).

Second, motivational behaviors studied in this project came from the theories of transformational and charismatic leadership, as well as studies on the role of integrity, ethics, and member relations in leadership.

For the situational and contingent dilemmas, the research used included the Path-Goal theory of leadership, whose four categories of leadership behavior include directive, supportive, participative and achievement-oriented.

Lastly, only two organizational cultures were studied: creative and structured. This directly related to the contrasts in organizational cultures seen by the researcher between many organizations in the music industry. Although there were many possible aspects to be studied, these two were chosen as all-encompassing for this project.

Research Goals

The motivation for this research study came from future career aspirations of the researcher. In order to be a music business leader in the future, it was deemed valuable to know what is valued and desired by current employees of their leaders. Furthermore, since leadership is not only a positional power, but also a referent or expert power, any employee can fulfill a leadership position in the eyes of their co-workers. Therefore, this research can be applied to everyone in their working environment, not only those currently in hierarchal leadership positions.

This project addresses the concern for proper and desired leadership in the music industry in Nashville. It is beneficial, both as an employer and employee, to know more about the leadership characteristics in their career field. Understanding where fellow employees are coming from helps to understand where employees will come from as a leader in the future.

The survey and responses cover multiple potential conflicts between coworkers and leaders, and how they should be handled. These conflicts and concerns cover deadlines, loss of respect or trust for a leader or employer, and pressures to conform or change values to fit the situation. Although these situations happen all the time in the music industry, the following research can also apply to those in any working or leadership environment.

Research Significance and Contribution

The intended consumers of this research are the current and future employees and leaders in the music industry. Learning and understanding the desires and needs of coworkers before entering a specific working environment can give a good working foundation to build upon in the future.

Although this research is geared towards advising the future music industry professional, it can also benefit those already employed in the industry. Not only should future leaders benefit, but also current leaders that want to better understand their staff and coworkers. Learning from past experiences is part of growth in leadership, but learning employees' and coworkers' desired traits and behaviors of leadership can greatly benefit the working relationship in the future for any employee or employer as well.

A specific geographic area of the industry was examined in this project, as the survey was distributed almost exclusively in Nashville. Although there are many other places that the music industry is growing and thriving, Nashville was the specific city in which the researcher worked and would like to work in again in the future. Although answered exclusively by Nashville employees and executives, those interested in leadership or the other music industry jobs can still learn from the surveyed responses and topics discussed.

Leadership is seen in every business environment and structure. Understanding the desired traits, behaviors, and techniques for leadership is a great advantage in all working environments. Situations may vary, but the relationship between the leader and their employees remains relatively consistent. Therefore, this research, although not geared specifically towards other industries, can positively impact working relationships in all business environments and fields. It may change the way coworkers, employees, or employers look at others in their surroundings and help them to better communicate and work with them. Gaining understanding of what motivates, impresses, or unifies one person or group can dramatically change any working environment.

Research Questions

There were four questions asked in the research survey covering four areas of leadership: traits and skills, behaviors, situational and contingent leadership, and industry or organizational culture. The results were determined through questions concerning each category's most desired aspect, as well as advice for future leaders concerning the application of the leadership qualities. The participants answered questions pertaining to the following aspects of leadership:

- 1) What are the traits and skills of a leader that are most valued and desired?
- 2) What behaviors of a leader are most valued and desired?
- 3) In situational and contingent leadership, how should deadlines, loss of respect and trust, and pressure to do or be something the professional is not, to be handled?
- 4) Are creativity or structure valued most by employees and employers?

Research Limitations and Boundaries

There are many research boundaries with this project. First, there was only a group of fourteen industry employees, artists or businessmen that completed the survey for this project.

This group was specific to Nashville and not a good representation of all locations where the music industry is present.

Survey participants were given a limited list of traits and behaviors to rate from most to least desired. This limitation narrowed down the quantity and kinds of leadership theories to be researched, not because they are the only traits present in this business environment, but because those were deemed most important for this research.

Many dilemmas could have been researched and discussed in regard to situational and contingent leadership, but only three were chosen: the relation of work quality to task deadlines; how an employee or leader relates to someone who lost their respect and trust, whether above or below in the hierarchical structure; and pressure from leadership to be or do something you are not. Dilemmas happen every day and in every aspect of the industry, but for the purpose of this research study, these were the three aspects that were chosen to be researched with deeper intent and clarity.

Another limitation was the type of organizational culture and industry studied. Originally, the study was designed to take the survey results from the personnel on the artistic side, such as artists and songwriters, and compare them to the business personnel, such as managers or publishers. However, the number of responses on the artistic side were lower than expected, so this aspect was turned into one of the four categories studied within both sides of the industry.

This project is specifically geared towards leadership in Nashville and its music industry. Although there are many other cities and geographical areas that are involved in successful and growing music industries, this specific area was where the researcher worked and was interested in learning more about.

Additional Research

An area of research that would have been intriguing to investigate is the difference in the business culture and leadership between different music labels, different management companies, or different publishing companies. Additionally, teamwork versus competition styles leadership and culture could have been studied within companies, genres, or the entire music industry. Through long durations of time and experience at different music labels, it quickly became obvious to the researcher that the culture between the companies was different. Depending on the leadership and culture, employees and the expected interactions between personnel were varied.

Comparing the views on leadership between present leaders and their employees could have been another excellent topic to research and study. However, for the purpose of this paper, the researcher deemed it best not to study the difference in leadership views between current employees and employers, in case of possible complications and dilemmas that could stem from the results.

