

NEWSPAPER LEADERSHIP QUANDARY:
CHOOSING BETWEEN THE TORTOISE AND THE HARE

by

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Abstract

A newspaper industry auditing agency reports a steady decline in daily newspaper circulation in the United States since 1984. In 1998 a study focusing on the impact that online newspapers had on their printed counterparts concluded that online editions had little if any negative impact on print circulation. The continued growth of the World Wide Web combined with the steady decrease in daily newspaper circulation warrants a reevaluation of these findings. In doing so the opportunity to explore printed and online newspaper leadership styles presents itself. An online survey instrument of explanatory correlational design using a validated leadership survey instrument and specific questions from the 1998 study will establish baseline leadership and longitudinal online newspaper data.

Dedication

I dedicate this dissertation to my best friend, biggest supporter, and the most intelligent person I have ever met--my wife, Sue, who continues to inspire, support, and guide me through this incredible journey of life, learning, and love. Without her, none of this would be possible, and because of her, it is all worthwhile.

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CHAPTER 1. INTRODUCTION

Introduction to the Problem

The Audit Bureau of Circulation (ABC) reports daily newspaper circulation in the United States peaked in 1984 and despite the newspaper industry's best efforts, it has declined ever since. Lindoo (1998) conducted a study that focused on the impact that electronic editions, also known as online newspapers, had on their printed counterparts concluding that online editions had little if any negative impact on daily newspaper print circulation. The continued growth of the World Wide Web (hereafter referred to as the Web) combined with the steady decrease in daily newspaper circulation warrants a reevaluation of specific findings by Lindoo. In doing so the opportunity to explore the role that leadership might play in these decreasing numbers of newspaper subscribers presents itself. By exploring the Lindoo findings while examining print and/or online newspaper leadership styles a synthesis is realized resulting in correlations that will benefit the newspaper industry and contribute to the field of leadership theory.

Leadership theory can be defined in many ways. Northouse (2004) defines leadership as "a process whereby an individual influences a group of individuals to achieve a common goal" (p. 3). Achieving a goal does not necessarily require change, however without change it can be said that the services of a guide, rather than a leader, might be adequate. Consequently, inherent in the development of leadership is the recognition that the ability to successfully manage change is necessary. Successfully managing change requires a determination of leadership styles and theories that are conducive to change. Generally speaking a theory consists of a set of rules, theorems, systematic processes, explanations, and/or understandings that, when applied, will produce predictable results. Not surprisingly the body of work commonly referred to as

leadership theory is substantial. Arguably one of the foremost authorities on leadership theory, Bass (1990) provides an impressive 1,182 pages designed to illustrate the depth and breadth of modern leadership theory and research in *Bass & Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*. Understanding the leadership styles and underlying leadership theories of the newspaper industry will contribute to the field as well as providing insights for application in other maturing industries.

Technological advancements in the newspaper industry combined with the impact on society brought about by the growth of personal computers and the Web are underlying factors motivating this study. The results will bear witness to the Lindoo findings while providing valuable information concerning leadership styles of print and online newspaper leaders for both the newspaper industry and leadership theorists. Contributions provided by the literature review will combine with the results of a survey consisting of questions from the original Lindoo study along with questions designed to reveal leadership tendencies to provide objective results however, first some background information to provide a foundation.

Background of the Study

Print and Online Newspaper Basics

Newspapers have long been the watch dog and primary source of high quality and dependable news, information, features, and advertising for the communities they serve. Signified by their development and adherence to numerous ethical and professional codes including the American Society of Newspaper Editors (ASNE), the American Newspaper Guild (ANG), the Society of Professional Journalists (SPJ), and publications such as the *Journal of*

Mass Media Ethics, newspapers take journalistic integrity very serious (Wilkins & Brennen, 2004). Most newspapers have served their communities for decades and many have served their communities well over 100 years (WAN, 2005), yet little is known about the leadership styles of those men and women that have contributed to this longevity or the underlying leadership theory or theories that can be attributed to leaders of newspapers struggling to face today's challenges. Rapid technological advances fueled by the explosive growth of the Web have resulted in the speculation by many of the importance of the printed newspaper and the feeling within the industry that newspapers must be online.

There are many benefits to providing printed newspaper content online for both consumers and newspaper organizations. For example the online product provides a way to potentially tap into the portion of the community that has not historically subscribed to the printed product and with the ongoing proliferation of the paperless society, it is easy to understand why the decision makers at most newspapers are convinced that they must be online. In many cases this same leadership has weathered threats from both radio and television however the Internet is different because it has given virtually everyone the ability to become a distributor of online information and news at a relatively low cost. Newspapers retain the overwhelming advantage of possessing the infrastructure, training, and resources to gather and disseminate news and information better than other startups (Lindoo, 1998).

A question persists as to whether or not the longevity of newspapers has resulted in a stagnation of leadership style and resistance to moving toward a more progressive leadership style that is more conducive to maximizing their ability to properly manage both the printed and online products? It is also unclear whether the typical publisher of a printed newspaper possesses

the necessary leadership skills to lead the online efforts of daily newspapers or whether separate leadership is warranted and if so, under what circumstances. Add to this the power and/or stigma of brand recognition that is part and parcel of the community based newspaper and the challenges facing leaders increase. The online edition of the daily newspaper can either benefit from the strong brand recognition of its print counterpart or suffer from the stigma of traditionalism (Ibeh et al., 2005; Massing, 2005).

As much a manufacturing plant as an information gathering facility, from a business perspective, newspapers remain deeply entrenched in the industrial age providing printing services for many industries and it will take the right leadership to successfully lead a newspaper fully into the information age, particularly with regard to the rapidly advancing technology in the printing industry when combined with the demands for electronic media and a presence on the Web. Of concern for quite some time are the promises and threats of a paperless society. These concerns have prompted changes in every industry, however for obvious reasons none so dramatically as the printing industry.

As illustrated by Stone (1972), the potential for fraud has long been a transformation concern, despite the unknown provenance of this concern. Linking similar anxiety for the introduction of Roman numerals to replace the “written out words for numbers” (p. 348) to when the Hindu-Arabic numeral system was introduced to replace Roman numerals “in the 8th century or earlier (p. 347),” Stone notes that these same feelings are being experienced with the change in policies and procedures and apprehension for technology currently directed towards the digitization of information, electronic signatures, and other advances made possible on the Web over the Internet. Resistances to change, fear of the unknown, and technological advances

outpacing general comprehension of the masses, continue to impact predictions for a paperless society. In the article, “From the Editor...The Paperless Society...Not Quite Yet” (Kohl, 2004), the author reasons that much like the predictions that television would replace radio were misguided, the straight line logic behind the prediction of a paperless society is also flawed.

The 20th century introduced the radio (About.Com, 2005b) and although the first image was transmitted in 1862 the television did not become a reality until the late 1920’s. By 1936 there were about 200 televisions world wide (About.Com, 2005a; TVhistory.TV, 2001) with the Internet first functioning in 1969 with 4 host computers and the Web introduced in 1992 having grown to 1,136,000 host computers (Kristula, 1997) continues to grow at a phenomenal rate with an estimated 353,284,187 hosts as of July 2005 (Zakon, 1993). With the introduction of each new technological advancement, there have been predictions of the demise of printed news persisting to this day (Fisher, 2005; King, 2005); however, these predictions have yet to materialize.

Newspaper Industry

The International Newspaper Marketing Association (INMA) counts membership over 1,000 from 70 different countries. In *A Brief History of Newspapers* (Wilkinson, 1999) the encapsulation of newspaper history from 59 BC to the end of the 20th century is presented in less than 600 words. Including the milestones of the invention of the printing press in the 1400s and the first daily newspaper in 1702, this concise article provides valuable insight into the development of the newspaper industry and the newspaper’s role in society.

A point of interest is provided by the incongruity between the free online encyclopedia, Wikipedia, Wilkinson, and the Office of Public Sector Information, also known as OPSI. The

OPSI claims that the London Gazette, originally known as the Oxford Gazette, was the first daily newspaper printed twice weekly in 1665 while in Oxford and then moving to London and printing Monday-Friday in 1666. However, according to Wikipedia at http://en.wikipedia.org/wiki/London_Gazette, the London Gazette was not considered to be a newspaper by modern standards because it was only available to subscribers and not available for purchase by the general public. Wilkinson and Wikipedia claim The Daily Courant as the first daily newspaper as they are generally understood today. A historical debate aside, the daily newspaper is well into its third century of existence.

Newspapers have historically been the purveyor's of critical thought and enlightenment of the educated society, so much so that Raymond (1999) concludes, "The history of newspaper realized to its fullest is the history of civilization" (p. 224). During the industrial revolution the mechanical advancements in newspaper production techniques and the emergence of scientific management theory, organizational theory, and leadership theory combined to help newspapers become highly efficient and profitable organizations. Now facing their biggest challenge ever newspapers must learn how to succeed in the information age.

Transitioning from the industrial age to the information age has provided new challenges for newspapers and newspaper leadership (Nerone & Barnhurst, 2003). First the radio and then the television threatened to replace the newspaper as the primary source of intelligent, dependable, high quality news. The primary impact of these challenges resulted in the demise of the twice daily newspaper and included markets where competing morning and afternoon newspapers once dominated have now either joined forces (Coppola, 2000), one is absorbed by the other, as exemplified by the Arkansas *Democrat-Gazette* (Pardue, 2004), or the afternoon

edition simply dies off (O'Brien, 2000). Now the Web offers newspapers opportunities and threats never before imagined, changing the nature of the business once again. Despite the best efforts of the newspaper industry circulation numbers have continued to decline since their peak in 1984. During a six month period ending March 31, 2005, NAA reported a drop in daily circulation of 1.9% (Finfacts Team, 2005a) equaling a loss of 937,548 paid subscribers.

Introduction to the Lindoo Study

Lindoo (1998) tackled eight primary objectives using one of the first surveys conducted exclusively online and predicted twenty-two outcomes in his seminal study of online newspapers. Stating that "more than 4,000 electronic publishers have created Web sites, and are now in competition, not only with each other, but also with traditional media such as newspaper, magazine, radio and television" (p. 213), it can safely be said that there are currently more than 4,000 online newspapers in the United States alone (NewsLink, 2005) and this does not account for non-traditional news sites online such as "blogs" or advertising competitors such as "Craig's List" that were not considered in Lindoo's study. The number of hosts on the Web has grown from 36,739,000 in July of 1998 to 353,284,187 as of July 2005 (ISC, 2004). As a result of this phenomenal growth and the continued decrease in circulation the reevaluation and advancement of the key components of the Lindoo study is critical.

The eight objectives of the Lindoo study were as follows.

1. to gain a better understanding of the driving force behind Web publishing activities.
2. to measure the level of interest in the Internet among the four media groups, newspapers, magazines, radio, and television.
3. to understand who survey participants consider to be their major competitors.
4. to report how survey participants measure consumer activity within their Web site.

5. to understand if Web products are helping or competing against core products.
6. to report the staffing sizes of various media, and to identify any trends with regard to staffing size.
7. to ascertain if Web publishing is profitable.
8. to provide a comprehensive analysis of the survey data. (Lindoo, 1998, pp. 214-216)

Of these eight objectives, numbers 1, 4, 5, 6, and 7 are most noteworthy for further consideration. As indicated by the phenomenal growth of the Web the interest level of the four media groups is no longer in question and competition is not a primary concern of this study. Objective number 7 of the Lindoo study was unique to that study alone however; the results of the comprehensive analysis will be referred to in the data analysis section of Chapter 4 later in this study. Lindoo stated that in several years a similar study would produce interesting results suggesting, "A number of items to pay particular attention to are: push technologies, content, staff integration, archival information, standardization of banners, partnering, outside measurement, classifieds, promotion, staffing, profitability, and registration requirements" (p. 223).

Ten of the twenty-two issues addressed by the Lindoo survey and literature review are considered relevant to this study. The twenty-two issues were as follows with the questions that are not considered pertinent to this study highlighted.

1. Most U.S. newspapers, certainly those of medium to large size, are on the Web.
2. Newspaper Web sites are far ahead of their competitors (magazines, radio, television) in terms of archives, page views, staffing, content, and profitability.
3. Those Web sites with less content have a smaller audience (less page views), and thus lower pricing of banner ads, and, less profitability.
4. Few companies in the media industry provide Internet services. Those that do will have a larger technical staff, and should have more revenue.

5. A large percentage will have had their Web site on-line less than two years.
6. Many Web sites operate their own server and require a larger technical staff to support the in-house technology.
7. The size of banner ads is standardizing as the industry moves forward.
8. The use of "Push Technologies" by the media industry as a whole is minimal. However, those that do use this technology are seeing a high rate of page views.
9. The Web product is having no effect on the core product.
10. Few Web sites are doing "shovelware" (putting their core product content on-line) and are instead opting to produce original content.
11. Web sites with large archives available are getting the most page views, are spending more to provide archives, and are making more money in the process.
12. Newspapers have more content than magazines, radio and television.
13. Very little, if any, outside measurement data are being provided to advertisers by these Web publishers.
14. Few Web sites offer on-line classifieds. Those that do have more expenses and should have higher revenue.
15. Outside of their core product, most Web sites do little promotion and have relatively small promotional budgets.
16. Newspapers have a larger overall staff size as compared to magazine, radio, and television, and the size will stay about the same in 1998.
17. Few Web sites charge for access or to retrieve archival information. Those that do charge will have lower page views resulting in lower banner rates.
18. Few sites require registration, yet many sites are in some way capturing user demographics, and will sell this information to third parties.
19. The average Web site will spend \$50,000 - \$100,000 per year for equipment and services (not including salaries).
20. Overall, there is little, if any, profit among the four groups.
21. Competition on the Web (newspaper versus television for example) will be similar to the competition they normally have outside the Web, which may be true due to a high rate of local users.
22. Few Web sites give the user an ability to customize their content. (Lindoo, 1998, pp. 217-221)

With the exception of issues 2, 4, 6, 7, 12, 13, 15, 16, and 19-22 above the remaining 10 issues will be addressed in the survey. Consideration has been given to administering a standardized leadership style survey with final selection and validation to occur during pilot testing to be outlined in the methodology chapter. These leadership style questions are to be integrated with the Lindoo survey components resulting in a survey for this study.

The transition from industrial age to the age of information and technology resulted in changes in organizational culture that have placed heavy demands on leaders resulting in their need to better understand and grasp progressive leadership theory. Whereas the industrial age spawned scientific management and organized labor, the demands of the information age have resulted in the need for faster response times, greater mobility, and increased flexibility with respect to work force including cultural considerations. Leaders must deal with a greater level of diversity in both competition and employees and must be prepared to respond accordingly.

Leadership Theory

As illustrated in the Lindoo study and the rapid technological advances in the way that newspapers gather, edit, and disseminate news, it is obvious that both print and online newspaper leadership must be properly equipped for leading in an environment of change. Much can be learned from the historical advancement of leadership theory to be covered in the literature review portion of this study. Aside from reevaluating and advancing the key components of the Lindoo study the primary objective of this study is to explore the leadership styles exhibited in the newspaper industry.

Statement of the Problem

Newspapers are responsible for gathering, editing, and disseminating news and information, and have been for quite some time. The economic impact on communities will be severe if newspapers continue their downhill slide. At this time the optimal relationship between printed and online newspapers is not understood, however a rising apathy towards news (Pinkleton & Austin, 2004; Rieder, 2005; Thomas et al., 2004) combined with the general

“dumbing-down” of society (Furedi, 2005; Gagne & Hughes, 2005; Hunt, 1999; Lindsay, 1995; Mancuso, 1997/1998; Meighan, 1994) is eroding independent thought and critical thinking skills. Understanding the leadership styles dominating the newspaper industry will contribute to leadership theory, which in turn holds the potential for reversing the direction the newspaper industry is currently heading.

While adaptation of technology continues to be rapid in the newspaper industry the migration from highly structured industrial age *rational* scientific leadership styles to more flexible and diverse *natural* and *open* transforming leadership styles--more in synch with modern culture and the information age--has been much slower. For the past decade the average number of newspaper subscribers has been steadily decreasing for the majority of newspapers in the United States (Finfacts Team, 2005b). Can this be attributed to online versions of the product being offered for free or are these online versions actually helping to reduce this trend by reacquainting a younger audience to the important social role that newspapers have traditionally played? It is important to note that increasing declines news media, such as radio and television, as well and are generally attributed to the continuing market fragmentation as a result of technological advances and shifting consumer interests.

The vast majority of daily newspapers are taking advantage of the increasing array of technological advances. It is well documented that most printed newspaper now have online versions, yet very few of these online ventures are profitable (Lindoo, 1998). Examination of the changing strategies over the past eight years will help establish trends for the future. In addition, there are a few newspapers that have increased their circulation numbers over the past few years and it would be interesting to learn whether there are differences in their online editions and

predominant leadership style. Can newspapers benefit from leaders exploiting relatively new leadership styles such as situational leadership, transformational leadership, and others?

Purpose of the Study

The purpose of this study is to analyze the leadership styles of those individuals leading printed and/or online newspaper either separately with unique leaders for each, or with one leader controlling both, while evaluating the key findings and predictions for daily newspapers in *The Future of Newspapers: A study of the World Wide Web and its Relationship to Electronic Publishing of Newspapers* (Lindoo, 1998). Advancing the Lindoo study notwithstanding, this study is less concerned with social impact or historical research and more interested in exploring research intended to evaluate leadership theory in light of its ability to successfully guide a traditional printed newspaper as well as a community driven online newspaper. As a result this is primarily a leadership impact study comparing online newspapers to printed newspapers using longevity and circulation as a key indicators of effectiveness. In addition, the examination of key findings and predictions of Lindoo study comparing printed and online newspapers will advance the knowledge and validity of both studies.

It is important to recognize the emergence of community driven online newspaper and citizen journalism and elaborate a little on each. Advancing beyond the simple community calendars and person-on-the-street report both of these are relatively new concepts not considered in the Lindoo (1998) study. These new concepts possess the characteristics of specialized outlet and audience that Tewksbury (2005) sees as most likely to result in audience fragmentation. Although the community driven online newspaper and citizen journalism are

considered to be outside of the primary scope of this study it is impossible to avoid their impact on traditional newspapers and it is likely they will be further discussed in the final section of this study and certainly are strong candidates for future study.

Rationale

It is important to understand the impact that online newspapers have on their printed counterparts from a scholarly perspective because of the wide range of opinions from industry experts. These opinions range from the unsubstantiated feelings that online newspapers will someday be the end of printed newspapers all the way to the expectation that they will be their salvation. The undeniable truth is that the newspaper industry has been struggling in this age of information since its heyday over two decades ago and it is important to move beyond the wide range of opinions by providing scholarly academic findings. This study will benefit the newspaper industry by providing longitudinal validation to key aspects of the Lindoo (1998) study and contribute to leadership theory through the improved understanding of newspaper leadership styles.

Research Questions

The rapid technological advancements brought on by the increased power of personal computers over the past decade and their rapid infusion into the newsroom of daily newspapers, combined with the explosion of the Web have resulted in uncertainty for the newspaper industry. Lindoo (1998) addressed many of these concerns that will benefit from further examination at

this time and due to the limited research on leadership styles in the newspaper industry a description of predominant leadership styles used by leaders of the printed newspaper compared with the styles of online newspaper leaders and those individuals that are responsible for both the printed and online newspapers will provide a strong foundation for future studies. As a result, several research questions must be addressed. Have the findings in the Lindoo (1998) study stood the test of time? What leadership styles are prevalent in the newspaper industry? What, if anything, has changed since the Lindoo (1998) study? These are the research questions that form the basis for the hypotheses examined later in this study.

Significance of the Study

The longevity of many daily newspapers is a testimony to their leadership however the prolonged decrease in the average circulation complicated by the dramatic growth of many daily newspapers online editions under girds the pursuit of this study. Due to the level at which most community newspapers have become engrained into the social fabric of their respective communities it logically follows that the newspaper leader played an important role in the society and the community served. With the introduction of the Internet and the Web a new and vibrant online community is being developed and it is important for the leaders of the online newspapers to play a leadership role in this online community as well. Therefore leadership style will have substantial impact on local and online culture and subsequently how both the physical community and the online community responds to the world around them because leadership properly equipped to handle rapid and dramatic change will be most likely to succeed.

Many factors can influence change however none so dramatically and quickly as the leadership style of the leader of any given organization. If a relationship between leadership style and the success of printed and online newspapers can be established, leadership changes can be made to ensure that no further damage is done and/or to maximize successful results.

Additionally if a relationship can be established in the newspaper industry it should be possible to expand and apply these studies and conclusions to other industries. Because newspapers have enjoyed tremendous longevity and success, a better understanding of newspaper leadership styles will contribute to leadership theory.

Many printed newspapers with consistently increasing revenues for the printed product have been willing to realize losses in their online products. To what extent does leadership style contribute to this phenomenon? By conducting this study the emerging leadership styles for such a mature industry will validate the supporting leadership theories. If this study is not conducted a valuable segment of one of the most important industries in recent human history, the newspaper industry, will continue to lack proper representation in the field of leadership theory and the field of leadership theory will be lacking the valuable contributions that can be provided by studying the newspaper industry.

Common sense indicates that it is just as easy for bad information to flow as good information. Newspapers have long been known as bastions of journalistic integrity, not only determining what news is important but delivering it in a timely and appealing manner. The steadily declining printed circulation numbers combined with the introduction of online editions that struggle to be profitable merit close scrutiny. It is important to understand if there are leadership styles that are conducive to success, particularly in the newspaper industry.

Technology is everywhere, the Internet, WWW, wireless technology, cell phones, BlackBerry® devices, smart appliances, and RFID technology are just a few of the technological advances that are changing the ways that every industry conducts business and shares information. As purveyors of information, daily newspapers must be online if they are to reach the online market, however what should realistically be expected of them? Should they be expected to provide all of their hard earned information for free? Should they consider sacrificing their moral, ethical, or journalistic principles in pursuit of profits? Can newspapers be all things to all people? Should newspapers be all things to all people? Can a small to medium mid-sized newspaper expect to compete at the level of CNN or MSNBC? It is feasible that technology could make any of this possible however without the proper technological roadmapping it is unlikely (Probert et al., 2003). “Technology roadmaps take many forms, although the most general is a multi-layered graphical representation of how technology and product developments link to market opportunities” (p. 1184). A technology roadmap takes into consideration external conditions including economy, community technology infrastructure, demographics, and market demand as well as internal factors such as feasibility, staffing, profitability, and logistics. Losing focus on the local market and community is dangerous for local newspapers and tantamount to abandoning the core product. Developing a technology roadmap is one way that a sound leader is separated from a questionable leader.

From a leader's perspective the understanding and promotion of sound leadership theory is important. Leadership theories and models are numerous however the scientific study of leadership is considered to be a relatively recent phenomenon. According to Antonakis, Cianciolo, and Sternberg (2004) “the scientific study of leadership began at the turn of the 20th

century with the ‘great man’ perspective, which saw history as being shaped by exceptional individuals” (p. 6). This evolved into the study of the specific traits that made these exceptional individuals great and the development of trait theory. Generally speaking we can trace the transition from trait theory in 1900, to behavior theory in 1940, to the contingency/relational/situational theories of the 1960s, and then transformational theory beginning in the 1980s.

It is also the responsibility of newspaper leadership to provide the community with the truth and not just the party-line propaganda being issued by organizations, governments, and individuals. If there is any hope in raising the consciousness and awareness of the general public it will be up to daily newspapers to do it. This will require leadership for the future, not of the past, and the ability to change when change is needed.

Definition of Terms

There are many terms that are unique to leadership theory as well as the newspaper industry and several examples are provided below.

Blog. Also known as a Web Log ranges from a compilation of headlines and information from other Web sites to personal journals or online diaries of one or many individuals.

Circulation. The average daily total number of newspapers sold via subscriptions, single copy sales, special promotions, and all other qualifying sales as determined by the Audit Bureau of Circulation (ABC) over a specified time period.

Citizen journalism. The active participation of non-news media citizens in the news gathering and reporting process. Sometimes referred to as participatory journalism and often linked with the concept of community driven newspapers.

Community-driven newspapers. Journalistically speaking this is the logical next step for the current phenomenon of Blogs and journals on the Internet. By incorporating proofing, editing, and journalistic integrity to these phenomena, increased credibility and validity are achieved. Also referred to as community driven journalism where an interesting role reversal is being achieved by online products being produced first with print products then being developed from the online components.

Daily newspaper. Newspaper that is delivered seven days per week, 365 days per year.

Internet. The global computer network infrastructure using TCP/IP network protocols facilitating data exchange.

Leader. The individual ultimately held responsible for the success or failure of the entity in question. For example at a daily printed newspaper it is typically the publisher or general manager, however the leader can also be a president or VP. Online newspapers vary widely from the print publisher, to online media director, to online editor, to general manager, and include committees with no individual leader.

