



THE MMF GUIDE TO

# MENTAL HEALTH

2021



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The material provided in this document seeks to offer helpful information on the subjects discussed. This document is not meant to be used, nor should it be used, to diagnose or treat any medical or mental health condition. For diagnosis or treatment of any medical or mental health problem, consult your own GP, physician or mental health provider.

If you are in need of urgent or crisis support, please call NHS emergencies on 111.

For advice, signposting to specialist services and further support, you can call the Music Minds Matter 24 hour phone line on 0808 802 8008.

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**WITH SPECIAL THANKS TO** Universal Music UK

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# INTRODUCTION

## FROM MMF CHAIR PAUL CRAIG

The Music Managers Forum are very proud to publish our revised, updated version of the MMF Guide to Mental Health.

So much has changed since 2017 when we first launched the guide. Increasingly, mental health is a subject we are no longer afraid to mention, and while a lot of work still needs to be done, fantastic organisations like Help Musicians, Music Support and others are providing resources and assistance for music professionals.

The MMF have played our small part supporting managers to better understand the importance of caring for, and prioritising our own mental health. In recent years, we've delivered a series of panels and online events for our membership, partnered with charity Maytree to provide suicide awareness training, sent managers to Mental Health First Aid training with the generous support of Help Musicians, as well as reviewing and revising our Code of Practice - which all members of the MMF are bound to by membership.

Through this we've included a zero tolerance policy of sexual harassment, a duty for managers to signpost mental health resources for their clients and themselves, as well as a wider commitment to conducting business fairly and transparently. While one might not immediately jump to thinking these issues are tied to positive mental health, we believe in taking a holistic approach, and trust that preventative measures (as well as a safety net for those who need it) should exist to make our community stronger and healthier.

Since March 2020 we've seen the impact that the covid-19 pandemic has had on our membership, as well as the wider industry. Never has there been a more pressing time to come together and support each other. Prioritising mental health and well-being is an important part of a greater vision, for music managers and for all of us as human beings. We are committed to continue our efforts to raise awareness and offer guidance to our membership, as well as collaborating with, and signposting the exceptional expert support for mental health that exists in the music industry.

**PAUL CRAIG**

MMF Chair, Nostromo Management

# 2 — STRESS MANAGEMENT



As a manager I'm forever juggling multiple things at the same time and feel the pressure of always having to deliver and go over and beyond for each of the talent on my roster.

Sometimes that has a strain on personal time with family and loved ones. As a creative I throw everything into the Art and always want to deliver the best product and get the best possible deals for the act. For someone that has to have multiple conversations with various people for various different things it can be overwhelming.

I think many people do still underestimate how much a manager does, how much they can bring to the table and how much having one allows the talent to just focus on being creative. We should value all managers and give them the support they all so deserve.

**STEVEN ODUFUYE, MUSIC MANAGER,  
TRUSTEE, KEY CHANGES**

The nature of a career in music management means that campaign highlights and commercial successes often come alongside extremely busy periods of work, inevitable moments of self doubt and very intense professional and personal relationships with clients, as well as the tight knit circle working around you.

This section addresses some significant challenges managers encounter, signposts professional support and points towards healthy lifestyle practices that can help guide managers in the direction of that elusive work-life balance.

## WHAT IS STRESS?

Stress is a normal physical response to events that make you feel threatened or upset your balance in some way. Everyone reacts differently to stress, and some people may have a higher threshold than others. Some stress can be positive. A moderate level of stress can motivate us and make us perform better and be more alert, but stress is only healthy if it is short-lived. Excessive or prolonged stress can lead to illness and physical and emotional exhaustion.

## SIGNS & SYMPTOMS

Stress can affect your mood, body and behaviour, for example:

- Becoming irritable and impatient, feeling overburdened or claustrophobic
- Headaches, chest pains, acute indigestion or heartburn
- Shallow breathing or hyperventilating, panic attacks
- Feeling disinterested in life or unable to enjoy yourself
- Avoiding difficult situations or feeling unable to make decisions

## HELPING YOURSELF

**Get counselling:** Counselling can often be available through your GP free of charge and is a great way of identifying where your stress is coming from and to get relief from it. There are additional organisations out there that can help, including [BAPAM](#) who specialise in support for the performing arts, also [UKCP](#) and [BACAP](#).

