

Drew McManus, LLC

# Internal Governance and Modernization Project

By Drew McManus



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Entitled the Internal Governance And Modernization Project (or IGAMP for short), the program is designed to develop an enhanced internal culture within the players' association of the Musicians of the Phoenix Symphony. Based on the bedrock principles of successful collective representation, it fosters a system of sustainable representation that produces representatives empowered with the authority to accurately represent their colleagues, resulting in:

- Improved communication between players, musician and managers, as well as musicians and boards.
- A cohesive vision for the organization from the players' perspective.
- Improved internal organization and governance.
- Enhanced representation at the committee level.
- Enhanced negotiation preparation and marginalizing natural stressors during bargaining cycles.
- Enhanced image among patrons.
- Creating a sincere sense of ownership in the organization.

*Throughout the 2007/2008 season, I have had the pleasure of working with the Musicians of the Phoenix Symphony on a program dubbed the Internal Governance and Modernization Project. In the summer of 2007, we gave a presentation on the project at the International Conference of Symphony and Opera Musicians convention in Minneapolis, MN. This document is a copy of the slides used during that presentation.*

IGAMP provides a host of deliverable material to the players' association in the form of easy-to-use operation guidebooks, templates, and resource material designed especially for committee members, representatives, and musicians. For example, this work will include how committee members can create unbiased surveys, how representatives should conduct themselves and take notes during meetings (administrative & committee), how to run committee and rank & file meetings, clarifying the committee election process, how to listen to and interact with colleagues, creation of a new member orientation/reference package, creating an institutional history booklet, refine the skill of unbiased representation (otherwise known as the Duty of Fair Representation), how to establish PR relationships with the media, revising Bylaws, and much more.

Together, the Musicians of the Phoenix Symphony and Local 586, AFM have dedicated a great deal of time and resources in order to see the project through to fruition. Perhaps one of the best components of the entire process is that the players and their Local have demonstrated a real commitment to developing an enhanced program for internal governance via a process that is as much collective as it is their own.

At the same time, it isn't as though they are attempting to reinvent the wheel, quite the opposite. In fact, they are following a program of action I've advocated for some time: developing values and processes that have been embedded in the bedrock of successful orchestras for decades. In short, they are working within the system to ensure that it operates at maximum effectiveness.

In case you're wondering just how effective that is, just take a look at Nashville. They don't have any extraordinary system for governance in place yet they have managed to run circles around other ICSOM level ensembles. Given the millions of dollars thrown at the issue of governance and labor relations over the past several years, the one lesson learned should be that money alone doesn't solve problems.

