

Themes from the OCI research
 A comparison of results prior to participation and 18 months after participation. Six of ten newsrooms

The Learning Newsroom
 at the American Press Institute

Categories for the OCI

Aggressive Defensive
 - Oppositional, Power, Competitive, Perfectionistic

Passive Defensive
 - Approval, Conventional, Dependent, Avoidant

Constructive
 - Humanistic, Affiliative, Achievement, Self-actualizing

General Observations

- Two newsrooms clearly have moved from Perfectionistic and Oppositional attitudes toward a Constructive culture, and except for some resisters would now be Constructive
- In the other 4 newsrooms, there has been a measurable increase in Constructive results
- In all 6 newsrooms, a few or some sub-groups have moved into the Constructive category

General Observations

- However, in all 6 newsrooms, some Perfectionistic and Oppositional behaviors continue to be evident
- In all 6 newsrooms there is strong support for continued training, especially when the training needs largely are identified by non-managers

General Observations

- In 5 of 6 newsrooms, there is less Aggressive attitude, sometimes replaced by Passive and sometimes by Constructive behaviors
- In 5 of 6 newsrooms, there are pockets of resistance to culture change
- In 5 of 6 newsrooms, there are noticeable levels of “cognitive dissonance” or discomfort

General Observations

- In 5 of 6 newsrooms, there is awareness of the need for improving responses to the changing needs of readers
- In 4 of 6 newsrooms, there is a belief that messages from superiors are more consistent
- In all 6 newsrooms there is increasing realization that major change in newsrooms must be accomplished, and soon

Observations - Age

20 to 29 years

- Less Passive or Aggressive
- More Constructive
- Seem to be more irritated
- Seem to be “fighting back” and leading change

30 to 39 years

- Mixed picture in three types
- Some seem to be “hiding” or avoiding
- Some are active in embracing change

Observations - Age

40 to 49 years

- Less Passive or Aggressive
- Somewhat more Constructive
- Some are changing and others are leading change

Over 50 years

- Very mixed picture across all 3 types and 12 styles
- Some are leading change
- Some seem to be stuck in place or to be waiting to see what happens next

Observations - Expect to Stay

Less than 2 years

- More Constructive
- Less Passive, less Aggressive
- Seem to believe change "must" take place and soon

2 to 6 years

- Somewhat more Constructive and less Passive or Aggressive
- Seem to be unsure about what all this means to them

Observations - Expect to Stay

6 to 15 years

- Less Passive or Aggressive
- Some are more Constructive and are leading change
- Seem to be confused about what this all means

More than 15 years

- Some are more Constructive
- Slightly less Passive or Aggressive
- Some are leading change
- Some are refusing to change

Observations - Management Level

Non-managers

- Clearly the most Constructive and positive
- Many seem convinced that change is necessary

Line managers

- Next most Constructive
- Less Passive or Aggressive
- Some seem to like the culture that is evolving

Observations - Management Level

Middle-managers

- Mixed results for 3 types and 12 styles
- Seem to be confused, uncertain, and some are in crisis

Senior managers

- Some more but some less Constructive
- Mixed on Passive or Aggressive
- Most are leading change and some are resisting change

The Kubler-Ross Model

A stage model

- Mourning for what was
- Adaptation to what will be

Denial

Anger

Bargaining

Depression

Acceptance

Personal Control

Observations - Kubler-Ross Model

- Most are between Bargaining and Acceptance
- Some are at Personal Control
- Some are still at Anger
- Some are still at Denial

The Kotter Model

A stage model

- Creating and leading change
 - Tracks L/N Program goals
1. Establishing a sense of urgency
 2. Creating a guiding coalition
 3. Developing a vision and strategy
 4. Communicating the change vision

The Kotter Model

5. Empowering broad-based action
6. Generating short-term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches in the culture



Observations - Kotter Model

- Most persons and sub-groups are at stages 6 and 7 - generating short-term wins and consolidating gains
- Some persons or sub-groups are at stage 8 - anchoring the new approaches
- A few persons or sub-groups are not yet at stage 1 - they do not feel any urgency



Current Cautions

- These observations are based on only six of ten participating newsrooms
- In almost every sub-group, there are exceptions to key findings and one cannot categorize all persons into one observation or characteristic



Current Cautions

- All six newsrooms have some more Constructive and positive persons and sub-groups
- Five of six newsrooms have a few persons who are more negative than at the beginning of the Program
- Some newsrooms are early in the change process; others are further along



Current Cautions

- In any major change process, the few negative persons can and may overwhelm the many who are ready for change
- In all 6 newsrooms, there are clear signals that senior leaders, mid-level managers, and steering committee members must remain vigilant about supporting Constructive attitudes and behaviors

Final Comments

- Most steering committee members, most non-managers, and most senior leaders are having a positive cultural impact at their own newspaper and on newspapers in general
- Or we should say: on multi-media news and information organizations



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