

MMF AND MUSIC SUPPORT PRESENT

# THE MUSIC MANAGERS GUIDE

## TO MENTAL HEALTH



LOOKING AFTER YOURSELF AND THE ARTISTS YOU WORK WITH



**music**  
**support**

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# INTRODUCTION

Artist managers have always been at the epicentre of the business of artists. As the administrator, communicator and negotiator of all the facets that make up an artist business, you have a vast workload and numerous relationships to manage. Today, the role of the artist manager covers much more than that due to the decrease in artist investment available as well as the growing complexities of the digital business. As the only people with a 360-degree, 365-day view of what's going on in the artist's life, you are at the forefront of any issues arising, including those around the health and wellbeing of the artist.

The MMF wrote in an article last year;

*"A good modern music manager protects their client's emotional, mental and physical state just as passionately as their business interests. It's a role that can make all the difference for artists who may be struggling with the demands of stardom, along with any other mental health challenges they harbour."*

*[The Guardian, 2016]*

But in an area that is little understood, this comes with some big questions, uncertainties and, most importantly of all, the balance in protecting your own wellbeing and mental health too.

We all have mental health just as we all have physical health - it moves up and down a scale from good to poor for any number of reasons.

Experiencing poor mental health is not an issue specific to the music industry. One in four adults in the UK will deal with a mental illness at some point in their lives[1]. However, for the majority of music managers, there is no compassionate leave, no sabbatical, no HR support and oftentimes, very little peer support. Becoming unwell can be a very scary, isolating experience but the most important two things to remember are; it is not a weakness and you are not alone.

This guide is here to offer that first step of support for you, as a manager. Firstly, to help you do your job without sacrificing your health and secondly, to give you information on what to do if you or your artists are having difficulties and, finally, to signpost the brilliant organisations and services that exist out there to help and support you, both with emergencies and in the longer term.

Fiona McGugan  
General Manager  
Music Managers Forum UK

*“There is no point in having your dream job if you’re going to let it kill you.”*

I managed to convince myself for years that waking up in the morning feeling like I hadn’t slept was all part of the job. That I just didn’t have time to eat properly, that I was just too tired to exercise, that I was just too stressed to meet up with old friends and just have a laugh. That everyone has to sleep through most of their weekend missing priceless moments with loved ones just to be able to be ready to go again on Monday.

If this resonates with anyone reading this; **STOP! TAKE A BREATH, AND LISTEN TO YOUR HEART, RATHER THAN YOUR EGO FOR ONCE.**

That voice that tells you that you’ll address these issues when you have achieved X or when you are X years old or when you have finished this contract is not your friend it’s your enemy. It’s time to listen to that other voice, that softer, kinder voice that says... be kind to yourself, look after yourself, live your life how you want to not how you think you should. It is my personal belief that if you ignore what your heart is trying to tell you for long enough eventually it will make you ill, not to punish you but to save you. In my case it took a debilitating neurological illness with no known cure to make me come to my senses and my reason for writing this is in the hope that even one person can avoid experiencing the same fate.

May you have hits, health and happiness (but not in that order!)

– Jho Oakley, JHO Management (closed in 2015)

## *WELCOME TO THIS GUIDE....*

One day a group of people from many different parts of the music industry, all in some kind of personal recovery from either alcoholism, addiction or mental health issues, had an idea.

The idea was that nobody from the music industry suffering from such issues should ever have to be alone again, as they had once been alone themselves.

That although the music industry is an enabling and triggering industry for anyone with a predisposition or vulnerability to these life threatening issues, nobody else needed to die, as they had all seen friends and colleagues die.

That anybody in the music industry who reached out for help should get it - quickly, from appropriately trained people with experience of the music industry, who understood what it was like, because they had once come up against a lack of understanding themselves.

And that the appropriate professional help should be made available when needed, whether privately funded or 'with a little help from their friends.' Because they had once struggled to find appropriate professional help themselves.

What started out as an idea grew into a plan, which then grew into a website, and a helpline, which people in need from all areas of the industry started to call, and got the help they deserved.

Some who were less well or more vulnerable were signposted to professional help, and they got the help they needed.

And the idea is still growing.

This summer Music Support, in conjunction with Festival Republic, will be hosting Safe Tents at 10 Festivals across the UK. We will soon be employing our first full time member of staff, increasing the number of telephone volunteers, and announcing some exciting partnerships within the industry.

This guide, with our earliest supporters the MMF, is the first of these and we are truly grateful to Fiona and all at the MMF for their enthusiasm and dedication.

Music Support was born of passion and frustration, and this gives us our relentless energy. If you are holding this booklet, then you are part of that energy. And if that helps just one person, then we've all done our job.

With Love,

Music Support.