Leadership style. The predominant leadership style of the designated leader as commonly defined by leadership theorist. Including, however not limited to, theories describing styles such as Great Man, Situational, LMX, Transactional, Transformational, Servant Leader, Path Goal, Laissez-faire, and Contingency.

Leadership theory. Is the study of leadership and the categorization of leadership styles. Northouse (2004) defines leadership as a process that an individual employs to influence an individual, or group of individuals, towards a common goal.

New media. One of the many names given to the department responsible for the online newspaper--other names include Web, Online, Digital, Electronic, or simply E-department--with emphasis on repackaging printed content for digital use as well as development of unique content for online only use.

Newspaper. Usually a daily or weekly publication containing local news and advertising along with national news, features, and editorials. This can either be delivered in printed format or digitally online.

Newspaper leader. Most commonly known as the Publisher however this can also be a General Manager, President, or even vice president of operations. Refers to the individual at the top of the organization at the physical location of the newspaper responsible for making final decisions.

Online. References to “online” in this study will be with respect to the Internet.

Online director. For the purposes of this study the leader of online edition of a printed newspaper.

Online edition. References to “online edition” in this study will be with respect to the version of the printed newspaper available on the Internet. Also known as the Electronic Edition and variations thereof.

Pagination. The art of digitally combining the elements of a newspaper page including graphics, text, photographs, advertisements, and other elements to accommodate outputting the entire page as one single file.

Publisher. For the purposes of this study the leader of a printed newspaper.

Push technology. Authorized acceptance of automated online delivery of information such as weather, breaking news, sports scores, and other information valued by the recipient on devices designed to receive it such as a computer, cell phone, or PDA.

Readership. The estimated average daily number of readers of a newspaper that includes paid circulation numbers plus family members (one subscription in a family of five would be counted as five), pass-along estimates (sharing with friends and neighbors), library and other public copies being read, as well as office copies of newspapers.

Scoop. To publish a news item, article, story, or report before any other news organization.

Shovelware. Automatically taking the content from the printed newspaper and putting it online as the online edition of the newspaper with little regard to appearance or usability.

SPAM. Commonly known as unsolicited commercial email (UCE) but also includes unsolicited newsgroup, messaging, blog posts, and other forms of similar abuses on any device that can receive information from outside sources.

Subscriber. An individual that pays a monthly, quarterly, or yearly fee to receive the printed and/or online newspaper.

Universality. The belief, often misguided, that if a campaign or endeavor produces positive results in one situation it will do the same in all situations, often despite cultural or local market information to the contrary.

World Wide Web. Simply referred to as the Web it is most accurately described as the network of computers using HyperText Markup Language (HTML) to share text, graphics, audio, and video on the Internet.

Assumptions and Limitations

Political, Social, and Moral Assumptions

Newspapers have a social responsibility to be open minded, fact based, seekers of the truth providing the communities they serve with important news and information. Enculturation and personal agendas of self promotion are impossible to filter from our psyches (Kirby & Goodpaster, 2002) however in regard to what separates the traditional newspaper from the sensationalizing tabloid, the goals of truth, fairness, and the enlightenment of the community that they serve have always been the foundation of traditional newspapers. Honesty and integrity must be fundamental tenets requiring newspaper leadership to be open minded, fact based, seekers of the truth exuding honesty and integrity, while adhering to the highest level of professionalism. Additionally it should be safe to assume that newspaper leadership will benefit from increased knowledge of technology and leadership theory as well as from a sound understanding of all aspects of the newspaper business, including the Internet, Web, and the electronic publication process.

Methodological Assumptions

The essence of a newspaper does not change simply because of the delivery mode. This statement should not be confused with the obvious impact that different modes of delivery have on recipient perception. As Boerger (2005) reports, there are numerous studies describing how communication differs as a result of mode, including figurative language. The difference between the various forms of written communication, for example letters or email, and oral communication such as intercom, telephone, or face-to-face are heavily influenced by the context

of the mode. Separation of space and time also influence perception however none of these should divert a newspaper from the essence of gathering, editing, and disseminating news.

It is assumed that successful printed newspaper leadership will vary from successful online newspaper leadership because of the conceptual and jargon differences created by the medium. Additionally there are technology, time, and delivery challenges unique to each medium. As a result, participation in this study by leaders of both printed and online newspapers should be relatively high assuming the potential for the results to help reverse decreasing printed circulation trends and the potential for further clarifying the role of the online newspapers. If the results remain objective minimization of the level of researcher bias will be attained, thereby maximizing the applicability of the results to organizations outside of the newspaper industry.

Ideological Limitations and Procedural Assumptions

Due to the rapid advancement of technology that has been experienced over the past decade and anticipated into the future, the continued importance of technology is assumed as is the value and importance of advancing and understanding leadership theory in a change environment. The failures of major organizations and leaders in a growing range of industries over the past decade, including the likes of ENRON and WorldCom, warrant closer scrutiny of leadership style in the newspaper industry if it is to avoid a similar fate. With plagiarism (Rieder, 2003) and concerns over circulation inflation (Morton, 2004) just in the past few years the newspaper industry must learn from other industries. As a direct result of the historical role that newspapers have played in their respective communities and society in general the continued impact of the newspaper is also assumed regardless of its modality for the foreseeable future.

A direct relationship between leadership style and success as measured by longevity, circulation trends, growth rates, and the relationship between printed and online newspaper editions is assumed. Obviously no two cities, societies, cultures, or newspapers are identical however the challenges facing communities with daily newspapers are considered similar enough to compare leadership style with these quantifiable measurements to establish trends. Leaders capable of taking advantage of technological advancements will fair even better.

Nature of the Study

This is a quantitative study with the primary objectives and findings of a 1998 study of online newspapers to be combined with an exploration of leadership styles in the newspaper industry. Through the use of an online survey in conjunction with a leading organization in the newspaper industry, the Illinois Press Association, the participating leaders of both print and online daily newspapers in Illinois will update the key findings in *The Future of Newspapers: A study of the World Wide Web and its relationship to electronic publishing* (Lindoo, 1998) while providing additional data concerning their respective leadership styles. In doing so, relationships between printed newspapers, online newspapers, and leadership styles will be revealed. The methodology section of this study will address bias minimization, coding, analytical tools such as SPSS, and the specific statistical tests that will be used to explore these relationships.

Sampling will be limited to printed newspapers with online counterparts within the same organization. Printed newspapers without an online presence and online newspapers without a printed edition will not be considered in this study so that both the predominant leadership styles for print and online newspapers, as well as their differences within an organization can be

explored. It is expected that many factors will influence news reporting and leadership style including socio-economic market conditions, political affiliations, publicly held versus privately held newspaper organizations, as well as others that will be revealed as a result of the survey response analysis. As stated previously it is assumed that the socio-economic and political climates will be more similar amongst newspapers of similar circulation size, yet factors such as competition, urban/suburban/rural setting, and the general level of Internet sophistication are factors as well. Solely based on circulation reports, any attempts to elucidate comparisons or contrasts between the three commonly understood newspapers divisions of small, medium, and large would reach beyond the scope of this study. Additionally the leadership portion of this study will focus on the predominant leader and predominant leadership style of a single individual making decisions for both, print and online, as well as separate individuals making decisions for each. It is understood that a wide range of leadership possibilities exist beyond the nature of this study.

Summary and Organization of the Remainder of the Study

A study designed to describe newspaper leadership styles for printed and online newspapers as well as those leaders required to oversee both conducted in conjunction with an organization such as NAA or E&P will provide valuable information for the newspaper industry and leadership theorists alike. By furthering the work conducted by Lindoo (1998) and synthesizing these findings with those related to leadership several paradigms will be effected. Kuhn (1996) quotes Butterfield who “described this as ‘picking up the other end of the stick,’” (p. 85) referring to the reorientation of science via paradigm shifts. Later on Kuhn states, “If we

can learn to substitute evolution-from-what-we-do-know for evolution-toward-what-we-wish-to-know, a number of vexing problems may vanish in the process” (p. 171) providing considerable support for describing newspaper leadership styles and advancing the Lindoo findings.

The literature review will provide background and information on the Lindoo (1998) study, the newspaper industry, and change leadership theory. The methodology section will provide the framework for the research to be conducted and upon completion of the research data analysis will be performed with conclusions drawn as well as recommendations for the future. By analyzing the available data and literature concerning the newspaper industry and leadership theory the importance of advancing the Lindoo study will become more apparent.

CHAPTER 2. LITERATURE REVIEW

Introduction

Arthur Sulzberger, Jr., the publisher of one of the world's largest newspapers, the New York Times, is famously quoted as saying, "Newspapers cannot be defined by the second word – paper. They've got to be defined by the first word – news." In other words the mode should be secondary to the message yet the debate rages on as to why printed circulation numbers have continued to decrease since reaching their peak in 1984 (Finfacts Team, 2005b). Will the Web combine with radio and television to capitalize on the longstanding threats for a paperless society resulting in the demise of the printed newspaper as known today? Has the introduction of online newspapers had a negative or positive impact on the newspaper industry? Reevaluating the Lindoo (1998) study will address these questions in addition to others and through the analysis and understanding of the role that leadership plays a confluence of this study's objectives will be attained.

Rationale for this Research

Five of the eight objectives in Lindoo (1998) are considered appropriate for reevaluation at this time and of the twenty-two conclusions drawn, ten will be further explored in this study. With the rapid technological advances brought on by the microprocessor and personal computers, the development of the Internet combined with the growth of the Web, and newspaper specific technological advancements, such as computer-to-plate (CTP), a better understanding of leadership theory will be of great benefit in this perpetually changing

environment facing the newspaper industry. By exploring the history of newspapers, a clearer understanding of the challenges facing newspaper leadership will be attained. A survey that helps to describe current newspaper leadership styles will provide data on existing newspaper leadership trends. In assessing the leadership theories most conducive to change in conjunction with the Lindoo study and the existing leadership style data, a synergy of these relationships can be attained by acknowledging these four objectives.

1. The newspaper industry can benefit by validating the appropriate findings in Lindoo Study
2. It is important and beneficial to explore the historical importance of newspapers to society and culture
3. In light of the continued decline in circulation since 1984 there is a need to further explore the impact of technology on the printed newspaper industry and online newspapers
4. A better understanding of the leadership styles guiding the newspaper industry will contribute to the field of leadership theory in a change environment

Theoretical Framework

Evaluating and advancing key components of the Lindoo (1998) study in conjunction with the exploration and description of daily newspaper leadership styles requires a theoretical framework that is both consistent and robust for focus to be maintained. The overarching objective of this study is to further examine online newspapers and to gain a better understanding of leadership theory as revealed in the leadership styles of print and online newspaper leaders. In doing so, characteristics of the newspaper industry and aspects of the relationships between printed newspapers and online newspapers will be revealed. With regard to the Lindoo study the theoretical framework is straightforward since the intent is to retrace many of the steps taken,

validating much of the data used, updating the study with current data, and either validating or rejecting the original findings through the use of a survey in conjunction with the literature review. Within this context relationships between printed newspapers, leadership, and online newspapers will emerge.

Research Questions

Have the findings in the Lindoo (1998) study stood the test of time? What leadership styles are prevalent in the newspaper industry? Have there been any significant changes in the relationship between printed and online newspapers since the Lindoo (1998) study? It is safe to say that technical advancements are a constant and required for survival in almost every industry. The gradual changes brought on by these advancements are not what the newspaper industry has experience over the past decade. The introduction of networked personal computer combined with the development of the Internet and proliferation of the Web have amplified and accelerated this process, completely changing the news and information industry. The challenge is to successfully address these three questions in light of these changes.

Hypotheses

The null hypotheses are.

H01 – The findings contained in Lindoo (1998) have not stood the test of time.

H02 – There are no differences in leadership style exhibited by leaders of the print and online products of daily newspapers in Illinois.

H03 – The relationship between printed newspapers and their online counterparts has not changed significantly since the Lindoo study of 1998.

Understanding the relationship between the alternative hypothesis and the null hypothesis is critical for understanding and interpreting quantitative data analysis. Statistically it is not possible to prove anything because not rejecting the null hypothesis does not automatically result in acceptance of the null hypothesis in statistical analysis. Hypothesis testing is categorized as trying to figure out the probability that chance is involved with outcome. This level of probability is predetermined by the researcher so that a researcher, commonly establishing $p < .05$, can be 95% sure that the results are or are not a result of chance, depending on whether the null hypothesis is rejected or not rejected.

Creswell states that the direction of these changes, associations, relationships, and differences "may be positive or negative (alternative directional hypotheses) or either positive or negative (alternative non-directional hypotheses)" (p. 241). Based on expectations related to the past the alternative hypothesis is stated positively with the null hypothesis adding no, or not, such as there is a difference between one thing and another (alternative) and there is no difference between one thing and another (null) or this is related to that (alternative) and this is not related to that (null). Adding to the controversy and confusion is the fact that this is not absolute and there are exceptions to these guidelines, such as when the alternative hypothesis is one thing being less than 0 with a null hypothesis that this thing is greater than 0. However, in most cases following these simple rules help to clarify this concept.

The final point to consider about hypothesis testing is guarding against Type I and Type II errors. Rejecting the null hypothesis when it is not warranted by an effect actually occurring in the population is considered to be a Type I error and the probability of this is stated as alpha. Not rejecting the null hypothesis when it is warranted by an effect actually occurring in the

population is considered to be a Type II error and the probability of this error rate known as beta (Creswell, 2002). Statistical hypothesis testing is designed to determine the probability of rejecting the null hypothesis.

Alternative Hypotheses

The alternative hypotheses are.

HA1 – The findings contained in Lindoo (1998) have stood the test of time.

HA2 – There are differences in leadership style exhibited by leaders of the print and online products of daily newspapers in Illinois.

HA3 – The relationship between printed newspapers and their online counterparts has changed significantly since the Lindoo study of 1998.

It is often the case that alternative hypotheses are more easily understood however in this quantitative study the use of traditional null hypotheses will better establish a baseline for describing whether a predominance of leadership style can be associated to leadership responsibilities. The literature review and replicated survey questions from the Lindoo study are expected to reject the null hypotheses as are the leadership style responses. In the event that this is not the case, considerable deference should be afforded these results remembering that statistical analysis is designed to determine whether the possibility that the results indicated were a result of chance.

Technology and the Newspaper Industry

For well over two decades there has been a growing body of research concerning the impact of technology on newspapers. A quick Google Internet search will reveal such sites as

NewspaperArchive.com where it is reported that over 13,789,327 news pages from six countries dating back to as early as 1748 are available. Many newspapers have been around for a very long time and needless to say, a lot has changed in the past 258 years, however nothing has had the impact on newsroom culture and design that technology has had over the past twenty-five years. Despite technological advances being expensive this has not deterred newspapers from eagerly embracing technology to improve quality control and appearance (Malik & Goyal, 2003).

"Computers have been well received by newsroom employees because, for the most part, they make many editing tasks easier and more efficient"(Underwood et al., 1994, p. 117).

"As might be expected, the percentage of newspapers using computerized page makeup has soared, from 17 percent in the late 1980s to 86 percent today" (Utt & Pasternack, 2003, p. 55). This means that newsroom employees are doing more than ever before. The questions remain whether newsroom personnel are properly trained for the added burden of designing pages and whether editors are equipped for the integration of additional responsibilities. In many cases editors are working with stringers, reporters, copy editors, page designers, graphics designers, photographers, and a host of other business and marketing personnel. Editors can no longer simply be editors; they must become integrated editors. "That is, the editor must understand how the content and the form of the story can be integrated and laid out in an organized way that appeals to readers and informs them" (Auman, 1995, p. 35).

A review of page design research concerning visual display with respect to quality and prominence on newspaper pages reveals the following. "Design quality is most strongly predicted by size [circulation] of the newspaper, and graphical prominence is best explained by the degree to which designers control presentation work and by degree of competition with

nearby dailies" (Lowrey, 2003, p. 360). It is no coincidence that the increased quality and prominence of visual displays occurred in conjunction with technological advances such as pagination in the newsroom.

Add to these elements the emergence of the Internet and technology becomes even more critical. Third party vendors and Internet Service Providers (ISPs) have provided software and services allowing virtually anyone to have a home page on the Internet. Thanks to these technological advances, the efforts of technical staff at some newspapers, and the entrepreneurial spirit of third party vendors it is commonly expected that most newspapers will have an online edition. This presents a new cultural challenge for many newspapers as indicated by a study conducted in 4 states. "This study shows online newspapers trapped between the local nature of their content and the global nature of the medium" (Chyi & Sylvie, 2001, p. 246).

Technology has also been directly related to changing attitudes and the structural design of newsrooms. Several authors (Becker et al., 2000; Gade, 2002; Gade & Perry, 2003) discuss the beat approach to covering news that is an integral part of the newsroom culture. A beat is essentially a topic-oriented form of reporter assignment. For example, a reporter might be assigned to the education beat, or the police beat, or the city beat where they specialize in stories concerning that topic. This is in contrast to a team approach where a seasoned reporter is combined with a trainee, a photographer, and an editor who takes the next available assignment and works it through to its completion. Beats have been part of the newsroom culture for hundreds of years and continue to be a highly effective way of gathering news.

Technology and the perceived benefits of the team approach from a business standpoint have prompted several newspapers to undergo a cultural change by transforming their

newsrooms; "Keys to the transformation were restructuring the newsroom from a beat system to a team system and embracing public journalism" (Gade & Perry, 2003, p. 327). Public journalism is simply a focus on local news and the concept of providing the information that the community wants to read in their newspaper. Some newspapers have embraced this concept while others have maintained their age-old belief that they know better than the community what news the community should read. Teams have been met with opposition because of the cultural impact expected by many newsrooms.

In his article *Ethical codes and beyond*, Mathews (1994) reflects on a letter to The New York Times complaining about news media ethics by stating, "Questionable accuracy? Distortion? Excessive coverage? Snap news judgments? Arrogance? Weak justification? All these ethical issues implied in one complaint" (p. 73). Relatively simple advice is offered as a solution. "Show respect for the story you are doing, its truth and clarity. Show respect for your craft, your colleagues, your company. Show respect for the other person as a human being like yourself" (p. 78).

Newsroom Discussion

A newsroom lends validity to chaos theory in that it can appear disorganized and unpredictable however in reality there are many highly orchestrated processes that are going on simultaneously that always culminate in a newspaper at the end of the day. If one stops to think about it and considers the number of words in a mid-sized newspaper, it is of considerable significance that it creates a novel per day and then prints 75,000 of these every single day of the year. Reporting on accidents, murders, fires, births, human interest, business, and many other

topics on a daily basis will often lead to a chaotic state. "The challenge for managers is to know how to guide chaotic dynamics to achieve the desired objectives" (Dolan et al., 2003, p. 26).

"In recent years, there has been much discussion about the possibility of and need for modification of traditional newsroom structure" (Becker et al., 2000, p. 9). Most of this discussion has circulated around the debate concerning beats or teams. Beats have been used because they are effective ways to gather news and some organizations also use them as means of training and promoting reporters (Becker et al., 2000). A newspaper beat can be described in many ways however essentially it is a topical form of assigning work. A reporter might have the education beat, police beat, or government beat where they focus their attention on a specific topic, maximizing their network of contacts and use of research.

Using beats as a promotion ladder serves two purposes. It insures a well-rounded employee and prevents stagnation. It also serves to prevent the reporter from becoming too emotionally attached to the beat. "There is an unwritten rule in many organizations that it is inappropriate to bring emotions to work" (Vince, 2002, p. 78). This is not necessarily the case in newspaper reporting. Emotions can both help and hinder objective reporting. They can help by providing empathy for the subjects of a story however emotions can also get in the way of making the proper decisions or asking the right questions in an interview. By regularly switching the beats of the reporters an editor can minimize emotional involvement. The most recent fad is replacing the beat structure with a team approach to reporting news insuring a more random assignment of news coverage.

In a study by Gade and Perry (2003) a very aggressive program to change the newsroom culture at a major metropolitan newspaper was attempted by one of the leading proponents of

teams, Cole C. Campbell. "Only the fifth editor in the St. Louis *Post-Dispatch's* 117 year history, and only the second whose last name was not Pulitzer" (p. 331). Many newspapers view the beat concept as being deeply engrained in the organizational and operational culture of the newsroom while at the same time there are many aspects of the newsroom culture that have changed.

Campbell had this to say about newsroom culture.

Campbell on Newsroom Cultural Change. Campbell has contended that a problem with U.S. journalism is its "judgmental" culture, and journalism would be better served by a "collaborative" culture. If newspapers kept a keener eye on readers and the marketplace, then the newsroom would work more closely with the business side of the organization, with each having the same goal—a product that matters. Campbell called this culture of collaboration the best opportunity for "colonizing the rest of the company" with the values of the newsroom. Campbell wrote that some of journalists' basic beliefs must change if journalism is to help communities work through their problems. He suggested two ways to "radically transform" journalism. First, citizens would be better served if journalists viewed social institutions and government agencies not as sources of news but as resources for problem solving (Campbell's emphases). The other ideal was to move journalism away from a description of the present and toward the imagination of a better alternative. He wrote that imagination contributes to empathy and understanding of alternative realities. (Gade & Perry, 2003, p. 331)

The study spanned four years of which three of them gave every indication that the change from beat to team assignments was working. The newsroom design seemed to be adapting well however some cultures are more difficult than others to change and with the hiring of a new publisher and after nineteen staff members left as a direct result of these changes, only four short years after Campbell started he resigned, and the *Post-Dispatch* returned to its beat structure (Gade & Perry, 2003).

Another discussion revolves around the debate concerning pagination. Essentially a design tool, many newspapers have benefited from the simplicity that proprietary layout programs of the past such as SII and Harris however few provided the creative flexibility that

desktop publishing programs such as QuarkXPress and Adobe InDesign have provided. Almost all proprietary systems have been replaced with variations of these more open systems. Entire departments have been replaced by the combination of a few talented people, increased computer power, and these high power design tools. "The mechanics of page layout have been replaced by the art of news design" (Utt & Pasternack, 2003, p. 49) however the fact remains that you do not need a talented copy editor wasting time designing pages. "An art or a computer science graduate can do it" (p. 55) or anyone else with an artistic eye. The programs have become easier to use and the personal computer's increasing power provides stability and speed to the pagination process.

The bigger question remains, do copy editors have time to paginate news pages? "Data indicate that pagination is leading to a tradeoff in newsrooms where, in the name of improved quality control and better appearance of newspapers, traditional editing activities are being displaced by production functions" (Underwood et al., 1994, p. 118). The concern is that more time is being spent on page design and artistic element issues and less time is being spent on copy editing stories. Tables 1 and 2 illustrate the shift in roles as a result of pagination.

Table 1
Job Responsibilities 1980s

<u>Job Responsibilities 1980s</u>	
<u>Composing/Camera Plate</u>	<u>Newsroom</u>
Maintain systems	Cover News Events
Build Ads	Write Story
Produce Classified Section	Edit Story
Prepare Daily Pages	Copy Fit Story
Apply Elements to Pages	Release to Composing for Paste up
Apply Ads to Pages	
Paste up Pages	
Shoot Pages on Camera	
Produce Negative of Page	
Produce Plate from Negative	

As tables 1 and 2 indicate, "Pagination has clearly led to a situation in which editors are spending more time on what once were considered backshop functions" (Underwood et al., 1994, p. 118). Lowery (Lowrey, 2003) found that "the adoption of computerized pagination and computer networks in newsrooms during the 1990s led to an increase in the technological and graphical complexity of design work, which in turn contributed to designers specialization (p. 350). In some cases this has provided for smaller newsrooms and later deadlines. All things considered, the newsroom has gained a lot more control; however with it comes a lot more responsibility and removes a level of human checks and balances. With pagination there are fewer eyes scanning the pages and checking for errors. Consequently, one obvious pitfall of pagination, that is rarely discussed, has to do with informal proof reading. By eliminating the

composing room paste up process and the camera plate camera process the system has actually removed two effective proof reading checkpoints. Now the entire burden is on the newsroom. Granted, they no longer have to worry about the composing room making mistakes, however these were admittedly few and far between and the benefits of the composing room essentially proof reading everything for the newsroom, which were of significant value, have been lost forever.

