



Representative Journalism **MANIFESTO**

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History



Background

Founded in 2021, Paladin.Agency followed in the footsteps of Vileine Magazine (the biggest intersectional magazine in Benelux, with over 150 contributors) and Vileine Academy's (underrepresented investigative journalism training initiative) progressive media efforts.

All of these efforts led to the discovery that moving beyond feminism and inclusivity there is a much bigger and more interesting picture for innovation in the industry as a whole using the term Representative Journalism. Using the lens of representation and professional quality, many hidden issues can be uncovered and improved.

Zooming out by using investigative training and consultancy services to uncover underrepresented newsroom opportunities as organizational advisors and trainers, Vileine transferred Representative Journalism as its heritage to Paladin. This concept

encapsulates how we refocus values and priorities around diversity and innovation initiatives. With representative journalism, newsrooms fulfill their core tasks as well as ensure their own sustainability and survival.

This framework is further explained as Paladin. agency's 7 Values of Representative Journalism.

Press

Vileine prediction for 2020 @ Harvard's Nieman Lab
"Get Representative, Or Die Trying"

Engaged Journalism Accelerator @ European Journalism Centre
Case Study on Vileine

History



Etymology

Paladin knights operated independently in medieval times, but their name etymologically stems from Palantine Hill, mythologically said to be founded by the grandson and granddaughter of Hermes (god of messages, investigation and insight as well as the name-giver of the ancient western esoteric tradition currently popularized as magick), as well as being the physical grounds for the real-life innovation of democratic systems of representation and collaboration in the form of the Roman empire, later founded on Palantine Hill.



Mission



Paladin Operatives

Are independent champions of the good cause, connected and focused on delivering sustainable change.

Use modern tools and refined best practices to dissolve systemic limitations on their territories of impact.

They join forces to move non-hierarchically towards better journalism on a Pan-European level, putting a premium on representation of skill and expertise.

Guarding and promoting and upgrading the long-term evolution of representative journalism in European newsrooms, Paladin operatives make sure the stories that safeguard our democracies grow to be more engaging and truly representative.

See examples of our quests in our full menus of bespoke [trainings](#) and [product packages](#).

This means Paladin Team members and advisors come together as consultants and producers with clear objectives in our Core & Advisory Teams to join forces for our clients and meet urgent needs, as well as develop and promote representative journalism in their newsrooms over the long run.

We do this by focusing on personalized yet scalable applications of Representative Journalism and prioritize impact in sharing its values & best practices across newsrooms with pan-European influence.

We live and work in the six European countries with the most geo-political influence through media, and aim to enforce their democracies by representing their populations in their leading newsrooms.

Paladin ensures the values and best practices of Representative Journalism have sustainable success in every environment we work in, by offering bespoke consultancy packages as well as ad-hoc management and production services for large-scale European Newsrooms.

At any entry level, we make sure to get clients on track towards long-term growth with instantly visible results.

Vision



Representative Journalism is what it's all about

Representative sources, audiences and professionals are vital to media as a healthy pillar of a functioning democracy, as well as the potion to any and every challenge around dysfunctional newsrooms as part of the wider media landscape in an ever-changing brave new world.

Paladin Agency, its team and its products were all created to organize and fuel Representative Journalism.

Instead of speaking of diversity and inclusion, we prefer this framework to focus and evaluate efforts around the quality-based values representative journalism has to offer.

Representative newsrooms, Representative engagement & Representative systemic leadership.

The infinite potential that lies in these three keys begins by unlocking the seven values of representative journalism that we use as our framework. The 7 Values of Representative Journalism serve as our initial compass, as well as our evaluation mirror whenever carrying out our missions for Paladin.Agency.

Representative Journalism is:

- 1 // Innovative** // focusing on added value
- 2 // Lean** // with fast-paced agility
- 3 // Secure** // structuring constructive signaling
- 4 // Engaging** // getting stories out & feedback in
- 5 // Anti-fragile** // beyond sustainable resilience
- 6 // Reflective** // radiating learning curves out
- 7 // Deliverable-based** // making insights scalable

Values



1 // Innovative

Paladin Agency, its team and its products were all created to organize and fuel Representative Journalism progress across European newsrooms. To put this definition on the map, as well as to develop and outwardly radiate its best practices.

