

Challenging
the Status Quo



Women
in Newspapers
2003



NORTHWESTERN
UNIVERSITY

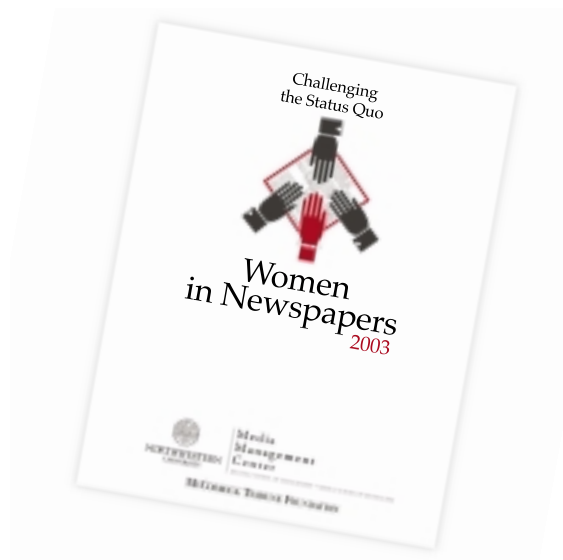
Media
Management
Center

KELLOGG SCHOOL OF MANAGEMENT • MEDILL SCHOOL OF JOURNALISM

2 blank

Women in Newspapers 2003

Challenging the Status Quo



By Mary Arnold, Ph.D.
and Marlene Lozada Hendrickson



Media
Management
Center

KEELONG SCHOOL OF MANAGEMENT • MIDELL SCHOOL OF JOURNALISM

in partnership with the Robert R. McCormick Tribune Foundation

Women in Newspapers 2003:

Challenging the Status Quo

Copyright © 2003, Media Management Center

All rights reserved

To request copies of “Women in Newspapers 2003”

Write:

Media Management Center
Northwestern University
301 Fisk Hall, 1845 Sheridan Road
Evanston, IL 60208-2110

Telephone: 847.491.4900

Facsimile: 847.491.5619

E-mail: contact@MediaManagementCenter.org

Internet address: www.MediaManagementCenter.org

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 Robert R. 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 Managing Director Michael P. Smith at 847.491.4900.

About the Robert R. McCormick Tribune Foundation

The Robert R. McCormick Tribune Foundation is one of the largest charitable organizations in the country. The foundation’s Journalism Program seeks to develop effective, far-sighted leadership for news organizations; promote diversity of staffing and content; champion freedom of expression for all news media; support the Medill School of Journalism; and encourage full and informed media coverage of national security issues.

Women in Newspapers 2003

Written by Mary Arnold, Ph.D., and Marlene Lozada Hendrickson

Edited by Cynthia Linton

Designed by Gregory Swanson

Cover illustration by Joe Kelley

To make comments about this publication, please contact Cynthia Linton, Media Management Center, Northwestern University, 301 Fisk Hall, 1845 Sheridan Road, Evanston, IL 60208-2110.

ISBN 1-930341-07-5

about the WIN team

Co-Author
Mary Arnold, Ph.D.

Arnold wrote *Head Count 2003*, *It's Time for a Change* and *Framework for Leadership*. She is the head of the Department of Journalism and Mass Communication at South Dakota State University. She has been a journalism professor at Ball State University and a faculty member at the University of Iowa School of Journalism and Mass Communication. She also managed programs for the Newspaper Association of America Foundation and has been a high school journalism teacher and a newspaper reporter and editor.



Co-Author
Marlene Lozada Hendrickson

Hendrickson wrote *Success for Six*. She is a freelance writer and editor based in Fort Polk, La. She has been a news editor and corporate writer at Gannett Co., Inc., as well as a sports reporter at Gannett newspapers. She also has worked as a reporter for several national education publications, including *Techniques* magazine, where she was an editor from 1995-1999.



Editor
Cynthia C. Linton

Linton is publications editor for the Media Management Center and is an adjunct instructor at Medill School of Journalism, where she teaches news writing and media management to graduate students. She is former executive editor of the Lerner Newspapers chain in metropolitan Chicago, the first and only woman to hold that post. She has conducted several research studies on diversity and the media at Northwestern.



WIN Initiative Director
Regina Howard Glaspie

Glaspie is director of marketing and sales at the Media Management Center at Northwestern University. Prior to joining the Center in 1999, she worked first at Dow Jones & Company, as the Midwest regional circulation director for the *Wall Street Journal* and *Barron's*, and then for *The New York Times* as the Midwest regional marketing and sales manager.



acknowledgments

Sincere thanks go to Vivian Vahlberg, director of journalism programs at the Robert R. McCormick Tribune Foundation, our partners in this venture, and to John Lavine, director of the Media Management Center.

Thanks also to the participants in the 2002 Women in Newspapers Conference:

Elizabeth K. Adams, Mary Peterson Arnold, Sarah K. Baker, Catherine J. Barnett, Cherie L. Beers, Kim M. Benedict, Chris A. Beringer, Susan Bischoff, Melynda C. Branch, Becky Brubaker, Marti C. Buscaglia, Susan S. Davidson, Susan Deluca, Jeanne Fox-Alston, Mary Fran Gleason, Mary M. Glick, Ann Gordon, Joan M. Graff, Pam D. Henson, Rita Henley Jensen, Janice Jacobs, Pam J. Johnson, Jana L. Jones, Betsy R. Kmiecik, Jean G. Lamkin, Katie Lawler, Sandra D. Long, Ronnie J. Matthews, Mariann M. McQueen, Lauren Miller, Ann J. Morris, Meghann Mulherin, Janet E. Owen, Ann Paddock, Marcie Paddock, Denise E. Palmer, Barbara M. Rosko, Julie G. Topping, Mike Smith, Mary Jo Crosby, Karen Koehler-Davis, Mary Nesbitt and Juanita Thompson.

Also, special thanks go to the six senior executives profiled in this book, who took the time to share their thoughts and experiences with us and with you.

Part I Head Count: 2003

Page 13

Part II It's Time for a Change

Page 19

Part III Success for Six

Sue Clark-Johnson 27 | Cathy Coffey 31 | Mary Jean Connors 35
Karen Elliott House 39 | Mary Junck 43 | Janet Robinson 47

Part IV Conclusions and Recommendations

Pages 53, 57

8 blank

introduction

We Should Be Further Along By Now

When President Ronald Reagan swore me in as the first woman president of the National Press Club in 1982, I was quoted as saying, “It’s about time.” Perhaps some people read that as an egotistical declaration of personal impatience. But, of course, what the statement really reflected was impatience with the idea that having a woman head a major press organization in the nation’s capitol should be considered at all remarkable. It should have happened much earlier.

The same goes for the subject of this, the third in a series of reports on women executives in newspapers. The reports’ premise is that while it’s good that so many women are newspaper executives now, the real question is shouldn’t we be doing better on this score in 2003 than we are? Shouldn’t we be further by now?

OF COURSE, IT WOULD HAVE BEEN remarkable in 1970, when the women profiled in this report and I were new in our careers, to have about 20 percent of the nation’s newspaper publishers be women, as we do today. After all, as their personal stories remind us, at that time women were generally funneled to positions on the women’s pages, not the city desk. Men who had had little experience with women as colleagues — who thought of women primarily as mothers, wives and daughters — often paternalistically excluded us from choice beats that required night work. Institutional barriers to women — such as exclusion from membership in the National Press Club — still existed. And there simply weren’t women who had been in the pipeline long enough, in the kinds of jobs that would prepare them to become publishers or editors.

But, fortunately, things are markedly different now. All jobs are open to women. No institutional barriers exist. We’ve had more than 40 years worth of

experience working side by side, men and women, in the nation's newsrooms and newspaper business jobs. There are plenty of women in the pipeline, with significant management and line experience.

And yet, while women are plentiful at the bottom of the newspaper workforce, they're still underrepresented at the top.

Several years ago, the always-perceptive Mike Smith, managing director of the Media Management Center, decided it was time to tackle this issue head-on and approach it the way people approach other important problems that need solving. He decided to measure what was going on, to track progress, to analyze what was happening, to gather together great minds to identify possible solutions, and then to tell the newspaper industry what he found. Thus, these reports. We at the McCormick Tribune Foundation are happy to be partners with him and the Center in this important endeavor.



Vivian E. Vahlberg

Vivian Vahlberg
Director of Journalism Programs
The Robert R. McCormick Tribune Foundation

executive summary

If it seems there are more women publishers, presidents and CEOs at the nation's largest newspapers, there are. This year's tally shows an increase to 18 percent women from 14 percent in 2002, though the numbers are still small. Just 25 women, compared with 112 men, lead the 137 newspapers with circulation over 85,000 studied here.

Women have not kept pace in other senior positions. Since last year, the overall percentage in positions of assistant vice president and higher is up just one point, to 27 percent. And women still are most prevalent in personnel, marketing and communications posts. Only 16 percent of the executive vice presidents/general managers are female — a drop from 21 percent last year, and fewer women are heading up advertising than in 2002, down from 38 percent to 31 percent.

So while a few more have reached the very top, there is not much progress elsewhere.

But Nancy J. Adler, a McGill University professor who studies women in leadership posts in businesses and government worldwide, sees a hopeful trend. People want change, she says, and are looking to women for a more inclusive and compassionate approach to leadership. Women are more free to be innovative, she says. They lead from the center of the organization, not the top. And they recognize the value of developing people.

WOMEN FOLLOW A DIFFERENT PATH to leadership, Adler says. In business, they tend to transfer laterally into the most senior positions, building a career in one organization before going to the top of another. They often go around the glass ceiling rather than trying to break through it.

Women leaders are different in other respects, according to Adler. They don't have a desire for power per se, but rather are committed to bettering society. Many are "drafted" by those who see their potential. And they tend to draw their support from the public, not the corporate or political power structure.

Reflecting Adler's findings are six women at the top of their field, interviewed here. They started their careers in the late '60s and '70s, and now are CEOs, publishers and executive vice presidents. These are six who did manage to rise to the top, some by transferring, others by busting through the glass ceiling. By telling their stories, they provide a roadmap for other women to follow.

