

# New Digital Transformation Program

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CPB

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# The media landscape continues to evolve, converge and disrupt

EXPLOSION OF ON-DEMAND  
CONTENT  
&  
PLATFORMS

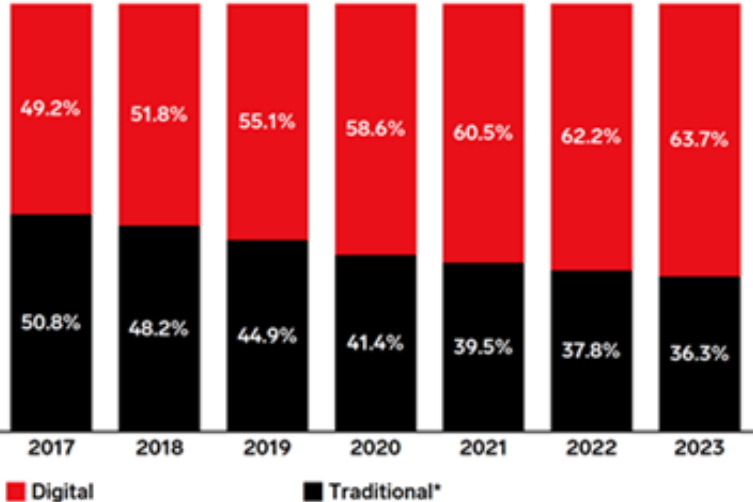
MERGERS  
&  
CONSOLIDATION

AUDIENCE CONSUMPTION NEEDS  
&  
EXPECTATIONS

TECHNOLOGY  
&  
DATA

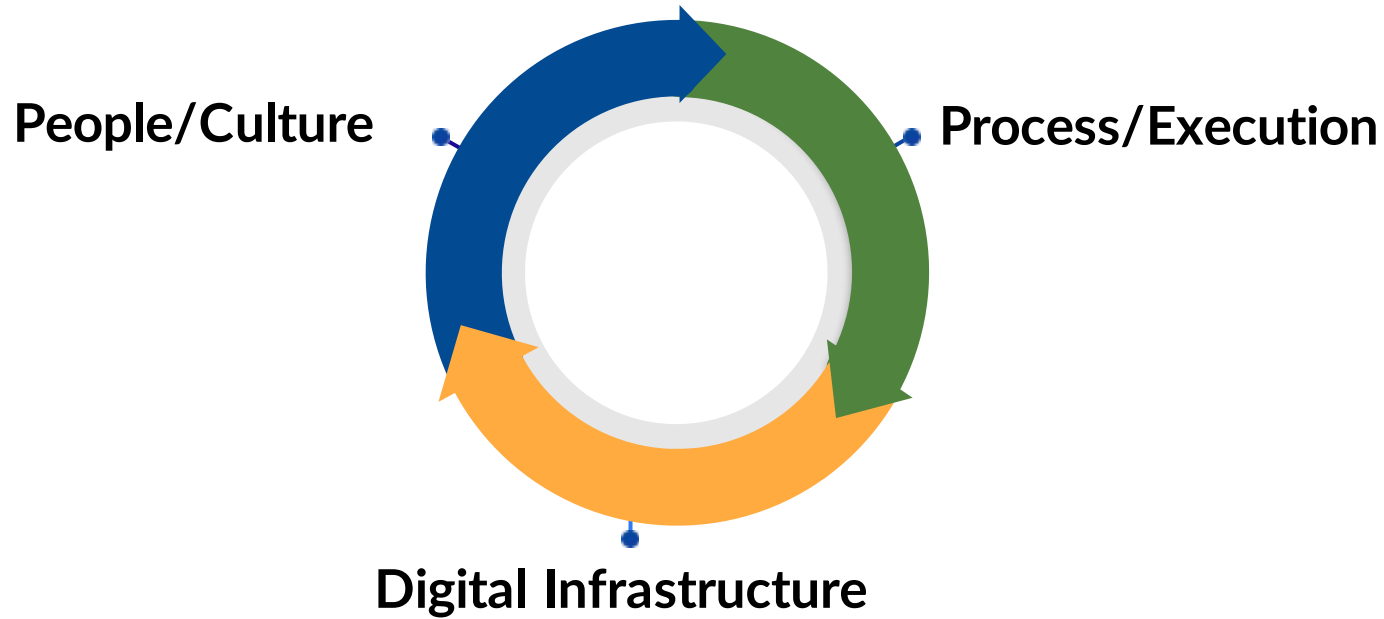
# Audiences are spending more time on digital vs. traditional media

**Traditional\* vs. Digital Media: Share of Average Time Spent in the US, 2017-2023**  
% of total



*Note: ages 18+; time spent with each medium includes all time spent with that medium, regardless of multitasking; \*includes time spent on TV, newspapers, magazines, and radio*  
Source: eMarketer, April 2021

