



Co-funded by the  
Erasmus+ Programme  
of the European Union

**Erasmus+ KA203 Strategic Partnership**

**New Employability Within Self-leadership in Music Academic Programs**

**NEWS in MAP**

**IDENTIFYING INTERNATIONAL STANDARDS IN LEADERSHIP:  
ANALYSIS AND STUDIES**

**Carla Conti**

**Conservatorio di Musica “Santa Cecilia”**



Association Européenne des  
Conservatoires, Académies de  
Musique et Musikhochschulen



European  
University Cyprus



Conservatorio  
Santa Cecilia



Royal Irish  
Academy of Music



**YASAR**  
ÜNİVERSİTESİ

CMSCR- Conservatorio di Musica “Santa Cecilia”, Rome – Italy

AEC - Association Européenne des Conservatoires, Académies de  
Musique at Musikhoschschulen, Bruxelles - Belgium

EUC – European University Cyprus, Nicosia -Cyprus

RIAM – Royal Irish Academy of Music, Dublin - Ireland

YASAR Universitesi, Izmir - Turkey

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Leadership is about the practices  
that transform values into actions,  
visions into realities,  
obstacles into new perspectives and innovations,  
separateness into collaboration and risks into rewards.  
Jim Kouzes, 2007

## **INTRODUCTION**

This research stems from the observation of the phenomena linked to leadership that characterize the society in which we live: they are at the same time cultural, economic, political.

From this observation, it emerges that the common feature of leadership studies is “change”: the youth population and therefore student community is changing: it is becoming multiethnic, education systems are changing, customs are changing.

A substantial element in the analyzes, studies, university courses on leadership is motivation.

While there are no specific courses on leadership in music, we all agree on the strong motivation that drives musicians to take leadership positions.

Literally “motivation” means “to set in motion”, “to activate motion” we could say, and in fact, leaders use it to guide their followers towards a final goal that is capable, if reached, of satisfying the needs for self-realization.

Therefore, thanks to motivation, resistance can be eliminated and a path of change can be carried out, which is fundamental for today's Music and Performing Arts university Departments and HEIMs that want to remain competitive in the job market of the creative and music sector in particular.

Leadership is about inspiring, mobilizing, and enabling music students to achieve excellent levels of performance and to achieve the best results in creative careers/organizations.

This research is the first step, the indispensable one, to build awareness of the new employability with self-leadership based on studies and analysis to prefigure an effective change in Music Academic Programs, to support music students develop the skills and attitudes needed to be successful musicians, to be clear about and committed to their profit and career choices, to understand the core leadership values and contribute to ethical principles of the artistic community.

## A. The HE scene in the NEWS in MAP project Partner Countries.

The four educational institutions that participated in this first Intellectual Output: CMSCR, EUC, RIAM, YASAR are interestingly assorted for the purposes of this research as two are universities and two are music and performing arts institutions. With different experiences in terms of history, the four institutions are well recognized in their respective rankings.

Table 1.

World University Rank 2020	Country Rank 2020	University	Country
3824	6	European Univeristy Cyprus - Nicosia	Cyprus
2964	60	YASAR Universitesi -Izmir	Turkey
11181 27 (ranking by subject)	54	CMSCR Conservatorio di Musica "Santa Cecilia"- Rome	Italy
11076 < 50 (ranking by subject)	28	RIAM Royal Irish Academy of Music - Dublin	Ireland

Table 1: EduRank

**B. Identify existing curricula, policies and best practices acting at HEIs level, academic and extra academic, on music leadership / entrepreneurship.**

In this current research, the focus will be to HE departments involved with economy, media/communications, and or music, in relation to business, entrepreneurship and leadership studies. The following table identifies the HEI that offer courses related to Leadership, Business, Entrepreneurism, first of all in the four Countries in which our project HEIs belonging.

With every passing year, there is strong evidence of increased unemployment amongst musicians. Traditional music education all over Erasmus Programme and Partner Countries is based on almost exclusively on artistic formation with little regard for career development. Especially if we consider the education/training of Italian music students consists exclusively of theoretical and applied music subjects. Students spend most of their time practicing in an isolated environment.

While the examples of adopting entrepreneurship courses in universities are increasing around the world (we think of the Wharton Business School at the University of Pennsylvania, world's first collegiate business school, established in 1881 because it has one of the largest and most published business school faculty with 250+ standing and associate members: Leadership at <http://knowledge.wharton.upenn.edu/topic/leadership/> ), EU and extra EU music departments or music HEIs (conservatoires, academies, musikhochschulen) have only now started to become aware of the topic. As long as most musicians do not even know the meaning of entrepreneurship, introducing the idea of this new and innovative subject in their schools' existing programs can be challenging and this attesting the importance of such a project like NEWS in MAP.

We did not find specific degree programs focused on leadership, for musician students in all the four HEIs involved into our project. This increases the need for projects like NEWS in MAP. On the other hand, we sought leadership courses in other fields of study. They are present in both hard and soft science faculties.

Here we highlight the most specific courses.

Table 2.

University/HEIM/ Music Academy	Department	Course

University of Nicosia	School of Education: Music Program in collaboration with the School of Business	COMM 200: Business and Professional Communication (elective) MUCT 302: Entrepreneurship for Performing Artists (elective) BADM 231: Business Communications (elective)
European University Cyprus	Music Program	MUS 403: Current Issues in Music (elective)
ARTE Music Academy	Music	YMA 442: Music leadership
University of Bergamo	Economy	Master's degree (2 years) Management, finance, international business. Training activities: Seminar in leadership and HRM; Entrepreneurship and private equity.
Pontifical Gregorian University	Economy	Degree (post Bachelor) in Leadership and Management.
University of Ferrara	Economics and Management	Leadership Academy reserved for master's degree students (3 credits). an initiative promoted by Confindustria Emilia - Gruppo Giovani, in collaboration with the Department of Economics, Markets and Management of the University of Ferrara and with the Universities of Bologna, Modena and Reggio Emilia.
La Sapienza University of Rome	Mechanical and Aerospace Engineering	Leadership and Employee Management Course (Human Resource Management Tools in Organizational Contexts; Behavioral Science, Conflict Management; Psychology of Groups; Relationship

		Management; Teamwork . Leadership and management).
RomaTre University	Economics and Management	Master 90 credits (second level master's degree). Leadership and management in education. School management and school governance in the Italian context. (leadership and management practices applied in the Italian context; theoretical and operational skills for access to school management.
SDA Bocconi Milan	School of Management	53 courses (Blended program 38, Class program 7, Online program 8) 16 on Leadership and personal skills.
University of Bologna Alma Mater Studiorum	Education	Master II level (after Master degree), Leadership and Strategic Management of the school.
University of Naples Federico II	Social Sciences	People management & leadership (30 ECTS) post degree course (main mechanisms that regulate the management of relationships between people, for the achievement of organizational objectives through dynamics of communication, involvement and influence of people and in order to spread a strategic vision of human resources).
University of Naples Federico II	School of Military Aerospace	Course module: Leadership and Agility in Complex Environments.



LUISS Business School	Economy	Course modules: People Organization Development & Leadership; Positive Impact Leadership in the Fast-Changing World.
Berklee Valencia	International Career Center (ICC)	<a href="https://valencia.berklee.edu/international-career-center/#.tab_intro">https://valencia.berklee.edu/international-career-center/#.tab_intro</a>
GSMD - Guildhall School of Music and Drama	Creative Entrepreneurs	<a href="https://www.gsmd.ac.uk/youth_adult_learning/guildhall_creative_entrepreneurs/">https://www.gsmd.ac.uk/youth_adult_learning/guildhall_creative_entrepreneurs/</a>
University of Exeter	Busenness School / The centre for Leadership Studies	<a href="http://centres.exeter.ac.uk/cls/">http://centres.exeter.ac.uk/cls/</a>
RCM - The Royal College of Music, London	Creative Careers Centre	<a href="https://www.rcm.ac.uk/life/preparingforprofession/creativecareers/">https://www.rcm.ac.uk/life/preparingforprofession/creativecareers/</a>
RNCM - The Royal Northern College of Music, Manchester	Music	<a href="https://www.rncm.ac.uk/support/where-we-need-your-help/rncm-futures/">https://www.rncm.ac.uk/support/where-we-need-your-help/rncm-futures/</a>
Trinity Laban - London	Dance and Music	<a href="https://www.trinitylaban.ac.uk/creative-innovation/colab">https://www.trinitylaban.ac.uk/creative-innovation/colab</a> Module on Artist as Entrepreneur <a href="https://www.trinitylaban.ac.uk/sites/default/files/bmus_programme_specification_2017-18.pdf">https://www.trinitylaban.ac.uk/sites/default/files/bmus_programme_specification_2017-18.pdf</a>
Bilgi University, Istanbul	Multiple Areas of Study	Cultural and Creative Industries, Undergraduate, mandatory 6 ECTS, 1 semester
Bilgi University, Istanbul	Multiple Areas of Study	Issues Cultural Management and Entrepreneurship, Graduate, Mandatory, 6 ECTS, 1 semester
Yeditepe University, Istanbul	Multiple Areas of Study	Strategic Planning and Project Development, Undergraduate, Mandatory, 3 ECTS, 1 semester
Mimar Sinan University, Istanbul	Multiple Areas of Study	Introduction to Arts Management, Undergraduate, Elective, 2 ECTS, 1 semester

ITU, Center for Advanced Studies, Istanbul	Multiple Areas of Study	Music business and management, Graduate, Mandatory, 3 ECTS, 1 semester
Yasar University, Izmir	Multiple Areas of Study	Opening More Employment Gates for Arts Students, Undergraduate, Mandatory, 5 ECTS, 2 semesters
Ege University, Izmir	Multiple Areas of Study	Music Administration, Graduate, Elective, 4 ECTS, 2 semesters

## Table 2: Universities/HEIMS/Music Academies with research related courses

The table 2 includes music universities / HEIMs/ music academies/ whose departments include courses or modules on topics relevant to our research.

We found the initiative taken by the Royal Northern College of Music on Manchester very interesting: the RNCM Entrepreneurship Fund was introduced in 2015 to promote enterprise amongst the student body, providing monitoring and seed funding to those with viable business proposals.

Estrablished in 2016, the RNCM Futures Entrepreneurship Awards enable us to help some stucents transform their creative ideas into feasible business ventures. Every student is invited to take part, pitching their project ideas to a panel of business and industry experts in the

hope of gaining funding or mentorship.

