

Learn to Lead

An editor?

Me?

I don't know how to lead...



“When I first became editor, I had no idea how to act. I knew what the editors did through watching them, but I had no idea what was going on in their minds.”

~Stephanie Cope

Learn to Lead

*What do you know
about being a leader?*



Make a list of Do's and Don'ts

Brainstorm

Share

Post

Leadership

Leader or manager?

Managers cope with complexity.

Managers maintain.

Managers rely on control.

Managers control and problem solve.

Managers have short-range view.

Managers do things right.

Leaders cope with change.

Leaders develop.

Leaders inspire trust.

Leaders motivate people.

Leaders have long-range perspective.

Leaders do the right things.



“Leadership develops daily, not in a day.”
~John C. Maxwell,
author of *The 21 Irrefutable Laws of Leadership*

Learn to Lead

Leader or manager?

An editor needs to be both.

**A manager makes a publication
operate efficiently.**

**A leader inspires, motivates,
influences the staff.**

An editor needs to do both.



**“Management is doing things right; leadership is doing the right things.”
~Peter F. Drucker,
educator**

Leadership

Leadership is personal.

- **It is about relationships.**
- **It is about the connections you make with others.**
- **Your role is to help others do their best work.**



**“Do or do not.
There is no try.”
~Yoda**

Leadership

A good leader wants people who

- know what they are supposed to be doing and why
- have some sense of ownership over the work they do
- know the work they do matters
- feel the care and concern of those with whom they work



How are you doing
with the people on
your staff?
How do you know?

Learn to Lead

Six powerful questions

1. Do I know what is expected of me?
2. Do I have the right materials and equipment I need to do my work right?
3. Do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for good work?
5. Does my editor, adviser, someone at my publication, seem to care about me as a person?
6. Is there someone on staff who encourages my development?



“It’s not the questions that will get you in trouble. It is the answers.”
~ Tom Brokaw

Tips for Leaders

Tip #1: Lead by example

These three simple words are the ultimate key to being a successful leader.

Everyone will look to you to gauge how they should act.

Do your own work promptly. Always hold yourself to a higher standard than your staffers.



“People will forget what you said...
People will forget what you did...
But people will never forget how you made them feel.”

~Maya Angelou

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Tip #2: Give them guidance

- Be a vocal leader who puts each person on a mission each day.
- Prepare a calendar for each day of the month, or your publication cycle.
- Be prepared each day to give the staff something they need to be doing. Don't just tell them to "work."



“Everybody every day will be happier with a philosophy to guide the routines, details and deadlines, actions and interactions of publication life.”
~John Cutsinger

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Tip #3: Speak to everyone each day

- Circulate & interact with everyone.
- Making your way around helps you keep tabs on what's going on.
- Help as you go along. Five minutes of your time can do wonders.
- Your role is to help them take care of their jobs.
- Communicate. Most people aren't mind readers.



“I try to say hi to everyone in the room and not leave anyone out. It really boosts people's confidence and gets them talking more.”
~ Kaitlin Howard

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Tip #4: Compliment regularly and be positive, especially with criticism

- Observe what people are doing well and tell them. Be honest.
- Positive comments go a long way.
- Criticize privately — praise publicly.
- When you critique your staff's work, push them to new levels.
- Provide encouragement, realistic optimism and emotional safety.



“Too often people go through a whole day without someone telling them they did something right.”

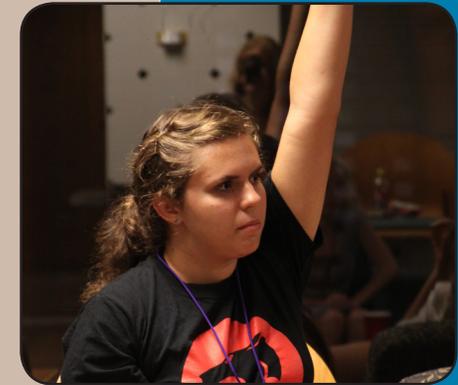
~Andrea

Waterfield

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Tip #5: Delegate

- A good leader doesn't try to do it all.
- Surround yourself with the best people on campus.
- Letting others share the responsibilities will give them a sense of ownership and an opportunity to stretch their own skills.



“The weight of the world is not on you for everything. Tackle what you can... and use the resources of others.”

~Aaron Manfull

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Tip #6: Mediate conflicts

- Deal with problems immediately.
- Define the problem.
- Reframe it as an opportunity.
- Seek first to understand the ideas and needs of others.
- Seek next to be understood by sharing your ideas.



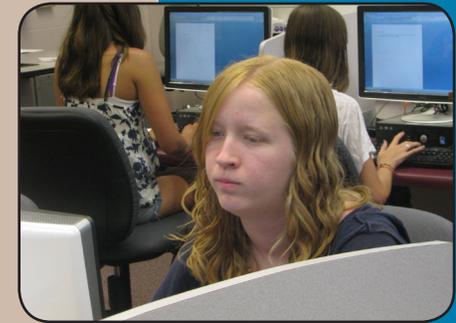
“Compromise is the key to successful resolution. Listen before you jump to conclusions.”

