

TIME TO CHANGE

"We are now one Time Inc."

That is the message Joe Ripp, CEO of the global media company, delivered at the 2016 American Magazine Media Conference. Mr. Ripp is leading a push to reinvent the company's culture to better compete in the 21st century digital world, according to *Ad Age*.

One way it is doing that is decidedly old school: giving all employees "culture cards" detailing the company's mission, vision, strategy and brand manifesto. The back of the card lists "expected behaviors" at the new One Time Inc., which fall into four categories to spell out TIME: teamwork, innovate, motivate and execute.



Joe Ripp,
CEO,
Time Inc.

Among the expected behaviors, the card encourages employees to foster new ideas, creativity and optimism; empower others through delegation; and take ownership and accountability.

It remains to be seen whether the culture card and its declarative aspirations can power success in the brave new media world—Time

Inc.'s stock has continued a downward trend that began before the cards were distributed to employees in September.

"Unfortunately, telling people what the right thing to do is does not work," says Shideh Sedgh Bina, Insigniam founding partner and editor in chief of *Insigniam Quarterly*. "Prescribing the right action does not

change behaviors. What drives behaviors is the context that we think inside of: the assumptions, beliefs and presuppositions that form the nonphysical setting. To cause any meaningful change, to invent and implement a powerful culture, that has to get revealed and unhooked."

CLEANING UP THE GAME

Last year will likely go down as the worst in the 112-year history of the Fédération Internationale de Football Association (FIFA), the sport's global governing body.

Not surprisingly, the 2015 scandal has many—including employees, players and fans—calling for change. A reform committee put forth a number of new principles aimed at transforming the organization's culture, including humility, candor and responsibility. In February, 179 of the 207 FIFA member associations present and eligible at the organization's Extraordinary Congress in Zurich approved them.

"We stand united in our determination to put things right, so that the focus can return to football once again," said Issa Hayatou, acting FIFA president. "The hard work of restoring trust and improving how we work begins now. This will create a system of stronger governance and greater diversity that will give football a strong foundation on which to thrive. It will help to restore trust in our organization. And it will deter future wrongdoing."

FIFA also elected Gianni Infantino as its new president at the Extraordinary Congress. Mr. Infantino spent seven years as general

secretary at the Union of European Football Associations, European soccer's governing body. "We will restore the image of FIFA and the respect of FIFA. And everyone in the world will applaud us," he said.

Australian Moya Dodd, a former player and current member of the Asian Football Confederation executive committee, led the charge to increase the number of women on FIFA's top decision-making committee as part of the reform package. It currently has just one female voting member on its 25-person board. Now the association has committed to the "promotion of women as an explicit statutory objective of FIFA to create a more diverse decision-making environment and culture," per the official language of the reforms.

Additional guidelines in FIFA's new reform plan include term limits for the FIFA president as well as the members of the FIFA Council and judicial bodies, a shakeup of the governing board and other structural changes.

"It will be a very big step forward, but not the last," Ms. Dodd told *The Huffington Post*. "What you're talking about here is culture change. That takes time."



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FIFA president