Best Feature Photo
Division 2
2015 Better Newspaper Contest

By Jeremy Weber, West Yellowstone News

My reporter, Mike Moore, and I had been out exploring back roads looking for new fishing spots during the afternoon on which this photo was taken. As we made our way back to the highway, a lightning storm with a lot of activity moved in over the Madison Range, so we stopped to grab some shots. I ended up with five or six nice shots, but this was my favorite.

Canon 1DMkIV - f11 - 1/40 sec

Judge’s Comments: “This is a truly beautiful shot - hard to get. You have colors, contrast, great illumination of the clouds... And all crisp. Amazing!”
MNA Calendar

September
4  National Newspaper Carrier Day
7  Labor Day - MNA office will be closed
17  Deadline to submit articles for the September Press Pass
25  MNA & MNAS Board of Directors’ meeting, U of M School of Journalism, Missoula
25  U of M Homecoming 2015: School of Journalism alumni roundtable discussion in Room 201 at 2 p.m.
15  Deadline to submit articles for the October Press Pass

October
1  Deadline to file USPS Statement of Ownership, Management & Circulation Form 3526
1  2016 Rate & Data Survey emailed to MNA members
15  Deadline to submit articles for the October Press Pass

November
2  Deadline to complete the 2016 Rate & Data Survey
9  Montana Newspaper Foundation 2016 Internship Grant application opens
19  Deadline to submit articles for the November Press Pass
26-27  Thanksgiving - MNA office closed

December
8  Montana Newspaper Foundation 2016 Internship Grants awarded
14  2016 Better Newspaper Contest rules and instructions will be available
11  Deadline to submit articles for the December Press Pass
24  Christmas Eve - MNA office closed at noon
25  Christmas Day - MNA office closed

Electronic payment option
A new service from the Montana Newspaper Association is now available.

Intuit PaymentNetwork, a service by the makers of TurboTax, QuickBooks and Quicken, lets you pay invoices directly from your bank account or credit card. It is the protected way to pay -- plus it is fast and FREE for you to use.

SAVE TIME. Pay invoices instantly with one click.
SPEND LESS. Free to use -- save money on stamps and envelopes.
SIMPLE SETUP. Enter bank information once for protected bank-to-bank transfers every time.
PEACE OF MIND. Receive payment confirmation emails, and track and schedule payments.

Here is how Intuit PaymentNetwork works: When you receive an invoice via email you will have the option to pay instantly by clicking the “pay invoice online” link. Once you are logged in to the Intuit network, you can enter your banking or credit card information and the amount you’d like to pay. Your financial information is protected by Intuit, so you can rest assured that it will never be shared with anyone. To learn more about making payments online, visit https://ipn.intuit.com/qb/payorLearnMore. If you have questions, please contact Accounting Specialist Pamela Chriske at 443-2850 or pamela@mtnewspapers.com.
MEMBER PROFILE

MICHAEL STAFFORD
News Editor, Silver State Post, Deer Lodge, MT

Personal Stats:
Born (year & place):
March 25, 1986 in Erie, PA

First newspaper job:
A reporter for the Philipsburg Mail in September 2009.

Family:
All my family still lives in Pennsylvania, but they visit often.

Education:
Bachelor’s degree in psychology with a business minor from Penn State.

Community involvement and diversions:
I enjoy being outdoors, tinkering with things until I either fix them or break them and seeing new things.

How did your career lead you to where you are now?
I worked training horses a little bit in Pennsylvania after I graduated college and decided to move to Montana in 2009 because it seemed pretty big and western. I drove out to Montana without any clue where I was headed and without knowing anyone out here. I didn’t get a job on a ranch, but instead, after working as a cook for a couple months, I answered a classified ad in the Philipsburg Mail for a reporter. I covered a few stories at first and learned about design and eventually took on more and more stories and more and more design and was promoted to editor. I left there in late 2013 to walk across America from the Atlantic Ocean to the Pacific Ocean in 2014. I successfully completed the six month trip and, after finishing, knew that I wanted to come back to Montana and this position opened up in early October 2014. I’m glad to be here.

