

Women in Media 2006



Finding the Leader in You

By Mary Arnold, Ph.D. and Mary Nesbitt

Media Management Center at Northwestern University



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 **McCormick Tribune
Foundation**

**Women in Media 2006:
Finding the Leader in You**

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About the Media Management Center

The Media Management Center engages in research and education for media executives throughout the world. It is affiliated with the Kellogg School of Management and the Medill School of Journalism at Northwestern University. The Center was founded by the John S. and James L. Knight Foundation and is supported through grants from the McCormick Tribune Foundation and through industry programs and projects. The Media Management Center offers an array of on-campus and company-specific programs for executive education and conducts research in media issues. It also forms cooperative partnerships with media companies and organizations for training, development and applied research. To learn more about the Center and its programs, contact Executive Director Michael P. Smith at 847.491.4900.

About the McCormick Tribune Foundation

The McCormick Tribune Foundation is one of the nation’s largest charitable organizations, originally established as a charitable trust upon the death, in 1955, of Col. Robert R. McCormick, the long-time editor of the *Chicago Tribune*. Since 1995, the foundation has given \$1 billion to support our children, communities and country. The McCormick Tribune Foundation team includes:

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A focus on children, communities and country binds the foundation and its many parts and keep us true to our mission of advancing the ideals of a free and democratic society. The foundation is an independent non-profit, separate from Tribune Co., with substantial holdings in Tribune Co. For more information about the foundation and its efforts, please visit www.McCormickTribune.org.

Women in Media 2006

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INTRODUCTION

Linking Innovation to Leadership

Last year, as I was interviewing CEOs from around the globe about where they saw their media companies headed, I was a bit perplexed that some of the answers seemed too obvious. I was concerned that there was not a lot of inspiration in their ideas.

When I confided this concern to Jayme Sirotsky, board chairman of Brazil's multi-media RBS group, he said I was asking the wrong question.

"If you want to know what they are really concerned about," he advised, "ask them what they are spending their money on right now. If they care about it, they will invest in it." It was great advice. As I talked with media-company CEOs from Ireland, Austria, Australia, Japan, Argentina and the United States, I got great insight into what these leaders cared enough about to invest in.

Missing from their lists, unfortunately, were innovation and training. Our research at the Media Management Center shows that they go together. Can companies become innovative without developing a creative workforce and without putting processes in place to encourage innovation? We know from our research that newspapers that invest in creating a climate where innovation drives culture also invest in a development system.

Those are among the findings that are driving the Media Management Center to refine its programs, focusing on a holistic approach to innovation. Our research also demonstrates how innovation and development are tied to readership growth.

These go hand-in-hand with another finding: Newspapers that enjoy growth from innovation and development are more likely to have a diverse set of leaders at the top. There are more women and minorities there than at newspapers that are not growing.

SOMETIMES IT IS DIFFICULT TO CONNECT THE DOTS in the newspaper model. In this case the connections are more obvious than ever:

- Growth comes from innovation
- Innovation is the result of investment and development of employees
- Innovation happens in a culture that embraces the customer and embraces change
- Change happens when leaders believe in it
- Leadership teams with a diverse set of members nourish this culture
- This culture creates growth.

That brings us to the head count of women on the mastheads in newspapers. When we launched the Women in Newspaper study nine years ago, our hope was that by telling this story, we could create awareness of the need to change.

Now, thanks to the research of the Readership Institute, we can tie women in leadership to profitability. That is a powerful argument as CEOs try to figure out what to invest in.

THE REPORT ON THE FOLLOWING PAGES is the fourth such white paper issued by the Media Management Center. It is the result of the work of Regina Howard Glaspie and the team she has assembled to host conferences to work on these problems. Included in the team are Victoria Medvec of the Kellogg School of Management, Mary Nesbitt of the Readership Institute, Cynthia Linton of the Medill School of Journalism, and Mary Arnold of South Dakota State University.

The most recent conference, *Women in Media: Finding the Leader in You*, Nov. 6-8, 2005, focused on leadership skills and strategies needed to create the change that newspaper companies are facing. Pieces of that conference are detailed in this report. We thank the team and the women who participated in the conference for their ideas, insight and passion for the future of newspapers.



A handwritten signature in black ink that reads "Michael P. Smith".

Michael P. Smith
Executive Director
Media Management Center

EXECUTIVE SUMMARY

Those who lead newspaper companies must be able to respond quickly to market and technology changes. To compete successfully, they have to take risks and innovate persistently.

The good news for women is that they have an advantage because their management style tends to be more inclusive and responsive, which encourages new ideas and innovation. Because many are relatively new to the power positions, they are not as entrenched in “the way things have always been done.” Most of the top innovative companies today have women in very senior positions, for their talents and to ensure those companies are meeting the needs of their women consumers.

So our conference, *Women in Media: Finding the Leader in You*, was full of advice and strategies for women executives working in a rapidly changing environment.

CONFERENCE SPEAKER MARY NESBITT, of Northwestern’s Readership Institute, showed how more than 80 percent of newspaper companies have “defensive” cultures. “Defensive” was defined as risk-averse and slow to adapt to change.

Less than 20 percent have “constructive” cultures, which encourage experimentation. This type of culture not only helps companies change with the times but also is associated with higher readership and profitability, she said.

So 80 percent of newspapers have a lot of work to do.

Leading cultural change in an organization first requires the leaders themselves to be open to change, Nesbitt said. They must step out of their comfort zone if their business is to thrive.

They also need to encourage their employees to challenge assumptions and coach them on how to take risks.

Women in management continue to lag behind in numbers in the newspaper industry. The Media Management Center’s 2006 head count found that the number of women in leadership positions has changed very little in the past three years. The February 2006 head count shows an increase of just 2 percentage points since 2003, to 29 percent of top managers. And the number of publishers has remained static — 25 female publishers out of 137 included in the survey.

WOMEN WHO ADVOCATE WELL FOR THEIR COMPANIES aren’t always good at negotiating on their own behalf for promotions and salaries —

and thus may not advance as quickly or realize their full potential.

Victoria Medvec at Northwestern's Kellogg School of Management told the conference participants this is because women think good work will automatically be rewarded and also because they are afraid of damaging their relationship with the boss by being too demanding. Medvec said it's possible to negotiate for more while maintaining that good relationship. She provided the following strategies:

First assess your own goals, priorities and limitations and those on the other side before you come to the table, she said. Then make the first offer, to anchor the discussion. Next, highlight the advantages for the other side and the value you provide. Finally, make multiple offers to signal your flexibility and willingness to make concessions (on issues that aren't top priorities for you).

These negotiating strategies can also be useful at home, where women usually take on most of the work rather than risk damaging a relationship by asking for more help, Medvec said.

THE CONFERENCE, *Women in Media: Finding the Leader in You*, focused on the skills and strategies that make good leaders.

One way to understand such leadership is to read the personal stories of successful women executives. Therefore, we end this report with a series of profiles that explore the leadership styles and experiences of a diverse group of nine women in high management positions who are leading change.

PART I

Gaining the Competitive Edge

Tenacity alone will not overcome the obstacles women executives face while advancing in the media world. Any woman making it to the corporate suite can tell you that. What women need is an extra edge in honing their personal leadership skills and learning how best to create change in their organization.

For the past six years, the Media Management Center at Northwestern University has been investigating challenges women face now that they have worked side-by-side with men in the nation's newspapers for 40 years. The question behind the research is that while it's good that some women have risen to the top, why aren't there more?

On four occasions, the Media Management Center joined with the Center for Executive Women at Northwestern's Kellogg School of Management, with McCormick Tribune support. They invited women leaders from the newspaper industry to participate in a conference that showcased the results of their investigations.

The first, *Women in Newspapers: How Much Progress Has Been Made?* held in 2000, explored why the progress women have made in advancing toward the top executive positions had stalled and what newspapers need to do to retain and benefit from the talents of top women. The second, *Women in Newspapers 2002: Still Fighting an Uphill Battle*, answered the question of why women are having such trouble reaching parity in the executive ranks. In the third, *Women in Newspapers 2003: Challenging the Status Quo*, women executives learned how to better leverage their power and attract and retain the best talent.

The fourth conference, *Women in Media: Finding the Leader in You*, highlighted leadership skills women can employ to drive change. The speakers identified characteristics and strategies for constructive leaders in media companies. (Contributions of two of the speakers, Mary Nesbitt and Victoria Medvec, are detailed in other sections of this report.)

Because conference participants were leaders in their organizations, their

insights stemming from their own experiences were a vital component of the conference. Throughout this section of the report, you will hear from these participants in their own words. But because we promised anonymity to encourage frank and open discussion of often-sensitive issues, the names have been omitted.

Over the six years of our investigation of women in media management, the business climate has been one of change — where businesses must be responsive, flexible and continually adaptable in order to compete and be profitable.

Women as leaders of change

Conference participants said their industry must tap the female expertise that already exists inside newspapers. “We are part of a culture that is ready to innovate,” said one. “Women have unique talents to solve problems. Those in the

industry who want us to check our identity as women at the door are missing a great opportunity.”

“In my shop, I’m the only woman at the news meeting,” another said. “It is so much easier to generate new ideas when you are on a diverse, talented team in an industry that is looking to the future.”

