

Sanef Skills Audit Phase 2: Managerial competencies among first- line news managers in South Africa's mainstream media newsrooms

Final report

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Executive summary: Sanef Skills Audit Phase 2: Managerial competencies among first-line news managers in South Africa's mainstream media newsrooms

1. Introduction and background

Media has become serious business, with some believing that this results in 'journalism ... going in the wrong direction (and that) increased bottom line pressure is seriously hurting the quality of news coverage' (see State of the News Media Report, 2004:1). The above issue is also evident in the present South African media environment, where the financial bottom line, competition for audiences and resources, criticism from government and the public, and changes in the media environment are compelling media organisations to take a close look at their structures, activities and strategies (see Berger, 2004a).

The first main initiative was the Sanef Skills Audit 1, completed in 2002 as a joint venture between Scribe Communications and Media Tenor SA/iMasa. This audit focussed on the level of reporting, writing, and accuracy skills among reporters with between 2 to 5 years' experience working in South Africa's mainstream media (hereafter Audit 1). However, even in the initial phases of the Audit, researchers' attention was drawn to the need for improved management of human resources and personal development among staff working at media sites included in the sample (see Steyn & De Beer, 2002). Results from Audit 1 suggested that improved management of human resources might be a key success factor in improving reporters' skills and ultimately improving journalism output in the country. Moreover, it also became evident that revised management styles and management approaches might be the main contributing factor towards improving reporters' commitment, enthusiasm, motivation, and loyalty to their jobs and their profession.

Against this background Sanef commissioned a Second Phase National Skills Audit (as a joint venture between Scribe Communications and Media Tenor SA) in 2004. This Audit (hereafter Audit 2) had the aim of focussing on managerial competencies among first-line news managers in South Africa's mainstream media newsrooms.

2. Definition of research terminology

For the purposes of Audit 2, the following operational definitions apply:

- **Managerial competencies** refer to sets of knowledge, skills, behaviours and attitudes (first-line news) managers need to be successful and specifically relate to communication, planning and administration, teamwork, strategic action, global awareness and self-management (Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw & Oosthuizen, 2004:5);
- **First-line news managers** refer to news managers who 'are directly responsible for the production of goods and services' (Hellriegel *et al.*, 2004:12), and specifically refer to news managers (e.g. news editors, assignment editors, section editors or night editors) responsible for the 'production' of news by reporters.
- **Mainstream media newsrooms** relate to daily and weekly newspapers, consumer magazines, radio stations, television channels, mainstream news agencies and online media.

3. Research purpose and research objectives

3.1 General purpose of the Audit

The general purpose of the research was to conduct an audit into the importance and implementation of managerial competencies across a national sample of first-line news managers within South Africa's mainstream news media.

3.2 Research objectives

- To establish aspects pertaining to reporters' and first-line news managers' professional profile (e.g. media sites where they work; gender; educational qualification; mother tongue);
- To determine reporters' and first-line news managers' attitudes towards specific job-related aspects; and
- To highlight the importance and implementation of managerial competencies among first-line news managers in South Africa's mainstream media.

4. Research methodology

- **Research design:** Quantitative and qualitative research designs were combined. The main aim was to transform 'data into information insights and knowledge' (Struwig & Stead, 2001:19) and to gain a true understanding of the issues set out in the research objectives. In terms of the **quantitative research** approach, self-administered questionnaires were used (see 4.4), and data was quantitatively analysed through effect size analysis (see Ellis & Steyn, 2003:52; Cohen, 1988:20-27). From a **qualitative research** perspective, data was compiled by means of semi-structured interviews (see 4.4) and analysed by means of qualitative content analysis (see Hocking, Stacks & McDermott, 2003:172). Emphasis was also placed on **qualitative observation research** - 'the act of noting a phenomenon, often with instruments, and recording it for scientific or other purposes' (Denzin & Lincoln, 1994:378). For this purpose, the phenomenon of managing people within a real-time and natural newsroom situation was observed in a natural context. Given the nature of the research design, **triangulation** was applied to address biases of single methodologies and increase reliability and validity of qualitative research data (Babbie & Mouton, 2001:275-276; Du Plooy, 2001:39).
- **Sample frame and sampling considerations:** *The sample frame (N=106 – see 4.3) of South African mainstream media was compiled on the basis of three considerations (approved by the Sanef ETC), namely media types, media ownership and national representivity. A sample was drawn from the sample frame firstly representing **media types** (n=47) including daily (n=8) and weekly newspapers (n=6), magazines (n=4), radio stations (n=16), television channels (n=7), online media (n=4), and mainstream news agencies (n=2). The second sampling consideration, namely **media ownership** was categorised on the basis of listed companies (n=24), unlisted companies (n=10) and sites with a public service mandate (n=13). The final sampling consideration, namely **national representivity**, resulted in media sites included in 6 geographical areas (i.e. Cape Town [n=10], Johannesburg/Pretoria [n=25], Durban [n=6], Port Elizabeth [n=2], Bloemfontein [n=2], and Nelspruit [n=2]).*

- **Sampling procedure:** The research team drew a sample as representative as possible of the country's mainstream media in order to obtain valid and reliable results that could be generalised across the media sample frame. Sampling procedure thus included: compiling a media sample frame (N=106) per media type and media ownership type across the geographical areas as indicated; calculating the proportional sample per media type drawing a systematic sample from the sample frame (n=47); categorising the above sample into relevant geographical areas; and drawing a volunteer and availability sample of first-line news managers and reporters at the sampled media sites.
- **Research instruments:** Three research instruments were used, namely a self-administered questionnaire for first-line news managers (n=79) and one for reporters (n=207), and semi-structured interviews with the person in charge of the media site (n=43). Through questionnaires data was gathered on first-line managers' and reporters' professional profile, attitude towards job-related aspects, the importance they attach to the six managerial competencies mentioned above, and the extent to which they perceive first-line managers to implement these competencies in their newsrooms. Qualitative data gathered through the semi-structured interviews focused on interviewees' general approach to newsroom management, as well as their perspective on the importance and implementation of the six managerial competencies.

5. Summary of research results

In summary, research results highlighted the following:

- **Professional profile of first-line managers:** First-line managers currently working in South African newsrooms are mostly male, have good educational qualifications, and are mostly English speaking. However, almost half of them seem to be inexperienced in management, as they are appointed in management positions for 3 years or less. The latter implies that (despite good educational qualifications), many first-line managers need experience in and exposure to newsroom management to equip them to effectively perform the management functions expected of them;
- **Professional profile of reporters:** On the basis of gender, results indicate a more balanced staff composition when compared to first-line managers. Despite their relatively good educational qualifications, many reporters are also inexperienced (i.e. only in their current positions for 3 years or less). As a result, many reporters need ongoing coaching and mentoring on what their jobs entail and how they should do what is expected of them in order to enable them to properly perform their newsroom tasks;
- **Attitudes among first-line managers:** Overall, first-line managers seem less positive about their working environment and their media organisations than reporters. Nevertheless, they are willing to be associated with their media organisations, feel relatively loyal to the organisation, its code of ethics and the level of news output. The latter seems increasingly important given calls for more fair and balanced reporting and the increasing prominence of tabloid newspapers on the South African media scene.

However, first-line managers indicated that they have negative attitudes on human resources development, funding, career development, remuneration

and infrastructure to do their work. These results imply that media organisations should, on the one hand reinforce issues first-line managers feel positive about, while they should simultaneously address the issues first-line managers feel negative about and change their perception thereof. This is especially important given the prominent role motivation is supposed to play in effective human resource management in order to keep up staff morale and proper performance;

- **Attitudes among reporters:** As indicated, reporters are generally more positive than their first-line managers, especially related to their association with the organisation, their loyalty to it, the level of ethics in the organisation and the level of news output. Despite this, reporters indicated that they feel negative about remuneration, human resources development and career development, management styles and the level of planning and administration in their organisations. The implications for newsroom management (and suggestions on how this issue should be addressed) have been mentioned above;
- **Communication as a managerial competency:** Both first-line managers and reporters indicated that they regard communication as an important part of newsroom activity. However, especially first-line managers seem aware of the fact that they do not implement this competency as they are supposed to. Both first-line managers and reporters see room for improvement when it comes to encouraging feedback from reporters and first-line managers' ability to handle difficult reporters. It is therefore important that Sanef (in cooperation with other role players in the media) identify ways through which newsroom communication can be improved *vis-à-vis* new technology and given the unique nature of newsroom activity;
- **Planning and administration as a managerial competency:** Both first-line managers and reporters seem aware that this competency is not implemented properly in their newsrooms. However, reporters seem more aware of first-line managers' deficiencies in this area than first-line managers themselves. The most important gaps were identified in terms of managers' ability to develop plans and to identify and obtain resources through which activities can be performed. No organisation, department or unit can properly function without effective plans on what it would like to achieve and ways through which these can be achieved. As a result, media organisations need to sit down with managers across organisational levels to determine causes for a lack of planning and administration, and develop strategies (unique to the situation in each newsroom) through which these deficiencies can be addressed;
- **Strategic action as a managerial competency:** First-line managers seem more aware of their shortcomings on this area than reporters do. They expressed a specific gap with regard to their ability to develop human resources, identify the impact of changes within the broader South African context, and be aware of the concerns of internal stakeholders. First-line managers feel that they could play an important role in positioning their media organisations within changing national and international conditions. Media organisations should take cognisance of this role, as well as first-line managers' awareness of their strengths and weaknesses in this regard, and apply these to the benefit of the organisation and its internal and external stakeholders;
- **Teamwork as a managerial competency:** Reporters seem more dissatisfied with the extent to which first-line managers implement teamwork than first-line managers themselves indicated. Reporters thus consider this an important newsroom issue that needs to be addressed. They specifically indicted that

first-line managers lack skills to properly structure their departments to accommodate teamwork, define individual objectives within a teamwork situation and create an environment in which teamwork is rewarded. Given the shift towards increased focus on teamwork as part of newsroom activity (witnessed in this study, similar international studies and management literature), media organisations should ensure that first-line managers are equipped with the necessary skills to promote teamwork among newsroom staff. In the process reporters will not only feel that their individual contributions add to the quality of the final product, but audiences will also benefit in that a more rounded news product is delivered to them;

- **Global awareness as a managerial competency:** Although reporters highlighted an important gap between the importance and implementation of this competency, first-line managers seem more aware of their inability to properly perform the management tasks associated with global awareness. These specifically relate to issues of multiculturalism and multilingualism. Given the difference between interviewees' view of the role these factors play in newsroom activity (i.e. that it makes a positive contribution towards newsroom interaction) and the results from the quantitative data, it seems important for Sanef (and other role players in the media) to determine what the real situation in newsrooms is, and address the issue accordingly; and
- **Self-management as a managerial competency:** Here again first-line managers seem highly aware that they are not performing as well as they think they should, with reporters (in this instance) being less critical of their managers. First-line managers specifically indicated that they feel dissatisfied with their ability to balance work and private life and to address individual weaknesses. First-line managers also indicated that they often fail to define personal and professional goals. This could leave them feeling meaningless and unfocused on a personal level, as well as failing to achieve anything in their professions. This might lead to an inability to motivate staff who report to them (as was indicated earlier), resulting in a negative newsroom atmosphere, with the level of professional output suffering. Reporters indicated that their first-line managers fail to cope with secondary trauma (as experienced through the eyes of reporters). By implication, reporters might experience that their feelings and emotions are not important or that they are expected to cope with trauma on their own and that mechanisms are not in place through which they can be helped to deal with it. Since only a few instances were highlighted where media organisations have structures in place to assist staff in coping with work related stress or trauma, more attention should probably be paid to this issue. Given the growing importance researchers on management attach to self-management as a success factor in managers' 'make-up', media organisations should avail first-line managers the opportunity to address these deficiencies. This can either be done through training (specifically through coaching and mentoring) or by introducing other support systems through which managers are given the opportunity to lead more balanced lives.

6. Conclusions

Through quantitative data obtained from this study, it is clear that both first-line managers and reporters in South Africa's mainstream media newsrooms acknowledge that managerial competencies are not currently implemented in the most effective manner. This calls for top management and owners in the South African mainstream media to take cognisance of the situation and invest in improved management by equipping first-line news managers with managerial competencies

that would enable them to effectively and efficiently manage all available resources (but especially human resources). From the perspective of first-line managers, managerial competencies should be improved in the areas of (from most to least important): global awareness; self-management; communication; strategic action; planning and administration; and teamwork. From reporters' experience of the situation, attention should be paid to (from most to least important): teamwork; global awareness; self-management; communication; planning and administration; and strategic action.

Given the findings of this study, it is also clear that the job of first-line newsroom managers is not an easy one, as they are pressured by top management, owners and reporters alike to properly perform as is expected of them. They are also expected to perform within a dynamic and changing media environment, be visionary thinkers who can plan effectively and be instrumental in keeping their media organisations competitive, communicate properly with team members from different social, cultural and ethnic backgrounds and in the process strike a balance between their own professional and private lives. It is argued in this audit that improved managerial competencies could put first-line newsroom managers in a position to perform more effectively. Ultimately, this might put the media in a position to produce and deliver a better news product and ultimately contribute to the democratisation process in the country.

7. Recommendations

In light of the above results and conclusions, the research team proposes the following strategies through which Sanef (together with role players across the South African mainstream media industry) can address the management challenges highlighted by the Audit:

- **Look further than formal, additional training to address management deficiencies among first-line managers:** The majority of first-line managers already have proper basic educational qualifications. The challenge seems to be for media organisations to implement training which is more participative in nature and through which first-line managers are mentored and coached in an attempt to improve their managerial competencies. This seems especially relevant within the South African newsroom context where inexperience, juniorisation and fast-tracking still play an important role;
- **Prioritise managerial competencies:** Management is a dynamic and ongoing process, it is not possible to prioritise either management functions (i.e. planning, organising, leading and controlling) or managerial competencies (communication, planning and administration, strategic action, teamwork, global awareness and self-management) in terms of importance. However, findings from this study indicate that first-line managers and reporters respectively regard self-management and global awareness as the two most important managerial competencies, given the nature of newsroom management within the South African context. If Sanef thus wants to prioritise the managerial competencies under discussion, it is suggested that these two areas are focused on first. However, this approach should keep in mind that none of the competencies can be treated in isolation and that they should still be seen as part of a continuous management process; and
- **Introducing a process of internal marketing:** The research team is of the opinion that many of the deficiencies in newsroom management related to the six managerial competencies investigated can be addressed by implementing a process of internal marketing. Due to a lack of sufficient managerial

competencies, both first-line managers and reporters in newsrooms experience needs and expectations which remain unsatisfied. As a result, they become demotivated and experience negative attitudes about conditions and policies within their media organisations (as was highlighted by results from this audit). This situation will eventually also impact on the level of journalism output produced by newsrooms. If media organisations can be successful in satisfying the needs and expectations of internal stakeholders (staff on different organisational levels), it will most probably also be successful in satisfying the needs of external stakeholders – e.g. media audiences, media owners and the government (see Hennig-Therau & Hansen, 2000:170-171; Gummesson, 1999:1-24; Peck, Payne, Christopher & Clark, 1999:315). Internal marketing is thus a vehicle to address the needs and expectations of staff as internal stakeholders (Nickels & Burk Wood, 1997:9). In the process, media organisations will succeed in realising their vision, mission, goals and objectives – the aim of any successful organisation (Peck et al., 1999:315; Otto, 2004:22) and improve the level of professional output to audiences, owners and other role players like the government.

1. Introduction and background

Media has become serious business, with some believing that this results in 'journalism ... going in the wrong direction (and that) increased bottom line pressure is seriously hurting the quality of news coverage' (see State of the News Media Report, 2004:1). This is also evident in the present South African media environment where the 'bottom-line' seems to rule, and competition between media titles for audiences has become the rule rather than the exception (see Berger, 2004a). Apart from the financial issues, criticism of government and the public, and media organisational changes have compelled the media to take stock.

The first main effort in this direction was the Sanef Skills Audit 1, completed in 2002 as a joint venture between Scribe Communications and Media Tenor/iMasa. This audit focussed on the level of reporting, writing, and accuracy skills among reporters with between 2 to 5 years' experience working in South Africa's mainstream media (hereafter Audit 1). However, even while the Audit was still in its initial phases, the researchers' attention was drawn to a factor not included in the original brief. This related to the need for improved management of human resources and personal development among staff working at these media sites (see Steyn & De Beer, 2002)¹. More specifically, it was found that improved management of human resources might be a key success factor in improving reporters' skills and ultimately improving journalism output in the country. Apart from this, it was suggested that revised management styles and management approaches might even be the main contributing factor towards improving reporters' commitment, enthusiasm, motivation, and loyalty to their jobs and their profession (also see Hellriegel, Jackson, Slocum, Staude & Associates, 2001:5).

Little debate is needed on the fact that the organisational environment of the 21st century is vastly different from that of two decades ago (Rensburg & Cant, 2003). Subsequently, management cultures within organisations also need to be revisited (see Gade, 2004). Whereas the traditional emphasis in the media (and other organisations) a few decades ago was on a top-down management approach, the new focus is much more on a participatory, democratic or consultative management approach with open doors and more open minds, specifically when it comes to issues such as staff management (Cameron, 2003). Apart from the above, it is evident that the media environment (specifically in South Africa) has also changed. This specifically relates to issues such as deregulation, the presence of foreign media owners, the issuing of broadcasting licences to community and commercial media, and black economic empowerment. As was found in Audit 1, this has far-reaching implications for human resources management in the media (see Steyn & De Beer, 2002).

Against this background Sanef commissioned a Second Phase National Skills Audit in 2004. This Audit (hereafter Audit 2) had the aim of focussing on managerial competencies among first-line news managers in South Africa's mainstream media

¹ For the purpose of this report, all references to Audit 1 are based on the original audit report as primary information source (Steyn & De Beer, 2002). However, over and above this source, a number of additional references elaborate on the original findings of Audit 1. These include: De Beer & Steyn (2002a) – a special edition of *Ecquid Novi* – the South African Journal for Journalism Research – focusing on journalism skills. In this edition, a number of South African and international researchers, educators and media practitioners discuss the implications of findings from Audit 1 for the media industry and compare research results with similar studies being undertaken internationally. Other references in which this debate is taken further include: De Beer & Steyn (2002b); Steyn & De Beer (2004).

newsrooms. This report highlights the research objectives, research methodology and research results, as well as conclusions and recommendations flowing from the results.

2. Definition of research terminology

For the purposes of Audit 2, the following operational definitions apply:

- **Managerial competencies** refer to sets of knowledge, skills, behaviours and attitudes (first-line news) managers need to be successful (Hellriegel *et al.*, 2001:5). More specifically, managerial competencies refer to skills related to communication, planning and administration, teamwork, strategic action, global awareness and self-management.
- **First-line news managers** refer to news managers who 'are directly responsible for the production of goods and services' (Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw & Oosthuizen, 2004:12). In this study the term refers to news managers (e.g. news editors, assignment editors, section editors or night editors) responsible for the 'production' of news by reporters.
- **Mainstream media newsrooms** relate to daily and weekly newspapers, consumer magazines, radio stations, television channels, mainstream news agencies and online media.

3. Research purpose and research objectives

3.1 General purpose of the Audit

Against the above background (and based upon original guidelines set out by Sanef in the tender document), the general purpose of the research was to conduct an audit into the importance and implementation of managerial competencies across a national sample of first-line news managers within South Africa's mainstream news media.

3.2 Research objectives

Audit 2 sought to achieve the following research objectives:

- To establish aspects pertaining to reporters' and first-line news managers' professional profile (e.g. media sites where they work; gender; educational qualification; mother tongue);
- To determine reporters' and first-line news managers' attitudes towards specific job-related aspects; and
- To highlight the importance and implementation of managerial competencies among first-line news managers in South Africa's mainstream media.

4. Research methodology

4.1 Research design

In line with arguments by scholars such as Neuman (2004:82) and Parasuraman (quoted in Struwig & Stead, 2001:19) that quantitative and qualitative research complement each other (despite their many differences), the research team

combined quantitative and qualitative research designs for Audit 2. The main aim was to transform 'data into information insights and knowledge' (Struwig & Stead, 2001:19) and to gain a better understanding of the issues set out in the research objectives.

In terms of a **quantitative research** approach, self-administered questionnaires were used (see 4.4). Data was quantitatively analysed through effect size analysis (see Ellis & Steyn, 2003:52; Cohen, 1988:20-27).

From a **qualitative research** perspective, data was compiled by means of semi-structured interviews (see 4.4) and analysed by means of qualitative content analysis (see Hocking, Stacks & McDermott, 2003:172).

Throughout the qualitative research approach, strong emphasis was placed on **qualitative observation research**. According to Denzin & Lincoln (1994:378), this is 'the act of noting a phenomenon, often with instruments, and recording it for scientific or other purposes'. During fieldwork at individual media sites included in the research sample (see 4.3), the research team strove (as far as possible) to note the phenomenon of managing people within a real-time and natural newsroom situation. Participants were observed in their natural contexts and among those who were naturally participating in the interaction. These observations were combined with data obtained through the personal interviews in order to:

- identify connections and possible causes² which could point towards larger trends, patterns or styles of behaviour maybe not verbalised during the interviews;
- support or refute comments made or information provided during interviews (see Denzin & Lincoln, 1994:214-215); and
- ultimately enable researchers to draw conclusions and make recommendations on the issues studied.

Given the combined research design, data obtained from quantitative research and the qualitative discussions and observations was compared through **triangulation**. This is the process by which methods and investigators are combined in the same study to address biases of single methodologies and increase reliability and validity of qualitative research data (Babbie & Mouton, 2001:275-276; Du Plooy, 2001:39). The following types of triangulation applied to this study (Janesick, 1994:214-215):

- **Data triangulation** (i.e. combining quantitative data from questionnaires completed by first-line news managers and reporters with qualitative data from interviews and previous research found in the literature study);
- **Investigator/researcher triangulation** (i.e. combining the skills and expertise of more than one researcher in order to prevent researcher bias as far as possible. This form of triangulation also ensures that issues are investigated from more than one perspective. These perspectives are then combined to gain a fuller understanding of the research issues at hand);
- **Methodological triangulation** (i.e. combining interviews, observation and questionnaires); and
- **Interdisciplinary triangulation** (i.e. combining different interdisciplinary approaches [in this case media and management] to get a better

² It should be noted that it was neither the brief nor the primary purpose of Audit 2 to establish causal links between the different research variables.

understanding of the issues investigated and the methods of obtaining the best possible results).

4.2 Sample frame and sampling considerations

The sample frame of media (N=106 – see 4.3) of South African mainstream media for Audit 2 was compiled based on three considerations. These considerations were approved by the Sanef ETC, and consisted of:

4.2.1 Media types

Compiling a sample frame and later a sample according to media types (N=47) was the first important consideration. Thus the sample frame of media types was compiled based on:

- Specific knowledge among the research team and the Sanef ETC of all national media dealing with news (as newsroom management was the central focus of the research). After discussions between the Sanef ETC and the research team, it was decided to only include mainstream media in the study, as these media (when compared to community media) generally employ more full-time salaried workers and often operate under different conditions and circumstances than do most community media;
- Experience gained from Audit 1 on the nature and scope of the research parameters;
- Conditions provided in the tender document for Audit 2 (i.e. that the audit should include print, radio, television and online media dealing with news);
- Additional recommendations by the Sanef ETC (i.e. to also include mainstream news agencies); and
- Requirements for a systematic random sample.

The sample frame and sample based on media type therefore included:

- **Print media** (daily and weekly **newspapers**). In cases where the systematic random sample only rendered one mainstream title, a community newspaper (including Verified Free Distribution [VFD] titles) was included in the sample if it adhered to the following requirements:
 - having circulation figures comparable to the mainstream title in that specific metropolitan area;
 - being situated in the metropolitan/urban areas already being covered in the survey and where there are only one mainstream title;
 - being published on a weekly basis; and
 - having paid journalists working on the publication.
- **Print media** (consumer **magazines** dealing with aspects of hard and soft news). In the case of magazines, only media sites producing publications on a weekly basis were included in the research sample. The main motivation being that publications operating on a monthly schedule face different deadline pressure than those being published more often. As a result, bi-weekly/monthly publications might have skewed the results. Moreover, only those magazines dealing with general actuality issues (for example not titles specifically focusing on health, business or gender) were included in the research sample;

- **Radio stations** (independent/commercial and public service broadcasters) specifically dealing with and producing news. The sample frame did not include campus or community radio stations using volunteers. Only those radio stations employing and paying workers were included in the sample frame. In terms of the SABC as public service broadcaster, regional stations were also included in the sample frame and the sample;
- **Television channels** (independent/commercial and public service broadcasters) specifically dealing with and producing news on an hourly/daily basis and having paid employees as staff members;
- **Online media** specifically dealing with news, whether connected to print publications or electronic broadcasters; and
- **Mainstream news agencies** (e.g. Sapa, ECNA and AENS). Regional agencies such as ECNA and international news agencies such as Reuters, AP and AFP were not included in the sample frame or the sample, although they deliver news to the South African media on a large scale. NGO/specialist news agencies or government news agencies were not included in the sample frame or the sample.

Based on the above, the sample frame and sample of media types therefore comprised the **first fixed variable** in the study. This meant that the research team could draw conclusions and make comparisons from results between different media types. The only prerequisite for this was that at least two cases/sites of each media type (e.g. radio stations or magazines) had to be included in the national sample (Ellis, 2004). This is due to the fact that standard deviation (as measure of spread) (Stempel, Weaver & Wilhoit, 2003:152) can only be calculated if at least two observations are made.

4.2.2 Media ownership

Since 1994 ownership distribution within the South African media landscape changed considerably (e.g. deregulation, the presence of foreign media owners, the issuing of broadcasting licences to community and commercial media, and black economic empowerment). Each of these imposed (to a greater or lesser extent) new demands on owners, shareholders, political role-players and audiences. Apart from this, different ownership categories could possibly also pose different challenges related to the availability/lack of resources and compliance with regulations. Some of these challenges were already evident in Audit 1.

Subsequently the media sample frame and research sample were classified under the following ownership categories:

- Listed companies;
- Unlisted companies; and
- Companies with a public service mandate.

Recommendations by the Sanef ETC led to media ownership being used as the **second fixed variable** in the study, again provided that at least two cases/sites of each media ownership type (e.g. listed companies or companies with a public service mandate) were included in the national sample (Ellis, 2004). If this was the case, comparisons could also be made across ownership types.

4.2.3 National representivity

Sanef's brief for Audit 2 required that results should be nationally representative. Purposeful sampling was thus used to obtain a sample frame from which a 'sample of information-rich' (Struwig & Stead, 2001:122) participants in the largest concentration of mainstream media was drawn. The following geographical areas were included:³

- Cape Town;
- Johannesburg/Pretoria;
- Durban;
- Port Elizabeth;
- Bloemfontein; and
- Nelspruit.

4.3 Sampling procedure

In the sampling process, the research team drew a sample as representative as possible of the country's mainstream media in order to obtain valid and reliable results that could be generalised across the media sample frame. The following sampling procedure was implemented after consultation with the Sanef ETC, as well as with senior statistical advisors at the North-West University (Potchefstroom campus) and Stellenbosch University:

- **Stage 1: Compiling the sample frame of media sites:** A media sample frame (N=106) was compiled. The number of sites drawn per media type and media ownership type needed to be proportional to that in the sample frame and distributed across the geographical areas identified above. A systematic random sample was then drawn from each stratum to ensure that geographical areas were also represented proportionally as best as possible. However, results could not be compared on the basis of *geographical areas*, as there was no guarantee that systematic random sampling would be representative of all regions where the newsrooms in the research sample were found. The research team did not consider this to be a negative element in the research process, as it enhanced the anonymity of respondents⁴;
- **Stage 2: Calculating the proportional sample per media type:** This sample was calculated on the basis of, for example: there are X daily newspapers in the country (from the sample frame of y), therefore: X divided by y, times the number of sites to be visited for the survey = the number of daily newspapers to be included in the sample (N). Based on this calculation, a total of 47 media sites (representing all media types) were included in the research sample (N=47).
- **Stage 3: Drawing the systematic sample from the sample frame:** In order to make the sample as representative and random as possible, a systematic random sample was drawn. The first step was to determine how many of each media type fell into each ownership category and to proportionally calculate how

³ Geographical areas such as Kimberley, Polokwane and East-London were not included, as they do not have national media which would fit the research profile.

⁴ Throughout the report, the terms 'respondent' or 'respondents' refer to those first-line managers and reporters who participated in the survey by completing a questionnaire. Only quantitative results were thus obtained from *respondents*, compared to *interviewees* with whom the research team conducted interviews and from whom qualitative responses were obtained (also see footnote 8).

many from each ownership category should subsequently be included in the sample. Then, starting from a random position on the list of each media type, and including every n^{th} case, the research team compiled the required number of cases calculated above. In order to calculate a standard deviation and subsequently generalise the results to the sample frame, one site was added randomly where the systematic random sample only rendered one case per media type.

- **Stage 4: Categorising the above sample into the relevant geographical areas:** In order to conduct the fieldwork, the next step entailed that the sites identified through the systematic random sample had to be categorised according to geographical regions. This enabled the research team to set up meetings for fieldwork with the relevant contact people⁵;
- **Stage 5: Drawing a volunteer and availability sample of first-line news managers** at the identified media sites, as fieldwork was conducted in real time. Meetings were set up telephonically and/or by e-mail with the relevant contact people (in most cases newspaper and magazine editors, and peers in broadcasting, online media and news agencies), and they were informed on the purpose of the audit and fieldwork procedures. The arrangement was that they would inform and prepare first-line managers of the proposed visit, in order for the latter to know the reason for being approached to participate in the research; and
- **Stage 6: Drawing a volunteer and availability sample of reporters** (reporting directly to the first-line managers mentioned above) available at the site during fieldwork. As was the case with the first-line managers, contact people again had to inform reporters about the planned fieldwork.

Based on the above, the following sample was drawn of media sites to be included in Audit 2.

⁵ The names of contact people at each media site are given in Tables 1-7. Where they could not participate themselves, the tables also provide the names of senior editorial staff they assigned to participate in the research.

Sample of mainstream media in South Africa per media type, ownership and geographical distribution (N=47) used for Audit 2

Total distribution in terms of media types (N=47)	
Daily newspapers	8
Weekly newspapers	6
Magazines	4
Online media	4
News agencies	2
Radio stations	16
Television channels	7

Total distribution in terms of ownership categories (N=47)	
Listed companies	24
Unlisted companies	10
Public service mandate	13

Total distribution in terms of geographical location (N=47)	
Johannesburg	25
Cape Town	10
Durban	6
Port Elizabeth	2
Bloemfontein	2
Nelspruit	2

Table 1: Daily newspapers (N=8) of which all 8 fall into the 'Listed' category

Title	Ownership	Ownership category	Location	Contact details
Beeld	Media 24	Listed	Johannesburg	Peet Kruger Editor Tel: 011 713 9000 E-mail: pkruger@beeld.com
Die Burger	Media 24	Listed	Cape Town	Arrie Rossouw Editor Tel: 021 406 2222 E-mail: arossouw@dieburger.com
Business Day	Johnnic/BDFM	Listed	Johannesburg	Peter Bruce Editor Tel: 011 280 5503 E-mail: brucep@bdfm.co.za Robin Chalmers Deputy Editor
Pretoria News	Independent Newspapers	Listed	Johannesburg/ Pretoria	Clyde Bawden Editor Cell:083 260 8512 E-mail: cba@pretorianews.co.za
Business Report	Independent Newspapers	Listed	Johannesburg	Alide Dasnois Editor Cell: 082 921 9569 Tel: 011 633 2209 E-mail: adas@businessreport.co.za

Cape Times	Independent Newspapers	Listed	Cape Town	Chris Whitfield Editor Tel: 021 488 4911 E-mail: chriswh@ctn.independent.co.za
The Mercury	Independent Newspapers	Listed	Durban	David Canning Editor Cell: 083 782 0035 Tel: 031 308 2306 E-mail: canning@nn.independent.co.za
Sowetan	Johnnic	Listed	Johannesburg	Thabo Leshilo Editor Tel: 011 471 4034 E-mail: leshilot@sowetan.co.za

Geographical distribution for daily newspapers (N=8):

Johannesburg – n = 5
Durban – n = 1

Cape Town – n = 2

Table 2: Weekly newspapers (N=6) of which 4 fall into the 'Listed' category and 2 fall into the 'Unlisted' category

Title	Ownership	Ownership category	Location	Contact details
City Press	Media 24	Listed	Johannesburg	Mathatha Tsedu Editor Cell: 082 454 0527 Tel: 011 713 9986 E-mail: mtsedu@citypress.co.za
Sunday Sun	Media 24	Listed	Johannesburg	Phalane Motale Editor Tel: 011 713 9465 E-mail: pmotale@sundaysun.co.za Mike Vink Deputy Editor
Sunday Times	Johnnic	Listed	Johannesburg	Mondli Makhanya Editor Tel: 011 280 5104 Cell: 083 227 4760 E-mail: makhanyam@sundaytimes.co.za
Ilanga	Mandla Matla	Unlisted	Durban	Arthur Koningkramer Managing editor Tel: 031 309 4350 Cell: 082 490 1295 E-mail: parthur@iafrica.com Tsipo Ngobese Editor E-mail: ed@ilanganews.co.za

The Sunday Tribune	Independent Newspapers	Listed	Durban	Barney Mthombothi Editor Tel: 031 2911 E-mail: barney@sundaytribune.co.za
Mail & Guardian	M & G Media	Unlisted	Johannesburg	Ferial Haffajee Editor Tel: 011 727 7010 Cell: 083 273 9873 E-mail: ferialh@mg.co.za

Geographical distribution for weekly newspapers (N=6):

Johannesburg – n = 4
Durban – n = 2

Table 3: Magazines (N=4) of which all 4 fall into the 'Listed' category

Title	Ownership	Ownership category	Location	Contact details
Huisgenoot	Media24	Listed	Cape Town	Julia Viljoen Deputy editor: Tel: 021 406 2115
Finansies & Tegniek	Media24	Listed	Johannesburg	Coleen Naudé Deputy editor Tel: 011 263 4700 E-mail: rdelport@ffw.co.za
Financial Mail	Johnnic/BDFM	Listed	Johannesburg	Caroline Southey Editor Tel: 011 280 5804 Cell: 083 296 3060 E-mail: southeyc@bdfm.co.za
* Bona	Caxton	Listed	Durban	Patricia Machlachlan Assistant editor: Tel: 031 910 5745 Cell: 072 385 6457 E-mail: patriciam@dbn.caxton.co.za

Geographical distribution for magazines (N=4):

Cape Town – n = 1
 Johannesburg – n = 2
 Durban – n = 1

** Due to the unique nature of the Durban office of 'Bona' (which was not known to the research team when drawing the sample) this site was not included in the research, as 'Bona' management was concerned that this might skew the research results. As a result they were not willing to participate in the study.*

Table 4: Online media (N=4) of which 3 fall into the ‘Listed’ category and 1 falls into the ‘Unlisted’ category

Title	Ownership	Ownership category	Location	Contact details
News24.com	Media24	Listed	Cape Town	Kobus Heyl Business unit manager Tel: 021-406-3074 E-mail: cheyl@news24.com
Sunday Times online	Johnnic	Listed	Johannesburg	Katherine Holmes Online editor Tel: 011 280 5155 E-mail: holmesk@sundaytimes.co.za
Mail & Guardian online	M&G Media	Unlisted	Johannesburg	Matthew Burbidge News editor Tel: 011 727 7000 Cell: 082 870 2503 E-mail: matthewb@mg.co.za
Business Report	Independent Newspapers	Listed	Cape Town	Babs Omar Content Manager IOL Tel: 021-481-6216 Cell: 082-493 4423 E-mail: babs@iol.co.za Reese Johnstone Production manager

Geographical distribution for online media (N=4):

Johannesburg – n = 2

Cape Town – n = 2

Table 5: News agencies (N=2) of which both fall into the 'Unlisted' category

Service	Ownership category	Location	Contact details
South African Press Association	Unlisted	Johannesburg	Mark v d Velden Editor Tel: 011 782 1600/11 E-mail: mark@sapa.org.za
African Eye News Service	Unlisted	Nelspruit	Justin Arenstein Editor Tel: 013 755 4117/8 Cell: 082 374 0812 E-mail: editor@africanpress.com Sharon Hammond News editor E-mail: Sharon@africanpress.com

Geographical distribution for news agencies (N=2)

Johannesburg – n = 1

Nelspruit – n = 1

Table 6: Radio (N=16) of which 4 fall into the ‘Listed’ category, 3 fall into the ‘Unlisted’ category and 9 fall into the ‘Public service mandate’ category

Station	Ownership	Ownership category	Location	Contact details (Regional editors)
Phalaphala FM	SABC	PS Mandate	Johannesburg/ Pretoria	Solly Phetoe National editor: Radio current affairs Tel: 011 714 36 77 E-mail: phetoess@sabc.co.za
Radiosondergrense	SABC	PS Mandate	Johannesburg	Solly Phetoe National editor: Radio current affairs Tel: 011 714 36 77 E-mail: phetoess@sabc.co.za
Munghana-Lonene	SABC	PS Mandate	Johannesburg	Solly Phetoe National editor: Radio current affairs Tel: 011 714 36 77 E-mail: phetoess@sabc.co.za
Ikwewezi FM	SABC	PS Mandate	Johannesburg	Solly Phetoe National editor: Radio current affairs Tel: 011 714 36 77 E-mail: phetoess@sabc.co.za

* Metro FM	SABC	PS Mandate	Johannesburg	Tel: 011 714 2658
SABC Radio	SABC	PS Mandate	Cape Town	Jeffrey Twala Regional manager Tel: 021 430 8378 E-mail: twalamj@sabc.co.za Mike Russel Managing editor: Radio and television news
SABC Radio	SABC	PS Mandate	Durban	Clement Ntombela Regional editor Tel: 031 362 5440 E-mail: ntombelamc@sabc.co.za
** SABC Radio	SABC	PS Mandate	Bloemfontein	James Barkhuizen Regional editor 082 940 7744
SABC Radio	SABC	PS Mandate	Nelspruit	Isaac Masemola Regional editor Tel: 013 755 6612 E-mail: masemolair@sabc.co.za
Classic FM	Classic FM	Unlisted	Johannesburg	Des Latham News editor Tel: 011 408 5340 E-mail: des@mobileactive.co.za

94.7 Highveld Stereo	Primedia	Listed	Johannesburg	Benita Levin News editor Tel: 011 506 3289 E-mail: benital@highveld.co.za
Kaya FM	Thebe/Primedia/Makana	Listed	Johannesburg	Portia Kubue News editor Tel: 011 442 5544 E-mail: portiak@kayafm.co.za Mpho Matjila-Nkosi News editor
YFM	Union Housing Trust	Unlisted	Johannesburg	Udo Carelse News editor Tel: 011 880 7070 E-mail: udo@yfm.co.za
KFM	Primedia/Broadcape	Listed	Cape Town	Lizma v Zyl Morning news editor Tel: 021 418 7000 E-mail: lizma@kfm.co.za Maxine Greeff Afternoon news editor E-mail: maxine@kfm.co.za
P4 Radio Cape Town	Makana Trust/P4	Unlisted	Cape Town	Jan Weintrobe News editor Cell: 082 872 7822 E-mail: jan.weintrobe@p4radio.co.za

Radio Algoa	African Media Entertainment Ltd	Listed	Port Elizabeth	Shadly Nash News editor Tel : 041 505 9497 E-mail : shadly.n@algoafm.co.za
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Geographical distribution for radio stations (N=16):

Johannesburg – n = 9
Cape Town – n = 3
Durban – n = 1
Bloemfontein – n = 1
Port Elizabeth – n = 1
Nelspruit – n = 1

** Due to the fact that Metro FM receives its news from SABC radio (and does not produce its own news bulletins), this site could not be included in the research. This was not known to the research team when the sample was drawn, and only determined when the research team set up the appointment with contact people at the site.*

*** SABC Radio and Television in Bloemfontein preferred not to participate in the research for Audit 2. Management in Bloemfontein argued that the SABC newsroom in Kimberley also needed to be included in the research sample, as this newsroom forms a single newsroom with Bloemfontein and the two could therefore not be divided for the purpose of the research. Due to the sampling considerations discussed above, this was not possible. As a result, SABC Radio was replaced by OFM (Owners: Africa Media Entertainment Ltd; Ownership category: Listed; Contact person: Margaret Lindström, News Editor; Tel: 051 505 0901).*

Table 7: Television (N=7) of which 5 fall into the 'Public service mandate' category and 2 fall into the 'Unlisted' category

Channel	Ownership	Ownership category	Location	Contact details
SABC	SABC	Public Service mandate	Johannesburg	Jimi Matthews Head : TV news and current affairs Tel : 011 714 5430 Cell : 083 419 5500 E-mail : matthewsi@sabc.co.za Amrit Manga National news editor
SABC	SABC	Public Service mandate	Cape Town	Jeffrey Twala Regional manager Tel: 021 430 8378 E-mail: twalamj@sabc.co.za Mike Russel Managing editor: Radio and television news
SABC	SABC	Public Service mandate	Durban	Clement Ntombela Regional editor Tel: 031 362 5440 E-mail: ntombelamc@sabc.co.za
** SABC	SABC	Public Service mandate	Bloemfontein	James Barkhuizen Regional editor 082 940 7744

SABC	SABC	Public Service mandate	Port Elizabeth	Deirdre Uren News editor Tel: 041 391 1255 E-mail : urend@sabc.co.za Pat Ashington Input editor
etv	Independent ownership	Unlisted	Johannesburg	Patrick Conroy National news editor Cell: 082 419 0157 E-mail: Patrick.conroy@etv.co.za
etv	Independent ownership	Unlisted	Cape Town	Craig Urquhart Assignment editor Tel: 021 481 4700 Cell: 082 600 6442 E-mail: craig.urquhart@etc.co.za

Geographical distribution for television channels (N=7):

Johannesburg – n = 2
Cape Town – n = 2
Durban – n = 1
Port Elizabeth – n = 1
Bloemfontein – n = 1

*** See footnote provided after Table 6 for reasons why SABC Radio Bloemfontein (and subsequently also SABC TV Bloemfontein) was not included in the project. Due to the fact that SABC Television is the only television station in Bloemfontein, this site could not be replaced by another TV site in that geographical region.*

4.4 Research instruments

Three research instruments were used in the Audit. The first two were developed and revised in cooperation with the ETC (and also through electronic input by Sanef members on the organisation's e-mailing list) to address issues of time and practicality. All three research instruments were tested in a pilot study at Mooivaal Media in Vanderbijlpark at the end of August 2004. Results from the pilot study were used to adjust the research instruments. The following research instruments were used:

- **Questionnaires for first-line news managers (see Addendum A)⁶:** A self-administered questionnaire was developed through which information was gathered on first-line news managers' professional profile, their attitude towards certain job-related aspects, the importance they attach to the six managerial competencies (see section 2 above) and the extent to which they implement these competencies in their newsrooms. A total of 79 first-line managers completed questionnaires at the sites visited (N=79);
- **Questionnaires for reporters (see Addendum B)⁷:** A self-administered questionnaire was also developed for reporters. In this questionnaire information was gathered on reporters' professional profile, their attitude towards certain job-related aspects, the importance they attach to the six managerial competencies and the extent to which they perceive their first-line managers to implement these competencies within their newsrooms. A total of 207 reporters completed questionnaires at the sites visited (N=207).

