

Change Management in Cross-Media Organizational Development: Evidence from a Public Service Media Provider in Germany

Lea Sophia Lehner

To cite this article: Lea Sophia Lehner (14 Jul 2025): Change Management in Cross-Media Organizational Development: Evidence from a Public Service Media Provider in Germany, Journalism Practice, DOI: [10.1080/17512786.2025.2531169](https://doi.org/10.1080/17512786.2025.2531169)

To link to this article: <https://doi.org/10.1080/17512786.2025.2531169>



© 2025 The Author(s). Published by Informa UK Limited, trading as Taylor & Francis Group



Published online: 14 Jul 2025.



Submit your article to this journal [↗](#)



Article views: 211




View related articles [↗](#)



View Crossmark data [↗](#)

Change Management in Cross-Media Organizational Development: Evidence from a Public Service Media Provider in Germany

Lea Sophia Lehner 

Department of Journalism, Catholic University of Eichstätt-Ingolstadt, Eichstätt, Germany

ABSTRACT

This article investigates cross-media change management in public service media (PSM) through a case study of SWR Aktuell, the cross-media news format of Südwestrundfunk (SWR), one of Germany's largest regional public service broadcasters. Using a multi-method approach—including interviews with 24 managers across hierarchical levels and editorial observations in 15 newsrooms—the study explores how managers and journalists contribute to organizational change, evaluates the effectiveness of cross-media training, and examines the impact of management strategies on journalistic autonomy, guided by the ADKAR model. Findings highlight the importance of voluntary participation, peer-to-peer learning, and tailored training in facilitating change. Managers shaped strategic direction, while journalists were central to implementation. A predominantly cooperative leadership culture helped preserve journalistic autonomy. Cross-media participation was encouraged rather than enforced, and medium-specific traditions were respected where appropriate. However, local structural and cultural conditions and differing managerial approaches in the headquarters and regional studios influenced journalists' autonomy. By bridging newsroom ethnography with change management theory, the article offers conceptual and practical insights into digital transformation within mission-driven media organizations. To better reflect the institutional specificities of PSM, it proposes an expanded model—ADKAR + PSB—which adds Professional identity, Structure, and Benefit to the public as critical dimensions.

ARTICLE HISTORY

Received 16 September 2024
Accepted 3 July 2025

KEYWORDS

Public service media; change management; ADKAR model; organizational change; cross-media; journalistic training; journalistic autonomy; media innovation

Introduction

Media companies around the world are facing daunting challenges, including the forces of digitalization, evolving technologies, and dynamic shifts in media consumption habits (Newman and Cherubini 2025). While the decline of traditional print media forced companies to innovate revenue models and formulate web strategies early on in order to survive, public service broadcasters (PSBs) appeared to be in a safer position because

CONTACT Lea Sophia Lehner  lea.lehner@ku.de, [@leasophialehner](https://www.instagram.com/leasophialehner)

© 2025 The Author(s). Published by Informa UK Limited, trading as Taylor & Francis Group
This is an Open Access article distributed under the terms of the Creative Commons Attribution-NonCommercial-NoDerivatives License (<http://creativecommons.org/licenses/by-nc-nd/4.0/>), which permits non-commercial re-use, distribution, and reproduction in any medium, provided the original work is properly cited, and is not altered, transformed, or built upon in any way. The terms on which this article has been published allow the posting of the Accepted Manuscript in a repository by the author(s) or with their consent.

they do not primarily rely on monetary profit (Sehl et al. 2018, 3). However, today, PSBs are also facing an unprecedented debate regarding their mission, financing, and legitimacy—even in countries like Germany, where public service broadcasting has a strong tradition and where PSBs had a monopoly on the television and radio markets for decades (Beck and Prinz 2023). There are widespread calls for the reform of their structures, working practices and content to ensure the continued relevance and existence of public service broadcasting (Burri 2020).

A key challenge is to transform public service broadcasters into public service media (PSM), capable of distributing content strategically and resource-efficiently across multiple channels, while being recognized for their public value and contribution to society (Donders 2019). To achieve this, a cooperative cross-editorial and cross-media approach is indispensable. The convergence of editorial functions and the dissolution of traditional departmental boundaries, known as newsroom or editorial convergence, emerge as prerequisites for the transformative journey of media organizations (García-Avilés, Kaltenbrunner, and Meier 2014). Editorial convergence reshapes the organizational structure of newsrooms and their publishing dynamics, as it triggers transformations in journalistic workflows (Sehl et al. 2018). The scope of tasks is expanding, as journalists in cross-media organizations are frequently responsible for multiple mediums. Therefore, they need to acquire competencies in “media multi-skilling” to produce content for various media genres, “issue multi-skilling” to cover diverse subject areas, and “technical multi-skilling” to operate various technical tools and devices independently (Gago et al. 2009). Cross-editorial teamwork is also becoming more relevant (Meier et al. 2024, 2).

While commercial media organizations often pursue convergence strategies to increase profitability and expand reach, PSBs face a distinct imperative: to realign their public service mission with digital realities and demonstrate accountability in their use of public funding (Sehl et al. 2018, 4). Cross-media transformation in this context is not merely a question of technology or efficiency, but one deeply intertwined with questions of institutional culture, journalistic autonomy, and managerial strategy. These tensions form the backdrop of this study, which investigates the complexity of change processes within a German PSB.

For traditional organizations such as PSBs, implementing cross-media strategies is especially challenging, as it demands not only operational innovation but also a fundamental shift in professional culture (Larrondo et al. 2016, 279). PSBs are frequently characterized by “structural inertia and path dependencies” (Maijanen, Jantunen, and Hujala 2015, 16). In particular, the persistence of outdated structures as well as rivalries between genres (Larrondo et al. 2016, 293, 297), perceived differences in genre prestige (van den Bulck and Tambuyzer 2013, 71), and media-specific salary differences (Micó, Masip, and Domingo 2013, 132–133) hinder the cross-media reorientation of PSBs.

Whether PSBs can successfully implement cross-media transformation depends not only on the willingness of journalists but also on the actions of the management, their communication policy and a systematic change management approach (e.g., Cañedo, López-Golán, and Blasco-Blasco 2025; García-Avilés et al. 2019, 12).

Despite a growing body of research on newsroom convergence in private media, empirical studies of cross-media transformation in PSBs remain limited. Many studies focus on either single newsroom sites or adopt a narrow managerial or journalistic lens (for exceptions see Larrondo et al. [2016] and Sehl et al. [2018]). Moreover, few studies

consider the organizational complexity and decentralization that characterize large-scale PSBs. This study addresses that gap by providing an in-depth, multi-site qualitative analysis of change processes at SWR Aktuell, the news format of Südwestrundfunk (SWR, English: Southwest regional broadcaster), one of Germany's largest regional PSBs. Based on editorial observations in 15 newsrooms across seven cities and interviews with 24 managers, the study provides rare empirical depth, offering nuanced insights into the roles of journalists and managers at various hierarchical levels in shaping organizational change, the effectiveness of cross-media training initiatives, and the influence of management strategies on journalistic autonomy.¹

In addition to presenting in-depth empirical findings, the paper contributes to the theoretical field of organizational change by assessing the applicability of the ADKAR change management model, which was originally developed for corporate environments, to the PSM context. Based on the findings, the study proposes an extended model, ADKAR + PSB, which incorporates "Professional identity", "Structure", and "Benefit to the public" as core dimensions necessary to understand change within PSBs. This conceptual refinement advances the theoretical toolkit available for analyzing organizational change within PSBs and contributes to comparative international media research.

The article concludes by outlining key takeaways from the German case that may inform similarly structured PSBs across Europe, while also identifying areas for future research on convergence, newsroom culture, and change leadership within PSBs.

