

# AGENDA FOR THE JUNE 28 LEADERSHIP MEETING

- Context and Objectives (5 mins)
- Pre-read Review and Discussion (15 mins)
- Breakout sessions — the core of the meeting (40 mins)
- Session read-outs (25 mins)
- Wrap-up and next steps (5 mins)



# MEETING CONTEXT AND OBJECTIVES

**Context:** The Leadership team is comprised of people who have achieved the level of VP and above, plus the Executive Editor and his direct reports. Together it is incumbent on all of us, as leaders, to understand and communicate our company strategy, and to help build trust, optimism, and positivity for our ability to achieve our goals.

We are enlisting all of you to help co-create a program supporting Leaders, and Leadership at the Inquirer. Your responses to our leadership survey (available in full [here](#), and excerpted in the pre-read) provide a baseline from which the program will be developed.

We will be breaking into 3 groups to discuss some of the topics that emerged from the survey, and brainstorm some essential components for the Leadership Team to focus on moving forward.

**Objective:** Emerge from this meeting with insights into **three key focus areas** for the Leadership Team. Each breakout group will focus on one of these areas.

**Today's outcome:** Your best ideas and insights. This is not a decision-making session. We will distill the Miro Board sessions into a focused slate of projects for the Leadership team to work on together in the coming weeks, and months.



**The Pre-read: Let's ground our conversation in some perceptions from the Leadership Team Survey**

# LEADERSHIP SURVEY RESULTS: EXECUTIVE SUMMARY

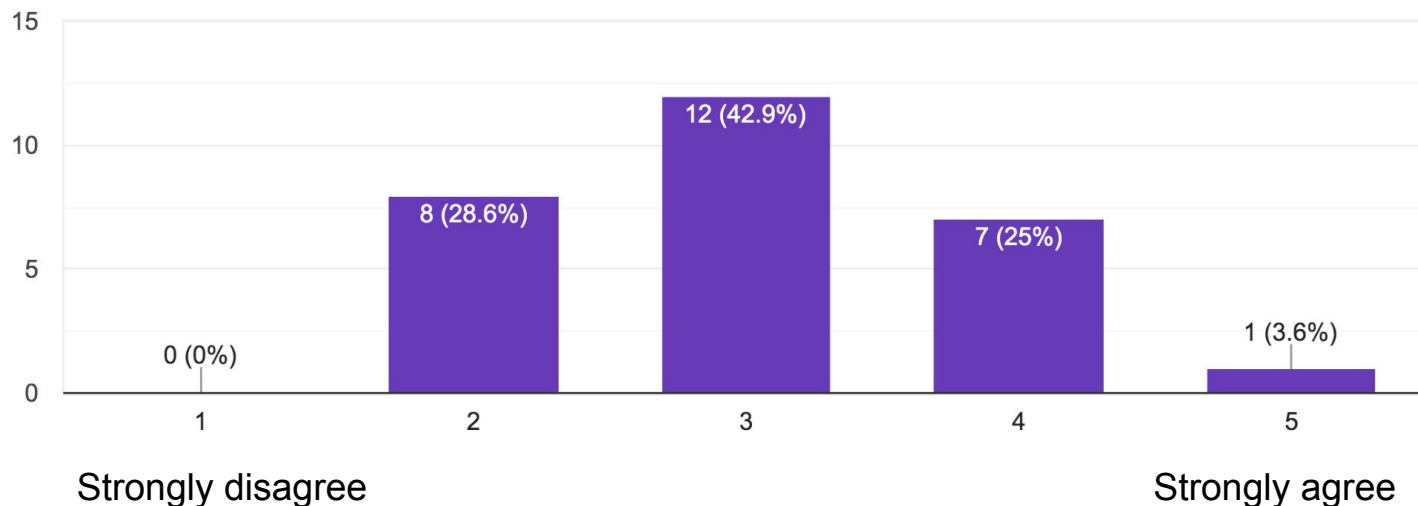
- We have the opportunity to create a shared vision of our company culture.
- As leaders, we believe that things are going well for ourselves and for our teams, but not so well for the company
- We perceive The Inquirer *as a collection of departments/teams rather than a cohesive organization*
  - No shared experience of what it is like to work here
  - Lack of alignment around some of the basics
    - What does it mean to be data informed?
    - Are we effective at managing change?
    - How should we be communicating within and between departments?
    - What does effective collaboration look like?
- This is reflected in our current culture, which is described as Top-down, Siloed, Reactive and Untrusting
- In contrast, the culture we aspire to is Collaborative, Cohesive, Proactive, Innovative, and Trusting of each other.



