

2010 National Conference Proceedings



October 3-5
Clearwater Beach, Florida

Conference Chairs:
Warren Harmon, Mayo Clinic, Rochester
Arlen Gutenberg, Mayo Clinic, Phoenix

Photography by Charlie Perkins, Mayo Clinic, Rochester

President's Welcome

So here we are, beginning our focus on the rules of engagement. I'm not a big fan of rules—as a rule—but I'm glad to make an exception in this case.

Engaging employees is definitely a challenge in this uncertain economy. Nobody's job feels all that secure. Yet we need our teams to be fully engaged if the goals of our organizations are to be reached.

*For a business to succeed today, it's not enough for employees to simply be aware of top-line goals. They must understand them, **engage with them**, and perhaps most importantly, be able to clearly see how their roles and day-to-day activities translate into the realisation of them.*

-Melcrum Publishing

I like this quote a lot. I've highlighted a couple of words. Employee engagement is mission-critical for my team at Safeway right now. We are in the middle of officially rolling out our company's new Vision, Mission and Operating Principles. Our vision and mission are better defined than before, and it should be easier for line employees to see how the work they do directly supports Safeway's vision and mission. We're trying to get people to think differently about how what they do every day supports the goal of the organization.



Our roll-out communications are focused on featuring employees who exhibit the values and principles we want to encourage and develop in all our team members.



We have 185,000 employees across US and Canada. How would we communicate with them. We took our cue from the Best Buy true story commercials. (Thanks, Chris Barry!) We're calling ours *Real Retail*. We solicited our management team to choose employees from around the country who have a good story to tell. We had over 300 submissions! We culled through them, of course.

We have about 10 stories completed so far. We call them *Real Retail*. They're very short—about one minute. Each story features an employee who models the behavior and attributes we are looking for in our team members.

The video stories will be used at our senior management meeting to launch the vision and mission. The stories are posted online on both our internal and public websites. We'll use them for recruiting also. I think this initiative will be very effective at engaging our associates with our vision, mission and values.



Another initiative we have that I'm excited about is our *VideoExchange*. I think this has great potential to increase employee engagement. We rolled this out early September, and it's going over really well.

Here's the concept: Create one-to-three minute videos on how to do something better or more efficiently in the store; then post them to our *VideoExchange*. It's easy to use and easy to find the content you want. People can rate videos; comment or ask questions.

So far, our in-house producers are creating sample content. They travel to our stores armed with flipcams. Working with experts at the store, they create one-to-three minute videos with very basic production values demonstrating best practices and great ideas.

Our goal is to eventually set up a template for employees to create these videos themselves and submit them through our new video portal. And, yes, we will screen these before posting them. I think this will be an excellent application for flipcams, but, more importantly, a great tool to engage our employees to become more productive.

There's a really good outside world example of this video concept on *howcast.com*, which is also available as an IPOD app.

At our Spring Professional Development Conference, we talked about motivating change through technology. Flipcam applications have the potential not only to motivate change but also to promote engagement.

As all of us in this room know, effective communication is critically important for engaging employees. In fact, I would like to propose this as the first rule of engagement: ***Effective Communication.***

I've been talking about some of Safeway's video communications efforts—and they are important. But are you aware that 90 to 95 percent of the communication an employee receives comes from that person's direct supervisor?

As leaders, we need to find a way to **get our line managers and supervisors to be communication champions**. They really need to understand and buy in to their role as direct communicators to their teams.

We should **develop a toolkit of resources** these communications champions can use. That toolkit could include tools similar to Safeway's *Real Retail* and *Video Exchange*. But it's much broader than that.

Are our managers and supervisors good communicators themselves? Can they comfortably give a presentation or lead a meeting? Can they conduct effective performance reviews? Are they fully engaged in the organization's vision and mission? Do they model the behaviors the company values?

Obviously, **training is a necessary part** of this rule of engagement. We must train our managers and supervisors on how to use the tools they have available to them, including individual communications coaching if they need it.

Finally, **we must personally model the effective communications behaviors we expect** from our team. That's a tall order, isn't it?

But that's why we have conferences like this—to provide each of us with the professional development experiences we need to become better at what we do. Let's get engaged...and find out what the next rule is!

Keynote Presentation: *Building a Winning Culture*

John Spence

Background on me:

- I don't just shoot in, give a speech and fly out
- I work with companies for weeks or months at a time
- I do a lot of shoulder to shoulder with some of the best—and some of the worst—team leaders in the business
- I learn what works well, and what doesn't
- Read 120 plus business books a year since 1989
- I make a career out of synthesizing things
- I am not a guru... I have a lot more to learn.
- I can put the dots close together for you, but you have to connect them.

