



**Investigative Editors in Bangladesh: How to Lead an Investigative Team** 

## **Julian Sher**

www.juliansher.com

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## **OUR GOALS FOR THIS COURSE:** TO HELP YOU



## **MANAGE INVESTIGATIONS**

BEFORE THE REPORTER GOES OUT THE DOOR

## **MONITOR INVESTIGATIONS**

WHILE THE REPORTER IS IN THE FIELD, INTERVIEWING AND **FILMING** 

EDIT THE INVESTIGATIONS

ONCE THE REPORTER IS BACK IN THE NEWSROOM

## **OUR GOALS FOR THIS COURSE:** THREE PILLARS OF TV INVESTIGATIONS



## HOW TO DO THEM:

HOW TO FIND, CHOOSE AND CARRY OUT YOUR INVESTIGATIONS

**HOW TO TELL THEM:** 

HOW TO STRUCTURE AND WRITE YOUR STORIES

**HOW TO ORGANIZE YOUR TEAM:** 

PITCHES, WORKFLOW, **TEAMWORK** 

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## DAY ONE – AUG 9: 1/WORKFLOW - FROM IDEA TO BROADCAST

2/WORKFLOW – CHOOSING YOUR STORIES 3/ WORKFLOW – WRITTEN PITCHES

### DAY TWO- AUG 10:

3/ STORYTELLING: CHARACTERS 4/ STORYTELLING: STRUCTURE 5/ STORYTELLING: SCRIPT TEMPLATES

## IWORK IN NEWSROOMS - AUG 11-221

## DAY THREE - AUG 23:

7/KEEPING A LIST OF QUESTIONS 8/ GOOD WRITING

DAY FOUR – AUG 24: APPLYING WHAT WE LEARNED TO THE WEEK'S WORK IN NEWSROOM

## DAY FIVE- AUG 25:

9/SETTING GOALS 10/ETHICS

## 1. Workflow: From story idea to broadcast



## In your newsrooms now:

• BEFORE THE STORY IS ASSIGNED:

90% of pitches by reporters made orally



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ONCE THE STORY IS ASSIGNED:

>> 30% of newsrooms monitor the reporter's work in the field only "occasionally" or not all until script is finished

>> 80% of news editors do not discuss with reporters at all or only "sometimes" what to film, the characters or structure BEFORE filming starts or during

In your newsrooms now ONCE THE STORY IS IN EDITING:



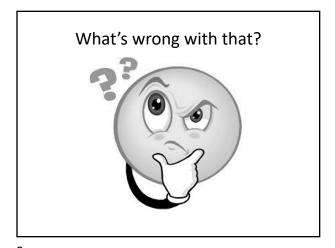
>> 80% of news editors do not see the footage before they edit the script

>> 90% of the reporters do not write the video descriptions in their script

>> for final approval, 80% of the time the editor does only sees the video "occasionally" or only "rarely"

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The steps from story idea to story broadcast

SCREENING/RE-EDIT

EDIT

PAPER EDIT

FILMING

TREATMENT

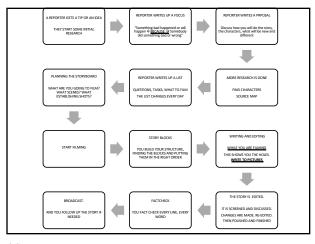
RESEARCH

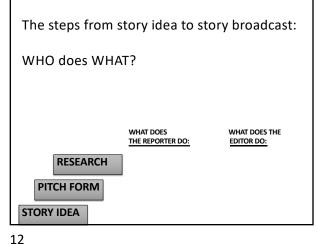
PITCH FORM

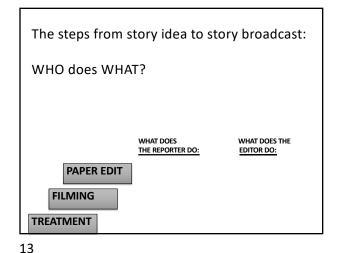
STORY IDEA

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10







The steps from story idea to story broadcast:

WHO does WHAT?

WHAT DOES THE REPORTER DO:

FOLLOW-UP

BROADCAST

SCREENING/RE-EDIT

EDIT

14

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- Divide into three groups
- Each group comes up with at least FIVE current problems with their workflow right now and how to fix it

2. HOW TO CHOOSE YOUR STORIES

✓ 2-A: IS IT INVESTIGATIVE?

