

ISOJ 2022: Day 2

Panel: Diversity in newsrooms and in the news: Cultural change, content audits and other initiatives

Chair: [Manny Garcia](#), executive-editor, *Austin American-Statesman*

- [Charo Henríquez](#), editor, newsroom development and support, *The New York Times*
 - [Flavia Lima](#), editor of diversity, *Folha de S.Paulo* (Brazil)
 - [Keith Woods](#), chief diversity officer, *NPR*
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Manny Garcia Welcome to our panel on diversity in the newsroom, but also a cultural change, and what we call "source tracking," and other initiatives. As you heard, this is super important. It's near to our hearts because this is what we do. What's important for us is to continue to build the diversity, not just in staffing, but also in leadership positions, because that's what brings on the credibility across our organizations. So with that, I'd like to introduce my colleagues here. Charo Henríquez is the editor of newsroom development and support for the New York Times. Keith Woods is chief diversity officer at National Public Radio, NPR. And Flavia Lima, congratulations, you've just been promoted. Deputy managing editor at Folha de Sao Paulo, as well as editor for diversity. So congratulations. So, I'd love for you to hashtag to #ISOJ2022 on Twitter and share what you hear out there because there's a lot of folks who are not here, but we want to make sure we can spread our message far and wide. So thank you. Our first question is going to be about, I really want to address the issue of culture, because it's something that I have worked on in the newsroom that I oversee in Austin here, and it's important. So my first question is going to be really for Charo, but I want the group to talk about, so it's going to be talk about successes, best practices that you've seen in leading culture change at The New York Times and over your career, sponsoring colleagues and helping develop the leadership ladder, if you will.

Charo Henríquez Well, hi. Thank you for the question, and thank you for the invitation. It's really exciting to be here. It's my first ISOJ. So I've been a journalist for 25 years. I graduated college the year that news went on the Internet, so anything I studied was about to be completely disrupted. So I am part of the generation of journalists who had to kind of build the train tracks so the train keep running because we really didn't know what we were doing. So managing change has had to be part of what we do as a generation of journalists who are introducing digital change in newsrooms, and that is very much a brand new set of skills that we've had to introduce. So leading change and leading kind of like a digital transition, introducing new skills to newsrooms. The team that I am part of at the New York Times was born out of the Innovation Report, saying we can either start hiring more people who think digitally or we can start training up folks who've been here a long time and who have been working in digital a long time. So understanding how change happens. Understanding that change is hard. Understanding that people don't want to be told "this is how you do your job." But show me how you work, and I'll make it easier or faster. And meeting people where they are and centering change on people and leading with empathy has been the way to successfully introduce all kinds of change in the culture. So the focus of my team has been on digital skillsets, and now we're growing into career development and understanding how we are sourcing our stories, understanding how we

are covering certain topics, understanding how we're assigning stories and managing people. So it's a more holistic view on change. But we have been approaching change from, first the digital transition team, and then the newsroom development and support team at the Times in many aspects to make sure that we have the right skill sets in place, so that it's not constantly rewarding the same things, and kind of elevating the same things, and offering development, and moving people up the chain or up the ladder who have the same skills and the same backgrounds and the same understanding of journalism, but actually building out new kind of pipelines of talent who approach the work differently. Because the industry is changing and who we bring in and not only who we bring in, but how we lead change from within, also has to change.

Manny Garcia Keith, do you want to weigh in on that?

Keith Woods Thank you and good morning, everyone. You know, we have a fabulous change management team at NPR that has been helping us in a way that Charo has at the Times to kind of see the big picture of this. And I think that's one of the most important parts of talking about this, is to understand how comprehensive it has to be in the organization. From where I'm sitting at NPR specifically as the chief diversity officer and also as the person who leads our editorial training team, so I'm going to see how many different ways I can say the word "training" today. On these issues, specifically around diversity, equity and inclusion, I think that there are some specific things that we have to work on organizationally to create a different culture. And one of them is to normalize the conversation around diversity, the conversation around all of the sub elements under that word, so that it becomes something other than that annual box-checking exercise in some organizations or the crisis response behavior that we have seen in journalism through the years, where DEI becomes the thing that you do when the reckoning hits and not something that is a normal part of the organization. So we've made a twice monthly conversations about race a regular thing at NPR now over the past year. We incorporate the ideas of diversity into all training, so that isn't the thing that you do after you've been trained in how to write a story, and how to use a microphone, and all of the other things that might be part of the job. To change the culture, you have to go hard at inequity, exclusion, all of the core isms and phobias that are part of this. You can't create a culture in which you talk about something and then don't do anything about it. So the systemic issues that are at the core of some of these things have to be a partner piece of the work to address change. People want to know not only that you see the problems, but that you're going hard at them.

