

ULRIK HAAGERUP



EXECUTIVE PROFILE

Executive director of News at DR, Copenhagen.

Since 2007 in charge of changing content, image, culture and workflow in silo-organizations on radio, TV and web to one of the world's leading multimedia newsrooms, which now publishes the biggest and most trusted news brands cross media platforms in Denmark.

Since 2010 member of DRs executive management board.

Being a leader since 1993, first as senior managing editor and editor-in-chief at Danish National newspaper Jyllands-Posten. From 2002 editor-in-chief at multimedia NORDJYSKE.

International consultant on strategy, media changes and leadership in Haagerup Consulting in 2001-2002.

Author of to books "Constructive News" 2014 and "A Good idea - did you get it?" 2005 plus articles and chapters in magazines and books on media, leadership and creativity

Chairman from 2002 to 2008 of The Center for Journalism at University of Southern Denmark

Member of World Economic Forum Global Agenda Council on the future of Journalism 2008.

Public speaker at fx NewsXchange, IPU, UN in Geneva, Stanford University and at EBU News Assembly

SKILL HIGHLIGHTS

- Leading change
- Creating innovative work culture
- Motivating quality

- Reducing complexity
- Building trust
- Developing unique storytelling tools
- Shaping efficient organizations
- Improving workflow
- Promoting the values of public service
- Creating the future by providing innovation and hope

CORE ACCOMPLISHMENTS

Implementing strategy:

Changed Jyllands-Posten from a regional newspaper to the leading and biggest quality national daily: Denmark's International Newspaper with a clear focus on foreign news, politics, business and investigative reporting.

Changing organizations:

Created the matrix multi media newsroom at NORDJYSKE, which became the role model for converged newsrooms all over the world and is now seen at fx BBC, DR, NRK and Daily Telegraph.

Creating an innovative culture:

DR News has been transformed from a very hostile, egoistic and sleepy silo organization to a flexible, vibrant and innovative team working together to create quality journalism on all platforms.

Implementing visions:

Promoting globally the idea of constructive news and replacing old journalistic habits that a good story has to be a bad one, with the promise that good public service journalism is to throw light - not only spreading fear and only reporting on the hair in the soup and forgetting the to tell about the soup.

PROFESSIONAL EXPERIENCE

- 02/1986 to 08/1988 **Reporter/ correspondent in Washington DC**
Morgenavisen Jyllands-Posten - Aarhus, Denmark
Covering politics and national issues
Spend four months in USA as the paper's correspondent
- 08/1988 to 01/1991 **Investigative Reporter**
Morgenavisen Jyllands-Posten - Aarhus, Denmark
Received the Danish equivalent of the Pulitzer Prize with two colleagues for uncovering a major financial fraud
Reporting from the Sovjet Union, Romania and the break down of the Berlin Wall
- 08/1992 to 04/1994 **Senior Managing Editor**
Morgenavisen Jyllands-Posten - Aarhus, Denmark
Building an ambitious news culture and making Jyllands-Posten the most attractive newsroom in the 1990'es.
- 04/1994 to 12/2001 **Editor-In-Chief**
Morgenavisen Jyllands-Posten - Aarhus, Denmark
Leading 150 reporters and photographers.
Expanding with more correspondents and regional supplements in the two major cities.
Becoming the first and truly national quality newspaper.
Igniting the first online strategy
- 12/2001 to 10/2002 **Consultant and owner**
Haagerup Consulting - Ry, Denmark
Working for international media clients, IFRA and national media companies on newsroom multimedia

publishing, strategy and leadership.

10/2002 to 03/2007

Editor-In-Chief

NORDJYSKE Media - Aalborg, Denmark

Changing a very unionized and hostile newsroom to the world's leading converged newsroom, where reporters worked for all platforms.

Launched the first Danish 24 hour TV-channel.

Created a national radio news-provider in Copenhagen.

04/2007 to Current

Executive Director of News

Danish Broadcasting Corporation - Copenhagen, Denmark

Changing a very negative and unambitious culture seeing public service a burden to becoming the best news team in the country seeing public service as our most important asset.

DR News in 2014 rated most trusted, most valued and biggest news provider on radio, TV and online.

Preparing for the new media reality...

EDUCATION

1981 High School Diploma: Language and political science
Gentofte Statsskole - Gentofte, Copenhagen, Denmark

1986 GED: TV
Danish School of Journalism - Aarhus Denmark MBA-studies

1992 Stanford University - Palo Alto, California, USA
From 1991 to 1992 a John S. Knight Fellow at Stanford - a mid career program for professional reporters and editors who can use Stanford for an academic year.
Followed MBA at Stanford Business School, and took classes in

Russian History (with Condoleezza Rice) architecture and economics.

Strategy

Insead - Fontainebleau France

One week leadership training as part of a major management during eight months in 1995.

A training program with the board of directors at DR in 2013

Leadership

Wharton - Philadelphia , Pennsylvania , USA

Attended a LiNKs program for executives for one week in 2012 at Wharton University

IMD - Lausanne France

Attended a program on digital transformation for three days in 2014.

LANGUAGES

Professional: Danish and English

Conversational: Norwegian and Swedish

Understand: French and German