



- Management Diagnostic Report -

**UK
TV**

ACADEMIC YEAR 2025-2026

*L3 INTERNATIONAL MANAGEMENT
MANAGEMENT COURSE - Dr. SEA BEZ*

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Abstract

The report provides a management diagnosis of UKTV, which evaluates how the company's purpose, leadership practices, organizational structure, and control systems enable its strategic objectives. The analysis examines UKTV's mission definition, employee empowerment, work coordination, and performance monitoring through frameworks from Montgomery, Mintzberg, and Kanter, and course materials. The research indicates that UKTV achieves success through its defined identity and team-oriented environment, and its flat organizational design, which supports creative thinking. The organization needs to establish its purpose while creating official career progression systems, defining decision authority, and enhancing performance assessment and financial reporting systems. The recommendations consist of three main points, which include defining the purpose statement more clearly, developing employee empowerment systems, enhancing team collaboration, and using data analytics for control system implementation. The report shows that UKTV needs to establish official management systems to protect its creative abilities and cultural value while building sustainable growth and achieving strategic alignment.

Introduction

The main goal of this report is to perform a management diagnosis of UKTV, assess its current management systems, and develop recommendations to enhance organizational performance, staff empowerment, and strategic direction. This report explores how UKTV can balance its creative, open culture with the need for structure and accountability—a central challenge for media organizations navigating digital transformation. The evaluation uses management theories from Cynthia Montgomery (2012), Spreitzer (1995), and Mintzberg (1979) to assess how UKTV's internal operations match its strategic objectives. The diagnostic applies Henri Fayol's PLOC model (Planning, Leading, Organizing, Controlling) and interprets UKTV through Montgomery's strategic purpose, Mintzberg's organizational configurations, Spreitzer's empowerment model, and Kaplan and Norton's Balanced Scorecard.

The management diagnostic approach fits UKTV's creative environment, flat structure, and strong UK media presence. As a BBC Studios subsidiary operating across broadcast and digital streaming, UKTV must sustain its edge through fast innovation and talent development. Its "How We Work" leadership principles and the Innovation Pot make UKTV an apt case for analyzing how structure and culture support creative development while keeping strategy in sync.

UKTV is a leading television and streaming company that began operations more than thirty years ago. The company operates multiple channels under its UKTV brand, which includes U&Dave, U&Drama, U&W, U&Yesterday, U&Eden, U&Gold, and U&Alibi, to deliver content to millions of viewers across the UK and Ireland through broadcast and digital distribution. UKTV operates as a commercial broadcaster under BBC Studios' ownership, which enables it to deliver public service media values through flexible operations. The organization stands out for its British creative funding, employee growth programs, and team-oriented workspace that enables both individual freedom and teamwork success.

In this report, UKTV's management will be examined through four core dimensions:

Strategic Purpose: analyzing how clearly UKTV defines who it is, what makes it distinctive, and why it exists, based on Montgomery's (2012) model.

Empowerment and Boundary Conditions : evaluating how the company balances autonomy and structure through empowerment theories (Spreitzer, 1995; Deci & Ryan, 2000).

Organizational Structure : assessing the company's flat hierarchy and coordination systems using Mintzberg's (1979) framework, identifying strengths and areas for development.

Control and Strategic Alignment (Controlling) : examining how UKTV maintains performance, financial, and quality control while aligning its creative innovation with long-term strategic goals, drawing on the frameworks of Amabile and Kramer (2011), Simons (1995), and Kaplan and Norton (1992).

Planning	Organizing	Leading	Controlling
1. Vision & Mission 2. Strategizing 3. Goals & Objectives	1. Organization Design 2. Culture 3. Social Networks	1. Leadership 2. Decision Making 3. Communications 4. Groups/Teams 5. Motivation	1. Systems/Processes 2. Strategic Human Resources

Reference:

https://saylordotorg.github.io/text_principles-of-management-v1.1/s05-04-planning-organizing-leading-an.htm

The management diagnostic combines these elements to create particular recommendations which will boost UKTV's strategic path and employee involvement and organizational growth. The organization aims to honor its creative achievements through the development of management systems which support ongoing innovation and employee growth at every level of the organization.