Genre comparison research would have been another area to investigate in regards to leadership. If research was done to compare employee and leadership interactions within Christian and pop, or country and jazz, it would be interesting to see the difference in the environment and overall culture of the different genres. For this project, the researcher wanted to focus more on the general industry and personnel aspects than differentiating between particular genres.

Questions that could relate to personal examples of leadership were omitted as there could be repercussions from the responses. The purpose of this study was to identify leadership theories, traits, behaviors, and cultures most desired by employees and employers in the music

industry in Nashville, not to point out specific characteristics or examples of current leaders or cultures, whether good or bad.

The topics for the survey questions came from the researcher's personal experience, and from wanting to gain further understanding in particular areas of leadership. However, the open ended questions relating to situational or contingent leadership were most noticeably prone to dilemmas, thus, the researcher thought they warranted further examination, as well as advice from current professionals on how to handle the dilemmas in the future.

Research Procedure

The main method of research for this study was a survey completed by different music industry professionals in the Nashville area. First, the different questions of leadership to be studied had to be specified and developed before they could be asked and studied. A handful of possible leadership theories, traits, behaviors, and cultural and social problems that could be studied and learned from were selected. Then, questions were designed in each category, with some categories having multiple questions.

A list of multiple traits of a leader were listed for the survey participants, with an option to rate which of these were most important, or give another trait they felt was significant yet not listed. This was to help spotlight the most important or valued traits or behaviors of the leader. In the same way, a list of behaviors was given, but participants were allowed to select as many behaviors as they wished.

Quantitative research was used in regard to how many people thought a certain trait or behavior was the most valued and important. However, qualitative data was analyzed when survey recipients answered through sentences or paragraphs about how to handle situations, such as quality of work being compromised when confronted with deadlines, leaders losing their

respect and trust, or being asked to go against their convictions. All of these dilemmas were experienced and observed by the researcher to be common within the culture or environment of the music industry.

The survey was received and answered by fourteen people from across genre lines in Nashville, Tennessee. Nashville was selected because that is where the researcher spent time in internships and hopes to work in the future. The survey was distributed and received through e-mail or hand delivered copies. The recipients were business professionals, artists, and songwriters from three music labels of different size, business culture, genre, and location around Nashville, as well as entertainment and media companies. The different areas of distribution were chosen to gain a wide understanding of the variety of environments and business cultures found in the industry, and what aspects of those environments people value the most.

The other research method consisted of taking the results of the survey and comparing the most valued traits and behaviors to the coinciding leadership theories they represented. Through research, a group of scholastic journals, articles, and textbooks were chosen to provide the definitions and important aspects of the selected leadership theories. Upon comparison to the survey results, the top theories were more thoroughly researched.

This combined method of research was selected as the optimum procedure because it reviewed scholastic research and theories, yet had applications to current industry situations and professionals. Since many of the leadership theories were invented or deeply studied beginning in the 1950's or 60's, giving a fresh example of the theories' applications was thought to be useful and beneficial to the researcher's future career and interactions in the working environment.

Another reason for examining current and desired leadership through open ended questions is because of the artistic aspect of the industry being researched. It is great to research leadership theories developed in the past, but to give a creative industry no room to be creative with their answers seemed unrealistic. Since artists and writers work with words for a living, the researcher felt as though giving the industry personnel written chances to explain their position and advice on leadership was warranted.

In preparation for this research project, there were no instances found of leadership studies in the music industry. The idea of not only studying developed theories, but being the first to also study their application in the current state of the industry was very appealing and exciting.

Research Data, Literature Review, and Sectional Conclusions

The next portion of this paper will present the findings of the survey data and literature review, as well as their conclusions concerning leadership traits, leadership and motivational behaviors, situational and contingent leadership, and organizational cultures.

Leadership Traits

In the research study, six leadership traits were listed for the survey participants to rate from one to six, in order of the most valued. The traits listed were “ethical”, “ambitious”, “creative”, “organized”, “patient”, and “considerate”. These traits were ranked by the participant to decipher which leadership traits they most preferred, in comparison to leadership behaviors or styles and their culture.

Survey Results

The most valued trait was decisively shown to be “ethical”, with nine people selecting it as the most valued, three more placing it in second place, and only two people placing it in fourth

through sixth place. Overall, twelve of the fourteen industry professionals placed “ethical” in their top three choices.

The second most valued trait was “creativity”. Although only three participants selected it to be the most valued, eleven selected it in the top half of valued traits. Three people responded with “creativity” in the bottom three, with no participant placing it in last place.

The third most valued trait was “ambitious”, with eight votes in the top half and six votes in the bottom half of the traits, including just one vote for “ambitious” as the least desired trait.

“Considerate” was stated as fourth most desired of the six traits, receiving an even seven votes in the top and bottom halves, without a strong indicator of feelings from the participants either way.

At the bottom third of results was “organized” and “patient”. “Organized” came in fifth place with two people selecting it as the most desired, four placing it in third place, three selecting “organized” in fourth place, one placing it in fifth, and four participants placing “organized” as the least desired trait. Just over half of the professionals placed “organized” in the bottom half of desired traits. The least valued of the six traits was also decisive, with exactly half of the participants voting “patient” to be last, five placing it in fifth place, one selecting “patient” in fourth place, and one outlier participant placing “patient” as the most desired leadership trait.

Although all participants were given only six traits of which to rate their value from one to six, one participant believed in the traits having equal value, stating, “They are all just as important as the other. I would add the word ‘punctual’ ”.