Three other things I would add to this. One is brutal transparency. Being able to tell people publicly in your organization the things that you found that are wrong, the things that you have done that are wrong so that they can understand, that you understand. Even if we don't necessarily all have the same degree of patience and waiting for organizations to change it, at least I know that you know what the problem is. On that front, public commitments become a piece of the accountability structure. So that when I tell you that I know, I'm doing it publicly. When I tell you that I am committed to changing it, I'm saying it publicly. And the accountability is built into that. I could spend the next hour just talking about accountability and both the challenges and the value of that. And accountability itself is the last piece of it for me. I think that you have to have a system, have a structure, have a habit, a culture, of standing in front of the organization and answering. One of the things that happened after the pandemic locked us all down is that NPR went to a weekly all-staff meeting. I have to tell you that in under our previous administration, we had not had even monthly all-staff meetings for months. Our new CEO, John Lansing, came in and decided that that was going to be a part of our culture, and we met every week for the entire first

year. And it was only in January of this year that we switched to every other week, and every one of those weeks was an opportunity for people to ask questions of leadership about the things that we were saying publicly. That's a level of accountability that I think is absolutely essential if you're going to tell people that you're going to change the culture.

Manny Garcia Flavia, I would like you to weigh in to us on culture and what you've done with the diversity initiatives in your newsroom.

Flavia Lima Okay. Good morning, everyone. It's a pleasure to be here for the first time. I'd like to especially thank Professor Rosental for the invitation. I'm Flavia Lima. I work for Folha de Sao Paulo, which is the most influential newspaper in Brazil. And before talking about cultural change, I'd like to give you some context. It's pretty common to hear that diversity goes a lot deeper than diversity numbers, which is true. But in Brazil, numbers still matter. In the country, 56% of the population declares itself to be Black or brown, according to official statistics. Even in Sao Paolo, the place where I live, which has a smaller Black population than other areas in Brazil, Blacks and browns, proportionately speaking, make up almost 40% of the population, which is a lot. But Brazilian newsrooms don't reflect this scenario. A recent research conducted by the State University in Rio de Janeiro points out that 85% of columnists and reporters of the three largest Brazilian newspapers are white, and 60% are men. The data also show that Black and women are younger than white and male, which may indicate that they are in lower positions. Different from the U.S., for example, hiring and looking at the diversity in Brazil is new. The discussion has gained strength recently, especially after George Floyd's murder, believe it or not. But there is a reaction. And among the mainstream media, I believe that Folha has stood out. We are the first ones to have the position of the diversity editor, with the goal of bringing more diversity to staffing, sources, content and audience. And in order to speed up these cultural change processes, the diversity editor participates in all hiring processes and suggests columnists that meet the diversity criteria. I also coordinates a demographic census and internal survey that helps us to assess where we are, and where we want to be, and measure the discontent among the newsroom. I also coordinate a committee of 16 journalists whose role is to present inclusion demands to the management and amplify the communication channels between the newsroom and the leadership. And we also promote wellbeing initiatives, such as having a psychologist available for journalists from Monday to Friday, especially during the pandemic time, and a gender neutral bathroom as well. We know that there are no short term solutions for systemic problems, but I think that we've started working in progress, a promising era That's it.

Manny Garcia Thank you for that. So I picked out some words just from the discussion here that stood out to me that I think really matter as leaders. It's "empathy." Being "holistic" in our approach to colleagues. Use "brutal transparency," but it is transparency and accountability. I use the term "iron sharpens iron" and inclusion, and I love what you're talking about having a psychologist available for a journalist. It took me a long time to realize that I actually had PTSD from years of covering so many stories, and it really came to the forefront for me during the pandemic that I needed help. So I started seeing a therapist. And so now, Keith, I'm really interested in hearing, and I want to just also talk to the group about this, what you're doing at NPR with source tracking? Because we've all struggled with that, making sure we have a diverse group of views in our newsroom. Can you talk about that? And then I want to open up to see what you're all doing in your own newsrooms to.

