Analysis of Orchestra Performance and Project Phases: Improve Project Communication

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Abstract:- The objective of this study is to determine the significant communication methods that a project manager should emulate to enhance an effective communication during project execution phase. There is a need to improve the success rate and the accuracy of executing a project. Most project failed during the implementation stage, this causes the maximum impact to the organization on cost, resource, and time. A failure during implementation phase is the worst-case scenario, as the entire project need to be scrapped or re-base line. There is always a chance that the project manager, or the project team misses some risk which might creep-up during implementation/execution phase, even if they have in depth risk management process. Hence this literature survey, is about Project Manager's communication method during implementation / execution phase and the responds from the entire team. There are many opportunity and learnings for project managers by observing how an orchestra director manages his team during a performance. Orchestra directors have split seconds to listen, analyze, communicate, and correct any mistakes or misalignments during a performance. Using the orchestra director's communication method, project manager can improvise their responds time and ensure efficient communication. In this research, the researcher uses literature review to research review and critically compare and evaluate the link between Project Manager implementation phase and the Orchestra directors' performance. It clearly shows the level of preparation and step by step approach by an orchestra director will be impactful for a project team. The learnings from the Orchestra director can be used by the project manager during the Project implementation phase.

Keywords:- Project Management; Communication; Orchestra; Implementation Phase; Leadership.

I. INTRODUCTION

This research will be analyzing what is the thought process and the skills of the orchestra director. Critical research on the communication methods and skills that are used during a life performance in front of hundreds of stake holders (spectators). Hence this study will be focusing on the communication method during Project Implementation phase only.

II. BACKGROUND PROBLEM

Every function comes with its own distinctive characteristics [10]. In the same manner, orchestras entail various instruments and each instrument functions differently with its sound [11]. There are many variables when it comes to an orchestra performance, such as the room size, the orchestra core musicians, spectator, room temperature, distance between the coir and the spectators [11]. There are some variables that's always out of the control of the orchestra team, there are hundreds, maybe thousands of situation or variables will pop up during a live performance [12]. Therefore, project leaders and orchestra conductors are all required to manage these instruments/ functions in unison and present a deliverable which will meet their customers/ audience expectations [13]. Therefore, this literature survey will also provide an overview of the coordination part of the project management under the lens of the analogy between a project manager and an orchestra director /conductor during a live performance and the preparation prior to that.

III. RESEARCH METHOD

One of the most critical and important way to build the foundation of a study is by completing literature review or well known as literature survey by scholars. A detailed literature survey is useful to ensure no duplication effort and all previous studies are captured even in PLS it is required to ensure there are no redundancy on the data [14]. The findings of the literature were collected and critically compared. The outcomes of the survey portray the elements which are crucial for running projects magnificently using the lessons and learnings from orchestra director.

However, the characteristics tend to present implication the project manager's leadership tactics with managing projects. This may guide the manufacturing firms that they should offer more focus to the characteristics of project managers as well as their communication skills to enhance the results of projects and to detriment the construction sector. Researched linked each phase of project with orchestra phases while constantly identifying the efficient communication method that can be mapped out to classic project management skills. The research will start with Project management leadership and followed by Orchestra director and the phases of Orchestra performance and project phases.

IV. LEADERSHIP QUALITIES OF A PROJECT MANAGER

Leadership methods are largely determined by the temperament of a leader, the cooperation level of people under him or her while the project environment dictates the leadership method that is adopted [15]. A good leader embraces a style or various methods of leadership that fits their circumstance. Subsequently, applying the most effective leadership style for diverse circumstances requires the knowledge to examine situations appropriately as well as applying relevant styles that will foster effective communication in the organization [11].

However, it should be noted that the selected leadership method will differ from one leader to another and from project to project although the communication aspect with persons will remain an intrinsic segment of leadership [16].

The leadership qualities of a project manager are all about being there for everyone, being aware of the real changes of the project, and understanding the actual issues that are affecting the team leadership [16].

Moreover, it involves being in touch with the real challenges of the project and above all, being aware of the issues of the benefactors who the team delivers the project for. In that, the project manager should understand the importance of being present and engaging with everyone during the challenging times and good times [17].

Nonetheless, communication is not all about speaking and listening to persons; it is all about understanding the whole message communicated [16]. Therefore, the project manager is expected to understand which language to apply, how to pass the message concerning tone, body language, and attitudes since they all play a significant function in the communication process [18]. On the other hand, if these elements of communication are used inappropriately, the outcome is in most instances a confused message and a misapprehension of the real problems.