**music  
support**

## *FOREWORD*

We at Help Musicians UK (HMUK) realise that managers are on the front line when it comes to artist health and welfare. Not just in terms of spotting signs of anxiety or depression but also the difficult issues around the many forms of addiction. So, as the nation's leading independent music charity, we are grateful to be given the opportunity to support this Artist Managers' Guide to Mental Health. It's an invaluable reference document for any manager or industry professional.

We recently commissioned the University of Westminster/MusicTank to produce the world's first academic study into mental health in the music industry. The first set results were staggering. Those in the industry are three times more likely to suffer from mental health issues than the general public. Of the over 2,200 industry professionals surveyed almost 70% suffered from stress or depression. The final 'Can Music Make You Sick?' report will present more fascinating insights and importantly, turn them into answers.

We believe the solution is in the hands of the music industry itself. Not only is HMUK committed to building a Music Industry Mental Health Taskforce – with key partners like the Music Managers Forum – we are also determined to give musicians and those around them a route to find clinical or therapeutic support.

Richard Robinson  
Chief Executive  
Help Musicians UK

Supported by Help Musicians UK





# ANXIETY & DEPRESSION

Two of the most common mental illnesses in the UK are anxiety and depression, often experienced together with 9.7 in 100 people experiencing from a mixture of the two[2].

Help Musician UK's recent research into music industry-specific mental illness heard directly from musicians and others working within the wider industry, including managers and reports that this figure is much higher with 71% experiencing anxiety and panic attacks and 68.5% reporting suffering depression at some point throughout their career[3].

There are two central issues with the current status of these illnesses; the first is that they are invisible and the second is that those who have never had them can have great difficulty in understanding the impacts.

## SIGNS & SYMPTOMS OF ANXIETY

- Tense, nervous and on-edge
- That the world is speeding up or slowing down
- As though others are constantly watching/staring at you
- A severe sense of dread or constantly worrying
- As though your mind is very busy with thoughts
- Ruminating on negative experiences
- Restless and not being able to concentrate
- Light-headedness or dizziness
- Sweating or hot flushes
- Heart palpitations
- Shortness of breath
- Pins and needles or numbness
- Tense muscles and headaches
- Nausea
- Needing the toilet more or less
- Dry mouth
- Difficulty sleeping
- Panic attacks (chest pains, nausea, sweating, unable to breathe, shaking limbs, coughing)

*"When it comes to managing people with mental-health issues, it's all about listening and working out where their head is at. Are they actually in the middle of an episode or not? It can be a hard judgment to make but it's ultimately the only thing you can do. Then it's about finding help."*

*- Ellie Giles, Various Artist Management*

The majority of us work in busy, creative roles, which require an incredible amount of brain capacity, so employers and colleagues being equipped to provide the right kind of support is vital to the health of the music industry as a whole.

We only have a problem if we ignore the fact that anxiety and depression exist among and alongside us and have very physical impacts on people.

[2] ©MIND, This information is published in full at [www.mind.org.uk](http://www.mind.org.uk)

[3] Help Musicians UK, Can Music Make You Sick? Part 1: Pilot Survey Report Summary. Results available at [https://www.helpmusicians.org.uk/assets/publications/files/can\\_music\\_make\\_you\\_sick\\_summary.pdf](https://www.helpmusicians.org.uk/assets/publications/files/can_music_make_you_sick_summary.pdf)

## *SIGNS & SYMPTOMS OF DEPRESSION*

- Feelings of guilt, worthlessness or despair
- Restless, agitated or irritable
- Down, upset or tearful
- Empty and numb
- Lethargic and tired all the time with little or no energy
- Isolated and unable to relate to other people
- Persistent aches or pains with no apparent cause
- Avoiding social activities and finding little or no pleasure in things you usually enjoy
- Having difficulty remembering details or making decisions
- Thoughts of active suicide or even just falling asleep and not waking up
- Speaking and moving very slowly or being restless or agitated at intervals
- Using more tobacco, alcohol or other drugs
- Overeating or loss of appetite
- Insomnia, early morning "wakefulness" or excessive sleeping

## *HELPING YOURSELF*

The NHS has developed a mood self-assessment form for those potentially dealing with stress, anxiety and depression. Search "NHS Mood Self Assessment Form" or visit your GP.

If you think you might be suffering from anxiety and/or depression seek help through your GP (they do take it seriously), or by using some of the sources of support in the directory of this guide who can give guidance and advice, such as Mind, the NHS (on 111), Talking Therapies, Anxiety UK, and others, including urgent or emergency contacts.