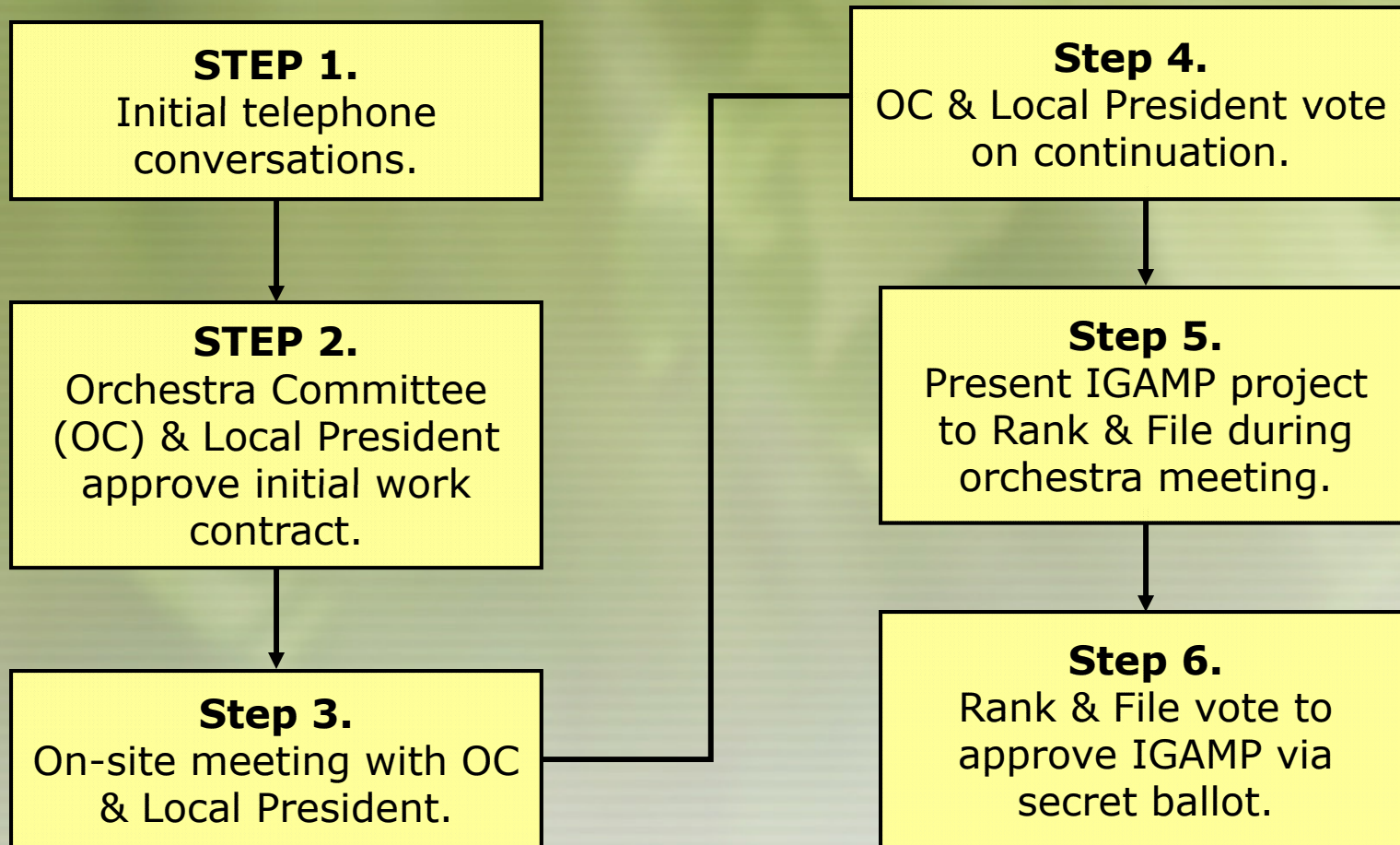
Instead, you have to have a critical level of commitment among interested parties to give it support, often by having been involved in its formulation. And if you don't set a process into motion that allows the musicians to begin this process with their own voice, without interference from other stakeholders, then the probability for marginal outcomes only increases. On the other hand, if you do have that sincere level of buy-in among musicians then it is amazing how much more you can accomplish with only a fraction of the resources directed at the problem to date.

# WHAT IS IGAMP?

**“Based on bedrock principles derived from decades of successful collective representation, the *Internal Governance And Modernization Project (IGAMP)* is designed to enhance a system of sustainable representation that produces leaders empowered with the authority to accurately represent their colleagues.”**

*IGAMP - Internal Governance And Modernization Project*

# THE ROAD TO IGAMP



*IGAMP - Internal Governance And Modernization Project*

# BALLOTS

Musicians of the Phoenix Symphony  
BALLOT

This vote is to determine whether the Musicians of the Phoenix Symphony wish to engage the services of Drew McManus. These services have been outlined in two programs which we will refer to as Program #1 and Program #2; detailed descriptions of each program are included in the attached information page. The Orchestra Committee views an association with Mr. McManus as a type of personal trainer relationship. All of us, as colleagues, need to have a level of personal investment in a process designed to make our working relationship as positive, inclusive, and productive as possible. As such, utilizing the services of Mr. McManus, we will develop a sustainable program designed for our specific needs that is capable of helping us become organized and have a positive impact on the course of our organization now and for the future.

