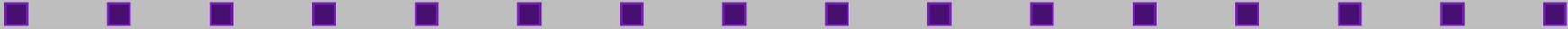# The New Newsroom

How technologies are changing organizations

How organizations are changing technologies

Howard I. Finberg

News Executive

Phoenix Newspapers Inc.

Seybold, San Francisco

1993

Evolutions are coming faster

Pagination is forcing the issue

Maybe it is a "review" that is overdue

Technology is about people

And how people work

- Understand the how work moves (or how you want it to move) and you'll understand what technology solutions you need.

What looks simple and safe isn't

The example of the free "Leaf Picture Desk"

Workflow and structure

The organization chart has nothing to do with getting out the newspaper

New tech over old methods?
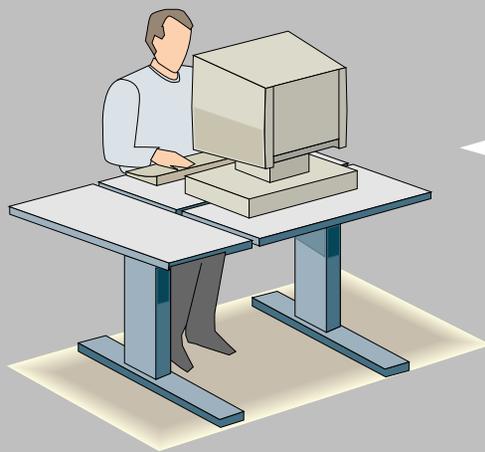
Old methods over new tech?

First effort

Core design group

- For pages without "ownership"

Most design done by rotation into "pagination chairs"

