COMMUNICATIONS**MEDIA**
cmma
MANAGEMENTASSOCIATION

2009 NATIONAL CONFERENCE

AGENTS OF CHANGE

MANAGING IN UNCERTAIN TIMES

October 4-6, 2009   **Park City, Utah**

Robin Martin, Safeway, Co-Chair   **Marv Mitchell, Mayo Clinic, Co-Chair**

Photography by Charlie Perkins, Mayo Clinic

President's Welcome

Dan Pryor, Safeway

Welcome to Park City and the CMMA 2009 National Conference! It's good to see so many familiar faces out there— and many unfamiliar ones as well. I'm looking forward to getting acquainted with our new members, new partners and our guests in the next few days.

This is my first conference as your President. I'm still learning about my role as President, and I welcome your input. As we network together during this conference, please share your thoughts with me about what you think is working well with CMMA and where you think I should focus my efforts in the next two years. I welcome the opportunity to be a change agent for CMMA, and I expect to learn a lot about how to do that more effectively during this conference.

[Dan then introduced new members attending their first conference, CMMA Partners and conference guests.]

Given the current economic and political climate in our country, I can't think of any more appropriate topic for our National Conference than becoming agents of change in uncertain times. Leading change is part of our jobs as communications media managers. Just responding to change as it happens is not enough. Each one of us must embrace change, and become a change agent.

There are different kinds of change, of course, and we don't respond to all change in the same way. The first type is change that happens to us…change we can't control…like economic meltdowns…edicts from corporate that we must do this or that…a key team member accepting a job somewhere else—nobody likes these kind of changes. We have all experienced a lot of change we can't control in the past year. We are most likely to resist this kind of change. Dig in our heels…bury our heads in the sand…the old flight or fight instinct.

The second kind of change is change we initiate ourselves. Now we have a very different response, because we are in control. We don't resist change we initiate. We try very hard to implement it. That doesn't mean change we initiate is easy; it almost never is. But we are likely to embrace change we initiate and figure out how to make it happen despite obstacles along the way.

And the third type of change is change we request of others. And from their point of view, that's the same as the first type, and a likely response will be resistance.

One key to successful leadership is continuous personal change.

Personal change is a reflection of our own inner growth and empowerment.

-Robert E. Quinn

Obviously, the kind of change we all want to lead is the second type. We want to choose change ourselves, not have it forced on us. Change, then, must begin with us, each one of us as individuals.

Effective leaders first impose change on themselves …and then cultivate it in others. We've all heard that our people watch our feet, not our lips. If you don't set the example by changing yourself, you may get compliance, but you'll never get commitment.

We need to transform necessary change into change we initiate, because we know it's the right thing to do. Right for us as individuals in our career development…and right for the organizations we support.

One way to help transform how we think about change is to approach change as if we are *growing* something, not just changing something for the sake of change. And in the process of growing new professional opportunities, we grow our own personal skills. Those are winning outcomes for change. That's transforming change from something that's done to you to change you initiate.

Perhaps treating companies like machines keeps us from changing, or makes changing them much more difficult. We keep bringing mechanics when what we need are gardeners. We keep trying to drive change – when what is needed is to cultivate change.

-Peter Senge

Once you make the leap from being a victim of change to embracing change for yourself, you are on your way to becoming a change agent for others. Our challenge as leaders is to facilitate and coach our teams through change…to help them embrace change.

That's why it's so important for us as leaders to embrace change as a way of life… to enjoy the growth process…to inspire others to want to change—continually. Change is never done. It's the nature of business, and of life. We can provide training for you at events like this CMMA leadership conference, but only you can choose to elevate your skills to a new level.

If you don't like change, you're going to like irrelevance even less.

-General Eric Shinseki

Having the courage to lead change is a choice—a choice we as communications media managers must make to enable us to continue supporting our organizations in changing times. Choose to be a change agent.

"Who Moved My Cheese?" Keynote

Curt Garbett, Vice President Sales & Marketing
Red Tree Leadership & Development

My passion: helping individuals find something better for themselves through change.

- Spencer Johnson [author *Who Moved My Cheese?*] wanted to find a simple way to implement change.
- Rate of change is constant and accelerating.
- My belief is that managing change is the key competency for individuals and for organizations.
- If we can't manage change nothing else is going to matter.
- Those who can adapt to change will survive.

How are you doing at changing? How is change impacting you? We all experience change differently. Do you view change as an opportunity? Or do you view change as a disaster—run from it?

Who Moved My Cheese?
By Spencer Johnson, M.D.

- The most widely read book on change
- Over 27 million copies in 42 languages
- 50 thousand gets you on the best seller list
- Only J.K. Rawlings (Harry Potter) has sold more books, but she wrote 7 of them
- Something about this story resonates around the world

Cheese

- Takes a big man to stand up here and talk about cheese
- Cheese = Change for our purposes

Red Tree Leadership & Development

- Bought out Spencer Johnson's organization
- Spencer also co-authored *The One Minute Manager*

Exercise: Everyone gather your things and move at least two tables away and find another place to sit.

Reactions:
- Chaotic
- Frustrating
- Uncertain—didn't know if I would like my new place
- Glad to get away
- Hurried
- Energizing
- New perspective
- Annoying

Five most common responses to change:
- Some people anticipate what I'm going to ask and start gathering their things before I even say it.
- Others sit back and look at me like What? Get up reluctantly only when others do.
- Others need more information: how many tables away? Which direction? Is one and a half tables okay?
- Others sit back and refuse to change. Actively resist.
- And other: That's it. I can't believe we're going through another change. I quit (figuratively only). Check out.

When is a good time for change?
- Then things are stagnant
- When you're failing
- Maybe when you're doing well, because nothing stays the same
- When you want to grow
- When something else changes
- When there's a better way
- Always: continuous improvement

When is change a good idea for you personally?
- When it's your idea
- When you instigate it yourself
- When you drive it, you're more likely to be successful

Characteristics of Change:
- Speed
- Alignment
- Buy-in

- Innovation
- Initiative
- Results
- Strategy
- Results
- Evolution
- Competition
- Inevitable
- Scary
- Unknown
- Uncertain
- Fear of failure
- Success
- Implementation

Most change initiatives fail because nothing actually changes. We just talk about it. I'm change agnostic. Change is neither good nor bad; how you respond to change determines the result you will get.

It's human nature to fear change. We all have far more negative thoughts than positive ones. Need to put our best skills to work to determine how to make change work in our favor. Change is the way business is done today.

Example: Apple
- Moved into music with IPod; completely changed their business

Summary of *Who Moved My Cheese:*
Once, long ago in a land far away,, there lived four little characters who ran through a maze looking for cheese to nourish them and make them happy. One day they woke up and their cheese was gone. Two mice, Sniff and Scurry, and two little people, Hem and Haw.

People had complicated brains that made their task more difficult. People used maps, and felt very secure that the cheese would never run out. Mice just ran the same route every day. Hem and Haw weren't paying attention to changes taking place. Sniff & Scurry were not caught by surprise when the cheese ran out. They put on their running cheese and took off looking for more cheese.

Hem and Haw were shocked to come later and find no cheese. Finding cheese was very important to them and meant more than just food. Thought they were entitled to cheese. Hem said he wanted to get to the bottom of things and get things back to the way they were. He resisted looking for new cheese. Worked longer hours, but still did not find the cheese. Haw finally lived up to his name and started laughing. We keep doing the same things over and over and wonder why things aren't getting better. Hem wanted to stay there and wait for the cheese to get put back. Who moved my cheese?

What would you do if you weren't afraid? Haw wrote on the wall. Haw jogged into the maze. Found many obstacles along the way, but kept going. He saw signs along the way:
- Smell the cheese often so you know when it's getting old.
- When you stop feeling afraid, you feel good.
- When you change what you believe, you change what you do.

Haw imagined himself enjoying his new cheese even before he found it. Finally he came to a new cheese station, but there was very little left. He went back to Hem and tried to give him some of the new cheese, but Hem refused; he wanted his old cheese back.

Change is not always good, or necessary. One day it happened; Haw found the largest, most delicious new cheese station. He knew it would be easy to slip back into his old ways, so each day he checked the status of the new cheese. And he kept exploring the maze for new cheese sources.

Observations on the story:
- The trap of the comfort zone.
- Tendency to isolate oneself when faced with change.
- It's easy for someone to talk you out of an idea—even when it's a good one.
- Survival is based on ability to adapt.
- Fear factor is a significant obstacle. Fear paralyzes you.
- Fear is healthy. Fear can be managed. Some fear is good as a motivator.
- Inertia sets in easily.
- Need to find ways up, over, around or through obstacles.
- Have to identify obstacles to change and deal with them.

Four things that get in the way of finding new cheese:
1. We don't see change coming. Value of anticipating change: prepare for it, manage it, deal with the fear factor. Waves of change are going to continue to come.
2. We don't try something new. We do the same things that have worked for us in the past. "I've always done it this way, and I've always been successful." What gets in the way of trying something new:
   a. Fear—mostly of failure. Failure has to be okay, because it will happen.
   b. Comfort
   c. Lack of support
   d. Holding on to the old
   e. Too much on our plates; focusing on what's urgent
   f. If you wait long enough, the change changes
   g. Lack of trust
3. Fear or comfort holds us back.
4. Do you imagine losing or gaining? Our imaginations are powerful indicators of whether we will be successful in implementing change. Imagination is more important than knowledge. When people use it, they change the world.