Research conducted by Professor Alice Eagley, social psychologist at Northwestern, agrees. There are differences, albeit small ones, in leadership styles of men and women that give women an advantage in an environment of change.ⁱ

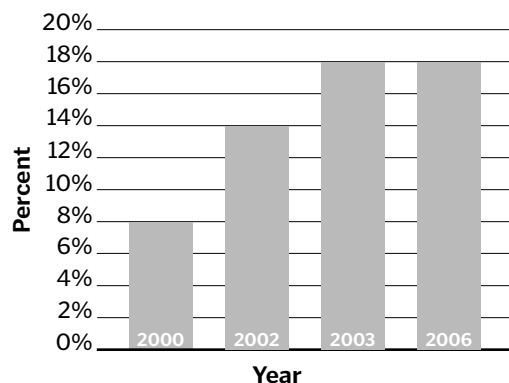
Eagley’s findings suggest that female managers, more than male managers:

- Have attributes that motivate their followers to feel respect and pride because of their association with them
- Attempt to develop and mentor followers and give them rewards for good performance
- Show optimism and excitement about future goals and new perspectives on problem solving.ⁱⁱ

Those at the conference agreed.

“By working together, we can go beyond where we are now,” one said. “Our industry can figure out how to be less defensive and more nurturing if we put our heads together.”

Percentage of women publishers from 2000-2006



The number of women publishers at 137 newspapers with a circulation over 85,000 were: 11 in 2000, 19 in 2002, 25 in 2003 and 25 in 2006.

“The industry is in a state of flux, we need to mentor those younger than ourselves,” another said. “We need to look out for those who are coming behind us. Because they have less to lose and aren’t afraid to take bigger risks, they can hold the keys to unlock the future.”

While Eagley’s research points to the differences in how women lead, she offers the caveat that her findings may not stem solely from gender differences and can be attributed to other factors. “Organizational changes place women, more often than men, in the position of being newer entrants into higher-level management roles,” Eagley says. “As newcomers, women may reflect contemporary trends in management.”ⁱⁱⁱ

“We are part
of a culture
that is ready
to innovate.”

As newcomers, they are more likely proponents of current thinking about the practice of leadership. She cautions that women’s advantages in leadership style may “sometimes be countered by a reluctance, especially on the part of men, to give women power over others in work settings.” And their very “newness” may threaten older, more established managers.

Nevertheless, on the whole, her research on leadership style has favorable implications for increasing women’s representation in the ranks of leaders and for the future of industries that put women in executive roles.^{iv}

“It is uplifting to hear talk about the future of the industry — to connect and bounce ideas off one another,” one conference participant said. “We aren’t wasting time wringing our hands and bemoaning the ‘good old days.’ We are talking about leading the industry into a profitable, healthy future.”

“There’s so much to grapple with that being a leader can be overwhelming,” one said. “To succeed, we have to shoulder some of the responsibility for the success of our industry. This conference has helped me find my own starting point and pointed me in the right direction to initiate change when I go back to my own newspaper.”

Technology and innovation

To give participants insights into the role women leaders can play in the evolving business climate, each year the conference invites a high-ranking female executive from outside the newspaper industry to speak.

This year, because technology is so tied into innovation in the media world, the speaker was Wendy White, director of technology marketing and communications for Motorola. She oversees the external and internal communications for Motorola technology, including Motorola labs, software,

and global standards and emerging early-stage businesses.

Her work centers on a worldwide network of engineers creating cutting-edge technologies and turning them into profit-makers for Motorola. She and her co-workers continuously tap into this network to stay competitive and on top of the latest innovations in the marketplace.

One area her company monitors is new distribution channels for Motorola's products. Their work has implications for newspaper companies because cell phones distribute media — including video — to consumers. The phones let owners watch their favorite television shows or catch up on news. They even vibrate to let owners know when something interesting is happening in the news.

LEADERSHIP TIPS FROM WENDY WHITE

- Build extended network of “cutting-edge smart people”
- Include those inside and outside the industry
- Tap network continuously to stay competitive
- Monitor technological developments in parallel industries
- Partner with those in your network on product development.

White also monitors inexpensive (or free) and easy-to-use digital publishing tools like camera phones, blogs, chat rooms, user groups, wikis and search engines — the whole media sphere. She tracks how information can start in the blogs and eventually be picked up by major news media.

White keeps her eye on wikis, online environments that allow anyone to publish his or her own content and edit content provided by others. If a layer of editing and verification could be applied, a content provider known for reliable information — like a newspaper — might use this technology to build relationships with citizen creators.

“Traditional media like newspapers already benefit — in some instances — from new information-capturing systems like video cell phones,” White said. “Increasing numbers of private citizens now sell or give their photos to the press.

The media are often interested in photos or videos from cell phones or digital cameras (like celebrity or disaster photos) because they are not available from their own photographers or wire services.”

“It is so great to hear from a front-line female in the tech industry,” said one participant. “She was knowledgeable and effective as a speaker. I especially enjoyed her relating to us in a personal way — through sharing her own experiences, feelings and problems. She showed us that, as women executives, we are all in the same boat.”

“Our industry has to get a better grasp on the opportunities new technology will provide,” said another. “Unlike Motorola, we have just scratched the surface.”

White also talked about the work-life balance that is a challenge for her and so many other women executives.

While White said she is very happy in her job, her position is a demanding one. She spends a large percentage of her time traveling. She and her husband share responsibility for caring for their two young children. For instance, she

said she had traveled more than once in the past six weeks from her home base in Chicago to both California and Europe. She candidly told those attending the conference that she occasionally has qualms about being gone from home so much, but that she derives great satisfaction and fulfillment from her job.

The importance of innovation

In the past, newspapers did just fine by offering a good product at a good price in a reliable way. In *The Big Moo: Stop Trying to Be Perfect and Start Being Remarkable*, Seth Godin and his favorite business leaders and pundits contribute tips on how businesses can survive and thrive through innovation. Godin and the other contributors say, “Being local was a good thing. Having a long track record helped. Decent quality and personal service mattered as well. No longer.”

Media audience expectations have escalated exponentially. Fewer readers are satisfied with once-a-day news; they want it instantaneously. Today, everything is just a click away.^v

In such an environment, newspapers can’t afford to stay tied to paper and ink; they must be ready to deliver the goods via whatever delivery system “end users” want.

Today’s technologically dependent Generations X and Y are “all about convenience and fast-paced life.” For them it’s so much easier to get news online or on a cell phone. “Papers are excess baggage” whose “role will be diminished and handheld devices will really take off” as the information delivery system of choice.^{vi}

Many at the conference welcomed this changing media environment. “I get energized when I go online and see what newspapers have to offer there,” one said. “I get excited when I look around and see alternatives. The new technology offers new ways to publish. We have an opportunity to have an impact on and influence how this unfolds.”

“This is really an exciting time,” another said. “A lot of energy is being devoted to what the future of this industry will hold. It’s not just gloom and doom. It’s a great opportunity for a really creative solution to the problems we face to come to the surface. We need to be ready to capture it.”

The Readership Institute at Northwestern has learned that there are two kinds of organizations — one embraces change; the other does not. Those with constructive cultures like being on the cutting edge, doing what hasn’t been done before.

The defensive type often fears change, defends the status quo and is ill-equipped to respond to rapidly changing customer needs, surging competition and revolutionary advances in technology. That sounds a warning note for the newspaper industry because 80 percent of newspapers in the Readership Impact

study had a defensive culture.^{vii} The fear is that newspapers will wait too long to do the things that should have been done a long time ago. If so, it may be too late to do much of anything at all.

Women at the conference were optimistic that they can cope in a change-averse culture. “I was often frustrated that change is not happening fast enough,” one woman said.

“From what I’ve learned at this conference, I realize that it’s enough to push the needle in the areas where I have power to do so.”

Another said, “When I get back to the paper, I’ll make a conscious effort not to get caught up in the day-to-day work at hand. If I want to make change, I have to keep my eye on the big picture rather than get bogged down in details.”

That optimism was infectious. “We have to fix our culture and stop replicating the same mistakes,” one woman said. “In this business I’ve knocked down a few walls, but I’ve also been knocked down a time or two. I still see opportunities out there — like putting more women’s voices on the opinion page and more young voices on the business pages.”

“What I have learned here will change how I approach others,” said another. “I have learned a lot about navigating in a business environment. I know when and where I should assert myself and take responsibility for my own future. Because now I know that it is OK to ask for what I really want.”

One participant said, “I’ve been in this business awhile, and it has become a much friendlier environment for women. Yet it is still easy to lose yourself in the work. You get tied up in meeting deadlines and have so little time for grappling with the big issues that the industry faces.”

“I am optimistic and empowered,” an African-American woman said. “When I came to work at the paper, there was nobody who looked like me. Now I know that my skills are transferable and that I’m not at the end of a line of leaders, but the beginning.”

Endnotes

ⁱ Eagley, A. H., & Johannesen-Schmidt, M. (2001). The leadership styles of women and men. *Journal of Social Issues*, 57, 781-797.

ⁱⁱ Eagley, p. 791.

ⁱⁱⁱ Eagley, p. 795.

^{iv} Eagley, p. 795.

^v Group of 33, The. *The Big Moo: Stop Trying to Be Perfect and Start Being Remarkable*. USA: Penguin Book Group, 2005, p xi.

