About Scripps

Our core business

We engage readers, viewers and users with information that matters to them

- **Newspaper**
  Scripps newspaper division includes daily and community newspapers in 13 markets

- **Scripps Howard News Service**
  Founded in 1917, the Scripps Howard News Service (SHNS) is based in Washington, D.C., and provides news and features to hundreds of newspapers and websites around the world.

- **Television**
  Scripps television group includes ten ABC-affiliated stations, three NBC affiliates, one independent and five Spanish language stations.

- **Digital**
  Scripps digital division creates content for our digital-platform consumers and advertisers in Scripps markets across the country, including social media, mobile apps, group-wide live streaming and interactive gaming.

Our footprint extends from coast to coast.

About Scripps

Scripps National Spelling Bee
we make a difference in more ways than one...

We are the nation’s largest and longest-running educational promotion, administered on a non-profit basis by The E.W. Scripps Company and local spelling bee sponsors across the world.

Our purpose is to help students improve their spelling, increase their vocabularies, learn concepts, and develop correct English usage that will help them all their lives.

...because it’s important to give back

About Scripps

Our footprint

community by community,

we reach

millions...

...and we care how our customers see us>
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<th>Leadership Characteristics</th>
<th>The Five Practices</th>
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<td>• Compassion</td>
<td>• Mission focused</td>
<td>• Model the Way</td>
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<td>• Courage</td>
<td>• Broad discernment</td>
<td>• Inspire a Shared Vision</td>
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<td>• Excellence</td>
<td>• Creativity</td>
<td>• Challenge the Process</td>
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<td>• Fairness</td>
<td>• Stewardship</td>
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<td>• Respect</td>
<td>• Execution and impact</td>
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<td>• Integrity</td>
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**The Leadership Challenge**

**2010 –**
- Began rolling out The Leadership Challenge to top managers and department heads of each station

**2011 –**
- Leadership Challenge with mid-level managers; and new stations
- Follow-up with senior station teams (LPI – retake)
- Began station visits – overview of practices to all employees
- Station Champion concept conceived
- Leadership Breakfasts begin
The Leadership Challenge

2012 –
• Leadership Challenge continues with new managers
• Station overview with all employees
• Second follow-up with station leadership teams
• Rollout of Station Champions

2013 –
• Leadership Challenge continues
• Station Champion sessions 2 – 4
• Ongoing manager LPI reassessment
• Integrating leadership strategy into station strategic planning process
Leadership Challenge Results

• Major community initiatives underway
  - Detroit 20/20
  - Building Better Neighborhoods (Cleveland)
• Include The Five Practices as criteria for key talent selection and recruiting
• Five Practices now part of the culture
1. Model company’s strategic commitment to leadership
2. Leadership development opportunity for frontline people
3. Demonstrate the impact of Enabling and Encouraging Others
4. Economical and effective way to keep the leadership practices alive across the company
The Station Champions Process

1. Strategic details determined: who, when, how, etc.
   - Keep alive sessions would be 60 – 90 minutes
   - Teams of 2 champions per station
   - Encourage The Heart would be first

2. Casting Call for volunteers
   - Create an audition tape
   - Evaluation by panel of key managers
   - Figure out how to view them all!
   - Select Champions
Station Champions
3. Champions Kick-off session (September 2012)
   • One day of facilitation skills
   • 2 – day Leadership Challenge Program
   • 1 – day practice/teach backs of ETH
     - custom facilitator guides created
   • ½ day meeting with local HR partners to develop rollout strategies
Champions Kick-off session lessons:

- Peers put each other through the ringer!
- Repetition and observations were helpful
  - Each team observed 5 – 6 other teams
  - Different debriefing points highlighted
- Confidence built quickly
- Unimaginable creativity
- Lasting Collaboration
4. First session roll-out begins (ETH)
   • All employees to attend
   • Managers often in attendance
   • Multiple sessions over several days (group sizes range from 15 – 30)
   • More unimagined creativity
5. Conduct monthly conference calls with all champs
   • Review progress
   • Share successes; discuss obstacles
   • Continue to build enthusiasm for program
   • Lay out schedules for next session
   • Celebrate Progress
6. Ongoing Next Steps
   • Recruit and select next champions
   • Roll out additional sessions
   • Continue to involve local management
   • Continue to share best practices
   • Continue to Celebrate Progress
The Real World

Rafael Sanchez

Seth Keever
Lessons Learned

• Champions being perceived as leaders – and advisors, coaches, problem solvers, etc.

• Programs are well received and attended

• Employees are acting differently with each other

• Stations are better, because the champions stepped up

• Champions have increased skill level and contribution to the company
Questions