



**AIBD / EBU / CCTV Master Class on
"Leading Change in the Newsroom"
27 - 28 May 2012
Bangkok, Thailand**

PROJECT OUTLINE

Master Class Overview

The Asia-Pacific Institute for Broadcasting Development (AIBD) in collaboration with the European Broadcasting Union (EBU) and China Central Television (CCTV) is organising a Pre-Summit Master Class on the theme "Leading Change in the Newsroom".

A Master Class is the internationally recognised primary training format developed by EBU TRAINING. Its unique format focuses on a specific topic relevant to its participants and allows them to extract new key learning points, to review some of the best practices, to stimulate their inspiration and to boost their level of creativity. Through a fluid and sharp in-depth analysis delivered by a highly qualified expert on the field, the participants are able to leave with a firmer grasp of their workroom challenges and applicable solutions than through a traditional workshop.

Aims

The theme for this Master Class is "Leading Change in the Newsroom." The topic focuses on the growing needs for editors in leading positions to be movers and shakers rather than reactors to change. Challenges facing editors today include converging content on various media platforms, incorporating social media in news stories, injecting a creative spark into the workroom, and being able to give constructive and learning feedback to staff. In the face of all this, the modern media landscape necessitates that editors are able to work systematically and deliberately with the visions and strategies of their change projects to successfully lead and implement change in their organisation.

This Master Class aims to allow participants to successfully respond to the above challenges in a newsroom setting.

Objectives

- Participants will learn and bring back tools and concrete tips to work in a systematic manner on present and future change projects, with an increased success rate.
- Participants come with a change management project that they are responsible for, or can personally influence, and work with the tools presented by the trainer to start improving the various components of their projects.

- In a "safe environment", participants will get the chance to present and receive qualified feedback on their vision, ideas and planned processes from colleagues facing similar challenges.

Content

This Master Class is based on the principles of Harvard Business School professor John P. Kotter's 8-step change model allowing participants to effectively plan and consolidate changes in their organisations.

Module 1: Leading change: To manage or to lead? What is strong media leadership today?

Module 2: The heart of change is in the emotions - empowering staff to change.

Module 3: Present your change project and refine it during modules 4-8.

Module 4: John P. Kotter's 8-step change model: Steps 1-2: The burning platform + The team of change agents.

Module 5: Step 3, part 1: Get the vision right: Know where you want to go.

Module 6: Step 3, part 2: Find ways to achieve the vision and formulate the strategy.

Module 7: Steps 4-5-6: Communicate the change passionately + Empower staff and remove obstacles + Generate quick wins and show you are on the right track.

Module 8: Steps 7-8: Consolidate the results + Anchor the change in the work culture.

Module 9: How did I lead big changes: Case: Media convergence.

Module 10: Final presentation of the participants' change projects.

Profile of participants

- Two participants with an extensive news background will be invited from each broadcast organisation.
- Participants should be news managers, editors-in-chief, news editors, heads of desks and departments, and project managers with strategic responsibility for department planning.
- Participants should carefully select and bring along an example of a current or upcoming change project they will lead or co-lead. This project the participants will work on throughout the Master Class.
- Ability to understand, speak and write in English.

About the trainer

Henrik Keith Hansen (independent consultant, former Editor-in-chief and head of TV News DR, Copenhagen)

Henrik Keith Hansen is an experienced journalist, communication officer, editor, media manager and media trainer with 18 years of experience in print, TV, radio, web, and public information.