Keith Woods Sure. And this goes back at NPR to 2013, when we decided to take a kind of anecdotal conversation that was common, even in the newsroom, about our audience

and about the people who are on the internet, where people generally talked about the audience and the sources in the same way. Our expectation was that our sources were overwhelmingly white, that they were on the coasts, that they were largely male. But nobody had done any real work to figure that out. And we began in 2013, first with a retroactive tracking of our sources by going back every year, doing a sampling of the content and producing some numbers to help the newsroom figure out who they were actually talking to. That first year, 28% of all of our sources were female. 80% of our sources were white. 84%, if you're just talking about experts, and NPR loves our experts. And 52% of all of our sources came from five states and the District of Columbia. So one of the things that we started then was to put the entire sourcing project against a goal, which was to look and sound like America. And all you had to do then was take those numbers I just cited to you, and say, "Is this America? 28% female? Is America 28% female? Is it, you know, 52%, five states and the District?" And we began in that year tracking each year since. And in the last two years, we've begun to do a much more real-time tracking of our sources, and in fact, created software for our organization a year ago to allow us to track the sources as a part of the regular workflow in our content management system, and created this thing that we call Dex that allows you, as you're putting your sources into the system, as you're beginning to write your story for either digital or for audio, that you have to put that information in. And I'll just fast forward to the data from 2021, which is my most recent full year report. 28% female in 2013. 41% in 2021. 80% white in 2013. 69% white in 2021. We've seen this serious increase in our diversity across the country, where today 20 of the states in the country register at 2% or higher on our sourcing, where it would have been 8% in 2013. Each time we've gotten this data, we have gone back to our organization and said, "Here's how we're doing," and allowed our journalists to begin to make some adjustments.

I'll just say this last thing about it. There are some things that we've also found out in doing this work. And that is that as our diversity of sources, racial and ethnic diversity of sources has increased, so has their inclusion, or maybe they're limiting, to stories that are about race and ethnicity. So we have seen an increase, maybe doubling of the percentage of sources of color that are in stories that are not about race. But it's doubling from 13% in 2013, so we we've got a lot of work to do. It is evidence that when journalists think diversity or inclusion, there is a sort of immediate association with stories that are about race or ethnicity, or if you're talking about a gender identity, then trans journalists in stories that are about and for trans people. It is putting women in stories that are about women. So when we begin to dissect the data, we can see a lot of the trends that go beyond the simple numbers, and, as I said, gives us an opportunity to start making some corrections.

Manny Garcia Wonderful. Charo, you're one of the biggest change agents I know, and so I'd love to hear more from you along those lines through your work, through what you're doing at the Times. Like is your work involved with diversity of culture, and sources and so forth?

Charo Henríquez The bigger point than focusing on specific numbers, it's that it's the systems that need to change. If we're very intentional about tracking things, not just checking the box like you were saying before on how we're hiring. Whenever we talk about diversity, it's about we need to hire more people of color. And that's fantastic, and that's one part. But that's not the answer to the question. What happens when journalists are in your newsroom? How are you developing their careers? How are you offering mobility? How are you coaching them and elevating their rapport? The same goes to our coverage. Are we only talking to sources of color when we're covering communities of color? Are we only talking to victims of color, but experts that are not communities of color? It's about

understanding how we're doing our journalism, how we are staffing, and who are audiences are. So when we talk about diversity, equity and inclusion, it's about the systems that we have in place. It's about communication. It's about the whole process. And having an operational mindset, or like folks who are thinking about strategy and operations, and how to run the newsroom, that may not be the sexiest answer to how we solve diversity. But if the systems are the things that have been broken and not serving certain parts of communities, or certain populations in communities in newsrooms, then systems have to be the things we build to fix it.

Manny Garcia Okay. I like what you said. Intentionality. Being intentional. Very, very key. Being proactive. Flavia, can you talk about just within your newsroom how you've worked to make sure that there's diversity to reflect the community you're covering?