Among the four NEW in MAP HEIs, the first fully functional music entrepreneurship course is being delivered at the Music Department of Yaşar University, and it's very important the contribution that this experience brings to the project.

**C. Collect books, chapters, essays, articles, thematic projects, online stories (conferences, interviews, lectures, presentations etc.) on leadership (music and opera sector) applied to entrepreneurship process management with special concern to your national/regional community.**

During the preliminary research based on literature review, we identified a variety of related sources written by Italian, Greek, Turkish-speaking authors in the Italian, Greek, Turkish or English language or translated into the three national languages. About Irish materials there is no necessity of this distinction. Another focus of our investigation was whether any of these scholars pointed an interest on artistic studies / music sector and entrepreneurship. What was found was that there is an obvious gap in bibliography that focus on leadership studies and music. This lack of available sources highlights the importance of the NEWS in MAP project for countries like Ireland, Italy, Cyprus / Greece and Turkey.

The material from the literature review in the Italian, Greek, Turkish and English language is grouped in separated categories ranging from books, articles and scientific conferences, to students' senior projects, graduate thesis and doctoral dissertations. Regarding senior projects at the undergraduate level, there is a further categorisation in relation to the university/department of the student, which reveals further information.

The following collected bibliography relates directly or indirectly to the leadership /music/ business, and entrepreneurship, focusing also on: productive communication, positive feedback, active listening, management, conflict resolution.

#### BOOKS:

- John Adair, *How to grow leaders: the seven key principles of effective development* (<http://www.johnadair.co.uk/published.html>)
- Ken Blanchard, Patricia Zigarmi and Drea Zigarmi, *Leadership and the one minute manager: Increasing effectiveness through situational leadership* (<http://www.kenblanchard.com/>)

- Lee G. Bolman and Joan V. Gallos, *Reframing Academic Leadership*. San Francisco, CA: Jossey-Bass, <https://www.wiley.com/en-us/Reframing+Academic+Leadership-p-9780787988067>
- Jim Collins, *Good to Great* (<http://www.jimcollins.com/>)
- Rob Goffee & Gareth Jones, *Why should anyone be led by you: What it takes to be an authentic leader* (<http://www.whysouldanyonebeledbyyou.com>)
- Daniel Goleman, *Primal leadership* (<http://danielgoleman.info/> and <http://danielgoleman.info/topics/leadership/>)
- Bill Joiner and Stephen Josephs, *Leadership agility* (<http://integralleadershipreview.com/5535-fresh-perspective-leadership-agility-with-bill-joiner-and-steve-josephs/>)
- Anni Kangas, Johanna Kujala, Anna Heikkinen, Antti Lönnqvist, Harri Laihonon, Julia Bethwaite, *Leading Change in a complex World*, <http://library.oapen.org/handle/20.500.12657/25927>
- Jacobus Kok, Staven C. van den Heuvel, *Leading in a VUCA World* <http://library.oapen.org/handle/20.500.12657/23110>
- Max Landsberg - *The tools of leadership: vision, inspiration, momentum* ([http://books.google.co.uk/books/about/The\\_Tools\\_of\\_Leadership.html?id=htGjxe-LblkC&redir\\_esc=y](http://books.google.co.uk/books/about/The_Tools_of_Leadership.html?id=htGjxe-LblkC&redir_esc=y))
- Kathy Malloch and Tim Porter-O'Grady, *The quantum leader: applications for the new world of work* ([http://books.google.co.uk/books/about/The\\_Quantum\\_Leader.html?id=9QB2Jt3b2eAC](http://books.google.co.uk/books/about/The_Quantum_Leader.html?id=9QB2Jt3b2eAC))
- Linda A. McLyman, *Wise Leadership*, Michigan State univeristy Press <https://muse.jhu.edu/book/30954>
- Peter G Northouse, *Leadership: theory & practice* ([http://books.google.co.uk/books/about/Leadership.html?id=SOjzvJfSPycC&redir\\_esc=y](http://books.google.co.uk/books/about/Leadership.html?id=SOjzvJfSPycC&redir_esc=y)).  
There is also a very useful student reader on this - <http://www.uk.sagepub.com/northouse6e/study/chapter.htm>
- Mike Pedler, John Burgoyne and Tom Boydell, *A manager's guide to leadership* ([http://books.google.co.uk/books/about/A\\_manager\\_s\\_guide\\_to\\_leadership.html?id=iJYkAQAAMAAJ&redir\\_esc=y](http://books.google.co.uk/books/about/A_manager_s_guide_to_leadership.html?id=iJYkAQAAMAAJ&redir_esc=y))

- Mike Pedler, John Burgoyne and Tom Boydell, *A manager's guide to self-development* ([http://books.google.co.uk/books/about/A\\_manager\\_s\\_guide\\_to\\_self\\_development.html?id=IOVLAAAACAAJ](http://books.google.co.uk/books/about/A_manager_s_guide_to_self_development.html?id=IOVLAAAACAAJ))
- Steve Radcliffe, *Leadership Plain and Simple* (formerly known as *Future - Engage - Deliver: The essential guide to your leadership and How to make a bigger difference by leading at work and at home*) (<http://www.f-e-d.com/> and <http://www.futureengagedeliver.com/>). The first two chapters free from <http://www.futureengagedeliver.com/free-resources/>
- Edgar Schein, *Organisational culture and leadership* ([http://books.google.co.uk/books/about/Organizational\\_culture\\_and\\_leadership.html?id=xhmezdokfnYC&redir\\_esc=y](http://books.google.co.uk/books/about/Organizational_culture_and_leadership.html?id=xhmezdokfnYC&redir_esc=y))
- Peter Senge, *The Fifth Discipline: The art and practice of the learning organisation* ([http://mitsloan.mit.edu/faculty/detail.php?in\\_spseqno=128&co\\_list=F](http://mitsloan.mit.edu/faculty/detail.php?in_spseqno=128&co_list=F) and <http://www.solonline.org>).
- Uijens, Michael, Ylimaki, Rose M. (editors), *Bridging Educational Leadership, Curriculum Theory and Didaktik: Non-affirmative Theort of Education*, <http://library.oapen.org/handle/20.500.12657/27847>
- Olive Smith - A Musical Visionary - *Depiction of musical life of Olive Smith who founded the National Youth Orchestra of Ireland*. <http://www.somervillepress.com/olive.html>
- John Smyth, *Critical Perspective On Educational Leadership*, <http://library.oapen.org/handle/20.500.12657/24274>
- Trevor Waldo and Shenaz Kelly-Rawat - *The 18 challenges of leadership - a practical, structured way to develop your leadership talent* (<http://www.pearsoned.co.uk/bookshop/detail.asp?item=10000000063766> and [http://books.google.co.uk/books/about/The\\_18\\_challenges\\_of\\_leadership.html?id=U1WkubcPyN8C](http://books.google.co.uk/books/about/The_18_challenges_of_leadership.html?id=U1WkubcPyN8C))

Entrepreneurship features of creative industries: An International Perspective, ed. C. Henry (Edward Elgar Publishing, 2007)

The Irish music and dance sector, B Ó Cinnéide & C Henry

[https://books.google.ie/books/about/Entrepreneurship\\_in\\_the\\_Creative\\_Industr.html?id=poFv9E2K\\_C4gC&redir\\_esc=y](https://books.google.ie/books/about/Entrepreneurship_in_the_Creative_Industr.html?id=poFv9E2K_C4gC&redir_esc=y)

The Manager's Tale - Lindsay Armstrong (FRIAM and former Director of RIAM) with an account of the founding and running of the New Irish Chamber Orchestra from 1970-1980 and Michael Dervan article on the book

<https://www.omahonys.ie/the-managers-tale-new-irish-chamber-orchestra-19701980-p-10460937.html>

### Books in Italian and in Greek language

- European Commission, *Guide Entrepreneurship Education* (Educazione all'imprenditorialità. Una guida per gli insegnanti), 2020 ISBN 978-92-79-30916-8 (pdf)
- Massimo Bonelli, *La musica attuale. Come costruire la tua carriera musicale*, ROI ed 2020
- Vincenzo La Regina (Editor), *La leadership tra scienza ed etica*, Armando Editore, 2018
- Franco Marzo, *Music manager: esperienza musicale e arte manageriale. La formazione alla ricerca dell'energia e della passione*, Franco Angeli 2007
- Giancarlo Mazzoli, *Lavoro & Musica*, Franco Angeli 2004
- Luigi Maria Sicca, *Organizzazione e musica: il caso Associazione Alessandro Scarlatti*, Arte tipografica 2006
- Giorgio Soro, *Democrazia nella musica. Leadership e membership per intonare le organizzazioni*. CELID 2012
- Κλήμης Γ.Μ. (2010). Καινοτομία, επιχειρηματικότητα και μουσική βιομηχανία: Ένας πρόλογος δημιουργικής καταστροφής. Στο Κοκκώνης Μ., Πασχαλίδης Γ., Μπαντιμαρούδης Φ. (Επιμ.), Ψηφιακά Μέσα: Ο πολιτισμός του ήχου και του θεάματος (σ. 273-304). Αθήνα: Κριτική
- Λεοντίδου, Λ. (2009). Αγεωγράφητος χώρα. Αθήνα: Ελληνικά Γράμματα

- Harvey, D. (2009). Η κατάσταση της μετανεωτερικότητας: διερεύνηση των απαρχών της πολιτισμικής μεταβολής (Μετάφραση Ελένη Αστερίου). Χρήστος Δερμεντζόπουλος & Μάνος Σπυριδάκης (Επιμ.). Αθήνα: Μεταίχμιο

### Digital Learning

Leadership and Management - <http://www.healthknowledge.org.uk/teaching/leadership-management>

This toolkit has been produced for introverted leaders and those who coach, manage, support and work with them. It's at <http://www.introvertedleaders.co.uk/index.html>

Management and leadership skills - <https://www.e-lfh.org.uk/programmes/management-and-leadership-skills/>. These e-learning modules are designed to develop your knowledge and understanding of a range of management and leadership topics. Each module covers real life examples that reinforce your understanding of the key principles and skills in that area. They are suitable for multi-professional health and social care team leaders and managers or aspiring managers at all levels.