The Role and Influence of Change Management in Organizational Change

To effectively implement necessary organizational changes, successful change management is imperative. Achieving long-term organizational change success goes beyond simply making structural modifications; it requires instigating a cultural shift within the company, which is challenging but crucial for sustained success (van den Bulck and Tambuyzer 2013, 58, 72). This transformative process affects not only individuals but also teams, managers, and the organization as a whole (Brandt, Andersson, and Kjellstrom 2019, 672). Change management includes methodologies and initiatives to modify structures, processes, strategies, systems, or behavioral patterns within an organization. As described by Rank and Scheinpflug (2010, 18–19), change management involves planning, executing, controlling, and stabilizing changes in strategies, processes, organization, and culture to optimize the effectiveness and efficiency of the change process while gaining maximum acceptance from affected managers and employees.

However, implementing cross-media changes can be challenging due to differences in editorial cultures, routines, and practices (Lischka 2015, 10). News organizations operate within hierarchical structures, where diverse professional interests exist across multiple levels. According to Horst and Moisaner (2015, 157), journalists tend to aim for stability, security, and tradition, while media companies strive for change, learning and risk-taking. Nissen (2014) speaks of two distinct cultures within PSM—content creators, also known as journalists, on the one hand, and managers on the other. Their different goals and values can pose a significant challenge to the implementation of unified strategies.

Yet this divide should not be overdrawn. Even within a specific group—whether among managers or journalists—perspectives are not monolithic but rather encompass a range of viewpoints (Bunce 2019, 902). Skovsgaard (2014, 344) found that the relationship between

managers and journalists is even more often characterized by “consensus and agreement” than “conflict”. However, such consensus does not guarantee smooth implementation of change processes. Maijanen (2014, 2020) demonstrates that the drive for change often coexists with organizational inertia and prevailing ways of working. The progress of strategic change and innovation is hindered by the presence of deeply ingrained routines and traditions in the organizational culture that continue to influence future behavior (Meier et al. 2024, 9). As a result, managers face the complex task of balancing conflicting goals and needs while simultaneously addressing journalists’ doubts regarding change.

Courpasson, Dany, and Clegg (2012) add another layer to this complexity by arguing that employees’ potential resistance should not be viewed solely as an obstacle. Rather, it can be productive, temporarily shifting power dynamics between journalists and management, and shaping organizational change.

Nevertheless, managerial influence remains a contested issue, particularly due to its possible constraint on journalistic autonomy (e.g., Hanitzsch et al. 2019, 108; Skovsgaard 2014; Waldenström, Wiik, and Andersson 2019). Waldenström, Wiik, and Andersson (2019, 505) note that while journalists recognize the need for managerial leadership, they stress that strategic decisions largely originate from management, limiting journalistic autonomy to the “managerial framework of top-down decisions”.

This tension intensifies in the context of cross-media practices, which challenge traditional notions of journalistic autonomy and contribute to ongoing debates about (de-)professionalization. While some argue that multiskilled journalists gain autonomy by relying less on technical staff, others contend that efficiency pressures reduce creative freedom (van den Bulck and Tambuyzer 2013, 57). Concerns that the growing expectation for journalists to work across multiple platforms could erode specialist expertise have led journalists to voice fears of becoming “jacks of all trades, but masters of none” (Hendrickx and Picone 2020, 3).

In consideration of such far-reaching transformations within journalistic practice and newsroom organization, it becomes essential to examine these shifts through the lens of established change management theories. Numerous models have been developed to conceptualize and guide organizational change (see Kaiser and Schwertner (2022) for an overview or Karmasin, Diehl, and Koinig (2022) for more recent approaches), including Lewin’s three-phase model (1947), Kotter’s eight-step model (1996) and Hiatt’s ADKAR model (2006). Lewin’s model, originally developed in the social sciences to describe group dynamics and change processes, was later applied to organizational contexts.

The other two models are more recent. Kotter’s eight-step model is suitable as a guide for top-down change, whereas ADKAR focuses on individual behavior as the foundation for organizational transformation. It is particularly useful for analyzing change-supporting methods such as training.

To better understand the roles of managers and journalists in the transformation process, the study’s findings are interpreted through the lens of the ADKAR model. The model’s applicability to the complex realities of cross-media transformation within PSBs is critically assessed at a later stage.

ADKAR Model by Jeffrey M. Hiatt

Hiatt’s ADKAR model assumes that organizational change can only be successful if change is effective at the individual level. It therefore focuses on the individual and his or her

ability to change. Hiatt is the founder of Prosci, a company that advises organizations on change management. The ADKAR model is part of the Prosci methodology. ADKAR is an acronym for five steps (Hiatt 2006, 2–3) that managers should consider in order to implement change successfully: (1) Awareness of the need for change, (2) desire to participate and support the change, (3) knowledge on how to change, (4) ability to implement desired skills and behaviors, and (5) reinforcement to sustain the change (see also Lehner, 2025, 116–117).

The first step—awareness (Hiatt 2006, 5–16)—is about recognizing the need for organizational change and communicating the reasons for the transformation at an early stage.

The second step—desire (Hiatt 2006, 17–22)—seeks to create a wish among employees to participate in and support the change. The role of management is to model the change and motivate employees. This includes talking openly about the change, explaining the positive and negative consequences of the transformation in a transparent way, and addressing any doubts that employees may have. Managers need to know their employees’ individual situations as well as possible to counter skepticism early on. To increase employees’ commitment and motivation, it is helpful to involve staff in the change process directly and autonomously. Therefore, so-called “peer leaders” can be appointed to promote change in the company, motivate colleagues and encourage developments that serve the goal of the desired change. The integration of peer leaders can create valuable multiplier effects among colleagues (Prosci n.d.-b, 10).

The third step—knowledge (Hiatt 2006, 23–30)—is to provide employees with necessary knowledge through training to meet the demands of organizational change. Webinars, videos, or other multimedia programs are a good way to convey concepts and knowledge. Training can also be supplemented by individual coaching and colleague training (Prosci n.d.-c, 8–10).

However, to retain what has been learned, theoretical knowledge should be put into practice to achieve the fourth step: the ability to implement desired skills and behaviors (Hiatt 2006, 31–36). When training skills, it is important to bear in mind that people need different amounts of time to acquire new skills. Therefore, it is crucial for managers to offer their support to employees and to allow room for mistakes (Prosci n.d.-a, 4). Employees should first be able to try out what they have learned in a safe environment. Simulations, role-playing and hands-on work with tools can help to consolidate knowledge (Prosci n.d.-a, 6). However, psychological blocks (e.g., fears, self-doubt, etc.), the power of habit, limitations in physical and mental capacity, or a lack of available resources can cause resistance and challenges in developing skills (Prosci n.d.-a, 8–10).

The final step—reinforcement (Hiatt 2006, 37–42)—is to strengthen the success of the transformation and sustain changes in the long term so that employees do not fall back into old, familiar patterns and ways of working. Reinforcement can come from managers recognizing and rewarding the successes achieved, but also from employees’ internal satisfaction with their own performance.

Subject of Investigation

Before going into details about the subject of the study, a few remarks about the German broadcasting landscape should be made. The German broadcasting landscape is characterized by a dual system of public and private broadcasters. The public service

broadcasting sector in Germany consists of ARD (Arbeitsgemeinschaft der öffentlich-rechtlichen Rundfunkanstalten der Bundesrepublik Deutschland)—a consortium of the PSBs of the Federal Republic of Germany—ZDF (Zweites Deutsches Fernsehen)—the national public service television broadcaster –, Deutschlandradio—the national public service radio broadcaster—and Deutsche Welle—the public service foreign broadcaster. Nine regional PSBs, such as SWR, as well as Deutsche Welle operate under the umbrella of ARD. The regional PSBs have autonomy in producing content for their respective regions, but also work together to produce national content.