12 blank

part I

Head Count: 2003

Women Executives at Newspapers and Newspaper Groups

There may be a hint of light at the end of the tunnel. At the corporate level as well as at individual newspapers, women executives still lag far behind their male counterparts in both their numbers and the level of position attained. In both individual newspapers and newspaper groups, women tend to be clustered at the lower levels or at posts that are outside the most prevalent lines of succession.

But this gap does appear to be narrowing — albeit slightly — when compared with last year. The percentages of women in publisher and top news slots at larger newspapers and women in corporate positions of assistant vice president or higher have all increased slightly.

Women in Newspapers Executive Tally

The most recent Women in Newspapers executive tally, conducted in 2003, shows women with slightly over one-fourth of executive jobs at daily newspapers. The number at the very top is about one in six, but the numbers below that level vary from one department to the next.

Researcher Mary Arnold, as an update to the Women in Newspapers study at the Media Management Center at Northwestern, still found a scarcity of women in the highest positions. While there was a percentage increase to 18 percent from 14 percent of presidents, publishers and CEOs since the 2002 tally, the increase in real numbers was just six women. The Women in Newspapers tally is a periodic review of the same 137 newspapers with circulation over 85,000. The database was compiled from *Editor and Publisher's 2002 Year Book*, using fact checkers to update data in the fall of 2003. The tally includes top management at each newspaper and the highest executive in each functional unit (or job title) there. Previous Women in Newspapers studies were conducted in 1997, 2000 and 2002.

Numbers by title in executive tally in 2002, 2003

Job Titles	2002		2003	
	F	M	F	M
President/Publisher/CEO	19	118	25	112
Asst/Assoc Pub	5	0	5	1
Executive VP/GM	12	45	8	42
CFO/Controller/VP Finance	20	85	25	97
Personnel/Sr VP. VP or Dir HR	38	49	52	31
Sr VP. VP or Dir Legal Counsel	5	5	3	4
Sr VP. VP or Dir Comm Affairs	8	4	8	3
Sr VP. VP or Dir Advertising	44	72	37	83
Sr VP. VP or Dir Marketing	44	69	53	60
Sr VP. VP or Dir Circ	15	100	15	107
Editor/Exec Editor/Sr VP, VP News	26	101	30	107
CIO/Sr VP. VP or Dir IT	14	39	19	84
Sr VP. VP or Dir Prod	9	90	8	112
Managing Editors	43	66	43	65
TOTALS	302	843	331	908
Male and Female Combined	1145		1239	

Percentage by title in executive tally in 2002, 2003

Job Titles	2002		2003	
	F	M	F	M
President/Publisher/CEO	14%	86%	18%	82%
Asst/Assoc Pub	100%	0%	83%	17%
Executive VP/GM	21%	79%	16%	84%
CFO/Controller/VP Finance	19%	81%	20%	80%
Personnel/Sr VP. VP or Dir HR	44%	56%	63%	37%
Sr VP. VP or Dir Legal Counsel	50%	50%	43%	57%
Sr VP. VP or Dir Comm Affairs	67%	33%	73%	27%
Sr VP. VP or Dir Advertising	38%	62%	31%	69%
Sr VP. VP or Dir Marketing	39%	61%	47%	53%
Sr VP. VP or Dir Circ	13%	87%	12%	88%
Editor/Exec Editor/Sr VP, VP News	20%	80%	22%	78%
CIO/Sr VP. VP or Dir IT	26%	74%	18%	82%
Sr VP. VP or Dir Prod	9%	91%	7%	93%
Managing Editors	39%	61%	40%	60%
TOTALS	100%		100%	
% Female and Male	26%	74%	27%	73%

A few points to note:

- Only 16 percent of the second-in-command — executive VP or general manager — are women, down 5 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 executives remains the highest in personnel, marketing and community affairs, areas not on the preferred track for moving into the highest positions.

- In editorial, 40 percent of the managing editors are women, but only 22 percent of those at the top of the news department are. The percentage of women in top news slots did increase by 2 points this year, while the percentage of female managing editors went up by 1 point.

- The percentage of women in top advertising slots decreased 7 points this year.

- Few women are leading production and circulation departments.

Corporate Executive Tally

With more and more media companies owning multiple newspapers, corporate executives play an increasingly important and powerful role. A few more women are making it into top executive ranks at the corporate level. A corporate tally, conducted in the winter of 2003, tells more of the same story. This study looks at women who have reached the level of assistant vice president or higher at the corporate level of 21 newspaper groups or chains.¹ These are positions within striking distance of the top. For this tally, the information was compiled from data from *Editor and Publisher's 2002 Year Book* and/or the Web site for each group or chain. Fact-checker updates via telephone were conducted for 2003 data.

Twenty-one percent of executives in the corporate tally are women, a figure that is smaller than the 27 percent women at the individual newspapers. Only eight of the 21 corporations exceed 21 percent.

Top eight newspaper groups for women at asst. VP or higher*

Newspaper Group	2002			2003		
	F	M	% F	F	M	%F
Freedom Newspapers	1	6	17%	4	6	40%
The New York Times Company	2	6	25%	5	11	31%
Cox Newspapers	3	8	27%	3	7	30%
A.H. Belo Corp.	6	13	32%	5	13	28%
Gannett	4	15	21%	5	15	25%
Dow Jones & Company	6	16	27%	4	12	25%
Washington Post Company	2	8	20%	2	6	25%
Knight Ridder	5	18	22%	6	19	24%

*of the 21 companies surveyed

A few points to note:

- Women corporate executives increased 3 percentage points, to 21 percent from 18 percent last year.
- Women comprise 43 percent of the newspaper workforce but only 21 percent of the corporate executives at assistant vice president or higher.

Women at asst. VP or higher by job category at corporate level

Job category	2002			2003		
	F	M	%F	F	M	%F
President/Publisher/CEO	3	20	13%	3	20	13%
President/Publisher/CEO (2nd in command)	0	16	0%	0	13	0%
Exec VP/COO	2	21	9%	1	17	6%
CFO/Controller/Finance	6	29	17%	8	29	22%
Personnel/HR	7	13	35%	8	12	40%
Legal/Counsel	4	12	25%	6	14	30%
Communications/PR	5	4	56%	7	3	70%
Advertising	1	1	50%	1	1	50%
Marketing	3	2	60%	2	4	33%
Circulation	0	3	0%	1	3	25%
Editorial/Newspaper	6	22	21%	8	34	19%
CIO/IT/MIS	0	19	0%	2	20	9%
Production/Operations	0	11	0%	1	15	6%
Research/Development	2	4	33%	4	6	40%
TOTALS	39	177	18%	52	119	21%

A few points to note:

- Few women hold top corporate executive posts.
 - It is particularly disheartening that no women are in line for the top slots, in the “heir apparent” second-in-command slots.
 - There is just one woman in the third (executive vice president) level.
- Women tend to cluster in categories below the top three.
- Women executives are least likely to be found in information systems, production and editorial.
 - Women are most likely to be found in human resources, communications, advertising and research posts.
 - Women fill approximately one in five corporate editorial slots.

Top eight newspaper groups for women publishers*

Newspaper Group	2002			2003		
	# Daily Newspaper Publishers	# Female Publishers	% Female Publishers	# Daily Newspaper Publishers	# Female Publishers	% Female Publishers
The McClatchy Company	11	6	55%	11	6	55%
Tribune Publishing Co	10	3	30%	10	4	40%
Landmark Communications	7	2	29%	6	2	33%
Community Newspaper Holdings Inc.	102	21	21%	89	27	30%
Pulitzer Inc.	14	2	14%	14	4	29%
Gannett	87	19	22%	89	23	26%
Lee Enterprises	37	9	24%	37	9	24%
Freedom Newspapers	26	6	23%	24	5	21%

* of the companies surveyed

A few points to note:

- The average is 21 percent — 3 more than last year — when you look at women publishers by media group. This tally looks at all daily newspapers for each group and includes newspapers of all sizes.
- Smaller newspapers tend to have more women in top executive jobs, according to a study conducted by the Readership Institute at the Media Management Center at Northwestern University in 2000. The percentage is 33.7 for newspapers with circulation under 25,000, that study said.
- Women publishers are heavily concentrated at a few corporations. Women publishers are most likely work for either Community Newspaper Holdings Inc., Gannett or Lee Enterprises, companies that publish the most newspapers. However, McClatchy, Tribune and Landmark have the highest percentage of women in publisher positions.

Women on newspaper boards

As a rule of thumb, the board of directors is the policy-making body that charts the future course for the organization. The board is responsible for establishing general policy for the corporation and managing it on behalf of the shareholders at a publicly held company. They act on the owner's behalf at private corporations. They also hire the CEO.

Affecting change in leadership must begin at this level. It is difficult to increase the numbers of women in top executive slots when women are virtually absent from the hiring body.

As in the other facets of this study, there was a modest increase in the overall percentage of women on newspaper boards.

Top seven media companies for women board members *

Media Company	2002			2003		
	# Board of Directors	# Female Directors	% Female Directors	# Board of Directors	# Female Directors	% Female Directors
The McClatchy Company	13	4	31%	12	4	33%
Gannett	8	3	38%	9	3	33%
The New York Times Company	15	3	20%	14	4	29%
Knight Ridder	11	3	27%	11	3	27%
Pulitzer Inc.	10	3	30%	11	3	27%
Lee Enterprises	8	1	13%	8	2	25%
A.H. Belo Corp.	14	1	7%	14	3	21%

* of the companies surveyed

- The average percentage of women on boards of directors is the lowest of all categories in the Women in Newspapers Study.
- The average percentage of women directors increased 3 percentage points, to 18 from 15, in 2003. Only seven companies exceeded the average.
- Six of the 21 companies in the study, which are privately held, chose not to release that information.

