

LEADERSHIP ESSAY BY THE DIRECTOR OF MUSIC

Introduction

I welcome this opportunity to present my thoughts on the future direction of the Royal Australian Navy Band in this Leadership Essay. I would like to commence by making the following unequivocal statements:

- The Royal Australian Navy Band is a prestigious unit of the Australian Defence Force, and ‘one of Australia’s premier military ensembles’.
- The band plays an invaluable role in keeping Navy’s image in the public consciousness.
- Our musicians promote awareness in the community of Navy’s critical contribution to the nation and reflect the quality and values of Navy’s people.
- The band’s strengths are its people, its depth of individual and organisational expertise, its ability to provide a highly capable and flexible level of musical, ceremonial and public relations services to the Royal Australian Navy, and its record of service to Navy and to the Nation.

When Chief of Navy, Vice Admiral Russ Crane, launched New Generation Navy (NGN) onboard HMAS Arunta on 14 April 2009 he stated that NGN would deliver a Navy that is:

- appropriately prepared to contribute to joint operations when required and to produce forces in an enduring manner,
- a training focused organisation with properly trained people well equipped and well supported,
- a values based organisation renowned for principled leadership,
- a highly regarded and effective contributor to Defence objectives, and
- supported by a nation proud of its Navy.

He also stated that if Navy wanted to continue to deliver on its long and proud history, it needed to make a change of course to deliver on its future capability.¹

This essay encapsulates the intent of New Generation Navy, considers key elements contained in previous Musician Category Management Plans, and states the course for the short to medium term. It has been considered after conducting a review of the way we do business and an examination on how best we can position ourselves and the Navy Band during the challenges ahead. In preparing this essay, I have consulted closely with all members of the Senior Leadership Group² and held category and focus group meetings. I hope that this essay will provide a clear statement of direction about Who We Are, What We Stand For and Where We Are Headed.

Also included in this essay are my thoughts on the relevant leadership style that should be employed, at all rank levels, as we go about our business. The band’s executive operating documents³ are also being reviewed to ensure compliance with the intent of New Generation Navy: much of the guidance given in this essay will be incorporated into those documents.

¹ Vice Admiral Russ Crane’s address onboard HMAS Arunta 14 April 2009, p. 2.

² The band’s Senior Leadership Group comprises the five Officers and the two permanent and reserve component Warrant Officers.

³ DI(N) ADMIN 30-19 *Musician Category*, ABR 1834 Vol 4 *Royal Australian Navy Band Drill Manual*, and Standard Operating Procedures.

Who We Are

The Royal Australian Navy Band's history is linked to the various bands of the colonial naval forces—which were in existence prior to Federation—and to the bands of Her Majesty's Royal Marine Band Service. Throughout its history, the band has performed for thousands of audiences within Australia and around the world. Today, we continue the proud tradition of providing musical, ceremonial and public relations support for the Royal Australian Navy.

To understand Who We Are we need to have a clear understanding of what our business model is, and in particular; who are our customers, what does our operating structure look like; what is our approach to the marketplace, and what capabilities do we need to maintain in order to meet the needs of all of our customers.

Customer Model

The Australian Government has invested significant money in the Defence program—which includes the Royal Australian Navy—and Government quite rightly expects to receive a satisfactory return on its investment. Navy demonstrates its support for the Royal Australian Navy Band by allocating financial and human resources to enable the band to contribute towards Navy's obligation to the Australian Government; and in order to maintain Navy's ongoing support and confidence, the band has an obligation to ensure Navy's expectations are satisfied. To do this effectively—and paramount to the success of our mission—the band relies upon the unique and creative capabilities of each of its musicians who have a strong understanding of the business and contribute their creative capabilities to the band's output.⁴

The customer model (Diagram 1) adopted by the Royal Australian Navy Band is one that shows a relationship of mutual obligation between the customer and the supplier. In this model, the band is the supplier of services to the Australian Government as the owner, to Navy as the stockholder, and to its musicians who are key stakeholders.