Working and Learning in Times of Uncertainty: Challenges to Adult, Professional and Vocational Education, <http://library.oapen.org/handle/20.500.12657/38034>. *This book analyses the challenges of globalisation and uncertainty impacting on working and learning at individual, organisational and societal levels. Readership: Educational Researchers and their students*

Jem Bendell, Richard Little, *Seeking Sustainability Leadership*, in *The Journal of Corporate Citizenship*, No. 60, Pretoria Leadership Conference (December 2015), pp. 13-26 [https://www.jstor.org/stable/jcorpciti.60.13?Search=yes&resultItemClick=true&searchText=Leadership&searchUri=%2Faction%2FdoBasicSearch%3FQuery%3DLeadership%26filter%3D&ab\\_segments=0%2Fbasic\\_SYC-5187\\_SYC-5188%2Ftest&refreqid=fastly-default%3Adb7528ddd2859441038a0ab325bc77a1&seq=1#metadata\\_info\\_tab\\_contents](https://www.jstor.org/stable/jcorpciti.60.13?Search=yes&resultItemClick=true&searchText=Leadership&searchUri=%2Faction%2FdoBasicSearch%3FQuery%3DLeadership%26filter%3D&ab_segments=0%2Fbasic_SYC-5187_SYC-5188%2Ftest&refreqid=fastly-default%3Adb7528ddd2859441038a0ab325bc77a1&seq=1#metadata_info_tab_contents)

*Karyn J. Boatwright, Rhonda Kaye Egidio, and [Kalamazoo College. Women's Leadership Research Team](#) [Journal of College Student Development](#) Johns Hopkins University Press [Volume 44, Number 5, September/October 2003](#), pp. 653-669*



## **Mindful leadership**

Maria Gonzalas has written about this - <http://eu.wiley.com/WileyCDA/WileyTitle/productCd-1118127110.html> (a chapter as a PDF free at) [http://media.wiley.com/product\\_data/excerpt/10/11181271/1118127110-397.pdf](http://media.wiley.com/product_data/excerpt/10/11181271/1118127110-397.pdf).

## Journals

### Leadership Excellence

This is described as a magazine of leadership development, managerial effectiveness and organizational productivity. Warren Bennis has said about it: 'Leadership Excellence is an exceptional way to learn and then apply the best and latest ideas in the field of leadership.'

Here are some samples of previous editions of this which can currently be found on these links:

- June 2012 - <http://neilsmithinsights.com/wp-content/uploads/Leadership-Excellence.pdf>
- July 2012 - <http://www.nist.gov/baldrige/publications/upload/Leadership-Excellence-Harry-Hertz-article-July-2012.pdf>
- June 2014 [http://blessingwhite.com/wp-content/uploads/2014/06/LE\\_BlessingWhite1.pdf](http://blessingwhite.com/wp-content/uploads/2014/06/LE_BlessingWhite1.pdf).

Leadership in a (permanent) crisis. R Heifetz, A Grashow, M Linsky Harvard Business Review. July - Aug 2009 (currently available at [http://cpor.org/otc/Heifetz\(2009\)LeadershipInPermanentCrisis.pdf](http://cpor.org/otc/Heifetz(2009)LeadershipInPermanentCrisis.pdf))

Leadership insights - they shape a leader's impact. Dave Ulrich and Norm Smallwood. Leadership Excellence, December 2009, p. 5 (currently available at <http://freemindconsulting.wordpress.com/2009/12/28/leadership-insights/>)

Seven transformations of leadership. Rooke, D. and Torbert, W. (2005) Harvard Business Review, April, pp. 66 – 76 at <https://hbr.org/2005/04/seven-transformations-of-leadership>

What to ask the person in the mirror. Robert S Kaplan, Harvard Business Review, January 2007 at <https://hbr.org/2007/01/what-to-ask-the-person-in-the-mirror>

Leadership articles are at [http://www.selfgrowth.com/leader\\_articles.html](http://www.selfgrowth.com/leader_articles.html)

Leadership websites are at <http://www.selfgrowth.com/leader.html>.

These articles have been selected by the Harvard Business Review as being amongst the most popular articles in recent times.

All of these HBR articles are available via <http://journals.nice.org.uk/> (search under Harvard Business Review) or EBSCO Health Business Elite, or your employer or professional organisation may be able to offer free access to the HBR. You may also be able to read each article by copying and pasting the exact title and authors into a search engine such as Google.

[What Makes a Leader? \(HBR Classic\)](#) by Daniel Goleman

[Leadership That Gets Results](#) by Daniel Goleman

[Level 5 Leadership - The Triumph of Humility and Fierce Resolve \(HBR Classic\)](#) by Jim Collins - [slide show](#) at <http://unpan1.un.org/intradoc/groups/public/documents/unssc/unpan021788.pdf>

[Discovering Your Authentic Leadership](#) by William W. George, Peter Sims, Andrew N. McLean, David Mayer, and Diana Mayer

Christopher P. Nech - Jeffery D. Houghton, *Two decades fo Self-leadership theory and reasearβch: Past developments, present trends, and future possibilities*. In “Journal of Managerial Psychology” – June 2006 pp. 270-95.

[https://www.researchgate.net/publication/235269268\\_Two\\_decades\\_of\\_self-leadership\\_theory\\_and\\_research\\_Past\\_developments\\_present\\_trends\\_and\\_future\\_possibilities](https://www.researchgate.net/publication/235269268_Two_decades_of_self-leadership_theory_and_research_Past_developments_present_trends_and_future_possibilities)

EUA, Male vs Female University Leaders: the hard facts on Interntional Women's Day, 96 March 2020 <https://eua.eu/news/467:male-vs-female-university-leaders-the-hard-facts-on-international-women's-day.html>

## REPOSITORIES

### **Changing Minds**

This is a very useful website. This says that it is ‘the largest site in the world on all aspects of how we change what others think, believe, feel and do. There are already around 7,000 pages here, all free and with much more to come!’ The index for this website is at <http://changingminds.org/index.htm> . The leadership section is at <http://changingminds.org/disciplines/leadership/leadership.htm>. It includes:

Leadership theories  
[http://changingminds.org/disciplines/leadership/theories/leadership\\_theories.htm](http://changingminds.org/disciplines/leadership/theories/leadership_theories.htm)

Leadership styles -  
[http://changingminds.org/disciplines/leadership/styles/leadership\\_styles.htm](http://changingminds.org/disciplines/leadership/styles/leadership_styles.htm) ( and see also Daniel Goleman’s analysis of leadership styles - <https://www.bfwh.nhs.uk/onehr/wp-content/uploads/2016/02/Leadership-Styles-V1.pdf> )

Leadership actions - <http://changingminds.org/disciplines/leadership/actions/actions.htm>

Followership -  
<http://changingminds.org/disciplines/leadership/followership/followership.htm>

Leadership articles - <http://changingminds.org/disciplines/leadership/articles/articles.htm>

The section on change may also be of particular interest -  
[http://changingminds.org/disciplines/change\\_management/change\\_management.htm](http://changingminds.org/disciplines/change_management/change_management.htm).

There is also an interesting “sister site” called Creating Minds (for principles, tools, articles and quotes on creativity and innovation) - <http://creatingminds.org/>

### **Leadership Review**

Leadership Review helps leaders and managers across the globe do their jobs better by getting the latest information faster. We cherry-pick the most useful and interesting writing on current business issues to save busy leaders and managers time and effort’ - <http://www.leadershipreview.net/leadership> (but you may need to subscribe to access some of these resources).

## **Leader to Leader Institute**

Details of the Leader to Leader Institute are at <https://www.wiley.com/WileyCDA/Section/id-6361.html> with the Leader2Leader website of resources at <http://www.leadertoleader.org/> . The institute was established in 1990 as the Peter F Drucker Foundation for Nonprofit Management, and the Leader to Leader Institute, an American organisation, 'furthers its mission - to strengthen the leadership of the social sector - by providing social sector leaders with essential leadership wisdom, inspiration and resources to lead for innovation and to build vibrant social sector organizations.' The archive of its journal (Leaders to Leader Journal) is at <https://www.hesselbeinform.org/journal-archive> and more resources are at <https://www.hesselbeinform.org/publications>.

## **Leadership Hub**

The Leadership Hub is 'a global Community of Practice, a leadership exchange where the 'goods' we trade are practical, inspiring insights on how to lead. Share insights and practice with members from around the world'. See <http://www.theleadershiphub.com/>.

Blogs are at <https://www.theleadershiphub.com/blog>

Videos are at <https://www.theleadershiphub.com/videos>

Leadership books are at <https://www.theleadershiphub.com/book-club>

Visual library (infographics) are at <https://www.theleadershiphub.com/infographics>

## **Leading Today - weLEAD**

'weLEAD' says that it has 'become the most comprehensive leadership, and management development web site on the worldwide web! We offer access to approximately 1000 free leadership articles, monthly tips, book reviews and an academic E-Journal to promote leadership training, and management development. We are committed to the ideal that great leaders are forged by knowledge, opportunity, experience and self-sacrifice. weLEAD is an organization developed by leaders, to promote positive leadership development in individuals, and organizations.' The website is at <http://www.leadingtoday.org/>. The

resource centre with articles and links to videos, audio, presentations, tips, etc) is at [http://www.leadingtoday.org/category/resource\\_library/articles/](http://www.leadingtoday.org/category/resource_library/articles/). More articles and ejournal archives are at <http://www.leadingtoday.org/welead-in-learning/>.

### **The British Library**

The British Library has a very impressive collection of leadership and management publications (currently over 8,600) which can be downloaded free.

The website for this collection is <https://www.bl.uk/business-and-management/collection-items> (and use its search engine).

The main subjects are given at <https://www.bl.uk/business-and-management/subjects> and it also has a section on management thinkers - <https://www.bl.uk/business-and-management/management-thinkers>'

### **The Center for Creative Leadership (CCL)**

This has excellent resources (300 articles and a free Leading Effectively e-newsletter) on <http://www.ccl.org/leadership/index.aspx>. There is a health leader library at <http://www.ccl.org/leadership/landing/healthcare/library.aspx> and click on the link. The latest blogs, leadership research knowledge, articles, podcasts and findings are available via <https://www.ccl.org/blog/>, and then click on the 'Research and Insights' tab at the top to take you to blogs, webinars, research reports, white papers and multimedia resources.

### **The Glass Lift**

Women in Leadership. Several downloadable reports are available from the research section. The Glass Lift - <http://theglasslift.co.uk/category/research/>

### **The Globe and Mail - Leadership**

A good leadership website -<http://www.theglobeandmail.com/report-on-business/careers/careers-leadership/> . For example, this piece is on what will people personal theme be for the year ahead (applicable for any 12-month period): <http://www.theglobeandmail.com/report-on-business/careers/career-advice/experts/what-will-your-personal-theme-be-for-2015/article22161050/>.

