The Cause-Effect Diagram in Music

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Abstract: *A useful tool in analyzing an entity's, an artist's, an organization's current situation is the Cause-Effect Diagram (or Fishbone Diagram). This is a graphical illustration of the relationship, the connection between a problem that an artist faces and the causes that generated it (for a problem, an event, a process, a phenomenon). The cause-effect diagram is a tool used in quality management, facilitating a structured, objective analysis, aimed at improving the decision-making process in the case of different fields, but still, less used and discussed in the Music one. To build a cause-effect diagram in Music implies a good knowledge of the analyzed phenomenon, a direct connection with it, aiming to find the best solution for bringing a new and better understanding of the problems in order to find the best solutions for improving or solving it.*

Keywords: *Cause-Effect Diagram, Artistic Objectives, Performance, Quality management, Communication*

1. Introduction

To respond to increased competitiveness in the Music field (with ever-changing audience demands, increased market targeting and reshaping of strategies), the development of new innovative or personalized musical products (involving new creative thinking patterns and new technologies) and to respond promptly to audience demands, current music performers and music managers need to react quickly under quality conditions. Increasing the quality of the performance and reducing the cost of the art production are necessary changes, especially in the thinking patterns and motivation.

Coordination is one of management's functions, which can be referred in music as the sum of the work processes through which the decisions and actions of the artist or the cultural organization and its subsystems are harmonized, within

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the forecasts and of the organizational system established previously (Băcanu 2007).

The coordination can be assimilated to a cultural organization in dynamics, this resulting from:

- The dynamism of the cultural organization and the environment in which it operates;
- Complexity, diversity and unprecedented artist's reactions; adequate communication at all levels of cultural management is required. Communication is the transmission of information and the complete perception of the messages contained.

In the case of a company whose activity is expanding, developing, the manager is in the situation of expanding the range of activities carried out, from different fields. This involves more and more complex work, which requires an increasing volume of work time, with the manager resorting to delegation to other subordinate managers.

There are five fundamental coordination mechanisms: mutual adjustment, direct supervision, standardization, mediation and reactive behavior (Shane 2004). There are situations characterized by changes with impact, the cultural organization has to adapt in an agile way. Lifelong learning is an important individual quality of artists due to the fact that, in time, it is almost impossible to correctly determine the specific behavior and activities attributed to each personal goal achieved. Providing the artist with the ability to learn, the ability to improve his future performance is one of the key implementation techniques of cultural management continuing growth (Shane 2003).

2. The Cause-Effect Diagram

The design and implementation of an effective cultural management that has the capacity for reconfiguration and agility is one of the priority research areas. Complex systems of cultural organizations are difficult to reconfigure using only the mathematical approach, the multi-disciplinary approach, integrating optimization through efficient coordination mechanisms, being an appropriate one.

For the large-scale use of cultural organizations it is necessary to develop tools, platforms and standards in order to continue the growth of the music domain.

The cause-and-effect diagram it is also called the Ishikawa diagram or the fishbone diagram. The diagram identifies a large number of possible causes for an effect or problem. It is a tool that can be used to structure a brainstorming session in different environments, including music and arts in general.

The method sorts ideas into useful categories in a very immediate response. It is not mandatory to use the brainstorming technique, but the expected results are shown more rapidly when using this method.

The method can be a very useful tool for artists, when working alone or in an organizational form, when aiming to identifying possible causes for one or more problems, or when the team's thinking tends are no longer current (Calefariu 2017).

2.1. The method's elements of interest

The cause-effect diagram is considered one of the most important quality increasing tools. It can be used in finding solutions (Locke 1990), taking in consideration different other methods, equipment, people, materials, environment in order not to be restrained, closed to new ideas and different views, overlooking major categories of problems for the problem analyzed.

3. Application of the method

To build a cause-effect diagram implies a good knowledge of the analyzed phenomenon, a direct connection with it. It can be used in obtaining ideas for different artist's problems, such as: not being invited to sing as much as in the past; not finding an agent; not being payed appropriately for the effort that he makes; having problems of communication in the cultural organizations that he works in; being too emotional; not having experience in any other field except music; traveling to much, this aspect influencing the quality of the music he sings; being rejected form different cultural competitions; comparing himself with other successful artists; not knowing the value of his art, objectively etc.

For the application of the specific methodology the following steps need to be applied.

3.1. Selecting the problem to be solved

Selecting the problem to be solved and formulating its name is in some circumstances a difficult task. This is due to the fact that the root of one problem can be deeper than imagined initially.

An artist preparation starts at a very young age and is being influenced by a number of professional and nonprofessional people. The method helps artists to focus on the most important aspects of their career, or of their state of

preparation, in order to dig deeper, aiming at finding the objective cause that led to the analyzed effect.

