

Creating a new culture of leadership in PSB

UER

ET SES ACTIVITÉS EUROVISION ET EURORADIO

radiobremen 

Agenda

1. Conditions & Challenges:

Staff development in a special environment

2. Objectives & Principles:

Creating a new culture of leadership in PSB

3. Innovation & learning:

The management training programme

4. And what else?



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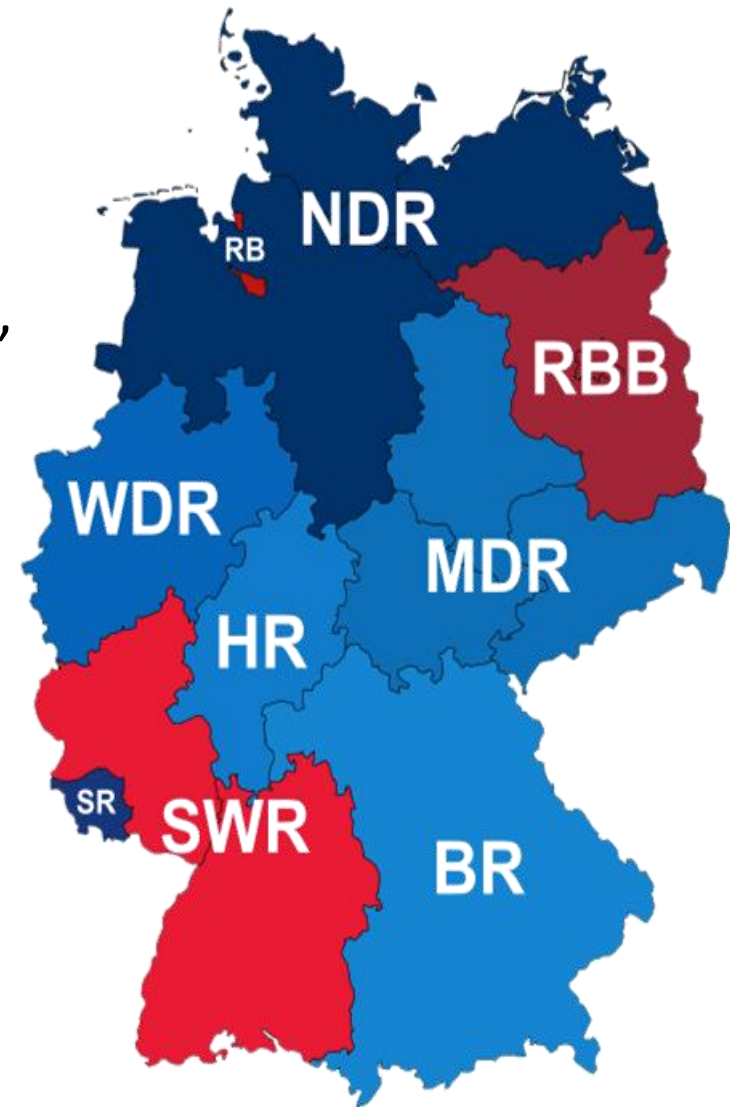
About Radio Bremen

- Smallest of the nine PSB in Germany
- Founded in 1945 for the federal state Bremen and Bremerhaven
- Approx. 240 employees
(engineering and production in subsidiary with additional 200 employees)

Radio	TV	Online	Mobile
<ul style="list-style-type: none"> • Bremen Eins • Bremen Vier • Nordwestradio • Funkhaus Europa 	<p>Regional news magazine:</p> <p>Buten un binnen</p> <p>Sportblitz</p> <p>Talkshow: 3 nach 9</p> 	<p>radiobremen.de</p> <p>Social Media</p> <p>Mediatheken</p> <p>radiobremen.de</p>	<p>Apps:</p> <p>Plattdeutsch-App</p>