~John Cutsinger and Mark Herron

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Tip #7: Be the best you can be

- Any job worth doing is worth doing well.
- Don't settle for just getting the job done.
- A good leader does what is expected.
A great leader goes above and beyond.
- A good staff does what other staffs do.
A great staff does what other staffs don't.



“Trying to be the best should be the push that keeps you going...”

~Stephanie Cope

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Tip #8: Keep your sense of humor

- In times of stress, finding a way to smile or laugh will make you a better leader.
- Be willing to laugh at yourself.
- Humor will keep you sane and balanced in the most difficult circumstances.



“Any man who has had the job I’ve had and didn’t have a sense of humor wouldn’t still be here.”

~ Harry S. Truman

Learn to Lead

Your staff will come together
if everybody every day

- stays positive
- works to achieve individual and staff goals
- realizes that what they do is important and makes a difference
- respects that what others do is equally important and makes a difference
- says something kind and does kind deeds for other staff members
- strives to do their best



“Everybody every day
will be happier with
a philosophy to guide
the routines, details
and deadlines,
actions and
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publication life.”
~John Cutsinger

Learn to Lead

What are you going to do?

List the things you can do next week when you get home.



What will you share with your adviser?

Brainstorm

Share

Understanding Leadership

Two main tools that leaders use to get people to follow:

- Power
- Status



“There is nothing we can do better than seeking to become still better than we are.”

~Socrates

Understanding Leadership

Power is the ability to give people consequences for their actions — basically punishment and rewards.

- Power can be effective, but...
- **Warning:** The more you use it, the more resentment will build up.
- **Example:** In class a teacher has the power to raise or lower grades. If the only thing keeping staffers going is the reward or fear of punishment through grades, they will do just enough to get the desired grade and no more.



“Often, we confuse power with leadership. The essence of leadership does not flow from rank (or a title).”

~Philip Chard

Understanding Leadership

Status is how much prestige or honor a person has.

- People want to be around high status people, and will be more likely to do what they want.
- The beauty of status is the more you use it, the higher status you act, the more people like you and think of you as a high status person.
- Characteristics like rank, age, gender, socioeconomic status, race, even height can all affect status, but all people can raise their status in a group a great deal by acting high status.

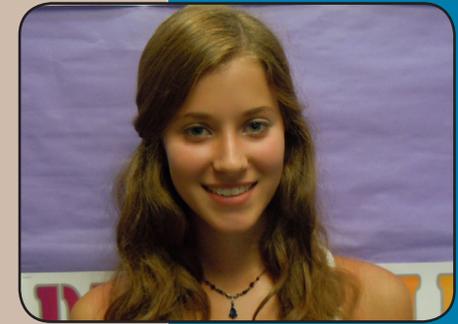


“Leadership is conferred by the people one is intended to lead.”
~Philip Chard

Understanding Leadership

The three key characteristics for high status person (leader) to develop:

- Focus on goals
- Competency
- Caring



“Always bear in mind that your own resolution to succeed is more important than any other thing.”

~Abraham Lincoln

Understanding Leadership

Focus on goals

- The leader stays focused on the group's goal and doesn't get distracted from it.
- The leader isn't texting friends or playing computer games when there's work to be done.
- The leader isn't afraid to redirect team members who are off task and puts the team's goal before outside friendships or animosities.



“Some see things as they are and ask, ‘Why?’ I dream things that never were and ask, ‘Why not?’”
~Robert F. Kennedy

Understanding Leadership

Competency

- The leader is really good at the tasks needed for the team to succeed.
- The leader works to improve those skills and teach the team members how to improve.
- Leaders know they are competent and are assertive and confident, though they are also well aware of areas they need to improve on.



“The slow thinker who can finally come up with an idea of his own is more important to the world than a walking encyclopedia who hasn’t learned how to use this information productively.”
~D. Winebrenner

Understanding Leadership

Caring

- The leader cares about the team and the members on it. The leader is easy to approach for help or concerns, and listens carefully to others.
- The leader often approaches other team members to discuss their work.
- “Caring” and “nice” are not always the same, and a leader knows that sometimes the most caring thing to do is to tell people tough things to help them to improve, but the leader always does so in a respectful way.



“Unless a leader can secure the loyalty of others, his or her personal strengths will usually prove insufficient.”
~Philip Chard

Understanding Leadership

Goal-oriented, competent, caring

- If you work on those three areas, the members of your staff will take you more seriously and want to work with you.
- If you want to improve as a leader, you need to focus on status instead of power, and find a way to be the one people want to go to for help.



“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it is the only thing that ever has.”

~Margaret Mead

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Linda Barrington