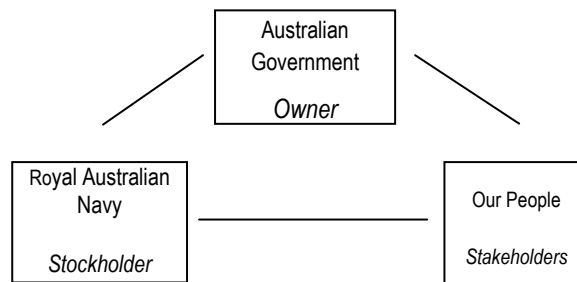


Diagram 1

Operating Structure

Prior to 2003, the Musician Category supported seven separate bands across the nation, each with its own sense of identity and purpose, and controlled by local commanders who were guided by the local Band Officer or Bandmaster who were, in most part, totally responsive and responsible to the local Commanding Officer. The two permanent bands were positioned within Maritime Command and the five reserve bands were positioned within Australian Navy Systems Command. The Director of Music, who was positioned within Maritime Command, controlled the national budget and set policy; but beyond that, had little ability to influence the direction and shape of the services being provided to Navy by the musicians.

When the seven bands transferred to the one Command in July 2004 (Australian Navy Systems Command), the opportunity presented itself to implement a more unified business structure with an enhanced operating system; the 'one band seven detachment' concept was borne.

⁴ See Houston, F.S. (1986) 'The Marketing concept: What it is and what it is not', *Journal of Marketing*, Vol. 50, April, p. 86.

The one band model created a greater level of ownership and control of the business by the stakeholders—the musicians—and facilitated a significant level output; not least of all by getting the musicians back to sea and on operational deployments, in its recording and benchmark activities, and in the delivery and recording of its story. On 1 July this year the band transferred to Fleet Command.

Within the current allowed force structure, we have positions for five officers, 101 full-time musicians and 31 naval reserve positions currently shared by 118 part-time musicians. The band's structure includes a Senior Leadership Group that functions similar to a Board of Directors whose job is to 'create tomorrow's [Band] out of today's'.⁵ The Permanent Component has two full-time detachments and the Reserve Component comprises four part-time detachments. Small Reserve Support Elements are embedded within each of the full-time detachments. Detachments are positioned in each capital city of Australia excluding Canberra and Darwin:

- Sydney Detachment (full-time)
- Melbourne Detachment (full-time)
- Queensland Detachment (part-time)
- Tasmanian Detachment (part-time)
- South Australian Detachment (part-time)
- Western Australian Detachment (part-time)

Segmentation Strategy and Marketing Mix

Selecting the market segment, that is, the type of products maintained within each detachment, depends largely upon the market potential.⁶ For example, there is significant opportunity to improve effectiveness by developing marketing strategies based on market location and tailoring musical support based on local requirements. The band's stockholder has positioned fleet units in Sydney and Perth and conducts recruit training in Melbourne; so the bulk of Navy ceremonial requirements are conducted in those regions.⁷ Nonetheless, there remains significant opportunity to enhance Navy's marketing reach by locating smaller musical detachments in other major centres across the nation.

The band's approach to the marketplace is a multiple segmentation strategy structured around six detachments in various locations throughout Australia. This multiple segmentation strategy is enhanced by a marketing mix that includes benchmark activities, sea and operational deployments, and maintaining a range of capabilities within each detachment. This approach to the marketplace has achieved higher standards of output and greater flexibility in the delivery of the band's services: it remains relevant today, and will continue out to medium term.

Capability Statements

The following capability statements outline the key capabilities that are required to be maintained by each detachment in order to enhance the band's national marketing mix.