Literature Review

Understanding the relationship between traits and leadership is key to creating positive relationships and environments between a leader and his or her followers. However, there is more than one desired leadership trait that is effective, and multiple different combinations of traits that make up a great leader. Many times it depends on the type of work that needs to be done, the culture in place, and the employees or followers that the leader is trying to influence. The progression and creation of a leader is not examined to predict a certain leader's future role, or necessarily to even explain leadership problems, but to bring up the questions that convey the complex nature of leadership and its processes (Burns, 1978, pg.27). There are many patterns or groups of leadership traits that can be effective in multiple situations and for many different people.

Although the idea of ethics was developed much later in the discussion of leadership traits, it was a central factor in many sources used to research the most desired traits. If a leader's ethics or integrity are in question because of dishonest, illegal, or otherwise harmful actions, their credibility is easily lost and difficult to gain back. Some of the many aspects of followers trusting the ethics of their leader come from a leader being honest about all things, truthfully fulfilling their promised obligations and responsibilities, keeping the confidence of information shared by an employee, and being responsible for their actions and decisions (Yukl, 2002, pg. 183). Some theorists, such as James MacGregor Burns, have gone so far as to ascribe ethics not only as a necessary leadership trait, but also as a part of the leader's job to raise awareness of and help solve ethical issues and conflicting values that could arise within the company and their employees (Yukl, 2002, pg. 403).

Leaders have a lot of influence on the lives of those they lead. When they can exhibit more power and control than those they lead, they have a responsibility to understand their impact on an employee's life, and how it carries over into how the outside world views or trusts them. Because of the leader's influential process on the employees and their organization, ethical leadership is crucial to establishing good organizational values and goals (Northouse, 2004, pg.306)

Creativity can be a vital component of leadership, especially in the music industry. In other fields, some might label this type of leader as charismatic, innovative, inspiring, or imaginative. These types of leaders can convey interesting and appealing visions for the company or their followers, be willing to think outside of the box and take risks to accomplish their vision, and can creatively express their ideas in a way that models and brings confidence to their followers. (Yukl, 2002, pg.244) A creative leader can empower their followers and release the potential creativity of their employees as well. This trait not only brings energy to a project or environment, but influences follower to do the same.

A study performed by Ann Howard and Douglas Bray spanning twenty years followed a group of AT&T managers to track their different leadership traits and related occupational outcomes. Out of the study, a portion of those employees ended up as good leaders. One employee interviewed in the beginning stages wanted to succeed and promote himself to the top, and then completed those goals within a short number of years. This employee had goals and achieved them because he was driven and motivated by his ambition. The employee's ambition was a major factor in achieving his goals and influencing the company as well.

Two employees from the same study did not turn out to be leaders, and showed little drive, self-confidence, or ambition to rise and lead a company. The lack of these leadership

qualities shaped their career and movement within the company structure for years to come, with little future improvement. Overall, this study displayed ambition as a top trait needed in leadership (McMahon, 2010, pg.99-101).

Ethics, creativity and ambition are all aspects of leadership that can positively impact and transform the environments and employees the leader comes into contact with. It is important to keep in mind that these are only three traits out of a wide variety of traits that could transform and positively impact a leader's environment and employees. However, these three traits were found in research to be very important to a leader's effectiveness and influence on their followers.

Leadership Trait Conclusions

Ethics was found in both the survey and other leadership studies to be a desired and crucial aspect of leadership. From an employee's perspective, if they can trust their leader to be honest and forthright with them and take responsibility for their own actions, as well as their company's actions, an employee is more likely to trust and support their leader. Therefore, not only is ethical leadership necessary to keep the company in good standing with the outside world, but also to keep the culture and followers within it compelled to work within ethical boundaries as well.

Creativity is seen to be important in leadership, not only as a main pillar of industries within the arts, but also in motivating and encouraging creativity from employees. If employees are motivated and inspired to think "outside of the box" on their tasks and goals, it can give confidence to employees that their own creativity is welcome as well. Although not all employees want to be creative, many times creativity, related or not to business tasks, can inspire confidence and creativity within the entire organizational culture.

Many studies ranked ambition as one of the top and most valuable traits of a leader. Howard and Bray's study portrayed a good time model of the effect of ambition on a leader's career path and attained goals. The more a leader is driven to achieve goals of their own and goals relating to their company, the harder they will work for themselves and their company to achieve them.

This study specifically researched traits desired by professionals in the music industry, but an overall idea from Ralph Stogdill about traits must be kept in mind: "A person does not become a leader by virtue of the possession of some combination of traits... the pattern of personal characteristics of the leader must bear some relevant relationship to the characteristics, activities, and goals of the followers" (Yukl, 2002, pg.177). These research and data results have identified some of the most desired leadership traits as ethical, creative, and ambitious.

Leadership and Motivational Behaviors

The second topic of research involved motivational and behavioral styles of leadership, where participants were asked what qualities of a leader positively motivated them the most. The list included "vision casting", "integrity and trustworthy", "passion and energy", "innovative for change", "achievement and goal attainment", "relational and unifying", and "power and influence". Participants were also given an opportunity to list a behavioral style that was not suggested in the original list. This section of the survey was designed to distinguish whether employees wanted a leader more focused on their relationships and others within the company, or focused on the tasks and goals to be accomplished. Unlike the leadership traits section of this research project, the participants were asked to choose all qualities and behaviors that motivated them, and were not asked to rank them from most to least valued. This means that participants could pick multiple behaviors to make up their desired motivational style of a leader.