What’s the most important thing you learned along the way that prepared you for your current role?
It’s extremely important to listen - listening to what your readership wants, listening to what your advertisers want, listening to what works for your staff. It’s also very important to listen to yourself and how confident you are in what you are about to do. Of course, listening is also important in reporting. I’ve found that the more one listens to what is going on instead of focusing only on their opinions, the better and more accurate the story can be.

What aspect of the job do you find the most rewarding?
The most rewarding thing about working in this industry is the trust and following that has come with quality and accurate reporting and understanding the community.

What aspect of the job do you find the most challenging?
One of the most challenging things I have found is people or another media outlet in past years. While some are willing to see that there is a change since their experience, others can root themselves in their past experiences.

What have you done to enhance the brand of your newspaper in your area?
To enhance the brand of the newspaper, I increased coverage of almost all aspects of the community, did a design overhaul and became a familiar face in the community and at events. The paper had lost some of its focus in recent years and by returning it to its role of providing accurate and thorough coverage of news and events, many have voiced high support of the changes and the paper is once again a trusted news source for the community.

What is your digital strategy right now?
We have seen many different strategies tried by both weekly and daily papers. Some have met with success and others needed improvement. While the newspaper maintains a small online presence, we are always mindful and inquisitive of different strategies in the ever-changing digital world. There are many opportunities.

What is your print strategy right now?
We have a very loyal print following in our county and beyond. We try to nurture that and have been keeping our subscriptions steady and increasing rack sales. We focus on good design, excellent photographs and well-written articles.

How does the MNA serve you and your newspaper?
The MNA serves this paper in a number of ways. Providing education and insight from other professionals in the press, print and design industry is very important and helpful, as are the educational opportunities on laws regarding open meeting laws and court decisions. We hope to see the MNA continue and increase these opportunities, both for new and seasoned journalists, designers and advertising reps.
Gazette photographer James Woodcock always got the shot

By Jaci Webb, Billings Gazette

James Woodcock grabbed my dented Nikon camera and said, “Here, let me show you how it’s done.”

It was 1985 and I was writing a story about Dutch Elm disease and Woodcock, who goes by Jim or Woody, was working for the Billings Parks and Forestry Department, helping assess diseased trees in front of Billings Senior High. I was taking photos and interviewing Woodcock when he unscrewed the lens, turned it over and made a “redneck macro” to shoot the tiny beetle. I thought, “Who is this guy?”

Within six months Woodcock was working as a staff photographer at The Billings Gazette. He showed a lot of us how it’s done.

Woodcock’s last day was July 17. He entertained the newsroom staff that day with stories of the adventures he’s had over the years.

There was the story about the train derailment where the mosquitoes were so bad his face swelled up and his pants were covered in blood.

Woodcock has stories of dodging bullets when he got between law enforcement and suspects. One of his most exciting assignments was photographing the Yellowstone National Park fires in 1988.

His photos had legs.

One of Woodcock’s shots of a boy looking at a dog through a picket fence traveled around the world, and someone sent Woodcock the photo when it was printed in a Russian newspaper.

During his final week at The Billings Gazette, we got word that one of his portraits took second place in portrait photography in the Northwest Excellence in Journalism competition through the Society of Professional Journalists.

Woodcock and I shared a love of local characters and live music.

A drummer in his high school days, Woodcock was drawn to musicians. He became friends with Spencer Bohren after photographing him so many times. One of the coolest portraits he ever took was of blues musician Willie Big Eyes Smith sitting in a dark hotel room at the Northern Hotel in the late 1980s.

Woodcock sees things the rest of us miss.

One of the first projects we worked on together was a story in October 1986 about reggae music. I discovered a dreadlocked young man at the Holiday gas station near The Gazette and set up the shoot.

Woodcock got an award for the shot and I got an angry phone call from the Billings Police Department for featuring Best, who later was charged with selling pot. Woodcock was also there to take photos the day they arrested Best.

Woodcock was good at predicting what the photo would be. Sometimes he was too good.

It was just another day on the job when Woodcock helped authorities catch a robbery suspect in July 1989.