The Sydney detachment has a strong national focus and maintains versatile music capabilities specialising in the delivery of ceremonial music, traditional and contemporary wind music, and popular music products. Key capabilities of the detachment are its ceremonial ensemble (including its bugle, drum corps, and fanfare capabilities) and its wind orchestra. Built into its scheme of complement and extending its reach is a high-energy show group—the Admiral's Own—a wind chamber ensemble—the Commodores, and the Sea Chanters Chorus:

⁵ Bloomsbury Publishing, 2002, *Business, The Ultimate Resource*, p. 220.

⁶ McColl-Kennedy, J.R. & Kiel, G.C. (2000) *Marketing: A Strategic Approach*, Melbourne: Nelson ITP p. 265.

⁷ This presents a geographic segmentation opportunity for the band. See Constantin, J.A., Evans R.E. & Morris M.L (1976) *Marketing, Strategy & Management*, Business Publication Inc. p. 125.

The Admiral's Own delivers jazz orchestra and big band repertoire, high energy rock group features, and small jazz ensemble capability.

The Commodores deliver woodwind and brass ensemble repertoire.

The Sea Chanters is a mixed voice chorus comprising instrumentalists from within the detachment who are used as a chorus to enhance major concert performances.

The Melbourne detachment maintains versatile music capabilities specialising in the delivery of ceremonial music, traditional and contemporary wind music, and popular music products. This detachment has a strong metropolitan and regional focus with its reach extending to national tasks. Key capabilities are its parade band and concert band. Built into its scheme of complement and extending its reach is a high-energy show group—the Corvettes—and a wind chamber ensemble—Pipe the Side.

The Corvettes deliver big band, rock group, and a small jazz ensemble repertoire.

Pipe the Side deliver woodwind and brass quintet repertoire, and small vocal ensemble features.

The Reserve detachments are known as the Scrap Iron Flotilla and specialise in the delivery of ceremonial, popular music products and small chamber ensembles. These detachments maintain a strong metropolitan focus with reach extending into their local regions. Key capabilities of these detachments are their parade band, popular music ensembles (stage bands and rock groups) and small chamber ensembles.

What We Stand For

Management theory informs us that a lack of unity or harmoniousness in relationships will diminish team and individual performance due to the belonging needs not being fulfilled,⁸ and failure to fulfil the belonging needs of individuals is intensified when teams fail to achieve a given task.⁹ In order to align the individual and team to the task, it is my responsibility in close association with the other members of the band's Senior Leadership Group to fulfil two primary responsibilities—establish the quality statements (Vision, Mission and Goals) and communicate them.

The advantages of creating an effective vision and mission include creating a sense of united purpose within the organisation; providing priorities for allocating resources; and providing a basis for primary objectives and tasking through the organisation.¹⁰ Management theory further informs us that an effective vision statement looks at the expected long-term achievements of an organisation,¹¹ whereas the Mission Statement communicates to stakeholders answers to questions such as, What is our business?; Why do we exist?; and Whom do we serve?.¹² Our vision should be a statement that describes the principal direction and function of our band.¹³ Furthermore, our goals should be attainable, clear, measurable, challenging, time-based and provide us with a basis for planning and decision making.¹⁴

⁸ Griffin Management, 5th Ed, Houghton Mifflin, 1996, Boston, p. 478.

⁹ J. Adair, *Understanding Motivation*, Talbot Adair Press, England, 1990, p. 8.

¹⁰ David, F. R. (2009) *Strategic Management Concepts*, Upper Saddle River, USA Pearson Education Migliore, p. 54; R. H., Stevens, R.E., Loudon, D. L. & Williamson, S. (1995) *Strategic Planning for Not-for-Profit Organisations*. New York: The Haworth Press, p. 37.

¹¹ David (2009) op. cit. p. 50; Henry, A. (2008) *Understanding Strategic Management*, Oxford: Oxford University Press, p. 11.

¹² Allison, M. & Kaye, J. (2005), *Strategic Planning for Nonprofit Organisations*, Hoboken, USA: John Wiley & Sons David (2009) op. cit.