Questionnaires were handed out to the volunteer and availability sample of first-line news managers and reporters at the start of the interview with the contact person, and collected afterwards. All care was taken to ensure respondents that they would remain anonymous in order to encourage frank and open responses. For biographical information, questionnaires consisted of closed questions (where respondents had to choose an option which best described their situation). Attitudes and perceptions were measured by means of items arranged on a 5 point Likert scale. Respondents had to use this scale to evaluate items related to the importance and implementation of managerial competencies in their newsrooms. Open-ended questions were also included where respondents had to give their own perspective on issues which hamper or promote performance of first-line managers (whether it was their own performance or that of their superior).

- **Interviews (see Addendum C):** The research team arranged for semi-structured interviews with the editorial person in charge of the media site. In the majority of cases this was the editor (at print media) or news editor, regional editor current affairs editor or online editor (at broadcasting media, online media or news agencies). However, in other cases interviews were delegated to someone else in the newsroom (see Tables 1-7). Interviews lasted between 30 minutes and 1 hour or longer. Qualitative impressions

⁶ The questionnaire for first-line news managers was tested for validity and reliability by subjecting it to Confirmatory Factor Analysis (CFA) and calculating Cronbach's Alpha coefficients. These proved that the questionnaire was both valid and reliable.

⁷ The questionnaire for reporters was tested for validity and reliability by subjecting it to Confirmatory Factor Analysis (CFA) and calculating Cronbach's Alpha coefficients. These proved that the questionnaire was both valid and reliable.

were obtained through observation, *inter alia* regarding interviewees⁸ verbal and non-verbal expression of the management approach applicable in their newsrooms, as well as the implementation of the six managerial competencies tested in the questionnaires. As indicated earlier, triangulation was used to compare data from the interviews with quantitative data from questionnaires to either support, refute or elaborate on data. A total of 43 interviews were conducted (N=43).

4.5 Timeframe

The pilot study was conducted towards the end of August 2004. Appointments for fieldwork commenced in early September 2004 and fieldwork was completed in the beginning of February 2005.

5. Research results

Over the last two to three decades, the managerial environment in which organisations operate changed markedly (e.g. see Rensburg & Cant, 2003). As a result, management cultures have also changed, and managers are struggling to fit management practices into a new management paradigm (Kupe, 2004; Berger, 2004b; Tyler Eastman, 2002; Brown, 1992). Whereas the traditional emphasis in the media (and other organisations) was on top-down management, the new focus is much more on participative, democratic or consultative management with open door and more open mind approaches, specifically when it comes to issues such as staff management (Cameron, 2003).

In the media, it becomes imperative that a specific personality type is appointed as news manager. Whereas media management/boards could previously appoint a very eccentric, idiosyncratic and/or even authoritarian person in this position, people with a more accommodating personality style and a 'feel' for management and human development are apparently needed in the new dispensation (e.g. see Farhi, 2000). As one editor put it, 'You cannot be a manager without being a leader. At an auditing company you can be that, but not in this industry'. The traditional 'news genius' of the past subsequently seems to make room for someone who gets input from as many role-players in the newsroom as possible and who then 'manages' these inputs.

Similar to organisational changes, the media environment (in South Africa and elsewhere) has also changed dramatically in the last ten years. As found in Audit 1, this has far-reaching implications for the management of both news and the human resources component of the media. Also, since many of the values that underpin these management practices (such as participation and consultation) had not been embraced in pre-1994 South African society, calls are made for a redefinition of media practitioners' roles, their reason for being in media management positions and what is expected of them (Audit 2 was largely an outcome of findings and recommendations on these issues made in Audit 1).

⁸ The term 'interviewees' throughout the research report refers to those senior members of staff at each media site with whom qualitative interviews were conducted (see 4.1). The names and contact details of these people are provided in Tables 1-7. In the majority of cases, interviewees were editors or deputy editors (in the case of print publications like daily or weekly newspapers or magazines as well as news agencies); online editors or business unit managers (in the case of electronic media); and regional editors, national news editors or news editors (in the case of radio and television).

The professional profile of reporters and newsroom managers is another area of evident change in South Africa’s media landscape. This ties in with management issues, as factors like gender and cultural inequality, black economic empowerment and juniorisation all relate to these changes. Consequently, the professional profile of first-line newsroom managers and reporters within the mainstream media in South Africa was the first focus of Audit 2.

5.1 Professional profile of first-line news managers and reporters

Results on this issue are based on the quantitative data obtained from the self-administered questionnaires completed by first-line news managers (N=79) and reporters (N=207) working in South Africa’s mainstream media. However, discussions on these findings are substantiated by qualitative data from interviews and observations.⁹

5.1.1 Ownership category for media in which respondents work

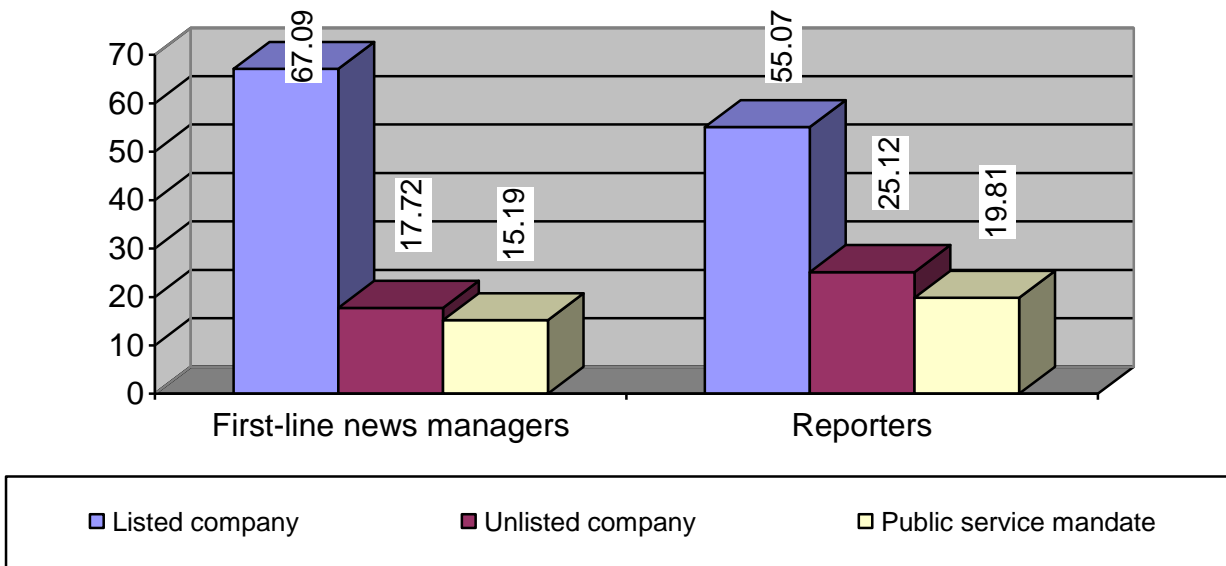
As indicated above, the second fixed variable in Audit 2 was ownership. Quantitative data on ownership categories obtained from the questionnaires rendered the following results:

Table 8: Ownership category for media in which respondents work

	First-line news managers (N=79)		Reporters (N=207)		Total number of respondents per ownership category (N=286)
	n	%	n	%	n
Listed company	53	67.09%	114	55.07%	167
Unlisted company	14	17.72%	52	25.12%	66
Public service mandate	12	15.19%	41	19.81%	53

⁹ The research team is aware of the fact that qualitative data provided during the interviews is based on interviewees’ perception or experience of the issue under discussion in light of their general approach to management in the particular medium and their interaction with first-line managers and reporters in the newsroom. As a result, the possibility exists that these perceptions and/or experiences could (to a greater or lesser extent) be (positively or negatively) biased. (This is, of course, also applicable to first-line managers and reporters who completed the questionnaires.) The research team can therefore not guarantee the extent to which these reflect true newsroom situations, policies or activities, although one could accept that as higher level managers they would have a fair and well-informed perception of the newsroom situation. As stated earlier data triangulation was applied by comparing data from qualitative interviews and observations with quantitative data collected through questionnaires among first-line managers and reporters. In cases where qualitative data supports quantitative data, the issue under discussion is strengthened. However, in cases where qualitative data contradicts quantitative data, the research team can only venture as far as indicating that different perceptions/experiences exist among the different groups of people included in the survey. It is not possible to indicate with full confidence which perception and/or experience are the most accurate reflection of reality. One has to accept, however, that the quantitative responses represent a reasonably acceptable statistical view of responses provided by a larger group of respondents than the single-respondent interviews.

Figure 1: Ownership category for media in which respondents work



This distribution indicates the percentages of respondents found in each ownership category. However, quantitative data does not highlight specific management challenges posed by different ownership types. This information was obtained through qualitative impressions, observation and interviews. The following salient issues were raised:

- **Owners' interests:** A clear distinction was made between media companies who have in the last ten years shown an interest in developing the South African media and who know the country, its history and possibilities, versus owners with less experience (or knowledge) of the country or its media industry. Whereas the former seem more focused on playing a role in political, cultural and/or economic change, the latter seem primarily interested in the financial bottom line and (as one editor put it) 'milking the people' instead of seeing them as company assets (also see Fedler [2002:179] for a discussion on how this was prevalent in the US when newspapers became big businesses after the Civil War).

The introduction of a transport at a regional office of the public service broadcaster serves as a case in point. This service illustrates the importance they attach to staff as company assets, and provides morning and afternoon transport for staff. While this sends the message to staff that the company wants to properly plan in order to get them to work and back on time, it was also a measure to prevent staff from abusing company transportation for personal reasons.

The research team got the opposite perception at some bigger, listed media sites. Interviewees 'accused' owners of, for instance, not investing in the company (e.g. maintaining buildings and updating technology). Management subsequently faces different challenges to keep employees motivated, and defend their activities when related to the financial bottom line and audience size. Management's responsibility also increases, as they need to protect staff from worries related to attaining the financial bottom line. As a result, managers themselves absorb these tensions, which negatively affect their professional (and often personal) lives.

At other media sites, however, owners seem to have a different approach to company management and often also the financial bottom line. In an attempt to acknowledge staff's contribution towards the success of the site, owners reward them with financial incentives in the form of profit sharing. All staff members (irrespective of their position in the company) receive a financial incentive according to their level of responsibility. As one editor argued: 'Knowing that the company will look after them if they look after the company, staff tend to buy into the company ethos, resulting in more loyal and motivated staff, and often more successful companies'. At other (specifically smaller) companies, owners would lack the financial ability to pay reporters large salaries. They are therefore rewarded on the basis of productivity and get paid for what they publish. They also try to multi-sell stories or work on commissioned stories from different print publications. While this is not only a motivational factor, it also provides reporters with additional financial resources. At sites where monetary payment is not possible, in-kind rewards (e.g. extra time off) are often offered to reporters.

- **Owners' knowledge and experience of the media industry:** Both positive and negative input was received on this issue, especially within the independent/commercial radio sector. At some sites, the majority of shareholders and staffers are musicians. As a result, they understand the industry, which in turn facilitates management. At another site, management was also the owners. While this enables more hands-on management and higher awareness on aspects of micro-economics, it also leads to management fulfilling several roles. Ultimately, management approaches tend to become more reactive instead of focusing on long-term planning.

A lack of owners' knowledge and experience of the media industry poses challenges of its own. A news editor at an independent radio station expressed her frustration with owners who have not worked in the media before, and have little or no understanding of the demands and nature of the business. She highlighted that they experience specific frustrations with owners not understanding the need for updated technology through which stories can be covered before their competition does.

- **Historical background of media companies:** Some interviewees noted that media companies' historical background (whether formal or informal connections to specific political parties, or roots in the colonial and/or apartheid past) today plays a role in the management approach at those companies. While some companies are successful in attaining an independent image different from their past, others still struggle to adjust policy and management style to new industrial, socio-political and financial circumstances. This inevitably impacts on management.
- **Offices in one part of the country, with owners/top management in another:** Many interviewees highlighted the management problems this poses. In broadcasting, for instance, people in regional offices expressed their concern that top management (which takes most of the decisions) hardly ever visits regional offices. This leaves staff in regional offices feeling demoralised and isolated from the organisation. When policy decisions are (for instance) taken in Johannesburg, people in regional offices would have little (if any) insight or input into the process. In many cases regional staff members would not even have an idea (apart from their names) of who the

decision makers are. They are nevertheless expected to agree to and execute policies and stay loyal/committed to the company.

At a daily newspaper, for instance, the editor highlighted that they are in a different city, with 'everything else happening in Johannesburg'. Staff therefore feel excluded and not committed to the company they work for. As a result, first-line managers face the additional task of motivating and supporting staff.

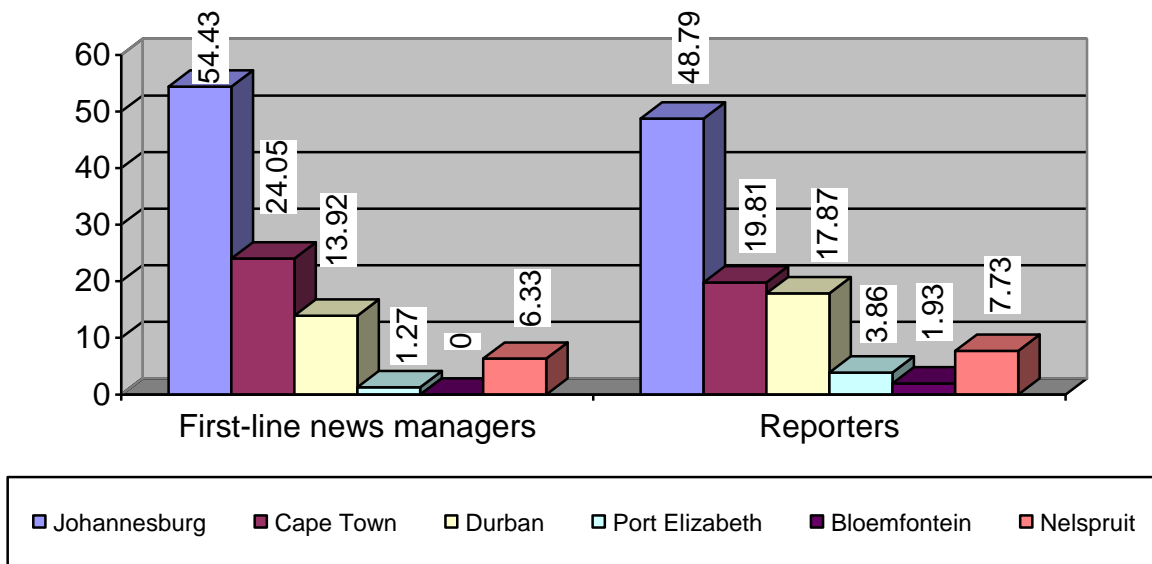
5.1.2 Geographical location

It was explained in 4.2 that the sampling method did not accommodate any comparisons of results on the basis of geographical area. However, the following table and graph provides a breakdown of the number of first-line manager and reporter respondents who participated in Audit 2, based on their geographical location.

Table 9: Geographical location of media in which respondents work

	First-line news managers (N=79)		Reporters (N=207)		Total number of respondents per region (N=286)
	n	%	N	%	N
Johannesburg	43	54.43%	101	48.79%	144
Cape Town	19	24.05%	41	19.81%	60
Durban	11	13.92%	37	17.87%	48
Port Elizabeth	1	1.27%	8	3.86%	9
Bloemfontein	0	0	4	1.93%	4
Nelspruit	5	6.33%	16	7.73%	21

Figure 2: Geographical location of media in which respondents work



5.1.3 Media in which respondents currently work

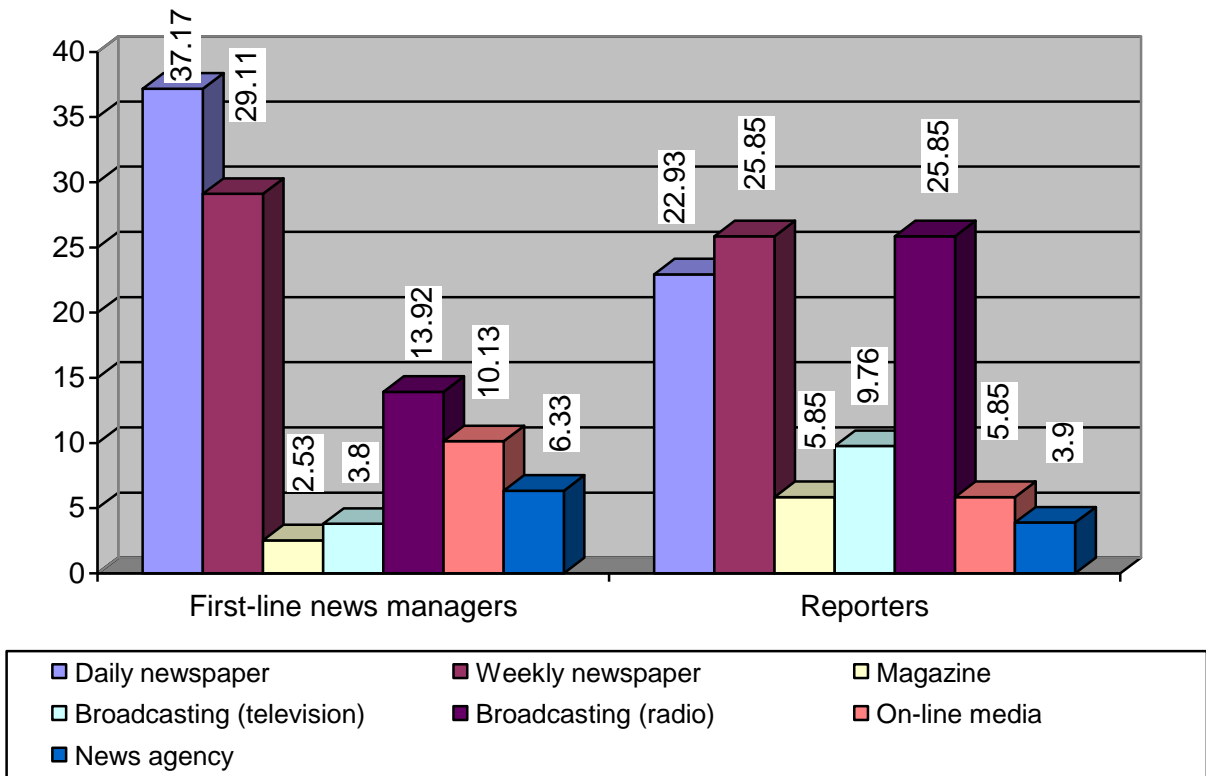
Section 4.2 also highlighted that a systematic random sample was drawn in order to have a proportional representation of media type *vis-à-vis* the sample frame. It also provided a breakdown of the number of media types included in the sample.

The following table and graph provides a breakdown of the number of first-line news manager and reporter respondents included in the research per media type they currently work at.

Table 10: Distribution of media in which respondents currently work

	First-line news managers (N=79)		Reporters (N=207)		Total number of respondents per media type (N=286)
	n	%	n	%	
Daily newspaper	27	34.17%	47	22.93%	74
Weekly newspaper	23	29.11%	53	25.85%	76
Magazine	2	2.53%	12	5.85%	14
Broadcasting (television)	3	3.80%	20	9.76%	23
Broadcasting (radio)	11	13.92%	53	25.85%	64
Online media	8	10.13%	12	5.85%	20
News agency	5	6.33%	8	3.90%	13

Figure 3: Distribution of media in which respondents currently work



5.1.4 Respondents' gender

Results from Audit 1 indicated that the gender profile in many newsrooms was, to a large extent, still predominantly male (see Steyn & De Beer, 2002:24). Despite this, interviewees indicated that gender equality was high on their policy agendas. Many other newsrooms, however, had a good gender representation, with fairly young female employees often appointed in management positions.

Results from Audit 2 indicated progress on gender equality within the country's mainstream media newsrooms since 2002 when Audit 1 was conducted, with some interviewees highlighting their focus on more flexible working environments and conditions of employment. Some others specifically pointed out that their organisations try to accommodate female workers who might have small children. Instead of losing their skills and expertise, they are employed under more flexible working conditions (e.g. working from a home office or only working a specific number of hours per day).

The move towards gender equality in newsrooms is especially prevalent among reporting staff, with almost equal numbers of male and female reporters being included in the study (see below). One (female) interviewee said their site is in the unique situation where they are looking to employ men, as their current staff composition comprises almost three times the number of female staff compared to male staff. However, when looking at the individual percentages of female reporters working at the different media types included in the survey, it is clear that gender equality should still remain on the agenda of newsroom managers. Of the 95 female reporters included in the sample (48.97% of reporter respondents), 27% indicated that they currently work in weekly newspapers; 26% work in daily newspapers and 22% in radio.

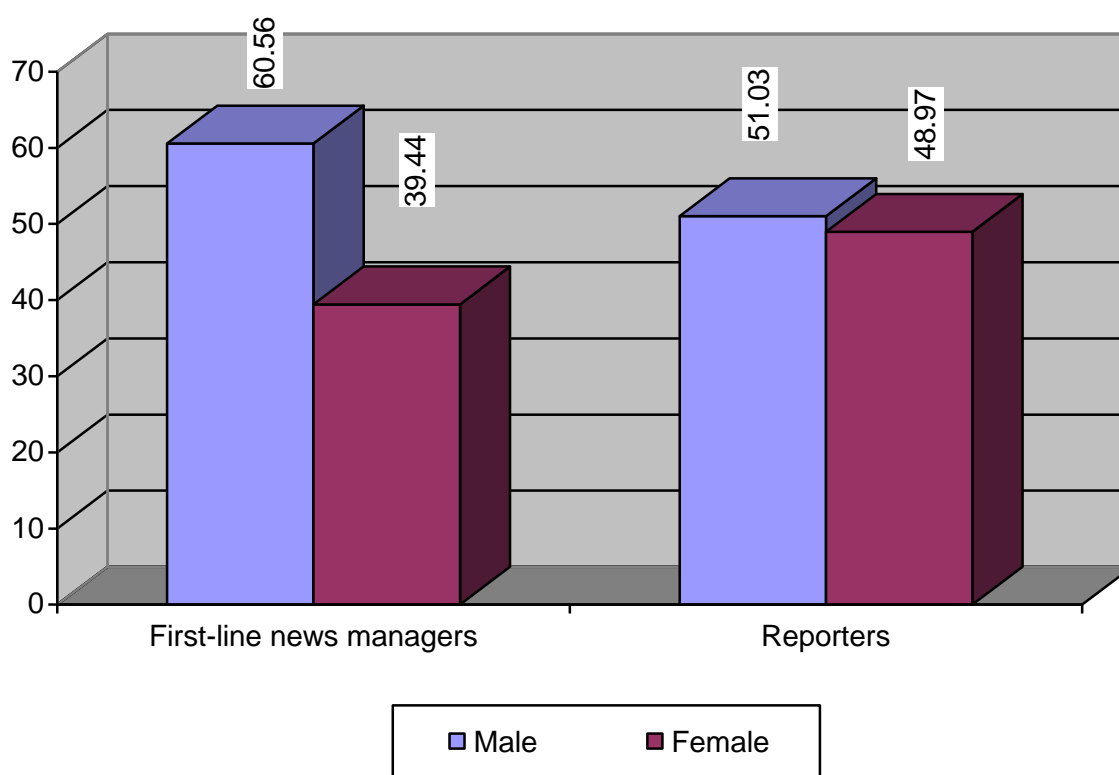
Results on gender equality in first-line newsroom management indicated more of an imbalance in favour of male staff. According to interviewees, employing African women in first-line management positions especially poses challenges. One such dilemma relates to finding African women with suitable skills and experience for management positions. The other relates to keeping them employed in the media and not losing them to better paying and higher profile employment elsewhere. A lack of female staff in first-line management positions especially seems prevalent in daily newspapers (where only 36% of first-line managers are female) and weekly newspapers (where only 40% of first-line managers are female). Less than one third (32,56%) of interviewees were female.

When discussing gender equality with interviewees, some indicated that diversity should not necessarily be obtained by hiring people from different gender or colour or quoting sources from a specific gender or racial group. The focus should rather be on representing more diverse voices in the piece, as different women could all have the same opinion.

Table 11: Distribution of respondents' gender

	First-line news managers (N=71)		Reporters (N=207)	
	n	%	N	%
Male	43	60.56%	99	51.03%
Female	28	39.44%	95	48.97%

Figure 4: Distribution of respondents' gender



5.1.5 Highest educational qualification

Results from Audit 1 indicated that the majority of respondents had a diploma in journalism (Steyn & De Beer, 2002:27). However, looking at results from Audit 2, the majority of first-line managers (22,78%) have completed an honours degree (although the questionnaire did not make provision for respondents to indicate whether this was in journalism, business or another field), with 21,52% having completed a 3-year B degree and 20,25% having completed an advanced diploma. Of first-line news managers with an honours degree, 61% have been working in journalism for less than 5 years, indicating that the majority have progressed from being reporters to first-line newsroom managers in a very short period of time.

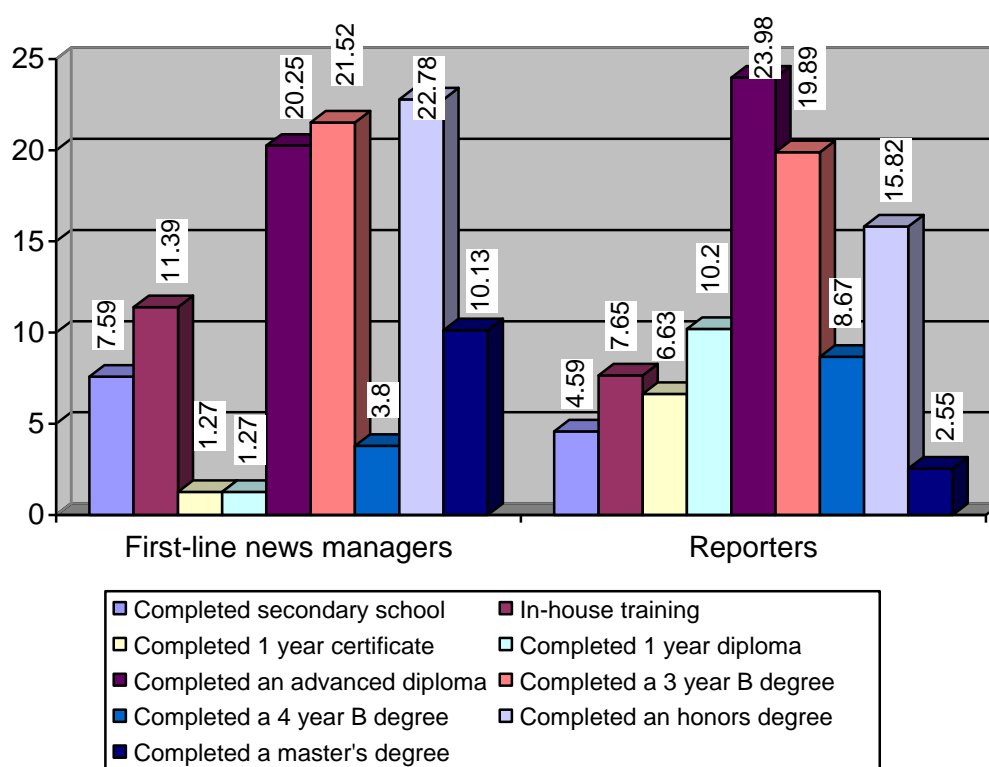
Comparing educational qualifications among reporters, the majority (23,98%) have completed an advanced diploma, with 19,89% having completed a 3-year B degree. Of those with a diploma, 62% have been working in journalism for longer than 5 years, while 51% of those with a degree have been working in journalism for the same period of time. However, more than two thirds of reporters with an honours degree (39%) have only been working in journalism for between 1 and 3 years.

However, many interviewees stressed that professional qualifications do not necessarily imply that reporters can do what is expected of them, or that managers have the ability to effectively manage people. As one editor put it: 'people would show up with degrees, but cannot put a sentence together'. On the positive side, however, other interviewees highlighted that they appoint reporters with good journalism qualifications who have (during the course of their tertiary education) also been exposed to aspects of media management.

Table 12: Respondents' highest educational qualification

	First-line news managers (N=79)		Reporters (N=196)	
	n	%	N	%
Completed secondary school	6	7.59%	9	4.59%
In-house training	9	11.39%	15	7.65%
Completed 1 year certificate	1	1.27%	13	6.63%
Completed 1 year diploma	1	1.27%	20	10.20%
Completed an advanced diploma	16	20.25%	47	23.98%
Completed a 3 year B degree	17	21.52%	39	19.89%
Completed a 4 year B degree	2	3.8%	17	8.67%
Completed an honours degree	18	22.78%	31	15.82%
Completed a master's degree	8	10.13%	5	2.55%

Figure 5: Respondents' highest educational qualification



In addition to the above, first-line managers also highlighted specific journalism or media management training courses (short courses) they have completed after obtaining the above qualifications. Results indicated that:

- 52% of first-line managers who participated in the survey obtained additional journalism or media management training;
- Of these, the majority were currently working in daily newspapers (34%); weekly newspapers (22%); radio broadcasting (20%); online media (12%); magazines (7%) and news agencies and television broadcasting (2% each);
- The majority of additional training courses was (according to respondents) provided by the Institute for the Advancement of Journalism (IAJ) (N=19); media organisations themselves (e.g. in house training provided by the former Star Cadet School; the SABC; BDFM; and *Sowetan*) (N=15); and tertiary

- training institutions (e.g. Wits, Unisa, Rhodes University, and University of Stellenbosch) (N=11); and
- These courses mainly focused on improving first-line newsroom managers' **managerial skills and competencies** (e.g. with regard to leadership and management; coaching and mentoring; editorial management; human resource management; financial management; time management; communication; and strategic management) (N=34); **writing skills** (e.g. related to features writing; opinion writing; health, current affairs, economic, investigative, arts and sports reporting) (N=22); and **technical skills** (e.g. related to photojournalism; computer skills; and sub-editing skills) (N=6).

5.1.6 Respondents' 'mother tongue'

Results of Audit 1 indicated that almost half of the reporter sample did not work in their mother tongue (see Steyn & De Beer, 2002:37), with specific implications for writing and broadcasting skills.

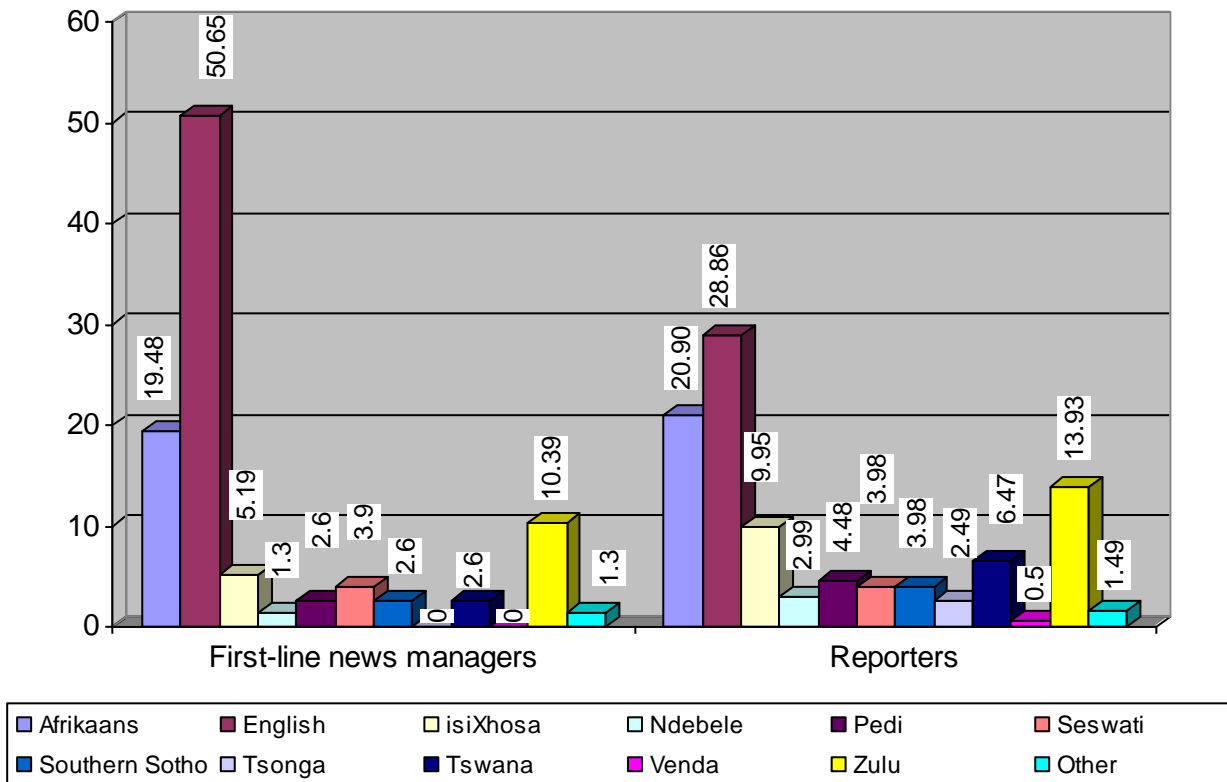
Results from Audit 2, however, indicated that more than half of first-line news managers (50,65%) have English as their mother tongue, with Afrikaans (19,48%) and Zulu (10,39%) being the other two prevalent languages among this group of respondents. When looking at reporters, however, these three languages also featured as the most dominant vernaculars, although Afrikaans enjoyed much higher prominence among reporters than among first-line managers (see below). Apart from this, reporters (more than managers) indicated languages like isiXhosa, Ndebele, Pedi, Southern Sotho or Tswana as their mother tongue.

