

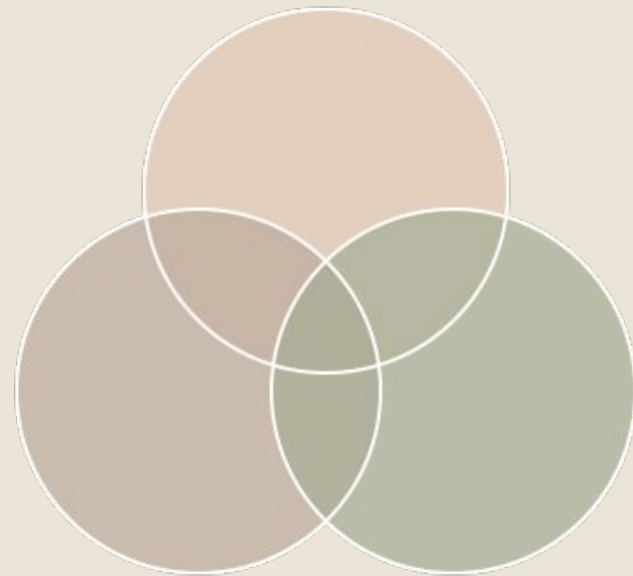
# FIVE FUTURE-PROOF SKILLS FOR MEDIA LEADERS

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# AGENDA

- About me
- Why new skill sets matter
- My research on skill sets
- The five future-proof skills
- **Zoom in:** Strategy
- **Exercise:** Value propositions
- Q&A

# ABOUT ME

REPORTER

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EDITOR

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NEWS PRODUCT LEADER

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ADVISOR

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METROWEST  
DAILY NEWS



*The Boston Globe*

THE CHRONICLE OF HIGHER EDUCATION

# WHY DO MEDIA LEADERSHIP SKILLS NEED REDEFINING?

- Our business model needs rethinking
- Leaders today must be innovators
- We're losing trust

# RESEARCH

- Interviewed 26 media innovators worldwide
- Synthesized responses
- Distilled five themes

“What skills do today’s media leaders need in order to lead us toward sustainability?”

## NiemanReports



Eiko Ojala

### **Journalism Needs Leaders Who Know How to Run a Business**

These are the five crucial skills for the next generation of media leaders in the era of community-centric journalism.

# FINDINGS

Five skills to redefine media leadership

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## PRODUCT THINKING

Leaders who align business and editorial goals by centering the community.

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## **STEWARDSHIP**

Leaders who position our organizations, but more importantly our people, for success.

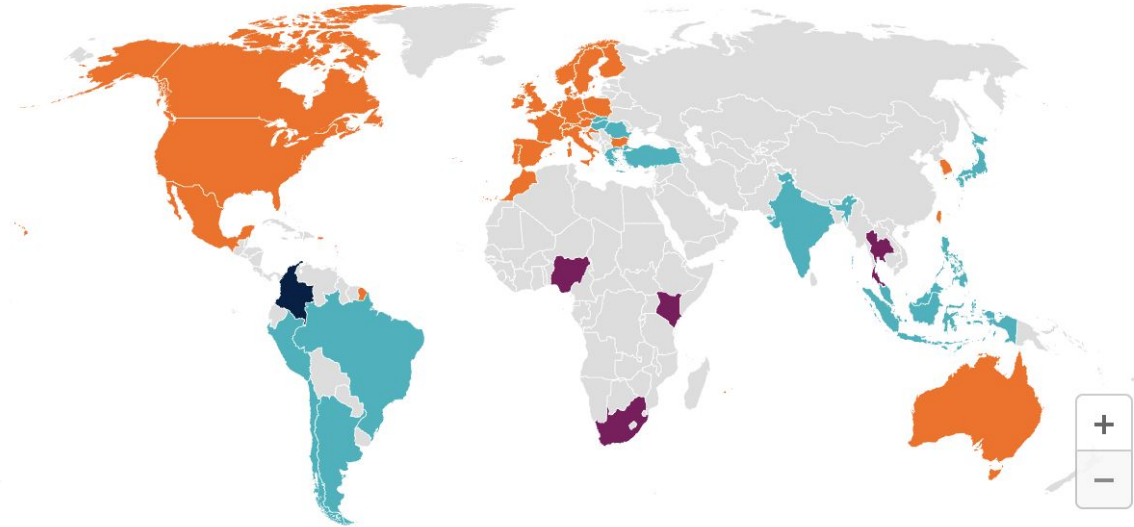
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THE FUTURE  
OF  
JOURNALISM  
IS CENTERING  
THE  
COMMUNITY

# Top priority according to the user need priority index

All markets

Knowledge Understanding Feeling Doing



**Q1\_Needs\_2024.** Thinking about the role that news plays in your life, how important or unimportant are each of the following? **Q2\_Needs\_2024.** Thinking about the role that news plays in your life, in your opinion how good or bad is the news media at providing you with each of the following? *Base: Total sample in each market ≈ 2000. Note: User Need Priority Index = Percentage point gap between importance and good job, multiplied by importance (as a decimal). User Need Priority Index for basic needs is calculated based on percentages for basic needs, not the average of user needs.*

# WHAT DOES THIS LOOK LIKE?

- **ASK:** Conduct an audience survey - ask for topics that merit more coverage - then hold story meeting
- **REFLECT:** Weekly poll in your newsletter - publish the results
- **INTERVIEW:** Ask five newsletter subscribers about their news habits
- **LISTEN:** Hold a community listening/conversation session
- **EXPLAIN:** Educate readers about your newsroom processes + values

**STRATEGY:** Strength applied to the most  
promising opportunity

- Richard Rumelt

- **HOW DO YOU SET STRATEGY?**

Audience  
research

- **HOW DO YOU SET STRATEGY?**
- **HOW DO YOU ARTICULATE STRATEGY?**

Audience  
research

Value  
proposition



- **HOW DO YOU SET STRATEGY?**

Audience  
research

- **HOW DO YOU ARTICULATE STRATEGY?**

Value  
proposition

- **HOW DO YOU USE STRATEGY?**

To help you  
say no

Strategy in action:  
**VALUE PROPOSITION**

Source: Membership Puzzle Project

Strategy in action:

## **VALUE PROPOSITION**

A statement of the value  
a product or service  
creates to address a  
particular need.

