

## CHAPTER 2 – THE MANAGER

There is no individual more important to an artist's career than the manager. It's virtually impossible for an artist to achieve any significant level of success without the assistance of other individuals working on his/her behalf. It may be a manager, an agent, a lawyer, or even a mate, but there has to be someone with a reasonable level of objectivity working on the artist's side. Ideally it's a team of all those listed above.

For some reason that has remained incomprehensible to me for the 35 years I've been in this business, older jazz artists are reluctant to fully embrace this concept. Peer pressure (often fueled by jealousy), obstinance, distrust, and a mis-application of the independent spirit are just some of the reasons why they seem to underestimate the importance of management relationships. Artists in all of the other popular and fine arts accept management as an intrinsic part of their professional careers. As with the failure to embrace the use of the not-for-profit corporation, the jazz artist's tendency to devalue management has been terribly detrimental to career success, and one of the major reasons why the patterns of exploitation in the jazz business have remained unchanged for 75 years.

Younger jazz artists seem to recognize the need for management, but to my observation are still quite unenlightened regarding the understanding of the job and the proper attitude and sense of partnership that is necessary for optimum results.

In this chapter we'll be answering the most important questions surrounding management. A clearer understanding of these issues will both facilitate better business relationships and demystify the job, creating a better environment for trust, cooperation and partnership.

For various reasons that are touched on throughout this book, managers must often perform the work of agents and vice versa. I've tried to delineate the issues involved with each separately, but because there is so much crossover, the *Manager* and *Agent* chapters should be viewed as two parts of the same whole. Essentially, we'll be dealing with the overriding philosophy of management in *The Manager*, and the general economics in *The Agent*.