



Co-Chairs:

**Cynthia Hotvedt (Medtronics)**

**Dan Mooney (Kohl's Department Stores)**

## President's Welcome

**Gregg Moss, Senior Vice President Video and Broadcast  
Bank of America**



Hello, my name is Gregg, and I'm a media manager. CMMA is a community of media managers. We come from fortune 500, higher education, government and non-government, healthcare, faith-based and other types of organizations. We are communicators, marketers, producers and technologists, but most of all, we are all leaders and problem solvers.

We take many paths to become media managers. My journey began in public television production, then network affiliate news and commercial production and management. Then a venture into digital media and sports operations, and now corporate media. What has your journey been? I'm sure it looks different, and I'm looking forward to learning more about what you do.

I've been a CMMA member since 2009 and have been known to say that this community of professionals makes me smarter every time we are together. And we go back to work with bigger, more confident voices with the knowledge that we gain here!

The CMMA community is powerful for those who take advantage of it. I think of it as my super-power. Why? Because where else can we find a community of peers, who can share ideas, benchmark about best practices, procedures, approaches? Where else can we learn about each other's challenges, successes, failures? Our conference themes are always timely and relevant to media managers, with the goal of helping each of us become a better leader.

I frequently get asked *What is a media manager?* Collectively, we produce video media, web media, social, print or even map media, and we are faced with challenges every day. Media managers are constantly evolving and must possess an arsenal of knowledge and varied, diverse and yes sometimes contradictory skill sets. Whether it's leading a high-profile project, managing contractor and freelance resources, developing partnerships with technology, understanding complex legal and compliance policies or brand requirements, we have evolved into managers that need to combine these sometimes conflicting qualities. This is the media manager's paradox and our theme for CMMA's 2017 National Conference.

### Paradox

*A situation, person or thing that combines contradictory features or qualities.*

Synonyms: contradiction, incongruity, oxymoron, conflict, anomaly, enigma, puzzle, conundrum

## **Co-Chairs Welcome**

**Dan Mooney, Senior Manager Visual Communications  
Kohl's Department Stores**

This is my second time as a conference co-chair. I have selfish reasons for doing this. My team the Chicago Cubs won the pennant while I was here last year, and I'm kind of superstitious. Seriously, I can't get enough of the throbbing brain that's in this room. I'm proud of what we've put together for this program. What I put into CMMA I get back five times leading up to the conference and 20 times while I'm here.



It's a crazy time to be a media manager. We are redefining the very meaning of the term. This program will help us do that.

## **Cynthia Hotvedt**

**Corporate Media Manager, Medtronic, Inc.**

I had travel restrictions and missed the Memphis conference; I'm very glad to be back. I highly recommend that you try to sit at a different table every day. I challenge you to move around and network with different people.



## Social Media Strategy and New Website Update

Gregg Moss, CMMA President

### Marketing update

Partnered with *Grow Socially* about a year and a half ago.

Worked with us to develop a Marketing Plan for CMMA

### Goals

- Grow membership
- Increase awareness of CMMA brand
- Grow membership
- Increase engagement of current member/partner communities
- Create original and publish industry specific content
- Event promotion through social media channels

### Results

- Metro Meet Up's continue to gain momentum
- [New website](#), new association management software
- 20% increase in [Facebook](#) community
- 33% increase in LinkedIn group, new [LinkedIn](#) company page
- 104% increase in Twitter followers
- 14 new members since Memphis

## CMMA Special Announcement

### Mayoral Proclamation

- Whereas, the Communication Media Management Association (CMMA) will hold their 2017 National Conference September 23-26, 2017, at the Hilton Palacio Del Rio Hotel in San Antonio, Texas, and this year's theme is *The Leadership Paradox*, and
- Whereas, CMMA is a not-for-profit Professional Development Association focusing on the growth and development of leaders and managers in corporate media creation and distributions, and
- Whereas membership in CMMA is open to individuals employed to manage their respective corporate and organizational communications media operations, and its members manage satellite business television networks, videoconferencing, multimedia, websites and webcasting, print, graphics, photography, audio and video productions, conferences and other company communication functions, and
- Whereas in addition to networking, attendees at the conference will have the opportunity to grow their professional skills, focus on management and technology, and become current on the latest communications media technology and services.
- Now, therefore, I, Ron Nironberg, Mayor of the City of San Antonio, in recognition thereof, do hereby proclaim September 23-26, 2017, to be Communications Media Management Association Days in San Antonio, Texas, and welcome all visitors to the Alamo City.





## 5 and ½ Skills Every Leader Needs to Know for Social Media

**John Foley, President/CEO InterlinkOne and Grow Socially**

Real life and social media leadership roles

- 20 years marketing software and services company
  - Printing/Mail industry
  - Associations
  - QR Codes
- Develop Create and Track software
  - Track the location of the scan (QR Codes)
  - 0-400 customers in 18 months. 600 in 24!
  - Big Brand acquisition that could have taken years to get
  - Thought leadership approach
  - Lots of Twitter posting
- Business Transformation Printing
  - If you search this term, many of the links are because of our thought leadership
  - Became leader in subject matter by writing four books
  - Would not have happened if I had not produced content



**What's on tap for today?**

**Leadership table stakes**

- Strategic creativity
- Authentic communication
- Social and political dynamics
- Agile and responsive organization
- All apply if you want to put yourself out there as a thought leader

**Who are you?**

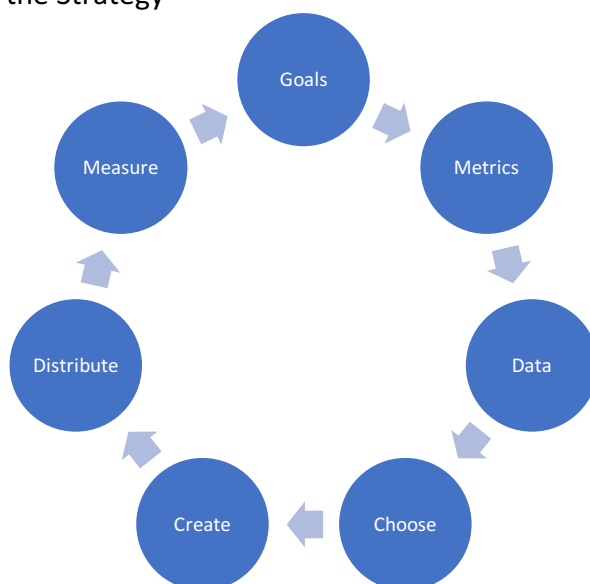
1. Have your own, unique voice
2. How do you do it?
  - a. Charisma
  - b. Passion
  - c. Positivity
3. What's your channel?
  - a. Bill Gates: LinkedIn
  - b. Branson: LinkedIn
  - c. Justin Trudeau: SnapChat
  - d. Angela Merkel: Instagram



What channels are right for you?

- Unfortunately, you want to be on all channels
- But focus on one most of your audience uses
  - If you want to reach a young audience, Snapchat
  - Live video bandwagon, Facebook's Live Feature
  - Thought leadership, Pinterest
  - Educate, inform, create awareness, YouTube
- YouTube is #2 search engine
- SnapChat: Taco Bell uses it for marketing

Building the Strategy



**Be creative**

- No one reads boring

- Content needs to be compelling

## Content

- Where does content come from?
  - Writers in-house
  - Freelance writers
    1. <http://www.constant-content.com/interlinkone>
    2. Browse content by subject matter & buy the rights
    3. Can also do a casting call for professionals in your field
- Tell me a story and I will listen
  1. Direct connection to emotional persuasion
  2. Video is a powerful option
  3. Humanize your content
- Curating Content



Image Source: [Meetalexb](#)

- Content Tip
  1. Ask for feedback
  2. Ask a thought-provoking question?
- Sharing—Encourage it!
  1. Have a strategy to build links back to your site
  2. Should be easily shareable on social channels
  3. Ask them to share it!
  4. Ask them to comment
- Don't be boring!
- Avoid controversy
- Have a strategy

## Build your audience

- [FollowerWonk](#)
  - Twitter analytics
  - Search bios for key words



### **Four Fundamentals of All Social Networks**

1. Build your network
2. Engage with the network you have built
3. Be consistent
4. Track analyses
5. Must have a Plan: Strategy

### **Be a Fast Follower**

- Use the tricks of the trade of someone you enjoy following

### **The New Leader in Social Media**

- Develops Social Media skills
- Produces/Curates COMPELLING Content
- Disseminates content
- Is an engager/participator
- Drives social Media utilization
- Enables the team
- Stays ahead of technology

### **Social Media New Dimensions**

- The leader produces compelling content
- Engages and disseminates content
- Multimedia and multi-channel
- Collaboration and co-creation
- Technology infrastructure for Social Media work

### **Technology Tools**

- [Buffer](#)
- [InterlinkONE](#)
- [HootSuite](#)
- [#GSAPP](#)

### **Closing Thought: Where do you hide a dead body?**

- On page 2 of Google

### **Recap**

1. Build the strategy
2. Produce/curate content
3. Build you audience
4. Share the content
5. Find the right tools
- 5 ½ Get Going!