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**Or for your  
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Strategy in action:  
**VALUE PROPOSITION**

A statement of the value  
a product or service  
creates to address a  
particular need.

**Or for your  
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Source: Membership Puzzle Project

**Our** \_\_\_\_\_ products/service

**help** \_\_\_\_\_ user segment

**who want to** \_\_\_\_\_ user jobs to be done

**by** \_\_\_\_\_ verb (e.g. reducing, avoiding)

\_\_\_\_\_ a user pain

**and by** \_\_\_\_\_ increasing, enabling

\_\_\_\_\_ a user gain •

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*Designed by Jessica Phan. Content by Strategyzer.*

Strategy in action:

## VALUE PROPOSITION

A statement of the value a product or service creates to address a particular need.

**Or for your organization.**

Source: Membership Puzzle Project

**Our** daily morning newsletter  
**help** higher-ed staff and faculty  
**who want to** make informed decisions at work  
**by** reducing  
the need to scan multiple news outlets every morning  
to know the biggest news about other institutions  
**and by** synthesizing the information and  
providing big-picture context  
so they feel equipped to discuss the news in their meetings.

## EXERCISE:

In pairs, write a value proposition for one product in your newsroom.

**TIME: 5 min.**

[Source: Membership Puzzle Project](#)

**Our**

**help**

**who want to**

**by**

**and by**

# IMPACT

- Devote scarce resources to what matters most to your communities
- Align business and editorial goals
- Build buy-in around a clear plan

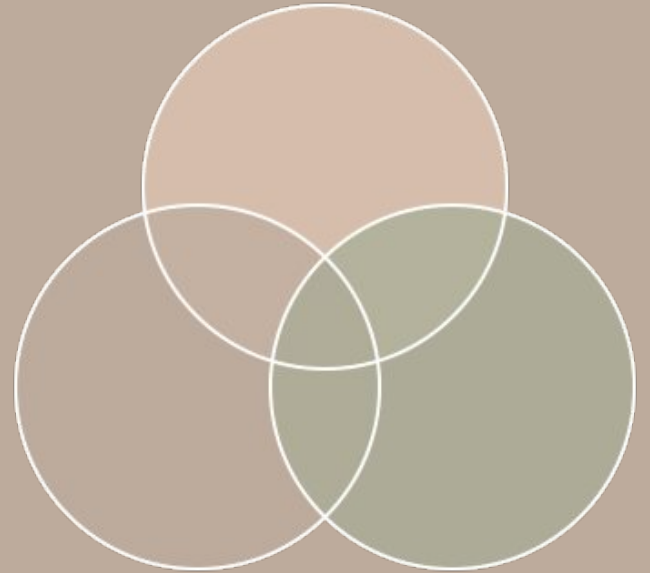


# WANT A PARTNER?

I help **thoughtful media leaders** set strong **strategy**, center their **audiences** and mobilize **cross-functional** teams to build more **sustainable and impactful** news businesses.

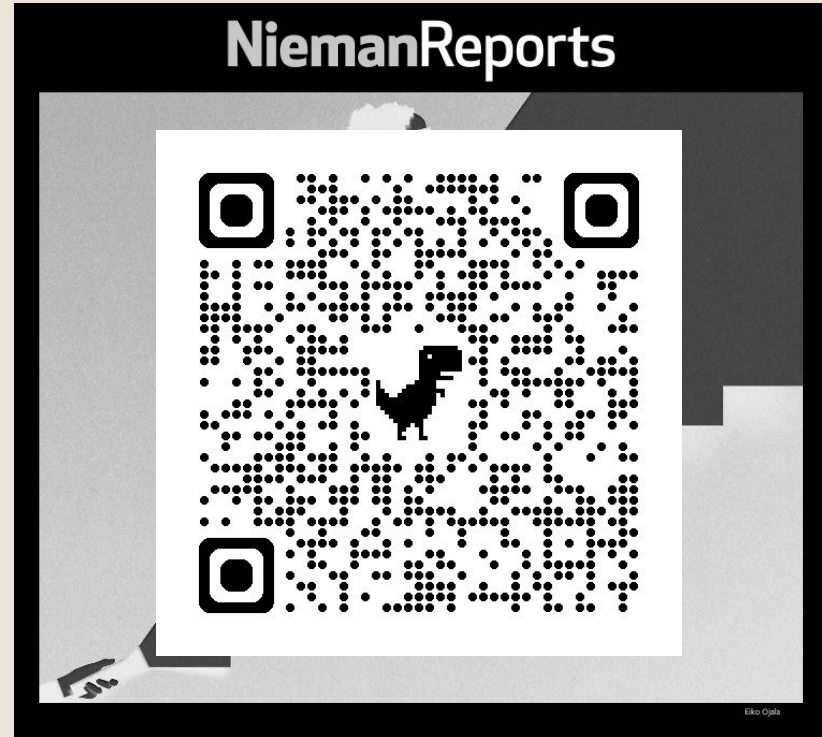
**GET IN TOUCH: [lrkrantz@gmail.com](mailto:lrkrantz@gmail.com)**

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# QUESTIONS?

LRKRANTZ@GMAIL.COM



Read my research  
paper

THANK YOU!