From the perspective of interviewees, some newsrooms in South Africa can be considered more multilingual (both reporters and first-line managers) than was the case during Audit 1. They also highlighted that multilingualism could facilitate communication, improve staff morale (if managers and/or peers communicate with them in their mother tongue) and interpersonal relationships in newsrooms. However, as interviewees also highlighted, English seems to be the preferred language of communication in most non-Afrikaans newsrooms. Whereas some newsrooms have a formal arrangement that all staff *should* communicate in English (as a language everybody can understand), others have an informal arrangement on this issue.

Table 13: Distribution of respondents' mother tongue

	First-line news managers (N=77)		Reporters (N=201)	
	n	%	N	%
Afrikaans	15	19.48%	42	20.9%
English	39	50.65%	58	28.86%
IsiXhosa	4	5.19%	20	9.95%
Ndebele	1	1.3%	6	2.99%
Pedi	2	2.6%	9	4.48%
Seswati	3	3.9%	8	3.98%
Southern Sotho	2	2.6%	8	3.98%
Tsonga	0	0	5	2.49%
Tswana	2	2.6%	13	6.47%
Venda	0	0	1	0.5%
Zulu	8	10.39%	28	13.93%
Other	1	1.3%	3	1.49%

Figure 6: Distribution of respondents' mother tongue



When asked to indicate the percentage of time respondents communicate in their mother tongue, it was found that first-line managers (on average) communicate much more in their mother tongue than reporters. More than three quarters (75,10%) of first-line managers indicated this to be the case (N=69), compared to 60,99% of reporters (N=186).

5.1.7 Language in which respondents communicate most of the time at work

The majority of both first-line managers and reporters indicated that they mostly communicate in English at work (80,82% of first-line managers, compared to 72,49% of reporters). Despite the finding that the majority of respondents (both first-line managers and reporters) indicated earlier that English is their mother tongue, some 30% of first-line managers and more than 40% of reporters most often communicate in English, even though it is not their mother tongue.¹⁰

According to interviewees, reporters (especially in broadcasting) not working in their mother tongue, pose specific challenges. These especially relate to accent and pronunciation. Although it should remain a high priority that target audiences understand what is being broadcast, one broadcasting editor underlined the dilemma by stating ‘You want the reporter to sound as natural as possible. What you don’t want is a Xhosa speaking reporter with an Oxford accent’. In addressing this issue, management should guide and coach reporters in such a manner that the latter do

¹⁰ Important to note here, is that the questionnaire did not contain any question specifically related to first-line managers’ or reporters’ race. As a result, it is not possible to draw any conclusions on the basis of race from the findings related to mother tongue or language newsroom managers or reporters communicate in most often.

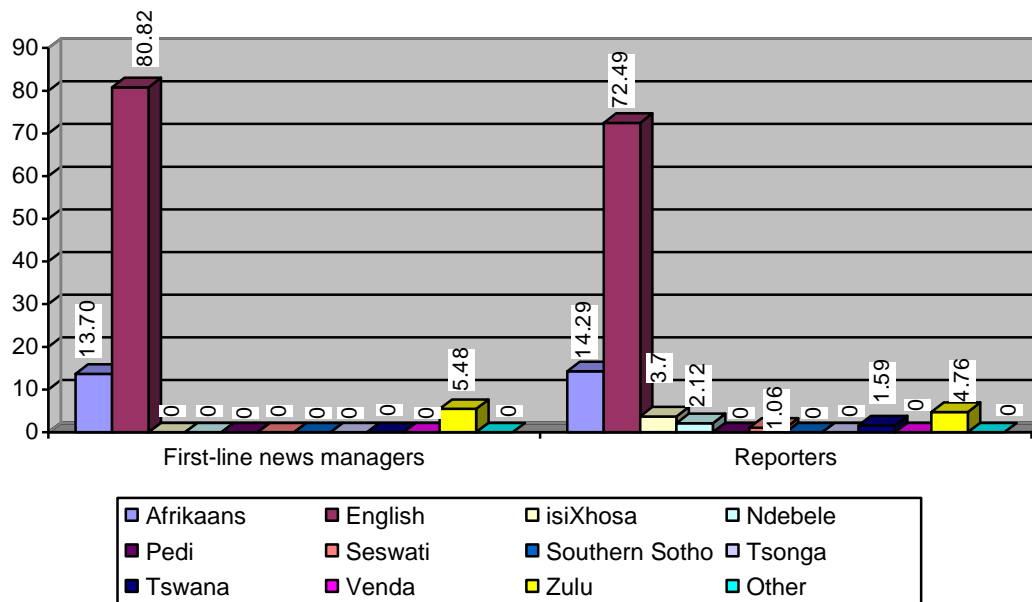
not regard it as patronising. A solution presented by a news editor at an independent radio station is to write names and difficult words phonetically, in order to make it easier to pronounce when on air.

Results also indicated that first-line managers hardly ever communicate in languages other than English, Afrikaans, or in some cases Zulu. Within the media environment, it therefore seems as if black managers rather communicate in English than in an African vernacular.

Table 14: Language in which respondents communicate most often at work

	First-line news managers (N=73)		Reporters (N=189)	
	n	%	n	%
Afrikaans	10	13.70%	27	14.29%
English	59	80.82%	137	72.49%
IsiXhosa	0	0	7	3.70%
Ndebele	0	0	4	2.12%
Pedi	0	0	0	0
Seswati	0	0	2	1.06%
Southern Sotho	0	0	0	0
Tsonga	0	0	0	0
Tswana	0	0	3	1.59%
Venda	0	0	0	0
Zulu	4	5.48%	9	4.76%
Other	0	0	0	0

Figure 7: Language in which respondents communicate most often at work



5.1.8 Period of time respondents have been working in journalism

It was found in Audit 1 (Steyn & De Beer, 2002:27) that the majority of first-line managers and reporters either have between 1 and 3 years experience in journalism or more than 5 years. The finding that the majority of first-line managers (48,05%) (although less than 50%) have been involved in journalism for longer than 5 years is

encouraging, as they will have the experience and background to understand the industry and its unique challenges. This might, in turn, facilitate mentoring and coaching of more junior reporters (with less than 3 years experience – 33,17%). The majority of reporters with more than 5 years experience in journalism were found at weekly newspapers (25%) and radio (24%).

However, the fact that a large number of first-line managers (N=31, 40,26%) also indicated that they have less than 3 years journalism experience poses a challenge to the industry when it comes to mentoring and coaching. Because they lack experience, first-line managers might also lack coaching and mentoring skills. Despite formal training and education (degree or diploma), it remains necessary to put managers through management training courses to develop and improve their management and technical skills, because neither formal training nor experience as reporters necessarily provide managers with the needed management skills. This view was supported in findings of a study by Peters (1999:47), indicating that newsroom managers themselves did not consider ‘training as a ... cure-all for many ... management shortcomings. In contrast, newsroom managers highlighted that coaching and mentoring from superiors often have a much better impact on improving their management skills – ‘I think two hours of coaching from my boss would be better than 10 hours with these *experts* they bring in’ (Peters, 1999:48) and that many newsroom managers ‘view the time they spend in training as just one more barrier to getting (their) jobs done’ (Peters, 1999:48). Despite these views, people in higher management levels included in Peters’ study ‘focused on training throughout (the) survey. They cited the lack of it as a key reason for sub-par performance among (newsroom) managers as well as a significant factor in (newsroom) managers not doing excellent work, and they declared more training the single most important route to improving the ... manager corps’ (Peters, 1999:49).

From the qualitative feedback it seems as if people in higher management levels in the South African differed from their counterparts included in Peters’ (1999) study. Many highlighted that good reporters or sub-editors do not automatically become good managers. Fedler (2002:173) underscores this by highlighting that promoting good reporters to newsroom managers often results in a lack of vision, personality, philosophy, temperament and skills to properly do their jobs. These, in turn, lead to negative relationships with newsroom staff.

Some interviewees felt strongly that the decision to promote someone to manager should receive more careful deliberation than is often the case at the moment. This becomes especially important if the person involved is younger and/or more inexperienced. Management skills need to be learned and developed in order for a manager to be successful.

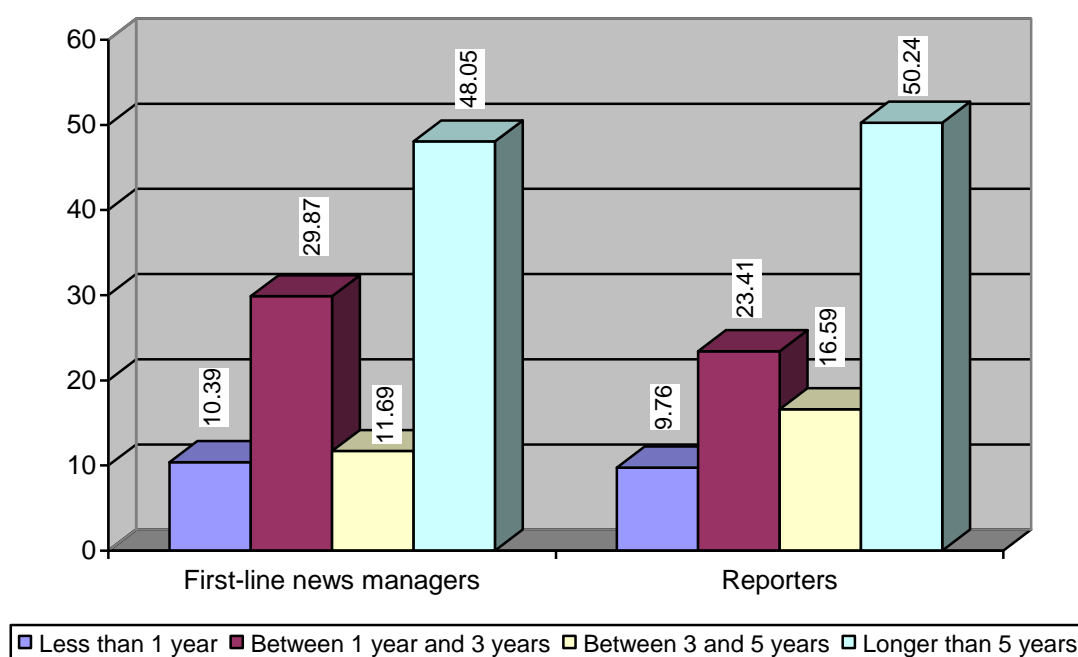
On the other hand, there is also the debate whether people with formal (tertiary) management training will automatically be good managers. A number of interviewees stated that this is not necessarily the case, as business training does not always provide someone with the knowledge and experience of a unique industry like journalism. A combination of experience, talent, inclination, coaching, mentoring and ongoing training seems to provide a more workable solution to this dilemma.

Results also indicated that the majority of first-line managers with less than 3 years experience (43%) work in weekly newspapers. Similarly, those with more than 5 years experience (32%) indicated that they work in either weekly or daily newspapers. This more experienced group of first-line managers might be crucial in mentoring and coaching the less experienced group through exposure to sound management practices and good experience.

Table 15: Period of time which respondents have been working in journalism

	First-line news managers (N=77)		Reporters (N=205)	
	n	%	n	%
Less than 1 year	8	10.39%	20	9.76%
Between 1 year and 3 years	23	29.87%	48	23.41%
Between 3 and 5 years	9	11.69%	34	16.59%
Longer than 5 years	37	48.05%	103	50.24%

Figure 8: Period of time which respondents have been working in journalism



5.1.9 Respondent's position in the organisation

The majority of first-line news managers indicated that they currently work in another position than the ones outlined in the questionnaire (37, 18%). These were, for instance, listed as sports editor, managing editor, lifestyle editor, executive producer, supplement editor, foreign editor, and assistant editor. As fieldwork for the project was conducted during the day, no night editors were included in the sample of first-line managers.

In 2002, the majority of reporter respondents indicated that they were 'reporters' (more than 30%). This is slightly less than the 35,29% of respondents who indicated this to be the case in Audit 2. The number of senior reporters also seems to have increased since 2002, when 20% of reporter respondents were senior reporters, compared to 25% in 2004/5.

As was the case in Audit 1, and based on qualitative information provided by interviewees, smaller newsrooms still seem to be the order of the day. This results in

reporters having to work across beats without specialisation in a specific beat, although some media sites still seem to have core beats such as crime, medical and education. Only specialist reporters are used to cover these beats. While having to work across beats presents the disadvantage that fewer reporters specialise in a specific beat, it presents the advantage of people becoming multi-skilled. Over and above this, multiple skills among reporters prevent the standards of professional output dropping should someone be unable to perform his/her duties (e.g. as a result of illness). Smaller newsrooms also 'force' editors and managers to become involved with news production and delivery. While this might be beneficial in that (as one editor put it): 'editors get out of their ivory towers', it might also distract their focus from their basic management tasks (i.e. planning, organising, leading and controlling the application of organisational resources in order to achieve organisational goals and objectives as effectively and efficiently as possible).

Table 16: Respondents' position in the organisation

	First-line news managers (N=78)			Reporters (N=204)	
	n	%		n	%
News editor	15	19.23%	Junior reporter	30	14.71%
Night editor	0	0	Reporter	72	35.29%
Content or online editor	8	10.26%	Senior reporter	51	25%
Assignment editor	6	7.69%	Other	51	25%
Bulletin editor	3	3.84%			
Department/section editor	17	21.79%			
Other	29	37.18%			

Figure 9a: First-line managers' position in the organisation

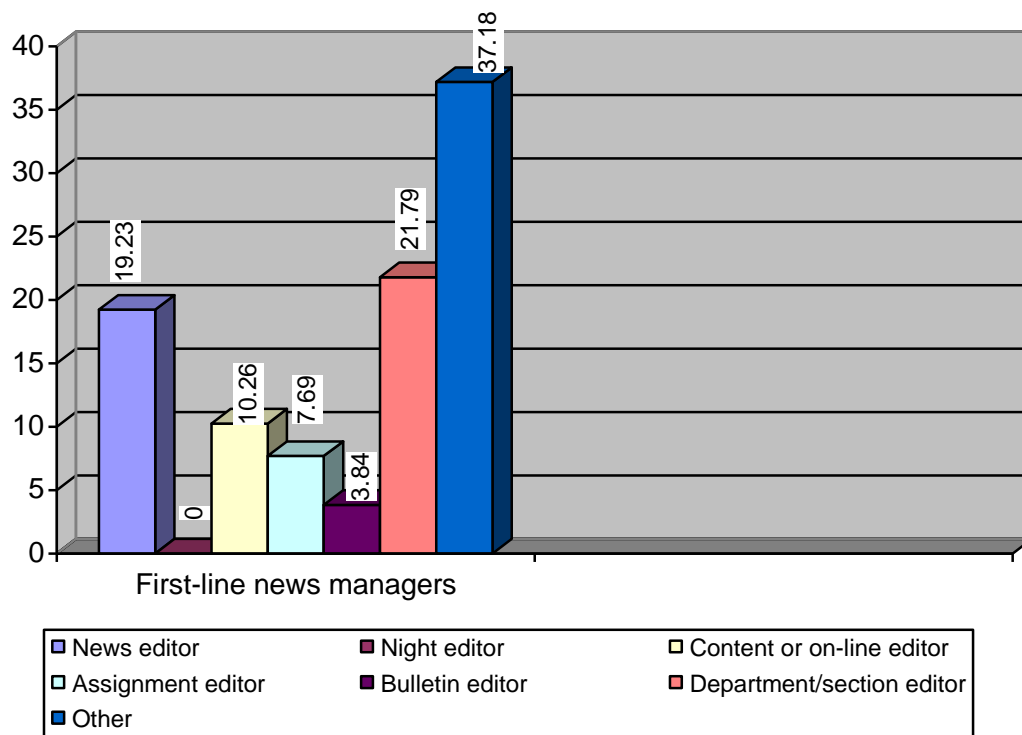
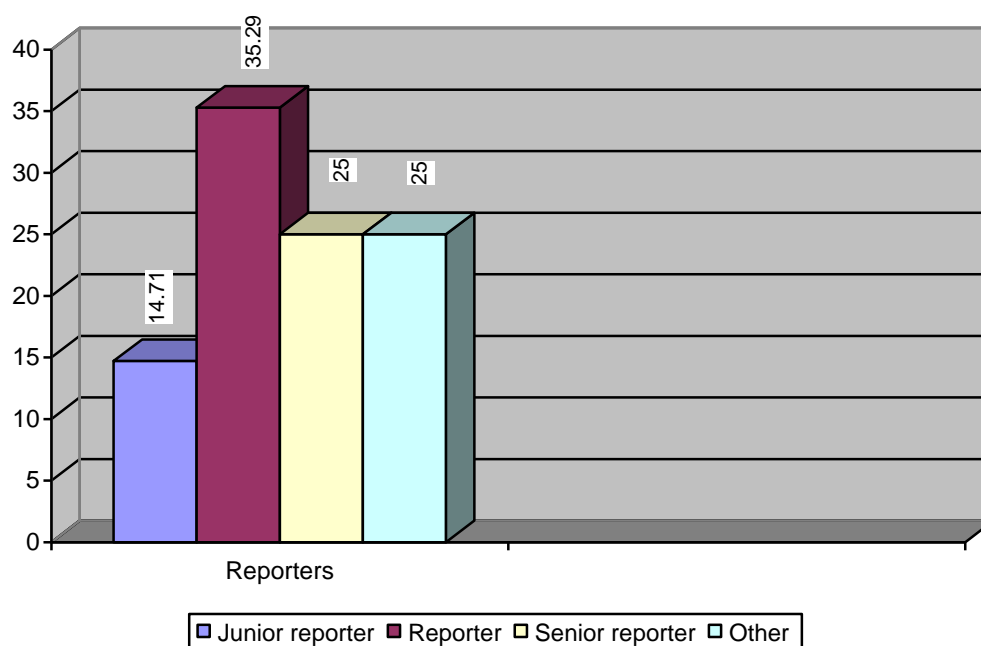


Figure 9b: Reporters' position in the organisation



5.1.10 Period of time respondents have been working in this specific position

Results on this question indicate that staff turnover still impacts on both first-line managers and reporters.

Focusing on **first-line managers**, those at weekly newspapers indicated that they have been appointed in their position for less than three years were in the majority (74%). Of the total sample of first-line managers, 58.23% indicated that they have less than 3 years' experience in their current positions. While this might be positive in that fairly 'new' appointees might still be very enthusiastic and motivated about their responsibilities, inexperienced first-line managers might be in need of more mentoring and coaching in order for them to become good managers. One editor summarised the challenge of staff turnover within a media management context as follows: 'Good journalists are such a rare commodity that you will lose them if they are not managed properly. The end of apartheid also meant more opportunities. Subsequently, staff *choose* to be in a profession. They are not in that profession because of the money'.

This seems to pose a particular challenge to English speaking employees and employees of colour. Whereas Afrikaans speaking staff have fewer alternative job opportunities (where they can primarily work in their mother tongue), English speaking and black staff are often poached once they have proven themselves. The result is that the media industry struggles to build up a corps of experienced reporters from these groups.

One editor stressed the importance of developing a model through which media organisations which train staff at entry level and those who 'poach' them collaborate in a mutually beneficial manner. He suggested a concept through which bigger media organisations treat training organisations as job agencies and pay them to develop and train employees. These funds can then be reinvested into training.

Given the reality of juniorisation and inexperience among first-line managers, many of them lack the confidence or experience mentor and coach reporters towards improving their news stories. Interviewees highlighted this as a vital part of newsroom management, as junior reporters might lack the background and experience to properly contextualise events or to know the celebrities they are supposed to report on (also see Peters, 1999 for the importance of mentoring and coaching as experienced within the US media).

As was the case during Audit 1 (see Steyn & De Beer, 2002:25), staff turnover and juniorisation among **reporters** still seems to be a challenge for media organisations. Quantitative data showed that the majority of reporters included in the study (N=138, 67,32%) have less than 3 years experience in their current position. Media types seemed to be hardest hit by staff turnover and juniorisation were weekly newspapers (where 79% of reporters indicated that they have been in their positions for less than 3 years), daily newspapers (where 64% of reporters indicated this to be the case) and radio stations (where 64% also indicated that they had less than 3 years' experience in their current positions).

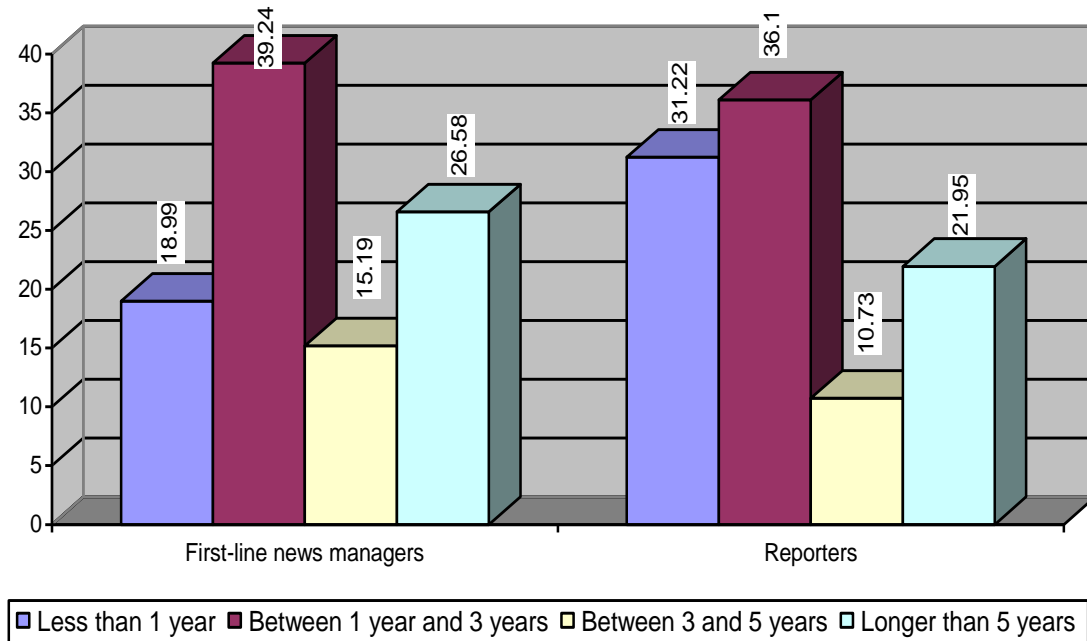
Qualitative data from interviews supported this finding, as interviewees indicated that they witness little change on this issue since Audit 1. In fact, one editor had the opinion that juniorisation in South African media is not a new thing. He stated that it actually started in the 1980s when many young journalists left the country to work for the media in other countries. This subsequently left a void within many South African newsrooms. It might be that the situation is currently exaggerated by fast-tracking policies implemented by many media organisations.

As was the case during Audit 1, some interviewees still 'complained' about reporters leaving their titles to work in government, other media organisations, or even to start their own businesses. This was especially the case at media sites situated further away from the main metropolitan areas (e.g. Nelspruit, Port Elizabeth or Bloemfontein). Interviewees at these sites expressed their frustration in stating that they feel like 'training institutions' for bigger media companies, the government or the private sector. These job opportunities are often closer to the excitement of city life, can (in many cases) offer reporters (especially black reporters) more opportunities and higher salaries. This trend also seems media specific, as respondents at online media stated that staff would consider the long working hours too strenuous and move on to other media with better (less stressful) working conditions. At other media sites, however, interviewees pointed out that positive working conditions have caused staff to turn down offers from other companies (even with higher salaries) because they feel happy and committed to their work. However, as Fedler (2002:171) points out, this trend goes back as far as the US Civil War when reporters were unhappy about their salaries, their hours and the assignments they were to complete.

Table 17: Period of time respondents have been working in this specific position

	First-line news managers (N=79)		Reporters (N=205)	
	N	%	n	%
Less than 1 year	15	18.99%	64	31.22
Between 1 year and 3 years	31	39.24%	74	36.10%
Between 3 and 5 years	12	15.19%	22	10.73%
Longer than 5 years	21	26.58%	45	21.95%

Figure 10: Period of time respondents have been working in this specific position



5.1.11 Position first-line managers held before being appointed as first-line manager

Results from this question can be linked to the above discussion on the opportunities and challenges media organisations face as a result of first-line managers either being inexperienced or appointed in their current positions for too long.

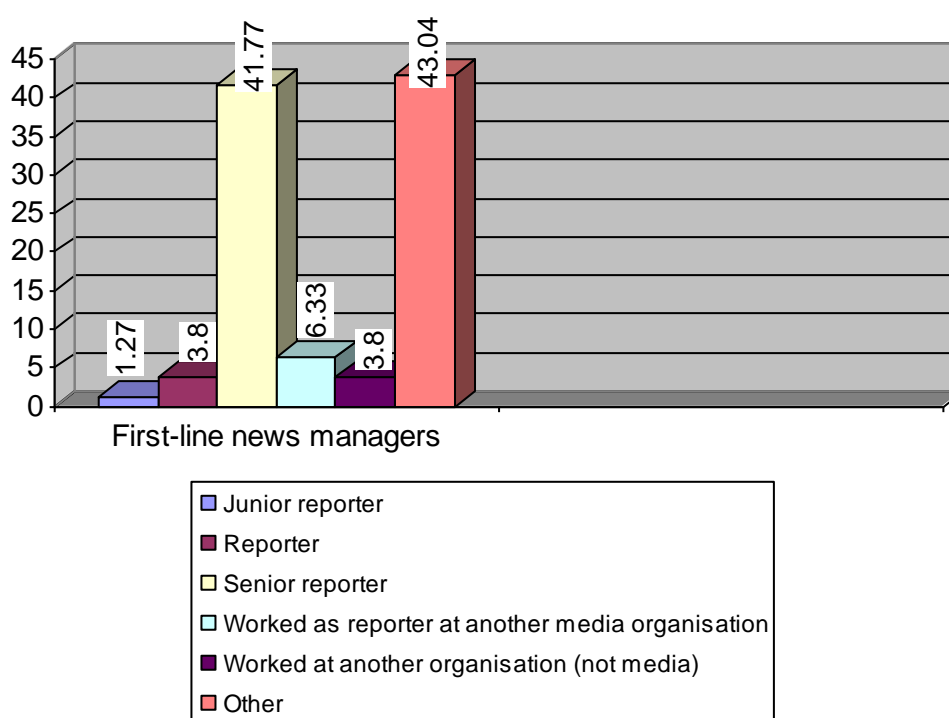
The majority of first-line managers (43,04%) either indicated that they held another position than the ones listed in the questionnaire before being appointed as first-line managers or that they were senior reporters (41,77%). These positions included sub editors, night editors, senior producers, editors at other media, feature editors and deputy editors (e.g. news, sport) or reporters.

This implies that they probably entered the position of first-line manager with industry-related experience, as well as knowledge of opportunities and threats facing the industry. Few respondents (5,07%) indicated that they were junior reporters or reporters before being promoted, which could indicate that first-line managers are not often promoted from junior positions to become newsroom managers. The finding that only 3,80% of respondents worked at another organisation (i.e. not media) before being appointed first-line managers supports the above finding with regard to managers' experience and knowledge of the media as an industry.

Table 18: Position first-line managers held before being appointed as first-line manager

	N=79	
	n	%
Junior reporter	1	1.27%
Reporter	3	3.80%
Senior reporter	33	41.77%
Worked as reporter at another media organisation	5	6.33%
Worked at another organisation (not media)	3	3.80%
Other	34	43.04%

Figure 11: Position first-line managers held before being appointed as first-line manager



5.1.12 First-line manager reporters report to

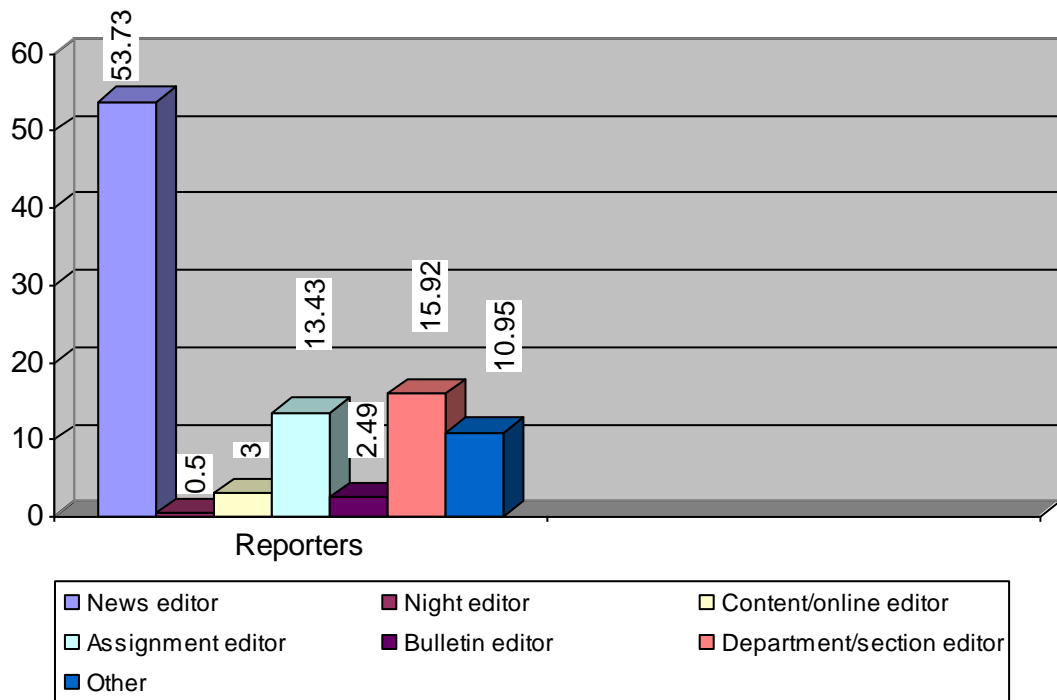
The majority of reporter respondents indicated that they report to the news editor as direct supervisor (53.73%), while 15.92% indicated that they report to the department/section editor.

In many newsrooms (especially online media and at radio stations), however, interviewees highlighted a dual role for first-line managers – that of working journalist and that of manager. While this adds to newsroom managers' responsibilities (e.g. having to compile and read a news bulletin, together with having to manage staff and other newsroom resources), it also makes it more difficult for them to properly plan beyond day-to-day activities (an important management function needed to ensure that organisational goals and objectives are clear before resources are applied to reach these).

Table 19: First-line manager reporters report to

	N=201	
	n	%
News editor	108	53.73%
Night editor	1	0.5%
Content/online editor	6	3.0%
Assignment editor	27	13.43%
Bulletin editor	5	2.49%
Department/section editor	32	15.92%
Other	22	10.95%

Figure 12: First-line manager reporters report to



Summarising the above, the following professional profile can be compiled of first-line news managers and reporters who participated in the study.

Table 20: Summary – professional profile of first-line news managers and reporters working in the South African mainstream media

	First-line news managers (N=79)	Reporters (N=207)
Ownership type	Work in listed company – 50,63%	Work in listed company – 40,58%
Geographical location	Johannesburg – 54,43%	Johannesburg – 48,79%
Media in which respondents currently work	Daily newspaper – 34,17%	Weekly newspaper – 25,85% Broadcasting (radio) – 25,85%
Gender	Male – 60,56%	Male – 51,03% Female – 48,97%
Highest educational qualification	Advanced diploma – 20,25% 3 year B degree – 21,52% Honours degree – 22,78%	Advanced diploma – 23,98% 3 year B degree – 19,89%
Mother tongue	English – 50,65%	English – 28,86% Afrikaans - 20,9%
Language in which respondents mostly communicate in at work	English – 80,82%	English – 72,49%
Period in journalism	Longer than 5 years – 48,05%	Longer than 5 years – 50,24%
Position in the organisation	Other (e.g. sports editor, managing editor, lifestyle editor, executive producer, supplement editor, foreign editor, and assistant editor) – 37,18%	Reporter – 35,29%
Period in this position	Between 1 and 3 years – 39,24%	Between 1 and 3 years – 36,10%
Position before becoming a first-line manager	Other (e.g. sub editor, night editor, senior producer, editor at other media, feature editor and deputy editor (e.g. news, sport) – 43,04% Senior reporter – 41,77%	
Person reporter reports to		News editor – 53,73%

5.2 Attitudes among reporters and first-line news managers

The second section of the questionnaires contained a list of items (see Addendums A and B) measuring reporters' and first-line managers' attitudes on certain aspects of their media organisations or working environments, as well as differences in the attitudes between these two groups. Respondents had to rate their attitudes on these issues by using a five point Likert scale (where 1 = extremely negative and 5 = extremely positive). The purpose of this section was to determine the attitudes among first-line managers and reporters respectively.

Table 21 gives the comparison between reporters' attitudes and that of first-line news managers. It firstly gives the average rating on each item as recorded for first-line

managers and reporters respectively. Secondly, it also provides effect sizes¹¹ related to the practically significant difference between attitudes among first-line managers and reporters.

Results in Table 21 can be summarised as follows:

- Neither reporters nor first-line managers are either extremely positive or extremely negative on any of the issues tested in the questionnaire;
- On average, reporters' attitudes on the items are, however, more positive than that of first-line managers (3.209 compared to 3.107). In reality, first-line managers (who need to motivate staff as part of their management functions) are thus more negative than their teams. Management should therefore be cautious that the less positive attitudes among newsroom managers do not negatively influence loyalty, motivation and commitment among reporters;
- Although the difference between reporters' attitudes and that of first-line managers is statistically significant, no practically significant effect size (d) exists on any of the items.

¹¹ The effect sizes (d-values) were calculated by using the following formula (Cohen,

1988:20-27): $d = \frac{|\bar{x}_1 - \bar{x}_2|}{s_{\max}}$ where:

- d = effect size;
- $\bar{x}_1 - \bar{x}_2$ is the difference between means of two compared groups (first-line managers and reporters); and
- s_{\max} is the maximum standard deviation of the two compared groups.

Cohen (1988:20-27) gives the following guidelines for interpreting effect sizes:

- $d \approx 0.2$ = no practically significant effect;
- $d \approx 0.5$ = moderate effect; and
- $d \approx 0.8$ or larger = a practically significant effect.