## Q&A

*Q: I have enterprise responsibilities spanning four states. Trying to create a community of photographers and creative people. I'm not trying to reach thousands, just the 50 on my team.*

Have to show value. LinkedIn is a good option to form a group. Reward contributors.

*Q: Can you talk a bit about people who like to use different social channels for work and for personal use.*

When you're out there, you're out there. People will figure out it's you. 90% of my social media presence is work, but I still do some personal.

*Q: Organizationally, I manage the media center, but not social media. They are a separate group. How do you build bridges between the group. We can't participate on social media on our own.*

Ask them how you can be more helpful to them. Convince them that together we can help the organization more effectively. It's a challenge, but don't give up.



*Comment: I have the same organizational issue. Ultimately, we tried to help them understand the value of video to them. Over time it's working. Your team has a lot of value to add to what they do.*

*Q:*

*A bit of a loaded question. A treasure trove of thought leadership sitting in this room. We can create a pull into this organization. Where do we start?*

You need a plan. What do you want to accomplish? Walk before you run. If it doesn't work, don't keep doing it.

*Q: We're having trouble getting leadership to create content on a regular basis. Everybody has a day job and doesn't want to take time to write a blog entry.*

Have to build it into their job description.

Curating content: Always credit the creator. Helps your SEO when you back-link to the content creator, too. Try to build a relationship with the content creator.



*Q: What are your thoughts on company pages to build a brand vs employee pages.*

I think you need both. For example, the more employees we have engaging in your company Linked-in page the better.

## Stop Marketing in ALL CAPS

Craig Carpenter, Relay That

<http://craigcarpenter.me>

<http://relaythat.com>

I did not know anything about CMMA until a couple of months ago. I really like this organization and I'm glad to be here.



### Why are we here?

- We want to do something extraordinary.
- A common goal we can get together around.
- Hard to get your company's message out there with all the noise

Customers have evolved

- How to reach them has evolved
- Click a button and have a friend, order a pizza, get a ride
- No attention spans anymore

### Outbound

- Interruption
- PUSH!
- Flyers, radio, TV
- Talking
- Trade Show Booth
- Video Ads

### Inbound

- Permission
- Attract
- Free Helpful Info
- Listening
- Public Speaking
- Video Courses

We're tired of invasive marketing, noise and of being misled

- Sao Paulo has had a ban on outdoor advertising since 2007
- 70% of locals do not want to change this

Relay That: <https://relaythat.com>

- Source for marketing images

### Leadership Paradox

- Business vs Creative
- Hard sell vs Authentic
- Compliance vs Community

### Effective Marketing

- Awareness
- Interest
- Emotion

- Information
- Loyalty

### **Know - Like - Trust – Act**

#### **Know**

- Who are you?
- What do you do?
- Should I care

#### **Like**

- Do I like you?
- I like what you said!
- Are you authentic?

#### **Trust**

- Are you qualified?
- Can you help me?
- Have others had success?

#### **Act**

- What do I do next?
- When can we start?
- I'll tell my friends!

### **Mix logic and emotion together**

- Storytelling is vital; storytelling mixes logic and emotion.

### **How do we stand out when everything is awesome?**

- Production values have gone way up
- How are we going to stand out?
- You are most memorable when you share your differences.
  - Sometimes risky or controversial
  - The magic happens outside your comfort zone
  - It's not going to be easy, but it's worth it
- There are no rules anymore



### **Identify your Superpowers**

- What are you really good at?
- What makes you stand out and be different?
- If you are going to do social media, do it right.
- Put forward the things in your company that are the most important.
- Create niche experiences that others want for themselves and their friends.
- Create experiences for your audience.

**Every minute online:**

- 1.3 million posts
- 300 hours of video
- 60k photos/videos
- 350k tweets sent

More Demand/Less Resources

Lean promotes creativity

Community content: Let your customers make the noise.

Leverage your customers; let them make the content.

**Repurpose content**

- Testimonials > Image leads
- Long format videos > Teaser trailers
- Statistics > Tweets with Hashtag
- Presentations > Infographics
- Webinars > Online courses
- Internal data > Case studies
- Interviews > Expert advice ebook
- Visual content > Pinterest board
- White papers > linkedIn articles
- Podcast > YouTube videos
- Blog posts > Guides
- eBooks > Audio books
- FAC or quota > Blog posts

Research where customers spend the most time.

Find unique, authentic ways to reach and engage them there.

**Create engagement**

- Give your audience a reason to participate
- Less focus on product; more on how customer will benefit
- Document the exact language your customers use to talk about you—not what you think they should say

**CMMA Marketing**

- Lift other people up!
- Support each other and share with the world
- Post/message/conversation/meeting/relationship
- Tech & technique always need upgrading, but strong relationships last forever.
- Fail fast. Learn.
- You can't plan for every mistake. It's how you react that matters most.



- What matters most? Care about what you do.

## **Q&A**

*Q: We have access to a tremendous amount of video content. Maybe we can share our content outside our organization.*

Adding value to someone else makes them remember you—and your organization. Give, give, give. I believe it will be paid forward.



## Purpose, Direction, and Motivation—Leadership in Media

**Matt “Griff” Griffin**

**Co-founder Combat Flip Flops**

I don’t have an answer for you. Instead I’m going to issue a challenge to you

This journey I’m about to tell you about took me from Iowa, through the world’s premier leadership school, through four deployments in two wars, through multiple other conflicts, and now through the business and marketing world that lead me to stand here in front of you today.



### Paradox

*A seemingly absurd or self-contradictory statement or proposition that when investigated or explained may prove to be well founded or true. A situation, person or thing that combines contradictory features or qualities.*

Leadership: the action of leading a group of people or an organization.  
Providing your team with Purpose, Direction, Motivation

### Paradox of Leadership

A person who combines contradictory features or qualities to lead a group of people or an organization through purpose, direction and motivation.

My first experience at leadership was at West Point. I didn’t know what I was getting into, but the uniforms were cool. And it was free.

Wondered if I would ever use what I was learning. 60% academics; 30% physical; 10% leadership. Not a leadership training organization.

Graduated 2001, shortly before September 11. I realized that leadership was going to be a job with consequences. I went into training for The Rangers. This is where I wanted to go. Leadership was binary. Did you accomplish your mission? Did you take any casualties?

Then we got to Afghanistan. Entire regiment was deployed in 2003. We learned that the Afghans found three seasons, but not in the winter. We tried to chase them out of their winter hideaways. This was a pass only environment.

What we saw while we were there was contradictory to what we had learned about fighting terrorism. We saw absolute poverty...oppressed women...health issues. We couldn’t un-see what we saw. We were adding to their misery. Did three deployments; then went to Iraq.

What these countries needed was not what we were doing. I left the military and did not do well in the private sector. What I learned in the military did not work. The military is not the only source of inspiring leadership. Guys had to follow me in the military—no choice. Pass/fail environment.

Somebody recommended *How to Win Friends and Influence People* course. I started doing better. I was learning what leadership was about outside the military. Then the crash of 2008 happened.

Joined a company called MRI working global contracts with large energy corporations and foreign governments. Everywhere I went I witnessed a solution opposite of what I was taught, experienced in the military , or saw on the news.

Everybody on both sides was doing what they did to support and take care of their families. They start with something small, grow, continue to invest, employ family members, enabling kids to attend school, and improving their ability to have clean water, food, and shelter. Entrepreneurs. Business. Private Industry. After witnessing the positive impacts of something so simple and affordable, I kept thinking, why aren't we doing more of this?

This was a paradox that changed my life. I knew it was the right thing to do, yet kept quiet about it for a very long time, because I was still living in a community of “We’re stronger, have more guns, and fighter planes. We’re the best because, well, Freedom, that’s why. Do what we say and you’ll be better off, or you won’t.”

But these lessons kept getting shoved in front of me everywhere I turned.

I ended up in a combat boot factory. We created a factory for making combat boots in Afghanistan. Employed hundreds; supported thousands. Entire community was changed. Mothers and fathers were able to work and their children could go to school.

I was full of inspiration over this success. Then I asked the manager what would happen when the war was over. Plan was just to close the factory down. I was so frustrated and angry! I happened to look down and noticed a flip flop.

