



Hello and welcome!

I'm so glad you're all here.





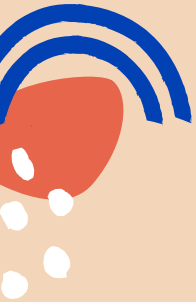
Director, Careers and Culture
at *The Marshall Project*

Founder, *Kimbap Media*

- Started as a local journalist, then became a data journalist.
- Moved into social media, audience, and digital strategy
- Became an editor and newsroom leader.
- Spent time in tech and product building CMSes.



*What might journalism
look like with a
generation of
journalists of color
who are ready to lead?*



Small steps, but: Most big American newspaper newsrooms are now led by someone other than a white man

Among the 20 biggest dailies, nearly two-thirds of their newsrooms are run by a woman or a person of color (or both). But newsrooms still have a long way to go to be reflective of the communities they serve.

By **JOSHUA BENTON** @jbenton July 26, 2021, 4:33 p.m.

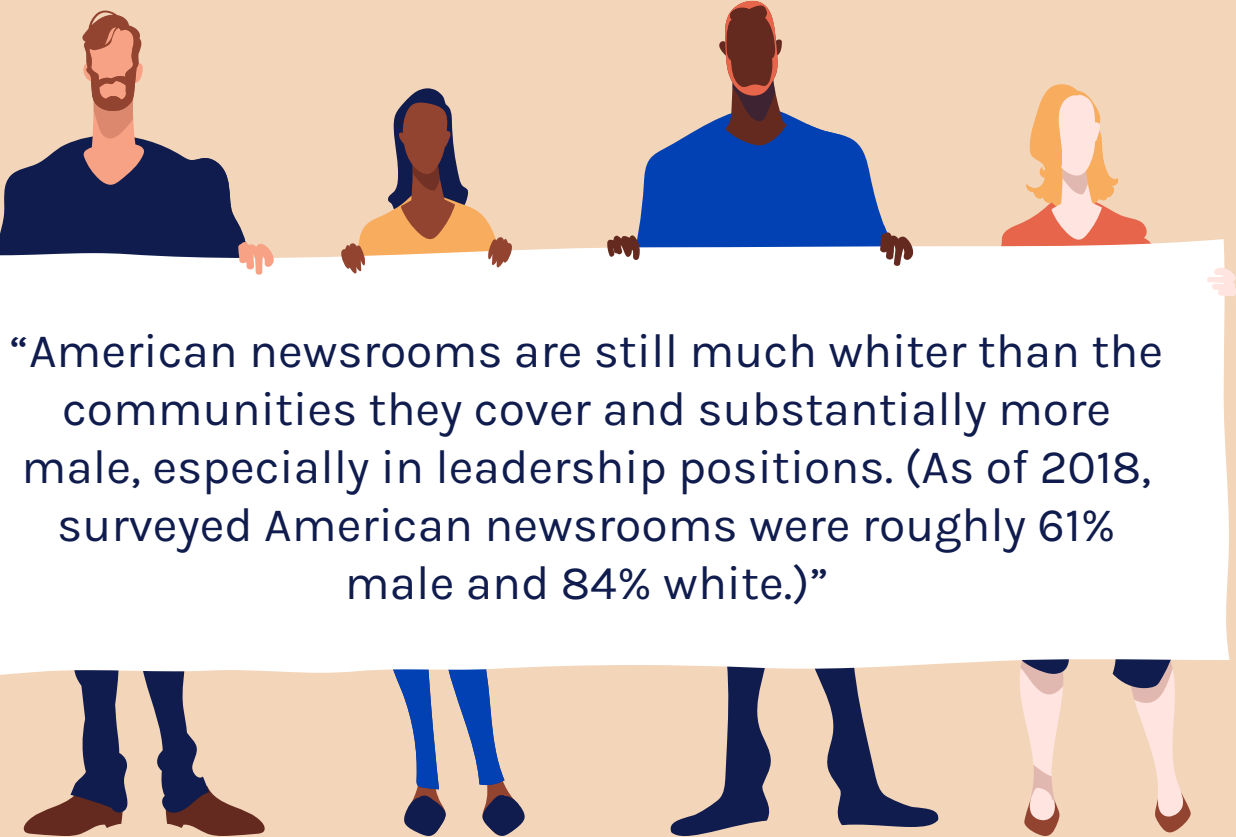
SOURCE:

<https://www.niemanlab.org/2021/07/small-steps-but-most-big-american-newspaper-newsrooms-are-now-led-by-someone-other-than-a-white-man/>

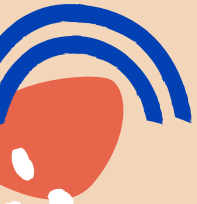


SOURCE:

<https://www.niemanlab.org/2021/07/small-steps-but-most-big-american-newspaper-newsrooms-are-now-led-by-someone-other-than-a-white-man/>



“American newsrooms are still much whiter than the communities they cover and substantially more male, especially in leadership positions. (As of 2018, surveyed American newsrooms were roughly 61% male and 84% white.)”



CNN: Newsroom leadership has never been this diverse, but that's not enough

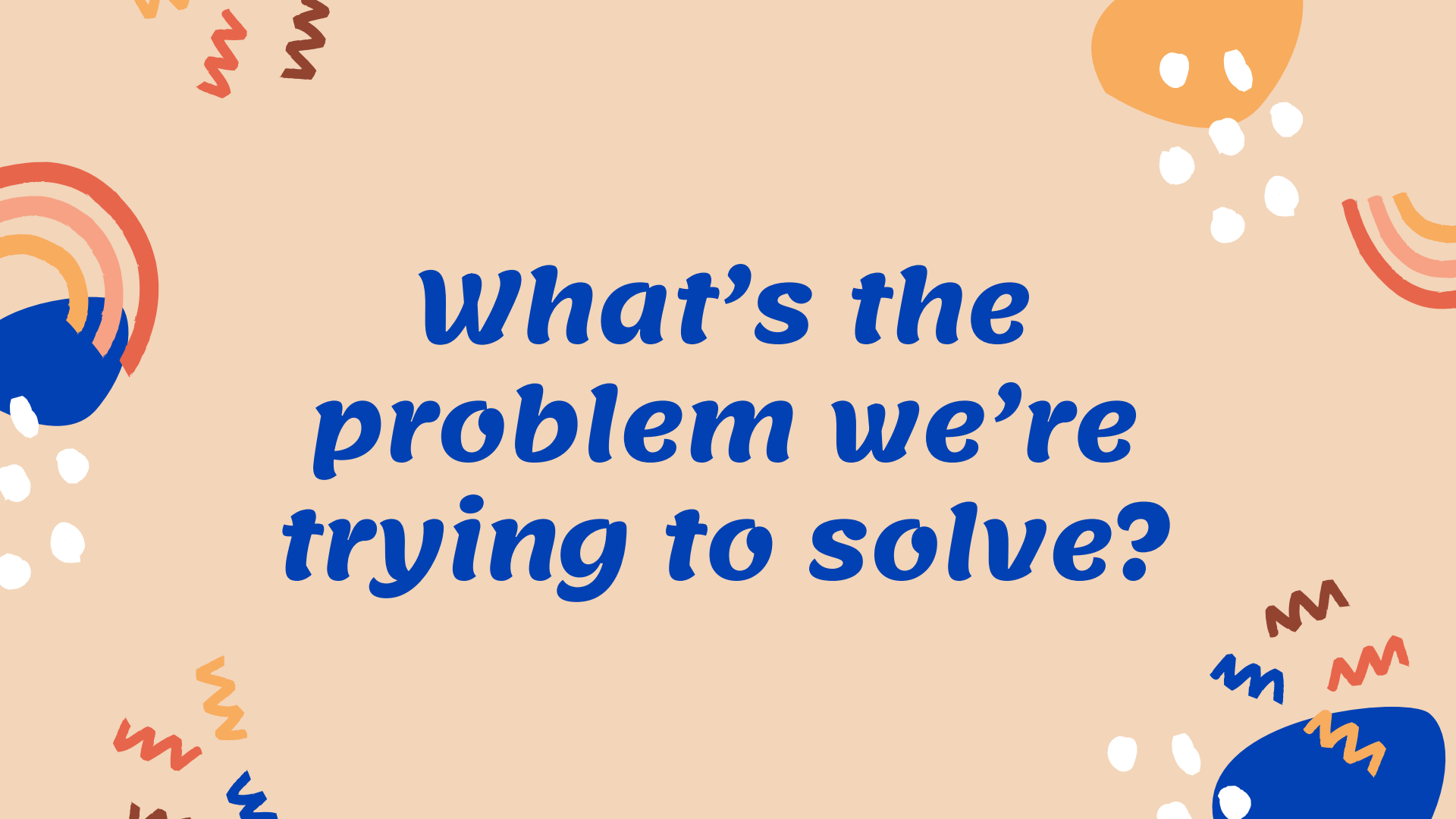


"Diversity doesn't stop with, like, Obama becomes president and somehow everyone is like, 'Racism is over.' That's not how things work," said HuffPost Editor-in-Chief Danielle Belton, who is Black.