Educating those around you on the impacts of anxiety and depression is key to relieving the symptoms you are dealing with; this includes telling the artists you work with what you are going through. This can be an extremely daunting challenge, especially if your colleagues are dismissive or cynical about mental illnesses as a whole. They need to understand that;

- Anxiety and depression have very real, physical symptoms that can impact on personal and professional life
- Anxiety and depression are not signs of weakness or incompetence and can affect anyone at any point in their lives.
- Anxiety and depression are not short-term illnesses and do not have any quick-fix solutions, and can often return over time.
- Anxiety and depression require the individual to take a very balanced approach to work and life.



It may help to send your colleagues some articles or videos around the subject to help them understand such as;

*DEPRESSION IS NOT A MENTAL ILLNESS BY JAMIE FLAXMAN, HUFFINGTON POST UK*

*18 THINKING PEOPLE WITH ANXIETY WANT YOU TO KNOW, BY DANIELLE QUINN, THE ODYSSEY ONLINE*

*I HAD A BLACK DOG, YOUTUBE VIDEO, WORLD HEALTH ORGANISATION*

*LIVING WITH A BLACK DOG, YOUTUBE VIDEO, WORLD HEALTH ORGANISATION*

On a more personal, active level, there are things that will help with the symptoms your experiencing:

- Have a routine, even if its just during a small part of your day like first thing in the morning or last thing at night
- Keep a record and write down your moods on a daily basis. Anxiety and depression can sometime feel like you're stuck in a box of mirrors with very little perspective on what's going on. Writing things down will help give you the bigger picture.
- Exercise – even just by going for a twenty-minute walk every day is scientifically proven to release good hormones around your brain and body.
- Eat healthily and regularly – as much fresh fruit and vegetables as you can
- Cut down on alcohol – it's a depressant and will magnify any negative symptoms you're having.

## HELPING SOMEONE ELSE

If you have been made aware that someone you work closely with is experiencing anxiety and depression, whatever your thoughts are on these illnesses, you can follow these tips to help them with their recovery.

- Be open-minded and listen – they may find it hard to talk about what they're going through, because verbalising what they are feeling is too difficult, or because they're worried about any stigmas or judgment. Be willing to listen and let them know it's ok for them to communicate in any way they feel comfortable with.
- Check in – it may be difficult for an individual with anxiety or depression to keep up contact on a regular basis so make sure you're gently checking in with them on a regular basis.
- Don't be critical – Telling someone with anxiety or depression to 'snap out of it' is like telling a fish to sprout wings and fly away. They are already being constantly critical and harsh on themselves in their own head so try not to add any extra pressure.
- Don't tell them to cheer up either – see above. Offering advice or solutions may not always be necessary either. Sometimes there are no answers and they just need to talk.

- Keep a balance – It might be tempting to take things off their plate and do everything for them for a while, but having anxiety and depression doesn't automatically mean they can't do anything. Everyone needs a different level of support so work together to identify what he or she think they are capable of achieving while they are undergoing treatment.
- Support them in getting help – you can't force anyone to get help if they don't want it but researching the options and giving gentle encouragement shows them that you care.
- Take care of yourself – Looking after someone with any mental illness can put a strain on your wellbeing, make sure you are seeking support for yourself and talking in a confidential capacity to a professional.

## *FURTHER READING*

Mind website, Information Support, Anxiety & Depression, [www.mind.org.uk](http://www.mind.org.uk)

Feeling Goof, The New Mood Therapy by David D. Burns

Furiously Happy by Jenny Lawson

An Unquiet Mind by Kay Redfield Jamieson

The Happiness Trap by Russ Harris

Monkey Mind: A Memoir on Anxiety by Daniel Smith

Hardcore Self Help: F\*\*k Anxiety by Robert Duff

Anxiety as an Ally by Dan Rykhart

## *ALCOHOLISM & DRUG ADDICTION*

Drug and alcohol abuse affects people from all walks of life and all socioeconomic statuses. However alcohol and drug use tends to be more acceptable in the music 'work environment' because our offices often include festivals, greenrooms, clubs, bars and tour buses. Hours of business are not prohibited to the 9-5 and much of the deal making is based on relationships made in social environments, hence the pressure/ease that exists to partake. This is simply part of the business. On the flip-side however, we are one of the most unequipped industries when it comes to awareness, understanding and support when dealing with abuse or addiction.

It is important to differentiate between alcohol and drug use, abuse and addiction. Some people can use stimulants regularly and not be affected by them nor become addicted to them. Abusers are not necessarily addicted but tend to be heavy users who continue, sometimes irregularly, to use regardless of the results and can put themselves in risky situations or harm themselves or others around them. Some abusers of drugs or alcohol may eventually become dependent on it.