Combat boots are unnatural for Afghan’s. Shoe laces were a huge problem for them. Decided to make flip flops suitable for combat. Started a company called [Combat Flip Flops](#). We started a company with a paradox in the name. Our mission: *Something so paradoxical that it might actually work.*

Then when you look deeper, you find a company ran by special operations veterans that state the solution isn’t bombs, it’s flip flops. Yet, they provide purpose, direction, motivation, and some sexy kickass flip flops along the way.

We use the profits to put Afghan girls in school. Army Rangers, making flip flops, putting girls in school. Yeah. People could get behind that.



Marketed the concept through social media—and it worked. We tested our designs, products, and ideas, via social media. It worked. We got the feedback we wanted. And we sold thousands of pairs along the way while customers did things like this and sold more product for us through referral. Put up a product, post a line make sales... this is easy.

Then the factory closed. A second factory closed. We started manufacturing then ourselves in our garage. The banks weren't interested, media loved it.

Asked our customers to help us. First factory sent bad product, and all 27,000 were returned. We were transparent with our customers, and only three people asked for their money back. Because they believed in what we were doing.

Invited to present to Shark Tank. Pitched a paradoxical idea in front of a bunch of sharks. We crushed it! Had blazing sales after this. Back-ordered from February to June.

Don't tell me what your priorities are. Show me your actions. Actions reflect your priorities.

Don't bomb them. Create opportunities for them to succeed.

Though the past 20 years that lead to combat Flip Flops, there were many paradoxes, teachers to help through the lesson, and success on the backside--because of leadership. Understanding your purpose, direction, and motivations through what seems to be unsurmountable challenges.



### Your challenge: What can you do?

- Create steady, positive, confirming content that moves our country in the direction we need to go.
- Learn from your data. Learn from each other. Learn from the outliers. Keep going; that's the only way it works.
- If Henry Ford had listened to his customers, he would have built a better horse.

### Q&A

*Q: How do you make sure your money actually gets the girls to school?*

We work with another organization to monitor attendance and graduate. We support 13 different schools in Northern Afghanistan where education is more acceptable. We visit the schools, also.



*Q: Did Shark Tank funding enable you to manufacture in Afghanistan?*

Shark Tank enabled us to finally manufacture overseas. We manufacture in Columbia, another war-torn suffering country. It was too complicated and experience in Afghanistan. We manufacture scarfs and jewelry in Afghanistan.

*Q: What will be your next challenge and what can we do to help you?*

You have to show people, not tell them. Our next challenge is we want to show what we do, not just talk about it. I think this would be inspirational.

*Q: I can tell you are very emotionally invested in what you are doing. How do you keep your focus when you get tugged emotionally in many directions?*

Have to have priorities, metrics to measure your priorities. 1% vision 99% commitment.  
Mastering the Rockefeller Habits

*Comment: The challenge as I heard it is to produce content that helps to change the culture. But you got the least response from the emotional content you posted. If you keep at it and you know you're right, eventually the message gets through.*

*Q: You seem to have done a good job of getting to root causes of what could change things in Afghanistan.*



If there was no profit in war, there would be no war. 1/3 of our budget goes to wars that are downgrading our reputation around the globe. Fear is a powerful motivator. Vote. Hold your elected representatives accountable.

*Q: From a father's perspective, how have you included your daughters in all of this?*

There's a lot of struggle involved. Our daughters were embarrassed when we rented out our house and moved into 800 square feet to get the bus

iness off the ground. From a young age, they've been exposed to the truth.

*Q: Do you have any of your flip-flops here we can buy?*

Not with me. Go to: <https://www.combatflipflops.com>  
20% discount for CMMA

*Q: Has Shark Tank influenced your leadership style?*

Steel sharpens steel. It's been fantastic. No debate; just improvement.

*Q: Do you use Twitter for marketing?*

Twitter is the lowest return investment for product producing companies. Fantastic for getting ahold of people, but not for marketing products. If you can crack that nut, please call me.



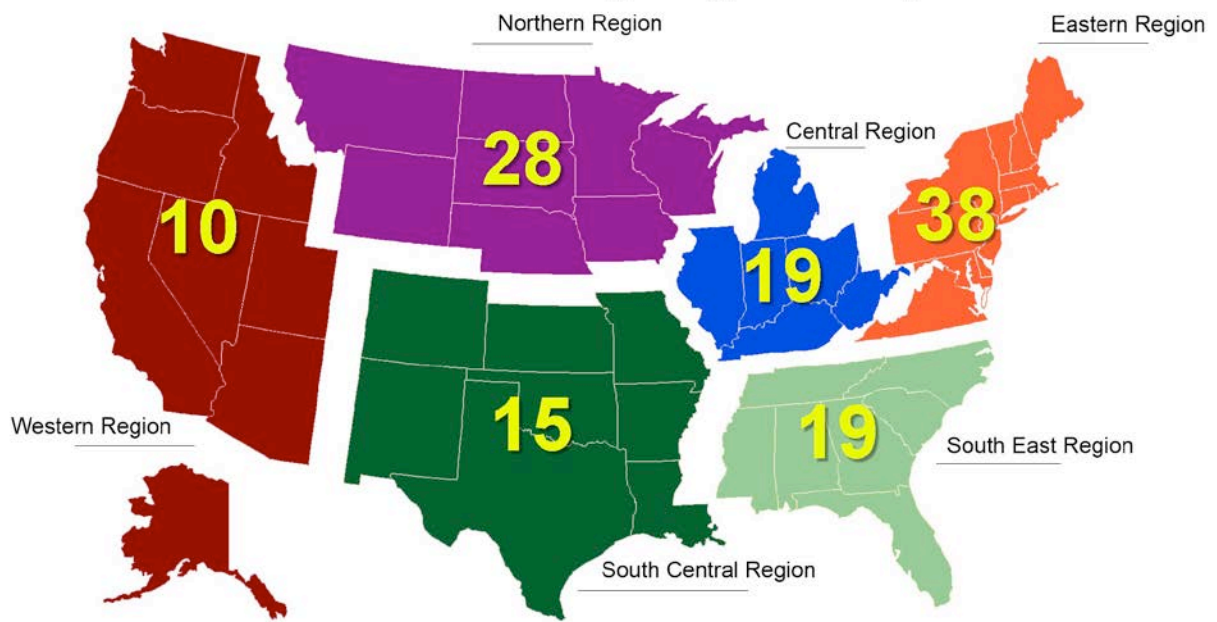
## New Member Presentations

Patti Perkins, Membership Chair

17 new members this year:

- 4 Northern Region
- 4 Central
- 2 Eastern
- 4 Southeast
- 3 South Central
- 0 Western Region

## CMMA Members by Region - May 2017



### Jason Brown

Video Content Manager, Cook Medical

Turned 40 in August

Live in Bloomington, Indiana

Play guitar

Big fan of sweets

### Work

News photographer background

Manage a small team and a great group of contractors

Producing, guiding and directing





**Katlyn Gerken**  
**Editor, Catholic Order of Foresters**

Life insurance company  
Started as a one-man-band; now lead a team of three



**Melissa (Missy) Gibson**  
**Manager Training Resources, Chick-Fil-A**

16 years at Chick-Fil-A  
Video Production the entire time  
Current focus mostly on training videos  
Productions have evolved from major productions, to very small crews.  
Have to be more flexible and quick to market

Married to Chris  
We love to camp on the weekends



**Jeff Preston**  
**Executive Producer, Video Production, Florida Campus**

You know all about Mayo already.  
I'm a working manager.  
Executive communications, research, patient profiles  
Patient profiles are the most satisfying for me.

Background in freelance production in Philadelphia  
Clients include Campbell's, Comcast, Sprout, Spike

Family: wife and two children



## Duane Hurt, Goodyear

I was a member of MCAI for a long time. Started getting involved in management and I came across CMMA.

Unfortunately, I didn't take advantage of coming to conferences. But I have been an active digital member and have received lots of good information. So this is my first conference, even though I've been a member for several years.

When I started at Goodyear, we had two staff. They promptly left. Fortunately, they had relationships with contractors that they introduced me to. I was able to rebuild the department; now have five staff.

Now that I control the budget, I put some money in for me to finally come to a CMMA Conference!