Table 21: Attitudes among first-line news managers and reporters (1 = extremely negative, 5 = extremely positive)

Issue	First-line news managers (N=79)			Reporters (N=204)			Effect size (d)
	N	Mean (x2)	Std deviation	N	Mean (x1)	Std deviation	
12.1 Structure of internal communication	76	2.857	1.109	201	3.045	1.160	0.16
12.2 Level of planning and administration	76	2.789	0.943	201	2.876	1.115	0.08
12.3 Implementation of teamwork to improve news gathering/reporting	74	2.973	1.01	196	3.005	1.197	0.03
12.4 Strategic leadership within your organisation	75	2.974	1.020	197	3.040	1.213	0.05
12.5 Sensitivity among first-line managers about industry related trends	73	3.108	1.015	195	3.158	1.203	0.04
12.6 Human resources development	76	2.442	0.966	199	2.711	1.207	0.22
12.7 Infrastructure for managers to do their work	75	2.750	1.021	180	3.222	1.237	0.38
12.8 Infrastructure for reporters to do their work	77	3.000	1.006	196	2.959	1.211	0.03
12.9 Remuneration policy	76	2.662	0.982	197	2.445	1.092	0.20
12.10 Management style	76	2.779	1.008	199	2.885	1.153	0.09
12.11 Nature of employment	75	3.316	0.983	202	3.270	1.119	0.04
12.12 Opportunities for being creative in news gathering/production	76	3.390	1.053	197	3.422	1.134	0.03
12.13 Opportunities to give input into news management structures	75	3.132	1.112	197	3.000	1.127	0.12
12.14 Current working conditions in your media organisation	77	2.885	1.006	199	2.980	1.166	0.08
12.15 Loyalty towards the media organisation	76	3.792	1.139	202	3.892	1.107	0.09
12.16 Ability to match personal values with that of the organisation	76	3.351	1.133	196	3.503	1.013	0.13
12.17 Willingness to be publicly associated with the media organisation	77	3.923	1.114	195	3.964	1.056	0.04
12.18 Funding within the media organisation to do your work	76	2.545	1.046	197	3.086	1.293	0.42
12.19 Organisational structure	77	2.910	0.914	200	3.100	1.127	0.17
12.20 Level of news output compared to rest of the country	74	3.627	0.969	199	3.672	1.082	0.04
12.21 Overall level of professional skills in the media organisation	77	3.051	1.056	197	3.480	1.103	0.39
12.22 Ethical code of your news organisation	76	3.662	1.100	202	3.704	1.148	0.04
12.23 Level of ethics within your media organisation	75	3.618	0.938	201	3.787	1.079	0.16
12.24 Pressure from external stakeholders aimed at management	75	2.895	1.078	188	3.032	1.107	0.12
12.25 Pressure from external stakeholders aimed at reporters	76	2.857	1.009	188	2.990	1.105	0.12
12.26 Level of career development within the media organisation	76	2.623	1.112	200	2.761	1.250	0.11
12.27 First-line news managers' knowledge of specific media policies	77	3.320	0.987	200	3.332	1.152	0.01
12.28 First-line news managers' ability to transfer this to reporters	75	2.961	0.958	197	3.086	1.258	0.10
12.29 Level of technical skills among first-line news managers	76	3.416	0.978	201	3.614	1.115	0.18
12.30 Importance to reporters' safety while covering a news event	75	3.605	0.967	194	3.185	1.246	0.34
Average		3.107	0.682		3.209	0.803	0.13

When highlighting the predominant issues first-line managers and reporters feel most positive and most negative about, the following was found:

Table 22: Positive and negative attitudes among first-line managers and reporters

5 issues respondents have most positive attitudes on	First-line news managers (N=79)
Willingness to be publicly associated with the media organisation	3.923
Loyalty towards the media organisation	3.792
Ethical code of your news organisation	3.662
Level of news output compared to rest of the country	3.627
Level of ethics within your media organisation	3.618
	Reporters (N=204)
Willingness to be publicly associated with the media organisation	3.964
Loyalty towards the media organisation	3.892
Level of ethics within your media organisation	3.787
Ethical code of your news organisation	3.704
Level of news output compared to rest of the country	3.672
5 issues respondents have most negative attitudes on	First-line news managers (N=79)
Human resources development	2.442
Funding within the media organisation to do your work	2.545
Level of career development within the media organisation	2.623
Remuneration policy	2.662
Infrastructure for managers to do their work	2.750
	Reporters (N=204)
Remuneration policy	2.445
Human resources development	2.711
Level of career development within the media organisation	2.761
Management style	2.885
Planning and administration	2.876

Within the context of general management theory (see Rue & Byars, 2000; Hellriegel *et al.*, 2001; 2004; Oosthuizen, De Bruyn, Jacobs & Kruger, 2002), the above results have the following management implications for South African mainstream media newsrooms:

- Both first-line managers and reporters regard themselves as fairly loyal to their media organisations. This is positive, especially when considering challenges related to 'job hopping' and staff turnover discussed earlier. Owners and top management should utilise this situation and work towards investing in the needs and expectations of staff (on first-level management and reporter level) in order to capitalise on existing loyalty, given that these are in line with organisational goals and objectives;
- Both first-line managers and reporters are willing to be publicly associated with the media organisation they work for. As a result, both groups could be good ambassadors for their organisation and publicly promote its policies, activities and virtues. Top management and owners should again take advantage of this situation, and increase staff's willingness to be associated with the news organisation;
- Respondents also felt fairly positive about the ethical code and the level of ethics in their organisations. Because respondents experience that their organisations act ethically (both towards them and to the journalism industry),

they could feel loyal and proud to be associated with the organisations. Media organisations should therefore strive to increase the level of trust and credibility in the eyes of their employees;

- Respondents also indicated a positive attitude on journalism output at their media organisations compared to that in the rest of the country. Hence they feel part of a professional organisation competing favourably with other media (when it comes to professional output). Again, top management and owners should make the most of this attitude, as it can contribute towards staff turning down offers from other organisations because they feel part of a professional operation. (As such, some interviewees did indicate that this is already the case in their newsrooms, and that staff would turn down offers from other organisations [despite higher salaries or other benefits] because they feel proud of the media organisation they work for.)
- Human resources development¹² is the highest and second highest issue that both first-line managers and reporters feel negative about, implying that staff experience too few opportunities to improve their skills or to expose them to a wider range of skills. Owners and top management should take cognisance of the fact that a lack of proper staff development can result in negative attitudes, low morale and an overall decrease in the level of professional output. However, investing in human resource development might result in the opposite;
- First-line managers considered a lack of funding to properly do their work as something they feel equally negative about. The absence of this issue among reporters' list of negative attitudes might indicate that they are not faced with funding issues as often as first-line managers. Media organisations should take measures to prevent a perception forming among first-line managers that they are expected to contribute to the financial bottom line, but that little funds are available to be used by newsrooms;
- The level of career development¹³ within the media organisation was the third issue about which both groups of respondents feel negative. This could be linked to the lack of human resource development (see the link between human resource development and career development as explained by footnotes 11 and 12). If addressed properly, it might prevent staff from feeling that they have no future prospects in the company. It might also prevent them from looking into other options where they perceive career development to be more important;
- Whereas first-line managers considered the remuneration policy within their media organisations as the fourth issue they feel most negative about, this was the issue reporters felt the most negative about. Given the fact that many interviewees indicated that staff would fairly easily leave their positions for one with better financial benefits, owners and management should look for innovative ways in which staff can be rewarded for investing time and energy in the company (also see the discussion on this in 5.1.1);
- Finally, first-line managers highlighted their negative attitude on the infrastructure available for them to do their work. This relates to technology needed to perform what is expected of them (also see specific complaints on this issue raised in 5.1.1); and

¹² According to Rue & Byars (2000:268), human resources development refers to the 'integrated use of training and development, organisation development, and career development to improve individual, group, and organisational effectiveness'.

¹³ In this context, Rue & Byars (2000:268) define career development (as part of human resources development) as a process aimed at 'ensuring an alignment of individual and career planning and organisation career-management processes to achieve an optimal match of individual and organisational needs'.

- Reporters finally expressed a negative attitude about the level of planning and administration in their media organisations. As planning and administration is a core management function, it is important that this issue be addressed. However, many interviewees (especially in radio and online media) stressed that a flatter organisational structure in many newsrooms makes medium- to long-term planning more difficult (also see earlier with regard to dual roles first-line managers at these media often play). They also highlighted that the unexpected nature of news often also hampers proper planning. First-line managers should, however, ensure that scheduled events (such as a national election or a big sports event like the Olympic Games) are properly planned for. This will send the message to reporters that planning is high on their management agenda. At broadcasting and online media, for instance, this seems to happen already. Interviewees underscored initiatives through which staff would plan (well in advance) how such an event will be covered, and how these plans would be formalised in an editorial plan. Proper planning also allows them to adequately budget for the event and to ensure that other resources (like staff) are applied in the most effective and efficient way in order to reach organisational goals and objectives.

5.3 The importance and implementation of managerial competencies among first-line news managers in South African mainstream media newsrooms

This section specifically covers managerial competencies. The context of managerial competencies within broader management functions and skills is firstly discussed. The six managerial competencies of communication, planning and administration, strategic action, teamwork, global awareness and self-management are then covered in terms of the importance respondents attach to it, as well as their perception on the extent to which it is implemented in their newsrooms.

5.3.3 Management functions and skills

Managers are responsible for achieving organisational objectives through the efficient and effective utilisation of resources (DuBrin, 2003:5; Lussier, 2003:5). Managers have access to a number of resources, including human, financial, physical and informational (DuBrin, 2003:6; Lussier, 2003:6). Modern day media (like many other organisations) are increasingly faced with the dilemma that financial success becomes the main motivational factor, with human resources being seen as part of organisational costs (and not necessarily organisational assets). This concern has already been discussed in the report, and editors and news editors highlighted it in Audit 1 (see Steyn & De Beer, 2002).

To effectively and efficiently utilise resources, managers need to perform certain management functions. These are (Lussier, 2003:9-10):

- **Planning**, i.e. setting organisational objectives and determining ways of meeting them. Within an increasingly competitive and changing South African media environment, sufficient planning becomes crucial. Since reporters identified planning and administration to be one aspect they have the most negative attitude on, it becomes especially important within mainstream media newsrooms in the country (this issue is discussed in more detail in 5.3.2.2);
- **Organising**, i.e. managers structuring, delegating and coordinating both activities and resources. Some authors consider staffing an important element of organising, as it ensures that the necessary human resources are available to

achieve set objectives (DuBrin, 2003:7; Tyler Eastman, 2002:105). This would include training and educating employees to discover their full potential and deliver on what the organisation expects of them. In this regard, ongoing skills development becomes important to keep employees motivated, empower them to learn new skills and ensure a stable staff component. The majority of interviewees indicated that training opportunities are available to both first-line managers and reporters. Others, however, agreed that their titles/organisations could be more pro-active in addressing staff training needs. As proper career development rated among the 5 factors first-line managers and reporters had the most negative attitude about, more attention should probably be paid to this issue;

- **Leading.** When resources are coordinated and activities delegated to designated individuals, managers need to influence subordinates, peers and superiors through the interpersonal processes of motivating, communicating and coaching. This will put a process in place through which set objectives can be achieved. In some interviews, a clear distinction was made between the concepts leadership and management. As one editor put it: 'leadership is to show the way. Management is to shuffle paper and to run things and make sure it works the way it should.

Leadership, on the other hand, is providing answers to difficult situations'. A key challenge in this process is for first-line managers to optimally obtain and utilise all available resources. These include human and other resources. Although the tasks related to leading as a management function were witnessed in a number of newsrooms, it was evident in others that a lack of leadership impacts on newsroom activities. Fieldwork for the audit is a case in point. In some newsrooms it was evident when the research team arrived that management had properly communicated important information on the audit (as was agreed upon). As a result, the majority of staff at these sites were prepared, enthusiastic and motivated to participate in the research. In other newsrooms, however, it was evident that little (if any) information on the upcoming fieldwork was passed on to staff. This resulted in respondents not being prepared or motivated to participate, with subsequent problems in getting questionnaires completed properly or returned; and

- **Controlling** entails that managers evaluate individuals' actual performances to ensure that they achieve set objectives. Specific ways in which this is done at different media sites are discussed in 5.3.2.2. It also entails evaluating employees' performance to identify 'red flags' that might signify employee overload or lack of performance.

The above management functions constitute the management process – a continuous practice of setting (planning) and achieving (organising, leading and controlling) organisational objectives. In order to perform management functions, managers need management skills. Lussier (2003:7-8) and DuBrin (2003:13-15) identify these as:

- **Technical skills**, involving methods and techniques to carry out specialised tasks and processes. These impact on all management functions and include a wide range of abilities closely associated with the particular industry. Editorial managers, for example, need the technical skill of report writing, editing and production to effectively manage reporters and evaluate their 'products'. Over and above this, technological development demands that newsroom managers become more multi-skilled to answer to the technological demands of the industry;

- **Interpersonal skills** reflect a manager's ability to work with teams of people and ensure sound co-operation. These skills are necessary to organise, lead and control subordinates and peers. Within multi-cultural newsrooms in South Africa, interpersonal skills extend to a manager's ability to work effectively with people from different cultural backgrounds. As such, they should be able to equally value employees' intangible traits (e.g. conscientiousness and character) and their tangible ones (e.g. the ability to write a good story or be a good sub-editor). The need for managers to focus on people management much more within the current newsroom set-up has been discussed earlier. Many interviewees stressed that interpersonal skills to manage people (i.e. coaching, mentoring and guiding inexperienced staff) have lately become as important as the technical skill needed to manage news and the news process;
- **Diagnostic skills** are used to distinguish between symptoms and actual causes of problems managers need to solve. Problems can only be addressed effectively if their root causes are discovered. However, the nature of news often 'forces' newsroom managers to take decisions on very short notice, not allowing them to discover the root causes of problems, whether it relates to a personal or professional issue;
- **Conceptual and decision-making skills** are implemented to introduce solutions to problems. These include managers' ability to comprehend abstract ideas, select alternative solutions to problems and understand the interrelationship between actions and results. Two characteristics of South African newsrooms currently facilitate the implementation of these skills. On the one hand, the majority of interviewees described their newsroom structure as being flat or non-hierarchical, implying fewer channels of reporting. In theory this involves quicker decision making and open communication channels. In practice, however, this brings about other managerial challenges such as a lack of long-term planning and deliberation on decisions taken due to quicker decision making. However, it also poses the danger of an extended consultation and discussion process in order to 'hear' all possible voices/viewpoints. This was the preferred management approach found throughout the country and across media types, as explained by interviewees during the qualitative interviews. This differs significantly from the 'old school' management approach which characterised media management a couple of decades ago (see Fedler, 2002:173). To some extent, it also differs from the management approach still witnessed at some sites during Audit 1 (see Steyn & De Beer, 2002). Interviewees stressed that the authoritarian generation of managers has been phased out of the media in the last decade. Some attributed it to the climate of negotiation which characterised the political transformation in the country. When people realised that they could negotiate and openly communicate about expectations, fears and challenges, they realised it was unnecessary to follow the route of conflict, raised voices and manipulation; and
- **Political skills** enable managers to secure power in order to effectively perform organising and leading functions. These skills also extend to managers' networking abilities and their ability to interact with people. While this relates to internal communication (with people on different organisational levels and for different purposes), it also relates to external communication (with people on different societal levels and for different purposes).

To effectively and efficiently perform management functions, managers need to demonstrate the skills on which the functions depend. Like any other skill, management skills can only be taught up to a certain point (see earlier). After that these skills must be developed and managers need to gain experience in perfecting

them (see Peters, 1999 with regard to the relevance of this issue within the context of media management). This requires honing of managerial competencies.

5.3.4 Managerial competencies

For the purposes of Audit 2, managerial competencies were defined as sets of knowledge, skills, behaviours and attitudes (first-line news) managers need to be successful (Hellriegel *et al.*, 2001:5). More specifically, managerial competencies refer to skills related to communication, planning and administration, teamwork, strategic action, global awareness and self-management. Each of these competencies are subsequently discussed, firstly by providing a short description of what the specific competency entails, and secondly by providing quantitative results obtained from the questionnaires and supporting/refuting these through qualitative data obtained from the interviews.

5.3.4.1 Communication

Communication (as a managerial competency) refers to the effective transfer and exchange of information in order to facilitate understanding between managers and others in the organisation (Hellriegel *et al.*, 2001:16). It is estimated that managers spend at least 80% of every working day in direct communication with others. The other 20% is usually spent on reading and writing (Daft, 2003:580). Within a media newsroom (as in any other organisation) proper and clear communication between management and employees is of the utmost importance, especially since they have a responsibility and obligation to clearly communicate to their target audiences.

Interviewees were in agreement on this issue, with the majority stressing the high priority communication receives in their newsrooms. Despite this, some stated that reporters might perceive newsroom communication to be inadequate. This might be the result of reporters not always being informed of every single issue that arises in the newsroom or every single decision management takes.

Interpersonal contact and face-to-face communication still seems to be the preferred way of communicating with staff, especially when it comes to difficult issues. (The extent to which first-line managers actually implement this and reporters' perception thereof is set out in Table 25). The majority of interviewees said they would only use e-mail communication in cases where notices/administrative information are to be passed on to staff, or when a situation has reached a point where the outcomes of face-to-face discussions need to be put in writing. They also seem conscious that e-mail communication might look like a quick and easy way to address issues, but that it lends itself to misunderstanding, increased conflict and negative relationships over the long-term. However, e-mail communication remains a good way to pass general information on to staff and track whether they have taken cognisance thereof (i.e. opened or deleted the message).

For the purposes of Audit 2, the dimensions of the communication competency span informal communication (including feedback, listening, and interpersonal relationships), formal communication (i.e. written communication), negotiation (i.e. influencing superiors, peers and subordinates, and disciplining staff), and communication difficulties (including multilingualism, multiculturalism, trust and credibility, and the use of electronic communication like e-mail).

The following two tables display quantitative results obtained from the questionnaires on the following issues:

- the difference between the **importance first-line news managers** attach to each of the items on communication as a managerial competency and the extent to which they perceive themselves (as first-line news managers) to **implement** the management task described, compared to the difference between the **importance reporters** attach to each item on communication as a managerial competency and the extent to which they perceive their first-line managers to **implement** the management task described; and
- the difference between the **extent to which first-line managers** regard themselves as **implementing** the management task described and the **extent to which reporters perceive** this to be the case.

Table 23: Difference between the importance first-line news managers attach to communication as a managerial competency and the extent to which they perceive themselves as implementing the management task described, compared to the difference between the importance reporters attach to each of the items related to communication as a managerial competency and the extent to which they perceive their first-line managers to implement the management task described

Communication as a managerial competency									
	First-line news managers				Reporters				
	N	Mean $\bar{x}_1 - \bar{x}_2$	Std deviation	Effect size (d)		N	Mean $\bar{x}_1 - \bar{x}_2$	Std deviation	Effect size (d)
13.1.1 Originating formal communication	71	0.446	0.922	0.474		180	0.633	1.316	0.481
13.1.2 Encouraging feedback and comment from reporters	70	0.568	0.810	0.688		175	0.749	1.424	0.526
13.1.3 Technological resources to accommodate communication needs	68	0.378	0.976	0.377		166	0.801	1.304	0.615
13.1.4 Soliciting interpersonal communication between self and reporters	67	0.433	1.033	0.419		174	0.868	1.490	0.583
13.1.5 Maintaining sound interpersonal relationships with reporters	72	0.417	0.835	0.499		175	0.817	1.365	0.599
13.1.6 Taking into account reporters' feelings/emotions in communication	74	0.243	0.773	0.315		172	0.826	1.631	0.506
13.1.7 Negotiating resources for reporters	61	0.475	0.959	0.496		169	0.947	1.593	0.594
13.1.8 Developing relationships with higher management	71	0.620	1.047	0.591		173	0.543	1.484	0.366
13.1.9 Exercising influence with higher management	71	0.866	1.072	0.655		168	0.619	1.455	0.425
13.1.10 Decisively handling difficult reporters	67	2.779	1.008	0.808		172	0.756	1.607	0.470
13.1.11 Handling difficult reporters fairly	67	0.552	0.942	0.586		167	0.754	1.562	0.483
13.1.12 Using hierarchical structures to promote communication	68	0.324	0.999	0.324		162	0.383	1.533	0.250
13.1.13 Aligning goals to promote communication	64	0.578	0.989	0.585		164	0.750	1.424	0.527
13.1.14 Language skills that promote communication	71	0.535	1.053	0.508		170	0.671	1.322	0.507
13.1.15 Handling multi-cultural differences to promote communication	68	0.265	0.840	0.316		168	0.685	1.398	0.490
13.1.16 Handling multi-lingual differences to promote communication	65	0.508	0.986	0.515		164	0.598	1.413	0.423

The above table indicates:

- A moderately significant effect between the importance first-line managers attach to **originating formal communication**, and the extent to which they perceive themselves to implement this task. Reporters, on the other hand, regard this management task more important than managers do, and (from their perspective) their first-line managers are worse at implementing it than first-line managers themselves think they are. Both managers and reporters therefore identified this as an issue needing attention and improvement, indicating that neither group is satisfied with the extent to which formal communication is currently originated in newsrooms;
- With regard to **encouraging feedback from reporters**, again a moderately significant effect was found between the importance first-line managers and reporters attach to this issue and the extent to which it is implemented. However, first-line managers felt more concerned about their management performance on this issue than reporters did. Interviewees also stressed the importance of consultation, feedback and comments from reporters. This does not only concern the stories reporters have written, but also decisions taken in the media organisation (e.g. on audience focus, and on changes at the media site itself). However, interviewees stressed that they would consult staff up to a certain point, and then take a decision, as they remain ultimately responsible for decision making. Other interviewees also indicated that reporters would often (despite them indicating that feedback is an important management task) regard feedback as criticism on what they do or how they do it, rather than a constructive tool through which performance can be improved;
- Only reporters regarded the **use of technological resources to accommodate communication** as more important than the extent to which they experience it practice. Whereas international research points out that reporters prefer interpersonal communication instead of electronic communication (see Peters, 2004), South African reporters expect their first-line managers to use electronic communication (and other technological resources) more often in order to improve newsroom communication;
- Despite this reporters also indicated a moderately significant effect between the importance they attach to **interpersonal communication** with first-line managers and the extent to which they experience it in newsrooms. The majority of interviewees stressed that they have an open door approach. This implies that editors/managers easily leave their offices to discuss professional (and personal) issues with reporters, but that they also openly invite reporters into their offices to discuss important issues. The research team witnessed a specific trend that many editors/managers sit in offices with no curtains or blinds, only glass partitions between themselves and the newsroom. In other newsrooms, first-line managers share offices/newsrooms with reporters to facilitate interpersonal relationships. Others also indicated that groups of reporters and first-line managers would join in informal social activities after work, again strengthening interpersonal newsroom relationships. Information from interviews thus somewhat contradicts the quantitative findings;
- Findings from quantitative data on interpersonal relationships again contradict the above feedback obtained through interviews. Both first-line managers and reporters indicated a moderately significant effect between the importance of sound **interpersonal relationships** and the extent to which it actually takes place in newsrooms. Linked to this is the issue of trust as a management skill (mentioned by many interviewees). However, developing trust only succeeds

if sound interpersonal relationships, open communication and insight into people's situations are in place. As Fedler (2002:171) highlights, the need for (and often absence of) sound interpersonal relationships between newsroom managers and reporters has featured high on the media management agenda for a long period of time. This is especially due to the fact that poor interpersonal relationships in newsrooms can 'lower newsroom morale, disrupt newsroom routines, impair a newspaper's performance and drive good people from the business';

- While first-line managers indicated no practically significant difference between the importance of and the extent to which they take reporters' **feelings and emotions** into account, a moderate practical significant difference was found among reporters. This indicates that reporters both regard this management task more important than their managers do and experience (more than managers) to be lacking in newsrooms at the moment. Should staff experience that their feelings and emotions are not taken into account sufficiently, they might become unmotivated and lack commitment, negatively affecting their productivity;
- Both first-line managers and reporters indicated that too little is done to **negotiate resources** reporters need to do their jobs, despite the importance of this as a management task. Both reporters and first-line managers thus feel that more can be done (by managers) to obtain the necessary resources reporters need to do their work;
- The ability to sufficiently **develop relationships with higher levels of management** only seems to be a problem amongst first-line managers. They indicated a moderately significant effect between the importance they attach to it and the extent to which they implement it. Despite interviewees' inclination of an open door approach with staff, first-line managers quantitatively identified a need to interact with these managers more often. Whereas it could be beneficial for first-line managers to develop better interpersonal relationships with their superiors, it might create a situation of us (reporters) versus them (management). This should be addressed carefully to prevent newsroom segmentation. One interviewee in broadcasting highlighted this as a salient problem in their newsroom when he joined the company. Due to improper communication between managers and reporters (linked with an inflexible management approach) the newsroom was characterised by constant 'in-fighting'. This resulted in debriefing sessions and debates on stories ending in reporters accusing first-line managers of challenging their integrity or their intelligence. As a result, reporters became demoralised and lacked confidence, failed to take responsibility for their own stories or failed to meet deadlines. If they did produce stories, they would be suspicious of first-line managers misrepresenting them. By addressing these issues and stressing the newsroom's main objective (namely to produce good news stories), major improvements have already been achieved in a relatively short period of time;
- Due to a lack of proper relationships between first-line managers and higher management levels, first-line managers (despite the importance they attach to it) indicated that they experience inability to **exercise influence with higher levels of management**. This could result in first-line managers becoming discouraged and failing to initiate ideas to improve news output or newsroom operation. This result (linked with the issue discussed above) indicates that higher management should become more accessible to first-line managers;
- During interviews interviewees highlighted direct confrontation as the most commonly used conflict resolution method. Within general management theory, this is considered one of the best approaches to identify and resolve

conflict. Despite this, the management task of **decisively handling difficult reporters** was the only area where first-line managers indicated a practically significant effect between the importance they attach to it and the extent to which they implement it. Although reporters also indicated a difference on this issue, it was only moderately significant. Not being able to decisively deal with difficult reporters might leave first-line managers feeling inadequate in addressing conflict in their newsrooms. This might discourage them and eventually create the perception that they lack the managerial skills to address difficult staff issues in their newsroom. As a result, first-line managers' skills to effectively resolve conflict should be addressed and improved;

- Linked to this, both reporters and first-line managers expressed a gap between the importance of **handling difficult reporters fairly** and the extent to which this happens in practice. Both groups therefore acknowledge that this is an issue that should be addressed;
- Both groups indicated a moderately significant effect between the importance of **aligning goals to promote communication** and the extent to which this takes place. While striving to achieve different goals could increase communication gaps between first-line managers and reporters, aligned goals could improve the level of newsroom output and unite newsroom staff into a more cohesive unit;
- Also, both groups felt that first-line managers do not necessarily possess the **language skills to promote communication**. First-line managers also experience a lack of skills to handle **multi-lingual differences** adequately enough to promote communication, despite the earlier finding that 75.10% of first-line managers (on average) communicate in their mother tongue. Despite this finding (and as indicated earlier), interviewees do not consider language as a dividing factor in their newsrooms. Given the multi-lingual nature of South African newsrooms, this issue should be addressed to utilise language as a unifying factor in newsrooms; and
- Only reporters indicated that first-line managers are not sufficiently skilled to **handle multi-cultural differences** in the newsroom in order to promote communication, providing the importance of this management task. This might indicate to first-line managers that (although they consider themselves to perform adequately on this level), reporters have different perceptions. First-line managers should thus be equipped with the skills to handle these differences more effectively in order to facilitate multi-cultural newsroom communication.

Table 24: The difference between the extent to which first-line managers regard themselves as implementing the management task described and the extent to which reporters perceive this to be the case

Issue	First-line news managers			Reporters			Effect size (d)
	N	Mean (x2)	Std deviation	N	Mean (x1)	Std deviation	
Originating formal communication	75	3.707	0.941	193	3.632	1.201	0.06
Encouraging feedback/comment	74	3.689	0.905	189	3.407	1.202	0.23
Technology to accommodate communication	72	3.431	1.111	182	3.218	1.159	0.18
Soliciting interpersonal communication	71	3.873	0.925	191	3.377	1.275	0.39
Interpersonal relationships with reporters	76	4.013	0.825	192	3.422	1.288	0.46
Reporters' feelings and emotions	78	4.026	0.805	187	3.230	1.378	0.58
Negotiating resources for reporters	65	3.647	1.007	185	3.173	1.311	0.36
Relationships with higher management	75	3.267	1.107	188	3.277	1.196	0.01
Exercising influence with higher management	75	2.880	1.174	187	3.123	1.201	0.20
Decisively handling difficult reporters	70	3.329	1.059	188	3.23	1.287	0.07
Handling difficult reporters fairly	71	3.789	1.068	180	3.267	1.185	0.44
Hierarchy to promote communication	72	3.167	1.187	183	3.208	1.186	0.03
Aligning goals to promote communication	68	3.412	1.123	179	3.151	1.163	0.22
Language skills that promote communication	75	3.680	1.016	187	3.460	1.245	0.18
Handling multi-cultural differences	71	3.789	0.970	183	3.279	1.238	0.41
Handling multi-lingual differences	69	3.464	1.092	180	3.261	1.226	0.17

Looking at results in the above table, only two areas displayed a moderately significant difference between managers' views of implementing the management task and reporters' perception thereof. These are:

- Maintaining sound interpersonal relationships with reporters; and
- Taking into account reporters' feelings and emotions when communicating with them.

The management implications of both these issues have already been discussed.

When looking at the aggregate effect size of communication as a managerial competency (without dividing it into separate management tasks), the following results were obtained:

- First-line managers indicated a practically significant effect ($d=0.814$) between the importance they attach to communication as a managerial competency and the extent to which they see themselves implementing it in their day-to-day activities;
- Reporters, on the other hand, only indicated a moderately significant effect ($d=0.660$) between the importance and implementation of communication by their first-line managers;
- This implies that first-line managers are significantly aware that they do not implement communication as a managerial competency in the way they think it is supposed to be done. Given this, first-line managers should be equipped with the skills needed to address communication deficiencies in newsrooms. The fact that managers used the opportunity to voice their concerns about their communication skills should be appreciated and something should be done to improve the situation. Otherwise managers might feel that their concerns are not important enough for the media organisation to address.

Communication as a managerial competency – comparison across media types

Comparisons were also made to determine the difference between importance and implementation of communication as a managerial competency among reporters and first-line managers working at specific media types. The following was evident:

- A moderately significant difference was identified on the **importance reporters** attach to **communication** as a managerial competency between daily newspapers (N=44) and television (N=18) (d=0.49). A similar difference was found between reporters working in daily newspapers (N=44) and those working at news agencies (N=8) (d=0.57). Reporters working in both television and news agencies regarded the communication competency as more important than reporters working in daily newspapers;
- Similar to the above, a moderately significant difference was found on this issue between **reporters** working in magazines (N=10) and those working at news agencies (N=8) (d=0.51) as well as between those working in online media (N=11) and those working at news agencies (N=8) (d=0.49). In both cases, reporters working at news agencies regarded communication more important than those working at magazines or online media;
- A moderately significant difference was found on the **reporters'** perception of how their first-line newsroom managers **implement communication** as a managerial competency between weekly newspapers (N=51) and magazines (N=10) (d=0.49), as well as between weekly newspapers (N=51) and online media (N=12) (d=0.50). In both cases, reporters at weekly newspapers had the perception that their first-line managers implement communication poorer than those in magazines and online media;
- **Reporters** working in online media (N=12) are also of the opinion that their first-line managers **implement** communication as a managerial competency better than those working in television (N=19). They highlighted a moderately significant difference between implementation of communication at these two media types (d=0.49);
- When looking at **first-line managers'** perception of the **importance of communication** as a managerial competency, a moderately significant difference (d=0.60) was found between those working at daily newspapers (N=26) and those working at radio (N=8);
- However, when effect sizes were calculated for the difference between the **implementation** of communication as a managerial competency at different media types, the picture looks different. A practical significant difference was found between first-line managers working at magazines (N=2) and those working in television (N=3) (d=0.81) and radio (N=11) (d=0.90). In both cases, first-line managers at radio and television regarded themselves to implement communication better than those working at magazines.

Management implications of poor communication as a managerial competency

Hellriegel *et al.*, (2004:16) state that 'communication is perhaps the most fundamental' of the six managerial competencies identified. They summarize the importance of proper communication skills in an organisation as follows:

- 'unless you can express yourself and understand others in written, oral, and non-verbal ... communication, you cannot use the other competencies effectively to accomplish tasks through other people, nor can you effectively

manage the vast network of relationships that link you to other people inside and outside your organisation' (Hellriegel *et al.*, 2004:16). With regard to newsroom management, this implies that a lack of proper communication skills among first-line managers (and to a lesser extent reporters) will negatively influence first-line managers' ability to motivate reporters in order for them to perform the tasks as expected of them. Over and above this, a lack of communication skills will also hamper first-line managers in their relationships with higher management levels, as well as external stakeholders. Given this, a lack of proper relationships with reporters and higher level management, as well as sound knowledge of external stakeholders (see later) could directly be attributed to first-line managers' lack of proper communication skills;

- Hellriegel *et al.*, (2004:16-17) state furthermore that (within the South African business context) basic communication skills are not sufficient anymore. This is brought about by varying degrees of experience and skills among staff, gender, ethnic and cultural composition of working environments. The challenge for any manager is to effectively managing all staff members who report to him/her. This requires ongoing informal communication between managers and staff. By implication, this communication should entail knowledge and understanding of the backgrounds and perspectives of people involved. This can only occur if managers know their staff members and have sound interpersonal relationships with them. Based on the above results, first-line newsroom managers still lack these communication skills and as a result cannot effectively manage all reporters in the newsroom;
- In this process, feedback plays a crucial role. Given the fact that first-line managers indicated that they do not encourage feedback from reporters as much as they think it should be done, improved focus on this issue could contribute towards improved newsroom communication and management;
- Over and above this, the importance of formal communication (e.g. through newsletters, via electronic media, public speeches) should not be forgotten. Given that both first-line managers and reporters in South African newsrooms highlighted that formal communication should be improved, management should pay more attention to this issue. Hellriegel *et al.*, (2004:17) stress that attention to proper communication (written, oral or electronically) becomes particularly important in an era where 'organisations increasingly expect employees to work with minimal supervision and show more initiative'.

However, South African newsroom managers do not seem to be unique when it comes to experiencing problems with proper newsroom communication. In a study by Peters (1999:11) it was found that 'communication shows up ... as a major problem' throughout the study. Whereas first-line managers and reporters both rated good communication among the lowest when assessing 11 management skills, these groups also identified communication and proper listening skills among the most important characteristics of good newsroom managers (see Peters, 1999:20-21). They also stressed that 'the single greatest factor in (first-line) managers' inadequate performance is that they don't listen or don't communicate' (Peters, 1999:22). Newsroom managers themselves indicated that they lack interpersonal skills – as was the case with first-line managers who participated in Audit 2. Despite this, Peters (1999:11) also found a discrepancy between the perspective of first-line newsroom managers and staffers compared to higher management levels.

5.3.4.2 Planning and administration

The planning and administration competency includes activities through which managers identify objectives and ways to achieve them (Kroon, 2003). For the purposes of Audit 2, this involves (Hellriegel *et al.*, 2001:17-18): gathering and analysing information in order to solve problems; planning and organising projects; proper time management; as well as budgeting and financial management.

The following two tables display quantitative results from the questionnaires on:

- the difference between the **importance first-line news managers** attach to each of the items related to planning and administration as a managerial competency and the extent to which they perceive themselves (as first-line news managers) to **implement** the management task described, compared with the difference between the **importance reporters** attach to each of the items related to planning and administration as a managerial competency and the extent to which they perceive their first-line managers to **implement** the management task described; and
- the difference between the **extent to which first-line managers** regard themselves as **implementing** the management task described and the **extent to which reporters perceive** this to be the case.

Table 25: Difference between the importance first-line news managers attach to planning and administration as a managerial competency and the extent to which they perceive themselves as implementing the management task described, compared to the difference between the importance reporters attach to each of the items related to planning and administration as a managerial competency and the extent to which they perceive their first-line managers to implement the management task described

Planning and administration as a managerial competency									
	First-line news managers				Reporters				
	N	Mean $\bar{x}_1 - \bar{x}_2$	Std deviation	Effect size (d)	N	Mean $\bar{x}_1 - \bar{x}_2$	Std deviation	Effect size (d)	
13.2.1 Taking well-informed decisions despite deadline pressure	73	0.521	0.852	0.460	172	0.715	1.314	0.687	
13.2.2 Anticipating consequences of risks taken to deliver news product	70	0.386	0.839	0.419	175	0.749	1.424	0.544	
13.2.3 Defending consequences of risks taken	68	0.397	0.949	0.767	173	0.711	1.328	0.535	
13.2.4 Pro-actively developing plans to improve output	70	0.686	0.894	0.804	174	0.983	1.412	0.696	
13.2.5 Pro-actively scheduling plans to achieve set goals	65	0.815	1.014	0.535	171	0.906	1.500	0.604	
13.2.6 Prioritising tasks to deliver the desired news product	70	0.443	0.828	0.611	172	0.971	1.309	0.742	
13.2.7 Delegating responsibility for tasks	67	0.373	0.918	0.406	172	0.483	1.340	0.360	
13.2.8 Delegating authority to perform tasks	67	0.463	0.841	0.550	170	0.571	1.323	0.431	
13.2.9 Identifying resources to deliver news product	67	0.672	0.877	0.766	171	0.825	1.407	0.586	
13.2.10 Obtaining resources to deliver the news product	64	0.969	1.140	0.849	173	1.052	1.382	0.761	
13.2.11 Organising resources obtained	66	0.621	0.941	0.660	174	0.908	1.378	0.659	
13.2.12 Keeping accurate and complete financial documentation	45	0.644	1.264	0.510	151	0.358	1.453	0.246	
13.2.13 Budgeting for activities in the department/section	48	0.604	1.086	0.556	151	0.358	1.503	0.238	
13.2.14 Using financial information to plan activities	51	0.569	1.063	0.535	148	0.426	1.557	0.273	
13.2.15 Using financial information when taking decisions	52	0.577	1.073	0.538	150	0.353	1.498	0.236	
13.2.16 Using financial information when performing control activities	49	0.694	1.025	0.677	146	0.253	1.562	0.162	
13.2.17 Handling a variety of incidents at once	70	0.243	0.690	0.352	173	0.636	1.467	0.433	

The above table indicates:

- A moderately significant effect (among both groups of respondents) with regard to the importance and implementation of **taking well-informed decisions despite deadline pressure**. Even though both groups consider this an important newsroom management skill, they agree that this does not always happen in their newsrooms. In saying this, first-line managers call for improved skills or newsroom conditions to facilitate decision making processes. Reporters, on the other hand, signal that they are not satisfied with the way in which decisions are taken and that the issue should be addressed. As was the case in Audit 1, both first-line managers and reporters perceive deadline pressure (especially given the nature of the industry) as an issue influencing newsroom activities;
- Reporters indicated a moderately significant effect between the importance of first-line managers being able to **anticipate consequences of risks** they take in order to deliver the news product and the extent to which it is currently the case;
- While reporters only indicated a moderately significant effect between the importance of first-line managers **defending the consequences of risks taken** to top management and the extent to which they perform it in practice, first-line managers highlighted a practically significant difference on this issue. This might tie in with first-line managers' (earlier) indication that they lack the ability to develop relationships with higher levels of management or exercise influence within higher management levels. Improved communication and better relationships between these two management tiers might address this situation;
- **Pro-actively developing plans to improve the level of professional output** was another area in which first-line managers indicated a practically significant effect (compared to the moderately significant effect indicated by reporters) between the importance they attach to it and the extent to which they implement it in newsrooms. This gap supports qualitative data that flatter hierarchical structures make it more difficult for first-line managers to pro-actively plan to address challenges or changes. As organisational goals and objectives can not be properly achieved without thorough planning, this issue should receive attention in newsrooms. This will not only contribute towards improved output, but also alleviate first-line managers' burden of constantly having to take rush decisions and then defend the outcome;
- The inability to **pro-actively schedule plans** to achieve set goals flows from the above. Both first-line managers and reporters indicated a moderately significant effect between the importance and current implementation of this management task. Qualitative data drew attention to daily newsroom planning sessions across the board, where assignments are handed out, ideas discussed, and diaries compiled. These included conferences and meetings (morning and afternoon or more often per day in the case of daily newspapers, as well as conferences on some mornings in the case of weekly newspapers, or weekly meetings in the case of magazines). While at some media these conferences are only relevant to specific staff members, management at others indicated that they try to be as inclusive as possible, with an open invitation for any staff member to attend the meeting. In cases where (for instance broadcast) media have regional offices, conferences include line talks to get regional input. However, these conferences mainly focus on the day-to-day activities (and feedback from staff) in order to produce the desired news product, and many interviewees stressed that there is little time to pro-actively plan for the medium- to long-term. From their

perspective, this situation was specifically attributed to tighter deadlines, fewer resources (human and otherwise), greater financial pressure from owners and the need to serve a more diverse audience;

- Both reporters and first-line managers indicated a moderately significant effect between the importance of and the extent to which first-line managers **prioritise tasks** to deliver the desired news product. This can result in increased stress on the part of first-line managers, and a subsequent haphazard approach to work, as neither first-line managers nor reporters will be sure which issue should receive priority attention during the course of the day. This might in turn lead to more crises which could be prevented if tasks were prioritised more effectively. A lack of skills to properly prioritise might be linked to an earlier finding that some line managers are still young and less experienced in management positions;
- While neither first-line managers nor reporters indicated practical significance with regard to the importance and implementation of **delegating responsibility** for tasks to reporters, first-line managers did indicate a moderately significant effect with regard to the extent to which they **delegate authority** to reporters to perform these tasks. Whereas this implies that first-line managers do not have a problem delegating a task to a reporter, they are not prepared to give the authority to the reporter to complete the task. This could frustrate and demotivate reporters, because they have responsibility but lack authority. First-line managers, on the other hand, end up with more tasks that they take ultimately responsibility for, leading to inefficient delegation and less time to spend on other management tasks;
- First-line managers indicated a practically significant difference between the importance of and extent to which they **identify resources** (human and otherwise) to deliver the news product. Reporters, on the other hand, only indicated a moderately significant effect on this;
- First-line managers and reporters alike indicated a practical significance between the importance of and the extent to which line managers **obtain resources** needed to deliver the news product. This can be directly linked to the above issue, as an inability to identify resources will contribute to an inability to obtain them;
- Over and above this, first-line managers and reporters agreed that a moderately significant effect exists between the importance of **organising resources** obtained and the extent to which this happens in practice. Once first-line managers have succeeded in identifying and obtaining resources, they lack the ability to organise these in such a manner that it effectively addresses organisational goals and objectives. In trying to identify and obtain resources managers should know *why* they are trying to do so (i.e. they have a specific task for human resources to perform or a specific need financial resources need to answer). However, if they lack the ability to organise resources they have already obtained (often with great difficulty), skills development might improve their ability to perform this task; and
- First-line managers themselves indicated a moderately significant effect with regard to the importance of and their level of financial skills. These related to keeping **accurate and complete financial documentation** on departmental activities; using **financial information to plan activities**; using **financial information when taking decisions**; and using **financial information when performing control activities**. These can all potentially present a serious gap, especially given first-line managers' indication that they experience difficulty in defending the consequences of risks to top management. If first-line managers keep proper financial records of departmental activities, plan and make decisions according to funds available (and not beyond that) and

use financial information to control activities within their departments/sections, the above situation might improve.

