**On Leadership**

by alumna Julia Raven

1. Inspire hard work instead of demanding it.
   1. Be the hardest working person. Being a good leader is not a “do as I say and not as I do” game. You need to lead by example.
   2. Never ask more than you would be willing to do yourself.
2. Teaching and granting autonomy can be as important as leading.
   1. Giving people tasks and power over their own work is also a morale builder and shows that you trust them.
   2. Over-reliance on you can spell disaster as work piles up or you have to call in sick.

1. Listen to, and get to know, your employees and peers.
   1. If someone wants more or less work, they may not be direct or explicit in saying so
      1. This is true whether you are a leader or a worker in general. For example, in my last job I would notice that my boss would get very quiet when she had too much work or was stressed. Depending on how quiet she was, I would take a different action. If she didn’t seem completely overwhelmed, I would walk over to her desk and ask if I could take over any tasks she needed done that day. If she seemed very overwhelmed, I would send her an email to give her time to process and not feel bombarded.
      2. Ask your reporters how you can be an effective editor to them. Be willing to alter your leadership style if it proves ineffective for them.
2. Be human and be kind. Empathy is not a sign of weakness.
   1. Do not put yourself on a pedestal or be unapproachable. Leadership means that others look to you for guidance, and if others feel that your default reaction is to reprimand or disapprove, no one will come to you for guidance.
   2. **If no one is asking you questions or asking for input, there is a problem.** 
      1. You either are unapproachable or you have not demonstrated to others that you are someone they should come to.
      2. Encourage questions - create an environment in which honesty and learning are rewarded.
      3. If it is the case that everyone has their job perfectly mastered, push the envelope. Find something new that you could be doing to make the paper run better or read better. Ease of work does not equal perfection.
3. Sometimes you have to be bossy, and that’s okay.
   1. The best practice for confrontation is to do it on an individual level
   2. Remember: confrontation does not mean anger. Never start a conversation angry. Start with a discussion and know that you have many options besides escalation.
      1. Do not match their escalation. If your reporter or employee is angry, they may have genuine grievances. Take the role of listener-in-chief and come up with a creative solution.
   3. While this does not mean that you have no right to be angry, just know that yelling is counter-productive and can create bitterness.
4. Know what your personal strengths are.
   1. You will not be able to perfectly mimic someone else. It would not be genuine or effective. Instead, find what maximizes your strengths and abilities.
   2. For example, are you someone who can rally the troops through an address to the class or are you quieter and better at leading from behind?
5. **Be bold.**
   1. There is a reason **you** are in this position of leadership. If you spend your days filled with self-doubt, you will lose the opportunity to make great and lasting change. Lead by example, lead from the heart.