

For the tenth edition of our newsletter, we spoke with Svetlana Buza, the executive director of TV8. You might expect a manager to talk only about money and contracts, but Svetlana talked to us about the team and how important it is to support and guide them so they can support you when you feel overwhelmed as a leader.



Svetlana Buza
Executive Director of TV8

“What makes me happy today is that the media market is stronger than ever.”

Svetlana Buza took over as head of TV8 two weeks before the 2020 pandemic lockdown. She joined a team of 45 people who needed work processes and concrete direction for development. She came from the business world after spending several years running businesses. During that time, she never thought she would return to the media. She left in 2017 after gaining valuable experience in journalism and management at ProTV and Jurnal TV.

"My experience at TV8 is the most memorable for me. It's not just about the job; it's also about a sound media model that I haven't seen anywhere else in Moldova. As a manager, I have incredible freedom here, and I welcomed it with open arms. I realized that I wanted to offer the same freedom to my colleagues. I wanted them to feel that they represent an independent and free press."

She took over the management of TV8 during a period of global crisis, but she tried to see the opportunities, especially since she brought with her a team focused on growth. "First of all, I really wanted to build a television station the right way. From my previous experience, I knew the basic processes needed for a television station to function. I understood that my added value was creating them and demonstrating that they could actually start the engine. Then, I collaborated with the team, relying heavily on everyone's involvement because the positive outcomes we achieved in all the outlets I had worked with were due to teamwork. No manager can do everything. We wrote down our priorities, which included constructing new headquarters and creating a functional TV grid. Then, we began working to achieve these goals."

By 2025, the TV8 team had grown to 120 employees and overcome several crises. Svetlana emphasizes at every opportunity that all of her previous experiences have helped her, but none of this would have been possible without her team. "We built a real television station and stabilized the finances in an unstable and declining advertising market, which makes all outlets dependent on funding."

The most overwhelming challenge, however, was the image crisis in 2021 created by former colleague Natalia Morari. "It was a complicated crisis where communication was paramount. Within 24 hours, we found ourselves in a situation where we had to quickly decide how to communicate with our internal and external teams. We had to reassure the team that we still needed them and wanted them to stay. During that period, only three out of 115 people left. Obviously, we had to tell our external partners that we would continue offering what we had up to that point so they would support us." Svetlana also mentions the support of the team this time. "I saw that people trusted the management team. They said they would support us. Those outside listened to us, which is what we wanted. We didn't want to justify ourselves; we just wanted them to listen and hear how things actually happened."

Regarding the other pressures she experienced in her role, Svetlana says it's normal to face all kinds of pressures because we're a developing country. "I wasn't part of the team when there was a lot of political pressure between 2018 and 2019 during Plahotniuc's time. Fortunately, I did not experience this pressure and was able to focus on developing the television station."

In Moldova's media market, survival and development go hand in hand. "I always say that if you plan things well for the long term, they will bring results. What makes me happy today is that the media market is stronger than ever. We meet more often with media managers to discuss the advertising market and other issues. Last year, we created an association to help us establish a new audience measurement system. However, the market is still unbalanced and not ready for major changes because this issue affects more than just TV8 and Jurnal TV. This issue affects an entire industry that needs to come together and discuss its problems."

"We compete for the attention of people at home. Our competition has to meet there — in this device, the remote control, and what the person at home chooses to watch. We have to offer the best product to people. The advertising market, **how we grow our industry, and how we want to work are all up to us. In recent years, the media industry has managed to unify.** Perhaps this unity was brought about by the crisis."

When she talks about a sound model of television, she's referring to an environment where freedom meets a well-established set of rules. In this environment, roles are clearly defined and editorial staff enjoy complete freedom in the newsroom, free from management interference. "Having the right organizational structure within an outlet is very important, as is delegating tasks and ensuring that each person contributes by doing what they do best. For example, I would not accept getting involved in editorial policy or financial management. The most important thing for a manager is to assign tasks to the right people. A manager must consider how to develop the outlet and provide comfort to employees so that, when they enter the office and close the door behind them, they feel good."



Ruslan Rotaru
psychologist-psychotherapist
specializing in catatonic-imaginative therapy

In what ways can press managers establish an internal support system in newsrooms to more effectively handle stressful situations?

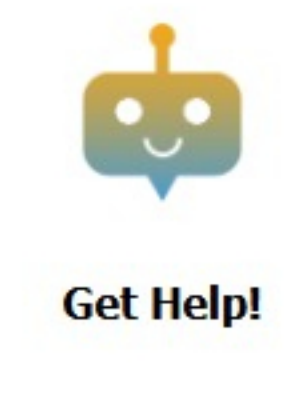
Any crisis, whether internal or external, adds stress to a team. That's why we've compiled a list of useful tips for media managers based on our discussion with psychologist Ruslan Rotaru.

- Establish clear policies and protocols for managing stress, such as providing access to mental health resources and offering flexible work arrangements.
- Provide access to professional counseling or therapy services, either in-house or through partnerships with mental health service providers. Ensure these services are confidential and easily accessible.
- Managers should regularly meet with journalists to discuss their well-being, workload, and any challenges they may be facing. Such meetings create a safe space where journalists can express their concerns.
- Train journalists and managers to recognize and respond to harassment. Teach them how to support colleagues who are targeted.
- To help journalists balance their professional and personal lives, offer flexible working hours, remote working options, and compressed workweeks. This would reduce stress and improve job satisfaction.
- Encourage journalists to take regular breaks and use their vacation time. They should also disconnect from work outside of working hours. Managers should lead by example and respect boundaries. Taking vacations reduces burnout and improves overall well-being.
- Managers should demonstrate empathetic leadership by showing understanding and offering support to their team members, while also prioritizing their well-being.
- Acknowledge and celebrate journalists' hard work and achievements regularly. Doing so can boost morale and create a positive work environment. As a result, employee engagement increases and stress levels decrease.



Opportunity!

The Ministry of Culture has announced a new call for grant applications from media outlets for various projects and programs. These projects and programs aim to strengthen institutional capacities and ensure editorial and economic independence. Examples include the development of internal policy frameworks, continuing education activities, and mentoring activities. Click [here](#) for more details.



Get Help!

If you are experiencing ongoing stress and anxiety, you can request a free and confidential consultation with a psychologist using [this chatbot](#) or by filling out [this form](#). You will be connected with a specialist within 48 hours.

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