



# CHART OF COMPETENCIES

**MUSIC ARTIST  
MANAGERS**

[www.culturalhrc.ca](http://www.culturalhrc.ca)



Cultural  
Human Resources  
Council

Conseil  
des ressources humaines  
du secteur culturel

The Cultural Human Resources Council ([www.culturalhrc.ca](http://www.culturalhrc.ca)) is a national organization dedicated to strengthening Canada's cultural workforce and improving the HR environment within the cultural sector. It strives to be at the centre of vision and forward thinking in the area of cultural human resources development. CHRC members include self-employed artists, cultural workers and arts organizations from the many disciplines which comprise the sector.

In spring 2005, CHRC's Music Industry Steering Committee identified 6 occupations on the business side of the music industry that are lacking in formal training — where the skills for the positions are most often learned 'on-the-job'. These are: Record Label Manager, Artist Manager, Booking Agent, Music Producer, Promoter, and Music Publisher.

CHRC is undertaking occupational analyzes for all of these functions and developing a national training strategy to ensure that training is available for them.

This document presents the outcomes of an occupational analysis (1) for MUSIC ARTIST MANAGERS. It identifies the combined competencies that make up the work of Music Artist Managers and was compiled by a group of seasoned Music Artist Managers.

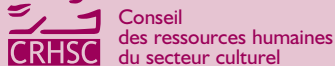
In the context of this analysis, an artist manager is defined *as an individual who, through various forms of assistance and undertakings, orients, develops and promotes the career of an artist and who represents his/her best interests in all his/her business dealings.*

This **Chart of Competencies** is to be used in conjunction with the **Competency Profile for MUSIC ARTIST MANAGERS.**

The Competency Chart and Profile can be used by individuals to evaluate their own skills and to determine areas where they should pursue additional training. On a corporate level, this material can be applied in defining job profiles, developing competency-based professional development programs, negotiating and customizing training programs, developing career planning programs, recruitment profiles and individual position descriptions.

This exercise has been initiated and coordinated by the Cultural Human Resources Council (CHRC) thanks to the financial support of the Government of Canada's Sector Council Program.

YOU SHOULD FIND EVERYTHING YOU DO SOMEWHERE ON THE COMPETENCY CHART, BUT YOU WILL NOT NECESSARILY DO EVERYTHING IDENTIFIED ON THE CHART.



Cultural Human Resources Council  
17 York Street, #201, Ottawa, ON  
Telephone: (613) 562-1535  
Fax: (613) 562-2982  
[www.culturalhrc.ca](http://www.culturalhrc.ca)

This project is funded by the  
Government of Canada's Sector  
Council Program.



# A Music Artist Manager

## PROFESSIONAL COMPETENCIES :

### A. ACQUIRE CLIENTS

- 1. Scout potential talent
- 2. Assess an artist's creative talent, capabilities and reputation
- 3. Determine an artist's market potential
- 4. Assess compatibility
- 5. "Sell" one's vision and services
- 6. Negotiate a contractual relationship

### B. DEVELOP CAREER STRATEGIES

- 1. Assist artist in identifying his/her potential and developing his/her talents
- 2. Educate artist on industry practice
- 3. Set career goals with artist
- 4. Draft a business plan for an artist
- 5. Assist artist in implementing a business structure and a business plan
- 6. Recommend artistic collaborations
- 7. Pursue a record deal

### C. CREATE MARKETING TOOLS

- 1. Oversee production of bios
- 2. Oversee production of photos
- 3. Oversee preparation of paper and electronic press kit
- 4. Oversee design and maintenance of Web site
- 5. Oversee production of ad mattes and posters
- 6. Oversee production of specialty promo items

### D. ACQUIRE FUNDING

- 1. Research sources of funding
- 2. Apply for grants/loans
- 3. Seek private investments and sponsorships
- 4. Negotiate agreements and advances
- 5. Follow up

### E. OVERSEE PRODUCTION OF RECORDINGS AND OTHER PRODUCTS

- 1. Determine production goals
- 2. Establish production team and location
- 3. Coordinate production schedule
- 4. Deliver final product and artwork

### F. OVERSEE RELEASE OF RECORDINGS AND OTHER PRODUCTS

- 1. Establish a release strategy
- 2. Confirm/review release date
- 3. Ensure execution of release strategy
- 4. Cultivate and maintain relationships with artist's fan base

# Manager must be able to...

## G. OVERSEE LIVE PERFORMANCE OPPORTUNITIES

- 1. Develop touring strategy
- 2. Secure bookings
- 3. Develop touring budget
- 4. Review/negotiate performance offers
- 5. Develop tour marketing strategy

## H. COORDINATE/OVERSEE LIVE PERFORMANCES

- 1. Coordinate/oversee preproduction
- 2. Coordinate/oversee tour production
- 3. Coordinate/oversee tour marketing
- 4. Coordinate tour merchandise
- 5. Advance tour
- 6. Coordinate foreign touring logistics

## I. OVERSEE MUSIC PUBLISHING

- 1. Register publishing rights
- 2. Develop publishing strategy
- 3. Solicit and negotiate publishing opportunities
- 4. Coordinate publisher reporting and accountability

## J. MONITOR REVENUE STREAMS ON BEHALF OF ARTIST

- 1. Vet tour reconciliation
- 2. Review distribution/merchandise/online
- 3. Review record royalty statements
- 4. Review music publishing statements
- 5. Review collecting agencies royalty statements

## K. RUN A BUSINESS

- 1. Establish and maintain office space
- 2. Comply with business laws, regulations and practices
- 3. Plan finances
- 4. Set up banking procedures
- 5. Secure insurances
- 6. Establish and execute bookkeeping procedures
- 7. Develop and maintain databases
- 8. Establish and maintain a deadline calendar
- 9. Establish and maintain an inventory and shipping system
- 10. Comply with reporting and fiscal requirements
- 11. Utilize communication and office technologies
- 12. Join industry associations
- 13. Direct, motivate and train staff

## L. ESTABLISH AND MAINTAIN A TRUST RELATIONSHIP WITH ARTIST

- 1. Establish and maintain communication mechanisms and protocols
- 2. Manage artist's expectations
- 3. Screen and respond to requests for artist's involvement
- 4. Inform artist of his/her legal/contractual obligations

*And to accomplish the previously described professional competencies, A MUSIC ARTIST MANAGER must be able to...:*

## GENERAL COMPETENCIES :

### M. DEMONSTRATE COMMUNICATION SKILLS

- 1. Practice active listening
- 2. Negotiate
- 3. Persuade
- 4. Use/interpret non verbal communication
- 5. Write in a clear and concise manner
- 6. Adapt language to recipient
- 7. Give/receive constructive criticism

### N. DEMONSTRATE PERSONAL SKILLS

- 1. Multi-task
- 2. Work under pressure
- 3. Demonstrate time management skills
- 4. Demonstrate sensitivity to other cultures (communicate with other cultures)
- 5. Empathize
- 6. Practice tact and diplomacy
- 7. Stay current
- 8. Exercise analytical skills
- 9. Delegate
- 10. Exercise creativity
- 11. Demonstrate intuition
- 12. Demonstrate passion
- 13. Be proactive
- 14. Exercise judgment
- 15. Exercise leadership
- 16. Demonstrate attention to details
- 17. Take risks
- 18. Demonstrate teamwork skills
- 19. Manage stress
- 20. Network
- 21. Make decisions
- 22. Demonstrate personal and professional integrity
- 23. Solve problems
- 24. Innovate
- 25. Demonstrate planning and organizational skills