## **LeaderShape.**

This organisation specialises in leadership development, and has a useful resources section. See <http://www.leadershape.biz/resources/category/5-unknown>. Also there is a pdf on 'The Invisible Elephant': <http://www.leadershape.biz/the-invisible-elephant-a-the-pyramid-treasure>.

## **LeadershipZone**

This is 'a place where leaders & managers, OD HR & LD professionals, executive coaches and others can sign up to access resources to make leadership easier', run by a company called The Forton Group. Details and blogs are at <https://leadershipzone.wordpress.com/> and <http://leadershipzone.wordpress.com/about-the-leadershipzone/>, and the six leadership themes are at <http://leadershipzone.wordpress.com/the-6-leadershipzone-themes/>.

## **Leader Values**

<http://www.leader-values.com/index.php> - This has 'one of the widest collections of free resources available on the web for you to browse and study': search engine, magazine articles (300+ at <http://www.leader-values.com/mp/articles.php?p=1&fmt=2line>), quotations (700+ at [http://www.leader-values.com/quote.php?alpha\\_filter=A](http://www.leader-values.com/quote.php?alpha_filter=A)), books (<https://www.leader-values.com/book.php>) and glossary ([http://www.leader-values.com/glossary.php?alpha\\_filter=A](http://www.leader-values.com/glossary.php?alpha_filter=A)). For more resources click on the tabs at the top.

## **Leadership Wake Up! (from the Center for Creative Leadership\_)**

'The Surprising Truth about What Drives Stress and How Leaders Build Resilience'. A stimulating and practical guide - <http://insights.ccl.org/wp-content/uploads/2015/04/WakeUp.pdf>.

## **Network leadership**

An interesting and constantly changing collection of dozens of articles and blogs on network leadership - <http://www.scoop.it/t/network-leadership>.

## **OLA - Organisational Leadership Architecture**

Pia Lee is the CEO of LIW, a global leadership consultancy based in Sydney. She is the joint author of 'Keep Calm and Carry on Leading' - [www.liw3.com](http://www.liw3.com).

There are some good blogs at <http://liw3.com/newsblog/>.

## ARTICLES:

[https://www.irishtimes.com/culture/music/how-a-chamber-orchestra-made-irish-musical-history- 1.4114654](https://www.irishtimes.com/culture/music/how-a-chamber-orchestra-made-irish-musical-history-1.4114654)

<https://journalofmusic.com/news/new-push-achieve-50-50-gender-balance-irish-music-festivals>

<https://www.imro.ie/industry-news/femalepressure-releases-facts-survey-on-international-womens-day-2020/>

<https://www.independent.ie/business/in-the-workplace/more-women-holding-top-roles-in-ireland-but-gender-balance-action-mus>

Kate Ellis - Cellist, Entrepreneur, Co-Artistic Director of the Crash Ensemble

<https://www.cmc.ie/news/040412/crash-ensemble-announces-kate-ellis-co-artistic-director>

Articles about Eimear Noone, conductor.

<https://journalofmusic.com/focus/we-think-you-should-be-conductor-interview-eimear-noone>

<https://www.rte.ie/entertainment/2020/0212/1114736-oscar-conductor-there-to-inspire-little-irish-girls/>

Articles about Mary Hickson former CEO of Cork Opera House who transformed the venue after taking over in 2010

<https://www.thejournal.ie/sounds-from-a-safe-harbour-interview-festival-cork-2320763-Sep2015/>

<https://www.irishexaminer.com/ireland/ceo-who-transformed-opera-house-fortunes-to-quit-post-308324.html>

<https://www.irishexaminer.com/breakingnews/lifestyle/culture/magic-moments-from-and-top-tips-for-sounds-from-a-safe-harbour-festival-950195.html>

Eamonn Quinn as winner of the €20,000 Forberg-Schneider-Stiftung's Belmont Prize for contemporary music in 2018 and the first award since inception for a programmer of contemporary music

<https://www.irishtimes.com/culture/music/louth-music-eamonn-quinn-first-backstage-laureate-of-belmont-prize-1.3440698>

Final Note Magazine interview with Pauline Ashwood on setting up Drogheda International Classical Music Series:

<http://finalnotemagazine.com/articles/pauline-ashwood/>

This kind of small-scale entrepreneurship (particularly those recently leaving education) is a strong feature of the Irish classical music industry:

Máire Carroll – Hidden Pianos ([Irish Tatler article "Máire Carroll Is Pushing The Boundaries Of](#)

[Classical Music](#)) [current RIAM DMus student]

Fiachra Garvey – [West Wicklow Chamber Music Festival](#) [ex RIAM], online story: [Farming Concert](#)

[Pianist Hits a High Note](#)

Benedict Schlepper-Connolly and Garrett Sholdice – [Ergodos](#) Record label and production company.

[Irish Times "How Music Works" article](#)

[Kaleidoscope Night](#) (originally set up by Kate Ellis, Clíodhna Ryan in 2009) [Irish Times article](#)

["Formal Music Making in Casual Clothes"](#)

David Collins – [Dublin Brass Week](#) (Anthony Plog blogpost interviews David Collins on "Musician as Entrepreneur" [Part 1](#), [Part 2](#))

Lioba Petrie and Mary Barneclutt – [Spike Cello Festival](#), [Dublin's alternative cello festival \(Irish Times\)](#)

Mairéad Hickey and Sinéad O'Halloran – [Ortus Chamber Music Festival](#), [Irish Times "Ortus founder Mairéad Hickey refuses to play second fiddle"](#)

<http://finalnotemagazine.com/articles/deborah-kelleher/> - interview with Deborah Kelleher - Director of RIAM

<http://finalnotemagazine.com/articles/desmond-earley/> - interview with Desmond Earley - Director of Choral Scholars, UCD

<http://finalnotemagazine.com/articles/fergus-sheil/> - interview with Fergus Sheil- founder of the Irish National Opera

Grainne Hope - Director of Kids Classics, a not-for-profit organisation that provides high quality music making opportunities in educational healthcare and community settings.

<http://www.artsandhealth.ie/2018/09/28/grainne-hope-of-kids-classics-announced-as-a-clore-fellow-2018-19/>

<https://www.irishtimes.com/life-and-style/health-family/music-team-strikes-a-chord-with-sick-children-in-hospital-1.1491827>

Sounding the Feminists <https://journalofmusic.com/focus/how-sounding-feminists-put-music-and-gender-spotlight>

Afzalur Rahim, M.(2000), "Empirical Studies on Managing Conflict", *International Journal of Conflict Management*, Vol. 11 No. 1, pp. 5-8.<https://doi.org/10.1108/eb022832>

Explains the structure of five different models of conflict resolution.

Heejoon Park, David Antonioni. "Personality, reciprocity, and strength of conflict resolution strategy."

*Journal of Research in Personality* Volume 41, Issue 1, 2007, Pages 110-125.

Explores the role of different personality traits in resolving conflict and provides new perspectives on personality perception.

Paolo Marizza reflects on Music and management: metaphors and reality for 21st century companies: <https://www.pmi.it/professionisti/strategie-e-tecniche/321056/musica-e-management-analogie-per-una-crescita-sostenibile.html>



Comparison of musical and corporate leadership: Interview with Andrea Porta:

<http://www.singandsolve.it/2019/05/09/leadership-musicale-e-aziendale-a-confronto-intervista-a-andrea-porta/>

Cinzia Pennisi, orchestra conductor, interviewed by Alessandro Lucchini

<https://www.palestradellascrittura.it/archivio-news/come-un-orchestra-musica-leadership-politica-dall-apnea-emozionale-ai-progetti-d-uso-intervista-a-cinzia-pennisi/>

Interview with dr. Salvo Cunsolo, Chief Executive Officer Italy strategic capabilities & business operations of Johnson & Johnson Medical, one of the most important companies in the world in the field of medical devices.

<https://management-planet.com/magazine/manager-musica-lintervista/>

"Interpretative Leadership in Various Directions": an interview with Laura Simionato Conductor and Professor of Music

<https://www.lucianadambrosiomarri.it/2020/06/10/intervista-aperitivo-laura-simionato/>

Alessia Conciatori and the world of music management

<https://www.thewalkman.it/alessia-conciatori-e-il-mondo-del-management-musicale/>

Music is made of details - Interview with Giuliano Boursier

<http://www.valoryapp.com/blog/la-musica-e-fatta-di-dettagli-intervista-a-giuliano-boursier/>

Κλήμης, Γ. Μ. (2007). Η μουσική βιομηχανία και οι νέες τεχνολογίες πληροφορικής και επικοινωνιών: Διαπιστώσεις για το παρόν και τάσεις για το μέλλον.

[http://cris.teiep.gr/jspui/bitstream/123456789/1035/1/politismos\\_004.pdf](http://cris.teiep.gr/jspui/bitstream/123456789/1035/1/politismos_004.pdf)

Kasaras, K., Klimis, G. M., & Michailidou, M. (2019). Consumption on the Internet: Who's influencing who?. *Homo Virtualis*, 2(1), 113-149.

<https://ejournals.epublishing.ekt.gr/index.php/homvir/article/view/21218>

## THEMATIC PROJECTS

LOTUS - Leadership and Organisation for Teaching and Learning at European Universities.  
<https://eua.eu/resources/projects/786-lotus.html>

The LOTUS project aims to contribute to capacity building and strategic change management for learning and teaching at higher education institutions across Europe. The project also aims to discuss and demonstrate the potential of various actors (ministries, university associations, student and staff unions, etc.) to support transformation and innovation in learning and teaching.

LOTUS is led by EUA in partnership with a diverse consortium of higher education institutions, national rectors' conferences, education ministries and organisations actively involved in learning and teaching across Europe (the [European University Association](#) (EUA) together with the [Irish Universities Association](#) (IUA), the Finnish Ministry of Education, the Vienna University of Economics and Business; [European Students' Union](#) (ESU) and [European Association of Institutions in Higher Education](#) (EURASHE). AEC is involved as associate partner ).

LOTUS is co-funded by the Erasmus+ Programme of the European Commission, as an initiative to support the implementation of European Higher Education Area (EHEA) reforms. LOTUS will run until September 2022.

## UNIVERSITY RESEARCH PROJECTS

LUISS Business School has positioned its female students at the centre of a new project named GROW – Generating Real Opportunities for Women. According to Leadership through Diversity and Inclusion.

