

GOODMAN RESEARCH GROUP, INC.
Program Evaluation • Consultation • Market Research

NEXT GENERATION LEADERSHIP

SUMMATIVE EVALUATION REPORT

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INTRODUCTION

The *Next Generation Leadership: Enhancing Diversity Among Public Media Programming Executives (NGL)* Initiative, funded by the Corporation for Public Broadcasting (CPB) and led jointly by WGBH-Boston and The Partnership in Boston, MA, is a professional development program designed to help public media expand diversity among senior and executive producers.

The purpose of this initiative is to create a new and more diverse pool of well-trained executive candidates who can influence public media stations and thus the system as a whole. The evaluation aimed to examine the outcomes for the Senior Editorial Fellows and to assess the effectiveness of the initiative for the Fellows and the public media system.

NGL GOALS AND METRICS

The NGL leadership team identified several goals and metrics by which to assess the effectiveness of the Fellowship. Three primary areas of interest included: 1) Promotion and recruitment from a diverse range of applicants, 2) Satisfaction with the experience among the Fellows, Mentors, and Coaches, and program outcomes with a focus on longer-term promotion for the Fellows, and 3) Leadership activities and workshops conducted at the Fellows' sending stations or organizations, with strong attendance and participation from General Managers (GMs) or other top-level executives.

GRG'S EVALUATION OF THE NGL INITIATIVE

Goodman Research Group, Inc. (GRG), a Cambridge, Massachusetts research firm specializing in the evaluation of educational programs, materials, and services, conducted external evaluation of the NGL Fellowship program. The evaluation was designed to assess the effectiveness of the initiative, with a focus on outcomes for the Senior Editorial Fellows, and to examine the extent to which the sending stations and organizations were engaged in the process and primed to support the Fellows in the future. Examples of such support may include providing Fellows with opportunities for advanced leadership within the station and developing a climate that encourages diversity at all levels of skill and experience.

This report provides a summary of evaluation findings over the course of the NGL Fellowship year, in relation to project goals and metrics.

METHODS

GRG used a pre-post evaluation design to examine Fellows' experiences at baseline, mid-year, and post-fellowship. A brief one-year follow-up survey will also be administered to assess any further changes in the Fellows' attitudes and professional status at that time. The one-year follow-up is partly in acknowledgement of the reality that career advancement in public media takes time and is dependent upon many factors. A candidate's leadership skills and qualifications alone may not translate immediately to a new position (i.e., if there are no open positions that would reflect advanced leadership).

All eight NGL Fellows completed a brief online baseline survey before beginning any of the fellowship activities. The survey was designed to provide insight into their goals and expectations for their Fellowship year, their stated commitment to public media, their confidence regarding advancement opportunities, and their networking and professional development experiences. The survey also included questions about Fellows' background experiences and how they learned about the NGL opportunity.

In July 2016, mid-way through the Fellowship year, GRG interviewed the Fellows by phone to learn about their experiences and satisfaction with the program to date. In September and October, GRG also interviewed the eight NGL Fellowship mentors and two leadership coaches to hear, from their perspectives, about program experiences, and how they felt the Fellows were doing.

Also in October 2016, GRG interviewed a key representative of each of the Fellows' home sending stations or organizations to learn about their perceptions of the value of the NGL Fellowship to both the Fellow and their station. Questions also focused on any advancement opportunities they had been able to give to the Fellow to date, or any they plan to offer in the future, and whether they had seen any evidence of a shift in the overall station climate in terms of creating a culture where diverse professionals can thrive.

After participating in the three-day Capstone Retreat at the end of the year, all eight Fellows completed an online post-survey. The survey was designed for Fellows to reflect and comment on their experiences in the program, to assess any changes in confidence and attitudes toward their current and prospective work, and to identify any changes in their current work status. See Appendix A for copies of all of the surveys and phone interview protocols. Appendix B includes the surveys with respondent data filled in.

Throughout the year, GRG met monthly with NGL leadership by phone to discuss progress of the program and the evaluation. GRG also reviewed Fellows' materials and files collected by the NGL development team, including initial Editorial Plans, end of the year playbooks, and participation level in/contributions to NGL social media.

RESULTS

The following Results sections summarize post-fellowship reflections from surveys, and these are supplemented by details from Fellows' end of the year playbooks, as well as by feedback shared via interviews with Fellows, mentors, coaches, and home station representatives. Pre-post analyses were conducted for areas where change over time was of interest; significant differences are displayed and explained.¹

Below is an overview of NGL applicants and the final Fellows selected for participation. This is followed by Fellows' reflections and ratings of the overall program, with an emphasis on the embed procedure and experience. Next, Fellows' perceptions of their own changes in confidence and attitude are followed by career plans and perceived readiness for advancement, and the growth of Fellows' professional networks as a result of their NGL participation. The final section focuses on perceptions of representatives from the sending stations or organizations.

PROMOTION AND RECRUITMENT

The NGL program received over 90 applications from across the country for this inaugural Fellowship cohort.

***Metrics of Interest:** The project receives 50 applications from regionally diverse areas of the country, of which 15 are highly competitive; 50% of the applicants come from stations and the other 50% come from independent communities.*

It was the NGL team's goal to receive at least 50 applications for the Fellowship and to select half from stations and half from independent production communities. In October 2016, the project team received over 90 applications from 26 states for the NGL Fellowship. After a discussion of candidates in November 2016, NGL partners ultimately selected the final eight Fellows for the inaugural cohort of NGL Fellows, using four general criteria:

- 1) Readiness for leadership training and positions
- 2) Diversity (broadly defined, including for example: under-represented groups identified by race, ethnicity, geographical location, physical ability)
- 3) Commitment to public media
- 4) Reviewers' own sense of applicants' ability to contribute to editorial content

The selected Fellows reflected diversity in terms of gender (5 women and 3 men), race and ethnicity (including Latino/a, Asian American, and African American), and regions of the country (including South, Southwest, Central U.S., West coast, and East coast). Additionally, home stations or organizations included large and small stations that produced local and/or national programming, and were in small and large cities and one rural area.

¹ It is important to note that with such a small group (N=8), tests of statistical significance are not highly reliable; differences revealed should not be considered representative beyond this cohort of Fellows.

The Fellows also reflected a range of media, with 75% working in TV, 63% in digital media, and 50% in radio (Fellows were able to select multiple media, so percentages sum to more than 100). All eight were on staff at a station or other public media organization. In monthly evaluation check-in calls, NGL leadership acknowledged that the 50/50 ratio of station/independent applicants was not achieved. The team has discussed plans to modify the recruitment for a potential second cohort, including revised language in the application website, as well as collaboration with recruitment partners and Cohort One Fellows; the aim will be to obtain a more balanced applicant pool.

The two most prominent means of learning about the NGL opportunity were either from a colleague at their station (5 out of 8) or from social media (3 out of 8). While half of the Fellows listed only one way they learned about the NGL opportunity, two of them heard about it from two different sources, one from three sources, and one from four sources. All responses are displayed in Exhibit 1.

Exhibit 1. How Fellows Learned about the NGL Fellowship Opportunity

	Number of Respondents
From a colleague at the public media station, organization, or project where I work or have worked as staff	5
Through social media	3
From a colleague at a public media organization, separate from where I work or have worked	2
Through direct contact from NGL	2
Through direct contact from the Association of Independents in Radio (AIR)	2
From a colleague at a public media station, organization, or project where I work or have worked as an independent maker	1
From a colleague who is an independent producer	0

N=8

OVERALL FELLOWSHIP EXPERIENCE

Overall, participants rated the NGL program positively, with Fellows using such words as “transformative” and “phenomenal” to characterize their overall experience.

