

Building a team – Teambuilding

The process of building up international staff for a big festival

With Sonja Greiner, ECA-EC

I will talk about building a partly international team for a festival like EUROPA CANTAT, a festival changing from one country to another every three years, with different staff and partly different structures each time.

1. We will form **4 groups of 3-3-3-4 persons each** (by distributing papers with 4 different symbols used in the “story” below and asking people with the same symbol to get together in one group)

3. Then I will distribute a “picture story” of how the festival and its team are developed / built up. Each group should look at the pictures and try to understand the story (and write it down). Since it may take too much time to all go through the complete story, each group should first FOCUS on one part of the story that they will be asked to present to the others at the end (talking about the year or years shown on your small paper, “translating” into words what you the pictures mean.

10 minutes working group.

For picture story see last page

Report back from the working groups – while explaining how we do it at ECA-EC (15')

A special presentation on YEMP – a management training programme which provides the festival with a special category of “volunteers”.

Group 1:



Year -4

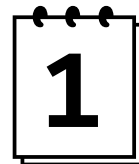


Year -3

Group 2:



Year -2

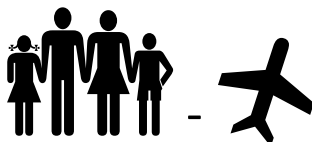


Year -1

Group 3:



Year 0



Group 4:



Year 0



Group 1: Year -4: Only volunteer staff or people who are employed by an organisation already, no money available, nobody paid for festival work – the idea for the festival comes up, it is discussed with different people and in the end there is an official application for hosting the festival. No real staff, yet. **Year -3:** The festival has been chosen, the people who had the idea are happy – usually it is still only volunteer staff, but more people working on developing the idea. They might already set up an office or use an existing office and they have to develop first graphic material and communicate to the world about the festival

Group 2: Year -2: First paid staff members (contracts needed – job interviews before, think of job descriptions, skills needed – languages? Other skills? Age / experience?, fix a trial period and take it seriously), Setting up of a music commission, travels to other places, meetings, discussions and preparations of programme, international liaison etc.

Year -1: More people employed and paid (time to make an “organigramme” pre-festival and for the festival), work of Music Commission continues, programme of festival communicated to the world (what is needed before? Music manager, communication manager, designers, setting up of database – office manager), Good time for team-building activities, e.g. a “retreat” (image of the island), with some communication games (examples from Utrecht? Maybe one game could be played at the end if we have time / examples: intercultural communication workshop, theatre workshops, outdoor activities etc., also see YEMP), common dinners with potential volunteers / with a growing team you may need a “boss” who instructs others on what to do – and later “sub-bosses” for the different departments. Challenges of “mixing” paid and volunteer staff at this point – volunteers difficult to sack, have their own, sometimes different motivation, need a lot of communication and taking care of, must be instructed on how to feed back etc.), more travels and meetings needed, maybe also inviting staff from earlier festivals for input

Plus focus on how to find volunteers etc.?

Group 5: Year 0 part 1: Even more paid staff (estimate the year before what will be your growing needs in music office, festival office, production office, protocole, communication etc – do not underestimate time and thus staff needed for communication, think about involving interns) , put together an international team of volunteers for the festival (where do you need them? Which skills do you need? Languages, previous experience at festival, music knowledge, other skills), invite them early enough, think about what they will need, plan in the budget how many you can take ..., amount of extra hours, night shifts increasing, setting up of different departments (office, music, communication, production – regie, etc.),

Group 6: Year 0 part2: make a list of what staff will need (international travels – who books the tickets? Rules? accommodation, meals, local transportation, telephones, T-shirts?, information on papers, oral instructions, there will be moments of crisis, sometimes the boss will have to speak up and take decisions against the will of the team, but you have to try to find a peaceful way out **YEMP!** – after the festival, it’s time for thank yous, presents, party and evaluation ;-)

-Distribute paper no YEMP – our programme to train managers and have a special category of volunteers on the team

4. If there is time – a teambuilding group work (stolen from Utrecht): Each group (or form new ones) should choose a verb “see”, “hear”, “feel”, “experience”, “read” and the task is “what would you like to XXXX (verb) on 5/8 when the festival is over. Develop a little scene in which you show the others.

Building a team – Teambuilding

The process of building up international staff for a big festival

Telling a story:

