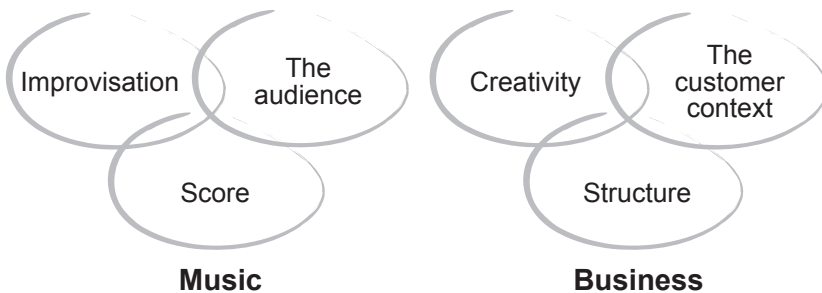


Mixing music and leadership

The leader's job is to:

- Create sufficient explicit and implicit **structure** to mobilise people to action rather than letting chaos rule. In music this is the equivalent to writing down and understanding the score. Orchestral music consists of written instructions. In rock they are more often 'understood' (possibly because some musicians I know will not do joined-up writing). In business, this means providing sufficient clarity about the destination and sufficient ambiguity about the journey for those being led.
- Encourage **improvisation** within the acceptable range of the corporate culture and enterprise goals. How many guitar solos will you let staff take before insisting they come back to the verse?
- Manage the **customer context**. This includes setting a climate for getting things done and adopting a range of leadership styles consistent with the needs of the moment and the longer-term.
- Integrate all three of the above elements (structure, improvisation and customer context) into a harmonious whole, symbolised in the diagram by the place in which all three systems meet.



All models simplify reality. In this case, leading a company is more complicated than leading a band (unless it's Spinal Tap). However, leadership is partly the art of making the complex compellingly simple. There are some important lessons we can learn about focus, commitment, direction and flexibility from this area. Let's first look at the unknown ...

Hooked?

**Creative leaders encourage followers, not 'fans'.
Fans will follow you over a cliff. Followers will tell you
before it's too late!**