Fellows each provided a word or phrase to characterize their overall NGL experience. Their comments reflected the fast pace and intensity of the program, along with a perceived effect of incredible and “transformative” professional growth. Examples included:

“Enlightening”

“Accelerated opportunity”

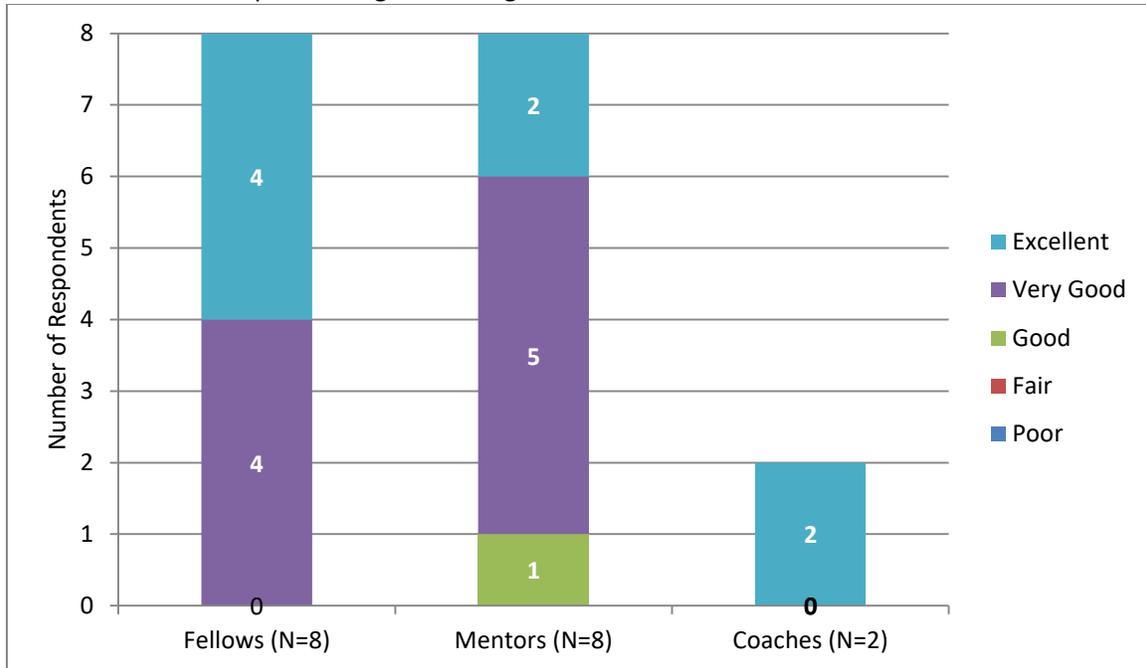
“Life changing year of professional growth”

“Phenomenal”

Metrics of Interest: Satisfaction and outcomes of participation: 80% of the Mentors and Coaches provide “good” or “excellent” assessments of their experience in the program; 100% of the Fellows provide “good” or “excellent” assessments of their embed experiences.

NGL participants, including Fellows, mentors, and coaches, all rated the overall experience quite positively. In phone interviews, mentors and coaches shared an overall assessment of their experience in the program using a scale of 1=Poor, 2=Fair, 3=Good, 4=Very Good, 5=Excellent. Shown in Exhibit 2, both of the coaches and all of the mentors gave ratings of "Good" "Very Good" or "Excellent" (i.e., 3 or higher out of 5). Fellows also reported a positive experience with the NGL program overall. Using the same scale, the average rating was 4.50, with 100% of Fellows selecting "Very Good" or "Excellent". None of the NGL participants selected ratings of *Fair* or *Poor*; therefore, they do not appear in the exhibit.

Exhibit 2. NGL Participants' Program Ratings



Fellows' expectations for NGL were met overall, with a few suggesting modifications that would improve particular program elements.

All eight Fellows reported their expectations for the NGL Fellowship were met, with an average rating of 4.25 on a scale from 1 (*Not at all*) to 5 (*Completely*). Six of the Fellows selected a rating of 4 out of 5, and two gave a rating of 5. In their own words, they described ways their experience matched their original plans, and ways in which expectations were not met.

Program elements that matched Fellows' original expectations primarily had to do with the benefits of participation, which included the networking and support they received, tools they felt they could bring back to their own station, increased visibility, and a more positive perspective of self and their own expertise. A few representative quotes follow.

"The networking opportunities were amazing; mentor and embed environment was new, different and exciting; support from fellows and mentors was great; I felt a great boost in visibility in the public media system through conferences, embeds, fly-ins and other related events; immersion and capstone provided good feedback and training."

“I learned to see myself as an asset and see how my expertise can fill needs at my station. I got a system wide view that helped change my perspective and helped me feel more connected to other stations.”

Fellows also highlighted the closeness established within their cohort that they “*consider family.*” They described mentors and coaches as “*generous with their time, resources, and experience*” and they felt comfortable turning to them for tips and advice when needed.

Program elements that did not meet expectations included the time and intensity of the commitment, as represented by one Fellow’s comment: “*The fellowship was pitched as only 7 weeks over the course of the year. But in reality it was much more than that and was basically a second full-time job that my supervisors didn’t always realize, understand, or appreciate.*” This Fellow’s recommendation was to manage initial expectations better for all participants. A couple of Fellows described timing and scheduling challenges, such as mentors’ busy schedules and time zone constraints: “*the regular meetings and Twitter chats were also very East-Coast-Centric. It made it difficult for West Coast fellows to juggle work hours and these meetings.*”

A few Fellows described specific aspects of NGL they felt could be improved, such as an apparent focus more on TV than on radio, a lack of focus or clarity about “*fellows’ expectations versus the program’s or CPB’s expectations,*” more opportunities for “*tangible*” and “*meaningful*” contributions to the editorial process at embed stations, and NGL’s social media campaign. One Fellow noted, “*the social media campaign failed to take advantage of the social media experience, online branding, and social media networks of the fellows.*”

Fellows valued and were satisfied with most aspects and elements of the NGL Fellowship program.

Fellows reported that elements of the program that contributed the most value to their professional and leadership development were those that involved in-person large-group interaction and small-group or individual access to leadership coaches and mentors, as shown in Exhibit 3. Fellows attributed relatively less value to the social media aspects of the program and to the management workshops at their home station or organization. Detailed further in a later section, the management workshops were perceived positively by most attendees. The ratings below speak more specifically to the value the workshops contributed to the Fellows’ development, while the intent of the workshops was focused more on the potentially shifting climate at the sending station or organization.

Exhibit 3. Fellows' Ratings of the Value of NGL Program Elements

	Mean Rating (Scale: 1-5)
Public Radio Programming Conference	5.00
1st Embed week	4.86
NGL Immersion Week	4.75
Other NGL-supported public media conferences (PRNDI, NABJ/NAHJ, other)	4.75
NGL Capstone Retreat	4.63
Cohort calls with Leadership Coaches	4.50
Individual access to Coaches	4.50
2nd Embed Week	4.43
PBS Annual Meeting	4.38
Access to Mentors outside the embed weeks (calls, meetings, other)	4.25
3rd Embed week	4.14
Access to the NGL leadership for additional mentoring and networking	4.00
Monthly videoconference calls	3.75
4th Embed week	3.57
Journal of your NGL experience	3.38
Management Workshops at your home station/organization	3.00
Your own NGL Twitter Chat	3.00
Other Fellows; Twitter Chats	2.75
NGL website	2.75
NGL social media platforms, generally	2.13

N=8

Scale: 1 (Not at all valuable) to 5 (Extremely valuable)

In their own words, Fellows described the program elements that contributed most positively to their overall experience. Similar to the ratings above, most wrote about the relationships established within this “community of fellows,” the in-person group meetings, and exposure to leaders in public media.

