

S.M.A.R.T. goals in artistic management

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Abstract: *S.M.A.R.T. goal setting is an extremely useful concept that allows the artist or his manager to bring an objective mindset about the future goals and realistic expectations in the future. This analysis brings structure in planning and managing the artist's career, or career development process. It is not an easy task to implement such a method from the artist's point of view, especially because art implies personal inner looking, expression of feelings and communication abilities. Art is not created in any kind of environment; therefore S.M.A.R.T. analysis contributes to order and a better use of time, time management. Also important is the fact that S.M.A.R.T. goal setting contributes to an estimation of the goals attainability, bringing the artistic management to a higher level of reality and of performance achieving.*

Keywords: *S.M.A.R.T. Analysis, Artistic Objectives, Performance, Time management*

1. Introduction

Growing competition globally and the changes regarding audience needs and demands, call for a superior adaptability and a more agile response from artistic management.

Lack or too little flexibility and promptitude lead to a limited public awareness and public need for different genre of music. It results in a limitation of the expansion on young public knowledge of music, which asks for a different approach.

The methods for assessing success involve indicators such as the number of people in the audience, percentage of people returning to another similar artistic event, number of concerts, number of invitations from different countries to sing / play, profit, return on investment and the list could go on. Following the global changes, regardless of the field (artistic, manufacturing industry, commerce, services), applying only the traditional methods of goal setting, represent a limited approach.

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2. S.M.A.R.T. analysis

The struggle to fulfil ambitions, personal artistic development, other people expectations (parents, professors, friends) is something a lot of young artists go through. Improvement is desired in every hour of study, in every effort made to become better to improve the skills, in the hard work that music requires in order to reach a goal in a number of years, months.

Accomplishing very little comparing to the efforts made is something that needs to get an artist thinking that something is wrong and some changes need to be done. Drifting from one music genre to another in a short time interval, rushing from one music band to another or from one chamber music band to a philharmonic orchestra can dilute the effort made and the great goals to fulfill.

The reason why S.M.A.R.T. goals need to be established is that this method allows the artist to focus and objectively determine the efforts that need to be done in order to set goals, clarify them and increase the probability to achieve them. Another important aspect that is not to be forgotten is time, the never ending foresight about when is not too late or not too soon to accomplish something.

Goals and objectives are a valuable must for an artist that works hard in order to achieve a professional career (Hersey et al. 1988). Ambiguous, vague, hazy formulated resolutions do not bring structure and traceability to an artist that values its time and future. An estimation of the goal's attainability represents verifiable goal accomplish in time, with clear, unquestionable steps, that use all the artists' resources productively, thus increasing the chance to success.

An artist can transpose an objective into a S.M.A.R.T. objective, thus bringing it closer to reality (Locke et al. 1990). This tool can provide an objective evaluation on personal objectives, even on intermediary ones. It creates transparency and clarity for any person that wants to understand and accomplish that specific objective.

2.1. The method's elements of interest

S.M.A.R.T. is an acronym used in order to guide goal setting for an artist, which stands for "Specific, Measurable, Attainable, Relevant, and Time-bound".

Peter Drucker (2006), one of the first to write about this management analysis method, presents it for the manufacturing industry. In order to make goals clear and reachable for all the parties involved (Meyer, 2003), they must have these common parameters:

- Specific, simple, sensible, significant;

- Measurable / quantifiable, meaningful, motivating;
- Attainable, agreed on, attainable;
- Relevant, realistic, reasonable, reachable, resourced, reviewed, results-based;
- Time-bound, time-based, time limited, time framed, time/cost limited, timely, time-sensitive.



Fig. 1. S.M.A.R.T. analysis in a graphical form

3. Application of the method

An artist needs to have control over its own life, a charted vision. This equals a non-chaotic behavior, an orderly life lead by rules and organization.

