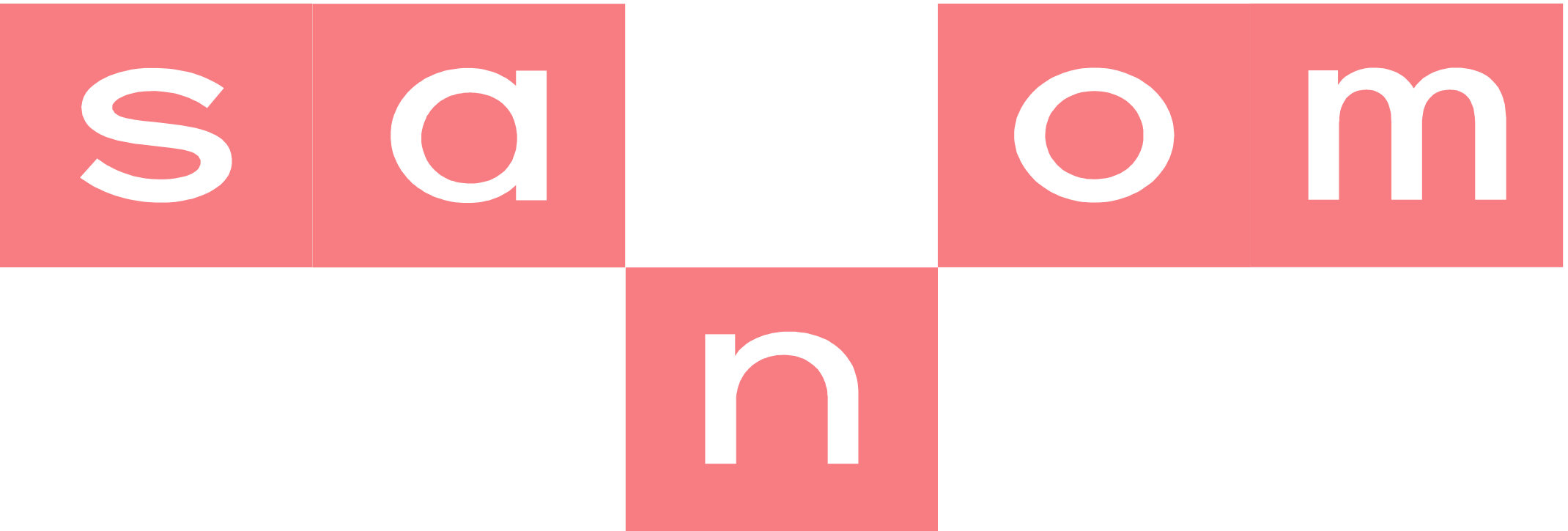
Scaling AI tools for 650 journalists

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We already had AI, but much more to explore

Some tools were already in use. The bigger opportunity was in everyday tasks, roles and workflows.

650

journalists with different roles, tasks and workflows

WE ALREADY HAD A FEW TOOLS FOR NEWS DESKS

- Only dozens of active users but hundreds of journalists

THE MUCH LARGER QUESTION

Where could AI help in everyday work and what support would journalists need?



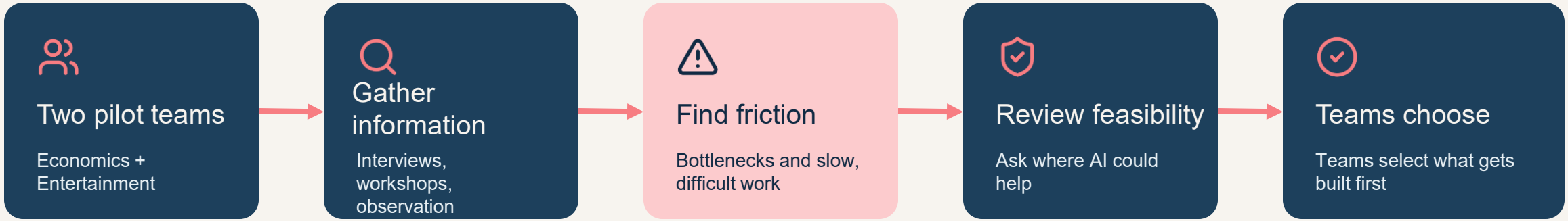
Start with real work, not AI ideas

NOT: HOW WOULD YOU USE AI?

INSTEAD: WHAT MAKES YOUR WORK DIFFICULT?

74

workflow problems identified



The pilots showed that licenses and ready-made tools were not enough



Four months had to become two weeks

Without losing manager support, participation, coaching, tailoring and trust.

Scaling AI meant scaling the support team

The pilot started with 3 core people. The rollout needed a larger team and trained AI coaches inside the newsrooms.