Woodcock heard the scanner call about the robbery and figured the suspect would head quickly out of town, so he waited at the King Avenue interchange. Sure enough, here comes the red Dodge Charger barreling toward I-90.

Woodcock followed the car for several minutes until a Montana Highway trooper came along. Woodcock ended up getting frisked by a Laurel police officer and ordered to stay in his car, but he managed to take photos of the arrest through the windshield.

Woodcock received an award for his quick thinking that day and took his friends out to dinner at the Northern Hotel with the reward money.

Continued on Page 5
Makenzie Guyer hired as intern

Makenzie Guyer will be based in Bozeman as an advertising designer for four Lee newspapers and a shopper. Guyer is a returning undergraduate at Montana State University, having taken the previous year off from school to serve in the AmeriCorps in New York City. During her time in New York, she enjoyed facilitating a drawing club for middle school students and was a communications manager for a student spring break camp. As a junior in the Graphic Design program, she is looking forward to further expanding her skills as a designer and developing a professional-level portfolio. In addition to design, Makenzie is passionate about music and spending time outdoors.

Makenzie’s internship program is sponsored in part by the Montana Newspaper Foundation.

Woodcock  Continued from Page 4

I mostly worked with Woodcock on feature photos, which were much tamer.

One buggy June night, Woodcock and I worked on a fashion shoot of men in military garb, influenced by Desert Storm in 1990.

Magic City Blues founder Tim Goodridge agreed to be one of the models for that shoot, which Woodcock wanted to make look authentic, so we arranged to shoot it in front of an Army tank at an old reserve office near MetraPark. My job was to shovel dirt and throw it in front of the models. “Keep shoveling,” Woodcock told me.

Woodcock took artistic risks, but they almost always paid off. One memorable project we did together was to chronicle the rise of graffiti art in Billings. We tracked down a Billings art student who had made a stencil and then spray-painted a black and white dancer in a tuxedo, tipping his top hat to a woman dressed in red. The images were about eight feet tall and stood for years on the support columns under the Sixth Avenue Overpass.

We met the artist one night about 10 p.m. under the overpass. It was raining, but Woodcock persisted with the shoot and caught the image of the paint spraying and the man in silhouette so we wouldn’t get him in trouble.

Woodcock never seemed to grow tired of getting the perfect shot.

One of the last projects we did together was a shoot with some Montana State University Billings art students. He caught them in a paint fight, saving his lens from getting splattered but ruining a pair of shoes to get the image.

All of us at The Gazette are proud to have worked with Woodcock. I’ve never tried the “redneck macro” shot, but at least I know how it’s done.

Jenny Gessaman completes intern program at Bigfork Eagle

Jenny Gessaman grew up in Highwood, MT, a 200-person town in north central Montana. While her single mother passed on a dedicated work ethic, her tight-knit community illustrated the need for good communication (and fewer grapevines). Gessaman wrote for the Glacier Reporter, the Judith Basin Press and the Great Falls Tribune before graduating from the University of Montana’s School of Journalism in 2015. She was selected for a summer internship at the Bigfork Eagle.

During the summer, Gessaman came to fully value the role of self-motivation in stories and projects. She also picked up several practical skills, including photo toning, newspaper layout and story design.

Jenny’s internship program was sponsored in part by the Montana Newspaper Foundation.

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Jenny’s internship program was sponsored in part by the Montana Newspaper Foundation.
New editor takes reins at The Madisonian

Abigail Dennis has taken over as editor for The Madisonian and “we couldn’t be more excited,” stated co-owners Susanne Hill and Erin Leonard.

Abigail studied journalism “on a whim,” but ended up finding a true passion. She earned a Bachelor of Science in Journalism from Medill, Northwestern University and completed internships at KC magazine, KC Business. She even spent a few months as a reporter in Cape Town, South Africa, working for the Cape Times. After graduating college, Abigail decided she never wanted to see a city again.

Abigail grew up in Kansas City, Kansas, and spent her childhood summers exploring the West with her family, often ending up in the Madison Valley. When the position of staff reporter became available in Ennis, she jumped at the opportunity because she already knew she loved it here. While she thinks she twisted our arms to get her first reporter job here in Ennis, we are more convinced that we twisted hers. Either way, she joined our staff in October of 2013 and The Madisonian team hasn’t been the same since. Abigail started as a staff reporter and was quickly promoted to lead reporter, then associate editor and now editor.

