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“LEADING WITHOUT A MAP”

When she was appointed as Program Chair of BSBA in 2019, there was no orientation, no manual, and no one to walk her through the responsibilities. The designation came quietly, almost abruptly, and with it came expectations she had to discover on her own. On her first day, she sat at her desk surrounded by files she didn't fully understand yet, but instead of waiting for instructions, she began asking questions, reading documents, and observing how things worked. She knew that if she waited for someone to tell her what to do, nothing would move forward.

The early months were filled with uncertainty. There were moments when decisions had to be made without assurance, reports had to be submitted without prior templates, and problems had to be solved without precedent. Yet, she faced each challenge with determination. She learned through experience—sometimes through mistakes—but never allowed hesitation to stop her. Slowly, she built systems, organized processes, and created structures that were not there before. What once felt overwhelming became familiar, and what once seemed unclear became part of her expertise.

Years passed, and from 2019 to the present, she remained in her role—not because it was easy, but because she grew into it. She became the kind of leader who no longer needed directions because she had learned how to create them. Others began to rely on her guidance, just as she once wished for someone to guide her. Without a formal beginning, she carved her own path, proving that leadership is not always taught—it is often built through courage, initiative, and the willingness to step forward even when no one tells you how.