Flavia Lima Before that, I would like to talk a little bit about the initiatives concerning to talent development inside the newsroom and also the sources, as they said. We are exchanging some ideas with the audience team at Folha to develop a tool, a software, with Google called Voz Delas, which means "other voices," to monitor how many women are heard by Folha and also to bring these voices to our content. Because we know that today women are not heard as they should be. And in terms of talent development, we have a training program, which I consider is the most important initiative for Folha. Especially because in Folha, a good chunk of the leadership came from these training programs. And now after 64 editions. Last year we have the first one aimed at Black professionals, for the first time. And this year we're going to start a second edition next Monday, also aimed at Black professionals, which I think is important. We know that to have these voices all over the newsroom is important, also in the leadership. But it's relevant to start having these talent students with us learning how things work at Folha's newsrooms. And what was your question?

Manny Garcia Within your newsroom, making sure that you have a representative newsroom that is reflecting the community it covers because you have such a varied coverage.

Flavia Lima Yeah. Okay. Let me start with a story. In September 2019, an eight-year-old Black girl was killed by the police in one of the favelas in Rio de Janeiro. And at the same time, in the same week, the Brazilian government discussed a proposal of a change in the criminal law that allowed lighter sentences or even no sentence for police officers who killed under certain circumstances, such as fear or a strong emotion. At Folha at the time, I wrote that Folha missed a good opportunity to contextualize and put both things together. I mean, the murder of the girl and also the proposal of the government. I also missed the chance to bring both issues to the headlines of the newspaper stressing to readers how important the discussions were, with deep consequences, especially for underserved communities. Because journalism is not only about informing people, but also educating people. Well, I think journalism is also about who is writing. So it's important to have professionals with different backgrounds participating in all journalistic stages, talking about politics, economics, culture, and also violence, which was the case, and saying something like, "Hey, I think that coverage that we are underestimating is important." So trustful journalism is also to do with holding all the newsroom accountable, especially when it comes to content that affects underrepresented people. And how we do that in Folha, we don't have reporters in diversity-related roles. To be honest, I have one reporter working directly with me, but this happened because we want professionals, reporters and editors looking at issues of race, gender, geographic things, socioeconomic things, religion, ability is central to all the stories they write to make it clear that diversity is everyone's priority,

encourage them to bring good stories about these issues. We also try to escape the trap of covering relevant issues in a special date. I don't know if it happens here, but in Brazil, the mainstream media used to cover, I don't know, women things in March, or I don't know, Black things in November, which is our Black History Month, or LGBT+ issues in June, for example. So of course we don't do that. And what I'm used to saying is that for a long time, media in Brazil has portrayed underserved communities through stereotypes, vulgar terminology, and also racism, or has ignored how to bring good stories from these communities. So I think that it's time to change. And like Gina said, what is newsworthy? Who says what is important in the newsrooms? I think that we need more contextualization. I think that we need to keep on going after more scoops, of course. We have to search for new ideas of the business model, but we also have to reflect more accurately our society, taking the problems of underserved communities as our problems. Because they are.

Manny Garcia Thank you. Before we get to questions, I wanted to ask about the topic of succession, leadership and talent development from a diverse point of view. I know this is something that we've been very focused on in our newsroom, just because it's talent development for the purpose of retention. But also we don't expect we're going to keep everyone forever, but it's preparing them for their next job or their next advancement, especially at the leadership level. So I want to talk to you all about helping others, develop others, rising others. So, Charo, I want to start with you.

Charo Henríquez Yeah, I'm a big proponent of, and I'm going to, like is "training" the keyword here? Because I feel like we're all talking about training and development. Our team initially was born as a training team. Actually, we are kind of a seedling from the NPR tree because the folks who built out the initial training team, the digital transition team, were alum from NPR. And the focus has always been on developing skills, and that skills development and a culture of constant learning is a constant, whether we're coaching people on digital skills, whether we're now coaching people on people management skills, and developing better managers, and giving managers better tools to be able to elevate other folks into management positions, and developing essentially a pipeline of internal talent that can grow and then take over, like this new generation of leadership in newsrooms. Something that has been kind of the side job for a lot of us has been like all these operations and support and like the running of the desk takes a backseat to the coverage, the running the reporters, the editing the stories. And we sometimes forget about managing the people because we're managing the report. And that's something that when we talk about equity, is even a bigger. It becomes even bigger. Because certain people have access to mentorship. Certain people have access to coaching because of affinity bias. Because if you see somebody who's like you, you're more likely to give them opportunities, or you know who to talk to get to move to this certain spot or to try this job. So one of the things, for instance, that we're doing in our team, the way that we work is on an embed capacity. So one of my editors will go to a department, kind of figure out the things that are needed, spots the gaps, and then builds training specifically for that department for what they need when we're rolling out stuff. And one of my editors last year came to me and said, "What if we did an embed program where other people could go and learn from each other and develop skills from a peer-to-peer perspective?: And I said, "That sounds great. Write it up." So she wrote a proposal. Amy Zerba, who is now the deputy editor, or one of the deputy editors in the department, largely because of this initiative. She proposed that we start a rotation program. The way that we started shopping the idea around was let's just do a prototype and swap ten people and give people new jobs for three months to see what they learn and what they can bring back to kind of reengage and develop peer-to-peer learning and then reengage and reconnect them to

