

Poynter. NEWS UNIVERSITY

Managing creative people

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Thank You

Harnisch Foundation

- **For funding our Webinar equipment**

Knight Foundation

- **For its support of News University**



Today's Presenter

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Today's Agenda

Qualities of creatives

Qualities of managers

The conflict

What they want, how we can give it to them – and get what we want

Summary

Which of the following describes your employees?

- **Risk takers**
- **Independent**
- **Sensitive**
- **Curious**
- **Dictatorial**
- **Conformists**
- **Introverts**

Qualities of creatives

Positive or negative?

- **Easily bored**
- **Balk at dictators**
- **Introverts**
- **Independent**
- **Sensitive**
- **Non-conformists**
- **Perfectionists**
- **Experts**



Qualities of creatives

Positive or negative?

- **Curious**
- **Risk-takers**
- **Optimistic**
- **Enjoy the journey**
- **Excited**
- **Smart, yet naive**



Which of the following describes you?

- **Results focused**
- **Team player**
- **Conformist**
- **Sensitive**
- **Expert**
- **Introvert**

Qualities of managers

Positive or negative?

- **Impatient**
- **Dictatorial**
- **Introverts or extroverts**
- **Team players**
- **Less sensitive**
- **Conformists**
- **Multi-taskers**
- **Experts**



Qualities of managers

Positive or negative?

- **Impatient**
- **Risk-averse**
- **Realistic**
- **Focused on results**
- **Inflexible**
- **Smart, not naive**



What's the conflict?



- **Balk at dictators v. Dictatorial**
- **Introverts v. Introverts and Extroverts**
- **Independent v. Team Players**
- **Sensitive v. Less Sensitive**
- **Non-conformists v. Conformists**
- **Perfectionists v. Multi-taskers**
- **Experts v. Experts**
- **Curious v. Impatient**
- **Risk-takers v. Risk-averse**
- **Optimistic v. Realistic**
- **Enjoy the journey v. Results**



Why do we love them?

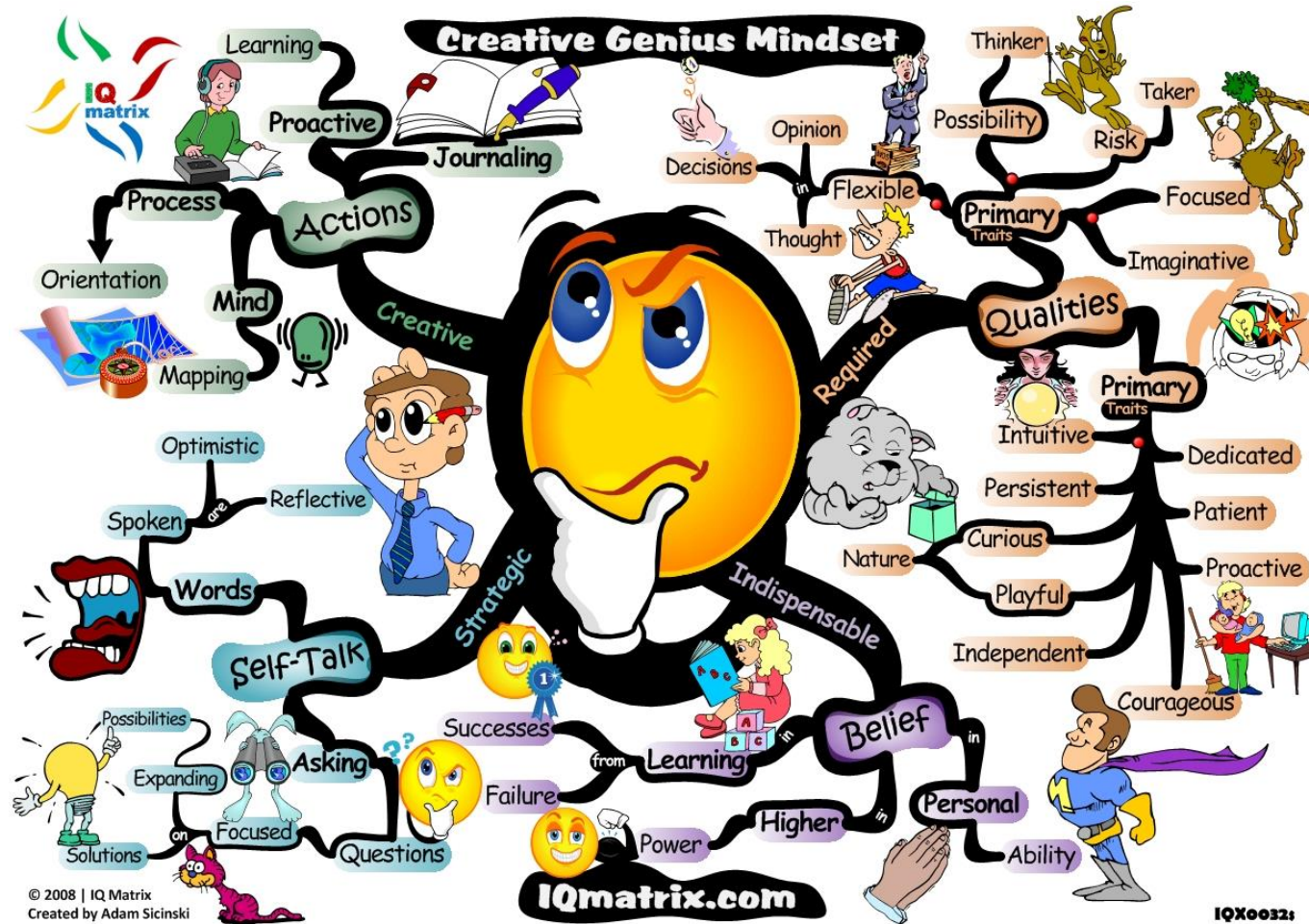
Our future depends on them. We need their creativity and innovation if we are going to survive.