Part 1

Task 1:

Purpose of the company

UKTV has spent more than thirty years establishing itself as a major name in branded television in the UK, delivering programmes that audiences recognise and enjoy. Its portfolio spans comedy, entertainment, natural history, factual, and drama across linear channels and a free streaming platform. The company also supports the UK's creative sector by investing in original British productions and working with both new and established talent (UKTV Corporate: Company Overview). UKTV's inclusion strategy focuses on authentic representation both on screen and within the organisation, promoting equality, respect, and employee empowerment (UKTV Corporate: Social Purpose — Inclusion). Sustainability is a core element of its strategy, with periodic plan reviews across viewers, partners, and internal operations (UKTV Corporate: Sustainability Strategy).

The strategic framework proposed by Cynthia Montgomery (2012) considers three guiding questions: **Who are we? What makes us distinctive? Why do we exist?** Applying this framework offers insight into UKTV's purpose and highlights areas for development (Sea Bez, 2025; Montgomery, *The Strategist*). A company's purpose is its strategic compass—it guides choices and unites employees during market shifts. Montgomery's framework tests whether UKTV's stated purpose truly guides decisions or merely describes operations. Overall, UKTV's purpose is meaningful but broad; it should be simplified and made more strategic to direct action.

Who are we?

Montgomery's first question, "Who are we?", requires understanding how the company defines itself and communicates its identity. UKTV positions itself as a leading UK multi-channel broadcaster that curates a diverse set of entertainment brands. This establishes a strong identity within the British media landscape. However, the company could strengthen its purpose by communicating its cultural values and creative vision more explicitly. UKTV expresses its official corporate purpose in the following statement on its website:

"UKTV has been at the forefront of branded television for over 30 years, entertaining the nation with programmes they love. Our leading brands – U&Dave, U&Drama, U&W, U&Yesterday, U&eden, U&GOLD and U&alibi – span comedy, entertainment, natural history, factual and drama, and are delivered to UK viewers through free streaming service U, Sky, Virgin Media, NOW, Freeview, Freesat and Freely; and to Irish viewers through Sky, Virgin Media, Eir, Vodafone and NOW.

UKTV is a significant investor in British creativity and we are committed to working with new and established writers, directors and programme-makers. UKTV is part of BBC Studios, the UK's most-awarded production company, a world-class distributor with international branded services, and a commercial subsidiary of the world's leading public service broadcaster, the BBC.”

(UKTV, 2025)

Today, UKTV operates between legacy broadcasting and digital-first viewing, so its identity must speak to both linear and on-demand audiences. The portfolio strategy works because brands target distinct viewer groups, but the purpose statement should connect this brand architecture to a bigger cultural promise. Explicitly linking “who we are” to British storytelling and audience connection would make the identity more than a catalogue of channels. In Montgomery’s terms, clarifying identity means articulating not only *what* UKTV distributes but *who* it aims to be in British culture (e.g., a champion of British storytelling and talent development) so that purpose can guide trade-offs.

What makes it distinctive?

UKTV’s identity is reinforced through well-established brands, known for combining nostalgic favourites with innovative original programming. This mix creates a unique space in the market. Still, the company could differentiate itself more clearly from global streaming giants by emphasising its dedication to British storytelling and accessible viewing experiences.

Distinctiveness comes from the mix of familiar British hits with affordable, high-engagement originals, plus brand positions that are clear to UK viewers. That blend reduces direct competition with global streamers and protects a local cultural niche. The Innovation Pot and “How We Work” values enable staff to transform their ideas into new formats which create an internal competitive advantage. UKTV needs to demonstrate how its commissioning choices support both British creative production and social connections throughout the nation. Linking distinctiveness to operating choices (commissioning criteria, share of originals, talent pipelines) turns a brand position into a strategic filter for investment.

What does it exist for?

The organisation states that its mission is to entertain, inform and engage audiences while nurturing UK creative talent. Beyond producing and broadcasting content, UKTV contributes to the sustainability of British television by commissioning new work and supporting industry skills, showing a purpose that extends beyond commercial gain.