"Creative" work vs. editing

Editors had three jobs:
editing & design &
pagination

Second stage
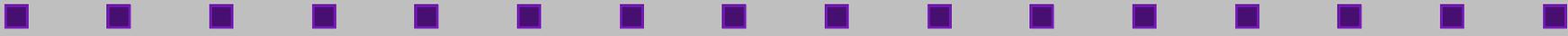
Design department

- Key issues
  - Control
- Creativity
- Production

The current machines

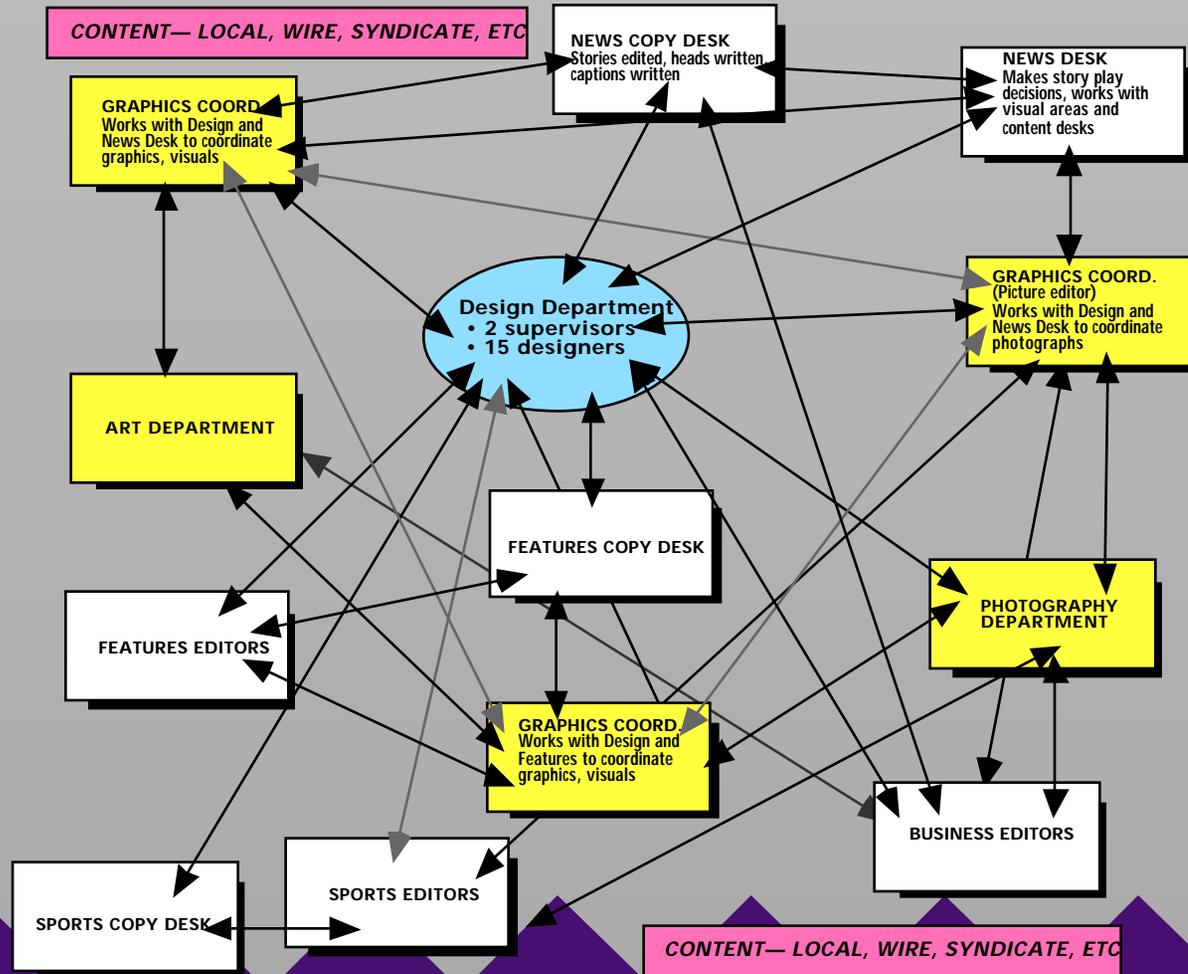# It's a matter of equipment

Fewer machines, better bottom line

- But that changes the way we do business

Next step

- **New machines are just the start**
- **If not limited by technology, then what?**

Design and Pagination

CONTENT— LOCAL, WIRE, SYNDICATE, ETC

NEWS COPY DESK
Stories edited, heads written, captions written

NEWS DESK
Makes story play decisions, works with visual areas and content desks

GRAPHICS COORD
Works with Design and News Desk to coordinate graphics, visuals

Design Department
• 2 supervisors
• 15 designers

GRAPHICS COORD.
(Picture editor)
Works with Design and News Desk to coordinate photographs

ART DEPARTMENT

FEATURES COPY DESK

PHOTOGRAPHY DEPARTMENT

FEATURES EDITORS

GRAPHICS COORD.
Works with Design and Features to coordinate graphics, visuals

BUSINESS EDITORS

SPORTS COPY DESK

SPORTS EDITORS

CONTENT— LOCAL, WIRE, SYNDICATE, ETC

New workflow, work groups

Once it was linear

Now work is becoming circular

"The magic trick" moves

From one specialist to journalist

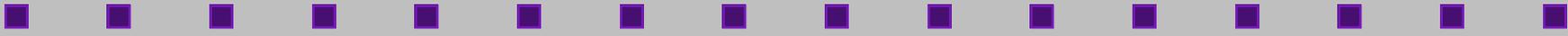**Will that create a new "specialist"?**

Managing technology

Managing the people

Managing the product

Managing the process

New type of worker

Hiring

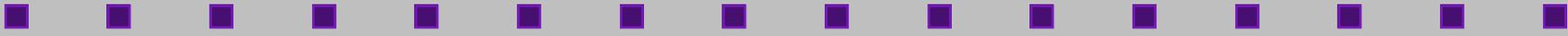Motivation

Promotion

Ergonomics

Hiring

Still one of our most important roles

But what kind of jobs are we creating?

Motivation

Not every page can win an award

- Who will do the weather page?

Promotion

Looking beyond the obvious

Ergonomics

You can spend money now

Or you'll spend it later

The need for "one" journalist

This is not just an issue for "print"

- Audio
- Fax
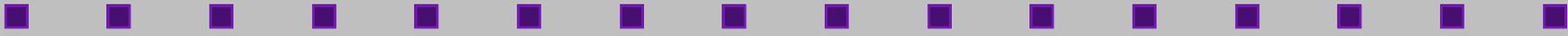- Video

Technology should free people

Not limit what we do

Looking at history can help

Understanding when there is a "paradigm"

shift is important

- Knowing when there isn't is even more important
- Going from hot type to cold type is evolutionary; going digital is revolutionary

Techno-change

Is Neither Additive Nor Subtractive

Newsrooms learn by example

If a newsroom manager isn't willing to invest time or energy in understanding technology, don't expect the staff to care

Techno-evangelism

Finding the leadership within the newsroom

- Teaching yourself
- Teaching your staff
- Teaching your boss