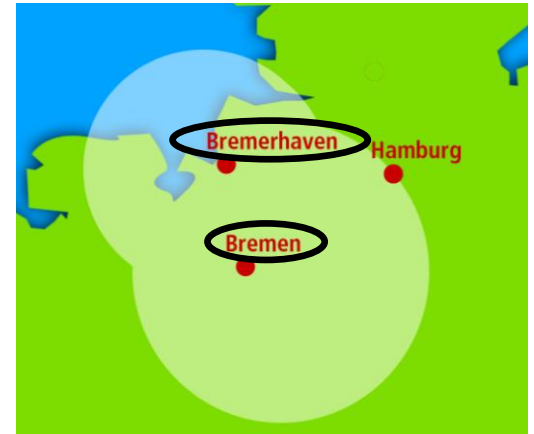
Public Service Broadcasting

- ARD = "Consortium of public-law broadcasting institutions of Germany"
- 9 members of the ARD
- Founded in 1950
- Financed by a general fee for each German household

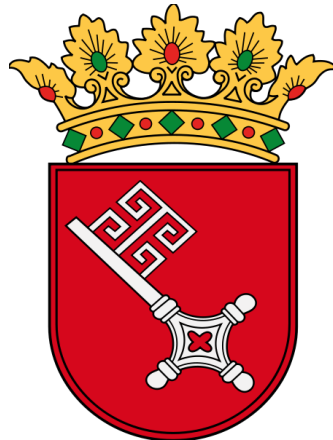


The state of two cities

- One federal state: Bremen and Bremerhaven
- 10th largest city in Germany
- 660.000 citizens
- Special demographic challenge: every second primary pupil with migratory background



Broadcasting area of Radio Bremen



The city sign of the state Bremen



Photo of the city Bremerhaven

Typical for Radio Bremen

- Being small but being innovative in inventing TV and radio programme
- Several nationwide entertainment stars started at Radio Bremen
- The first public service broadcasting of the ARD working consequently with multimedia



Since 1980 “buten un binnen”:
first TV regional news magazine in Germany

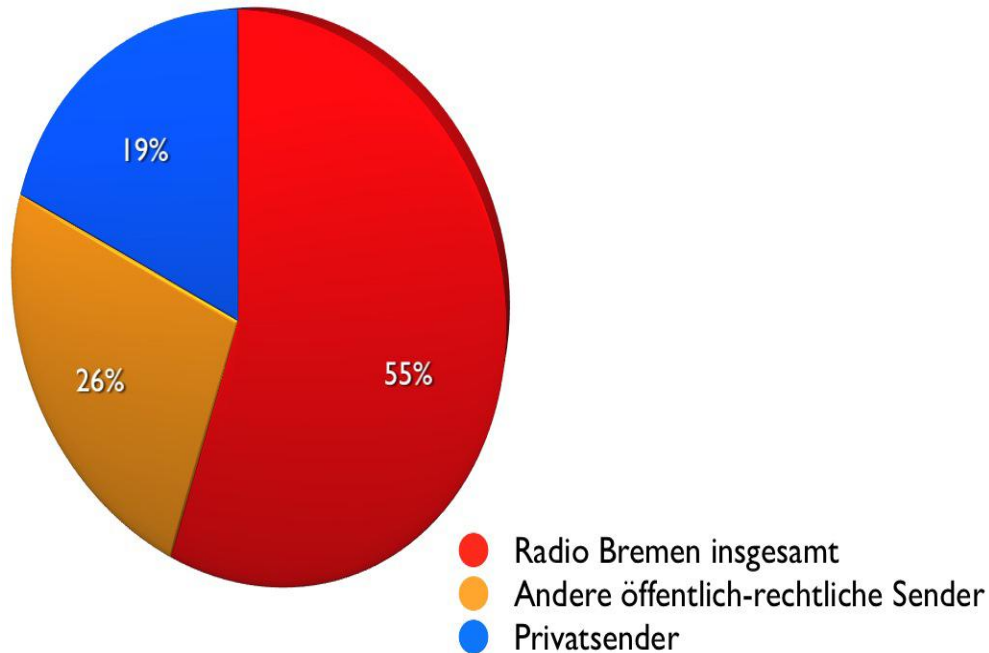


1965 “Beat-Club”: first music TV show with
English speaking musicians in Germany



Since 1974 “3 nach 9”:
first TV talk show in Germany

Radio market share: competition



- Extremely successful in Bremen
- Market share of 55 % in the federal state Bremen with two broadcasting programmes „Bremen 1“ and „Bremen 4“