# MANY OF US DO NOT AGREE THAT WE SHARE A VISION OF THE CULTURE WE'D LIKE TO CREATE

As a company, we share a vision of the internal culture we'd like to create.

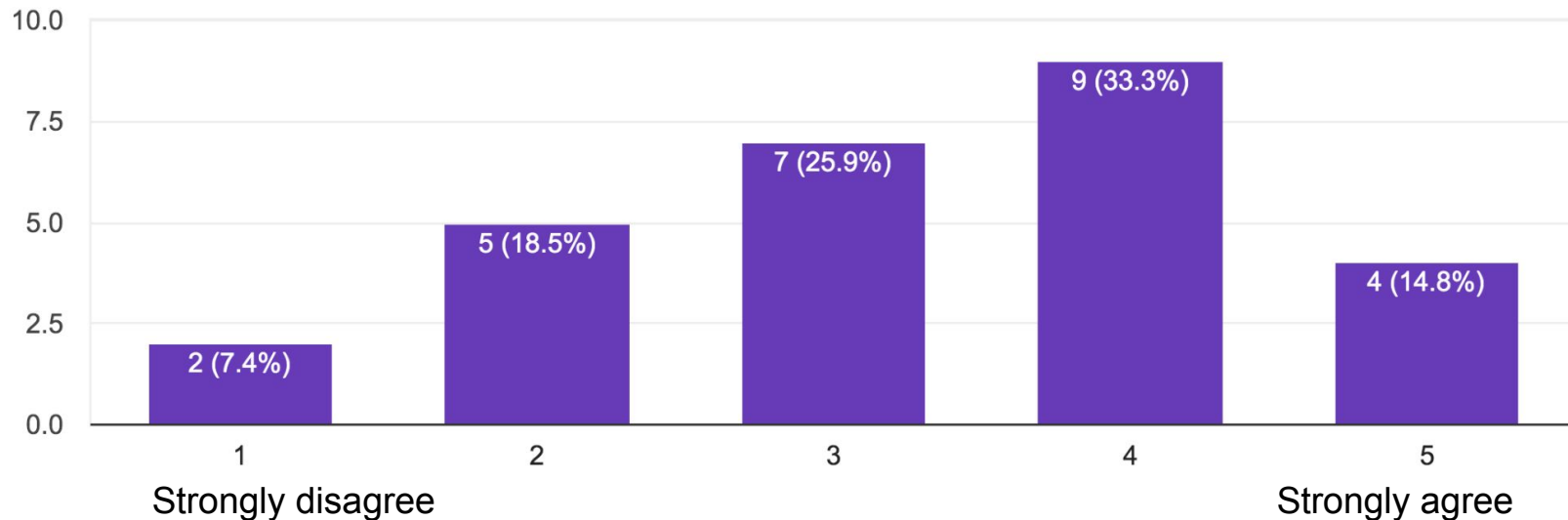
28 responses



# ONLY HALF OF US AGREE THAT OUR TEAMS ARE AWARE OF THE *THIS* TEAM AND ITS FUNCTION

My direct reports are aware of the Leadership Team and its function.

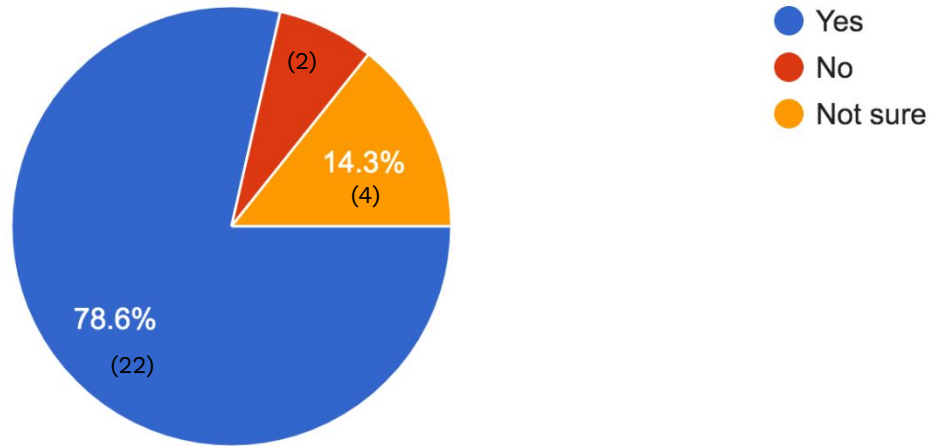
27 responses



# NEVERTHELESS, MORE THAN THREE-QUARTERS OF US BELIEVE OUR TEAMS UNDERSTAND THE COMPANY'S STRATEGY...

I believe that my team understands the company's business strategy.

