

Lead, don't lament!



Welcome to the next chapter in news company leadership

Pivot 2020: October 6, 2020

Poynter.



NEIL BROWN

President, the Poynter Institute

AGENDA

- **Today's Takeaways**
- **Case Studies**
- **Challenge-Centric Change**
- **Make Some Noise**

**Transformation –
not of our own making.**

Time to move
from crisis management
to strategic course-setting

**What's New In Publishing
Insight Report:
Navigating COVID-19**

From the University of Oregon

Key findings:

- Marketing budgets and advertising are down.
- COVID-19 changed media behaviors: more streaming, more social.
- Publishers are finding markets for new products, newsletters first.
- Paid subscriptions can grow even as “COVID bump” subsides.
- Audience want a broad content mix; craving non-coronavirus material.
- People are feeling isolated, looking for opportunities to build relationships with businesses and brands they trust.



Today's Takeaways

Key Takeaways:

- Depart the island of crisis management and begin **Strategy Anew**.
- Overcommunicate, overcommunicate, overcommunicate.
- Overcommunicate what? Your goals. And when they shift – overcommunicate that they have.
- There is no status quo. Clinging to it is exhausting and a losing hand.
- Believe in the distinctive. Do it and make noise about it.
- Stop doing things by doing others.



More Key Takeaways:

- We are in the marketing business, so make noise and be creative.
- Be bold in the pursuit of your values.
- Time to throw in with younger, vastly more diverse talent.
- Print is distinctive. Don't apologize for it. Don't let it dull imagination.
- Embrace new ways to know and connect with your customers.



More Key Takeaways:

- Essentialist's mindset: A ruthless pursuit of priorities.
- Believe in craft! Tap your leaders for their skills.
- Invest in your people – they want a culture of personal growth.
- If your customer service sucks, you lose. (Pandemic puts that in stark relief ...)



What can you do with what you *already* do?

POLITIFACT

The Poynter Institute



What else can you do with what *you already do?*



**Case in Point:
Best Practice Case Studies**

The Gazette

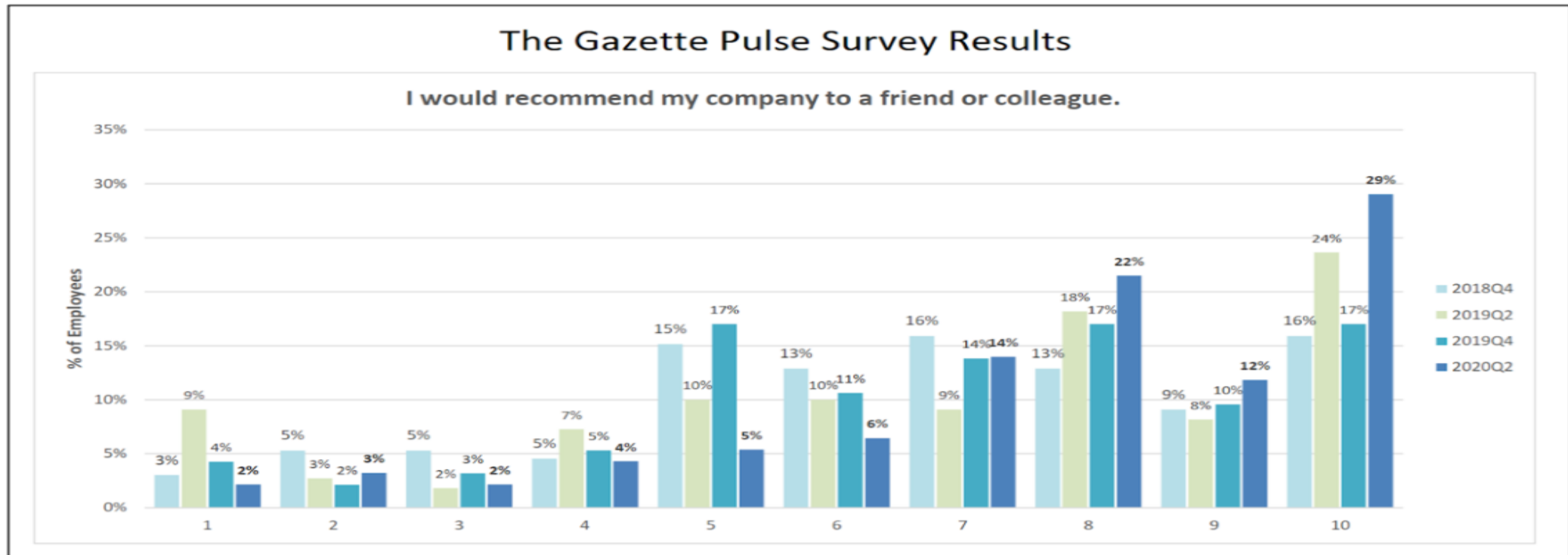
The Cedar Rapids Gazette

The Cedar Rapids Gazette: In this together.