*"I think it's come to the fore more recently. When I came in, nobody had heard of anything like Alcoholics Anonymous or Narcotics Anonymous. It was around, but you just didn't talk about it, and a lot of artists died young in the 60s because of a drug overdose or too much alcohol. I think it was almost seen as a badge of honour to get up on stage and be completely wrecked. I think artists are more susceptible to having issues - whether it's mental issues or drug-related. Much of it is to do with self-esteem and fear."*

*- David Enthoven, ie Music*

Addiction refers to a psychological and physical dependency on alcohol or drugs. Individuals who suffer from addiction may build up a tolerance to the substance, and will continue to consume even when problems become evident. Whatever the reason a person starts to use, tolerance and dependency can develop quickly, before the user even realises the pattern of addiction taking hold. When tolerance becomes full-blown addiction, it can be extremely difficult to stop the pattern of abuse. But not impossible.

## SIGNS & SYMPTOMS

### Alcohol/Drug Abuse:

- Loss of control over the amount consumed once you begin
- Repeatedly neglecting work and family responsibilities
- Dangerous behaviours that carry risk of legal, financial or health consequences for yourself or others
- Dramatic changes in habits, priorities or social networks
- Increase in expressions of anger, aggression or irritability
- Insomnia or oversleeping
- Depression and lethargy
- Involvement in criminal activities
- Drinking or drug-taking as a way to relax or de-stress

### Alcohol/Drug Addiction:

- Significant hangovers, and increase in time needed to recover from after-effects of alcohol or drug use

- Increased amount consumed because of increased tolerance; or, decrease in the effects without substantial increases in the amount consumed
- Acknowledgement of side effects of medical complications
- Repeated unsuccessful efforts to reduce consumption
- Withdrawal symptoms when unable to consume

### Alcohol/Drug Withdrawal Symptoms:

- Tremors, convulsions, or uncontrolled shaking of the hands or body
- Profuse sweating, even in cold conditions
- Extreme agitation or anxiety
- Persistent insomnia
- Nausea or vomiting
- Seizures
- Hallucinations

*IMPORTANT: Alcohol withdrawal, once an individual is physically dependent/chemically addicted, can be fatal and should only be attempted with medical guidance/assistance. The most serious form of withdrawal is called delirium tremens, or DTs. People with severe withdrawal symptoms or DTs should always have a drink if they need it while professional help is sought. If in doubt call 999.*

## HELPING YOURSELF

Knowing when too much really is too much when analysing yourself can be difficult. If you are facing serious consequences through using drugs and alcohol and still cannot stop, it is probably time to take a small step to find out.

If you suspect that you may be addicted to alcohol or drugs AA (Alcoholics Anonymous) and NA (Narcotics Anonymous) have developed a series of questions you can ask yourself.

It is a huge step to get to this point and the start of a scary journey, so the more support you build for yourself, the better. Meeting likeminded people who can give you counsel can be key to recovery. If you decide that you do need help, reach out to those closest to you or call a confidential service such as Music Support, Alcoholics Anonymous or Narcotics Anonymous (contact details are in the directory of this guide).

## HELPING SOMEONE ELSE

If you suspect that someone close to you is abusing or addicted to drugs or alcohol, knowing when to say something can be difficult and knowing when or how to step in more purposefully can be even harder. If you can identify that your concern has been ongoing for more than a few months, and can see the individual is damaging their health or reputation, hurting innocent bystanders, or hurting you it is time to take the first step.

But first you need to be prepared...

### 1) Be aware...you cannot save them

As tough or painful as it may be or however much you think you can, you will not save, reason with or change an addicted individual and often the most appropriate actions to take are counterintuitive.

### 2) Get equipped

Addiction has a contagious nature in that it spreads the symptoms being experienced by the addict such as; anger, frustration, disappointment, doubt, denial, codependency and dishonesty. Empower yourself by being prepared to deal with these emotions without mirroring them. Do as much research as you can and speak to support groups that specialise in both drug and alcohol abuse and addiction. It is also vital that you seek support for yourself.

### 3) Finance and enabling

By bailing an addicted individual out of problem scenarios or tricky situations or lending them money, you are “padding” the consequences of their actions and therefore enabling them to continue. This essentially prevents the individual from experiencing the genuine effects of the problem. If you are a manager dealing with an artist, this can be particularly difficult as it is seen to be part of your job to get the artist out of any “fixes”. You need to decipher which issues are directly caused by the alcohol or drug use. You cannot legally withhold income that is due to the artist without their consent.

### 4) Talk and Listen (but don't accept “promises”)

Use a private, quiet setting to open the conversation and be as genuine and open as possible, remaining calm, even if he/she does not. Keep the focus of the conversation on yourself – your worries and concerns, how you feel, share your own issues and how you deal with them – and do not use accusatory, negative or blaming language. It is important that you do not “preach” to an addicted individual – they know right from wrong, and if this were enough, they would have stopped a long time ago. Avoid telling them what they should and shouldn't do. If the conversation is unsuccessful, the individual may revert to denial or promise to do better - do not accept this as fact and continue to keep an eye on them.

