

*Harmony*TM

FORUM OF THE SYMPHONY ORCHESTRA INSTITUTE
NUMBER 6 • APRIL 1998

Research Update



To subscribe to *Harmony* or provide support to the Institute, contact:

Symphony Orchestra Institute

1618 Orrington Avenue, Suite 318

Evanston, IL 60201

Tel: 847.475.5001 Fax: 847.475.2460

e-mail: information@soi.org

www.soi.org

Research Update

Organization Study

In the October 1996 issue of *Harmony*, the Institute reported that it was developing an “OD-in-residence” program, in which an “organization change” scholar (perhaps joined by a graduate student) would spend a number of days, over a period of months, with a symphony organization, observing various group meetings; completing interviews with many of the organization’s participants—personally and in small groups; studying written material developed within the organization; attending rehearsals, concerts, and other group services and events; and obtaining insights from community leaders about the symphony organization and the local environment.

During this process, the resident scholars would become familiar with the values, beliefs, and goals existing within the organization, as well as with organizational structure and functioning, and with decision-making and communications processes. In addition, the scholars would be absorbing background material about the industry and its environment, and exchanging views with each other. Each residency is intended to foster organizational learning—an appreciation shared by many participants of how the organization is functioning, what is working well, and what issues and challenges the organization faces.

Toward the end of 1997, the Institute established a residency program with two collaborating symphony organizations. We anticipate that these residencies will be completed by midyear. The Institute may initiate other residencies in the fall.

Organization Change Consultation

In addition, the Institute is pursuing the sponsorship of one or more programs of organization change involving process consultation, and has adopted a statement of beliefs and principles to guide these programs (see page xi). As noted in the preamble to this statement, the Institute is intent on developing methodologies for organization change in symphony institutions that can be adapted to the needs and circumstances of specific organizations.

Conductor Evaluation Data Analysis

In another direction, with the consent of the International Conference of Symphony and Opera Musicians (ICSOM), the Institute is undertaking an analysis of conductor evaluation data created by ICSOM orchestra players over the last decade, and maintained at Wayne State University. The goal is to determine

what, if anything, such data might reveal about various dimensions of orchestra conducting, from the point of view of orchestra players.

Other Projects

The Institute maintains regular contact with a number of scholars pursuing various research projects relating to symphony orchestra organizations.

Extending the Bibliography

Prior issues of *Harmony* have contained either cumulative or incremental additions to the Institute's bibliography on the literature of symphony orchestra organizations since 1960. The entire, updated bibliography may now be found on our web site at:

www.soi.org