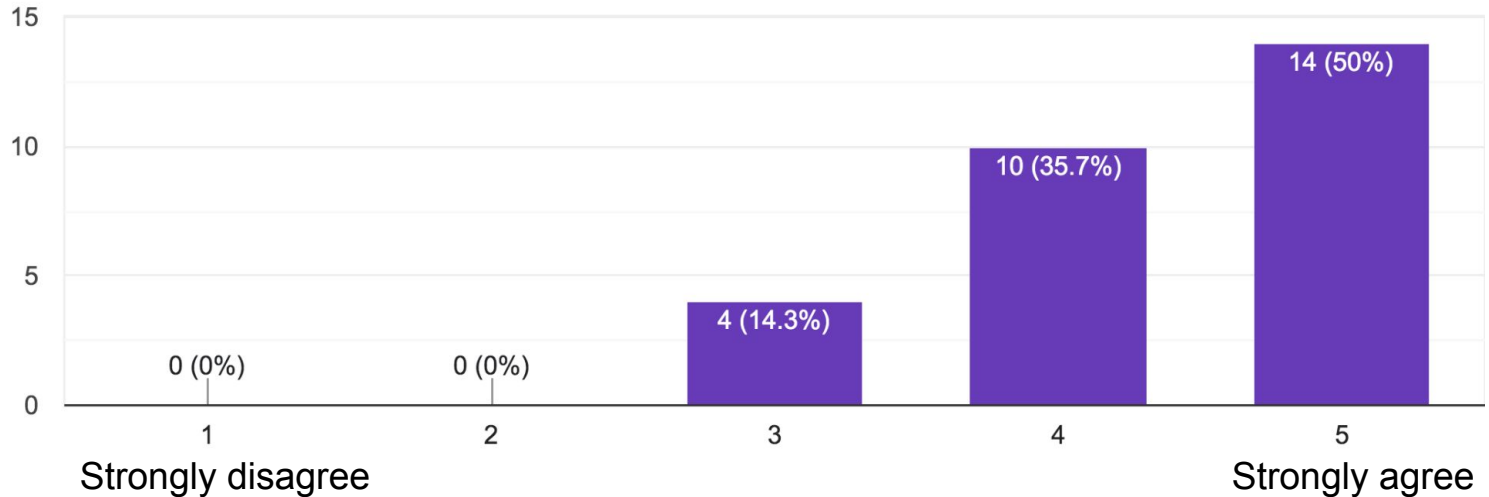
28 responses



## ...AND THAT OUR TEAMS UNDERSTAND THE CONNECTION BETWEEN THEIR WORK AND THE COMPANY'S GOALS

I believe that my team understands the connection between the work we do and the company's goals.

