

EUROVISION ACADEMY

OPERATED BY EBU

ASSEMBLY 2013 INNOVATIVE AND EFFECTIVE LEADERSHIP FOR PUBLIC MEDIA

15 & 16 OCTOBER 2013
CENTRE DE CONFÉRENCE
DE VAREMBÉ, GENEVA

PROGRAMME

Dear Colleagues,

Welcome to our 2013 Assembly.

Thanks to the new tools, apps and platforms that keep appearing, audiences have more ways every day to consume and interact with media content. If public service broadcasters want to stay in the media content race, it is crucial for our companies to develop and nurture innovative and efficient leadership. A leadership that can embrace the changing media landscape and facilitate the creation of innovative content while preserving the quality and trust that audiences expect from our media organizations.

Over the next day and a half, through Members' case studies and practical examples, you will focus on three of the key challenges that public service media are facing:

- reflect on **leadership** programmes designed to develop current and future public media managers,
- review ways to restore the **trust** of your audience when your editorial reputation is being challenged,
- discuss with experts and colleagues on what **digital storytelling** means in terms of content, output and staff profile.

We hope that you will pick up ideas and best practices to take home and further develop your professional network. The Assembly is yours and we look forward to hearing you, so that all EBU Members can benefit from your views and experiences.

We wish you a pleasant and fruitful stay in Geneva.



Nathalie Labourdette
Head of EUROVISION ACADEMY

TUESDAY 15 OCTOBER 2013

09:00 - 09:15

Registration and coffee

MODERATOR: HENRIK KEITH HANSEN, EUROVISION ACADEMY FACULTY

09:15 - 09:30

INTRODUCTION TO THE ASSEMBLY

by Henrik Keith Hansen

09:30 - 12:45

LEADERSHIP

INTRODUCTORY KEYNOTE: TOP MANAGEMENT INSIGHT

by Jan Metzger, Intendant, Radio Bremen

What kind of leadership are we expecting from our public service media (PSM) managers? What should a PSM leader be?

Public media companies have evolved over time to become very large and complex organizations pursuing a wide variety of organizational and funding models.

To respond to the critical challenges that have emerged, public media leaders need not only to understand the realities facing public media companies today but also to build the conceptual ability to track the changing landscape and assure that public media can continue to fulfil its primary mission, in whatever form the media landscape eventually takes in each member's particular country.

09:45 - 10:30

LEADERSHIP PROGRAMMES - PANEL 1

Presentations and panel discussion moderated by Henrik Keith Hansen
Incl Q & A

VRT, BELGIUM

by Kaat Desmet, Coordinator, Human Resources

- VRT has set up a succession planning programme and a mini MBA for VRT managers.
- In addition, in collaboration with an external company, VRT has developed a programme to help managers and future managers map out their professional expectations and support their professional development. The programme is complemented by a mini MBA focusing on strategic thinking, business thinking and change management themes.

SR, SWEDEN

by Camilla Alfredsson, Head of Development & Training

- SR has developed together with an external partner a specific leadership programme for managers in the News area. It is a 2-step programme designed to address the leadership needs of occasional leaders as well as actual news managers.
- When needed, coaching comes in addition to the programme to help address individual issues.
- Moreover, SR has implemented a method for feedback and network for managers in the News area.

RADIO BREMEN, GERMANY

by Jan Metzger

- Radio Bremen has started a curriculum for managers in 2012. The objective is to have a comprehensive leadership programme to help current & future managers adapt to a media landscape undergoing constant change.
- 40 managers and deputies have been trained and the first modules have been completed.

10:30 - 11:00

LEADERSHIP PROGRAMMES - PANEL 2

Introduction by Frédéric Frantz, Business Training Manager, EUROVISION ACADEMY

With: Nela Gudelj, Head of HRT Academy, Croatia; Jolanta Taraseviciene, Head of International Relations, LRT, Lithuania & Rémy Siegrist, Senior consultant and coach & Member of EUROVISION ACADEMY Faculty

- What did the leadership course bring to your managers?
- What is the focus of these courses?
- What are the lessons learned?
- What is the impact of such courses?

HRT is addressing the leadership training issue for top and upper middle managers with a 3-level project including:

- a course on Internal Media landscape & legal framework,
- a course on project management and financing,
- a leadership training programme with EUROVISION ACADEMY.

10 managers from LRT have gone through all the steps of the EUROVISION ACADEMY leadership curriculum programme which has been designed to create a culture of management excellence to accompany the broadcaster when implementing its corporate strategy.