“The relationships I developed with the rest of the fellows are the best things to come out of this experience (and there were a lot of good things!). My fellow fellows were almost like siblings--they are the only ones who knew what type of experience I was going through and I could always count on them to lend an ear when I needed it. I am so grateful that we became the close group that we are. I am honored to be counted among them because they are truly exceptional (professionally and personally).”

Fellows were quite satisfied with their Fellowship experience, particularly with the working relationships developed with one another, their coaches, and their mentors, as well as with the support provided by the NGL leadership. Relatively lower satisfaction was related to the fellowship preparation and managing expectations for themselves and their sending stations. See Exhibit 4.

Exhibit 4. Fellows' Satisfaction with NGL Fellowship

	Mean Rating (Scale: 1-5)
Working relationship with the full cohort of 8 Fellows	4.75
Working relationship with your coach	4.38
Support provided by the NGL team	4.13
Experiences with leadership in national production	4.13
Working relationship with your mentor	4.00
Quantity of leadership development activities in which you participated	3.88
Quality of leadership development activities to which you were exposed	3.88
Correspondence with the NGL staff	3.88
Support from your home station/organization.	3.50
Explanation of what to expect for the Fellowship year	3.25
Preparation for the NGL experience	3.00
Leadership experiences at your home station/organization	3.00

N=8

Scale: 1 (Not at all satisfied) to 5 (Extremely satisfied)

Fellows believed that the majority of NGL Fellowship objectives were accomplished.

Upon review of a list of NGL Fellowship program objectives, Fellows agreed that most of them had been accomplished throughout the year, with most average ratings above the midpoint on a scale of 1 (*Not all successfully*) to 5 (*Extremely successfully*). Shown in Exhibit 5, Fellows rated as successful the opportunities to network and connect with their peers and with leaders in public media, in ways that may help them to accomplish their own professional goals. Objectives that Fellows felt were relatively less successful included expansion of their role at their home station or organization and opportunities to contribute to productions at their embed stations. Elaborating on these lower ratings, Fellows explained they felt the embed experiences did not necessarily contribute concretely to a project or production at the embed stations. Importantly, Fellows recognized that the year-long Fellowship is not a realistic timeframe in which to see substantial change in their positions. For example, one Fellow noted, *"It is too soon I think to judge on this metric, since the program just ended. I think we'll see the fruits of this program over the next year."*

Exhibit 5. Fellows' Perceptions of NGL Program Objectives Accomplished

	Mean Rating (Scale: 1-5)
Provided opportunities to observe leadership in action	4.50
Provided networking opportunities with your peers	4.50
Helped you create networks that would help you accomplish your professional goals	4.50
Provided networking opportunities with leadership in public media	4.38
Expanded your personal insight on how your own leadership skills have grown	4.38
Provided opportunities to formulate personal pathways to executive leadership jobs within the public media system and begin implementing those plans	4.00
Helped you to formulate short, medium, and long-term professional goals	4.00
Helped you to plan pathways toward your professional goals	4.00
Provided opportunities for you to present yourself as a leader at public media panels, events and conferences	3.75
Expanded your role at your home station/organization	3.25
Provided opportunities to contribute to productions outside your own station/organization (e.g., at the embed station/organization)	2.63

N=8

Scale: 1 (Not at all successfully) to 5 (Extremely successfully)

EMBED WEEKS

Fellows found the embed experiences quite valuable, particularly earlier in the year.

Each Fellow was “embedded” at a major public media production for a week, four times throughout the year. Embed weeks were comprised of real-world experience and mentorship for the Fellows as they observed leadership and made contributions to major series. Based on survey ratings, as well as comments made during phone interviews, Fellows appeared to greatly value and appreciate the embed experiences. They developed close relationships with their mentors, gained exposure to leaders in public media, lifted their own visibility with said leaders, and observed and participated in meetings in a new environment and culture.

Fellows saw more value in the first few embed weeks relative to the latter weeks. In fact, cohort discussions toward the end of the year focused on ideas for changing the embed process, including treating the fourth week differently. As shown in Exhibit 6, Fellows’ ratings showed a slight decline over time.

Exhibit 6. Fellows' Ratings of the Value of the Four Embed Weeks

	Mean Rating (Scale: 1-5)
1st Embed week	4.86
2nd Embed Week	4.43
3rd Embed week	4.14
4th Embed week	3.57

N=8

Scale: 1 (Not at all valuable) to 5 (Extremely valuable)

Reflecting on the various elements of their embed experiences, Fellows reported that the exposure to, and participation in, meetings in which they observed examples of different leadership styles and collaborative interactions was quite valuable. Fellows gave relatively lower ratings to specific exposure to early stage research and development, participation in preparations for project launch, and exposure to requirements and issues for requesting funding. This is not surprising, as Fellows were embedded at four separate times throughout the year, and thus were a part of different stages of work on projects, rather than seeing a full project from start to finish. See Exhibit 7.

Exhibit 7. Extent to Which Embed Week Elements Contributed to Fellows’ Professional Development

	Mean Rating (Scale: 1-5)
Exposure to examples of different leadership styles and requirements (supervising skills, hiring parameters, etc.)	4.63
Participation in editorial meetings at different production phases	4.50
Exposure to cross-departmental collaboration	4.25
Exposure to and participation in senior editorial decision-making	4.00
Learning how to manage complicated or conflicting editorial factors (budget restraints, project v station needs, national vs. local needs, etc.)	3.88
Observation of early stage research and development issues on a project	3.38
Participation in final preparations for project launch	3.13
Exposure to requirements and issues for requesting support from funders	2.71

N=8

Scale: 1 (Not at all) to 5 (Quite a bit)

In their own words, Fellows described the greatest benefits of the embed experiences as their access to and interactions with leaders *“in a major organization”* and with *“a variety of leadership styles,”* along with their immersion into a new culture. Fellows and mentors alike highlighted the opportunities Fellows were given to meet with various members of the organization, as well as with people and networks outside of the station, in the surrounding area. Fellows appreciated how positively they were received by the embed station. As described by one Fellow, *“I was really welcomed by the entire production team and they now know my capabilities and strengths. We could work together in the future.”*

Fellows perceived that their embed organizations benefitted from the Fellows’ participation through the introduction of a different and fresh perspective, such as how smaller local stations work and, in some cases, how they make use of their national content. Embed organizations gained insight into the ways their own content could be expanded. Described both by Fellows and mentors, some Fellows presented to staff at their embed stations and were sought out for their opinions on *“a variety of issues.”* For example, *“I was able to really make an impact by having many high-level meetings and making presentations about the importance of diversity and providing strategies for them to actually follow through on their good intentions.”*

As an example of meaningful input they brought with them, one Fellow reportedly shared information about the digital efforts at their home station and shared insights on production with *“senior level managers who are often removed from the production process. I was literally able to produce a few pieces [for them].”* A couple of Fellows noted that with the fluid nature of the work,

particularly with news programs, and the absence of a concrete project at the end, they did not necessarily feel that they contributed tangibly to a project at the embed station.

