

**Western Balkans
Media for Change**

Regional networking through executive learning

(March – May 2024)

ABOUT THE PROGRAMME

The executive learning series will provide networking opportunities, peer exchange and mindset change, learning and transformation of professional media staff. The programme intends to offer transformative learning experience to the participants, whose knowledge will become a valuable asset to their organisation. By broadening their perspective, developing their managerial skills and fostering their forward-looking and strategic thinking, the participants will be able to contribute more effectively towards their organisation's development and success.

WHAT IS EXECUTIVE LEARNING?

Executive learning is a tailor-made programme for professionals in managerial and executive roles (directors, editors in chief, editors, owners etc.) or those who aspire to be in the position to drive change within their media organisation that is ethically thought out in order to improve their media strategy, and contribute to social cohesion and inclusion.

This programme will enable innovative, practical and learning experiences employing critical skills and group-based learning for strategy-driven individuals representing their media.

Executive learning is tailored to equip individuals to expand their media impact, leading them through steps, methodology and ethical consideration in addressing their organisational and strategic challenges and guiding them in advancing their careers within their media ecosystems.

PROGRAMME STRUCTURE

The structure of the executive learning programme consists of three onsite workshops, accompanied by preparatory and follow-up tasks and mentoring:

Masterclass 1: How to envision the future: foresight and scenario building (Warsaw, Poland, 22 - 25 March 2024)

Masterclass 2: How to think strategically: making strategy an easy and daily tool for effective transformation (Skopje, North Macedonia, 19 - 22 April 2024)

Masterclass 3: How to measure success: defining key metrics for organisational development and continuous improvement (Belgrade, Serbia, 10 - 13 May 2024)

Working language: English

FOR WHOM IS IT INTENDED?

The masterclass series would be targeting individuals that either have/will have a managerial position or those who through their strategic thinking can contribute to the effective development of their media organisation's operations and services.

An ideal participant is a person with capacity, capability and high interest in organisational transformation, eagerness to bring his/her team to the next-level, and curiosity about new ways of thinking, planning and performing his/her duties.

The programme intends to attract individuals representing media organisations from the Western Balkans (Serbia, North Macedonia, Albania, Kosovo, Bosnia and Herzegovina and Montenegro) that:

- bring innovative approach or practice in their work;
- are committed to society/community development or social changes in their closer environment;
- demonstrate sensibility or represent marginalised groups, youth or gender and social inclusion-related policies and practices in their work.

WHAT ARE THE KEY BENEFITS FOR PARTICIPANTS?

The executive learning series intends to turn the participants into an asset for their organisation. By broadening their perspective, developing their managerial skills and fostering their forward-looking and strategic thinking, they should be able to effectively contribute to their organisation's development and success.

By taking part in the masterclass series, participants will obtain tangible benefits:

- **Deep and solid knowledge:** They will obtain state-of-the-art knowledge and expertise on the addressed subjects, including key concepts, market trends, best practices including gender equity and social inclusion principles and key success factors across their media operations and services;
- **Executive expertise and capacity building:** Thanks to the transfer of knowledge and the practical exercises, the participants will gain executive expertise and insights on managerial methodologies and practices. By applying them to their organisation's case, they will develop their executive thinking and abilities. They will build up their managerial and forward-looking skill set. The participants will learn tools and methods that they will be able to apply to their daily professional routines;
- **International and regional perspectives:** They will reach an international and regional perspective on the themes addressed, harnessing the learnings and experiences of a wide and diverse collection of cases;
- **Professional networking:** Sharing 6 days of onsite learning with peers from WB and CEE countries will enrich and enlarge the participants' professional network, creating bonds that may be beneficial for themselves and their organisations.

WHAT ARE THE KEY RESPONSIBILITIES OF PARTICIPANTS?

The participants in the executive learning series should meet the criteria listed below:

- Take part in three in-person masterclasses included in the programme;
- Commit to invest a certain number of hours before, during and after each masterclass to prepare themselves and to follow-up on the learnings acquired;
- Effectively articulate their thoughts and ideas in English, orally and in writing;
- Engage positively with other participants and effectively contribute to group work and discussions;
- Secure access to certain corporate information about their organisation in order to complete the preparatory or subsequent homework;
- Provide feedback on the executive learning series via questionnaires.

HOW TO APPLY?

All interested in participating in the regional networking executive learning workshops, should fill the Application form via [Jotform](#).

Applications should be complemented with applicant's CV that include current position, description of the role, as well as clear references to previous working experiences.

Deadline for application is 15 February 2024, by 23:59h CET.

SELECTION CRITERIA

Criteria	Total score: 100 max.
I Experience and references	Max 30 points <ul style="list-style-type: none"> Does person hold a decision-making role in their media organisation (owner, manager, department manager, editor) Did a candidate indicate any significant contribution to strategic development of its media outlets (<i>based on the list of references + application</i>) Is there any significant achievement when it comes to leadership initiative when it comes to media development (collaboration, innovative projects, regional networking, introduction of new practices, etc.) (<i>based on the list of references + application</i>)
II Media strategy vision	Max 30 points <ul style="list-style-type: none"> Does a candidate indicate a clear vision of the strategic positioning of the media in the next 5 years and in terms of making clear differences between its media today and in the future? Does a candidate clearly indicate 3 strengths and 3 challenges of its media?
III Motivation	Max 30 points <ul style="list-style-type: none"> Articulated reason and rationale for interest in the program (<i>based on the list of references from the application form</i>) Motivation and interest in acquiring new knowledge and developing professionally – clearly indicated areas or specific types of knowledge (<i>based on the list of references from the application form</i>) Eagerness to learn from an experienced professionals, mentors, lectures and other programme participants, to share and to question in regular workshop sessions and follow up learning (<i>based on the list of references from the application form</i>)
IV Added value	Max 10 points <ul style="list-style-type: none"> Does the candidate bring any innovative approach or practice in their work? Is a candidate committed to society/community development or social changes in their closer environment. Does the candidate demonstrate sensibility for gender and social inclusion related policies and practices in their work. Does the candidate belong to any underrepresented, marginalised group?

The Western Balkans Media for Change project provides support to media outlets and individual journalists to help them improve operational capacity, business sustainability and innovation potential, while aiming to better equip media professionals to produce more diverse, fact-checked and gender sensitive content that will reach and engage with wider audiences, especially women, young people, people aged 65yrs+, and other underrepresented communities.

The project is funded by the **UK Government** and implemented by the [British Council](#) (BC) in partnership with the [Balkan Investigative Reporting Network](#) (BIRN), [Thomson Foundation](#) (TF) and [The International NGO Training and Research Centre](#) (INTRAC).

The project started in October 2023 and runs until March 2025.