On that note, a successful project team leader can only foster the effectiveness of communication with the team by being ready to lead by example, as pointed in this work. A large section of leadership is to be visible and be ready to talk with stakeholders at their respective levels and always spare most of his or her time listening to the real issues affecting the organization. Moreover, project managers should be able to articulate the vision which is also in conjunction with the project's success methods. Failure to articulate such aspects will without a doubt lead to the failure of the project. Hence the need to successfully communicate the vision to all team members and stakeholders [19]. This notion suggests that the entire team should be in a position whereby they can all visualize the results so that they can all combine their efforts towards achieving a common goal [20].

V. PROJECT MANAGERS AND ORCHESTRA DIRECTORS

When a person watches an orchestra, the most common things that come to mind is the conductor's gestures, the magnificent harmony and their graceful movement [21]. A conductor shapes the musical interpretation, develops ideas on how to provide a compelling way of performing a piece as well as directing a group of musicians in a manner that such ideas are discovered [22]. The explanation on the question of how musical interpretation is developed will provide the concepts on how the magnificent harmony is created. In other terms, a conductor is responsible for the tempo and dynamics, ensemble, phrasing balance, accuracy, and style [23]. Similarly, when you take a look at a project, the most striking things is a perfect completion and the manner in which the project is managed. Consequently, a project manager is responsible for this impeccable completion and also the project's general objectives and governing of the project team. This functionality can be framed with four actions, motivate, plan, communicate and lastly monitoring the project development.

It should be known that effective project management entails treating the project as a system of persons, energy, capital, amongst many other elements. As a system, if one aspect changes, then the other elements will automatically be changed. Therefore, the project manager is expected to manage the change. Notably, one of the ideal tools that the project manager should use while managing this change is the concept of effective communication [24].

The project managers should understand and feel the entire system during project implementation, as they are all interconnected, any one change to the project system co relates to many factors directly and indirectly. This correlation needs to be managed and be thought off before any communication of decision-making process take place. Every team member that's related directly (members of the banc) and indirectly (organising team member) need to be consulted to understand the entire impact of a decision especially during implementation phase [8].

It is amazing how the conductor and the band respond to the movement of the baton in a performance. They have a split second to analyze and respond. The focus here is about the communication method used by the orchestra conductor and how we can learn and replicate this during project implementation phase.

VI. PHASES OF CONDUCTING ORCHESTRA

A. Pre-Performance

A conductor could have certain roles to consider, which involves dedicated to one composer or a list of guest musicians. He or she may also take part in the auditioning process for new artists. At times this is the phase where the director gets to know the entire orchestra crew personally [25]. In this phase its all about building trust towards the team, it is when the orchestra conductor uses the most

classic communication method, which is speaking and writing, to ensure the band has the overall picture of the performance. In this stage it is crucial to understand the risk and important to have everybody to speak [26].

B. Rehearsals

A conductor has involved in a lot of works behind the scenes away from the public eye, both in rehearsals and study. The conductor shapes his or her interpretative ideas, and during the rehearsals, he or she has a task of passing those ideas to the musicians in both gesture and word [25]. Lastly, his work will be to oversee the fruition of those ideas in the rehearsal before the implementation, which is like testing the theory and detailed risk management process. During this phase most important communication method is listening to the band playing. It is important that he uses all his senses to feel the music vibration. During this phase it is important to record and replay the performance of band. Multiple level of repetition and relistening is required to analyze the details of the performance.

All part of the band will be studied to improvise. The recordings are not only used by the conductor, it is used by every band member [25]. This process if crucial to parade a perfect, harmonize and magnificent performance. It is done swiftly without the crowd noticing the glitch or change in the plan.

C. Performance

The most significant function of an orchestra director is to conduct music. Every band member is in-charge of the subtle elements of their play and music, for example, tempo and dynamics through the arm movements during a performance. The basic punctuality movements performed with the baton alerts the artist on when to join in and how fast or slow to play. The scholar [25] describes that the conductor will be communicating with the entire orchestra team from twenty to thirty players to even hundreds of them with his baton movement.

The conductor needs to believe and feel the music thoroughly in all his sense, that is the only way he could analyse and respond to the band. He will not only be communicating with his baton, but his expression, body language, especially his eye contact [27].