SWR is Germany's second-largest regional broadcaster within ARD. SWR is responsible for public service broadcasting in the federal states of Baden-Württemberg and Rhineland-Palatinate. It was formed in 1998 by merging the former broadcasters Süddeutscher Rundfunk (SDR) and Südwestfunk (SWF). In 2015, SWR made the strategic decision to transform itself into a cross-media organization. The organizational reorientation required anchoring a shared vision of cross-media public service broadcasting across all locations. SWR has three headquarters in Baden-Baden, Mainz, and Stuttgart, eight regional studios in Baden-Württemberg (Freiburg, Heilbronn, Karlsruhe, Mannheim, Stuttgart, Tübingen, Ulm and Friedrichshafen), and five studios in Rhineland-Palatinate (Mainz, Kaiserslautern, Koblenz, Ludwigshafen und Trier). There also are various regional offices on-site.

The respective state broadcasting directorates are situated in Stuttgart and Mainz and comprise several topic-specific main departments, departments, editorial offices, and regional studios. The Program Directorate is in Baden-Baden and is responsible for the supra-regional aspects of information, sport, film, services, and entertainment. It also encompasses a multitude of topic-specific main departments, departments, and editorial offices. Each unit within the directorates is headed by a supervisor, who in turn reports to the next level of management and ultimately to the Director General (CEO) of SWR.

Due to the size and complexity of SWR, it was impractical to examine cross-media change across the entire organization. Therefore, the cross-media news format SWR Aktuell was chosen as a case study. The choice for SWR Aktuell was influenced by the importance and immediacy of news, which allowed for an exploration of daily cross-media working methods and their real-time impact on operations. As news is a fundamental part of the operational remit of PSBs, SWR began producing its news output in a cross-media format as early as 2017. The advanced development of the cross-media news format SWR Aktuell offers the opportunity to gain valuable insights into the progress and challenges of cross-media transformations in the broader context of the organization (Lehner, 2025, 224–225). Moreover, all SWR locations are engaged in the production of SWR Aktuell. This provides an opportunity to examine and compare cross-media change and management at multiple locations.

Research Questions

The ADKAR model (Hiatt 2006), along with relevant management literature (e.g., Kaiser and Schwertner 2022; Karmasin, Diehl, and Koinig 2022) and studies on change management (e.g., Cañedo, López-Golán, and Blasco-Blasco 2025; García-Avilés et al. 2019; Lowe and Maijanen 2019), highlight the pivotal role of managers in mediating between strategic leadership and operational journalism. As mentioned earlier, PSBs are characterized by a complex structure with many hierarchical levels. Given this complexity, it is

interesting to examine change management tasks on different hierarchical levels. In addition to managerial commitment, the involvement of journalists in the design of organizational strategies is another influential factor in successful organizational change that has been less studied. Research question one therefore examines: How do managers at different levels and journalists of SWR Aktuell contribute to shaping organizational change?

Comprehensive training, as outlined in the ADKAR model, is essential for journalists to perform new tasks effectively. Building on this, research question two investigates: How effective are SWR Aktuell's training initiatives in enabling cross-media workflows among journalists?

While some journalists may express concerns about their ability to acquire cross-media skills amidst the rapid pace of organizational change (Prosci [n.d.-a](#), 8–10), additional sources of resistance may arise from the fear that managerial leadership in the transformation process could threaten journalistic autonomy (e.g., Skovsgaard [2014](#); Waldenström, Wiik, and Andersson [2019](#)). Considering these concerns, research question three explores: How are management strategies influencing journalistic autonomy at SWR Aktuell?

All three research questions are answered based on the interview and newsroom observation data and include accounts from both managers and journalists.

Method

A mixed-methods approach consisting of semi-structured expert interviews and participatory editorial observations (Lehner, [2025](#), 225–265) was used to explore change management in depth. The qualitative approach of the study was chosen for its ability to delve into opinions, attitudes, and intricate connections, particularly for exploring sensitive or complex topics. The ADKAR model, which emphasizes individual-level change as a critical driver of successful organizational transformation, provided a framework for analyzing how both managers and journalists navigated and influenced the transformation process through the model's five stages. The close alignment between this theoretical framework and the study's methodology ensured a comprehensive understanding of both strategic actions and personal responses.

Semi-Structured Expert Interviews

The study comprises 21 interviews with 24 interviewees, including (a) the Director General of SWR, (b) the head of strategic organizational development, (c) three out of four main department heads, as well as (d) all department managers and (e) all editorial managers from radio, television, and online newsrooms responsible for SWR Aktuell in Mainz, Stuttgart, and Baden-Baden ([Figure 1](#)).

Furthermore, (f) six managers from regional studios in Rhineland-Palatinate and Baden-Württemberg were interviewed ([Figure 2](#)). Informed consent for the conduct and publication of the study was obtained from the participants prior to participation.

The face-to-face-interviews took place on-site at SWR locations mainly in November 2019 and lasted approximately one hour. Two interviews were conducted in May 2019. All managers were selected because of their position. They possessed expert knowledge and actively contributed to the strategic and operational aspects of change management.

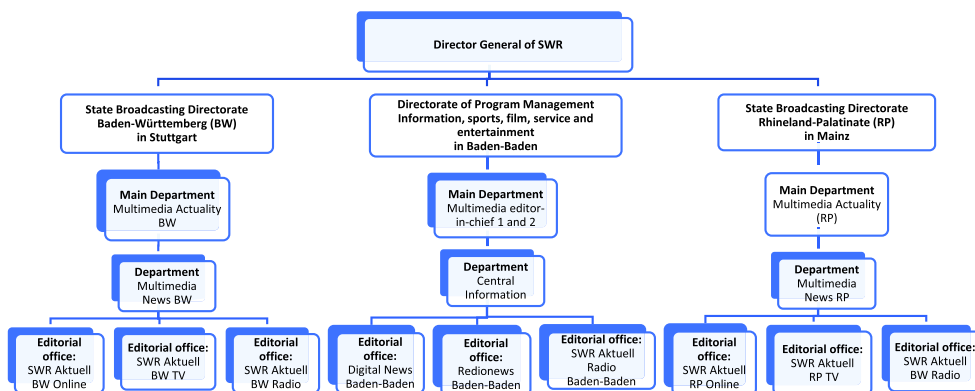


Figure 1. Interviewees at the head quarters.

Note: A blue box indicates organizational units with whose heads an expert interview was conducted. The Department of Strategic Organizational Development is not shown in the figure, as it is not part of any of the directorates. The information presented in this figure has been extracted from the author's dissertation (Lehner, 2025, 229) and subsequently translated into English.

Their specific insights offered a unique perspective on the cross-media restructuring of SWR.

The interviews followed semi-structured guidelines, allowing for both controlled discussions and flexibility in addressing relevant aspects of change management. The questionnaires were customized to the managers' respective roles and addressed topics such as their tasks in the organization, the involvement of managers and journalists in organizational change, training and development initiatives, challenges and successes in change management, and handling skepticism.

To optimize the interview guidelines, a pretest was conducted, focusing on both content and empirical quality. The interviews were recorded and later transcribed and analyzed using MAXQDA software. A content-structuring qualitative content analysis, according to Kuckartz (2018, 97–121), was applied using both deductive (thematic blocks of the guidelines) and inductive codes (new categories derived from the statements of the interviewees). To ensure reliability, an intracoder reliability test was conducted by recoding approximately 20% of the interviews after a two-week interval. Following the reliability test, the category system was optimized, and a second coding run was initiated.

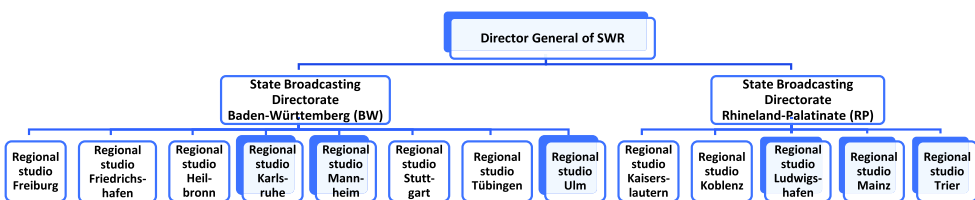


Figure 2. Interviewees in the regional studios.

