

The background of the slide is an abstract, artistic composition. It features a series of concentric, overlapping circles and arcs that create a sense of depth and movement, reminiscent of a camera lens or a tunnel. The colors are muted, with shades of purple, blue, and grey, and some warmer tones like orange and yellow are visible in the background. The overall effect is a soft, ethereal glow that frames the text.

How Women Leaders Can **Transform** Newspapers

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Let's set the stage

Leading in challenging times isn't new.

- Nor is it gendered.

But there are some different **challenges**.

And **opportunities**.

The leader: 1930s

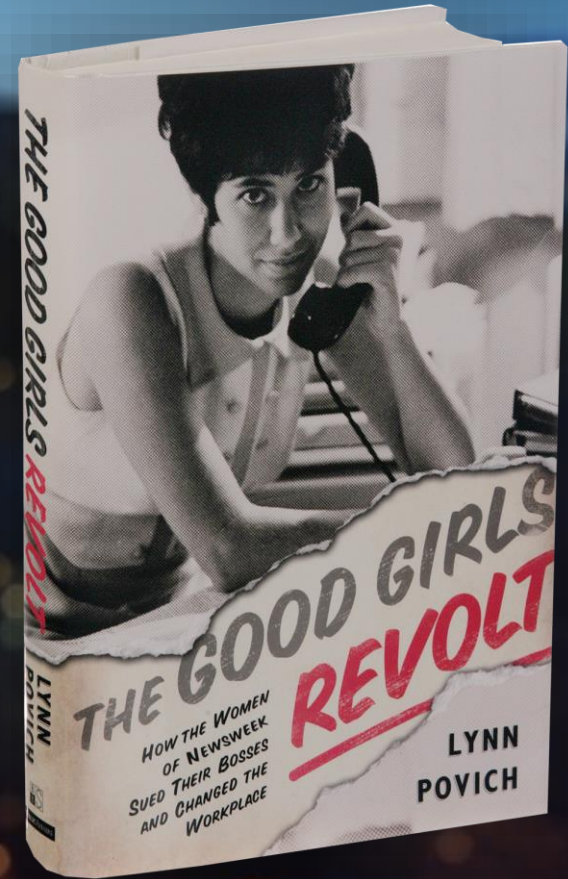


The law: 1964



“It shall be an **unlawful** employment practice for an employer: ... to fail or refuse to hire or to discharge any individual ... because of such individual’s **race, color, religion, sex, or national origin;**”

The lawsuit: 1970



The leading edge: early '80s



The landscape: 2020

- Record number of female CEOs of Fortune 500 firms this year. The 33 represents just 6.6% of the companies.
- Two aren't new ... companies vaulted onto the list.
- Largely recent. Some as a result of activist investors.

Three or more women makes every team better.

A close-up photograph of a woman with dark, curly hair, smiling broadly and covering her mouth with her hand. She is looking down at a laptop screen, which is visible in the foreground. The background is blurred, showing an office or home setting with other people and furniture.

*What does **research** say?*

Women have a *super power*

- HBR study: Theoretical firm with retiring CEO. When led by a man and doing well, 62% chose a male candidate.
- When the man-led firm was **in crisis**, 69% said **a woman would be better**.



Research says ...

- Women-led companies appear to be better at meeting **overall job satisfaction** needs than those led by men.
- Surveys show companies led by women aren't just **good for business**; they are **good for employees**.
- And what else

Research says ...

- Several studies indicate women-led companies outperform those led by men.
- One analysis found women CEOs in Fortune 1000 firms drove **three times** the returns as S&P 500 companies run by men.
- Companies with more female executives in decision-making positions continue to generate **stronger market returns** and **superior profits**. (Credit Suisse)

And the Shark says ...



- Kevin O'Leary: Out of more than 40 companies he invested in, about **95%** of female-led companies **met their financial targets**.
- **65%** of male-led companies did.

“Women manage risk better.”

The thing is...

- Women leaders have some special challenges.
- There are issues that make situations tougher.
- Women are more likely to be given the broken toys.
- Women are better at cleaning up messes.
- And companies, teams and employees perform better with women leaders.

A group of nine people, four men and five women, are standing in a row and smiling for a photo. They are dressed in casual to semi-formal attire. Several of the individuals are wearing dark-colored t-shirts or sweaters that feature a white graphic of a heart inside a square. The background is a simple, brightly lit indoor space with light-colored walls and a dark floor.

*How we know **this is possible***



*Why we know **it matters***



*What we know **you can do***

The image shows a professional workspace, likely a broadcast studio or a tech office. In the foreground, several people are seated at desks with large Apple iMac computers. One woman is looking at a screen displaying a fiery image, while another is gesturing towards a monitor. In the background, a man in a suit stands near a counter, and other staff members are visible. Four monitors are mounted on the wall, showing different video feeds. The room has large windows overlooking a cityscape, and the ceiling is equipped with professional lighting rigs. The overall atmosphere is one of a busy, collaborative environment.

Lead the way

1. Make it a priority, with metrics.
2. Be deliberate, including in job postings.
3. Be brave and supportive.
4. Be flexible and creative.
5. Ensure it is at all levels.
6. Keep it in mind from the beginning.

4 keys in challenging times

1. Build trust.
2. Show compassion.
3. Introduce stability.
4. Positivity through hope.

*Traits that can be weaponized, but are super powers.

Thank you!



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