The present mission concentrates on entertainment and talent support which continues as a suitable yet broad-based goal. The program needs a clearer explanation which shows how programming activities lead to three main goals of enhancing cultural identity and building new opportunities for British creators and providing easy access to content through different

platforms. The definition of purpose through outcome-based criteria for connection and representation and accessibility will enable employees and partners to select appropriate actions for their daily work. Concretely, UKTV could frame outcomes as audience connection (reach + engagement), creator opportunity (new-talent commissions, repeat commissions), and accessibility (multi-platform availability, inclusive representation) and track them quarterly.

The framework from Montgomery reveals that UKTV has a purpose which is significant yet lacks specificity while requiring a defined strategic direction to support organizational choices and maintain its cultural identity.

Task 2

Recommendations and advice to the CEO

Dear CEO,

The current purpose of UKTV demonstrates that the company focuses on delivering entertainment to viewers while backing British creators and working to increase diversity and sustainability. These are strong values and show that UKTV has an important role not just in television but in British culture more widely. The purpose section needs to become more direct and easier to understand. The current content contains multiple concepts, but a basic version would help all stakeholders, including viewers, employees, and partners, to understand and preserve the information. The presentation should emphasize what makes UKTV unique through its dedication to British content and homegrown creators which distinguishes it from international streaming platforms. A basic purpose statement, which simplifies UKTV's mission, will enable viewers to understand its core values. A possible updated version could be: UKTV exists to entertain and connect audiences through great British stories, supporting local talent, celebrating diversity, and creating content responsibly for people and the planet. The revised statement preserves all original values through simple language, which produces easy-to-remember statements that help UKTV establish differentiation and build relationships with its audience. The organization will start by performing all-hands purpose briefings and updating commissioning guidelines to add the new refined statement. The organization needs to establish 3–5 purpose KPIs for the medium-term period which should include metrics like new UK creator commission percentage and programming content with quantifiable community effects. The organization requires a purpose-driven Balanced Scorecard system that connects creative targets to financial performance and audience interaction measurements for sustainable achievement.

Part 2

Task 1

Role of CEO

Darren Childs served as CEO from 2010 to 2019 and played a key role in reshaping UKTV's workplace, eliminating private offices, creating open shared spaces, and promoting open communication across levels (Insigniam, 2016). By giving up his private office and working without a fixed desk, he modelled approachability and a flatter hierarchy. He also hosted weekly town-hall meetings to share updates and answer employee questions. Since 2019, Marcus Arthur (CEO of UKTV and President, BBC Studios UK) has maintained this vision, aligning UKTV's creative independence with BBC Studios' broader strategic priorities.

How does UKTV lead and motivate its employees?

UKTV manages its employees through a really creative and collaborative work culture that focuses on trust and empowerment. On the company's careers page, they describe their leadership philosophy through five main behaviours called "How We Work": Be Bold, Move Fast; Think Differently; Test and Learn; Develop and Grow; and High Challenge, High Support (UKTV, 2025). Workplace values establish the standards which guide employee actions and choices in their professional environment. The tools let staff members start new projects and test new methods while they continue their existing work duties. The headquarters operates as an open area which enables staff members to gather spontaneously for collaborative work to develop shared ownership and team spirit.

One of the coolest motivational programs UKTV offers is its Innovation Pot, where anyone in the company can pitch a new idea. If leadership likes it, they give the employee resources and support to actually make it happen. The program demonstrates that creative ideas lead to recognition and that all employees regardless of position can create meaningful change. UKTV provides its employees with the opportunity to take initiative and develop innovative ideas according to Insigniam (2023). The organization operates with a flat structure which enables employees to make independent choices and take risks because there are minimal management levels (Corporate Rebels, 2018). UKTV supports employee development through regular feedback sessions and leadership training programs and coaching activities. The organization now runs ongoing performance discussions which focus on employee development and goal achievement instead of annual evaluations (The Culture Builders, 2019). UKTV motivates its employees through empowerment and open communication and dedicated learning and creative development.