Table 26: The difference between the extent to which first-line managers regard themselves as implementing the management task described and the extent to which reporters perceive this to be the case

Issue	First-line news managers			Reporters			Effect size (d)
	N	Mean (x2)	Std deviation	N	Mean (x1)	Std deviation	
Taking well-informed decisions	77	4.156	0.844	190	3.400	1.259	0.60
Anticipating consequences of risks taken	74	3.946	0.757	187	3.449	1.165	0.43
Defending consequences of risks taken	72	3.875	0.948	187	3.444	1.270	0.34
Pro-actively planning to improve output	73	3.616	1.036	190	3.263	1.291	0.27
Pro-actively scheduling plans	67	3.552	1.049	189	3.153	1.226	0.33
Prioritising tasks	74	4.176	0.765	190	3.395	1.207	0.65
Delegating responsibility for tasks	71	4.070	0.816	187	3.583	1.144	0.43
Delegating authority to perform tasks	71	3.873	0.861	189	3.503	1.245	0.30
Identifying resources	71	3.704	0.800	186	3.387	1.235	0.26
Obtaining resources	68	3.206	1.016	189	3.164	1.198	0.03
Organising resources	70	3.586	0.985	190	3.284	1.210	0.25
Accurate/complete financial documentation	50	2.940	1.376	169	3.497	1.249	0.40
Budgeting for activities	51	2.863	1.200	168	3.429	1.260	0.45
Using financial information to plan activities	55	2.855	1.253	165	3.321	1.264	0.37
Using financial information to take decisions	55	3.018	1.163	166	3.398	1.200	0.32
Using financial information to control	52	2.904	1.257	160	3.356	1.246	0.36
Handling a variety of incidents at once	75	4.173	0.795	188	3.473	1.293	0.54

Looking at results in the above table, three areas displayed a moderately significant difference between managers' perception of the way in which they implement specific management tasks and reporters' perception thereof. These are:

- Taking well-informed decisions despite pressure posed by tight deadlines;
- Prioritising tasks in order to deliver the desired news product; and
- Handling a variety of incidents at once.

The management implications of these issues have already been discussed, and it is important that first-line managers are equipped with the skills, time and experience to properly perform planning and administration within increasingly difficult newsroom conditions.

When looking at the aggregate effect size of planning and administration as a managerial competency (without dividing it into different management tasks), the following results were obtained:

- First-line managers indicated a moderately significant effect ($d=0.540$) between the importance they attach to planning and administration as a managerial competency and the extent to which they see themselves implementing it in their day-to-day activities;
- Reporters agreed on this issue, and also indicated a moderately significant effect ($d=0.627$) between the importance and implementation of planning and administration by their first-line managers;
- This implies that first-line managers and reporters consider the implementation of planning and administration skills lower than the

importance they attach to it. The larger effect size indicated by reporters (compared to their first-line managers) indicates that they feel less satisfied with the extent to which planning and administration is currently implemented in newsrooms. However, given the unique changes and challenges facing the media industry, first-line managers should be given the time to properly plan for decisions they are about to take, plans they are about to implement or the news product they are about to deliver within the increasing constraints of human and financial resources.

Planning and administration as a managerial competency – comparison across media types

Comparisons were also made to determine the difference between importance and implementation of planning and administration as a managerial competency among reporters and first-line managers working at specific media types. The following was highlighted:

- A moderately significant difference was identified on the **importance reporters** attach to **planning and administration** as a managerial competency between daily newspapers (N=44) and television (N=18) (d=0.48). A similar difference was found between reporters working in daily newspapers (N=44) and those working at news agencies (N=8) (d=0.73). Reporters working in both television and news agencies regarded the planning and administration competency as more important than reporters working in daily newspapers;
- When comparing the **importance reporters** working at news agencies (N=8) with other media types, a moderately significant difference was again found, as these reporters perceive planning and administration more important than their counterparts working in weekly newspapers (N=51; d=0.49); magazines (N=9; d=0.72); radio (N=44; d=0.54) and online media (N=11; d=0.61);
- As far as **reporters'** perception of the **implementation of planning and administration** as a managerial competency is concerned, a moderately significant difference was found between reporters working at weekly newspapers (N=51) and those working at magazines (N=9) (d=0.49), with the latter group indicating that their first-line managers implement planning and administration better than those in the former group;
- Similarly, reporters working at online media (N=12) also considered their first-line managers to implement planning and administration better than those working at weekly newspapers (N=51; d=0.50) and those working at television (N=19; d=0.49);
- **First-line managers'** perception of the **importance planning and administration** should receive as a managerial competency also differed in a moderately significant way between different media types. As such, first-line managers working in radio (N=8) considered communication more important than those working at daily newspapers (N=26; d=0.47) and magazines (N=2; d=0.57); and
- **First-line managers** working in radio (N=8) similarly indicated that they perceive themselves to **implement planning and administration** as a managerial competency moderately significantly better than those working at magazines (N=2; d=0.49). Likewise, a moderately significant difference was found on this issue between first-line managers working at news agencies (N=5) and those working at online media (N=8) (d=0.45), with the former group perceiving themselves to implement it better than the latter.

Management implications of poor planning and administration as a managerial competency

Hellriegel *et al.*, (2004:17) state that 'for many people, the planning and administration competency comes to mind first when they think about managers and managing'. As such, proper skills to perform this managerial competency would benefit the organisation in the sense that:

- Managers need to sit down with staff members in order to clarify what the broad objectives of the organisation/department will be (e.g. deliver the best possible news product ahead of the competition);
- Once this is done, managers should also clarify how resources (human, financial, technical) will be allocated in order to achieve the above (e.g. which reporters will be sent on which story, what financial assistance will be made available to cover the story and how technical equipment can be utilised in the most effective and efficient manner); and
- Ultimately managers and staff need to agree on the deadline when the objectives will be achieved (depending on whether these are short-term, medium-term or long-term objectives).

One of the biggest challenges facing managers in the above process is proper time management. Given the fact that both reporters and first-line managers indicated that the latter work under increased deadline pressure, proper time management can become a challenge within the newsroom management context. However, if the above tasks of setting objectives, allocating resources and setting deadlines are not implemented properly, newsroom managers will struggle to achieve what is expected of them. Without proper planning (on all levels) no organisation will succeed in achieving organisational goals and objectives, as these would not have been clearly set out. This also applies to the media.

Again with reference to Peters' (1999) study, it was found that first-line managers tend to attend to the tasks which 'make them appear organised and well planned to those above them' (e.g. compiling budgets and making deadlines). However, it was found that first-line managers were often guilty of handing out assignments to reporters on the last minute, discussing stories and the news angles reporters were supposed to give to stories long after reporters have already begun working on the story or having more than one staff members unknowingly working on the same story. Although not identified in such detail in Audit 2, the fact that reporters indicated a more significant difference on the implementation of the planning and administration competency than their first-line managers indicate that they perceive this competency not properly implemented in newsrooms.

5.3.4.3 Strategic action

This competency requires insight into an organisation's mission and values, as every organisational activity should be aligned accordingly. More specifically, strategic action implies insight into the industry on a macro level and the organisation on a micro level, requiring managers to take strategic action and exhibit visionary leadership (Oosthuizen *et al.*, 2002:30). Its dimensions include (Oosthuizen *et al.*, 2002:30; Hellriegel *et al.*, 2001:20-21): understanding the industry, specifically in terms of its history, the level of competition and the actions of strategic partners; understanding the organisation, specifically with regard to the concerns of various stakeholders in the organisation; and taking strategic action (i.e. executing specific plans, making decisions that are consistent with the organisation's mission and

strategic goals, and considering the long-term implications of management actions on the organisation).

The following two tables display quantitative results obtained from the questionnaires on the following issues:

- the difference between the **importance first-line news managers** attach to each of the items related to strategic action as a managerial competency and the extent to which they perceive themselves (as first-line news managers) to **implement** the management task described, compared with the difference between the **importance reporters** attach to each of the items related to strategic action as a managerial competency and the extent to which they perceive their first-line managers to **implement** the management task described; and
- the difference between the **extent to which first-line managers** regard themselves as **implementing** the management task described and the **extent to which reporters perceive** this to be the case.

Table 27: Difference between the importance first-line news managers attach to strategic action as a managerial competency and the extent to which they perceive themselves as implementing the management task described, compared with the difference between the importance reporters attach to strategic action as a managerial competency and the extent to which they perceive their first-line managers to implement the management task described

Strategic action as a managerial competency									
	First-line news managers				Reporters				
	N	Mean $\bar{x}_1 - \bar{x}_2$	Std deviation	Effect size (d)		N	Mean $\bar{x}_1 - \bar{x}_2$	Std deviation	Effect size (d)
13.3.1 Monitoring changes in the department/section	66	0.566	0.895	0.643		166	0.916	1.407	0.651
13.3.2 Monitoring changes in the media organisation	62	0.742	1.443	0.648		161	0.689	1.472	0.469
13.3.3 Monitoring changes in the media environment	65	0.738	1.136	0.650		165	0.782	1.440	0.543
13.3.4 Monitoring changes in the broader South African context	63	0.698	0.998	0.714		164	0.732	1.445	0.506
13.3.5 Monitoring changes in the international context	60	0.617	1.091	0.565		159	0.516	1.445	0.357
13.3.6 Knowing the national news agenda	68	0.309	0.718	0.430		171	0.474	1.160	0.408
13.3.7 Knowing the international news agenda	63	0.333	0.803	0.415		169	0.462	1.230	0.375
13.3.8 Playing a role in setting the news agenda	64	0.641	1.104	0.580		167	0.551	1.471	0.374
13.3.9 Knowing the organisation's news policy	67	0.493	0.975	0.505		169	0.462	1.249	0.370
13.3.10 Implementing the organisation's news policy	67	0.522	0.877	0.596		171	0.398	1.370	0.290
13.3.11 Being informed on the activities of other media organisations	68	0.529	1.072	0.494		170	0.535	1.246	0.430
13.3.12 Being informed on the activities of strategic partners	60	0.833	1.237	0.673		164	0.598	1.351	0.442
13.3.13 Understanding the concerns of internal stakeholders	65	0.677	0.970	0.698		169	1.107	1.622	0.682
13.3.14 Understanding the concerns of external stakeholders	67	0.657	1.225	0.536		161	0.609	1.441	0.422
13.3.15 Knowing the organisation's vision, mission and goals	70	0.657	1.006	0.654		167	0.479	1.217	0.394
13.3.16 Making decisions in line with organisational vision, mission	68	0.559	1.056	0.529		170	0.471	1.346	0.350
13.3.17 Ensuring that operational goals support organisational strategy	64	0.625	1.120	0.558		164	0.390	1.322	0.295
13.3.18 Realising organisational goals	65	0.631	0.993	0.635		167	0.389	1.316	0.296
13.3.19 Developing human resources	65	1.046	1.178	0.888		171	0.947	1.577	0.601
13.3.20 Understanding nature of news product <i>vis-à-vis</i> target audience	68	0.471	0.938	0.502		171	0.725	1.183	0.613

The above table indicates:

- First-line managers and reporters indicated a moderately significant effect between the importance of **monitoring changes** within the different contexts (i.e. department/section; media organisation; media environment; broader South African environment; and international environment) in order to identify strengths, weaknesses, opportunities and threats impacting on the department/section and the extent to which first-line managers do it in practice. This could be linked to the above discussion on planning and administration as a managerial competency and the results obtained in that section of the audit. This is an important issue that should be addressed, as a lack of awareness of changes and trends can have far-reaching implications for a media organisation. This does not only relate to changes within the department itself (i.e. staff turnover), but also changes within the media organisation (e.g. change of ownership with subsequent changes in operational activities); the media environment (specifically brought about by technological developments which might severely impact on traditional media); the broader South African environment (e.g. changed legislation with regard to licensing, privatisation of media); and the international context (e.g. activities of multinational companies which might impact on the South African media industry). Ignorance of these issues among first-line managers might result in an inability to properly position the media organisation given the potential impact thereof;
- First-line managers acknowledged their inadequate skills/influence to play a role in **setting the national news agenda**, by indicating a moderately practical significance on this issue;
- First-line managers also indicated a moderately practical significance between the importance they attach to it and their current **knowledge of the organisation's news policy and their implementation thereof**. This might be a 'plea' on the part of first-line managers for media organisations to formalise their news policies and prevent misunderstanding on editorial issues. The fact that reporters considered their first-line managers' knowledge and implementation of this issue practically insignificant might indicate that they themselves are ignorant on the issue and are therefore unaware if their first-line managers do not properly know about or implement the policy. Increased awareness of organisational policies might result in improved implementation and subsequently improved communication with target audiences. A number of interviewees stated, however, that their organisations do not have a formal news policy and that this policy is either found in an ethical code of conduct, or unwritten and forming part of the organisational ethos. The latter could be sufficient if someone has worked in that particular media organisation for a long period of time or if the internal and external environments of the media organisation have not changed over a certain period of time. However, it might become problematic in circumstances that currently face the South African media industry (e.g. staff turnover; inexperience; and changing internal and external challenges). At other news organisations, however, interviewees stressed that they have a formal news policy in place, as well as measures to ensure that staff are knowledgeable on both the policy and the implementation thereof;
- Apart from being unaware of their own organisations' news policies (as discussed above), first-line managers also indicated a moderately significant effect with regard to the importance of and their **knowledge of the activities of other media organisations and their strategic partners**. For first-line managers to be successful in positioning their organisation's media activities

against their competition, they should be highly aware of competitors' activities and performance. Given different management levels (and the concomitant roles of each) it is true that first-line managers do not necessarily play a key role in positioning their organisations within the market (which would be more the role of middle and top management). Nevertheless, within the management framework of being more inclusive and consulting staff from different management levels (as highlighted by interviewees), first-line managers can play a role when it comes to decisions on positioning the organisation. Some interviewees confirmed that first-line managers are not always aware of issues like other media's circulation figures (although they know well enough what their own circulation figures, products and publications are). Given this, their main concern remains their own news product and how they can align this against their competition. At online media, however, a deliberate effort was witnessed to regularly inform staff on the performance of other online sites as well as on issues like the financial performance of their own site. Interviewees at these sites stressed the importance of this exercise *vis-à-vis* other editorial functions in their newsrooms;

- First-line managers themselves indicated a moderately significant effect between the importance of and their ability to **understand the concerns of internal and external stakeholders**. Reporters supported this sentiment by indicating a moderately significant effect between the importance of and their first-line managers' current understanding of internal stakeholder concerns. This supports the earlier finding on first-line managers' lack of proper relationships with both reporters and top management, as well as the previous finding that they lack understanding of external stakeholders (like strategic partners). Better understanding of internal stakeholder concerns will enable first-line managers to align their management styles and approaches in order to address the needs and expectations of their staff. Similarly, the focus on audiences (as media organisations' most important external stakeholders) was highlighted by some interviewees. To properly serve audience needs and expectations, it becomes imperative that media organisations remain accurate, credible and trustworthy in the eyes of their audience. This necessitates buy-in from staff (internal stakeholders). Interviewees at, for instance, independent radio stations, echoed this sentiment. Knowing their staff and what makes them 'tick' benefits the organisation in a number of ways. These include higher motivation, commitment and loyalty to the company. At an independent television channel, for instance, specific knowledge of their audience as external stakeholder enables all staff (including reporters, managers and technical crew) to know what would interest audience members. Subsequently, all activities and efforts are aligned to address these needs. The channel has not only recently witnessed increased staff loyalty and commitment, but also increased audience numbers;
- Despite the fact that a number of interviewees stressed their efforts to make the **organisational vision, mission and goals** clear to all in the organisation, first-line managers indicated a moderately significant effect between the importance of knowing about these and the extent to which they do. However, this finding confirms other interviewees' perspective that staff often know little about this issue. This was especially evident at for instance broadcast media or print publications with regional offices (see earlier). Heads of departments are tasked to communicate these issues to staff, publications are distributed, and e-mail communication is used to disseminate organisational news (e.g. on channel ratings, vacancies, etc.) to staff. Nevertheless, interviewees stated that issues would sometimes be discussed

with staff on an interpersonal basis after they have already read about it in the organisational publication. While this situation is embarrassing to both management and staff, it also results in ignorance among staff as to what the organisation does, where it is heading, and what it tries to achieve. As a result, neither individual nor organisational goals can be aligned to meet these;

- It also hampers first-line managers in decision making. This group indicated a moderately significant effect between the importance of making **decisions in line with organisational vision, mission and goals** and the extent to which they do it. As a result, they cannot **align their decisions according to the vision, mission and goals** or ensure that their **operational goals support the organisational strategy**. Top management should address this issue to communicate to first-line managers that they **play an active role in realising organisational goals** – also an aspect on which they indicated a moderately significant effect between the importance and the extent to which they achieve it;
- **Developing human resources** was identified earlier as an aspect on which both first-line managers and reporters have negative attitudes. This sentiment was confirmed in this part of the questionnaire. First-line managers indicated a practically significant effect between the importance of developing human resources and the extent to which they implement it. Similarly, reporters indicated a moderately significant effect between the importance and implementation thereof. While this might lead to first-line managers feeling inadequate to properly develop human resources in their department, it might also create the impression among reporters that they are not important enough for the organisation to develop their capabilities. This, in turn, might leave them demotivated and disloyal; and
- Both first-line managers and reporters indicated a moderately significant effect between the importance and implementation of **understanding the nature of the news product vis-à-vis the target audience** they serve. To a certain extent this can be linked to first-line managers' lack of knowledge on external stakeholder concerns. Given the increasingly competitive media environment, they should make a deliberate effort to understand their target audience, know what their concerns are and how their product can be aligned to specifically address these issues. A number of interviewees indicated ways of doing this. Radio stations, for instance, would take deliberate steps to find out what their audience's needs and expectations are by inviting listeners to call in, hosting politicians on shows who might be able to address questions and concerns among audience members, and specifically asking for comments and feedback on positive and negative issues. Other radio stations have the benefit that they primarily employ staff who come from their target audience. As a result, they know the community and which news angles or news issues would be important to them. Online media, for instance, implement a system of feedback and opinion polls through which audience members can raise their opinion on an issue published on the site. Another case in point is an independent television channel which developed a strategy around a fictitious audience member displaying the characteristics of their target market. This 'audience member' was introduced to all staff members during a workshop to inform them, improve their understanding of the audience and get feedback on the proposed approach. The station's audience and its strategic plan therefore shape its editorial policy, and all staff members know who/what they should focus on to achieve the organisation's goals and objectives. As the interviewee put it: 'all staff members became compliant' to the strategic plan they developed.

Table 28: The difference between the extent to which first-line managers regard themselves as implementing the management task described and the extent to which reporters perceive this to be the case

Issue	First-line news managers			Reporters			Effect size (d)
	N	Mean (x2)	Std deviation	N	Mean (x1)	Std deviation	
Monitoring changes in department	70	3.843	0.828	182	3.374	1.191	0.39
Monitoring changes in organisation	66	3.409	1.052	179	3.391	1.196	0.02
Monitoring changes in media context	70	3.514	1.046	183	3.415	1.237	0.08
Monitoring changes in SA context	68	3.574	0.997	179	3.475	1.205	0.08
Monitoring changes in intern. context	65	3.200	1.135	176	3.403	1.206	0.17
Knowing the national news agenda	73	4.288	0.697	188	3.968	1.113	0.29
Knowing the international news agenda	68	4.029	0.791	189	3.746	1.176	0.24
Playing a role in setting news agenda	70	3.429	1.124	182	3.670	1.222	0.20
Knowing the organisation's news policy	72	4.097	0.922	187	3.888	1.074	0.20
Implementing news policy	73	4.068	0.962	188	3.809	1.107	0.23
Informed on activities of other media	73	3.630	1.034	188	3.654	1.148	0.02
Informed activities (strategic partners)	67	3.179	1.086	180	3.467	1.179	0.24
Understanding internal stakeholders	70	3.729	1.020	186	3.204	1.278	0.41
Understanding external stakeholders	72	3.431	1.072	180	3.489	1.151	0.05
Knows organisational vision, mission, etc.	75	3.627	1.183	185	3.805	1.140	0.15
Making decisions within this vision	73	3.616	1.101	185	3.665	1.135	0.04
Goals support organisational strategy	69	3.435	1.144	182	3.648	1.066	0.19
Realising organisational goals	71	3.493	1.067	183	3.656	1.142	0.14
Developing human resources	70	3.243	1.148	186	3.263	1.261	0.02
Understanding product <i>vis-à-vis</i> audience	73	4.110	0.809	187	3.743	1.135	0.32

Looking at results in the above table, no areas display a moderate or significant difference between managers' view of implementing the management task and reporters' perception thereof.

When looking at the aggregate effect size of strategic action as a managerial competency (without dividing it into different management tasks), the following results were obtained:

- First-line managers indicated a practically significant effect ($d=0.813$) between the importance they attach to strategic action as a managerial competency and the extent to which they see themselves implementing it in their day-to-day activities;
- Reporters, however, only indicated a moderately significant effect ($d=0.593$) between the importance and implementation of strategic action initiatives by their first-line managers;
- This implies that first-line managers regard their ability to implement management tasks related to strategic action significantly lower than the importance they attach to it. If media organisations want effectively and efficiently reach their organisational goals and objectives (e.g. to survive, gain market share and improve their competitiveness within the South African media environment) given the resources available to them, managers on all organisational levels should be adequately informed on issues like organisational vision, mission and goals. They must also have sufficient knowledge of the concerns and characteristics of internal and external stakeholders, as well as strategic partners and competition. Media

organisations cannot consider first-line managers too low on the organisational hierarchy to involve them in important decisions related to these aspects. Should first-line managers be more knowledgeable on these issues, they will also enjoy more recognition and esteem in the eyes of those staff members who report to them.

Strategic action as a managerial competency – comparisons across media types

Comparisons were also made to determine the difference between importance and implementation of strategic action as a managerial competency among reporters and first-line managers working at specific media types. The following was highlighted:

- A moderately significant difference was identified on the **importance** **reporters** attach to **strategic action** as a managerial competency between daily newspapers (N=44) and television (N=18) ($d=0.57$). Reporters working in television regarded the strategic action competency as more important than reporters working in daily newspapers;
- With regard to the **implementation** of **strategic action** as a management competency, **reporters** indicated a moderately significant difference at different media types. As such, implementation of this competency at weekly newspapers (N=52) was rated moderately significantly lower than that at both online media (N=11; $d=0.49$) and news agencies (N=8; $d=0.65$). Similarly, reporters working at television sites (N=19) also indicated that strategic action is implemented moderately significantly lower at their sites than did those working at online media (N=11; $d=0.47$) and news agencies (N=8; $d=0.65$);
- **First-line managers** working in radio (N=8) indicated that they perceive **strategic action** as a managerial competency more **important** than their counterparts working at daily newspapers (N=25; $d=0.59$); weekly newspapers (N=21; $d=0.70$); and television (N=3; $d=0.63$). Similarly, those first-line managers working at online media (N=8) indicated that they also perceive strategic action more important than their peers working at magazines (N=2; $d=0.51$); and
- **First-line managers** working at radio sites (N=8) again indicated a moderately significant effect ($d=0.67$) on the difference between their **implementation** of **strategic action** compared to first-line managers working at weekly newspapers (N=21) and a practically significant effect ($d=0.94$) on the issue when compared to first-line managers working at television sites (N=3). Furthermore, first-line managers working at online media (N=8) indicated a practically significant difference ($d=1.82$) between their implementation of this competency compared to first-line managers working at magazines (N=2).

Management implications of poor strategic action as a managerial competency

Hellriegel *et al.*, (2004:21) state that the strategic action managerial competency today becomes increasingly important, as 'employees at all levels and in all functional areas are being challenged to think strategically in order to perform their jobs better'. The management implication if managers and staff fail to think strategically (i.e. fail to understand the industry and the organisation's position in the industry) is that the organisation will fail to 'accurately anticipate strategic trends and prepare for the future needs of the organisation' (Hellriegel *et al.*, 2004:21). By indicating a practically significant difference between the importance they attach to strategic action and the extent to which they implement this management function,

first-line newsroom managers indicated that they realize the importance of strategic thinking, but that they are not in a position (for whatever reason) to effectively implement it. As such, they indicated that they realise the organisational impact as a result of their inability to implement this management task.

Over and above understanding the industry, strategic action as a managerial function also involves knowing the particular organisation in which managers work. As Hellriegel *et al.*, (2004:21) state, management failure to understand this results in an inability to diagnose and assess management problems and issues. This tendency among first-line news managers was also identified in Peters' (1999:12) study where newsroom managers themselves indicated that they do not regard strategic thinking as primary part of their jobs, as they regard themselves more as 'functionaries whose primary goal and role is to feed the news hole (and who have) little sense of responsibility for crafting change or extending the presumed parameters of their jobs'. Reporters and higher management levels who participated in Peters' (1999:20) study supported this view by indicating that their first-line managers' lack 'clarity of vision' and that it negatively influence their performance.

In Peters' study it is recommended that first-line newsroom managers be re-educated to understand that strategic action is an important part of their jobs (Peters, 1999:24). However, quantitative findings from Audit 2 indicate that first-line newsroom managers in South Africa's mainstream media already realise the importance of this competency and the effect proper implementation can have on newsroom activity. What can be applicable to South African newsrooms, however, is Peters' remark that first-line newsroom managers lack these skills because they either feel 'micromanaged away from exhibiting ... vision, or it may be because these can be rather tough skills to master' (Peters, 1999:24). Over and above this, top managers who participated in Peters' study also indicated that first-line managers might lack vision due to a lack of departmental vision and/or a lack of vision and support from higher management levels (Peters, 1999:26). Irrespective of which of these reasons (or other) are applicable to South African newsroom managers, the situation should be addressed in order to prevent negative impact on newsroom activity.

5.3.4.4 Teamwork

The teamwork competency entails accomplishing tasks through small groups of people who are collectively responsible, and who work interdependently (Hellriegel *et al.*, 2001:18). Teamwork is also cited as one of the changed initiatives in the managerial revolution hypothesis where news values are redefined and the emphasis is on quality, efficiency and technology rather than mere profit (see Gade, 2004). In this process, employees can better identify with the company, and they are regarded individuals who add value to the company. The teamwork competency includes team design, creating a supportive teamwork environment, managers as coaches, counsellors and mentors, and the management of team dynamics.

The following two tables display quantitative results from the questionnaires on the following issues:

- the difference between the **importance first-line news managers** attach to each of the items related to teamwork as a managerial competency and the extent to which they perceive themselves (as first-line news managers) to **implement** the management task described, compared to the difference between the **importance reporters** attach to each of the items related to planning and administration as a managerial competency and the extent to

- which they perceive their first-line managers to **implement** the management task described; and
- the difference between the **extent to which first-line managers** regard themselves as **implementing** the management task described and the **extent to which reporters perceive** this to be the case.

Table 29: Difference between the importance first-line news managers attach to teamwork as a managerial competency and the extent to which they perceive themselves as implementing the management task described, compared with the difference between the importance reporters attach to strategic action as a managerial competency and the extent to which they perceive their first-line managers to implement the management task described

Teamwork as a managerial competency									
	First-line news managers				Reporters				
	N	Mean $\bar{x}_1 - \bar{x}_2$	Std deviation	Effect size (d)	N	Mean $\bar{x}_1 - \bar{x}_2$	Std deviation	Effect size (d)	
13.4.1 Structuring department to implement teamwork	61	0.623	1.143	0.545	162	1.012	1.410	0.718	
13.4.2 Organising reporters into teams	51	0.549	1.238	0.443	157	0.752	1.422	0.529	
13.4.3 Assisting reporters in acquiring knowledge to work in teams	53	0.453	1.367	0.331	160	0.988	1.500	0.660	
13.4.4 Formulating teamwork objectives	58	0.466	1.246	0.374	157	0.854	1.344	0.635	
13.4.5 Motivating reporters to perform satisfactorily in teamwork situations	58	0.397	1.091	0.363	161	0.839	1.545	0.543	
13.4.6 Sharing the responsibilities associated with teamwork	62	0.565	1.168	0.483	158	0.949	1.431	0.663	
13.4.7 Compiling teams to accommodate diverse ideas	60	0.533	1.255	0.425	158	0.924	1.558	0.593	
13.4.8 Compiling teams to effectively utilise technical skills	57	0.439	1.165	0.376	160	0.919	1.550	0.593	
13.4.9 Defining team objectives	61	0.279	1.267	0.220	157	0.739	1.451	0.509	
13.4.10 Defining individual objectives	61	0.311	1.073	0.290	160	1.088	1.411	0.770	
13.4.11 Creating an environment where teamwork is rewarded	55	0.709	1.560	0.455	159	1.113	1.526	0.729	
13.4.12 Coaching/mentoring/counselling reporters through team project	57	0.596	1.425	0.419	155	1.058	1.568	0.675	
13.4.13 Supporting teams in identifying resources needed	53	0.472	1.367	0.345	157	0.911	1.487	0.613	
13.4.14 Supporting teams in obtaining resources needed	52	0.538	1.350	0.399	156	0.917	1.450	0.632	
13.4.15 Understanding individual strengths and weaknesses within a team	61	0.180	1.272	0.142	162	1.019	1.481	0.688	
13.4.16 Managing team conflict	58	0.517	1.328	0.390	158	1.038	1.518	0.684	
13.4.17 Sharing recognition and credit with members of the team	62	0.274	1.027	0.267	164	0.945	1.424	0.664	
13.4.18 Praising reporters in the department	62	0.323	0.920	0.351	165	0.879	1.477	0.595	

The above table indicates:

- Overall reporters seem to experience a more significant difference between the importance of different management tasks related to teamwork and the extent to which first-line managers implement these. Whereas first-line managers only indicated a moderately significant effect in three of the management tasks listed, reporters indicated at least a moderately significant effect in all items listed. This highlights that, although first-line managers overall consider the difference between the importance they attach to teamwork and the extent to which they implement it to be small, reporters differ. This might have a significant effect on newsroom activities, as first-line managers might be under the impression that they create an environment conducive to teamwork, whereas in practice this is not reporters' experience of their working environment;
- On the issue of first-line managers **structuring their department/section to implement teamwork principles**, first-line managers and reporters both indicated a moderately significant difference between the importance and the extent to which it is implemented in newsrooms. First-line managers therefore acknowledge that their newsrooms can still improve on their way to truly operate as a team. This finding somewhat contradicts the data from interviews. In almost all cases interviewees stressed the importance of teamwork in their newsrooms. Most of them were of the opinion that the media environment and newsroom structures have changed to such an extent that media organisations can no longer function solely on the basis of 'lone ranger' reporters working on a single story. Multi-skilling and smaller newsrooms (despite more events impacting on society) often leave them with little choice but to implement teamwork. However, interviewees stressed that this is to the benefit of the team, as reporters can learn from each other and be assisted in skills they might still lack. Moreover, they stressed that they would pro-actively put together a specific team (e.g. reporters, technical staff etc.) with particular skills to work on a big or planned event (e.g. national elections or the Olympic Games). By combining expert skills, the media organisation hopes to present the best possible story ahead of its competition;
- Although first-line managers seem to think that they are effective in **organising reporters into teams**, reporters differed. Earlier findings on first-line managers' lack of knowledge on a specific reporter's concerns or issues might prevent them from putting together a team which can perform optimally;
- Another problem seems to be first-line managers' **support** and mentoring of team members once a team has been put together. Reporters might experience that they are part of a team to accomplish a specific task, but they lack guidance as to specific expectations for themselves or their team. This might leave reporters feeling unfocused, negative or unenthusiastic about the work they need to do;
- On the issue of **formulating teamwork objectives**, reporters also indicated a moderately significant effect between the importance and implementation of this issue by first-line managers. This might be linked to the above;
- **Motivation** is a very important factor when it comes to ensuring employee loyalty and commitment to the organisation (especially due to the fact that it comprises one of the six additional management functions included in general management theory). Interviewees stressed that first-line managers spend most of their time motivating staff to perform according to expectations. One specific initiative introduced at a radio station was to put up a monthly graph indicating the number of occasions a reporter's outputs have reached the

national or regional news agenda. The interviewee also stressed the difference in motivation between focusing on someone's *output* rather than his/her *input*. Motivated personnel will not only be more productive and committed, but will also improve the level of industry output;

- Having a newsroom team does not automatically imply that the responsibility to deliver a high quality product shifts from the shoulders of first-line managers to reporters. Managers ultimately remain **responsible** for newsroom decisions and the effect these might have on the performance of the media organisation. By indicating a moderately significant effect on the difference between the importance of and the extent to which responsibilities are shared in a teamwork model, reporters pointed out that they might want more responsibility. First-line managers, on the other hand, might have pointed out that they either share too much responsibility or too little. It is important that clear 'rules' are set out in newsrooms as to what responsibility for a teamwork approach entails;
- Whereas first-line managers indicated that they felt satisfied with the way in which they **compile newsroom teams in order to accommodate diverse ideas and effectively utilise technical skills**, and **accommodate individual strengths and weaknesses**, reporters indicated a moderately significant effect between the importance thereof and the extent to which it is currently implemented. Despite the management approach of consultation and inclusion, reporters expressed the sentiment that teams are not diverse enough. With regard to compiling teams in order to most effectively utilise technical skills, first-line managers must be aware of the level of multi-skilling among reporters and technical staff, and avoid duplication of stories by different teams. This is especially applicable in broadcasting, where different reporters and technical teams (for radio and television) might go out to cover the same story, resulting in resources being wasted;
- Once organised into teams, reporters seemed unclear as to what the **team's objectives** should be. They indicated a moderately significant effect between the importance and implementation of this issue. First-line managers indicated a practically insignificant effect on this issue, expressing that they are satisfied with the way in which they set team objectives. Again attention should be paid to proper communication and clear definitions as to what is expected of teams. Once reporters have this brief, they will be able to improve their performance and deliver better quality news products;
- From the statistical results it was found that reporters are also unclear as to what their **individual objectives** in teams should be. They indicated a practically significant effect on this issue, highlighting that it needs clarification. This becomes even more important given that first-line managers indicated a practically insignificant effect on the issue. First-line managers therefore experience that they are clear in setting out individual objectives, while reporters differ significantly. If reporters (individually or in a team) are not clear on what their objectives should be, it would be difficult (if not impossible) for them to perform as expected. Reporters therefore expressed the need to be briefed and debriefed more on what they are supposed to do, how they have done it, how it can be improved and how their performance has contributed (or not) to the organisational objectives. A number of interviewees also stressed the importance of briefing and debriefing reporters, but highlighted at the same time that this often becomes a difficult management task for first-line news managers given issues of deadline pressure and reporters regarding it as unnecessary criticism on their work;
- Both first-line managers and reporters indicated a moderately significant effect between the importance of creating an **environment in which**

teamwork is rewarded and the extent to which it is done. Through this, first-line managers acknowledged that they should reward teamwork more. Apart from this, reporters also indicated a moderately significant effect on the issue of **sharing recognition and credit** between team members.