<https://businessschool.luiss.it/en/news-en/leadership-through-diversity-and-inclusion/>

YORK University – Student Community & Leadership Development. The Centre for Student Community & Leadership Development (SCLD) is committed to the successful transition of first year students into university life. SCLD programs and services propel them to become the successful student, leader and community member they want to be. It is our belief that when students are better prepared for the changes ahead, connected to and supported in their environment and aware of their own capabilities, the transition process is easier. While each new academic year brings new challenges, a student's first year experience is

comprised of many changes in all areas of student life. New academic, financial, social and lifestyle environments bring new choices for new students.

## SCIENTIFIC CONFERENCES

Estates General of emerging music *Stati generali della musica emergente*, Fondazione Matera Basilicata 20 June 2019: <http://meiweb.it/2019/06/20/stati-general-della-musica-emergente-conferenza-stampa-per-presentazione-manifesto-a-matera/>

ASSOMUSICA, Associazione Italiana Organizzatori e Produttori Spettacolo di Musica dal vivo, *10 proposte per salvare la musica in Italia*, Milano 20 April 2020: The main associations representing the entire business chain of music, from live music, to record companies to music publishers, sent to the Prime Minister and the Ministers of Cultural Heritage and the Economy, a series of interventions highlighting the state of crisis of the entire sector and the need for urgent measures. A sector, which according to the data of Italia Creativa, collected by EY, is worth almost five billion euros, employing over 169 thousand people.

[https://assomusica.org/it/news-assomusica/item/3770-10-proposte-per-salvare-la-musica-in-italia.html#.X\\_ddgy2h1R0](https://assomusica.org/it/news-assomusica/item/3770-10-proposte-per-salvare-la-musica-in-italia.html#.X_ddgy2h1R0)

AEC in the Annual Congress, Conservatory of Music “G. Verdi” - Turin 2019: The two main themes, ‘Entrepreneurship’ and ‘Digitisation’ seem a straightforward response to the burning issues that arise from the change in the job market and therefore affect the music profession.

“Incredibol! – l’INnovazione CREativa DI BOLogna” Bologna 2017: The secrets of the musical enterprise. At the International Museum and Music Library, a cycle of 4 meetings for the development of musical entrepreneurship and for the strengthening of managerial and managerial skills in this sector, aimed at young musicians and operators in the music field.

<http://www.wwwitalia.eu/web/i-segreti-dellimpresa-musicale-il-convegno-bologna/>

Conservatory of Music “G. Verdi” - Turin, 2017: Musician profession. A possible path (?) Conference on work and professions in the musical world

<https://www.conservatoriotorino.gov.it/wp>

[content/uploads/2017/02/18\\_03\\_2017\\_Convegno\\_professione\\_musicista\\_programma.pdf](https://www.conservatoriotorino.gov.it/wp-content/uploads/2017/02/18_03_2017_Convegno_professione_musicista_programma.pdf)

Liberal Arts in collaboration with the Conservatory of Music "G. Verdi" - Milan 2004:  
Musician profession (?) Musical Institutions and Activities in Italy

<http://www.performingarts.it/index.php>

option=com\_content&view=article&id=53&Itemid=53

<http://www.performingarts.it/index.php?>

[option=com\\_docman&task=cat\\_view&gid=15&Itemid=26](http://www.performingarts.it/index.php?option=com_docman&task=cat_view&gid=15&Itemid=26)

Βαρουχάκη, Τ. Η Μουσική Βιομηχανία στην Ελλάδα: Όψεις, Προοπτικές, Προκλήσεις στον  
21 ο Αιώνα Επιστημονική Ημερίδα.

Leadership Programs in Arts

<https://www.britishcouncil.org.tr/en/programmes/arts/womenpowerinculture>

[https://www.bilgi.edu.tr/en/academic/faculty-of-communication/arts-and-cultural-  
management/](https://www.bilgi.edu.tr/en/academic/faculty-of-communication/arts-and-cultural-management/)

<https://www.aydin.edu.tr/en-us/akademik/fakulteler/guzelsanatlar/sanat/Pages/index.aspx>

[https://gsf.yeditepe.edu.tr/en/arts-and-culture-management-department/dersler/arts-and-  
cultural-management-turkey](https://gsf.yeditepe.edu.tr/en/arts-and-culture-management-department/dersler/arts-and-cultural-management-turkey)

[http://www.sab.yildiz.edu.tr/en/art\\_management](http://www.sab.yildiz.edu.tr/en/art_management)

## BACHELOR/MASTER/PHD THESIS

## UNDERGRADUATE SENIOR PROJECTS

Μπακιρτζόγλου, Χ. (2006). Μάρκετινγκ στη μουσική βιομηχανία. Πανεπιστήμιο Αιγαίου,  
Τμήμα Διοίκησης Επιχειρήσεων, Πτυχιακή Εργασία, Χίος <http://hdl.handle.net/11610/6809>

Κατσούλα, Ι. (2012). Θεωρίες κινήτρων και στρατηγική: περίπτωση της Εθνικής Λυρικής  
Σκηνής.

Διπλωματική εργασία - Πάντειο Πανεπιστήμιο. Τμήμα Επικοινωνίας, Μέσων και Πολιτισμού,  
ΠΜΣ "Πολιτιστική Διαχείριση", 2012 [http://pandemos.panteion.gr/index.php?  
option=record&pid=iid:4941&lang=el](http://pandemos.panteion.gr/index.php?option=record&pid=iid:4941&lang=el)

Κωφίδης, Σ. (2019). Η μουσική βιομηχανία και η προστασία των δικαιωμάτων της.  
Πανεπιστήμιο Αιγαίου, Τμήμα Διοίκησης Επιχειρήσεων  
Πτυχιακή Εργασία <http://hdl.handle.net/11610/18692>

Λυγούρα, Κ. (2012). Online κοινωνικά δίκτυα: καινοτομία και επιχειρηματικότητα. Πρόγραμμα Μεταπτυχιακών Σπουδών Ειδίκευσης στην Εφαρμοσμένη Πληροφορική Διπλωματική εργασία--Πανεπιστήμιο Μακεδονίας, Θεσσαλονίκη.  
<https://dspace.lib.uom.gr/handle/2159/15637>

Μπόσμος, Φ. (2018). Η μουσική βιομηχανία στην εποχή του διαδικτύου: Η μουσική κοινότητα του YouTube στην Ελλάδα.

Τ.Ε.Ι. Ηπείρου, Σχολή Καλλιτεχνικών Σπουδών, Τμήμα Λαϊκής & Παραδοσιακής Μουσικής  
Πτυχιακή Εργασία  
<http://apothetirio.teiep.gr/xmlui/handle/123456789/8911>

Μπούσιος, Χ., & Τσιμάρη, Σ. (2014). Μάρκετινγκ και μουσική βιομηχανία.

Τ.Ε.Ι. Ηπείρου, Σχολή Διοίκησης και Οικονομίας, Τμήμα Χρηματοοικονομικής και Ελεγκτικής. Πτυχιακή Εργασία <http://apothetirio.teiep.gr/xmlui/handle/123456789/1155>

Παναγιώτου, Κ. (2014). Τα πνευματικά δικαιώματα στην εποχή της μουσικής βιομηχανίας: Προστασία; Επέκταση ή κατάργηση. Τ.Ε.Ι. Ηπείρου, Σχολή Καλλιτεχνικών Σπουδών, Τμήμα Λαϊκής & Παραδοσιακής Μουσικής. Πτυχιακή Εργασία.  
<http://apothetirio.teiep.gr/xmlui/handle/123456789/843>

Παπακώστας, Σ. Α. (2016). Η Μουσική Βιομηχανία στον παγκόσμιο ιστό και τα κοινωνικά δίκτυα. Τελευταίες εξελίξεις στην διανομή και την κατοχύρωση/εξασφάλιση των πνευματικών δικαιωμάτων.

Τ.Ε.Ι. Δυτικής Ελλάδας, Σχολή Διοίκησης και Οικονομίας, Τμήμα Διοίκησης Επιχειρήσεων (Μεσολόγγι). Πτυχιακή Εργασία  
<http://repository.library.teimes.gr/xmlui/handle/123456789/4834>

Τσέπας, Ιωάννης Β. (2017)

Καινοτομία και ποικιλία στην μουσική βιομηχανία: μια ανάλυση των ετήσιων Top 100 Albums Billboard Charts της περιόδου 2006-2015

Διπλωματική εργασία - Πάντειο Πανεπιστήμιο. Τμήμα Επικοινωνίας, Μέσων και Πολιτισμού, ΠΜΣ, κατεύθυνση Πολιτιστική Διαχείριση, 2017 <http://pandemos.panteion.gr/index.php?op=record&pid=iid:17943&lang=en>

Φαρμάκης, Ι. (2020). Τα χαρακτηριστικά των καταναλωτών στην μουσική βιομηχανία. Διατμηματικό Πρόγραμμα Μεταπτυχιακών Σπουδών στη Διοίκηση Επιχειρήσεων Διπλωματική εργασία--Πανεπιστήμιο Μακεδονίας, Θεσσαλονίκη, 2020. <https://dspace.lib.uom.gr/handle/2159/23899>

Φουρκιώτης, Ι. (2019). Μουσική βιομηχανία και νέα ψηφιακή πραγματικότητα: η περίπτωση του Παντελή Παντελίδη.

Τ.Ε.Ι. Ηπείρου, Σχολή Καλλιτεχνικών Σπουδών, Τμήμα Λαϊκής & Παραδοσιακής Μουσικής Πτυχιακή Εργασία <http://apothetirio.teiep.gr/xmlui/handle/123456789/10556>

## GRADUATE (MASTER'S) THESIS

Theses on Leadership / Management / Art

<https://tez.yok.gov.tr/UlusalTezMerkezi/tezSorguSonucYeni.jsp>

<https://www.tesionline.it/tesi/preview/leadership-and-change-management-the-general-electric-case-study/49385/1>

<https://www.tesionline.it/tesi/lettere-e-filosofia/stili-di-leadership-e-leadership-trasformatzionale/1368>

<https://www.tesionline.it/tesi/scienze-della-formazione/verso-la-leadership/20908>

<https://www.tesionline.it/tesi/economia/la-leadership-collegiale--analisi-della-letteratura-ed-evidenze-empiriche-nelle-medie-e-grandi-aziende-familiari-italiane--/45660>

<https://www.tesionline.it/tesi/leadership-etica-e-performance-organizzative/54620>

<https://www.tesionline.it/tesi/psicologia/leadership-motivazione-e-cambiamento/15683>

<https://www.tesionline.it/tesi/scienze-motorie/la-leadership-all-interno-dei-gruppi/54497>

<https://www.tesionline.it/tesi/scienze-della-formazione/leadership-e-motivazione/10494>

<https://www.tesionline.it/tesi/%5B%22scienze-politiche%2C-sociologia%2C-comunicazione%22%5D/il-processo-della-leadership-un-contributo-empirico-allo-studio-dei-follower-e-dei-loro-leader/38542>

<https://www.tesionline.it/tesi/scienze-politiche/individui-e-organizzazione-tipi-di-leadership-e-dinamiche-strutturali/39905>

<https://www.tesionline.it/tesi/economia/leadership-and-change-management/7355>

<https://www.tesionline.it/tesi/economia/organizzazione-di-un-azienda-motivazione-e-leadership/38288>

<https://www.tesionline.it/tesi/economia/leadership-e-motivazione/11261>

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<http://dione.lib.unipi.gr/xmlui/handle/unipi/12358>

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<https://dspace.lib.uom.gr/handle/2159/23015>

#### DOCTORAL DISSERTATIONS

Doctorate thesis: Fostering Entrepreneurship for music education

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Μοναστηρίδης, Π. Θ. (2014). *Οι καινοτομίες στο μείγμα μάρκετινγκ (marketing mix) και η σημασία τους για τους μη κερδοσκοπικούς πολιτιστικούς οργανισμούς* (No. GRI-2015-14180). Aristotle University of Thessaloniki.