^{vi} The future of newspapers: Hearing the echo boom. April 11, 2005. American Society of Newspaper Editors, <http://www.asne.org/index.cfm?id=5678>

^{vii} Inside newspaper culture. Readership Institute, http://www.readership.org/culture_management/culture/inside_culture.htm

PART II

Change a Company? First, Change Yourself

Editor's note: In our 2002 report, newspaper CEOs and presidents commented that the male-dominated culture in newspapers creates a challenge for women in achieving success. Culture played a large role in this year's conference. Mary Nesbitt, managing director of the Readership Institute, shared with the participants findings of RI's seminal study of newspaper culture.

Over a recent six-week stretch, the Readership Institute worked with three news organizations that were in the midst of ambitious reinventions of their newspapers or Web sites. They were adamant that it wasn't a matter of just rearranging the existing furniture; they needed to craft new furniture, punch through walls — and indeed in one case, build a mostly new house.

This wholesale rehabbing wasn't on a whim. In each instance the company was driven by competitive pressures and the need, at the very least, to maintain audience share or preferably to grow it.

Each came to the same realization: that to execute the ambitious ideas and innovations that had bubbled up from their grass-roots planning, they would have to reinvent “the way we do things around here.” In other words, the culture must change.

Enter the leaders.

“The creation of a culture — a system of shared values, beliefs and behavioral expectations — is possibly the most important function of a leader,” Robert Cooke, the Readership Institute's culture research partner, said at the conference.

Cooke, emeritus associate professor of management at the University of Illinois at Chicago and CEO of Human Synergistics, has partnered with the Readership Institute on wide-scale studies of culture, and with hundreds of organizations of all kinds in many other sectors. Our joint studies of more than 150 newspapers, large and small, have shown the essentially defensive nature of most — well over 80 percent — of the industry.

No one — least of all the newspapers themselves — is happy with the diagnosis. By definition, defensive organizations are risk-averse and slow to respond to changes in the marketplace, and today’s media marketplace is full of swift change — in consumers, in advertisers, in technology, in competition.

Constructive cultures

By contrast, constructive cultures are more attuned to the environment and quicker to adapt. They encourage more experimentation and tolerate more failure. In newspapers, they are associated with:

- higher employee satisfaction
- lower stress and turnover
- better cooperation and teamwork
- better coordination among departments
- higher profitability
- higher readership.

To be sure, correlation is not causation. But what we see on the ground in our dealings with hundreds of news companies, and what news practitioners themselves tell us, cements our belief that culture change is crucial to the future of the news business, whatever form it may take.

“Leaders have to step out of their comfort zone.”

Leading culture change in a news organization starts with a frank acknowledgment that the workplace culture that may have shaped you as a leader is not the culture that will help your business change

and thrive. Leaders have to step out of their comfort zone and make a clear-eyed assessment of what must change.

And implementation begins at home.

Change thyself

If you want to change the culture, first be prepared to change yourself. That was the premise for the conference, *Women in Media: Finding the Leader in You*. In advance of the meeting, participants and eight people with whom they worked — direct reports, peers, superiors — completed Leadership/Impact inventories, a new tool developed by Cooke that contrasts how leaders assess their own performance, behaviors and impact on others with how others see them.

The tool also sets out personal and very specific strategies that leaders can employ to change their own behaviors and, in the process, start to make the organizations’s culture more constructive and less defensive.

Women at the conference learned that they overwhelmingly aspire to constructive outcomes among the people with whom they work. But the actual effect — while constructive — was only moderately so. There were some too-strong defensive outcomes as well, such as perfectionism, avoidance and conventional behavior.

Leadership strategies

So how can women improve their leadership behaviors, and thus lead positive culture change? The study identifies these strategies, among others:

- Share a clear vision of the future for the organization and employees
- Serve as a role model for those around you
- Coach people on how to act and take risks
- Encourage people to challenge assumptions and see opportunities instead of problems
- Bring attention to people's success and the reasons for it
- Notice when things are genuinely done well
- Tell people, with sincerity, when you are impressed with their work
- Reward the behavior you want to encourage
- Influence others by being open to influence yourself.

Of course, leadership strategies and their outcomes transcend gender. All leaders will benefit from such frank appraisals of what they do, how it affects the workplace culture and, by extension, the news company's performance, as well as what they personally can do about it.

PART III

Women Don't Negotiate

“Women negotiate very effectively on behalf of their companies, but not on their own behalf,” Victoria Medvec said at the conference. Medvec, a professor of management and organizations, teaches leadership and negotiations at Northwestern University’s Kellogg School of Management and directs Kellogg’s Center for Executive Women.

To be effective leaders, women need stronger negotiating skills, she said. Medvec has developed a set of 10 strategies women can employ to overcome this discrepancy. Medvec’s talk was the highlight of the conference.

“From the age of 6 years old, girls are told what is and is not appropriate for them to ask for,” Medvec said. “Saturday morning television teaches them what toys and games are for girls and which toys and games are just for boys. Girls have adventures only 18 percent of the time; the rest of the time the girls stay home and wait to be rescued. The boys, on the other hand, go out and seek rewards for their work and are encouraged to negotiate for a greater share of the rewards.”

In part, as a result of this early conditioning, when women hear the word “no,” they think it means “no.” Men, on the other hand, hear “not right now” or “not in this way,” and they perceive it to be the first stage in the negotiating process.

Women mistakenly believe that raises and promotions are automatically handed on a silver platter to hard workers, she said. “You need to ask for what you want, and be specific — whether it is more pay, a promotion, an opportunity for growth or the resources and staffing needed for the job,” Medvec advised. “Business is competitive. If you don’t ask, someone else will. Women’s failure in this regard helps explain the persisting salary gap between men and women and also undermines women’s efforts to advance.

“Another common mistake women make is not asking for the tools they need to be successful, like staff increases and other resources,” Medvec said.

The same advice applies at home. Women should negotiate — with spouses,

partners, family members and others they live with — to get what they want on the home front as well. Too many women fail to negotiate household and child-raising responsibilities. Consequently they take on more than their fair share of duties in the “second shift” of household and family tasks that are waiting for them when they get home after working a full day at the office.

For more information about employing negotiations skills to overcome the disparity between the salary earnings of men and women in comparable professions, Medvec recommends reading *Women Don't Ask: Negotiation and the Gender Divide*, by Linda Babcock and Sara Laschever to get the full story.

Victoria Medvec's 10 strategies to negotiate for more

The reasons for not negotiating at work or at home are often the same. Too often it is because women don't want to damage the good relationships they have with others. They perceive that the cost of asking someone for more is

damaging their relationship with that person. What women don't understand is that it is possible to ask for what they want and, at the same time, build their relationships. Medvec offers the following 10 strategies that anyone can follow to simultaneously negotiate for more and foster the relationship:

Set aggressive goals

When women fail to ask for what they want, it is a double-edged sword. Not only do they not get what they want, their bosses and spouses are apt to think that they don't want it. The same is true when women are offered raises. Too many of them quickly accept the first offer

without any attempt to negotiate for more. In many cases they don't know what to ask for because they haven't set salary, benefit and resource goals to strive for.

Prepare

To set aggressive goals, you must first get good market information. Too often, the only source of that information is a “trust network” of friends and acquaintances. Most women form clique networks that include just a few individuals who hold similar jobs in similar organizations. The feedback they get from their limited network of associates is redundant.

Men are more likely to build broad networks that increase their social capital through expanding their boundaries to a wider range of associates from diverse organizations. They know what to ask for because they know what they are

HOW TO ASK: 10 KEY STRATEGIES

1. Set aggressive goals
2. Prepare
3. Improve your BATNA
4. Establish reservation price
5. Create scoring system
6. Analyze other side's BATNA
7. Negotiate at package level
8. Make first offer and build rationale
9. Leave room to concede
10. Make multiple equivalent offers.

worth to the company. They have a good idea of how much the company would have to pay in the outside market to hire a replacement.

Improve your BATNA

Once you have determined your market value, the next step is to work out another piece of information you need in order to negotiate from a position of power. That piece is called your BATNA, which is short for “best alternative to a negotiated agreement.” Your BATNA is what would happen if the two of you fail to reach an agreement. It is what you would do if the result of your negotiation means you would lose more than you gain. Knowing what your options are gives you power. You can walk away from the negotiation and pursue another alternative.

Establish a reservation price

Once you have set your BATNA, you establish your reservation price. This is the bottom line or price point you will not go below. However, in successful negotiations, it is much more than that. Pricing involves just one issue and is usually a win/lose situation that assumes opposing sides. Under the price-setting scenario, if you are happy with the price, the other is not. A more effective strategy is to set a reservation point that involves multiple issues and one that can increase the benefits available to each side.

You do this by capitalizing on the differences in the two parties’ preferences and/or needs. If you are hoping to negotiate less travel, and your boss needs someone to manage the day-to-day operations so she can spend more time visiting clients, you both are happy. You both get what you need by expanding the negotiation beyond just your needs.

Create a scoring system

To negotiate successfully, you must develop a scoring system. You determine your priorities and assign them weights. The goal is to quantify all the issues, generally in terms of dollars. You must first define the issues and build in flexibility in case the other side has different issues or needs. This scoring system is used to set your reservation price. Knowing all the issues and their relative importance also gives you the option of adjusting the scoring as the negotiation progresses.

