



Among institute instructors were Frank Gardner, senior vice president of the broadcast division, and Rich Boehne, vice president of corporate communications and investor relations.



Steve Martin was among the nationally recognized leadership experts who led many of the training sessions.

Members of the institute's Class of 1998 include Deborah Smiddy, advertising director from The Knoxville News-Sentinel, and Mark Neikirk, assistant managing editor at The Kentucky Post.



Otis Sanford, deputy managing editor at The Commercial Appeal, is congratulated by Alan Horton, senior vice president of the newspaper division, right, and Jeff Hively, vice president of newspaper operations, during the graduation ceremony.

Lessons *in* Leadership



The Scripps Leadership Institute gives participants from throughout the company the information, knowledge and skills they need to be effective leaders. Here, representatives from the first graduating class discuss how the experience has changed their views.

QUESTION

1

What did you learn about being a leader?



LILA EVERETT, senior VP marketing and communications, Home & Garden Television: "The whole experience exemplified leadership. We were all impressed and honored by clarity of purpose and depth of thought (both are critical leadership qualities) involved in developing the institute 'curriculum.'"

KIM PARKS, finance director, Daily Camera, Boulder: "You don't need to be bossy to be boss. You need to open your eyes and ears, and most importantly, your mind."

DEBORAH SMIDY, advertising director, The Knoxville News-Sentinel: "... a leader doesn't just do things right, they do the right thing. People don't care how much you know until they know how much you care.

Good leaders motivate others by example and by passing on the company's values. Leaders/managers need to be perceived as real people and human like everyone else. It is so critical to get out of your office and walk among the staff members. That is the way that much information and frustration is shared and can be resolved. Success is not rewarded just by position and level-people need to be rewarded for what they do.



DAVID BUCKEY, controller, newspaper division: "Making fundamental changes in the effectiveness of an organization is a complex task with many dependencies. Leading change requires a vision, the ability to sell it, and the patience to permit the change process to work."

ELENA CAINAS, director of marketing and community relations, The Commercial Appeal: "Great leaders take responsibility both in good times and bad. Are loyal to the cause and to themselves. Have true grit. Are good teachers."

DEBORAH FISHER, managing editor, Corpus Christi Caller-Times: "...leading is not a one-man (or one-woman) show. And it is not a show with a beginning, middle and end, but rather it is a continuous learning process where change can and should happen without abandoning core values. There is tremendous strength, energy and knowledge within a group that must be tapped to be effective. Listening is probably the greatest and underused tool we have in understanding those strengths and our opportunities."



TERI LANE, marketing director, WEWS: "... you're never 'there.' Leadership is a life-long learning process ... Bill Burleigh's remarks about what works for him have stayed with me, particularly his comment: 'Be a servant leader - help.' That sounds so simple. Easy. And yet I've found it the hardest thing in the world to do. It's so contrary to the 'me, mine, myself' culture we live in. I know that if I can become a 'servant leader,' it will impact my whole life positively, not just my work life."

QUESTION

2

What are you doing differently since attending the institute?



OTIS SANFORD, deputy managing editor, The Commercial Appeal: "Because of my participation in the institute, I am now looking at our newspaper with a much broader perspective. I have begun to have more interaction with other departments outside editorial. I also plan to spend time in areas such as circulation and advertising learning more about how they do their jobs. In summary, I am becoming more attuned to the entire newspaper, not just the journalistic side."



DREW BERRY, station manager, WMAR, Baltimore: "I am sharpening my vision while aggressively communicating that vision one-on-one with the staff."



MARLA DRUTZ, director of programming, WXYZ, Detroit: "Since returning from the institute, I'm trying to get more input/feedback and involvement from colleagues in various departments on projects that have stationwide and marketwide impact, and I'm challenging myself to develop ideas that can translate into value for our station and our viewers. I'm also trying to be a better listener."

Next page please

QUESTION

3

How did your perception of The E.W. Scripps Company change?

PETER COPELAND, managing editor, Scripps Howard News Service: "Like most people in most big companies, I grew up professionally in a single division. I've had lots of different Scripps jobs, but all of them with or for newspapers. At the institute I was able to meet and share experiences with some of the stars from broadcast, category television, corporate and other parts of the company. I envision all of us reaching out across division boundaries, linking parts of the company to strengthen the whole."

REBECCA MORLOK, vice president of human resources, Anderson Independent-Mail: "The Leadership Institute was an example of Scripps support of and investment in its most valuable asset - its human resources. After a week of interaction with the leadership faculty and participants I left the Institute with a rock solid confidence in the future of The E. W. Scripps Company. If these folks are the keepers of the lighthouse, the light and our future will shine brighter than ever."

CRAIG ALLISON, general sales manager, KSHB, Kansas City: "Scripps is a company that ... is serious about not only keeping pace with the change in our industry but leading the way."

MARK NEIKIRK, assistant managing editor, The Kentucky Post: "I learned that I, and my Post co-workers, are part a network of newspapers and TV stations bonded by a common culture that perhaps we didn't even know we shared..."



JACK PATE, director of sales and marketing, The Evansville Courier: "I have been associated with the company for over 35 years and the Scripps Institute re-energized my feelings about The E.W. Scripps Company. We have a rich history and a culture that is uncompromising when it comes to values and integrity. We are fortunate to work for a company that has a strong foundation with its eyes on the growth opportunities of the future."



KAYE BRANDENBURG, director of planning, Denver Rocky Mountain News: "I think very highly of the senior management at the Denver Rocky Mountain News ... Attending the institute gave me the opportunity to meet the company's senior management. I was glad to see the same level of integrity and concern for people not only in the senior management from the corporate office but in my fellow participants."

BURTON JABLIN, senior vice president of programming and production, Home & Garden Television: "My perception of the company changed in response to the incredible group of people I met at the Institute. The experience, enthusiasm, intelligence and diversity of the group made clear that this is a company with an amazing asset in its people."



STEVE MAJORS, news director, WFTS, Tampa: "My perception has been reaffirmed. Our company has been a leader in the newspaper industry for generations because of its commitment to quality products and community service. Its leadership in broadcast, cable programming and new media continues today because of those same core values."

BRIAN LAWLOR, local sales manager, WPTV, West Palm Beach: "A lot of times in business you get so caught up in the immediate that you forget about the big picture. We forget that E.W. Scripps was a pioneer in this industry, focused not toward ratings and revenue, but rather an unbiased voice to inform the people. On days when we are getting beat up in the trenches negotiating deals, we forget that Scripps journalists have died in the trenches while covering wars. Our company history is not like many others who have recently entered the business; it is a history steeped in tradition and success which has persevered over a century of constant change. It is good to know that Scripps has been here, and will be here as the business continues to change."