Assessment of the degree of empowerment implemented

Spreitzer (1995) defines psychological empowerment as a motivational state based on four elements: meaning, competence, self-determination, and impact. UKTV clearly believes in

empowering its employees. Spreitzer's Psychological Empowerment Model defines empowerment through four elements which include meaning and competence and self-determination and impact. You can see all of these in how the company runs. The "How We Work" values at the company enable staff members to discover purpose in their work activities. Their competence grows through ongoing learning and feedback systems which boost their confidence levels. UKTV's open and flexible culture gives people self-determination by letting them make independent choices in their work. The Innovation Pot gives all members the ability to make real change by turning their ideas into actual projects (Spreitzer, 1995).

Deci and Ryan's Self-Determination Theory (2000) explains motivation through three basic needs: autonomy, competence, and relatedness, which together create internal motivation when fulfilled. The theory shows that people achieve their best motivation through autonomy and competence and relatedness. The employees at UKTV maintain their independence through creative freedom and self-directed work management. It builds competence through coaching and development programs, and it encourages relatedness by keeping a collaborative, team-oriented environment (Deci & Ryan, 2000). The two theories show how UKTV keeps employees engaged through its structural organization and trust-based methods.

The organization needs to establish improved career progression paths which will help employees advance their careers. While UKTV promotes autonomy, some employees may *feel* empowered in daily tasks but still lack clear visibility into advancement, showing a gap between perceived empowerment and actual structural opportunity. The organization gives employees complete freedom to create their work yet some employees face challenges in finding suitable development programs for their career growth. The organization excels at giving employees freedom in their work but requires better defined career advancement opportunities.

A boundary condition is the autonomy is high for day-to-day work and project initiation, but strategic resource allocation sits with leadership and only a subset of Innovation Pot ideas are funded. The need for compliance and brand safety and regulator requirements restrict advertisers from using their full creative potential. The absence of established decision authority between flat team members leads to longer project completion times. The process of writing down boundaries which define team approval levels and escalation needs and cross-team trade-off ownership will transform empowerment into an actual practice instead of a dangerous concept.

The leadership structure at UKTV together with its cultural environment establishes trust through employee freedom which allows staff members to work independently while maintaining creative freedom. The company lacks complete empowerment because its career paths and decision rights and structural boundaries remain undefined. The core elements

would allow UKTV to develop its empowerment philosophy into a sustainable high-performance system. The UKTV organization demonstrates high levels of ‘meaning’ and ‘competence’ through its purpose-driven work yet needs to enhance ‘self-determination’ by establishing formal decision-making powers for cross-functional creative teams according to Spreitzer’s (1995) empowerment model.

Task 2:

Recommendations and advice to the CEO

Dear CEO,

UKTV has many strengths in how it manages employees. The flat hierarchy, open offices, radical transparency, and the Innovation Pot give staff access to information, the chance to lead projects, and opportunities to share ideas directly with leadership. These practices build trust, motivate employees, and encourage innovation.

However, there are some limits. Strategic decisions are still mostly centralized, and only a few employee ideas can be funded, which may reduce motivation. Employees also need more support to make decisions confidently and consistently. To improve, UKTV could create small self-managing teams for specific projects to share decision-making more widely. Staff could receive training in project management, data, and finance before leading projects. It would also help to track empowerment outcomes, like how many employee-led projects are implemented and how fast ideas are put into action. Clear boundaries for decisions should be defined, balancing freedom with accountability. Finally, fostering psychological safety by learning from mistakes and sharing lessons in meetings will help employees feel confident to take risks and innovate.

Introduce a ‘Creative Leadership Accelerator’ program combining coaching, communication, and inclusion training for mid-level managers. Track empowerment progress through biannual employee surveys measuring psychological safety and innovation participation.

Implementing these steps would strengthen empowerment, support innovation, and ensure employees feel trusted, capable, and motivated to contribute to UKTV’s success.