✓ 2-B: HOW EXCLUSIVE IS IT?

✓ 2-C: DOES IT FIT YOUR PRIORITIES?

✓ 2-D: WHAT ARE THE RISKS?

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# ALL GOOD STORIES NEED THREE BASIC BUILDING BLOCKS:

- ➤ GREAT CHARACTERS
- **≻GREAT PLOT (structure)**
- **>GREAT WRITING**

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# AN INVESTIGATIVE STORY NEEDS THREE ADDITIONAL BASIC ELEMENTS

**✓ ABUSE OF POWER** 

[A powerful person or organization/victims]

**✓** A NEW REVELATION

[Often about something someone wants to  $\underline{\text{\bf keep hidden}}$ 

**✓ EVIDENCE (THAT CAN BE SEEN)** 

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## WHAT IS ABUSE OF POWER?:

CAN BE A WORLD LEADER....





 OR A HUSBAND WHO BEATS HIS WIFE



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## WHAT KIND OF ABUSE OF POWER?

• CAN BE EXTREME, VIOLENT....

Tea seller dies of burns

Staff Correspondent
The weather Rabus!
Muschbarz, who bust
suffered severe burns in
an incident invoking
police, doed from his
suparies yestereday arther
fighting death for around
16 hours.
I've policemen were
suspended following the

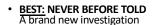


• OR CORRUPTION...

Bangladesh dirty money fight



2-B: HOW EXCLUSIVE IS IT?





- GOOD: A NEW DEVELOPMENT IN AN OLD STORY
   Part of it told already
   But you bring it to new heights
- OKAY: BRING IT IN A NEW WAY TO A NEW AUDIENCE It was told by another media outlet, another language, another country You do it in a new way

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## 2-C: DOES IT <u>FIT</u> YOUR PRIORITIES?



**DOES IT FIT YOUR** MANDATE? (You need a

mission statement for your station)

- DOES IT FIT YOUR TARGET AUDIENCE? (You need to know your existing and intended audience)
- DOES IT FIT YOUR NEEDS RIGHT NOW? (You need to know your mix of stories)

2-D: WHAT ARE THE RISKS?

PERSONAL



CORPORATE

TIME, MONEY

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## RECAP: HOW TO CHOOSE **YOUR STORIES?**

- ✓ IS IT INVESTIGATIVE?
- ✓ HOW EXCLUSIVE IS IT?
- ✓ DOES IT FIT YOUR PRIORITIES?
- **✓ WHAT KIND OF INVESTIGATIVE** STORY IS IT?
- ✓ WHAT ARE YOUR GOALS?
- ✓ WHAT ARE THE RISKS?
  - → ONLY AFTER YOU HAVE CHECKED OFF THE ANSWERS TO ALL THESE QUESTIONS ARE YOU READY TO START THE STORY

Group Exercise – **HOW TO CHOOSE** 





Divide into three groups

Each group takes a story from a Dhaka newspaper and writes up:

- >> Do you have the **3 elements** for a good investigative story? [abuse of power/ revelation/ evidence]
- >> Does it fit your priorities?
- >> What are the risks?

## 3. HOW REPORTERS PITCH THEIR STORIES

• Insist that all your reporters make a clear and concise pitch for their story – in writing



• Why is it better to pitch stories in writing:





Rather than orally??

## A written pitch:



- · Forces you to focus your thoughts
- Forces everyone to submit to the same standards
- Allows you to share the ideas more easily
- · Give you a record of what was promised and what was the goal

Why is it better to pitch stories in writing:





• Rather than orally??

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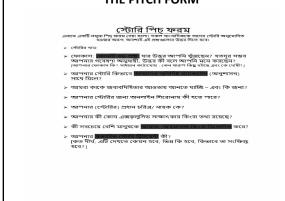
## THE PITCH FORM