Διδακτορική Διατριβή <http://ikee.lib.auth.gr/record/13240>

Κασάρας, Κ. Β. (2015). Μουσική βιομηχανία και social networking: μια πρόταση για ένα πείραμα στο διαδίκτυο.

Διατριβή (διδακτορική) - Πάντειο Πανεπιστήμιο. Τμήμα Επικοινωνίας, Μέσων και Πολιτισμού, 2015 <http://pandemos.panteion.gr/index.php?op=record&lang=el&pid=iid:8376>

#### COURSE READING MATERIAL/NOTES

Lotus Leadership <https://www.lotusleadership.co.uk> When designing the Lotus Leadership syllabus and methodology, their intention was to create a comprehensive learning journey for anyone who wants to become a better leader.

Λουφόπουλος, Α. (2011). Σύγχρονη Μουσική Βιομηχανία, Ληξούρι: ΤΕΙ Ιονίων Νήσων- Τμήμα Τεχνολογίας Ήχου και Μουσικών Οργάνων (Σημειώσεις για το μάθημα).

Σπανός Ι. (2013). Εισαγωγή στην καινοτομία, Πάτρα: Ελληνικό Ανοικτό Πανεπιστήμιο (Πρόγραμμα Σπουδών)

**L o n d o n L e a d e r s h i p A c a d e m y** has resources at <https://www.londonleadershipacademy.nhs.uk/resources>.

The resources section of **Thames Valley and Wessex Leadership Academy** is at <http://www.tvwleadershipacademy.nhs.uk/resources>.

The resources section of the **South West Leadership Academy** is at <http://www.southwestleadership.nhs.uk/resources>.

The **East of England** has some videos and a helpful collection of articles which one can download as pdfs - [https://eoeleadership.hee.nhs.uk/resources\\_videos\\_articles](https://eoeleadership.hee.nhs.uk/resources_videos_articles) .

## SOCIAL MEDIA- APP- ONLINE -INDIVIDUALS

Here are some browser-based apps designed responsively to run on mobile phones as well as computers and laptops which will help people quickly assess their Learning, Leadership, Stress Management, Team Performance and Key Skill Levels. None of the apps require registration or installation.

### **Leadership self-reflection cards (iCards)**

iCards app allows participants at any group learning event to enhance their personal learning effectiveness by undertaking additional self-reflection before, during and after session using digital flash cards.

### **Team Performance Diagnostic**

Team Health-Check app enables a quick Process Health-Check to be carried out for any team.



### **Team Leadership 360 Review**

Team Leader-Check app allows a Team Leader to capture and consolidate feedback on their leadership from peers and team members across 7 key team leadership areas.

### **Leadership Skills Self-Assessment**

[TELSA](#) app allows a Manager or Leader to assess themselves across 12 key team leadership areas covering their interaction with team members, non-team members and how they manage themselves.

### **Fingertip**

“Fingertip is a leadership App, critical thinking Framework, and ongoing Discipline that seeks to ensure employees work together focusing their efforts to make measurable decisions and contributions that drive the organization forward.” Jaakko Pellosniemi. Fingertip Founder and CEO. <https://www.fingertip.org>

### **LeadMeUp**

It is the digital version of Tack Tmi's "Emotional Intelligence Leadership Activator" business game in which participants experience their emotional intelligence in predetermined situations. The six styles measured by LeadMeUp are those indicated by Daniel Goleman in his book on emotional leadership (2012).

<https://appadvice.com/app/leadmeup/1438843955>

### **The Leadership Challenge Mobile Tool Lite**

The Leadership Challenge Mobile Tool Lite, an app that helps people engage with and act on ideas presented in the 5th edition of the best-selling book The Leadership Challenge by James M. Kouzes and Barry Z. Posner. A lite version of The Leadership Challenge Mobile Tool, this app is for leaders of all levels of experience, and it includes practical features that you will find useful on a daily basis including: Helpful Take Action activities that people can easily integrate into your calendar, creating reminders, meetings, etc. A personalized My Action Plan showing people what activities they have scheduled and completed. The ability to share activities via email and a link to the app via social media. Information on The Leadership Challenge model including The Five Practices of Exemplary Leadership and The Ten Commitments. The Leadership Challenge Mobile Leader Tool Lite is designed to enhance people experience with The Leadership Challenge book.

[https://download.cnet.com/The-Leadership-Challenge-Mobile-Tool-Lite/3000-2124\\_4-75753622.html](https://download.cnet.com/The-Leadership-Challenge-Mobile-Tool-Lite/3000-2124_4-75753622.html)

Nearly all of these apps are American (or 'global'), and so you may find that there could be some cultural differences comparing with Erasmus program education community - although most of the material is readily transferable to management and leadership in any country.

### **Best Leadership quotes**

This has been compiled by Michael Quach, and is a 'collection of the most influential leadership quotes on motivation, responsibility, commitment and success. Read these amazing leadership quotes each day to inspire individual and organizational achievement.' Brightly coloured. You can save favourite quotes - but be careful where you tap to avoid being directed to an advert in the free edition. (Fully available offline).

<https://itunes.apple.com/gb/app/best-leadership-quotes/id428181991?mt=8>

### **Dale Carnegie Training - Personal leadership**

Dale Carnegie Training Apps aim to 'make individuals more effective in the workplace. The apps cover topics such as leadership, management, and communication. They feature time tested tips, videos, and interactive tools.' They include sections on work-life balance, leadership styles, and self-motivation and this is all rather good. Features:

- 13 video segments that demonstrate key leadership principles
- Learn Carnegie ways to win people to your way of thinking
- Daily Dose of Confidence—receive a daily tip that will keep you feeling positive and enthusiastic.

(Mostly available offline)

<https://itunes.apple.com/gb/app/dale-carnegie-training-personal/id433493981?mt=8>

Personal Leadership is part one of a three-part series of apps on Leadership. I have not tested the others, but you may wish to try them out. They are: Team leadership, Company leadership, Secrets of success, and Secrets of success in the digital age.

### **HBR management tip of the day**

This is excellent and thought-provoking, taken from articles from the Harvard Business Review or its blogs. It offers 'quick, practical management tips and ideas. New business

tips are delivered to the app five days per week.' This app now comes with the ability to share Tips via Twitter, Facebook, LinkedIn, and email. (Not available offline)

<https://itunes.apple.com/gb/app/hbr-tip/id934573923?mt=8>

## **How 2 Lead**

This is from The Ken Blanchard Companies (described as 'a global leader in workplace learning, productivity, performance, and leadership training solutions '). This app 'allows you to stay up-to-date with the latest in leadership, corporate development, and management practices. Read Blanchard blogs, access videos, and receive updates on new thought-leadership and research.' It includes 20 leadership articles, 10 blogs and 10 coaching articles, all of which are constantly updated and changing. There is also access to what seems to be a limitless selection of videos. (Mostly available offline)

<https://itunes.apple.com/us/app/how2lead-2.0/id694949399?mt=8>

<http://www.kenblanchard.com/Leading-Research/Blog/How2Lead-App>

## **HPO Center**

This app is all about how to become a High Performance Organisation (HPO), and it offers a Leadership Toolbox with information, cases, ideas to get started, videos, etc. It has been produced by INSEAD's André de Waal's HPO Center, 'based on five years of research, analysis of 290 studies and practical research within 1,470 organizations in 50 countries.' Topics include High Performance Leadership and the 5 stands of success - Management quality, Openness & action orientation, Long-term orientation, Continuous improvement & renewal and Employee quality. You can even carry out your own personal High Performance Leadership test (challenge yourself to improve - in 35 questions). (Fully available offline)

<https://itunes.apple.com/app/hpo-leadership-toolbox/id543205661>

## **iMission**

This app is from Remco Claassen. It claims to give 'help and advice to discover your own passions & motivations, formulate a personal mission statement, and create specific guidelines and goals. Step by step you will find a path to an energetic life plan.' It is a sort of self-coaching tool, and is aimed at 'those that are passionate, want to recover from a

burn-out, want to prevent a burn-out, job-hoppers, and people that are looking for a suitable job.' You can formulate a personal mission statement quickly, 'and you don't have to do it all at once because the app will 'remember' your data.' (Fully available offline)

<http://appshopper.com/lifestyle/imission-de-mission-statement-tool-van-remco-claassen>

### **Jossey-Bass Leadership skills**

This app says it 'delivers proven Leadership content, both theory and practice, in a bite size format from some of our bestselling authors and globally recognized thought-leaders such as Patrick Lencioni, Jim Kouzes & Barry Posner, Bill George and many others. There are well-presented summaries on topics such as: Your career as a leader, Defining and communication your mission, Leading a high performance workforce, Creating a culture of success, and Managing crisis and change. 'Learn from these established thought-leaders.... New content will be added on a regular basis to make this app your trusted leadership skills resource now and in the future...' (Mostly available offline)

<https://itunes.apple.com/lk/app/jossey-bass-leadership-skills/id468222893?mt=8>

### **Leadership Top Quotes**

'Largest collection of Leadership Quotes. A beautiful collection of Leadership quotes. Users can share them via Facebook,Email,SMS and Twitter.' For a random quote, you can just shake your device! (fully available offline)

<https://itunes.apple.com/us/app/leadership-top-quotes-inspirational/id644853008?mt=8>

