

# NEWSPAPER DESIGN

## What it is

**IT IS** planning, seeking the future of the newspaper and its need to satisfy the future demands of its customers.

**IT IS** motivation, energizing your staff, winning their support for a design project, giving them a vested interest in the success of that project.

**IT IS** communication with all involved in the project—and some who are not. And the best way to communicate is...to listen.

**IT IS** focusing on the design project, refusing to let other concerns detour progress or distract attention.

**IT IS** intensity—fed by the conviction that work on the design project is important to the improvement of the newspaper.

**IT IS** preparation backed by tireless hours of research, trial and error and experience.

**IT IS** searching for greater opportunities, for better ways to respond to the needs of readers and advertisers.

**IT IS** asking questions, and knowing that the answers to those questions tend to lead to more questions—and more answers.

**IT IS** a “we can” approach that leads others to view the design project not as a threat but as a promise.

**IT IS** a creative fire that burns away layers of complacency and resistance to change.

**IT IS** leadership that brings out nothing but the best, that gives nothing but the best—and expects nothing but the best.

## What it is not

**IT IS NOT** designing to fulfill the creative caprices of individual staffers.

**IT IS NOT** ordering staffers to take part in an unwelcome project—or leaving those who may be interested out in the cold.

**IT IS NOT** seeing communication and the opportunities of openness as a threat.

**IT IS NOT** trying to do too many things at once, having to balance the design project against other requirements.

**IT IS NOT** dooming the design project to mediocrity as a result of mediocre effort.

**IT IS NOT** a blinding flash of inspiration in which all design truths are revealed.

**IT IS NOT** viewing the design project as another problem, another hurdle that must be overcome or circumvented.

**IT IS NOT** having all the answers—nor expecting anyone else to.

**IT IS NOT** an “impossible dream” that cannot be realized because it hasn’t been done before.

**IT IS NOT** an ember of brilliance lying under acres of ashes, layers of lethargy.

**IT IS NOT** sitting on the sidelines, avoiding the challenge—and the promise—of growth.