

# EBU

OPERATING EUROVISION AND EURORADIO



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# WHAT DOES A FORMER LINE MANAGER EXPECT, NOW LEADING YLE'S HR ?

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# I AM JOURNALIST! I DON'T NEED HR, NOT EVEN LINE MANAGER



# A JOURNALIST → LINE MANAGER



# THE LINE MANAGERS EXPECTATIONS

## PART 1: I'LL MAKE THE HR UNDERSTAND

- HR should help in difficult cases – not give timetables
- HR should serve the line manager – not give rules
- HR should fill in blankets – not give tasks to line managers
- HR has to respect the content units – not centralize everything
- HR should take care of boring details – the line manager is busy!
- HR doesn't know the business – they should not touch strategic issues
- HR should not think too much - the line manager is in charge, takes care of the business and understands the customer needs

# THE LINE MANAGERS EXPECTATIONS

## PART 2: I'LL MAKE MANAGERS UNDERSTAND

- HR provides support on company level – doesn't disturb unit's life
- Performance appraisals are manager's tools – HR doesn't need them
- Work climate surveys are for developing – HR doesn't need them
- Culture of company is for great performance – HR doesn't need it
- As a former line manager I have a great opportunity to make the content units understand the meaning of strategic HR
- Line managers trust me because I'm one of them! I build the bridge!
- I really appreciate my HR colleagues!

# LINE MANAGER → HR-CREATURE



# FORMER COLLEAGUES: "WHERE ARE YOU"?

Have not seen you  
for months!

You talk too much to  
the lawyers!

When do you take care of  
the real needs of content units?

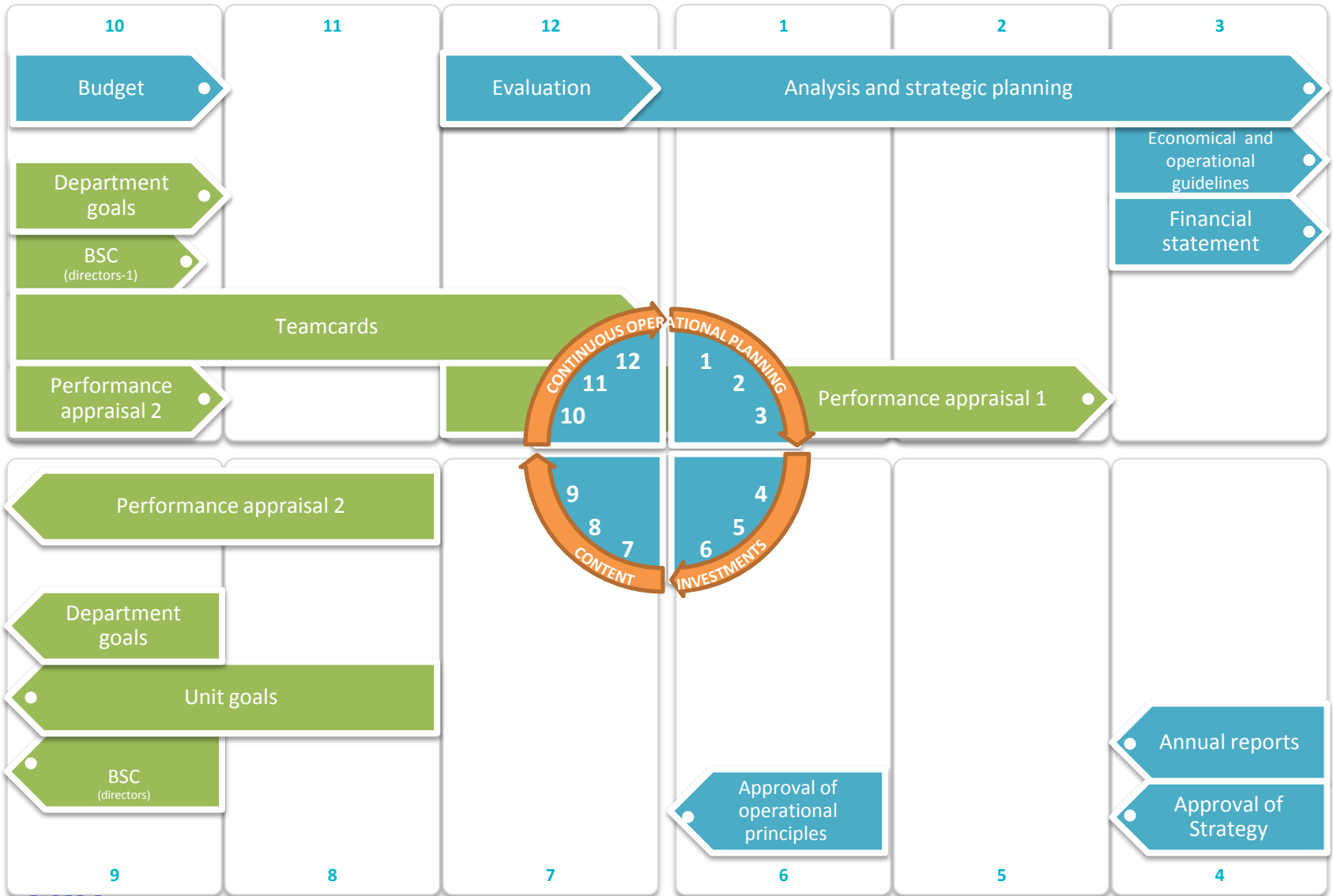
What are you doing?








# THE ANNUAL CYCLE – A GOOD TOOL IN BUILDING THE BRIDGE



## AFTER 9 MONTHS

	YES	NO
• I made HR understand the content units		X
• I made content units understand HR		X
• I am an HR-creature		X
• I am a line manager		X
• I still believe in crossfunctional co-operation and I really appreciate my experienced HR-colleagues!		

# HR-CREATURE FROM JOURNALIST'S POINT OF VIEW - EGG FOR EVER





# THANK YOU!