Footnote

ⁱ The 21 newspaper groups are: A.H. Belo Corp., Advance Publications, Community Newspapers 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, Pulitzer Inc., The McClatchy Company, The New York Times Company, Tribune Publishing Co. and The Washington Post Company.

part II

It's Time for a Change

While the numbers of women in top positions for the newspaper industry are disappointing, the story they tell is sadly familiar. In the United States, women comprise 46 percent of the workforce, but head up just six Fortune 500 companies.

The same is true in the United States government. Women occupy only six of the 50 governor's mansion and 13 percent of the 535 seats in Congress. There are only 14 female senators and 59 representatives. Three of 14 members of the cabinet are women, but it has been almost 30 years since a woman was on the presidential ticket. Consequently, women's issues like equal pay and the balance of work and family are too often off the radar screen for government and business alike.

Nancy J. Adler, professor of organizational behavior and cross-cultural management at McGill University in Montreal, who studies women in the world's most senior leadership positions, says that change is afoot. She points to the progression of women who have come into office since the 1950s when there were no women presidents or prime ministers. There were three in the 1960s, five in the 1970s, eight in the 1980s and 21 in the 1990s.ⁱ

She concludes that, "it does not take a statistical genius to notice that there is a trend, and that that trend is toward an increasing number of women in the world's most senior leadership."ⁱⁱ

In the past, Adler says, leaders were men who, from an early age, aspired to become leaders. To do so they got in line, followed orders, demonstrated effectiveness to their superiors and earned promotions. Adler says that women leaders, on the other hand, follow different paths.

"Most do not work their way up through the organization or political power hierarchy but rather laterally transfer into the most senior position."ⁱⁱⁱ

To a large extent, she says, the same is true in business where women "transfer

“Go around
the glass ceiling.
It will save
a lot of
headaches.”

to the top of one organization after having built a career in another organization.”^{iv} She suggests that the route to the top is not to follow men’s paths and attempt to break through the glass ceiling, but rather to “Simply go around the glass ceiling. It would sure save a lot of headaches!”^v

For most women leaders, Adler says, “It is not the desire for the position nor for power per se that motivates them to seek the highest leadership positions, rather it is their commitment to a compelling vision of what society could be, of what society must be.”^{vi} While the men themselves aspire to become leaders, women are drafted by others who detect their idealism. Women draftees answer the call to improve society.

Most women, but not most men, decline senior leadership positions when they are originally offered, Adler says.^{vii} Golda Meir said “no” when first

offered the Israeli prime ministership. Corazon Aquino said “no” when first asked to run for president of the Philippines. Maria Liberia Peters also said “no” when they first offered to nominate her for prime minister of the Netherlands-Antilles.^{viii}

Hierarchical power structures, Adler says, often fail to support women candidates for senior leadership positions. Most women draw their support directly from the people — whether via the ballot box or the marketplace — rather than from either political or corporate power structures.^{ix} For example, Mary Robinson, before

becoming president, visited more small communities in Ireland than any politician before her. The opposition did not take her seriously until it was too late.^x

This broadly based community support, Adler says, is networked power rather than hierarchic power, or power with [empowerment] rather than power-over.^{xi} Women leaders tend to use more democratic and participative styles rather than the command and control styles men most often use. In general, women leaders exhibit more democratic behavior than do men.^{xii}

“The combination of women being outsiders at senior levels previously completely dominated by men and of beating the odds to become the first woman to lead her particular country or company produces powerful public imagery about the possibility for fundamental change,” Adler says.^{xiii}

She adds that it is not surprising that, at this moment in history, “countries around the world, most for the first time, are turning to women leaders rather than the traditional cohort of men. People want change. They hope and imagine that women will bring a more inclusive and compassionate approach to leadership.”^{xiv}

Adler says that, “Change comes at a price, yet continuing on our current path might well extract a much higher price.”^{xv}

The literature on women as change agents, in most cases, says that women who answer this call to serve in the public interest, focus on meeting key needs. In many cases women are motivated to serve those who are in the greatest need. Such service often flies in the face of conventional wisdom that power begets power and that aligning one’s values with those of the people in power is the only way to get anything done.^{xvi}

Serving people at the opposite end of the influence spectrum is far more difficult than serving the powerful in the name of political expediency. Making changes in priorities begs for visionary leadership that is willing to take risks. These leaders must divert resources away from traditional concerns and do so in a way that minimizes confrontation and maximizes collaboration.

As Madeleine Albright, former U.S. secretary of state, reminds us, “We have a responsibility in our time, as others have had in theirs, not to be prisoners of history, but to shape history.”^{xvii}

The same holds true in the business world. New skills are needed to find better ways to increase productivity while serving public needs. Such skills are often based on the behavior patterns women are socialized to follow. From an early age, women are encouraged to nurture.^{xviii}

Since women are not bound by rigid traditions of leadership, they are free to exhibit both courage and humility.^{xix} Because, more often than not, they have a vantage point outside the chain of command, they are free to operate in ways that are truly innovative.

Women leaders function from the center of the organization rather than from the top. From inside the network, women’s collaborative style affords easy access to insider information. From this vantage point they can develop relationships that help them to better grasp how their organization fits into the broader picture.^{xx}

By leading from inside the organization, women see the value of inclusion and fostering relationships. They recognize the value in offering programs that develop those with whom they work. They willingly tackle the challenges of preparing current and future leaders, addressing diversity, retaining high performers, managing collective knowledge, and reducing the cost of learning. Such collaborative relationships enable the organization to grow efficiently.

In the workplace, new pressures challenge the traditional structure with its straight lines of command and control. New technology spurs higher customer

demand and increases competition. Today's leaders are asked to do more with fewer resources. To meet these new demands, workplace roles change, and organizations must adjust to compete. This difficult environment opens the door for women's style of leadership and, in order to succeed, businesses must recognize this need and call on women to lead.^{xxi}

Leaders are asked to shake things up — to overturn the traditional lines of authority where jobs and roles were well defined. And to challenge the notion that men must lead, and women must follow.

Nancy J. Adler is a professor of organizational behavior and cross-cultural management at McGill University in Montreal, Canada. She received her B.A. in economics, M.B.A. and Ph.D. in management from the University of California at Los Angeles (UCLA).

Adler conducts research and consults on strategic international human resource management, global women leaders, international negotiating, culturally synergistic problem solving and global organization development. She has written numerous articles, books and the script for a film made on this subject.

Footnote

ⁱ Nancy J. Adler, "Did You Hear: Global Leadership in Charity's World," *Journal of Management Inquiry*, vol. 7 (no. 2), 1998, pp. 135-143.

ⁱⁱ Adler, 1998, op. cit.

ⁱⁱⁱ Nancy J. Adler, "Global Leaders: A Dialog with Future History," *International Management*, vol. 1 (no. 2), 1997a, pp. 21-33.

^{iv} Ibid.

^v Adler, 1998, op. cit.

^{vi} Nancy J. Adler, "Global Women Political Leaders: An Invisible History, An Increasingly Important Future," *Leadership Quarterly*, vol. 7 (no. 1), pp. 133-161.

^{vii} Adler, 1997a, op. cit.

^{viii} Nancy J. Adler's personal interview with Maria Liberia-Peters in Curacao, June 2, 1997.

^{ix} Adler, 1997a, op. cit.

- ^x Fergus Findlay, "Mary Robinson: A President With a Purpose," Dublin, Ireland: the O'Brien Press, 1990.
- ^{xi} Nanette Fondas, "The Origins of Feminization," *Academy of Management Review*, vol. 22, pp. 257-282.
- ^{xii} Alice H. Eagly and Blair T. Johnson, "Gender and leadership style: A meta-analysis," *Psychological Bulletin*, vol. 8 (no. 2) as cited in Susan Vinnicombe and Nina Colwill, *The Essence of Women in Management*. London: Prentice Hall, p. 32.
- ^{xiii} Adler, 1997a, op. cit.
- ^{xiv} Nancy J. Adler, "Global Leadership: Giving Oneself for Things Far Greater Than Oneself," *Insights, Journal of the Academy of International Business*, vol. 1 (no. 2) 2001, pp. 13-15.
- ^{xv} Adler, 1998, op. cit.
- ^{xvi} Liz Nickels, "The Change Agents: Decoding the New Workforce and Workplace," St. Martin's Press, 2001.
- ^{xvii} Madeline K. Albright's commencement address, Harvard University, Cambridge, Mass., June 5, 1997.
- ^{xviii} "Creating Women's Networks: A How-To Guide for Women and Companies," *Catalyst*: Jossey Bass, 1998.
- ^{xix} Adler, 1998, op. cit.
- ^{xx} "Leading From the Center," *Duke Corporate Education Newsletter*, Online at: http://www.dukece.com/pdf/Leading_from_Center.pdf
- ^{xxi} Nickels, op.cit.

24 blank

part III

Success for Six: Views from The Top

To better understand how women succeed in the newspaper industry, we interviewed six women who have climbed to the executive levels of major U.S. newspaper companies. They hail from all areas of the country, come from varied backgrounds and work in different areas of the newspaper business. Two are publishers. One is an advertising executive, another a human resources executive. All hold the title of vice president or president, and two are also CEOs. Two are single and four are married. Three have children.

But what they all have in common is a road to success marked by the willingness to take risks, motivation to learn new things and fundamental hard work. When asked to look back on their careers, several chuckle at their humble beginnings, due in part to their gender.

They started at a time when women did not work the nightshift in the newsroom or work at all in some departments. Still they say they've never truly seen themselves as female pioneers in the newspaper business. They simply have always done the best job they could, whether or not they felt the brunt of being the only woman in a situation.

They have thrived by accepting career challenges at every turn, learning as much as possible from each job they've had, and seeking counsel from valued mentors. Above all they agree that what has fueled their accomplished careers is a belief in the public service newspapers provide and genuine enjoyment of their jobs.

These successful executives agree that things are looking up for women in the newspaper industry now and in the future — but not without a few residual

challenges. For example, although newspaper companies now are more flexible than ever with employees who must care for children or elderly parents, it is still women who are most likely to have to balance work and family issues. And while women are no longer new to upper-level management jobs at newspaper companies, these six are among the first to have so much professional power and influence in the industry.