## Sample Story Pitch Form

- > FOCUS: WHAT IS THE BIG QUESTION YOU ARE SEEKING TO ANSWER? SO FAR BASED ON YOUR RESEARCH, WHAT DO YOU THINK THE ANSWER IS? [What's your focus? Usually in the form of : Why is something bad happening and
- HOW DOES YOUR STORY FIT THE MANDATE OR MISSION OF YOUR MEDIA OUTLET/NEWSPAPER/TV SHOW?
- ➤ WHO ARE YOU HOLDING TO ACCOUNT AND FOR WHAT?
- > WHAT MIGHT BE THE ONLINE NEWS HEADLINE FOR YOUR [If you can't summarize your story in a short and snappy headline, you're in trouble]
- > WHO IS YOUR MAIN PROTAGONIST?
- > WILL YOU HAVE ANY EXCLUSIVE INTERVIEWS OR INFORMATION?
- > WHAT WILL SHOCK, OUTRAGE OR ENTERTAIN PEOPLE THE MOST?
- > WHAT IS YOUR SUGGESTED STORY TREATMENT?
- DOWNLOAD THE FORM AT: WWW.JULIANSHER.COM/TRAINING

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THE PITCH FORM



DOWNLOAD THE FORM AT: WWW.JULIANSHER.COM/TRAINING

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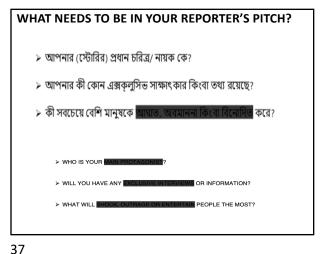
## WHAT NEEDS TO BE IN YOUR REPORTER'S PITCH?

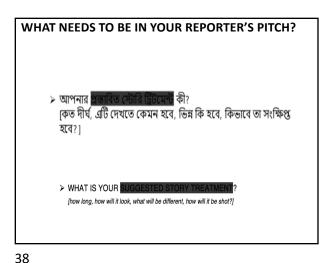
- শ্টোরির নাম:
- 🕨 ফোকাস: কোনটি বড় প্রশ্ন যার উত্তর আপনি খুঁজছেন? যতদূর সম্ভব আপনার গবেষণা অনুযায়ী, উত্তর কী বলে আপনি মনে করছেন? [আপনার ফোকাস কি? সাধারন কাঠামোয় : কেন খারাপ কিছু ঘটছে এবং কে দোষী?]
- > STORY NAME:

FOCUS: WHAT IS THE BIG QUESTION YOU ARE SEEKING TO ANSWER? SO FAR BASED ON YOUR RESEARCH, WHAT DO YOU THINK THE ANSWER

IS?
[What's your focus? Usually in the form of : Why is something bad happening and who is to blame?]

WHAT NEEDS TO BE IN YOUR REPORTER'S PITCH? আপনার স্টোরি কিভাবে আমাদের স্নির্দিষ্ট ম্যান্ডেটের (অনুশাসন) সাথে মিলে? আমরা কাকে জবাবদিহিতার আওতায় আনতে যাচ্ছি – এবং কি জন্য? আপনার স্টোরির জন্য অনলাইন শিরোনাম কী হতে পারে? > HOW DOES YOUR STORY FIT DUR SE > WHO ARE WE HOLDING TO ACCOUNT - AND FOR WHAT? > WHAT MIGHT BE THE **ONLINE NEWS HEADLINE** FOR YOUR STORY?



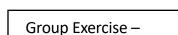


The Grammar of

**TV Story-Telling** 

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## THE WRITTEN PITCH:



Divide into three groups

Each group takes a story from a Dhaka newspaper and writes up:

- >> What would be acceptable goals (Bronze/Silver/Gold)
- >> What kind of story will it be (People/Documents/Access)

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What Makes a Great Story? Oprah Winfrey at the Golden Globes:

4/ CHARACTERS ON A JOURNEY

• 5/ DRAMATIC STRUCTURE



For more, see www.juliansher.com/training



Why do you think Oprah's story works so well?



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## OPRAH'S STORY HAS A BEGINNING, MIDDLE AND END:

In 1964, I was a little girl sitting on the linoleum floor of my mother's house in Milwaukee watching Anne Bancroft present the Oscar for best actor at the 36th Academy Awards. She opened the envelope and said five words that literally made history: "The winner is Sidney Potiter."

Up to the stage came the most elegant man I ever remembered. His tie was white, his skin was black—and he was being celebrated. I'd never seen a black man being celebrated like that. I tried many, many times to explain what a moment like that means to a little girl, a kid watching from the cheap seats as my mom came through the door bone tired from cleaning other people's houses. But all I can do is quote and say that the explanation in Sidney's performance in Lilies of the Field: "Amen, amen, amen, amen, amen."