**Identify the sources of your stress:** Keep a stress diary to help you connect the way you're feeling with your activities and/or thoughts. Review at the end of the week and see if there are any common themes.

**Organise your time:** Analyse your responsibilities, schedule and daily tasks. Droptasks 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, drugs (prescription or otherwise) could actually be adding to the stress you're experiencing. Cold exposure, deep and slow breathing (in for 4 and out for 8 counts), singing or chanting, meditation, exercise, massage and finally, socialising and laughing are all valuable, healthy strategies.

**Be active, sleep more, eat well:** Three hugely important lifestyle choices that are well worth striving to stick to.

**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. If you find speaking your truth difficult, it may help to get some counselling to find out why.

**Look on the upside:** What challenges are we facing that are coming up again and again in our lives and careers? What lessons are there to learn?

**Learn to forgive yourself:** If you make a mistake or don't achieve what you were aiming for, it's essential not to cling on to these feelings and move on. If you find this impossible, you may find counselling helpful.

**Resolve conflicts:** Find ways to move forward in those relationships that might be causing you stress. Try inviting a third person's perspective in, in the form of someone trained in conflict resolution or couples counsellor. The seeds of conflict are usually hurt feelings that are defended against by anger. Get an understanding of the original wounding (what caused the hurt feelings in the first place) and conflicts can be resolved.

No single method works for everyone, so experiment with different strategies that will contribute to your overall physical and emotional well-being.

## HELPING OTHERS

A surprisingly simple tool for helping others is active listening. Active listening involves more than just hearing someone speak. When you practice active listening, you are fully concentrating on what is being said. You listen with all of your senses and give your full attention to the person speaking.

Below are some key features of active listening:

- Neutral and non-judgemental
- Patient (periods of silence are not "filled")
- Verbal and non-verbal feedback to show signs of listening (e.g. smiling, eye contact, leaning in, mirroring)
- Asking questions including asking for clarification
- Reflecting back what is said
- Summarising

## FURTHER READING/LISTENING

- [Mind: How to Manage Stress](#)
- [Association for Electronic Music Tips for Reducing Stress and Burnout](#)
- [Deepak Chopra Guided Meditations](#)





Managers are humans too, that carry the pressure of their own career and their artists careers on their shoulders.

In order for us to perform our duties to the best of our abilities, we need to make sure our mental health is also right and being supported.

**SHIKAYLA NADINE, MUSIC MANAGER**



I have seen many managers - usually through lack of experience - neglect to create a framework, or a set of behavioural guidelines, around the relationship they have with their artists.

This results in an unhealthy fluidity of time, emotional energy, and physical stress, which can quickly become exhausting and counter-productive. I also advise all managers and artists to align their professional expectations at the beginning of a relationship in order to determine what you are trying to achieve as a unit. Misaligned expectations can cause either party anxiety, mental anguish, uncontrollable stress, and feelings of being a 'single point of failure.'

**SUMIT BOTHRA, ATC MANAGEMENT**

# 3 — 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".

## SIGNS & SYMPTOMS

Fear, stress, self-doubt, and feeling uncomfortable with achievements are all symptoms of imposter syndrome, and these feelings can negatively 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. 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

**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.

**Focus on providing value:** If you walk around feeling like you don't belong, or someone else should be doing your job, your 'unavailability' means that you can't be there for those who need you. You are being overly concerned with yourself and worrying too much what people will think. Being of genuine service to others is a way to help negate these feelings.

**Keep track of good feedback:** 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.

**Be bold:** When you hold back, you are potentially robbing the conversation/meeting/world of something of value. 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 mean you're a fake.

**Say what you can:** If you are put in the position of "expert" on something, people could think you should know everything on a topic – but we can't know everything about anything. There may be a temptation to be fraudulent – i.e. make up something, But resist... people respect you more if you admit when you don't know something.

**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.

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## FURTHER READING/VIEWING

- [Elizabeth Cox- What is Imposter Syndrome and how do you combat it?](#)
- [21 Ways to Overcome Imposter Syndrome](#)



Managers while pounding the streets full of bravado, spirits and bluster can also underneath be delicate, insecure and fearful of making wrong decisions.

