

there would be plenty of missteps along the way. He stressed to his new staffers that he didn't expect perfection, just dedication and determination. For example, one of those missteps was the elimination of the newspaper's exhaustive list of local events, which resulted in a huge community outcry. To correct this, staffers determined they could satisfy the community's frustrations by creating a dedicated website for a local events calendar with event organizers submitting the information electronically. A staff member

would oversee college interns in editing the submissions and updating the website.

When the newspaper announced its change to a digital format, the reaction was harsh: Readers canceled subscriptions, and advertisers dropped away like flies. It's been four years since the change, and the newspaper is slowly gaining back readers and experiencing more visits to its website. The sales staff is starting to be successful teaching advertisers how to create digital ads that can reach the right audiences by using behavioral targeting and social media.

QUESTIONS

1. What is Nick Gibbons's vision in this case study? How is it similar to or different from the vision of the owners of the paper? Discuss the unique challenges a leader faces when required to implement a vision of his or her superiors.
2. Why do you think Nick wanted to open the workings of the paper up to the public? How is this related to his vision?
3. Visions usually require changing people's values. What desired changes in values are highlighted by this case study?
4. How well did Nick Gibbons articulate his vision for the paper? If you were in Nick's shoes, how would you articulate your vision in this case?
5. Do you think the newspaper will thrive under Nick's leadership? Why?