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## William H. May, Jr.

Operations Executive



### **N&T: What are “the Innovators” doing differently to lead/coach baby boomers and millennials alike?**

I believe the greatest responsibility of a leader is to be able to affirm that I have done my part and met my obligation first. When I first think of this, traditional wisdom jumps to the staunch management phrases like communicate, bring clarity, set strategy — goals — and tactics.

Before I can ever go there, I must first challenge myself to do these things in the best, most advanced and open mindset possible. This means I must dedicate time to my own learning, believing fully that “You can’t give what you don’t have.” I’m completely convinced, as leaders, it is the kiss of death to believe what we have done in the past will suffice in the future — or even tomorrow morning!

Personally, I have tried to improve my own awareness and truly understand what is important to others. What is it that creates feelings of motivation, encouragement and commitment across a wide and varied group of people?

My hope is to be part of an evolving and developing leadership group that is able to incorporate concepts of empathy, connection, playfulness and capitalizing on chaos into our vocabulary along with the favorites of accountable, responsible and dependable. To me, regardless of your generation, these are all things we want or we are good at doing. I also believe there can be a migration to appropriately incorporate all of these into our working cultures together. When we do this in the right way I believe it can absolutely un-cork creativity, instill resilience and unfold an appreciation for one another, positioning us so we can better take on a multitude of challenges together.

### **N&T: How are you employing today’s formal coaching methodologies to empower your team?**

In my 1:1 meetings with direct reports, they lead the discussion and educate me on their initiatives and plans. The table is somewhat turned so that my primary role is to listen for clarity of purpose and alignment with our goals. I also ask questions to uncover opportunities or reveal logic to reason through a puzzling challenge. It is a much more give and receive experience where they share with me the things they believe to be the highest priority or where they need the most support.

Among the roles I cover, I try to bring and maintain alignment on our overall goals. I secure and help to prioritize or allocate resources. And lastly, I want to protect and safeguard.

Protect and safeguard may sound a little “different,” so to be clear: I encourage robust risk taking! Calculated, cautious, calculated again but nonetheless — risk taking. I believe leaders are able to be somewhat abandoned in their approach to problem solving when they know someone has not only reasoned through the risk with them, but also if things “don’t go so great,” we’ve established safety valves and plan Bs — together. I believe this builds trust, encourages ownership and ultimately confidence in their own abilities and judgment.

### **N&T: What has been your most effective cost savings solution (workforce excluded)?**

It goes back in time quite a way, but it was an initiative focused on waste, quality, safety and attendance. Based on performance against specific goals, employees were awarded “points” in these various categories. Points were ambiguous in value but could be redeemed for prizes such as golf clubs, watches and even patio furniture if you were strong willed enough to save up over a period of time. The program was actually funded from the savings generated by reducing downtime, squashing waste and improving our safety record, ultimately reducing insurance premiums.

### **N&T: The industry as a whole is involved in a daily battle, from aging equipment to revenue challenges. How could ING 2019 benefit folks in the industry?**

As we are more and more challenged for capital investment, understanding the granular details of calculating ROI that can get projects approved.

Bring me a vendor that is willing to talk about “CRAZY” ways to finance capital investment, i.e. install the equipment that will save me operating dollars and take quarterly payments as the savings are realized.

What more can capital investment do besides reduce operating/salary expense, generate revenue, address obsolescence and maintain compliance/regulatory requirements.

Tell me how to manage talent acquisition and retention. What can I give employees beyond salary dollars? Is the new employee a hybrid of talent and if so, what is the best makeup?. ▲

## Tom Travis

VP Production & Distribution  
Sports Information Group



### **N&T: How does the annual ING meeting enable/empower you?**

Currently, my company owns no print sites. At the ING conference, I often discuss with folks in attendance subcontract print opportunities and/or shipping opportunities more than anything else, since that is the world in which I operate. I also look for print and shipping referrals from the suppliers. If I hear of an idea at the ING Conference presentations that I want fleshed out, I will try to have a conversation with the speaker or someone from the speaker’s company to get more information.

Attending the ING conference puts all real-time thinking, and often cutting-edge information, right at your fingertips, availing face-to-face conversations with folks having actual experience with new processes and ideas.

If applicable, I can take these ideas back to our subcontractors and direct them to the presentation on the ING website. Anything that improves operations for our subcontractors has a direct, positive impact on my company.

With regard to working at a publishing company, I pay close attention to ING conference presentations that facilitate a publisher’s journey to paring down to its core competencies. All of this enables/empowers me to make a difference at my company. ▲