

# Leadership 2.0

## **Matt Storin**

I think the one constant is, you can't be false. So you've got to start with that, you've got to be natural.

The second thing is, you've got to stand for something, whatever that is. And the third thing is, articulate that and keep repeating it.

Don't wiggle under fire when the pressure is on, and constantly hold to the principle: "This is what I'm talking about. We're in the business of truth."

## **Sandy Rowe**

I love leading change. One of the things I've learned is that you really have to be able to articulate your goals, and be ready to defend them, and pray you can persuade people of their appropriateness. If you can't, you don't get to pass "go."

Part of the definition of a leader is that you have people willing to follow. If they aren't willing to follow, if you're that out of alignment with people whom you expect to do the work and to make something successful, then you're probably making a mistake. Either that or they don't understand the need for change the way you do.

## **William Hearst III**

You have to be tireless. That's on the very short list of leadership must-haves. You can end up spending all of your energy, all that belly-to-belly management, all that shoot, move, communicate, stuck inside of four walls, plus lunches and cocktail parties.

As I look back, when I was a publisher, I wish I had found another hour and a half. Maybe walk around the city. Unless you get out there and see the bar codes working, you're going to end up putting out a newspaper in a bubble of your own.

## **Steve Isenberg**

[Former New York mayor John Lindsay] is a model for me of action and responsibility in a job of public consequence, one where there's a critic around every corner. His favorite story was that Joe Louis said his fight manager (gave him all sorts of advice between rounds. But when he heard the bell ring) for the next round of a

match, “The last thing I see is my fight manager’s fat ass climbing out of the ring.”

So when you get to those jobs where you’re on your own, there is a great big thing about being able to understand how much is collaborative and collegial — and which part lies with you.



The really good leader is the one who has ideas and when they don’t work, as sometimes happens, conducts an autopsy to see why. But [a good leader] never blames [failure] on the organization.

We make a big mistake when we try to attack the mountain in one swoop. It’s far more important to take it [one] way station at a time.

### Tim McGuire

When people climb mountains, they have about 12 stopping points. They get to that point and they adjust to the air. They regroup and they move on. I have found in my elderly years, that is the approach that is best. It’s very important to take people along with you at those various stopping points. I believe deeply that the best leaders are peer-group leaders.

What I have tried to do in the last several years is get opinion leaders and get key people who will model behavior. We make a big mistake when we try to attack the mountain in one swoop. It’s far more important to take it [one] way station at a time.



We historically have not cared enough about individuals’ careers and their growth path. We’ve tended to hire people whom we like and we’re attracted to in some way or another.

We look after those careers. We have to commit ourselves to everyone as if they’re the most important person in the room. There’s no better leadership lesson in my mind.



We work awfully hard in our business sometimes to catch people doing bad. You need to catch people doing good. That’s incredibly motivating.

### Ben Bradlee

(Publisher) Katharine Graham was so curious to know, and she had to check in before she went home. She had to know what the hell was going to be in the paper the next day.

## Jay Harris

Know yourself and know what is really important to you, what your values are.

After that, set about quite consciously to model in your daily life that which you want the institution to be.

Get out of the office. Spend [time with staff]. Stop and talk to people about the things they do that further goals. Answer their questions about why we are doing what we are doing.



Admiral “Bull” Halsey in the movie “Midway” said, “When you are in command, command.” One should not be hesitant in the end to keep the team together by knowing that your job is something other than keeping everyone happy. Keeping a group of creative individuals with disparate views happy can at times be counterproductive.

## Arthur Sulzberger Jr.

Eisenhower [had an] ability to empower his folks, to stand back from it, to let them do what they had to do, but to ensure direction and ensure drive.

And at the end of the day, he made that one gutsy call (to launch the D-Day invasion) that nobody could make but him. [A] storm system was coming in and the question was, do we hold or do we go? And he said, we go. ... It turned out, as we know, to be right. So the great leaders are not in my judgment the ones who just merely say push on, push on. I’m not a fan of (explorer Ernest) Shackleton, for example, who’s everyone’s hero today. I’ve read every book there is to be read on Shackleton. He had no right being on the ice.

He did some great things in getting his men out, but he shouldn’t have been there in the first place. He was an amateur. When you’re playing golf [as an amateur, it’s OK], but when you’re risking the lives of people around you, that’s different. Planning. Being prepared for the things that come at you totally unexpectedly. Being flexible.

I think those are key elements. The people I admire are the people who can show that.