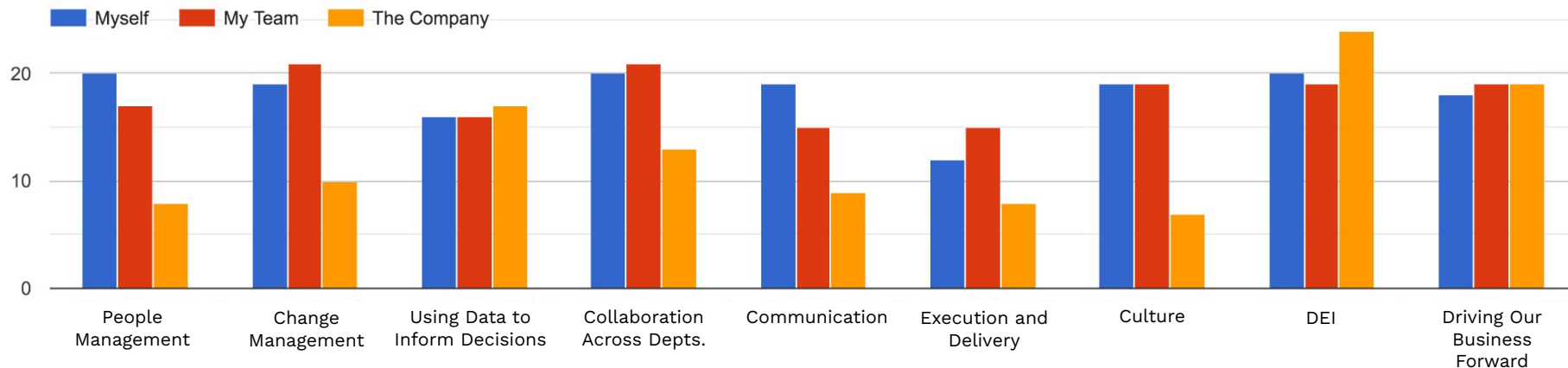
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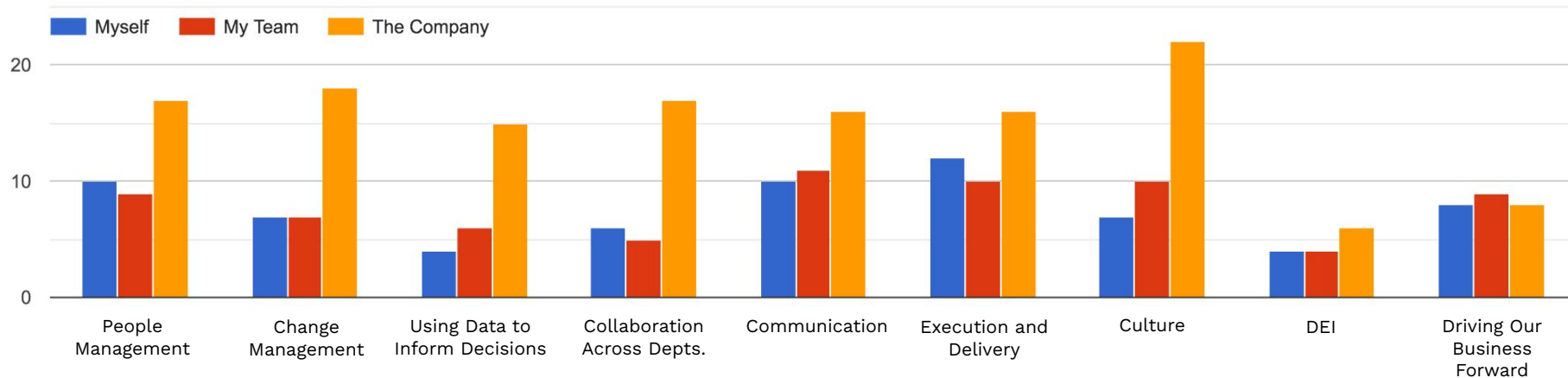
# PERCEPTION OF COMPANY-WIDE PERFORMANCE LAGS PERSONAL AND TEAM PERCEPTIONS, WITH THE NOTABLE EXCEPTION OF DEI

Consider the 9 specific leadership areas listed below. In which of these area do you believe things are GOING WELL for yourself, your team, and the company. (Check all that apply.)



# SIMILARLY, THE COMPANY IS PERCEIVED AS MORE IN NEED OF IMPROVEMENT THAN OURSELVES AND OUR TEAMS

For these same leadership areas, which do you believe most NEED IMPROVEMENT for yourself, your team and the company. (Check all that apply.)



# WHEN CONSIDERING THE **COMPANY**, LEADERS PERCEIVE **CULTURE** AS THE AREA MOST IN NEED OF IMPROVEMENT

- At the Team level, **Communication**, followed by **Execution** are most in need of Improvement
- **Execution** is where leaders see themselves as most in need of improvement

	Myself			My Team			The Company		
	Going Well	Needs Improvement	Difference	Going Well	Needs Improvement	Difference	Going Well	Needs Improvement	Difference
People Mgmt	20	10	10	17	9	8	8	17	-9
Chg Mgmt	19	7	12	21	7	14	10	18	-8
Data	16	4	12	16	6	10	17	15	2
Collab	20	6	14	21	5	16	13	17	-4
Comms	19	10	9	<b>15</b>	<b>11</b>	<b>4</b>	9	16	-7
Execution	<b>12</b>	<b>12</b>	<b>0</b>	<b>15</b>	<b>10</b>	<b>5</b>	8	16	-8
Culture	19	7	12	19	10	9	<b>7</b>	<b>22</b>	<b>-15</b>
DEI	20	4	16	19	4	15	24	6	18
Business	18	8	10	19	9	10	19	8	11
Average			10.5			10.1			-2.2
Avg. (ex DEI, Biz)			9.9			9.4			-7