Four Change Skills
1. Anticipate change. Noticing smaller changes early to predict what is likely to happen next.
2. Take new actions now. Doing something quickly, evaluating the results, and moving quickly again.
3. Move beyond fear. Realizing when fear or comfort are holding you back, and moving past it.
4. Imagine real success. Creating a picture of what you really want to happen from the change. See yourself succeeding.

*Imagination is the beginning of creation. You **imagine** what you desire, you **will** what you imagine, and at last you **create** what you will.*   -George Bernard Shaw

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Presidential Partner Videos

Accordent Technologies

Trend in enterprise communication: increasing pressure to demonstrate how online programs save money and impact skills and efficiency.

Accordent's enterprise solutions
- Manage networks
- Schedule live webcasts
- Notify employees of events
- Solve network technical issues
- Create viewer reports
- Import presentations
- Participation reports
- Generate quality of service reports

Helius

Did you know?
- In 1936 there were only 100 TV sets in the world; now in the millions
- Computers more than double the number of televisions
- Computers have surpassed dishwashers as necessary home technology
- 75% of American households have Internet access; 75% of them watch videos on the Internet
- Today the #1 online activity is social media.
- 1 in 5 higher education students enrolled in online curriculum.

What does it all mean?
What was once considered impossible exists today.
Have you evolved?

Ignite Technologies

Content delivery and management
- Deliver content to anyone, anywhere in the world, without changing your network.
- Without limiting richness or format of content
- Without worrying about security
- Connect with your associates regardless of network speed
- Powerful tracking and reporting capabilities

- Private broadcast channel option
- Customized training materials
- Ensure computers through enterprise are kept up-to-date

Omneon

Video library

- Easy cost-effective way to manage video
- Easy access enterprise wide
- Easily cataloged quickly retrieved
- Team focused on adding value

The Omneon Medial Library System: a complete system of hardware and software

Broadcast International

- Webcasting
- On-demand video
- On-demand audio
- Live chat
- Data distribution
- Satellite services
- Web applications
- Fiber services
- Web hosting services
- Video services
- Concept/direction
- Script writing
- Videography
- Talent services
- Online editing
- Audio recording studio
- Graphics & animation

codecSys

- new generation of compression technology
- deliver video services with limited bandwidth
- software upgrades
- efficient compression with significant quality loss
- energy efficient
- smallest equipment footprint

Sony

Product Development Goal:
- Better
- Simpler
- More entertaining
- Video wherever you go

People's lives will drive our future.

QuMu

Sprint Client Testimonial
- Wanted simple process for webcasting
- Connect employees around the world
- Webcasting can build a culture of connectedness
- More accepted technology for us; exploded in popularity
- Over 300 webcasts last year
- Part of our culture now
- Our platform is based on Qumu Broadcast Control Center
- Home base for employees to view live broadcasts, archived broadcasts and other videos

Surviving Organizational Change

Jim Brzycki, Wells Fargo and Company, Moderator
Alan Langford, JC Penney
Steve Tingley, American Family Insurance

Jim:

- Wachovia Corporation: a year ago forced to sell company to Wells Fargo and Company. Entire executive team let go; all of the people I had supported. Our workload dropped by 70%.
- Company just froze for about 3 months.
- Investigated Wells Fargo to determine how they operated and how we could support them. Very decentralized.
- Producers now aligned by geography and skill-set. Rolled out desktop-on-demand. Back to 80% capacity.

Alan:

- In retail, change is constant.
- Our executive supports a culture of risk-taking
- Encourages us to talk about what isn't working
- Recently VP I work for retired. We were entirely reorganized and now report to HR function. Bit of a learning curve for us.
- Converted our entire facility to high definition. Three weeks ago got a windfall of capital funds if we can spend it this fiscal year. Redoing control room and stage before the end of the year.
- I really stress open and honest two-way communication within my team to deal with change.

Steve:

- My department went through two cost/benefit analyses in the last year.
- Everyone was quite fearful, since a lot of change was happening in other departments
- Three top positions in the company new, brought in from the outside
- Lot of corporate events were cancelled
- Lots of frustration and fears—but a lot of opportunity, too.
- I sat down with my group to talk through both the fears and the possibilities.
- Involved other departments in how we could help them solve their problems.
- We did lose 3 ½ positions; fortunately we were able to place those team members in the marketing division, which really helped us build relationships in that group.
- Successfully aligned ourselves with the new marketing executive
- Positive things happening within the company. Silos have broken down with cross-divisional leadership teams.
- Involving my staff in the change process and having them help to lead the change was critical. My role was to create the vision and get them on board.

Jim:

How to deal with change

- Accept the reality you are in
- Develop a plan to deal with the situation
- Choose to be highly visible or low key
- Be positive—opportunity is all around you
- Communicate frequently and with conviction

Q&A

When you build equity with the old leadership, how do you tell that story to the new leadership?

Responses:

- We partnered with our key clients to meet with the new leadership to tell our story
- Sent video copies of events we had done to help Wachovia deal with the change to Wells Fargo execs.
- Our new VP didn't have a clue. I got on his schedule and gave him tours, showed examples of our work and made sure he met everyone on my team.
- Provided metrics—which we really had to scramble to get. I won't make that mistake again.

- Metrics are critically important.

Have there been negative results of the changes in your organization?

- I had to lay people off. That was hard; I feel personally responsible for them.
- I had people who held back and resisted changes. That was a challenge.
- Most difficult thing was losing staff.

Overall results: positive for you and your department? Impact on your image within the company?

- Positive for us. Relationships with new VPs are helping our image within the company. I was challenged personally more than ever before; became part of a lot more initiatives. I'm a lot more satisfied.
- We hope it's going to be positive. Too early to tell.
- Personally, it's been positive. Opportunities to do new things. Mixed bag for the department and our workload. Good thing is there is a blank slate with people in the new company; long term I'm very positive.

I agree with how important metrics are. Jim, when two companies come together in an acquisition, the tendency is to hold on to what you have. What did Wells Fargo have and how did you work together?

- They didn't have a strong distribution system, and a few small production groups who did not talk to each other. We've tried to make links with all of them to share resources and stock footage. We've had other teams shoot footage for us. They all report to different managers, so we're still in the early stages. We're trying to reach out, rather than just hang on.

Jim, you went through quite an experience. How did you plan for the change?

- Got everybody together and figured it out as a group. I had some ideas, but I knew they needed to have a stake in the change process. And they had some great contributions. Not everyone was 100% on board; there are still people I get a lot of resistance. They will have to come around and change their thinking or they won't be around.

Comment on the one or two most important things you did to implement change.

- Involving staff, and involving our key stakeholders

- Open and honest communication—up and down. Clear expectations.
- Getting everyone involved. Clear communication and expectations.

What information were you looking for within the company acquiring you?

- Who might be receptive to us
- Who appeared to value communications
- Tried to look across the company, not just corporate communications
- Clean slate and wanted as many champions as we could get

If you knew then what you know now, what would you have done differently?

- I would move out of paralysis more quickly. Have a game plan so I could react more quickly. Wasted three months where we did nothing.
- We were too focused on the woe-is-me stuff to pay attention to the opportunities. Pay attention to what's going on.

Technical Topic-Go-'Round

## Jeremy Person, Safeway, Inc., Moderator
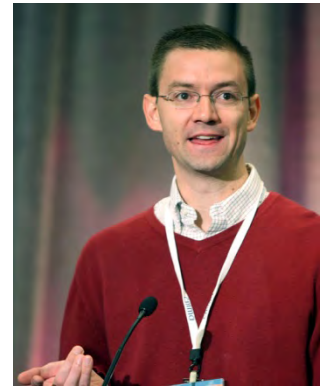
Trends Overview
- Companies are not giving employees the right tools they need to do a better job.
- We seem to be less productive with more tools; I think because we use the wrong tools for the job.
- At Safeway employees overuse email; schedule meetings when they could cover it via email, send out hard copies, use a shotgun approach to communications.
- We're in the midst of a global financial crisis and the first serious slowdown of the digital era
- Lowest rate of growth for 60 years; unemployment now at 9.8% in the US
- Recessions are traditionally great for innovation
  - People do things they would never have done before
  - More risk-taking

Technology Changes
- HTML5 makes proprietary video (Flash etc.) no longer needed
- Cloud computing: applications and service delivered over the Internet
- Running your own data center will be the exception and not the rule, and IT departments will need a strong business case to justify the existence of a private data center.
- The convergence of the desktop and the cloud
  - Browsers are nice but look for the convergence of the client and the cloud
- I predict an explosion in open source software and services
  - My presentation uses Open Office
    - Photoshop>Gimp
    - IE > Firefox
    - Windows Media Player > VLC
    - MS Office: Open Office
    - Winzip > 7-Zip
    - Hundreds more examples exist...
- We communicate more than ever but are we drowning in our own tools?
  - In 2009 we send 50 billion emails a day
  - In 2001 we sent 12 billion
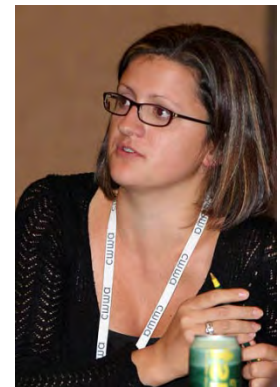
- Internet is the fastest-growing communication tool tool of communication ever. It took radio broadcasters 38 years to reach an audience of 50 million, television 13 years, and the Internet just 4 years.
    - The Worldwide Internet Population is estimated at 1.08 billion.
- Crowdsourcing
    - Collective mindshare of a group versus what you as an individual know
    - Imagine the collective mindshare of 1 billion people on the Internet.
- Have you heard the rumblings about an Apple tablet?
    - 7-inch booklet
    - Accepts handwriting
    - Highly flexible, interactive communication tool
    - Address book, maps & GPS, journal, photos, web access
    - Drag and drop
    - Cut-and-paste things from the web into the booklet
- Have you seen the Courier from Microsoft?
    - Supposedly Courier is a real device, and we've heard that it's in the "late prototype" stage of development. It's not a tablet, it's a booklet. The dual 7-inch (or so) screens are multitouch, and designed for writing, flicking and drawing with a stylus, in addition to fingers.