their current job with new skill sets. We opened up an applications process so that everybody had access, and we weren't cherry picking who was going to benefit from the thing. And with ten spots, we got 86 applications. One of the signals that we got was there's an appetite for this. Like people want to have a way to raise their hand. People want to have clear written rules of like, if I want to try new things, how do I go about it? So even putting together a system for you to do a rotation of this type proved super effective. What we did in the process was set up kind of like a buddy or an ambassador that would coach you when you came into that three-month rotation. We got department heads to talk to each other and advocate for the person they were sending out or the person they were receiving. So the person who would not likely advocate for themselves or hype themselves up got their manager to talk to the other manager and say, "No, like really, they're really solid in what they do." So that opened up a bunch of career development conversations. People who wouldn't have said, "I want to try something new," could now go to their manager and say, "Hey, I want to try this embed thing that they're trying around." So we had a first pilot for ten people. It was so successful that we're now running a second pilot with 25 reporters and editors across the newsroom, and we're setting it up as a recurring program that is going to be a full-fledged program twice a year. That's going to impact 50 journalists in our newsroom every year. We're going to have like a steady rotation. We have a blind application process. We have a blind matching process. So we're minimizing the cherry picking possibilities by letting people apply, giving people written rules and like how to figure out what their next step is, and getting their managers to advocate for people to do these embeds, and advocate for people to learn these new skills. So it sounds like a small thing to open up the door for somebody to try a new job. It is a larger system in place where managers are now having conversations about next steps, where they are spotting opportunities for people who want to become people managers to be the coaches for these embeds. And we're just starting more career path conversations where people were mostly just having conversations about what story are you covering, what is the angle, what is the framing? And now it's more about what do you aspire to do in your next step, and how can I help you get there?

Manny Garcia That's wonderful. Keith, can you weigh in quickly about just any succession leadership plans, or what you do within your organization?

Keith Woods Yeah. Can I ask a question? Because I really need to know this. Do you backfill, and is there a budget line for what you've just described, those 50 people?

Charo Henríquez In the first, that was one of our first hypotheses, like are we going to have to backfill all these positions? So we had a little bit of budget, but mostly we were just saying, "Let's figure out a creative way." And for the second round of the embed, what we did was if you're letting somebody go, do you want to write up that position so that somebody can come embed and do that job? So we're figuring out how to do more swaps. We're figuring out how people are planning and scheduling so that they can do without that person for three months while they're going out to learn something. So it's also a test in good leadership and like how you're managing the rest of your resources so that you can free up that person. And sometimes we're getting, "Oh, we can't let that person go." And then we get like, "But I can't stand in the way of their development, so I need to like figure it out. This is a me problem. This is not a they problem. I can't stop them from doing this thing. So I'm going to try my best to figure it out." In other cases, we have given them additional like budget to backfill temporarily. But the first time we had to rely more on that. The second time more people, because they understood how it worked the first time, were either more open to swaps or just creative solutions to their own staffing to not like prevent somebody from doing the thing.