PILOT

3 IN OUR TEAM

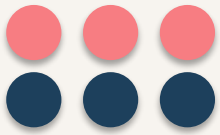


2 AI coaches
1 tool developer

20
JOURNALISTS

ROLLOUT

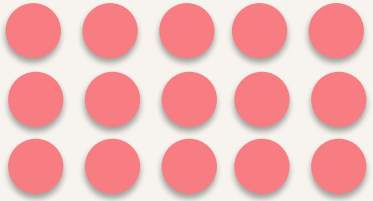
6 IN OUR TEAM



3 AI coaches
3 tool developers

+

15 NEWSROOM AI COACHES



15 newsroom AI coaches
worked full-time inside teams

650
JOURNALISTS

Our AI rollout model

Every team received the same rollout rhythm and an AI coach who supported the team and the manager



The model was repeatable. The work inside it stayed close to the team.

Two intensive weeks inside the team

TWO-WEEK RHYTHM



Learning happened inside the team’s daily rhythm, not in a separate AI programme.

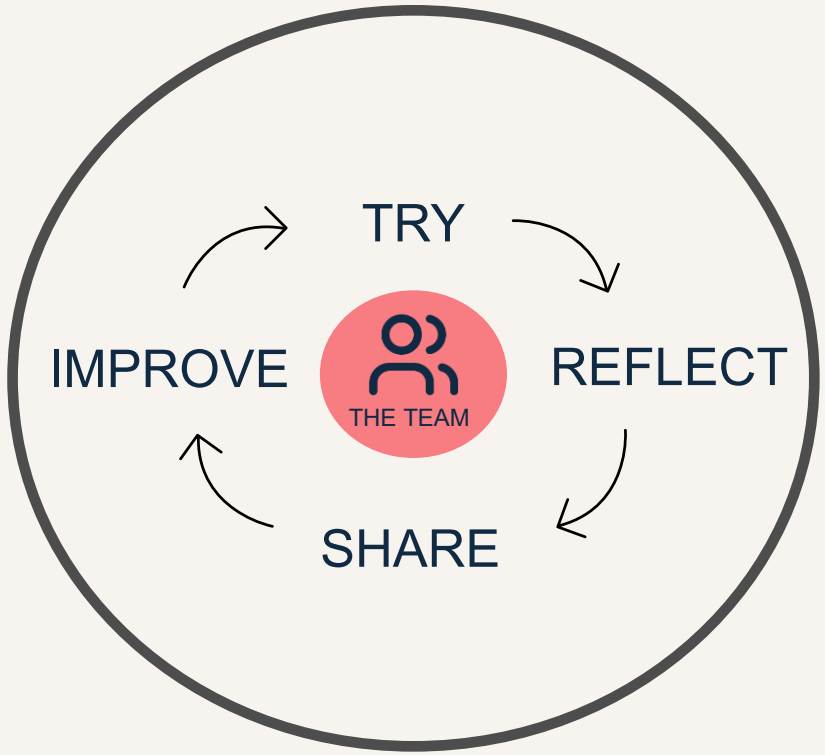
Every 3-hour side-by-side session was different

The AI coach had three hours to find one useful place to start. Some wanted to try everything. Some did not want AI at all.



Participation created commitment

Every journalist became part of the feedback loop, not just a recipient of training. Individual learning became team learning and the tools improved while people used them.



AFTER TESTING OR COACHING, EACH PERSON SHARED:

- **What they tried and what worked**
- **What failed or felt difficult**
- **What should change in the tool**

The rollout model supported four change leadership tasks

The manager led the change. The AI coach helped make instructing, involving, inspiring and listening possible in daily work.



Concerns about quality, ethics and professional identity were information to understand, not resistance to overcome.

Scale did not mean one solution

Every team followed the same process, but arrived at a different solution

HELSINGIN SANOMAT, PLANNED CONTENT TEAM

Content planning + conversion engine

A tool for planning stories that convert subscribers.

SPORTS DESK

Over 30 team tools

Almost every journalist built a tool for their own task.

HELSINGIN SANOMAT, LIFESTYLE TEAM

Story sparring workflow

A story sparring tool used at several stages.

ILTA-SANOMAT, CRIME DESK

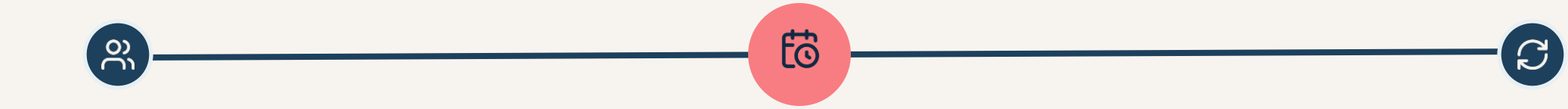
Pre-trial material assistant

A tool for finding newsworthy points in pre-trial material.

The real test began after intensive support ended

We waited before measuring what had truly become part of everyday work.

AROUND ONE MONTH LATER



Coaching, reminders and AI coach support

Normal pressure had returned. The initial excitement may have faded.

Manager check-ins, team conversations, tool improvements

What stayed in everyday work? What needed to change?

What others can take from our experience

AI adoption lasts when support, ownership and learning are built into everyday work.

01 **Start from work problems, not AI ideas**

02 **Give journalists real ownership**

03 **Use trusted newsroom people as AI coaches**

04 **Coach every journalist side by side – this takes a lot of time**

05 **Make everyone part of the feedback loop**

06 **Keep improving after the rollout**