#### 5) Share your concerns

One of the most critical components, and often most difficult, is to gather those around the addicted individual under a common ideal – to stop enabling. Try to have an open discussion with the family and friends of the individual. Make sure to bring back-up knowledge (ie bring literature, or an expert). Be prepared that some may see this as unnecessary meddling in someone else's affairs but also be assured that it is not - it is a necessary step.

#### 6) Offer support (from a distance)

It is important to keep a healthy distance from an active drug or alcohol addict to prevent any emotional enablement you may be giving them subconsciously. But you can offer them the right type of support by, for example, letting them know you are available whenever they want to have a conversation about the subject or by inviting them to attend a sobriety meeting with you such as Alcoholics Anonymous or Narcotics Anonymous.

#### 7) Take care of yourself

Dealing with somebody who abuses or is addicted to alcohol or drugs can be mentally exhausting. Take time for yourself and make sure you are talking to someone about your own needs not those of the individual. Do not blame yourself at any point for the actions of the individual, and try to resist feeling frustrated or helpless if things are not moving forward. Patience is key.[4]

### *FURTHER READING*

NHS Live Well – Addiction Home and Alcohol Support [www.nhs.uk](http://www.nhs.uk)  
Beating Addictions [www.beatingaddictions.co.uk](http://www.beatingaddictions.co.uk)  
Mind, Information Support, Drugs and Alcohol, [www.mind.org.uk](http://www.mind.org.uk)  
Is Addiction Really A Disease? Dr Kevin McCauley's lecture on YouTube  
In the Realm of Hungry Ghosts by Dr Gabor Mate

[4] For these and more tips check out Discovery Place, The Secrets to helping an alcoholic family member or friend, [www.discovery-place.info](http://www.discovery-place.info)



## WORK BALANCE & BOUNDARIES

Being an artist manager can be the best job in the world, otherwise, why would you do it, except for those tremendous highs of doing the deal or selling out the show? It also comes with some unique scenarios, often common to the role and experienced by the majority of managers at some point in their career. The tremendous highs can be countered with monumental lows, overworking and fatigue. High stress, imposter syndrome and codependency are all lesser discussed mental health concerns in managers. It is important to be aware of these in yourself, first and foremost.

## STRESS MANAGEMENT

Artist management can be a highly stressful endeavour with many external pressures, such as financial security and the responsibility of others' careers. This stress can be compounded by the isolation felt by many artist managers. Some symptoms of stress can be surprising and you may not initially link the things going on with your mind and body directly with stress. However, stress can cause long-term health problems and lead to more serious mental health issues. Recognising that you are experiencing stress, identifying what may be causing it, eliminating the external pressures, building your emotional resilience and improving your coping mechanisms, are just some of the ways to maintain a healthy, working mindset and tackle the symptoms of stress.

*"The problem for many young managers is they're on their own, so they don't have resources around them. Perhaps your artist has got a major record deal but, because the manager is young and inexperienced, they don't know how to reach out to people or they think that doing so is a sign of weakness when it isn't. It's got to be confronted as early as possible,"*

*- Marc Marot, Crown Talent*

## SIGNS & SYMPTOMS

- Becoming irritable and impatient,
- Feeling overburdened or claustrophobic
- Having a lot of nervous energy, racing thoughts, being restless, or being unable to concentrate or to switch off
- Blurred eyesight or sore eyes
- Biting your nails or picking at your skin
- Headaches, chest pains, acute indigestion or heartburn
- Constipation or diarrhoea
- Grinding your teeth or clenching your jaw
- Feeling sick, dizzy or fainting
- Difficulty sleeping, having nightmares or oversleeping
- Feeling uninterested in life or unable to enjoy yourself
- Losing interest in sex or being unable to enjoy sex
- Shallow breathing or hyperventilating, panic attacks
- Avoiding difficult situations or feeling unable to make decisions
- Smoking or drinking alcohol more than usual

## HELPING YOURSELF

- Identify the sources of your stress – keep a stress diary to correlate the way your feeling with your activities
- Organise your time – analyse your responsibilities, , schedule and daily tasks and drop tasks that are neither urgent or important. Make sure to schedule in free time or a relaxing activity •
- Replace unhealthy coping mechanisms with healthy ones – relaxants such as smoking, drinking, prescriptive drugs could actually be adding to the stress you're experiencing. No single method works for everyone so experiment with different strategies that will contribute to your overall physical and emotional wellbeing.
- Take control of your environment - if things like heavy traffic or busy streets make you feel uncomfortable, avoid them, even if it means taking a longer route.
- Be active, sleep more, eat well – three hugely important lifestyle choices that are well worth striving to stick to.