Membership Director Patty Perkins reads the Membership Charge to the Class of 2017



## Keynote Address: Architecture of a Successful Message

**Mark McKinnon, Political Consultant**

Introduction: If you don't know his name, you know his work. His latest claim to fame a Showtime series called "The Circus." Worth a watch! Great content, but also fantastic production. He knows how to lead a team of communicators, and that's why he's here,

Mark:

About 15-20 years ago I sat down with a colleague. He worked for Clinton; I worked for Bush. Let's deconstruct all the campaigns we worked on and constructed what was most successful in all those campaigns. One of the things I've learned over the years is that nothing is static, so I have kept updating this all these years.

My presentation is through a political view, but it applies to any organization that communicates. All these lessons apply to any entity that needs to communicate. You are at the core of what this is about; some of this is stuff you know. But good to look at it through a different lens.

### The Highly Effective Habits of a Successful Campaign

#### Rationale

- Seems obvious. Why you exist. What is your business? But absence of a clear rationale occurs more often than it should.
  - Ted Kennedy
  - Chappaquiddick candidate problem
  - Choose to go on 60 Minutes to talk about it; he did great up until very end.
  - He was asked why he wanted to run for President. You can see him freeze on camera. He obviously had not thought about this.
- Donald Trump: "Make America great again!"
- Hilary Clinton: No overarching rationale for running for the Presidency
  - No clear story

#### Tell a Story

- There's a power to narrative structure
- A bridge that creates something to walk across towards the future
- Candidates who are really smart but don't connect it to a clear architecture; a story line
  - Establish a threat or opportunity
  - Identify victims of threat or opportunity
  - Identify villain
  - Propose a solution
  - Reveal the hero



- **Donald Trump's story**
  - There is an opportunity
  - Threats: Mexican immigrants, bad trade agreements, Obamacare
  - Victims: average American
  - Solution: Me
  - Hero: Me
- **Hilary Clinton: No compelling story**

### So Little Time

- Average amount of time on TV for candidates: 7 seconds
- Goldfish average attention span: 9 seconds
- Human average attention span: 8 seconds
- Politicians in a debate need to condense their answers to no more than 30 seconds
- Example: John 3:16 covers the entire Christian theology in 140 characters
  - *For God*: monotheism
  - *So loved the world*: His essence
  - *He*: He's a guy—talk to the Author if you don't like it
  - *Gave his only begotten son*: very complicated concept in a few words
    - *That whoever believes in him*: what you need to do
    - *Shall have eternal life*: result



### Relevant

- Getting out the vote for Lyndon Johnson:
  - "The stakes are too high for you to stay home."
  - Nuclear threat focus.
  - Vote or die. That's pretty relevant!

### Authenticity

- As communicators part of our problem is that everyone is highly skeptical about everything we see.
- This is an ad. We know someone wrote this. I won't believe it.
- Challenge is to create something that's authentic.
- George W Bush example
  - Candidate is not well known at the beginning
  - Need to educate the voting public about who the candidate is
  - Four opportunities to be authentic
    - Announcement
    - Convention
    - Choice of VP
    - Debates
  - With Bush choose not to write a lot of what he said. Chose interviews instead.
  - Intentionally included a take when he mangled the answer to show authenticity.
- Hilary Clinton first campaign

- Obama wins Iowa; shocks the world
- Suddenly Hilary is down double digits
- Her confidence is cracked; she's sick as a dog
- Tears up on camera; makes up double digit deficit in New Hampshire
- Didn't see this authenticity until her concession speech in the last campaign
- Announcement may be the most important opportunity to be authentic
  - Trump came along when enough people were so tired of politics people rejected everything that sounded political
- *The Circus*
  - Real-time documentary produced during last campaign
  - New episode every week
  - Featured all candidates
  - Show the election campaigns as they happen; tried to show what the candidates were actually like
  - Most surprising election in modern America history
  - The Russian Story
    - Realized how important this story was to the election
    - Tried to do a segment from Russia, but they would not allow it.
    - Went to London instead to stalk Julian Assange (Before this segment aired, Wikileaks hacked the show and got it!)
    - Didn't see him, but got him to respond to one question in writing. What aspects of the Russian email campaign has the US underreported? His answer: Everything
    - One of the most fascinating segments in *The Circus*
  - Very challenging to produce a new show every week
  - After election, Showtime came back and said you have to get back out there. *The Circus* isn't over!
  - Season 2 even more interesting.
    - Something new and surprising every morning
    - Whether or not you are a strident supporter or strident opponent of Trump, everyone is fascinated about what's going on.

## Q&A

*Q: What impact are TV ratings having on the country right now?*

Trump obsesses about this. To him it's all about who's watching and how many people. Huge audience on Twitter. How well do you think today that media understands ratings? Do we understand them as well as we used to given the diversification of media? More of a buzzword now. For premium cable companies, ratings are not necessarily as important as buzz. I think buzz is more important than ratings.

*Q: Any suggestions for capturing authenticity in 6-8 seconds?*

The reason it's so hard is because we are dealing with really smart people who are used to success and are trained not to show vulnerability. They need to learn to be vulnerable...agree we screwed up...If you never admit the problem they won't believe you fixed it. I think this is a sit- down conversation with the executive. When they do come across as human, they are more believable.

*Q: Creating a narrative. The examples you gave are based around fear. Are there any great examples that are not based on fear or negativity?*

Barack Obama. A hope campaign. A great example. Brought out lots of new voters. More challenging to run a positive campaign, however.

Trump: fear and the past.

Two Bush campaigns:

- In 2000, pretty good economy, which favors the incumbent party. Bush made it a hopeful campaign about honor and integrity and dignity.
- In 2004, just the opposite. Based around terrorism.





## Fast Track Solutions

Alan Langford, JC Penney, Moderator



## Casey Shannon, Moments of Hope

“We are CMMA...

- CMMA brand discovery exercise
- Goal: Gather feedback from National Conference attendees on CMMA brand.
- Objectives: spend fast track sessions brain-storming **emotion**, **value** & **product** words.

This is not a critical solution problem. This is a whirlwind branding exercise.

- Why – How – What
- Companies are good at the What
- Some know what they do it
- Why is more difficult. What is your essence at the brand DNA level?

Nike, Google, Apple, Johnson & Johnson do this really well:

- Emotion
- Value
- Product
- Three silos that connect.
- Have to hit the heart before the head.

## Three truths I’ve learned at this conference

1. This is a group of untapped thought leadership. You own this space.
2. If we were to score the affinity levels in this organization, we would be best in class.  
Partners and members alike love this organization.
3. Do not go drink for drink with William Jarrett. You will get hurt.



Rapid fire: At your individual level, how do you relate to CMMA in three buckets:  
Emotion/Value/Product

**Emotion:**



The bigger the word in the graphic, the more times it was mentioned.

**Value:**



## Product:



What do we do with information?

- It's a process
- Processes are best tackled by interested and invested people
- Want to swim over to my island?

## Kim Cloutman, Norfolk Southern

### Project Management Software. What do you do?

**Goal:** Effectively manage the numerous components of a large volume of complex productions is a daunting task—keeping track of budgets, schedules, project phases of development, equipment allocation, production and post-production calls for a highly specialized solution.

- Robust reporting
- Budgeting; tracking resources
- Accountability: need for project metrics to share with management
- Project management/communication
- Robust emailing within software



### Lessons Learned

- One size doesn't fit all
- Biggest challenge is usability. Paradox: more robust tool, greater the learning curve greater barrier to useability

### Top suggestions

- Find a program with a simple user interface
- Allow extra time and money for a low-level customization
- Use a cloud-based server
- Ensure program can be accessible anywhere
- Select a system with a functioning mobile application

### Other random comments:

- PMS initials are not a coincidence!
- There's no holy grail software package.
- We've wanted to do this for a long time
  - Track, manage, schedule
  - Looked at this for over a year; did a search
  - Studio Suite is what we chose
- Got input on 17 different solutions from our members

### What's your biggest need?

- Something people will actually use
- Don't want another system to log on to
- Looking at WorkFront because it's connected to Outlook
- Compatibility is a big factor
- Perception that there's not enough accountability for the team
- We wanted to put entire corporate communications on the same system
- Who's doing what, when, where
- Cost is an issue
- We're using X; the other group is using Y
- We need the ability to generate billings
- [Farmer's Wife](#)
  - has a lot of usability
  - intuitive
  - allows billing
  - used primarily in the post industry
- Asset Proofing
  - Ability to review work in process
- Reporting
- Inventory and check-out equipment

### StudioSuite

- High marks on functionality
- Great reports
- Usability is a challenge; I'm the worst
- Learning curve is high
- I know and use Excel

- Does allow for good team tracking, including freelancers

We ended up building our own at Sandia National Laboratory in order to get the functionality we needed.

## **Kit Hammond, JC Penney**

### **“What do we do with the metadata?”**

We need to learn what our data is telling us.