The women we interviewed on the pages that follow have succeeded in overcoming such challenges and can now share what they've learned during years of experience in the newspaper industry. Each, in alphabetical order, shares in her own words the story of her career development and offers professional advice to women with similar ambitions.

Sue Clark-Johnson

“I never planned anything in my life in terms of my career. I was always very fortunate to be in the right place at the right time. I don't think I was ever in a job longer than I should have been before the next one came along. Somehow the right opportunity always came along just about the time when I was feeling not-so-challenged. I've been very lucky. I moved on to new jobs to learn new things and because I saw the potential to make a difference. The longer you're in the business, the more thoughts and ideas you have to offer about possibilities for change and exciting ways to reach out to the community.

My father was a writer. He gave me a typewriter when I was 10 years old. To this day I think better from my head to my fingers to a keyboard. I got my first stringer job on a newspaper when I was 14 in upper Westchester, N.Y. It was with a paper that was published twice a week called *The Patent Trader*. The paper came out Thursdays and Sundays, and I wrote the 'North Salem Notes.' I was paid by the inch so I wrote a lot! I felt very comfortable with it. But when I went to college, I didn't major in journalism. I majored in history and English. I wanted to be in the Foreign Service and change the world. That was when I was a freshman. By the time I got through with college I realized I would not be changing the world.

I quickly found myself back in journalism. I was graduating from the State University of New York at Binghamton, and I didn't have a job. My father said, 'You're not coming home. You better go get a job.' There was a newspaper across the street. At the time, it was *The Evening Press*. So I walked across the street and got a job.

I started in the women's department a week after I graduated from college. I'd like to differentiate that from the society department! Society is where they did weddings and engagements. The women's department is where they did recipes and adorable stories about adorable kids and their adorable pets. It eventually evolved into what today you would call a Living section or a Style section. So I started there in the women's department. The editor left suddenly about eight or nine months after I'd been there a year. There were 11 people in the department, all women. They asked me if I would keep things together until they hired somebody. I began to change things a little and move towards what you would today call a Living section. After six months I said, 'I don't know why you're looking for somebody. I think I could do this job.' They gave me the job.



Education

State University of New York at Binghamton (Harpur College), B.A. in history, 1967

Professional

Binghamton Press, family news reporter to women's editor, 1967-1970

Niagara Gazette, layout feature editor to family news editor to Sunday editor to managing editor to editor to publisher, 1970-1983

Binghamton Press, publisher, 1983-84

Binghamton Press, regional vice president and publisher, 1984-86

Reno Gazette-Journal, president and publisher; Gannett Western Region president, 1986-95

Reno Gazette-Journal, president and publisher; Gannett Pacific Newspaper Group, senior group president, 1995-2000

The Arizona Republic, CEO and publisher; Gannett Pacific Newspaper Group, senior group president; Phoenix Newspapers Inc., chairman and CEO, 2000-present

“It’s important to have the willingness and the ability to take on a challenge, even when you’re not fully prepared.”

I didn’t think twice about having a job in the women’s department in those days. Today I would. It was a job. It was with a newspaper. I was bringing home a paycheck. It got my foot in the door. That was one way for women to get a foot in the door and move out into the newsroom eventually.

I left Binghamton for Buffalo where I was getting married. There was a Gannett paper in Niagara Falls. The only opening they had was the weather reporter. I learned a lot about lake-effect snowstorms. I wrote weather for a couple of months. Then the education beat opened up, and I did education for a while. When the Sunday editor job opened up, I took that job. From there, I became a managing editor for about a year.

When the publisher at Niagara was promoted, Al Neuharth, who was Gannett’s chairman at the time, called me. This turned out to be a pivotal point in my life. I think I had just turned 30. He asked me if I’d like to be publisher in Niagara Falls. Being very unsophisticated at the time, my mouth dropped open and I said, ‘Huh?’ He said, ‘I know what you’re thinking. You’re thinking you’re not ready. You’re not, but you are ready to take on the challenge.’

That’s probably one of the single most inspirational things that anybody has ever said to me. It’s important to have the willingness and the ability to take on a challenge, even when you’re not fully prepared. These are opportunities that my company has afforded me. Al Neuharth took a chance on a 30-year-old woman, who didn’t know very much. There were not very many women in the newspaper industry in any management position in the mid to late ’70s.

Neuharth made it very clear that Gannett was going to be an opportunity company for women and minorities — and he put his money where his mouth was. I also remember there came a point somewhere during that conversation when he said, ‘Understand that you are the second woman in this company to be a publisher. Now that I have two of you, if one of you doesn’t work out, I’ll have no compunction about firing either one of you.’ That was also fairly motivating!

After I’d been a publisher for a couple of years, Gannett hired a senior vice president of human resources — Madelyn Jennings. She was a role model for me. She was a very gracious and very bright woman, whom I admired and still do. More than anything, it was comforting to know that there was a woman in such a senior position at Gannett. That, in and of itself, was a statement about the company. Today you might say, ‘Well, women are relegated to HR roles.’

In those days you didn't have any women in almost any major company, whether it was newspapers or not, in corporate roles of any kind. It's a little hard sometimes to look back on these reflections and understand why they were important. The context was so different.

There have been women, whom I have met or worked with, who have written me notes telling me how nice it is to know that there are women in such senior positions at the Gannett Company. So I now have become Madelyn! Those notes go in my 'I need a good day' drawer. They're wonderful. The feedback is very rewarding and it always brings a smile to my face. Neither money nor power has ever really motivated me in my career. I love what I do and I want to be good at it. Since I went into management, I do feel a strong sense of responsibility about providing opportunities for up-and-comers.

We've joked about golf quite a bit in this business, but I think it has changed over the years. After a meeting all the guys would go play golf together and talk about work. It used to be somewhat exclusionary. I don't think it was by design. But today a lot more women play golf. And that's a good thing.

During my career at Gannett I've never felt discriminated against. I've had as much opportunity, if not more, than most. Gannett is a company that has created a culture of being an opportunity company. It's a phrase that we use a lot, and have for the past 25 years. That tone has to come from the highest level of corporate, and then it has to come from the highest level at each unit. I've got to set that tone here in Phoenix as well as in my newspaper group. It has to come from every publisher, then every ad director, every editor and every circulation director.

Formal programs are one way of ensuring opportunity, but there is without a doubt a corporate culture as well. I'm an idealist. Ideally, I'd like to get to the day where everybody loves everybody, when opportunity just becomes an inherent part of your company. But frankly, I don't think we're there yet — nobody is. I know that our awareness is very high, not only about women, but about minorities.

Eventually, I think we'll all get to where we need to be. The work environment is generally much more demanding in almost every industry today than it has been in the past — in terms of skills, hours, challenges and the changing economic structure. And I believe that companies should help employees succeed by finding solutions and accommodations that work for the employee as well as the company. That's true for men as well as women.

The words that come to my mind when I think about people that I would like to have work with me are: energy, focus and commitment. And if there was a phrase I would use for advice it is, 'Be willing to take risks.'"

30 blank

Cathy Coffey

“My high school English teacher first suggested that I go into journalism because I enjoyed writing and read a lot. At the University of Georgia, I studied journalism, but I also took a lot of English classes. By spring quarter of my senior year, all I really wanted to do was get a job. My parents said it would be a good idea, too.

My first newspaper job began at what was then *The Atlanta Journal* and *The Atlanta Constitution* on a Monday, Memorial Day. There was an opening for a receptionist in the retail-advertising department, so I took it. If there had been a job available in the newsroom that would have been ideal given my journalism major, but there wasn't. But I did learn quickly what newspapers are like — in the newsroom, production and advertising — in all departments. There is always a lot of activity. There's always something to do. I liked it right away. The people were great. The place was great. To be successful in the newspaper business, you have to enjoy people and the fast pace.

After I was a receptionist for about two months, I moved on. They had just started a sales assistant program in the sales department. The program made it possible for full-fledged sales executives to spend more time in the field. I worked as a sales assistant for about four months. Then the *Journal* and *Constitution* added a new position handling customers calling from out of town. I took that on and liked it. A couple of months later the paper gave me a downtown territory. I loved that job and did that for close to a year. Next I was asked to help with the ad agencies. In that job I got involved with the Atlanta Advertising Club and eventually became president.

Did I envision my career path early on? No. The fact that there was a corporation behind the newspaper was invisible to me. And at first it didn't occur to me that I wanted to be a sales manager. But moving into managing a team of sales people turned out to be an interesting time in my career. I had the room to implement new ideas. I also learned quickly that managing sales people is pretty easy. They're a motivated group. They want to be successful. If your goal is to help them be successful, it's hard to screw up. As a manager, you have to be willing to be successful through other people. You have to provide a team environment where top performers are given the chance to grow and where average performers are stretched as far as they can be.

Management training programs became available as my career progressed. These programs helped me figure out how to adapt my style of doing things to



Education

University of Georgia, B.A. in journalism, 1977

Professional

The Atlanta Journal and *The Atlanta Constitution*, receptionist to sales assistant to real estate sales manager to classified sales manager to retail sales manager to supplements advertising manager to account executive, 1977-1988

The Atlanta Journal and *The Atlanta Constitution*, vice president of advertising, 1988-1992

Cox Newspapers, vice president of advertising, 1992-present

“My success is largely because I’ve really enjoyed every job I’ve had.”

basic principles. And it’s a handful of really simple things. For example, you treat people the way you want to be treated. You do a better job today than you did yesterday. You do a better job tomorrow than you did today. If you concentrate on that, then good things happen.

Most of all, you have to love the work and love the product. If you’re sitting at your desk wondering, ‘When do I get to do a new job?’ or ‘Why don’t I get to try something different?’ chances are you’re not doing a very good job with what’s on your desk right now. That’s the same for men and women, and it’s an easy trap to fall into. To be successful we must remember it’s all about serving the customer.

My success at *The Atlanta Journal-Constitution* — and at Cox Newspapers — is because I’ve really enjoyed every job I’ve had. It’s easy to be productive when you enjoy your work, and Cox is an organization that rewards productivity. My keys to success have been hard work, sales ability and consistent results.