Survey Results

Altogether, the fourteen survey participants cast thirty-four votes for different leadership qualities. This means that each participant chose approximately two behavioral qualities to comprise their desired motivational style by a leader, with some also marking “other” and adding traits they viewed as important to the motivational style.

The most valued motivational leadership quality chosen by the research participants was “integrity and trustworthy”, with eleven votes. The second most desired quality was “passion and energy” with eight votes, and the third ranked quality was “relational and unifying” with five votes. The next leadership quality ranked was “vision casting” with four votes, “achievement and goal attainment” garnered three votes, “power and influence” were given two votes, and “innovative for change” received just one vote.

Some research participants chose listed qualities, but also expounded on why they were important, or what qualities should also go with them. For example, one participant chose integrity and trustworthy and explained, “In this industry, I find these two qualities to be few and far between, but feel that they are essential for success. As an independent artist, when I’m looking to build my team this is the top priority.”

Another chose passion and energy, and further explained its motivational importance by adding, “Anyone on my team has to be passionate and self-motivated. I desire any leader to work at least as hard as I do.”

“Power and influence” was mentioned by a professional, explaining that the qualities are a big help in the industry, and they have found “little can be done properly on a large scale without them”.

Along with explanations on listed qualities, multiple participants gave new qualities that they believed were valuable to their motivational style needs. One professional chose “relatability” of the leader, saying “they can’t have that whole ‘Moses coming down from the mountain’ thing. They need to be approachable, down to earth and believable.”

Two participants listed leaders having “confidence in themselves and their employees” as a key motivation, with one participant explaining that the leader has to be able to see the employee’s talents and trust them to make the decisions they were hired for. Another furthered the idea by saying positive reinforcements of talent and acknowledgements of quality work are great motivational factors as well.

Literature Review

The leadership styles studied for this section were the leader-member relationship styles. These consist of two contrasting relationship styles: a relational, motivational, and person-oriented style, or an achievement and task-oriented style. These styles consisted of leadership behaviors that focused on the employees, or contrastingly focused on tasks as the highest priority. Also researched were the situations in which both of these styles coincided with the leadership behavior.

Task-oriented leadership behaviors concentrate on not doing the same tasks as the employees, but completing more general functions such as scheduling and delegating the tasks, setting goals, and providing equipment and technical support. These actions are beginning actions, or as the leadership world would label them, initiating structures.

Vision casting was one of these task-oriented leadership behaviors found in studies to be pertinent to motivating an organization and its employees. A leader must be able to create a vision that is for the good of the organization, but also be responsible for finding the potential in

all followers and clearly communicating that vision to all (Drury, 2003, pg. 46). It is part of transformational leadership, and is associated with charismatic leaders. If someone has the ambition and vision to implement ideas, they can motivate their employees and others in their organization to work towards the same goals as well. By casting this vision, it also brings the byproduct of continuity of the organization with everyone working towards a common and clear goal (Yukl, 2002, pg. 283).

Relations-oriented leadership behaviors are more supportive in their actions, such as being friendly and considerate towards employees, openly displaying trust and respect, understanding and helping their employees achieve their career goals, and acknowledging workers when they complete quality work. Since the leader in this situation is more focused on having good relationships and an encouraging environment, they establish a more general supervision structure instead of one with close supervision.

The biggest motivational quality in this behavior group was listed as “relational and unifying”. This behavior displays a leader’s understanding of how human and group behaviors work together, and how the leader is able to persuasively and effectively communicate in order to unify the team. This type of leadership uses social insight, diplomacy, and empathetic relationships to establish a unified bond and maintain good working relationships throughout the organization and beyond (Yukl, 2002, pg. 195).

A motivational quality that was found to incorporate both relational and task-oriented behaviors was a leader who displayed integrity and trustworthy actions. Many studies have performed cross-cultural research on motivational and effective leadership, and all cultures studied listed integrity at or near the top of essential leadership aspects. Furthermore, the studies stressed that honesty and consistency throughout the leader’s behavior and values should be a

main priority, as it displays the leader's authenticity. (Yukl, 2002, pg.404) (Drury, 2003, pg.21).

A great summation concerning the importance of integrity and trustworthy actions explained:

“Integrity is a primary determinant of interpersonal trust. Unless one is perceived to be trustworthy, it is difficult to retain the loyalty of followers or to obtain cooperation and support from peers and superiors. Moreover, a major determinant of expert and referent power is the perception by others that a person is trustworthy.” (Yukl, 2002, pg.202)

Another motivational behavior that exhibited both styles was passion and energy. This entails that a leader needs to have physical stamina and a high stress tolerance and energy level in order to motivate followers to efficiently produce their work. Shelley Kirkpatrick and Edwin Locke also included in this behavior the passion and desire to lead and the tenacity to see things through with both tasks and working relationships (Yukl, 2002, pg.184) (McMahon, 2010, pg. 100).

Leadership and Motivational Behavior Conclusions

All of the motivational leadership behaviors found to be most desired by survey participants are parts of common motivational behaviors or theories, such as relations-oriented and task-oriented behavior, and transformational leadership. Leaders that are trustworthy and act with integrity were the most desired leaders, followed by relational and unifying, leaders with passion and energy, and those that have charisma and cast visions for the entire company to follow and strive towards.

Just as “ethical” was shown to be the most desired leadership trait, “integrity and trustworthy” was shown to be the most important and valued motivational and leadership quality in this study. This agreed with research studies and scholastic literature that integrity and trustworthy behavior was one, if not the most important leadership behavior and trait.