Given the importance of celebrity status among reporters highlighted in Audit 1 (see Steyn & De Beer, 2002), it becomes even more important that reporters are rewarded for good work. This will leave them feeling important and valued as organisational assets. Different interviewees pointed towards different initiatives to reward teamwork. These included adding the names of technical staff in rolling credits, sharing financial income on commissioned work according to someone's contribution to the piece, and praising individual team members informally and/or formally during newsroom meetings. It is also important that all reporters/staff who worked on a team project are rewarded or acknowledged. This becomes difficult within different media contexts. Whereas the names of all team members could be printed in a newspaper or magazine article, it is difficult to acknowledge the contribution made by every member of a broadcasting team. Again, different media address this issue differently. Some acknowledge as many people as possible in the rolling credits at the end of a news bulletin. This does not only include the technical team, but also the research department who facilitated information gathering. At online media, reporters' names would be published at the bottom of an article, indicating that the story was 'edited by ...'. While this gives reporters recognition for their work, it also adds the responsibility to be accurate and responsible in reporting/editing;

- **Coaching, mentoring and counselling reporters throughout a team project** can be linked to a lack of proper team and individual objectives discussed earlier. Reporters indicated a moderately significant effect on the difference between the importance and the extent to which this done. Again, briefing and debriefing becomes important. First-line managers not indicating any significance on this issue confirm that they do not experience a difference between the importance thereof and the extent to which it is implemented. It should therefore be determined where the discrepancy lies – do first-line managers implement this management task poorly (although they perceive themselves to be good at it) or do reporters expect too much from first-line managers?;
- Whereas reporters experience a lack of proper briefing on individual or team objectives, they also indicated a lack of support from first-line managers to **identify and obtain resources** needed to do their work. The perspective provided by reporters is thus that they feel somewhat 'lost' with regard to what is expected of them, how they should approach the task, where they should get information, etc. This perspective somewhat contradicts qualitative data. During interviews (as was the case in Audit 1), interviewees stressed that first-line managers (and sometimes also higher levels of management) often go more than the extra mile to assist reporters in getting a story, getting a fresh angle on a story, getting sources, including diverse sources, etc. For the purposes of proper newsroom management, it is again important that management determine what is the true reflection of the situation. While it might be that reporters are not properly guided in the above process, it might also be that they (given requirements set in terms of staff-management relationships) expect their first-line managers to do all this as part of their management task, again adding to first-line managers' responsibilities; and
- In 5.2.3.1 managers acknowledged that they struggle to effectively handle difficult reporters and manage newsroom conflict. This also applies to their

ability to **manage team conflict**. However, this perception seems to exist among reporters and not among first-line managers. By indicating a moderately significant effect between the importance and current implementation of this issue, reporters might indicate that a lack of conflict management might hamper team efficiency.

Table 30: The difference between the extent to which first-line managers regard themselves as implementing the management task described and the extent to which reporters perceive this to be the case

Issue	First-line news managers			Reporters			Effect size (d)
	N	Mean (x2)	Std deviation	N	Mean (x1)	Std deviation	
Structuring department for teamwork	64	3.359	1.173	179	3.140	1.258	0.17
Organising reporters into teams	55	3.073	1.317	172	3.099	1.246	0.02
Assisting reporters to work in teams	57	3.298	1.117	174	2.994	1.265	0.24
Formulating teamwork objectives	62	3.194	1.114	176	2.977	1.228	0.18
Motivating reporters to work in teams	63	3.714	1.023	177	3.113	1.292	0.47
Sharing the responsibilities of teamwork	66	3.545	1.098	177	3.164	1.275	0.30
Compiling teams with diverse ideas	64	3.500	1.039	174	3.121	1.318	0.29
Compiling teams to utilise technical skills	61	3.475	1.149	176	3.153	1.320	0.24
Defining team objectives	64	3.438	1.139	174	3.241	1.258	0.16
Defining individual objectives	65	3.477	1.187	177	3.085	1.339	0.29
Rewarding teamwork	59	3.136	1.252	175	2.960	1.328	0.13
Coaching/mentoring/counselling teams	61	3.393	1.187	170	2.941	1.327	0.34
Supporting teams in identifying resources	58	3.379	1.167	175	3.080	1.297	0.23
Supporting teams in obtaining resources	56	3.321	1.081	172	3.134	1.284	0.15
Understanding strengths/weaknesses	65	3.815	1.014	179	3.123	1.257	0.55
Managing team conflict	62	3.484	1.052	176	2.972	1.362	0.38
Sharing recognition and credit in teams	66	3.924	1.012	183	3.262	1.308	0.51
Praising reporters in the department	67	4.164	0.863	180	3.350	1.372	0.59

Looking at results contained in the above table, four areas display a moderately significant difference between managers' view of implementing the management task and reporters' perception thereof. These are:

- Motivating reporters to perform satisfactory within teamwork situations (d=0.47);
- Understanding individual strengths and weaknesses to function within a teamwork situation (d=0.55);
- Sharing recognition and credit with members of the team (d=0.51); and
- Praising reporters in the department/section (d=0.59).

The implications of these findings have already been discussed above.

When looking at the aggregate effect sizes of teamwork as a managerial competency (without dividing it into different management tasks), the following results were obtained:

- First-line managers indicated a practically insignificant effect (d=0.433) between the importance they attach to teamwork as a managerial competency and the extent to which they perceive themselves to implement it in their day-to-day activities;

- Reporters, however, indicated a practically significant effect ($d=0.752$) on the difference between the importance and implementation of teamwork by their first-line managers;
- This implies that first-line managers are satisfied that there is a practically insignificant difference between the importance they attach to teamwork as a managerial competency and the extent to which they implement it in their newsrooms. However, reporters consider the gap to be significant, implying that it should be addressed. This can be done by determining whether first-line managers are not implementing teamwork properly, whether they do not regard it as an important a managerial competency to properly implement teams in their newsrooms, or whether reporters' expectations from their managers are too high. The trend in media is definitely to focus more on teamwork (also given aspects of convergence, smaller newsrooms, tighter newsroom budgets, and multi-skilling) than on individual reporters covering stories (see Gade, 2004). If the above gap can be addressed properly, teamwork can become an important aspect of news coverage within South African newsrooms. If not, reporters might become frustrated and perceive their contribution to the news producing process as having little value. Moreover, first-line managers might become frustrated, as they will not see proper progress in their newsrooms. Top management/owners might also become frustrated because their media sites do not perform as well as they expect.

Teamwork as a managerial competency – comparisons across media types

Comparisons were also made to determine the difference between importance and implementation of teamwork as a managerial competency among reporters and first-line managers working at specific media types. The following was highlighted:

- A moderately significant difference was identified on the **importance reporters** attach to **teamwork** as a managerial competency between the following media types: daily newspapers ($N=44$) and radio ($N=17$; $d=0.65$), with reporters working at radio stations considering teamwork more important than their colleagues working at daily newspapers. Similarly, reporters working at news agencies ($N=8$) also considered this managerial competency more important than their colleagues working at magazines ($N=9$; $d=0.55$); radio ($N=17$; $d=0.69$); and online media ($N=10$; $d=0.59$);
- Over and above this, a practically significant effect ($d=0.85$) was found on the **importance reporters** working at daily newspapers ($N=41$) attributed to **teamwork**, compared to their colleagues working at news agencies ($N=8$), with the latter group considering this competency more important;
- When looking **reporters'** perception of how **teamwork** as a managerial competency is **implemented** in their newsrooms, a moderately significant difference ($d=0.58$) was found between reporters working at weekly newspapers ($N=51$) and those working at magazines ($N=9$), with the latter group perceiving teamwork in their newsroom to be better;
- **First-line managers** working in radio ($N=8$) indicated that they perceive **teamwork** as a managerial competency to be more **important** than their colleagues at daily newspapers ($N=24$; $d=0.51$) and those working at weekly newspapers ($N=21$; $d=0.56$). However, first-line managers working at magazines ($N=2$) indicated that they consider teamwork as less important than those working at television stations ($N=3$; $d=0.78$); radio stations ($N=8$; $d=1.80$); online media ($N=8$; $d=1.47$) and news agencies ($N=5$; $d=1.12$). As

the statistics show, a practically significant effect size was found in each of these cases; and

- Given the above, **first-line managers** working in radio (N=8) also indicated that they perceive themselves to **implement teamwork** better than those first-line managers at weekly newspapers (N=22) do. A moderately significant effect size was found ($d=0.67$). Practically significant effect sizes ($d=1.82$ and $d=0.94$) were also found when comparing this issue among first-line managers in magazines (N=2) and online media (N=5) as well as between these managers at television (N=3) and radio (N=11). First-line managers at both online media and radio perceive themselves to implement teamwork better than those in magazines and television.

Management implications of poor teamwork as a managerial competency

Hellriegel *et al.*, (2004:18) quote a recent study among 243 employers (completed by a consulting company in Philadelphia) in which it was found that two thirds of enterprises planned to increase the extent to which teamwork is implemented in their organisations. Participants in the study motivated this decision around a focus on improving customer service, improving product quality and improving productivity. Hellriegel *et al.*, (2004:19) also refer to the implementation of a multifunctional team approach by Carter Life, resulting in 'increased job satisfaction and lower staff turnover'.

Proper implementation of the teamwork competency implies that team members identify with the team and the objectives set and they feel committed towards achieving these. However, as quantitative data indicated, reporters in South African newsrooms often feel that team (and individual) objectives are not defined clearly. As a result, they are unsure about what to do and how to do it, resulting in a lack of commitment. Improper implementation of the teamwork competency implies that team members either become 'free riders' or that too much stress is created for those who are committed to achieve set objectives. Moreover, if the environment for teamwork is not as supportive as it should be, team members can feel they do not progress with the task assigned to them, as they need to constantly seek approval from their team leader before decisions can be taken.

This directly impacts on interpersonal relationships in teams. As Hellriegel *et al.*, (2004:20) state, managers who implement teamwork in the wrong way are often considered 'rude, abrupt, and unsympathetic, making others feel inadequate and resentful. To prevent this, managers should focus on coaching, counselling and mentoring team members to reach their full potential. Given the fact that first-line managers in Audit 2 did not indicate a significant difference between the importance they attach to teamwork and the extent to which they implement it (compared to reporters who indicated the opposite), and reality that teamwork was highlighted as the preferred way of doing things in the majority of newsrooms included in the audit, something should be done to address first-line managers' teamwork competencies. This is supported by the finding from Peters' (1999:32) study where all respondents included in the survey (reporters, first-line managers and higher level managers) stressed that being a 'collaborative/team player' is one of the top 10 most frequently mentioned characteristics of the best first-line managers.

5.3.4.5 Global awareness

Global awareness as a managerial competency refers to managers' ability to draw resources from multiple countries and serve markets across multiple cultures (Hellriegel *et al.*, 2001:21). More specifically, it includes an appreciation of cultural

knowledge and understanding, as well as cultural openness and sensitivity. This competency becomes especially important within a multicultural and multilingual media environment in South Africa.

The following two tables display quantitative results obtained from the questionnaires on the following issues:

- the difference between the **importance first-line news managers** attach to each of the items related to global awareness as a managerial competency and the extent to which they perceive themselves (as first-line news managers) to **implement** the management task described, compared with the difference between the **importance reporters** attach to each of the items related to global awareness as a managerial competency and the extent to which they perceive their first-line managers to **implement** the management task described; and
- the difference between the **extent to which first-line managers** regard themselves as **implementing** the management task described and the **extent to which reporters perceive** this to be the case.

Table 31: Difference between the importance first-line news managers attach to global awareness as a managerial competency and the extent to which they perceive themselves as implementing the management task described, compared with the difference between the importance reporters attach to strategic action as a managerial competency and the extent to which they perceive their first-line managers to implement the management task described

Global awareness as a managerial competency									
	First-line news managers				Reporters				
	N	Mean $\bar{x}_1 - \bar{x}_2$	Std deviation	Effect size (d)		N	Mean $\bar{x}_1 - \bar{x}_2$	Std deviation	Effect size (d)
13.5.1 Being informed about social, political changes in SA	71	0.451	0.713	0.632		170	0.612	1.157	0.529
13.5.2 Being informed about international social, political changes	71	0.535	0.861	0.694		170	0.612	1.121	0.546
13.5.3 Recognising the impact of these changes on the media	69	0.609	0.861	0.707		165	0.618	1.150	0.537
13.5.4 Developing multi-lingual skills	67	1.104	1.103	1.002		165	0.945	1.507	0.627
13.5.5 Confidence in handling ethnic/cultural differences	70	0.786	0.961	0.817		167	0.874	1.411	0.620
13.5.6 Gaining understanding in ethnic and cultural differences	69	0.478	0.740	0.646		167	0.922	1.313	0.703
13.5.7 Being sensitive to ethnic and cultural cues	71	0.563	0.770	0.732		167	0.790	1.289	0.613
13.5.8 Being able to adapt to ethnic and cultural cues	71	0.577	0.889	0.650		168	0.888	1.351	0.656
13.5.9 Adjusting behaviour when interacting with different cultures	70	0.486	0.756	0.642		169	0.775	1.344	0.577

The above table indicates:

- Both first-line managers and reporters indicated a moderately significant effect on the difference between the importance of **being informed about social, political and economic changes in South Africa and the international context** and the extent to which this already is the case in media newsrooms. In Audit 1 editors and news editors pointed out that reporters are ill-informed about events in the world around them. They pointed towards a lack of a reading culture, as well as a lack of contextualisation skills and limited general knowledge (see Steyn & De Beer, 2002). From the above finding it seems as if this situation is also applicable to first-line managers. While reporters do not consider their first-line managers to be informed on local and international changes, first-line managers themselves indicated that they are not informed well enough. On the one hand, this might set an example for reporters that they need not be informed either. On the other hand, a lack of information on these changes can most definitely influence the quality of the news product delivered.

Qualitative data provided by interviewees contradicts the above quantitative findings. This might indicate that higher levels of management lack awareness as to the actual situation in newsrooms or wanted to paint a brighter picture than is actually the case. The majority pointed out specific mechanisms through which both first-line managers and reporters stay up to date with local and international events. These include internet access, television screens with digital satellite television services, print publications being freely available in newsrooms, as well as formal and informal discussions on these events and how to adjust their message to fit in with local and international events.

In order for the news media to stay on the cutting edge of news events, this issue should be addressed urgently. This is not only due to (as one editor put it) more events occurring with more dramatic impact on a global scale, but also because audiences have access to more information resources than in the past (online media, a variety of television channels and radio stations);

- Due to the above, both first-line managers and reporters indicated a moderately significant difference between the importance of and the extent to which first-line managers **recognise the impact of local and international changes on the media industry**. As a result, individual media organisations/sites would not be able to adjust their news menu or their story angles appropriately to fit in with national or international events. Within an ever increasing competitive media environment, this issue should be addressed to prevent media from losing their unique appeal for audiences and the latter changing to other media for information;
- It was pointed out in 5.1.6 that South African newsrooms are becoming increasingly multilingual and multicultural, with specific consequences for the media and media management. However, results from this section indicate that multiculturalism and multilingualism still need to be addressed properly before it can be considered advantageous to newsroom activities. Whereas the majority of interviewees indicated that multilingualism is a very strong and positive characteristic of their newsrooms, both first-line managers and reporters indicated a significant difference between the importance of and the extent to which first-line managers possess **multi-lingual skills**. Reporters only indicated a moderately significant effect, but first-line managers themselves indicated a practically significant effect on this issue.

By indicating this, first-line managers acknowledged that they do not yet possess multi-lingual skills to effectively interact with people from different cultures. Multilingualism in South African newsrooms is a reality and first-line managers should be equipped with the skills to properly communicate with staff from different cultural and language backgrounds. It is also important that top management realises the scope of this problem in order to make resources available for first-line managers to improve the situation;

- Flowing from the above is first-line managers' lack of **confidence to handle ethnic and cultural differences**. Again higher management levels seemed unaware of the extent of this situation or tried to paint a more positive picture during interviews. They pointed out that multiculturalism might have been a problem during Audit 1, but they now hardly ever experience cultural differences in the newsrooms. Some even focussed on the more relaxed atmosphere in newsrooms when it comes to cultural or ethnic differences. Their perception is that staff are much more informed about and accommodating towards each others' political, cultural or even religious differences than was the case in the past.

First-line managers and reporters, on the other hand, consider this to be a gap in newsroom management. While reporters indicated a moderately significant effect between the importance of and the extent to which first-line managers handle ethnic and cultural differences, first-line managers themselves indicated a practically significant effect. The reality of multiculturalism in South African newsrooms (and the fact that it will in future become even more prevalent through employment equity initiatives) necessitates that mechanisms are found and implemented through which ethnic and cultural differences can be accommodated more satisfactorily;

- The above becomes even more important because both reporters and first-line managers indicated a moderately significant effect between the importance and the extent to which first-line managers are **willing to gain understanding in ethnic and cultural differences**. Whereas reporters' perception on this indicates a perception that first-line managers are unwilling to understand ethnic and cultural differences, first-line managers' perception indicates that (although they consider it important) the issue needs more attention. Again, this can be directly linked to the earlier finding that first-line managers do not develop proper staff relationships. Subsequently, they do not know staff well enough to gain an understanding into specific ethnic and cultural issues.

Qualitative data, once again, provided another picture of this issue. Interviewees highlighted that higher levels of management have a positive attitude about cultural knowledge and understanding, and consider it a strength rather than a weakness in newsrooms. This was especially the case where interviewees referred to younger staff members. They pointed out that this group are not as concerned with culture as their counterparts of some years ago. As a result, they would work together, play together and joke together, creating a unified newsroom atmosphere; and

- Given the above quantitative finding, first-line managers and reporters also indicated a moderately significant effect on the difference between the importance of and the extent to which first-line managers are **sensitive and able to adapt to ethnic and cultural cues**. They highlighted a similar effect difference on first-line managers' ability to **adjust their behaviour appropriately** when interacting with people from different cultural and ethnic

backgrounds. This might send a message to reporters that first-line managers do not regard them as important enough to be sensitive towards their culture or language. It might also signal to them that first-line managers are not interested in gaining a better understanding on these issues.

Again these results contradict qualitative data. Interviewees highlighted that reporters from different cultures and language groups are very sensitive towards cultural and ethnic differences. Over and above this, they devote time and effort to gain understanding in these differences and accommodate them as far as possible.

Table 32: The difference between the extent to which first-line managers regard themselves as implementing the management task described and the extent to which reporters perceive this to be the case

Issue	First-line news managers			Reporters			Effect size (d)
	N	Mean (x2)	Std deviation	N	Mean (x1)	Std deviation	
Informed about social, political changes in SA	76	4.092	0.769	191	3.869	1.100	0.20
Informed about international social/political changes	76	3.855	0.905	190	3.668	1.187	0.16
Recognising the impact thereof on the media	74	3.757	0.791	184	3.717	1.190	0.03
Developing multi-lingual skills	74	2.797	1.216	184	2.946	1.231	0.12
Confident in handling ethnic/cultural differences	75	3.627	1.037	188	3.362	1.240	0.21
Gaining understanding of these differences	76	4.079	0.860	187	3.449	1.258	0.50
Being sensitive to ethnic/cultural cues	76	3.908	0.955	189	3.508	1.210	0.33
Being able to adapt to ethnic/cultural cues	76	3.855	0.919	189	3.402	1.215	0.37
Adjusting behaviour if interacting with different cultures	75	3.907	0.903	191	3.5078	1.218	0.33

Looking at results contained in the above table, only one area displays a moderately significant difference between managers' view of implementing the management task and reporters' perception thereof. This is:

- Willingness to gain understanding in ethnic and cultural differences (d=0.50).

The implications of this finding have already been discussed above.

When looking at the aggregate effect sizes of global awareness as a managerial competency (without dividing it into different management tasks), the following results were obtained:

- First-line managers seemed more aware of the practically significant difference between the importance of global awareness as a managerial competency and the extent to which they are currently implementing it (d=0.963);
- Although reporters are also aware of the significance of this difference, they only indicated an (*albeit* high) moderately significant effect on this issue (d=0.730);
- This implies that first-line managers realise the gap between the importance of global awareness and the extent to which they implement it. As a result, higher management levels should realise that first-line managers perceive

themselves inadequate in optimally performing these management tasks. As stated above, multiculturalism and multilingualism are realities in South African newsrooms. First-line managers should therefore be equipped with tools and skills to muster this as a positive factor instead of a dividing factor.

Global awareness as a managerial competency – comparisons across media types

Comparisons were also made to determine the difference between importance and implementation of global awareness as a managerial competency among reporters and first-line managers working at specific media types. The following was highlighted:

- A moderately significant difference was identified on the **importance reporters** working at news agencies (N=8) attach to **global awareness** as a managerial competency compared to those working at daily newspapers (N=41; $d=0.70$); weekly newspapers (N=48; $d=0.55$); television (N=17; $d=0.45$); radio (N=44; $d=0.53$) and online media (N=10; $d=0.51$). In each case, reporters working at news agencies considered global awareness more important than reporters working at the other media types indicated;
- Similarly, **reporters** working at online media (N=11) also considered the **implementation of global awareness** at their media sites better than reporters working at weekly newspapers (N=51). A moderately significant effect size ($d=0.5$) was measured on this issue;
- When looking at the **importance first-line managers** attach to **global awareness**, a moderately significant effect size was measured in each of the following cases: comparing first-line managers at weekly newspapers (N=21; $d=0.47$) and magazines (N=2; $d=0.71$) with those at television (N=3). In each case first-line managers working at television sites considered global awareness more important than those working at the other two media types mentioned. Also, those first-line managers working at online media (N=8) consider this competency more important than their colleagues at news agencies (N=5), with a moderately significant effect size ($d=0.61$) being indicated; and;
- **First-line managers** working at radio stations (N=11) perceive the **implementation of global awareness** as a managerial competency better at their sites than do these managers working at weekly newspapers (N=22; $d=0.69$) and those working at television stations (N=3; $d=0.65$). As can be seen from the effect sizes indicated, a moderately significant difference was measured in each of these instances. A similar difference ($d=0.45$) was also measured when comparing the perception of first-line managers working at magazines (N=2) with those working at news agencies (N=5). Over and above this, a practically significant difference ($d=1.75$) was found with regard to the implementation of global awareness as perceived by first-line managers working at magazines (N=2) and radio stations (N=11). The latter group perceived themselves to be better in implementing this competency than the former did.

Management implications of poor global awareness as a managerial competency

Hellriegel *et al.*, (2004:22) highlight the necessity of global awareness as a managerial competency by relating it to the fact that 'business is becoming global ... (and) many managers are now expected to develop a knowledge and an

understanding of at least a few other cultures'. This point can be taken further with regard to the South African media industry, as it was indicated again in Audit 2 that newsrooms are becoming more multicultural and multilingual. Newsroom managers therefore have no choice but to acquaint themselves with the orientations, values, beliefs and customs of different cultures. However, as Hellriegel et al., (2004:22) aptly state, it is not sufficient for managers to simply *know about* other cultures – they need to also be open and sensitive about cultural differences in order to understand how people think and act. As such, managers should be exposed to mentorship and training programmes to increase their openness and sensitivity towards people from other cultures.

Failure to do this will negatively impact on management activities, as managers will encounter resistance from staff if language, non-verbal communication, beliefs and value barriers are not overcome effectively. The fact that both reporters and first-line managers highlighted a lack of skills in this area, indicates that it is an issue to be addressed urgently in order for newsrooms to function more effectively. This can primarily be done by increasing contact and improving personal relationships between managers and staff from different cultural and ethnic backgrounds.

5.3.4.6 Self-management

This competency requires managers to take responsibility for their own professional and private lives (Hellriegel *et al.*, 2001:24). Dimensions of this competency include: integrity and ethical conduct, personal drive and resilience, balanced work and private lives, and self-awareness and development.

The following two tables display quantitative results obtained from the questionnaires on the following issues:

- the difference between the **importance first-line news managers** attach to each of the items related to global awareness as a managerial competency and the extent to which they perceive themselves (as first-line news managers) to **implement** the management task described, compared with the difference between the **importance reporters** attach to each of the items related to global awareness as a managerial competency and the extent to which they perceive their first-line managers to **implement** the management task described; and
- the difference between the **extent to which first-line managers** regard themselves as **implementing** the management task described and the **extent to which reporters perceive** this to be the case.

Table 33: Difference between the importance first-line news managers attach to self-management as a managerial competency and the extent to which they perceive themselves as implementing the management task described, compared with the difference between the importance reporters attach to strategic action as a managerial competency and the extent to which they perceive their first-line managers to implement the management task described

Self-management as a managerial competency									
	First-line news managers				Reporters				
	N	Mean $\bar{x}_1 - \bar{x}_2$	Std deviation	Effect size (d)	N	Mean $\bar{x}_1 - \bar{x}_2$	Std deviation	Effect size (d)	
13.6.1 Conduct based on clear personal values	70	0.371	0.726	0.512	162	0.586	1.244	0.471	
13.6.2 Accommodating different personal values	70	0.500	0.847	0.590	163	0.963	1.374	0.701	
13.6.3 Upholding ethical code of news organisation	70	0.257	0.695	0.370	168	0.667	1.241	0.537	
13.6.4 Admitting to personal mistakes	71	0.380	0.931	0.408	164	1.018	1.513	0.673	
13.6.5 Working diligently	71	0.197	0.768	0.257	170	0.694	1.216	0.571	
13.6.6 Being conscious of a healthy lifestyle	69	0.478	1.106	0.432	154	0.351	1.553	0.226	
13.6.7 Being able to lead a healthy lifestyle	70	0.800	1.325	0.604	154	0.299	1.491	0.200	
13.6.8 Taking responsibility	69	0.261	0.678	0.384	168	0.845	1.300	0.650	
13.6.9 Being ambitious/motivated to achieve set objectives	71	0.592	1.050	0.563	168	0.625	1.307	0.478	
13.6.10 Persevering under conditions of failure and stress	70	0.457	0.846	0.540	168	0.685	1.263	0.542	
13.6.11 Coping with secondary trauma	61	0.443	0.886	0.500	156	0.814	1.390	0.586	
13.6.12 Balancing private life and work responsibilities	69	0.986	1.300	0.758	161	0.745	1.433	0.520	
13.6.13 Taking reporters' physical state into account	62	0.435	0.880	0.495	161	0.677	1.465	0.462	
13.6.14 Taking reporters' mental state into account	61	0.492	0.924	0.532	160	0.950	1.516	0.627	
13.6.15 Being able to clearly define personal and professional goals	69	0.623	1.059	0.589	162	0.698	1.361	0.513	
13.6.16 Maximising individual strengths	71	0.521	0.790	0.659	167	0.910	1.348	0.675	
13.6.17 Addressing individual weaknesses	71	0.803	1.050	0.764	165	1.024	1.414	0.724	
13.6.18 Being able to learn from mistakes and past experience	71	0.437	0.806	0.542	168	1.024	1.431	0.716	

The above table indicates:

- First-line managers highlighted a moderately significant effect between the importance of basing their conduct on **clearly defined personal values** and the extent to which they succeed in doing that. This indicates that they experience professional situations forcing them to act differently than they would have liked to if they upheld their personal values;
- Linked to the above, first-line managers also indicated a moderately significant effect on the importance they attach to **accommodating differing personal values** and the extent to which they succeed in doing it. Reporters are also aware of this situation, as they indicated a moderately significant effect on this issue. This might create the impression among reporters that first-line managers are not concerned about their personal values, and that they are only seen as workers who should complete the job delegated to them.

This again contradicts information obtained from higher levels of management with whom interviews were conducted. When asked how they accommodate a clash between personal and professional values, the majority stated that they could not recall such an incident in their newsroom in the recent past. They also stressed that, should such a situation arise, they would be accommodating towards reporters' personal values. A few interviewees did state that (should such a situation arise) they would expect reporters to compromise their personal values and do what is expected of them, as it is integral to the journalism profession. First-line managers, however, seem aware of the fact that they do not accommodate reporters' personal values well enough;

- Reporters also indicated a moderately significant effect with regard to the importance and implementation of **upholding the news organisation's code of ethics** among first-line managers. This might create a negative newsroom situation, as reporters might perceive that they are expected to do so, but their first-line managers are not able to (or not expected to).

This finding was supported by qualitative data from some interviews. One interviewee went as far as admitting that "there might be a code of ethics (in this organisation), but I am unaware of it". Another said that they have a formal newsroom code of ethics, but that 'the newsroom is not very strong on ethics' and that 'the code of ethics is not applied'. Similar to earlier findings that some news organisations lack a formal news policy, some interviewees also stated that they lack a formal code of ethics. Despite this, some interviewees stressed the importance of not sacrificing ethics in order to get a better story, as it could result in audiences losing trust and credibility in the newsroom and their news products. Others indicated that a formal code of ethics is very important in their news operations and that they have mechanisms in place to formalise the code. At a magazine (which forms part of a bigger media organisation) the interviewee indicated that, although they do not have a formal code of ethics for the magazine itself, they are currently developing a joint code for all magazines in the group. An interviewee in broadcasting probably made one of the most important comments on this issue. He acknowledged that news organisations can 'have beautiful policies in glossy books, but if people do not inculcate the issue of ethics and a professional approach', news organisations will still have problems.

Despite these findings, both reporters and first-line managers indicated in 5.2 that the code of ethics (and the extent to which this code is implemented in the news organisation) is an aspect they have a positive attitude on;

- Reporters indicated that their first-line managers are not good at **admitting to personal mistakes**, with a moderately significant effect between the importance and implementation of this issue. First-line managers, however, indicated a practically insignificant difference on this issue, indicating that they are aware of the fact that they do not admit to personal mistakes made. This might result in reporters following the example set by first-line managers and not admitting to their mistakes. Over and above this, reporters might also lose respect for first-line managers who do not admit to mistakes;
- From the perception of reporters, first-line managers are regarded as **neither working diligently nor taking responsibility**, despite the importance they (as reporters) attach to managers performing these tasks as part of newsroom management. First-line managers, however, do not perceive this to be an important issue, as they indicated a practically insignificant effect with regard to the difference between considering it important and implementing it in their newsrooms. If this discrepancy is not clarified, reporters might become increasingly negative if they are required to work harder, while they consider their first-line managers to be lazy;
- Despite the above, first-line managers indicated a moderately significant difference between the importance of **leading a healthy lifestyle** and the extent to which they are able to do that given their working conditions. (In line with the above, reporters did not perceive this to be a problem among first-line managers). This confirms that first-line managers perceive their jobs to be very demanding.

When higher levels of management were asked about their employees' lifestyle, some (jokingly) remarked that newsroom staff are much healthier now than they were some decades ago. One interviewee stated that newsroom staff do not drink, smoke or socialise as much now as they used to do. Others, however, stated that their staff are under a lot of stress, and that they often do not lead a healthy lifestyle. Often staff members' personal problems also have a negative impact on their professional lives;

- Both first-line managers and reporters identified a lack of **ambition** (among first-line managers) **to achieve set objectives**. This might lead to reporters becoming demotivated to achieve set objectives themselves, resulting in poor performance;
- Both first-line managers and reporters indicated a moderately significant effect between the importance and the extent to which first-line managers are able to **persevere under conditions of failure and stress**. This situation can be very detrimental to newsroom activity, as first-line managers could possibly be demotivated and negative about their working conditions already. This was confirmed by results on staff attitudes, where it was found that first-line managers are more negative about various issues at their news organisations than reporters are (see 5.2). A lack of motivation among first-line managers could easily result in reporters (who are currently still positive about the issues measured) also becoming negative. The implication of this might be that news organisations fail to achieve set objectives;
- Both first-line managers and reporters indicated a moderately significant effect with regard to the extent to which first-line newsroom managers cope with **secondary trauma** (as experienced through the eyes of reporters). By implication, reporters might experience that their feelings and emotions are not important to their first-line managers or that they are expected to cope

with trauma on their own and that mechanisms are not in place through which they can be helped to deal with it. Only in a very few instances did interviewees indicate that their companies have structures in place through which staff are assisted to cope with work related stress or trauma. Given the conditions under which reporters and other staff at news organisations often operate, this should probably become more of a practice in media organisations;

- While reporters indicated a moderately significant effect on the extent to which first-line managers are able to **balance their private lives with work responsibilities**, first-line managers themselves reported a practically significant effect between the importance of this issue and the extent to which they succeed in doing it. If this is a true reflection of newsroom reality, first-line managers' working conditions needed to be addressed in order to prevent work burnout. Based on the results already obtained, it is most probable that first-line managers experience too much stress and more responsibility than is healthy for them.

When asked to rate staff members in terms of having a healthy balance between their personal and professional lives, interviewees gave different opinions. Some considered their employees to be too relaxed about their work and too focused on their private lives. They also stated that this group of employees would use their private issues as excuses for not being able to perform properly (e.g. female employees having to fetch children from school or having to attend to ill children with subsequent absenteeism from work). Others said that their employees are mostly workaholics and that they often have to force them to take time off when they can see that the person is not performing optimally anymore (e.g. due to long hours at work or working hard to finish a specific project). Other interviewees said that employees' professional lives often become their private lives. This was especially the case with younger staff members who do not have a family and might be new in a specific city. In order to prevent loneliness, they stay at the office for longer. Regulations in terms of the Labour Relations Act seem to somewhat address the problem, as it requires employers to give staff time off for working overtime;

- Both reporters and first-line managers indicated a moderately significant difference between the importance of taking **reporters' physical and mental state into account** and the extent to which they succeed in doing this. First-line managers might thus acknowledge that they need to be more conscious on this issue than is currently the case (in order to get their staff to perform optimally and achieve the set objectives). Reporters might have the impression that first-line managers are not interested in their physical or mental state, and that they need to perform well, despite possible physical or mental constraints. Feeling unimportant might cause reporters to look for greener pastures where they would feel more appreciated and where their mental and physical state would be taken into consideration more often;
- It was indicated earlier that both first-line managers and reporters lack the ability to operate efficiently because they are unsure about their specific objectives. Results on the management task of being able to **clearly define personal and professional goals** support this finding. Both first-line managers and reporters indicated a moderately significant effect in terms of the extent to which first-line managers are able to achieve this. Failing to define personal goals might result in them feeling meaningless and unfocused. The same applies to professional goals. Inability to define professional goals might create the impression that they are not achieving

anything in their careers. Similarly this might cause them to feel demotivated and unfocused. This might lead to an inability to motivate staff who report to them, resulting in a negative newsroom atmosphere, with the level of professional output suffering;

- Both groups of respondents agreed that first-line managers lack the management ability to **either maximise individual strengths or address individual weaknesses**, despite the fact that they consider both these management tasks as important. Whereas both groups indicated a moderately significant effect on maximising individual strengths, first-line managers indicated a practically significant effect on their ability to address individual weaknesses.

Interviewees generally indicated that companies do their best to address individual strengths and weaknesses. While some pointed towards formal training courses, others explained that they would expose (especially junior) staff members to different sections of the industry to get extensive experience and improve their skills as much as possible. Other organisations include study loans for staff in their annual budgets. In bigger media organisations management is often obliged to identify people who can be put through training courses. One interviewee stated that they are currently going through a very expensive process of personality tests in order to identify people's personal development areas. It is also compulsory that people complete specific training courses before they can be promoted to management levels. When they appoint someone from outside the organisation, they are required to put that person through training courses. However, interviewees stressed that it is not always easy for newsrooms to 'lose' a team member who goes on a training course (even for a short period of time), as the remaining staff are unable to cope with the additional workload; and

- In line with an earlier finding that reporters perceive their first-line managers as not admitting to personal mistakes, they also indicated a moderately significant effect between the importance of and the extent to which their first-line managers are able to **learn from mistakes and past experience**. First-line managers agreed on this issue, acknowledging that they would like to learn more from past mistakes than is currently the case. If this does not change, it will become difficult for them to persuade reporters to learn from their mistakes. This might result in a situation where neither reporters nor first-line managers experience that they are improving their skills or output.

Table 34: The difference between the extent to which first-line managers regard themselves as implementing the management task described and the extent to which reporters perceive this to be the case

Issue	First-line news managers			Reporters			Effect size (d)
	N	Mean (x2)	Std deviation	N	Mean (x1)	Std deviation	
Conduct based on clear personal values	76	4.276	0.723	185	3.568	1.150	0.62
Accommodating different personal values	75	3.907	0.903	185	3.243	1.247	0.53
Upholding ethical code of news organisation	75	4.387	0.769	188	3.755	1.125	0.56
Admitting to personal mistakes	76	4.250	0.926	187	3.337	1.425	0.64
Working diligently	76	4.421	0.698	192	3.792	1.265	0.50
Being conscious of a healthy lifestyle	74	3.676	1.124	174	3.466	1.238	0.17
Being able to lead a healthy lifestyle	75	3.400	1.208	173	3.514	1.232	0.09
Taking responsibility	74	4.446	0.600	189	3.577	1.280	0.68
Being ambitious/motivated to achieve objectives	76	3.974	0.938	188	3.686	1.212	0.24
Persevering despite failure and stress	76	4.237	0.831	188	3.654	1.212	0.48
Coping with secondary trauma	67	3.925	0.841	176	3.443	1.227	0.39
Balancing private life and work	74	3.581	1.147	182	3.495	1.303	0.07
Taking reporters' physical state into account	67	4.104	0.873	181	3.420	1.283	0.53
Taking reporters' mental state into account	68	4.029	0.897	180	3.311	1.338	0.54
Clearly defining personal/professional goals	74	3.770	0.944	183	3.508	1.257	0.21
Maximising individual strengths	76	3.934	0.789	189	3.386	1.244	0.44
Addressing individual weaknesses	76	3.592	0.897	188	3.298	1.274	0.23
Learning from mistakes/past experience	76	4.211	0.771	191	3.487	1.309	0.55

Looking at results contained in the above table, ten areas display a moderately significant difference between managers' view of implementing the management task and reporters' perception thereof. These are:

- Conducting oneself according to clearly defined personal values (d=0.62);
- Accommodating differing personal values between departmental/section managers and reporters (d=0.53);
- Upholding the news organisation's code of ethics (d=0.56);
- Admitting to personal mistakes (d=0.64);
- Working diligently (d=0.50);
- Taking responsibility (d=0.68);
- Persevering under conditions of failure and stress (d=0.48);
- Taking reporters' physical state into account (d=0.53);
- Taking reporters' mental state into account (d=0.54); and
- Being able to learn from mistakes and past experience (d=0.55).