We’re installing some systems with pretty good analytics. Are there ways these analytics can drive our business? Do we trust the data?

So we’ve got data in this system, and in this system. Might be some really good information if we could get data combined from both system.



### **How people are using data**

- Primarily used to educate clients and negotiate the production criteria
  - Live vs. on-demand
  - Optimum video length for audience attention
- Review productions with low viewership to determine cause and consider revision
- For those with an external audience the social media platforms provide data about who is the audience
- Use hot search words in video titles
- Analyze which subtitle track was selected to determine demographics
- Research xAPI tools that allow multiple data sources to contribute to a common data store for big picture analysis

### **How are we dealing with political issues?**

- Data governance
- Get stakeholders to define the data that would be meaningful for their needs
- Tailor analytic reports to fit the needs of the clients
- Partner with other departments that know analytics
- Transparency builds trust

### **General thoughts**

- For some of us analytics is part of what we deliver to our clients and for others it is not
- Use data to inform but not dictate
- Don’t let the data drive the questions

## Other Random Comments

- I thought we were leaving that up to Google.
- Google gives you data back, but what are you going to do with it?
- What kind of data are you talking about  
In our department we have Project Management software that has all kinds of data, and an Asset Management System and Content Distribution System. There's also the HR database. If we could get all the data together, who knows what we would find?
- It's outside the scope of our departments. Talk to IT.
- We're just finishing projects and diving into the next one.
- So how do you know what you're doing is right?
  - Have to have alignment up front.
- At the end of the day, does anyone care?
- Wouldn't you want to know if your video actually created results for the organization?
- I think the job of the media manager is to identify what we need to learn. I don't think we've identified what information we want to collect.
- Don't want the data to drive the bus; want to determine what we need to know first.
- What's important to your stakeholders? Work towards getting the metrics they want.
- Are we responsible? We're following orders? Data has a political aspect as well.
- Maybe we're afraid of the data and how it might be used against us. How the video was used and distributed may be the problem, not the video we produced.
- Data may tell you how many people watched the video. You have to decide if that's success or not.
- We go back to our clients after a period of time and ask whether the video had an impact in accomplishing their goals.



## Learning Trends, Technologies and the Rapidly Changing User Experience

Elliot Masie, Learning Collaboration Expert, CEO Masie Center

Romero Banderas, Moderator

Focused on the future of learning and knowledge.

**Q: A personal question first. How are you doing with your weight loss?**

In a funny way, goes all the way to back what CMMA is all about. I'm at the young age of 67, and I figure I'm about halfway through my career. One of the things that helps me change is data, then engagement and finally accountability.

I got a doctor and nutritionist. Tracked what I ate for a month, then got a customized plan from them on how I would lose weight. Track what I eat on my phone, and the data goes to my team. I get thumbs up or a spanking from my nutritionist.

I grew up in a Jewish family; everything is celebrated with food.

239 pounds January 1st

Now 194 pounds

My cholesterol and triglycerides went down.

I am in a behavior loop with data motivation.

Check lists are a big way to bring about change.

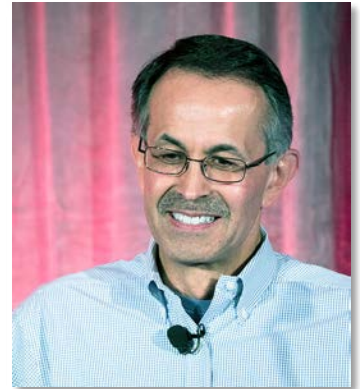
**Q: We had a presenter yesterday who created Combat flip flops. You have something coming up; technology for girls in war-torn countries.**

I do. I have a big conference every year. One of my speakers is a young woman born in Afghanistan. I met her when she was presenting as a college freshman in Dubai. She's not going to College Station in Texas. Culture does not allow mixing sexes in the classroom. E-learning solves the problem. In the strange world we live in, many, many people have cell phones. We can use technology to enable girls to go to school.

What if our bored retirees became mentors to girls around the world using technology?

**Q: Big news from Apple with augmented reality. Talk to us about that.**

A lot of work being done in virtual reality, but it's clumsy and hard to use. Then came Pokeman Go. The primary change that you're going to see is augmented reality. Increasingly you are going to see a camera pop up on your phone that's way better than anything you have now. Ability to take video and augment it. The ability to take an object and the data about it will pop up as part of the video. Pokeman Go was the precursor. We're going to have to take a look at the way we shoot video and overlay it with all kinds of information.



Virtual reality and augmented reality will become mixed reality. Let's go back to my weight loss. What if I could look at the menu at a restaurant and it automatically blocks out everything my nutrition doesn't want me to eat? The technology is available. We're used to this online, but not in a store.

Online is convenient. But for intensity and personalization, retail is best. But it has to be interpersonal and personal.

**Q: Video by nature is not an easy medium to personalize on the fly. Sounds like we better learn how to do it.**

You better! Look at what happened when Ted Talks came out. You probably remember when corporate videos were 60-90 minutes long. Ted: 9-17 minutes. Whole model for video changed. I used to love to make 30-minute videos. So I started to make 3 ½ minute videos and stack them. People would watch the first one all the way through, and would then click on the next one!

Many of the things we do have to be stunning with high production value. But not everything! There's a place for picking up a phone and making a video that gets wide distribution.

Who does the editing? That's the tough part. Old model says the corporation does all the editing. Future model the student will do some of the editing.

Let's take a football fan as an example. She wants to follow her second cousin who is a lineman. She touches her TV screen where he is. Now she gets two videos; one of the broadcast and one of her cousin.

We are going to have to deal with video in a 360 degree mode.

UX: User Experience

When we create something, we look at how we enhance the user experience. Imagine I am sitting in front of a green screen. Instead of PowerPoint I just add the graphics to the blue screen, rather than two screens, one for speaker and one for PowerPoint as we see in so much online training.

You can buy a small green screen to put behind a speaker for \$59.00.



**Q: You talked a bit about the experience in the store. I'm always fascinated by where technology is going vs where it is now. What is your perspective about how close augmented reality is?**

I think a lot of it is hype right now. But I think it's changing at a different rate because our business models are changing. A model that allows for rapid failure. Smaller ventures with a lower cost of innovation; not trying to do everything, just a minimal viable product (MVP). I have friend who's building an app that goes on top of Uber that show where you are and what you got into. I think we in a moment of massive small innovation. Then there will be partnering and acquiring to consolidate.

Disruption of mail order is so radical for retail. That's an area where you're going to see rapid change. What will happen to shopping malls? I'm optimistic we will find creative ways to use this real estate.

These small innovations are more likely to come out of a garage than from a large technology company.

**Q: You gave a takeaway at our Metro meeting that I've implemented. I bought a 360-degree camera and am having a lot of fun with it. What's in your personal laboratory right now.**

1. Any music people in the audience? I'm learning looping. One person plays several instruments, then combines them. I think people are going to start re-mixing our content in a different way.
2. Also playing with a brain scanner. By Bluetooth this will demonstrate 4 different brain waves. What does your brain look like when you are furious? Curious?
3. Device from Amazon. Asks to take a picture of what you are wearing every day. Then you go on Amazon to shop, and it says, "No, that doesn't look good on you." Think of the possibilities for training,
4. Sound Effects from The Trainer's Workshop. Buy online for about \$9. You want to use all the tools available to you! I'm always looking at the Prosumer market for new products.

**Q: So much of what we do is based on storytelling. I struggle with how some of this new technology fits into storytelling. Have you seen a great example of using these things in storytelling?**

I agree with you. These things are special effects. A good story stands alone. Where I think effects come in are when we scale up the story. How do we scale a good story? May need some special effects. Effects can add intensity and augmentation. Our learners are going there. Watching video for very short periods of time.

Experiment a little.

I'll give you something to keep you up at night. Why did Amazon buy Whole Foods? I have some interesting hunches. Maybe just a learning project. Facebook did it with buying a virtual reality company.

**Q: We're already being asked by our clients to create 360-degree video. Unfortunately, they want it for the wow factor without a powerful message. How can we educate our clients so we don't just create a new channel?**

I think we need to move away from the shining thing to what's the problem to be solved. How do we radically increase engagement? People don't memorize anymore; they can look it up. Our user base wants navigational knowledge. Have to build value.