3 questions to ask yourself throughout this presentation:

1. What does this mean to me
2. How can I use this idea?
3. What can I do right away?

The number one goal MUST be satisfied customers.

- Internal or external doesn't matter
- 1st factor in increasing satisfaction for customers is: satisfying and engaging employees



$$(T + C + ECF) \times DE = \text{Success}$$

T = Talent

C = Culture

ECF = Extreme Customer Focus

DE = Execution

Talent

- What does it take to be a valued member of a team?
 - Initiative
 - Talent
 - Works well with others
 - Creative

- Proactive
- Passionate
- Excellent communicator
- Ability to focus
- Self-driven; proactive
- Adaptable; embrace change
- Success of your organization directly tied to the quality of the talent on your team
- Guess what: You have to be like this yourself to attract this kind of talent.

What executives worry about:

- Lack of a clearly communicated vision
- We don't have enough courageous communication
- I have some mediocre people in key roles in my organization. We're tolerating mediocrity
- We don't have discipline execution. We talk about it a lot, but nothing changes.
- If execs work on these four, they will make progress.

Five Common Team Dysfunctions

1. Lack of trust
2. Lack of candor (vulnerability). Afraid to admit to confusion, mistakes—or to call others on theirs
3. Lack of commitment
4. Lack of accountability
5. Lack of results

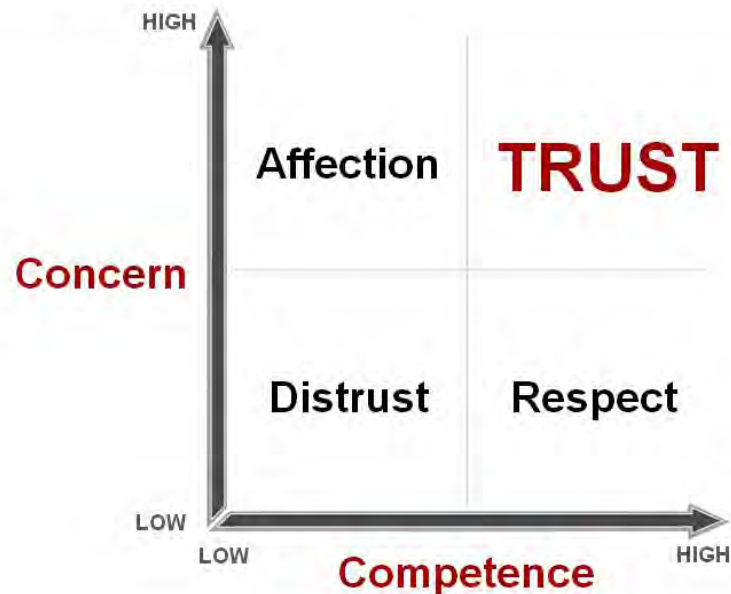
When you look at a team that's struggling, not engaged, not getting results, it's probably one of these five.

How to create a high-performing team

- Need a vivid shared vision
 - A meaningful common purpose that the team has helped shape.
 - Need to have a say in the outcome.
- Clear, measurable goals
 - Goals that flow from the common purpose
 - Compelling goals inspire and challenge a team
 - Give a sense of urgency
 - Have a leveling effect; requires collective effort
- Solid work ethic
 - Every team member works hard, including the leader
- Team trust

- Cannot be coerced.
- Agreeing on goals is the first step

The 4 C's of Trust



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Consistently **C**ommunicate that you are **C**ompetent and you **C**are.

Effective Leaders:

- Incredibly high ego strength
- Humble personally; didn't want the credit
- When things go well: it's them
- When they don't: it's me
- Ask for help

High Performance Team Model

- **D**irection—vivid, clear, inspiring--shared
- **M**easurements—specific, observable, focused
- **C**ompetence—very good at what they do
- **C**ommunication—open, honest, courageous
- **M**utual Accountability—ALL team members. Takes ego and personality out of it. Rigorous about standards, but not ruthless.