In 1982, Sidney received the Cecil B. DeMille award right here at the Golden Globes and it is not lost on me that at this moment, there are some little girls watching as I become the first black woman to be given this same award.

Watch full video: http://tinyurl.com/yak9zuzu

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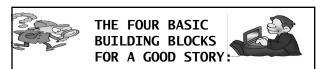
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- >A.GREAT CHARACTERS
- **▶**B.GREAT PLOT (structure)
- >C.GREAT WRITING
- > D.GREAT ACCOUNTABILITY

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What makes a good story?

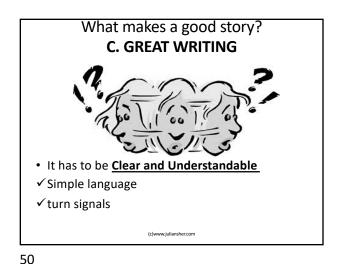
• A. CHARACTERS ARE KEY

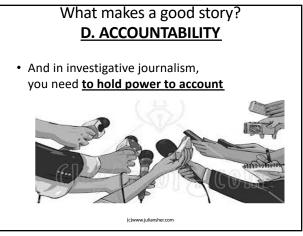
√ They must go on a journey, a quest, a

<u>struggle</u>



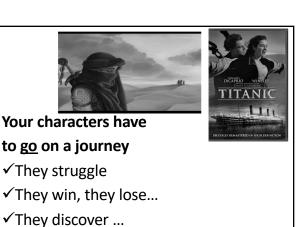








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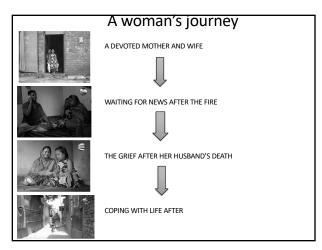
✓ In other words **they grow and change** 

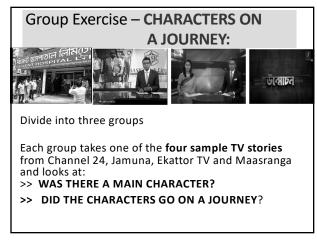
• Characters need to ch

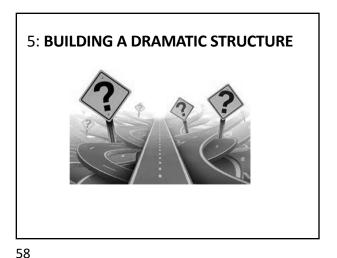


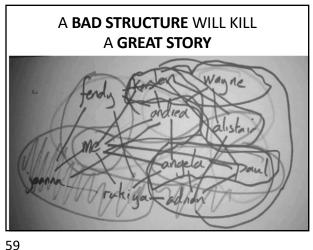
- Characters need to <u>change</u> on that journey (even if you have to "recreate" that change)
- ✓ If they are dead, bring them back alive
- ✓ If they are <u>angry</u>, go back to when they were <u>happy</u>
- ✓ If they are <u>beaten</u>, go back to when they had hope
- ✓ If they did something <u>bad</u>, go back to when they