**Instructions**  
Clearly mark either "YES" or "NO" for each of the two issues below. Return your ballot using the enclosed self-addressed stamped envelope. Ballots must be postmarked no later than Monday, 02/05/2007.

**Eligibility**  
This vote is not restricted to members of AFM, Local 586. Instead, all tenured and tenure track musicians of the Phoenix Symphony are eligible to vote in this matter. This is contrary to the information provided at the meeting with Drew on Jan. 23<sup>rd</sup>. We apologize for any confusion.

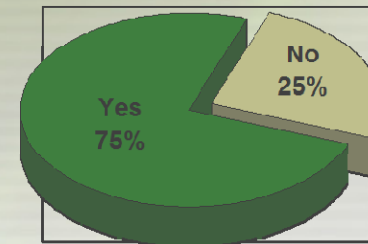
**Pass/Fail Majority**  
The success of our work with Drew will be determined by the support and participation of the whole ensemble. Because of this, the Committee and Drew have decided that 75% of the Orchestra's eligible voting members must vote "yes" in order for us to pursue either Program.

<b>PROGRAM #1</b>	
Creation of Musicians of the Phoenix Symphony governance and operation guidebooks, templates, and resource material. The total cost for this program is \$6,000.	
Should the Musicians of the Phoenix Symphony enter into a contract with Drew McManus, commit to participate, and authorize payment for services and deliverables from our collected Orchestra dues?	
<input type="checkbox"/>	YES
<input type="checkbox"/>	NO
OPTIONAL: I have voted "NO" because:	
<input type="checkbox"/>	I think the program costs too much
<input type="checkbox"/>	I do not think the program will benefit the players
<input type="checkbox"/>	Other:

<b>PROGRAM #2</b>	
Includes all components from Program #1 as well as create a secure, personalized Musicians of the Phoenix Symphony website. The total cost for this program is \$15,000. A vote of "YES" here will <u>not</u> commit the Musicians of the Phoenix Symphony to the additional \$9,000 cost of this program. Instead, it authorizes the Orchestra Committee to begin initiating the program only if an acceptable source of outside funding is secured.	
Should the Musicians of the Phoenix Symphony enter into a contract with Drew McManus, commit to participate, and authorize payment for services and deliverables from our collected Orchestra dues (our maximum financial responsibility is limited to \$6,000)?	
<input type="checkbox"/>	YES
<input type="checkbox"/>	NO
OPTIONAL: I have voted "NO" because:	
<input type="checkbox"/>	I think the program costs too much
<input type="checkbox"/>	I do not think the program will benefit the players
<input type="checkbox"/>	Other:

Remember, your ballot must be postmarked or hand delivered to the office of AFM Local 586 no later than Monday, 02/05/2007! Thank you in advance for contacting any member of the Orchestra Committee with questions.

“In order to obtain the necessary level of commitment by all involved parties to adopt the IGAMP project as an integral part of the Players’ Association development, no less than **75%** of the eligible voting members must vote **YES.**”



*IGAMP - Internal Governance And Modernization Project*



# GUIDEBOOKS

### Don't Panic!

Whenever attending an ICSOM conference or carrying out the duties as ICSOM delegate, keep in mind that you aren't alone. If you're unsure of what to do, there are a number of resources at your disposal:

- **Local 586:** You can call any one of the officers or board members for insight or guidance, remember, it's their job to support the Musicians of the Phoenix Symphony.
- **ICSOM Officers & Delegates-at-Large:** In addition to providing a comprehensive website, you can always feel free to contact any of the ICSOM officers and your Delegate-at-Large with questions regarding your responsibilities.
- **Symphonic Services Division (SSD):** SSD is a department of the American Federation of Musicians. They are a great resource for matters related to governance and procedure.
- **Your Colleagues:** This includes members of your own ensemble as well as those in other orchestras. Don't be shy about asking those who have been there-done-that and use your ICSOM Directory to obtain contact information for ICSOM delegates in other ensembles.
- **The ICSOM website:** The website contains a wealth of information and online forms at [www.icsom.org](http://www.icsom.org)