Fellows made suggestions for changing the end goal of the embed experience, and for changing the number and timing of the embed weeks. A few suggested that *“Fellows could walk away with a project”* they made themselves, *“something tangible to show that we got from the program.”* Some recommended choosing different locations for at least some of the embed weeks. One suggested bringing the mentor to the Fellows’ home stations for one of the weeks, while others suggested changing the location for the fourth week. Explained by one Fellow, *“Because the embeds weren’t focused on a specific project outcome, the embeds became a little stale. If a project is a definite outcome for future years, a fourth embed may be more helpful, but otherwise, setting it up to see another side of public media would be better.”*

Other Fellows suggested spending more time at their embed station during each visit, and having fewer discrete visits, rather than spending only a week at four different times a year. Fellows noted it took time to re-adjust to the climate of the embed station, and then the rest of the week went by quickly. One Fellow, who spent two weeks in one location, felt more *“integrated into the rhythm”* of the station. Spending longer than one week at a time, Fellows felt they would be better able to see a project through.

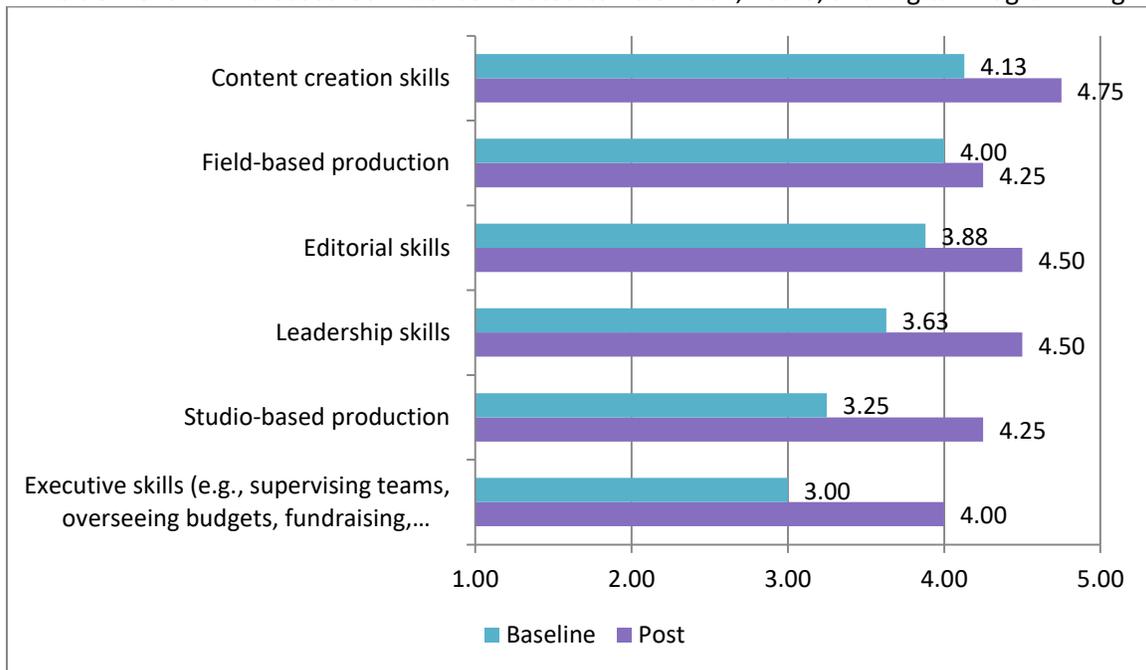
A few of the sending station representatives suggested adding more transparency by sharing information about what the Fellows did at the embed stations. In that way, they could discuss and follow up on those areas upon the Fellows’ return home. This was supported by a Fellow who suggested, *“I think it would be helpful to have the embed project be tied to something that the fellow is trying to accomplish in their current position to make sure that the efforts are supported and useful for the sending station.”* Leadership coaches also supported the idea, with one suggesting that coaches and mentors correspond regularly, to ensure any work done during the embed weeks is *“factored into the overall program”* and coaches can hear about how the Fellows are doing from the mentors’ perspective, as well as from the Fellows themselves.

OUTCOMES OF PARTICIPATION IN THE NGL FELLOWSHIP

Fellows demonstrated increased work-related skills and confidence at the end of the Fellowship year.

Just after the program ended, Fellows reported increased confidence in their television, radio, and digital programming skills. Shown in Exhibit 8, confidence in their content creation skills and field-based production skills started strong and then increased significantly. At the end of the year, Fellows' confidence ratings in all nearly areas were higher than the top-rated area at baseline. For many areas, average ratings moved up one full point on the scale of 1 (*Not at all confident*) to 5 (*Extremely confident*).

Exhibit 8. Fellows' Increased Confidence Related to Television, Radio, and Digital Programming



N=8

Scale: 1 (*Not at all confident*) to 5 (*Extremely confident*); all are statistically significant increases except 'field based production'

Fellows described some specific ways in which their overall self-confidence has grown. They see themselves as a *“greater communicator and collaborator”* and as overall *“more confident in [my] own leadership abilities.”* Noted on the survey, as well as in their final playbooks completed at the Capstone Retreat, Fellows felt they were better able to promote and advocate for themselves and to *“re-imagine what my career path could look like.”*

They felt their NGL Fellowship experiences prepared them, via new and strengthened skills, to take on a leadership role in public media. They expanded their knowledge about the public media system, and acquired new perspectives and greater overall confidence. In example, Fellows developed skills to *“lead a bigger team,”* to be a better communicator, collaborator, and negotiator, to be assertive, and to take ownership over their own accomplishments. They became more self-

aware and developed the self-assurance to define themselves as leaders, “*take control of my brand*” and raise their own visibility with those they considered to be “*the right people.*” By seeing how other, often larger, stations function, they have also “*learned the language of leadership.*”

“I believe the NGL Fellowship has nurtured and encouraged me to define the kind of leader I want to be and given me the tools and a solid foundation to do that: access to knowledgeable industry experts on leadership and an extensive network within public media that I will cultivate in the years to come.”

Fellows described some ways the work or activity at their home station or organization has changed as a result of their NGL participation. A few noted that their “*work has not changed as yet,*” but they have had conversations that led them to expect a “*promotion in the near future.*” Others described changes in attitude and focus: “*I spend more time with important and non-urgent issues now. I am also more cognizant of the high level of influence I can exhibit at my station.*” Examples of new activity listed by a few Fellows included:

- Promotion to director and hiring their own team
- Joining the diversity council for their station
- Finding the “*courage*” to pursue a new position as an independent filmmaker and digital consultant

Fellows believe they have strategies to advance in the field, and now have resources and connections they know how to use.

Both at the beginning and end of the Fellowship year, Fellows were largely positive about their work experiences, noting they generally agreed that they are treated with respect in their workplace, feel prepared for and valued at work, see paths forward in public media, and have opportunities to advance within the field of public media, particularly if they do a good job. They also noted with emphasis that it helps to know the right people to get ahead in the public media community. At the end of the year, a couple of statements received stronger average agreement among Fellows than was seen at baseline: 1) Fellows agreed now that they know where to go to get the information to do their job well, and 2) Fellows agreed that they understand public media and how they can advance in their public media goals. See Exhibit 9.