Analyze the other side’s BATNA

Another key factor is to assess your opponent. You should know what his or her goals and other options for achieving them are — their BATNA. Both sides tend to keep their cards close to their chests when negotiating, but you use your network and other information resources to research the other side’s alternatives and to estimate her reserve price from what you learn. The better informed you are about the other side’s situation, the stronger your own bargaining position.

Negotiate at the package level

Next you have a big decision to make. Do you want to negotiate issue by issue or the entire package at one time? Most successful negotiators advise the package approach. You have greater leverage if you keep everything on the table. Once an issue, such as vacation time, is decided and off the table, that item ceases to be a factor in the negotiations. The more options you have on the table, the greater chance that both sides will get something they want and regard the outcome as positive.

Make the first offer

One critical piece of advice from Medvec is that those who speak first are most apt to win. You should make the first offer to get an anchoring effect. Anchors are usually based on whatever information, relevant or irrelevant, is available. Both sides make estimates by starting from an initial anchor value and adjusting from there to yield a final answer — however, they generally do not make major adjustments. Making the first offer defines the “fair” territory.

Leave room to concede

Another key to learning how to ask and, at the same time, build the relationship is to leave yourself some room to concede. It should be things you would like to have but really don't need — like an additional half-time secretary for your department. Conceding on that issue shows good-faith bargaining. It is also a good move from a psychological perspective because no one likes to make unilateral concessions or to make more concessions than the other side does. The other side will like to watch you concede — she perceives that this means she is “winning.”

Make sure that you present a rationale for every concession and highlight your concessions. One thing to remember is that concessions made before you come to the table do not count. Making the concessions at the table highlights them and is a further testament to your good faith and desire to build the relationship.

In providing your rationale, make sure to stress the advantages for the other side in what you are requesting. If you are asking for a promotion, talk about the others you have developed who can take your job. That puts you in the broker's position by showing that you have things to contribute and that you are not the only person who can do the job you now hold. At the same time, show that you are not replaceable because you bring value to the organization. Make sure that you take credit for training the others by highlighting how this contributes to organizational effectiveness.

Another asset you can bring to the table is your entrepreneurial network.

Recognize that those at the top of your organization are in a precarious position. The higher up they are, the greater accountability they have for the success or failure of the organization. Make certain your boss knows about your connections outside the organization and that this resource is a valuable contribution you bring to the table. One caveat — you must cultivate the people in your network so they will help when called upon. Make sure that you have done at least one favor for everyone in your network.

Make multiple offers simultaneously

The final key to learning how to ask and, at the same time, build the relationship is to make multiple offers simultaneously. Because you have anchored the negotiation and collected information about the other side, you are in a good position to be aggressive. But, you must also signal cooperation when you offer multiple options. You know the other side's priorities, which allows you to persist in your request and make "concessions" that do not really cost you anything.

As you highlight the value you bring to the organization, making multiple offers allows you to ask the other side, "What would work best for you?" Shifting the focus to the other side's interests signals that you are flexible, that you add value and that you are in a win-win mode.

Victoria Medvec earned her bachelor's degree from Bucknell University and her Ph.D. from Cornell University. Her research focuses on judgment and decision making, with a particular emphasis on how people feel about the decisions they have made. In addition, Medvec is professor of management and organizations at Kellogg School of Management and directs the Center for Executive Women, which is dedicated to helping senior-level women advance to top executive and board positions in public companies.

PART IV

Head Count: 2006

Women Executives at Newspapers and Publishers at Newspaper Groups

Editor's note: Although this conference was directed at women in all media, an ongoing count of women in newspaper management was updated this year, by popular demand. The database was compiled by researcher Mary Arnold from Editor & Publisher's 2005 Year Book, using fact checkers to update the information in February 2006. Previous studies were conducted in 2000, 2002 and 2003.

When it comes to career growth, women are in a holding pattern — and not a very favorable one. For example, women executives still lag far behind their male counterparts in both their numbers and the level of position attained. Most women tend to be clustered at the lower levels or at posts that are outside the most prevalent lines of succession. They also are clustered at just three of the 20 media companies studied.

These were the findings of the 2006 update of the Women in Newspapers gender count of managers at 137 newspapers with circulation over 85,000. After several years of steady growth, women publishers have leveled off at the exact same number as three years ago. Over the course of this study, the percentage of women publishers grew steadily until this year, from 8 in 2000 to 18 in 2003.

While the number is the same, the names of the women holding 10 of the 25 publisher spots have changed since 2003. Most have moved up from smaller papers or from lower spots at the same paper. Some have replaced women who have left the business through retirement or to hold a position in another industry.

There is some good news in a few key areas. The percentages of women in top news and production slots, areas historically closed to women, have increased. And, the overall percentage of women in executive posts has risen slightly — up 2 percentage points since 2003.

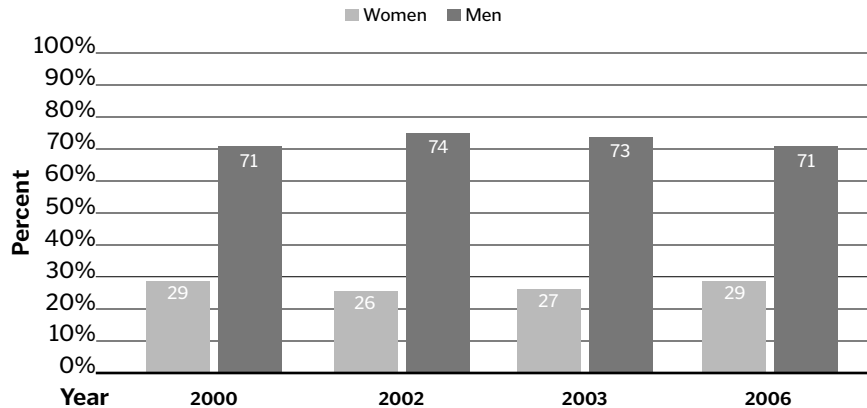
The most recent Women in Newspapers executive tally, conducted in February 2006, shows women with more than one-fourth of executive jobs at

daily newspapers. The number of women at the very top is about one in six, but the numbers below that level vary from one department to the next.

Numbers by title in executive tally in 2003, 2006

Job Titles	2003		2006	
	F	M	F	M
President/Publisher/CEO	25	112	25	112
Asst/Assoc Pub	5	1	4	1
Executive VP/GM	8	42	6	53
CFO/Controller/VP Finance	25	97	28	96
Personnel/Sr VP/VP/Dir HR	52	31	60	30
Sr VP/VP/Dir Legal Counsel	3	4	3	5
Sr VP/VP/Dir Comm Affairs	8	3	7	2
Sr VP/VP/Dir Advertising	37	83	41	81
Sr VP/VP/Dir Marketing	53	60	62	53
Sr VP/VP/Dir Circ	15	107	10	116
Editor/Exec Editor/Sr VP/VP News	30	107	36	101
CIO/Sr VP/VP/Dir IT	19	84	22	74
Sr VP/VP/Dir Prod	8	112	16	101
Managing Editors	43	65	42	66
TOTALS	331	908	362	891
Male and Female Combined	1239		1253	

Percentage of women versus men newspaper executives from 2000-2006



The number of women executives at 137 newspapers with a circulation over 85,000 was: 348 in 2002, 302 in 2002, 331 in 2003 and 362 in 2006. The number of men was: 867 in 2000, 847 in 2002, 908 in 2003 and 891 in 2006.

Percentage by title in executive tally in 2003, 2006

Job Titles	2003		2006	
	F	M	F	M
President/Publisher/CEO	18%	82%	18%	82%
Asst/Assoc Pub	83%	17%	80%	20%
Executive VP/GM	16%	84%	10%	90%
CFO/Controller/VP Finance	20%	80%	23%	77%
Personnel/Sr VP/VP/Dir HR	63%	37%	67%	33%
Sr VP/VP/Dir Legal Counsel	43%	57%	38%	63%
Sr VP/VP/Dir Comm Affairs	73%	27%	78%	22%
Sr VP/VP/Dir Advertising	31%	69%	34%	66%
Sr VP/VP/Dir Marketing	47%	53%	54%	46%
Sr VP/VP/Dir Circ	12%	88%	8%	92%
Editor/Exec Editor/Sr VP/VP News	22%	78%	26%	74%
CIO/Sr VP/VP/Dir IT	18%	82%	23%	77%
Sr VP/VP/Dir Prod	7%	93%	14%	86%
Managing Editors	40%	60%	39%	61%
TOTALS	100%		100%	
% Female and Male	27%	73%	29%	71%

A few points to note:

- Only 10 percent of the second-in-command — executive VP or general manager — are women, down 6 percentage points from the previous tally.
- Almost all of the assistants to the top executive are women, though there are very few such positions. These could be fertile training grounds for women with potential to move ahead.
- The percentage of women remains the highest in human resources, marketing and community affairs, areas not on the preferred track for moving into the highest positions. Women had a 7-point gain in marketing slots over the previous tally.
- In editorial, 39 percent of the managing editors are women, but only 26 percent of those at the top of the news department are. The percentage of women in top news slots did increase by 4 points since 2003, while the percentage of female managing editors is down 1 point.
- Fewer women are leading circulation departments, but the numbers of women heading up production doubled to 16 from 8. These are the two areas with the lowest percentage of women.

