

Dialogue Editorial Guidelines

Introductory notes

The Dialogue Ethos (quoted from Dialogue's development notes)

Historically, thinking about leadership and business issues has been concentrated in the developed markets of the West, for the benefit of managers and organizations in these markets. Research, executive education, consulting, writing and teaching about business leadership have largely emphasized Western values, priorities, culture and perspectives.

This is now changing. "Emerging" and "Developing" markets are now more accurately referred to by economists as "Growth" markets, and while the West remains a vital component of global business and leadership we believe that the 21st Century is seeing much more of a need for East-West "Dialogue". In this age of globalization and diversity, no one individual, company or government has all the answers. The need is for different individuals, companies and governments, and their cultures and traditions, to learn from each other so they can better understand and resolve leadership challenges.

Dialogue recognizes this fact and provides a source of new ideas for top executives creating, leading and developing businesses in today's world. *Dialogue* will succeed by providing and explaining the best of current leadership thinking together with original insight and analyses in the areas of leadership, business and education/development with a view toward the future.

This ethos must be remembered in all *Dialogue's* features.

Guidelines for authors

Article contribution: *Dialogue* does not take unsolicited articles. The editorial board and the editor will commission all opinion pieces and features. Potential or would-be authors should make contact with a member of the editorial board or the editor to discuss their work prior to submission.

Copyright: Copyright law protects against unauthorised use and provides a business framework for dealing in intellectual property. Using material without prior consent exposes the user to legal action from the rights holder. A breach of copyright can lead to financial penalties and in some cases criminal liability, no matter how innocuous the use may seem. **Dialogue therefore will own copyright for all its published content.**

Deadlines: The journal has a series of deadlines and features are commissioned **three to four months** in advance, with the authors deadline 8-10 weeks before the issue in which it is due to appear.

Paid-for articles: Advertorials must be clearly labelled and adhere to our advertorial guidelines.

Submission of ideas: We welcome genuinely relevant, strategic and timely ideas. Authors and public relations people should be advised not to send a round robin email - if they are approaching another publication, we will not be interested.

Please bear the below in mind if you are interested in submitting an idea/client:-

- Our readership is strategic, business-focused and defined by its ability to add value to the business. Any ideas/content for the publication must be relevant to this.
- *Dialogue* is stimulating, challenging and ground-breaking. We are not interested in the 'same old' story. It must be strategic.

Commentators: All features must be business-focused. This is particularly important in features looking at a particular area in which authors may be speaking to suppliers. It is vital to ensure copy is independent and not just promotion for a particular supplier/latest fad. It needs to provide stimulating, relevant and thoughtful information.

Conflicts of interest: If an author has a connection to a person/organisation or issue, it should be declared before agreeing the commission. If an author has worked for or is helping a particular organisation, it will be mentioned in the article.

Errors: It is the policy of *Dialogue* to correct significant errors as soon as possible. However, such errors must be business critical or the journal's mistake (incorrect spelling of company/name or incorrect job title for example). We will not update information that has been wrongly provided to us if it does not meet the above criteria and will point out that it is not our mistake.

Fairness: Authors must always ensure there is the chance for those subject to criticism or allegations to respond and must try to get both sides of a story.

Language: While much language has lost its ability to offend in this internet age, authors should avoid using swear words unless they are absolutely necessary.

Non-attributed quotations: People sometimes speak more honestly if they are allowed to speak anonymously. Including such quotes can help readers to a better understanding of an issue than relying on corporate, on-the-record quotes. However, it is the responsibility of the author and the editor to ensure there is no malice behind such quotes and to get a second source to back up the information.

Payment: We will not offer payment for written contribution unless in exceptional circumstances authorised by the editor and editorial board.

Breakdown of features

Spark

Spark will be a round-up of interesting quotes, facts, news and trends (including updates about Duke CE, affiliation partners and knowledge partners). It would be helpful if all LID and Duke CE staff could assist the editor in suggesting topics and news for these pages

Reviews

The editor will constantly be searching for newly published books, The editor is already approaching academics and business people to review books, but it would be helpful if Duke CE and LID staff would like to propose reviewers for any of these books. Reviewers will have a book dispatched to them and will be asked write approximately 400 words on their thoughts on it, in return for being able to keep the book.

Suggestions for books, apps, tools and suggestions to review will always be welcome.

Dialogue Articles

Dialogue articles will incorporate a number of views and will be written by the editor (or another writer) based on a group interview. For example, a management consultant and a CEO discussing growth in emerging markets; a marketing professor and a chief marketing officer discussing the impact of social media; or a HR director, business coach and leadership consultant discussing performance measurements. The idea would be to combine in dialogue practitioners, consultants and thinkers to give a broad perspective on each topic under scrutiny. In issue one for example the 'is leadership global dialogue article' will include CEO, HR director, MD, a consultant and an FD (from various sectors and industries).