Abigail thinks there is just something about how the communities in Madison County are that make her job what it is – there is always something interesting, something to celebrate and something to explore.

“We’ve been a tight-knit team at The Madisonian since I came on board as a reporter, but even more so now as editor,” Abigail said. “I feel a huge sense of investment in our paper and what we do for Madison County. That’s the best part.”

David Keyes joins Laurel Outlook

David Keyes was named as publisher/editor of the Laurel Outlook last week by John Sullivan, owner of Yellowstone Newspapers.

Keyes, 52, grew up in Forsyth and attended the University of Montana, where he majored in journalism and political science.

Most recently, he was the publisher/editor of the Bonner County Daily Bee in Sandpoint, Idaho.

“I am very excited to help make the Outlook even more relevant and necessary at a time when people really want to know what is going on in their community,” Keyes said. “Local news, views and advertising have to be our niche and we must provide information people can’t find anywhere else.

“Nobody cares more about Laurel than the Outlook, which is why the paper has been keeping readers informed for 107 years,” he said. “There is no better relationship than a spirited, comprehensive newspaper and readers who care about what is going on in their backyard.”

Keyes has won numerous regional and national awards for his writing and photography. The Daily Bee has won the General Excellence category in the Utah, Idaho and Washington Associated Press contest seven of the past 10 years, and Keyes’ personal column has earned first place the past five years in a row.

Keyes and his wife, Marlisa, have two children: Austin, 19, is a college soccer player in Mount Vernon, Wash., and Olivia, 15, will be a sophomore in high school. The couple have been married 24 years.
Chuck Johnson appointed to MHS

Gov. Steve Bullock has appointed former Montana political reporter Charles (Chuck) Johnson to the State Historical Society Board of Trustees.

Johnson retired earlier this year as Lee Newspapers’ Montana statehouse bureau chief. He was a journalist for more than 40 years, and covered the 1972 constitutional convention for The Associated Press.

The trustees oversee the Montana Historical Society, which keeps the state archives and is the repository for state agency records.

Crittendon selected general manager, sales director for Sidney, Williston papers

Wick Communications is pleased to announce that Carol Crittendon will become the general manager and regional sales director for the Williston Herald and Sidney Herald effective immediately.

She has served as publisher for the Sidney Herald since October of 2014. In her new role, Crittendon will manage sales, distribution and production efforts in both Williston and Sidney.

She began her career with the King County Journal Newspapers in the Seattle area and has worked with Gannett, Scripps, Journal Register and Morris Newspapers. Most recently, she was the advertising director at The Daily Herald, another Wick Communications newspaper in Roanoke Rapids, N.C. She holds a degree in journalism/mass communications from the University of Northern Colorado.

“This is a natural step for Carol, and we’re fortunate to have her experience in print and digital sales in our region,” Randy Rickman, Wick regional publisher, said. “The MonDak region is an excellent development opportunity for any executive because of its diversity in business and workforce.”

Laurel Outlook selects managing editor

The Laurel Outlook is pleased to announce Kathleen Gilluly will be the new managing editor of the paper. She has been working as a reporter for the paper for over two years. According to Publisher David Keyes, the position is a key one and Gilluly is uniquely suited to the job. “Kathleen knows the people in Laurel and relates really well to city officials, school personnel and students. It’s important for her to tell the news, but also to tell stories of the people that make Laurel special,” he said.

Always looking for a good story, Gilluly has developed into a real small-city news hound. Most recently, she has captivated readers of The Laurel Outlook. Prior to that she spent three years reporting for The Anaconda Leader, and before that she contributed to The Billings Outpost, Hoofprints magazine, Montana Senior News and other publications.