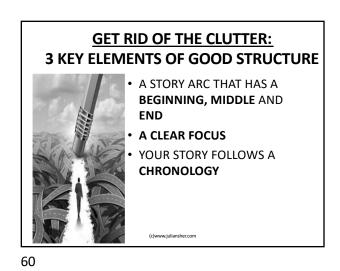




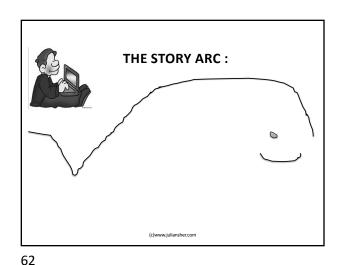


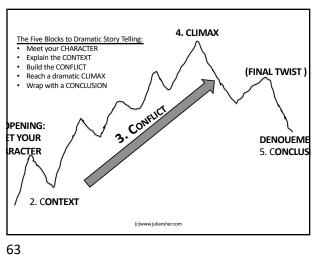




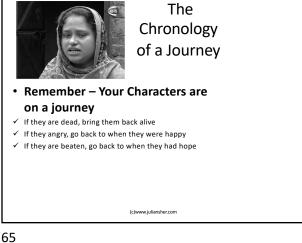


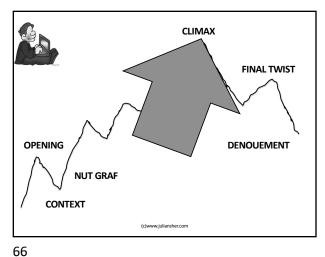


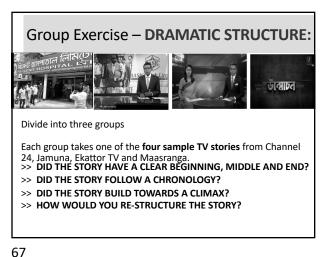


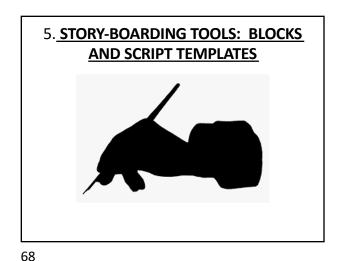


**CLIMAX** FINAL TWIST **OPENING** DENOUEMENT Once you get going, stick to chronology unless you are bold enough to try some flourishes (foreshadowing, flashbacks, reverse timeline)

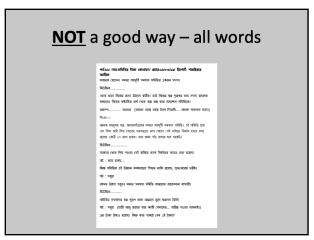






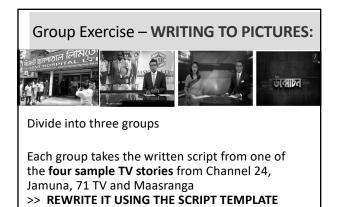


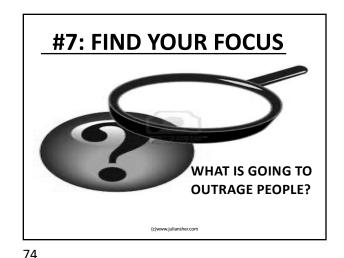




THE P	THE PROPER WAY – VISUALS, SOUND AND THEN WORDS				
	VIDEO:	SOUND:	NARRATION:		
	1	ı		l	

THE PROPER WAY – VISUALS, SOUND AND THEN WORDS NARRATION Tilt up to reveal face of mother CLIP: She tells us about the day of the fire







Carmelo Bruzzese: wanted in Italy, in legal limbo here

Published on Wednesday October 03, 2012

Published on Wednesday October 03, 2012

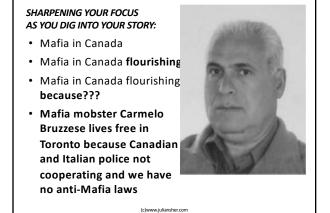
Julian Sher, Rob Cribb and Peter Edwards
Toconto Star

Recommend 34

The name Carmelo Bruzzese conjures two very different narratives.

The slight, white-haired 62-year-old is a husband, father and doting grandfather who, by some accounts, leads a quiet life in Woodbridge, where he's fred the propular Italian restaurant.

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## SHARPENING YOUR FOCUS AS YOU DIG INTO YOUR STORY:

- · Child sex tourism
- Canadian child sex tourists flock to Cuba
- Convicted pedophile James McTurk repeatedly travels to Cuba to abuse children because Canada does not track its sex offenders and the Cuban government ignores the problem



)www.juliansher.com

Fire in Old Dhaka

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## <u>Focus:</u> <u>More people</u> will <u>die</u> in fires < -

-- because --- >

- Mayor refuses to remove dangerous plastics [we need to prove they are dangerous]
- Fire hazards still rampant
   [we need to see if wires and other things are dangerous]
- Most chemicals are stored with no permits and no inspection!!!
- Chemicals should NOT be in residential area





FINAL FOCUS: More people will die in fires <--because ---> Mayor and plastics merchants refuse to remove dangerous fire hazards



- Saying plastics are "not flammable" ignores toxicity and other dangers, like being next to ignition sources
- Chemicals and plastics should NOT be in residential area in violation of building code
- no permits and no inspection means Mayor does not even know what is there
- chemicals being secretly moved elsewhere

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# The "Searchlight" story:

## Group Exercise – **FOCUS**:







As a group, we look at the **four sample TV stories** from Channel 24, Jamuna, Ekattor TV and Maasranga:

- >> WHAT THE FOCUS SHOULD BE
- >> DID THE TV STORY REFLECT THAT FOCUS CLEARLY?