Keith Woods Thank you. So I would say quickly that our true succession planning lives still very much at the top of the organization, at the leadership level. And our CEO has asked his top leaders to sit down and figure out who's in line, who's coming, to begin the process of thinking about what the next iteration of our leadership will look like, given that. But I think that this is something that has to get all the way down to the ground in the organization so that everybody is thinking about who's coming, who's going to be the next international correspondent, because the international correspondents tend to be the people who also become the host of the shows. And you can go backwards and see how development leads to those positions. I don't know that we've got that as an organization, especially solidly at this moment. I just want to say about the kinds of training things you have to do in the organization, and what we know about retention, especially, is that people leave managers before they leave anyone else. They don't leave the organization. They leave their bosses. People leave when they do not feel that they're growing in their work. They leave when they feel a dissonance between themselves and the values of the organization, when those two things don't match. They leave when they don't have mentorship. So one of the ways to just flip it is to say, "Okay, if I made our managers better managers, I'm doing something about retention." And so we've instituted a number of different programs to do that, including bringing in my old employer, the Poynter Institute, bringing in the Maynard Institute to do leadership training, specifically to help people to see things through the DEI lens. Because, you know, as you said earlier, Charo, empathy is an important piece of this, to understand that you've got to meet people where they are. If, in fact, we as a country, not just as a profession, are really bad on these issues in general, that we are more inclined to be in our corners than to be in a more pluralistic situation, then the empathetic view of this is that if you're going to ask someone to do something, you've got to provide them with some kind of training help to get them there. So, you know, create a mentorship program, and you've gotten at this imbalance of mentoring that happens when people go to affinities and then create all of the spaces around the organization, including employee resource groups and other things that give people an opportunity to feel a part of something, to feel like they belong to something. And all of those things add to the possibility that you'll retain. And finally I heard something last week, I can't cite my sources, but I'm not stealing. But the person I was reading said, "Treat the people who leave like alumni, and not like traitors." And as a matter of retention, because you can't keep everybody, you open up the opportunity, perhaps, that they'll come back, like some of the folks The New York Times took from NPR.

Manny Garcia Yeah, but I'll tell you, a great recruiting tool for you is, is developing leaders and developing your journalists. I know within our organization, within not just at the Austin American-Statesman, but within Gannett, we have a very deliberate plan for succession leadership, developing the next generation. But it also starts with our reporters. Our editors spend time with them. What do you want to do? What do you see as a future beat? We spend a lot of money on training, sending reporters to IRE. Now we're investing in the news leaders. We want you to just go and be part of the Emerging Leaders Institute. And so it's all that. I heard years ago, I was talking to a pastor, and I was talking about my role and just what editors do. And he said, "Your job is very simple. Your job is to wash feet. That's what you do, wash feet. That's how you're developing others. That's modeling the way." So with that, I want to just open up to questions here. Keith, a couple of them have come up for you. One of them is about your source tracking. So are those reports available for readers, for folks out there, A, and then B, did you get a lot of pushback on that very point about creating that tracking?

Keith Woods Well, yes, first. Short answer to that question, and I will say a little bit about it. But on the first question, you know, we're a public organization, so making things public is a big piece of the work. What we've done is on our website, a lot of the data around our general organization or DEI work is there. The source tracking? Not because we haven't made it public, but because we've had a kind of gap in what our public editor has written about over time. But every year for years, the public editor would publish the source tracking data that we had, and we're getting ready to release the set that I just cited a little while ago from our 2021 full fiscal year data. So I believe, as I said earlier, that accountability means being public, being brutally transparent, and telling people that since 2013, when 7% of our sources were Latino, we have made zero progress on inclusion of Latino sources, and it's at 7% in 2021. The only way for us to help ourselves is to create the pressure situation that comes with accountability. Yes, we've had pushback, and it's taken several forms. You know, it's everything from, "Well, this is new and more work, and I am overworked." And I believe, frankly, that it is new if we haven't been doing it before, if we haven't been paying attention to it. Everything is new. Another is, "You know, I'm just not really fond of asking people things like what is your race, and how do you identify by your gender?" And these kinds of questions, which, oddly, for journalists, is a hard question to ask. Journalists who are asking people things like, "Did you kill your mother?" are having a difficult time with some of these questions. And I think some of it is cultural. Our culture is that we don't talk about these things. Some of it might just be philosophical. You know, "I think that I'm using the best sources available, why should I have to be asking these kinds of questions? Isn't that kind of artificial journalism?" And I think, of course, if we believe that what we're doing already is objective, then we are already in trouble when we're talking about something like this.

Charo Henríquez I also want to call out that NPR has a really great training site that's publicly available with a bunch of training resources that's really, really good. So shout out to that.