Do you foresee that corporations might use crowdsourcing?

Nothing for corporations yet, but some really cool other examples out there. Medtronics uses it for scientists to toss questions and problems out there for any other scientist to comment on.

What about mobile computing? What are the trends? We all seem to be pretty attached to our devices.

- We use Blackberries at our shop. Screen size is too limiting for how we use them. Looking at a Mac product instead.
- Playing with IPOD touches at our shop. Starting to deliver information over satellite to bypass IT. Now that you can delete data from lost units, which you couldn't do before, the company is more open to IPODs.
- General consensus is that Mac is a much better product.

Anything new you're doing with document management or image archiving? We're getting asked to do document management, and it's not our core competency.

- o We're using Artesia. It's been an interesting journey and not an easy one, but it's a good product.

Does anyone have any information about live webcasting over a PDA device?

- o It is capable. Bleeding edge. Will try to find a vendor for you. (Partner response)
- o Infrastructure is on the tipping edge of being available.
- o TELCO's will be pushing those applications to the corporation.
- o AT&T is choking right now with everything they offer.
- o We just did some live webcasting to newer models of Blackberry. Worked with Horizon & other carriers to make it happen. Worked quite well. Good acceptance. It does work, but it's not easy. Need excellent signal coverage.

Is there a good software product out there to record video from the web?

- o I use Snag-it and haven't had any problems with it.
- o We use the latest version of Real Player; converts to popular formats
- o QuMu has a product that does this.
- o We use Camtasia successfully.

Are you getting any questions from your executives on the next phase of video, e.g. 3D? Anyone looking at 3D?

- o We're looking at 3D at State Farm. Rigs are getting more affordable; Avid can edit it. May use it at big events first. Draws a crowd. Lots of TVs have the capability built in.
- o Mayo talking to a 3D company to develop medical school programming. Display devices holding us back; docs don't want to wear the glasses. My understanding is that displays that don't need glasses are 12-18 months out.
- o Need a standard first before we make the investment.
- o 3D very hot in Japan (Sony rep). Hanna Montana success is indicative of the trend. Working on multiple devices for mid-summer release. Price points have not yet been set. Networks are actively pursuing 3D for sports. Should see some things coming up early in 2010 that will drive change.

Cisco did a large project this year where they moved large events entirely virtual to save costs. Used Telepresence and streaming on-demand, but also build a virtual world for people to interact. Anybody else doing things like this?

- o Intel going virtual for sales force of 5000.
- o Two projects at SAS this year. One for sales training; 1.5 million for travel alone. Did it all virtually for just under $400,000. Great ROI story for our group. Now doing a large conference virtually.
- o State Farm postponed national convention for a year. Looking into virtual options.

Any of our partners have latest on wireless microphone replacement?

- o Still a work in progress
- o Different frequencies have been allocated to health and emergency

Transition to HD. What are you doing and how are you migrating old standard definition materials for use in HD? Formats? Outputs?

- o Transition has been slow for us. Hard to do it quickly. Migrating to HD using XDCAM. Move to desktop HD is easier; satellite is a bit more difficult. Choose a segment to transition each year. Most acquisition and editing are HD, but still working on distribution.
- o We've been talking this as well. Over the web, mixing HD and standard, we crop to standard. On TV or LCD, we use multi-format. Shrink 4x3 image and populate other side of screen with other information.
- o Most of our field acquisition is HD; studio 3-5 years out. Use graphics to fill screen if we have standard video.
- o We've converted everything. All HD all the time. Delivery varies by audience and distribution method. Use YouTube standards for online. People are used to side curtains with standard video.

Is anyone using "CNN magic wall" in their applications? Who's the leading manufacturer of these smart walls?

- o We're playing with it. We haven't used it live yet. Haven't settled on which platform we like.

- Microsoft version available if you have lots of money. Check it out at www.ted.com. System using Wii. Works quite well for about $55 bucks. Site will tell you how to build it.

Comment: Blu Ray recording. Wish we could do it. Partners take note.

Social media. This is something of great interest to the enterprise. We've done a lot of proof of concept projects. I'm not really concerned about the technology as much as I am about security. How are you dealing with this?

- We have people dedicated to monitor what's going on online. If there's a red flag posting, they will remove it immediately. Violations don't happen that often. Maybe once a week or so. We have also published social media guidelines and done a lot of education with our employees.
- We've implemented social media, but didn't get very far until we started calling it Collaborative Tools. CEOs shut down when you call it social media.
- Safeway uses Vignette Suite. Needed something easy and simple to use. Built out a blogging application using WordPress. Then IT got involved. To their credit, they support a lot of technology, but they wanted to use SharePoint. Loses a lot of its power if you customize it. We're still working on this. Talk to me if you're considering SharePoint.

Jeremy closing comments:
- Web trends: Internal Twitter. Working on an application for internal discussion board. No limit on characters. Can have attachments. Very intuitive. Users don't need to refresh screens to see new postings. Uses open source coding.
- Please send me feedback on how we can better use the CMMA website.

New Member Short Bits

Ramero Banderis, Membership Director, Moderator

John Everett
Director of Media Operations, USAA

USAA is a financial services company, primarily serving active and retired military.
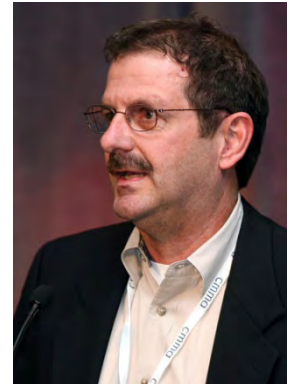
Services we provide:
- Live broadcasts
- Custom video
- Custom audio
- Digital signage
- Photography
- Graphics production

What I would like to get out of CMMA:
- Problem solving via email
- Source to validate what we do
- Networking and collaboration
- Focus on what we do

What I do when I'm not at work:
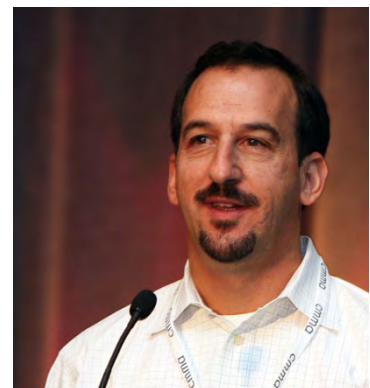- Ham operator
- Collecting Indian artifacts

Greg Moss
Senior Vice President, Video and Broadcast
Bank of America

Part of Global Marketing and Corporate Affairs
- Internal television network and video production
- Communications, marketing, learning
- Produce 600 videos per year
- Broadcast 100 live events per year
- Facility design/build

Knowledge Channel
- Private television network
- Live broadcast event production over 3000 viewing locations
- 8 studios, 5 auditorium spaces

Video online
  On-demand streaming:
- Flash video
- Embedded players
- Flexible player design

Video-on-demand
  Video delivery to desktop:
- Managed Peer2Peer technology
- Full screen, DVD quality
- Highly secure, and network friendly
- Target delivery, detailed metrics

Personal stuff
  Family life
- Charlotte, NC
- Married 20 years, 3 kids
  For fun:
- Mountain baking, golf, skiing, geocaching
- An avid Mac evangelist
- Six sigma green belt certified
- Mud Running

Yvonne Carter
Media Resources Manager, USAA

What I like & what I love
- Texas (native)
- Family: married 24 years; one son
- My work family at USAA (23 years with the company)
- Bowling [nationally known)]

Responsibilities
- Scheduling resources
- Library services
- Distribution
- Digital asset management

Hobbies
- Watching sports
- Movies
- Time spent with my family and friends

Brian Jensen
Managing Director Global Corporate Communications,
Cushman & Wakefield

(Carried the Olympic Torch back in the 80's)

Cushman & Wakefield
- Largest privately held real estate services company
- 15,000 employees, 58 countries
- My job to communicate internally
- Headquartered in New York

My department
- Reduced by ½ in the last year
- I'm now a department of one
- My focus is CWTV
    - Global internal media delivery network
    - All content produced in Dallas office
    - Push technology with on-demand option
    - P2P reaches desktops in all 221 offices
    - Targetable to one, many or all
    - Send camera packages to other offices to get video material
    - Behind the curve on media technology