Although participants stated “vision casting” as the fourth desired motivational leadership behavior, they put “innovative for change” as the least valued. This could mean that the participants do not want a leader that can motivate them towards change, but leaders that can unify the organization and lead all followers or employees towards a clear and already determined common goal.

Among all seven behaviors given to the survey participants, most of the top chosen behaviors had to do with relational aspects, and shared energy and visions. “Power and influence”, and “achievement and goal attainment” behaviors were not ranked highly by the participants in this study, which leads one to conclude that employees in the music industry desire a leader that will unify and maintain good relations within an organization, even above a leader who has a great deal of power or innovative qualities. Relationships and unification of the organization seem to be desired over a production orientation.

Situational and Contingent Leadership

There are three situations presented in the survey to determine the type of situational or contingent leadership that was most valued by participants. Not only were they asked to describe the style of leadership and employee action they desired, but were also asked what advice they would give to a future worker or leader in the music industry environment.

The first situational survey question involved deadlines. The question stated, “Would you rather have work done on time and be mediocre quality, or would you rather be in communication with your fellow workers and leaders to push back the deadline in order to have work that you are really proud of?”

The second situation presented a situational dilemma which involved respect and trust. The question stated: “A person has done something that has caused you to lose respect for them-

how do you act towards them? Do you still have respect for their position, but not as a person? Do you say something to them about their actions?”

The last situation presented a problem concerning pressure in the work environment. The participants were asked: “You are being pressured to be or do something you are not. Is there a point where you give in and have your name on something you don’t agree with, or do you always ‘stick to your guns’?”

These questions were all designed to see how the leadership styles changed between situations that addressed some of the biggest dilemmas in the music industry, and possibly all working environments.

Survey Results

Deadlines

There were multiple perspectives on how to handle deadlines in the music industry, yet eleven people decided that moving deadlines in order to have the greatest quality available was the best option. However, most of those eleven people also clarified that communication about deadline challenges or roadblocks is important, but moving deadlines cannot become a pattern. One participant said a future worker should build extra time into their deadlines; that it is not wrong to pad dates in order to have more time to do their specific portion of the job. They also explained how product quality and deadlines relate, saying:

“While my job as a production professional is all about meeting deadlines, if the product you release is of mediocre quality, it either won’t sell, or will be detrimental to future releases. If pushing back the deadline, i.e. moving the release date, is an option that is ideal. But typically, it’s not an option. Typically people will work overtime and go the extra mile to make sure the product releases on time and is of quality.”

Other participants said that deadlines can be discussed and moved, but it is important to understand how it affects the rest of the team, stating, “Deadlines are important, especially when

working with a large team whose deadlines each rely on someone else's. If we have to move one deadline, then we have to move multiple people's. It is also important to deliver quality work, however, so it's really a balancing act."

Although eleven participants thought deadlines could be moved, a broadcaster who completed the survey said having a moved deadline or low quality work were not options. "Deadlines are there for a reason. In broadcasting, missing a deadline is not an option. If you miss a deadline, that's dead air. And that's not acceptable. Work ahead, not last minute." They advised the future worker to be aware of the time restrictions and expectations of the job. If one is missing a deadline, either their boss does not understand how much time or work is needed to complete the task, or the worker might not be in the right occupation for them.

Respect and Trust

Within the fourteen responses about how to treat someone who has lost respect and trust in the workplace, the researcher noticed four distinct themes. First, the person's actions were contingent on whether the person losing their respect and trust was above or below them in the hierarchical structure. The second theme distinguished whether the changed attitudes and actions were towards the person's position, or just the person. Third, the responses focused on whether the actions that lost their respect and trust were hurtful towards others, or just the person that committed the actions. Lastly, there was a group of responses that said no matter the situation, they had one general way they would act.

In regard to respect and trust, many people indicated they would act differently depending on whether the guilty party was their superior, coworker, or employee. One response plainly stated, "If they are an employee I would explain my feelings and give them another chance to do better. If they are my boss, I would respect their position but not the person."

Another asserted, “Depending on the person or position they hold, I would probably let them know how I feel. If the person is a superior, I would still treat them with respect in their position, but not speak much outside of work.”

The second category of responses explained more thoroughly how they would treat someone who still holds a business position they should respect, but does not garner their personal respect, or someone they do not know well enough to confront. Many confirmed they would respect the office held by the person, but keep the relationship strictly professional in future interactions with the person. This category was succinctly summarized by one participant detailed response, saying:

“If I lose respect or trust with a person I tend to formalize my interactions with them including creating paper trails, involving other parties in meetings/decisions, etc. If I feel I am in a position where I have earned the right to speak into the person’s life, I will. I will not confront a total stranger on a personal issue, but, will adjust my behavior accordingly.”

The third category of responses questioned the type of actions carried out by the offending party. Many participants explained if personal actions are committed outside of work that do not affect their job, they would probably never address it. They stated that this happens frequently, as there will may be many coworkers in an employee’s industry that they need to respectfully work with, but not address or respect their personal actions. The only time they would say something would be if the offending action were illegal, racist, bullying, hurting someone else, or putting them in a bad light towards others. If that were the case, they would say something, and perhaps request a supervisor’s involvement.

The last category contained responses that saw this question more with black and white lenses, and had a response they would use in every situation. Most of these responses acknowledged there are always details behind every story that people might not know and it is

easy to misunderstand actions or intents. In these cases, many said they would try to talk through and clarify the issue, hoping to keep resentment or future problems at bay. Although one can proceed with caution, they can still try to show mercy and communicate about the issue. As one person declared, “Regardless, I would always maintain a friendly and professional demeanor around the person. Acting any other way isn’t productive for a work environment.”