Top six newspaper groups for women publishers*

Newspaper Group	2003			2006		
	# Daily Newspaper Publishers	# Female Publishers	% Female Publishers	# Daily Newspaper Publishers	# Female Publishers	% Female Publishers
The McClatchy Company	11	6	55%	11	4	36%
Tribune Publishing Co.	10	4	40%	12	4	33%
Gannett	89	23	26%	82	24	29%
Landmark Communications	6	2	33%	7	2	29%
Community Newspaper Holdings, Inc.	89	27	30%	105	26	25%
Lee Enterprises	37	9	24%	55	12	22%

* The 20 newspaper groups are A.H. Belo Corp., Advance Publications, Community Newspaper Holdings, Inc., Copley Press Inc., Cox Newspapers, Dow Jones & Company, E.W. Scripps Co., Freedom Newspapers, Gannett, Hearst Newspapers, Knight Ridder, Landmark Communications, Lee Enterprises, Media General, MediaNews Group, Morris Communications, The McClatchy Company, The New York Times Company, Tribune Publishing Co. and the Washington Post. Pulitzer Inc., which was included in the 2003 tally, became part of Lee Enterprises in 2005.

A few points to note:

- The percentage of women publishers at 20 newspaper groups or chains surveyed has gone down 1 percentage point in the past three years.
- Five of the top six groups showed a decline in the percent of women publishers since 2003, due in part to such factors as mergers and acquisitions.
- When you look at women publishers by media group, the average is 20 percent. This tally looks at all daily newspapers for each group and includes newspapers of all sizes.
- Women publishers are heavily concentrated at a few corporations. Women publishers are most likely to work for the companies with the largest number of newspapers, Community Newspaper Holdings, Inc., Gannett or Lee Enterprises. However, McClatchy and Tribune have the highest percentage of women in publisher positions.

PART V

Women Who Lead



Women Who Lead: Willing to Take Risks, Try New Things

To better understand the leadership styles of executives in the newspaper industry, we interviewed nine women who contributed to our research and reports. They hail from all parts of the country, come from a variety of backgrounds, and work in different areas of the newspaper business. Three are publishers. Three have leadership roles on the editorial side. The other three are in production, advertising and human resources.

What they all have in common is a willingness to take risks, a motivation to try new things, and the desire to advance industry goals. These women recognize that not all women leaders have the same style. Most see the value in facilitating collaboration and teamwork rather than issuing edicts from a top-down hierarchical perspective. They see the difficulty in attempting to create a new vision while hanging on to the old ways of doing things.

Women leaders often have to overcome prejudices and stereotypes to become effective leaders. They must convince others that they are not passive or unfit for leadership. By initiating discussions others avoid, they open the door to innovation. Such openness is not without risk. In the top-down culture at many newspapers, it can be hard to solicit opinions and not be labeled indecisive.

They know that the creation of a culture — a system of shared values, beliefs and behavioral expectations — is an important function of a leader. They recognize that as leaders they must take the initiative in reinventing newspaper culture. While transforming a whole organization is a daunting task, these women often employ the strategy of creating a micro-culture around a single initiative that becomes a breeding ground for further change.

These successful women agree that innovation doesn't have to be radical or earth shattering. They pay attention to those outside the inner circle of company executives to tap into new ideas circulating among employees. They also recognize the value of broad networks that increase their social capital through expanding their boundaries outside their own organizations.

While these women negotiate very effectively on behalf of their companies, they have had to learn to be forthright in negotiating for themselves. They've

discovered that they were held back when they didn't ask for the tools they needed to be successful. Experience has taught them how to negotiate for what they need and to build good relationships with others at the same time.

The women interviewed on the pages that follow have succeeded in leading change and can now share what they've learned during their years of experience in the newspaper industry. Each, in her own words, shares her thoughts on leadership, innovation and cultural change.

Eileen Brown

“Traditionally, the *Daily Herald* has been a top-down organization. Employees have, over the years, been trained to look to their boss for all the answers. I’m trying to change that, but it’s slow going. The people who work here are smart, devoted, and incredibly hard working. They need to learn to trust their own judgment and not expect their bosses to have all the answers.

I don’t think of leadership style as a matter of male versus female. It is a matter of personality types and character. Yes, a lot of the men seem more interested in the whole power-trip thing, but certainly not all of them. And I have worked with women who are every bit as competitive and hierarchical as the stereotypical male. My own leadership style is collaborative. Because I work in an environment that is often hierarchical, it can be hard to solicit opinions without looking indecisive. But that’s what I bring to the table, so I keep plugging along.

I’m open-minded and try to listen to all sides before I make a decision because a collaborative style is tailor-made for enhancing creativity. An open and trusting atmosphere is crucial for creating a culture that values innovation and change. You have to let people experiment, speak their minds and stretch their limits. Most importantly, you can’t be afraid to let people fail. That’s the beauty of working for a daily product. You get to reinvent yourself every day.

My leadership style hasn’t changed much over time. The only thing that has changed is that I’m more comfortable with my style. I was very insecure about it for a long time. That whole notion of being “too nice” really was something I had to get over. Someone once told me you can get people to like you or respect you. But not both. I believed that for a long time. I don’t anymore. Your employees can both like you and respect you.

I’m not sure I ever consciously chose to be a leader. It’s my nature to take charge and try to make things better. Growing up, I was the oldest of six children and often had to take care of my brothers and sisters. That made me a little on the “bossy” side. When I was 13, our house burned down, and we were all separated for about six months. I went to live with a neighbor and had to learn how to take care of myself. I had to manage my time and my money with little supervision, and it taught me that I could manage both. The fire also taught me that life can change in an instant. That really made me much more adaptable and less worried about the status quo.

Professionally, my biggest leap was from entertainment editor at the



Education

Mundelein College, B.A. in history, 1977

Sangamon State University, M.A. in public affairs reporting, 1978

Professional

Arlington Heights Daily Herald, from city staff reporter to assistant features editor, 1981-1997

Chicago Sun-Times, Showcase editor, 1997-1998

Post-Tribune in Gary, Ind., editor and vice president, 1998-2003

Arlington Heights Daily Herald, managing editor, 2003-present

“It can be
hard to solicit
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without
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Sun-Times to editor and vice president at the *Post-Tribune*. When I was asked if I wanted to be considered for the post, I was flabbergasted. I thought they had made a mistake. I never thought of myself as a vice president; writing and editing feature stories was what I did.

I called my former boss at the *Daily Herald*, Doug Ray, and asked him out for coffee. When I told him about the offer he looked me square in the eye and said, “You can do this. You are going to be great. I have every confidence in you. Trust in yourself.” That moment changed my life. Up until that point, I never thought of myself as leadership material. When someone I respected told me so directly that I was, it gave me the courage to accept the job. The next day I accepted the offer, and I never looked back.

Bringing others along and finding ways for them to shine has been a great learning experience for me. It also gives me great pleasure. That doesn’t mean I’m a pushover or that I don’t demand excellence from them. It means I treat people with courtesy and respect. I care about them as human beings.

Our daily news meetings are much more democratic because of this. I want everyone to feel free to speak their minds and offer different viewpoints. For instance, every afternoon at 5:45, we have a headline meeting where all the editors come to the table to select the front-page headline for the day. These meetings are very freewheeling and democratic. They also are very, very productive. And fun!

Mei-Mei Chan

“ Growing up in Chicago as an immigrant and an only child, I needed bold confidence to succeed in a foreign world. If I didn't make it happen, no one would do it for me.

I've always been the natural leader, the one who gets the group together, throws out the options, makes things happen. I enjoy being out in front, encouraging individual contribution and seeing the results.

I thrive in an atmosphere of team-building, collaborating and building consensus. You make things happen through people. My highest calling is to develop people to their fullest. This means identifying their strengths and maximizing how they can contribute and lead.

I love the analogy of an orchestra conductor: setting an environment that unleashes the best in each person so his/her individual music contributes to the greater masterpiece. I learned very early that the whole, indeed, is greater than the parts.

Having been a journalist has equipped me with probing and analytical abilities that have been instrumental in my transition to different roles. I face most tasks like an investigative project, asking a million questions to get to the essence of the issue, then synthesizing the data to arrive at a strategic decision.

Innovation doesn't have to be radical or earth shattering. It's about taking a different look at something and not being afraid of taking chances. When I was in circulation, I instituted four annual awards — one was for innovation. At first, people were bewildered about what would qualify and who could win. Eventually, they came to understand that anyone can be innovative within his or her circle by taking a different look, taking a chance, taking initiative.

When I see “the box” we are trying to change, I'm focused on the outer frame and beyond, throwing out big ideas to spark the imagination. “Yes, that's the way we do it but is there a better way?” “OK, you say we can't do that; so what would it take so we can do it?”

In this challenging era, leaders have to be able to execute based on strategic needs, and to bridge between today's actions and tomorrow's aspirations. Setting priorities and benchmarks is critical to harnessing resources and efforts and measuring progress. You figure out what's most important, and how you will know when you are successful.

The Maynard Management Training Center at Northwestern University in 1992 was a turning point for me. During a two-month boot camp with instructors



Education

University of Illinois, Champaign, B.A. in communications, 1981

Maynard Institute's Management Training Center at Northwestern University, 1992

Professional

Danville (Ill.) Commercial-News, reporter, 1981-1982

USA Today, reporter, 1982-1987

USA Weekend magazine, associate editor, 1987-1990

Chicago Sun-Times, assistant metro editor, 1990-1993

Idaho Falls Post Register, executive editor, 1993-1997

The Seattle Times Company, a series of administrative posts from manager of strategic initiatives to vice president of advertising, 1997-present

“Innovation
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from Medill, Kellogg and the real world, I first came to think about leadership as a lifelong journey with tools and targets to help along the way. I began focusing on human dynamics and considering the power and politics that are undercurrents in all organizations.