D. The Analogy

The orchestra is the ideal example of the primary property of a system. It presents the synergy during its performance [25]. In that the whole is much more important than the sum of its parts. In that, conductor determines the sound that the orchestra generates and concentrates mostly on the harmony during the stage performance [25]. Under the same lens, during the execution stage of a project, project managers are expected to have a complete knowledge of the entire project. In that, the project team leader should be able to view the "forest" without disregarding the "trees" [22].

To sum up, the selection training and success elements of a project manager are like those of an orchestra conductor. It is about the passion towards the music and deliverables [23].

A musician in the orchestra cannot be given the role of a conductor; similarly, one of the project team members cannot be assigned the post of a project manager not unless he or she has the management skills that are vital in the execution of the project. Moreover, conductors cannot be assessed based on their experience and musical knowledge; project managers should not be evaluated according to their technical knowledge or experience in a certain business.

He or she should be evaluated based on how he or she can lead the project team to achieve the project goals. Therefore, it is very evident that a systemic view with effective communication and coordination skills are vital in this criterion[28]. It's the passion towards music that brings the team together, and trust towards the conductor makes the band played a synchronized rhythm. This step is to learn, improvise and celebrate their success. As a team, importantly without any figure pointing, the team as whole need to understand the success or failure belongs to everybody not to an individual. There are multiple charts or tools in the market to manage the phases of the project or the part of the project functions. There are few details skills like lean, six sigma that can be used to manage and control a project and ensure the project is on track during the implementation [29]. Project Management Phases are clearly shown in the next diagram and how it can be interlinked to the orchestra phases.
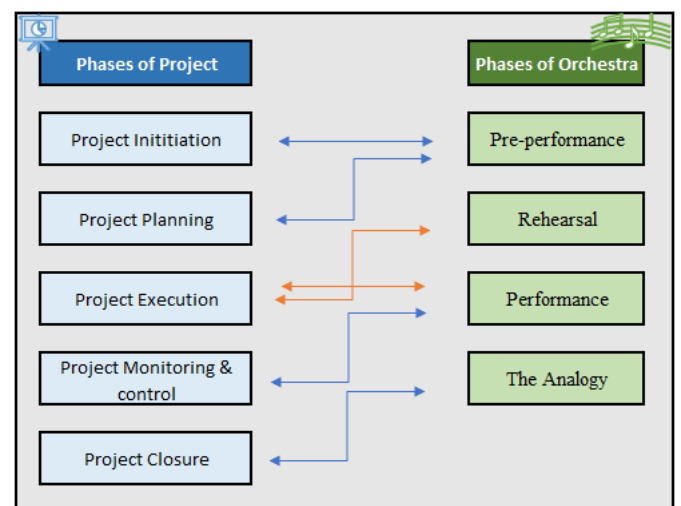

Diagram 1: Link bridge between Project Management and Orchestra Performance

Diagram 1 clearly shows the linkage between the project management phases and the phases of an orchestra performance. Project initiation and project planning are link together to pre-performance phase in orchestra where in this phase the team will be listening to the project manager on the scope, plan and building up the plan together [30]. This is when the scoping, WBS, risk management, costing, timelines and stakeholder management is built. Same goes to an orchestra team, they will be planning the performance

sequences, each performers cue, understand their audience needs and plan the possible issue arise on the day.

It is crucial, to plan all these in an orchestra, what happens if the conductor drops the baton? all these details need to be discussed and clearly understood by every member in the choir.

Here, on the third phase it is all about implementing the project, where the real physical work is done, it is about understanding the synchronization of the team to work on a project. This is linked to rehearsal phase and performance phase in the Orchestra world. Worse project management is when the team members wait and depend on the project managers instruction without knowing where they are heading to [31]. This happens when the communication or the direction is not clear. It is linked to the rehearsal phase of an orchestra because during rehearsal, the exact similar environment is created.

The exact situation will be replicated and the end to end performance will be conducted to ensure they have covered all the risk, and everybody knows their role in the performance. No or very minor error is allowed, and this is the only time and place its allowed. After this phase there will not be a single error. It is no more single person after this phase, it's the team.

The most crucial phase of an orchestra is the performance phase, During the performance, their stakeholders / audiences will be closely looking at the orchestra and every single person in it. The hall, the decoration, the temperature in it even the smell of the orchestra hall. It is at most important that each sit is comfortable, and the sound wave of the music instruments reach every part of the room in unvaryingly.