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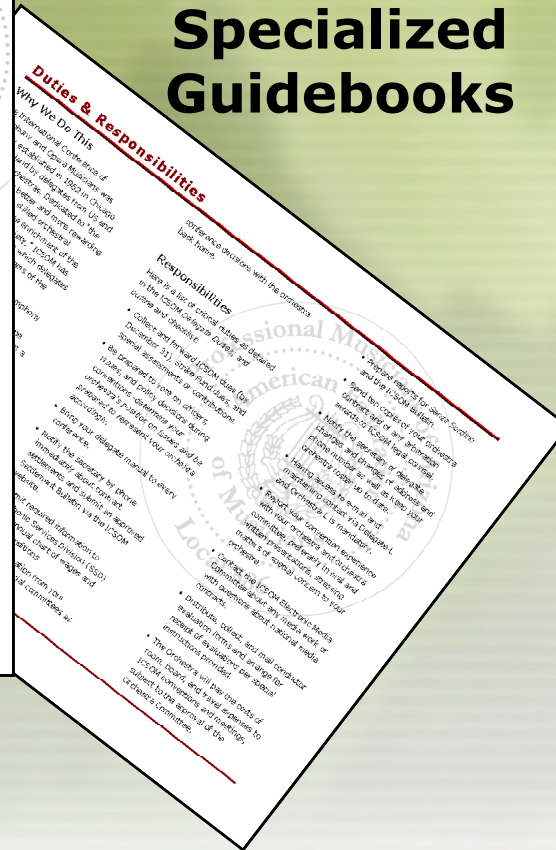
### Musicians of the Phoenix Symphony

Musicianship, Solidarity, & Professionalism

## ICSOM Delegate Guidelines

Last Updated: 08/10/2007

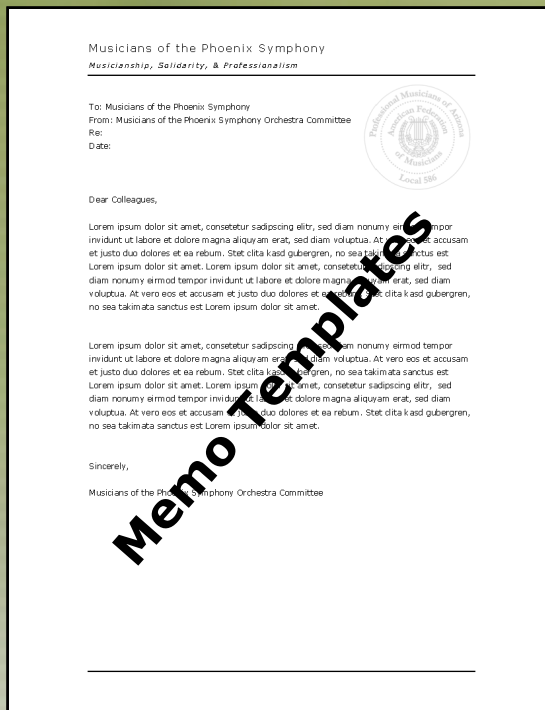
## More Than Two Dozen Specialized Guidebooks



## IGAMP - Internal Governance And Modernization Project

# SUPPORT LITERATURE

“Offering practical advice and detailed instruction for committee members and representatives.”



## Detailed How-To Guides:

- *How to delegate responsibility*
- *How to lead an effective meeting*
- *How to handle defensive colleagues*
- *How to remain calm when criticized*
- *How to give a convincing presentation*
- *How to dress business casual*
- *And much more...*

*IGAMP - Internal Governance And Modernization Project*

# REFINING IDENTITY

Customized Local  
586 Seal



Press Release  
Templates



*Players' Association Slogan*

Musicians of the Phoenix Symphony

*Musicianship, Solidarity, & Professionalism*

*IGAMP - Internal Governance And Modernization Project*