I’ve had terrific mentors, including: Jay Smith, president of Cox Newspapers and former publisher of *The Atlanta Journal-Constitution*; Dennis Berry, president of Cox Enterprises and former publisher of the AJC; and Caroline John, vice president of marketing, research and promotion for Cox Newspapers.

As a manager, you have to understand what’s important to the people you manage and then help them succeed within their own set of priorities. That means being candid with employees and helping them understand that liking their work and feeling good about their work is important. Some people like more direction, some like less.

Women can be very successful in sales and in managing people. That’s because newspapers must represent the diversity in the marketplace today, in terms of gender and ethnicity. We have an obligation to reflect the market we serve and use the best available talent in the right positions.

It’s also important for employees to have the flexibility to be whom they need to be to succeed. Cox has been successful in doing that. Fortunately more doors are open to women today than ever before. Companies understand women’s contributions to the success of their organizations and are willing to create an environment that works for everyone. If women are committed, resourceful and effective, and can thrive in the hectic environment, they have every opportunity.

I’m single, so that may have made it easier for me to juggle work and personal time. People should understand their own values and prioritize things in their

lives. Most people choose family, health and work — in that order. It's important for managers to reinforce that there is no right or wrong order. People should do what's best for themselves and their families. Cox has shown increasing flexibility toward employees with family obligations. Division presidents set the tone. We've had flextime at headquarters, and our individual papers make their own decisions on the issue. Overall, we respond to the needs of employees incredibly well.

If you're the kind of person who treats people as valuable resources and knows how to nurture talent, you'll be a successful manager. We must encourage smart, assertive young people to work in the industry. Whether that means recruiting at college campuses, local ad federations or college newspapers, we must continue to encourage the best and brightest — both women and men. We need to go to them and have one-on-one discussions about our industry. We've got about everything to offer in terms of job diversity. People who can live with constant change and like juggling about 10 balls at the same time will find it's a terrific business. At the end of the day what matters most is that we helped provide a valuable service. If there is a calling card in this industry, it's the belief in the fundamental value and importance of the newspaper.”

34 blank

Mary Jean Connors

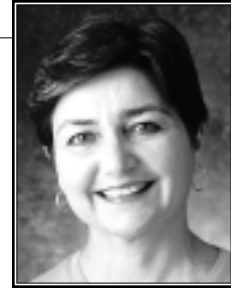
“Never for one second did I have a plan for my journalism career. That would have been ‘not me.’ One thing leads to another. It’s very strange. People started recruiting me when I was city editor at *The Cincinnati Enquirer*. I made the choice to go to *The Miami Herald* because I had the opportunity and thought it was a good time to move. I responded to an opportunity that looked attractive. I could make my career better than if I stayed where I was.

When I was assistant managing editor at the *Herald*, Larry Jinks, the senior vice president for news at corporate, asked me to come up and be his assistant. He was a fantastic role model. I admired him, and I thought this was an exciting opportunity. I think one of the reasons he asked me was because the editor at the time at *The Miami Herald* was a woman. One of the few and earliest female metropolitan newspaper editors was Janet Chusmir, and I think she championed me for the position. At any rate, I went to work at corporate in an editorial role. That gave me the visibility that led to my name being surfaced by corporate as a candidate when they were looking for a vice president of human resources in Philadelphia.

I think they saw the potential for leadership in me. They saw a person who had management skills, the kind of skills that would perhaps work in a human resources role. They saw an opportunity to give me an education on the business side of the newspaper. At first, I said ‘no.’ But I went and took a look anyway and to my wonderment saw it would be a really invigorating, exciting opportunity. Throwing all caution to the wind, I went. I wanted to learn and this new job would open different doors. Knowing it was unconventional and perhaps risky, I just went and did it. I loved it.

Having mentors in your career is essential. I had Janet and Larry and Tony Ridder, who was then president, and Jim Batten, who was CEO at the time. All four of them were very important voices for me, and they didn’t all give me the same advice. But that was OK because each one brought a different insight. Each one helped me with my own self-awareness. Each one helped me reach a decision that was right for me.

We all have informal mentors, even if we have formal ones. We all should have people who understand us and whose wisdom and experience play a role in forming our thinking. These relationships may happen less naturally for women. One of the reasons Janet was such a great mentor to me was because I could identify with her. She was a woman! If she could do it, then that made it



Education

Miami University, B.A. in English, 1973

Stanford University Executive Program, 1999

Professional

The Cincinnati Enquirer, reporter to city editor, 1973-1980

The Miami Herald, urban affairs editor to assistant managing editor/personnel, 1980-1988

Knight Ridder, Inc., assistant to senior vice president/news, 1988

Philadelphia Newspapers, Inc., vice president/human resources, 1989

Knight Ridder, Inc., vice president/human resources to senior vice president/human resources, 1989-2003

Knight Ridder, Inc., senior vice president, 2003-present

“There are times when you just have to accept that you may be the only woman.”

more possible for me to do it. When Janet died, I went to her funeral and then was back at the house with her husband. I said to him, ‘What am I going to do? I’ve lost my mentor.’ He said, ‘Mary Jean, maybe it’s time for you to be a mentor.’ Now it was my turn to help others the way so many had helped me.

I had started my own career in an era when women didn’t automatically think about business careers. I had worked at the student newspaper in college as editor of one of the sections and won a scholarship from Women in

Communications in Ohio. Part of the scholarship was an internship at the *Cleveland Plain Dealer* after my junior year. That was very exciting. It was a lot of serendipity more than anything else. Also, it was the Watergate era. There was a feeling that newspapers were the watchdogs for society and they served an important role in protecting the public. That seemed to me an inspiring thing. At the same time, I got to do what I loved, which was report and write.

I was concerned because at that time most women were in the features department, and it was very hard to move from features into senior management positions. One of the things I liked about *The Cincinnati Enquirer* was that it was willing to put me into hard news. I felt from a career standpoint it would be better to take the hard news job,

even though there were very few women on the news side at that time. At that time, women weren’t considered safe in those roles. People worried about them working nights. It was a very paternalistic attitude. It was a man’s job. So what if you couldn’t move to senior management, because those were men’s jobs, too. And they were men’s jobs!

Katharine Graham was a great inspiration to many women because she was the first, even though it was a family thing. Nevertheless, she stepped into the role. She did it well and created the possibility for other women.

There was some resistance to my working the later shifts, which were really necessary to moving into an editing role, because the first editing job is usually as city editor at night. And there was a concern about women going out and covering stories at night. Two other women and I went to the city editor — who was a lovely man — and we finally prevailed. It all sounds kind of silly now, but that’s the way it was back then. And they were necessary steps to lead to the bigger steps for women and for people of color all around the country.

It was a lot of fun to be a reporter. It was so exciting to be a young person out

in the world covering stories, meeting new people and seeing your byline in the paper. That was pretty cool. And getting paid for it was cool, too. I remember when I was a reporter and working nights, the assistant city editor, who was on the desk at night, would ask me to help him move copy. I would do that and that helped me make the move eventually to the city desk. I moved into a supervisory role pretty quickly. Being a manager is something you really have to want. There are great reporters who never want to be managers because they're so good and they do such great work. Had I stayed a reporter I would have gotten better at that part of the job.

How do you move into a supervisory role? You do it like you do anything else. You prove that you have the skills and the interest. You take advantage of any opportunity to show that. It might be filling in or just helping out. It might be leading a project. There are a lot of ways people can seek out the opportunities to demonstrate their abilities and get experience, to make sure it's what they want. I don't think that is any different for women than it is for men. All that really counts is that someone is open to the possibility that they may have the skills for the job.

It's important to pay attention to people as well as to their careers and performance. You must also hold them accountable. One of the best things you can give them is to demand a lot of them and help them achieve what they can achieve. Be candid with them when you think they're not doing as much as they could. But they have to have a sense that your motives are good. I've always felt that about the people I've worked with. I felt that Janet cared about me. I felt that Jim Batten cared about me. I feel that Tony Ridder cares about me, and Larry Jinks.

Those kinds of relationships and trust — when you feel like this person cares about you and has good motives toward you — are a little harder for women. It's a little harder to get there if you mostly have male colleagues and you're a woman. There aren't the natural connectors. Many of us don't play golf. Many of us don't watch football. I think there is a degree of loneliness. The truth is, you have to have women friends, even if they're not on the job. That isn't always easy with the lives that we lead. There has to be a place in your life where you have women friends, women you hang out with.

And then there are times when you just have to accept that you may be the only woman in a situation. When you say, 'OK, they're mostly guys. I'm a woman. Get over it.' But if you stay in that environment, then you can be a beacon for others. It doesn't mean you won't feel lonely. But you just say, 'OK, I feel lonely. Now I'm going to go into that meeting and do a good job.'

If the mission of newspapers is interesting to a woman and the roles available are those to which she's suited, then I certainly think it's a good industry for her. There's a business need that makes newspapers open to women: 50 percent of readers are women. There's also a social mission that puts newspapers in the forefront. On the other side, because we're 24/7, there are some issues that newspapers have in creating opportunities for people who may have significant family responsibilities. It's great that companies are smarter about these things, but families are smarter, too. There are a lot of different solutions. I have colleagues whose husbands are at home raising the kids. Families are beginning to share in ways they haven't shared before.

We all meet obstacles in our careers — whether you're a white male, a person of color, or a woman. I think the people who succeed are the people who have good character, are highly motivated, develop their skills and do their jobs well, have self-confidence and are resilient. When they meet a few obstacles, they don't just take their marbles and go home. They stand back up, brush off their clothes and move on. The people who succeed are the people who have the will and the toughness to take the pounding. That's just life. I don't think that's unique to the newspaper industry. Work is work. Find a good company. Care about what you do. And then keep doing it the best you can. Don't let people around you discourage you, and recognize that people are also rooting for you."