**PAUL CRAIG, NOSTROMO MANAGEMENT**

# 4 — HEALTHY BOUNDARIES



Music managers tend to lead a strange life because they often spend 99% of their time worrying, caring, thinking, about their artists, and very little time thinking, worrying, caring about themselves.

They work under enormous pressure in a very uncertain landscape. If we say we value the mental health of all people, we should undoubtedly value the mental health of music managers, of ourselves. It's a simple fact.

**PAUL CRAIG, NOSTROMO MANAGEMENT**

The manager-artist relationship is unique in its often all-consuming and personal capacity. As well as looking after the artist's 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 left unchecked, can spill into unhealthy territory.

Transactional Analysis (TA) is an interesting lens to look at the manager-artist relationship. TA is built on the understanding that we all hold three 'selves' or ego states; the Adult, the Parent and the Child. Due to the nature of the manager-artist relationship, we as managers can easily fall into the Parent role, often undertaking responsibilities that we would not ordinarily think of doing for other grown adults. Some people are consciously or unconsciously attracted to the manager role because they are good at looking after the needs of others and could possibly have developed this as a 'pattern of relating' from playing this role in their family of origin. Others could be attracted to the role of manager because they like being in control and in charge of someone else. They may have grown up in families where they often found themselves having to take over from adults who were unable to take care of them. Many managers have not had these experiences but find themselves nonetheless playing out the Parent role with their artists.

For example – the artist may present in the Child ego state and behave in a demanding and uncooperative manner. This can automatically push managers into the Parent ego state and they may react from a punitive or authoritarian position, or experience this behaviour as directly attributable to something they have done that must have caused the upset, and then feel the need to try and be a better 'Parent'. The most productive and healthiest position to take in dealing with our artists, is the Adult To Adult position. If we operate from an Adult ego state, by addressing the artist as capable of being a responsible adult, we are likely to produce a matching Adult ego state, which is more likely to lead to a harmonious outcome and a viable relationship in the longer-term.

## BOUNDARIES

Healthy boundaries are vital, it is important to be clear with artists about your way of working. If we do not have an understanding of what and how we will carry out our responsibilities as managers, then the opportunity for misunderstanding and conflict is great, inevitably causing stress. If however, we are able to come from our Adult-to-Adult ego state from the outset, we will automatically create healthy boundaries and we can achieve this by making a simple working-agreement in the following way:

- Why we want to do something
- With whom
- What we are going to do
- By when
- Any fees, payment or exchanges there will be
- Which aspects fall under whose responsibility

A final word. It may be that your artist has a problem such as a Narcissistic Personality Disorder (NPD). Studies show there is a higher likelihood of artists having this condition than the general population (which is about 0.5-1%). NPD can only be diagnosed by a psychiatrist. If this is the case, then nothing you do will be able to please them or change their behaviour.

5 —

# CODEPENDENCY





Managers and artists often neglect to factor 'life' into the equation of the manager-artist relationship. We're so focused on career goals that we often lose focus on the need for all parties to enjoy a strong work-life balance.

Getting that balance right through regular, open and honest dialogue is crucial to maintaining a long-lasting and healthy partnership.

**SUMIT BOTHRA, ATC MANAGEMENT**

Codependency is about over-functioning in someone else's life but under-functioning in your own. It can affect both you and your artist. We might think we are helping someone else but actually, we are not. We are limiting another person's growth when we are over-involved in their life. Under-involvement in our own life can mean we are self-neglecting, failing to consider our best interests in decisions and witnessing the development of secondary issues such as anxiety and depression.

## 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:** This could be for the way others are feeling and taking the blame, or blaming others, for your problems.

**Reactivity:** Reacting heavily to other's 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 be 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:** Control helps everyone to a certain extent but those with codependency issues need a level of control that could limit your ability to take risks or share how you're feeling. This can be coupled with addictions, like alcoholism, to loosen up, or workaholism, to numb out uncomfortable feelings.

**Dysfunctional communication:** Often based on the need to control other people, communication can become manipulative. It can also be difficult to be truthful for fear of upsetting someone else, so communication becomes dishonest and confusing.

**Obsessiveness:** 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 OR HELPING SOMEONE ELSE

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.