During project monitoring and control, the main task is to ensure the implementation is happening as planned, are we on track on the cost, are we on track on the time, are we in the right direction? All these questions need to be answered. Most importantly our stakeholders need to be informed and engaged, its crucial to have a solid communication plan to detect errors early and to ensure the entire team is stirring into the same direction. This is the phase where both orchestra and project team recognize if they are winning or losing even before the battle ends.

The final stage of project is the project closure this is when we start learning from the success and mistakes, ensure all risks are closed, payments and paper works are cleared and most importantly celebrating the success of team. Similar to the analogy of the orchestra where the entire performance will be reviewed get feedback from the audience and celebration is most important part for the team. This will motivate them and ensure give them a bond where, they can bring this success or learning to the next performance. It will build the bond among the team member and understanding.

VII. RESULT AND CONCLUSION

Base on the literature review, it deliberately presents the importance and how crucial is communication for an orchestra team. The understanding and trust among the team member is the key success of their communication. They can't afford to have a miss communication during a performance. It is crucial to trust and work base on the plan. Any small changes need to be re-emphasized and ensure every team member understands it.

Based on the literature review, each phase of an orchestra has its own communication method. This study is focused on the communication method during project execution phase which means its linked to Orchestra rehearsal and performance phase only. Diagram below summarizes the study:
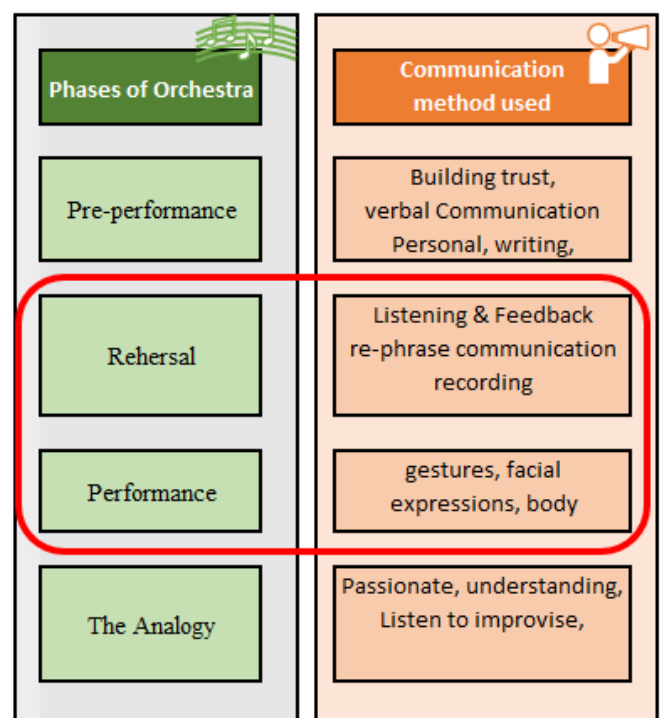

Diagram 2: Orchestra Phases and Communication method used by Conductor

Base on the diagram above, it clearly shows that we can replicate the communication method used by orchestra conductor from rehearsal phase to implement / execute phase in Project management. The project manager needs to listen and receive information during implementation phase to understand how the activity is going on, the project manager needs to listed to understand not to respond, re-phrase what he understands to ensure no communication gap and record all the feedback analysing and future use. This will make decision making and responds more accurate.

The project manager needs communicate with his heart and soul, needs to understand and have empathy, he needs to really express his feelings by gestures, facial expression and he needs to believe in what he says before his team. In this way they will be able to accept, trust and respond towards

the changes quickly and swiftly implement the changes or the correction required. By doing this, project managers can develop their capability to replicate and adopt the Communication method of the orchestra conductor and bring his team into a synchronized way towards one single goal [32].

The first theoretical contribution of this study comes from the literature review section. The study is focused on understanding the relationship between Project Managers communication skills during project phases and Orchestra director communication skills during his or her performance. Base on the study, we can link the phases of project management and Orchestra performance directly.

This study can be further improvised by interviewing orchestra directors and the project managers. Experience of an Orchestra director will be useful to justify the literature review. He or she will be able to explain in greater detail on what's happening in their mind during a performance. Another suggestion is to review and learn from orchestra performance recordings, this require a huge level of technical expertise on music and orchestra performance. This is a limitation in Malaysia as we have very limited orchestra performances.

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