### **Manager Tools**

This app provides easy access to the Manager Tools basics, forums, blog, twitter feed, video, podcasts and exclusive new checklists and content. Manager Tools is an American organisation which has produced over 400 podcasts, and this app has an emphasis on what it calls 'the Manager Tools Trinity' (one-on-one, feedback, and coaching, plus delegation). (Available offline, except audio)

<https://itunes.apple.com/gb/app/manager-tools/id360531868?mt=8>

## **Mindful Leadership**

'The Mindful Leadership app offers guided meditations organized by specific themes or categories that over the years people have proven to be of greatest benefit and value.' There are 10 themes, each with a written piece supported by an audio guided meditation. (fully available offline)

<https://itunes.apple.com/gb/app/mindful-leadership/id777820403?mt=8>

## **Mind tools**

This is an excellent app - 120 subjects, which include team management, leadership, strategy, problem solving, decision-making, project management, time management, stress management, communication skills, creativity, information skills and career skills. The articles are comprehensive, with pictures, diagrams and tips. 'Access more than 100 concisely explained tools that make you a better boss. Learn useful skills whenever you have a spare moment. This is a free, fun and inspirational app. We've made each topic into a handy, easily understood tool containing the actions you need to take to improve. It's fast and easy to use.' (Fully available offline)

<https://itunes.apple.com/gb/app/mind-tools/id420985422?mt=8>

<http://www.mindtools.com/Apps/>

## **Personal Growth and success**

'If there is one goal in anyone's life, it is always to succeed at something. Whether you want to succeed at business, sports, relationships, anything, it requires a certain mindset to get you constantly moving towards your goals. Improve your life and become the successful person you want to be, build a solid foundation of self-confidence and achieve happiness as a result of your efforts'. This is a sort of self-help guide and is really no more than a collection of essays in three groups - confidence, happiness and success. (Fully available offline)

<https://itunes.apple.com/gb/app/personal-growth-success-build/id799955884?mt=8>

## **Success magazine**

Success Magazine describes itself as 'the entrepreneur and intrapreneur guide for achievement. Every issue of Success Magazine brings you relevant thought leaders and

success experts, both past and present, who reveal key ideas and strategies to help you excel in every area of your personal and professional life.' It has featured articles, quote of the day, and the latest edition of the magazine which can normally be downloaded free (previous editions have to be paid for). (only any previously downloaded magazine available offline)

<https://itunes.apple.com/gb/app/success-magazine-hd/id469231869?mt=8>

### **Leadership and Team Building**

Leadership is both a research area and a practical skill encompassing the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations. Team building is a collective term for various types of activities used to enhance social relations and define roles within teams, often involving collaborative tasks.

<https://play.google.com/store/apps/details?id=com.tototomato.leadershipandteambuilding>

### **Twitter**

<https://twitter.com/>. #Leaders, #Leadership, #Leadtoday, #Leadchange, #Leadershipchat, #Management, #Managers, #Emotionalintelligence, #Communication.

As we mentioned before, in **The Leadership Hub** <http://www.theleadershiphub.com/> there are plenty of interesting things to explore here with lots of blogs, videos and groups:

blogs are at <https://www.theleadershiphub.com/blog>,

videos at <https://www.theleadershiphub.com/videos>,

its book club at <https://www.theleadershiphub.com/book-club>

and its visual library of infographics at <https://www.theleadershiphub.com/infographics>

### **Leadership Now**

This is a useful website <http://www.leadershipnow.com/> (although it has an American slant), with leading thoughts (<http://www.leadershipnow.com/quotes.html>), leading articles

(<http://www.leadershipnow.com/articles.html>), leading blogs

(<http://www.leadershipnow.com/leadingblog/index.html>) and leadership minute

(<http://www.leadershipnow.com/minute.html>) – and it has some particularly good links to

other leadership websites at <http://www.leadershipnow.com/connections.html>.

## VIDEOS:

### **Leadership movies**

Inspirational video clips on leadership at:

<http://www.simpletruths.com/movies.asp>

<http://play.simpletruths.com/movie/the-essence-of-leadership/>

<http://play.simpletruths.com/movie/the-power-of-teamwork/>

<http://play.simpletruths.com/movie/attitude-is-everything/>.

Simon Sinek TED Talk - How great leaders inspire action:

[http://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action](http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action)

6 communication truths that everyone should know

<https://www.youtube.com/watch?v=zvcbn6WtJvQ>

5 Ways to Improve your COMMUNICATION Skills <https://www.youtube.com/watch?v=xr1q-uBtIH4>

Effective Communication Skills <https://www.youtube.com/watch?v=6pYSbdGiDYw>

Communication Skills - The 6 Keys Of Powerful Communication

<https://www.youtube.com/watch?v=XCc6-qr0Gww>

How to develop Effective Communication Skills - Verbal, Non-verbal & Body Language

<https://www.youtube.com/watch?v=etlI6J5MG0w>

The power of positive re-inforcement <https://www.youtube.com/watch?v=MZ9YwI3iCpc>

Jordan Peterson on Increasing Positive Reinforcement <https://www.youtube.com/watch?v=P7Kr1789aUg>

How to actively listen to others. <https://www.youtube.com/watch?v=Yq5pJ0q3xuc>

Improve Your Active Listening Skills With These 5 Powerful Techniques

<https://www.youtube.com/watch?v=MZVNx3PZxvk>

Soft Skills Active Listening Skills <https://www.youtube.com/watch?v=EyPwKwVhyw4>

Listen Better: 5 Essential Phrases for Active/Reflective Listening

<https://www.youtube.com/watch?v=tgLfz3dh5UE>

How to listen like a therapist: 4 secret skills <https://www.youtube.com/watch?v=UVN96JhDOmg>

Two tips for developing good management skills | London Business School

<https://www.youtube.com/watch?v=ILcgCEbsT08>

5 Requirements of Effective Managers <https://www.youtube.com/watch?v=8Vzd1721AL4>

Stop Managing, Start Leading [https://www.youtube.com/watch?v=d\\_HHnEROy\\_w](https://www.youtube.com/watch?v=d_HHnEROy_w)

Learn How to MANAGE People and Be a Better LEADER

<https://www.youtube.com/watch?v=lme9PluMPYY>

This Is How Successful People Manage Their Time <https://www.youtube.com/watch?v=-Qy2vistXQ>

14 Effective Conflict Resolution Techniques <https://www.youtube.com/watch?v=v4sby5j4dTY>

Conflict Resolution in 6 Simple Easy Steps <https://www.youtube.com/watch?v=DSGy5yvC0hM>

Restorative Practices to Resolve Conflict/Build Relationships

<https://www.youtube.com/watch?v=wcLuVeHlrSs>

Conflict Resolution Training <https://www.youtube.com/watch?v=Lbt8mkHj8CI>

Herbert Kelman - Conflict Resolution <https://www.youtube.com/watch?v=qoSx0w66LHs>

VOGUE: HATTIE COLLINS, ΕΛΙΝΑ ΔΗΜΗΤΡΙΑΔΗ

Μουσική Βιομηχανία: Θα έχει αλλάξει για πάντα μετά την πανδημία; 11/ΜΑΙΟΥ/2020

<https://vogue.gr/news/moysiki-viomichania-tha-echei-allaxei-gia-panta-meta-tin-pandimia/>

ΤΑ ΝΕΑ: Ελένη Στεργίου, 2020



Η παγκόσμια μουσική βιομηχανία «στον αέρα» αλλά... «the show must go on»  
24/ΜΑΪΟΥ/2020

<https://www.tanea.gr/2020/05/24/lifearts/music/i-pagkosmia-mousiki-viomixania-ston-aera-alla-the-show-must-go-on/Ferucelli>:

Η μουσική βιομηχανία στην Ελλάδα ή αλλιώς αναζητώντας δεινοσαύρους στην Ελλάδα  
19/ΟΚΤΩΒΡΙΟΥ/2019

*culturenow.gr*: Χρήστος Αλεξόπουλος:

Διεθνής Μουσική Βιομηχανία: Οι αριθμοί ευημερούν... Η μουσική όμως; 17/ΙΟΥΝΙΟΥ/2019

<https://www.culturenow.gr/diethnis-moysiki-viomixania-oi-arithmoi-eyimeroy-n-h-moysiki-omos/>

*FORTUNE*, Greece: Σοφία Εμμανουήλ

Καραντίνα και μουσική βιομηχανία: Τι θα γίνει με τα live και το μέλλον των εργαζομένων  
09/ΙΟΥΝΙΟΥ/2020

<https://www.fortunegreece.com/article/karantina-ke-mousiki-viomichania-ti-tha-gini-meta-live-ke-to-mellon-ton-ergazomenon/>

## D. SURVEY

NEWS in MAP IO1 SURVEY: WHAT IS LEADERSHIP AND WHY DO WE NEED IT?

<https://it.surveymonkey.com/r/CCW6QHW>

### TEN CLOSED-ENDED QUESTIONS ON LEADERSHIP

To assess: the level of leadership within learning/working community; the involvement of one's community in leadership & gender issues; the level of the culture and attitude of one's community concerning leadership and entrepreneurship.

To evaluate: the level of impact of leadership in one's HEI with public authorities/public founded intermediary organizations; the innovation-policy for leadership in one's HEI.

1. Please assess the level of leadership within your learning/working community (HEI /extra HEI)?

a) Leadership is very poor or non-existent in my learning/working community: HEI/extra HEI. It does not play a role in the competitiveness of my environment (companies, enterprises, schools, stake-holders, etc).

b) There are very minor levels of leadership in my learning/working community: HEI/extra HEI Nevertheless, leadership plays a very limited role in the competitiveness of institutions in the region.

c) Leadership plays a relevant role in my learning/working community, but the institutions (HEI and extra-academic: companies, enterprises, schools, stake-holders, etc) are not innovation leaders in my area.

d) Leadership processes are very advanced. Leadership is the key to competitiveness in my learning/working community. My institution (HEI and extra-academic: companies, enterprises, schools, stake-holders, etc) has significant leadership capacities.

2 Please assess the situation regarding collecting, processing and disseminating information concerning leadership (such as: needed skills, funding opportunities, potential partners, available know-how, technologies, innovations etc.) in your HEI / extra HEI?

a) In my HEI/extra HEI, very poor quality of information, with very limited or non-existent dissemination channels.

b) In my HEI/extra HEI, a poor quality of information with limited dissemination channels

c) In my HEI/extra HEI, relatively good quality of information, mostly disseminated either through formal or informal dissemination channels.

d) In my HEI/extra HEI, high quality of information with effective and continuous dissemination through formal and informal channels for all interested parties.