Thinkers and practitioners who would like to be involved in Dialogue but who would prefer not to write, should be put in contact with the chair of the editorial board and/or the editor who will invite them to participate in a dialogue article on a topic of interest to them, if appropriate.

Columns

Columns are opinion pieces written by industry experts. They are not based on research or data but on personal observations and should be challenging, controversial and conversational in style.

Interviews

Interviews would be written by the editor or another writer based on an extended conversation with a person of interest, who chooses not to write a

column or feature for Dialogue. They would discuss the views of the individual, their career development, their advice and their thoughts on wider issues. It would be about the person and their ideas rather than a given topic or issue.

By-lined Features

These would be written by an expert on a topic or issue or as part of a focus. They must be evidence based and have examples, research, and resources for further reading.

Business case studies are useful in this type of feature. The feature should be accompanied by key points from the author and 'further reading' incase Dialogue readers would like to find out more information about where the author has drawn conclusions.

Knowledge Partner Features

Knowledge partners must make a point of sharing knowledge of interest in their work, rather than an obvious marketing message about their organization. As such, their involvement in dialogue articles and feature articles should remain non-biased, evidence based and researched in the same way as general articles. Within those constraints they would have a free reign to discuss an issue of interest in consultation with the editor and/or chair of the editorial board. A declaration of interest must be included in the feature to make it transparent to readers that this is a knowledge partnership feature.

The editor and editorial board have the right to edit and amend copy as per editorial guidelines.

NB: This is a work in progress; knowledge partner guidelines do need to be developed further with the editorial board at an early convenience.

Practitioner Partner Features

Practitioner features partners must make a point of sharing knowledge of interest, in their work, rather than an obvious marketing message about their organization. As such, their articles should remain non-biased, evidence based and researched in the same way as general articles. Within those constraints they would have a free reign to discuss an issue of interest in consultation with the editor and/or chair of the editorial board

NB: This is a work in progress; practitioner partner guidelines do need to be developed further with the editorial board at an early convenience.

Written Copy (general)

Any copy submitted to the editor must have already passed through regulatory approval from employers featured (if appropriate) unless the editor is made aware.

In addition to scrutiny by the editor and chair of the editorial board, all written copy will be further copy-edited by a professional sub editor, to ensure that every feature complies to *Dialogue's* style, there are no spelling, grammar or literal mistakes as well as factual or legal issues.

Authors should be reminded at the commissioning stage that features should be written in a witty conversational style (avoiding Harvard style references and footnotes), be given a strict word count, asked to include a key points summary and suggestions for further reading. These will be linked from the digital edition.

Dialogue is an appointment read and people will take the time to really enjoy meaty challenging features – but features should be challenging to think about; not challenging to read! Stuffy, unoriginal, self indulgent waffle will be edited out or rejected.

It is advisable when suggesting a deadline to authors, to give a date about two weeks ahead of when the piece is needed in case of emergency or hold-ups on the part of the author.

Timings and schedule

Every page of the magazine and digital edition MUST be laid out, designed, proof read and approved at least three weeks prior to publication.

The editorial process of each feature (editing, sub-editing, checking queries with authors, design and reprographic work) should take approximately one week to ten days per feature. This stage will involve input from both the editor and the chair of the editorial board.

The final approval process from Duke is estimated at one week per feature.

Photography

All authors must be asked to provide a head and shoulders image in high-resolution (300dpi or greater) for use in their feature and on the contributors page

Any images of workplaces or employer brands must be 300dpi or greater and copyright permission must be sought from the organization to use these for media purposes.

If the editor commissions a professional photography shoot, the images will be the property of Dialogue (which will be the sole owner of the copyright). Those photographed at Dialogue's expense can request to use images (not those featured in the journal) on the express agreement that they are used only for personal use and not for marketing or PR purposes.

LID and Duke will be able to use said images as they see fit.

Illustrations

The editor will commission a series of illustrations for the covers and features. Illustrators will from his commission create rough sketches, which will be shared with the chair of the editorial board for consideration.

At this stage, changes and amends can still be made towards artwork, or illustrators can be instructed to take a different direction. At this stage Dialogue is not committed to pay for the art work.

Following consultation with illustrators, when a final illustration is then completed, there is still room for change and amends, but Dialogue will be committed to remunerate the artist for completed work.

Please note: All pages will be designed for the digital edition first and then converted into print, therefore all additional coverage for digital (including video, additional infographics, podcasts, links, additional images etc) must be commissioned and submitted at the same time as written copy.

Infographics

These will take up approximately two spreads. They will investigate a trend in leadership and management or a topic of relevance. Going forward this could be based on wordclouds from the Dialogue Room, or research from polls etc.

The editor will file the copy and statistics to the infographics design company who will design the pages in 2-3 days (we are allowed two amends as part of the agreement). Dialogue will welcome suggestions on statistics and trends for this from interested parties.

Video and audio

The editor is already working on developing video content for launch. This will include videos from all columnists, expanding on their content as well as additional video content from the dialogue interview. With regards to content, video and audio must comply with the guidelines for written copy.