Pressure

The last situational dilemma presented concerned pressure within the organization. Responses on this subject were mostly distinguished by two criteria. First, responses distinguished between ethical or moral compromise and creative compromise. Second, many people gave advice to identify organizational environments before gaining employment within those occupations or organizations that could threaten one’s beliefs.

First, there was a distinction between ethical or moral and creative compromises. One participant declared,

“If it truly conflicts with who you are as a person, I think you have to draw a line in the sand. If it were a smaller issue, then I’d subscribe to the “choose your battles” school of thought. No one succeeds in this industry by winning every battle. Compromise is necessary, it’s a matter of choosing when it’s best for long term goals, and when it compromises who you are.”

Some responses declared point blank that if it is illegal or against the employee’s morals, it is time for them to find a new occupation. Another response along the same line said for ethical or moral issues, one must always “stick to your guns”, but if it’s just a creative difference, compromise.

Other participants were more liberal, saying to work as a team includes the important task of stretching your beliefs and ideas to include others, and that sometimes, “staying true to oneself” on creative issues can be a crutch to not change with the tide.

Many explained a person needs to research the job position and the company with which they are seeking employment, and if they would not be comfortable with an aspect of the job, they should not seek employment there in the first place and put themselves in a compromising position. As one response affirmed, “My job doesn’t define me- my faith and my values do. To give those things up for a job that is highly replaceable...it wouldn’t be worth it.”

Literature Review

Pertaining to the situational and contingent dilemmas, the behaviors researched and compared were cultivated from the Path-Goal theory of leadership, consisting of four categories of leadership behavior published by House in 1971: 1) directive, 2) supportive, 3) participative and 4) achievement-oriented. Each category pertains to the level of participation, guidance and hands-on control that needs to be exerted by the leader. The behaviors associated with the theories start with directive as the most controlling and hands-on, and ends with achievement-oriented, where leaders give employees the most creative license and room to breathe, praise for their work, and let them accomplish tasks with minimal direction. Gradually diminishing on the continuum between directive and achievement-orientation is the amount of influence exerted by the leader on the employees’ projects, thus giving employees more attachment to the project and higher goals, resulting in more of a vested interest in the project as a whole.

The first is directive path-goal clarifying leader behavior, where the leader gives structure for their employees and lays out their expectations, rules, and procedures. The leader must set specific performance standards and regulations on how to accomplish tasks, including many instructions.

The second is supportive leader behavior, and it includes showing concern for an employee’s welfare and creating and maintaining a supportive work environment. A leader must be approachable and must treat their employees as equals, and show them respect. If the

employee does not feel they have the ability to approach their leader, their assigned tasks, learning, and growth may suffer.

The third is participative leader behavior, where the leader gives encouragement to the employee for their decision making and operations, as well as collaboratively working with the employee to give them more control in their working tasks. The employee receives more recognition and decision making ability within the company, sharing more of their ideas and suggestions.

Lastly, achievement oriented behavior gives the leader the main job of encouraging and showing confidence in their employees without hands-on directing of the tasks. This type of leader encourages their employees to have high expectations of themselves and their work, and expects continual improvement. These leaders show the most confidence in the abilities and goals of their coworkers and employees (McMahon, 2010, pg. 315-316), (Northouse, 2004, pg. 125-126).

Situational and Contingent Leadership Conclusions

Deadlines

The majority of the research participants agreed that deadlines are in place for a reason, but occasions can arise where the quality of the work is key and the deadline has to be moved to reach the quality they would be proud to release to the public. These responses portrayed these certain employees and leaders as believers in the participative leader behavior, where both the leader and employees have a say in their work and can influence the outcome. In this case, they influence the deadlines and quality of work released to the public.

However, many participants pointed out that one must consider their occupation within the music industry to answer this question. For example, if a label has already publicly released

and promoted an album release date, it is very difficult to change the deadline. In those situations, the participants advised that the best solution would be to pad the final date enough up front in order to give the worker time to complete their portion of the job. On the other hand, as the broadcaster mentioned, there are situations and occupations where some deadlines are impossible to change, and if not met, produce unacceptable consequences, such as dead air on the radio station. These occupations and situations where the leaders have a hard, unwavering line for deadlines and product quality, such as broadcasting, would be of the directive path-goal clarifying leader behavior.

Respect and Trust

Responses given in regard to the “respect and trust” dilemma ranged from one general directive for all situations, to leaders and employees wanting supportive style behavior to work through their trust issues, to others thinking certain situations warranted achievement-oriented leadership.

Those who chose the directive path-goal behavior stated that they would never talk to their employee or supervisor about the situation. Other participants identified with the supportive leadership behavior, saying they would talk about the situation and work through it with their coworker or supervisor, either to make sure there was no communication errors or misunderstandings that could hinder their working relationships in the future, or because the offending actions were harming themselves or others. Lastly, many participants chose the achievement-oriented behavior, where they would have a working relationship with someone solely for the sake of the respect their position commands, yet act cautiously around them and not respect or trust them outside of their working relationship.

Pressure

The music industry was built and continues to thrive on the foundation of creativity and the love of music. The people in this industry are usually there because they have a great passion for music and for their work. Some of these industry personnel declared occupations which needed directive path-goal leadership and hard line expectations, while some rejected the thought of leadership that stifles creativity or forces employees to create or support music and decisions that go against their beliefs.