Karen Elliott House

“You have to do something that you like doing; otherwise you won’t do it well. My advice would be to have fun. Ask politely for what you want and don’t quit if you don’t get it the first time you ask. If you don’t get it, ask what else you need to do to be qualified to get what you want. You can’t plan your life when you’re 25 or 30. You have to continuously try to play to your strengths and broaden your options. Do the things you do well, and learn something new so that the range of your options broadens.

The publishing world is much more female-friendly than it was 20 or 30 years ago. When I joined the Washington bureau, I was the second woman in the bureau. And I would suspect there weren’t half a dozen female reporters at *The Wall Street Journal*. They were clearly looking for a woman. That’s the only time I feel I’ve gotten a job opportunity because I was a woman. They thought I was qualified, or they wouldn’t have hired me, but they were actively looking for a woman. Five years earlier they would have been *not* looking for a woman. I’m not a big fan of affirmative action. I’m a big fan of affirmative opportunity. I think that if I hadn’t been able to do the job I wouldn’t have lasted long. It’s about being productive. If you look at the sales staff of *The Wall Street Journal*, which also used to be all men, it’s probably at least 50 percent women now. The news staff is getting close to that. All that counts is performance.

There came a point in my mid-30s when I concluded that there is a double standard for women. Women are seen as having jobs and men as having careers. How to change that is hard. Women are damned if you do and damned if you don’t. Women are encouraged to be quiet and nice and assume they will be noticed for their talent. Indeed, if you speak up often you are seen as aggressive (something admired in men but deplored in women) and that can block your getting larger responsibility. Yet, if you follow the script to be quiet and cooperative, that doesn’t seem to work either. So, the issue for women is how to get noticed and taken seriously without doing or saying something that then disqualifies them from being seen as a potential senior manager or executive.

For much of my life, I never thought men and women were different. I only learned that in Washington in the 1970s. I am from a tiny town in Texas, with 100 people in my high school. There was no school paper. It was actually a page in the town weekly, which was a little six-page paper. I started working on that town weekly, *The Matador Tribune*, in my senior year of high school. I’m



Education

University of Texas at Austin, journalism degree, 1970

Professional

The Dallas Morning News, reporter to Washington, D.C., bureau correspondent 1970-1974

The Wall Street Journal, Washington, D.C., bureau correspondent to diplomatic correspondent to assistant foreign editor to foreign editor, 1974-1989

Dow Jones & Company, international group vice president to international group president, 1989-2002

Senior vice president of Dow Jones & Company and publisher of *The Wall Street Journal*, July 2002-present

“Ask for what
you want.
The worst
that can
happen is the
answer is
‘no.’”

from a very conservative family and had always intended to be a schoolteacher. When I told my father about my plans, he said, ‘I’d hate for you to be a teacher in these communist schools.’ I said, ‘Then I’ll be a reporter.’ He said, ‘I should think that you would have more freedom.’ I thought about that and concluded he was right. So I went to the University of Texas journalism school. I worked on the student newspaper there and became a reporter.

At *The Daily Texan*, my first job was as a copy editor for \$6 a night, working from 6 p.m. until 2 a.m. I worked my way up to managing editor and was paid \$75 a month, which was big money in 1970. We had a circulation larger than half the daily newspapers in Texas. It was a very good student newspaper and a great experience.

What it takes to be a good reporter is curiosity and confidence — curiosity about something and confidence that what you’re curious about other people want to know. It’s one thing to do a story that your teacher tells you to do; it’s another to figure out what a story is and then do it. That’s what the student newspaper allowed us to do. We’d ask ourselves, ‘What do you want to cover on this campus of 25,000 people?’ every day. Then we’d go out and do it. We’d either learn that it worked or it was a bad idea. The more you do that, the better your hit rate gets.

I got a job at *The Dallas Morning News* covering 180 public schools in Dallas. Women had real jobs at the paper then, probably because we worked cheaply. The political reporter was a woman. The religion reporter was a woman. The health reporter was a woman. The school reporter (me) was also a woman.

The first time I was aware that women were treated differently was in 1971. *The Dallas Morning News* had a three-person Washington bureau, and my goal was to cover politics. *The Dallas Morning News* moved me to Washington in October of 1971. I went to the White House for a John Connally briefing — he was then treasury secretary — and I saw Helen Thomas. Here was Helen Thomas, who had just become UPI’s chief White House correspondent, and Fran Lewin, who was the White House reporter for AP. Two women had these great jobs, but almost everyone else there was a man. I had come out of the university thinking men and women are treated the same and had the same opportunity. I get to Washington and I see just two women in top jobs.

Ten years later it dawned on me that people didn’t promote women the same way they did men. My career advice to women is: Ask for what you want. The worst that can happen is the answer is ‘no.’ Men are very good at asking. I’ve

noticed this now that I am an executive. Men have no problem whatsoever walking in, sitting down and saying: 'I'm really very good at this, this and this. And I think I could help you do A, B and C.' It's effective, if blatant self-promotion. Most women have a lot more trouble doing that. Executives are responsible for developing the people who work for them, but the people who work for them are responsible for expressing what they'd most like to do.

Dow Jones has a culture that is quite nurturing. You don't get ahead by stabbing people in the back. The culture encourages you to cooperate even though reporting is fundamentally an individual enterprise. There are stories around here that get done by two, three or four people working together. If you cooperate with another reporter, it's a learning opportunity, too, because people have different expertise.

When the *Journal* offered me a job in early 1974, I was also talking to *Newsweek* and *The (Baltimore) Sun*. I had been a campus stringer for *Newsweek* and the *Journal* intimidated me somewhat. I assumed that everybody at the *Journal* was a man with a Ph.D. in economics — neither of which I was. And I thought everybody was a great writer. I thought I was a good reporter, but I knew I was not a great writer. Thanks to many years here and a lot of good editors I've worked with, I think my writing is more artful than when I began. Seeking advice, I called my fellow Texan, Bob Strauss, who had been the treasurer of the Democratic Party when I worked at *The Dallas Morning News*. I said, 'I might get a job offer from *The Wall Street Journal* and I have one from *Newsweek*. What should I do?' He told me he'd call me back. He called up Bob Novak, who had worked at *The Wall Street Journal*. Novak told him, if she's got any sense she should go to *The Wall Street Journal*.

Bob didn't tell me initially about his call to Novak; instead he just told to me go to the *Journal*. The *Journal* did offer me a job and I said 'yes,' after some agonizing. The job was covering the Securities and Exchange Commission, which I knew almost nothing about. Besides, I wanted to cover politics. An editor at the Washington bureau at the time told me, 'When something happens at five o'clock at night, if you think you're man enough to take your coat off, hang it back on the rack and sit down and write, then say yes. If you think you're not, you'd better say no.' So I thought, 'Am I man (or woman) enough?' I said 'yes' and took the job. Fortunately, I was moved off the SEC in nine months to cover energy, which was a lot more interesting to me, as it was soon after the Arab oil embargo.

One of the good things about being a reporter, like my father said, is that you have more freedom. There is an ability to control your own time. But at another level, you have less ability to do so. You do not have to be on the job from 9 to 5,

but you may have to be on the job from 5 a.m. to 9 p.m. on some days. If you're really going to excel, you have to do whatever you have to do when you have to do it. By the same token, no one looks around and says, 'It's 9 o'clock, where's House?' You could be out talking with somebody. You could be in bed asleep. They don't really care so long as when it's 5 p.m. and something happens, the story's there. That's partly why you do see so many female journalists, because it's a career that rewards curiosity and confidence and has a lot of flexibility.

In my current role as publisher of *The Wall Street Journal's* worldwide editions, I am not only focused on growing readership and advertising around the world but also on what ultimately leads to business success — news integrity. At the *Journal* we pride ourselves that our news staff is focused on seeking truth from examination of facts. We in America are fortunate because we are protected by the First Amendment. Truth is a defense when powerful figures are displeased with journalistic reports.

But abroad, it takes much more courage for journalists to seek truth from facts because powerful individuals often are not restrained by rule of law from going after those who displease them, which often includes the press. I am proud to say *The Wall Street Journal* has pursued the same commitment to accuracy and fairness in our editions around the world that we do in the United States. And it has sometimes come at a price to us as a company and to individual reporters. We are committed to using the 1,600 editors and reporters of *The Wall Street Journal* and Dow Jones Newswires around the world to be the best at giving readers a truly global perspective on news and trends; to make sense of things.”

Mary Junck

“What sparked my interest about journalism and the newspaper business still sparks my interest today. It’s a great industry — on a couple of different levels. What newspapers do, day in and day out, is important for democracy. It’s a public service. Beyond that, the business itself is fascinating. Every day we produce a new product. There’s a great variety of people working in the industry — newsroom, production, advertising — it’s a great mix.

I became interested in a journalism career when I was editor of my college yearbook. So I went to graduate school at the University of North Carolina at Chapel Hill. It has a very strong journalism school. One of the things the graduate school emphasizes is research and analytical thinking, so I learned a lot about that kind of journalism. When I finished graduate school, I needed to pay my rent while I was writing my thesis. I went to work for the Institute for Research in Social Science right on campus. The institute was doing statewide public opinion surveys of North Carolina. Thanks to J-school coursework, I knew plenty about doing research, so I supervised a couple of these statewide surveys.

When I completed my degree, I had experience as a research manager. In those years having a research manager at a newspaper was a new idea. *The Charlotte Observer* and *The Charlotte News* wanted to create such a spot. They called up the school and asked, ‘Do you have anybody who knows how to do this?’ My name was thrown in the hat. So my first job in the business wasn’t really in journalism; it was being a research manager. My job was to conduct and oversee readership surveys. I had a lot of contact with the newsroom and advertising and circulation departments. In retrospect, it was a lucky break. At a young age, I was working with many departments of the newspaper, which normally — coming in right out of graduate school — you wouldn’t do.

I got exposure to different sides of the business really fast. I was research manager for about two years. Then the *Observer* needed someone to do marketing to help drive circulation, build subscribers and recruit carriers. They needed someone with writing skills, promotional sense and a sense for the market itself. I did that for about a year and a half. All the while, I really got to know the circulation side of the business. I rode around on trucks. For me taking on jobs was not so much about being ambitious as it was about having an opportunity to learn new things about the business.