A comprehensive treatment care plan for codependency will often include; psycho-education, experiential groups, individual (1:1) and group psychotherapy, and participation in a 12-step self-help programme such as [Codependents Anonymous](#). Speak to your GP about getting support. Therapists can help you to learn your own negative reactions and become aware of patterns in your behaviour. Through these kinds of interventions, codependents will rediscover themselves, build a recovery support network, and identify self-defeating behaviour patterns, with practical solutions and psychological tools.



As managers, we're constantly having to play roles that we're not equipped for, be it mum / dad / therapist / friend / business partner! We too need support and education so we are able to give the best support.

**MARTHA KINN, YMU GROUP**

# 6 — ANXIETY & DEPRESSION



The role of a manager is so diverse, for new managers or smaller managers it can be extremely difficult. You're working in the hopes of making someone else successful enough, so that you can live off 10-20% of what they're earning.

That is a huge pressure on your shoulders, extremely stressful and anxiety inducing. The fear of being unsuccessful, not knowing enough and even not knowing when or how to plan for your future can lead to depression.

**SHIKAYLA NADINE, MUSIC MANAGER**

According to mental health charity [MIND](#), 1 in 6 people report experiencing a common mental health problem, like anxiety and depression in any given week. Two of the most common mental illnesses [in the UK](#) are anxiety and depression, often experienced together with 9.7 in 100 people experiencing a mixture of the two.

[Help Musician's 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.

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. 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.

### SIGNS & SYMPTOMS OF ANXIETY

- a churning feeling in your stomach
- feeling light-headed or dizzy
- pins and needles
- feeling restless or unable to sit still
- headaches, backache or other aches and pains
- faster breathing
- a fast, thumping or irregular heartbeat
- sweating or hot flushes
- [sleep problems](#)
- grinding your teeth, especially at night
- nausea (feeling sick)
- needing the toilet more or less often
- changes in your sex drive
- having [panic attacks](#)

### SIGNS & SYMPTOMS OF DEPRESSION

- Feelings of guilt, worthlessness or despair
- Restless, agitated or irritable
- Down, upset or tearful
- Empty, numb & lethargic
- Persistent aches or pains with no apparent cause
- Avoiding social activities, finding little pleasure in things you usually enjoy
- Fuzzy Head
- Thoughts of suicide or even just falling asleep and not waking up
- 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). Additional support resources can be found in the directory of this guide.

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

**Have a routine:** Even if this is 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 sometimes 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.

**Educating those around you on the impacts of anxiety and depression:** This is key to relieving the symptoms you are dealing with. We appreciate that telling clients and colleagues what you are going through can be an extremely daunting but important challenge, especially if your colleagues are dismissive or cynical about mental illnesses as a whole.

You and those around you 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 (see 'Further Reading/Viewing' below) around this subject to help them understand your situation.

## 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:** Let them know it's OK for them to communicate in any way they feel comfortable with. Offering advice or solutions may not always be necessary either. Sometimes there are no answers and they just need to talk.

**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.

**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 they think they are capable of achieving while 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 well-being, make sure you are seeking support for yourself and talking in a confidential capacity to a professional.

## FURTHER READING/VIEWING

- [Mind: Signs & Symptoms of Anxiety](#)
- [Mind: Information on Depression](#)
- [18 Things People With Anxiety Want You To Know - Danielle Quinn](#)
- [I had a black dog, his name was depression - World Health Organisation](#)
- [Living with a black dog - World Health Organisation](#)



No one ever prepared me for the financial side of things, like the inconsistency of funds. I had worked up to two jobs at one given time just to make ends meet and that was hard for me mentally because I had to deliver shopping and still have label meetings that same day or week. The pressure for success kept building and building as I started to compare myself with other managers and artists that I looked up to, which led to a lot of stress and anxiety as well as a breakdown in my relationship at the time.

**STEVEN ODUFUYE, MUSIC MANAGER, TRUSTEE, KEY CHANGES**



# 7 - ALCOHOLISM & DRUG ADDICTION

Alcohol and drug misuse affects people from all walks of life and all socioeconomic statuses. However, alcohol and drug use tend to be more acceptable in the music ‘work environment’ because our offices include festivals, green rooms, clubs, bars and tour buses. Business hours are not prohibited to 9-5 and much of the deal-making is based on relationships formed in social environments, hence the pressure/ease that exists to partake. This is often 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 misuse or addiction, although charities [Music Support](#) have made great strides on these issues in recent years.