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## 8. KEEP A LONG LIST OF

## **QUESTIONS**

THAT ARE
ALWAYS
CHANGING



# WHAT WE KNOW – AND WHAT WE DON'T KNOW

 A MADE-UP EXAMPLE: You get a tip that a baby died in a local hospital under mysterious







THREE KINDS OF LISTS WE NEED TO MAKE:

- > THINGS WE KNOW
- ➤ THINGS WE KNOW WE DON'T KNOW
- > THINGS WE DON'T KNOW WE DON'T KNOW: THE UNKNOWN UNKNOWNS

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# WHAT WE KNOW – AND WHAT WE DON'T KNOW

• 5-A:THINGS WE KNOW

Let's assume we have the age of the baby, name of the mother, date of death



• WHAT ARE SOME THINGS WE KNOW WE DON'T KNOW?

WHAT WE KNOW – AND WHAT WE DON'T KNOW

• 5-B: WHAT ARE SOME THINGS WE KNOW WE DON'T KNOW?

What was the cause of death? Who was responsible? Did the doctors or nurses

make an error? Did the hospital cover it up?



 WHAT ARE SOME THINGS WE DON'T KNOW WE DON'T KNOW: THE UNKNOWN UNKNOWNS?

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# WHAT WE KNOW – AND WHAT WE DON'T KNOW

 5-C: THINGS WE DON'T KNOW WE DON'T KNOW: THE UNKNOWN UNKNOWNS

The story could be bigger than you thought The story could be wrong and quite different



<u>BIGGER</u>: The baby died because the drugs used by thousands of hospitals are contaminated and more babies will die...

WRONG or DIFFERENT: The mother killed the baby

THINGS WE DON'T KNOW WE DON'T KNOW: THE UNKNOWN UNKNOWNS

YOU NEED TO BE OPEN FOR SURPRISES





• YOUR STORY MIGHT CHANGE COMPLETELY!!

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## THINGS WE KNOW WE DON'T KNOW



- MAKE YOUR LIST EVERY DAY
- IT KEEPS CHANGING AS YOU FIND SOME ANSWERS... BUT ALSO MORE QUESTIONS
- DECIDE IN THE END: IF I DON"T KNOW THE ANSWER TO A QUESTION, CAN I STILL DO THE STORY?

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# Group Exercise – A LIST OF QUESTIONS



Divide into three groups

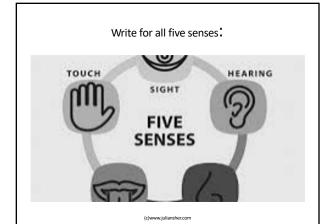
Each group takes a story from a Dhaka newspaper OR from their newsroom: >> Write up a list of questions, from basic facts you need to know to more complicated accountability questions

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# 9. GOOD **WRITING** FOR TV STORY-TELLING



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## This is telling, not showing:

- "They were outraged"
- "The people felt sorrow"

"Many were angry"

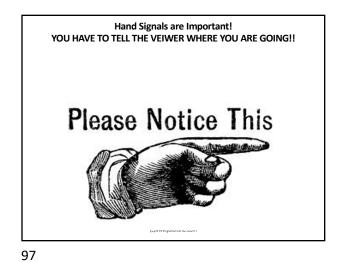
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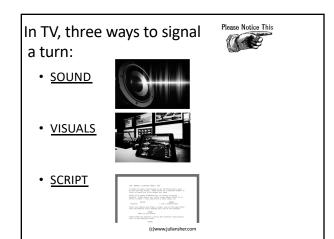
Group Exercise – WRITING TO SHOW, NOT TELL

TRY THESE EXAMPLES ... <u>REWRITE</u> THESE SENTENCES AND <u>LIST THE VISUALS</u> YOU WOULD USE IN A TV SCRIPT SO THAT YOU ARE <u>SHOWING</u> THE STORY, NOT TELLING:

- "The people in Old Dhaka are worried that another fire could kill more people the next time"
- "She was so happy when she learned that despite her family's objections she had been accepted into the university's law school."
- "The students are frightened about crossing the dangerous street after so many accidents."