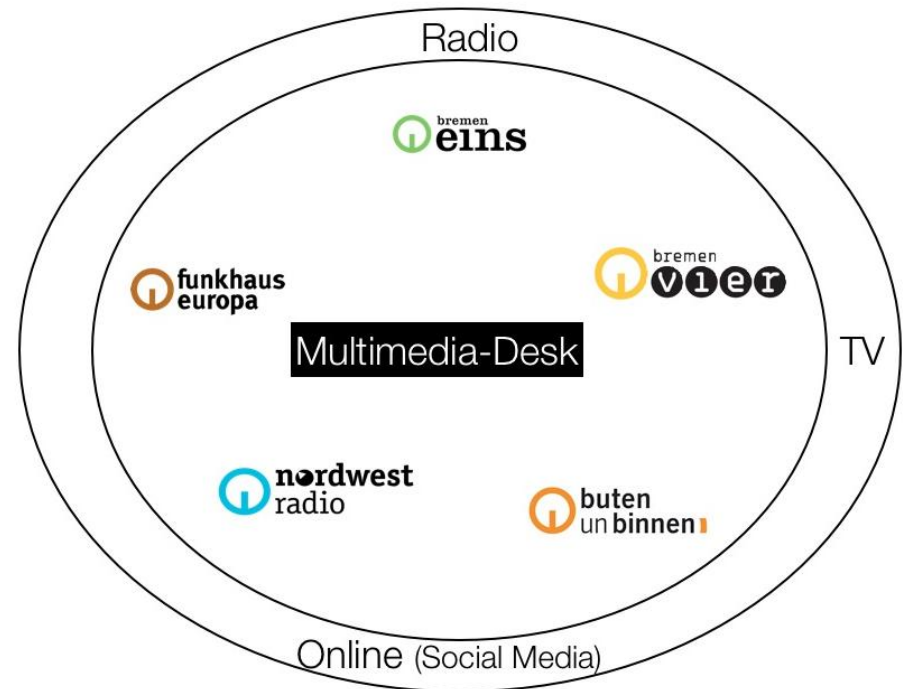
Source: media analyse Jan - Dec 2012, Mo.-So., state Bremen

The Multimedia Desk

- New organizational unit
- Editors from Radio, TV and Online share one desk
- Coordinating, planning and positioning key topics for Radio Bremen
- Research pool assigned to the desk
- Integrating social media editor



The Multimedia Desk Team



Show „LateLine“

- Radio Bremen volunteer now as TV moderator
- Former radio show transferred to TV
- Unscripted and spontaneous way of moderating – especially directed to young people



„Digitale Garage“

- Recover young audience
- Think about mobile applications
- Inclusion of social networks in workflows
- Project: „Tageswebschau“

digitale
Garage
radiobremen

WEB
tageschau 1



- Film zur Tageswebschau

Challenges to the key staff

1. Crossmedia strategy generates new workflows
2. Reduction of working groups
3. Reorientation working structures
4. Introduction of new broadcast technology
5. New staff in leading positions

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Principles & Objectives



Principles & Objectives

1. It is a question of results ...



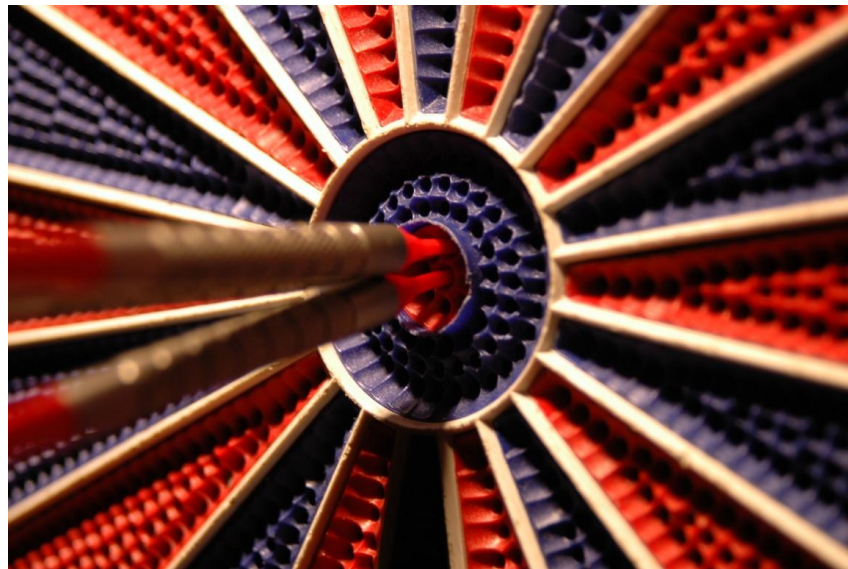
Principles & Objectives

2. Make your contribution to the “Big Picture”!



Principles & Objectives

3. Pick your battles!



Principles & Objectives

4. Cash in your strengths!

Employees installed according to their personal skills and strengths are automatically higher motivated ...