These shifts over time are notable, as they reflect strategic learning during the Fellowship. Specifically, Fellows noted that due to the NGL experience, their “*professional network has grown tremendously.*” They see this network as a “*team of supporters*” they can turn to, who are both interested in their success and able to guide and assist them. One Fellow explained, “*I have more knowledge about production strategies and ideas*” and several Fellows described plans to promote their skills and actively position themselves as candidates for leadership positions.

Exhibit 9. Fellows' Attitudes about Their Current Work

	Mean Rating (Scale: 1-5)	
	Pre	Post
You have to know the right people to get ahead in the public media community.	4.25	4.50
I know where to go to get the information that I need to do my job well.	3.25	4.38
I feel prepared to do my job well. *	4.00	4.38
I am usually treated with respect at my workplace.	4.00	4.00
I frequently feel stress in my work.	3.75	4.00
I understand public media and how I can advance in my public media goals.	3.00	4.00
If I do a good job, I have a better chance of getting ahead.	3.88	3.88
Employees are usually respected as individuals at my workplace.	3.75	3.88
I have adequate technology to do my job well.	3.38	3.88
I have the opportunity to advance within the field of public media.	3.75	3.75
I feel I am valued at work.	3.75	3.75
I have the opportunity to learn skills that will improve my chances for promotion.	3.43	3.71
I get the training I need to do my job well.	3.14	3.57
I am aware of promotion opportunities.	3.33	3.33
There is generally no discrimination shown at my workplace.	3.00	2.88
I worry about losing my job.	2.38	2.88
Policies and procedures are usually applied equally to all employees at my workplace.	3.13	2.50

N=8

Scale: 1 (Strongly disagree) to 5 (Strongly agree)

*Item was worded with negative valence on the survey (i.e., I feel unprepared to do my job well). Ratings were reverse-coded and statement was re-worded for this exhibit, so that a higher rating reflects a more positive attitude.

Fellows sustained their strong commitment to their current work in public media throughout their NGL experience.

Both before and after the Fellowship began, as an indication of their commitment to public media, the Fellows almost universally agreed that they were willing to put in a great deal of effort beyond that normally expected in order to help public media be successful. They care about the fate of public media, and they find their own values to be similar to those of the public media community. Shown in Exhibit 10, Fellows agreed most strongly with the same top three statements both before and after the Fellowship. Further, they did not change in their ratings of disagreement with the statement that public media is a place that values diversity in its programming. They also slightly disagreed at post with the statement that public media values diversity in its workforce.

Exhibit 10. Fellows' Commitment to Public Media

	Mean Rating (Scale: 1-5)	
	Pre	Post
I really care about the fate of public media.	4.88	4.88
I am willing to put in a great deal of effort beyond that normally expected in order to help public media be successful.	4.88	4.75
I find that my values and the values of the public media community are very similar.	4.50	4.50
My life would be disrupted if I wanted to leave public media now.	4.00	3.75
Salary limitations have influenced my decisions about working in public media	3.25	3.63
Public media's mission helps to offset the sometimes less than competitive salaries	3.63	3.38
Public media is a place that values diversity in its work force	3.00	2.75
Public media is a place that values diversity in its programming	2.63	2.63

N=8

Scale: 1 (Strongly disagree) to 5 (Strongly agree)

FELLOWS' CAREER PLANS AND READINESS

Fellows felt more prepared to work actively and deliberately to advance in their careers after the NGL program experience.

***Metric of Interest:** Satisfaction and Outcomes of Participation: 50% of the Fellows are hired or promoted to senior and executive producer positions in public media in the year following their training, achieving on- screen credit at a senior level.*

Both the NGL leadership and the Fellows explained that actual promotion to more senior leadership positions is a longer-term outcome and will probably not occur quickly. Much depends on the market, in terms of which jobs are available where, and when. Generally, by developing the Fellows as diverse potential candidates for leadership positions that arise, along with bringing increased awareness and understanding of how to promote a culture that embraces diversity within public media organizations, the intent is that Fellows will be positioned to apply to, and succeed in, the senior and executive positions that do arise.

NGL leadership intends to support each Fellow with a letter of recommendation that can be used when appropriate. Fellows, mentors, and coaches agreed this is a valuable way to support the Fellows as they look to the future.

The leadership coaches, during phone interviews, offered a slightly different perspective. As they were new to the public media system, they brought different insights. After working with his four Fellows, one coach noted that leadership, for the Fellows, does not necessarily mean becoming a Vice President or a General Manager. Rather, he believes, they would be satisfied with more autonomy to tell stories, to "become editorial directors." He felt this was a different way to look at and gauge success of the program.

Fellows believed that the training they received during the initial Immersion Week, the exposure and opportunities to speak with people with jobs of interest to them, and the Fellowship requirements to map out their own specific short and long term goals, were specific ways that NGL helped them with their professional goals.

Fellows detailed their planned and ideal professional next steps.

Regarding ideal plans following the NGL Fellowship, most described general promotion to senior leadership, for example, *“To find a senior leadership position within public media.”* A few others described a more specific want, such as helping their station to strategically create a new content area, or to start their own independent consulting company.

In fact, by the end of the year, two Fellows noted a change in their work status, and selected *“independent maker who is now working on a public media project”* from a list of possible categories to describe their current status. They attributed their confidence to make such a move to the NGL experience.

On average, Fellows were confident they would be able to take their ideal next step within the next two years. Using a scale from 1 (*Not at all confident*) to 5 (*Extremely confident*), all eight selected a 4 or 5 out of 5 when looking two years ahead; scores were more spread across the scale when considering just one year ahead.

In fact, as Fellows described their long term goals, most spoke of a five-year plan; plans ranged from two to 10 years from now. Fellows again reported general leadership goals including, for example, becoming a content director, chief content officer, executive producer, or managing editor. Details added in their comments reflected their public media areas of interest, including radio, television, and digital content. One Fellow took the opportunity to explain, *“I should note that I did not ever think pursuing the long-term goal would be possible without the connections and conversations made through NGL.”*

Fellows completed their final playbooks with more concrete and specific details relative to their initial editorial plans.

At the end of the year, during the Capstone Retreat, Fellows completed final playbooks, describing their immediate and longer term goals in public media, and strategies to achieve those goals. Review of these documents highlighted the confidence and clarity Fellows had gained over the course of the year. In some cases, this translated into the confidence to make a move away from their current position and to remain tied to public media as a resource, if not as an executive leader in the field right away. For most, it translated to a belief in themselves as a leadership asset, a resource, and *“a thought leader on diversity within public media.”*

When outlining their short and long term goals, Fellows demonstrated more focus than they did in their initial editorial plans. Mid-way through the year, Fellows noted they were not entirely clear about how to set or structure their editorial plans. Although the NGL leadership team had intentionally allowed for flexibility and fluidity to be built in to the editorial plans, Fellows struggled with not feeling sure about what was expected of them and what final outcomes should look like.

In their playbooks, Fellows reported that they had become more comfortable engaging in conversations, making quick decisions in the moment, and understanding the impact of their perspective. Fellows also shared plans to raise their own visibility, create and then advocate for their own new positions in public media (e.g., one Fellow described developing a new job description), and promote themselves as leaders.

Tying to their embed experiences, Fellows described very clear, intentional plans to use the networks they built through NGL. They spoke of their enhanced knowledge on how best to use the network as a resource for their own individual professional goals. They understood and appreciated that these new colleagues and mentors are interested and invested in their success.

Fellows reported moderately strong leadership readiness at the end of the Fellowship year.