How to you think creatives want to be managed?

- Left alone
- Micro-managed
- Somewhere in between
- They have no idea

What they want, how we can give it to them



Own timeframe

- **Need structure to maintain focus**
- **Outline clear activities, deadlines, goals**
- **Let them establish structure**
- **Discuss verbally, follow up with highlights in print**



Little supervision

- **Once you've set a structure, give them space to work within it**
- **Build updates into your structure**
- **Build in time for creativity**
- **Always ask open-ended questions**



Complex problems

- **Give creatives your toughest problems**
- **Dare them to solve**
- **Don't provide solutions with the problems**



Introverts?

- Most are introverts but exhibit qualities of extroverts



Praise

- Praise in public and in private
- Criticism is often heard as an attack
- Your criticism rarely as harsh as their own
- Praise the process, not just the outcome



Summary

- **Open doors instead of closing them, and creatives will often exceed your expectations**
- **Realize that your own personality styles may be in conflict**
- **Give them open-ended direction**
- **Put criticisms in form of open-ended questions**
- **Praise the process and the result**



Final thought

- **Identify your creative people and get out of their way**



Thank You

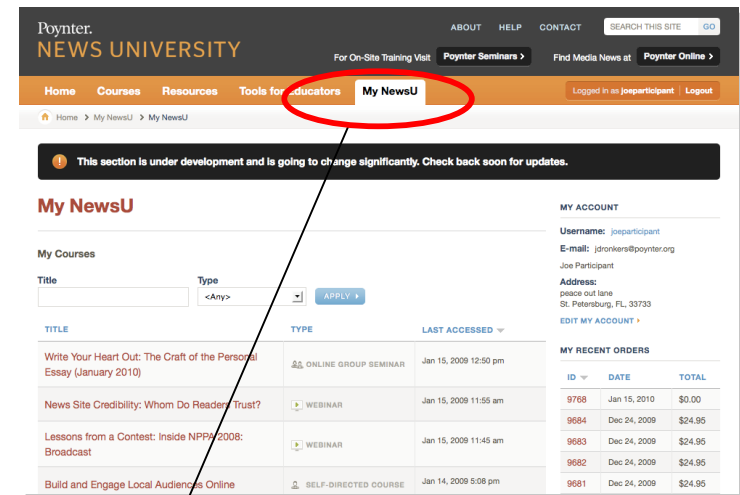
We'll be going to Questions shortly

We want to tell you about some other training

Webinar Replay

Registration gives you access to the replay

- Available two days after the live Webinar
- Access it anytime



Upcoming Webinars

Date – Title

Date – Title

Date – Title

Poynter Seminars

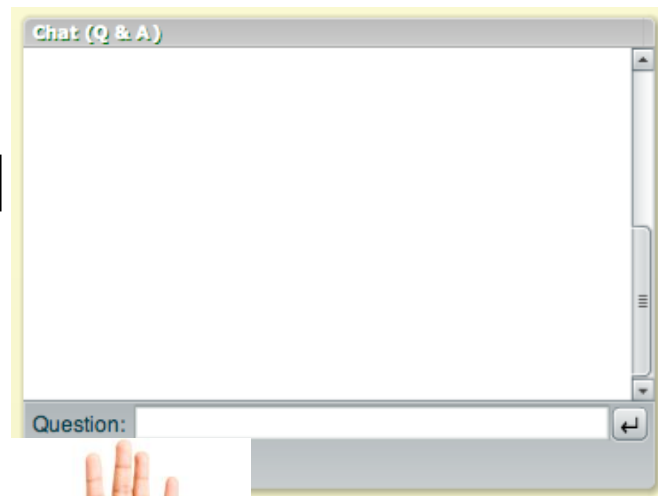
Title of seminar

- **Short description**
 - **Event date**
 - **Application deadline**

Questions? Fire Away!

Use the special Q&A pod to submit questions

- **Questions are not posted to the public**



Thank You for Attending

Remember to visit Poynter's NewsU
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