Note: A blue box indicates organizational units with whose heads an expert interview was conducted. The information presented in this figure has been extracted from the author's dissertation (Lehner, 2025, 230) and subsequently translated into English.

Content analysis involved creating and comparing summaries of relevant categories and topics, in-depth examination of individual cases, and the selection of concise quotes. As the interviews were conducted in German, quotes are only indirectly reproduced below, as a translation of the interviewees' statements would be tantamount to an interpretation. To help provide context while maintaining anonymity, quotes describe the interviewee's position at the time of the interview in general terms without naming the location of their responsibilities.

Participatory Editorial Observation

Initially, a quantitative survey was planned to capture reporters' and editors' perspectives on change management and cultural change at SWR Aktuell. However, the feasibility of a quantitative survey was hindered by an internal evaluation process at SWR Aktuell at the time of the study. To nevertheless compare the impressions of managers and journalists on cross-media change, training measures and change management, and to observe the working methods and cross-media cooperation at SWR Aktuell, editorial observations were carried out. Fifteen editorial offices, encompassing radio, television, and online units responsible for SWR Aktuell in Stuttgart, Mainz, and Baden-Baden, as well as the newsrooms of the regional studios in Mainz, Trier, Ludwigshafen, Mannheim, Ulm, and Karlsruhe, were observed for a day each throughout November 2019. Editorial conferences, inter-editorial agreements and mono- and cross-media activities were monitored.

The observation was carried out in a participatory manner (Gehrau 2017, 23), allowing the researcher to actively record data, ask questions and engage with events in the field. Journalists were aware of the ongoing observation and their verbal consent was obtained in advance. Individual members of staff were observed sequentially, while the activities and organizational dynamics of the entire newsroom also were observed. Journalists commented aloud on their work steps, which made it easier to follow what was happening in the field. The journalists showed a remarkable willingness to interact with the researcher and were able to maintain their focus on the task at hand despite the presence of an observer. This may be since they are often accompanied by interns and volunteers, which served to mitigate the potential for bias during observation. All observations were anonymized.

To record data, field notes and an observation log were used. Each observation log contained notes on the editorial team's name, date, place, time of observation, the observed person's role and responsibility, and their engagement in mono- or cross-media working methods. Additionally, comments on inter-editorial agreements, conflicts, job satisfaction, training, and change management were documented in the field notes. The documentation was immediate and direct, without relying on audio or video recordings.

To ensure the relevance and effectiveness of the observation log, a two-hour pretest was conducted at the German newspaper Passauer Neue Presse (PNP) in October 2019, including observations of the editorial team and the news desk. The pretest emphasized the importance of including field notes in addition to the observation log. The exploratory nature of the observation at SWR Aktuell precluded a standardized protocol, as various categories, and characteristics relevant for the newsroom observations could not be precisely defined in advance. The primary aim of the participatory observation was an in-

depth examination of cross-media work processes, perceptions of change management and challenges within the newsrooms, rather than statistical calculations of the frequency of cross-media actions.

Results

RQ1: Contributions of Managers at Different Levels and Journalists to Shaping Organizational Change at SWR Aktuell

A comparison of the contributions of journalists and managers to cross-media change at SWR Aktuell revealed that managers at all levels played a significant role in shaping organizational change, whereas journalists were not involved in the design of central decisions (Lehner, 2025, 341–349). All managers interviewed expressed that they felt sufficiently involved by the executive board and were invited to actively contribute to the transformation. However, as one department head noted (interview conducted 18 November 2019), the multitude of hierarchical layers, geographically dispersed locations, and the inertia of entrenched editorial structures hindered the development of consistent policies and slowed down decision-making.

The tasks assigned to managers varied according to their position within the organizational hierarchy, reflecting different levels of responsibility in guiding the transformation process. A deductive approach was initially applied, using SWR's organizational chart (see Method section) as a framework to identify managerial levels. Subsequently, inductive analytical coding refined these categories, captured contextual nuances, and deepened the understanding of the distinct roles at each level.

The Director General bore the overarching responsibility for SWR and determined the broadcaster's strategic direction in conjunction with the directorates.

The primary responsibility of the main department heads was to initiate strategic changes in their area of responsibility and to ensure, through close dialogue with their colleagues, that the changes were consistent and in the same direction across all locations.

Department managers were part of various working groups dedicated to different aspects of the organization's transformation. Based on their experience in the departments, department managers contributed to the creation of templates, which were then discussed by the executive board and main department heads.

Editorial managers and regional studio managers were in direct contact with journalists. They played a central role in communicating the concrete implementation of changes in individual newsrooms to journalists, and in reporting their teams' experiences and challenges back to senior management. They were also tasked with explaining to journalists the reasons behind the cross-media organizational change, which, unlike in private companies, was not driven by profit motives but by SWR's normative mission and a commitment to better deliver high-quality public value content across all distribution channels to reach the entire population. Specifically, the aim was to strengthen SWR Aktuell's unique selling points of information and regionality, as outlined by an editorial manager (interview conducted November 4, 2019).

It was in the regional studios, where the reporters work, that the changes in cross-media transformation were most evident. Reporters at the time worked for at least two media channels, while editors at headquarters were still largely responsible for one

channel. The regional studio managers took on a supervisory role vis-à-vis the directorates in Rhineland-Palatinate and Baden-Württemberg. They informed on the reporters' work and raised concerns if changes were implemented too hastily. A regional studio manager (interview conducted November 25, 2019) emphasized that it was up to the regional studio managers to regulate the pace of change in the media organization if there was a risk of teams being overwhelmed. Regional studio managers also participated in working groups and took on special roles in cross-media organizational change, e.g., as online representative of the directorate, as explained by a regional studio manager (interview conducted November 29, 2019).

According to an editorial manager (interview conducted November 5, 2019) SWR's cross-media reorientation was not a closed job of the hierarchy, and efforts had been made to take everyone along. Several managers highlighted the importance of early and transparent communication of the organization's objectives to staff. However, while evaluation processes were underway, journalists were not informed for the time being. At later stages, when strategic decisions were being made, managers repeatedly shared interim results from working groups with their teams. The aim was to make organizational change a process supported by employees, explained an interviewee (interview conducted May 7, 2019).

Compared to previous years, journalists were more involved in the transformation process, although they still lacked influence over core strategic decisions. Nevertheless, SWR increasingly relied on editorial teams to identify necessary changes and initiate internal discussions, explained a main department head (interview conducted November 11, 2019). The success of the transformation depended on journalists' engagement in cross-media practices. Several managers underlined that staff involvement was regarded as crucial for the effective implementation of decisions. A department manager (interview conducted November 11, 2019) stated that once decisions had been made, change only worked with staff, as management relied on their practical experience, despite all the difficulties, fears, and resistance that change naturally entailed. In Stuttgart, for example, editors from different newsrooms were part of a working group to design a cross-media news desk. After a trial week, their feedback was incorporated into the final concept. Once the newsroom was up and running, benefits and problems were discussed with journalists.

Forums such as working groups or discussions involving managers, editors and reporters were used to gather recommendations and criticism from staff. These insights were then communicated to senior management or implemented independently by editorial managers in their respective areas. Furthermore, journalists were periodically emailed for feedback or assigned to special projects to analyze news content and suggest improvements, as capacity permitted.

However, despite regular feedback from managers, interviewees noted a lack of systematic surveys addressing the perspectives of editors and reporters on organizational change and new responsibilities. This reflects the persistence of a predominantly top-down management approach with limited structured staff involvement.