Principles & Objectives

5. Confidence is the basis of work and leadership!



Principles & Objectives

6. Think positive!
Think constructive!

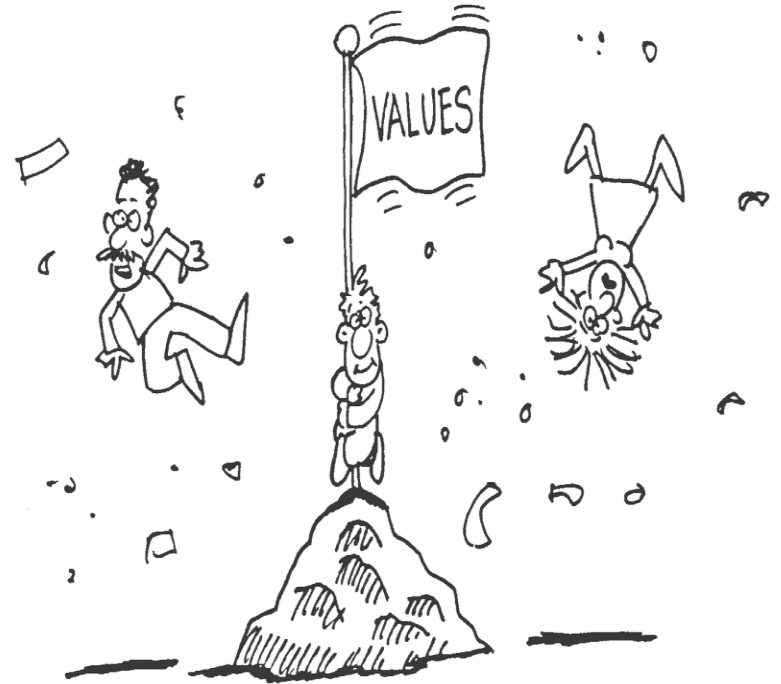


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Our aims

- Create a basis for a uniform corporate and management culture
- Support the key staff of Radio Bremen to create an innovative leadership
- Establish a communicative and clear style of leadership
- Raise awareness for teamwork

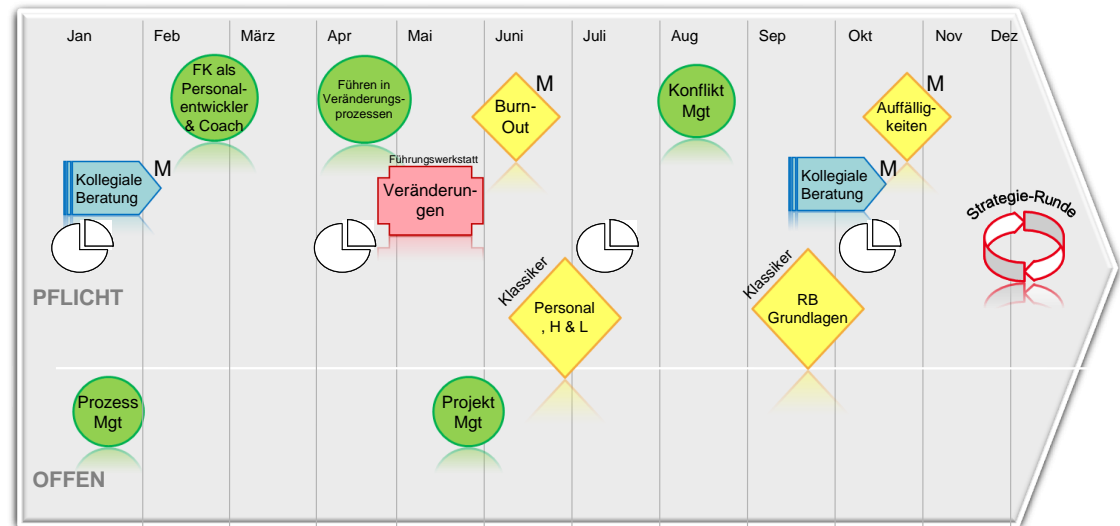


Our approach

- Link the key staff to the strategic work of the Executive Directors
- Provide special leadership skills
- Strengthen own management competencies by workshop and mutual sharing
- Reflection of the own leadership identity