There were multiple responses which fit directive path-goal clarifying leadership behavior. These employees identified certain jobs within the industry, such as broadcasting or publicity, that require directives and hard lines that can not be crossed, and it is the employee's job to understand those lines before taking the position. These occupations must have these directives, or they can not function successfully.

Other leaders and employees said they did not want their beliefs to be infringed upon while striving for creativity, thus preferring the participative leader behavior. Those with the participative leader behavior mindset want to collaborate with their peers and authorities, yet have the ability to stand against ideas they do not believe in and be heard on opinions that affect the final product or decision.

Those with the achievement-oriented behavior either want their coworkers and leaders to believe in their creative and decision making abilities and let them do their job, or believe there are situations where their creative differences can become aligned to achieve their goals. In order to have such control or influence on projects, these employees are usually more experienced in their fields, or have leaders that trust their worker's ability to do the job for which they were hired.

Industry and Organizational Culture

Although there are many different organizational cultures or environments in the world of business, the researcher chose to focus on two contrasting styles: creativity in the workplace, or a structured work environment. This was chosen to learn more about the two contrasting dynamics of creativity and structure in the music industry, and to identify different perspectives of employees within the industry. Creativity is a cornerstone of the music industry, and the researcher was interested in seeing how current employers view the relationship of structure to this environment.

Survey Results

This portion of the survey narrowed down culture and industry types to creativity and structure, or a combination of both. When participants were asked whether they were driven more by creativity or structure, 6 of 14 replied that they had to have a combination of both. Only two replied they were creatively driven, while only five replied they were driven more by structure.

To portray the need for a combination of both in their working environment, a participant stated “I would say as a business owner I have to be driven by both. Some days will be all creative, then others need to be about structure to implement the creative ideas we had the day before”. An artist and songwriter explained the idea more thoroughly:

“I am more driven by structure and at times get very frustrated that I don’t have much of it being a creative type. I’m always looking for team members (managers, booking agents, promoters) that I can collaborate with and/or hire so that I can have some semblance of structure, which gives me the freedom to create.”

Only half of the survey participants responded with an affirmative answer of creative or structured, while the rest responded with needing a balanced environment that can further their creativity, yet help them channel it in a more structured and detail-oriented way.

Literature Review

While this study focused on just two aspects of organizational culture and structure, there are many aspects that form a business environment. This culture can be described as the organizational practices or climate that develop around the company's treatment of people or the values and boundaries set by the whole company (Schein, 1992, pg.3). Some may think the organizational culture and environment is not key to the success, productivity or decline of an organization, but studies show that it has a great effect. It is important to understand the organizational culture in order to make sense of the events, ideals, and issues that arise or define leaders and their employees. These cultures are created and controlled by the leaders, both in positive and negative times (Schein, 1992, pg.5).

The organizational model, whether structured and centralized or creative and decentralized, depends on whether the leader will determine what is best for everyone and have more of an autocratic role, or if the leader will allow more creativity that includes self-managed teams, tasks and responsibilities. If more structured, the leader has more control over the tasks and overall functions of the organization, whereas a more creative environment is found when leaders give followers room to breathe, along with more responsibility and input (Yukl, 2002, pg.281).

Industry and Organizational Culture Conclusions

Through both explanations of a creatively structured atmosphere presented from the survey results, as well as the others not listed, the music business is noticeably built upon the

need for both creativity and structure. A future music industry employee should recognize the need for creativity to form ideas, but also recognize the need for structure to produce and implement creative ideas. One can not be carried out without the help of the other.

Based on the results, the survey participants as a whole, including both artistic and business personnel, believe that a combination of both creativity and structure is necessary for a business to thrive. Without creativity, there is nothing to apply structure to; without structure, creativity is not productively channeled towards a goal or plan. Survey participants consisted of creative artists and songwriters, as well as structured business professionals, but most agreed that without the other, an organization can not efficiently or productively function. If participants in recognizably creative environments still profess a need for structure to balance the organization, it seems to support the postulation that environments, especially in the music industry, need a balance between creativity and structure.

Research supports the concept that leaders have the responsibility to create and maintain the company's culture and are responsible for making sure it is a positive and productive environment. If the environment is not fitting for the organization, career field, or personnel within, the organization will not productively thrive, and could actually fail. It is important for the leader to understand the organization's vision and goals, as well as the most preferred and productive culture for the employees.

Conclusions

There was a distinct contrast in survey responses comparing whether the personnel were driven more by creativity or structure, and whether they desired creativity or organization from their leadership. Five participants stated they are driven by structure alone, seven stated they had to have a combination of both, and only two said they were driven by creativity alone. The

conclusion from these answers was that more personnel needed a structured, yet creative environment to drive their success, and just over a third needed more structure to keep them productive and focused on the job.

In contrast, when given a list of six desired leadership traits, including creative and organized, participants chose creative as the second most desired trait with 11 votes in the top half of traits, while organized was chosen as fifth of the valued traits with only six nominations in the top half of desired traits.

These results showed an interesting contrast between the professional's desired business culture and their leader. The participants want a more structured environment to work inside, and have an overall structure that they can creatively move within to accomplish their goals. However, they desired a more creative leader that can give them room to breathe and create, yet help them navigate through the company's working structure. Overall, it seems the research participants want a leader with a more hands off approach, but an overall environment or structure to guide them and keep their creativity in order.

Survey data revealed the three most desired traits of a leader for the group of survey participants were "ethical", "creative" and "ambitious". This supported other literary and research sources, as they all agreed ethics was a main focal point of a good leader, leadership behavior and overall organizational structure. This also reinforced the survey data concluding "integrity and trustworthy" to be the most valued and desired leadership behaviors. Along with ethics and creativity, "ambitious" was found to be a highly desired leadership trait, which also complied with literary and research sources.