Fellows reported on their own leadership readiness by rating themselves on a rubric adapted for this program (Spiro, 2011). The original rubric was intended to measure *readiness to lead change*. It was selected as appropriate for this purpose, because it aligned well with NGL mentors' and home station representatives' definitions of editorial leadership. For example, statements included: "How often are you an active listener?" and "How comfortable are you with taking risks and learning from mistakes?" Questions were answered on a five-point scale from lowest to highest, and scores were created in four categories as follows (an example of statement from each category is included):

- A. **Experience:** To what degree do you have previous experience with change in general and with this type of change in particular? (*e.g., Have you successfully led change in any organization since starting NGL?*)
- B. **Required Skills:** To what degree do you have the required skills and knowledge for this change strategy? (*e.g., How often are you an effective verbal communicator?*)
- C. **Willingness to Do What it Takes:** To what degree are you willing to do whatever it takes? (*e.g., How often do you consult with people whose views may differ from your own?*)
- D. **Shared Values:** To what degree do you have values that will propel the change process? (*e.g., How often do you value flexibility?*)

See Appendix B for the full list of statements and Fellows' ratings for each.

Average scores within each category were classified as Low, Medium, or High, as was a Leader's Total Readiness score.

On average, Fellows placed themselves at the upper end of the medium range for *Experience*, *Required Skills*, and *Willingness to Do What it Takes*. They showed high readiness for *Shared Values*. Shown in Exhibit 11, the average Total Readiness Score was 57 out of 70, showing fairly strong readiness for leading change, with room for continued growth over time. Individual Fellows' Total Readiness Scores ranged from 47 to 64 out of 70. This suggests that, on average, Fellows are well on their way to being both comfortable and capable with leading change and becoming editorial leaders for public media.

Exhibit 11. Fellows' Self-Reported Leadership Readiness

	Fellows' Average Score
Subscore for Experience (<i>out of 20</i>):	15
Subscore for Required Skills (<i>out of 25</i>):	21
Subscore for Willingness to Do What it Takes (<i>out of 15</i>):	12
Subscore for Shared Values (<i>out of 10</i>):	9
TOTAL READINESS SCORE:	57

High = 60-70; Medium = 42-60; Low = below 42

LEADER'S READINESS LEVEL: HIGH **MEDIUM** LOW

This leadership readiness rubric is intended to be used again when follow-up data are collected from Fellows in the next year, and beyond. Just as Fellows described specific plans for positioning and promoting themselves for advanced editorial and executive leadership positions, over time they are likely to perceive and report stronger readiness. This readiness, along with availability of positions, may then translate to advanced positions within public media.

PROFESSIONAL NETWORKS BUILT

Fellows frequently and consistently described the most valuable outcome of their NGL participation to be the professional network they developed and expect to sustain.

The NGL leadership team was interested to see how the Fellows' networks expanded over the course of the year. Beyond their responses on surveys and in phone interviews, Fellows listed people with whom they collaborated over the course of the year, both within and outside of the NGL cohort. GRG conducted Social Network Analysis (SNA), a sophisticated means of analysis that provides a visual tool to illustrate informal relationships between participants in a group or network. The images created via SNA are intended to provide one way to look at and understand the connections between participants in a defined group. The images can encourage discussion about whether the expected connections and interactions exist within the group.

To create a look at the network established within the defined group of the NGL cohort, on the post-survey we asked Fellows to indicate with whom they collaborated outside of the regular monthly videoconference or cohort calls (See Exhibit 12). We defined "collaborate" as interacting with, discussing ideas, meeting informally or formally, requesting support from, etc. Exhibit 12 can be understood as follows:

- Each circle (node) represents one of the NGL participants, including Fellows, the leadership team, and coaches.
- Each individual is color-coded according to their role.
- The lines connecting each node represent an interaction between two participants.
- Those individuals who are connected to more people are shown to be toward the middle of the full network (i.e., more centrally located).

Exhibit 12. NGL Fellowship Network

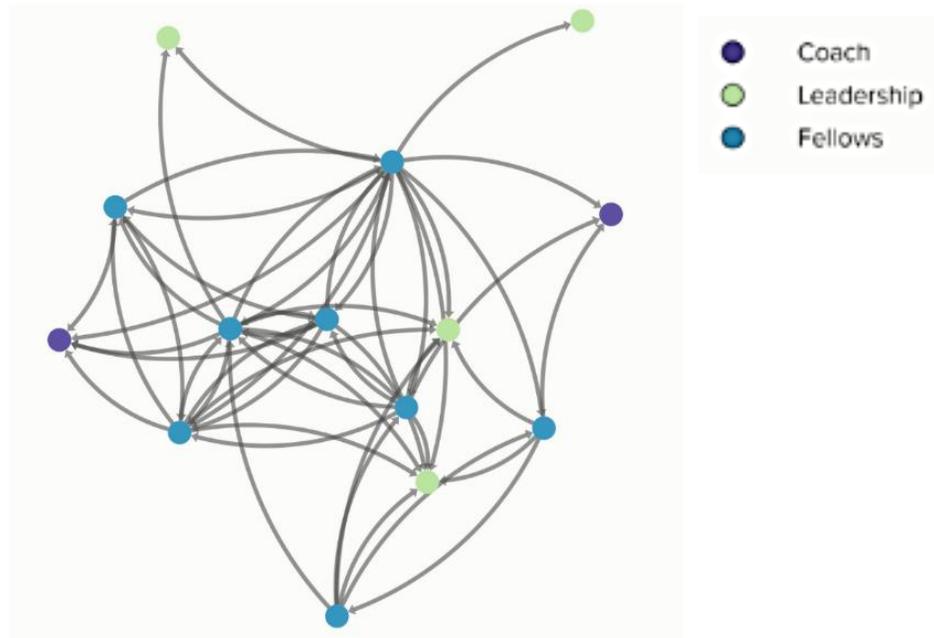


Exhibit 12 shows that Fellows were all connected with one another and with two members of the NGL leadership team (i.e., the two green nodes that are placed more centrally in the image). This finding was supported by Fellows' interview comments; Fellows described feeling very comfortable to turn to NGL leadership with questions at any time and appreciated their timely and helpful correspondence.

Additionally, Fellows reported collaborating with their respective leadership coaches outside of the regular Fellowship meetings, matching the model that NGL leadership intended. Exhibit 12 shows the two leadership coaches on the sides of the image, connected to their subgroup of four Fellows each. Recall, these are connections reported by the Fellows about their interactions with the others.

Fellows' Individual Professional Networks

To examine Fellows' individual professional network growth, we asked Fellows to list, on the baseline survey, up to three colleagues who had helped them the most over the past year, as well as colleagues they themselves had helped the most. On the post-survey, Fellows selected from the list of names they provided at baseline, to indicate whether they had continued to collaborate professionally with those people over the past year. Further, they listed new colleagues who have helped them and whom they have helped since NGL began. The survey allowed for Fellows to list up to 10 new colleagues; they did not create exhaustive lists of all of their professional colleagues and collaborators.

