



Made for minds.

Information for trainers - Leadership at DW

June 2024

Leadership at DW - General information

- Approx. 225 leaders in DW, from unit management upwards
- Management ranges between 5 and 80 employees
- As a media company, permanent and freelance staff are employed in many areas
- After consultation and examination, a top-sharing model is possible in some areas

Our leadership values

The leadership values form the basis for Deutsche Welle's leadership culture and are incorporated into the selection, development and evaluation of managers.

They were developed together in workshops

Collaboration in our teams is characterized by trust, respect and cooperative cooperation. We encourage our employees to act independently and cultivate a constructive error culture. We make decisions based on facts, make them comprehensible and transparent through explanations, ensure that they are implemented and take responsibility.

The leadership values



Leadership skills - based on our values



Management culture

*Straightforward goals.
Open-minded communication.
Rational decisions.*

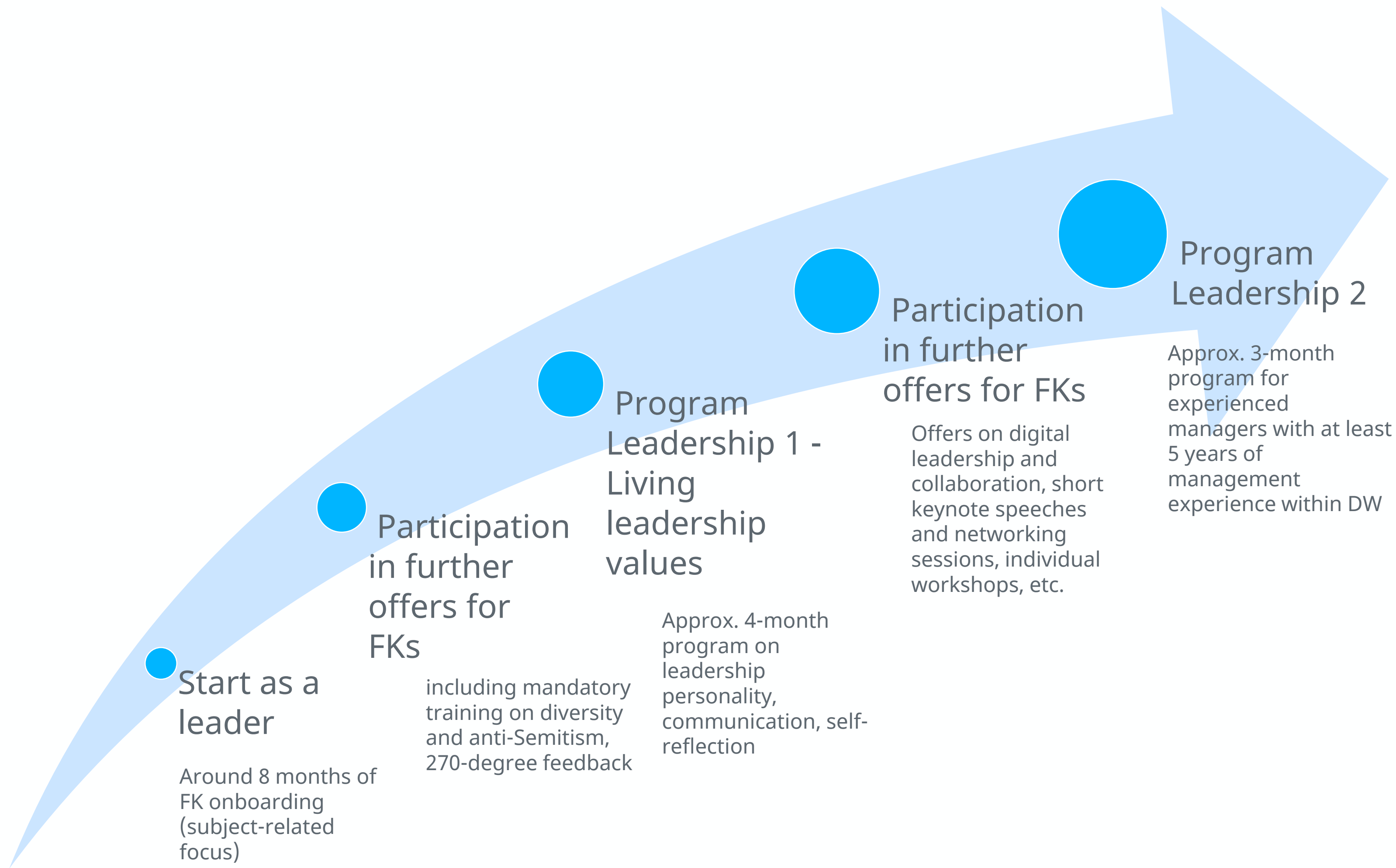
VALUES	MANAGEMENT BY OBJECTIVE	RESPECT	TRANSPARENCY AND COOPERATION	TRUST	CONSTRUCTIVE FEEDBACK CULTURE	LOYALTY
EXPERTISE	We make decisions based on DW's strategy	We value our employees	We explain the background to decisions	We are open and authentic	We use setbacks as a change to improve (fail forward)	We are loyal to DW's values and strategy
	We work independently on to reach goals	We serve as an example for honest and respectful collaboration	We provide space for independent work	We define areas of responsibility	We provide feedback based on established criteria and decide on actions together	We put DW's goals before our own interests
	We develop goals together with our employees	We relate to others	We share our decisions with employees	We delegate tasks and decision-making power	We use feedback formats and develop them further	We stand behind decisions
	We prioritize and use resources effectively	We listen	We communicate important information in a timely manner	We support employees and ensure security with clear-cut perspectives	We admit our mistakes and learn from them	We are loyal to our employees and nurture their strengths
	We establish positive and negative consequences	We show understanding for the personal circumstances of our employees	We maintain good relationships with employees throughout DW	We take responsibility and provide backing	We allow for conflicts and resolve them	We abide by rules and policies
	We inspire with new ideas and motivation	We make it possible to adjust working conditions individually	We are open to innovation and new things	We are reliable and stand behind our statements	We question norms and explore new possibilities	We are actively involved in change processes
	We manage the budget economically and keep to the budget	We support equal opportunities for men and women	We optimize our work through efficient workflows and time management	We foster a positive work environment and team spirit	We reflect about our own behavior and ask for feedback	We stand for honesty and integrity
	We possess the necessary skills and provide further training for our employees	We recognize and use the potential of intercultural collaboration	We foster cooperation across departments	We establish trust	We praise our employees	We expect and support loyalty from our employees
	We follow up on decisions that have been made			We create a work environment that allows for critical feedback	We develop constructive suggestions for approaches when there is room for improvement	We include our critical opinions in the decision-making process
	We focus on success					

Instruments for leadership development

Management feedback is a communication-promoting tool for personnel development that took place for the first time in 2017. The aim of the management feedback is to further develop the management culture by making management performance and quality measurable and comparable in terms of DW's management values.

Target agreement and employee appraisals, annual discussions with all employees on personal development and the setting of targets derived from the corporate strategy

Leadership at DW





If you have any questions, please get
in touch with your contact person at
Learning and Development