- Discipline to do this every day

11 Key Team Competencies

1. Set clear, specific and measureable goals
2. Make assignments extremely clear and ensuring required competence
3. Use effective decision-making processes within the team.
4. Establish accountability for high performance across the entire team.
5. Run effective team meetings
6. Build strong levels of trust
7. Establish open, honest and frank communications
8. Manage conflict effectively
9. Create mutual respect and collaboration
10. Encourage risk-taking and innovation
11. Engage in ongoing team building activities

How does your team score on these 11 competencies? Rate your team on a score of 1-10. Anything below six or seven requires attention.

Hiring Right

Make *Hiring Right* a core competency

- Create a pipeline of talent into your company
- Hire for attitude; train for skills
- Train people how to interview
- Use team interviewing
- Use a focused competency model
- Use numerous types of testing
- Do a thorough reference check
- Make sure they really want to work for you. "Don't take this job unless you passionately want it."
- Hire slow; fire fast

Question: My employees are virtual. How does this model apply?

Response:

Another trust model can help:

C + R + I
SO

Competence + Reliability + Intimacy

Self Orientation

Goal is to score high above the line and low below the line. The “I” is difficult with virtual employees. Need lots of communication, video, videoconferencing, pictures, story. It’s very difficult.

Four Pieces of Paper Tool

- Works well for employee performance problems
 - You and I both know there’s a performance issue
 - On the 1st paper, write down what you’re going to do in the next 120 days. Clear, specific, measurable. Everything you’re going to do
 - Paper two: What resources do you need from me to get this done.
 - Paper three: what do you want if you succeed in doing everything you said you would do. Within the constraints of this organization, of course.
 - Paper four: if you do not do everything on #1 and I do everything on #2, what should the result be? Termination.
 - Meet every week and discuss progress. Lots of people self-terminate with this process.
- An unaggressive way to address issues.
- Requires negotiation; you may not be able to something the employee needs. Then negotiate the goals on #1.

Culture

- Business side
 - Innovation
 - Accountability
 - Urgency
 - Execution
 - Customer focus
 - Ownership mentality

88% leave because of their immediate supervisor

What do people look for in a leader they would willingly follow?

- Credible. Tells me the truth.
- Competent and respectful
- Approachable
- Highly professional
- Team player

5 Key Requirements of Effective Leadership



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Add to this list

- Always learning
- Always developing new competencies

What do employees in a winning culture want?

- Fun; enjoyment
- Family atmosphere
- Friends at work
- Fair
- Freedom. Give me resources, mentoring, training; then let me do my job.
- Pride. Like the organization and what it stands for.
- Praise. Can be from anyone on the team, but needs to happen every 7 to 10 days. Has to be genuine, honest. Create a culture where everyone is trying to catch someone doing something right.
- Meaning. I'm here for more than a paycheck.
- Accomplishment. Look what I did.

The list above does not cost anything—no additional budget needed.

What is not on the list? Money. Money is not a factor if you pay within 10% of the market. If you pay too much, they just get greedy. If you don't give them enough, only the mediocre people stay.

You must create a culture that...

- Rewards fast action-taking
- Punishes barriers
- Embraces change
- Encourages risk-taking
- Accepts failure
- Empowers everyone

Empowerment: 4-level decision making

1. You own it.
2. Ask for input... you own it.
3. Team decision...I own it. I'll go along with whatever the team decides.
4. My call...I own it. I may or may not get input. But you have to trust that I'm doing what's best.

What do engaged employees look like?

- They give more discretionary effort.
- They consistently exceed expectations.
- They take more responsibility and initiative.
- They receive better customer service ratings.
- They offer more ideas for improvement. They promote and model teamwork.
- They volunteer more for extra assignments.
- They anticipate and adapt better to change.
- They persist at difficult work over time.
- They speak well of the organization.

Do a gap analysis and figure out what you need to do to get this higher. Should be a 9 or 10 on all of these.

Six universal drivers of engagement

1. Caring, competent, and engaged senior leaders
2. Effective managers who keep employees aligned and engaged
3. Effective teamwork at ALL levels
4. Job enrichment and professional growth
5. Valuing employee contributions

6. Concern for employee well-being

4 + 1 for Engaged Employees

1. Excellent at goal setting
2. High levels of trust
3. Robust communications; transparency
4. Accountability. Rigorous, but not ruthless.
 - Do not criticize in front of peers
 - But post performance where everyone can see it. If one team member fails; the whole team fails.

Plus 1: Recognition and celebration

Managing the corporate culture as a key asset

- Establish a clearly communicated vision for success
- Focus on employee satisfaction and engagement as a strategic objective
- Set high standards and hold people accountable to those standards
- Refuse to tolerate mediocrity
- Be a fanatic for training, coaching and mentoring across the organization
- Empower your people to go out and wow the customer

How fast can a culture change?