Instead of speaking of diversity and inclusion, we elevate the focus with this qualitative framework to enable better understanding, focus and evaluation of efforts around the fundamental value representative journalism has to offer.

The first is the value of innovation, achieved by focusing on added value from the get-go and figuring out which approach is necessary, instead of the other way around.

Centralizing innovation ensures:

- ♦ **Allowing exploration, new insights and transformative tensions to arise whilst maximizing investigative tools to uncover underrepresented information,**
- ♦ **Managing the process instead of the output to ensure long-term trackable growth as well as gain short-term benefit from breakthrough originality,**
- ♦ **Quality-based evaluations, with professional means to achieve KPIs.**

Values



2 // Lean

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The second is the value of lean management, achieved by minimizing management and harnessing underrepresented potential through innovative pivots and nudges.

Lean processes ensure:

- ◆ **A goal-oriented approach with clear reproducible argumentation and accountability,**
- ◆ **Agile and transparent projects, geared and refined as reality unfolds,**
- ◆ **A clear return on investment with exponential value through scalable solutions.**

Values



3 // Secure

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The third is the value of a constructive newsroom environment, where sensitivities and transgressions are processed through an accountable protocol that keeps psychological group process in check with vulnerabilities of the underrepresented. We plan ahead and monitor gaps that might endanger both individuals, whole teams and even brands, as well as invisibly hinder creativity and expansion, period.

Secure structures for constructive signaling ensure:

- ◆ **Uncovering blind-spots that impose risks for individuals, detangling ethical issues from their professional role,**
- ◆ **Well-gearred sensory & response dynamics for sensitive and urgent public issues,**
- ◆ **Striving towards equal access to journalism, sources and professional development in media by removing intersectional disproportionate threats and problems.**

Values



4 // Engaging

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The fourth is the value of engaging journalism across borders, achieved by getting important stories out where they are most requested as well as listening to sources and nurturing an ongoing relationship with audiences and potential sources.

Engaging journalism ensures:

- ◆ **Meeting audience needs and giving them new incentives, converting into loyalty and trust as well as expansion,**
- ◆ **Gaining relevance and influence beyond current impact area,**
- ◆ **Strategically growing relationships with representative sources and peer groups from a representation angle, keeping a broad vision that expands impact instead of cannibalizing it.**

Values



5 // Anti-fragile

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The fifth value is Anti-Fragility* (*as coined by Nassim Nicholas Taleb - that which improves under pressure), achieved by gearing towards processes that gain strength from unforeseen factors and external challenges.

Anti-Fragility ensures:

- ◆ **Beyond investing in being resilient and getting stagnant, simply 'stay ready' to always benefit from change with empowered individuals through self-sustaining incentives,**
- ◆ **Transform lethargy and PR-exercises around diversity into unique successes through the exciting uncovering of potential-holding underrepresented talents, stories and upto-date tools for newsroom emancipation,**
- ◆ **Identify and eliminate unnecessary chains-of-command and empower your team by redefining "failure" - replace feared interventions with "fail-fast" evaluations within a growth mindset.**

Values



6 // Reflective

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The sixth is the value of reflection, achieved by moving beyond polarization, engaging in an exchange of reflection and aiming for an overview impactful insights.

Reflective approaches ensure:

- ◆ **Diversity beyond reproduction of asymmetrical poles through nuanced conversations,**
- ◆ **Questioning the official narrative with underrepresented perspectives and interests,**
- ◆ **Aligning expansion of audiences and sources as well as newsroom talent with internal dynamics**

Values



7 // Deliverable-based

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The seventh value is the deliverable-based approach, achieved by planning with the end in mind and reflecting with a 20/20 view on primary objectives.

Being deliverable-based ensures:

- ◆ **Aligning policy and gains with professional added value of representation, instead of losing the value by mistakenly placing it on individuals,**
- ◆ **Translating innovative processes and creative explorations into scalable insights for progress that can be shared and built on,**
- ◆ **Existing to reach our goals, not working so that the activity can exist (when it comes to project planning and financial incentives).**

Contact



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