Table 2
Job Responsibilities 1990s

<u>Job Responsibilities 1990s</u>	
<u>Composing/Camera Plate</u>	<u>Newsroom</u>
Build Ads	Cover News Events
Produce Special Sections	Write Story
Process Negative of Page	Edit Story
Produce Plate from Negative	Design Pages
	Prepare Art for Pages
	Prepare Text for Pages
	Paginate Page
	Correct Page if Errors are Found
	Archive Pages

Technological advances have opened newspaper newsrooms to the world. At one point in history they were one of the select few industries to receive wire service information and up-to-the-minute national news. Now any kid with a computer and a telephone line can do the same. Newsrooms continue to benefit from the latest technology and in most newsrooms there is a

personal computer on every single desk that has more processing power and memory than the mini-mainframe system of the 1980s. Along with this added computational power users have email, access to the Internet, and an abundance of informational websites eagerly awaiting their participation. The abundance of information on the Internet combined with the pressure of daily deadlines can be too great of a temptation for some journalists. Ethics and integrity, the hallmarks of newspaper journalism, have recently come under scrutiny.

Ethics have come to the forefront recently with the revelation of the Jayson Blair scandal. Even though Jayson Blair will certainly not be the last reporter to become addicted to the limelight and succumb to unethical practices there have been other prominent reporters in the recent past that have also been unethical.

There was Ruth Shalit, the young New Republic writer who was Washington journalism's It Girl in the mid-'90s, until she imploded with a couple of high-profile plagiarism episodes and a powerful but error-riddled assault on the Washington Post's approach to race.

Then there was Stephen Glass, also of The New Republic, whose stories, packed with amazing, dead-on detail, seemed too good to be true. And were. Glass will long be remembered as the guy who would build a Web site to corroborate his fabrications.

Now it's Jayson Blair, the 27-year-old New York Times national reporter who destroyed his career in a stunning conflagration of pilfered material, outright fiction and just plain bizarre behavior. (Rieder, 2003, p. 6)

Plagiarism, far from epidemic in the newspaper industry, is being discussed more openly than ever in light of these prominent cases and even though these incidents are few and far between, they are too many from the standpoint of the journalism community. Some blame a combination of a push for integration in newsrooms combined with a failure by journalism schools to properly address these issues as part of the problem (Rieder, 2003; Rosen, 2003).

Of even greater concern is the apparent apathy with which the individuals being misquoted and essentially lied about treated this information. According to Wald (2003) individuals rarely complained when they were misrepresented and when they did it, was only half-heartedly. Is this what the Inquirer's and other shock tabloids have burdened serious journalism with? Increasing numbers of individuals seem to be assuming that you cannot believe what you read in the newspaper and it only takes a few Jayson Blairs, out of the thousands of serious journalists, to ruin the credibility of all journalists in their eyes.

The final and most pervasive issue affecting organizational theory and design in newspapers today has to do with the technology of the Internet and the online editions of newspapers. Some newspapers have focused on young readers while others prefer to cater to their older customers of many years. Some operate under the model known as "shovelware" (Dibeau & Garrison, 2001, p. 81) where only content that is in the printed edition is passed on to the online edition whereas others feel that it is necessary to have unique content online including video and interactive features such as chat sessions. Interestingly enough it is possible that design changes in the past two decades to introduce more photographs, graphics, color, and to promote content inside of the newspaper may be contributing to the decline in readership. Commonly referred to within the new media industry as providing additional entry points may also be making it easier for individuals to come to the conclusion that there is nothing within the product worth the cost.

As discussed earlier some newspapers are using community driven online newspapers and citizen journalism to reverse the traditional flow of shoveling from print to online by taking selected items from newly developed Web sites to produce a printed product. These printed

products are produced in limited quantities with target niche markets in mind providing additional advertising and revenue opportunities. There are no cookie-cutter solutions however as the number of computer users continues to increase while the number of print subscribers continues to decrease, the newspaper industry will be searching for the best use of all available technology.

There is growing body of research concerning the newspaper industry however surprisingly little research available concerning the leadership styles that are in use or favored by those in the newspaper industry. Seemingly content to discuss marketing strategies, advertising rate structures, editorial policies, and budgeting issues, most leaders of newspapers are products of the printed newspaper industry, possessing limited exposure to the Internet, Web, and digital technology. Printed newspapers and newspaper leaders benefited from the industrial revolution and the development of scientific management techniques and will now need to embrace the information age and rapidly technological advances if they are to survive. Newspapers are essentially manufacturing plants however it is illogical to apply these same productivity mechanics and management techniques to the development of online newspapers. To avoid misconceptions and advance, a fundamental understanding of leadership theory is required.

Fundamental Leadership Theories

Leaders and leadership theories are as diverse and varied as the organizations and people that lead them. Generally speaking the vast array of leadership theories can be categorized under one or more of the following headings provided by Northouse (2004); Trait Approach, Skills Approach, Style Approach, Situational Approach, Contingency Theory, Path-Goal Theory,

Leader-Member Exchange Theory, Transformational Leadership, Team Leadership, or Psychodynamic Approach. In addition there are Transactional Leadership models such as Contingent Reward and Management-by-Exception and relative newcomer, Servant Leadership, that have played extremely important roles in the expansion of leadership theory as well as counter-intuitive leadership theories such as Laissez-Faire. A brief history of traditional leadership theory will be examined to help illustrate the three leadership theories that appear most conducive to creating an organizational culture for change. These three will then be examined more closely exploring their potential for impacting an organization's change culture. Consideration will also be given to the potential for future leadership theories; however the development of future leadership theories is outside of the scope of this study.

History of Leadership Theory

It is safe to say that the world is made up of leaders and followers and that the study of leadership theory dates back as far as recorded history. Leadership can be defined in many ways as illustrated by the following section headings from *Bass & Stogdill's Handbook of Leadership: Theory, Research & Managerial Applications* (Bass, 1990).

Leadership as a Focus of Group Processes; Leadership as Personality and Its Effects; Leadership as the Art of Inducing Compliance; Leadership as the Exercise of Influence; Leadership as an Act or Behavior; Leadership as a Form of Persuasion; Leadership as a Power Relation; Leadership as an Instrument of Goal Achievement; Leadership as an Emerging Effect of Interaction; Leadership as a Differentiated Role; Leadership as the Initiation of Structure; Leadership as a Combination of Elements. (pp. 11-18)

Considered one of the foremost authorities on leadership theory, Bass provides an impressive 1,182 pages designed "...to show that a considerable body of theory, method, evidence, and understanding is available about how, why, and under what conditions leadership ... energizes and exerts its influence sometimes for the worse, more often for the better" (p. 914).

Clearly the mysterious relationship between organizational change and leadership style is as old as the history of leadership itself. Burns (2003) offers the following;

From Hesiod, who wrote the rise and fall of a race of heroes in the eighth century B.C.E., through the writings of Polybius, Plutarch, Augustine, Voltaire, Kant, Hegel, and a host of other celebrated thinkers, philosophers and theologians and politicians, with some striking exceptions, wrote less about change itself than about cycles and laws of history or the fickleness of fate. Certainly they never referred explicitly to what today we call leadership, but they wrote of popes and potentates, rulers and rebels, heroes and infidels in penetrating ways that some day would help us frame theories of change through leadership. (pp. 7-8)

Northouse (2004) simply defines leadership as "a process whereby an individual influences a group of individuals to achieve a common goal" (p. 3). Achieving a goal does not necessarily require change however without change it can be said that the services of a guide, rather than a leader, might be adequate. Consequently, inherent in the development of leadership is the recognition that the ability to successfully manage change is necessary.

Change and Change Management

In an excerpt from *Growing the Distance: Timeless Principles for Personal, Career, and Family Success*, Clemmer (1999) quotes Norman Mailer as saying, "Change or Be Changed. Every moment of one's existence, one is growing into more or retreating into less. One is always living a little more or dying a little bit" (p. 10). This article focuses on the inevitability of change

and how everyone, regardless of position or title, can benefit from personal leadership development that embraces change. Those in leadership positions can best prepare for change through leadership development that is diverse and well rounded. Leonard (2003) refers to leadership as defined by Colin Powell stating that "leadership programs must incorporate personal and organizational missions, strategic goals, cultural values and assumptions, and core challenges for the sponsoring organization in order to engage both the participant and the larger organization in the developmental process" (p. 12). Wheatley (1999) suggests, "Instead of the ability to analyze and predict, we need to know how to stay acutely aware of what's happening now, and we need to be better, faster learners from what just happened" (p. 38). Focusing on the abilities required to effectively react to change will result in better leadership development.

As indicated earlier, leadership theories and models are numerous however the scientific study of leadership is considered to be a relatively recent phenomenon and even more unheard of in the newspaper industry. According to Antonakis, Cianciolo, and Sternberg (2004) "the scientific study of leadership began at the turn of the 20th century with the 'great man' perspective, which saw history as being shaped by exceptional individuals" (p. 6). This evolved into the study of the specific traits that made these exceptional individuals great and the development of trait theory. Generally speaking we can trace the transition from Trait Theory in 1900, to Behavior Theory in 1940, to the Contingency/Relational/Situational Theories of the 1960s, and then Transformational Theory beginning in the 1980s.

Autocratic leadership is obviously the quickest way to implement change, however the whims of a single leader are rarely effective in developing a culture of change within an organization geared towards accomplishing the sustained organizational changes needed in

today's highly competitive business world driven by rapidly changing technology and information. History is rife with examples of followers rebelling against dictators often regardless of whether the change being sought by the autocratic leader was considered to be the course of action or not. The rebellion often stemmed from the blatant disregard and dehumanization of the follower. The belief that without followers there are no leaders is conveyed by many as the foundation for effective organizational change (Antonakis et al., 2004; Arbnor & Bjerke, 1997; Atkinson, 2002; Bass, 1990; Block, 2003; Campbell & Dardis, 2004; Kouzes & Posner, 2003; Wheatley, 1999). While most leadership theories recognize the dyadic relationship between leader and follower, some of the more recent models are most conducive to change directly due to their inherent ability to cultivate positive change relationships. Leader-Member Exchange (LMX) theory, Transformational Leadership (TF) and Servant Leadership (SL) will be examined from a Situational Leadership perspective.

Analysis of Fundamental Leadership Theories

Situational Leadership

Although widely used for leadership training the situational leadership model has had surprisingly few research studies conducted to justify the assumptions and propositions that form its foundation. Based on "the idea that employees move forward and backward along the developmental continuum--a continuum that represents the relative competence and commitment of subordinates" (Northouse, 2004, p. 91) the leader determines where the employee is along this continuum and provides the adequate amounts of direction and support.

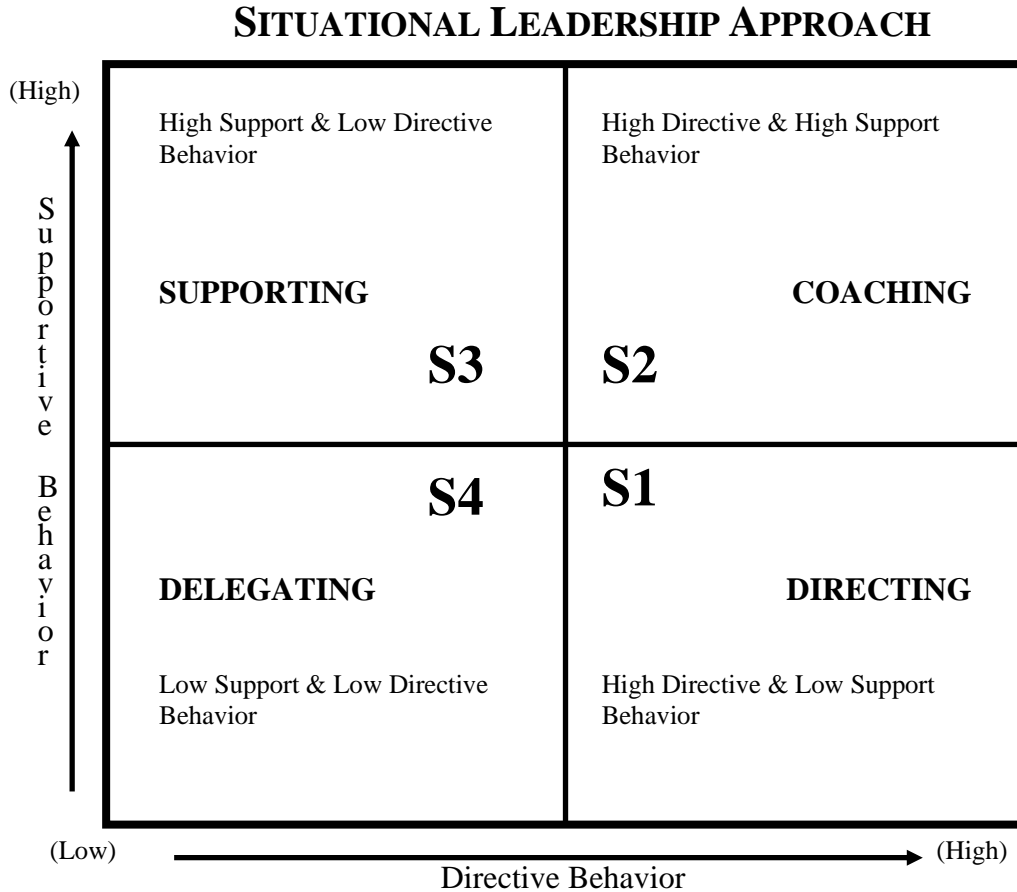


Figure 1. The four quadrants of the situational leadership model

Note. This graphic is found with slight variations in *Leadership Theory and Practice*, (p. 88), by P. G. Northouse, 2004, Thousand Oaks, CA: Sage Publications, Inc. Copyright 2004 by Sage Publications, Inc.

Figure 1 illustrates the situational leadership model. Employees in quadrant S1 exhibit behavior requiring high directive and low supportive leadership. S1 employees simply do what they are told and are not typically paid to think or encouraged to provide feedback. Employees in quadrant S2 have made a commitment to advance in the organization and while they still require a large amount of direction the leader encouraging them to develop and grow in the organization also provides them with a high level of support often referred to as coaching. At this stage

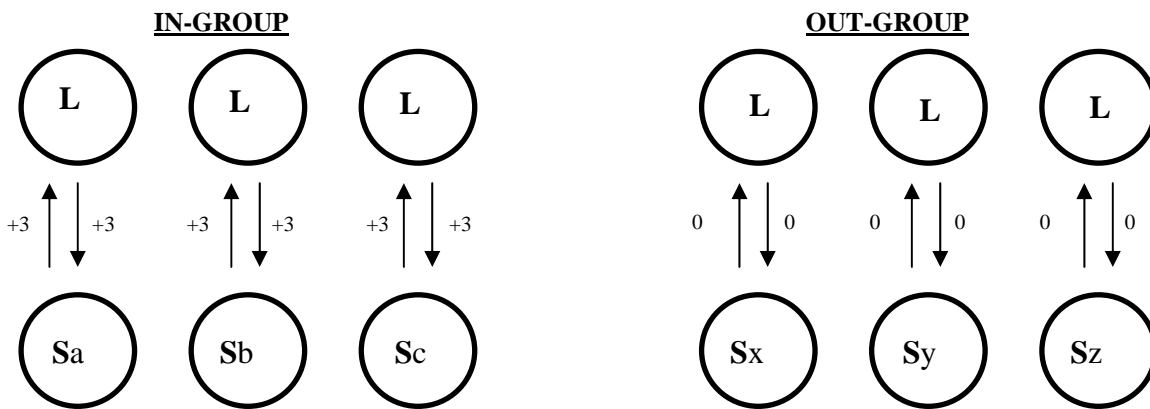
limited employee feedback is encouraged. The leader recognizes employees in quadrant S3 as no longer requiring a high level of direction and provides them with the support needed to do their jobs effectively. Feedback and communication are integral components of success at this level. Employees in quadrant S4 are supported and/or directed usually by request only. It is not unusual for employees at this level to begin working on advancing into leadership roles themselves and possibly working with employees at the lower levels.

Versions of the situational leadership model have included combinations of variables such as unwilling and unable (S1), willing and unable (S2), unwilling and able (S3), and willing and able (S4), as well as, high commitment and low competence (S1), low commitment and some competence (S2), variable commitment and high competence (S3), and high commitment and high competence (S4). Regardless of how the variables are defined it is up to the leader to rank employees on a four-point scale with very little or no reference to a bi-directional relationship with the employees. In the following sections Leader-Member Exchange Theory, Transformational Leadership, and Servant Leadership will be outlined in such a way as to complement and complete the Situational Leadership Model when applied collectively, extending the effectiveness and applicability of the model.

Leader-Member Exchange Theory (LMX)

Rather than focusing on the skills or traits that might make the leader more effective or the leader's ability to define and influence subordinates or matching leaders with situations, the LMX theory focuses on the relationship between the leader and each follower with the understanding that some of these relationships will lead to expanded responsibilities and growth, and others will be more contractual and limited in nature. Northouse (2004) referred to these two

groups as the In-Group and the Out-Group as illustrated by Figure 2 (p. 150). Common goals are indicative of the In-Group because "goal orientation influences employees' ability to develop and maintain favorable social exchanges with their supervisors" (Janssen & Van Yperen, 2004, p. 380). Quite often the low-quality relationships of employee's in the Out-Group are a result of circumstances such as temporary employment, new hires, and limited occasions for interaction however they can also be a result of incongruence with the leaders goals.



NOTE: A leader (L) and subordinate (S) form unique relationships. Relationships within the in-group are marked by mutual trust, respect, liking, and reciprocal influence. Relationships within the out-group are marked by formal communication based on job descriptions. Plus 3 is a high-quality relationship and zero is a stranger.

Figure 2. The leader-member exchange theory in-group/out-group representation

Note. This graphic is found in *Leadership Theory and Practice*, (p. 150), by P. G. Northouse, 2004, Thousand Oaks, CA: Sage Publications, Inc. Copyright 2004 by Sage Publications, Inc.

Critics of the LMX theory say that it runs contrary to one of the basic human values of fairness. Somehow by acknowledging the fact that this sort of relationship exists in every workplace the leader is creating animosity in the eyes of some. However, treating all employees fairly does not change the fact that some employees are more willing and capable of contributing

more than simply what the job demands. On the contrary, acknowledgement of these relationships also affords opportunity and motivation. Communication is one way to create opportunity. "At high levels of LMX, workers reporting frequent communication with the supervisor received more favorable job-performance ratings than did workers reporting infrequent communication" (Kacmar et al., 2003, p. 764). Value congruence of the individual with the dominant organizational values has also been linked to In-Group inclusion as promoted by LMX. "Value congruence was positively correlated with both job and career satisfaction, suggesting that employees whose values converge with dominant organizational values may be at an advantage in adjusting to the organization" (Erdogan et al., 2004, p. 321).

Essentially the LMX theory puts a face and some scientific data behind the age-old beliefs that one hand washes the other and great minds think alike. In LMX theory, if the leader and subordinate are working towards the same goal by focusing on improving their relationship through continuous communication, the potential for success improves. The benefits of working together towards a common goal are not exclusive to LMX and found to be true to a limited degree in transformational leadership.

Transformational Leadership (TF)

Often considered to be the summation of charismatic leadership, inspirational leadership, visionary leadership, and several other captivating leadership theories--or at the very least the natural progression beyond these--transformational leadership is arguably one of hottest leadership theories of the past 20 years. "Transformational leadership is a process that changes and transforms individuals. It is concerned with emotions, values, ethics, standards, and long-term goals, and includes assessing followers' motives, satisfying their needs, and treating them as

full human beings" (Northouse, 2004, p. 169). The traits of a transformational leader are illustrated in Table 3 below. A charismatic or inspirational leader obviously has a better chance at inspiring followers to transform however it is not essential and the emphasis is really on what motivates followers to accomplish more than what is expected of them. A transformational leader "...is attentive to the needs and motives of followers and tries to help followers reach their fullest potential" (p. 170).

Table 3
Traits of a Transformational Leader

Note. This table is found in *Leadership Theory and Practice*, (p. 150), by P. G. Northouse, 2004, Thousand Oaks, CA: Sage Publications, Inc. Copyright 2004 by Sage Publications, Inc. and credited to Boje, 2000.

Traits of a Transformational Leader

<u>TRAIT</u>	<u>CHARACTERISTIC</u>
Idealized Influence	Leader becomes a role model
Inspirational Motivation	Team spirit, motivate, and provide meaning and challenge
Intellectual Stimulation	Promote creativity and innovation
Individual Consideration	Provide mentoring

Critics of the TF model contend that followers might eventually feel like they are being used or manipulated in some way. "Indeed, transformational leadership can lead to the reality, or

at least the suspicion, of manipulation, of the leader using his followers for his own purposes rather than respecting them as worthy ends" (Whetstone, 2002, p. 387). Whetstone goes on to say "...the most serious weakness of transformational leadership theory, and the danger of its practice, is that it can be so effectively used for immoral ends" (p. 387) sighting Napoleon, Hitler, and Attila the Hun as effective transformational leaders. However, this does not coincide with the more traditional understanding of transformational leadership promoted in this paper.

Some have argued that authentic TF inherently includes a large component of ethics (Banerji & Krishnan, 2000; Bass & Steidlmeier, 1999). A focus on ethics is what sets TF apart from charismatic, inspirational, and visionary leadership and Spitzer (2000) concludes that TF must include principle-based ethics. Promoting quasi-inviolable principles, defined as "...a moral objective that will not be forsaken unless it causes us to violate a higher principle" (p. 4), Spitzer acknowledges the presence of this ethical ambiguity.

As in the LMX theory, congruency plays an important role. In a study by Bono & Judge (2003) entitled *Self-concordance at work: Toward understanding the motivational effects of transformational leaders*, TF was analyzed and found to have a positive relationship between congruency and follower motivation.

An assumption underlying self-concept-based theory is that employees who view their work as congruent with their own motives, goals, and/or values (or as self-congruent) will be more motivated and more satisfied and will perform better. Indeed, the self-concordance model - a psychological theory of motivation and self-regulation - suggests that this is true. (p. 555)

The qualities of the leader are much less important than the commitment of the followers and their ability to follow through on this commitment. The role of the transformational leader is to provide the ways and means for followers to assist in transforming the organization and is not as

focused on improving the capabilities and status of the follower. Conversely, bringing out the best in each employee is the primary purpose of the Servant Leadership model.

Servant Leadership (SL)

One of the underlying principles of servant leadership is that "Leaders, as many have remarked, can achieve and sustain their positions only by having followers" (Pepper, 2003, p. 354). The basic tenet of servant leadership is that a servant leader "...is responsible, among many other things, for ensuring that each individual they lead has the opportunity to maximize his or her own potential" (p. 354). This means that servant leaders are focused on bringing out the best in their followers, fully understanding that their role is to build people up by giving and receiving respect, trust, and formulating a community of ethical behavior, not to simply use them. Quite often servant leadership is linked with another theory known as organizational citizenship behavior (OCB).

OCB is defined as "...behaviors that enhance and maintain the social and psychological environment supporting task performance" (Ehrhart, 2004, p. 63) and is closely linked to servant leadership. Ehrhart contends that servant leaders "should have members who will emulate this behavior in their interactions with each other and, thus, display higher levels of OCB" (p. 70). Generally speaking the servant leadership model "...emphasizes the moral sense of concern for others, reducing the complexity engendered by putting personal desires in conflict with those of followers" (Whetstone, 2002, p. 389). By putting the followers first and focusing on improving the skills and status of the followers it is believed that the organization as a whole will be better and as a result, more successful.

Critics of servant leadership contend that it is "...unrealistic, encouraging passivity, not working in every context, sometimes serving the wrong cause, and being associated with the negative connotation of the term servant (or slave)" (Whetstone, 2002, p. 389). Another contrast concerning SL that remains open for debate is whether the leader can actually be concerned with improving his or her own needs and also be completely focused on the growth of the followers thereby benefiting the organization even more. These are arguments that are best discussed elsewhere and suffice it to say that the proof will always be in the results. Comparing and contrasting these styles with regard to the Situational Leadership model will provide further clarity and understanding.

Leadership Theory Discussion

The similarities between LMX, TF, and SL are primarily related to the relationships or perceived relationships between the leader and the followers. LMX theory focuses directly on this relationship, emphasizing the importance on nurturing it from both the leader and follower perspectives. TF applies more focus on the ability of the leader to provide whatever relationship the follower needs to help transform the organization. This perceived relationship may or may not be evenly distributed and could feasibly exist in the mind of the follower alone, with the leader's emphasis on their combined transformation of the organization. SL focuses on the leader nurturing a relationship with each follower where growth and development of the follower is of primary importance with only limited responsibilities for the development of this relationship expected from the follower.

In contrast, the differences between LMX theory, TF, and SL, are quite subtle. It could be argued that the primary difference between these three is the level of implied moral imperative. Despite the emphasis on moral and ethical superiority of the SL model, it is subject to the same potential for abuse warned against in the TF model. However, there is a level of trust involved in every relationship, professional, or personal, exposing individuals and organizations to the potential for unscrupulous acts from either side. Ultimately the relationships required to produce effective organizational change are apparent in all three.