The implications of these findings have already been discussed above.

When looking at the aggregate effect sizes of self-management as a managerial competency (without dividing it into different management tasks), the following results were obtained:

- First-line managers indicated a practically significant effect (d=0.818) between the importance they attach to self-management as a managerial competency

and the extent to which they see themselves implementing it in their day-to-day activities;

- Reporters, however, indicated a moderately significant effect ($d=0.664$) in the difference between the importance and implementation of self-management by their first-line managers;
- This implies that first-line managers perceive their ability to implement self-management as a bigger challenge than do reporters. If first-line managers are unable to properly implement the management tasks related to self-management, it might lead to reporters becoming demotivated and first-line managers experiencing feelings of failure. This might, in turn have negative consequences on their private lives. The opposite is also true – if first-line managers are not fulfilled in their personal values, it will most probably spill over into their professional lives, with negative consequences in their immediate working environments.

Self-management as a managerial competency – comparisons across media types

Comparisons were also made to determine the difference between importance and implementation of self-management as a managerial competency among reporters and first-line managers working at specific media types. The following was highlighted:

- A moderately significant difference was identified on the **importance reporters** working at daily newspapers ($N=46$) attach to **self-management** as a managerial competency compared to those working at magazines ($N=9$; $d=0.72$), with the latter group considering this competence more important within newsroom management. This group of reporters ($N=9$) also indicated a practically significant difference ($d=0.79$) on the issue when compared to reporters working at weekly newspapers ($N=50$), again considering it more important than reporters working at weekly newspapers;
- With regard to the **implementation of self-management** as a managerial competency, **reporters** working at magazines ($N=9$) indicated a moderately significant difference ($d=0.72$) compared to those working at daily newspapers ($N=46$) and a practically significant difference ($d=0.79$) when compared to those working at weekly newspapers ($N=50$). In both cases reporters at magazines consider this competency to be better implemented in their newsrooms than do reporters in the other two media types mentioned;
- When looking at the **importance first-line managers** attach to **self-management**, a moderately significant effect size ($d=0.55$; $d=0.67$) was measured when this group of respondents working at radio stations ($N=11$) was compared to their peers at weekly newspapers ($N=22$) and magazines ($N=2$). In both instances first-line managers at radio stations considered this competency more important than those at the other two media types mentioned. Also, first-line managers working at news agencies ($N=5$) indicated a moderately significant difference ($d=0.60$) on the importance of this competency when compared to colleagues at online media ($N=8$). However, first-line managers working at television stations ($N=3$) considered this competency more important than their colleagues working at daily newspapers ($N=25$; $d=0.86$) and at weekly newspapers ($N=22$; $d=1.03$). As can be seen from the statistics, a practically significant effect size was measured in each of the instances; and
- **First-line managers** working at television stations ($N=3$) indicated that they consider the **implementation of self-management** in their newsrooms better

than colleagues working at daily newspapers (N=25; d=0.86) and weekly newspapers (N=22; d=1.03). A practical significant effect size was therefore measured in each instance. When comparing other media types on this issue, a moderately significant effect size was found between weekly newspapers (N=22) and radio (N=11) (d=0.55); magazines (N=2) and television stations (N=3) (d=0.67); and online media (N=8) and news agencies (N=5) (d=0.60). In each case, first-line managers at radio stations, television stations and news agencies perceived themselves to implement self-management better than do first-line managers at weekly newspapers, magazines and online media.

Management implications of poor self-management as a managerial competency

Hellriegel *et al.*, (2004:24) highlight that the most important management implication of proper self-management is probably that employees do not blame their difficulties on others or on the situation in which they find themselves. They support this by quoting Dee Hock (the man behind the Visa card): 'invest at least 40% of your time management in yourself – your ethics, character, principles, purpose, motivation, and conduct' (Hellriegel *et al.*, 2004:25). Proper self-management (linked to determination, resilience, leadership and energy) are often also characteristics needed to achieve something no one else has ever been successful at before.

From a theoretical point of view (Hellriegel *et al.*, 2004:25), failure to balance personal and professional lives is probably one of the most important management implications, as this imbalance could prevent managers from being successful. As was mentioned earlier, legislation applicable to South African organisations provides a framework to promote more of a balance between professional and private lives. However, employees are still left with the decision on how to best take advantage of this framework.

Inability to identify and develop aspects of self-management results in 'derailment' (as Hellriegel *et al.*, [2004:26] phrase it) among managers – 'one who has moved into a position of managerial responsibility but has little chance of future advancement or gaining new responsibilities'. According to Hellriegel *et al.*, (2004:26), this is the direct consequence of managers failing to identify and develop skills related to the other five managerial competencies covered in this study, namely:

- Inability to sustain proper interpersonal relationships (i.e. weak communication competency);
- Inability to lead a team (i.e. weak teamwork competency);
- Inability to learn, develop and adapt (i.e. weak in self-management competency);
- Inability to expand your perspective wider than your own situation or knowledge (i.e. weak in strategic action and global awareness competencies).

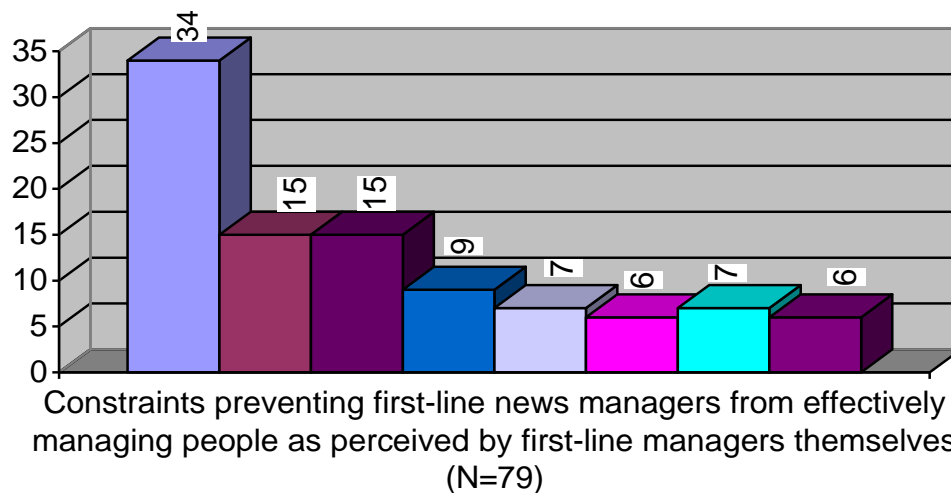
Apart from other managerial competencies referred to (e.g. communication, planning and administration), Hellriegel *et al.*, (2004:25) highlight that 'knowing your own work and life priorities, and finding a way to juggle them all, may be the most difficult management task' many managers will face. This perspective was supported by first-line managers who participated in Audit 2. They seem to be aware of the importance of self-management, although they indicated that it is difficult for them to align the importance they attach to it with their day-to-day activities in the newsroom. As a result, deficiencies in this area should be urgently addressed in South African

newsrooms, as it is indicated above what the management implications of a lack of the self-management competency could be.

5.4 Opportunities and constraints facing first-line news managers in South African mainstream media

Towards the end of the questionnaire both first-line managers and reporters were given the opportunity to identify the three most important constraints hindering effective people management as well as the three most important opportunities facilitating people management. The following graphs provide results of these questions, given in terms of the number of incidences a specific constraint or opportunity has been highlighted. Issues which did not feature prominently (e.g. were mentioned once, or only a few times) are not reflected in the table, but just mentioned briefly.

Figure 13: Constraints preventing first-line news managers from effectively managing people as perceived by first-line managers themselves



■ Budget and resources	■ Lack of skills development
■ Staff shortages	■ Lack of experience among staff
■ Lack of motivation	■ Lack of structures
■ Time and deadline constraints	■ Interference by higher management levels

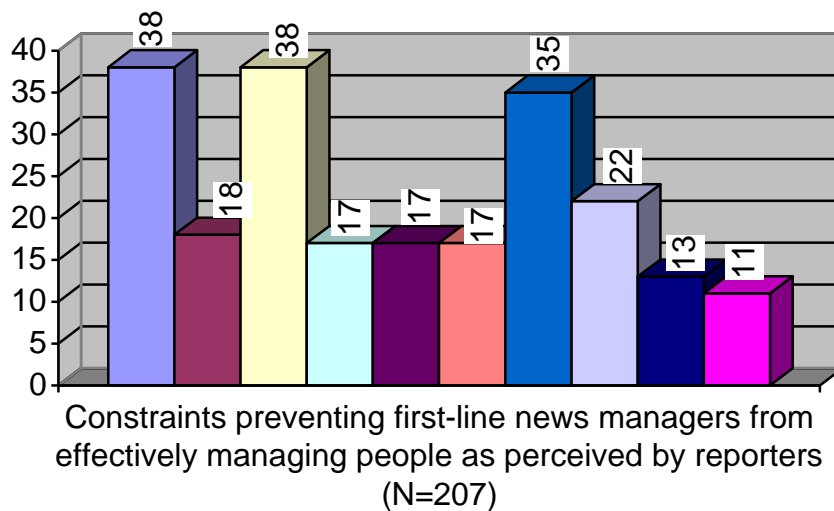
The above graph indicates the following:

- Almost half of first-line managers indicated that a lack of budget and resources prevent them from effectively managing human resources in their departments/sections. Again, this can be linked to quantitative findings where first-line managers acknowledged that they fail to develop relationships with reporters, communicate properly with them, plan properly for day-to-day as well as medium- to long-term projects, guide and mentor reporters into working individually as well as in teams, get informed about events that occur within the national and international environment in order to contemplate how these events might impact on the media organisation and/or its audiences, and taking responsibility for a balanced professional and private life. The implication of the above is that reporters could become demotivated, as they

are not praised enough, they are not properly guided towards improving their professional skills, and more is expected of them. Other issues first-line managers also mentioned as hampering their ability to properly manage people in their newsrooms (but which did not feature as prominently) were: teamwork, poor planning, lack of communication, work load, poor salaries, transformation issues, and a lack of work ethic/commitment.

- The second most prohibiting factor in first-line managers' working environment is a lack of skills development, which might be a direct result of the above. While this might point towards their own skills, it might also point towards the skills of staff members. If first-line managers improve their skills, they might be equipped to better handle some of the above issues. However, improving reporters' skills might also contribute towards lessening first-line managers' responsibility. Reporters might subsequently be able to produce higher quality work, with first-line managers not having to constantly work on improving the news product; and
- Staff shortages were also considered a factor hampering first-line managers' ability to properly manage people within their department/section. The implications of this have already been discussed above.

Figure 14: Constraints preventing first-line news managers from effectively managing people as perceived by reporters



■ Budget and resources	■ Lack of skills development
■ Staff shortages	■ Poor salaries
■ Work load	■ Time pressure
■ Poor communication	■ People relationships
■ Negative attitudes among managers	■ Transformation issues

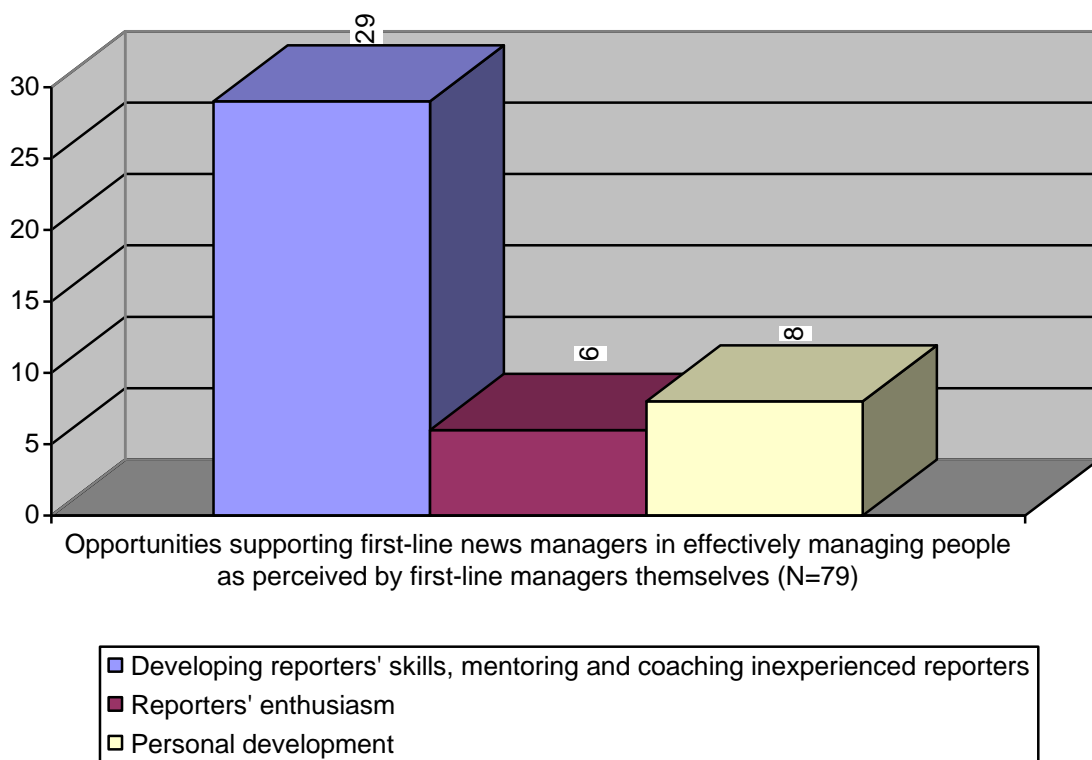
The above graph indicates the following:

- As was the case among first-line managers, reporters also highlighted a lack of resources and tight budgets to be one of the main factors preventing first-line managers from effectively managing staff;
- Staff shortages is the second important factor, and can be linked to the above; and

- Poor communication, as was highlighted in 5.2.3.1. Improved communication between first-line managers and reporters could create a more positive newsroom atmosphere, improve the quality of news products and ultimately improve the level of professional output in media organisations.

Other issues reporters mentioned as hampering first-line managers' ability to properly manage newsroom staff (but which did not feature as prominently) were: lack of expertise on the side of reporters, lack of training, lack of infrastructure, lack of top management support, lack of understanding of reporters' strengths and weaknesses, poor planning and organisation, conflict between different management levels within the organisation, and negative image of first-line managers among reporters.

Figure 15: Opportunities supporting first-line news managers in effectively managing people as perceived by first-line managers themselves

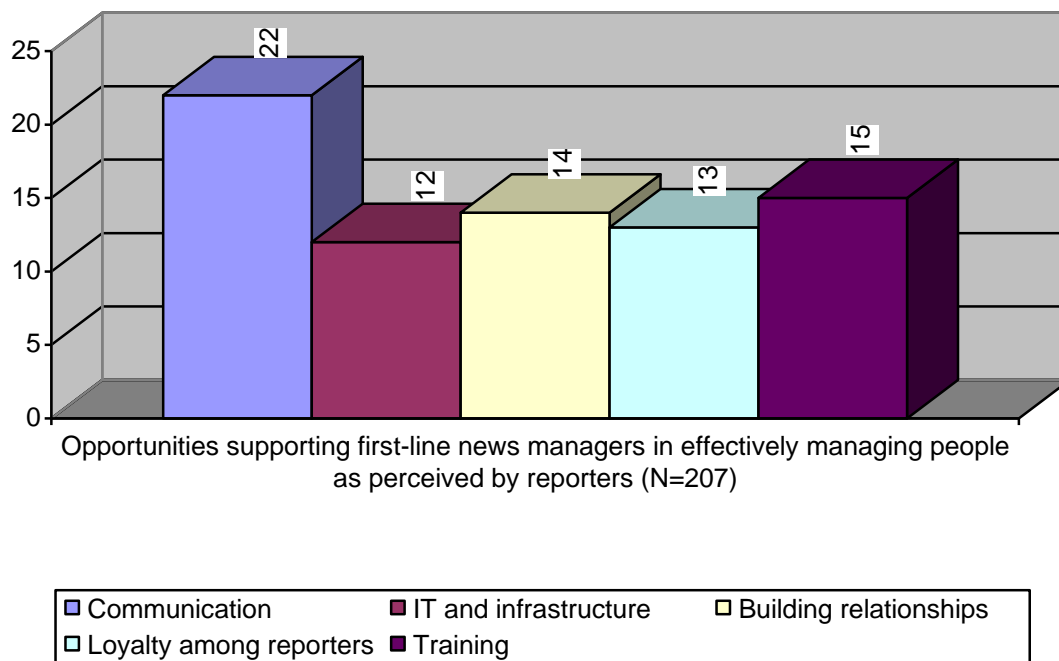


The above graph indicates the following:

- Whereas both first-line managers and reporters indicated that a lack of skills among reporters is one of the most important factors preventing first-line managers from properly managing newsroom staff, first-line managers indicated the ability to develop reporters' skills as an important opportunity. This is a positive finding in the sense that it shows first-line managers' intention to improve the level of skills among reporters, especially those who might still be inexperienced;
- Whereas first-line managers indicated in 5.3.2.6 that they lack skills related to self-management (including aspects related to personal development), they indicated here that their personal development is an important opportunity to improve on their people management skills; and
- Reporters' enthusiasm was highlighted as the third most important opportunity facing first-line managers. This correlates with an earlier finding

that reporters are overall more positive about a number of issues compared to first-line managers. If it were possible to have reporters' enthusiasm spill over to first-line managers, it might result in newsroom staff feeling more positive, and first-line managers feeling more enthusiastic about tackling and dealing with the constraints facing them.

Figure 16: Opportunities supporting first-line news managers in effectively managing people as perceived by reporters



The above graph indicates the following:

- The most important opportunity supporting first-line managers in effectively managing people (as seen from the perspective of reporters) is communication. If this means that (if developed properly) communication could be a facilitating factor in people management, it supports earlier findings that communication is (at the moment) not implemented very well within newsrooms;
- Again, should reporters perceive the proper utilisation of training facilities and opportunities as a positive factor that could support their first-line managers in newsroom management, it could be positive and in line with earlier findings; and
- Reporters indicated that building proper relationships could improve first-line managers' people management skills. However, as indicated earlier, good relationships between reporters and first-line managers are not currently considered a newsroom strength and this is something that should be addressed.

Other issues reporters also mentioned as facilitating their first-line managers' ability to properly manage people in their newsrooms (but which did not feature as

prominently) were: planning and administration, enthusiasm and diligence among staff, willingness of the team, staff development, teamwork and support.

6. Conclusions and recommendations

6.1 Conclusions

Results and recommendations from Audit 1 focused on a newsroom dynamic outside of the original brief – a new approach to people management within South African newsrooms. As a result, Audit 2 set out to investigate managerial competencies among first-line news managers in the country's mainstream media newsrooms. A three prong approach was used. In the first instance, the research team strove to determine how *important* reporters and first-line managers themselves regard the six managerial competencies identified within the framework of general management theory. Secondly, the research also aimed to determine how reporters and first-line managers perceive these competencies to be *implemented* in their newsrooms, in order to determine how strongly the competencies currently feature in newsrooms and where possible gaps might be. In order to achieve this aim, quantitative research instruments (questionnaires) were distributed among a sample of the above-mentioned two groups. Thirdly (and to facilitate the process of triangulation), the researchers also conducted a number of qualitative interviews with people in higher management levels than first-line managers in order to obtain a view on how these managers *perceive the importance and implementation* of the six managerial competencies within their newsrooms. Results of both the quantitative and qualitative data gathering processes were highlighted above. These findings (and the implications thereof to newsroom management) were supported by literature related to best practice in management as well as literature on newsroom management (and the relevance of the managerial competencies tested to newsroom management). Not much literature could be found specifically dealing with the latter, as this is a rather new field of research.

When focusing on specific conclusions of Audit 2, the following can be stated:

- **Professional profile of first-line managers:** Results from the study indicate that first-line managers currently working in South African newsrooms are mostly male, have good educational qualifications, and are mostly English speaking. However, almost half of them seem to be inexperienced in management, as they are appointed in management positions for 3 years or less. The latter implies that (despite good educational qualifications), many first-line managers need to be exposed to the dynamics of newsroom management and they need to be coached to effectively perform the management functions expected of them;
- **Professional profile of reporters:** On the basis of gender, results indicate a more balanced staff composition. Despite their relatively good educational qualifications, many of them are still inexperienced (i.e. in their current positions for 3 years or less). As is the case with first-line managers, this also implies that reporters need ongoing coaching and mentoring on what their jobs entail and how they should do what is expected of them in order to enable them to properly perform their newsroom tasks;
- **Attitudes among first-line managers:** Overall, it was found that first-line managers feel less positive about their working environment and their media organisations than reporters do. Nevertheless, they are willing to be associated with their media organisations, feel relatively loyal to the organisation, its code of ethics and the level of news output. However, first-

line managers feel particularly negative about human resources development, funding, career development, remuneration and infrastructure to do their work. In terms of newsroom management, this implies that media organisations (and people in higher management levels in particular) should focus on reinforcing positive attitudes among first-line managers. However, it also implies that media organisations should address the issues first-line managers feel negative about and change their perception thereof. One way to do this is through a process of improved internal marketing (see 6.2.3). This is necessitated by the fact that first-line managers (as part of their management functions) are supposed to motivate reporters. If they feel less positive than reporters do, it can result in reporters' attitudes also becoming more negative, resulting in an overall drop in newsroom morale. This will neither be beneficial to newsroom activities nor journalism output;

- **Attitudes among reporters:** As indicated, reporters are generally more positive than their first-line managers, especially related to their association with the organisation, their loyalty to it, the level of ethics in the organisation and the level of news output. Despite this, reporters indicated that they feel negative about remuneration, human resources development and career development, management styles and the level of planning and administration in their organisations. The implications for newsroom management (and suggestions on how this issue should be addressed) have been mentioned above;
- **Communication as a managerial competency:** Despite the importance they attach to newsroom communication, first-line managers indicated that they perceive themselves to not implement it as they were supposed to. Reporters are also aware of this deficiency, but to a lesser extent than managers. Given the importance of communication as a skill within any organisation or relationship (see 5.3.2.1) and the specific management tasks associated with communication as a managerial competency, it seems as if this issue needs urgent attention to improve newsroom activities. This is further underlined by the finding that both first-line managers and reporters acknowledge that newsroom communication could improve, specifically when it comes to encouraging feedback from reporters and first-line managers' ability to handle difficult reporters. It is therefore important that Sanef (in cooperation with other role players in the media) identify ways through which newsroom communication can be improved *vis-à-vis* new technology and given the unique nature of newsroom activity;
- **Planning and administration as a managerial competency:** First-line managers and reporters seem equally aware of the gaps in the implementation of planning and administration in their newsrooms. However, reporters indicated a bigger gap between the importance of this competency and the implementation thereof. Given that no organisation, department or unit (also in the media) can properly function without effective plans on what it would like to achieve and ways through which these can be achieved, attention should also be paid to improving planning and administration in newsrooms. The most important gaps were identified in terms of managers' ability to develop plans and to identify and obtain resources through which activities can be performed. First-line managers acknowledged that they regard these as important management tasks, but they also indicated that they lack skills or experience to properly perform these tasks. Given this feedback, it would be a valuable exercise for higher level managers to sit down with first-line managers to determine causes for a lack of planning and administration, and develop strategies (unique to the situation in each newsroom) through which these deficiencies can be addressed. Implementing

- such strategies could improve planning activities within newsrooms, and could result in an improvement of journalism output from that newsroom;
- **Strategic action as a managerial competency:** With regard to this issue, first-line managers indicated a bigger gap between the importance and the extent to which they currently implement it in their newsrooms than reporters did. First-line managers expressed a specific gap related to their ability to develop human resources, identify the impact of changes within the broader South African context, and being aware of the concerns of internal stakeholders. As indicated earlier, the tendency in management practice is to include managers from different organisational levels and different departments/units within an organisation in strategic thinking. As such, first-line media managers indicated that they could play an important role in positioning their media organisations within changing national and international conditions. Media organisations should take cognisance of this role, as well as first-line managers' awareness of their strengths and weaknesses in this regard, and apply these to the benefit of the organisation and its internal and external stakeholders;
 - **Teamwork as a managerial competency:** Reporters seem much more dissatisfied with the extent to which first-line managers implement teamwork than first-line managers themselves indicated. Reporters thus consider this an important issue that needs to be addressed in newsrooms. They specifically indicted that first-line managers lack skills to properly structure their departments to accommodate teamwork, define individual objectives within a teamwork situation and create an environment in which teamwork is rewarded. Given the shift towards increased focus on teamwork as part of newsroom activity (witnessed in this study, similar international studies and management literature), media organisations should ensure that their first-line managers are equipped with the necessary skills to promote teamwork among newsroom staff. In the process reporters will not only feel that their individual contributions add to the quality of the final product, but audiences will also benefit in that a better quality news product is delivered to them;
 - **Global awareness as a managerial competency:** Although reporters highlighted an important gap between the importance and implementation of this competency, first-line managers seem much more aware of their inability to properly perform the management tasks that are associated with global awareness. These specifically relate to issues of multiculturalism and multilingualism. Given the difference between interviewees' view of the role these factors play in newsroom activity (i.e. that it contributes positively towards newsroom interaction) and the results from the quantitative data, it seems important for Sanef (and other role players in the media) to determine what the real situation in newsrooms is. If the former is true, positive aspects related to these skills should be built upon. However, if quantitative data reflect the true nature of multiculturalism and multilingualism in newsrooms, the situation should be addressed as soon as possible;
 - **Self-management as a managerial competency:** Here again first-line managers seem highly aware that they are not performing as well as they think they should, with reporters being less critical on their managers with regard to this issue. First-line managers specifically indicated that they feel dissatisfied with their ability to balance work and private life and to address individual weaknesses. Given the growing importance researchers on management attach to self-management as a success factor in managers' 'make-up', media organisations should avail first-line managers the opportunity to address these deficiencies. This can either be done through training (specifically through coaching and mentoring) or by introducing other

support systems through which managers are given the opportunity to lead more balanced lives;

- **Most important management areas where implementation needs to improve from the perspective of first-line managers:** Based on the effect sizes between the importance and implementation of the different managerial competencies, first-line managers highlighted the following as areas where the biggest gaps currently exist:
 - Global awareness (d=0.963);
 - Self-management (d=0.818);
 - Communication (d=0.814);
 - Strategic action (d=0.813);
 - Planning and administration (d=0.540); and
 - Teamwork (d=0.433);

- **Most important management areas where implementation needs to improve from the perspective of reporters:** Comparing the same effect sizes between the importance and implementation of the managerial competencies, reporters highlighted the following areas in which implementation should improve:
 - Teamwork (d=0.752);
 - Global awareness (d=0.730);
 - Self-management (d=0.664);
 - Communication (d=0.660);
 - Planning and administration (d=0.627); and
 - Strategic action (d=0.593).

In conclusion, the research team agrees with a finding in a similar newsroom study done by Peters (1999:14) that the job of a first-line newsroom manager is not an easy one. On the one hand, they are pressurised from the top to perform in terms of meeting deadlines, contributing to the financial bottom line, keep audiences happy (and expand on audience numbers as much as possible within as short a period of time as possible). On the other hand, they are faced the challenge of managing reporters who are inexperienced and often unskilled. Over and above this, they are also expected to perform within a dynamic and changing media environment, be visionary thinkers who can plan effectively and be instrumental in keeping their media organisations competitive, communicate properly with team members from different social, cultural and ethnic backgrounds and in the process strike a balance between their own professional and private lives. All of these pose unique challenges which will not necessarily be addressed through traditional approaches to skills improvement like training programmes. As Peters (1999:27) indicates, increased involvement by top management is probably one of the best ways through which 'most of the blocks to excellence (among first-line newsroom managers) can be removed'.

A positive finding of the study is that (despite reporters' indication that first-line managers experience difficulty to effectively do their jobs) first-line managers themselves expressed an awareness of the situation. They thus realise that gaps exist between the importance and current implementation of managerial competencies. As a result, findings from this study made it clear that top management and owners in the South African mainstream media should take cognisance of the issues identified. If media organisations want to survive within an increasingly competitive (local and international) media environment, they should invest in improved management by equipping first-line news managers with

managerial competencies that would enable them to effectively and efficiently manage all available resources (but especially human resources). This might put the media in a position to produce and deliver a better news product and ultimately contribute to the democratisation process in the country.

6.2 Recommendations

In light of the above results and conclusions, the research team proposes the following strategies through which Sanef (together with role players across the South African mainstream media industry) can address the management challenges highlighted by the Audit:

6.2.1 Formal, additional training (alone) is not the answer

As was highlighted earlier in this report, both first-line managers and reporters seem to generally have good formal educational qualifications. Deficiencies related to the six managerial competencies included in this audit will (most probably) not be addressed through formal or additional training alone. Literature on the role and position of modern-day first-line managers rightly indicates that the picture looks vastly different than was the case some decades ago – specifically when it comes to educational qualifications. Whereas in the past these managers rarely had any formal education beyond high school, modern-day first-line managers are often graduates with management education and qualifications. The question remains, however, whether these qualifications automatically transform them into effective managers or whether management is more of a skill obtained through experience than education (see DuBrin, 2003:3).

Peters (1999:47) also stresses this with regard to newsroom management - ‘training will not and cannot solve the newsroom problems’ related to personnel management. However, this does not mean that proper training could not enhance newsroom managers’ performance. As such, the research team also believes that ‘training’ should be more participative in nature, and that coaching and mentoring by more experienced first-line managers (where these are present in newsrooms) and higher management levels should form the basis of improving managerial competencies among first-line managers. Within the context of the South African newsroom (and given realities of inexperience, juniorisation and fast tracking policies in many media organisations), this approach seems crucial.

Hence, as Peters (1999:16) suggests, higher management levels should become more involved with first-line managers and the realities facing these managers. In this process, top management will become more aware of the problems highlighted by first-line managers in this study, and subsequently probably realise that newsroom management is not (in all cases) as problem free as some tried to indicate during interviews.

6.2.2 Prioritising managerial competencies – which competency gaps should be addressed first?

Based on the findings of this Audit, the question comes to mind how media organisations should go about in addressing the competency gaps identified. Also, a valid question to ask is (based on management theory) which are the most important competencies a first-line manager should possess in order to perform his/her management task effectively.

Unfortunately, the answer to these questions is not a simple one. Managing resources (whether human, financial or technical) is a dynamic and ongoing *process* (see Hellriegel *et al.*, 2004:27). Moreover, the challenges presented by this process are constantly changing, as people change, conditions in which organisations operate change, technology change and the demands of the industry change. Theories and paradigms regarding management of resources also change as a result of the above. As a result, the management functions highlighted in this study (planning, organising, leading and controlling), together with the managerial competencies (communication, planning and administration, strategic action, teamwork, global awareness and self-management) should rather all be seen as parts of a continuous management process.

However, based on the results obtained from Peters' study on newsroom management specifically, linked with the results from this study, one can try to prioritise the managerial competencies needed for effective newsroom management. According to participants in Peters' study (Peters, 1999:32), the following were the most frequently mentioned characteristics first-line managers should possess:

From the perspective of reporters	From the perspective of managers themselves	From the perspective of higher management levels
Technical skills	Work hard	Technical skills
Empathy/compassion	Be organised	Good people skills
Good listening skills	Empathy/compassion	Flexibility
Enthusiasm	Good communication skills	Creativity
Good communication skills	Experience/expertise	Skills to function in a team
Skills to properly organise	Technical skills	Skills to properly organise
Flexibility	Skills to function in a team / Good listening skills	Strategic vision
Experience/expertise	Creativity	Responsibility
Advocacy for staff members' work	Good people skills	Journalistic wisdom/ethics
Skills to function in a team	Clear vision	Energy

When looking at results from this study, first-line managers and reporters respectively rated the managerial competencies (in order of importance on a scale of 1 to 5 where 1 = least important and 5 = most important) as follows:

First-line managers:

1. Self-management (x=4.473);
2. Global awareness (x=4.361);
3. Strategic action (x=4.237);
4. Planning and administration (x=4.053);
5. Communication (x=4.038);
6. Teamwork (x=3.884)

Reporters:

1. Global awareness (x=4.228);
2. Self-management (x=4.219);
3. Strategic action (x=4.159);
4. Planning and administration (4.047);
5. Teamwork (x=4.009); and
6. Communication (x=3.995).

From the above it can be seen that first-line managers and reporters almost gave an identical picture of how they would rate the competencies in terms of importance. Both groups regard self-management and global awareness as the two most important competencies, while strategic action and planning and administration were given a middle ranking. Both groups also agree that communication and teamwork are (in their opinion) the two competencies least important to their situation.

Although these differ from the findings in Peters' study (see above), one should keep in mind that conditions in South African newsrooms differ from those in the US and that employees who work in those newsrooms are also different. As such, the research team would suggest that the importance given to the six competencies

(from the perspective of managers and reporters) should be used if Sanef wants to prioritise which are (in terms of the South African newsroom context) the most important ones to focus on in terms of addressing deficiencies among first-line newsroom managers. However, this process should keep in mind that none of the managerial competencies can be treated in isolation and that they should be seen as part of the continuous management process.

6.2.3 The way forward – implementing a process of internal marketing?

The research team is of the opinion that many of the deficiencies in newsroom management related to the six managerial competencies investigated can be addressed by implementing a process of internal marketing. These specifically relate to a lack of communication and resultant deficient relationships between staff and management; a lack of proper planning with resultant ineffective utilisation of resources; insufficient skills/experience among first-line managers to be strategic leaders; a lack of teamwork (especially when seen through the eyes of reporters); challenges posed by first-line managers lacking the skills to utilise multiculturalism and multilingualism to the benefit of the newsroom; and acknowledgement on the part of first-line managers that they do not have the skills to properly manage both their private and professional lives.

Flowing from these, both first-line managers and reporters in newsrooms experience needs and expectations which remain unsatisfied. As a result, they become demotivated and experience negative attitudes about conditions and policies within their media organisations (as was highlighted by results from this audit). This situation will eventually also impact on the level of journalism output produced by newsrooms. If media organisations can be successful in satisfying the needs and expectations of internal stakeholders (staff on different organisational levels), it will most probably also be successful in satisfying the needs of external stakeholders – e.g. media audiences, media owners and the government (see Hennig-Therau & Hansen, 2000:170-171; Gummesson, 1999:1-24; Peck, Payne, Christopher & Clark, 1999:315). Internal marketing is thus a vehicle to address the needs and expectations of staff as internal stakeholders (Nickels & Burk Wood, 1997:9).

If media organisations can be successful in establishing links and sound cooperation between different functions, departments and management levels, internal relations will improve, which will result in quality service to the above-mentioned external stakeholders (Baker, 2000:246; Gummesson, 1999:152-153). Over and above improved organisational output, organisations will succeed in realising their vision, mission, goals and objectives – the aim of any successful organisation (Peck *et al.*, 1999:315; Otto, 2004:22).

Based on literature related to internal marketing (and applying that to newsroom management), the research team is of the opinion that the above process could present the following advantages to media organisations:

- **Improved motivation.** Motivating staff is one of the additional management functions found within the theory of general management (see Kroon, 2003). Motivated and loyal staff who are satisfied with their working conditions, remuneration and management structures applicable to their newsrooms will *want* to perform well in the tasks they perform (e.g. producing a news product which is balanced, fair, and accurate). As the quality of input improves, they will also succeed in producing higher quality output (e.g. reporters will produce better news products, and managers will improve in performing the different management functions expected of them). This, in turn, will result in

the overall quality of journalism output improving, and also improvement in satisfying the needs of external stakeholders. As such, media audiences will feel more satisfied as they receive news products which are more focused on their expectations, owners will be more satisfied as the financial bottom line of the organisation is likely to improve, and government will be more satisfied as government interests and strategies that benefit society will receive proper news coverage;

- **Improved internal relationships and communication** among different levels of newsroom staff. As newsroom staff, who operate on different organisational levels, become more aware of each other's needs and expectations, they will ultimately gain understanding of the challenges and opportunities facing their colleagues. However, in order to achieve this, proper internal relationships and communication are needed. Quantitative results from the audit indicated that communication (related to different management tasks as part of this managerial competency) and sound internal relationships (both as part of the communication competency and the teamwork competency) are two elements in South African mainstream media newsrooms to which urgent attention should be paid in order to improve on it. One way to achieve this is through improved knowledge and understanding of the needs and expectations of internal stakeholders (i.e. newsroom staff). Addressing these issues will facilitate the above process – not only to the benefit of all in the newsroom, but eventually also to external stakeholders; and
- Media organisations will realise a **competitive advantage** over competition who have not yet implemented this process. As staff experience that their needs and expectations are met, and they improve the quality of journalism output, external stakeholders will also experience that they are more satisfied with the news product offered to them or that their expectations of the media organisation are met (Clegg & Birch, 1999:97).

Given the results of Audit 2 specifically pertaining to managerial competencies among first-line newsroom managers in South Africa's mainstream media, the research team therefore suggests that Sanef (in cooperation with other role players in the South African media) looks into elements of internal marketing highlighted above. In this process it will be able to determine how such an initiative could succeed in addressing deficiencies in managerial competencies (and the management implications flowing from these) among first-line newsroom managers.