¹³ Johnson, G., Scholes, K. & Whittington, R. (2005), *Exploring Corporate Strategy Text and Cases*, Harlow, England: Pearson Education, p. 209.

¹⁴ Allison & Kaye (2005), op. cit. pp. 237-8; David 2009, op. cit. p. 12.

In reviewing the band's quality statements there was a strong level of input that recommended incorporating the band's core business strength (its music and its music ensembles) into its Vision and Mission. I agree that the delivery of music services is a core area of our business; however, we actually do much more.

The Senior Leadership has decided that the Band's Vision should be based around Navy's Vision 'an Australian Navy renowned for excellence in service to the nation; Navy's Motto 'Navy - Serving Australia with Pride'; which directly support Navy's Mission 'Fight and win in the Maritime environment'.

Quality Statements

(Vision, Mission, Goals & Signature Behaviours)

Our Vision is:

We aspire to be an organisation with a worldwide reputation for excellence serving Australia with pride.

Our Mission is:

Promote the Royal Australian Navy as a Navy renowned for excellence in service to the nation.

We will achieve our Mission by:

*Delivering high quality musical services to the Royal Australian Navy,
Delivering high quality ceremonial services to the Royal Australian Navy,
Delivering high quality public relations support to the Royal Australian Navy, and
Providing effective divisional and team support to each other*

Our Vision, Mission and Goals will be achieved through our personal and collective commitment to Navy's Values:

HONOUR HONESTY COURAGE INTEGRITY LOYALTY

Signature Behaviours

Importantly, our overall success will be underpinned by a guiding philosophy that all members of the band will be given equal opportunity to develop their professional and military skills in an environment that recognises and fosters both team and individual achievement. In order to deliver quality services, we each must give detailed thought to the best method of fulfilling our obligation the Australian people, to Navy, and to the people with whom we work. Navy's Signature Behaviours¹⁵ are one way of assisting us to fulfil these obligations; however, it requires our individual and collective willingness to behave in an ethical manner.

To live the Navy values, we will:

Respect the contribution of every individual;
Promote the wellbeing and development of all Navy people;
Communicate well and regularly;
Challenge and innovate;
Be cost conscious;
Fix problems, take action;
Drive decision making down;
Strengthen relationships across and beyond Navy;

¹⁵ A company Credos (in this case Navy's Signature Behaviours) deal with the ethical obligations towards stakeholders and can serve as a benchmark document. See McColl-Kennedy, J.R. & Kiel, G.C. (2000) *Marketing: A Strategic Approach*, Melbourne: Nelson ITP., p 791.

Be the best we can; and

Make Navy proud, make Australia proud.¹⁶

When we act in accord with these signature behaviours, we demonstrate attention to People, Performance, and Professionalism.

Where We Are Headed

Our quality statements give us a sense of Who We Are and also Where We Are Headed. To enhance those statements of purpose and direction, the Senior Leadership Group has developed a set of Statements of Intent that reinforce the commitment by each member of the Senior Leadership Group towards meeting the band's values. I have also provided a statement on what I see as key Strategic Imperative's for our future performance.

Statements of Intent

We will honour our heritage.

In achieving this we acknowledge that our band has a strong history, enjoys a very good reputation throughout the nation and within Navy, and plays an invaluable role in keeping Navy in the public consciousness.

We will value each other.¹⁷

In particular it is vital to look for new ways to recognise the unique skills of our people. We also acknowledge that the quality of our people along with the 'depth of expertise'¹⁸ within the band and its strong history contribute significantly to the band's image as an organisation worthy of the confidence of the people with whom it conducts its business.

We will balance the needs and aspirations of each other with the requirements of the Service.

We acknowledge that the band's ability to complete its mission is limited by its financial position. However, and despite those funding challenges, we are determined to complete our mission by balancing the needs and aspirations of our people with the requirements of the Service.