Part 3

Task 1:

Organizational structure

The Organizing function analyzes how UKTV's organizational structure enables work distribution and coordination and execution throughout the entire company. The organization needs to assess its structure because it determines how responsibilities get distributed and how decisions get made and how well teams collaborate to achieve strategic objectives. The following section analyzes UKTV's organizational structure to understand its impact on creative output and communication processes and business results.

Definition of the structure

An organizational structure represents the official framework which determines how tasks and responsibilities and authority levels operate within an organization. It clarifies who does what work, who reports to whom, and how different departments and roles interact to achieve organizational goals. A company's structure influences communication flow, decision-making speed, and the ability to innovate or coordinate effectively across teams.

The key building blocks of an organizational structure

The organizational structure determines how work tasks get distributed and managed to reach strategic objectives. The organization's structure consists of five linked components, specialization, formalization, centralization, hierarchy, and coordination, to establish decision-making processes and employee relationships (Mintzberg, 1979).

Specialization

Specialization describes the process of dividing work responsibilities into particular job functions. The creative, marketing, and technical departments at UKTV demonstrate high specialization levels. The team members at UKTV dedicate their work to content development, digital streaming, and brand management while working together on multiple projects. The organization achieves both operational effectiveness and creative advancement through its balanced approach to specialized work and team collaboration (UKTV, 2025). The organization demonstrates specialized operations because each department handles distinct responsibilities which include content development and marketing and digital system management. Everyone knows what they are responsible for, and teams can develop deeper expertise in their areas. The system helps UKTV operate efficiently while producing outstanding creative content.

Formalization

The extent to which work activities follow established rules and procedures defines formalization. UKTV operates with flexible rules that support creative freedom instead of

strict procedures. The company's "How We Work" principles—which include *Be Bold, Move Fast, Think Differently*, and *Test and Learn*—enable staff members to adapt and experiment while driving innovation (UKTV, 2025). Because the rules are flexible and not heavily standardized, UKTV operates with a low level of formalization. The organization supports staff members to experiment with new approaches while preventing them from following strict rules based on current procedures. The system provides employees with creative freedom but it creates variations between team operational methods.

Centralization

The location of decision-making authority determines the centralization of the company. The *Innovation Pot* program demonstrates this approach because it enables any employee to submit project ideas at any level of the organization. The organization gives decision-making power to all staff members, and successful proposals receive funding from the company (UKTV). Staff members gain independence through this system yet must maintain open communication and responsibility in their work. Overall, this demonstrates that UKTV is a highly decentralized organization where decision power is shared rather than held only at the top. The Innovation Pot program shows that every employee at the organization has the capacity to create vital solutions and make decisions. The organization builds trust through this method but it leads to difficulties when trying to maintain consistent decision-making across all departments.

Hierarchy

The organizational structure of hierarchy consists of two elements: the number of management levels and the distribution of authority between them. The organizational structure of UKTV features a flat management system that maintains few levels of supervision. The leadership team functions as mentors who guide employees instead of enforcing traditional supervisory roles, which fosters an environment based on trust and employee empowerment (Corporate Rebels, 2018). The organization achieves fast decision-making through its flat structure, but this approach creates challenges for employee reporting and career-development visibility. This confirms that UKTV has a flat hierarchy with only a few layers of management. Leaders function as mentors instead of conventional supervisors because this approach creates an environment where employees experience support and receive respect. The organization faces a disadvantage because its flat structure makes it difficult for employees to understand their reporting relationships and career advancement opportunities.

Coordination

The process of coordination brings specialized work activities into alignment with organizational targets. UKTV maintains coordination through team collaboration and shared organizational values instead of implementing strict control systems. The organization maintains departmental alignment through open office spaces, project-based teamwork, and regular feedback meetings (The Culture Builders, 2019). UKTV coordinates work through

mutual adjustment and shared values instead of implementing standardized procedures. The team members maintain direct communication while working together to solve problems and modify their responsibilities based on project development. The system allows for fast teamwork but it may lead to communication breakdowns because team members who do not share their expectations correctly.