There are many styles of leadership, and for different circumstances. My style flexed in the past year with my new responsibilities. As vice president of circulation, I was new to the organization and new to a gargantuan role. I spent a lot of time learning and had a highly talented team to help educate and partner with me. I trusted them to lead on my behalf and on behalf of the company.

In my new role as vice president of advertising, the urgencies and pressures are greater. So while I’m transforming the culture of the department, I’ve also had to be more directive to make progress. This is not my preferred style but it’s what’s needed at this moment in time.

I’m not one of those leaders who is always plugged in when I travel. My goal is to create a living legacy that doesn’t require me to be around for it to function at its optimal capability.

The business world is never simple. You’re always going to want to move more quickly at times, to have more scope and impact and to have less bureaucracy. But overall, the culture at the family-owned *Seattle Times* is one that has been most significant in my leadership development. I’ve blossomed here, thanks to tremendous support and confidence from the Blethen family, other executives and my colleagues and staff. I’ve had amazing, unprecedented opportunities to tackle weighty responsibilities and make important contributions.

Vice president of circulation and advertising? Not bad for an immigrant reporter. And a testament to the innovative leadership culture we have at the *Seattle Times*.

Cristy Garcia-Thomas

“Men and women do lead differently, but not all women or all men lead the same way. That is why it is important to have a diverse management team from areas like race, ethnicity, gender, age and education. You build a better newspaper and work environment because you gain different perspectives that are critical when making tough decisions.

I began working in the newspaper industry directly after college; however, it was not my first choice of careers. After gaining experience in the newspaper industry, my plan was to seek a career in sports marketing. Fortunately for me, I enjoyed my job because it meant being part of an industry that helps to shape the future of communities in which we live.

About one year after starting at *The Wichita Eagle*, my department manager, who happened to be a woman, tapped me on the shoulder and told me I would be a great manager and that she wanted to provide me with an opportunity to gain experience. She told me about Knight Ridder's minority development program and nominated me. I was accepted into the program and spent the next six years in intensive training. Knight Ridder invested in me, trained me and taught me very valuable lessons that helped me get where I am today.

As a leader, I am very patient and a good listener but have extremely high expectations of my team members and myself. I create an environment for taking risks and making mistakes, as long as we learn from our experiences. We recently launched a local, glossy, Hispanic magazine in our market. My team and I spent roughly 10 months doing research and strategizing on what we needed to do in our market to reach the Hispanic community. We started out thinking that we would launch an Hispanic newspaper, but after lengthy research and debate, we decided on a magazine. Because we were patient and listened to one another, we developed something that has been embraced by our target market of second- and third-generation Hispanics.

My leadership style is also shown in how I terminate employees. My goal has always been to work, train and provide the tools necessary for each employee to be successful. However, sometimes people are in the wrong place at the wrong time and don't meet expectations. Before dismissing someone, I ask, "Have we done everything possible to help make this person successful in this position?" And, more importantly, "Will this come as a surprise to him or her?" If it is a surprise, then the leader has not done his or her job. On several occasions, employees I have terminated have thanked me for my efforts. That says I have



Education

Kansas State University,
Manhattan, Kan., B.A.,
journalism and mass
communications,
1992

Northwestern University
Media Management
Center, Advanced
Executive Program,
2003

Professional

The Wichita Eagle, from
junior account executive
to retail advertising
sales manager,
1992-1998

*Milwaukee Journal
Sentinel*, from retail
territory sales manager
to vice president of
advertising, 1998-2003

Community
Newspapers, publisher,
and Journal Community
Publishing group,
vice president,
2003-present

iAquil Milwaukee,
publisher and editor,
2005-present

done the best I could have done to help them succeed, and that makes a tough situation a little easier.

I have had a strong desire to become a leader since I was very young. I was involved in youth leadership at my church, Girl Scouts, student council at school and sports. No one class or program can give you the tools necessary to be a leader. The accumulation of life experiences and what you make of them prepares you for leadership. My philosophy has been that if I work hard, my efforts will be recognized. That has worked for me.

“I learned
to be forthright
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for myself.”

Over time, I have become more confident in my ability to lead. I became a manager at the very young age of 24. That trend continued when, at age 32, I was named one of the youngest vice presidents in my company. To succeed in my job, I had to overcome that obstacle by becoming more comfortable in my role.

Another area that has been challenging for me is negotiating for myself. I have always been very comfortable negotiating for others — whether it was for internal customers or external customers — but when it came to my own salary or promotions, I did not ask. That goes back to my philosophy of “work hard and you will be recognized.” Throughout my career, I noticed that men who I worked with were much better at asking and received higher pay for similar positions, and typically were given the opportunity to have greater responsibilities. In order for me to have the same success as my peers, I learned to be forthright in negotiating for myself. It is still not easy for me, but now I am much more aware that I need to do it, because no one will do it for me.

Mary Fran Gleason

“Because innovation and change are crucial for the future, newspapers need more accountability measures and a greater sense of urgency. We often lack clear expectations and tangible milestones beyond cutting expenses. We need vision and a sense of mission: Where does this company expect to be next year, in five years? What do we want our newspapers and Web sites to look like in five years, 10 years? What else can we do?”

Sometimes I think we are successful in spite of ourselves — that achievement is due to the greater efforts of individuals and not because of extraordinary teamwork. My job every day is to produce content that people will want to read, and the way to accomplish that is to keep my staff on point and to reinforce collaboration and communication.

I get energized from initiating change, so I am always encouraging people to try new things. For example, I always ask the artists to try several centerpiece design scenarios, so they know they have the freedom to experiment. We have a lot of discussions about our work and I encourage ideas from the staff by asking questions about how we can tell or present stories differently.

I like to think that my leadership style is direct, inclusive and constructive. It is certainly active. However, I know I can be impatient with rigid thinkers who can't or won't see a new way to do something. I try to include people in decision-making processes, and I believe I have created an atmosphere in which people can experiment and take risks and know it's OK. I try to focus on the positive outcomes of work rather than pointing out faults.

As a kid I was always the one who organized the puppet show, kept the neighborhood bullies away from my little brother, or led the skunk cabbage fights with the kids in the next subdivision. Leadership never seemed to be a deliberate pursuit — it was more about being challenged, about seeing needs and figuring out how to fulfill them, about helping people get better.

My father became mentally ill when I was young, and my mother had to cope with his disease and the realities of raising four kids on her own. She had been a stay-at-home mom who suddenly had to get a job, sell our house, move our family and maneuver my dad around an inept mental-health-care system. We kids didn't understand what was going on much of the time. We were hurt and angry that our dad was lost to us. We became independent quickly, taking on jobs after school and on weekends, and looking out for one another and my mom.



Education

College of Saint Elizabeth, B.A. in English with a business concentration, 1976

Columbia College Chicago, M.A. degree in reporting public affairs, 1989

Northwestern University Media Management Center, Advanced Executive Program, 2003

Professional

Shelter Island Reporter, managing editor and reporter, 1981-1987

The Syracuse Newspapers, New York, from bureau reporter to assistant managing editor, 1989-2001

Part-time journalism professor in 1988 and 1998-2000

Times Union, Albany, N.Y., from managing editor for features and sports to overall managing editor, 2001-present

“I have often found myself initiating discussions others put off.”

That experience helped me build character at an early age. Work became my sanctuary and gave me an incredible sense of responsibility. I learned to rely on my sense of humor to get me through difficult situations, too. Over time I developed courage, I think, to look adversity in the face, and that has helped me throughout my professional career.

One event sticks in my mind. It happened when I was a low-level editor in Syracuse. The publisher’s son had been arrested for sexually molesting a handicapped girl. The story, a short one, was buried inside the B section. That same day, the paper reported that a Syracuse University football player had been charged with rape. That story ran on the front page.

Many of us in the newsroom were outraged at the hypocrisy, yet no one wanted to speak up. But too many people were upset to let the event go without comment, so I organized the group and set up a meeting with the editor and managing editor to tell them how we felt. I didn’t realize at the time how gutsy that was. It could have derailed my career. Instead, I earned a lot of respect. Personally, I just wanted to do the right thing.

Employees also deserve to know what’s expected of them and how well they are meeting those expectations. I don’t allow issues or controversies to fester, and I am not afraid of hard conversations. I have often found myself initiating discussions others put off.

For instance, a talented reporter was doing an excellent job of ignoring his editor and his assignments. Attempts to get the reporter in line had not worked because he had a reputation for tantrums and rants. Many managers just stopped dealing with him. Because he could deliver that award-winning story, his behavior was tolerated.

As the new AME/Metro, I called this reporter to a meeting. I had practiced what I was going to say and devised an exit plan in case it got ugly. I told the reporter that he was not meeting expectations and that he had to refocus on doing his job. He tried to twist the conversation, but I stayed on message. At one point he started to yell, stood up and leaned across the table toward me. I told him I would not be bullied, that he knew what was expected, and that the conversation was over. I left the room. The next day he resigned.