## Member Panel: No One is an Island



**Trish Sandness, Moderator**

**Katlyn Gerken, Catholic Order of Foresters**

**Jason Brown, Cook Medical**

**Casey Shannon, Moments of Hope**

**Trish:**

*No one is an island, Entire of itself, Everyone is a piece of the continent, A part of the main.*  
John Donne

**Five Paradoxes of Leadership**

1. Success comes from failure
2. Humility is a key characteristic of great leaders
3. Learning by doing
4. Don't rush your employees' development
5. Leadership is about relationships, not unilateral decision-making



**How did you get where you are professionally today?**

**Katlyn:**

I'm a bulldozer, small but powerful.  
Started as just me; now have a team of three.  
I asked a lot of questions and tried a lot of different things.  
I got doors slammed in my face figuratively, but I didn't let it stop me.



**Jason:**

For me it was a transition to taking video seriously.  
Started in film.  
An exciting time, and video has been accepted well.  
People think they understand what we do, but they really don't.

**Casey:**

My business is very different, working for a pastor. Omni-channel paradigm. Facebook page from 0-6500 since March. Not just books and videos.

**Trish: When you are that lone person on your island, how do you collaborate, grow, get new ideas?**

Jason:

I started using video in a very traditional way. I had a vendor who came in and really changed my thinking about corporate video. I'm educating my clients not to make kitchen sink videos. Just focus on one thing, in very specific detail. If we're going to tell a real story it needs to be told authentically.



**Trish: How do you get executives to understand your value. Especially when they don't really understand what you do.**

Jason:

I work with a large group of people across the organization. I have to help them understand how to use video as a tool. My first question is why they want a video. It's about good storytelling.

**Trish: Casey, how did you convince your boss to move to a multi-channel approach?**

Casey:

He didn't need a lot of convincing. We reach, influence and help. I go back to that "why." Tactics are secondary. Make sure you don't just highlight the opportunity to get better, but celebrate success along the way.



**Trish: I have the same opportunity right now with my role. There was no job description. I love it, because I'm setting it up the way I think it makes sense. Katlyn, how do you interact with your leadership to define your role?**

Catlyn:

The president of the company comes to me with questions and ideas. But he and my boss are very different. I have to deliver my point and a solution very quickly. He has a hands-off management style.

Casey:

The problem is we get stuck in the cycle of talking about the problem. Should only be 10% of the time; 90% should be focused on the solution.

The other thing that happens is leadership will plant the flag and say this is the way it's going to be. If you can stay neutral and not defensive, if you're right you can usually find a way to communicate that. Or sometimes I'll realize he's right.



Islands are more fun when you have lots of people on it with you, even if they don't do what you do.

## Q&A

Comment: I didn't start as a one-man-band and now I am one again. I don't have to do performance reviews! If I'm busy, I just hire more freelancers. All of my clients are used to paying because I don't do any production. I had to change my perspective, and there are a lot of positives!

*Q: I love the youth on the stage! How do you feel when you do your part very well, but the message doesn't get to the end user in the right way?*

Casey: I do manage all the way down the line.

Trish: I do what I can to make it as good as it can be. If it's not, and it's not because of the quality of my work, I will do a follow-up to see that we could do better next time.



Catlyn: I own the whole experience also. But I still look for feedback, both negative and positive.

Jason: I don't own the whole process, and I sometimes get frustrated about the user experience. You have to find people who care as much as you do. No email. You have to take face-to-face. Most people do care; they just don't understand my perspective unless I share it.

## Member Panel: Bijou Case Studies



**Cynthia Hotvedt, Medtronics, Moderator**

**Brad Lund, Campbell Soup Company**

**Joan Kinsley, Toro**

**Chris Barry, Yellow Tag Productions, Best Buy**

### **Joan:**

I've been a Toro nearly five years. Formerly with Best Buy. We have a small department of four people.

- two shooters
- associate producer
- myself

We do a lot of launch videos for new products.

Our marketing people all came from engineering, so we're trying to bring them along. They know what a leaf blower is, folks!

### **Toro 40V PowerPlex Tools**

Battery technology is getting more powerful. Client came to us with a big laundry list of what they wanted to do to launch these new products. Big marketing videos, education videos, customer care videos, social media videos. Added up to 37 videos and way more money than they had to spend.



We proposed:

- 8 marketing overview videos
- 6 social media teasers
- 1 how-to video
- Travel to LA
- Budget limited to \$50 grand

In the end, we delivered 21 videos (69 total deliverable files)

- 8 marketing overview videos
- 6 social media videos

- 3 how-to videos
- 4 feature vignettes
- Versions for THD, THD Canada, ACE

### Challenges

- Money crunch
- All the tools were prototypes, hand assembled and hand painted.
- Had to shoot in LA due to season/weather.
- Products had to be shipped to us.
- Our first day. Ready to shoot at 7:00 AM. No products. Held up at FedEx. Products showed up at 11:00. Sun started going down by 4:15.

### Brad

I run the corporate archives, large events, social media, websites, video.

### V8 Red – Granola

- New decoupling production process
  - Recommended by Accenture
  - Decouple all the production from the creative agency
  - In-house team or preferred vendor produces the work
  - Collaborate with agency in production
  - Very rough process, little in it for the agency
  - Now we are in charge of all media, including commercials
    - Agency does creative
    - We decide who does the production, in-house or preferred vendor
    - Collaborate with agency in production, which was very painful
    - Not a hard hand-off; we have to work together
- People
  - Not the talent the Agency wanted to use
  - Agency wanted to approve/assign artists
  - Did not agree with who we chose
  - Could not articulate why other than “a feeling”
  - Everyone watching out for their own interests
  - We think they were trying to set us up for failure
  - Wanted to prove we weren’t as good as they were
- Product
  - Not what was originally intended
  - Boards could not be produced in 15 seconds
  - Creative ended up changing from original board
  - Time, elements, “gags”; some creativity was cut
  - Agency reluctant to sign off due to their pushback on execution



- They are now trying to push us under the bus
- We didn't think they were trying to put the company's interests first

## Chris

13 on staff

Production from concept through completion

But do a lot outside as well

456 video projects in the past fiscal year

300 contractors

A lot of event work as well

Bread and butter is work we do internally



## Tag TV

- News and information video magazine
- Quarterly
- Audience is store personnel; very young audience
- Meetings at 7:00 AM on Saturday morning
- It's our duty to entertain them, and we take this seriously
- Super high profile; we own it
  - Write, direct, produce
  - All done in-house
  - Creative control
  - But a lot of stakeholders who want their content in the show
- The paradox
  - Lots of pressure on budget and content
  - But everyone wants it creative and entertaining
  - 7 minutes long, but I'd like to show the whole thing
  - There's a lot of content in the 7 minutes
  - Serious, sober content, but we try to do it in a fun way
  - We spend a lot of time challenging each other on creativity
  - If we keep creating products that work, they leave us alone.
  - Sometimes we get in trouble, but usually we hit the mark.
- Keeping the budget healthy is important. Helps that the company is doing well also.

## Q&A

*Q: Joan, about \$62G for those; how do you do it? Chris, what does it take financially to make your news magazine show?*

Joan:

We have staff shooters

Fantastic VP

I wrote, produced, directed  
We work fast and lean  
Do as much internal as possible  
Did have to bring in outside editors

Chris:  
\$220K per year for four shows  
Would be a lot more if we didn't do most of it with staff.



*Q: All of you had to push the envelope at some point in your process. What has the executive sponsorship been for you?*

Brad:  
With Accenture coming in, the model we had already been working toward really started happening. It helped to have an outside expert dictate what we needed to do. We are now tied to helping to save the company by reducing costs for media.

Joan:  
For us, little by little, it's showing what we can do. I honestly feel valued by the company. You have to earn your way.

Chris:  
We take risks; we do good work; we earn trust. Yellow Tag Productions was formed over 20 years ago with a mandate to do creative work, not typical corporate productions.

*Q: You talked a lot about budget. Do you have to contribute to your production budgets?*

Joan:  
I will sometimes kick in on a budget, but I don't let the client know that. We do not monetize any media at all.

Brad:  
We have a very small budget for our 6-person staff. Everything is charged back.

Chris:  
We have a budget. We have a chunk of money that we manage. We control it, and can use it how we see fit for the most part. We also do chargebacks, so we have both options.

*Q: In a typical video, how much are professional talent vs. staff?*



Chris:

It depends on the script. We use local improvisation troupes, professional talent, staff, store employees. It just depends.

Joan:

For Toro, the clients often want to use engineers and people on staff because they know how to operate the equipment. I'm fighting to use people who look good and can act!



## Harness Your Superpower as a Human Venn Diagram

**Christina Wallace, Vice President Growth, Bionic**

As media managers, you all have to bounce back and forth between right brain and left brain. We've been told all our lives that we are one or the other, and to focus our energies on our strength. How can we be both?