RQ2: Effectiveness of Cross-Media Training Initiatives

To prepare journalists for cross-media tasks, SWR offered differentiated training formats tailored to individual needs, as employees' prior cross-media knowledge varied

significantly due to their diverse professional backgrounds. Essentially, there existed three dominant training initiatives: traditional in-person and online training courses and workshops, colleague training and inter-editorial job rotation for training purposes (Lehner, 2025, 351–356):

SWR's face-to-face training courses were categorized into different subject areas, as outlined by a regional studio manager (interview conducted November 29, 2019): (1) specialized courses on specific topics (e.g., using Instagram or search engine optimization), (2) technical training (e.g., on mobile reporting, various video and audio editing programs or the online CMS) and (3) advanced training specifically on cross-media thinking and working (e.g., cross-media planning or cross-media reporting activities). SWR also offered webinars and online tutorials. Journalists could further access cross-media training from the training facility ARD.ZDF medienakademie to learn basic processes in other media genres.

According to a regional studio manager (interview conducted November 27, 2019), webinars and online tutorials were especially valuable for regional studios, as they allowed journalists to learn specific skills within a single shift, without needing to travel to Mainz, Stuttgart, or Baden-Baden. After training, journalists often formed peer groups to stay in contact and reinforce their learning. Face-to-face sessions and multi-day courses from the ARD.ZDF medienakademie were seen as helpful introductions to new topics by journalists.

However, as another regional studio manager noted (interview conducted November 25, 2019), the tightly packed schedule of initial training sessions created an excessive workload. Both journalists and managers stressed that long-term effectiveness depended on embedding training into everyday routines, with practical application being key to retaining and internalizing new skills.

A different way of teaching journalists cross-media skills at SWR was colleague training. The underlying principle of colleague training was that experienced journalists with in-depth knowledge in a specific area, so-called key users or mentors, passed on their expertise to their colleagues. According to management assessments, SWR had very positive experiences with colleague training. The advantages of colleague training stemmed from journalists' familiarity with internal processes, the organization's philosophy, and the precise knowledge to be imparted. An editorial manager (interview conducted November 18, 2019) emphasized that colleague training was significantly more efficient and cost-effective than external training, although capacity was needed to take the mentor out of the regular duty roster. Colleague training was particularly effective for teaching relatively simple tasks, such as using the CMS for the SWR Aktuell app, as reported by a manager of a regional studio (interview conducted November 27, 2019). The fact that colleague training did not work without problems was illustrated by a journalists' criticism of training on an app for live transmission of audio. After an hour-long introduction, the app was tested in small groups before journalists were thrown into the deep end, which led to initial problems with the app, as the journalist explained (editorial observation on November 26, 2019). This underscores the notion that the mastery of technical applications is contingent upon experiential learning.

Besides colleague training, another common method of knowledge transfer at SWR was inter-editorial job rotation between editorial teams. During the study period, attempts were made in Stuttgart to set up tandems between editors from different

newsrooms so that, for example, radio colleagues could spend one to two weeks in the TV or online editorial teams and vice versa. The aim of the inter-editorial exchange, as several managers explained, was to promote openness and mutual understanding for the working methods and needs of different professions, thereby breaking down barriers between editorial teams and promoting joint planning and topic development. Also, journalists were offered new development prospects and a wide range of work. In the best-case scenario, the inter-editorial job exchange helped to alleviate staff shortages, as several respondents noted.

In the past, there had also been inter-editorial job rotations between headquarters and regional studios. For example, TV colleagues from the SWR Aktuell television editorial team in Stuttgart were regularly hosted by the regional studio in Karlsruhe for training purposes and vice versa. According to an interviewee (interview conducted November 26, 2019), everyone benefited from an exchange of views on the different working methods at the headquarters and regional studios.

However, it is important to recognize that both job rotation within departments and exchanges between regional studios and headquarters posed organizational challenges. In some cases, implementation was hampered by staffing constraints, as several managers and journalists confirmed. Furthermore, the distinct characteristics of television, radio, and online broadcasting, as well as their format-specific requirements, posed significant challenges to the flexible exchange of journalists across editorial departments. In contrast to the regional studios, where reporters were increasingly tasked with producing content for all platforms, journalists and managers at all levels emphasized that specialized expertise remained indispensable in the headquarters in Stuttgart, Baden-Baden, and Mainz. The expertise required in the headquarters to assume full responsibility for entire broadcasts could not be acquired in a short time by journalists from other media formats.

Managers concurred that as long as dedicated SWR Aktuell formats for television, radio, and online platforms persisted, relying on generalists in the headquarters would remain impractical, as they would be unable to meet the specific demands of each channel. A main department head (interview conducted November 11, 2019) explained that enhancing permeability between editorial departments, e.g., through selective inter-editorial job rotations, and strengthening joint cross-media content planning was far more important than achieving complete interchangeability of the entire staff.

Thus, while cross-editorial job rotation was theoretically an effective method for training journalists across different media, its practical implementation was limited by the need for specialized expertise and staffing constraints.

RQ3: Management's Influence on Journalistic Autonomy

A thorough analysis of the interviews and editorial observations revealed that managers at SWR Aktuell predominantly adopted a cooperative and liberal leadership style. Rather than mandating cross-media workflows, they sought to preserve journalistic autonomy by fostering self-motivation and encouraging voluntary participation. As a department head (interview conducted November 11, 2019) noted, SWR's organizational culture was characterized by self-motivation and voluntary participation.

However, the level of autonomy granted, and expectations placed on journalists varied considerably between locations. These differences were primarily shaped by structural

conditions, such as available staffing, editorial organization, and the degree of specialization or multiskilling required. In regional studios, where staffing was limited and editorial divisions between online, radio, and television had been dissolved, reporters were expected to develop multiskilling abilities to contribute to multiple platforms. Editors, too, were required to work across at least one additional channel. Exceptions to this pattern were made, for example, when colleagues were about to retire.

At the larger headquarters, media-specific editorial departments remained intact, and most journalists continued to concentrate on a single medium. In Stuttgart and Mainz, cross-media training was offered on a voluntary basis. For instance, while training in the use of the news app was compulsory in the regional studios, it was optional in Stuttgart and limited to those who actively expressed interest. Managers considered this selective approach more effective. As a senior manager (interview conducted May 7, 2019) explained, it was neither necessary nor productive to train all staff; instead, the focus lay on identifying individuals with a particular affinity for cross-media work and a rudimentary digital mentality. In contrast, in Baden-Baden, journalists were expected to perform basic tasks for both online and radio formats. Nevertheless, management there remained attentive to individual needs. Less confident staff were given flexibility when the duty schedule allowed, and additional training was offered to help build confidence in cross-media work.

Across all locations, including both regional studios and headquarters, journalists did not express concerns that the cross-media transformation might compromise their professional autonomy. On the contrary, many appreciated the management's emphasis on voluntary participation and perceived that skepticism toward new practices was tolerated. Several even regarded the shift as an opportunity for professional growth. One reporter, for instance, emphasized that developing multimedia skills enabled journalists to express greater creativity, as stories had to be conceived holistically, with distinct approaches tailored to each distribution channel (editorial observation on November 29, 2019).

Concerns voiced by staff were not rooted in fears of losing journalistic autonomy but stemmed instead from uncertainty—fear of the unknown, difficulties adapting to change, and perceived digital skill gaps. In response, managers prioritized transparency, open communication, and gradual transitions. Many interviewees stressed the importance of reassuring staff that they would receive consistent support throughout the process.

In sum, SWR Aktuell's management aimed to preserve journalistic autonomy by considering individual circumstances while steering the organization toward cross-media practices. Instead of enforcing change, they fostered trust through dialogue and voluntary participation, gradually aligning newsroom operations with the organization's long-term strategic goals.

Conclusion

This case study addresses three core research questions concerning cross-media transformation at SWR Aktuell, using the ADKAR model's five stages of change—awareness, desire, knowledge, ability, and reinforcement—as an analytical framework. Recognizing the institutional, cultural, and normative particularities of PSBs, the model is subsequently adapted in the discussion to better reflect the specific dynamics of public service broadcasting.