SOURCE:

<https://www.cnn.com/2021/08/17/media/media-leadership-diversity/index.html>



*What's the
problem we're
trying to solve?*



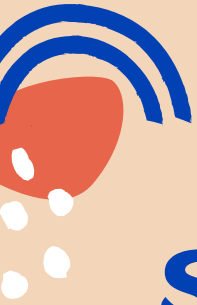
"If you don't fill in the reporter roles, the social editors, people who work in sales and audience, and all these other different roles within the news organization, if you don't have diverse representation in those places, you don't actually have a diverse newsroom."

HuffPost Editor-in-Chief Danielle Belton

SOURCE:

<https://www.cnn.com/2021/08/17/media/media-leadership-diversity/index.html>





So how do I get there?

- Get inspired
- Make a plan





*In chat:
What do you want
to do next?
Be specific.*

Inspiration comes in many forms!

- Who currently holds this job, role or position?
- What identities do these folks represent?
- Who is missing from the table of power?
 - ***HINT: It's YOU.***





***Remember:
Not all managers
are leaders.***



What makes a good manager a great leader?



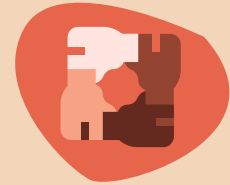
***Intentional
and inclusive***



***Expectation
of excellence***



***Domain
expertise***

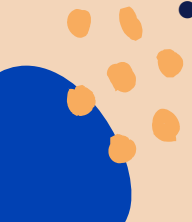


***Strong vision +
clearly
communicated
goals***





Make a plan:

- Set aggressive and ambitious goals
 - Identify success metrics
 - Set progress check-ins
 - Remember, it's about short- and long-term wins
 - Completion may not be the end goal
- 



Be tool agnostic!!

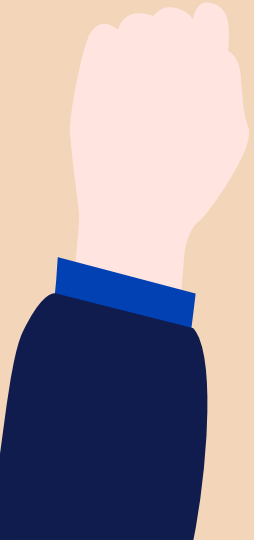
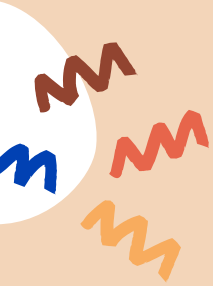
The screenshot shows a Trello board with four columns representing weeks: WEEK OF 4/9, WEEK OF 4/16, WEEK OF 4/23, and WEEK OF 4/30. Each column contains a list of tasks with progress bars and due dates. For example, in the first week, tasks include 'Decide on: launch offering, pricing, name' (due Apr 11, 2018) and 'ACCT MGMT PAGE: Sam to weigh in on any language/voice we can integrate within constraints' (due Apr 12, 2018).

Job Request	Priority	Due Date	Approv...	Submitter	Assigned to:	
In-progress STATUS Count 3						
1 Update press kit for company redesign	Important	11/9/2018	✓	Sarah Grimaldi	Al Patino	11/7
2 Email design for existing customer outreach	Important	11/16/2018		Issra Kadif		11/1
3 Create mobile support landing page	Desirable	11/25/2018	✓	Shonda Stevens	Minona Writer	11/2
Blocked STATUS Count 1						
New ad creative for ads	Important	11/30/2018		Billy Carpenter	Jack Michaelson Jodi I	11/3
Need to start STATUS Count 3						
Design holiday-themed boxes & packaging	Important	12/9/2018		Patrick Lopez	Jack Michaelson Al Pa	12/8
Presentation for CES 2017 keynote	Critical	12/16/2018	✓	Karina Chen	Al Patino	12/1
New version of setup & installation guide	Desirable	12/16/2018	✓	Timothy Winters	Minona Writer	12/1
Completed STATUS Count 2						
Assets for new software update	Important	11/2/2018	✓	Katrina Dickson	Minona Writer	10/2

