Leadership in Visual Storytelling

10 take-aways from Sunnmørsposten.

1) Intro slide
2) Hello, my name is Liv-Jorunn and I am head of digital development in the norwegian regional newspaper Sunnmørsposten.
3) We are located in Ålesund - the most beautiful city in the world - on the west coast of Norway. Some of you may have been there in 2015 when we hoasted the second NODA conference.
4) If you dont know us that well, here is a little background info about us. We cover 25 municipalities, the print edition is published 6 days a week, we have about 23.000 subscribers, print and onilne, and the numbers are rising. 2017 was acutally the first year in a very long time that we started out with more subscibers than we had the same time last year. And we are really happy about that. We have an average of 350.000 page views a day, and about 24.000 unique visitors on our site daily.
5) I've been invited here to this wonderful conference to talk about leadership in Storytelling. But to do so I have to turn the clock back a few years.
6) When I came to the newspaper in 2010 i started out as a graphic designer for the print paper. My background was 10 years in the commercial industry, and so I had a strong love for visual storytelling already.
7) In 2013 we established a unit for innovation in online storytelling called SMPLAB.
8) Wisch of course does not mean shit my pants laughing, but rather
9) Smp.no
10) Movin on! And why on earth did a realtivly small newspaper like us do that? Because our editors realized we had to do something. Our online paper was fine, it attracted more and more readers, but compared to other sites our audience visit, we were starting to fall behind.
11) Stories like Snowfall (made most of us feel like this) in 2012 abrupted the way we thought about what was possible to "make people read online" - and not to say -
12) on small screens. Who could have predicted this, right? We are the second largest newspaper in the Polaris Media Group. Wich means we did have access to developers centrally located - but we had to
13) wait in line for any changes we wanted to make to how we were presenting our stories online. We were feeling very impatient, and decided to look for money to hire our own team -in the SMPLAB.
14) **So the first two takeaways is:**
    1) The leadership of a newspaper must realize the need to be where the readers are - keep an eye on the changes in technology and understand what it takes to meett the demands from our readers.

15) **2) We need money to make stuff happen - always**. If you find people internally that have the drive and skills to develop such needs, you will probably need substitutes for them - free them from their daily tasks. If you expect them to do both - you are doomed. Or you simply need money to hire new people.

16) The money our editor went looking for were innovation money from places like Innovation Norway, Skattefunn (tax return) and Fritt Ord etc.
17) SMPLAB was at this point was one journalist,
18) one developer and
19) one designer - me.
20) We spent the first few weeks and months quite isolated from the newsroom. That quiet gave us time to learn new skills we needed.
21) Eirik and I scratched the surfing of coding. Dag and I learned to think as journalists, Eirik and Dag learned to simplify stories and using visual effects to tell a story more efficiently. This way we could more easily communicate and execute stories.

22) A few examples of what we made:
http://interaktiv.smp.no/2014/rbr/
Stikkord: Dataset from the police, convictions, driving under the influence, trend went the wrong way - we wanted to analyze why. Also: myths - women/men, - foreigners/norwegians, also: attitude - quick survey/game.

23) http://interaktiv.smp.no/budsjett2013/budsjett2013.html
Boring story, year after year - but important, numbers + language political financial terms, "no one cares". Trigger more interest, simple animation, visual storytelling. Easier to understand.

24) http://www.smp.no/pluss/article11243852.ece
Vertical long read, animation, complex story, easy to grasp using other tools than text + images

25) http://www.smp.no/alesund/2016/03/09/Typisk-%C3%85lesund-12542146.ece
Build dataset, horizontal, free tool,

26) The next two take-aways are:
3) Give the team time and space to learn. Dont expect them to deliver cool stuff immediatley. It takes time to grow into a new role.

27) **4) Encourage your team to learn from eachother**, use sites like Codecademy or such to access easy tutorials for learning how to code. Code-skills are never wasted when working with online storytelling. Innovation is hard to do on your own, you gain more if you share your learnings with others working in the same field.

28) We in SMPLAB travelled to conferences and visited other newsrooms and got to know other teams. That helping hand via Facebook or a phonecall can be just the thing you need to haul a shore a big project you are working on.