We are committed to Navy's values of honour, honesty, courage, integrity and loyalty.

We will demonstrate that commitment by being truthful, by doing what we know is right regardless of the challenge, by displaying honesty and fairness, and by demonstrating a commitment to all of our people and to our duty of service.

Strategic Imperative's

The Strategic Imperative program, which I implemented in 2004, has delivered nation best results in key areas of performance through a series of Benchmark activities¹⁹ and by embarking small musical elements in Major Fleet Units. This program will continue to be an important way for the band to achieve nation best results in key areas of performance, and to also continue the delivery of direct ceremonial and musical services to the Fleet. The Strategic Imperative's will be expanded to give opportunity for the band's jazz and classical specialists to further develop and to showcase their skills. The Strategic Imperative's are:

Sustain the Sea Deployment Initiative; and

Enhance the Benchmark program of activities to include a recording that features our soloists and recital opportunities for our jazz and chamber ensembles.

¹⁶ Vice Admiral R. Crane (address onboard HMAS *Arunta*), op cit, p. 5.

¹⁷ Two of the main points of New Generation Navy are recognising the 'value of the Australian sailor' and showing 'respect regardless of rank'. Refer to Crane, R. (2008). *State of the Navy: 2008 Video Symposium* [DVD], Canberra: Department of Defence.

¹⁸ Shalders, R. (2007), *The Navy Strategy - Charting the Course to 2025*, Canberra: Department of Defence.

¹⁹ Benchmark activities including the Wind Orchestra for 'Flagship Recitals' and recordings, and the Ceremonial Ensemble for Commissioning and Decommissioning Ceremonies.

LEADERSHIP STYLE

Core Characteristics

The band operates in a formal, military environment; but its approach to leadership—an approach that is embraced by its Senior Leadership Group—is one that encompasses people-oriented and task-oriented behaviours that balance concern for its people and concern for the task.²⁰

This conceptual model is characterised by three core areas of performance—leadership, the individual, and the teams. These areas of performance are supported by our values, beliefs, and aspirations, and along with our broad-range and flexible capabilities give our band its strategic advantage and high standards of task achievement. The model also shows that continued evaluation is required to ensure constructive adjustment and focus. I will now expand upon this model.

Leadership Characteristics

Leadership is the privilege and obligation shared equally by every person serving Australia's Navy.²¹ Our approach to leadership, shown at Diagram 3, should be one that encompasses people-oriented and task-oriented behaviours²² that balance concern for people and concern for the task.²³ There are many strategies that we can employ to achieve the right level of concern for our people.

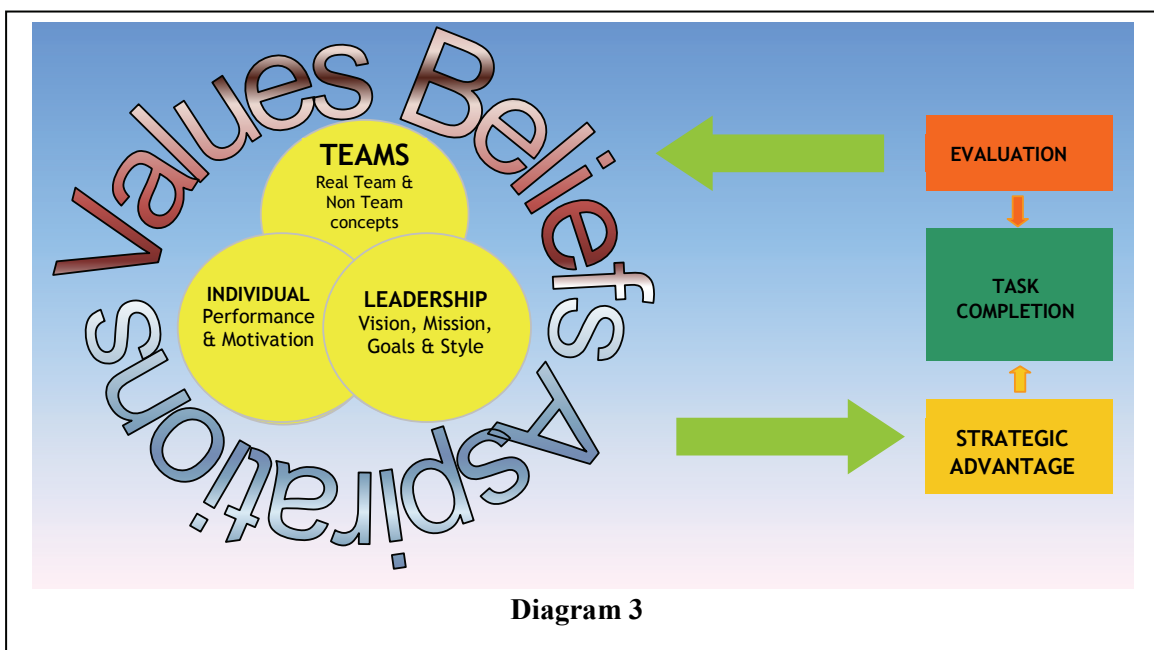
Some key ones are:

- delivering effective team and divisional support to one and other,
- providing opportunities for job enrichment,
- providing flexibility in working arrangements, and
- providing equal opportunity for tasking, development and advancement for those who hold the appropriate qualifications.

Individual Characteristic (Performance and Motivation)

Three factors influence individual performance:

- individual attributes or the individual's capacity to perform;
- work effort or the individual's willingness to perform; and
- organisational support or the amount of opportunity given to an individual.²⁴



Again, management theory tells us that the physical and psychological well-being of an individual must be our top priority,²⁵ and an inner passion to solve the problem at hand will lead to solutions that are far more creative than extrinsic rewards such as money.²⁶ When considering motivating factors, intrinsic motivation will have more impact on creativity than extrinsic motivation.

Key ways of enhancing intrinsic motivation are by fulfilling tasks at a high level of competency, giving ownership and accepting accountably, and knowing what we are doing is important to the Navy team. This is not just a concept developed by the business community of Navy leaders: Chief of Defence Force states that Defence leaders need to focus on empowering and motivating our people²⁷. Furthermore, feelings of inequity lead to reduced performance; as individuals are motivated to engage in behaviour to correct perceived inequity.²⁸

We are fortunate to have within our ranks some of the best military musicians in the country; but many of our people also hold qualifications in non-music areas such as marketing, teaching, human resources, and psychology.

Utilising and recognising peoples' unique skills can boost individuals' self worth and help them recognise their importance to the team. Part of our success relies on developing individuals' skills for the benefit of the whole team.²⁹

Teams Characteristic

An organisation comprises many individuals and teams working together to achieve given tasks;³⁰ so, obviously, harmonious relationships are important. Harmonious relationships are established by meeting the 'belonging needs' of the individual—this is a concept which enables team cohesion.

There is a place in the band to incorporate the leadership model shown at Diagram 4, which shows single leader teams and real teams. The real-team concept is best employed with small groups of not more than seven people. For example, the Senior Leadership Group can be one area for real-team performance and decision making. Real-team performance can be devolved to other areas; in particular, to the smaller ensembles within each of the various detachments or within each of the music sections or music groups within each detachment. The real-team concept does not mean that other forms of leadership or single leader decision making is irrelevant or wrong. Rather, this concept is meant to enhance the decision making processes currently employed within our workplaces as well as meeting the fulfilment and intrinsic motivational needs of the individual.

²⁵ Herzberg's 'hygiene' factors.