3. Please assess the involvement of your HEI / extra HEI community in leadership & gender issues?

a) My HEI / extra HEI community have no interest in leadership & gender issues

b) My HEI / extra HEI community does not have leadership & gender policy, but would be willing to invest resources in activities to overcome leadership & gender issues.

c) My HEI / extra HEI community have leadership & gender policy, but their resources to invest in activities to overcome these kinds of issues are limited.

d) My HEI / extra HEI community have leadership & gender policy and invest significantly in activities to overcome these kinds of issues.

4. Does your HEI / extra HEI rely on leadership practices, which emphasise the use of freely and openly available ideas and knowledge in their own R&D (research and development)?

1) My HEI/extra HEI relies on closed leadership (withholding information about activities, services or projects etc.)

2) My HEI/extra HEI relies on closed leadership (withholding information about activities, services or projects etc.), but also incorporates freely available external information (communicating to other teams in the organization and invites feedback).

3) My HEI/extra HEI relies on closed leadership (withholding information about activities, services or projects etc.), but are also willing to spend resources on external knowledge (e.g. course for leadership, technology, etc.)

4) My HEI/extra HEI relies on open leadership (sharing activity results, open databases, etc.) including free discussion, non-judgmental attitudes, and acceptance of divergent thinking.

5. Please evaluate the level of impact of leadership in your HEI / extra HEI with public authorities and/or publicly founded intermediary organizations (such as: regional development music agencies, theater/ music agencies, regional and national festivals)?

1) The institutional support is very weak or non-existent and serves as a formal function, providing no real support to develop leadership in music.

2) The institutional support has basic elements and provides a basic level of support, but also lacks real initiative and has insufficient resources to develop leadership in music.

3) The institutional support is well developed, funded and competent and provides a significant level of support to develop leadership in music.

4) The institutional support is very well developed, funded and competent and provides excellent and effective support to develop leadership in music.

6. Does your HEI / extra HEI have the capacity to attract talented people for leadership positions?

1) My HEI/extra HEI has no capacity to attract talented people for leadership positions, even for less demanding non-creative jobs.

2) My HEI/extra HEI attracts some talented people for leadership positions, but mostly for less creative jobs.

3) My HEI/extra HEI is relatively successful in attracting talented people for leadership positions, including for more creative jobs.

4) My HEI/extra HEI is very successful and is able to attract the most talented people for leadership positions, required for creative jobs.

7. Does your HEI/extra HEI have the capacity to retain talented people in leadership positions?

1) My HEI/extra HEI has no capacity to retain talented people in leadership positions, even those required for less creative and manual jobs.

2) My HEI/extra HEI is able to retain talented people in leadership positions, but mostly in less creative jobs.

3) My HEI/extra HEI is relatively successful in retaining talented people in leadership positions, including those required for more creative jobs.

4) My HEI/extra HEI is very successful in retaining talented people in leadership positions required for creative jobs.

8. Please assess the innovation-policy for leadership in your HEI/extra HEI?

- 1) The innovation policy for leadership is virtually non-existent, vaguely formulated or poorly developed in my HEI/extra HEI.
- 2) The innovation policy for leadership fails to exploit my HEI/extra HEIs' basic developmental opportunities, sustain competitive advantage or generate stronger cooperative and innovative governance.
- 3) The innovation policy for leadership manages to exploit my HEI/extra HEIs' developmental opportunities, sustain competitive advantage or generate stronger cooperative and innovative governance.
- 4) The innovation policy for leadership is very successful in my HEI/extra HEI, boosting competitive advantage and excellently enhancing competitive advantages of the creative sector in line with global trends.

9. Do leadership figures trust each other, in your HEI / extra HEI?

- a) In my HEI / extra HEI there is no or very limited trust between leadership figures.
- b) In my HEI / extra HEI there is some trust among certain groups of individuals and their leadership figures (e.g. professors/head of department) but there is a low level of trust towards other leadership figures outside of these groups.
- c) In my HEI / extra HEI there is a well established trust among certain groups of individuals and their leadership figures (e.g. professors/head of department) and there is a moderate level of trust towards other stakeholders outside these groups.
- d) In my HEI / extra HEI, trust is mutual among leadership figures and most new interactions are easily established among them.

10. Please assess the level of the culture and attitude of your community concerning leadership and entrepreneurship?

- a) My community (HEI / extra HEI) is highly 'shared leadership' averse, not inventive, avoiding responsibilities and lacking entrepreneurial initiatives.
- b) My community (HEI / extra HEI) is somewhat open to 'shared leadership', inventiveness, but definitely prefers to stay on the safe side.
- c) My community (HEI / extra HEI) is open to 'shared leadership' and is relatively open to innovations concerning entrepreneurial initiatives.

d) My community (HEI / extra HEI) is considered to participate in 'shared leadership' activities, be inventive and responsible, and partake strongly in entrepreneurial initiatives.

According to NEWSinMAP IO1 survey, participants are quite satisfied of leadership in their HEIs. In a certain way, students are much more critique than governance but, at the same time, they are much more optimistic on the future and the possible scenario.

The 70% of the respondents assigned answers C and D

C = GOOD; D = VERY GOOD

Responses: AEC 82; CMSCR 59; EUC 30; RIAM 42; YASAR 37.

## **E. INTERVIEWS**

NEWSinMAP IO1 interview

### TEN OPEN-ENDED QUESTIONS ON LEADERSHIP

What kind of experience can help leaders succeed. Which kind of problems leaders face most. Major challenges they frequently face. Leader's greatest weaknesses and strengths in HEI community. In which way gender affects leadership. Major skills one should develop to become a leader in the music/creative sector. If acquiring leadership skills one gets more satisfaction and finds a better job.

- 1) What experience should leaders have that would help them to successfully act in your community (HEI/extra HEI)?
- 2) What should be a leader's successful accomplishments in your community (HEI/extra HEI)?
- 3) What major problems does a leader face in your community (HEI/extra HEI)?
- 4) What major challenges could a leader face in your community (HEI/extra HEI)?
- 5) How do you assess a leader's success in your community (HEI/ extra HEI)?
- 6) What are the leader's greatest weakness and strength in your community (HEI/ extra HEI)?
- 7) Does gender affect leadership in your community (HEI/ extra HEI)? If yes, how?
- 8) What major skills do you think you should have in order to become a leader in the music/creative sector?
- 9) How do you plan to achieve those skills you need to become a leader in the music/creative sector?
- 10) Do you think that by acquiring leadership skills you might get more satisfaction in the music/creative sector or find a better job?

The first interesting fact was the length of the responses, since all interviewees characterized the responses according to their study / working environment and their personal experiences. With regard to the problems to be faced, especially the teachers stressed the exceptional nature of the problems that the leaders faced this year, due to the emergency caused by the COVID-19 pandemic. On gender issues (gaps and prejudices) the answers were different between students and professors. Students are more optimistic about future improvement. Another difference can be seen between men and women. Men

do not notice that this issue is crucial to a career as a leader. Women emphasize a different way of managing leadership by women, because in them one finds “greater seriousness and diligence, deeper ability to consider the emotional aspects of a project goals and of the people involved in it” and “this is much bigger question that requires sociological, cultural perspectives and could be the subject of many PhD’s”. Concerning “Gender analysis”, the written interview could be anonymous but the gender was specified (respecting the interviewee's choices): Female 55%, Male 45 %.

Responses: AEC 85; CMSCR 63; EUC 27; RIAM 44; YASAR 31.

Regarding all the survey and the interviews data, please refer to the attached PowerPoint / pdf file with a comparative study of the various answers in relation to the target and the institution.



## **F. CONCLUSIONS**

The expected impact of this first Intellectual Output has been confirmed: through our analysis and studies collecties, this research provides a profound understanding of how musicians are perceived as leaders in the context of their organizations, and in which position they work.

We believe that each Intellectual Output is not separate from the others. Each research must be the starting material for further development. The topic of leadership linked to its entrepreneurial aspect will be deepened in its characteristic related to the gender dimension in IO2. An overview of female leadership in the various work systems, nor in the artistic one, is not available but some studies have dealt with the educational systems due to the notable presence of women at the head of educational institutions (although of primary and secondary schools not of Universities and HEIs ). As identified by the literature review for this project, there is little focus by the academic community on music and leadership and/or entrepreneurship. Specifically, there are almost no specific courses on Music leadership and very few on Music Business and Entrepreneurship in music HEIs. Therefore, it is not surprising that the available literature on leadership and music, in particular, is very limited. But as we have verified, the studies and publications on issues with contribute to form the concept of leadership in general (communicative and psychological aspects, affinities and differences with managerial aspects, etc.) are numerous and can constitute an interesting starting point for developments of our project. From the nineties of the twentieth century to the present day, some research has attempted to detect gender differences in leadership management, as well as the distinctive and differentiating traits between female leaders and male leaders. At the level of HEIs we must highlight the forementioned LUISS Business School project: GROW – Generating Real Opportunities for Women. According to Leadership through Diversity and Inclusion.

Among the NEWS in MAP Partner Countries, the only HEI that offers a proper course related to the IO1 is: ARTE Music Academy in Cyprus, Department of Music, course YMA 442 “Music leadership”.

However, it seems that in some HEIs in EU and extra EU students are lately very interested in identifying and researching successful models in the music business sector and the entrepreneurship skills what make a successful artist.

From the questionnaires and interviews we collected, it emerges that leadership in music environments starts from self-awareness and effective self-leadership that enable energizing, aligning, and result-oriented behaviors.

Leadership in music academic programs may become one of music's greatest challenges as music students progress through their career moving from roles that require their individual contributions to roles that require them to achieve results with and through people.

Entrepreneurship may also be a challenge now as music students progress through their academic curriculum striving for personal and professional growth through all the opportunities that universities/HEIs offer them and that they are willing and able to leverage on.

As we pointed out at the beginning of this research, change is an essential point and "Leadership skills" give music students the opportunity to reflect and act upon change: change is one of the relevant dimensions of future music careers. Becoming a leader requires them to go through a personal and professional transition. Leadership skills contribute to give music students the resources needed to specifically manage the transition from "Individual Contributor" to "Manager" providing them with greater self-awareness and therefore increased effectiveness.

At the conclusion of this analysis, after studying the data, we have an action plan for managing the transferability potential, by providing people involved in NEWS in MAP project, with evidence, that the research study's findings can be applicable to other contexts: HEIs all over EU and extra EU.