Background
- Sports broadcasting for 15 years
- Started at Cushman & Wakefield 8 years ago
- Interesting shift to go behind the camera instead of in front of it

Personal
- Do play-by-play for Texas Tech sports

- Published author
  - *Where have all our Cowboys gone?*
  - *Where have all our Yankees gone?*
  - Non-fiction books about what athletes did after their playing days were over
- Golf, ski, water sports
- Family
  - Wife
  - The Originals: ages 22,25
  - The Do-overs: ages 4, 21 months

Guille Eraso
Manager, Administrative Services, Northrup Grumman Corporation

Capabilities
- Produce business, communications and marketing tools
- Locations throughout the U.S
- Media services
  - 3D animation
  - Video production
  - Graphic design
  - Photography
  - Multimedia
  - Web Solutions
  - Collateral Materials
  - Presentations and Displays
- Business services
  - Workflow Solutions
  - Proposals and Reports
  - Print Services
  - Event Support
  - Scanning and Document Management
  - Engineering Support
  - Records Management
  - Mail Services

3D animation

- o User interactive 3D environments
- o High definition video
- o Information display kiosks
- o High resolution illustrations
- o Visual manufacturing
- Video Production
- Graphic Design
- Photography
- Multimedia
- Web solutions
- Collateral materials
    - o Trinkets, posters, logos, etc
- Presentations and displays
- Proposals & reports
- Print services
- Event support
- Engineering support
- Records management

Managing Change Successfully: Making a Difference through Communications

Sara Roberts, Roberts Golden Consulting, Inc.

Roberts Golden Consulting
- Enabling change and unleashing great performance
- Why organizational change management is important to your success

Why talk about change management?
Significant change can affect productivity and morale due
to a loss of familiarity, control and empowerment at the individual level.

Impact of change on people
- If I ignore this, will it go away
- Will I have a job?
- Who will I report to?
- How much does this change what is familiar and easy for me?
- Will this impact my compensation?
- Will my role change? How? Will I like it? Will I have to do stuff I hate?
- Do I have the skills? Will I have to upgrade my skills or knowledge?
- Will I need to do this to fit in?
- Does this really matter or make a difference from my perspective?

What will it take to make change?
- Change or die. 90% of people can't make the lifestyle changes necessary to save their own lives.
- One doctor researched why. Got them to quit smoking, change diet, meet with psychologist, take up meditation and yoga, had personal coaches. Recast the need for change to the joy for living. Worked with patients for a year. Three years later 77% still following healthy protocols.

Keys to successful change
- Re-frame the issue
- Engage them
- Give them constant guidance
- Work right alongside them while they're making the change
- Ensure accountability for new behaviors

Why change initiatives fail

Lessons Learned – Why Initiatives Fail

Resistance to Change	82%
Inadequate Sponsorship	72%
Unrealistic Expectations	65%
Poor Project Management	54%
Case for Change Not Compelling	46%
Project Team Lacked Skills	44%
Scope Expansion/Uncertainty	44%
No Change Management Program	43%
No Horizontal Process View	41%
IT Perspective Not Integrated	36%

Change Management Areas
Non Change Management Areas

Source: Deloitte Survey

ROBERTS GOLDEN

- Lack of change management planning is the biggest factor
  Soft stuff is the hard stuff
- If you don't plan for change, the effort will fail

Change efforts can succeed
- Commit to full support and predictability for the change
- A lot of hand-holding is required

Within the next ten years, the ability to effectively manage change will be the number one necessary skill required of all business professionals.

Keys to Successful Change Management

Know the right time for change
- Time periods of stability within periods of change
- Cannot be in constant change process
- A company needs periods of stability to regroup and regain energy

Designate a Change Guardian
- An executive who has a finger on the pulse of the company or a cross-functional change council
- Have a birds-eye view
- Ensure initiatives are prioritized and aren't competing

Assess the degree of impact: estimating and prioritization guidelines
- Mega
    - Involves major change across one or more business & technology dimensions (organization, process, application, technology, data, facilities, etc.)
        - +70% employees impacted
        - +32 hours of training / practice time required prior to implementation
        - +3 month learning curve to achieve mastery level
        - +6 months of sustained communication needed
        - 3-6 months to fully operationalize (e.g. stability and enhancements)
        - +3 months of intensive, sustained floor support needed
- Large
    - Involves significant change across one or more business & technology dimensions
        - 50% - 70% employees impacted
        - +16 hours of training / practice time required prior to implementation
        - 2 - 3 month learning curve to achieve mastery level
        - 3 – 6 months of sustained communication needed
        - 1 - 2 months to fully operationalize and stabilize
- Medium
    - Involves moderate change across one or more business & technology dimensions
        - 25% - 50% employees impacted
        - +8 hours training / practice / coaching time required
        - Up to 1 month learning curve to achieve mastery level
        - 1-2 months of sustained communication needed
        - Up to one month to fully operationalize and stabilize
- Small
    - Incremental change across one or more business & technology dimensions
        - Minimal employees impacted
        - Minimal training / practice / coaching time required

- Minimal learning curve to achieve mastery level
- Requires 1 month of intensive, sustained communication
- 5 days or less to fully operationalize and stabilize

"E" Employee Framework
- Engage: Influence attitudes, build credibility, and make connections across the company
- Enable: Provide the skills, tools and environment for employees to do their jobs effectively
- Ensure: Accountability at all levels and reward & coach performance
- Empower: Provide employees with the latitude to make decisions that benefit the customer and the organization

In order to:
- Convince of value
- Feel confident they can make the change
- Ensure they're capable
- Feel continuously supported during and after change process
- Maintain and sustain change

Change Curve: How People Transition Through Change
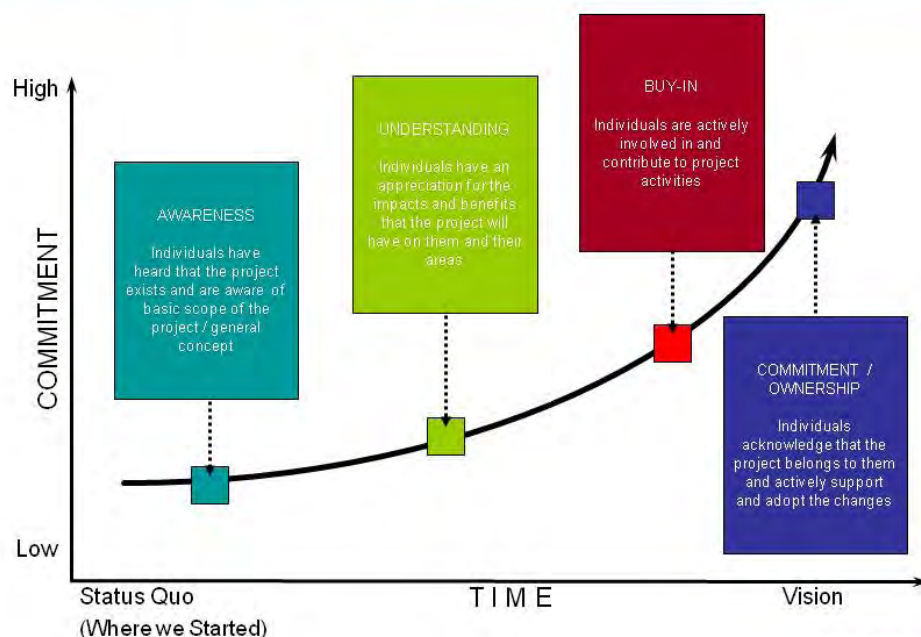
Engage your people
- Know your audiences—get a handle through stakeholder analysis and understanding what they are thinking
    - How is it going to impact me?
    - What's in it for me?
    - Is there a role for me?
- Establish a sense of urgency with them
- Communicate a compelling vision & strategy

Engaging stakeholders appropriately: 7 questions
1. Who are the individuals or groups that need to be considered or involved at some point in the process?
2. What is their importance to the ultimate success of these efforts?
3. How can you uncover their concerns, issues and potential contribution?
4. If they're opposing the change or refusing to engage with you directly, is there someone who supports you who could provide a better link? Who are the key influencers?
5. What methods of involving and informing stakeholders would help you strike a balance between efficiency and inclusiveness?
6. Who are the losers, meaning the people who will have to give up positions, or people, or a valued way of working?
7. Who are the winners, the people who will gain the most from the change?

Getting a handle on your audiences: getting down and dirty in the trenches
- Not just about doing stakeholder analysis in a room with other project team members; also have to roll sleeves up and engage with the stakeholders
- Focus groups, interviews, surveys, workshops, on the job observation and discussions
    - Find out where they are and what's important to them
    - Determine timing, ability and willingness for stakeholders to adopt the changes
- Preparation is key to having successful change efforts

Assessing for change readiness: change enablers
- Sponsorship: champions who support the change
- Case for change: the need for change exceeds its resistance
- Vision: The desired outcome of the change is clear, legitimate, widely understood and shared; the vision is shaped in behavioral terms

- Commitment: Stakeholders are strongly committed to invest in the change, make it work and demand and receive management attention; stakeholders agree to change their own actions and behaviors to support the change
- Change integration: Changes are integrated with other key initiatives. Processes are in place to capture early learnings and transfer them throughout the organization
- Communication: Plans and resources are in place to communicate the changes and their timing and impact; appropriate channels have been identified
- Training: Plans and resources are in place to train impacted stakeholders in new roles, systems, processes, etc.
- Systems and structures: Foundation and practices are in place to complement and reinforce the change (Measurement, Rewards, Org Design, IT Systems)

Management does not always accurate perceive the readiness of their organization for change.