All the time I was at *The Charlotte Observer* I worked for very good people



Education

Valparaiso University, B.A. in English, 1969

University of North Carolina at Chapel Hill, M.A. in journalism, 1971

Professional

The Charlotte Observer, marketing research manager to retail advertising manager, 1972-1977

The Miami Herald, advertising marketing manager to assistant advertising director, 1977-1982

Knight Ridder Inc., assistant to senior vice president of operations, 1982-1985

St. Paul Pioneer Press, general manager, president and senior vice president to publisher and president, 1985-1992

The (Baltimore) Sun, publisher and CEO, 1993-1997

Times Mirror Company, executive vice president and Eastern Newspapers president, 1997-1999

Lee Enterprises, executive vice president and COO to chairman, president and CEO, 1999-present

“Taking jobs was not so much about being ambitious as it was about having an opportunity to learn new things about the business.”

who took a lot of interest in me. That kind of informal mentoring still goes on in the newspaper business. Those kinds of experiences and those relationships — whether they’re with your boss or someone else — are really important. We’ve done a little research on this point at Lee, and that kind of mentoring and coaching is happening. People development is an expectation of our publishers and other key department heads. When I was in the research job in Charlotte, one of the editors I worked with was Jim Batten, who was wonderful. I learned a lot from him.

At *The Miami Herald*, after a stint as advertising marketing manager, I was promoted to assistant ad director. I worked for a great ad director, who increasingly gave me more responsibility. Even though I was in the advertising department, I oversaw the research for the entire newspaper. That got me into the newsroom, into circulation, into a lot of areas. The other factor was that *The Miami Herald* was starting new products during that phase. I was involved in a lot of new product launches. That gave me a different perspective on how the newspaper worked. It was exposure I hadn’t had before, so it was a great education.

Knight Ridder corporate, at that time, was in Miami. The vice president of operations, Bill Ott, needed an assistant. At Knight Ridder assistants help the senior executive with administration — budgeting, capital budgeting, speech writing. I became Bill Ott’s assistant. He oversaw Knight Ridder’s 10 largest newspapers so I talked to all the publishers, went through budgeting sessions with them, and helped with capital budgeting. That corporate administrative work was a huge learning experience for me.

I wouldn’t say that I had my whole career mapped out at any point, but I knew I wanted to be a publisher at a newspaper. All my jobs were characterized as exciting, fun and challenging. I was exposed to different areas at a junior point in my career. That, in retrospect, was a great grounding for being a publisher and for what I’m doing now. I was also lucky to work for many different people who took an interest in me and took the time to give me on-the-job training. That was very helpful.

One of the things we focus on at Lee is people development. We think — as a lot of other companies do — that it’s important that people development is the top thing on your list. At a publishers meeting recently, we asked all the participants, ‘What thing early in your career — event, person or training — had a

pivotal role in your career?’ And lot of the people said mentors helped them. Formal training efforts are important, but they are not the key to developing people. The key is to have it on publishers’ agendas and have those in leadership positions focused on people development. That means spending time with the people who report to us and making sure we offer developmental assignments. Developmental assignments may not be new jobs. New jobs come along, but they don’t come along once a week. So these assignments may be ad hoc committees or special assignments. For instance, when we bought the Howard newspapers, we needed help with the transition — in terms of due diligence, training efforts and that kind of thing — so we asked managers and executives to help us get it done. If people development is on your list, you can do many things that offer employees an opportunity for growth and acquiring new skills.

A challenge that is a fact of life is the work-family balance. I have a daughter who will soon be 15, so I know about balancing children and work. Any mother will tell you it’s a challenge. Some days the balance works great, some days it doesn’t. But the thing that has made it work for me is that I’ve had some flexibility in my workplace. By flexible I mean that if my daughter has a concert at 2:15, I am able to go to it. And it’s not just the women who want to go to the concert. I don’t think it’s just women who want to be great parents.

Lee is in markets that are mid-sized to small. Those markets might make it a little bit easier to have work-family balances. For example, the commute is less if you need to run to your child’s school. Everything is closer and more accessible. There are logistical things that on the work-family balance are a real plus.

The newspaper industry is an attractive industry for individuals who want to make a difference in their communities, who enjoy a varied and exciting day and enjoy dealing with a wide range of people. Women will continue to do well in the newspaper business, partly because it’s a great business — even in the current lousy economic backdrop. We now have a lot more women in the pipeline than we did 20 years ago, who are in middle- and upper-management jobs. More women are lined up than in the past. That’s a real positive factor. To recruit talent — female, minority or any high-potential person — we need organizations that treat people as individuals, that provide family-friendly work environments, and that understand and respond to the professional needs and aspirations of their employees.

I’ve had a lot of fun in this business. I’ve learned that raising your hand for various assignments is a good thing. It enables you to learn new aspects of the business.”

46 blank

Janet Robinson

“Every career decision I’ve made has been based primarily on the desire to work in an environment where I would be challenged and to work for people I truly respected. I’ve been very fortunate to have had those two things happen at every turn in my career. At the time when I was moving from teaching to publishing or moving from the magazine industry to the newspaper industry, I have looked for those two things. Arthur Sulzberger Jr., our chairman, and Russ Lewis, our CEO, have provided me and many others with a work environment that encourages collaboration, risk taking, open discussion, individual and team excellence, respect for the contributions of others, honesty and diversity. Working in this kind of environment allows us all to do our best work and feel appreciated for doing so.

When you work for people you respect, you realize how important it is to develop into a leader that other people will respect. I think this is recognized by all the men and women that I work with. We all take our business reputation and our personal reputation very seriously. When you take your reputation seriously and you work to become the kind of leader that you would want to work for, that benefits the entire organization significantly.

Great progress has been made at the New York Times Company in bringing women’s voices to the table. That will continue because many of the women who have been brought into the organization and who are in key leadership positions are making substantial contributions to the company. Their success will encourage the promotion of other women in the company in the days ahead.

Before I chose to pursue a career in the newspaper industry, I was an elementary school teacher for 11 years in Massachusetts, teaching primary grades. I feel that having been a teacher has contributed greatly to my development as a business professional. An effective teacher must be a skillful motivator, careful listener, priority and standard setter, and long- and short-term planner. These skills are also critical to success in business.

I chose a career in the newspaper industry because newspapers are in a unique position to educate our citizens in the areas of foreign and national news issues affecting our lives, health and medicine, technology, business and the environment — to name a few. Being part of an industry that focuses on great business performance and its responsibilities to education, quality journalism and core values appealed to me. I felt that my love for learning would



Education

Salve Regina College, B.A. in English, 1972

Executive Education Program, Amos Tuck School at Dartmouth, 1996

Salve Regina College, Honorary Doctorate of Business Administration, 1998

Professional

Tennis/Golf Digest, account executive to national resort and travel manager to advertising director, 1983-1990

The New York Times Company, Women’s Magazine Group, group senior vice president of advertising sales and marketing, 1990-1993

The New York Times, vice president and director of advertising to senior vice president of advertising, 1993-1996

The New York Times, president and general manager, 1996-present

The New York Times Company, senior vice president of newspaper operations, 2001-present

“Every career decision has been based primarily on the desire to work where I would be challenged and for people I truly respected.”

be fulfilled in the publishing world, and that I would have the opportunity to develop new skills in sales, marketing and general management.

When I moved to New York, I accepted a sales position at our magazine group. Then The New York Times Company owned *Golf Digest* and *Tennis* and women’s magazines, including *Family Circle* and *McCall’s*. As I began my career, I was working at *Tennis*, predominantly in the advertising sales arena. I wanted to do the best I could at every task that was given to me. That included selling advertising space, but it also included examining and being involved in strategic planning for the magazines. I had no specific career plan laid out at that point. Just being given an opportunity to sell and making sure I focused on

performance was critical. In addition, proving that being a team player was one of my core competencies was very important to me.

I have been very fortunate to enjoy a rewarding work experience. This company has consistently provided me with new and challenging opportunities that have allowed me to develop as a leader and a person. All of the leaders here, for many years, have taken our diversity goals very seriously. Our senior management team has continually focused on racial and gender diversity, and we have strengthened our commitment by our words and our actions. This commitment applies to our hiring practices as well as our promotion and retention efforts. People of diverse backgrounds feel motivated in this work environment, primarily because they know strict attention is being paid to diversity at all levels.

You can do all of the policy writing and all of the recruiting that you want to, with the best intentions, but if you do not create a challenging and supportive work environment for diverse candidates and employees, you are missing a great opportunity to cultivate great leaders. You

are missing an opportunity not only to strengthen your workforce but also to improve the environment in which everyone works. People here at the Times appreciate the commitment we have made to this issue. This commitment does strengthen performance. There is no doubt about that.

We have a formal mentoring program here. It has been a very successful part of our employee development program. We also have work/life committees, performance evaluation committees and a variety of other committees that look at the work environment. The mentoring program is one that many employees

have participated in at all levels of the company. I think it sends a very good message to our employees that everyone is committed to making the work environment a fulfilling place for all our staff. One-on-one mentoring is part of what someone can expect to participate in here.

I have been a mentor in our formal mentoring program and it was a wonderful experience. I find that the most important role of a mentor is to be an adviser — and to be one who does not judge. You are there to be someone the mentee can relate to as a leader, not as a judge. Mentors are there to listen, advise appropriately, point things out in a non-judgmental way, and help people understand when they are absolutely right in their thinking or may be absolutely wrong. You must do so in such a way that builds the trust between a mentor and a mentee.

It is great to have formal mentoring programs but it is also great to have informal mentoring programs. That is definitely what happens here at The New York Times Company. Because this is a very supportive environment, informal mentoring goes on constantly and usually is unnoticed. The informal mentoring takes place in project and taskforce work. When people serve on taskforces, solid working relationships build. That is when informal mentoring really begins to develop.