# CPB investments in digital transformation



# The Digital Culture Accelerator (Phase 2): Mastering digital best practices to deliver growth

## DIGITAL CULTURE ACCELERATOR (QCatalyst)

- 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

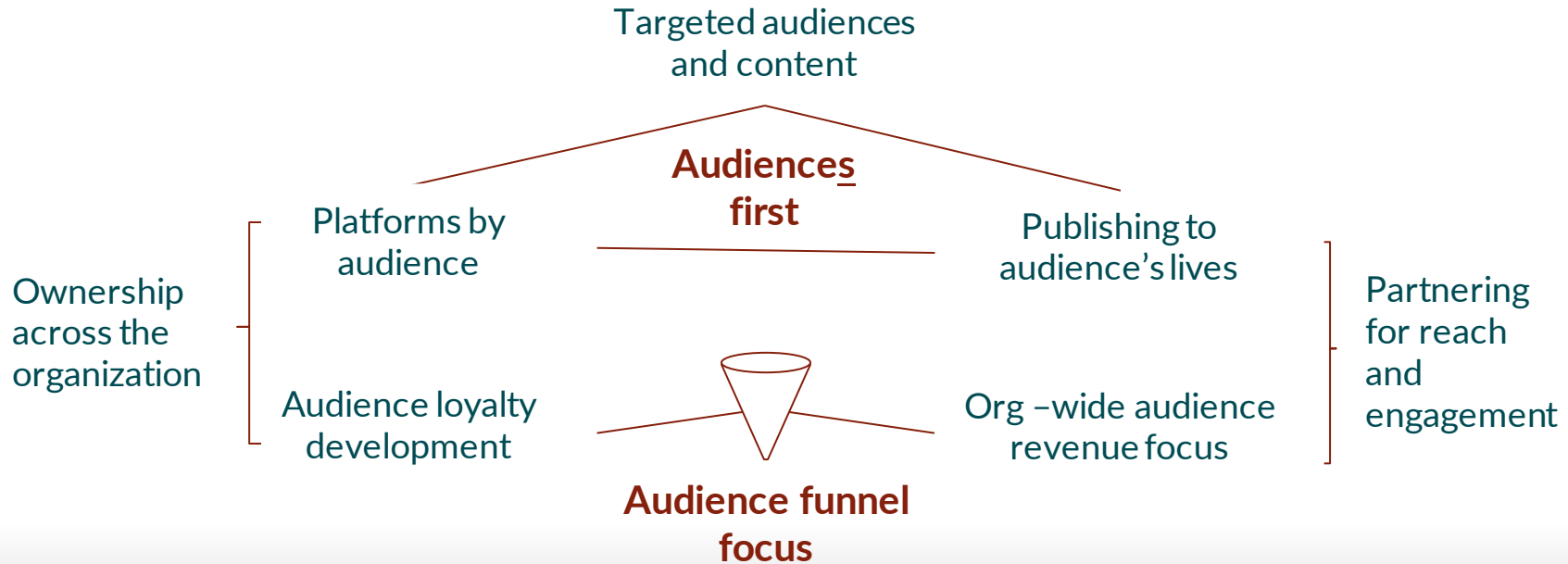
## Org development

- 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



# Achieve actual performance results through a well-defined digital “performance challenge”

Benefit

## 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**

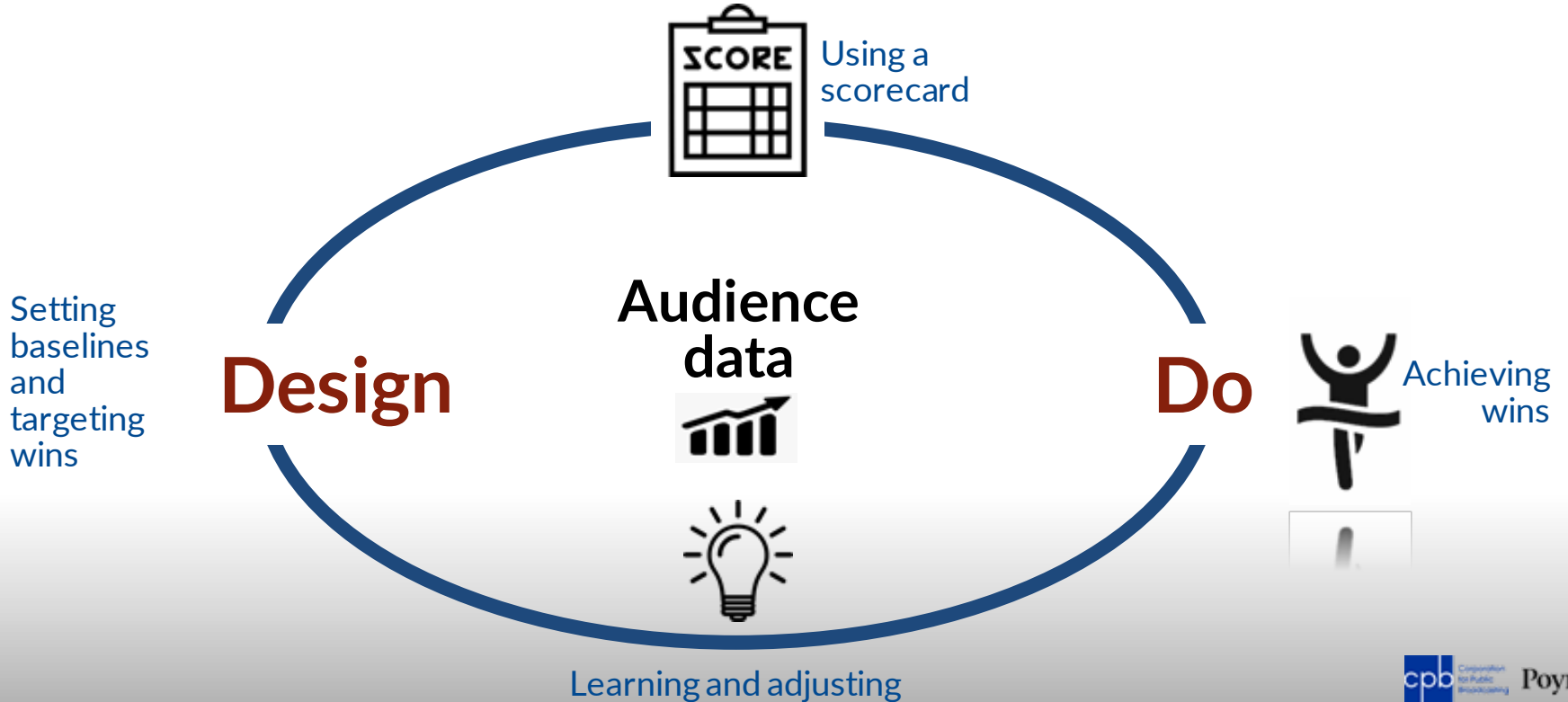
The specific and measurable outcome goals that define success and will be used to track progress