Gilluly comes from a long line of journalists and writers, beginning with her great-grandfather, John Gilluly, who was inducted into the Montana Newspaper Hall of Fame in 1965. Her grandfather, Sam Gilluly, was inducted into the Hall of Fame in 1990, and the yearly award to the top daily newspaper in the state is named after him. Both her Gilluly uncles and dad were long-time journalists, too. Her mother, the late Sue Hart, taught at MSU Billings for over 50 years and wrote extensively on Montana books and authors.
Last March, on what would have been the 81st birthday of University of Montana School of Journalism alumnus Jerry L. Madden, his family brain-stormed steps they could take to improve journalism in his honor. “Because that was his love,” says Jerry’s son, Mario Madden. Jerry graduated from UM in 1956 with a bachelor’s degree in teaching and in journalism. The Livingston native went on to report for The Billings Gazette, the Helena Independent Record and the Great Falls Tribune. His articles, including one chronicling the death of a Montana State Prison inmate from heat exhaustion while in solitary confinement, earned Jerry a reputation as a hard-driving investigative journalist, one respected by colleagues and feared by elected officials.

“He had sort of Colombo-like approach,” Mario recalls. “Even as a kid, I couldn’t get anything past him … I knew he would get to the bottom of it.”

Such tenacity prompted John Kuglin, who worked with Jerry at the Great Falls Tribune, to call the former investigative reporter “a giant in Montana journalism.” “He’d go out and it would be like hunting,” Kuglin told the Helena IR in 2010. “Some people hunt pheasant and elk, and he’s hunting stories in the state Capitol.”

Jerry left journalism in 1971, going to work for Alaska’s Office of the Governor. Mario says during a three-decade career in state government, Jerry held onto the fine-tuned moral compass that served him so well while in journalism. Humbleness kept Jerry from boasting about his journalistic accomplishments, Mario says. Consequently, it was only after Jerry died that Mario came to appreciate the relevance of his father’s earlier career—a legacy of truth seeking to further the public good.

“Journalism to him was a way of fighting the fight,” Mario says.

Mario says despite Jerry’s departure from journalism, his father remained committed to the fight. Before his death, Jerry expressed anger and frustration about the modern state of journalism. “(He) just felt that nobody had time to develop stories anymore,” Mario says.

To honor Jerry, Mario and his mother, Mary Lou Madden, have created the Jerry L. Madden Memorial Scholarship for Journalistic Ethics. The $2,000 scholarship will be awarded annually to the non-graduating student with the highest grade in Media Law. The student will also be required to demonstrate a deep understanding of the First Amendment’s role in journalism and of journalistic ethics.

University of Montana School of Journalism Dean Larry Abramson says the scholarship will bolster vital lessons. “It is critical that we instill a strong sense of ethical responsibility in our students,” Abramson says. “This scholarship is a big boost in that effort.”

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In Memorium

Richard Orman

On Thursday, Aug. 6, 2015, Richard “Dick” Orman left this world to be with Pat, his wife of 61 years. Dick was born in Great Falls in 1926 and adopted in Helena at six weeks of age to Hazel and Edgar Orman. He was raised in Livingston, Washington D.C. and South Dakota. Dick was a proud Navy vet, and member of B.P.O.E. (Elks), F.O.E. (Eagles) and several antique car clubs, his true passion! Dick was a gifted newspaper printer, musician, teacher and veterans’ affairs representative.

-30-
Matthew Bunk named editor of Missoulian

By Rob Chaney, Missoulian

“I’ve been in the newspaper business for more than 15 years,” said Bunk, 37. “I couldn’t imagine doing anything else. I believe in the mission of the newspaper, to inform people, bring them relevant news and keep them interested. It’s just a special thing.”

As editor, Bunk leads a newsroom of 25 reporters, photographers and editors covering news and sports throughout western Montana. He also is editor of the Ravalli Republic newspaper in Hamilton.

Bunk succeeds Sherry Devlin, who has served as editor of the Missoulian since 2004. Devlin was a reporter at the Missoulian, Spokesman-Review and Associated Press for 25 years before that, and will continue at the Missoulian as an associate editor.