First, concerning how managers and journalists contributed to shaping organizational change (RQ1), the findings reveal that the transformation was driven by multiple actors across hierarchical levels: At the strategic level, the Director General held overarching responsibility for SWR, setting the strategic vision for cross-media transformation. Main department heads served as key translators of this vision, by transforming strategic objectives into concrete policies and coordinating cross-departmental efforts. Department heads oversaw the implementation of strategies across television, radio, and online editorial offices. Their role involved contributing to high-level decision-making processes by participating in working groups, developing templates, and collaborating directly with senior management. Editorial managers and regional studio managers were responsible for guiding the day-to-day operationalization of change within their newsrooms. They oversaw the coordination of editorial workflows, identified training needs, and supported staff through feedback. As intermediaries between management and journalists, they promoted and contextualized relevant ideas from senior management and regulated the pace of implementation to avoid overwhelming journalists.

At the operational level, journalists were active contributors to the cross-media transformation, rather than passive recipients. They participated in cross-media training, adapted to new workflows, and shared knowledge through peer learning. Their role in testing and embedding new practices into daily routines was critical for the success of the change process.

This differentiation between strategic and operational roles, along with the mediating tasks of certain managerial positions, highlights the collaborative nature of organizational change and the vital interplay between various levels of management and editorial staff in the transformation process. Overall, change was co-produced across hierarchical levels, with each actor group fulfilling distinct yet interdependent functions. Managers and staff alike recognized the need for change, indicating broad awareness (ADKAR step one).

Interview data further showed that managers were motivated to actively accompany, support, and lead the change. Unlike in other media organizations (García-Avilés, Meier, and Kaltenbrunner 2018, 6), management resistance and a lack of willingness to lead did not hinder SWR's cross-media reform. Instead, managers aimed to foster a desire to participate and support the change within the workforce (second step of the ADKAR model) by increasingly involving journalists in the change process (e.g., through working groups and peer leaders). Although efforts were made to inform journalists promptly about changes, there were instances where management withheld information—for example, during the evaluation of ongoing projects. By confronting journalists with the *fait accompli* after the fact, management reduced uncertainty and potential unrest but also limited journalists' active involvement in shaping key strategic directions.

SWR remained a strictly hierarchically structured organization where decisions were made across various hierarchical levels. Complex governance across hierarchies and locations slowed decision-making and hindered the enforcement of uniform rules (see also van den Bulck and Tambuyzer 2013, 67). Several interviewees described SWR as a tanker or a steamer, which took much longer than a start-up to change its direction and monomedia culture. Flat hierarchies that encourage innovation and flexibility (Mosamim and Ningrum 2020) were not yet prevalent. Nevertheless, journalists at SWR Aktuell were much more involved in shaping change within their unit than before the cross-media reorganization.

Second, regarding the effectiveness of cross-media training initiatives (RQ2), SWR employed a mix of in-person and online training courses, workshops, job rotations and peer-led learning (Prosci [n.d.-b](#), 10). These efforts supported the development of cross-media knowledge (step three of ADKAR). While in-person formats were perceived as highly effective, sustained change depended more on integrating new skills into daily routines than on theoretical learning. However, format-specific requirements and structural constraints, such as staff shortages, limited opportunities for experimentation, job rotations, and hands-on learning (step four of the ADKAR model: Ability). Consequently, new knowledge sometimes went underused. The final ADKAR phase—reinforcement—was similarly inhibited, as only a subset of journalists consistently applied cross-media workflows. Most journalists at the headquarters continued to work within mono-media routines due to the need for specialization and a lack of routinized cross-media tasks. This emphasizes the need for structural support and resource allocation to translate individual readiness into lasting change.

Third, regarding the impact of management strategies on journalistic autonomy (RQ3), the data revealed a cooperative and predominantly liberal leadership culture at SWR Aktuell. Cross-media participation was encouraged but not enforced, with individual circumstances and professional identity carefully considered. However, notable differences emerged between locations: in regional studios, journalists faced greater expectations to adopt multi-killing practices due to staffing constraints. In contrast, editorial work at the headquarters remained firmly rooted in long-standing, medium-specific traditions, and routines, allowing journalists to maintain monomedia roles where necessary. These asymmetries suggest that journalistic autonomy was shaped by localized structural and cultural conditions, alongside differing managerial approaches. Importantly, resistance across all sites was handled in a constructive manner, ensuring that those who were reluctant to adopt cross-media practices were neither marginalized nor excluded from the transformation process.

While respecting traditional practices and medium-specific routines, the transformation strategy promoted a cross-media mindset through dialogue, training, and peer-driven influence. This preserved formal autonomy while subtly encouraging adaptation. SWR therefore pursued a dual management strategy that maintained established workflows while introducing new responsibilities.

Discussion

Although the empirical data were collected in 2019, the findings remain highly relevant, as SWR's transformation into a cross-media broadcaster is ongoing. Change within PSBs unfolds incrementally and is shaped by complex institutional contexts. This study captured a pivotal phase in SWR's shift toward cross-media workflows and integrated newsroom practices. Later developments, such as the 2022 restructuring of the Rhineland-Palatinate directorate to foster cross-media collaboration (SWR [2022](#)) and the creation of the Direction for Innovation Management and Digital Transformation (SWR [2024](#)), further confirm the continuous nature of SWR's transition. Despite technological advances, the study's focus on organizational culture and change dynamics remains essential for understanding PSBs' adaptation more broadly.

Beyond its immediate context, the case of SWR Aktuell provides valuable insights for PSBs across Europe. While national systems differ structurally, politically, and financially

—requiring tailored solutions—the findings highlight common challenges: modernizing organizational structures, adopting cross-media practices, and balancing journalistic autonomy with managerial control. A persistent challenge for many PSBs is structural rigidity, where hierarchical layers and slow decision-making processes hinder creativity and discourage initiative. In response to the rapidly changing media landscape, PSBs need to reassess their institutional frameworks. Agile working methods, such as hocracy—which redistributes decision-making to self-organizing teams—emerge as promising alternatives (Mosamim and Ningrum 2020).

The case of SWR Aktuell underscores the critical role of cooperative leadership, employee autonomy, and diverse training formats in driving effective change. It demonstrates that the cultural and participatory dimensions of convergence processes are equally important as technological advancements within PSBs. Top-down directives alone are insufficient for fostering sustainable change; instead, successful transformation relies on iterative learning, open communication, flexible implementation, and voluntary engagement. In this context, SWR Aktuell serves as a valuable model for other PSBs, offering strategies that effectively balance tradition and innovation in managing organizational change.

While the ADKAR model overall proved useful for analyzing the transformation at SWR Aktuell, its linear structure does not fully capture the institutional, cultural, and normative complexities inherent to PSBs. To address this, the model shall be expanded by adding the acronym “PSB”—standing for Professional identity, Structure and Benefit to the public—to better align with the unique principles of organizational change within PSBs.

First, professional identity acknowledges that journalists in PSBs are not interchangeable generalists. Rather, they are often specialists with long-standing experience in either radio or television. At SWR, the goal of cross-media transformation was not to replace this specialized knowledge but to integrate digital competencies into existing professional identities. The strategy of voluntary participation in cross-media training ensured that journalists’ professional autonomy was preserved. This approach challenges ADKAR’s implicit assumption of universal and linear upskilling, emphasizing the importance of respecting entrenched media cultures within PSBs.

Second, the structure dimension highlights the institutional and hierarchical constraints that shape change processes within PSBs. At SWR, transformation was influenced by a rigid regulatory environment and a multi-level decision-making hierarchy, necessitating coordination across diverse departments and locations. Structural inertia, common within PSBs, often leads to a more gradual and layered change trajectory. The ADKAR model’s assumption that individuals move sequentially through stages of change overlooks the reality that transformation in PSBs must be negotiated within, and sometimes against, entrenched systemic constraints. By foregrounding the role of institutional structure, this dimension emphasizes that sustainable change requires not only individual readiness but also structural adaptability and organizational alignment.