Strengths and weaknesses of such a structure

UKTV's structure is built on the five design elements previously discussed, and together they create a highly flexible and creative environment. The structure achieves its best advantage through the way it enables teams to work together while each member performs their specialized tasks. The creative department along with marketing and data and technology teams maintain their individual areas of specialization yet they collaborate extensively throughout project work. The UKTV partnership enables quick content creation which produces modern and significant programming. The system operates according to Mintzberg's "standardization of skills" concept because staff members apply their professional expertise to execute work through standardized procedures instead of complex administrative frameworks.

The organization benefits from its minimal use of structured rules and procedures. UKTV enables staff members to test innovative ideas through fast-paced implementation of changes which need minimal approval delays. The "How We Work" principles operate as organizational norms which direct employee conduct through cultural values instead of formal rules according to Mintzberg's "standardization of norms" concept. The method enhances creative thinking because media organizations need to adapt to new operational changes which occur every week.

UKTV's decentralized approach is also an advantage. Teams distribute their decision power which enables them to work independently while making quick decisions. The Innovation Pot program demonstrates that managers do not need to generate all new concepts. The ability for all employees to suggest projects which could receive funding creates an environment where trust prevails.

The same elements which create advantages also generate difficulties. High specialization creates silos because teams dedicated to their specific targets tend to work independently from others. People fail to understand the complete situation when they lack effective coordination systems. The organization achieves quick communication through its flat structure but this structure creates confusion about who reports to whom. Employees may not fully understand who makes final decisions on certain issues or how to escalate problems. The situation creates uncertainty about which party will take responsibility.

The organization benefits from creative freedom through its informal structure yet faces challenges when trying to establish consistent operations and develop strategic plans. The use

of informal communication methods in process-based work environments creates two main risks which result in lost project direction and delayed project completion. The system creates difficulties for new staff members because it does not provide specific written guidelines for their work.

The organization's flat hierarchy with flexible roles creates confusion among staff members about their future career development. The employees lack visibility about their career growth opportunities and essential competencies required for professional advancement. Staff members struggle to maintain their knowledge base because new employees require established learning systems which the absence of structure prevents.

Overall, UKTV's structure fits well with Mintzberg's concept of an adhocracy. The organizational structure enables creative thinking yet requires both cultural unity and excellent communication systems to achieve success. The same characteristics which enable flexibility can produce both uncertainty and system instability when these mechanisms fail to operate properly.

Task 2:

Recommendations and advice to the CEO

Dear CEO

The organizational structure of UKTV represents one of its primary organizational advantages. The organization's flat structure combined with decentralized decision-making and collaborative work environment enables employees to develop innovative ideas. The Innovation Pot program demonstrates that leadership supports employee autonomy through its program which enables staff to share their creative ideas.

The organizational flexibility which enables innovation creates challenges for employees to understand their career advancement opportunities and departmental communication channels. Staff members experience empowerment through their daily work activities but they lack clarity about their professional development path and how their work contributes to organizational objectives.

UKTV needs to create a defined system which enables staff members to advance their careers through internal transfers and short-term assignments and skill development programs. The company should establish a framework which enables employees to transition between teams while pursuing short-term projects and skill development while preserving the creative freedom that defines the organization's culture. Managers should function as mentors who offer direction and performance assessment instead of imposing strict control.

The implementation process requires leaders to maintain open communication channels while creating systems that reward employees for their achievements at all levels. The proposed approach will enhance UKTV's empowering work environment by providing employees with clear direction which will lead to better talent retention and growth for the company

Part 4

Task 1:

Control process

The control process functions as a vital system which maintains UKTV operations and creative output and strategic objectives in proper alignment. Organizations need to establish performance standards through controlling functions which enable them to track actual results against targets and start corrective actions when performance deviates from expectations according to management theory. UKTV needs control systems which grant creative autonomy to support rapid innovation because these factors determine their business success.

UKTV maintains control through its specific method which combines organizational structure with artist freedom. The company operates as a BBC Studios subsidiary which demands it to fulfill corporate responsibilities while reaching its financial targets. The organization needs to build an innovative workspace which lets staff members test new approaches by using experimental methods. The following section evaluates UKTV's control systems through its performance management system and financial control system and quality control system and strategic alignment system.