The abundance of leadership theories, models, and approaches lends credence to the general belief that there is no single solution that will work in every situation. The situational approach accommodates the wide range of leadership and follower theories providing guidelines for best applying them. An underlying assumption is that leaders are well versed in leadership theory and adept at diagnosing their subordinate's developmental levels. The situational approach is explained as follows.

The situational approach is constructed around the idea that employees move forward and backward along the developmental continuum - a continuum that represents the relative competence and commitment of subordinates. For leaders to be effective, it is essential that they diagnose where subordinates are on the developmental continuum and adapt their leadership styles so they directly match their style to the development level of subordinates. (Northouse, 2004, p. 91)

Based on the four overall leadership behaviors of high directive-low supportive, high directive-high supportive, high supportive-low directive, and low supportive-low directive these correlate respectively to directing, coaching, supporting, and delegating leadership styles. For high directive-low supportive behavior a leader is simply directing or instructing individuals on what to do--nothing more and nothing less. For high directive-high supportive behavior a leader is coaching employing providing both direction and support. For high supportive-low directive

behavior the leader simply provides support, as the employee is primarily self-motivated. For low supportive-low directive behavior the leader has completely delegated responsibility to the employee.

Once again it is obvious that from directing, to coaching, to supporting, to delegating a relationship is being built that includes varying levels of trust, growth, and change. Within these relationships there are also varying levels of interaction between leaders and followers. Loosely applying the tenants of the situational leadership model it follows that from a situational leadership perspective TF may be best suited for the directing/coaching side of situational leadership, LMX theory might lean more towards coaching/supporting, and SL might fall more towards the supporting/delegating end of the situational leadership spectrum as illustrated in Figure 3.

In examining these approaches it is apparent that these models and theories are similar and different at the same time. Obviously the areas of leadership, change, and organizational culture continue to be colored by such intangible influences as personality, interpretation, history, and reaction to internal and external influences. How each leader (and follower) handles the myriad of information and emotion is a wholly personal experience.



Figure 3. Leadership commitment to trust model

Leadership Theory Conclusions

As we stand on the threshold of the knowledge age, the rules of the game are changing rapidly. Innovation, flexibility, responsiveness, and the creative redefinition of markets and opportunities have become the new sources of competitive advantage in an increasingly interconnected global economy (Dess & Picken, 2000, p. 31).

This is true for organizations, employees, and leaders alike. Flexibility, responsiveness, and innovation with respect to change are valuable assets for leaders and an organizational culture receptive to change. "There are two kinds of people – those who are changing and those who are setting themselves up to be victims of change" (Clemmer, 1999, p. 10).

The basic similarity between LMX, TF, and SL is that they all acknowledge the importance of fostering the relationships that exist between leaders and followers. The fundamentals of the situational leadership philosophy acknowledge that there is a continuum of involvement levels necessary to promote the development of the followers and leaders that ultimately benefit the organization when understood and used optimally to facilitate change. By combining the appropriate aspects of LMX, TF, and SL with the appropriate situational leadership techniques a leader can theoretically improve effectiveness, positively impact organizational culture, and increase the organization's potential for successful change.

Dickson (1995) refers to many of these same aspects as personal leadership in his article *Culturing Personal Leadership*. "The tools we all need for leading and managing are found in personal leadership – and powerful tools they are. Hard results do come from soft values, despite what any hard-nosed executive might have to say to the contrary" (p.12). Leadership theory ranges from purely authoritative to little or no leadership at all. Rarely will a leader adhere to one

style strictly however it is equally rare to find a leader that recognizes his or her ability to effectively improve leadership abilities through education.

Summary

Despite relative organizational life-cycle longevity, the newspaper industry will benefit from research that takes advantage of advances in technology and leadership theory. Will technological advances, such as the Internet, be the savior or demise of the daily printed newspaper? In all likelihood, neither. Despite the steady decline in newspaper subscribers over the past decade the truth of the matter is that all forms of traditional media are experiencing fragmentation and losing readers, viewers, and listeners due to a decreased interest by younger generations in consuming news of any kind (Farhi, 2005). Common sense dictates that this would also include news delivery over the Internet evoking a redirection of this concern towards the growing apathy for news in general.

The advancement of newspaper leadership theory can better prepare knowledgeable leaders to take advantage of rapidly changing technology and identify the real problems facing newspapers. This same technology is providing every local newspaper with the opportunity to expand their reach in ways that were never before possible while at the same time presenting them with the challenge of examining their ideals and market. By exploring the changes in key areas since the Lindoo study was conducted in 1998 it will be possible to establish trends that will illuminate correlations between autocratic, democratic, and free reign leadership styles providing valuable information for the newspaper industry and a foundation for future research.

CHAPTER 3. METHODOLOGY

Methodological Choice

This quantitative study evaluates the key findings and predictions presented in the Lindoo (1998) study while exploring the emergent daily newspaper leadership styles through the use of a comprehensive survey instrument and the literature review. The replication of portions of the survey used in the Lindoo study allow for the establishment of statistical trends over the past eight years. Focusing on a quantitative research design that strictly adheres to statistical analysis of independent and dependent variables results in standardized, objective, and unbiased findings (Cooper & Schindler, 2003; Creswell, 2002) adding validity to the Lindoo study and providing a foundation for further research. The evaluation and advancement of the quantitative study conducted by Lindoo combined with an understanding of the fundamental leadership styles in the newspaper industry provides comprehensive data indicating whether trends exist and aiding the future study of the relationships between printed and online daily newspapers and newspaper leadership styles.

There were several options available for approaching this study. The most desirable was for the researcher to affiliate with a national organization such as the Newspaper Association of American, Editor & Publisher magazine, or the Columbia Journalism Review magazine. The benefits of this affiliation include the researcher gaining access to the organizations national contact list, assistance in development, and a level of protection from the plethora of email SPAM filters and virus protection safeguards installed at most newspapers, should the study be conducted online. The difficulties include finding a willing organization and retaining the control and focused scope of this study. The second option is to narrow the focus of the study by

selecting a sampling of potential respondents to participate, which would consist of a variety of factors including size, location, resources, and ownership. As indicated in Chapter 2, the dynamics and responsibilities of publicly held and privately held newspapers are notably different. Ultimately a hybrid of the two choices evolved focusing on newspapers in Illinois that publish daily and also have online editions. A list of newspapers compiled from Internet sources, the Editor and Publisher 2005 and 2006 Yearbooks, and a mailing list provided by the Illinois Press Association resulted in the initial list of candidates for participation in this study.

Theoretical Framework for Methodology

The theoretical framework for the methodology is developed by synthesizing the findings in the literature review with the emergent quantitative research design, the research questions, and the hypotheses, to formulate a cohesive guideline. The primary aspects being addressed include validation of the key findings in Lindoo (1998) and describing the predominant leadership styles in the newspaper industry today. The literature review and experience of the researcher indicate there are three unique leadership challenges facing newspapers. These consist of individual leaders that are responsible for their printed newspaper only; individual leaders that are responsible for their online newspapers only; and individual leaders that are responsible for both their printed and online newspapers. These three challenges can be addressed by exploring whether there are differences exhibited by decision makers responsible for the newspaper when compared to decision makers responsible only for the online product. Subsequently the theoretical framework for the methodology can simply be stated as a quantitative study utilizing

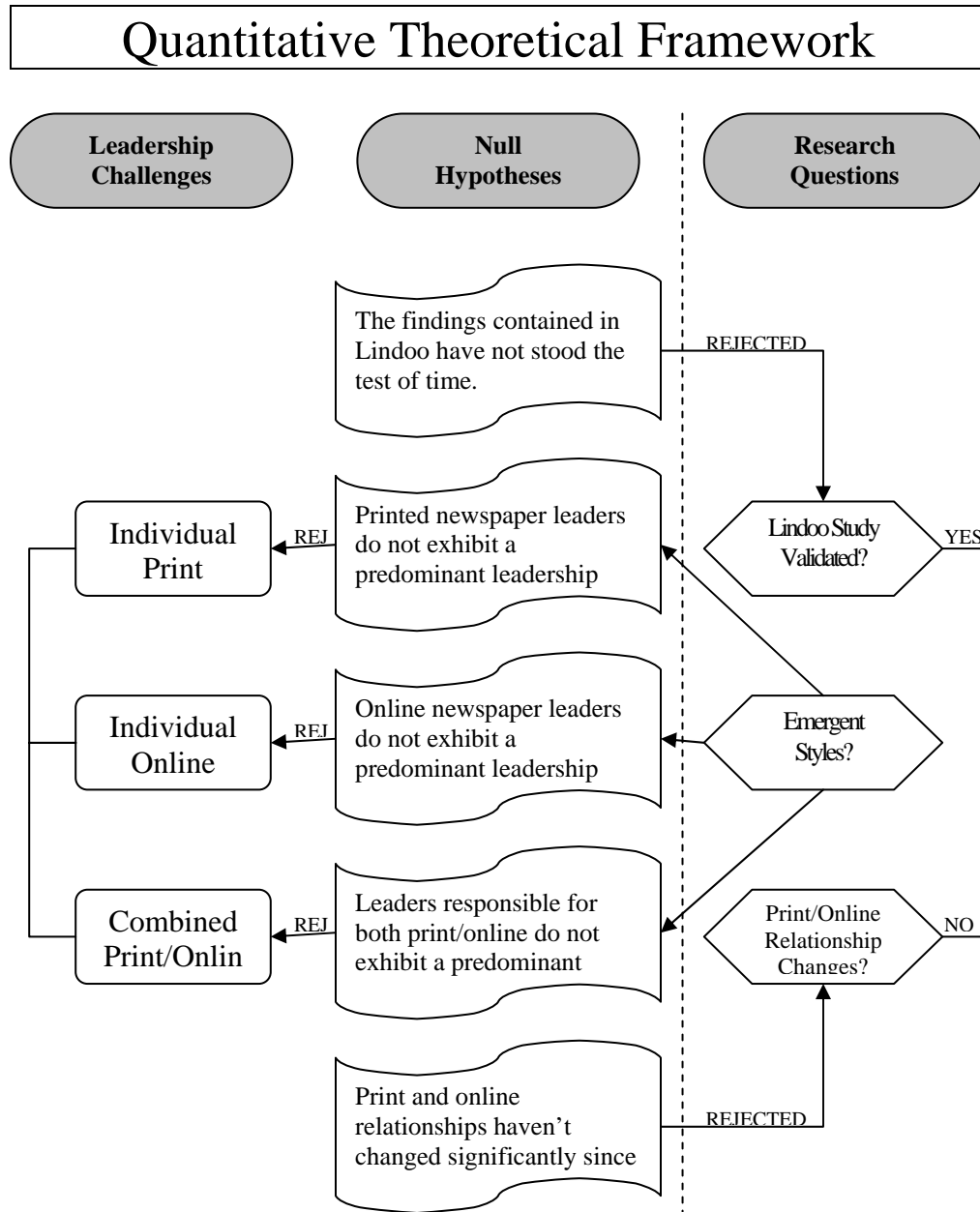


Figure 4. Quantitative theoretical framework

the literature review and survey instrument to advance the Lindoo (1998) findings and establish fundamental leadership styles in the newspaper industry as illustrated in Figure 3.

Research Questions and Hypotheses

Have the findings in the Lindoo (1998) study stood the test of time? What leadership styles are prevalent in the newspaper industry? Have there been any significant changes in the relationship between printed and online newspapers since the Lindoo (1998) study?

The null hypotheses are

H01 – The findings contained in Lindoo (1998) have not stood the test of time.

H02 – There are no differences in leadership style exhibited by leaders of the print and online products of daily newspapers in Illinois.

H03 – The relationship between printed newspapers and their online counterparts has not changed significantly since the Lindoo study of 1998.

The explanatory correlational nature of this research advances the Lindoo study while examining the leadership styles of print and online newspaper leaders in Illinois, directly aiding in the examination of the leadership requirements for print and online newspaper leaders and establishing a foundation for further analysis. As such, the primary variable examined in this empirical study is leadership with secondary variables relating to the relationships between print and online newspaper products and leadership style preference while also examining the findings of the Lindoo (1998) longitudinally. This study is designed to examine, explore, and reveal the trends, tendencies, and relationships between print and online newspapers and the individuals that lead them. The remaining portions of this chapter will explore the science behind this study providing foundational information, theoretical analysis, and fundamental statistical tools used to interpret the data collected.

Research Methodology

Creswell (2002) suggests the six step research approach of (a) identifying a research problem, (b) reviewing the literature, (c) specifying a purpose, (d) collecting data, (e) analyzing and interpreting data, and (f) reporting and evaluating research. This study begins with a description and explanation-oriented process progressing through the comprehensive literature review concluding with a survey instrument component replicating the pertinent aspects of the Lindoo (1998) study survey and part of which is designed to help determine fundamental newspaper leadership styles. Strict adherence to the statistical analysis of independent and dependent variables and standardized, objective, and unbiased reporting of the data providing robust creditability to the findings and conclusions of this study.

Sampling

When addressing sample size Robson (2002) first states, "The answer is not straightforward, as it depends on many factors" (p. 161). These factors are usually of less concern in quantitative designs however Robson contends that, "It is difficult to pre-specify the number of observations sessions, interviews, etc. required in a flexible [qualitative] design study" (p. 198). This leads to the belief that sample size is a valid concern in either case however, the explanatory nature and more rigid structure of a quantitative study lends itself to a more predictable sampling structure and since one of the primary goals of this study is to ascertain and describe the benchmark leadership styles for individual leaders of online and print newspapers, as well as leaders responsible for both, the potential pool of candidates should be more clearly defined. Initially, the intention was to conduct this study in conjunction with a national organization such as Editor & Publisher, sponsor of the Lindoo (1998) study, or the Newspaper

Association of America, however neither agreed to participate. It was then decided that by limiting the scope of this study to Illinois newspapers a foundation could be established and assistance might be solicited from the Illinois Press Association (IPA). Preliminary exploration of this approach received positive response and, although Lindoo's original study was produced in conjunction with E&P on a national scale the following are also considered to be valid reasons to limit the scope of this study.

First, the IPA is eager to advance leadership theory and expand the understanding of the complex relationship between online and printed newspapers. Next, the Publisher of the Year for 2006, as recognized by E&P (Fitzgerald, 2006), is Doug Ray of the Daily Herald in Arlington Heights, Illinois, clearly indicative of a strong leadership trend in Illinois. Economically the Midwest, and more specifically Illinois, is considered to be a traditional market with a strong newspaper history including one newspaper ranked in the top ten in the nation (Chicago Tribune) and the oldest continuously published newspaper in Illinois celebrating its 175th year of existence (The State Journal-Register). Also, of the states listed in the 200 top newspapers in the U.S. based on circulation reported to the Audit Bureau of Circulation (ABC) with three or more newspapers, Illinois is within the average range of 6.62 (ABC, 2005). Finally, there are an abundance of regional peculiarities throughout the United States that adversely impact an initial study such as this conducted on a larger scale. For example, although the newspaper circulation trend is commonly understood to be declining since the 1980's there are uncommon growth markets in areas such as Florida that enjoy steadily growing circulation without the adversity being faced by most of the nation (Lindoo, 2005). Therefore the focus of this study is on Illinois newspapers printed daily, admittedly representing only a fraction of the American news media

market. Nonetheless, this is considered to be an excellent place to begin studying newspaper leadership trends while advancing the Lindoo questions specific to the newspaper industry.

The replication of portions of the Lindoo (1998) survey allows for the establishment of statistical trends over the specified time period. By combining leadership style questions with the Lindoo survey instrument, correlations and leadership style trends will emerge. Sampling for the leadership portion of the study will include responses from both the leaders of print and online newspaper as well as their subordinates. This is an essential component for obtaining a 360° full range leadership style analysis (Avolio & Bass, 2004).

Measurement

Scales of measurement fall into four data types and based on the four characteristics of data--classification, order, distance and unique origin--each data type becomes increasingly complex. The four data types are nominal, ordinal, interval, and ratio (Cooper & Schindler, 2003) and although there is some overlap with respect to their use in research methodologies, interval and ratio data are considered to be primarily quantitative measurements. Interval data adds distance to order and classification to determine degree of difference between two data points such as a thermometer and accommodates addition, subtraction, and averages. Ratio data contains classification, order, distance, and a unique origin or zero point, such as speed or number of children, and adds division to its mathematical operators.

Obviously the historical analysis of the Lindoo data will be examined quantitatively and there are several validated instruments that could be considered for measuring leadership. These are covered extensively in *Bass and Stogdill's Handbook of Leadership: Theory, Research, & Managerial Applications* (Bass, 1990) and include such noteworthy instruments as the

Leadership Practice Inventory (LPI) by Kouzes and Posner, Leadership Observation System (LOS) by Luthans and Lockwood, Leader Behavior Description Questionnaire (LBDQ) by Hemphill, Least Preferred Co-worker (LPC) by Fiedler, and Leadership Opinion Questionnaire (LOQ) by Fleishman. There are also many independent instruments provided by private organizations such as the Campbell Leadership Index (CLI) by Campbell, and the list goes on. However, the instrument referred to in almost every leadership study is the Multifactor Leadership Questionnaire (MLQ) used by Bass and Avolio. This survey instrument has experienced a wide range of exposure and this study will use the MLQ 5x-Short versions of both the leader form and rater form using a five point Likert scale of *0 = Not at all, 1 = Once in a while, 2 = Sometimes, 3 = Fairly often, and 4 = Frequently, if not always* to rate 45 leadership characteristics. This leadership instrument is designed to describe the leadership style of the individual in question and readily integrates into the chosen Lindoo (1998) survey instrument questions.

Data Collection

Quantitative surveys are statistically significant samples designed to be administered without undo influence. For example in a telephone survey, minimal influence from the individual administering the survey is expected, and there should be no influence implied by the questions if a survey is administered over the Internet or via mail, assuming that the questions are written properly. Quantitative surveys provide nominal, ordinal, interval or ratio data by using close-ended questions with specific answer choices that can be statistically analyzed. The advantage of the quantitative survey is that it is anchored to statistics and dependent on being unbiased to confirm a position. Permission must be granted from the individuals being surveyed,

documentation is essential, and issues of ethics must be considered during the development and administration of survey instrument.

Historical newspaper data is available from a variety of sources concerning daily newspapers in the United States including the Audit Bureau of Circulation (ABC), the Newspaper Association of America (NAA), Editor & Publisher Magazine, and the Illinois Press Association (IPA) as well as a variety of journalism and business journals. The replicated portions of the Lindoo (1998) survey combined with a sample of the MLQ 5x-Short (Bass & Avolio, 1995) leadership style survey can be seen in Appendix A. Included in the survey are questions requiring specific responses, Yes/No questions, multiple choice, and Likert-type response questions, as well as several areas for clarifying comments. The unique data sets contained in this survey can be analyzed in a variety of ways to determine trends and whether relationships are indicated.

A field test of the survey instrument conducted on June 21, 2006, received favorable reviews from both technology and Web professionals. The comments received during field testing and discussions following the field test focused on the potential informational needs of whether any given printed or online newspaper was a privately held or a publicly held organization, the length of the survey, how long it will take to complete the survey, and how long the survey should be made available. Further internal validation and refinement of the survey instrument was conducted prior to administering from July 17, 2006 through August 16, 2006. Reminders were sent throughout the month with other email communications as needed. It was not considered necessary or prudent to pilot test either survey instrument as they were validated previously.

A professional online survey company was used to ensure the integrity of the survey and the privacy of the participants. Several systems capable of providing online surveys were analyzed including QuestionPro, Zoomerang, and WebSurveyor however the combination of ease of use, help features, professional features required such as password protection and SPSS compatible report generation, along with pricing, resulted in the choice of SurveyMonkey. The comprehensive help, FAQ, and quick response to researcher questions further validated the professionalism of this organization.

Data Display

Robson (2002) along with Cooper and Schindler (2003) agree that the visual display of data is extremely important, drawing from the common understanding that a picture is worth a thousand words. For quantitative studies data display can include tables, scatterplots, histograms, pie charts, boxplots, and a host of additional representations of statistical findings. The key to quantitative data display is to make sure that the display best represents the analysis that most accurately conveys the interpretation of the research being conducted. Statistical analysis is complex and the development of extremely powerful software tools provides the power to manipulate data in many ways. Honestly and ethically exploring, interpreting, and reporting the data in an objective and unbiased manner is fundamental to this quantitative study.

The complexity of a quantitative display of comparative statistics may easily become incomprehensible. As with all research, data interpretation and representation requires that great care be taken to provide accurate and appropriate analysis and display. By using historical trend data from the Lindoo (1998) and leadership style survey results a variety correlations were explored providing the opportunity for a wide range of tables, histograms, graphs, and charts to

illustrate the research findings. Response frequencies were analyzed and cross tabulations run as suggested by Robson (2002) however, for the sake of consistency simple bar charts are used in Chapter 4 to compare the findings of this study the data from the Lindoo study. Using SPSS all data was checked for errors and a variety of descriptive statistics were run to ensure that unanswered questions, or missing data, were within acceptable tolerances, outliers, if any, were accounted for as well as to assess that normality of the distribution of the data was attained.

Also, as suggested by Robson (2002), relationships between variables were examined using cross tabulation, scatterplots, and correlation coefficients. Field (2005) maintains "Before conducting any correlational analysis it is *essential* to plot a scatterplot to look at the general trend of the data" (p. 113). Upon doing so, the strongest relationships have been examined further using confirmatory factor analysis to ensure relevance and leading to the principal factor analysis of the predominant relationships. Ultimately the confirmatory factor analysis and principal factor analysis were not considered useful since the reduction of data was accomplished using Microsoft Excel consisting primarily of the mean scores of the leader and rater responses resulting from the controlled sample size of the study.

Data Analysis

The objective in quantitative data analysis is to determine whether or not to reject the null hypothesis. The single most confusing thing about quantitative data analysis is hypothesis testing. Cooper and Schindler (2003) only confuse this fact by first explaining, "It is a statement that no difference exists between the parameter . . . and the statistic being compared to it . . ." (p. 523) and then, "Unfortunately, this type of hypothesis cannot be tested definitively" (p. 523). This is followed by "If we reject a null hypothesis (finding a statistically significant difference),

then we are accepting the alternative hypothesis" (p. 524) only to further state, "According to the 'interpret the test' step of the statistical test procedure, the conclusion is stated in terms of rejecting or not rejecting the null hypothesis based on a reject region selected before the test is conducted" (p. 530). For all of the inherent structure in a quantitative study, this information is not very consistent and does not explain the differences between hypotheses that indicate a change, association, or relationship.

Creswell (2002) states that the direction of these changes, associations, relationships, and differences "...may be positive or negative (alternative directional hypotheses) or either positive or negative (alternative non-directional hypotheses)" (p. 241). Based on expectations related to the past, the alternative hypothesis is stated positively with the null hypothesis adding no, or not, such as, there is a difference between one thing and another (alternative) and there is no difference between one thing and another (null) or this is related to that (alternative) and this is not related to that (null). Adding to the controversy and confusion is the fact that this is not absolute and there are exceptions to these guidelines, such as when the alternative hypothesis is stated as a particular thing being less than 0, with a null hypothesis stating that this particular thing is not less than 0, or in other words, greater than 0. This study will adhere to the traditional concept of rejecting or not rejecting the null hypotheses.

Comprehending and agreeing on the relationship between the alternative hypothesis and the null hypothesis is critical for understanding and interpreting quantitative data analysis. To add to the complexity of this issue, from a statistical perspective the data analysis will not prove anything and rejection of the null hypothesis will not result in the automatic acceptance of the alternative hypothesis. Hypothesis testing is categorized as an attempt to determine the

probability (p) that chance is involved with outcome (Field, 2005). This level of probability is pre-determined by the researcher so that a researcher establishing $p < .05$ can be 95% sure that the results are or are not a result of chance, depending on whether the null hypothesis is rejected or not rejected. Data analysis will be conducted using SPSS Version 13.0 and Microsoft Excel.

Pilot Testing and Validation

Pilot testing of the survey instrument was not necessary due to prior validation by the authors. The first portion of the survey involving questions involving online newspapers was validated by Lindoo (1998) and field testing conducted by the researcher confirmed its validity. The MLQ 5x-Short is the latest version of an instrument that has been in existence since 1985. Whereas the MLQ 5x-Short is designed to evaluate five leadership styles there is a longer MLQ questionnaire that is designed to evaluate nine different leadership styles. For a better understanding of the fundamental leadership styles of Illinois newspaper leaders the MLQ 5x-Short is the best instrument.