Becoming more emotionally resilient to external pressures can also help you improve your ability to adapt and bounce back when difficulties arise[5]:

- Learn to say "no" – Know your limits and stick to them. When others make unreasonable demands on you or your time, be prepared to tell them how you feel
- Think bigger picture - Gain perspective on the problem at hand by asking how much it will matter in a week, a month or a year.
- Don't try to control the uncontrollable - such as the behaviour of other people, concentrate on how you react to them
- Look at the upside - when facing major challenges, see them as personal growth instead of obstacles
- Learn to forgive – when something has been achieved, treating yourself, even in a small way, is important, similarly, if you make a mistake or don't achieve what you were aiming for, it's essential not to cling on to these and move on.
- Resolve conflicts – find ways to move forward in those relationships that might be causing you stress
- Resolve conflicts – find ways to move forward in those relationships that might be causing you stress.

## FURTHER READING

How to Approach Mental Health as a Band or Artist Manager, Ellie Giles, Noisey.vice.com

Hardwiring Happiness: The New Brain Science of Contentment, Calm and Confidence by Rick Hanson

Why Zebra'd Don't Get Ulcers: An updated guide to stress, stress-related diseases and coping by Robert Sapolsky

Full Catastrophe Living by John Kabat-Zinn

A Mindfulness based Stress Reduction Workbook by Bob Stahl

The 10 Best Ever Anxiety Management Techniques by Margaret Wehrenberg

[5] For more tips on emotional resilience and stress management visit [www.mind.org.uk](http://www.mind.org.uk)

## *IMPOSTER SYNDROME*

The feeling that you are a fraud and, at any point, you are going to be exposed, is not something widely discussed in any industry. This could be because people don't like to admit that's the way they feel, or it might be because imposter syndrome is so difficult to diagnose in its very nature.

We live in a strange world where you've got to sell yourself aggressively while remaining "authentic", where you might feel like you have to be perfect and make all the right decisions first time. This means you're more likely to feel fraudulent when you cannot live up to these impossible standards. You probably also feel unsatisfied even with a job well done – like you don't deserve the recognition for it, or were just "in the right place at the right time". Success does not mean happiness.

Impostors often experience fear, stress, self-doubt, and feel uncomfortable with their achievements. Imposter syndrome can impact on your professional career by preventing you from making decisions that will positively enhance it. This is because, ironically, getting better at your job won't fix it. Achieving promotions, accolades, or other types of success gives more cause to feel like a fake. Enhancing your knowledge will expose more and more of what you don't know.

There are online tests that you can use as a guidance to finding out where you sit on the imposter scale. However, scientists estimate that over 70% of working professionals are likely to experience at least one occasion where they feel like an imposter.

## *HELPING YOURSELF*

### 1. Accept that you have had some role in your successes

Feelings of fraudulence arrive when you cannot internalise your successes; you were given an opportunity that others weren't and so nothing you achieved after that opportunity was actually deserved. However, there are plenty of people given opportunities who don't use them wisely. Opportunities come to those who expose themselves to them and it's up to you to take advantage of them.

### 2. Focus on providing value

If you walk around feeling like you don't belong, or someone else should be doing your job, your expression means that you can't be there for those who need you. You are being over concerned with yourself and worrying too much what people will think. Going out to genuinely try to help someone will help these symptoms disappear.

### 3. Keep track of good feedback and write

Keep a record of whenever someone has given you positive feedback however small write it down. Go even further and keep a daily record of what you've been doing that day and how you feel. This will keep you in touch with what's going on inside your head.

### 4. Stop comparing yourself

You aren't here to live the life of another person, you're here to do whatever you like. Turn off social media, stop reading biographies of successful people and respect your own experiences.

### 5. Expose yourself

When you hold back, you are potentially robbing the conversation/meeting/world of something. Everyone has doubts, and the best gift you can give is to move forward regardless of those doubts, because this gives others permission to move forward despite theirs. Remember that being wrong doesn't make you a fake.

### 6. Say what you can

If you are put in the position of "expert" on something, people can look at you like you should know everything on a topic – we can't know everything about anything though. If there is potential to actually be a fraud – ie. make up something, resist...people respect you more if you admit when you don't know something.