- Launched internal newsletter with Covid-19 and business updates.
- Kept 'One on One' meetings. Shocker!
- Talked about Gazette's goals and employees' goals – established common ground
- Overcommunicated. Overcommunicated. Overcommunicated.



The Cedar Rapids Gazette: Results.



milwaukee journal sentinel
PART OF THE USA TODAY NETWORK

The Milwaukee Journal-Sentinel

The Milwaukee Journal-Sentinel: Growth strategy.

- Attract new audience/segment.
- Engage that audience/segment.
- Know that audience/segment.
- Get that audience/segment to pay for a digital subscription.



The Milwaukee Journal-Sentinel: The mantra.

“If there’s something we’re doing that doesn’t meet at least one of those four things, it needs to be evaluated on whether we should be doing it or if it should be placed on the “Stop Doing” list.”



The Milwaukee Journal-Sentinel: The “Stop Doing” list.

- **Honest and ruthless:** When something goes on the list, it doesn't mean it's officially dead. We can make adjustments to change it to make sure it meets our strategic goals. If it doesn't work, however, it doesn't work. By compromising, we don't get more capacity to do the things that will drive new audiences.
- **Remember the goal:** Add capacity by removing the things that aren't accomplishing our strategy so that we can add things that will accomplish our goals.



GANNETT

**Gannett:
The USA TODAY Network**

Gannett: Diversity is not optional.

- Make its workforce as diverse as the United States by 2025.
- Expand the number of journalists covering issues related to race and identity, social justice and equality.



COLUMNISTS | Opinion This piece expresses the views of its author(s), separate from those of this publication.

Gannett news president: Diversity and inclusion are choices, not just words. Today we reaffirm our mission.

Maribel Perez Wadsworth USA TODAY Network
Published 6:01 a.m. ET Aug. 20, 2020 | Updated 12:56 a.m. ET Aug. 29, 2020



Corrections and clarifications: An early version of this story had incorrect figures for Corpus Christi's newsroom. It has since been updated.

Our greatest vulnerabilities have been exposed by a relentless global pandemic. Our country's gravest sins were brought into the glaring light of a Memorial Day sun as the final breaths of one man were snuffed out by the inhumanity of another.

Will this be the year when everything changes? Will that change be lasting?

At USA TODAY and Gannett's 260 other local daily news organizations, we are working hard to document the story as it unfolds.

But our job as journalists does not end at the first draft of history. Far from it.

In exposing wrongs, shining a light on injustices, celebrating good works, curating experts who help identify solutions to our greatest challenges, journalism plays a vital role in creating a brighter future. In sustaining our democracy.

And so, at a time when the impact of quality journalism has never been clearer, we must remain thoughtful



More Stories



Notice our new look? As you get used to things, please let us know what you think!



Gannett: Diversity will also drive improved business results.

“There is broad consensus among business leaders and public officials that the values of diversity and inclusion are moral imperatives. There’s a growing understanding that they are equally vital to better business results.” – Maribel Perez Wadsworth, USA TODAY Network



Three-legged Stools.

New revenue for news orgs: Philanthropy.

- First leg: Advertising revenue.
- Second leg: Reader revenue.
- Third leg: Donation revenue.



Tampa Bay Times

Journalism Funds

Tampa Bay Times: Launches two journalism funds.

“Over the past week, we’ve heard from scores of readers and neighbors in our community who want to keep the journalism of the *Tampa Bay Times* healthy.

We now offer two ways you can make tax-deductible contributions.

Today, we launched the [Tampa Bay Times Journalism Fund](#). Contributions help sustain our newsroom — including our coverage of government, health, business, education, politics, sports and entertainment.

You can also directly support our investigative journalism by contributing to the [Tampa Bay Times Investigative Fund](#), which helps pay for watchdog journalism efforts throughout the newsroom.”

— Mark Katches, Executive Editor, Tampa Bay Times





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The Seattle Times

Community-funded Journalism

The Seattle Times: Fundraising Lab.

- Funded by Google News Initiative (GNI).
- Fifteen publishers will join the lab.
- Focus on strategies to fund journalism through philanthropy.
- Goal is to raise \$2.25M by June 30, 2021.



Table Stakes: Challenge-Centric Change

S.M.A.R.T. Goals

Set SMART Goals:

- **Specific** – Are they specific?
- **Measurable** – Can you actually measure whether or not you've accomplished them?
- **Attainable** – Are they realistic?
- **Relevant** – to your priorities?
- **Time-sensitive** – Add deadlines to your goals! I never did this!