Why does there need to be urgency?
- Recent Harvard research shows that an organization with *100 employees must have at least two dozen people* go far beyond the normal call of duty to produce a significant change.
- In a company of *100,000 employees, the same is required of 15,000 or more*.

Raise the urgency level
- Show others the need to change: help them see, touch, feel
- Make the message tangible: emotions, not just numbers
- Stop senior management "happy talk": put more honesty out there
- Talk about the rewards of capitalizing on the opportunities
- Highlight performance gaps
- Use customer and shareholder testimonies

Communicate, Listen, Repeat
- Use a combination of tactics to engage stakeholders
- Have stakeholders participate all throughout change efforts
- Give them meaningful roles

Impactful ways to engage stakeholders
- Face-to-face
  - Meetings
  - Conversations

- Small groups
    - Advisory councils
    - Project teams
    - Task forces
    - Focus groups
    - Brown bag lunches
    - Discussion teams
    - Online real-time workgroups
    - Group town halls
- Large groups
    - System-wide networks
    - Webinars
    - All-hands meetings
    - Interactive website
- Small or large groups
    - Conference calls
    - Video conferencing
    - Instant messaging
    - Voicemails
    - Social networking
    - Training

Communication of the Vision
- Use simple, clear language
- The most important thing to remember about communicating a new direction is that it's most powerful when communicated through behavior.

Enable and empower your people
- Increase training
    - Provide the right training
    - Provide it just-in-time
    - Follow-up support on the job: coaching is essential
- Enable decision-making
    - Help more people become more powerful
    - Provide employees with flexibility and latitude to make decisions that benefit the customer and organization

- Direct your rewards systems
  - Performance appraisals
  - Compensation
  - Succession planning
  - Promotions
- Reshape your culture
- Redefine roles and responsibilities so that managers oversee the larger processes rather than detailed work activities
- Develop people rather than supervise them
- Align your systems to the vision

People will change if they believe it's in their best interests.

Maintain and sustain change
- Take baby steps
- Don't declare victory too soon
  - Efforts can start to fizzle after first success is declared
  - Changes in culture can take 3 to 10 years
- Ensure results: accountability is the name of the game

Chunk your efforts
- Don't throw too many changes at your stakeholders all at once
- Commit to not moving forward with next phase until you've reached defined levels of adoption
- One bite at a time

Make people accountable at all levels
- Build structured ways to talk to your people often
- Understand what's working and what's preventing them from doing things the new way
- Use the same stakeholder engagement methods you were using during the change
- Do evaluations every 90 days to see if the changes are sticking
- Measure and manage – look at it 3 ways – activities, adoption & business results

Key Takeaways
- Orchestrate the ebb and flow of change in your organization
- Make managing change in a systematic way a priority for your initiative.

- Remember the Four E's –engage, enable, empower & ensure—need to go beyond engagement
- Don't think of this as an initiative; develop the competency so it's just part of how you do business

If you think you're too small to make a difference, you've obviously never been in bed with a mosquito.   –Michelle Walker

Q&A
How much time do you spend on this process for a change that is small and doesn't that great an impact?

If change is mandatory, you still need buy-in. Can go through a rapid planning session, where everything is truncated, but not eliminated. Still need to communicate and provide tools to make the change easier.

Once you are underway with the change process, how important is it and how often do you report successful change?

Good rule of thumb: make sure you communicate a minimum of every six weeks. Here's what we've accomplished so far…here's what's coming next…what the challenges are…etc.

What's Next?
Understanding Video's Evolving Role in Business Communication
Steve Vonder Haar, Interactive Media Strategies

Interactive Media Strategies is a market research firm that looks at how online media can be used to enhance corporate communications.

What's next? What is really innovative in today's webcasting world?
First hint: It's not this!

- Standard template works great for a very limited list of applications.
- Good first step, but only scratches the surface of video's potential.

A little history lesson…
Driving forces of early technology adoption

- Self-contained presentation modules fit needs of early business adopters of online video
- Live events replace existing corporate meetings
- Linear ROI from cutting travel costs
- Best for big companies needing one-to-many communications

Initial growth in webcasting driven by iterative adoption of video technologies
- Perceived effectiveness fuels demand to use more webcasts
- New demands emerge on the workers, budgets and infrastructure needed to grow rich media deployment
- The stages of corporate multimedia adoption
    - Awareness
    - Investigation
    - Selection
    - Implementation
    - Exposure
    - Increased awareness
    - Cycle renews
    - Further adoption

Experience translates into usage: the longer a company uses online multimedia, the more their usage increases. Organizations still are not leveraging video capabilities as much as we could.

Ultimately, webcasting will hit a wall
- Only so many events fit model
- A finite demand for "Webcasts from the Mountain Top" exists in most corporate settings
- How many professional-looking webcasts can be produced in a year?
- Successful communicators need to follow a different path

Key barrier to broader video adoption: Video is perceived as a medium
- View video in terms of living room entertainment
- Business video only as a forum for one-to-many live events
- Sell the technology short

Video should be viewed as a new type of data
- Breaks free from confines of the traditional multi-box webcast
- Video emerges as an element that can be woven into a range of end-user experiences

- How can our approach to video change if we no longer see it solely as a one-to-many medium?

Example: Speed product review process
- American Sporting Goods Corp
- HD video to streamline product development
- Put tooling for new shoes on web; could change tooling in China without going to facility
- Before they assemble the shoe, make samples with glue and put them online in HD for approval
- Send samples to prospective buyers for approval before manufacturing is done

Proliferation of video inputs set the stage for even more creative applications
- Document cameras, Flip-phones, Webcams, Camcorders, Etc.
- Video sprawl creates more raw material for usage online
- Not everything has to be high-quality, depending on the application
- The new pen and paper
- Must anticipate and tame the impact of multimedia sprawl

More points of content creation
- Webcasting evolves into video publishing, analogous to desktop publishing
- Over time, larger share of employees will have tools and talent to create their own multimedia content
- Employees develop informational resources integrating multimedia; shift away from events
- Harness the power of the democratization of multimedia
- Won't make video as well as you do, but they may have better access to content

Barnes & Noble studio
- Launched in March 2008
- Video presented in portal and integrated throughout the retailer's site
- Draws 7 million viewers per month
- Produces range of content

B&N expanding sources of video content
- Author interviews
- Profiles of avid readers
- Behind-the-scenes content on book production
- Entertainment events at stores
- Blogging booksellers: video snippets from in-store sales people

- Polar opposite of highly produced video
- Send out flip cameras to selected stores
- Ask them to log once a week for one minute about anything they want to related to their business
- These are passionate people and they know a lot about books and readers
- They send back the files through Really Simple Upload
- B&N post them as-is
- Wonderful glimpse into the diversity of the stores across the country
- Helps demonstrate the expertise and customer service of our local stores

Video's versatility grows as number of prospective venues expands.
Even when video is not the star, it can enhance online experiences.
- Embed videos in corporate sites
- Send via e-mail links
- Development of video white papers
- Public syndication
  - Facebook
  - YouTube
  - Twitter
- Partner syndication
  - Support for reseller channel training
  - Product information for selling via channel partners
  - Providing flexible video content to media outlets
- Key: making video more flexible than it's ever been before

Intel example
- One-time online press room
- Packages video for use in formats other than standard TV reports
- Broadens set of media outlets that leverage content generated by Intel
- Focus on journalists and customers both
- Two approaches to video content
  - Broadcasters (b-roll, news releases)
  - Casual viewers
- When we post video, we want it easy to find and accessible
- Put same video in press room and YouTube
- Available for comments or grabbing

Democratization of multimedia creates challenges for corporate communicators
- Have to look at video in a whole new way
- Augment tradition use by integrating into a range of business communications
- Publishing metaphor is key to creating new uses for business video
- How can video be used to deliver a corporate message faster, cheaper and with more vitality?

Making sense of video chaos: advanced software applications must be the centerpiece of any corporate strategy to harness the power of flexible video.
- Content management
  - Portals, embedded links, syndication
  - Getting right content to right viewers
- Audience tracking
- Intelligent network routing
- Security
- Integration of Social Media applications

Utilizing Social Networks: Northwestern Mutual example
- Use our customers to tell our story
- Use all the popular networking sites

Key trends in business video innovation
- Video is a type of data, not a medium
- Two key forces behind video proliferation
  - More sources of video content than ever before
  - More venues for video to add value
- Democratization of multimedia expands the scope of viable application (video publishing)
- Good software is needed to fully leverage the growing flexibility of video-laden communications

Comments & Q&A

Democratization is a road we're trying to go down. We're more concerned about security and governance than we are the technology.

One thing we've been able to do is use detailed metrics with some of our other platforms in a way we've never been able to do before: better content, more targeted content.

Statistics don't lie. They're more reliable than a pat on the back.