3.1. Specific

A specific parameter provides information about the distinctive features of a particular goal set by the artist, the efforts that need to be done, indicating exactly what is to be achieved without leaving room for interpretations. In this manner, a motivational manner, any person that comes into contact with the goal understands the same thing, interprets it in the same way. It can clarify the answer to the following questions from the artist's point of view:

- Who is involved? Are the other artists involved professionals? Who is the conductor?
- What do we want to achieve? Is the public prepared for this repertoire?
- Where is it done? Is the concert taking place indoor? Is the acoustic good? Does the artist need amplifiers? How will the artist arrive at the concert hall?
- How will the artist know that the goal is met? What is the theme of the concert?
- What are the requirements and limitations? Does the artist need a previous experience in that kind of repertoire? What happens if not all the tickets are sold? Does the artist have a soloist part? Where does the artist get the scores from?
- Why do we need to do that? Who asked for the artistic event to take place? In whose honor is the concert?
- Is there another possible way to achieve the same objective? Does the artist have any alternatives?

It is not mandatory for an objective to answer all of the above questions at the same time, but, in order to be a valuable one; it must apply to what the artist needs. In order to increase the chance for the goal to be reached, the more specific and clear the goal is formulated the better.

3.2. Measurable

Measurable goal expressions represent quantitative and qualitative aspects of a target that can be determined with known units of measurement. The measurement methods are objective ones, standard ones, which the artist or any other person can apply and reach the same answer with accuracy. It can clarify the answer to the following concrete questions from the artist's point of view:

- How much? How many pieces are to be played? How much will the artist earn from this concert? How long is the concert? How much is a ticket to the cultural event worth?
- How many? How many concerts are included in the tour? How many seats are in the concert hall? How many tickets need to be sold in order to obtain profit from the concert?
- When will I know it was fulfilled? Do I need to count, measure, calculate, time something?

Goals expressed in a measurable manner make the easier to reach; because of the clarity they are expressed with, one that allows the artist to track the progress.

3.3. Attainable

Attainability means that an objective can really be achieved with the available capacity and resources. It can clarify the answer to the following questions from the artist's point of view:

- Is the artist capable of achieving the goal? Are the measurable goals expressed considering the artists abilities, capacities?
- Does the artist have enough resources to implement the plan?
- Does the artist have enough knowledge to fulfill the goal? Are there any prerequisites needed, that are impossible to obtain in the mentioned time interval?
- Does the artist need a previous experience in playing in a philharmonic?
- Can the goal be fulfilled in the time interval specified?
- Is the goal too easy to accomplish? Will it now result in a progress, a motivation for the artist? Is the goal reasonable?
- Does fulfilling the target results in a stressful period, with implications in the long term?
- Can the artist master his emotions?
- Can the artist support the costs involved? Are there any financial constraints?

An important aspect regarding attainability is the person that has the power to implement the goal. Fulfilling it must depend on the artist, and not on someone else's decision.

3.4. Relevant

Relevance means that the achievement of the objective contributes to the impact. It can clarify the answer to the following questions from the artist's point of view:

- Why is this goal important to me? Those fulfilling this goal have an impact on my artistic career?
- Is reaching this goal going to make a difference in my current work place?
- Are these masterclasses the artist attends going to provide a better income?
- Winning this contest opens new opportunities?
- Is fulfilling this goal going to resolve a problem that the artist has?

Achieving an objective must essentially contribute to achieving a larger, more general goal.

3.5. Time-bound

Time orientation refers to a certain amount of time, well-specified, regarding the stage of achieving the goal. To check whether or not a goal is framed in time, it should represent the answer to the following questions:

- When? When is the concert taking place? How long is the concert? When is the presence of the artist required? When do rehearsals take place? How long is the rehearsal?
- Until? Can this score be learned by heart in this amount of time? When is the last day the artist can respond to an invitation?
- When should it be done? How long can the artist prepare for the competition? How long will it take the artist to improve he's breathing technique?

Deadlines provide concentration and focus on the most important actions that the artist is required to do, in order to complete the goal in the specified amount of time.

4. Conclusion

Exceeding own personal artistic limits is not possible without a well-established plan, and that means setting S.M.A.R.T. goals. Goals are an important part of an artist's urge to success, and they are not dependent only on the professional part of life. All these goals lead to the complex personality that an artist has in order to create, interpret and transmit emotions to the audience. It all converges to personal priorities, self-content, popularity or any other conscious or subconscious preferences, subjective or objective ones.

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