### 7. Take action

Imposter syndrome thrives in abstraction and can't survive when you are taking action. Taking action proves that you are not a fraud and tests your mettle in the real world.[6]

## *FURTHER READING*

Imposter Syndrome: How To Replace Self Doubt with Self Confidence and Train your Brain for Success by John Graden

You can beat Imposter Syndrome by Kirani James

The Secret Thoughts of Successful Women by Valerie Young

The Imposter Syndrome by Harold Hillman

[6] For these and more tips on imposter syndrome, see 21 Proven Ways To Overcome Imposter Syndrome <https://startupbros.com/21-ways-overcome-impostor-syndrome/>

## CODEPENDENCY

The manager-artist relationship is unique in its often all-consuming and personal capacity. As well as looking after the artists financial interests and business strategy, managers also play the multi-roles of advisor, confidante, counsel, assistant and mentor. This brings complexities to the relationship that, if not checked, can spill into unhealthy territory.

Codependency is just one example common to artist-manager relationship issues. This usually occurs when boundaries are not drawn or communication breaks down. Symptoms of codependency can get worse if they go untreated, however, they are also reversible. You do not need to display all of them to qualify as codependent.

## SIGNS & SYMPTOMS

- Shame and low self-esteem – not feeling that you are good enough or comparing yourself to others, often coupled with feelings of guilt and perfectionism.
- People pleasing – when saying “no” causes feelings of anxiety, you can often feel like you don’t have a choice and go out of your way, sacrificing your own needs to accommodate others.
- Poor boundaries – as much as this applies to physical things such as money and belongings, it also applies to feelings, thoughts, and needs. Feeling too responsible for the way others are feeling and taking the blame, or blaming them for your problems are symptomatic of codependence.
- Reactivity – a consequence of the above is reacting heavily to others thoughts and feelings, absorbing their words because there is no boundary. You either believe what they’re saying or become defensive. With boundaries, you would accept it as their opinion and not a reflection of you and therefore not threatened by disagreements.
- Caretaking – if someone else has a problem, you feel the need to fix it to the point of guilt, and offer up advice even when it’s not asked for. You may even feel rejected if your advice isn’t followed; your self-worth is dependent on being needed.
- Control – helps everyone to a certain extent but you need a level of control that could limit your ability to take risks or share how you’re feeling. This can be couple with addictions, like alcoholism, to loosen up, or workaholism, to exert control.
- Dysfunctional communication – often based on the need to control others’ and so communication becomes manipulative. It can also be difficult to be truthful for fear of upsetting someone else so communication becomes dishonest and confusing.
- Obsessions – a tendency to spend a lot of time thinking about other people and relationships, analysing what others’ might be thinking and why. Also obsessions over “mistakes” you might have made or thought you made. This causes dependency on others as well as anxieties over being rejected.
- Dependency – the need for others to like you for you to feel ok about yourself. The fear of being rejected or alone, even though you can function on your own. This can extend to the need to be in a romantic relationship, even if the relationship is painful or abusive.
- Denial – This can prevent codependents from seeking help as you may not be willing to face the problem, often blaming others or the situation.

## HELPING YOURSELF

Treatment for codependency is fairly in depth and can include a mixture of education, individual therapy and group therapy. Learning as much as you can about codependency will enable you to control its effects better and the more you and the artist you work with understand it, the better your relationship will be. Therapists can help you to learn your own negative reactions and become aware of patterns in your behaviour. There are also twelve step programs available such as CoDa (Codependents Anonymous) who provide peer support and exchange learning.

Exploring your past as well as visualising your future are both key elements for recovering from codependency as the causes can be rooted in childhood. Reaching a state of independence and a place where your happiness is not reliant on another individual requires setting goals. Use the directory of this guide to contact key organisations who can advise on the best course of action for a working, codependent relationship.

## FURTHER READING

Facing Codependence by Pia Mellody

The Intimate Factor by Pia Mellody

You're Not Crazy, You're Codependent by Jeanette Menter

Codependent No More by Cody Beatty

## A NOTE FROM MIND ON HEALTHY WORKPLACES

*Organisations depend on having a healthy and productive workforce and we know that when employees feel their work is meaningful and they are valued and supported, they tend to have higher wellbeing levels, be more committed to the organisation's goals and perform better.*

*In order to create a mentally healthy workplace, Mind recommends that employers put in place a comprehensive strategy to help people stay well at work, to tackle the root causes of work-related mental health problems and to support people who are experiencing a mental health problem in the workplace.*

*Many of the measures we recommend are small and inexpensive. Regular catch-ups with managers, flexible working hours, promoting work/life balance and encouraging peer support can make a huge difference to all employees, whether or not they have a mental health problem. But above all, creating a culture where staff feel able to talk openly about mental health at work is the most important part.*

*Mind has produced a number of resources on mental health in the workplace, which are freely available at [www.mind.org.uk](http://www.mind.org.uk):*

*Introduction to mentally healthy workplaces*

*How to take stock of mental health in your workplace*

*How to promote wellbeing and tackle the causes of work-related mental health problems*

*How to support staff who are experiencing mental health problems*

*Guide to Wellness Action Plan*



# DIRECTORY

## Addaction

A UK based drug and alcohol treatment charity

T: 020 7251 5860

E: [info@addaction.org.uk](mailto:info@addaction.org.uk)

W: [www.addaction.org.uk](http://www.addaction.org.uk)

## Alcoholics Anonymous

If you think you might have a drinking problem

T: helpline: 0800 9177 650 or general queries:

01904 644026 E: [help@aamail.org](mailto:help@aamail.org)

W: [www.alcoholics-anonymous.org.uk](http://www.alcoholics-anonymous.org.uk)

## AL-Anon

Provides support to anyone whose life is, or has been, affected by someone else's drinking, regardless of whether that person is still drinking or not.