I've never gotten a video that I haven't had to edit. Does non-editing really work for Barnes & Noble?

End user has some very limited editing capability for ins-and-outs. They just review for content, upload and post.

Transition to HD: A Challenging/interesting Journey

Steve Snyder, State Farm, Moderator
Dan Pryor, Safeway
Alan Langford, JCPenney

Steve:

Multiple touch points

- Studio acquisition
- Field acquisition
- Post production—video & audio
- Delivery

Implementation

- Implemented one area at a time
- Tons of SD monitors everywhere
- Have to down convert a lot of programming
- Getting HD content back and forth to post house can be a challenge with formats and file sizes
- How to do live network interviews in HD

Dan:

We're about in the middle of our HD transition

- Changing out the guts of the broadcasts studios first
- Split formats: can do HD or SD
- Just purchased our studio HD cameras (Sony)
- Working on edit suites now
- Field cameras are not yet converted

One thing I would have done differently: I would have started with field acquisition first

- A dilemma now for switching from 4x3 to 16x9
- What format of HD you decide on is another issue
- Distribution will be another challenge
- Want to make sure acquisition is at highest level for the longest period of time
- Historical footage may become useless

Alan:

We started about 2 years ago

- Started with field acquisition
- Studios were about 15 years old; needed to replace it all or close the doors
- Made sense to convert to HD
- Acquire everything HD, but distribute on standard at this point
- No equipment in the field for distributing HD

Steve:

Interesting issues

- Why HD—political issues
  - For streaming actually looks better to start with SD than to downgrade HD
  - But HD footage has shelf life for future applications
- What HD format/frame rate
- SD delivery channels
- Legacy SD content—stock footage, etc.
- SD-HD, HD-SD conversion
- File format flipping
- Lighting and staging can be challenging because of the detail medium offers

Dan:

- Needed to replace equipment anyway
- Wanted to equip for the future
- Have replaced 60 or 70 store display units so far
- Executives also concerned about HD
  - Don't want the face detail that HD offers
  - Many execs 50+ are uneasy
  - HD make-up artist needed
  - Technology available to soften faces without blurring the rest of the image
- Anytime we're in the field, we have been creating a lot of B-roll in HD so we'll have it ready when we need it

- We do a lot of remote broadcasts. Have put in HD units; pictures are beautiful; looks like you're in a studio.

Alan:
- Quality is amazing; almost too good
- File formats is a big issue for us right now
- Live broadcast, point-of-sale, IPODs, etc.
- Encoders stay busy cranking out all these formats

Steve:
Even more interesting issues:
- Tapeless workflow
- Storage needs—need an incredible amount. Told IT we would need 50 terabytes next year.
- Closed captioning—a corporate
- PowerPoint
- Blu-ray
- AFD—Automatic Format Description
- Dialnorm—dialogue at pre-determined level. Some networks won't take programming without this.
- Lip-sync—how much delay for broadcasting

Dan:
- We have 8 terabytes from Omneon, and we keep adding on to that
- All components from a show are archived together, whether print, graphics or video. Can all be reloaded into the system.
- Automated encoding for various data formats needed.
- Use to have 3 or 4 different repositories; moving to just one, powerful enough to handle the speed of HD
- Wish we could archive on Blu-ray (Sony, are you listening?)

Alan:
- Tapeless workflow, but it's not seamless yet
- Six avid systems; 30 terabytes storage
- Looking at options
- We do close captioning with SD; haven't done it in HD yet
- Our router allows us to adjust the delay on any stream for lip-sync so we haven't had a problem with this.

Steve:

And even more interesting issues..

- Training
    - Lighting for HD
    - Make-up
    - Framing
    - No more checkered shirt worries; colors and patterns don't cause problems

Dan:

We haven't done a lot of these things yet. Can we have the name of your consultant?

Alan:

- We've been playing with air brush make-up
- Looks really nice
- Can still have issues with "checkered shirts" if not all distribution is in HD

Steve:

Now versus then:

- Started with HD field acquisition in 2006
    - Only 720p available
    - Tape based gave us time to work with HD w/o changing our workflor
- Studio HD rebuild in 2007
    - Purchased 720p/1080i/1080p cameras
    - 720p/1080i switcher
- IDL studio rebuild in 2008
    - Cheap 1080i cameras
    - B-Pix video switcher
    - Incredible for the dollars
- Much cheaper prices for HD equipment. 3G cameras with stunning images.
- Much cheaper non-tape storage (SCHC)
- 2TB hard drive for $200
- Multiple format support on same edit timeline
- Much easier now to make this transition

You've all mentioned Avid as your editing format. No Final Cut Pro?

Steve: We actually use both. If you've already invested in Avid, it's more expensive to switch. More Avid editors out there. Starting out fresh, either one will do an incredible job. We want to be edit platform agnostic. Let editors choose what they work in.

Dan: We're an all Avid house at the moment. Now that we've switched to Omneon, we're going to introduce Final Cut Pro (Mac format). Avid's support philosophy is limited. We'll use both going forward.

Alan: Very similar situation. Lot of experienced Avid users. But new editors coming up are all Final Cut.

I've been fortunate enough to have seen all three of your facilities. Can you ballpark cost for HD conversion?

Steve: About 3 million for us. Could do it now for considerably less. We were an early adaptor.
Dan: About a million over 3 years; 3 to 4 hundred thousand a year.
Alan: Replaced pretty much everything. Spent a bit over 7 million dollars.

Gold Partner Videos

Alpha Video

Integrate a wide variety of video solutions

- HD
- digital signage (CastNET)
- presentation technology
- streaming, conferencing, IP technologies

Crews Control

- Showed client testimonials
- 16 of the 25 companies represented in this room are our clients
- Thank you for making us look good

Keystone (formerly Globecast)

Private global messaging and communications

- Your message anywhere. We get it there. In the office, at home, on the move.
- Secure interactive video network.
- Live or on-demand
- Satellite and IP solutions
- End-to-end support

Kontiki

Video is the great promise for delivering content

- Democratizing communication
- High-quality video to everyone in the organization
- When they need it at DVD quality
- Focus on message not medium
- That's what Kontiki is all about. Ask our clients.

Maslow Media Group

Crews/staffing/payroll

- On your production, not your payroll
- The people make the project
- Contract
- Fulltime
- Production management
- Your vision; our people

Media Service/Crewstar

What does service mean to you?

Make job easier

Save time or money

Stay ahead of competition

Improve productivity

Reach new goals

Customers' responses to these questions have determined what we do as a company.

- Production accounting, payroll and software
- Showbiz software production tools
- Seminars

TeamPeople

People your team with TeamPeople

Management Topic-Go-'Round
Bill Wimsett, Mayo Clinic, Moderator

I have a new boss—my boss's boss—brought in from the outside. He comes from a different company with a very different culture. What he wants and asks for sometimes are very contrary to our culture. For example, record events that we don't record because the execs don't want us to. I hate to keep saying no. How can I work with him?

- We go through different management a lot. Most of them know nothing about what we do. We go through a big education process with them. Shock therapy until they get it. Don't give up until he sees the light.
- If you get a request for a service you don't offer, you may want to add that service.
- Gather anecdotal data from others, so it's not just you saying no. Give him facts and data.
- Find a way to say yes, but…

In this economy it's a big challenge to work with our tax department to get tax benefits for the work we do. I know there's a lot of money being thrown around from the stimulus; have any of you been able to get any of that?

- What I'm hearing is that the hoops you have to jump through just to get to the proposal process is overwhelming.
- We've gone after some of the state stimulus package money. I found that a lot of it had already been earmarked. Very little of it is media related; most is construction and infrastructure projects.

Interested in strategies for co-existing with user-generated content. Bullet point, PowerPoint solution for corporate communications.

- Yesterday I was at conference about social media in the enterprise. A topic was flip camera vs. full production. I think they can co-exist. Most of the people at the conference—communications people but not media people—said they have cameras and use them for content generation. Works well for web postings, but not for legacy programs and big screen.

- We have been using flip cams. We send them out to the field, and the sales reps buy them, and use them to talk about what they are doing. We build a frame around it and we get great content and everyone is thrilled about it. On the other hand, I had to stop a flip cam crew from interviewing the CEO.
- We draw the line at cleaning up the mess. We won't edit it and try to fix it. Trying to find the best way to say no.
- We've had the same policy; I encourage you to hold the line at not editing. I agree the flip cam has a role, but it's separate from what we do.
- I think that's a valid position, but what happens for us is the flip cam guys are out there getting content that we should have gotten, and it's crap. And we can't go back and get it.
- It's another tool. We will edit it. Look at the purpose of the media before you reject it.
- You need a policy and practice set up within the company about guidelines, when it's appropriate to use them.
- We actually got our own flip cam and checked it out to people who wanted to use it. Once the novelty worn off, usage has dropped off considerably.
- We've seen an increase, not a drop-off. We can't stop it, so we're trying to figure out how to embrace it. We're trying to help them get better at what they do by offering tutorials. We're hoping to up the quality of what they're shooting, and maybe we'll be able to use it.
- We've set basic standards and evening and weekend seminars to get better quality. (Public access television.) Our quality has improved dramatically—which is good, because we have no choice about using what they produce. (Bob Thomas is willing to share these training materials with other CMMA members.)
- There's a management strategy here. It can actually offload some work we shouldn't be doing anyway. Example: quality of cafeteria food. You go get the footage; we'll post it. We can own this crisis if we cooperate, but manage the process.