Bunk comes most recently from Libby, where he was editor and publisher of the Western News, a twice-a-week newspaper. Before that, he founded a media company in Bismarck, North Dakota, called the Great Plains Examiner that published a 10,000-circulation monthly magazine with a daily news website. He was managing editor of the Arizona Capitol Times and assistant metro editor at the East Valley Tribune in Phoenix.

As a reporter, Bunk wrote for the Oakland Tribune’s ANG Newspapers subscription service, covering major corporations and the Bay Area economy. He also reported for the Fairfield Daily Republic, covering city and county government, the Kalispell Daily Inter Lake, Mitchell Daily Republic in South Dakota and Mandan News in North Dakota.

“In his volunteer time, Bunk was vice president of the Libby Area Chamber of Commerce, helped found the First Amendment Coalition of North Dakota, and was board member of the United for Youth Coalition in Lincoln County.

“I look forward to being very involved in community boards and organizations,” Bunk said. He also enjoys weightlifting, skiing and snowboarding.

A self-described “policy wonk and political junkie,” Bunk said he intends to continue the newspaper’s focus on in-depth investigations and reporting, as well as stories that will surprise and excite readers.

“The accountability aspect of what we do is what attracted me to the newspaper business – that’s what gets me out of bed in the morning,” Bunk said. “I want readers to feel something when they read our stories, whether that be community pride, admiration or something that makes them angry enough to get involved and make change in the community. And I want our newspaper to be relevant to their daily routine.”

Although he grew up in Bismarck, Bunk said he’s always considered western Montana his home since he was a reporter in Libby and Kalispell in the early 2000s, and again for the past three years at the Western News.

“The more I read the Missoulian, the more respect I have for its newsroom staff,” Bunk said. “I’ve been able to work at small community newspapers and see the daily impact of what we do up close and personal. And I’ve worked at some very large metro papers. I’ve had an opportunity to learn from some of the best journalists in the country. I’m excited to bring my background and the things I’ve learned to Missoula.”
Increase Advertising Revenue - Join the Network!

Statewide advertising continues to grow in 2015, in both circulation and distribution with new participating member newspapers, and in sales and revenue. Statewide advertising revenue is ahead of both plan and last year.

Currently, the statewide CLASSIFIED program has 70 participating newspapers with 180,000 distribution. The statewide DISPLAY program has 63 participating with 157,000 distribution and there is space available for all 88 of our member newspapers to join! Program information, including a list with distribution and a map is available on the MNA website www.mtnnewspapers.com for viewing, downloading and sharing with clients.

Statewide Stars selling this summer are: Boulder Monitor, Yellowstone County News (Huntley), Bitterroot Star (Stevensville), newcomer Blackfoot Valley Dispatch, Billings Outpost, newcomer Missoula Independent, Cut Bank Pioneer Press, Laurel Outlook, Bozeman Daily Chronicle, Seeley Swan Pathfinder, River Press (Fort Benton), Liberty County Times (Chester), Lewistown News-Argus, BANG, Daniels County Leader (Scobey), and the Sanders County Ledger (Thompson Falls).

With fall season soon upon us, seasonal opportunities for statewide advertising include fall festivals and events, back-to-school shopping, hunting and fall outdoor recreation, and almost any message that runs as a traditional display ad can be customized and formatted as a statewide DISPLAY ad. Campaigns such as the current Montana Department of Transportation Dyed Diesel are utilizing a combination of run-of-press display ads, digital ads and statewide display ads. Suggesting clients add on a statewide ad is a great service to them and extra revenue for newspapers.

MNA will host a Statewide Advertising By the Numbers training webinar via the GoToMeeting.com site. An update of both the statewide CLASSIFIED and the statewide DISPLAY programs will be provided, along with a sharing of best practices and sales opportunities. New advertising team members and leaders are encouraged to join. The date is tentatively set for the week of September 14 with two or more sessions to be offered. Please e-mail in advance specific questions or items your ad teams would like addressed, along with best practices to share. The training is open to all staff and all papers, whether your newspaper is already participating in the statewide advertising network, or you would like to learn more to sell ads and join as a newspaper publishing the ads.