Objectives and Key Results (OKRs)

Set OKR Goals:

- **Focus**
- **Alignment**
- **Commitment**
- **Tracking**
- **Stretch**



Set OKR Goals:

- **Results must be concrete and measurable.**
- **Goals are overcommunicated.**
- **Goals are revised or revisited each quarter.**



Alignment.

“At any given time, about 30 percent of the people are working on the wrong things. It’s just hard to know which ones they are... It’s execution that’s everything.” – John Doerr



It's important work.

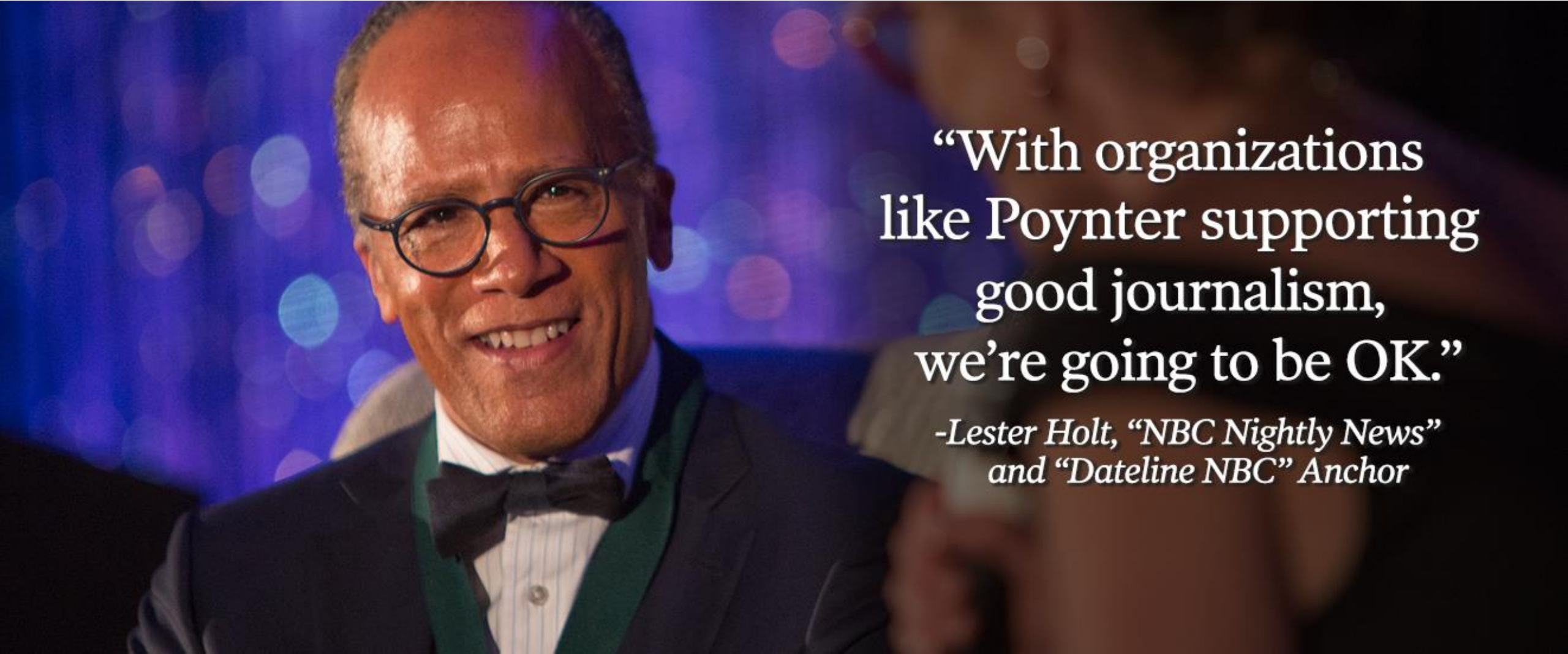
Be proud.

“We’re trying to grab people by the collar ever day ... Any publication that has an audience that seeks out its content on a daily basis and finds it indispensable, I think they’re gonna continue to do better and better. The lust for really good content is rising, not falling, so that indicator tells me that if you can build a big, smart business and understand your audience, things are gonna get better for you. If you don’t have that, you’re screwed.”

- Jim VandeHei, co-founder and CEO, Axios

Make some noise.

Find your evangelists.



“With organizations like Poynter supporting good journalism, we’re going to be OK.”

*-Lester Holt, “NBC Nightly News”
and “Dateline NBC” Anchor*



Questions?

Thank you!

Poynter.

The Craig Newmark Center for
ETHICS and
LEADERSHIP
at Poynter

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 **MediaWise**

NEWS
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