I had an acquaintance who interviewed for a position and was asked to pull up his Facebook page during the interview. He refused and didn't get the job. Do any of you do this now—ask candidates to show their Facebook page?

- We do a lot of interviewing (TeamPeople), and we do a lot of background checking, including Facebook. We wouldn't ask the person in an interview, however.

- We use any and all opportunities to learn about our candidates to avoid embarrassments. We do credit checks, background checks, and social media sites. But we would never to it in the interview.
- We look them up before the interview.
- I think that interviewer was out of line—bordering on illegal.

We've tried to inspire innovation within our group. At our staff meetings, we rotate 10-minute presentations on something innovative. Then we give out a quarterly award for innovation, but most quarters we don't award one. We're too busy to think about innovation. Do you have any effective ways to inspire innovation?

- We're not good at doing this right now. But we used to have forward-thinking Friday. Rule was we could not talk about any current projects; only future stuff. It was very effective.
- We have a very strict corporate structure; people are too worried to be innovative. We established committees with representation throughout the company just to talk about innovative ideas that have impact through the organization. It allows us to open our minds; nothing is off limits in the conversation.
- We've had similar issues trying to get people to be innovative. Go back to your team and ask them why it's not working. It may be because of time, but make sure there aren't other reasons.
- The excuse I hear from some companies is that they don't have the right culture. Google is the model for example. Google was present at the conference, and they said they didn't think it was culture. Rather, they had a process that really supported innovative ideas.
- We do too much electronic communication. Need more face-to-face contact to foster innovation. We now have email free Fridays where we are not allowed to email anyone within our own group. Had to seek the person out.
- Innovation was on the scorecard for us with one of our clients. We got into arguments about whether something was innovative or not. Need to manage expectations.
- Our company has struggled with innovation like many of yours. Keys to success: exposure, pushing it down to the lowest level, innovator of the year award. Last year award went to a security guard who now has over 300 patents pending for the company—just by asking people what their pain points were and finding solution.
- If you put too much structure around innovation, you can squelch it.

- We have a program that we call Three Days in the Field Forever. Each of our team members have to spend three days in the field working side-by-side with someone in the field. It's amazing the ideas they come back with.

We're a department within a much larger organization. Do you soft-sell your services to the rest of the organization? How, and with what results?

- I started our multimedia group; spent the first two years sitting down face-to-face with department leads building the business. Now we turn work away.
- Created a demo reel. Enhanced our website. Face-to-face is most effective. You need a multi-faceted approach.
- If you're in a newer department, you may need to go knock on doors. Once you're established, strategic alignment becomes much more important. High value, high return projects that you know about well in advance. But keep some capacity for things that come in as the business changes. You can put yourself out of business by doing busy work.
- I agree that strategic alliances are critical. I go to budget meetings and make sure we get included in the budgets. I attend all the event planning sessions—even if we're not asked to bid on the work. I tell them I just want to make sure they get value for the money. They start to see me as the expert, and many times we get the work the next time.
- We have posters all over to get our name out there.
- Open houses can be a great idea. But instead of us being there, we had our customers showing off what we did for them—far more effective.
- Kid-to-work day is great for us. The studio is always part of what the kids see, and we get exposure to a lot of execs that way.

We often talk about metrics and ROI. What are you doing for metrics, especially in new media?

- Every time we do a job, I compare our pricing with agency pricing to demonstrate savings.
- For streaming, we look at who attended and the time it saved them to attend that training format.

- Getting metrics is so much easier now with the technology we have available. We used to track just how much media we produced. Then we moved to number of clicks on a webcast; how long they stayed. Now we're looking at who registers, so managers can track whether the training had any effect. Every time we go to the next level, we get more strategically locked in with the organization.
- Don't be afraid to tie metrics and marketing together.
- Make you clients look good with your metrics whenever you can.
- We do a lot of metrics. Some interesting recent ones. Company sets priorities, and we track which of our projects fit within those top priority items.

Does anyone have metrics that tie your work to sales?

- Anyone in our company who has a million dollar proposal can ask for a video message from the CEO. We have a 48-hour turnaround time to script and make the video. We track results of those sales to demonstrate the value we added to the proposal process.

Successful Change Communication

Claire Leheny, Melcrum Inc.

Melcrum Inc.
- Publish best practices in internal communication
- Train internal communication professionals at all levels
- Research and benchmark all aspects of internal communication management for key clients
- The only global resource for high-performing professionals working in corporate communications

Organizations don't change. People change…or they do not.

                                                    -Carol Kinsey Goman

Your role in driving change
- Leaders need your help
    - Trust levels are at all-time lows (Edelman, 2009)
        - In '08 58% of respondents said they trusted businesses to do the right thing
        - In '09 dropped to 20%
        - Numbers even lower for trust in what a CEO says
    - Engagement is suffering
        - Employees have retrenched
        - Invested in doing work, but not engaged
        - This is a problem: engagement and productivity are linked
- You serve as the trusted link between employees and leaders
    - Communicators have more respect than ever before (Melcrum, Februrary 2009)
    - How do we harness this trust?

The Great Divide
- Leaders
    - Power makes people do strange things
    - Fallacy of centrality
        - Leaders think they know more about the organization than they do
        - Rely on reports, rather than direct contact with people

- Employees
  - Watch every move leaders make
  - Know much more about their bosses than vice versa
  - Interpretations skew to the negative
    - Don't give the leader the benefit of the doubt
    - Take everything personally

These behaviors are amplified during times of uncertainty. People want more communication than ever, and leaders are more reluctant to communicate. Leaders get more and more removed from the people who need to change.

Just because leaders have gone through a lot of change doesn't mean they know how to lead their people through it. It just means they know how to survive.
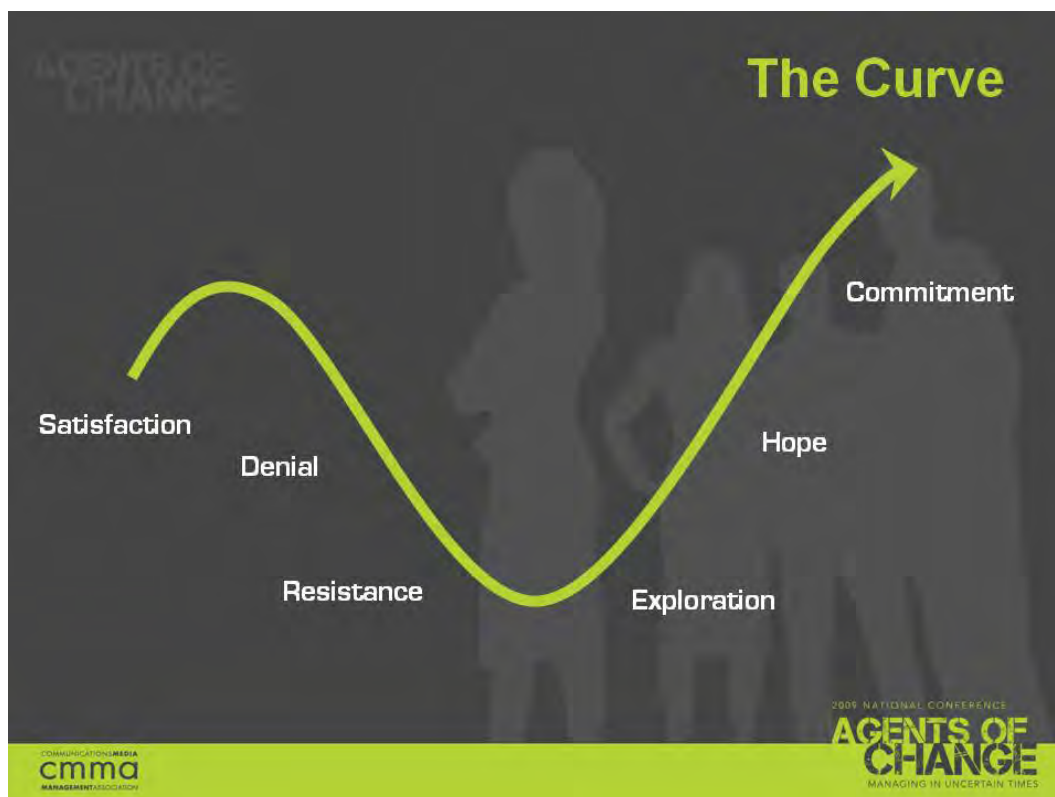-Chris Thornton, Deloitte

How leadership views communication vs. what people want:

Is change rational or is change emotional?