29) Take-aways:
5) Invest money in sending you teams to conferences. The social bonding can be just as important as the new skill they take home with them.

30) **6) Dont be afraid to share your learnings,** encourage your teams to talk to other journalists, developers and designers in other newsrooms about their field of expertise. Sharing can only make us all better in the end.

31) You really dont want to be this guy…

32) Blog.
Investing time in looking at how you do innovation work is also worth while. If its not working, maybe your just doing it wrong?

33) We are currently part of a research called OMEN (organzing for media innovation), hosted by the work research institute in Oslo. They look at how we work with innovation processes and have given us new tools to make the process easier. We have reorganized quite a bit during this project, physically and mentaly. They have helped us see what is so hard to see from inside an orgnaization. Like - moving our meeting schedual, defining goals in a new way, moving our desks to better work togehter as teams etc. It is a work in progres, but we do feelbetter equipped for developing and executing ideas than before - because of this.

34) We have accepted quite a few awards for our work in the SMPLAB. Local, national and international. Is it worth something? Yes. If nothing more that internal understanding for the worth of innovation work. There are always sceptics in a news room - why should we spend time on this, when so many tasks are waiting for our attention?

35) Take-aways:
7) Pass the inspiration along. Talk about the awards you win and why youve won them, Show stories that inspire us. Show the rest of the organization why these stories are criticallt acclaimed. Why do they

36) trigger people to read longer and engage more?
8) Show them the numbers. Analyze if the work you've done paid off in terms of reader time, engagement and quantity. Did social-counts rise? Do people care more about the subject when they actually read the story more thoroughly? Our bump in reader time Today I am head of digital development and responsible for the work SMPLAB does. We try now to be a hub for storytelling across the newsroom more than a unit that made stories themselves. We try to interfer when ideas come up, so we can add stuff to the stories. Journalists can also apply to spend a few weeks together with us on spesific prosjects

37) We have a journalist on the team now - Sofie - spending most of her time doing data journalism, investigative journalism and storytelling using the tools we have in our toolbox.

38) And we have learned a thing or two about tools. Since 2013 alot has happened on the technology front. Tools have come and gone, and now we are a tad more wise and dont jump at the hottest tool on the marked immediately. We have spent time teaching journalists tools that have been shut down right after.

39) Not fun to spend time learning skills you dont get to use properly. So we try to find stable tool providers who has a future plan for their technology.

40) Like Shorthand for instance. Thinking back, the way Snowfall and such stories were built, were hand made. Many news rooms have buildt standard templates for those kind of long form stories, but we havent. Instead we invest in tools like Shorthand that give us alot of template framework, but also the flexibility to buildt the stories as we please, adding the content we want etc.

And one really good thing about subscirbing to a service rather than build templates inhouse: they keep developing. That is actually a line weve stayed on in several matters - we admit we cant be experts on everything, and we dont try to be. So rather than spending hours and hours developing tools and templates, we spend money subscribing to tools tech companies are 100% focused on developing and maintaining. Good for us, good for them. Take away:

41) **9) Building a toolbox for your journalists doesn't neccceccarily mean you build tools yourself.** Find great technology to make your stories shine, and invest in subscriptions rather than one offs. And of course: research your tools thoroughy before choosing them.

42) Today we look into different ways of telling stories in the future, VR/360 being one of them. We recently got funding from the Norwegian research council, and together with the

43) University College of Volda and Teknisk Ukeblad we will look into the role journalism can have in VR - - or rather what way will VR enhance the way we tell stories in the future. And here lies a very important difference in perspective - We don't jump at any wave of technology just because its cool and new. We look for new ways to tell our stories - because that's what we are good at, that is the core of our souls as journalists, designers and developers in the media industry.

44) Where will our audience be 5 years from now. How will they consume their chosen stories? We need to make sure we are able to deliver our stories to them, no matter what platform they spend time on.

45) So the final take away from me today is: **10) Always keep the story at the core of what you are doing.** Its easy to get lost in trends and new, cool tech - but be ware so you dont invest in the wrong place. Keep an eye on what tech your audience will use to consume your stories in the future. And make sure there is a great story in there for them to find.

46) Thanks!

