

Editorial Preface

Top-Down and Bottom-Up: Thoughts on Management

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While I do not have much experience as a *de jure* leader, I would like to think that I have had a positive impact behind the scenes in departmental affairs. Being editor-in-chief has offered me an opportunity to direct something, but still it is not quite akin to running an organization with all the personnel “issues” that divert administrators. So while it might be indulgent of me, please permit me to share a few thoughts on management. In my opinion, administrators sometimes engage in tactics that I view as counterproductive. For those higher up the chain there seems to be overt tendencies to foster directives, policies, and goals that are more about generating legacies than other concerns. Such administrators are gambling their entities’ literal and figurative foundations and should check themselves with voices from “below.” Those leaders failing to consider the advice of their constituents remind me of the well-known children’s tale “The Emperor’s New Clothes” by Hans Christian Anderson. The moral here is that dissenting opinions are valuable, and such views should at least be entertained before making final decisions. Open dialogue up and down the chain of command leads to a more transparent and honest administration. Just as manuscripts improve through a peer-reviewed dialogue between authors, reviewers, and editors, institutional decision-making benefits from top-down and bottom-up interactions where both sides are really listening to each other. So, my advice to administrators is that rather than reenacting the “The Emperor’s New Clothes” let me suggest another script – “The Emperor’s New Groove.”

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Best regards,

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