- **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

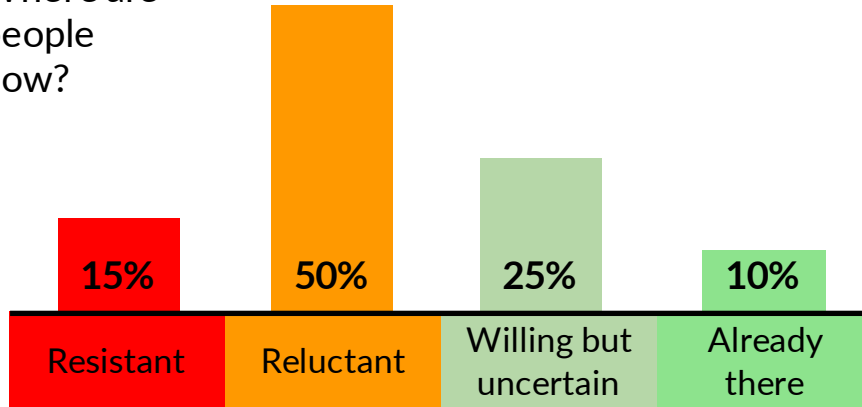
Benefit



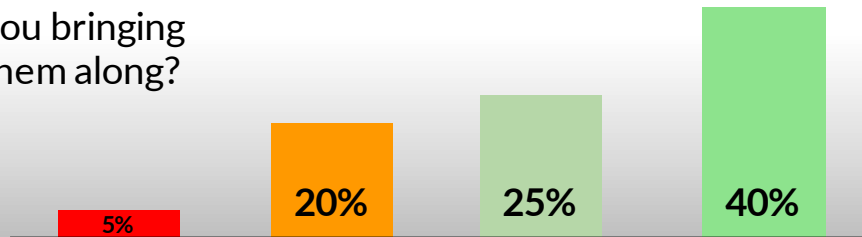
# Use change management tools to engage staff, overcome resistance and shift behaviors

Benefit

Where are people now?



How well are you bringing them along?



## 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

Benefit

## 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 ...

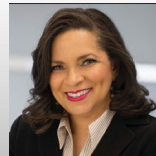
- Internal – within the organization
- External – for diversifying audiences



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Evelyn Hsu & Martin Reynolds  
Co-Executive Directors



Felecia Henderson  
Table Stakes Coordinator

# Develop CEO leadership skills needed for digital transformation

Benefit

- 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

Benefit

## 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



## Pursuit of next performance challenge(s)

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

3 months

## CHALLENGE PURSUIT

6 months



Ongoing tracking  
3 months

**CEO  
with  
Station  
team**

- Table Stakes and Fault Lines grounding
- Performance challenge selection
- “People planning”
- Early wins

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

**CEO  
with  
Peer  
Group**

- What’s crucial in leading change
- Guidance in addressing resistance
- Feedback on your leadership

- Individual coaching
- Support from CEO discussions
- On-demand instruction

**100% virtual**

# Time commitments by phase

## IMMERSION

3 months

## CHALLENGE PURSUIT

6 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

~ 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



# 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>
  - Before Applying...
    - Read MOU/Commitment Letter: <https://poy.nu/MOUDTP>
    - Review Application Questions: <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?

# Application Questions #2

## 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).