Renee Hampton

“As publisher of *The Saginaw News*, I see that the greatest challenge to our organization is declining circulation and advertising. Having more readers, more paid subscribers, more advertisers, would position us to be less risk-adverse. That is the hardest test for me as a leader.

My leadership style is as a consensus builder. While not everything can be decided by committee, I appreciate input from others. I realize that I don't have all of the answers, nor does anyone else. Organizations can be strengthened by soliciting more input and developing more support.

I became a leader because I recognized opportunities for advancement and expressed an interest in contributing more to the organization. In addition, there were mentors who encouraged me to stretch beyond my job description and push the organization.

On the professional side, my greatest influence was a former boss who recognized my leadership potential and encouraged me to trust myself. I also learned a few things from my worst boss. Primary among them was how not to treat people.

My parents had the greatest influence on my leadership preparation. They showed me that living a rewarding life is not just about earning a living, but it is about serving people. They also taught me that opportunities are rare, so you must always be prepared for the next step, even when you don't know where that step may lead.

At the *Nashville Banner* an important part of my first newspaper job was to serve as the recruiter and director for the minority youth program. Working with young people required me to be especially creative. As I prepared my daily lesson plans, I not only thought about what I was teaching, but I worked to present the information in a relevant manner for teenagers. I continue to use the skill of building relevancy today as I work with employees. People respond to different kinds of motivation. I must think creatively about how I lead the organization so that employees don't just perform tasks, but are willing to push beyond the expectations and make our organization great.

Certainly, education and work experience are key foundations for effective leadership. But, I find that my core values have been my greatest leadership assets. Some people are expert technicians; however, if they can't relate well to people they won't become effective leaders.

My style as a consensus builder encourages innovation by allowing employees



Education

Morris Brown College, Atlanta, B.A. degree in mass communications-news editorial emphasis, magna cum laude, 1983

Professional

The Nashville Banner, reporter, recruiter and director/consultant for the minority youth program, 1984-1989

Equicor Employee Benefits Co., writer and production assistant, 1989-1990

Vanderbilt University Middle School, assistant to the director, 1990

Oakland University, director of high school journalism internship program, 1992-1993

The Flint Journal, community affairs director to assistant to the publisher, 1990-1996

New Orleans Times Picayune, executive-in-training, 1996-1997

The Saginaw News, from general manager to publisher, 1997-present

to explore ideas. One of our greatest challenges in the newspaper business is that we are attempting to create a new vision, but we are utilizing old methods. I encourage our employees to think differently, challenge the organization, and

“We are attempting to create a new vision, but are utilizing old methods.”

share their ideas. Some ideas may work, while others may not. However, we must continue to challenge our old processes to solidify our future.

One way to do that is to draw on a diverse pool of leaders and leadership styles — such as those employed by men and women who lead. Because most women and men are socialized differently, we see life differently. We can’t help but lead differently. One style is not superior to the other. Effective organizations recognize the differences and allow leaders to function comfortably by using the tools that work best for them.

My own leadership style has changed over time as I have gained more experience. Now I know all too well that not everything can be decided by consensus, and, when tough decisions must be made, I am prepared to make them.

Martha Hickman Hild



“Leading any organization requires a lot of interaction with others, and I’m not a people person. But, because I get excited about ideas, the prospect of making interesting, useful things happen has drawn me into a leadership role.

Being a leader requires that I deliver services to my organization. Where I have been most successful, I’ve provided three services: a strategic description that focuses group energy on opportunities and risks; an environment that fosters respect and inclusion; and facilitation that strives for high-quality collective thinking.

All three services require me to listen attentively. I consider listening the core competency that defines my leadership style.

In preparing to drive a project or organization forward, I first lead a collaborative exploration, analyzing the endeavor from a strategic point of view. The resulting shared description provides context as the basis for team synergy.

The work environment includes a variety of factors, tangible and intangible, affecting the well-being of my organization. From work stations to lighting, from ground rules to information access, the environment is the basis for organizational culture.

Facilitation lies at the heart of innovation because diverse, inclusive discourse is what drives collective thinking and synergy. The old saying “many hands make light work” applies to information providers as well as quilters or barn-raisers.

For sheer quantity or quality of ideas and insights, a single individual cannot match the potential of a well-functioning team. That’s a major shortcoming of a defensive culture with its top-down thinking, centralized decision-making, and focus on control.

The potential for teams to solve problems is vast but does not arise spontaneously. Diversity of background, personality and perspective helps drive innovation but also requires skilled facilitation so discussion can evolve in an atmosphere of confidence, trust and shared understanding.

Shared understanding is especially important if the group is engaged in innovation, generating new insights and planning for the future. When teams don’t work from a common vocabulary and context, they waste time thinking at cross-purposes and don’t create synergy.

I don’t detect a widespread sense of urgency in the newspaper business about its organizational culture. But why leave a significant business advantage on the

Education

Oberlin College, B.A.
in geology, 1972

University of Leeds,
Great Britain, Ph.D.
in earth science, 1976

Professional

Miami University (Ohio),
co-director, isotope
geochemistry lab,
1976-1985

Self-employed writer
and editor, 1985-1995

Mazer Corp., project
manager to director of
organizational
development, 1996-2001

Dayton Daily News,
director, news research
services, 2001-2005

CoxOhio Publishing,
director, editorial
systems, 2006

table? Newspapers should consider putting culture front and center in their quest for circulation and revenue.

My suggestions for the first five steps in such a cultural transformation are:

Create visibility. Leaders are uniquely positioned to make change visible and to model desired behaviors. Select a target area for the project, then benchmark leaders' collective cultural impact (defensive or constructive). Communicate the benchmark to the organization.

Focus, focus, focus. Set specific, ambitious goals for leaders' cultural impact. Make cultural shift the primary objective of every leader each year of the initiative.

Build dialogue. Have key leaders work hands-on as a team to create presentations and brochures for use in describing the transition from a defensive to a constructive culture. Use the materials in a campaign for cultural literacy in the target organization.

Propagate change. While the organization overall may take a while to change, temporary organizations that spring up around special initiatives make great breeding grounds for change. Encourage ad hoc teams to build constructive micro-cultures.

Leverage success. Scan the organization for departments or work groups that have developed constructive micro-cultures. There are always a few. Find a way to reward them and make their success visible.

“A single individual cannot match the potential of a well-functioning team.”

E. Karen Kennedy

“ Finding creative solutions is the key to entrepreneurial success. I was once part of a team-building exercise where we were given instructions and materials to build a bridge suspended between two chairs. There were specific rules — one of which was silence. I started the task, by turning the chairs upside down, lowering the center of gravity and increasing stability. I encouraged my teammates to follow my lead through non-verbal instruction. Our bridge was built in 40 seconds, setting a new record. Incidentally, I was the only female participant.

How we lead is based partially on how we are wired at birth and on how we are molded by training and experience from then on. Leadership is individualistic; everyone has a style that reflects his or her personality. My experience has taught me that women are better at multitasking and relationship-building — or, as the case may be, bridge-building. Women tend to be better collaborators, but not all women exhibit these characteristics.

Today Dow Jones management, regardless of gender, is adopting what arguably is a more participative approach to leadership. In fact, the traditional top-down hierarchical leadership model may be disappearing. Through collaboration we encourage participation and value contributions from all employees involved in a process.

We also promote a friendly environment where we appreciate the whole person and honor commitments outside the workplace — whether to oneself, one's family or one's community. It's really just putting the right person, with the proper skills, in the right job. Hopefully we get it right.

By having an open-door policy and managing by walking around, I give employees the opportunity to approach me with new ideas. I cultivate an environment where those who work for me are encouraged to take on the entrepreneurial initiatives that produce brilliant ideas. Whether it's building a technical training organization from scratch or creating an electronic story-scheduling tool for editors for under \$100,000, good leaders recognize and keep talented people and encourage innovative thinking.

Employees need to know that both the business, in general, and they, personally, will benefit if they are entrepreneurial. They also need to hear that reasonable failure will not be castigated — that, in fact, some level of failure is likely when a person is being entrepreneurial.

From an early age I had the courage and conviction to make things better. As a student in the late 1970s, I broke through the gender barrier by becoming the



Education

Villanova University, B.A.
1977

Regis University, Denver,
M.B.A., 1992

George Washington
University, Masters
Certificate in Project
Management, 2000

American Management
Association Leadership
Training, 1996

Professional

Dow Jones & Company,
from production
manager to application
technology director of
print business
technology services,
1977-present

“I’ve learned
to drive
strategy rather
than tasks
by becoming
a facilitator.”

first female elected to serve on Villanova University’s senate, a ruling body of faculty, administrators and students. There I learned the importance of fostering good relationships with those outside of my own peer group. I gained the confidence to argue persuasively and influence important decisions.

My leadership style is a blend of practices I’ve learned over time. First I think things through, internally chartering a course to coordinate the activities of others

and make sure everything stays on schedule. To facilitate outstanding performance, I use collaborative teams. I surround myself with the most talented and diverse people possible and provide them with the tools they need. Decisions that are made through collaboration, capitalize on individual and collective strengths.

As a teenager, I held my first management job in a convenience store. It was there that I learned that to be effective at the job depended on my own performance and on the performance of others. It was in my best interest to ensure full participation and cooperation or we’d be closing up long after the shift ended.