T: helpline: 020 7403 0888

W: [www.al-anonuk.org.uk](http://www.al-anonuk.org.uk)

## Anxiety UK

A user led organisation that supports anyone with anxiety, phobias, panic attacks or other anxiety related disorders.

T: 08444 775 774 or 0161 227 9898

E: [info@anxietyuk.org.uk](mailto:info@anxietyuk.org.uk)

W: [www.anxietyuk.org.uk](http://www.anxietyuk.org.uk)

## CALM – campaigning against living miserably

A charity dedicated to preventing male suicide, the biggest killer of men under the age of 45.

T: helpline nationwide 0800 58 58 58 helpline

London 0808 802 58 58 (5pm-midnight)

W: [www.thecalmzone.net](http://www.thecalmzone.net)

## Codependents Anonymous

If you think you might have issues with codependence

E: [enquiries@coda-uk.org](mailto:enquiries@coda-uk.org)

W: [www.coda-uk.org](http://www.coda-uk.org)

## Families Anonymous

For families and friends affected by others' abuse of mind-altering substances

T: 0207 4984 680

E: [office@famanon.org.uk](mailto:office@famanon.org.uk)

W: [www.famanon.org.uk](http://www.famanon.org.uk)

## Help Musicians UK

The leading independent music charity, provides help and opportunities to empower musicians at all stages of their lives. The team is on hand to offer advice and support on health and welfare issues related to the music community.

T: 0207 239 9101

E: [help@helpmusicians.org.uk](mailto:help@helpmusicians.org.uk)

W: [www.helpmusicians.org.uk](http://www.helpmusicians.org.uk)

## MIND

The Mental Health Charity that provides advice and support to empower anyone experiencing mental health problems

T: 020 8519 2122

E: [supporterservices@mind.org.uk](mailto:supporterservices@mind.org.uk)

W: [www.mind.org.uk](http://www.mind.org.uk)

## Music Support

A registered charity, aimed specifically at providing help and support for individuals, in any area of the UK music industry, suffering from; alcoholism, drug abuse, addiction, and/or behavioural, emotional, mental health issues, with direct referral pathways to specialist clinicians across a variety of modalities.

T: 0800 030 6789 (24 hour helpline)

W: [www.musicsupport.org](http://www.musicsupport.org)

## Narcotics Anonymous

If you think you might have a drug-related problem

T: helpline: 0300 999 1212 (10am – midnight)

W: [www.ukna.org](http://www.ukna.org)

## Nar-Anon

For families and friends of addicts

T: 08455 390 193

E: [info@nar-anon.co.uk](mailto:info@nar-anon.co.uk)

W: [www.nar-anon.co.uk](http://www.nar-anon.co.uk)

## NHS

If you have a question about your health or a health service, call 111, free from any phone.

## Samaritans

For urgent help if you are feeling despair, distress or suicidal feelings

T: 08457 90 90 90 (24 hours) / 116 123 (24 hours)

E: [jo@samaritans.org](mailto:jo@samaritans.org)

W: [www.samaritans.org](http://www.samaritans.org)

## Smart Recovery

Science based programme to help manage their recovery from any type of addictive behaviour

T: 0845 603 9830

W: [www.smartrecovery.org.uk](http://www.smartrecovery.org.uk)

## Support Line

A confidential emotional support for children, young adults and adults

T: 01708 765200

E: [info@supportline.org.uk](mailto:info@supportline.org.uk)

W: [www.supportline.org.uk](http://www.supportline.org.uk)

## Talking Therapies

Therapist referral service, both private and NHS

T: 03333 44 20 44

W: [www.talking-therapies.com](http://www.talking-therapies.com)

**24/7 Helpline:**  
0800 030 6789

**Website:**  
[musicsupport.org](http://musicsupport.org)

# music support



**YOU  
ARE NOT  
ALONE**

Providing help and support for individuals in any area  
of the UK music industry suffering from alcoholism,  
addiction, emotional or mental health issues.

Music Support UK is registered with the Charities Commission of England and Wales.  
Registration Number 1170231