The controlling functions at UKTV

Performance Management

The UKTV performance management system operates through continuous feedback sessions and coaching programs which promote employee development instead of traditional yearly performance evaluations. UKTV moved away from traditional annual performance reviews and now uses ongoing developmental conversations between managers and employees (The Culture Builders, 2019). This change shows a shift from a purely evaluative system to a more empowering one, where employees take an active role in their own growth.

The “High Challenge, High Support” philosophy forms the basis of this teaching approach. Managers serve as mentors who create demanding targets while offering beneficial guidance to their team members. The model supports Amabile and Kramer's (2011) Progress Principle which demonstrates that recognizing small achievements leads to increased motivation and creative thinking. The open feedback system at UKTV enables employees to receive continuous work recognition which boosts their internal motivation to perform.

The developmental approach supports empowerment through its methods yet it does not include any numerical performance indicators. Leadership struggles to evaluate creative team performance because they do not have established numerical methods to track productivity and efficiency. The growth of UKTV digital and streaming services needs a system which unites qualitative and quantitative evaluation methods to perform effective assessments.

Financial Control

Financial control helps creative goals stay within budget while keeping them aligned with company targets. The commercial subsidiary BBC Studios operates UKTV through strict financial management which combines revenue production with public service obligations. The company tracks its revenue by monitoring advertising sales and distribution agreements and digital platform subscription payments (BBC Studios, 2024).

UKTV maintains financial control through its annual budgeting system and cost forecasting and quarterly performance review processes. The U&Dave and U&Drama channels function as separate business units which set their own financial targets and focus on specific audience segments. The system operates through decentralized management which allows departments to work independently yet stay responsible to the central authority.

However, the flat and decentralized structure can create ambiguity in financial accountability. The distribution of decision-making authority creates problems because it becomes difficult to determine which person or entity controls budget outcomes and rising costs. The organization needs to establish better financial performance dashboards and defined communication systems between different departments.

The growing dominance of streaming and digital platforms requires financial management systems to move past their current dependence on broadcast industry measurement standards. UKTV needs to implement data-based financial analysis which monitors digital content profitability and user interaction and advertising return on investment (ROI). Standard financial assessment procedures will benefit from analytics integration which will establish stronger links between artistic decisions and business success.

Quality Control

UKTV conducts quality control through its work to protect editorial standards and fulfill audience needs and uphold brand consistency. The company maintains strict internal rules which guarantee that all programs maintain consistency with the brand tone and values across its channels. The content review process consists of three stages which start with script development followed by production evaluation and end with broadcast approval.

BBC Studios operates UKTV as a subsidiary which follows Ofcom broadcasting rules to maintain accurate content and fair presentation and full compliance with UK media regulations. This regulatory alignment protects brand integrity and reinforces public trust.

However, unlike manufacturing or service industries, measuring quality in media is inherently subjective. The measurement of viewer perception and engagement and emotional connection remains impossible through quantitative methods. UKTV solves this problem by studying audience statistics and social media interaction metrics and survey responses which help the company determine how well its content reaches its intended viewers.

The company maintains high quality standards which builds customer trust but these standards sometimes result in delayed operational decisions. The multiple review stages which protect standards create production delays. A quality review framework that streamlines operations to preserve high standards and minimize administrative delays will achieve equilibrium between maintaining consistency and delivering fast results.

Strategic Alignment

UKTV achieves its core mission and long-term objectives through its strategic alignment which enables its creative projects and business activities to work together effectively. The company determines its programming and marketing approaches through audience data analysis and performance analytics and content evaluation to find content that aligns with audience preferences and brand targets (BBC Studios, 2024). The Innovation Pot functions as a controlled innovation system because staff members can propose their ideas which undergo strategic assessment before receiving support (Insigniam, 2023). The system enables teams to work independently while maintaining their work alignment with organizational targets. UKTV needs to create specific performance metrics which connect creative work to audience expansion and business revenue growth.

Task 2:

Recommendations and advice to the CEO

Dear CEO,

The creative culture at UKTV serves as its main benefit because it supports teamwork and gives employees the freedom to start their own projects. The company needs to create improved digital control systems because this approach will help maintain operational efficiency while protecting creative freedom.