11:00 - 11:30

Coffee break

11:30 - 12:30

DISCUSSION IN SMALL GROUPS & REPORTING

12:30 - 12:45

EUROVISION ACADEMY EXECUTIVE PROGRAMME

by Frédéric Frantz & Nathalie Labourdette, Head of EUROVISION ACADEMY

12:45 - 14:30

Buffet lunch

14:30 - 16:00

BREAK-OUT SESSIONS

BREAK-OUT SESSION 1: FROM NEEDS ANALYSIS TO IMPACTFUL TRAINING

Facilitated by Frédéric Frantz

- How to revisit training needs analysis.
- Define KPI's for impactful training.

Based on the TRAIN X methodology, this session will focus on:

- From job description to duties and tasks: what competence should be developed to become successful in a job?
- Setting training objectives that include a desired change in behaviour and the ability to check that this change has occurred.

BREAK-OUT SESSION 2: IMPLEMENTING VALUES & EDITORIAL PRINCIPLES IN THE NEWSROOM ON A DAILY BASIS

Facilitated by Jonathan Baker, Head of BBC College of Journalism

Every organization has its vision, its mission statement, its values and principles. But what do those grand statements of intent mean for the journalists making minute by minute decisions in the newsroom? Do they make any conscious link between the two? What can you do to ingrain your philosophy and standards, so that the programmes you make reflect the sort of organization you aspire to be? Do you lead by example or by diktat?

An interactive session exploring the connection between theory and practice, and what we can do to bring them closer together.

BREAK-OUT SESSION 3: MANAGING THE BALANCE BETWEEN COMPETENCE & BEHAVIOUR

Facilitated by Rémy Siegrist

Training is about knowledge and skills. Success in the job is about having the right behaviour. How training programmes can help solve this paradox?

How do you deal with this issue as training manager?

16:00 - 16:30

Coffee break

16:30 - 17:00

REPORTING ON EUROVISION ACADEMY COMMITTEE

by Jonathan Baker & Nathalie Labourdette

17:00 - 17:20

**“HORRIBLE BOSSES”, “SWIMMING WITH SHARKS”,
“THE DEVIL WEARS PRADA”, “BRAZIL”**

Telling excerpts of famous movies that depict the cost of bad leadership.
Enjoy!

17:20 - 17:30

WRAP-UP & CONCLUSIONS OF DAY 1

19:30 - 22:30

*Networking dinner in Geneva at the Parc des Bastions restaurant
(<http://www.bastions.ch>)*

WEDNESDAY 16 OCTOBER 2013

09:00 - 09:15

FEEDBACK FROM DAY 1 & INTRODUCTION TO DAY 2

09:15 - 10:30

TRUST

Panel moderated by Henrik Keith Hansen

*With: Kevin Bakhurst, Managing Director, News and Current Affairs, RTE,
Ceri Thomas, Head of Programmes, BBC News;*

*Thomas Hinrichs, Deputy editor in chief, Tagesschau, ARD and
Hans Laroes, EBU public service values and guidelines project and former
editor in chief, NOS*

What do you do when disaster hits the newsroom and you experience a trust crisis?

The editorial reputation and legitimacy of the newsrooms of public service broadcasters are heavily dependent on the trust their audiences have in them. In order to preserve that trust, News departments set up complex safeguarding measures including guidelines, approval & compliance processes and call on the journalists' professional values and common sense.

- What happens when the system fails (technical failure or editorial) and the trust is broken?
- What measures should be taken and how should they be communicated internally, and towards the audience to regain the trust?
- How to strike the right balance between structure, process and guidelines to ensure that editorial values are upheld on a daily basis?
- How to properly train journalists on editorial guidelines, process and values?

10:30 - 11:00

Coffee Break

11:30 - 12:45

DIGITAL STORYTELLING

*Panel moderated by Justin Kings, EUROVISION ACADEMY Faculty
With: Kevin Charman Anderson & Mark Egan, EUROVISION ACADEMY
Faculty; Damien Marchi, Director of product Marketing & Innovation,
Euronews; Rachid Finge, Head of social media, NOS and Hans Laroes*

- What does digital storytelling mean exactly? Is it a way to serve our audiences better? What type of workflow organization and what are the skills and competences needed in the newsroom to provide good digital storytelling?
- Where do social media stand with regards to digital storytelling?

12:45 - 13:00

CONCLUSIONS AND CLOSURE OF THE ASSEMBLY
by Annika Nyberg Frankenhaeuser, Media Director, EBU

13:00

End of the 2013 Assembly

NOTES

A series of horizontal dotted lines for writing notes.

EUROPEAN BROADCASTING UNION

L'Ancienne-Route 17A
1218 Le Grand-Saconnex
Geneva, Switzerland

T +41 (0) 22 717 21 11
Ext +41 (0)22 717 21 50
eurovision_academy@ebu.ch
www.go-eurovision.com/cms/academy

OPERATING EUROVISION