Statewide DISPLAY advertising has sold out several times this summer, seven weeks in a row from May 17 through July 4, however, there are weeks where the maximum of 32 column inches is not. Consider running a house ad or the MNA house ad to promote statewide advertising. For assistance, contact Kev Campbell at MNA, campbell@mtnnewspapers.com, 406-443-2850.

Annual Rate & Data Questionnaire

MNA will be collecting advertising rates and newspaper data in the annual update of the Rate & Data Questionnaire that will be available to newspapers October 1, with a return deadline of November 2. An online form is planned as well as a downloadable form. Thank you in advance for your cooperation and assistance in providing your association with much-needed information.
People power: Success begins and ends with your talent

By Paul A. Riecks

QUESTION: I have grown my business to a revenue level that exceeds my expectations and to a staff of 50 people. I used to think I had the people stuff down pat. I no longer feel that way. How do I move the company to the next level of growth without losing all that we have accomplished?

RESPONSE: Leading any endeavor is much more complex than we expect. Part of the personal growth of a successful company leader is learning to create an organization that can sustain its culture and manage its growth. This ongoing process has three requirements: establishing an ownership culture, documenting jobs thoroughly, with clear responsibilities and authority, and hiring the people who best fit those jobs.

Build an ownership culture. No one addresses this subject better than Bob Blonchek and Marty O’Neill in their book, Act Like an Owner. In the book, they recount their experiences in founding, growing and selling two very successful technology companies by establishing and sustaining an ownership culture. This is a rock-solid way to build a company that is scalable so that you don’t lose everything you have accomplished. Many founders worry that growth means you cannot carry forward what made your company a success. Blonchek and O’Neill show that it can be done.

Hire the best. This means hiring people who not only match the job well, but also who are the best people, period. Sometimes companies (and sports teams) hire the best people whether they have the exact opening for them or not. There is an excellent book on this subject called Topgrading: How Leading Companies Win by Hiring, Coaching and Keeping the Best People, by Bradford Smart, Ph.D.

Nurture your people. Give them the opportunities and tools to succeed in their jobs. This includes properly handling errors they make as opportunities for learning and improvement. Nurturing also entails teaching them how their job is linked to others in the entire value chain that meets customer expectations and creates customer satisfaction. In his book, Good to Great, Jim Collins describes one of the critical skills of great companies as hiring the right people and putting them in the right jobs, doing the right things. This is another form of nurturing — building a company that has people working to their strengths.

Empower your employees. Human beings generally prefer to have some control over their circumstances. Empowered employees have this measure of control, supported by the authority they have to make decisions and the responsibility they have to generate the outcomes needed from their work.

Measure outcomes. Humans also like to know how they are doing. Measurement not only promotes work being done correctly, it allows everyone to know how they are doing. The more frequent the measurement, the greater the awareness. Measurements can be very powerful when they help everyone understand how they contribute to the success of others with whom their jobs are linked.

Teach the business. Facilitate company-wide learning of how the business really works. In his landmark book, The Great Game of Business, Springfield ReManufacturing Corporation CEO Jack Stack talks about the crucial importance of teaching his employees how the business really worked, including the ability to understand detailed financial information. He has since built a completely new company that educates business owners on how to accomplish open-book management in their companies.

Share information, successes and bumps in the road. Connect compensation with the success of the company. The more employees understand how what they do is directly connected to the performance of the company, the better. But not every year is a great year. So there must be regular communication on how the company is doing. How often you communicate company results will determine how realistic employees’ expectations will be of the success share they get.

Document your way to goals. The idea of having an internal Wiki has been raised in this space a number of times, and here it is again. Start with the customer expectations that the company is going to meet, according to expectations your company has created or the ones that customers have communicated to you.

Next, align the goals of the company with those expectations. Then create teams of people who actually do the work with each area of the business that has to collaborate to consistently meet each expectation.

Finally, document all the processes and procedures that make it happen. House the documentation in an internal online Wiki available to all. Have all new employees read the Wiki on their first day and then get debriefed the next day by their supervisor and peers. Authorize every employee to offer suggestions to improve those processes. Implement the best suggestions to keep continuous improvement alive.

Paul A. Riecks is principal of Insight, which forms and facilitates peer groups of business owners and CEOs.