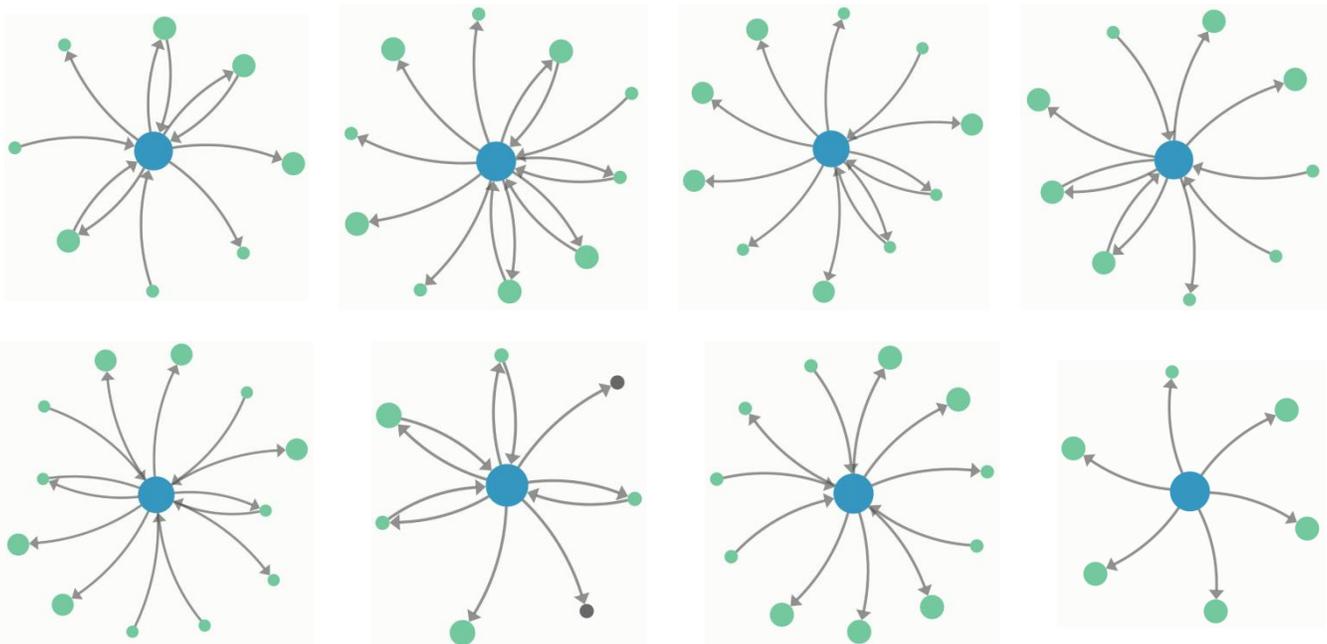
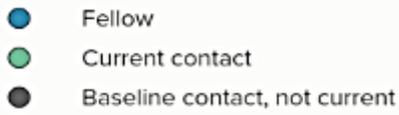
SNA analyses were conducted for each of the eight Fellows (See Exhibit 13). The exhibit can be understood as follows:

- Each image has one Fellow in the middle.
- The lines connecting each node represent an interaction between two people.
- The nodes (circles) to which the Fellows connect are collaborators who help them and/or whom they help.

- The direction of each arrow indicates the direction of help: arrows pointing to the Fellow are collaborators who help the Fellow, and arrows pointing from the Fellow represent collaborators helped by the Fellow.
- Green nodes represent current collaborators.
 - Smaller green nodes are *current and new* contacts gained since the beginning of the NGL year
 - Larger green nodes are *current* contacts that were listed as collaborators both at baseline and after the Fellowship.
- Grey nodes indicate collaborators listed by the Fellows on the baseline survey with whom they did not continue to collaborate over the past year.

Note: Other NGL Fellows (i.e., all of whom can be considered new members of each Fellow’s professional network) are not included in these images as new collaborators.

Exhibit 13. Eight Individual Fellows’ Professional Networks



The images in Exhibit 13 show that each Fellow acquired new contacts that they now consider to be collaborators and, as described earlier, resources they can turn to for guidance and who are interested in their success. The images also show that most Fellows continue to collaborate with those they listed prior to the NGL year, indicating that they are expanding their networks without losing touch with pre-existing connections.

PERCEPTIONS OF EXECUTIVES AT SENDING STATIONS AND ORGANIZATIONS

The NGL leadership intended to work with Fellows’ sending stations to engage them in the value of diversity as a tool for audience building and sustainability. Through correspondence and tailored training workshops at each sending station, the goal was to encourage creation of a culture that embraced and welcomed diversity in both programming and staffing.

Metric of Interest: Leadership Activities/Workshops: 100% of GMs or other top-level executives at the sending stations or organizations participate in project leadership activities at their stations.

Between June and October 2016, NGL Leadership led *Leadership 2020: Managing in a Changing Environment* workshops at each of the eight Fellows’ sending stations or organizations. The above goal was met; in addition to participation of each station’s General Manager, on average, approximately 20 members of each of the stations’ management teams participated in the workshops.

GRG developed a brief post-workshop survey for distribution to all attendees at each workshop. Findings were shared with the NGL team who, in turn, shared findings with the full group at the Capstone Retreat in December. Generally, attendees had been in public media for an average of 11 years, and nine years at the station at which they currently worked. Overall expectations were met, with an average rating of 4.19 on a scale from 1 (*Not at all met*) to 5 (*Completely met*).

Each component of the Leadership 2020 training was perceived as relevant to the work and impact attendees have at their own station. As shown in Exhibit 14, all of the working sessions were rated as at least 4 (*Very relevant*) out of a possible 5.

Exhibit 14. Station Workshop Attendees’ Ratings

	Mean Rating (Scale: 1-5)
21st Century Talent Management	4.48
Inclusion at all Levels	4.47
Diversity Analytics in Our Industry	4.41
Change through the Next Decade	4.41
Diversity as a Strategic Lever	4.35
VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) as Context for Success	4.24
11 Best Practices	4.14
NGL: What and Why	4.06
Roselinde Torres TED Talk	4.06
<i>Closeout</i>	3.94

N=105

Scale: 1: Not at all relevant, 2: A little relevant, 3: Somewhat relevant, 4: Very relevant, 5: Extremely relevant

During phone interviews, GMs at Fellows’ sending stations described interests and, in some cases, existing strategic plans to increase the diversity within their organizations. The workshops provided some new concepts that may lead them to challenge their thinking and integrate changes into their regular work. For example, attendees appreciated the information that led them to be thoughtful about their treatment of generational differences (*“millennials and the generation gaps”*) in terms how they view diversity. The VUCA analysis was new to many. One attendee described the process as, *“the model*

where we drew a circle and evaluated the diversity of our contacts,” noting they had never done that type of exercise before and found it *“very effective.”*

Going forward, attendees described they would *“be more intentional and curious”* in their work, expanding their networks and extending their regular interactions with *“more diverse people and networks”* and come up with ways to uncover *“diversity of thought”* when interviewing potential new employees. They will *“consider ‘potential’ in addition to skill, in hiring”* and *“focus on bringing diversity into the organization through my hiring decisions.”* Within the station, they will increase mentorship, be more conscious about programming, and use more *“bottom up communication.”* Finally, attendees will be *“more open-minded and accepting,”* will take risks and move outside their comfort zone, and be more intentional and anticipate change.

In phone interviews, GMs explained their degree of understanding of the NGL program and that they appreciated the opportunity to support one of their staff in this program. They expected that the Fellows they sent would be trained in how to become a manager and leader, and they would potentially bring ideas back to the station that could be implemented, prompting more learning and awareness about best practices. Several described plans to give more responsibility and leadership opportunities to the Fellows and, when possible, to promote them to more senior positions. Two program elements that were not as clear to GMs were: 1) the opportunity to receive financial support in the absence of the Fellow they sent, and 2) the extent of the time commitment that would be demanded of the Fellow. Expressed by one interviewee, *“the biggest disconnect was the huge time commitment. Even though it was clearly spelled out, we essentially lost her as a producer for a year. Didn’t really grasp that.”*

A few station managers noted they would appreciate hearing even more about the program generally, and about the Fellows’ experiences at their embeds specifically, so they could discuss and connect with them on ideas upon their return. A few also expressed an interest in knowing whether, and how, the cohort of Fellows will continue to collaborate with one another after the program ends.