Of the seven task or person-oriented motivational leadership behaviors researched, "integrity and trustworthy", "passion and energy", "relational and unifying", and "vision casting"

were the four highest valued. As seen with desired ethical leadership traits and situations, “integrity and trustworthy” was the highest valued leadership behavior. “Passion and energy”, as well as “relational and unifying” behaviors were found to be person-oriented behaviors that brought motivation and drive to employees as a cohesive unit. Vision casting behavior was also found to be highly motivating, with some participants explaining vision casting behavior as charismatic, passionately unifying a team to be task-oriented towards a common goal.

Desired situational and contingent behaviors of a leader were researched in regards to deadlines, respect and trust, and organizational pressure. Although there were some outliers in the data collected, most participants agreed on the desired behaviors of their leaders, themselves, or future music industry professionals.

The most important aspect of deadlines agreed upon in survey data was the impact of one person’s deadline on the rest of the organization. If one person’s deadline is moved in order to improve the product’s quality, every deadline that depended on that completed work will be moved to a later date as well. Participants explained that there are careers within the music industry where deadlines are directives and non-negotiable, such as in production or radio careers. In these situations, they advised current and future employees to pad deadlines with extra time in order to account for emergencies, delays, or other unforeseen circumstances.

In other responses, participants advised that moving deadlines should not be a regular action, but only in few and exceptional occasions. However, when necessary, they would advise moving deadlines in order to produce the highest quality work possible. They explained if one released product is of poor quality, it can affect all of the future releases as well. Quality is key in the industry, but deadlines are put in place for a reason, and should be followed as much as possible.

The next research topic dealt with issues of respect and trust, where two main guiding factors for behavior were distinguished within the collected data: who the wrong behavior affected, and if the offending party was a superior or coworker. All agreed that if actions taken by the offending party were harming others, illegal, or committed by a coworker, they would confront the offender. If illegal action was taken, they would be willing to stand up with the possible result of quitting or losing their job. However, if the offending person was not harming anyone but themselves and was a superior, participants would respect the worker's position, but keep their relationship with the person strictly professional.

Overall, there was a consensus within the data stating that industry professionals must always be polite and respectful to coworkers, whether superiors or employees, as any other behavior is unprofessional and unacceptable. Participants explained that employees and coworkers should be quick with understanding and mercy, yet slow with judgment. Every person has situations outside of work that may affect their behavior or performance, so they advised to try and understand the situation before reacting. Furthermore, they clarified that employees will not always respect every one of their coworkers. Many people will lose others' respect in their personal or professional lives, but participants advised to always act professionally and politely if possible.

The last dilemma concerned organizational pressure, with the responses declaring a distinction between creative and ethical differences. Participants concluded ethics is extremely important in the workplace, and that values and faith define a person, not their job. If someone is pressured to go against their beliefs and morals, participants advised employees to realize jobs are replaceable. On the other hand, if the pressure is to yield to others and their creativity, the responses were split. Some declared one should never compromise on any ethical or creative

beliefs, while most of the overall participants conceded they were willing to have give-and-take in their creative differences, and willing to compromise in order to follow another's creative perspective.

Research data also concluded that participants advised to fully understand an organization and the job being offered before accepting a future position with them. If dilemmas associated with an organization or occupation can be identified and considered before accepting a position, the quantity and scale of dilemmas in the future could be minimized.

In future studies, a fixed number of personnel from different genres across the music industry could be surveyed pertaining to their desired leadership traits, behaviors, styles, and cultures. Also, a fixed number of personnel from different labels within one genre could be surveyed in order to compare and contrast the leadership and cultural aspects of the leadership and organizations. Furthermore, these studies could be conducted between different age groups in the industry to identify and compare differences in valued leadership and organizational aspects between generations of workers.

Although findings of this research data are based on a small sample group of Nashville music industry professionals, the conclusions stated can expand the understanding of current and future employees of the music industry, as well as other fields. Understanding desired leadership traits, styles and behaviors, as well as organizational cultures can lead to better leader-follower relations, and positively enhance an entire organization. Application of this understanding could help current or future music industry personnel provide more positive and productive leadership and organizational cultures.

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Appendix A

Survey for Leadership in Music Business

1. What position do you hold in the industry (i.e. artist, songwriter, business executive)
2. Would you say you are driven more by creativity or structure?
3. In the following situations, describe the type of action you desire in this situation by you and/or by your leaders. Also, what advice would you give to a future worker or leader in these situations?
 - A) Deadlines: Would you rather have work done on time and be mediocre quality, or would you rather be in communication with your fellow workers and leaders to push back the deadline in order to have work that you are really proud of?
 - B) Respect/Trust: A person has done something that has lost your respect for them- how do you act towards them? Still have respect for their position, but not as a person? Say something to them about their actions?
 - C) Pressure: You are being pressured to be or do something you are not. Is there a point where you give in and have your name on something you don't agree with, or do you always stick to your guns?
4. Of the following character traits, rate from 1-6 what you value and desire most in people you work with in the music business.
Creative, Organized, Considerate, Ambitious, Patient, Ethical
 - 1.
 - 2.
 - 3.
 - 4.
 - 5.
 - 6.
5. What qualities of a leader positively motivate you the most?
 - Vision Casting
 - Integrity and Trustworthy
 - Passion and energy
 - Innovative for change
 - Achievement and goal attainment
 - Relational and unifying
 - Power and influence
 - Other?