New Digital Transformation Program

Beth Jacobs
VP, Digital Strategy and Innovation
CPB

Quentin Hope
Strategy Consultant
Poynter Institute

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The media landscape continues to evolve, converge and disrupt.

- EXPLOSION OF ON-DEMAND CONTENT & PLATFORMS
- AUDIENCE CONSUMPTION NEEDS & EXPECTATIONS
- MERGERS & CONSOLIDATION
- TECHNOLOGY & DATA
Audiences are spending more time on digital vs. traditional media
CPB investments in digital transformation

- People/Culture
- Process/Execution
- Digital Infrastructure
The Digital Culture Accelerator (Phase 2): Mastering digital best practices to deliver growth

- Helping CEOs/Stations continue to accelerate organizational and culture change

- Mastering digital best practices across the organization; cross-department cooperation: Do It Yourself (DIY) Learning Station Peer Groups Station cross-functional working teams

- Helping deliver growth in audience reach and membership with discrete projects: Email Marketing; Newsletters Social Media Marketing
New Digital Transformation Program: Achieving broader scale and impact

DIGITAL TRANSFORMATION PROGRAM (Poynter)

• Up to 75 stations: CEO and team
• Designed and led by The Poynter Institute
• Covers both the “what” and the “how” of digital transformation
• Centered on achieving key goals through a digital performance challenge
• Focused on achieving audience and revenue growth outcomes
• Provides CEO digital leadership development in the context of “doing”
Leverages core tenets and experience from these programs

“Table Stakes” programs
● 4 tailored programs with 150+ news enterprises since 2015

Facebook Accelerator programs
● 18 cohorts over 3+ years, serving over 1,000 people in over 200 organizations

Poynter Institute media leadership programs
● Leadership workshops and custom curriculum
● Media Transformation Challenge program

Maynard Institute for Journalism Education training and tools
● 3 years experience integrating DEI perspectives and tools (e.g. Fault Lines framework) into Table Stakes programs
Program leads

Cheryl Carpenter
- Poynter leadership faculty and Table Stakes co-director
- Trained in executive coaching, organizational development
- Newsroom leader for McClatchy

Tim Griggs
- Founder/CEO Blue Engine Collaborative
- Creator of Facebook Accelerator; ASU Table Stakes broadcast pgm lead
- NYT Executive & Texas Tribune publisher/COO

Quentin Hope
- Leader/coach in Table Stakes and MTC programs
- McKinsey & Co. consultant w/focus on org design and change management
- Founder High Plains Public Radio
Program overview

- Lasting benefits with sustainable value

Strategy
  - Guiding strategic framework

Performance
  - Actual performance results
  - Ongoing performance discipline

Org development
  - DEI perspectives
  - CEO leadership skills
  - Change management tools
  - Replicable process

- Program structure and timelines

- Application process
Gain a strategic framework through the Table Stakes

**Benefit**

Targeted audiences and content

**Audiences first**

- Platforms by audience
- Audience loyalty development
- Publishing to audience’s lives
- Org –wide audience revenue focus
- Partnering for reach and engagement

Ownership across the organization

**Audience funnel focus**
Achieve actual performance results through a well-defined digital “performance challenge”

Performance Challenge

- **What will be done**: The digital audience or revenue gain you aim to achieve; how your organization will change to achieve it; who will benefit

- **How we will know success**: The specific and measurable outcome goals that define success and will be used to track progress

- **How we will do it**: The key actions for achieving your challenge – your strategies that direct your tactics
Establish an organizational performance discipline of using audience data and working in short sprints

**Design**
- Setting baselines and targeting wins
- Audience data

**Do**
- Using a scorecard
- Achieving wins
- Learning and adjusting

**Benefit**
Use change management tools to engage staff, overcome resistance and shift behaviors

Where are people now?

<table>
<thead>
<tr>
<th>Status</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resistant</td>
<td>15%</td>
</tr>
<tr>
<td>Reluctant</td>
<td>50%</td>
</tr>
<tr>
<td>Willing but uncertain</td>
<td>25%</td>
</tr>
<tr>
<td>Already there</td>
<td>10%</td>
</tr>
</tbody>
</table>

How well are you bringing them along?

<table>
<thead>
<tr>
<th>Progress</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where are they now?</td>
<td></td>
</tr>
<tr>
<td>Resistant</td>
<td>5%</td>
</tr>
<tr>
<td>Reluctant</td>
<td>20%</td>
</tr>
<tr>
<td>Willing but uncertain</td>
<td>25%</td>
</tr>
<tr>
<td>Already there</td>
<td>40%</td>
</tr>
</tbody>
</table>

Tools

- From -> To envisioning
- Mapping who needs to be involved and how
- Overcoming resistance and reluctance
- Celebrating and explaining wins
- Building momentum
Infuse DEI into digital transformation

Fault Lines of ....
- Race
- Class
- Gender
- Generation
- Geography
- Sexual orientation

Influence ...
How the world is seen
How content is created
How content is perceived

Embedded in ...
- Tables Stakes
- Change management tools

Focus on both ...
- Internal – within the organization
- External – for diversifying audiences

© Maynard Institute for Journalism Education
Evelyn Hsu & Martin Reynolds
Co-Executive Directors
Felecia Henderson
Table Stakes Coordinator
Develop CEO leadership skills needed for digital transformation

- 3-day workshop
- 1 on 1 leadership coaching
- CEO peer group learning and sharing sessions

Focusing on ...