Limitations and Assumptions

This is a study examining historical trends of online newspapers and benchmarking the general leadership styles in the newspaper industry. The analysis is designed to provide selected historical trend data from the Lindo (1998) study as well as information on the emerging relationships between leadership styles and leadership responsibilities with respect to the changing responsibilities within the newspaper industry. Conclusions will be drawn based on the

results of the hypothesis testing, literature review, and information resulting from the survey instrument. By examining the results of the selected historical data along with information received from the MLQ-5X-Short leadership questionnaire, trends will be analyzed with respect to leadership style for the purpose of advancing leadership theory, synthesizing data on the still emerging online newspapers industry, and establishing correlations between leadership style and the emerging trends of daily print and online newspapers in Illinois.

Participants in this survey will be limited to the leaders of traditional daily printed newspapers and their online editions in the Midwest state of Illinois. It is assumed that research concerning newspaper leadership styles and online newspapers is worthy of academic pursuit. The extensive number of studies and wide array of research on leadership theories are lacking with regard to information directly relating to the leadership styles in the newspaper industry indicating a need for this research. The World Wide Web is still considered to be in its infancy with the Lindoo (1998) study being one of the first to examine online newspapers and determining what, if anything, has changed since this study was conducted will also benefit the newspaper industry.

This study will not completely replicate the Lindoo (1998) nor will it determine the best leadership style for the success of print and/or online newspapers. This research is not intended to critique either the Lindoo study or newspaper leadership styles. Rather, this research will provide longitudinal information concerning the current industry trends for the online newspaper environment as it pertains to printed newspaper and generalized Illinois newspaper leadership style information for future research. The rapid advancement of information technology and the

increased importance for alignment between information systems (Malik & Goyal, 2003) further supports benchmarking of this nature.

The leadership portion of this study will be conducted using the MLQ 5X-Short questionnaire. This instrument, along with previous similar versions, is fully validated with over 27,000 combined responses having been in existence for over 25 years. It has been routinely used to differentiate between highly effective and ineffective leaders however for the purposes of this study it will be used strictly to measure the leadership behaviors of respondents and their frequency of occurrence. The MLQ has been used by the authors for "...research in military, government, educational, manufacturing, high technology, church, correctional, hospital, and volunteer organizations" (Avolio & Bass, 2004).

Expectations

Of the 22 expectations in the Lindoo (1998) study, ten will be re-examined as part of this study. These are illustrated in Table 4 below with the original Lindoo item number (1998, pp. 122-123) in parenthesis. The number in parentheses is the original number of the question in the Lindoo study however as illustrated below the results of question #7 proved to be false and although this is expected to still be false the findings of this study should support the findings of the Lindoo study with most newspaper having an online classified advertising section. It is expected that Lindoo's expectation #2 will no longer be true. At the time of the Lindoo study, newspaper Web sites had only been online an average of 18 months however it is expected that very few newspapers will have had their Web sites up for less than two years.

Table 4
Lindoo Study Expectations Applicable to This Study

- Parentheses () contain original Lindoo question number
 () Question from Lindoo Study
1. (1.) Most U.S. newspapers, certainly those of medium to large size, are on the Web.
 2. (3.) Those Web sites with less content have a smaller audience (less page views), and thus lower pricing of banner ads, and, less profitability.
 3. (5.) A large percentage will have their Web site on-line less than 2 years.
 4. (8.) The use of "Push Technologies" by the media industry as a whole is minimal. However, those that do use this technology are seeing a high rate of page views.
 5. (9.) The Web product is having no effect on the core product.
 6. (10.) Few Web sites are doing "shovelware" (putting their core product content on-line) and are instead opting to produce original content.
 7. (11.) Web sites with large archives available are getting the most page views, are spending more to provide archives, and are making more money in the process.
 8. (14.) Few Web sites offer on-line classifieds. Those that do have more expenses and should have higher revenue.
 9. (17.) Few Web sites charge for access or to retrieve archival information. Those that do charge will have lower page views resulting in lower banner rates.
 10. (18.) Few sites require registration, yet many sites are in some way capturing user demographics, and will sell this information to third parties. (Lindoo, 1998)

It is also expected that a much larger percentage of newspapers will now be requiring registration and charging for at least part of their Web site content. Only 5.3 percent of the newspapers required some form of registration and only 9.4 percent charged for some content however 46.7 percent indicated that they intended to begin charging at some point in the future.

It is also expected that the leadership portion of the survey will indicate different leadership styles for print only newspaper leaders as compared to leaders of the online editions and it is expected that those leaders that oversee both will be more similar to online leaders as opposed to print only leaders. In addition, some correlation between leadership style and online philosophy is expected to emerge. For example, newspaper Web site possessing a single leader might possess the ability and inclination to react more quickly and aggressively than a leader that oversees both the print and online newspaper editions.

Summary

This quantitative study will explore key findings in the 1998 Lindoo study while providing a starting point for future studies examining newspaper leadership styles. Careful statistical analysis of the sixty survey questions combined with the examination of the historical research on newspapers and leadership theory will provide a substantive foundation and direction for newspapers concerning their online editions. Without a study such as this it is possible that newspapers will cling to traditional leadership ideals and continue to experience declines in circulation numbers negatively impacting their effectiveness as providers of news.

CHAPTER 4. DATA COLLECTION AND ANALYSIS

Introduction

This study consists of two primary components. The first is a re-evaluation of 10 key components of the Lindoo (1998) study resulting in a total of 36 survey questions. The second component is an analysis of leadership styles exhibited by print and online newspaper leaders of small, medium, and large daily Illinois newspapers as determined by 45 question MLQ 5X-Short questionnaire of Bass and Avolio's (1995). Including qualifying questions newspaper leaders of both the print and online editions, as well as those responsible only for the online edition, were asked to complete a combined questionnaire totaling 93 questions, while leaders responsible for only the printed newspaper were asked to complete a questionnaire of 55 questions.

A list of daily newspapers with online editions published in Illinois was developed using six primary sources. Four of these were online sources including the US NewsPaper List located at <http://www.usnpl.com/ilnews.html>, Online Newspapers located at <http://www.onlinenewspapers.com/usstate/usillino.htm>, the 50 States directory of Illinois newspapers located at <http://www.50states.com/news/illinois.htm>, and the NewsLink site at <http://newslink.org/ilnews.html>. In addition to these online resources a list of their participating newspapers was provided by the Illinois Press Association. These five resources were then matched with the published daily Illinois newspapers that included online editions as listed in the Editor & Publisher 2005 & 2006 International Yearbooks (Editor & Publisher, 2005, 2006).

These six sources resulted in a list of daily Illinois newspapers totaling 64 of which 28 (44%) qualified as valid participants with the remaining 36 (56%) disqualified for the following reasons. 7 (11%) of the newspapers had no valid online contact information and 9 (14%) were

part of a newspaper group with common guidelines and characteristics including print and online policies as well as centralized leadership over multiple entities so primary representatives were chosen rather than replicating responses. The leadership component required that there be a good mix of newspapers with the potential for separate print and online leadership not typically found in newspapers with circulation less than 5,000 per day so the 15 (23%) newspapers with circulation under 5,000 per day were also disqualified. Due to the nature of this study it was necessary to distinguish between the dynamics present in the small, medium, and large daily newspapers and attempt to equalize participation. By making the distinction between newspapers with 5,000 daily circulation or more with those considered to be closer to a one-man-operations with daily circulations under 5,000, most of which published six days per week, a more normalized distribution was achieved. Finally, 5 (15%) had email spam filters blocking the researcher's email attempts resulting in 28 successfully contacted daily Illinois newspapers with online editions.

Of the 28 qualified daily Illinois newspapers with online editions, 16 (57%) responded and a total of 16 leader forms were completed, 5 (31%) completed as Online Only, 3 (19%) completed as Print Only, and 8 (50%) were completed as leaders of Both Print and Online newspapers. The final section of the leadership survey requested the names and email addresses of 6 to 10 subordinates to also rate the leader on the same 45 leadership style questions. A total of 51 rater responses were received averaging slightly more than 3 per leader ranging from 0 to 9 for various leaders.

Longitudinal Web Data Analysis

The original Lindoo (1998) data was analyzed using the SPSS statistical analysis program and a variety of MS Access crosstab queries to determine “descriptive statistics, inferences, correlations, and trends” (p. 125). As such, this study has replicated this process using Microsoft Excel for the 36 survey questions applicable to the projected Lindoo outcomes to be examined further in Chapter 5. The results and brief statistical explanations are as follow.

In conjunction with Editor & Publisher magazine Lindoo (1998) obtained a list of 2,965 e-mail addresses consisting of contacts at newspapers, magazines, television stations, and radio stations resulting in 2,393 potential respondents after 572 of these email addresses were found to be invalid. The response rate of Lindoo’s study was 16.2% for a total number of respondents nationwide of 387 of which 62.8% or 243 were newspapers. Of these 243 newspapers, 171 were daily newspapers averaging approximately 3.5 daily newspapers per state for the Lindoo study. lending considerable support to the findings compared from the 16 daily Illinois newspaper respondents representing 57% of the qualified pool for the current study.

There were 134 Figures illustrating the data collected by Lindoo (1998) in 1997, the vast majority of which were standard bar charts similar to Figure 5. Comparing the newspaper data in the Lindoo study with data collected in this study will require similar illustrations however only bar charts indicating substantial change will be provided herein. Figure 4 illustrates the median length of time, in months, that respondent newspapers have had an active Web site online. An increase from 18 months to 110 months is in line with expectations for measurements taken almost nine years later.

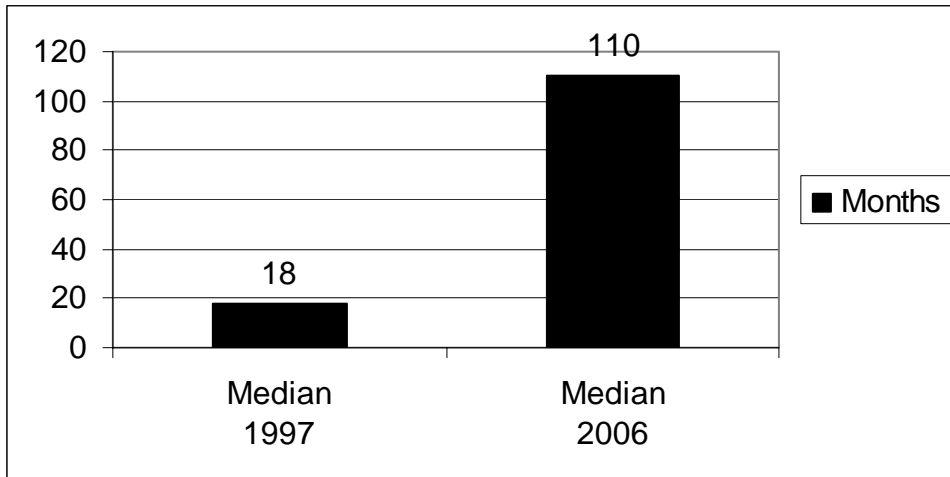


Figure 5. Comparative of median months respondents have had Web site online

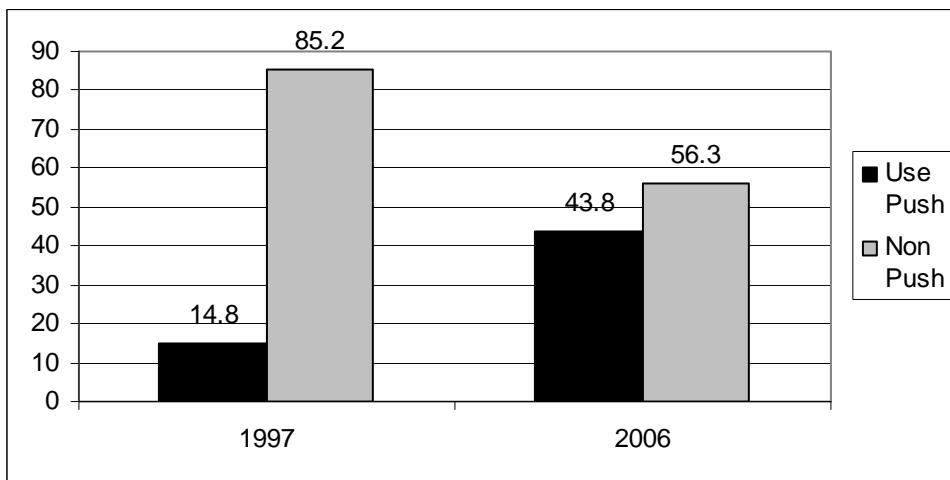


Figure 6. Percent of respondents using push technology to deliver content to Web

In 1997 very few newspapers were taking advantage of “push” technology, which as discussed previously is an excellent way to automatically provide content to a Web site. Advances in technology and the newspaper industries willingness to take advantage of them have contributed to this increase (Dibean & Garrison, 2001; Kohl, 2004; Kraack & Cundari, 2004; Kumar & Shah, 2004; Malik & Goyal, 2003; Meuter et al., 2000; Rieder, 2005; Rosenstiel

& Mitchell, 2004; Utt & Pasternack, 2003). Figure 6 illustrates a dramatic increase of the use of push technology from 14.8 percent in 1997 to 43.8 percent in 2006.

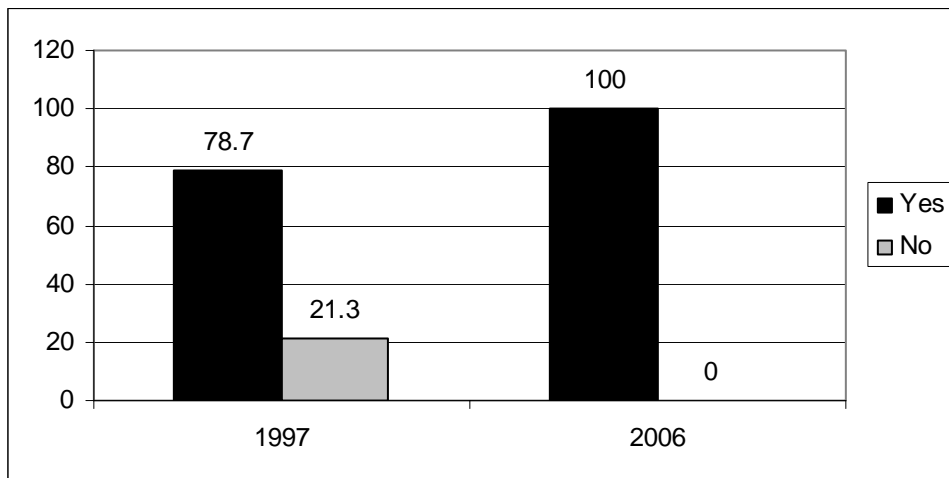


Figure 7. Percent of respondents referencing Web site in print product

Marketing and cross promotion have been opportunities newspapers have taken advantage of to varying degrees (Aub-Shalback Zid, 2004; Gade, 2002; Gombeski Jr. et al., 2004; Massing, 2005). Figures 7 and 8 indicate that not only have newspapers improved with respect to referencing their Web site in the printed newspaper however they have also increased the frequency with which these references are made on a daily basis from 46% in 1997 to 81% in 2006.

Lindoo (1998) stated that "...[newspapers] do not appear willing to invest heavily in separate editorial staff and tend to use their existing staff to produce their Web product (p. 142). As illustrated in Figure 9, this trend has continued with an increase in integrated staffing accompanied by a decrease in Partially Integrated and Separate staffing.

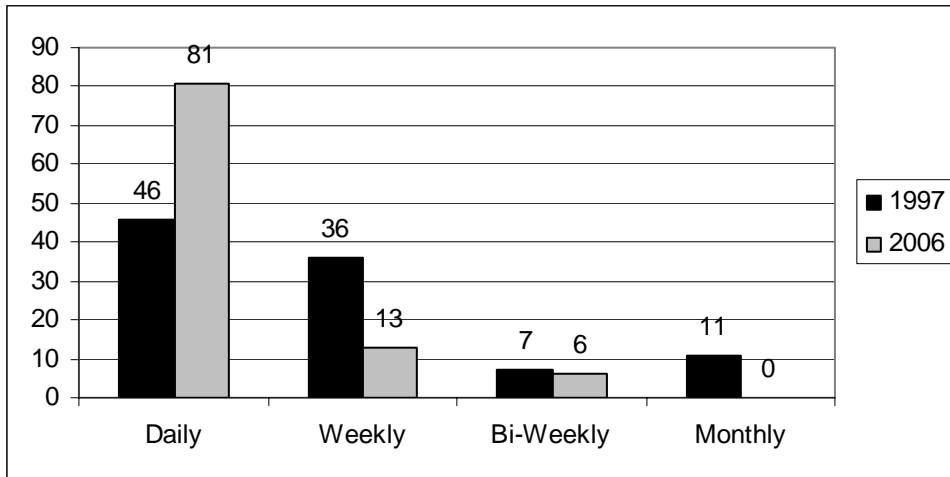


Figure 8. Frequency that news in print product references Web site

Only modest increases in original content specifically developed for the Web site have been realized from the 68% reported in 1997 to the 75% reported in this study. This can only be partially attributed to the increase in the use of push technology illustrated in Figure 6 considering the number of online pundits exhortations that original content is the wave of the future (Chyi & Sylvie, 2001; Dibeau & Garrison, 2001; Ibeh et al., 2005; Tewksbury, 2005).

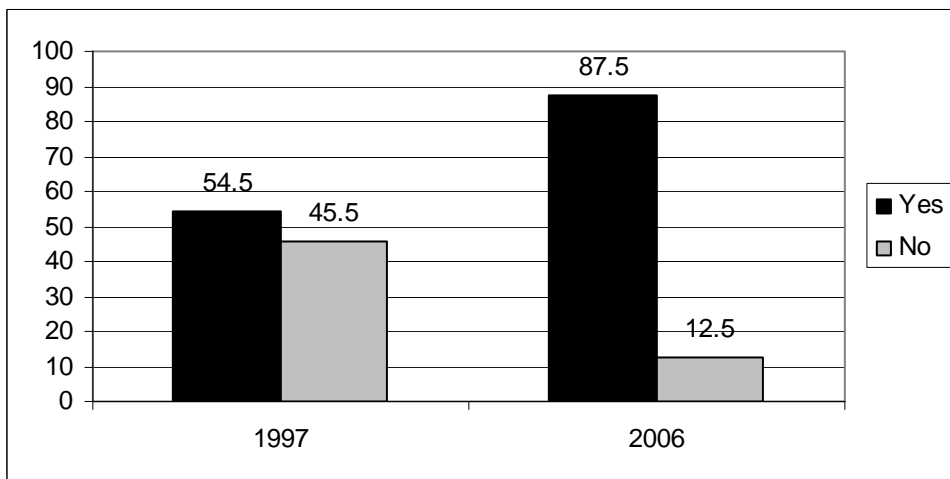


Figure 9. Percent of Web sites allowed to "scoop" their core print product

There was a substantial increase in the number of Web sites that are now allowed to scoop, or publish stories on the Web site prior to them being published in the core print product. In 1997 54.5% of the newspaper respondents allowed the Web site to scoop their core product however as illustrated in Figure 9, this has now grown to 87.5% in 2006.

There was virtually no change in the median percent of content originated specifically for the Web site from 1997 to 2006; however another result of the expanded use of push technology is the increase from 50% in 1997 to 80% in 2006 of the median percentage of the core print product replicated on the Web site. Consistent with the increased core product presence is the dramatic increase of archival information on the Web site. Figure 10 illustrates that this has increased from 64% in 1997 to 94% in 2006 and although in 1997 the distribution was relatively even with respect to the duration that information remained on the Web site before being moved to the archive or deleted the clear winner in 2006 appears to be having as much information as possible available between 1 week and 1 month, as illustrated in Figure 11.

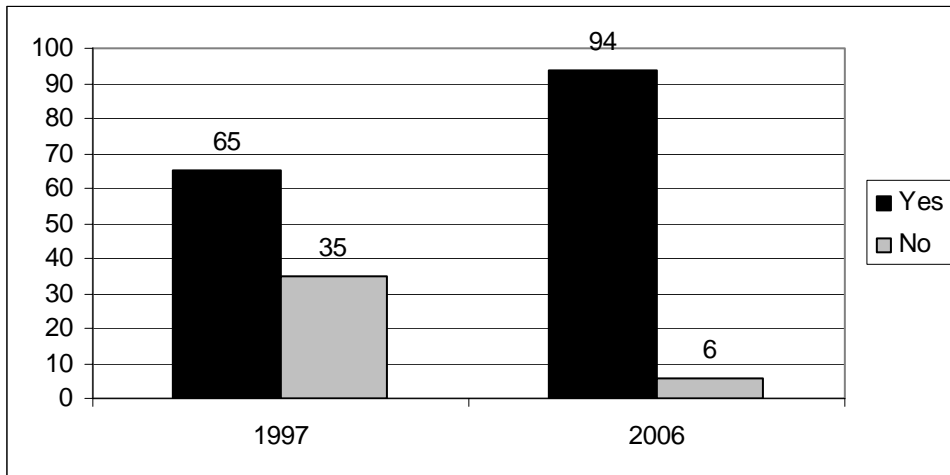


Figure 10. Percent of respondents providing archival information on Web site

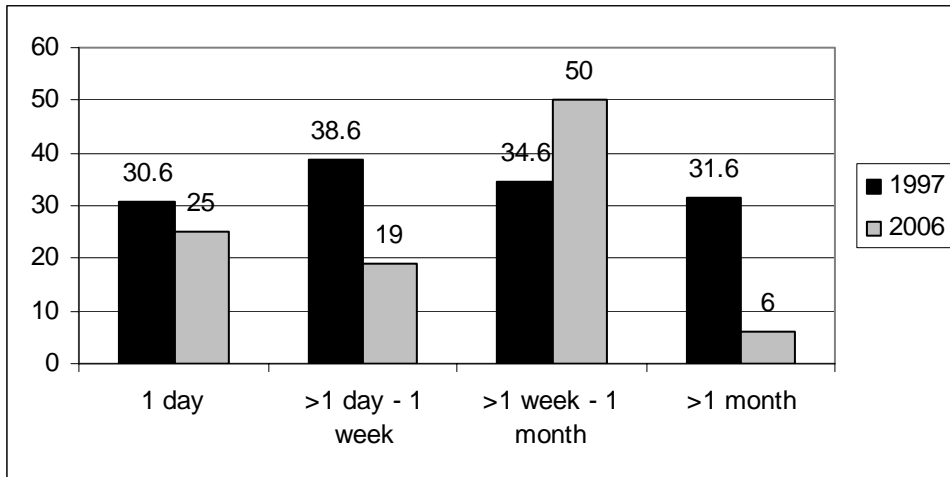


Figure 11. Amount of time respondents allow information to remain on Web site before moving to archive (percent)

Although pertinent in 1997 the questions concerning advertising on the Web site seem almost ludicrous in 2006. Whereas 74.6 of the respondents reported paid advertising in 1997, 100% reported paid advertising in 2006. The results was similar with respect to classified advertising on the Web site where 71.3% of respondents in 1997 had classified advertising on their Web site, 100% reported classified advertising on their Web site in 2006.