The method allows the artist to initiate a brainstorming session with participants that are involved in the same artistic field or with people from complementary areas of research, this allowing a more inside view from one side, and a more general, noninvolved view from the other side. Graphically, the effect is placed in a rectangle on the right of the paper, as shown below.
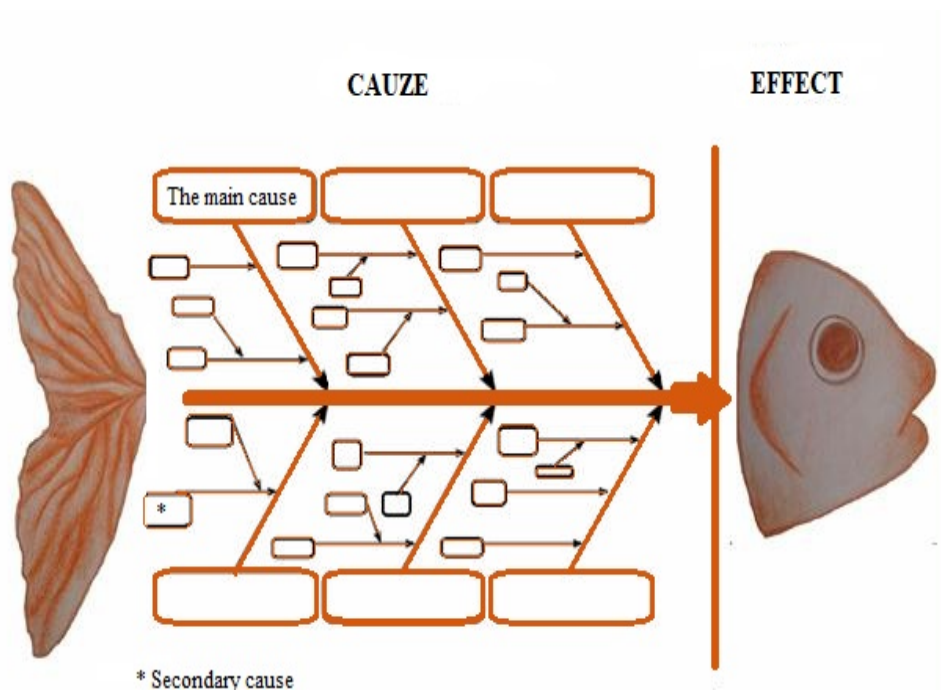

Fig. 1. *Cause-Effect Diagram in graphical form*

3.2. Tracing the "skeleton" above and identifying the main causes

Tracing the "skeleton" of the fish and identifying the main causes, according to their level of importance and detail. The purpose of this approach is useful in representing the relationships and the hierarchy of the respective causes. It is also useful in determining the root cause, identifying problems from certain problematic directions, but also comparing the relative importance of different areas.

Artist and artistic organizations are influenced in their field by a very wide category of factors. The main causes that can lead to an effect in the music field are:

- Legislation, by setting new and constricting laws for copyright and liberal professions;
- Education, teachers, from kindergarten to university and beyond university;
- Technology, by creating tools that produce music, replacing the talent and intense training of the artist;
- Competition, and not being attentive of what happens in the field;
- The artist himself, with his personality, communication skills, discipline, charisma, talent, leadership, ambitions, effort making availability, permanent developing desires, working habits, passion, objective evaluation of skills;
- The artist's family, which can induce a secure environment in order for the artist to grow, and also to provide the financial part of the artist's development;
- Musical instrument.

The main causes described above are not presented in a certain order, this not being of any importance for the method's success.

3.3. Tracing the "finer" bones of the fish's skeleton

Drawing the "finer" bones of the fish's skeleton involves detailing all the main causes found above, based on the elements that caused the problems in each situation.

This step is very suited for brainstorming, as it requires as many opinions as possible, correct or wrong ones. In the first step it not as important to find well-argued elements, than it is to find as many related to the main cause. This is a basic characteristic of the brainstorming technique that requires answers given in a relaxed environment, where there are no wrong answers, where the focus is on finding the best ideas among the many ones found.

Each main cause is being detailed in finer, more precise causes, the purpose being to reach the correct and objective cause that led to the analyzed effect. In music this requires a strong background in the field, a fine observer of the music domain reality. This almost extreme detailing provides the answers needed by the artist in order to decide and conclude on the best solution for the problem analyzed with the method.

4. The advantages of the method

The method presents a number of important advantages:
- It is in an orderly form, easy to understand by any person (not necessary one that is involved in music;
- Concisely, in a graphical form, highlights the determinants for a given situation;
- Instrument for determining the root cause for one problem;
- Indicates a number of possible causes of current problems allowing the artist to go deep in its artistic development and preparation and find causes;
- Facilitates finding objective, realistic solutions to improve the situation that caused the effect;
- Method that can be used by participating in the group to solve the problem.

5. Conclusion

Although there are different other tools for identifying the causes that led to a present situation for an artist or a cultural organization, the cause-effect diagram is very useful tool that can be used both individually or for a group of artists, the extremely explicit and coherent form of presentation making it a top effect maximizer when struggling to find a cause.

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