Left brain: logical, organized

Right brain: creative

Never worked for me

False dichotomy; not supported by science



We like to categorize the world into neat groups. Convenient, predictable. But confining yourself into boxes that don't really fit them can be very limiting. Teenagers are pressured to specialize at that young age to choose what they will do for the rest of their lives.

My three languages:

1. Math
2. Music
3. English

Symmetry between the three. I was always thought of as different. I refused to define my career path by age 10. Went to an arts high school. But I was constantly asked what are you going to be when you grow up?

Double major in college, math and science

But also took lots of creative classes, participated in theater

After college, question came up again? What will you do for a career?

DiVinci

The original renaissance man.

The basis of the liberal arts education of today.

Right side sees the image

Left hemisphere forms words

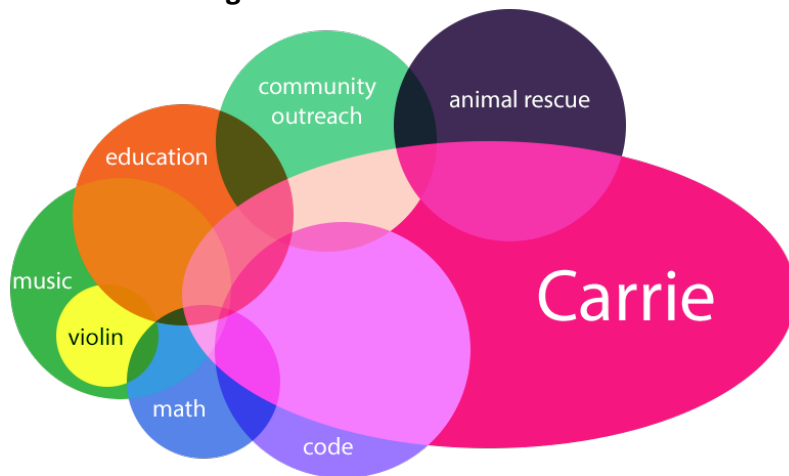
Both sides need to work together

*How I do math* YouTube video

Lives between the worlds of math and theater

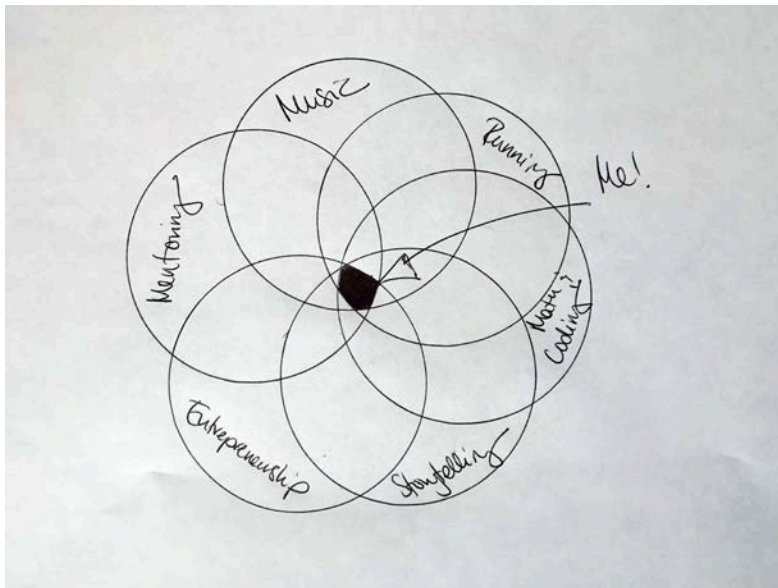
Started a Podcast that celebrates people who find ways to focus on both sides of their brains.

## Human Venn Diagrams



We are all complex, multi-dimensional creatures. Think of your career as a diverse portfolio.

Let's create your own Venn diagram. Here's what the first one I made for myself looked like:



### Exercise 1: Create your Venn Diagram

- On a piece of paper create your first attempt at your Venn Diagram
- Draw circles with all the things you enjoy doing

### Two methods for discovering your Venn Diagram

- Internal (what you already know about yourself)
- Outside (friends and colleagues)

Put this into practice with a start-up company for professional clothing for women. In the end, we had to shut down. Didn't have enough capital; too many products. I wanted to run away to New York. Went to bed for three weeks. Thought I would never achieve anything again. My resume read opera, consulting.

One day I woke up and called up everyone in my professional network. I scheduled 70 coffee chats over 3 weeks.

I asked them three questions:

1. What do you come to me for help with?
  - a. Storytelling
  - b. Seeing the forest for the trees
2. When have you seen me happiest?
  - a. In charge of my calendar
  - b. So I could do everything I wanted to do
3. Where do I stand out against my peers?
  - a. Ability to make connections

Feedback was very helpful. Had more things to add to my Venn Diagram. People are in your network because they want to help you!

### **Exercise 2A**

- Draw a square and divide it into four quadrants
- In the first square list three people you are going to call and ask to have coffee with you to talk about you (the 3 questions)

### **What is your verb?**

What verb makes you happiest? And how do you conjugate this verb to keep it going as long as possible? Verbs describe what you want to do all day long.

Verbs for my previous jobs:

- Maintain
- Advise

The one verb I want to do every day: Create

### **Exercise 2B**

- In the second quadrant, write down your verb
- If you're not sure, write down the things you most enjoy doing

Surround yourself with people who celebrate your HVD-ness. (Human Venn Diagram)

## Mistakes

The times that I tried to change my life and shrink down to boxes prescribed for me is when I made mistakes. I convinced myself I could change things after people got to know me.

After college I debated whether to go for a PHD in mathematics or pursue the arts. Decided to try arts first. Only job I could find was a scheduling manager for Metropolitan Opera. All my references said I was good at innovation and creativity. I should have known this was not going to be a good fit. The Opera made me sign a contract that I would not change a thing in their processes. I was broke, so I signed. I spent the first year making a list of what I wanted to change. After a year I proposed a new computer program to my boss. It was a great idea that could actually put me out of a job. Her response: "No. There is no room for your ambition here." I realized these were not my people and this was not where I wanted to work.

Chances of finding a job that fit all of my Venn diagram were zero!

Thank of your career as a portfolio, not a ladder. You can maximize returns based on a diverse portfolio

1. Unlikely we will spend our entire careers in one industry.
  - a. Limiting
  - b. Need diversification
2. No such thing as a perfect job
  - a. And that's okay
  - b. Find something that means some of your needs
  - c. Then find other ways to meet the other parts of your Venn Diagram
3. This is about work-life integration
  - a. Need to re-balance your portfolio from time to time
  - b. Maybe a hobby has grown enough to become a job

My current portfolio:

VP Growth at Bionic 70%  
Co-host TLDNE 12%  
Freelance writer 8%  
Public speaker 5%  
Hobbies 5%

## Exercise 2C

- In the third quadrant, list your current portfolio.
- How you spend your time in percentages

Be willing to change your portfolio as your finances and circumstances change.

Now it's time to throw out all your preconceived ideas about what you will do for the rest of your life. It's time to harness your superpower as a Human Venn Diagram.

## Exercise 2D

- In quadrant four, write down your emergent strategy
- What's a more ideal portfolio for you?
- How can you rebalance your portfolio to get where you want to be to match your verb?

### Always be willing

- Be open to every opportunity even if you don't take it
- Don't jump on every bus

### Always be willing to run

- Great opportunities are available for a limited time only

### Always be willing to run for the bus

- The plain old bus
- You may get lucky and get a limo
- But if you hop on busses instead of waiting for the limo you may get ahead of everyone else

The future is going to be weird. But it's going to be good!

## Q&A

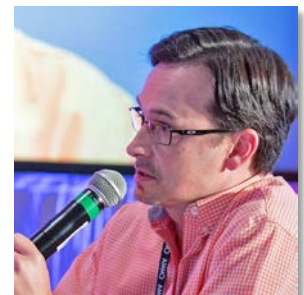
*Q: Would you be willing to have a cup of coffee with me? Just kidding. I'm curious about your experience at the Met. Could you have tried another approach and success?*

Yes/And. I could have gone about it differently. But two of the women I worked with are still there, and things have not changed. Can't get promoted unless someone dies. There was no career path for me. I had to go out and move up fast in other jobs; then maybe I could have come back at a much higher level.

*Q: How do you go about re-balancing your portfolio? What strategies do you use?*

Sometimes you say no. I think about my portfolio each season. What is my goal for this scene and for how long. Last summer was rest. This quarter is get everything done.

To clear out the clutter in your house. Ask each object if it brings you joy. I do the same thing with my calendar. I look at each appointment in my calendar and ask it it brings me joy. It might not in the moment—renewing my driving license—but driving brings me joy, so I do it.