- Change curve
- Different models out there, but steps are similar
  - o Satisfaction/denial
  - o Resistance
  - o Exploration
  - o Hope
  - o Commitment
- The point is change is emotional
- Change is a journey; it takes time

Denial

- Give facts
- Confirm it will happen
- Explain what to expect and how to adjust

Resistance

- Listen
- Empathize
- Acknowledge feelings
- Respond to concerns
- Remind them of the reality—change will happen

Exploration—messiest part of the process
- Prioritize
- Keep focus
- Follow up frequently
- Set short term goals
- Reward efforts to change

Commitment
- Long term goals
- Team building
- Reward and celebrate success
- Look forward

The type of communication that works best for each of these phases varies.
- Range from formal to informal.
- Face-to-face is always best for the difficult conversation.
- Large scale listening activities, such as town halls, have their place
- People need to be heard

One conversation at a time
- Listen and respond; then listen some more
- Examples
  - Renault trucks' use of World Café
    - A nose-dive in '08
    - People rotate among tables, answering the same question at each table with different people each time
    - Power of the emotive question: *When was the last time you felt pride in Renault, and what can we do to make you feel pride again?*
    - One interesting outcome: Top performing salesperson wanted recognition from CEO. Got a personal note from the CEO.
  - Nokia blogs
    - By-weekly monitoring of all employee blogs; write a summary for senior executives
    - Informal media-monitoring "listening"
  - IMF
    - Good conversations with poor follow through
    - Needed to downsize, even before the financial crisis
    - Very interactive process
    - People who stayed gave a lot of feedback about what they wanted for career development. Put on a shelf and nothing happened.

Don't make promises you can't keep. Start small. Do one thing at a time. Manage expectations. Pick things that will make a difference.

CEO's responsibility: set the context for the change

- CEO communications are more effective is they are context-orientated, rather than simply content-orientation.
- *Why* and *How*, not just *What*.
- Direction by declaration (content) vs align through engagement (context)
- Vision (content) vs. Values (context)
- Making transactions (content) vs. building relationships (context)

Exercise

A useful exercise for change both large and small:
Think about a change that you want to take place for you, personally or professionally. Or a change you want your team to make. Rather than focus on the result you ultimately want, frame it in terms of what you're going to do more of and less of. Explore what the change means in terms of different behaviors.

Do more of: Do less of:

Gaining Change Skills: "Who Moved My Cheese?" Part Two
J.T. Knudsen, Red Tree Leadership & Development

What is change?

- In the *Who moved My Cheese* movie, Haw is the only one who changes, who innovates.
- Who in the 4 characters in the movie is the leader? No one. There are no leaders. It's not a story about leadership; it's a story about failed leadership.
- Sniff and Scurry are individuals, but they are also a team. Neither could succeed without the other.
- How do you use the story to teach leadership?
- Haw
    o Uses incentives: Here, try some!
    o Better to be trying that to do nothing.
    o Wouldn't you rather do what I'm doing than not have a job?
    o Does not work with Hem; leadership fails
    o He speaks kindly; he encourages; nothing works
- This is a great story for individual change. How to change yourself.

How do you get people on-board?

- There has to be a way to communicate change and get people to own it for themselves.
- 75% of change initiatives fail
    o Failure to meet objectives, results
    o Reverting to the old way
- Typical reaction is "Give me more!"
    o More time
    o More effort
    o More money
    o More resources
    o More people
    o Result: more panic
- Button that should be pressed is "How"
    o What options to we have
    o What do you think
    o What's holding us back
    o What can we do
    o Do we have a clear vision of where we're headed

Simple is better
- The more simple and clear you can be, the better
- When is change a good idea: when it's *my* idea
- How do you get it to be their idea?
- How do you get them on-board: ask questions

What does On-Board really mean?
- People are on-board when:
    - What they want lines up with the company's needs
    - They are engaged and spending their time on things that matter
    - They communicate positively with each other about their work and the desired outcome

Get *who* on-board *what*?
- Every company has a strategy
- Nearly every strategy requires *change*
- People have to change

Exercise
- Write down the 1-3 most important business objectives for your department or organization
- How many of those objectives require people to do something differently?
- How important is making this change to the organization on a scale of 1 (low) to 10 (high). How important is making this change to you? How would the people who report to you rate this change?
- How actively are people in the organization working to make that change happen—1 to 10 scale?
- What is the size of this change for the organization? Small, medium, large, extra large?

The Red Tree Change Model
A consistent way to understand, diagnose, and measure change

Four areas of change
1. Status quo
    a. Reality is that it's not where we need to be
    b. We decide we need to change

2. Zone of disruption
    a. Low point
    b. Resistance, complaining, whining
    c. Lack of productivity
    d. Until people have jumped on board, any training you give them will need to be repeated. They are not paying attention.
    e. People don't know what to do
    f. At the bottom of the curve, there's a point of decision
        i. What are the 2-3 things you could do to help people decide?
        ii. You have to be ahead of your team. You have to change first.
        iii. People have to see how things could be better
3. Zone of adoption
    a. New actions & behaviors
    b. Now learning takes place
    c. Teamwork becomes possible
    d. What could you do to help people adapt to the changes?
4. Zone of innovation
    a. People own the change
    b. Add to the change
    c. New results
    d. What could you do to help people innovate?

Need to know where you are on the change model.
- Worst case: people never embrace the change and may not even return to the status quo.
- Best case: people choose to change quickly, and the Zone of Disruption is reduced in impact and duration. Lasting, widespread innovation continues to deliver improved results from the change.

Change Competency
Most companies think they are good at change
- *We hire people who are skilled at change.*
- *We deal with change all the time. It's not a problem.*
- *Change is what we do*

However, research shows…
- Employees who say they understand why the company is changing: 46%
    o After change is announced and town hall meetings have been held
    o During the point of disruption in the change model

- Employees who think the change requires them to do something differently: 32%
  - *I do what I do really well, and there's no reason for me to change.*
  - *I've around for a long time; I know what I'm doing.*
  - *We go through change all the time.*
- Think the change will make things better or worse for the company: 72%
- Think the change will make things worse for themselves: 88%. This is why 75% of change initiatives fail.

Companies don't change; people do.
If change is not happening, you have to focus on individuals, not teams or the entire organization.

Typical approaches
- Elaborate planning
- Detailed timelines
- Memos, emails, meetings
- Waiting to see improvement
- More meetings to figure out what's wrong

Focus less on strategy and more on people
- Do people understand what's changing and why?
- Do they know how they fit in?
- Do people imagine gaining or losing?
- Is progress on the change being measured, and how? (At the individual level)

Understanding what's changing and why
- Has to be clear from the top down
  - Moving from—Moving to
  - Clear and simple way to communicate the change
- Cascading down
  - In its own custom manner
  - Can't pass it down the same way to each level
- Talking back
  - It will happen whether you're involved or not
  - Better to be involved
  - Give people the opportunity to discuss it, evaluate it, and weigh in
  - Do people imagine gaining or losing?
  - Although most change is dictated, buy-in is 100% conditional on the individual
  - Managers need training in how to lead talking back sessions

- Ownership is everything. (When is change a good idea? When it's mine.)

Communication Strategies: What works?
- Needs to be done at a team level
- Take your Moving from/Moving to statement to the manager
- Manager interprets what that means to the team
- Manager crafts a new Moving from/Moving to statement for the team based on the work the team does
- Team members create a new Moving from/Moving to statement for themselves based on their individual jobs are
- Cascade this way throughout the organization
- All Moving from/Moving to statements go back up to leadership
  - If statements do not support original Moving from/Moving to statement, this is the time to fix it

Can we always find an opportunity in a change initiative?
We sure hope so!

How do you measure success?
- Defining the outcome in a measureable way
- Charting progress

Key Ideas
- Most results require change
- People don't always tell the truth
  - You have to ask the right questions to get them to open up
- Companies don't change; people do

2010 Professional Development Conference

JC Penney
Plano, Texas

May 2-4, 2010
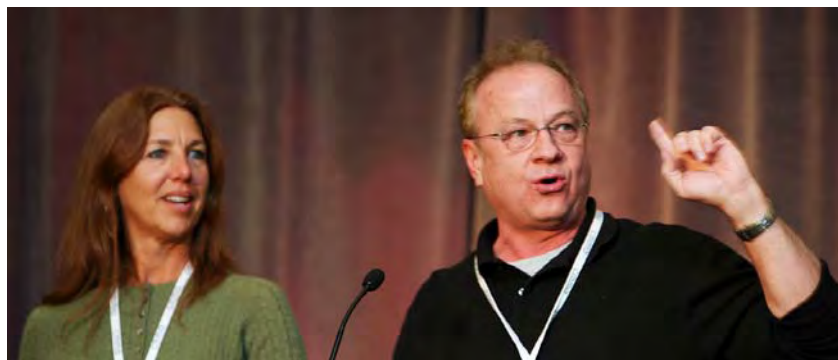**Pre-conference activities on May 1**

2009 National Conference Photo Album

A spectacular setting!

Late arrival Warren Harmon

Jeremy Person in a classic pose

Conference Co-Chairs Robin Martin and Marv Mitchell

Icebreaker: Coping with Change as a Team

President Dan Pryor, Flying Ace Wannabee at the opening reception (Yes, that's snow!)

New members, Membership Director and Executive Committee

Keating Scholarship Winner:
Judy Hubbard's Stepdaughter

Partner Blitz

Partner Blitz

Executive Director Jody Rosen & her team

President's Dinner

The 2009 National Conference Team

President's Award: Steve Snyder
State Farm Insurance

Partnership Award: Randy Palubiak, Enliten   **Award of Accreditation: Chris Barry**   **Award of Accreditation: Arlen Gutenberg**

Double Award Winner Arlen Gutenberg: Social Outtake Award