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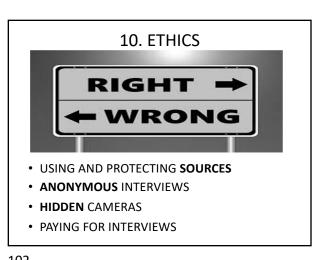




**Investigative Editors in Bangladesh** [ Break ] **Julian Sher** www.juliansher.com

Review of Home Work Develop with a reporter a story idea · Work with reporter to write out a PITCH FORM Then work with the reporter to develop: -THE FOCUS • -THE GOALS (Bronze/Silver/Gold) • -CHARACTERS and STORY STRUCTURE • -Use the **NEW SCRIPT TEMPLATE** 

**Investigative Editors in Bangladesh** [ Break ] **Julian Sher** www.juliansher.com 101



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## **USING SOURCES**

 HOW TO YOU EVALUATE WHETHER YOU CAN RELY ON A SOURCE?

Discuss



JUDGING THE RELIABILITY OF YOUR SOURCES

• HOW **CLOSE** ARE THEY TO THE STORY? (first hand, eyewitness, hearsay?)

• WHAT IS THEIR **MOTIVE**?



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## PROTECTING YOUR SOURCES

 HOW FAR ARE YOU WILLING TO GO TO KEEP YOUR SOURCE HIDDEN?

Discuss



## PROTECTING YOUR SOURCES

 HOW FAR ARE YOU WILLING TO GO TO KEEP YOUR SOURCE HIDDEN?

 MAKE IT CLEAR FROM THE BEGINNING



• ANY DEAL IS OFF IF THE SPURCE LIED

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# WHEN CAN YOU USE ANONYMOUS SOURCES/ SHADOW INTERVIEWS?



Discuss

WHEN CAN YOU USE ANONYMOUS SOURCES/ SHADOW INTERVIEWS?



- ONLY AS A LAST RESORT IF THE PERSON IS IN DANGER SOMEHOW
- A SENIOR NEWS MANAGER MUST KNOW EVERYTHING ABOUT THE ANONYMOUS SOURCE

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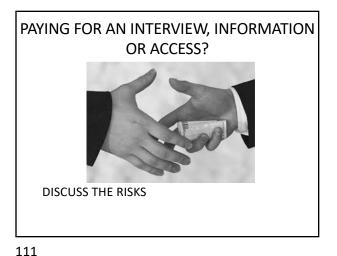


WHAT SHOULD BE THE RULES ABOUT USING HIDDEN CAMERAS?



- ONLY AS A LAST RESORT WHEN ALL OTHER OPTIONS ARE IMPOSSIBLE
- MUST BE CLEARED BY A SENIOR NEWS EDITOR

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PAYING FOR AN INTERVIEW, INFORMATION OR ACCESS?



- IT COMPROMISES YOUR INDEPENDENCE
- IT COULD DAMAGE YOUR CREDIBILITY
- IT MAY ENCOURAGE YOUR SOURCE TO EXAGGERATE OR LIE

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Group Exercise – **ETHICS** 



Divide into three groups

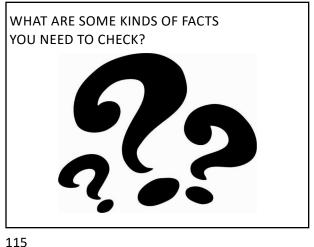
Discuss the following three scenarios:

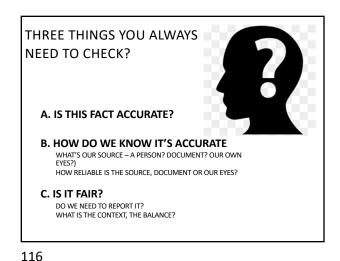
- >> A top official in a government department wants money and offers to copy secret files and give them to you. What do you do?
- >> A woman fired from a hospital wants to reveal fatal mistakes by a doctor but insists on anonymity (shadow interview). What do you do?
- >> You find out dangerous chemicals are being stored in a factory in a residential area. Your reporter wants to sneak inside to film. What do you do?