*Q: What are your thoughts on the degree of acceptance for change. I'm in a large corporation. I can bring about incremental change, but not major. I'm a crazy change agent, but I know I'm likely to get further if I start really small. Takes a lot of patience.*

If the Met had allowed me to do one or two things I proposed, I would have stayed. When risk is not necessarily welcome: fast failure. Small change, low budget. Make sure you understand the problem first. Talk to your customers. Find ways to walk alongside them and learn what their values are. Find tiny ways to experiment. Don't get attached to any one solution; your attachment is to the problem. Then you can try out different ideas, cheap and fast. Low stakes. Make it easy to say yes.



## Member Panel: The Leadership Paradox—Success & Balance



**Carol Berman, Moderator**

**Warren Harmon, Mayo Clinic**

**Jessica Rasch, City of St Charles, MO**

**Carol:**

When we were thinking about how to frame this conversation, I immediately went to books. *The Paradox of Success* from the early '90's. Still very well reviewed. *The Success Paradox*. More of an academic approach.

What we have to say is anecdotal. You may have other ideas to contribute during Q & A.

For me, I go way back to my 20's. I worked in the Clinton white house. I went to the #1 journalism school in the country. Then at age 24 I was unemployed. I had to step back and think about what had gotten me to that point. For me, there were a couple of things that ran true then and still do. My mantras:

1. Never say never
2. An optimistic outlook

**Jessica:**

Work life balance really means work life happiness. We are the gatekeepers of this for our employees.

A story when I did not do this well. I was very unhappy at work; no clear direction from leadership. One day I was looking at my team and saw little me faces looking back at me. I thought what have I done? I didn't protect them and make them feel valuable to the team. Decided not to obsess about what I could not change and focus on what I could change. I could only change me. Started at the basic level of being thankful. Thanked my team genuinely. In person. In handwritten notes. Did my best to create a space where they could feel safe and take chances. Told them I would have their back and take the heat if things did not go well.

The team's work life balance did not change, but their work life happiness did.



**Warren:**

I've been building teams since the 1980's. What I thought was success early on was very different than it is now. In my 20's success was accolades, making a great presentation, building a studio. It was personal, but it was selfish.

Success has come full circle. It's now how I influence others to be successful, the affect I have on others—not my personal accomplishments. The power I get from others makes me feel successful.



**Jessica:**

Nobody on their deathbed says they wish they had spent more time at the office. I try to listen to what my teams passions are and encourage them to follow them either at work or outside the office.

**Warren:**

We recently went to a shared services model. We broke out our media responsibilities by type, not by geography. As a team we talked about what we were really good at. We were authentic with each other. I have a good grasp on media technology. Cliff is great at managing video. One of the more humbling moments came when one of my colleagues said I had too much on my plate to be successful.

**Carol:**

Is who you are at work different from who you are away from the office. Are you the same authentic self in the office as when you aren't?

**Jessica:**

I curse less at the office. But I do try to be consistent. But I sometimes do let my true emotions show when I'm not at the office.

**Warren:**

I think I'm pretty much the same in the office and out of it.

**Carol:**

I think some of it has to do with the company culture. My first year at Comcast I was not my authentic myself. I was much more serious and formal, to match the culture. It didn't work for me. My authentic self is not like the typical corporate culture. I had to dial back for a while, but now I'm 100% authentic. I've always been authentic with my team, which had a different culture from the larger organization. In retrospect, I'm not sure how long I would have lasted at Comcast if I had not found a way to be my authentic self.



**Jessica:**

I think your experience as a new employee is not unusual. It takes time to gain trust and get comfortable.

**Warren:**

I adjust my behavior in a room full of physicians compared with my team. But I'm still authentic

**Carol:**

How much of our success can we control ourselves?

**Warren:**

I think people cared enough about my success to give me the feedback I needed to help me succeed. I'm where I am today because of honest conversations. I have to be open to the feedback.

**Jessica:**

I think I have a huge role in my team's success...what projects I give them...what feedback and support I give them...what new opportunities. If I talk to them, they will tell them what they want and need. And I felt more successful when I saw them succeed.

**Carol:**

Can you think of a time when somebody on your team did not succeed? How did that impact you?

**Warren:**

You need to be open to talking with them to find out why they were not successful. In one case they were just in over their heads even though they had the right skill. But sometimes they really do need to move on. Conversations are so important.

**Jessica:**

I would say when you have a client where you work really hard, but the client is not happy with the result. I try to support my team member and use it for an opportunity to learn.

**Carol:**

We had a senior leader last week tell us to pick up the phone and call him when we had an issue. On the one hand, I was said he felt the need to say it; on the other hand I'm glad he did. One on one conversations are always welcome.

I'd like to also talk about values. Our companies all have values, but a lot of our values come from other sources. How do you align personal values and corporate values.

**Jessica:**

I don't always agree with everything the company does, but I think their value as basically solid.

**Warren:**

I am very much in alignment with Mayo's value to put patients first. It's important to us as leaders to communicate Mayo values to our team. I tell my team that if you don't take care of a patient, you take care of someone who does. The person who cuts the grass is important because of the impression the landscape makes on the patients.

**Carol:**

We do a lot of work with music. We use CMMA partners for music. But not infrequently someone at Comcast will ask us to use music that we do not have permission to use. It's an education process to help them understand intellectual copyright and it's wrong to violate it.

We've been talking about balance and integration. How do we stay true to ourselves inside and out of work?

**Jessica:**

I have a lot of hobbies and I make time for them. I'm up front with my team if I need extra time for those hobbies. But I give them the same option. I like to take a break and go for a walk at lunch to clear my head and keep perspective. I try not to work through lunch.

**Warren:**

It's taken me awhile to value that balance. Alone time is very important to me. Family is important...teaching...volunteering. I take all my vacations. I think I've discovered balance, and our division supports this.

**Carol:**

Flexible hours and working from home help. After two hours of meetings a couple weeks ago, I just went outside for a team meeting.

Can you ask for help when you need it?

**Warren:**

I've gotten much better at it. We help each other at the manager level.

But I've also asked my team for help. It's okay to admit you don't know something. Reach for the expertise you know is there.

**Jessica:**

it makes people feel appreciated if you ask them for help.

**Carol:**

It's human nature. If you asked someone a question that's within their expertise, they enjoy telling you what they know.

Let's close with some takeaways. I'll start.

I like to find solutions through books.

- *Option B*, Sheryl Sandberg and Adam Grant
- *Mindset: The New Psychology of Success*, Carol S. Dweck, PhD
- *Grit: The Power of Passion and Perseverance*, Angela Duckworth
- *Give and Take*, Adam Grant

**Jessica:**

When I was unhappy at work, that bled over away from work. What a terrible way to live! I decided that was not me. It's not an easy thing to do, but I really try to leave work at work. Allow yourself to enjoy your time away.

**Warren:**

What she said! I just got more comfortable with who I am. It's not worth it to take the stress home. Be true to yourself; be a leader and model what you believe is right.

**Q&A**

*Q: I'm interested to know when you think about culture and how that impacts our teams. Culture beats strategy for breakfast. Any reflections or tips?*

**Carol:**

We are in the middle of a huge culture change. People seem to smile more as we are trying to become a customer-focused culture. Still have pressure to sell product, but people are having a really good time. Empowerment to spend more time with a customer rather than how many customers have.

**Jessica:**

You can only control the culture within your team. It starts with your team.

## An Hour of Language and Laughter

**Richard Lederer, Author, Radio host**

Books include *Anguished English*, *Crazy English*, *Lederer on Language*

Editor's note: Richard's presentation was non-stop puns, plays on words, Malapropisms, metaphors and a little grammar thrown in for good measure. There was no way to take notes as he talked; it would have required a court reporter who could take down every word.

Watch the video!



# 2018 National Conference

Desoto Hotel  
Savannah, Georgia

September 23-26, 2018



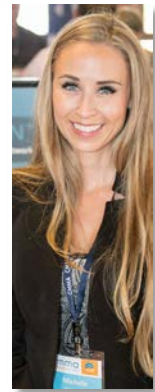


# Photo Album

Photography by Charlie Perkins, Mayo Clinic











Conference Planning Team with Co-chairs Dan Mooney and Cynthia Hotvedt



Selfie Time



The Outstanding Member Service award was given to Roger Hansen ( not present)



Executive Director Marv Mitchell introduces Betty Blackburn, widow of former CMMA President Dick Blackburn.  
The President's Award has been renamed the Richard A Blackburn Award for Leadership and Service.  
The first recipient is Warren Harmon of Mayo Clinic.



The Spirit of Partnership goes to Linda Maslow of Maslow Media