Essential facts

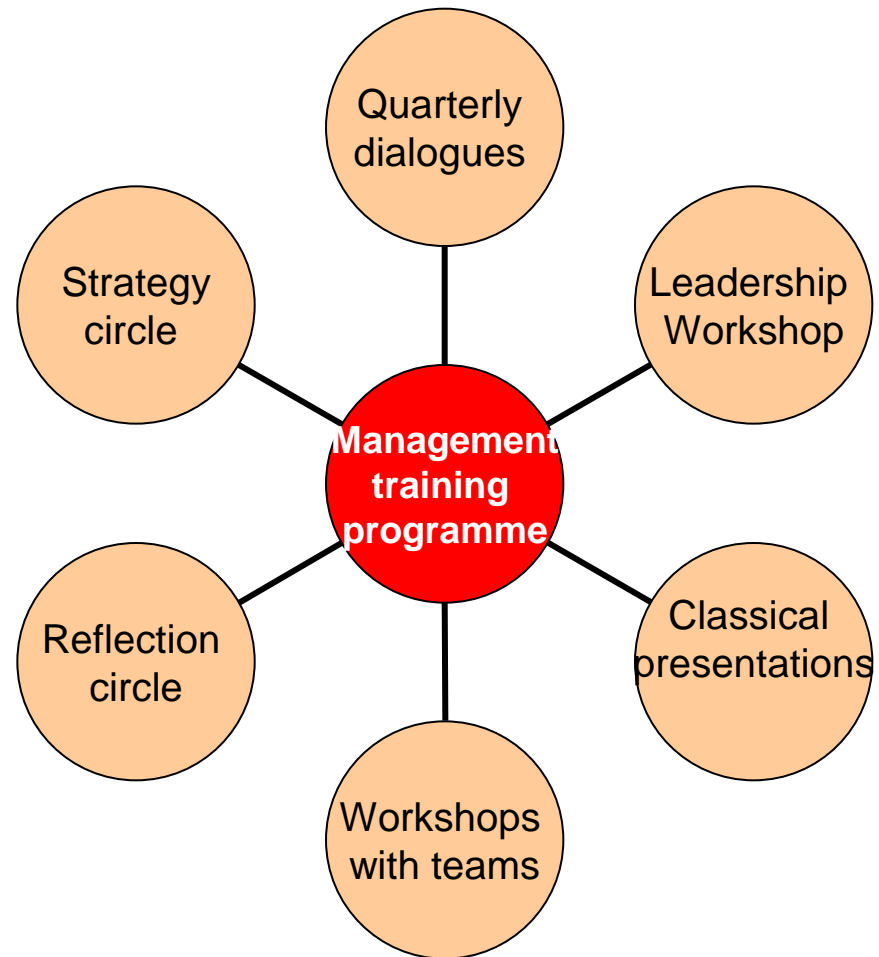
- Kick off in summer 2012
- 1,5 years runtime
- 41 participants
- Takes place within Radio Bremen



- Continuous evaluation – 6 weeks after the end of the programme: final evaluation
- Based on the evaluation results decision what comes next

The management training programme

Components of
Radio Bremens
Management
training programme



Interim result

- Extremely positive feedback after initial scepticism!
- Halfway through the programme the older ones express more often criticism.

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Lessons Learned

1. Change of the complete PSB is possible.
This also reverse to cultural changes.
2. Managing board: communicate vision
clearly, listen and delegate.
3. Honour the values of sceptical managers!
Most of them can become important
change agents.



Lessons Learned

4. Look for – even small – success!
5. Setbacks are parts of change – expect and accept it, do not give up.
6. Define goals of timelines: change needs time – but do not waste time.
7. Be flexible for new ways of change management. Bonding in the process is as important as schedules and master plans.

Lessons Learned

8. Cultural change needs a lot of time.
Do not expect thrilling results within months.
9. Cultural and management change needs a management board – which is singing the same hymnal and acting as role model