Firstly, it is important to differentiate between **use**, **misuse** and **addiction**, when it comes to alcohol and drugs.

Some people can use alcohol and/or drugs regularly and not be negatively affected by them, nor become addicted to them. Misusers are not necessarily addicted, but tend to be heavy users who continue, sometimes irregularly, to use regardless of negative consequences, and put themselves in risky situations, or harm themselves and/or others around them. Persistent misuse of drugs and/or alcohol usually form full-blown addictions and eventually become dependent.

Addiction, however, refers to a psychological and/or physical dependency to any emotionally-avoidant compulsive behaviour and can be classed as mind-altering (intoxicants; alcohol or drugs), mood-altering (nicotine/caffeine), and/or process addictions (gambling/work/food/sex/social media).

Individuals who suffer from an addiction to a substance may build up a tolerance to the substance, and will continue to consume more, even when problems become evident. Whatever the reason a person starts to use, tolerance and dependence can develop quickly, before the user even realises the pattern of addiction taking hold. When this becomes a full-blown addiction, it can be extremely difficult to stop the pattern of compulsive, self-destructive behaviour, but not impossible.

## SIGNS & SYMPTOMS

### Alcohol/Drug Misuse

- ➔ Loss of control over the amount consumed once started
- ➔ Repeatedly neglecting work and/or family responsibilities
- ➔ Dangerous behaviours that carry risk of legal, financial or health consequences for self and/or others
- ➔ Dramatic changes in personality, habits, priorities or social networks
- ➔ Increase in expressions of anger, aggression or irritability
- ➔ Insomnia or oversleeping
- ➔ Depression and lethargy
- ➔ Relying on drinking or drug-taking as a way to relax or de-stress

## Alcohol/Drug Addiction

- Regular hangovers and increase in time needed to recover
- Increase in amount consumed due to increased tolerance, often leading to decrease in the effects regardless of amount consumed
- Dismissal of risks, side-effects, deteriorating physical/psychological health and/or ignoring medical complications
- Repeated unsuccessful efforts to reduce consumption, take a break, or stop
- 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/Detoxification can be fatal and should only be attempted with medical guidance/assistance. Alcohol withdrawal brings a symptom called Delirium Tremens, or DTs. People with severe withdrawal symptoms or DTs should always have a drink if they need it, whilst professional help is sought. If in doubt call 999.

## HELPING YOURSELF

Knowing when use is becoming misuse, and misuse is becoming addiction, can be difficult to analyse for the individual alone. If you are facing difficulties or serious consequences as a result of using alcohol and/or drugs, and still cannot reduce or 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 beyond this point and it could feel like the start of a scary journey, so the more support you build for yourself, the better. Meeting like-minded people who can give you valuable insight and support, will be key to your 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](#).

## HELPING SOMEONE ELSE

If you suspect that someone close to you is misusing or addicted to drugs and/or alcohol, knowing when to say something can be very challenging, 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 that the individual is damaging their health or reputation, hurting innocent bystanders, or hurting you, it is vital that you take the first step. [Al-Anon UK](#) has useful information on how someone else's addiction could be affecting you.

## FURTHER VIEWING/LISTENING

- [Russell Brand: Freedom from our addiction video](#)
- [Dr. Kevin McCauley lecture: Is addiction really a disease?](#)
- [Podcast discussing 'In the Realm of Hungry Ghosts: Close Encounters with Addiction'](#)

Perhaps it sounds 'out there' but for me, establishing our own dedicated Mental Health & Well-being department at YMU felt like a logical progression of our management services. If our end goal is to ensure the success of our artists' career, I see no difference between investing in their mental well-being as investing in digital/brand departments. In fact, I'd argue that the former is more important.

**MARTHA KINN, YMU GROUP**

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# DIRECTORY

**A**

[Addaction](#) provides free, confidential support with alcohol, drugs or mental health.

[Alcoholics Anonymous](#) If you think you might have a drinking problem.

[Al-Anon](#) is a mutual support program for people whose lives have been affected by someone else's drinking.