- Change readiness and agility
- Cross-functional team-building
- Managing a focus on performance
- Diversity, inclusion and belonging
- Leading through conflict
- Communicating a common understanding
Learn a replicable process and tool set for continuing to achieve digital gains beyond the program

Digital Transformation Program

Designed to organizationally embed a:

• Common digital language
• Audience-first mindset
• Shared set of performance and change tools
• Structured process for executing major initiatives

Ending sessions will focus on setting your next performance challenge(s) and a refresher on tools
Program Structure: Cohorts, Peer Groups, Teams

Cohorts and Peer Groups:

• 4 cohorts based on stations with similar characteristics
• Each cohort includes up to 20 CEOs/stations
• Each cohort is divided into 4 peer groups, each with 5 station teams
• Each station team consists of 4-6 people, including the CEO
9 month, 2-phase program for each cohort

**IMMERSION**
- CEO with Station team
  - Table Stakes and Fault Lines grounding
  - Performance challenge selection
  - “People planning”
  - Early wins

**CHALLENGE PURSUIT**
- CEO with Peer Group
  - What’s crucial in leading change
  - Guidance in addressing resistance
  - Feedback on your leadership

- Ongoing tracking
  - 3 months

- 6 months
  - Achieving the performance challenge
  - Getting more people engaged
  - Updating peer group and sharing learnings

- 100% virtual
Time commitments by phase

**IMMERSION**
- 3 months
- **CEO with team**
  - ~15-20 hours per month
    - Full cohort sessions
    - Peer group coaching
    - 1:1 team coaching
- **CEO with other CEOs**
  - ~8 hours per month
    - Leadership workshop
    - 1:1 coaching
    - CEO-only peer groups

**CHALLENGE PURSUIT**
- 6 months
- **~12 hours per month**
  - Monthly scorecard tracking
  - Peer group sessions
  - 1:1 team coaching
  - On demand topical sessions
- **~2 hours per month**
  - 1:1 coaching
  - CEO-only peer groups
Staggered starts for the 4 cohort groups

COHORT 1

IMMERSION → CHALLENGE PURSUIT

COHORT 2

IMMERSION → CHALLENGE PURSUIT

COHORT 3

IMMERSION → CHALLENGE PURSUIT

COHORT 4

IMMERSION → CHALLENGE PURSUIT
Benefits and value

STRATEGY
- Gain a guiding strategic framework

PERFORMANCE
- Achieve actual performance results
- Establish an organizational performance discipline

ORG DEVELOPMENT
- Use change management tools
- Infuse DEI into transformation
- Develop CEO leadership skills
- Learn a replicable process
Application Process and Timeline

- Application Form Link: [http://poy.nu/DTP](http://poy.nu/DTP)
  - Before Applying...
    - Read MOU/Commitment Letter: [https://poy.nu/MOUDTP](https://poy.nu/MOUDTP)
    - Review Application Questions: [https://poy.nu/ApplicationQuestionsDTP](https://poy.nu/ApplicationQuestionsDTP)
    - Note: The Application Will Take About 35 Minutes to Complete

- Application Closing Date: October 15
- Participant Notification Date: November 8
- Signed MOU/Commitment Letter Returned to Poynter: November 22
- Cohort Notification Date: December 6
- Cohort 1 Target Start Date: January 24, 2022

Program Questions: Beth Jacobs – [bjacobs@cpb.org](mailto:bjacobs@cpb.org)
Application Questions: Ryan Jenot - [rjenot@poynter.org](mailto:rjenot@poynter.org)
Appendix

Application Questions
Application Questions #1

Closed-ended questions (includes multiple choice and drop-down responses)

- Station name
- Station location (city and state)
- Primary website
- Station type
- Licensee type
- Memberships
- Total full-time staff
- How many staff work in digital roles? (includes content production, audience development, social media marketing, technology, digital marketing, etc.)
- What other, if any, CPB sponsored programs has your organization participated in or is participating in at this time?
Open-ended questions (limited to 150 words or less)

- What has proven to be the greatest barrier in developing your digital audience and/or digitally-based revenue to date?
- What digital objective(s) do you aim to achieve by participating in this program?
- Why is the timing right for your organization to participate in this program?
- As the leader of your organization, what do you want to gain personally from your direct involvement in the program?
- Is there anything else we should know about your organization or yourself to help in the selection process?
- List 4 to 6 proposed station team members for this program (including yourself).