

Teamwork

Journalism famously rewards the solo star. But no star is really solo. No reporter publishes or broadcasts a story without a wide range of help. How do you encourage the spirit of cooperation in a world that sometimes lapses into a clash of factions and swelling egos?

Dick Wald

Remove the difficult people as much as you can so that there's less grittiness between the wheels. You can't enforce teamwork. What you can do is reduce friction. Tell everybody what you want and be extremely clear about what the end product should be, and then take out the things that are stopping it most.

Matt Storin

The most important thing about a team is: Let people do their jobs. Make sure that they know what it is that you want. And for awhile that may mean that you are doing more than in the long run you should.

You are involved in writing the headlines for Page One or choosing the pictures for Page One or the story selection for Page One. But once you feel that they understand what it is you want, back off, let them do their jobs.

My wife often gave me good advice there. She said, "You're staying too late, and no one is going to leave if you don't leave. You should let them do their jobs without you there, without you looking over their shoulder." And I thought that that was very good advice.

I think listening to your wife is another good piece of advice.

Tom Johnson

Convey to everybody that we win as a team or we lose as a team. It is not a one-man band situation. No correspondent can make it without a really good technician nearby. It may require a producer and it may require others. But to get that signal out of Hainan Island, for example, it takes some really first-rate technicians with the latest telephone satellite technology to do it. I think that's true in every field.

I use the example, I've used it many times: Keep the guns pointed outside the fort.

The enemy is out there attacking. If those guns get pointed inside the fort and you are shooting at each other, we're going to lose. And that is true whether you're fighting news wars or real wars.

Sandy Rowe

If you have five reporters who are covering environmentally related issues, then why wouldn't you have an editor who is an expert in environment as opposed to an editor who is supposed to be an expert in 20 things, and why wouldn't you have that editor and those reporters sitting together and discussing those issues every day?

All we really did was acknowledge that our subject expertise — the authority we could bring to the issues we covered — was really all we had to offer readers.

Monica Lozano

You have to learn to work as a team. We have done a lot, especially because 99 percent [of *La Opinion's* journalists] are not born in this country and are not familiar necessarily with the institutions that they are covering.

We do a lot of self-training. We develop in-house seminars, so to speak, on different issues that we are going to be covering — health care, politics, even the ... nuances of the educational system. We bring people in who are experts and have roundtables. It is a way of training lots of people at the same time.

Arthur Sulzberger Jr.

If you want to do a really intricate series on the business of genetics, you've got to bring finance into it and science into it and politics into it. So I think in some degree the complexity of the modern story demands greater teamwork. You have to reward teamwork. And you have to build it into the culture by showing it at the highest level.

It does not come naturally to many, and that's OK. There are some people who are going to be individual contributors, and you just know that.

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teamwork [and] build it into the culture.**

When you start winning Pulitzer Prizes for teamwork and those photos appear ... with five or six faces coming out at you, that starts to send a real signal: This is not only critical to the nature of the journalism we want to produce, but is being recognized and rewarded.

Neal Shapiro

When you are having a crash news story, the best thing to think about is, "This is like landing (on) D-Day." And that is the time when you need one clear general (who) says, "Here is what we are going to do. And unless there is some big reason why you cannot do it, do it."

But in the normal course, my motto is: This is a team sport. And the value of being in a big show is everybody has to depend on everybody.