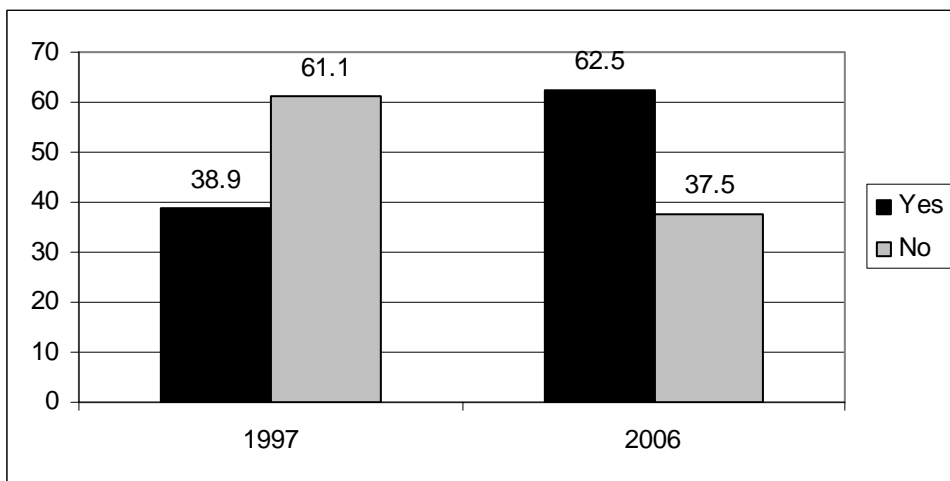


Figure 12. Percent of respondents with Web site sponsors

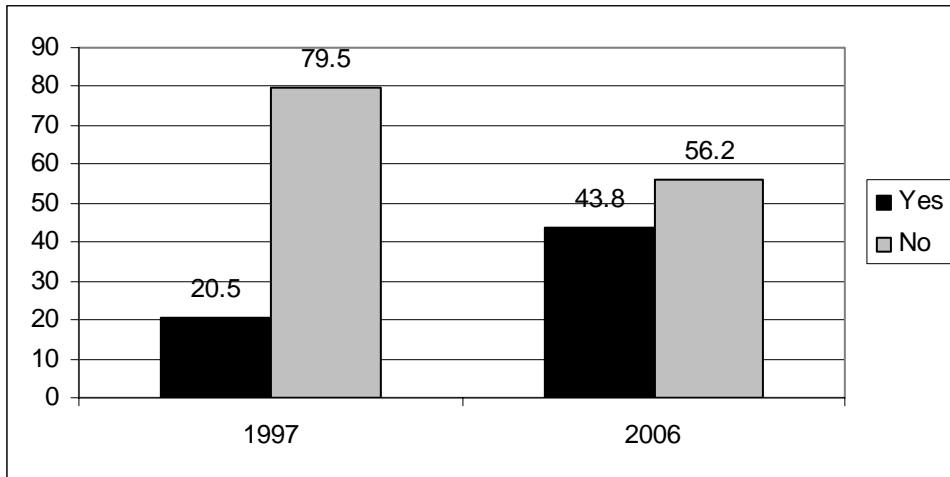


Figure 13. Percent of respondents that provide dynamic advertising

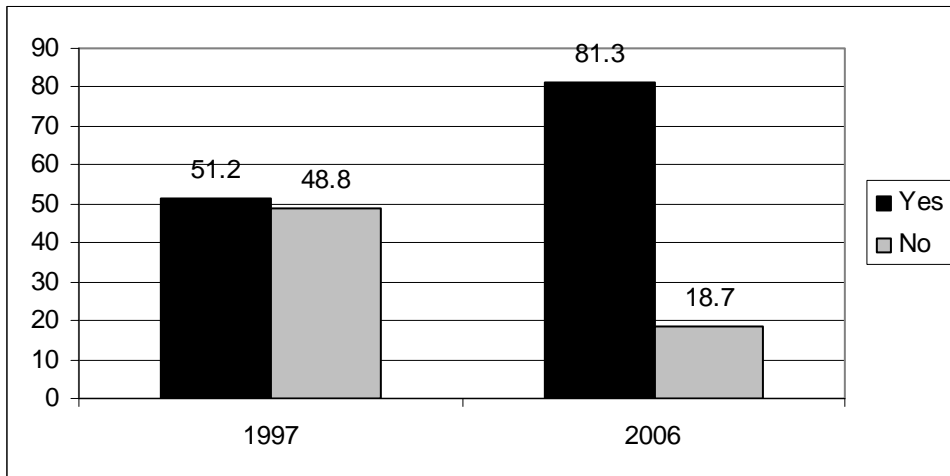


Figure 14. Percent of respondents that provide advertising measurement data

Figure 12 illustrates an interesting reversal and change in attitude toward newspaper Web site sponsors. With only 38.9% of the respondents reporting Web site sponsors in 1997 the figure has grown to 62.5% in 2006. This coincides with an increase in providing dynamic (query specific) advertising from 20.5% in 1997 to 43.8% in 2006 as seen in Figure 13, an increase in providing advertisers with advertising measurement data from 51.2% in 1997 to 81.3% in 2006

as seen in Figure 14, and an increase in the use of outside measurement sources from 16% in 1997 to 56% in 2006 as seen in Figure 15.

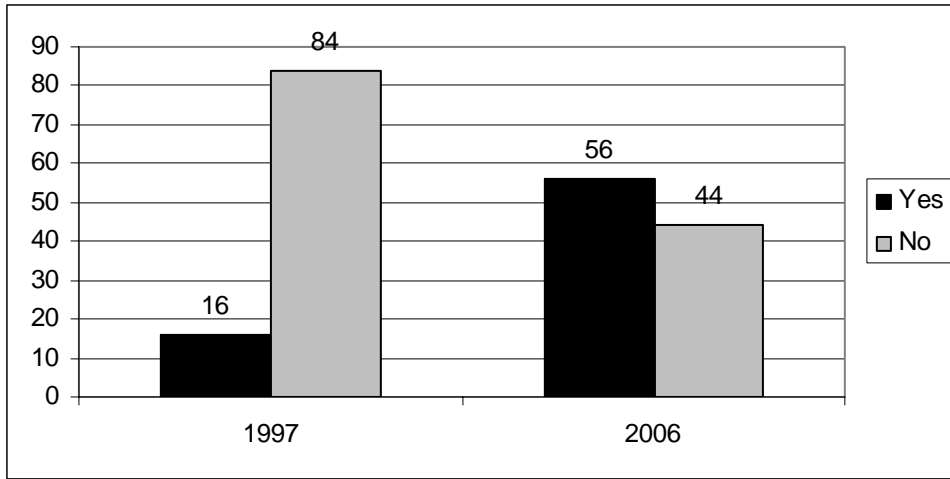


Figure 15. Percent of respondents that provide outside advertising measurement

In 1997 only 14% of the respondents reported that the classified advertising on their Web site was sold separately. Free classified ventures such as Craig’s List and Posteroo have obviously had their impact because this has risen to 44% in 2006. Dramatic increases have been realized in the area of Web coupons. As illustrated in Figure 16, 16% of respondents in 1997 reported offering Web coupons as compared to 63% in 2006.

Focusing on Web staffing Figure 17 indicates dramatic increases in the number of employees that primarily work on the Web product. These numbers are essentially doubling from 1997 to 2006 despite the fact that the survey question concerning whether or not the Web staff functions as a separate entity decreased from 49.9% in 1997 to 44% in 2006 clearly indicating that these responsibilities are being integrated into the core product. This is further indicated in Figure 18. Even though a very slight decrease in the percentage of respondents expecting increases has dropped from 54.1 % in 1997 to 48.6% in 2006, the increase in the percentage

growth of Web staffing is greater increasing from 56.3% in 1997 to 60.3% in 2006. The final indicator is the continued increase of those respondents that have a full time Web editorial director increasing from 41.4% in 1997 to 56.3% in 2006.

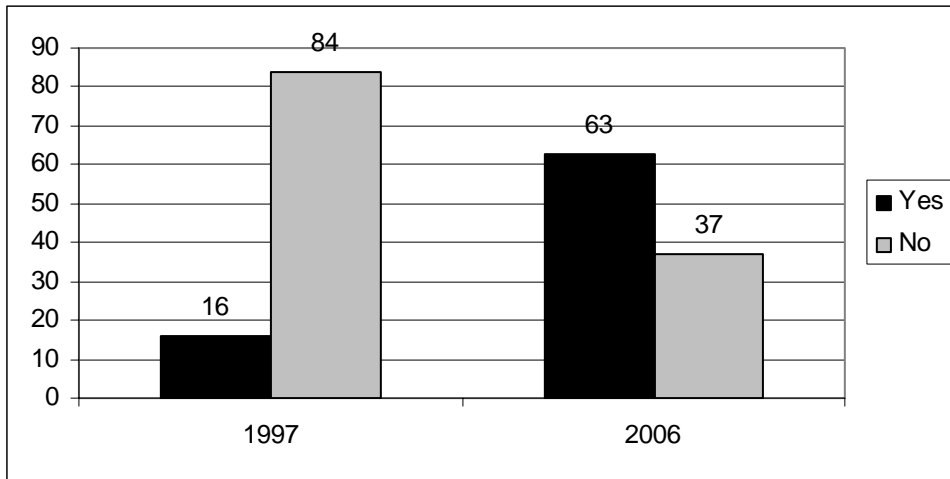


Figure 16. Percent of respondents that offer Web coupons

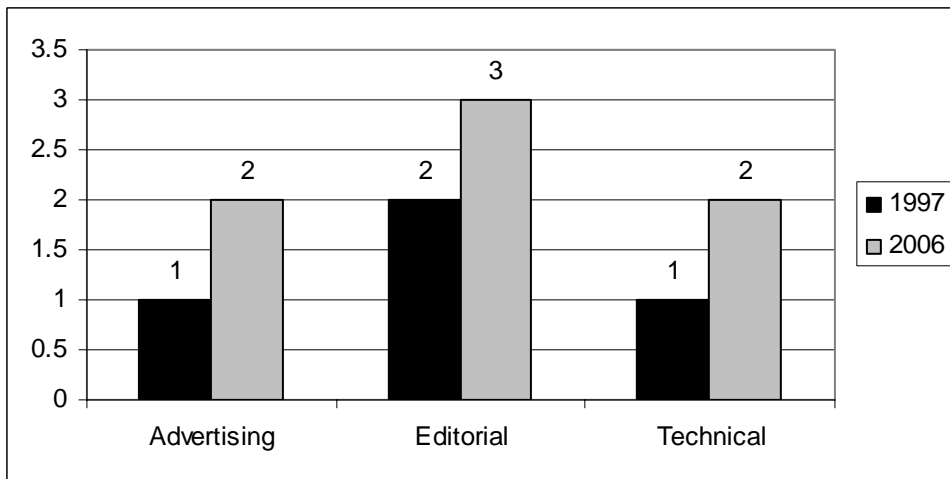


Figure 17. Average number of employees that primarily work on Web product

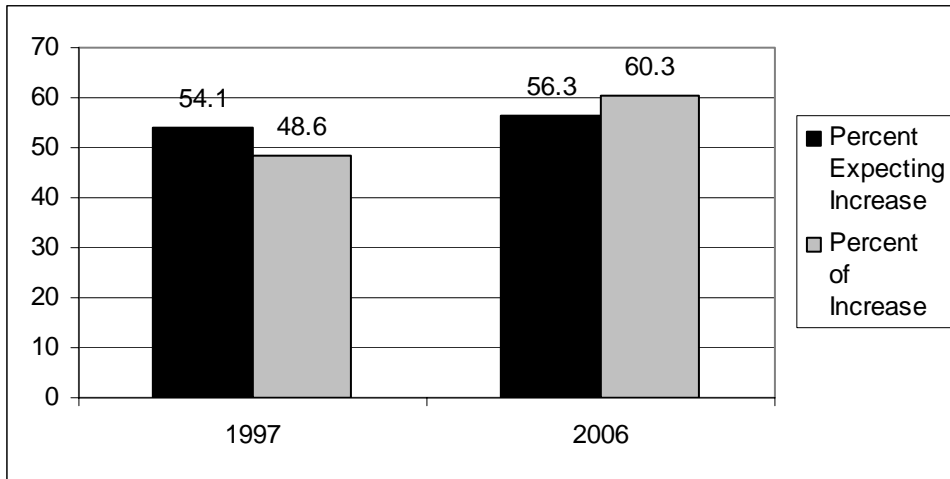


Figure 18. Percentage of respondents expecting an increase in Web staffing and the average percentage increase expected

In 1997 only 9.4% of respondents reported charging for access to some part of their Web site however in 2006 this number has climbed to 37.5%. This is in contrast to the fact that in 1997 46.7% of respondents reported that they intended to charge for the Web product in the future however only 31.3% of respondents in 2006 report that they intend to charge for their Web product in the future. Despite a decreasing percentage of respondents indicating that they intend to charge for their Web product in the future, the amounts that they intend to charge are increasing, as illustrated by Figure 19. With regard to registration, 94.7% of respondents in 1997 reported that they did not require registration to access their Web site, however in 2006 this number has fallen to 68.8% indicating that newspaper Web sites are finding it increasingly important to know who is visiting their Web site.

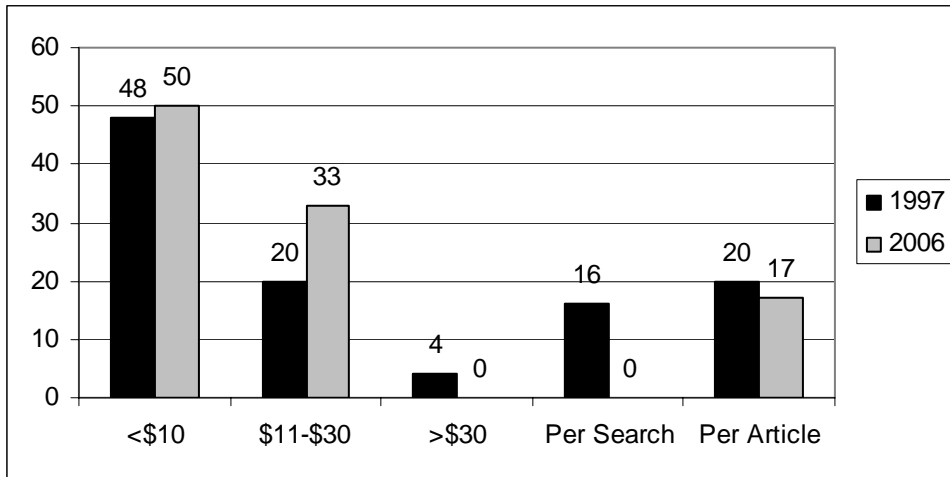


Figure 19. Percentage of respondents that charge for typical payment options

One final dramatic increase has been observed thanks to the technological advancements since 1997 in the area of secure Web transactions. In 1997 only 16.3% of the respondents reported providing secure transactions via their Web site while 68.8% of the respondents in 2006 reported providing secure transactions. Of those newspapers that did not yet provide for secure Web transactions, 59.7% percent reported that they intended to in the future whereas 100% of the 2006 respondents reported that they intended to provide secure Web transactions in the future.

Summary of 1997/2006 Data Analysis

Distilling the large amount of data provided by Lindoo (1998) down to newspaper specific results that could be applied to the pool of daily Illinois newspaper respondents provided valuable longitudinal information. The use of generally accepted analytical tools such as Microsoft Excel provided the graphical representations exhibited as Figures 5 through 19. The

findings in this study overwhelmingly supported the Lindoo findings and will be further explored in Chapter 5.

Leadership Data Analysis

As previously stated there are a multitude of leadership style analysis instruments available, however the Multifactor Leadership Questionnaire (MLQ) designed by Bass and Avolio (1995) proved to be the best instrument for this study. For over 25 years the MLQ has provided full range leadership style analysis using 360° leader and rater questionnaire forms for a diverse range of cultures and industries (Avolio & Bass, 2004). No research was found concerning the use of the MLQ to analyze leaders in the newspaper industry.

The MLQ analyzes nine key leadership aspects that provide the three primary leadership assessment scales reported by the MLQ. The first leadership assessment scale is Transformational Leadership (TF) consisting of five key leadership aspects, Idealized Attributes (II(A)), Idealized Behaviors (II(B)), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualized Consideration (IC). The second leadership scale is Transactional Leadership (TA) consisting of two key leadership aspects, Contingent Reward (CR) and Management-by-Exception-Active (MBEA). The third leadership scale is Passive/Avoidant Leadership (PA) consisting of two key leadership aspects, Management-by-Exception-Passive (MBEP) and Laissez-faire (LF). There is one additional area of concern measured by the MLQ and that is leadership outcomes with respect to the inducement of Extra Effort (EE), Effectiveness (EFF), and Satisfaction (SAT). By using these twelve components the MLQ measures the frequency of occurrence of the three general leadership behaviors of TF, TA, and PA.

Table 5
Correlations Among Leadership Aspects, Effort, Effectiveness, and Satisfaction

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-											
II(B)	.50**	-										
IM	.51**	.57**	-									
IS	.70**	.56**	.57**	-								
IC	.74**	.56**	.45**	.70**	-							
CR	.77**	.54**	.61**	.70**	.75**	-						
MBEA	-.06	.03	.07	-.08	-.13	-.05	-					
MBEP	-.27*	-.30*	-.53**	-.34**	-.35**	-.46**	.09	-				
LF	-.45**	-.28*	-.46**	-.40**	-.48**	-.43**	.18	.61**	-			
EE	.76**	.52**	.50**	.72**	.72**	.78**	-.06	-.36**	-.46**	-		
EFF	.67**	.41**	.47**	.64**	.71**	.68**	-.08	-.46**	-.62**	.76**	-	
SAT	.75**	.44**	.43**	.60**	.75**	.71**	-.02	-.30*	-.43**	.81**	.81**	-

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Listwise N=64

Data was obtained using an online survey and results were coded, edited, cleansed, and analyzed according to the guidelines set forth by Field (2005), George & Mallery (2006), and Pallant (2005). Using SPSS the data was checked for errors and a variety of descriptive statistics were run to ensure that unanswered questions, or missing data, were within acceptable tolerances, outliers, if any, were accounted for as well as to assess that normality of the distribution of the data was attained.

The intercorrelations between extra effort, effectiveness, and satisfaction are presented in Table 5. The transformational leadership attributes were highly correlated with the least amount of correlation occurring between the transactional attribute of management by exception (active). This is not surprising as the very nature of transactional leadership is based less on leading by example and more on being able to provide ample rewards to induce greater performance. These intercorrelations are supported by Avolio and Bass (2004) using a combined sample of 27,285

responses. Also, just as Humphreys (2001) found in measuring an intercorrelation between these leadership behaviors and support for emerging technologies, despite being negative and indicating no significant relationship between extra effort/effectiveness/satisfaction and management-by-exception active, management-by-exception behavior does exhibit a significant correlation.

Table 6
Combined Leader/Rater Results (Avg) for Leadership Aspects and Outcomes

Leader	Raters	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
L1	5	2.35	2.10	1.50	1.59	1.65	1.80	2.19	2.33	1.00	1.73	1.65	2.30
L2	8	2.53	2.50	3.31	1.88	2.27	2.62	1.75	0.68	0.78	2.31	2.30	2.50
L3	6	3.36	2.67	2.79	2.79	3.06	2.71	1.16	1.53	0.43	3.08	3.23	3.30
L4	3	3.31	2.96	3.00	2.75	3.00	3.31	2.17	0.48	0.19	3.42	3.50	3.50
L5	2	2.25	3.25	3.08	2.42	2.67	2.58	1.00	1.25	1.00	2.56	2.67	2.67
L6	0	3.75	4.00	4.00	4.00	3.50	4.00	0.75	0.25	0.50	3.33	3.75	3.50
L7	5	3.21	2.37	2.87	2.67	2.62	2.95	1.13	1.38	0.21	3.21	3.68	3.82
L8	2	3.25	2.83	2.67	3.00	3.42	2.50	1.58	1.38	0.58	3.22	3.50	3.17
L9	2	2.67	2.33	4.08	2.50	2.67	2.83	1.25	0.92	0.33	2.44	3.17	3.33
L10	3	3.02	3.19	3.56	3.31	2.42	2.63	1.63	1.13	0.56	2.50	2.79	2.50
L11	5	3.79	3.38	3.58	3.63	3.33	3.47	1.29	0.35	0.54	3.72	3.58	3.75
L12	9	3.26	3.01	3.23	2.90	2.90	3.11	1.75	0.48	0.28	2.90	3.51	3.25
L13	1	2.75	3.50	3.63	3.25	2.88	3.25	2.63	0.63	0.50	3.17	3.25	3.00

The scale of measurement in Table 6 is 0 = *Not at all*, 1 = *Once in a while*, 2 = *Sometimes*, 3 = *Fairly often*, and 4 = *Frequently, if not always*. By averaging the combined leader and rater scores the results for each of the nine key leadership aspects and three leadership outcomes are realized. From this table a variety of information pertaining to this study is made

evident. Of interest are the differences in leadership style as they pertain to small, medium, and large daily newspapers in Illinois that incorporate separate print and online leaders as compared to those that have a single leader over both the print and online products. Also of interest is the comparison of leadership styles within an organization for print and online leaders as well as the overall EE, EFF, and SAT scores for each leader.

Table 7
Newspaper Size Categories (in Thousands) Including Respondents

	SMALL	MEDIUM	LARGE	WEB RESPONDENTS	LEADERSHIP RESPONDENTS	One Leader or Two Leader
A	5 to 15			1	1	One
B	15 to 25			3	2	Two
C	25 to 35			1	1	(Two)
D	35 to 45			3	2	Two
E		45 to 55		3	2	One
F		55 to 65		0	0	-
G		65 to 100		2	2	Two
H			100 to 150	1	0	-
I			150 to 350	1	2	Two
J			350 & Up	1	1	(Two)
			TOTAL	16	13	

Despite obvious distinctions between weekly and daily newspapers there are no generally accepted distinctions for cutoff points determining small, medium, and large newspapers. For the sake of comparison, this study used the breakdown illustrated in Table 7. Also illustrated are the

number of respondents for each newspaper category and whether or not the newspaper was using the one or two leader model.

As reported earlier, of the 13 leaders responding to the survey, only 3 leaders were considered to be over the Print and Online with 6 leaders over the Print only and 4 leaders over Online only. Not all of the leaders of the newspapers claiming to have separate Print and Online leaders responded resulting in a total of four sets of respondents reporting separate print and online leadership models--two from the SMALL category, and one each from the MEDIUM and LARGE categories. Figure 20 illustrates a newspaper in category B, the 15,000 to 25,000 average week day circulation category.

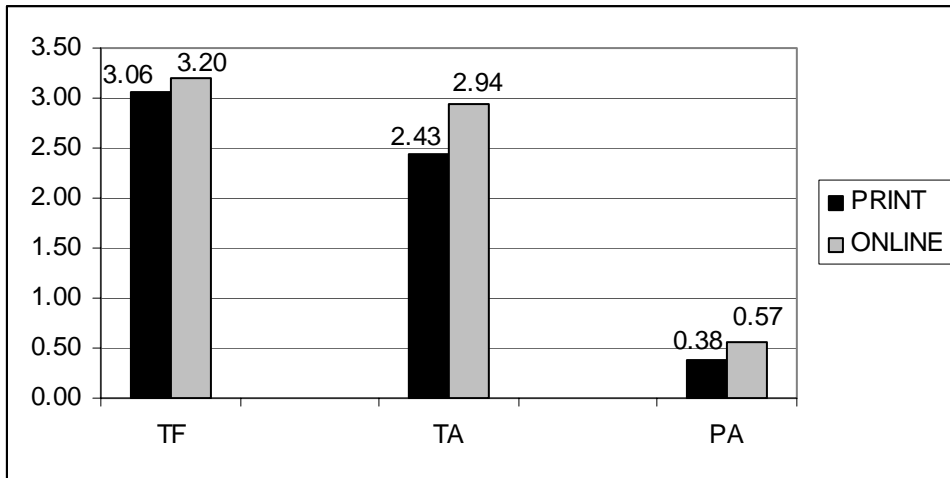


Figure 20. Newspaper size category B-Print Only and Online Only leader ratings

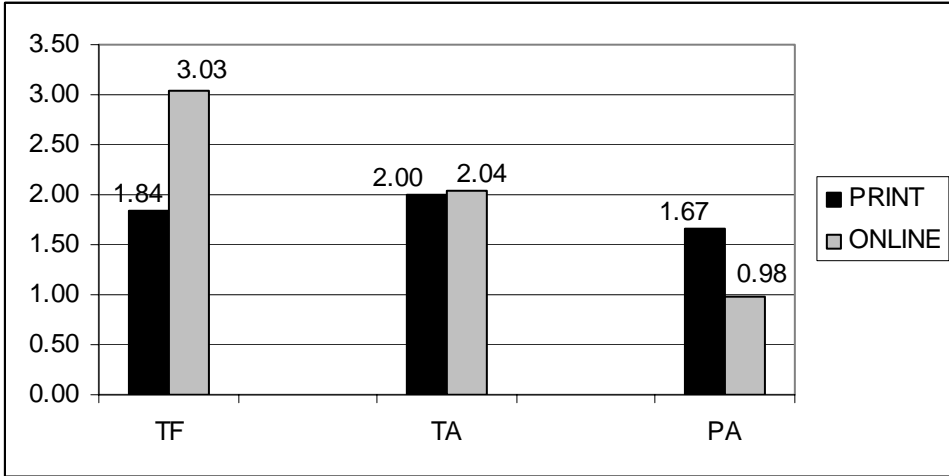


Figure 21. Newspaper size category D-Print Only and Online Only leader ratings

Figure 21 illustrates a newspaper in category D, the 35,000 to 45,000 average week day circulation category. When comparing these two newspapers falling into the SMALL category Figures 29 & 21 both indicate that the Online only leaders exhibit TR leadership more frequently than their Print only counterparts. This is supported by the findings from the Medium category.