Manny Garcia So this is an important question. I'll translate it. It is how do you promote diversity and inclusion when you work in a very small news outlet or you've got a small newsroom? So some of us have started. I can tell you that you have to put in just extra work, and it's absolutely doable. You have to recruit. And just whether it's entry-level jobs, going to universities, it's promoting the value of what you can bring to an organization to help develop a reporter. But it's always going to be a challenge, in a sense, but it's solvable because you're always seeing, "I want to get to the larger newsrooms. Larger newsrooms." But frankly, some of the best and most important work gets done in smaller newsrooms. But I wanted to open it up to you all about just your thoughts, because we've all started in smaller newsrooms or had your hands in smaller newsrooms.

Flavia Lima It's more or less the same process that happens in the largest newsroom. You have to start it, you know? For example at Folha, as I said, we have a training program aimed at Black professionals. And, we know that most of the candidates don't belong to the Brazilian elite, for example, like most interns over the years that we have, so we take some initiatives to maintain these students with us. Like, for example, the program is held in the evening so people can work and also be with us in the classes at night. We don't require a fluency in English, for example, because we know that most Black students can afford it in Brazil. But of course once employed, Folha helps with language courses. So I think that, of course that if you have a small newsroom, maybe it's not possible to create a large training program. Our arts program, for example, in the last year had 18 people and 15 of them were hired. But you can think about recruiting in universities, I don't know, Black, transgender, and a diversity of people. What I mean is that if it's not possible

to have 15 of them in your newsroom, you can start with one or two maybe. Yeah, but you have to start. Yeah, that's it.

Charo Henríquez I totally agree. Regardless of the size of the newsroom, change is going to be hard regardless. Don't try to change all the things at once at scale. Just start small. Try to change one thing, and just nail that one thing, and then grow from there. Try a thing, and if that approach doesn't work, then iterate on it. And this is where like product thinking and design thinking and all these things that we tend to associate with tech, like these are ways to understand how our newsrooms work. Our end user are the journalists that are in our newsroom, and the product we're trying to develop is the culture of the place. So applying that thinking of figuring out the problem, approaching it with empathy, and then iterating on solutions is the way that we get big change going. Big change starts with small initiatives, with little tiny experiments, little tiny prototypes of things. That's the thing that can grow and impact the culture of a place.

Keith Woods Yeah, and I would just add this one thought. Gina said this in the previous session that everybody can't be proxy for everybody. Right? And so often in the smaller newsrooms, you have people who begin and they're thinking, "We can't do anything because we can't hire people of color. We can't do anything because we don't have a lot of openings in these organizations." And this is across public radio, where you have newsrooms as big as NPR's and as small as four journalists and three journalists. Well, what you can do is learn, and in your own organization, recognize that no matter how well you do at bringing in diversity into the organization, you still have to know more. Everybody has to know more because you can't ask me to come in and carry it all for the entire organization. So what are you doing to learn?

Flavia Lima And also just one more thing. When we are talking about diversity, we are talking about not just about the professionals, but also about the content. So even if you are small, you can do good coverage, thinking about diversity. And so it's not just one path. It's not just one way. But you have to start doing that.

Manny Garcia So we're down to 3 minutes, so I'm going to ask a question. Flavia, this is for you. We've got a question here that says, "What did you have to do to introduce a psychologist to the newsroom?" A reader wants to ask, or somebody on Twitter. So, how did you go about it? We would like to learn more about how you did that? Because I will tell you one thing that I always tell our newsroom is I want everyone to know you don't walk alone, and we don't want anybody to be suffering in silence. Whether it's working through our EAP program or colleagues, we want to make sure that you have support. But just a little bit more, just quickly, how did you go about that?

Flavia Lima The first thing is publicize that. I mean, everybody has to know that we have a psychologist that is available to talk. And one important thing is you can do it privately. I mean, you don't have to pass through anyone to get the psychologist. You know, it's something that you can do directly with her. So you don't have to be ashamed to need this kind of help, which is really important. And we are journalists, and I think that we don't like, how can I say that, put on our faces over there. So. Yeah, it's important to do these things in a private way.

Manny Garcia Well, everyone, we couldn't get to all the questions, but nevertheless, thank you very much for today and for spending your morning with us.

Charo Henríquez Thank you.

Flavia Lima Thank you.