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Addendum A: Sanef's South African National Skills Audit Phase 2 – 2004/5
Questionnaire for first-line news managers

PLEASE NOTE THAT THIS QUESTIONNAIRE IS COMPLETED ANONYMOUSLY. ALL INFORMATION WILL BE TREATED AS CONFIDENTIAL AND YOUR IDENTITY WILL NOT BE LINKED TO IT IN ANY WAY

FOR OFFICE USE ONLY:

A: Ownership category:

Listed company		01
Unlisted company		02
Public service mandate		03

B: Geographical location:

Johannesburg		01
Cape Town		02
Durban		03
Port Elizabeth		04
Bloemfontein		05
Nelspruit		06

Category A: Professional profile

1. In which medium do you currently work?

Daily newspaper		01
Weekly newspaper		02
Magazine		03
Broadcasting (television)		04
Broadcasting (radio)		05
On-line media		06
News agency		07

2. What is your gender?

Male		01
Female		02

3. Your highest educational qualification is?

Completed secondary school		01
In-house training		02
Completed 1 year certificate		03
Completed 1 year diploma		04
Completed an advanced diploma		05
Completed a 3 year B degree		06
Completed a 4 year B degree		07
Completed an honours degree		08
Completed a Master's degree		09

4. What is your 'mother tongue'?

Afrikaans		01
English		02
IsiXhosa		03
Ndebele		04
Pedi		05
Seswati		06
Southern Sotho		07
Tsonga		08
Tswana		09
Venda		10
Zulu		11
Other (please specify)		12

5. Indicate what percentage of the time spent at work you communicate in your mother tongue

6. In which of the following languages do you communicate most of the time at work?

Afrikaans		01
English		02
IsiXhosa		03
Ndebele		04
Pedi		05
Seswati		06
Southern Sotho		07
Tsonga		08
Tswana		09
Venda		10
Zulu		11
Other (please specify)		12

7. What journalism/media management training have you completed additional to the qualification in 3?

Name of training course	Institution	Year

8. How long have you been working in editorial management?

Less than 1 year		01
Between 1 year and 3 years		02
Between 3 and 5 years		03
Longer than 5 years		04

9. What is your position in the organization?

News editor		01
Night editor		02
Content or on-line editor		03
Assignment editor		04
Bulletin editor		05
Department/section editor		06
Other (please specify)		07

10. How long have you been in this position?

Less than 1 year		01
Between 1 year and 3 years		02
Between 3 and 5 years		03
Longer than 5 years		04

11. Which position did you hold before being appointed as a first-line news manager?

Junior reporter		01
Reporter		02
Senior reporter		03
Worked as reporter at another media organization		04
Worked at another organization (not media)		05
Other (please specify)		06

Category B: Attitudes

12. Rate your attitude about the following issues (as you experience them in your media organization) on a scale of 1 to 5, where 1 = extremely negative and 5 = extremely positive:

12.1	The structure of internal communication (e.g. verbal communication, written communication etc.)	1	2	3	4	5
12.2	The level of planning and administration	1	2	3	4	5
12.3	The way in which teamwork has been implemented in order to improve news gathering and news reporting	1	2	3	4	5
12.4	Strategic leadership within your organisation	1	2	3	4	5
12.5	The level of sensitivity among managers with regard to industry related trends	1	2	3	4	5
12.6	The level of human resources development	1	2	3	4	5
12.7	Infrastructure available for managers to successfully perform the work expected of them	1	2	3	4	5
12.8	Infrastructure available for reporters to successfully perform the work expected of them	1	2	3	4	5
12.9	The remuneration policy implemented within your media organization	1	2	3	4	5
12.10	The overall management style applied within your media organization	1	2	3	4	5
12.11	The nature of employment (i.e. the level of job satisfaction you experience)	1	2	3	4	5
12.12	The opportunities you as a first-line news manager are given to be creative in the news gathering and news production processes	1	2	3	4	5
12.13	The opportunities to give input in terms of news management structures	1	2	3	4	5
12.14	Working conditions currently found in your media organization	1	2	3	4	5
12.15	Your loyalty towards the media organization in which you work	1	2	3	4	5
12.16	Your ability as first-line news manager to match your personal values with that of the media organization	1	2	3	4	5
12.17	Your willingness to be publicly associated with the media organization	1	2	3	4	5
12.18	Availability of funding to successfully perform the task at hand	1	2	3	4	5
12.19	Organizational structure of your media organization	1	2	3	4	5
12.20	The level of news output in your media organization compared to that of similar media organizations in South Africa	1	2	3	4	5
12.21	The overall level of professional skills found within the media organization	1	2	3	4	5
12.22	The ethical code of your news organisation	1	2	3	4	5
12.23	The level of ethics within your media organization (e.g. honesty and openness in terms of news gathering and news processes etc.)	1	2	3	4	5
12.24	Pressure from external stakeholders (e.g. owners, society, government, political parties) aimed at management	1	2	3	4	5
12.25	Pressure from external stakeholders (e.g. owners, society, government, political parties) aimed at reporters	1	2	3	4	5
12.26	The level of career development within the media organization	1	2	3	4	5
12.27	Management's knowledge about specific media policies (e.g. with regard to HIV/Aids; media law and media ethics)	1	2	3	4	5
12.28	Management's ability to transfer the above to first-line news managers (e.g. provision of and guidance in using the SA Ombudsman's ethical code of conduct)	1	2	3	4	5
12.29	Management's level of technical skills (e.g. computer, writing, reporting etc.)	1	2	3	4	5
12.30	The importance your media organization attach to reporters' safety while covering a news event	1	2	3	4	5

Category C: Importance and implementation of managerial skills and competencies

A. Using the scale on the left-hand side of the statement, indicate the level of importance you attach to the task described within your line of duty as a first-line news manager (where 1 = not important and 5 = absolutely important).

B. Using the scale on the right-hand side of the statement, indicate the extent to which you implement the task described within your line of duty as a first-line news manager (where 1 = absolutely not and 5 = absolutely).

13.1 Communication – The ability of transferring information and facilitating understanding												
A						B						
1	2	3	4	5	13.1.1	Originating formal communication (e.g. e-mail, memoranda, meetings) to inform reporters of relevant activities	1	2	3	4	5	NA
1	2	3	4	5	13.1.2	Encouraging feedback and questions (from reporters) about formal communication	1	2	3	4	5	NA
1	2	3	4	5	13.1.3	Using a variety of technological resources to accommodate individual communication needs	1	2	3	4	5	NA
1	2	3	4	5	13.1.4	Soliciting interpersonal communication between myself and reporters (e.g. discussions, mentoring)	1	2	3	4	5	NA
1	2	3	4	5	13.1.5	Maintaining sound interpersonal relationships with colleagues	1	2	3	4	5	NA
1	2	3	4	5	13.1.6	Taking into account colleagues' feelings and emotions when communicating with them	1	2	3	4	5	NA
1	2	3	4	5	13.1.7	Negotiating over resources for reporters	1	2	3	4	5	NA
1	2	3	4	5	13.1.8	Developing relationships with higher levels of management	1	2	3	4	5	NA
1	2	3	4	5	13.1.9	Exercising influence within higher levels of management	1	2	3	4	5	NA
1	2	3	4	5	13.1.10	Decisively handling difficult reporters	1	2	3	4	5	NA
1	2	3	4	5	13.1.11	Handling difficult reporters fairly	1	2	3	4	5	NA
1	2	3	4	5	13.1.12	Using hierarchical structures within the media organization to promote communication	1	2	3	4	5	NA
1	2	3	4	5	13.1.13	Aligning (personal and reporters') goals to promote communication	1	2	3	4	5	NA
1	2	3	4	5	13.1.14	Possessing language skills that promote communication	1	2	3	4	5	NA
1	2	3	4	5	13.1.15	Handling multi-cultural differences to promote communication	1	2	3	4	5	NA
1	2	3	4	5	13.1.16	Handling multi-lingual differences to promote communication	1	2	3	4	5	NA

13.2 Planning and administration – Planning, performing and controlling identified tasks												
1	2	3	4	5	13.2.1	Taking well-informed decisions despite pressures posed by tight deadlines	1	2	3	4	5	NA
1	2	3	4	5	13.2.2	Anticipating consequences of risks (financial and otherwise) taken in order to deliver the news product	1	2	3	4	5	NA
1	2	3	4	5	13.2.3	Defending the consequences arising from these risks to top management	1	2	3	4	5	NA
1	2	3	4	5	13.2.4	Pro-actively developing plans to improve the level of professional output	1	2	3	4	5	NA
1	2	3	4	5	13.2.5	Properly scheduling these plans in order to achieve the set goals	1	2	3	4	5	NA
1	2	3	4	5	13.2.6	Prioritising tasks in order to deliver the desired news product	1	2	3	4	5	NA
1	2	3	4	5	13.2.7	Delegating responsibility for tasks to reporters	1	2	3	4	5	NA
1	2	3	4	5	13.2.8	Delegating authority to reporters to perform tasks	1	2	3	4	5	NA

1	2	3	4	5	13.2.9	Identifying resources (human and otherwise) needed to deliver the news product	1	2	3	4	5	NA
1	2	3	4	5	13.2.10	Obtaining resources (human and otherwise) needed to deliver the news product	1	2	3	4	5	NA
1	2	3	4	5	13.2.11	Organizing resources (human and otherwise) obtained	1	2	3	4	5	NA
1	2	3	4	5	13.2.12	Keeping accurate and complete financial documentation on activities within my department/section	1	2	3	4	5	NA
1	2	3	4	5	13.2.13	Budgeting for the activities to be performed in my department/section	1	2	3	4	5	NA
1	2	3	4	5	13.2.14	Using financial information to plan activities in my department/section	1	2	3	4	5	NA
1	2	3	4	5	13.2.15	Using financial information when taking decisions	1	2	3	4	5	NA
1	2	3	4	5	13.2.16	Using financial information when performing control activities	1	2	3	4	5	NA
1	2	3	4	5	13.2.17	Handling a variety of incidents at once	1	2	3	4	5	NA

13.3 Strategic action – Understanding and adapting to the media organization’s vision, mission and goals												
1	2	3	4	5	13.3.1	Monitoring changes within my department/section to identify strengths, weaknesses, opportunities and threats impacting on the performance of my department/section	1	2	3	4	5	NA
1	2	3	4	5	13.3.2	Monitoring changes within the media organization to identify strengths, weaknesses, opportunities and threats impacting on the performance of my department/section	1	2	3	4	5	NA
1	2	3	4	5	13.3.3	Monitoring changes within the media environment to identify strengths, weaknesses, opportunities and threats impacting on the performance of my department/section	1	2	3	4	5	NA
1	2	3	4	5	13.3.4	Monitoring changes within the broader South African context to identify strengths, weaknesses, opportunities and threats impacting on the performance of my department/section	1	2	3	4	5	NA
1	2	3	4	5	13.3.5	Monitoring changes within the international context to identify strengths, weaknesses, opportunities and threats impacting on the performance of my department/section	1	2	3	4	5	NA
1	2	3	4	5	13.3.6	Knowing the national news agenda	1	2	3	4	5	NA
1	2	3	4	5	13.3.7	Knowing the international news agenda	1	2	3	4	5	NA
1	2	3	4	5	13.3.8	Playing a role in setting the news agenda	1	2	3	4	5	NA
1	2	3	4	5	13.3.9	Knowing your organisation’s news/editorial policy	1	2	3	4	5	NA
1	2	3	4	5	13.3.10	Implementing your organisation’s news/editorial policy	1	2	3	4	5	NA
1	2	3	4	5	13.3.11	Being informed about the activities of other media organizations (i.e. competitors)	1	2	3	4	5	NA
1	2	3	4	5	13.3.12	Being informed about the activities of strategic partners	1	2	3	4	5	NA
1	2	3	4	5	13.3.13	Understanding the concerns of internal stakeholders (e.g. reporters)	1	2	3	4	5	NA
1	2	3	4	5	13.3.14	Understanding the concerns of external stakeholders (e.g. shareholders, society at large)	1	2	3	4	5	NA
1	2	3	4	5	13.3.15	Knowing the organization’s vision, mission and goals	1	2	3	4	5	NA
1	2	3	4	5	13.3.16	Prioritising and making decisions consistent with the organization’s vision, mission and goals	1	2	3	4	5	NA
1	2	3	4	5	13.3.17	Ensuring that operational goals (and objectives) support organizational strategy	1	2	3	4	5	NA
1	2	3	4	5	13.3.18	Realizing organizational goals	1	2	3	4	5	NA
1	2	3	4	5	13.3.19	Developing human resources	1	2	3	4	5	NA
1	2	3	4	5	13.3.20	Understanding the nature of the news product <i>vis-à-vis</i> the news organization’s target audience	1	2	3	4	5	NA

13.4 Teamwork – Organizing reporters into small groups, facilitating shared responsibility and interdependency												
1	2	3	4	5	13.4.1	Structuring the department/section to implement teamwork principles	1	2	3	4	5	NA
1	2	3	4	5	13.4.2	Organizing reporters into teams	1	2	3	4	5	NA
1	2	3	4	5	13.4.3	Assisting reporters in acquiring specialized knowledge of working within a teamwork structure	1	2	3	4	5	NA
1	2	3	4	5	13.4.4	Formulating teamwork objectives	1	2	3	4	5	NA
1	2	3	4	5	13.4.5	Motivating reporters to perform satisfactorily within teamwork situations	1	2	3	4	5	NA
1	2	3	4	5	13.4.6	Sharing in the responsibilities associated with the implementation of a teamwork approach	1	2	3	4	5	NA
1	2	3	4	5	13.4.7	Compiling teams in such a way that diverse ideas are accommodated/promoted	1	2	3	4	5	NA
1	2	3	4	5	13.4.8	Compiling teams in such a way that technical skills are utilized effectively	1	2	3	4	5	NA
1	2	3	4	5	13.4.9	Defining team objectives	1	2	3	4	5	NA
1	2	3	4	5	13.4.10	Defining individual objectives	1	2	3	4	5	NA
1	2	3	4	5	13.4.11	Creating an environment within the newsroom where teamwork is rewarded	1	2	3	4	5	NA
1	2	3	4	5	13.4.12	Coaching, mentoring and counselling reporters throughout a team project	1	2	3	4	5	NA
1	2	3	4	5	13.4.13	Supporting teams in identifying resources necessary to achieve set goals/objectives	1	2	3	4	5	NA
1	2	3	4	5	13.4.14	Supporting teams in obtaining resources necessary to achieve set goals/objectives	1	2	3	4	5	NA
1	2	3	4	5	13.4.15	Understanding individual strengths and weaknesses to function within a teamwork situation	1	2	3	4	5	NA
1	2	3	4	5	13.4.16	Managing team conflict optimally	1	2	3	4	5	NA
1	2	3	4	5	13.4.17	Sharing recognition and credit with members of the team	1	2	3	4	5	NA
1	2	3	4	5	13.4.18	Praising reporters in my department/section	1	2	3	4	5	NA
13.5 Global awareness – Level of cultural knowledge, understanding and cultural sensitivity												
1	2	3	4	5	13.5.1	Being informed about social, political and economic changes in South Africa	1	2	3	4	5	NA
1	2	3	4	5	13.5.2	Being informed about social, political and economic changes within an international context	1	2	3	4	5	NA
1	2	3	4	5	13.5.3	Being able to recognize the impact of local and international changes on the media industry	1	2	3	4	5	NA
1	2	3	4	5	13.5.4	Developing multi-lingual skills	1	2	3	4	5	NA
1	2	3	4	5	13.5.5	Being confident in handling ethnic and cultural differences	1	2	3	4	5	NA
1	2	3	4	5	13.5.6	Willingness to gain understanding of ethnic and cultural differences	1	2	3	4	5	NA
1	2	3	4	5	13.5.7	Being sensitive to ethnic and cultural cues	1	2	3	4	5	NA
1	2	3	4	5	13.5.8	Being able to adapt to ethnic and cultural cues	1	2	3	4	5	NA
1	2	3	4	5	13.5.9	Adjusting behaviour appropriately when interacting with people from different cultural and ethnic backgrounds	1	2	3	4	5	NA
13.6 Self-management – Ability to take responsibility for your actions, performance and success in both private and professional life												
1	2	3	4	5	13.6.1	Conducting oneself according to clearly defined personal values	1	2	3	4	5	NA
1	2	3	4	5	13.6.2	Accommodating differing personal values between departmental/section managers and reporters	1	2	3	4	5	NA
1	2	3	4	5	13.6.3	Upholding the news organisation's code of ethics	1	2	3	4	5	NA
1	2	3	4	5	13.6.4	Admitting to personal mistakes	1	2	3	4	5	NA

1	2	3	4	5	13.6.5	Working diligently	1	2	3	4	5	NA
1	2	3	4	5	13.6.6	Being conscious of a healthy lifestyle (e.g. diet, exercise)	1	2	3	4	5	NA
1	2	3	4	5	13.6.7	Being able to lead a healthy lifestyle	1	2	3	4	5	NA
1	2	3	4	5	13.6.8	Taking responsibility	1	2	3	4	5	NA
1	2	3	4	5	13.6.9	Being ambitious/motivated to achieve set objectives	1	2	3	4	5	NA
1	2	3	4	5	13.6.10	Persevering under conditions of failure and stress	1	2	3	4	5	NA
1	2	3	4	5	13.6.11	Coping with secondary trauma (experienced through the eyes of reporters within the department/section)	1	2	3	4	5	NA
1	2	3	4	5	13.6.12	Balancing private life and work responsibilities	1	2	3	4	5	NA
1	2	3	4	5	13.6.13	Taking reporters' physical state into account	1	2	3	4	5	NA
1	2	3	4	5	13.6.14	Taking reporters' mental state into account	1	2	3	4	5	NA
1	2	3	4	5	13.6.15	Being able to clearly define personal and professional goals	1	2	3	4	5	NA
1	2	3	4	5	13.6.16	Maximising individual strengths	1	2	3	4	5	NA
1	2	3	4	5	13.6.17	Addressing individual weaknesses	1	2	3	4	5	NA
1	2	3	4	5	13.6.18	Being able to learn from mistakes and past experiences	1	2	3	4	5	NA

14. In your view, state the three most important constraints facing you as first-line news manager, hindering the management of reporters

1.
2.
3.

15. In your view, state the three most important opportunities facing you as first-line news manager, facilitating the management of reporters

1.
2.
3.

Addendum B: Sanef's South African National Skills Audit Phase 2 – 2004/5
Questionnaire for reporters

PLEASE NOTE THAT THIS QUESTIONNAIRE IS COMPLETED ANONYMOUSLY. ALL INFORMATION WILL BE TREATED AS CONFIDENTIAL AND YOUR IDENTITY WILL NOT BE LINKED TO IT IN ANY WAY

FOR OFFICE USE ONLY:

A: Ownership category:

Listed company		01
Unlisted company		02
Public service mandate		03

B: Geographical location:

Johannesburg		01
Cape Town		02
Durban		03
Port Elizabeth		04
Bloemfontein		05
Nelspruit		06

Category A: Professional profile

1. In which medium do you currently work?

Daily newspaper		01
Weekly newspaper		02
Magazine		03
Broadcasting (television)		04
Broadcasting (radio)		05
On-line media		06
News agency		07

2. What is your gender?

Male		01
Female		02

3. Your highest educational qualification is?

Completed secondary school		01
In-house training		02
Completed 1 year certificate		03
Completed 1 year diploma		04
Completed an advanced diploma		05
Completed a 3 year B degree		06
Completed a 4 year B degree		07
Completed an honours degree		08
Completed a Master's degree		09

4. What is your 'mother tongue'?

Afrikaans		01
English		02
isiXhosa		03
Ndebele		04
Pedi		05
Seswati		06
Southern Sotho		07
Tsonga		08
Tswana		09
Venda		10
Zulu		11
Other (please specify)		12

5. Indicate what percentage of the time spent at work you communicate in your mother tongue%

6. In which of the following languages do you communicate most of the time at work?

Afrikaans		01
English		02
isiXhosa		03
Ndebele		04
Pedi		05
Seswati		06
Southern Sotho		07
Tsonga		08
Tswana		09
Venda		10
Zulu		11
Other (please specify)		12

7. What journalism/media management training have you completed additional to the qualification in 3?

Name of training course	Institution	Year

8. How long have you been working in journalism?

Less than 1 year		01
Between 1 year and 3 years		02
Between 3 and 5 years		03
Longer than 5 years		04

9. What is your position in the organization?

Junior reporter		01
Reporter		02
Senior reporter		03
Other (please specify)		04

10. How long have you been in this position?

Less than 1 year		01
Between 1 year and 3 years		02
Between 3 and 5 years		03
Longer than 5 years		04

11. Who do you report to as first-line news manager?

News editor		01
Night editor		02
Content/online editor		03
Assignment editor		04
Bulletin editor		05
Department/section editor		06
Other (please specify)		07

Category B: Attitudes

12. Rate your attitude about the following issues (as you experience them in your media organization) on a scale of 1 to 5, where 1 = extremely negative and 5 = extremely positive:

12.1	The structure of internal communication (e.g. verbal communication, written communication etc.)	1	2	3	4	5
12.2	The level of planning and administration	1	2	3	4	5
12.3	The way in which teamwork has been implemented in order to improve news gathering and news reporting	1	2	3	4	5
12.4	The strategic leadership within your organisation	1	2	3	4	5
12.5	The level of sensitivity among first-line news managers with regard to industry related trends	1	2	3	4	5
12.6	The level of human resources development	1	2	3	4	5
12.7	Infrastructure available for managers to successfully perform the work expected of them	1	2	3	4	5
12.8	Infrastructure available for reporters to successfully perform the work expected of them	1	2	3	4	5
12.9	The remuneration policy implemented within your media organization	1	2	3	4	5
12.10	The overall management style applied within your media organization	1	2	3	4	5
12.11	The nature of employment (i.e. the level of job satisfaction you experience)	1	2	3	4	5
12.12	The opportunities you as a reporter are given to be creative in the news gathering and news production processes	1	2	3	4	5
12.13	The opportunities to give input in terms of news management structures	1	2	3	4	5
12.14	Current working conditions in your media organization	1	2	3	4	5
12.15	Your loyalty towards the media organization in which you work	1	2	3	4	5
12.16	Your ability as a reporter to match your personal values with that of the media organization	1	2	3	4	5
12.17	Your willingness to be publicly associated with the media organization	1	2	3	4	5
12.18	Availability of funding within the media organization to successfully perform the task at hand	1	2	3	4	5
12.19	Organizational structure of your media organization	1	2	3	4	5
12.20	The level of news output in your media organization compared to that of similar media organizations in South Africa	1	2	3	4	5
12.21	The overall level of professional skills found within the media organization	1	2	3	4	5
12.22	The ethical code of your news organisation	1	2	3	4	5
12.23	The level of ethics within your media organization (e.g. honesty and openness in terms of news gathering and news processes etc.)	1	2	3	4	5
12.24	Pressure from external stakeholders (e.g. owners, society, government, political parties) aimed at management	1	2	3	4	5
12.25	Pressure from external stakeholders (e.g. owners, society, government, political parties) aimed at you as a reporter	1	2	3	4	5
12.26	The level of career development within the media organization	1	2	3	4	5
12.27	First-line news managers' knowledge of specific media policies (e.g. with regard to HIV/Aids; media law and media ethics)	1	2	3	4	5
12.28	First-line news managers' ability to transfer this knowledge to reporters (e.g. provision of and guidance in using the SA Ombudsman's ethical code of conduct)	1	2	3	4	5
12.29	The level of technical skills among first-line news managers (e.g. computer, writing, reporting etc.)	1	2	3	4	5
12.30	The importance your media organization attach to reporters' safety while covering a news event	1	2	3	4	5

Category C: Importance and implementation of managerial skills and competencies

A. Using the scale on the left-hand side of the statement, indicate the level of importance you as a reporter attach to the management task described, as applicable to first-line news managers within your department/section (where 1 = not important and 5 = absolutely important).

B. Using the scale on the right-hand side of the statement, indicate the extent to which the first-line news manager within your department/section implements the management task described (where 1 = absolutely not and 5 = absolutely).

13.1 Communication – Managers’ ability to transfer information and facilitate understanding												
A						B						
1	2	3	4	5	13.1.1	Originating formal communication (e.g. e-mail, memoranda, meetings) to inform reporters of relevant activities	1	2	3	4	5	NA
1	2	3	4	5	13.1.2	Encouraging feedback and questions (from reporters) on formal communication	1	2	3	4	5	NA
1	2	3	4	5	13.1.3	Using a variety of technological resources to accommodate individual communication needs	1	2	3	4	5	NA
1	2	3	4	5	13.1.4	Soliciting interpersonal communication between themselves and reporters (e.g. discussions, mentoring)	1	2	3	4	5	NA
1	2	3	4	5	13.1.5	Maintaining sound interpersonal relationships with reporters	1	2	3	4	5	NA
1	2	3	4	5	13.1.6	Taking into account reporters’ feelings and emotions when communicating with them	1	2	3	4	5	NA
1	2	3	4	5	13.1.7	Negotiating resources for reporters	1	2	3	4	5	NA
1	2	3	4	5	13.1.8	Developing relationships with higher levels of management	1	2	3	4	5	NA
1	2	3	4	5	13.1.9	Exercising influence within higher levels of management	1	2	3	4	5	NA
1	2	3	4	5	13.1.10	Decisively handling difficult reporters	1	2	3	4	5	NA
1	2	3	4	5	13.1.11	Handling difficult reporters fairly	1	2	3	4	5	NA
1	2	3	4	5	13.1.12	Using hierarchical structures within the media organization to promote communication	1	2	3	4	5	NA
1	2	3	4	5	13.1.13	Aligning (personal and reporters’) goals to promote communication	1	2	3	4	5	NA
1	2	3	4	5	13.1.14	Possessing language skills that promote communication	1	2	3	4	5	NA
1	2	3	4	5	13.1.15	Handling multi-cultural differences to promote communication	1	2	3	4	5	NA
1	2	3	4	5	13.1.16	Handling multi-lingual differences to promote communication	1	2	3	4	5	NA

13.2 Planning and administration – Managers’ ability to plan, perform and control identified tasks												
1	2	3	4	5	13.2.1	Taking well-informed decisions despite pressures posed by tight deadlines	1	2	3	4	5	NA
1	2	3	4	5	13.2.2	Anticipating consequences of risks (financial and otherwise) taken in order to deliver the news product	1	2	3	4	5	NA
1	2	3	4	5	13.2.3	Defending the consequences arising from these risks to top management	1	2	3	4	5	NA
1	2	3	4	5	13.2.4	Pro-actively developing plans to improve the level of professional output	1	2	3	4	5	NA
1	2	3	4	5	13.2.5	Properly scheduling these plans in order to achieve the set goals	1	2	3	4	5	NA
1	2	3	4	5	13.2.6	Prioritising tasks in order to deliver the desired news product	1	2	3	4	5	NA
1	2	3	4	5	13.2.7	Delegating responsibility for tasks to reporters	1	2	3	4	5	NA
1	2	3	4	5	13.2.8	Delegating authority to reporters to perform tasks	1	2	3	4	5	NA
1	2	3	4	5	13.2.9	Identifying resources (human and otherwise) needed to deliver the news product	1	2	3	4	5	NA

1	2	3	4	5	13.2.10	Obtaining resources (human and otherwise) needed to deliver the news product	1	2	3	4	5	NA
1	2	3	4	5	13.2.11	Organizing resources (human and otherwise) obtained	1	2	3	4	5	NA
1	2	3	4	5	13.2.12	Keeping accurate and complete financial documentation on activities within the department/section	1	2	3	4	5	NA
1	2	3	4	5	13.2.13	Budgeting for the activities to be performed in the department/section	1	2	3	4	5	NA
1	2	3	4	5	13.2.14	Using financial information to plan activities in the department/section	1	2	3	4	5	NA
1	2	3	4	5	13.2.15	Using financial information when taking decisions	1	2	3	4	5	NA
1	2	3	4	5	13.2.16	Using financial information when performing control activities	1	2	3	4	5	NA
1	2	3	4	5	13.2.17	Handling a variety of incidents at once	1	2	3	4	5	NA
13.3 Strategic action – Managers’ ability to understand and adapt to the media organization’s vision, mission and goals												
1	2	3	4	5	13.3.1	Monitoring changes within the department/section to identify strengths, weaknesses, opportunities and threats impacting on the performance of the department/section	1	2	3	4	5	NA
1	2	3	4	5	13.3.2	Monitoring changes within the media organization to identify strengths, weaknesses, opportunities and threats impacting on the performance of the department/section	1	2	3	4	5	NA
1	2	3	4	5	13.3.3	Monitoring changes within the media environment to identify strengths, weaknesses, opportunities and threats impacting on the performance of the department/section	1	2	3	4	5	NA
1	2	3	4	5	13.3.4	Monitoring changes within the broader South African context to identify strengths, weaknesses, opportunities and threats impacting on the performance of the department/section	1	2	3	4	5	NA
1	2	3	4	5	13.3.5	Monitoring changes within the international context to identify strengths, weaknesses, opportunities and threats impacting on the performance of the department/section	1	2	3	4	5	NA
1	2	3	4	5	13.3.6	Knowing the national news agenda	1	2	3	4	5	NA
1	2	3	4	5	13.3.7	Knowing the international news agenda	1	2	3	4	5	NA
1	2	3	4	5	13.3.8	Playing a role in setting the news agenda	1	2	3	4	5	NA
1	2	3	4	5	13.3.9	Knowing the organisation’s news policy	1	2	3	4	5	NA
1	2	3	4	5	13.3.10	Implementing the organisation’s news policy	1	2	3	4	5	NA
1	2	3	4	5	13.3.11	Being informed on the activities of other media organizations (i.e. competitors)	1	2	3	4	5	NA
1	2	3	4	5	13.3.12	Being informed on the activities of strategic partners	1	2	3	4	5	NA
1	2	3	4	5	13.3.13	Understanding the concerns of internal stakeholders (e.g. reporters)	1	2	3	4	5	NA
1	2	3	4	5	13.3.14	Understanding the concerns of external stakeholders (e.g. shareholders, society at large)	1	2	3	4	5	NA
1	2	3	4	5	13.3.15	Knowing the organization’s vision, mission and goals	1	2	3	4	5	NA
1	2	3	4	5	13.3.16	Prioritising and making decisions consistent with the organization’s vision, mission and goals	1	2	3	4	5	NA
1	2	3	4	5	13.3.17	Ensuring that operational goals (and objectives) support organizational strategy	1	2	3	4	5	NA
1	2	3	4	5	13.3.18	Realizing organizational goals	1	2	3	4	5	NA
1	2	3	4	5	13.3.19	Developing human resources	1	2	3	4	5	NA
1	2	3	4	5	13.3.20	Understanding the nature of the news product <i>vis-à-vis</i> the news organization’s target audience	1	2	3	4	5	NA
13.4 Teamwork – Managers’ ability to organize reporters into small groups, facilitating shared responsibility and interdependency												
1	2	3	4	5	13.4.1	Structuring the department/section to implement teamwork principles	1	2	3	4	5	NA
1	2	3	4	5	13.4.2	Organizing reporters into teams	1	2	3	4	5	NA

1	2	3	4	5	13.4.3	Assisting reporters in acquiring specialized knowledge of working within a teamwork structure	1	2	3	4	5	NA
1	2	3	4	5	13.4.4	Formulating teamwork objectives	1	2	3	4	5	NA
1	2	3	4	5	13.4.5	Motivating reporters to perform satisfactorily within teamwork situations	1	2	3	4	5	NA
1	2	3	4	5	13.4.6	Sharing in the responsibilities associated with the implementation of a teamwork approach	1	2	3	4	5	NA
1	2	3	4	5	13.4.7	Compiling teams in such a way that diverse ideas are accommodated/promoted	1	2	3	4	5	NA
1	2	3	4	5	13.4.8	Compiling teams in such a way that technical skills are utilized effectively	1	2	3	4	5	NA
1	2	3	4	5	13.4.9	Defining team objectives	1	2	3	4	5	NA
1	2	3	4	5	13.4.10	Defining individual objectives	1	2	3	4	5	NA
1	2	3	4	5	13.4.11	Creating an environment within the newsroom where teamwork is rewarded	1	2	3	4	5	NA
1	2	3	4	5	13.4.12	Coaching, mentoring and counselling reporters throughout a team project	1	2	3	4	5	NA
1	2	3	4	5	13.4.13	Supporting teams in identifying resources necessary to achieve set goals/objectives	1	2	3	4	5	NA
1	2	3	4	5	13.4.14	Supporting teams in obtaining resources necessary to achieve set goals/objectives	1	2	3	4	5	NA
1	2	3	4	5	13.4.15	Understanding individual strengths and weaknesses to function within a teamwork situation	1	2	3	4	5	NA
1	2	3	4	5	13.4.16	Managing team conflict optimally	1	2	3	4	5	NA
1	2	3	4	5	13.4.17	Sharing recognition and credit with members of the team	1	2	3	4	5	NA
1	2	3	4	5	13.4.18	Praising reporters in the department/section	1	2	3	4	5	NA

13.5 Global awareness – Managers’ level of cultural knowledge, understanding and cultural sensitivity

1	2	3	4	5	13.5.1	Being informed about social, political and economic changes in South Africa	1	2	3	4	5	NA
1	2	3	4	5	13.5.2	Being informed about social, political and economic changes within an international context	1	2	3	4	5	NA
1	2	3	4	5	13.5.3	Being able to recognize the impact of local and international changes on the media industry	1	2	3	4	5	NA
1	2	3	4	5	13.5.4	Developing multi-lingual skills	1	2	3	4	5	NA
1	2	3	4	5	13.5.5	Being confident in handling ethnic and cultural differences	1	2	3	4	5	NA
1	2	3	4	5	13.5.6	Willingness to gain understanding in ethnic and cultural differences	1	2	3	4	5	NA
1	2	3	4	5	13.5.7	Being sensitive to ethnic and cultural cues	1	2	3	4	5	NA
1	2	3	4	5	13.5.8	Being able to adapt to ethnic and cultural cues	1	2	3	4	5	NA
1	2	3	4	5	13.5.9	Adjusting behaviour appropriately when interacting with people from different cultural and ethnic backgrounds	1	2	3	4	5	NA

13.6 Self-management – Managers’ ability to take responsibility for their actions, performance and success in both private and professional life

1	2	3	4	5	13.6.1	Conducting themselves according to clearly defined personal values	1	2	3	4	5	NA
1	2	3	4	5	13.6.2	Accommodating differing personal values between themselves and reporters	1	2	3	4	5	NA
1	2	3	4	5	13.6.3	Upholding the ethical code of the news organisation	1	2	3	4	5	NA
1	2	3	4	5	13.6.4	Admitting to personal mistakes	1	2	3	4	5	NA
1	2	3	4	5	13.6.5	Working diligently	1	2	3	4	5	NA
1	2	3	4	5	13.6.6	Being conscious of a healthy lifestyle (e.g. diet, exercise)	1	2	3	4	5	NA
1	2	3	4	5	13.6.7	Being able to lead a healthy lifestyle	1	2	3	4	5	NA
1	2	3	4	5	13.6.8	Taking responsibility	1	2	3	4	5	NA
1	2	3	4	5	13.6.9	Being ambitious/motivated to achieve set objectives	1	2	3	4	5	NA

1	2	3	4	5	13.6.10 Persevering under conditions of failure and stress	1	2	3	4	5	NA
1	2	3	4	5	13.6.11 Coping with secondary trauma (experienced through the eyes of reporters within the department/section)	1	2	3	4	5	NA
1	2	3	4	5	13.6.12 Balancing private life and work responsibilities	1	2	3	4	5	NA
1	2	3	4	5	13.6.13 Taking reporters' physical state into account	1	2	3	4	5	NA
1	2	3	4	5	13.6.14 Taking reporters' mental state into account	1	2	3	4	5	NA
1	2	3	4	5	13.6.15 Being able to clearly define personal and professional goals	1	2	3	4	5	NA
1	2	3	4	5	13.6.16 Maximising individual strengths	1	2	3	4	5	NA
1	2	3	4	5	13.6.17 Addressing individual weaknesses	1	2	3	4	5	NA
1	2	3	4	5	13.6.18 Being able to learn from mistakes and past experiences	1	2	3	4	5	NA

16. In your view, state the three most important constraints facing first-line news managers within your department/section, hindering them in managing reporters

- 1.
- 2.
- 3.

17. In your view, state the three most important opportunities facing first-line news managers within your department/section, supporting them in managing reporters

- 1.
- 2.
- 3.

Addendum C: Sanef's South African National Skills Audit Phase 2 – 2004/5 Framework for interviews

General

- Give us a general introduction on the management structure of your organization.
- On what level do you function?

Competencies

1 Communication (The way information is transferred and understanding facilitated in the organization)

- 1.1 How does communication take place between you and the people reporting to you?
- 1.2 What is the role of interpersonal relationships in facilitating communication?
- 1.3 How do you handle difficult situations / reporters?

2. Planning and administration (How identified tasks are planned, put into action / performed and controlled)

- 2.1 How do you plan activities for the people your are responsible for?
- 2.2 Do they participate?
- 2.3 How do you get people to perform the planned activities as agreed?
- 2.4 How do you control performance on agreed upon activities?

3. Strategic action (The way the organization's mission, vision and goals are understood throughout the organization and adapted to / executed)

- 3.1 Are you and the people reporting to you aware of the strengths and weaknesses of the organization and the opportunities and threats confronting the organization?
- 3.2 Are you and the people reporting to you aware of the organization's vision, mission and goals?
- 3.3 What is the knowledge level of yourself and the people reporting to you of the national and international news agenda?
- 3.4 Do the people reporting to you know and execute the organisation's news policy?
- 3.5 How is the organization's news policy and news product aligned to the organizations' target audience?

4. Teamwork (Organizing reporters into small groups, the way shared responsibility and interdependency is facilitated)

- 4.1 Do you implement teamwork as a *modus operandi* in your area of responsibility? How?
- 4.2 If yes, how do you facilitate shared responsibility and interdependency in teams?
- 4.3 How is conflict handled in teams?
- 4.4 How is recognition handled in teams?

5. Global awareness (The level of cultural knowledge, understanding and cultural sensitivity in the organization)

5.1 How do you promote cultural knowledge, understanding and sensitivity among the people responsible to you?

5.2 How important is multilingualism in your newsroom?

6. Self management (The way people in the organization is able to take responsibility for their own actions, performance and success in professional and private lives)

6.1 How do you accommodate people's personal values in the work situation?

6.2 Does the organization have a formal code of ethics?

6.3 If yes, how is the organization's code of ethics upheld in the work situation?

6.4 How balanced are the lives of people reporting to you in terms of their work and personal lives?

6.5 How are the people reporting to you encouraged to build on their strengths and improve their weaknesses?