The current system for performance and financial monitoring depends on regular casual meetings between team members. The system functions well for motivational purposes yet it creates difficulties when trying to monitor team progress through quantitative data. A balanced scorecard system needs to be created which connects creative accomplishments to performance metrics that monitor audience growth and financial resources and project achievements. The system would enable creative thinking because it would establish clear advancement paths which every team member could monitor.

The Innovation Pot at UKTV shows how the company creates an ideal mix of structured and free environments because staff members can develop new ideas while staying focused on company goals. The same approach should be used for performance management of all teams by establishing specific targets and allowing them to execute them while rewarding their achievements when they meet their goals.

The UKTV culture based on trust and empowerment produces positive results but requires better marketing strategies and continuous execution of business plans. The company can

preserve its creative approach by improving performance indicators and conducting regular project assessments which will guide all team members toward shared targets.

Conclusion

UKTV shows multiple organizational strengths through its combination of creative thinking with employee empowerment and strategic direction. The company maintains its innovative position through its leadership approach which depends on trust and teamwork during digital transformation of its industry. UKTV enables employee innovation through its How We Work program and Innovation Pot initiative which allows staff members to develop new ideas that drive business expansion. The flat flexible organizational structure enables UKTV to maintain its position as a creative leader throughout the UK media industry. The organization needs to develop better systems which link its innovative workspace to sustainable business objectives through performance monitoring and career development frameworks.

The strategic purpose of UKTV exists as a solid concept but needs better definition. The company presents itself as an entertainment platform which supports British artists but its current purpose statement contains multiple unclear statements. Applying Montgomery's (2012) framework shows that the company would benefit from a sharper and more focused statement of "who we are" and "why we exist." A purpose which shows UKTV's commitment to British storytelling and domestic creative support would create a shared goal between staff members and viewers. The organization would achieve better internal identity and external communication through this clear definition which would make its mission stand out as unique and powerful.

In terms of leadership, the company excels in empowerment and openness. The CEO created a workplace culture through his decision to remove private offices and establish open transparency. The Innovation Pot program lets staff members try new ideas by making them fully responsible for their growth which matches Spreitzer's (1995) and Kanter's (1977) definitions of real empowerment. The employees maintain full control over their daily work activities but they require specific paths to career growth and professional skill improvement. The absence of defined career progression systems results in employees showing brief motivation but they do not sustain their involvement in empowerment programs. The organization needs to create training programs and mentorship initiatives which will show staff trust through visible career development opportunities.

The organizational structure of UKTV is one of its greatest assets. The design structure enables teams to work together effectively because it facilitates creative work and fast communication which leads to better innovation. The organizational structure creates two sets of problems which impact operational stability and employee accountability and career development. Mintzberg (1979) explained that organizations with adaptable structures need predefined coordination systems to maintain stability. UKTV can preserve its creative flexibility through implementing minimal organizational changes which include project-based reporting systems and internal rotation programs to help staff development without compromising their freedom or trust.

UKTV achieves effective control through its process which grants creative freedom to its employees while maintaining proper oversight. The feedback-based performance

management system of the company follows Amabile and Kramer (2011) Progress Principle by using recognition to boost employee motivation. Leadership faces a challenge because they lack quantitative performance measures which prevent them from tracking their progress effectively. The company can track its performance through quantitative and qualitative indicators by using the balanced scorecard system which Kaplan and Norton (1992) created. The main goal should evaluate how innovation affects business success instead of restricting creative possibilities.

UKTV uses management practices that demonstrate its dedication to employee empowerment and innovation and teamwork. The organization faces its main obstacle by managing between employee autonomy and organizational discipline and artistic expression and operational management. UKTV can maintain its distinctive creative environment through purpose development and career system enhancement and performance management integration with data-based performance metrics. The company has demonstrated its capacity to lead with purpose and authenticity so it should direct this creative power toward developing future organizational excellence. The new features will help UKTV maintain its position as entertainment market leader while showing how empowerment and strategic alignment function together in modern media organizations.

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