The screenshot shows the 'Simple Product Roadmap' interface in 'Grid view'. It features a table with columns for 'Task / Feature / Project', 'Notes', 'Goal / Key Result', 'Priority', and 'Level of Effort'. The 'Level of Effort' column is currently set to 3. The interface includes navigation options like 'Grid view', 'Kanban', and 'Calendar', and a search bar for finding views.

Good plans specify:

- **What “done” looks like.** What does it look like to finish the work?
- **Deadline.** When does the work need to be completed?
- **Priority level.** How important is this? How much time or effort is required?
- **Scope.** How much time or effort is required?
- **Create parallel tracks:** Roadmapping allows you to see the plans for multiple projects at once. This means you can prioritize tasks for both near- and long-term goals.
- **Keep it current:** Be clear about who is responsible for updating task or project status. Create recurring schedule for your team to review progress in the roadmap and make changes.



Breaking down a big idea for execution

Goals



- Desired outcomes and how you'll measure success

Projects

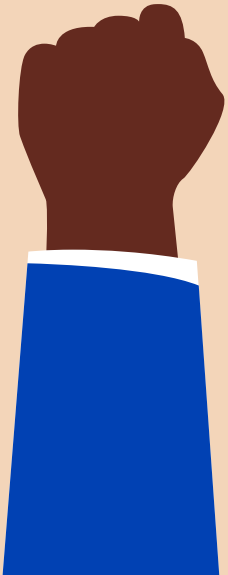


- Collaboration between multiple team members
- Multi-step

Tasks

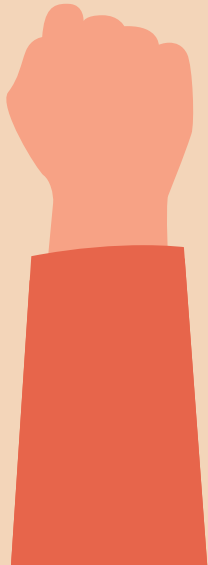


- Single owner/executioner
- Contained unit of work, cannot be broken down any smaller



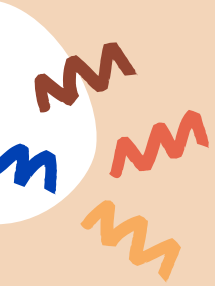
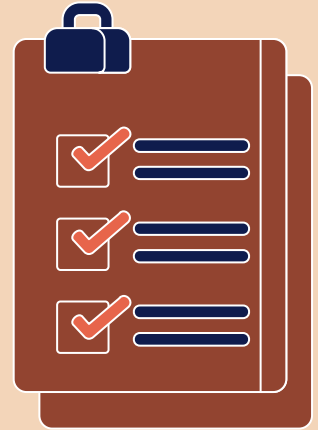
Use milestones to work backwards

- What needs to be accomplished with one week til the deadline, one month til the deadline, etc.
- What does the project need to look like at the halfway point? Halfway between start and the first halfway point.



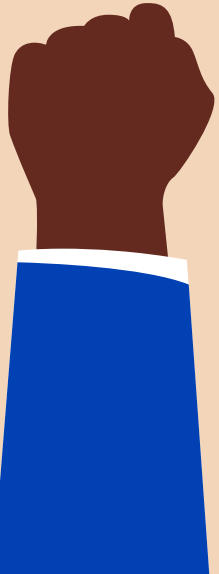
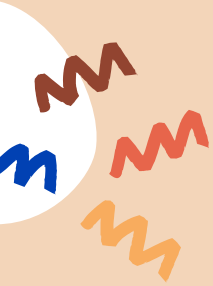
Breaking down ideas into tasks

- Take your idea and think of 3-5 things you need to accomplish in order to achieve that idea. These are your tasks.
 - Try to break your tasks down into even smaller pieces of work.



Use “timeboxing” to help guide your efforts

- How long do you think something will actually take?
- What’s the maximum amount of time you’re willing to spend on something?





QUESTIONS?

Please stay in touch:
ecg@themarshallproject.org
[@emmacarew](#) on Twitter and Slacks