# OVERALL, THE AREAS PERCEIVED TO NEED THE MOST IMPROVEMENT VARY, DEPENDING ON THE CONTEXT

- Leaders see **Culture** as the area most needing improvement for the Company
- **People Management** and **Execution** rank in the top 3 areas in need of improvement across the board
- **Collaboration** ranks low in all contexts

Areas Needing Improvement (Ranked Most to Least)					
Myself		My Team		The Company	
Execution	0	Comms	4	Culture	-15
Comms	9	Execution	5	People Mgmt	-9
People Mgmt	10	People Mgmt	8	Chg Mgmt	-8
Business	10	Culture	9	Execution	-8
Chg Mgmt	12	Data	10	Comms	-7
Data	12	DEI	10	Collab	-4
Culture	12	Chg Mgmt	14	Data	2
Collab	14	Business	15	Business	11
DEI	16	Collab	16	DEI	18



# LEADERS WOULD LIKE TO SEE OUR CULTURE BECOME\* MORE COLLABORATIVE, COHESIVE, PROACTIVE AND INNOVATIVE...



\* Words used for <Future State> in the FROM | TO Rubric  
Number of mentions: 5 (Collaborative); 3 each (Cohesive, Proactive); 2 each (Unified, Innovative); all others 1 each



...COMPARED TO THE CULTURE AS WE PERCEIVE IT TODAY\*



Words used for <Current State> in the FROM | TO Rubric

Number of mentions: 5 (Siloed); 3 each (Top-down, Reactive); 2 each (Internally-focussed, Suspicious, Untrusting, Disengaged, Copycat, Basic, Combative, Disjointed); all others 1 each



**That's the essential context.  
Let's briefly review the our goals.**

# MEETING CONTEXT & OBJECTIVES

**Objective:** Emerge from this workshop with insights into three key focus areas for the Leadership Team. **Each breakout group will focus on one of these areas.**

- **Creating the Culture We Want.** What is it about the present state of the company that makes us feel suspicious and untrusting? What concrete steps might we take to move to a future state that is more cohesive and collaborative? How can leadership cascade and reinforce these steps with their teams?
- **Ourselves, Our Teams, and The Company.** What is the cause of the disconnect that leaders perceive between the performance of themselves, their teams, and the company? Why is it that we see The Company as needing much more improvement than any of its parts? How important is it to close that gap, and how might we accomplish this?
- **Communicating and Collaborating.** How can we strengthen communication both within, and between, departments? Journalism is our business whether we work in the newsroom or not. How can we strengthen the relationship between the newsroom (at the desk level, and the project level), and other parts of the organization in service of a more cohesive company?





# BREAKOUT ROOM GUIDANCE

- Review this presentation before we meet, and send any questions you may have. We'll briefly review these slides at the workshop, but we want to spend most of our time in the breakout groups.
- Start with introductions. We're a company in transition, and a leadership team that is still getting to know each other. This exercise is something new for us.
- Make room for all voices. Have you been talking a lot? Consider passing the mic.



# BREAKOUT GROUPS

Creating the Culture We Want	Ourselves, Our Teams, and the Company	Communicating and Collaborating
<i>Facilitator: Lauren Kauffman</i>	<i>Facilitator: Michael Zimbalist</i>	<i>Facilitator: Matt Boggie</i>
Bill Tevis	Gabe Escobar	Lydia Hamilton
Lisa Hughes	Elisabeth Samet	Erin Carroll
Lauren Amato	Barb Sadler	Larry Weilheimer
Charlotte Sutton	Becky Bowers	Jenna Stark
Mike Huang	Jim Gorman	Suzette Moyer
Rich Jones	Jasmine Howard	Darya Ushakova
Andy Harrison	Suzanne Mitchell Parillo	Patrick Kerkstra
Danese Kenon	Pete Doucette	Dave Riordan
Sabrina Ram	George Kurtas	Tony Cuffie



**Let's go!**