SUMMARY:
1) Realize the need to be where the readers are.
2) We need money to make stuff happen - always.
3) Give the team time and space to learn.
4) Encourage your team to learn from eachother.
5) Invest money in sending you teams to conferences.
6) Dont be afraid to share your learnings.
7) Pass the inspiration along.
8)Show them the numbers.
9) Building a toolbox for your journalists doesn't neccecarily mean you build tools yourself.
10) Always keep the story at the core of what you are doing.

Ledelse i storytelling

Skape forståelse for hva god fortellerteknikk på nett er
Forankre det i ledelsen
Skaffe midler som skaper tid til å utvikle feltet, skaffe erfaring
Legge til rette for idéutvikling omen
Skaffe verktøy som funker
Hater å vise verktøy som senere ikke blir noe av
Opplæring i verktøy
Bevissthet rundt bruk

have the pleasure of moderating the panel debate Implementing data journalism in the newsroom which you're participating in on Friday at NODA2017. I'd like to ask you each to prepare a presentation or talk of no more than approximately seven minutes. The presentation should be of one data journalism project from your newsroom (or for Malin: A case), and it would be great if you could include your learnings such as: What worked? What didn't? What would you have done differently? Were there any limiting factors? etc.

This will take up about half of our time (45 minutes). The following discussion will take point of departure in the learnings from your three talks, focusing on how to make data journalism an embedded part of the newsroom. This can be in anything from creating/developing the right tools, educating the journalists (courses/conferences/educations), changing the culture (management) or something completely different.

The session should be relevant to all attendees, but with a focus on management and leadership.

Do not hesitate to get in touch if you have any questions or concerns. My contact details are below.

I'm looking forward to hearing from you, and to meeting you all at NODA2017.

Bonuses
Health care facilit

I want to talk about a story we published last year called "The secret bonuses"
This is a classic investigative journalism story, but have elements of data. Its written by journalist Torbjørn Eidhammer who relentlessly asked for access to accounts for over a year - and finally got results.

In 2002 the government of norway decided to start building a new hospital in Trondheim, St. Olav Hospital, on of the largest hospitals i norway.

The regional health service, Helse Midt-Norge, started a temporary company called Helsebygg, funded by the gouvernment and tax-kroner.

Torbjørn found in documents illigaly withdrawn from the public eye that in their budget of a total 12,1 billion nok - they har set aside 44 million norwegian kroner for bonuses. He wanted to find out who got that money. So he asked for acces to 12 years of acount information from Helsebygg.

First they denied bonuses being distributed at all, obviously lies. Then they denied access to their accounts. And they made it really hard for Torbjørn to do his job. After a whole year of asking, denying, complanining and asking again, they finally released some of their acocuns information.

And the material we got it looked more or less like this.

They produced about half of what we asked for, and we could now start documenting how about 19 of the total 44 millions had been spent.

The building process was devided into different phases, the company had different administrations through theese 12 years, the acocunts were written differently and changed over the years. All of these factors made it really hard to get a good overview of what we had in this pile of documents.

So we started building the dataset, and it was complicated. We were three people involved. Torbjørn, Sofie - journalist focused on data projects, and me for design and help with the storytelling. We used Google SpreadSheet - amongst other tools, to collaborate on building the dataset. It was a puzzle. But we ended up with visualizations like theese:

The total of what we had documented, and the black indicating what the company couldnt or wouldnt produce for us.
Split into the different fazes of the prosject, how the money was spent, and finally, who got what.

n they were forced to give us access. When we got the numbers; they were shocking. It was clear the company had no idea what they had spent 20 million tax kroner on. So started our job at building our datasets. We needed to make an overview of all 12 years accounts and find who got what. Then we compared their salary to average health care work takers. The difference was sickening. So it seemed they had no one controlling what kind of bonuses the management gave them self.

Compiling the different pieces was a struggle. The accounts were done differently from year to year. We couldn't find bonuses as a post in the account, but they were hidden in the salary post.

Looking back I think we did a good job at structuring the dataset so everything made sense and was comparable. But like always, we were on the clock and it was hard to get a clear overview of the case at times. We should have asked for isolation time more than we did. That would have taken away some of that worry, I think.