It’s important to maintain open communication with business partners and to work with them to set direction and priorities. It is also important to keep in touch with key customers and suppliers. Building and sustaining good relationships creates the environment to turn uncertainty into success and mutual gain.

I learned that from a wonderful woman who directed our technology training organization. She had a great touch with the students; she was stern but patient and supportive. Under her leadership, we transformed a four-room computer-training lab into a first-class, 10-classroom, revenue-generating technology training center.

She believed in hard work and had the courage to challenge complacency. She did all this while silently battling the cancer that invaded her body. She eventually lost that struggle.

Sometimes it takes a tragic event to learn that there is more to happiness than a job description, a rigid schedule and a deadline met. I, like my mentor, was a taskmaster who drove people harder than I should. Her parting words to me were to take life easier.

I have a wonderful family who managed to survive (or forgive me) when I missed all those special events at home, at school, at the hockey rink. I’ve learned to relax more. I’ve learned to drive strategy rather than tasks by becoming a facilitator. Most importantly, I’ve learned to appreciate the importance of work-life balance for myself and for my staff.

Katie Lawler

“There’s a lot of “the chicken versus the egg” discussion about whether you must first change the culture to have effective leaders or whether you need effective leadership to drive culture change. I believe the latter.

To improve the quality of leadership across our organization, we emphasize accountability and responsibility, provide training and encouragement, and identify future leaders. Ensuring the development of current and future leaders is a crucial priority that enables culture to change across the organization.

Most women leaders understand the need for effective communication and are consensus-oriented. Consequently, women get buy-in and support from their teams. But I’ve also seen women leaders adopt a leadership style that’s not authentic to them. Of course, the same can be said for men.

My leadership development at Tribune was more by happenstance than by plan. Right after I took the job as human resource counsel, my boss transferred to another unit. This created a number of immediate opportunities for me as I filled the leadership void created by my manager’s departure.

To encourage innovation, I create an environment of ownership, communication and collaboration. Employees take responsibility for their own performance and for finding ways to enhance it. Our company has set innovation as a key performance measure in the annual appraisal process at all levels. For us innovation means sharing ideas in the work area and throughout the company.

People are assessed on whether they consider and utilize the ideas suggested by others. As leaders we must nurture new ideas whether we use them or not. Leaders may foster innovation by encouraging, assisting and rewarding those who are developing better solutions. Employees need to know that you are expecting them to innovate.

I’ve sought feedback from peers, subordinates and managers because it’s vital to my development as a leader. Sometimes criticism is not easy to accept — but it has always been useful and allowed me to refine my leadership style by identifying what works best for me.

I seek ownership from the members of my team. When I took over the human resource function at *Newsday* in 2004, I found a fractured and fragile department that was risk-adverse. To build trust, I overlooked minor mistakes or errors in judgment. By finding the right balance between delegation and oversight, I steered the team without making decisions for them. This was the most



Education

College of the Holy Cross, Worcester, Mass., B.A. in history, 1987

University of Notre Dame, J.D., 1992

Professional

Office of U.S. Sen. Alan J. Dixon, staff positions, 1987-1989

Associate attorney at two Chicago law firms, 1992-1997

Tribune Company, human resource counsel, 1997-1999

Chicago Tribune Company, director of human resources, 1999-2000

Tribune Publishing Company, director to vice president of human resources, 2000-2004

Newsday, Inc., vice president of human resources and labor relations, 2004-present

challenging and rewarding experience of my career.

As I've assumed greater responsibility, I've come to appreciate the importance of helping employees truly understand what's expected of them and communicating effectively and with greater frequency the team's goals. A leader can never over-communicate.

Wendy Zomparelli



“ Nearly 20 years ago I ran across a pamphlet by Robert Greenleaf about the servant-leader. In it I found an expression of my own unarticulated thoughts about leadership, and it became a touchstone for me. My first leadership roles taught other important lessons: that leaders need to consult more than dictate; to listen rather than speak; to keep the load bearable by distributing it across all the available shoulders; and to maintain a fun, supportive and creative organization that people want to be a part of.

Those lessons have held true throughout my life, and my leadership style has changed relatively little. My listening skills have improved, and I try to lead people to better solutions by asking better questions, particularly those that lead thoughts into new paths.

I have learned that resource allocation is one of a leader's most difficult tasks. When leaders complain about lack of resources, they really are describing the limits of their own capacity for innovation. Consequently I'm less patient with a scarcity mindset or with thinking that yields lengthy timelines for important projects than I would have been in the past. If an implementation plan comes back with a six-month rollout, I now ask, "What would it take for us to do this in 60 days?" Usually we surprise ourselves with how much we can accomplish.

My most important job is to nurture a culture in which people can do their best work. The leader is the keeper of an organization's culture — so if it isn't what it should be, she or he has no one else to blame. Our leadership team tries to minimize barriers between departments. We ask employees at all levels to act on the basis of what's best for the customer, and consequently for the company.

I have had the great good fortune to land at *The Roanoke Times*, which is owned by Landmark Communications, where developing talent and promoting leaders from within are part of the strategic framework. My predecessor, Publisher Walter Rugaber, appointed me his assistant and gave me many opportunities to exercise leadership both formally and informally, as well as to observe and learn from his own excellent leadership.

For more than two decades, employees have given *The Roanoke Times* high marks in satisfaction surveys for openness and honesty. They strongly agree that factors like race and gender have no adverse impact on hiring and promotion decisions. They see the news and information we provide as a true service to our community. Staffers comment favorably on the way in which we help them develop their skills and advance their careers.

Education

Cornell University,
Ithaca, N.Y, B.A. in
English, 1971

Northwestern University
Media Management
Center, Advanced
Executive Program,
2005

Babson College,
Corporate
Entrepreneurship, 1999

Cornell University,
The Effective Executive,
1993

Professional

Cornell University, staff
writer in office of public
information, 1974-1977

The Raleigh Times, staff
writer, 1978-1980

*The (Raleigh) News &
Observer*, copy editor
and staff writer,
1982-1984

The Roanoke Times,
from staff writer to
president and publisher,
1984-present

“The leader
is the
keeper of an
organization’s
culture.”

In my own career, I never consciously made a decision or answered a call to become a leader. I’ve always taken a much more pragmatic view, asking questions like these of myself and of others: What is the most important work to be done? What should our organization aspire to achieve? How do we create an environment in which people can do their best work? How can we contribute to progress in our community? And then the most important question: What can I do to help make those things happen? Usually, the answer has put me in the role of leader.

I assumed that if I worked hard any profession would be open to me — it never occurred to me that doors might be closed because I was a woman. I attended a university where men outnumbered women 4 to 1. I didn’t know that women were statistically far less likely than men to present ideas in class or to become leaders of campus organizations and, frankly, it had never occurred to me that those gender differences existed. So I spoke up constantly, and became president of a large theatrical group.

An important talent in a leader is knowing when someone else is better at something than you are. Since it’s difficult to see myself objectively, I asked one of my staffers to describe what I do to foster innovation. She said I encourage people to take risks; that senior managers in our company trust that I will support them, not chastise them, if the risks don’t pay off; that I build opportunities for brainstorming and for innovative thinking into our executive team’s regular weekly meetings; and that I encourage lively debate about ideas, product concepts and business problems. I believe that innovation happens when ideas conflict with one another, sparking and leading to breakthroughs.

PART VI

Conclusions

We know from the Readership Institute research that a “constructive” newspaper culture, which takes risks and constantly innovates, has the best chance to grow both readership and profits.

And we know that diversity of leadership facilitates that kind of culture and innovation.

So, more than ever, women should be included in the leadership of newspaper companies. But we know that progress in this regard is slow.

Our head count shows that since 2003 the share of executive positions held by women has increased only slightly, by 2 percentage points, to 29 percent. And the number of women publishers has remained the same, at 18 percent in the 137 newspapers surveyed.

Women have some qualities that fit well with a constructive culture. Their leadership style tends to be inclusive and collaborative, rather than hierarchical. They’re often more sensitive to the changing needs of the marketplace.

But they, as well as men they work with, must focus on developing the leadership skills that they will need to grow a business. They need to “Find the Leader in You” and foster it going forward.

Leaders must be willing to constantly step outside their comfort zone, take risks and tolerate some failures. And they need to lead others to do the same.

The future of newspapers depends on it.

Recommendations

For women leaders to enact change

- Share with employees a clear vision of the future. Serve as a role model for those around you.
- Encourage your employees to challenge assumptions and see opportunities instead of problems. Create an environment that asks people to think outside the box.
- Reward the behavior you want to encourage. Talk about employees' successes and the reasons for them.
- Influence others by being open to influence yourself.

For women to negotiate their advancement

- Learn how to negotiate for yourself as well as you do on behalf of your organization. Remember to negotiate at home for household and child-raising responsibilities, too.
- Build a broad network of associates from diverse organizations. Information from your network will help you determine how much you are worth to your company.
- Know your alternatives, and negotiate multiple issues at the same time so both sides get some of what they want and walk away happy.
- Make the first offer, to anchor the discussion. Then highlight the advantages for the other side and the valuable resources you bring to the table.
- Make multiple offers simultaneously to signal your flexibility and willingness to make concessions. If you use this strategy, you can negotiate for what you want and build a stronger relationship at the same time.

Women in Media

2006

Finding the Leader in You