Third, benefit to the public reflects the normative mission of PSBs, distinguishing them from commercial media. At SWR, cross-media transformation was driven not only by cost-efficiency or market expansion but by a commitment to public value. The focus was on improving regional news accessibility for all citizens to better serve their informational needs. This emphasis on public value expands ADKAR’s focus beyond organizational outcomes to include societal accountability. Thus, transformation within PSBs is not merely a managerial or technological challenge, but a fundamental issue of fulfilling public mandates.

Looking ahead, future research should adopt a comparative approach to explore how PSBs in different countries manage cross-media change within varying institutional frameworks. Cross-national studies could provide valuable insights into how funding models, governance structures, and political environments influence management strategies. Furthermore, a systematic, survey-based investigation into journalists' perceptions of change management, training experiences, and areas for improvement would deepen the understanding of the operational impacts of cross-media reforms.

One limitation of this study is the lack of a quantitative survey gathering journalists' perceptions of SWR's cross-media transformation. While editorial observations provided valuable insights into journalistic practices and the journalists' impressions, the perspectives of management were overrepresented. Future research should aim to include a broader range of voices, particularly from journalists themselves. A well-designed newsroom survey could offer valuable data to refine training programs and change management strategies, ensuring they better address the needs of practitioners. From an academic standpoint, such data could also inform more practice-oriented journalism education, better preparing future professionals for the evolving demands of the digital media landscape.

Note

1. This research is based on data collected during the author's stay at SWR as part of a doctoral dissertation on SWR's cross-media transformation. In the dissertation, the author briefly examines the role of journalists and managers in the organization's cross-media change process, as well as training methods. However, these aspects are not central to the dissertation's main research questions. The present journal article is based on independently developed research questions, and the material has been analyzed accordingly.

Acknowledgments

The author thanks Südwestrundfunk (SWR) for providing access to their newsrooms, as well as all the managers interviewed and the journalists observed, for their time and cooperation.

This research is based on data collected during the author's stay at SWR for a doctoral dissertation on SWR's cross-media transformation.

DeepL and ChatGPT (GPT-4 Turbo) were used for language optimization, as English is not the author's mother tongue.

Consent to Participate

Informed consent for the conduct of the study was obtained verbally from all participants prior to participation.

Consent for Publication

Informed consent for the publication of the study was obtained from all participants prior to participation.

Ethics Approval Statement

I hereby declare that the semi-structured expert interviews and editorial observations presented in the manuscript “Change Management in Cross-media Organizational Development: Evidence from a Public Service Media Provider in Germany” submitted to Journalism Practice were conducted in accordance with the ethical standards of the German Science Foundation (DFG) and the guidelines of the American Psychological Association (APA).

Specifically, I implemented the following measures in my study to guarantee the adherence to the required ethical standards and to protect participants and their rights:

Participants were informed beforehand about the topic and the merely scientific purpose of the study, about the approximate duration, about their right to decline participation and about the processing of their responses.

To clarify the context and at the same time preserve anonymity, the position of the interviewee at the time of the study is described in general terms in the quotes with the consent of the participants, without naming the location of their tasks.

Participants were provided with contact information for any questions concerning the study.

Editorial observation data were analyzed anonymously.

No personal information was stored to protect the privacy of participants.

According to the ethical guidelines provided by the University of Passau, where the study was conducted, and according to the principles of good scientific practice published by the German Research Foundation (DFG), approval for a study by an ethics committee is only required if a study poses any risk or concerns “security-relevant” aspects. This includes for example risks regarding the participants’ human dignity, their life, health, freedom, and property, as well as risks for animals or for the environment. Ethical approval by a specific ethics committee is not required in Germany for studies that do not meet these criteria.

I confirm that the work reported in the manuscript “Change Management in Cross-media Organizational Development: Evidence from a Public Service Media Provider in Germany” does not meet any of the mentioned criteria of the German Research Foundation. Consequently, an institutional ethics approval was not required to conduct the present research.

I affirm that no harm was inflicted upon the participants and that the study contributes to the advancement of scientific knowledge in an ethical manner.

Data Availability Statement

The participants of this study did not give written consent for the interview transcripts to be shared publicly. Therefore, research supporting data is not available.

Disclosure Statement

No potential conflict of interest was reported by the author(s).

ORCID

Lea Sophia Lehner  <http://orcid.org/0000-0002-8009-4849>

References

- Beck, H., and A. Prinz. 2023. "Öffentlich-rechtlicher Rundfunk unter Druck." *Wirtschaftsdienst* 103 (6): 400–405. <https://doi.org/10.2478/wd-2023-0117>.
- Brandt, E. N., A.-C. Andersson, and S. Kjellstrom. 2019. "The Future Trip: A Story of Transformational Change." *Journal of Organizational Change Management* 32 (7): 669–686. <https://doi.org/10.1108/JOCM-09-2017-0358>.
- Bunce, M. 2019. "Management and Resistance in the Digital Newsroom." *Journalism* 20 (7): 890–905. <https://doi.org/10.1177/1464884916688963>.
- Burri, M. 2020. "The Future of Public Service Broadcasting: Grim or Bright?" *European Journal of Communication* 35 (1): 65–70. <https://doi.org/10.1177/0267323119898856>.
- Cañedo, A., M. López-Golán, and O. Blasco-Blasco. 2025. "Obsolescence as a Pattern: An Analysis of How Public Service Media Managers Perceive and Cope with Resistance to Change in the Platformisation Era." *Journal of Media Business Studies* 22 (1): 50–66. <https://doi.org/10.1080/16522354.2024.2359886>.
- Courpasson, D., F. Dany, and S. Clegg. 2012. "Resisters at Work: Generating Productive Resistance in the Workplace." *Organization Science* 23 (3): 801–819. <https://doi.org/10.1287/orsc.1110.0657>.
- Donders, K. 2019. "Public Service Media Beyond the Digital Hype: Distribution Strategies in a Platform Era." *Media, Culture & Society* 41 (7): 1011–1028. <https://doi.org/10.1177/0163443719857616>.
- Gago, M., X. López, X. Pereira, I. Portilla, C. Toural, M. Limia, and T. de la Hera. 2009. "Creating an Index to Calculate the Level of Convergence of a Medium." 10th International Symposium on Online Journalism, Austin, Texas, USA. https://www.academia.edu/39005401/Creating_an_Index_to_Calculate_the_Level_of_Convergence_of_a_Medium.
- García-Avilés, J. A., M. Carvajal-Prieto, F. Arias, and A. De Lara-González. 2019. "How Journalists Innovate in the Newsroom: Proposing a Model of the Diffusion of Innovations in Media Outlets." *The Journal of Media Innovations* 5 (1): 1–16. <https://doi.org/10.5617/jomi.v5i1.3968>.
- García-Avilés, J. A., A. Kaltenbrunner, and K. Meier. 2014. "Media Convergence Revisited: Lessons Learned on Newsroom Integration in Austria, Germany and Spain." *Journalism Practice* 8 (5): 573–584. <https://doi.org/10.1080/17512786.2014.885678>.
- García-Avilés, J. A., K. Meier, and A. Kaltenbrunner. 2018. "Converged Media Content: Reshaping the "Legacy" of the Legacy Media in the Online Scenario." In *The Routledge Companion to Digital Journalism Studies*, edited by B. Franklin and S. Elridge, 449–458. London and New York: Routledge.
- Gehrau, V. 2017. *Die Beobachtung als Methode in der Kommunikations- und Medienwissenschaft*. 2nd ed. Konstanz and Munich: UVK.
- Hanitzsch, T., J. Ramaprasad, J. Arroyave, R. Berganza, L. Hermans, J. F. Hovden, F. Láb, C. Lauerer, A. Tejkalová, and T. P. Vos. 2019. "Perceived Influences: Journalists' Awareness of Pressures on Their Work." In *Worlds of Journalism: Journalistic Cultures Around the Globe*, edited by T. Hanitzsch, F. Hanusch, J. Ramaprasad, and A. De Beer, 103–132. New York: Columbia University Press. <https://doi.org/10.7312/hani18642-006>.
- Hendrickx, J., and I. Picone. 2020. "Innovation Beyond the Buzzwords: The Rocky Road Towards a Digital First-Based Newsroom." *Journalism Studies* 21 (14): 1–17. <https://doi.org/10.1080/1461670X.2020.1809494>.
- Hiatt, J. 2006. *ADKAR: A Model for Change in Business, Government, and Our Community*. 1st ed. Loveland, Colorado: Prosci Learning Center Publications.
- Horst, S.-O., and J. Moisander. 2015. "Paradoxes of Strategic Renewal in Traditional Print-Oriented Media Firms." *International Journal on Media Management* 17 (3): 157–174. <https://doi.org/10.1080/14241277.2015.1084306>.
- Kaiser, M., and N. Schwertner. 2022. *Change Management in the Communications Industry: Change Processes in Media Companies and in Corporate Communications*. Wiesbaden: Springer Fachmedien Wiesbaden. <https://doi.org/10.1007/978-3-658-35960-7>.
- Karmasin, M., S. Diehl, and I. Koinig, eds. 2022. *Media and Change Management: Creating a Path for New Content Formats, Business Models, Consumer Roles, and Business Responsibility*. Cham: Springer Nature Switzerland AG. <https://doi.org/10.1007/978-3-030-86680-8>.