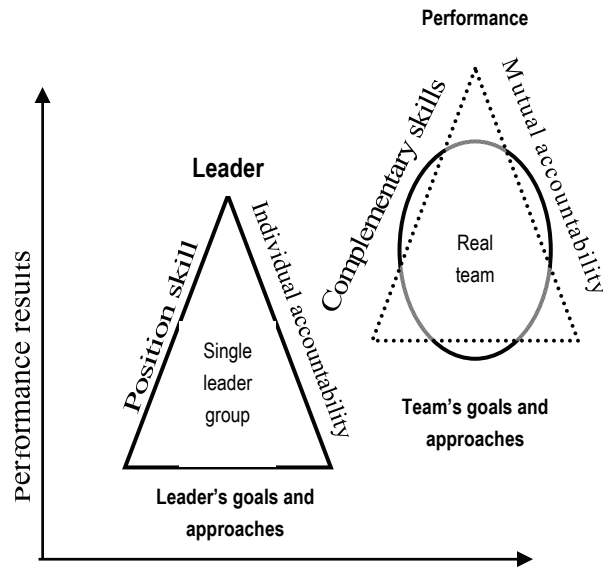
²⁶ T.M. Amabile, *How to Kill Creativity*, Harvard Business Review, Sept-Oct 98, p 78.

²⁷ Welch, A. (2007), People number one priority for CDF [Electronic version]. *Defence Magazine*, March, 2007.

²⁸ Wood et al, op cit, p 183.

²⁹ Blanchard, K. & Bowles, S. (2001), *High Five! The Magic of Working Together*. London: HarperCollins Business.

³⁰ An organisation consists of real teams and non-teams and in particular, 'high performing organisations require a flexible and balanced leadership effort that fully exploits non-teams as well as real team. See J.R. Katzenbach, *Teams at the Top*, Harvard Business School Press, Boston, 1998, p 5.



Source: Time, Teams at the Top³¹

Diagram 4

Values, Beliefs and Aspirations

Cultural values are 'the system of shared beliefs and values that develops within an organisation and guides the behaviour of its members'.³² Our values, beliefs and aspirations have been explained earlier in this essay.

EVALUATION

Measure of Outcomes and Achievements

The band's Evaluation Plan will comprise a mix divisional and administrative data, a Team Culture Survey, Customer Evaluation, and collection of statistical information to give a clear measure of our outcomes. Divisional and administrative data will include collating requests (supported or otherwise) and opportunities given members.

The Team Culture Survey will record individual and collective assessment of the following:

- Individual Opportunities and Mission;
- Team characteristics:
 - Common vision and goals;
 - Team ethos and teamwork;
 - Communicating and listening;
 - Mutual trust and respect;
 - Full Delegation and Acceptance of Responsibility;
 - Authority and Accountability;
 - Continuous team improvement; and
 - Leadership.

³¹ ibid.

³² Wood, et al, Organisational Behaviour, John Wiley and Sons, 1998, p 436.

Customer Evaluation will be undertaken by monitoring letters of appreciation and informal feedback, and each detachment will report 'on occurrence' statistical information with regard to public relations outcomes. The results of these measures will provide us with a unique opportunity to identify both areas of achievement and opportunities for improvement. They will also enable us, by a review and evaluation process, to ensure the achievement of our mission.

The Team Culture Survey will be conducted twice each year. The first will be delivered in December this year with results published in early February 2010 and the second survey in June with the results in July 2010.

CONCLUSION

The Royal Australian Navy Band has a proud record of service and its current generation of musicians generate many good news stories for Navy. Its reputation throughout the wider community is sound and its position within Navy as a highly effective business unit is fully appreciated by our senior leaders. We are fortunate to have a pool of very talented and highly educated people across a range of disciplines. Our business model is robust with a worthy set of quality statements to guide us through the many challenges ahead. We belong to a larger organisation, the Royal Australian Navy, whose values and record of service to the nation have gained the enduring trust of a nation.

There is much for us to be proud of and I am personally enthused by the opportunity New Generation Navy brings to each of us; and look forward to seeing the results of our individual and collective contribution.