Women like to seek advice and counsel. Before making a decision, taking a stand or making a key life change, I believe most of the women I know in business do their homework. They think through their decisions completely. When they meet people who they believe can provide good mentoring, they gravitate toward them. They listen intently to the advice that is given.

Men and women are much more aware of the kind of work environment they need to create now. The best results, whether on the content side of our operation or on the business side, come when you provide people with wonderful opportunities to be challenged and you also provide them with strong support. When you have those two things in play, that's when you have the best opportunity to produce the content of the greatest quality as well as great business results.

The newspaper business was a male-dominated business for a long time, but there are many women in the industry now who are making important contributions. Many women will rise to key positions at many of the newspaper publishing companies. I don't know of one company in the newspaper business that is not doing a better job in recruiting women and promoting them within their organization. I think the environment for women at all of these companies is not only challenging and supportive, but also welcoming. Women will look

positively at entering the newspaper industry in the months and years ahead.

When women look around the industry and they see a number of women in publisher roles, executive-level business roles or key editor roles, they will understand that this is an industry they would like to be part of. There are many shining examples of women in the newspaper field who have done extremely well and who have made outstanding contributions to the success of their companies. I think many women can and will succeed in this industry.

I find that many of the women in the newspaper industry — whether it is on the news side or the business side — are very encouraging and supportive of other women. That, too, will help the recruitment of women. What speaks loudly to potential recruits is to see other women in key positions. Companies should continue to pay attention to promoting qualified women to positions that have great visibility and great decision-making authority.

Finally, it is of critical importance for companies to acknowledge that women are very focused on family issues. Employers need to be sure they have created a supportive work environment for work/life issues. That said, companies need to understand that many women are also looking to be challenged. They're looking for career opportunity, not just a job. They're looking for an editor post or publisher role or an advertising sales role that will challenge them in every way and, at the same time, have senior management be understanding of work/life issues for all employees. Newspaper companies need to keep both aspects in mind as they recruit women and men into key roles.

What I have seen so often is that women who focus on doing their absolute best in every aspect of their job often succeed. It is important that we recognize that being a competent, supportive, strong and passionate leader sets the right example for all employees. Happily, I know that throughout our industry many women are doing just that.”

Framework for Leadership

Several of Nancy Adler's main points about women and leadership are reflected in the lives of the women we interviewed. For example, Adler says that women leaders follow a different path. Many do not work their way up through the organization but laterally transfer into the most senior positions. They go around the glass ceiling.

Robinson, for instance, began her career teaching in elementary school and then moved to magazine advertising, before transferring to an executive slot in newspaper advertising. Junck moved frequently, holding top positions at the *St. Paul Pioneer Press* and *The (Baltimore) Sun* before landing at Lee Enterprises as president and CEO.

Women, according to Adler, take up the mantle of leadership because they want to make a difference in society. Junck says that one of the key drivers for her is that newspapers are important for communities and democracy; and Connors, similarly, says that their societal mission puts newspapers at the forefront for democracy. Robinson says newspapers are in a unique position to educate our citizens in so many areas.

Adler says women are often drafted for top spots, and most women decline senior leadership positions when they are originally offered. Clark was tapped when Al Neuharth inspired her to take on a publisher's role when she wasn't "ready." Connors says that others "saw leadership in me" and that at first she said "no." Finally, "throwing caution to the wind I took the job at corporate."

The combination of being outsiders at senior levels dominated by men and beating the odds produces a powerful public imagery about the possibility for change, according to Adler. Clark found that "the longer you are in the business the more ideas you have to offer about possibilities for change and exciting ways to reach out to the community."

Most women, according to Adler, draw their support directly from the people rather than from corporate power structures. Consequently, women are more responsive to the people they work for. Coffey says, "You have to be willing to be successful through other people." And Junck says, "People development is important at Lee," especially developmental assignments that add to a person's experience and skill set. "Pay attention to people as people," Connors says, adding that leaders must demand a lot and give people what they need to achieve.

Adler's ideas form a framework for women to follow as they take on the mantle of leadership. She encourages women to draw on their own strengths and base of support to transform newspapers into a force for change in society.

52 blank

part IV

Conclusions

Progress is very slow. Thirty years after the upheaval of the women's movement of the '70s, women in general — and especially women of color — are underrepresented in newspaper management and in the newspaper workforce in general. While women have entered newspapers in growing numbers during the past three decades, they tend to be clustered in low- and mid-management positions. There are still relatively few in top positions. Despite a deep level of commitment, enthusiasm and drive among women in newspaper management, it is still hard for them to advance to the top.

This report is the final phase of the Media Management Center's three-part (2000, 2002, 2003) Women in Newspapers project. The project also considered findings from the Readership Institute Impact Study (2000) and the Newspaper Association of America Survey of Employment of Minorities and Women in Daily Newspapers (1998).

One hopeful indicator in the most recent Women in Newspapers count of 137 newspapers with circulation over 85,000 is that the number of women in the very top jobs at daily newspapers has more than doubled to 18 percent of all CEOs, presidents and publishers from 8 percent in 2000. Yet, women have lost ground in their portion of all executive jobs, dropping to 27 percent, from 29 percent. That means 73 percent of executive jobs and 82 percent of the top jobs in newspapers today are still held by men.

Another area of real concern is that too many of the women are found in jobs outside the usual line of succession, such as human resources (63 percent) or community affairs (73 percent). The Women in Newspapers project found some erosion in the numbers of women heading up editorial, finance, legal and information technology. Many women say they become frustrated when they feel themselves stagnating. The pipeline seems to get clogged, for example, between managing editor (40 percent women) and the top editorial executive position (22 percent).

In 2002 and 2003, the project also looked at 21 media companies that own multiple newspapers, to gauge their record in putting women in senior corporate jobs and in the publisher's chair at their individual newspapers. We also looked at boards of directors, which hire CEOs and influence other top selections.

Progress here is slow as well; the percentage of women increased just 2 or 3 percentage points on all three measures.

The average share of corporate executive jobs held by women is now 21 percent, but it varies by company from zero to 40 percent. Women publishers at these companies now average 19 percent but range from zero to 55 percent. And the percentage of women on boards of directors averages 18 percent but ranges from none at all to 33 percent.

Keeping the women and minorities we now have is also a significant issue. The rate of departure from newspapers is higher for women than men and higher for minority than white employees. African-American women are among the most disaffected. Some women get out of newspapers entirely to seek new challenges. Women who have left cite restrictive career paths, better opportunities elsewhere and the changing importance of journalism versus the bottom line as their reasons for leaving.

Men and women also have quite different perceptions of the key barriers that are holding women back. Men see the impediments in logistical terms — such as that women have not been in the business long enough or don't have the right experience. Women tend to see bias and cultural factors working against them.

In 2002, 15 newspaper company chief executives and presidents told the Women in Newspapers Project what they thought was holding women back and what needed to be done to move them up the management ladder in larger numbers. For instance, the media executives said that women got a late start, and have only been in the pipeline for 15 or 20 years. Findings by the Women in Newspapers project belie that assumption. As early as 1970, 30 percent of the newspaper workforce was female, and a few women made it to the top in the '80s. Many women we talked with have been in the business 30 years or more.

The CEOs said that to succeed women must be more decisive, ask for promotions and be willing to take risks. Women, they said, are often unsure of their footing and hold back. The women we interviewed were not shrinking violets. Many said their experience is just the opposite and that many men for whom they worked misunderstood the advantages of their collaborative work styles.

Women said the informal Old Boys Network has subtly excluded them, making it difficult to advance, while many of the CEOs said the network is no longer a problem.

The CEOs pointed out that family responsibilities have caused women to leave the business, while women tended to see the issue in a different light. They said, and some CEOs agreed, that companies have to be more flexible to

meet family needs.

Another area of disagreement, between the women in the project and some of the men who run newspaper companies, is how women mentored other women. Some CEOs said women often are too demanding and dismissive of one another. Many women in this project took exception to this. They said they felt a deep-seated responsibility to provide opportunities for up-and-coming women.

A confluence of skills, personality and opportunities have drawn some women into leadership positions. Much of what they did was in line with what the top bosses of media companies said is needed for women to succeed. Usually male mentors were instrumental to their advancement.

The areas of disagreement focus on the culture of newspapers and what the women did to further their own careers and are doing to further the careers of young people in the pipeline. These women took risks, often had help from other women, and chose not to insulate themselves in a command and control ethos.

blank 56

Recommendations

Newspapers have a major asset in women managers who love their jobs, have a strong work ethic, seek challenges and cope with a fair degree of stress. They are an asset newspapers can't afford to lose. There are a number of steps newspapers can take to level the playing field for women in management.

■ **Newspapers need to make a commitment to advancing more women** — including minority women — to top management. In a competitive market, a key business decision should be to attract, retain and elevate the best and brightest women. Insist that at least one woman be in every candidate pool for executive jobs.

■ **Newspapers also must address the work/family balance** that is a significant problem for many women managers. This is the area where women exhibit the most uncertainty and conflict between the demands of an executive career and societal expectations for women. The industry must be flexible when women have family responsibilities. Otherwise we may unnecessarily eliminate many outstanding women from contention for important jobs.

■ **We need new, proactive organizational and industry-wide initiatives** that can position newspapers ahead of the curve. We must put into place a career-development program that will provide women with career counseling, developmental relationships, support networks and opportunities to grow new business. All of these are necessary to keep them in the newspaper business.

■ **Women need to be given challenging work opportunities** to keep them interested, so they will not stagnate and drop out. Women are often relegated to departments outside the line of succession. They need to be given an equal opportunity to head departments that could lead to a top position, and should be encouraged to transfer among departments to learn the business.

■ **Newspapers must examine their own corporate culture** for perceptions that may be keeping women down. Women should get as much recognition for their achievements as men, and their ways of leading need to be valued. Newspapers must promote women to corporate leadership positions as well.

■ **Newspaper companies need more women on their boards of directors.** These are the people at the very top, and they not only hire the CEO but also influence decisions about other top players. As long as women are a scant minority on boards they may be reluctant to speak up on matters of gender, which will affect choices throughout the corporation.

58 blank

59 blank