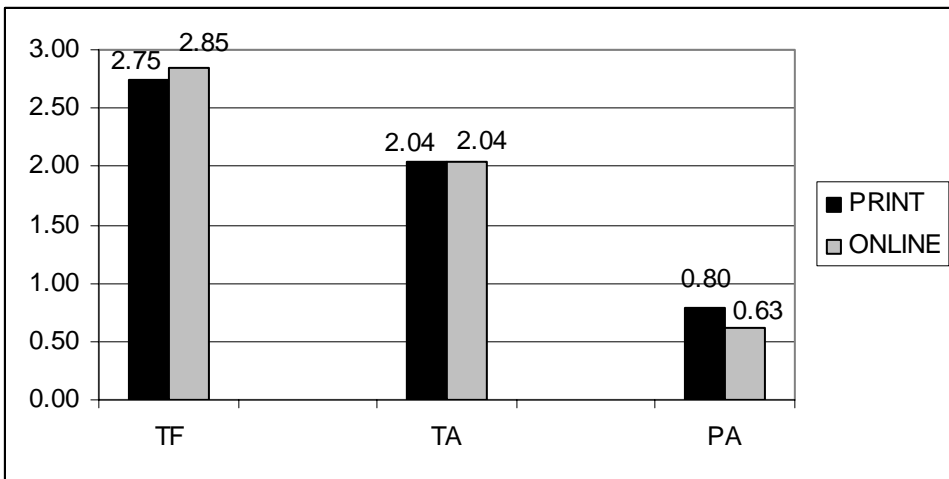


Figure 22. Newspaper size category G-Print Only and Online Only leader ratings

Figure 22 illustrates a newspaper in the 65,000 to 100,000 average week day circulation category, or the MEDIUM category. It is easy to see the similarities between the frequency of the newspaper leadership styles exhibited by the SMALL and MEDIUM Print and Online newspaper leaders. The fact that the Online Only leaders exhibit transformational leadership qualities more than their Print Only counterparts is consistent with the demands of the rapidly changing online environment.

Figure 23 illustrates a newspaper in the 150,000 to 350,000 average week day circulation category, or the LARGE category. These findings are outside of the norm for several reasons. The Online leader is new with only a limited period of time for Raters to base their opinions on. Despite providing the information for the Online leader the Print leader of this organization self classified as Both Print and Online leader. Finally, the Print leader is considered to be a highly progressive leader in the competitive Chicago suburban market and was named Publisher of the Year in 2006.

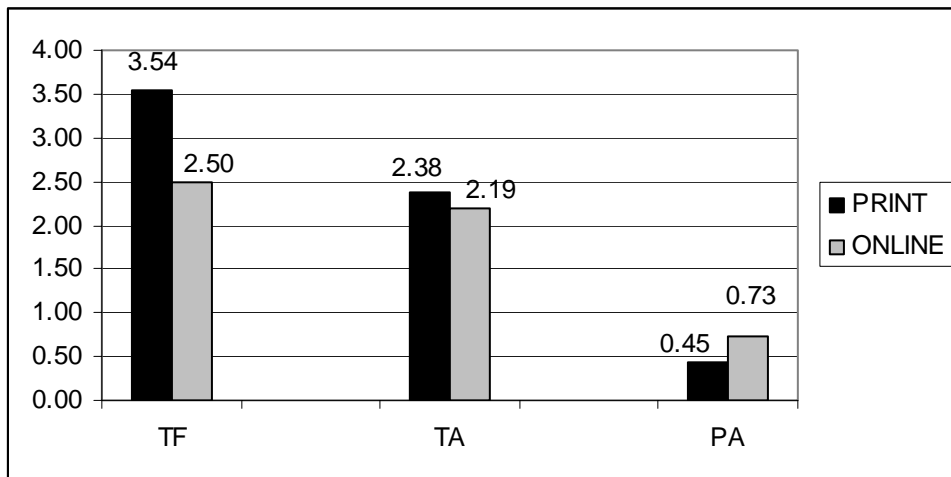


Figure 23. Newspaper size category I-Print Only and Online Only leader ratings

Of the three newspaper leaders that were classified as being over Both Print and Online, two were in the 45,000 to 55,000 average week day circulation category, or the MEDIUM category and one was in the 5,000 to 15,000 average week day circulation category, or SMALL category. Figure 24 illustrates that the MEDIUM sized newspaper leaders exhibit markedly greater frequencies of TF leadership over TA leadership while the SMALL sized newspaper leader exhibited less difference between frequencies of exhibiting TF and TA leadership styles. This is consistent with the reduced leadership challenges as a result of the reduced staffing and more self sufficient operation of newspapers the smaller they are and one of the primary factors for not soliciting responses from newspapers with under 5,000 average week day circulation.

The size of the operation and number of subordinates one is responsible for will often be reflected in effectiveness and satisfaction ratings a leader receives.

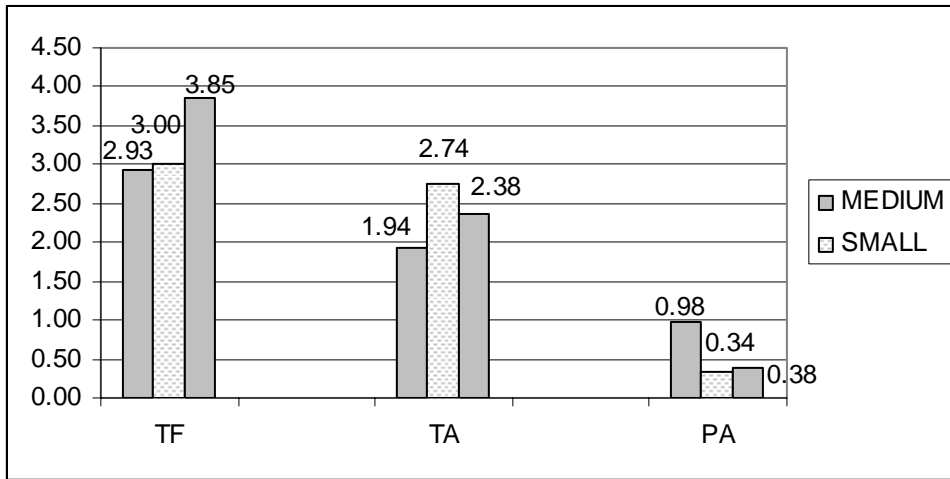


Figure 24. Leadership style frequencies for leaders of Both Print and Online

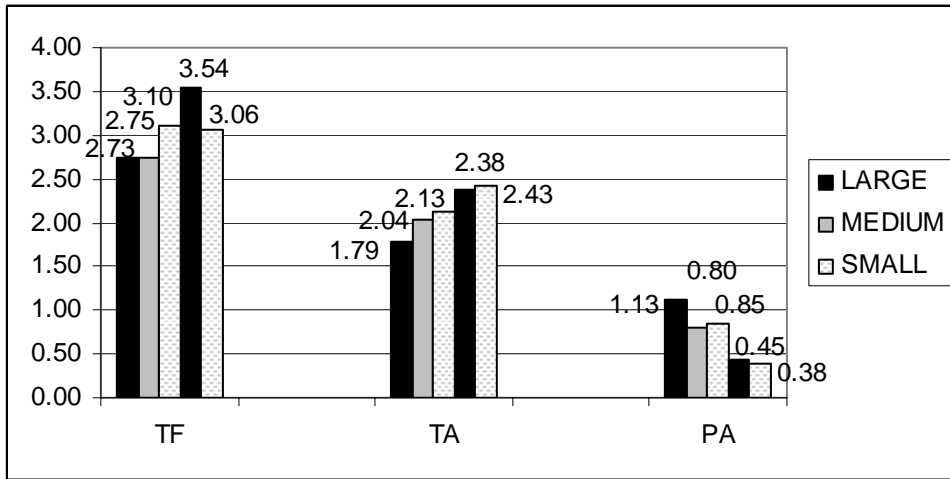


Figure 25. Leadership style frequencies for leaders of Print Only

All three newspaper size categories (SMALL, MEDIUM, and LARGE) exhibit higher frequencies of TF leadership than TA leadership for the group of Print Only leaders as illustrated in Figure 25. and as illustrated in Figure 26 this is also true for Online Only leaders. The most revealing discovery was that none of the leaders at the newspapers responding to the survey exhibited greater TA leadership frequencies over TF leadership frequencies. 100% of the respondents had greater TF leadership frequencies with TA ranking second and PA a distant third. The average frequency levels for Print only respondents, online only respondents, and responding leaders of Both print and online are illustrated in Figure 27. The role that extra effort, effectiveness, and satisfaction play in the organizational culture and success of any leader will be addressed in the following chapter.

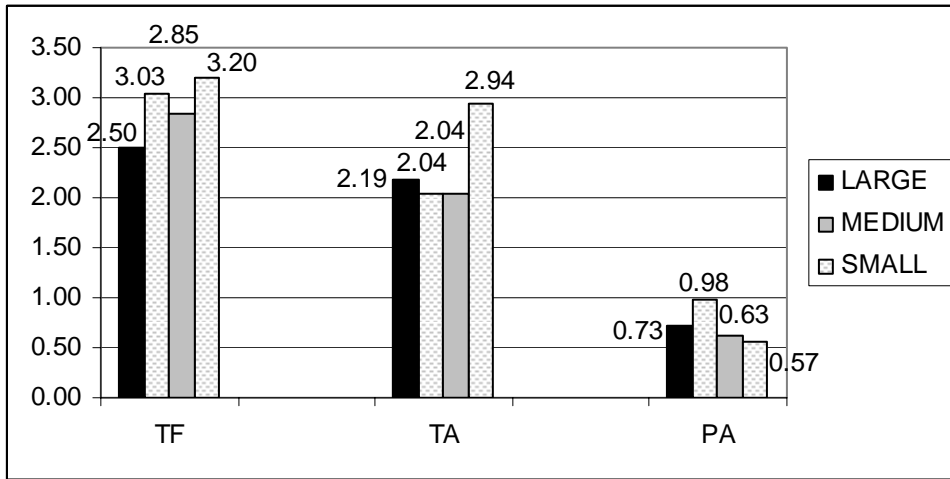


Figure 26. Leadership style frequencies for leaders of Online Only

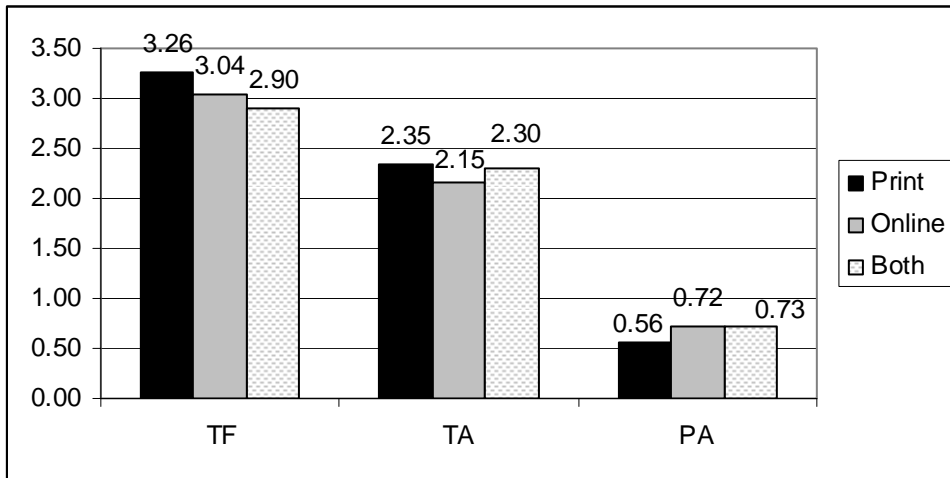


Figure 27. Leadership style frequency averages

Summary of Leadership Data Analysis

Providing a foundation for the study of leadership theory as it pertains to the newspaper industry the MLQ 5X-Short was administered to participating daily Illinois newspaper leaders.

Of interest to this study is the predominant leadership style exhibited by print only leaders, online only leaders, and leaders that are in charge of both the print and online editions at small, medium, and large newspapers. Leadership data analysis was conducted using SPSS and Microsoft Excel providing a variety of figures and tables for interpretation in Chapter 5.

CHAPTER 5. DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

The classic fable of the tortoise and the hare cautions against running blindly into the future while lauding the benefits of a deliberately slower, yet steady, pace. In these rapidly changing times where technologies such as the Internet have led to the unprecedented growth of the World Wide Web, which in turn has contributed to widespread globalization, the fine line between the speed and quality of change that results in a true competitive advantage for any organization is becoming increasingly difficult to define. The newspaper industry has not been immune to this quandary. To remain the cornerstone of social consciousness newspaper leadership must confront this challenge from within each community.

The remainder of this study will focus on four major topics – results, discussions, conclusions, and recommendations. The results section will interpret the results in Chapter 4 providing insights and qualifying findings as required. In the discussions section more generalized information concerning the future of the newspaper industry and the potential for leaders to impact their organizations will be explored. Conclusions will provide an overview of what went wrong and what went right with this study, as well as what was learned and the ways that it has contributed to the body of knowledge. The recommendations sections will provide ideas on how to improve this study for future use and suggestions for future studies in the area of online newspapers and newspaper leadership theory. The final section will be a summary conclusion.

Results

An online survey measuring the elemental findings in the seminal study conducted online examining digital versions of printed newspapers (Lindoo, 1998) while also exploring the underlying leadership theories of newspapers with daily print and online editions in Illinois was conducted from July 17, 2006 to August 16, 2006. The Lindoo study consisted of 61 questions of which 36 were replicated for this study. The rights to use the 45 question MLQ 5X-Short (Bass & Avolio, 1995), which is fully copyrighted and licensed through Mind Garden at www.MindGarden.com, were acquired and assiduously combined with the 36 Lindoo questions. The previous chapter describes how the list of qualifying newspapers was developed and leaders were categorized to be in one of three groups – Print Only, Online Only, or Both Print and Online. These components and distinctions along with the literature research provide the foundation for the following conclusions and hortatory.

Null Hypotheses Testing

The null hypotheses are.

H01 – The findings contained in Lindoo (1998) have not stood the test of time.

H02 – There are no differences in leadership style exhibited by leaders of the print and online products of daily newspapers in Illinois.

H03 – The relationship between printed newspapers and their online counterparts has not changed significantly since the Lindoo study of 1998.

The following sections will provide the analysis and results for each of these hypotheses. The first section, Online Newspaper Analysis, will explore H01. The second section, Leadership

Style Analysis, will explore H02. The final section, Print and Online Newspaper Analysis, will explore H03.

Online Newspaper Analysis

Of the 22 projected outcomes in the 61 question Lindoo (1998) study the following 10 are considered to be applicable herein. They are listed with response L: being the Lindoo conclusion and response NLQ: being the conclusion from this study.

1. Most U.S. newspapers, certainly those of medium to large size, are on the Web.

L: Through the literature research, this was found to be true (Lindoo, 1998, p. 217).

NLQ: This was confirmed through the literature research while also being considered of increasing importance

2. Those Web sites with less content have a smaller audience (less page views), and thus lower pricing of banner ads, and, less profitability.

L: True. The survey found that sites with more content replication from the core product have, more page views [Figure 42], higher pricing of banner ads [Figure 41], and more revenue. Due to a variety of factors including equipment costs, promotion, and newness, profitability is not yet forthcoming (Lindoo, 1998, p. 217).

NLQ: Literature research, as well as responses to statements 3 and 4 below support these findings as true.

3. A large percentage will have had their Web site on-line less than two years.

L: True. On average, 65.2% of the respondents have been on-line less than 2 years [Figure 13] (Lindoo, 1998, p. 218).

NLQ: False. On average, the respondents have been online over 9 years (Figure 5). However, this is consistent with the additional length of time and is true assuming the question was modified to read that respondents have been online less than ten or eleven years.

4. The use of "Push Technologies" by the media industry as a whole is minimal.

However, those that do use this technology are seeing a high rate of page views.

L: True. [Figure 20] shows that only 12.6% of all media use push technology. Those that do, however, see five times as many page views as those who do not (Lindoo, 1998, p. 218).

NLQ: False. Figure 6 shows a jump in the increased use of Push Technology from 14.8% for newspapers in 1997 to 43.8% in 2006. However, this is also consistent with the longevity of online newspapers and the technological advances as revealed in the literature research.

5. The Web product is having no effect on the core product.

L: The intent of this question was to ask if the Web product was having any negative effects on the core product. Survey respondents indicated that the Web has actually helped the core product obtain more advertising dollars [Figure 111] (Lindoo, 1998, p. 218).

NLQ: This has also been confirmed through the literature research and supported by the newspaper industries continued acceptance and expansion of online editions.

6. *Few Web sites are doing "shovelware" (putting their core product content on-line) and are instead opting to produce original content.*

L: Not true. [Figure 38] shows that both newspapers and magazines replicate 50% of their core product to the on-line product, while television and radio replicate 40% and 20% respectively (Lindoo, 1998, p. 219).

NLQ: Not true. Despite literature research to the contrary and industry expert advice that original content is necessary (Jennewein, 2006) online newspapers now replicate, on average, 69% of their print product online and the mean percentage for respondents was 78%.

7. *Web sites with large archives available are getting the most page views, are spending more to provide archives, and are making more money in the process.*

L: Inconclusive. Overall, 62.4% of the respondents indicated that they provide archival information (Figure 54). It can not be concluded that they are receiving the most page views, spending more to provide archives, or making money in the process (Lindoo, 1998, p. 219).

NLQ: Inconclusive. Despite volumes increasing to 94% of respondents indicating that they provide archival information (Figure 10) the relationship between whether archives contribute to page views and whether newspapers are spending or making more money as a result remains unclear.

8. *Few Web sites offer on-line classifieds. Those that do have more expenses and should have higher revenue.*

L: Not true. Overall, 52.8% offer on-line classifieds (Figure 69). Newspapers have the highest incidence with 71.3%. There is no correlation to expense and revenue (Lindoo, 1998, p. 219).

NLQ: This remains not true, in fact, 100% of the respondents offer classified advertising on their Web site.

9. Few Web sites charge for access or to retrieve archival information. Those that do charge will have lower page views resulting in lower banner rates.

L: Overall, only 7.9% of all media charge for access to their Web site (Figure 85). Those that do charge see more than double the page views, on average, than those who do not charge. However, this is probably skewed due to the low (24) number of sites that charge (Lindoo, 1998, p. 220).

NLQ: The Lindoo results of 7.9% of all media charging consisted of 9.4% for newspapers in 1997 and this number has grown significantly to 37.5% in 2006. Despite the Lindoo findings common sense would still suggest that with all other variables equal, the greater the charge for access the fewer the views. The difficulty in clearly gauging these results is due to the inability to control the variables.

10. Few sites require registration, yet many sites are in some way capturing user demographics, and will sell this information to third parties. (Lindoo, 1998, pp. 122-123)

L: True: Most Web sites (94.5%) do not require registration (Figure 88). Many, however, capture user information and will use it for their own internal purposes (Figure 115). Few (4.9%) have plans to sell this information to outside companies (Lindoo, 1998, p. 220).

NLQ: Somewhat true: As noted in Chapter 4, newspapers are finding it increasingly important to know who is visiting their Web sites as reflected in a reduction of Web sites not requiring registration to 68.8%. Newspapers continue to capture information for internal purposes and the proliferation of spam email has resulted in the decreasing interest in selling this information to outside companies.

Online Newspaper Analysis Summary

All but one of the 36 questions replicated from the 1998 study conducted by Lindoo supported or resulted in similar findings. The one exception is marginal at best and relates to whether the newspaper Web site has sponsors. Lindoo was surprised to find that 38.9% used sponsors in 1997. That number has climbed to 62.5% in 2006 reflecting the increased value and improved understanding for the need to work more closely with local organizations. The final result remains that with a correlation of less than .03 the findings are considered statistically significant and therefore the null hypothesis, H_0 – The findings contained in Lindoo (1998) have not stood the test of time, can be rejected with 97% probability that the findings were not a result of chance.

Leadership Style Analysis

There were two primary objectives in administering the MLQ 5X-Short (Avolio & Bass, 2004). The first was to test H02 and the second was to determine whether leaders in the newspaper industry exhibited a predominant leadership style. The study design provided for analysis based on newspaper size established from daily printed newspaper subscriber circulation numbers as reported to the Audit Bureau of Circulation (ABC) with essentially those newspaper with less than 45,000 average week day circulation classified as SMALL, those newspapers with 45,000 to 100,000 average week day circulation classified as MEDIUM, those newspapers with 100,000 or more average week day circulation classified as LARGE. Leaders were also classified as either Print Only, Online Only, or Both Print and Online leaders.

Newspapers were qualified as described in Chapter 4 and of the qualifying newspapers 75% were classified as SMALL, 14% were classified as MEDIUM, and 11% were classified as LARGE. Of the respondents choosing to participate in the leadership survey 44% were classified in the SMALL category however only 25% were classified as having a single leader over both the print and online editions. This is contrasted with 33% of the respondents falling in the MEDIUM category with 67% having a single leader and 22% of the respondents in the LARGE category with 0% having a single leader over both the print and online editions. It was expected that the smaller the newspaper the more likely there would be a single leader over both the print and online editions and due to the limited sample size there is nothing in these results that would indicate otherwise. These results are revealing nonetheless in part because of the leadership style results.

As illustrated by Figures 20-22 the online only leaders exhibited Transformational (TF) leadership more frequently than their print only counterparts in the SMALL and MEDIUM newspaper category. However, the LARGE newspaper that responded had the complete opposite results with the print only leader exhibiting significantly higher TF leadership than the online counterpart, as illustrated in Figure 23. This is considered to be unusual and outside of normal expectations due to several unique circumstances including the brief tenure of the online leader and unusually aggressive and progressive leadership of the print leader resulting in the print leader being named Publisher of the Year in 2006 by Editor & Publisher magazine (Fitzgerald, 2006).

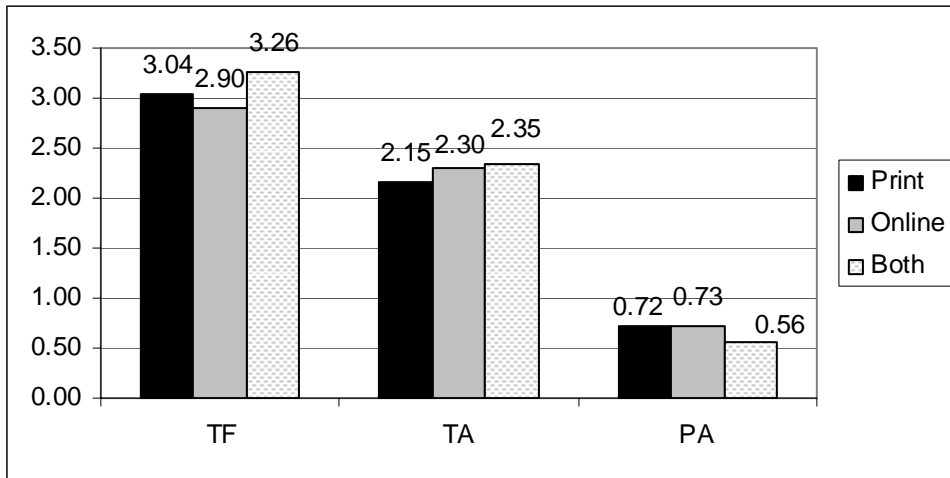


Figure 28. Aggregate leadership style frequency averages

Figures 24-27 clearly indicate that all three classifications of leaders, Print Only, Online Only, and Both Print and Online, exhibited TF leadership more frequently than Transactional (TA) or Passive/Avoidant leadership styles. This is further supported when the results of all the respondents to the leadership study, both leaders and raters, are aggregated as in Figure 28 above. These results are surprising in that the Online Only leader's exhibit the lowest frequency

of TF leadership and the leaders over Both Print and Online exhibit the highest frequency of TF leadership. This is further supported by the aggregate Extra Effort, Effectiveness, and Satisfaction frequency ratings in Figure 29.

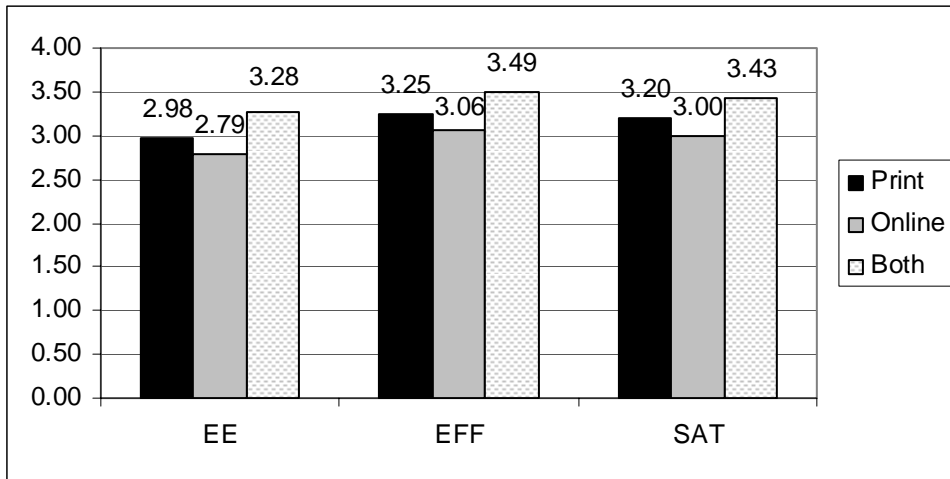


Figure 29. Aggregate Extra Effort, Effectiveness, and Satisfaction frequency averages

Leadership Style Analysis Summary

Figure 28 clearly indicates that there is no significant difference in the frequency of the leadership style exhibited between daily newspaper leadership in Illinois in charge of Print Only, Online Only, or Both Print and Online. Null hypothesis H02 cannot be rejected with any certainty. These findings will be discussed further in the Discussions and Recommendations sections.