- Kotter, J. P. 1996. *Leading Change: An Action Plan from the World's Foremost Expert on Business Leadership*. Boston, Massachusetts: Harvard Business School Press.
- Kuckartz, U. 2018. *Qualitative Inhaltsanalyse: Methoden, Praxis, Computerunterstützung*. Weinheim Basel: Beltz Juventa.
- Larrondo, A., D. Domingo, I. J. Erdal, P. Masip, and H. Van den Bulck. 2016. "Opportunities and Limitations of Newsroom Convergence: A Comparative Study on European Public Service Broadcasting Organisations." *Journalism Studies* 17 (3): 277–300. <https://doi.org/10.1080/1461670X.2014.977611>.
- Lehner, L. S. 2025. *Crossmedialität und redaktionelle Konvergenz im SWR und bei SWR Aktuell: Eine empirische Untersuchung zur digitalen Reform einer öffentlich-rechtlichen Rundfunkanstalt*. Baden-Baden: Nomos.
- Lewin, K. 1947. "Frontiers in Group Dynamics: Concept, Method and Reality in Social Science; Social Equilibria and Social Change." *Human Relations* 1 (1): 5–41. <https://doi.org/10.1177/001872674700100103>.
- Lischka, J. A. 2015. "How Structural Multi-Platform Newsroom Features and Innovative Values Alter Journalistic Cross-Channel and Cross-Sectional Working Procedures." *Journal of Media Business Studies* 12 (1): 7–28. <https://doi.org/10.1080/16522354.2015.1027114>.
- Lowe, G. F., and P. Maijanen. 2019. "Making Sense of the Public Service Mission in Media: Youth Audiences, Competition, and Strategic Management." *Journal of Media Business Studies* 16 (1): 1–18. <https://doi.org/10.1080/16522354.2018.1553279>.
- Maijanen, P. 2014. *Pursuit of Change Versus Organizational Inertia: A Study on Strategic Renewal in the Finnish Broadcasting Company*. Lappeenranta: Lappeenranta University of Technology. <https://lutpub.lut.fi/bitstream/handle/10024/102199/Väitöskirja%20Päivi%20M-K%20A4%203%2012%20.pdf?sequence=2>.
- Maijanen, P. 2020. "Managing Digital Transformation: The Case of the Finnish Broadcasting Company." In *Media Management Matters: Challenges and Opportunities for Bridging Theory and Practice*, edited by Ulrike Rohn and T. Evens, 204–217. New York: Routledge.
- Maijanen, P., A. Jantunen, and M. Hujala. 2015. "Dominant Logic and Dynamic Capabilities in Strategic Renewal – Case of Public Broadcasting." *International Journal of Business Excellence* 8 (1): 1–19. <https://doi.org/10.1504/IJBEX.2015.065978>.
- Meier, K., M. Graßl, J. A. García-Avilés, D. Mondejar, A. Kaltenbrunner, R. Lugschitz, C. Porlezza, P. Mazzoni, V. Wyss, and M. Saner. 2024. "Innovations in Journalism as Complex Interplay: Supportive and Obstructive Factors in International Comparison." *Media and Communication* 12:. <https://doi.org/10.17645/mac.7443>.
- Micó, J. L., P. Masip, and D. Domingo. 2013. "To Wish Impossible Things*: Convergence as a Process of Diffusion of Innovations in an Actor-Network." *International Communication Gazette* 75 (1): 118–137. <https://doi.org/10.1177/1748048512461765>.
- Mosamim, P., and S. Ningrum. 2020. "Holacracy and Hierarchy Concepts: Which One is More Effective in an Organizational Leadership and Management System?" *Malaysian Journal of Social Sciences and Humanities (MJSSH)* 5 (12): 257–271. <https://doi.org/10.47405/mjssh.v5i12.600>.
- Newman, N., and F. Cherubini. 2025. *Journalism, Media, and Technology Trends and Predictions 2025*. Oxford: Reuters Institute for the Study of Journalism. <https://doi.org/10.60625/RISJ-VTE1-X706>.
- Nissen, C. S. 2014. "Organisational Culture and Structures in Public Media Management – In Search of a Model for the Digital Era?" In *Public Media Management for the Twenty-First Century: Creativity, Innovation, and Interaction*, edited by M. Głowacki and L. Jackson, 81–102. London: Routledge.
- Prosci. n.d.-a. *Ability: How to Foster Ability to Implement a Change*. Retrieved January 15, 2023, from <https://empower.prosci.com/adkar-ability-ebook>.
- Prosci. n.d.-b. *Desire: How to Positively Influence a Person's Desire to Embrace Change*. Retrieved January 15, 2023, from <https://empower.prosci.com/adkar-desire-ebook>.
- Prosci. n.d.-c. *Knowledge: How to Effectively Build Knowledge in Individuals*. <https://empower.prosci.com/en-us/adkar-knowledge-ebook>.
- Rank, S., and R. Scheinplug. 2010. *Change Management in der Praxis: Beispiele, Methoden, Instrumente*. 2nd ed. Berlin: Schmidt.

- Sehl, A., A. Cornia, L. Graves, and R. K. Nielsen. 2018. "Newsroom Integration as an Organizational Challenge: Approaches of European Public Service Media from a Comparative Perspective." *Journalism Studies* 20 (9): 1–22. <https://doi.org/10.1080/1461670X.2018.1507684>.
- Skovsgaard, M. 2014. "Watchdogs on a Leash? The Impact of Organisational Constraints on Journalists' Perceived Professional Autonomy and Their Relationship with Superiors." *Journalism* 15 (3): 344–363. <https://doi.org/10.1177/1464884913483494>.
- SWR. 2022. SWR Landessender Rheinland-Pfalz: Neue Strukturen unterstützen strategische Ziele und Kernkompetenzen. <https://www.swr.de/unternehmen/kommunikation/pressemeldungen/neue-struktur-lsdrp-2022-100.html>.
- SWR. 2024. Geschäftsbericht 2023: Direktion Innovationsmanagement und Digitale Transformation. <https://www.swr.de/unternehmen/organisation/swr-geschaeftsbericht-2023-innovationsmanagement-und-digitale-transformation-102.html>.
- van den Bulck, H., and S. Tambuyzer. 2013. "Collisions of Convergence: Flemish News Workers' and Management's Perceptions of the Impact of PSB Newsroom Integration on Journalistic Practices and Identities." *International Communication Gazette* 75 (1): 54–75. <https://doi.org/10.1177/1748048512461762>.
- Waldenström, A., J. Wiik, and U. Andersson. 2019. "Conditional Autonomy: Journalistic Practice in the Tension Field Between Professionalism and Managerialism." *Journalism Practice* 13 (4): 493–508. <https://doi.org/10.1080/17512786.2018.1485510>.