11. BEFORE YOU ARE READY TO PUBLISH OR BROADCAST, FACT CHECK EVERYTHING!!!



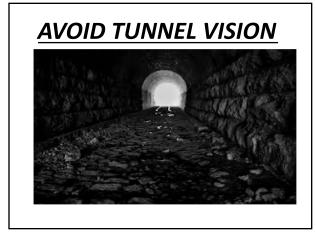
EVERY LINE, EVERY WORD, EVERY PICTURE





















Divide into three groups

Each group takes one of the **four sample TV stories** from Channel 24, Jamuna, 71 TV and Maasranga and looks at:

- >> WHAT FACTS NEED TO BE CHECKED?
- >> HOW?

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# 12. SETTING YOUR GOALS AND LIMITS ✓ WHAT KIND OF INVESTIGATIVE STORY IS IT? ✓ WHAT ARE YOUR GOALS?

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## WHAT KIND OF INVESTIGATIVE STORY IS IT?

The best stories have <u>all three</u>. Usually you need <u>at least two</u> of these:

PEOPLE:
 A STRONG CHARACTER
 A whistleblower, a victim.

A whistleblower, a victim, or a powerful target in your story



ACCESS:
TAKE US SOMEWHERE FEW HAVE GONE
Example: A Police raid, a hidden part of society
It can be cooperative – or undercover







FIGURE OUT WHERE YOU ARE GOING TO START

- START BY FINDING PEOPLE ? [victims of corruption, your target's enemies?
- START LOOKING FOR DOCUMENTS? [court documents]
- START TRYING FOR ACCESS

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# IT'S A VIRTUOUS CIRCLE: ONE ROAD WILL LEAD TO ANOTHER

• FINDING PEOPLE [Interviews will lead you to documents]



- LOOKING FOR DOCUMENTS? [Dccuments might lead you to people
- TRYING FOR ACCESS

[Access to a police investigation for example will get you people and documents]

## WHAT ARE YOUR GOALS?

YOUR TOP, DREAM STORY –THE GOLD



• YOUR MIDDLE GROUND – SILVER



• THE ACCEPTABLE MINIMUM – BRONZE







Other things to consider:

SOMETHING MIGHT BE TRUE BUT > IS IT PROVABLE?

SOMETHING MIGHT BE PROVABLE BUT

> IS IT DOABLE?

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## Group Exercise – **SETTING GOALS:**



Divide into three groups

Each group takes a story from a Dhaka newspaper and writes up:

- >> What would be acceptable goals (Bronze/Silver/Gold)
- >> What kind of story will it be (People/Documents/Access)

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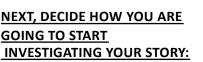
## <u>To recap:</u>

THE INVESTIGATIVE CHECKLIST YOU CANNOT DO THE STORY UNLESS:



- **✓YOU HAVE ABUSE OF POWER**
- **✓YOU HAVE A NEW REVELATION**
- **✓YOU HAVE REAL EVIDENCE**
- **✓IT FITS YOUR MANDATE**
- **✓IT TARGETS YOUR AUDIENCE**
- **✓IT FITS YOUR PROGRAM PRIORITIES**

THE INVESTIGATIVE CHECKLIST





- **✓IS IT PEOPLE BASED?**
- ✓ IS IT DOCUMENTS BASED?
- **✓IS IT ACCESS BASED**
- ✓ [TRY FOR ALL THREE]

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# THE INVESTIGATIVE CHECKLIST AS YOU ARE DOING THE STORY, KEEP IN MIND:



- ✓ WHAT KIND OF EXCLUSIVE STORY IS IT?

  (NEVER BEEN TOLD; ALREADY TOLD BUT YOU CAN BUILD ON IT; AN UPDATE)
- ✓ WHAT IS YOUR BAR OF SUCCESS: GOLD SILVER-BRONZE. PROVABLE? DOABLE?
- **✓THE RISKS:**

PERSONAL, LEGAL, CORPORATE

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## THE INVESTIGATIVE CHECKLIST

# AS YOU ARE WRITING THE STORY:



- ✓ KEEP IN MIND YOUR FOCUS
- **✓ BUILD YOUR CHRONOLOGY**
- **✓ TAKE YOUR CHARCATERS GO ON A JOURNEY**
- **✓ BUILD A DRAMATIC STRUCTURE**
- **✓ AVOID TUNNEL VISION**
- ✓ FACT CHECK: BE READY TO CHANGE OR KILL THE STORY