Print and Online Newspaper Analysis

The relationship between printed newspapers and their online counterparts has been one of uncertainty for many in the newspaper industry (Aub-Shalback Zid, 2004; Dawley, 2003; Lacy & Martin, 2004; Lindoo, 1998; Rosenstiel & Mitchell, 2004; Skokna, 1999). Lindoo (1998) concluded that:

In accessing the findings in the literature review as well as the survey, the first, and most important finding is the realization that newspapers are not in as grave danger with on-line competition as pundits would have them believe. In fact, television is much more vulnerable to subscriber erosion. This is indeed good news for the newspaper industry, which is rapidly finding that the Web may be more of a benefit than a hindrance to the core product (p. 221).

If a recent survey conducted in the Voice section of the State Journal-Register is any indication the most vulnerable news medium might be radio. The Voice section is designed and written by high school students in and around Springfield, IL and the revealing results of a recent pole were, “From what source do you get your news? 23% Newspaper; 38% Internet; 31% Television; 0% Radio; 8% I don’t care about the news” (Gurski, 2006, p. 12).

The literature review and survey results of the current study continue to support synergies between print and online versions of daily newspapers in Illinois. The progressive overall leadership style frequency indicated by Figure 28 combined with the substantial growth and overwhelming support of the online newspaper findings in the Lindoo study indicated in the Online Newspaper Analysis section further indicate that printed newspapers have nothing to fear from their online counterparts.

Print and Online Newspaper Analysis Summary

The biggest hurdle facing the newspaper industry appears to have less to do with the relationship between print and online editions of any newspaper and more to do with what is actually contained in these editions. H03 – The relationship between printed newspapers and their online counterparts has not changed significantly since the Lindoo study of 1998. As stated by Lindoo in the previous section the good news is that printed newspapers have less to fear from their online editions than their competitors in magazines, television, and radio. The question of whether the relationship between the printed and online version of a daily newspaper has changed is best answered by combining the findings in the literature review with a thorough analysis of the responses to survey questions 8 through 13 as illustrated in Appendix A.

Survey question 8 concerns the integration of print and online staffing. Over the past ten years the newspaper industry has experienced the full range of possibilities concerning staffing with the large newspapers that opted to go with completely separate staffing for their online ventures early on, adopting a more integrated approach in recent years. Singer and Tharp (1999) noted with some confusion that at one paper the online and print staff were closely integrated whereas at another newspaper "... the staffs are housed not in just separate newsrooms but in separate buildings" (p. 30-31). Lindoo (1998) reported 43% of newspapers with integrated staffing and 21% with separate staffing in 1997. In 2006 these numbers have changed to 56% of newspapers integrating their print and online staff and only 13% with separate staffing. Indications are that a much higher level of integration can be beneficial than was originally thought by some.

Survey question 9 concerned the development of original editorial content for the Web site. Lindoo found that newspapers trailed all other media with 68.4% reporting development of editorial content specifically for the Web with all media averaging 74% and television was as high as 90.2%. In 2006, 75% of the newspapers reported the development of unique editorial Web content however, the combination of these findings with the increased use of “Push” technologies and “Shovelware” account for dramatically improved content volumes for newspapers. Survey question 10 was actually the second part of question 9 in that it asked in which of 6 categories unique content was developed. As illustrated in Figure 30 dramatic increases have been made in the areas of Community Information, Special Events, and Entertainment.

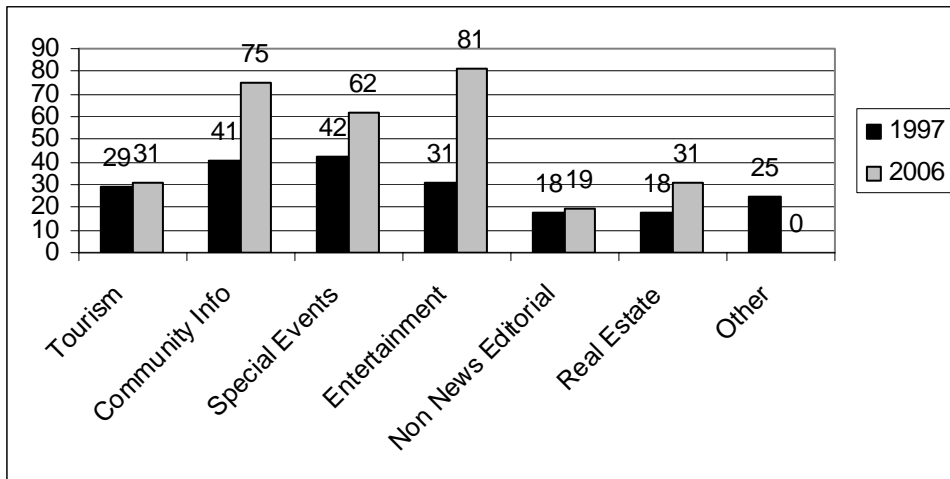


Figure 30. Categories respondents report unique Web content development (percentage)

As previously illustrated in Figure 9 there has also been dramatic growth in newspaper Web sites scooping their print editions, survey questions 11, with a 33% increase since 1997. This is in accordance with expanded use of the Internet to compete with news media such as

television and radio traditionally believed to deliver news in “Live” or “Real Time” situations. Although newspapers are increasingly scooping their own print editions it is not unusual for their online editions to also scoop television and radio, particularly online.

In sharp contrast to survey question 9, survey question 12, concerning sites that originate content specifically for the Web, has experienced no change whatsoever. In 1997 Lindoo reported that newspaper originated only 5% of content specifically for the Web and in 2006 the median percentage of respondents remained at 5%. This is also in sharp contrast to the survey question 13 concerning the percentage of the core product replicated for the Web. In 1997 the median percentage was only 50% and this has grown to 80% in 2006. A combination of technological advancements and improved understanding of audience (Dibeau & Garrison, 2001; Lam & Lee, 2006; Singer & Tharp, 1999) have contributed to the improved ability to automate and disseminate information across several mediums targeting specific demographics using a variety of delivery modes.

The relationship between printed newspapers and their online counterparts has obviously changed. The question remaining is whether this change has been significant. With the exception of one the six survey questions discussed in this section clearly indicate significant change in the levels of participation, cooperation, and attitude. The further support provided by the literature supports the probability that rejecting the null hypothesis, H03 – The relationship between printed newspapers and their online counterparts has not changed significantly since the Lindoo study of 1998, would not be the result of chance. The vast majority of the indications are that the relationship between printed newspapers and their online counterparts have improved significantly since 1998.

Discussions

There are two areas that warrant brief discussions. The first is the newspaper of the future and the second is newspaper leader of the future. Leadership theorists have embraced the relatively new paradigm of transformational leadership and apparently so have the leaders in the newspaper industry. There are many theories as to the direction newspapers of the future should take and one of the more controversial visionaries happens to be at Northwestern University in Illinois.

Newspapers of the Future

The future of the newspaper industry is directly related to the future of journalism and John Lavine, the dean of the Medill School of Journalism at Northwestern University in Evanston, IL, believes that newspapers can only be saved through “revolution, not evolution” (Schulman, 2006, p. 33). Arguably his most revolutionary idea is that by embracing technology and marketing journalism can produce “relevant, differentiated storytelling and messages that engage the audience” (p. 36). However, much of what Lavine believes is necessary is actually a return to fundamentals. For example, his belief that, “The future of journalism – of an informed society – depends ... on placing the needs of readers, viewers, and listeners at the forefront of our mission” (p. 34). This is not a new concept and fits well with the essence of citizen journalism, and recent findings in both the *Blueprint for Transformation* report as part of the Newspaper Next project and the International Newspaper Marketing Association’s (INMA) research, *Newspaper Outlook 2007: Embracing the Transition to Multi-Media* (API/Innosight, 2006; Wilkinson, 2006), however many feel that Lavine’s views are too extreme. The biggest

hurdle is the belief by most traditional journalists that the assumption that readers, viewers, and listeners actually know what they need is wrong.

In his book, *being digital*, the Founding Director of the Media Lab at MIT coined the phrase, “The Daily Me” (Negroponte, 1995, p. 153), theorizing that the digital age could provide every individual with a news agent capable of scouring every newswire, newspaper, television broadcast, and radio show to provide each individual with the news that they want. Conceptually we are not much closer to being able to accomplish this over ten years later than we were in 1995. Part of the problem is that although our basic interests are fairly consistent our moods change regularly and although the technology to learn and adapt to our ever-changing needs seems to be improving, like many other promises of technological advances it has a long way to go before becoming functional.

After decades of talk about the paperless society it does not seem realistic to believe that newspapers will be able to go paperless anytime soon. A device designed to become one of the first electronic newspapers is known as the iLiad, by iRex Technologies. This device uses electrophoretic technology to produce a black-and-white display on an 8-inch screen. Scheduled to begin sales in April of 2006 the March Presstime magazine had high expectations for this device (Holmes, 2006). However, at over \$800 per unit and described as nothing more than a glorified PDA with exaggerated claims of battery life and stability issues by some users on its own Web site at <http://www.irextechnologies.com/> so it is unlikely the iLiad will be replacing your printed newspaper anytime soon. It is much more likely that devices using existing technology such as the Blackberry or the Handspring Treo will become bigger players in the news market.

The literature review and survey results clearly indicate that printed newspapers are not in danger of being replaced by online newspapers or devices replacing newsprint any time soon. The threats of the oncoming paperless society - within 10 years - threatened over 20 years ago have not been realized and even though great strides have been achieved in the digital arena, many speculate that a paperless society will never be fully realized. The fact of the matter is that the instauration of the newspaper industry is not dependent on the delivery mode of the information, it is dependent on the information itself and the newspaper industries ability to meet the changing cultural needs of the audience. This means that as audiences become more diverse and fragmented, newspapers will need to find profitable, efficient and effective ways to reach them. One of the best ways to accomplish this is to invest in leadership capable of accepting this challenge.

Newspaper Leadership of the Future

The findings concerning newspaper leadership are very positive. Overall, the frequency of exhibiting a transformational leadership style was greater in all three leadership situations tested, Print Only, Online Only, and Both Print and Online. For all three of these groups transformational leadership was exhibited fairly often with transactional leadership being exhibited sometimes and passive/avoidant leadership exhibited only once in a while. Interestingly enough by combining all of the leaders responses with all of the rater responses and averaging their style frequency scores the three most frequently used styles are Idealized Influence (Attributes) with a score of 3.05 – Transformational Leadership, Inspirational Motivation with a score of 3.03 – Transformational Leadership, and Contingent Reward with a score of 2.84 – Transactional Leadership, clearly supporting a shift to this new paradigm.

Clearly the leaders of daily newspaper in Illinois are committed to positively impacting their employees awareness of the what, how, and why of their jobs and the newspaper industry. These leaders are sharing the risks with their followers and going beyond self-interest, instilling pride and arousing a team spirit of optimism and enthusiasm. It is not surprising that an industry steeped in tradition and longevity also continues to take advantage of the extremely successful contingent reward transactional leadership style rewarding efforts, clearly defining goals, and providing positive feedback on a regular basis.

The ability to adapt and change has served newspaper leadership well and will continue to be their key to success. As workforces continue to become more diverse, competition increases, and markets fragment it will be the nimble, well versed leader that will survive. Embracing all modes of delivery this study has illustrated the daily newspaper leaders in Illinois exhibit transformational leadership most of the time.

Summary

The newspapers of the future and future newspaper leaders appear to have much to look forward to. “Embracing diversity--as much as harnessing technology and creating a new business model--is a challenge for our industry going forward” (Goldberg, 2006). Transformational newspaper leaders are well equipped to help newspapers address the changing times. Market fragmentation, diversification, and changing demographics will continue to challenge newspaper professionals. Continued diligence and growth by newspaper leaders will help to provide many answers to the growing number of questions facing newspapers.

Conclusions

The purpose of this study was to analyze the leadership styles of Print Only, Online Only, and Both Print and Online newspaper leaders as well as the changes occurring since the Lindoo (1998) study. There were many encouraging findings as a result of this study and there were also some unavoidable occurrences. The proliferation of SPAM is becoming an increasing problem for Internet users and none more so than those conducting online studies. Despite receiving permission to use a newspaper industry email account 14% of the potential participants blocked the requests for participation in this study. This would have assuredly been substantially higher had a personal account such as Yahoo!, Hotmail, or AOL been used. All attempts to solicit a statewide or national organization to sponsor this study were graciously declined. This issue should be of serious concern for future studies conducted online.

The 57% response rate was a pleasant surprise and combined with the participation of two of the three largest newspapers in Illinois the data collected was statistically significant. Of the participating leaders 81% participated in the MLQ 5x-Short (Avolio & Bass, 2004) and 55% of the participating newspapers were categorized as MEDIUM to LARGE. In general terms the leadership questionnaire indicated that for newspapers with separate Print Only and Only Online leaders the Online Only leadership exhibited a transformational leadership style more frequently than their Print Only counterparts. However, all three leadership categories rated higher in frequency of transformational leadership styles than any other with the leaders of Both Print and Online exhibiting the highest transformational leadership style frequencies of all.

This is understandable due to the level of flexibility and increased dependency on delegation required by these leaders, despite being somewhat unexpected. This study has shown

that the relationship between printed newspapers and their online counterparts has continued to improve over the past eight years. It is unknown what the frequency of leadership styles was previous to this study but the researcher's own experience and findings in the literature review indicate that they were probably less transformational and more transactional than they are today.

Recommendations for Further Study

As expected with an explanatory correlational quantitative study, there tend to be more questions than answers. The fact that the newspaper publisher of the year for 2006, as named by a national industry magazine (Fitzgerald, 2006), is the head of a newspaper in Illinois has provided added credibility to the leadership portion of this study also benefiting from high degrees of correlation between 25 years worth of leadership data and the findings herein. Additionally, there was also a high degree of correlation between the findings herein and the Lindoo (1998) study with regard to the relationship between daily printed newspapers in Illinois and their online counterparts. Both of these areas would benefit from additional studies conducted in other states and/or by expanding the scope of the study to a regional or national level.

Another area for further study concerns the question of whether the online editions of printed newspapers will ever achieve enough revenue to offset losses caused by declining print circulation. Baltes (2003) explored this issue with the Ohio Newspaper Company and concluded that, "Losses continue..., but new profit-making strategies are available for adoption. Those who learn to adapt succeed" (p. 82). To ward off competition Baltes suggested that newspapers find ways to excel at servicing the specific needs for information of their local community.

A study concerning the debate between the proponents of the free model and the subscriber model would also be enlightening. Many in the newspaper industry believe that newspaper Web sites should be free, primarily supported with advertising while others are of the opinion that ultimately you get what you pay for so the value of free news is worth nothing more than gossip and innuendo. The increased level of comfort for users paying for items and services over the Internet has had an impact on this already and a longitudinal study addressing any change of attitude that has occurred in this arena over time. This would be particularly enlightening with respect to those daily newspapers that were free at some point in their history.

Another relevant study would be a qualitative design exploring in greater depth the relationship between newspaper leaders and followers. Transformational leadership elicits closer relationships between leaders and follows as they share underlying principles and values. A study designed to better understand the motivational differences and synergies for several newspapers or a newspaper group would provide further insights while contributing to leadership theory.

Many newspaper industry pundits believe that the focus needs to be on delivering the news that readers want while others believe that readers have never known what they want, that is why journalism professionals make such decisions. It has also been argued that anybody with a computer and an Internet connection can become an online newspaper publisher. Printed newspapers have strict journalistic guidelines however there is much uncertainty as to what should, could, and would be allowed online. As Goldberg said, “We need to stop being hung up on the medium; it is, in fact, all about the message” (2006, p. 6). A study designed to analyze the

value of journalistic ethics and integrity for online newspapers would be of great interest to the newspaper industry.

One final area for further study would be exploratory in nature. There are many ways that newspapers can maximize their use of technology to automate processes that provide content while at the same time minimizing expense. Much of this can be done with existing equipment however it requires employees with the knowledge technical expertise to accomplish the task. This includes providing staff with limited or no technical expertise in all participating departments with the tools to actively participate online. A study that explores how this is being accomplished, the benefits as well as the problems, and opportunities for the future would benefit newspapers.

Summary Conclusion

The real quandary facing newspaper leaders is technology. Understanding technology, its potential and pitfalls, is becoming increasingly important. Some leaders have chosen to rush blindly into the future while others refuse to take advantage of the most common technologies. The number of variables continues to grow and newspaper leaders must weigh the options carefully. Move too fast and you can incur unnecessary expense and hardship. Move too slow and you can miss an opportunity to get ahead. It is also important to remember to not let technology get in the way of the story. The gathering and dissemination of news and information is the primary function of a newspaper and technology can help or hinder this process. It is up to future newspaper leaders to not forget this simple point.

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APPENDIX A.

ONLINE EDITION SURVEY INSTRUMENT



[Exit this survey >>](#)

Newspaper Leadership Quandary

1. Informed Consent Notice

Newspaper Leadership Quandary: Choosing between the tortoise and the hare

Informed Consent Notice

The purpose of this research is to collect historical trend data from daily newspapers in the United States concerning their print and online editions while also exploring current leadership style trends. You are being asked to complete a survey as the leader of an online and/or printed newspaper that will take 10 to 20 minutes. Completion of the survey involves no foreseeable risks. Participation is voluntary and you may stop at any time. By completing this online survey you indicate your voluntary agreement to participate in this project. No individual responses will be reported as data is recorded only in the aggregate.

If you have any questions regarding this study, please contact Ed Baker at (217) 245-7447 or direct email to jedwardbaker@hotmail.com. This project has been reviewed and approved by the Institutional Review Board of Capella University 1 (888) 227-3552. Please feel free to copy and print this Notice for your records.

APPROVED BY THE IRB OF CAPELLA UNIVERSITY

JUNE 5, 2006

Next >>

2. Introduction

You are assured of complete confidentiality as a result of the coding and encryption of this online survey. Should you choose to supply an email to receive email results it will only be used for this purpose and to limit follow-up requests to those not yet responding or not yet providing email confirmation. Your email address will **NOT** be used to generate a list for resale or future surveys. Under no circumstance will individuals or newspapers be named in any analysis or report, published, or unpublished. Although aggregate results may be published in magazines or journals this study is not connected with any commercial enterprise. By completing the online survey you indicate your voluntary agreement to participate in this project.

<< Prev/Next >>

3. Data Retention

Data will be gathered online without association to any individual, organization, or computer and stored on the researchers' computer in random order preserving only the integrating of the responses from each session and section. Only the researcher will have access to the data and it will be retained for a minimum of seven years.

<< Prev/Next >>

4. Product History

Please provide some basic information concerning the history of your print and online products.

1. What is the average weekday circulation level of your daily print newspaper?

2. How long has your Web site been in existence? (Please fill in both Years and Months)

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Years

Months

3. How long has your print newspaper been in existence?

Years

Months

4. Which of the following do you have decision making responsibility over?

Online product only Both printed and online products

[<< Prev/Next >>](#)

5. Editorial/Content

The next few questions concern your online editorial content and policies.

5. Do you employ “push” technology to deliver Web information?

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Yes No

6. Do news features in/on your core product reference your Web site?

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Yes No

7. If yes, how frequently?

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- Daily
- Weekly
- Bi-Weekly
- Monthly

8. Is your Web newsroom staff integrated with your core product or are they completely separate?

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Integrated Partially Integrate Separate

9. Have you developed original editorial content for your Web site?

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Yes No

10. If yes, check all of the following categories that contain original content.

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- Tourism
- Community info
- Special events
- Entertainment
- Non-news editorials
- Real Estate
- Other (please specify)

11. Do you allow your Web product to “scoop” your core product?

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Yes

No

12. What percentage of your content is originated specifically for the Web?

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13. What percentage of your core product is replicated for the Web?

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14. Do you provide archival information on your Web site (past editions)?

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Yes

No

15. How long do articles stay current in the Web edition before going to archival or deletion?

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- 1 day
- between 1 day and 1 week
- between 1 week and 1 month
- more than 1 month

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6. Advertising

This section concerns your online advertising and revenue generating policies.

16. Does your Web site have paid advertising?

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Yes No

17. Does your Web site have sponsors?

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Yes No

18. Do you provide dynamic advertising (query specific)?

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Yes No

19. Do you provide your advertisers with advertising measurement data?

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Yes No

20. If yes, is the measurement determined through outside sources (i.e. Real Media)?

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Yes No

21. On average, estimate the usage of your site by page views per week.

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22. Do you offer Web classified?

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Yes No

23. If yes, are the keyword searchable?

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Yes No N/A

24. Is your Web classified advertising sold separately from your core product?

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Yes No N/A

25. If no, what percentage of your classified advertising on the Web site is also in your core Product?

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26. Do you offer Web coupons of any kind?

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Yes No

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7. Staffing

The next four questions concern online staffing.

27. Does your Web staff function as a "separate entity" from your core operation?

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Yes No

28. How many employees (primary function) work on the Web product?

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	Full Time	Part Time
Advertising	<input type="text"/>	<input type="text"/>
Editorial	<input type="text"/>	<input type="text"/>
Technical	<input type="text"/>	<input type="text"/>

29. What percentage of overall change in your Web staff do you anticipate for 2006/2007?

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Percentage Increase

Percentage Decrease

30. Does your Web site have its own full time editorial director?

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Yes No

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8. Subscriptions/Transactions

Please provide the following information concerning your online subscription and transaction policies.

31. Do you charge for access to any portion of your Web product?

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Yes No

32. If yes, how many subscribers do you currently have?

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33. The respondents who do charge, please choose one or more of the following pricing charges:

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Pricing Model

Under \$10 dollar flat fee per month
\$11 to \$30 flat fee per month
more than \$30 flat fee per month
per search charge
per article charge

34. Do you intend to charge for your Web product in the future?

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Yes No

35. Do you require registration at your site?

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Yes No

36. Do you provide secure electronic financial transactions?

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Yes No

37. If you do not provide secure electronic financial transactions, do you plan to in the future?

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Yes No N/A

38. If you do provide secure electronic financial transactions, do you provide a secure "firewall" of protection?

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Yes No N/A


39. Please comment about your feeling or ideas regarding the Web

publishing industry

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40. Other comments



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9. Thanks!

I appreciate your feedback. **Thank you very much!** Please be sure to provide your email to receive the executive summary of this study once it is completed.

41. Email address provided here will receive a copy of the executive summary of this study shortly after it is completed. This email will not be linked to any of the responses or utilized for any other purpose.



[<< Prev/Done >>](#)

APPENDIX B.

LEADERSHIP SURVEY INSTRUMENT (SAMPLE)

The Multifactor Leadership Questionnaire (MLQ) is a fully copyrighted research instrument that cannot be replicated for publication in this dissertation. The instrument consists of three primary components - the Leader Form (5x-Short), the Rater Form (5x-Short), and the

Scoring Key (5x) Short. Based on nine leadership style scales in conjunction with Extra Effort, Effectiveness, and Satisfaction there are forty-five questions consisting of four each for the leadership style and Effectiveness questions, three concerning Extra Effort, and two questions addressing Satisfaction. A five point scale of 0 = Not at all, 1 = Once in a while, 2 = Sometimes, 3 = Fairly often, and 4 = Frequently, if not always, was used.

Two sample Leader Form questions are -

1. I discuss in specific terms who is responsible for achieving performance targets.
2. I make clear what one can expect to receive when performance goals are achieved.

Two corresponding sample Rater Form questions are -

The Person I am Rating...

1. Discusses in specific terms who is responsible for achieving performance targets.
2. Makes clear what one can expect to receive when performance goals are achieved.

The two sets of question above are both examples of Contingent Reward leadership style and would be rated on a scale of 0 to 4 (in whole numbers only).

One sample Rater Effectiveness question is -

The Person I am Rating...

1. Is effective in meeting my job-related needs.

The survey, conducted online, provided appropriate identifiers and coding to link the Rater with the Leader while maintaining anonymity. Permission to conduct the survey online was received from Mind Garden on Monday, July 17, 2006 with all recommended restrictions and copyrights applied. The questions above, the rating scale, the MLQ and variations such as MLQ 5x-Short, and the MLQ forms are copyrighted as follows:

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