GMs also appreciated the opportunity to be involved in the inaugural cohort of this program. They were proud to have one of their employees selected from the *“large and competitive applicant pool.”* A few suggested thinking more deliberately about how best to structure the Fellows’ time away from their home station. They suggested possibly expanding the scope to include non-production staff as well. All stations said they would be interested in participating again, and a few noted they would like to be considered as a station to host a new Fellow.

RESPONSIVENESS OF NGL LEADERSHIP

NGL leadership was flexible and responsive to feedback and to changes that occurred throughout the Fellowship year.

Because the program took place while the Fellows continued their full time jobs at their home stations or organizations, the NGL leadership necessarily adapted to changes that occurred. For example, two Fellows changed jobs, and one Fellow (and one mentor) was on maternity leave for part of the year. In each case, the ongoing correspondence within the group led to leadership’s ability to adjust and modify as needed. Accommodations were made as plans changed, so that the Fellows still received the NGL experience as planned.

The project team was also responsive to ongoing evaluative feedback from GRG. In monthly phone calls, GRG shared preliminary findings from recent evaluation activities. NGL leaders reflected on findings and continually made mid-course corrections where feasible. For example, during mid-year interviews, Fellows expressed uncertainty about some of program goals vs. concrete goals for their own activities and outputs. In the next monthly videoconference, time was devoted to addressing the confusion and clarifying those points. Further, the NGL team has incorporated findings into program modifications for a proposed second NGL cohort.

EVALUATOR'S CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

Based on both quantitative ratings and qualitative responses, Fellows perceived the most valuable outcomes of the NGL Fellowship year to be the growth of their professional networks and their exposure and access to leaders in public media and the strategies and approaches they use. They reported increased confidence in their own leadership skills, and they acknowledged that while they may not see immediate results by way of promotions within or outside their current stations or organizations, they felt optimistic about the groundwork laid for future opportunities, potentially related to the stations where they embedded.

The NGL Fellowship completed the first cohort successfully.

Initial NGL program metrics were achieved, including a successful recruitment and selection process, Fellows, mentors, and coaches who were satisfied with the experience, and sending-station managers who participated in and responded positively to the training workshops facilitated by NGL leadership.

The NGL leadership team was adaptive and responsive, and worked continually to modify and adapt program elements as needed to improve the experience for Fellows. Fellows were comfortable turning to their mentors, coaches, leadership team, and one another with questions or concerns. Such issues were addressed timely, and Fellows appreciated the receptivity of the group.

The professional network developed was a key outcome of the NGL Fellowship.

Fellows described the professional network created, along with a clear understanding of how best to use colleagues as resources for their professional advancement and success, as the most valuable outcomes of the experience. Program participants at all levels described interest and certainty that they will sustain the relationships that were developed.

The training and mentoring provided by the NGL program enhanced Fellows' confidence in their own skills, abilities, and added value to public media.

Fellows' ratings over time demonstrated their increased confidence, and their descriptions of short- and longer-term career goals supported the ratings. Fellows spoke more succinctly and clearly at the end of the NGL program. Their playbooks reflected clarity, directness, and assuredness that they will be able to create their own path forward in executive and editorial leadership in public media.

The combination of individual mentorship and small group leadership coaching was effective.

Fellows and mentors alike described their positive and mutually beneficial working relationship. Mentors gave Fellows the push and confidence to advocate for themselves, look outside their comfort zone, and speak up for themselves. Fellows helped the mentors to see a fresh perspective and to think about their own work and its contribution to diversity in public media.

Embed weeks were effective, beneficial, and productive, and, in the future, may be even more so after some modification.

Fellows valued the time they were able to spend at their embed stations, where they were able to grow their networks, and learn about approaches to public media through the eyes of station leadership. Stations, too, also felt they benefitted from the Fellows' presence, as they brought fresh perspectives with them. As an alternative to the structure of four one-week visits, Fellows suggested spending more time at each station, with fewer trips, or visits to different stations.

National meetings provided valuable exposure and increased visibility among public media leaders.

Fellows valued the opportunities to attend national meetings and appreciated the ways that the NGL leadership introduced them as a key group to watch. The Fellows acknowledged their increased visibility and noted they both learned how to speak to leaders and gained the confidence to do so, based on embed experiences.

RECOMMENDATIONS

GRG makes the following recommendations to the NGL leadership team.

For the inaugural group of NGL Fellows:

The Fellows expressed clear interest and plans to stay connected. GRG recommends NGL leadership consider and implement ways to help them sustain the group interaction, in addition to the informal ways they likely will do on their own.

- Building on participants' interest in sustaining the professional networks and relationships built, encourage Fellows to ask coaches and mentors about their availability; be sure they can still reach out to them for ongoing advice.
- Establish check-ins via a sustainable online NGL presence. Consider helping Fellows to establish an ongoing phone and/or videoconference a few times a year.
- Keep the Fellows on NGL leadership's radar and point them to openings, and/or direct stations with openings to look to the NGL Fellows.

For a potential second cohort of NGL Fellows:

Prepare and review expectations before the program begins. Include all who will be directly and indirectly affected by the NGL Fellowship. This includes Fellows, mentors, and coaches, as well as the

staff at sending stations or organizations, the staff at embed stations, the NGL leadership, and faculty, guest speakers, and lecturers at any training sessions for the Fellows.

Add more communication and correspondence at the onset of the year with sending stations, mentors, and Fellows. Make sure that the expectations are clear, everyone has a chance to ask and answer questions, and everyone has a full understanding of all they should know for a successful experience.

Plan for and build in more cross-organization communication. Based on comments made by NGL program participants other than Fellows, consider that mentors themselves may reflect a cohort, and provide opportunities for them to meet as a group periodically. Ensure that mentors are aware of what other Fellow-Mentor dyads are doing and discussing.

Consider whether it would be useful to require a concrete project at the end, as an outcome. Whether or not this change is made, explicitly state the expected outcome and the rationale for this decision, in the introductory program information, the application, and the acceptance materials.

Relative to the decision about requiring a concrete project at the end, consider the four-week embed model. If the intent is to expose Fellows to more public media work, then a different rotation to multiple stations may be well-received. More correspondence within and across mentors may allow for an easy transition, or swap, of one Fellow to a different mentor's station or organization for one of the weeks.

Develop opportunities and encourage mentors and coaches to be in touch with one another, so that coaches receive feedback from an additional perspective, not just from the Fellow. They can then better tailor their conversations and guidance accordingly.

Also encourage correspondence between mentors and sending stations. To ensure that sending stations sustain their initial buy in, and that they do not judge the amount of time the Fellows are away to be an irrecoverably lost resource, build in a system where they will consistently feel the pride of participation in this valuable initiative.

Overall, the NGL leadership team should consider this inaugural NGL cohort of Fellows to be a success. Metrics of success were achieved with only very slight exception and Fellows, along with all other participants in the initiative, easily and openly shared quite positive feedback about the experience. In an area that may be considered a useful additional metric of success, all participants interviewed (i.e., mentors, coaches, executives at sending stations) expressed a clear interest in participating again, if the opportunity presents itself via a second NGL cohort.

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APPENDIX

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