[Anxiety UK](#) is a user-led organisation that supports anyone with anxiety, phobias, panic attacks or other anxiety related disorders.

**B**

[Black Minds Matter](#) connects Black individuals and families with free mental health services.

[British Association for Performing Arts Medicine \(BAPAM\)](#) delivers expert health and well-being services for those working in the performing arts including [resources](#) and a [practitioner directory](#).

**C**

[CALM](#) is a charity dedicated to preventing male suicide, the biggest killer of men under the age of 45.

[Codependents Anonymous](#) if you think you might have issues with codependence.

**F**

[Families Anonymous](#) provides support for families and friends affected by others' abuse of mind-altering substances.

**H**

[Help Guide](#) have an especially useful article on social media usage and mental health.

[Help Musicians](#) provides help and opportunities to empower musicians at all stages of their lives. HMUK offers advice and support on health and welfare issues related to the music community.

**M**

[Maytree](#) offers confidential advice for people having suicidal feelings (see also [Samaritans](#)).

[Mental Health Foundation](#) takes a public health approach to mental health, emphasising preventative measures and resources, including a valuable [coronavirus resource](#).

[MIND](#) provides advice and support to empower anyone experiencing mental health problems. Very useful resource on [types of mental health problems](#).

[Music Cares](#) are a US organisation providing mental health and addiction recovery support for musicians and music professionals.

[Music Minds Matter](#) is a dedicated listening phone service offering emotional support, advice and signposting to other specialist services. There is access to free and quickly available counselling and CBT either in person, online or on the phone. Tel. 0808 802 8008

[Music Support](#) provides help for peers working in the UK music industry or roles supporting the industry affected by mental ill-health and/or addiction. They also provide [mental health first aid training](#) and currently offer a free NHS approved well-being app, [Thrive](#).

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## N

[Nar-Anon UK](#) are designed to help relatives and friends of addicts recover from the effects of living with an addicted relative or friend.

[NHS](#) For urgent emergencies please dial 999. For crisis support or to ask any question about your health or a health service, call 111, free from any phone.

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## P

[PRS Members Fund](#) offers support and advice to PRS members and their families, who may be struggling financially, physically or emotionally and are in need of help.

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## S

[Samaritans](#) For urgent help if you are feeling despair, distress or suicidal feelings. Call 116 123 for free.

[Smart Recovery](#) helps people manage their recovery from any type of addictive behaviour.

[Sound Advice](#) has a useful website that includes a resources section on physical and mental health, addiction services, touring support, all tailored towards the music industry.

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## Y

[Young Minds](#) provides some useful recommendations on managing social media consumption to take care of your mental health.

# CLOSING WORDS



## FROM DAVID JOSEPH, CHAIRMAN & CEO, UNIVERSAL MUSIC UK

When I was asked to contribute some words to this excellent guide I thought back to 2018 when the MMF were our first phone call in helping the Universal Music team put together a mental health and well-being workshop for our artist managers and A&Rs.

The event itself at Abbey Road Studios was a huge success and really did help to shift the dial in our company on what is such an important issue. I think back to that moment, which was probably the first time we had brought all of our artist managers and A&Rs together in the same room, and what really struck me were the many conversations around sharing best practice. No label rivalries but a real desire for people to connect and learn. Everything starts with education, something the MMF do very well, and this guide is just one example of the important role they continue to play in changing the narrative around mental health and well-being across the industry.

The life of an artist can be exhilarating, yet challenging and stressful. Nobody will know this better than an artist manager. There are many incredible initiatives happening right across the industry to help managers in this space and at Universal Music we now offer our artists a confidential space to support their personal development, well-being and mental health. As well as counselling, we can also provide referrals to other kinds of professionals depending on personal needs.

Moving forward there is still much work to be done. Label conversations with artists and managers used to be predominantly creative around making records and finding audiences for those records, whereas now we collectively understand the importance of finding out how every individual likes to operate and understanding everyone's individual situation and needs. At the heart of that is helping to navigate the always-on, and often very challenging, landscape of social media.

The MMF has always been ahead of the curve when it comes to mental health and this guide is a brilliant resource.

**DAVID JOSEPH**

Universal Music UK





# THE MUSIC MANAGERS FORUM 2021