- Response: 3-5 years for major change
- Recipe for bankruptcy: Ignorance; inflexibility; indifference
- Knowledge sharing, passion, innovation: all in service of the customer
- Make a small or mid-size change in your company: 18 months

Extreme customer focus

VOC + MOT

VOC: Voice of the Customer

- Whoever owns this owns the market
- Have to be a fanatic about listening to your customer

MOT: Moments of Truth

- Customer touch points that make or break you
- Restaurants
 - Service
 - Food quality
 - Cleanliness
 - Price

- What are your moments of truth? What are the few things you must do flawlessly?

What inhibits execution?

- Ability to work together (21%)
- Company culture (23%)
- Economic climate (29%)
- Holding on the past/unwillingness to change (35%)

3 out of 4 of these are within your control

In other words...

In order to succeed, you need a high-performing team that embraces a strong culture of disciplined execution and accountability while being nimble, agile and adaptable to changes in the marketplace



Summary of Key Strategies

1. Create a talent pipeline
2. Intensive hiring process: hire right
3. Culture managed as a strategic fulcrum
4. Customer service as a key strategic differentiator
5. Own the VOC; nail the MOT
6. Set clear standards; establish key processes
7. Measure – post – track – reward/punish

Slides available at: www.slideshare.net/johnspence

John's blog: www.blog.johnspence.com

John's website: www.awesomelysimple.com

New Members

Neal Ng (pronounced *ing*)
Multimedia Manager
Beckman Coulter, Inc.



Beckman Coulter, Inc.

- Manufacturer of biomedical testing instruments testing, tests and supplies
- 12,000 employees worldwide
- Headquarters in Brea, CA

Multimedia Department

- Team of 4:
 - 1 producer/editor/animater
 - 1 contractor producer/editor/cameraman
 - 1 contractor production coordinator
 - Myself
- 4 MacPro workstations on a SAN with Final Cut Pro, After Effects, Cinema 4D, etc.
- Panasonic P2 format for HD

What we do:

- Corporate communications
- Marketing communications
- Other stuff
 - Training
 - Capture presenters
 - Whatever else we're asked to do

What I like to do when I'm not working

- Guitar playing
- Fishing

What I want to learn from CMMA

- Other workflows
- Video delivery solutions
- How to grow a department



Dennis Wigent

Executive Communications Cisco

- More of a prodigal member than a new member; only accredited member/new member. First joined in 1977 while working for K-Mart.
- Several positions after that.
- Last two years with Cisco. If you're on the Internet, you're on Cisco equipment.
- My job is in Executive Communications
 - Every senior exec has their own presentation expert
 - I've met my boss face-to-face once. We talk constantly on videoconferencing.



Personally...

- Enjoy the California lifestyle
- Like to travel; have been in 45 of the 50 states
- Avid collector of South American folk art
- Very pleased to be back in CMMA

Doug Salmela

3M Solutions Group



Brief bio

- Hired in 1981 as a media technician.
- Promoted to video/meeting/event producer in 1987.
- Responsible for
 - Video
 - Photography,
 - Meeting/event
 - Electronic media duplication
 - Communications Supplier Management

Current responsibilities

- Media Solutions Group operations
- Supervise production staff
- Corporate executive producer
 - Video production
 - Corporate meetings and events

- Application development and Internal Marketing
 - 3M TV WebStream
 - 3M DIY Video Library

3M TM WebStream

- CAGR 14% over last 7 years
- 870 projects in 2010

3M DIY Video Library

- Launched in March 2010
- 1312 employee videos uploaded

Family

- Married; 3 kids; one still at home
- Hobbies: musician, bass player, boating, fishing, skiing



Daniel Sokolow

Multimedia Operations

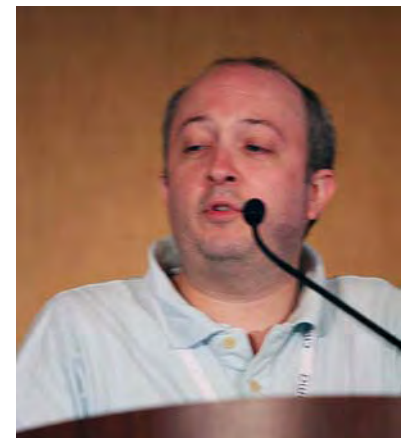
North Shore-LIJ Studios

North Shore-LIJ

- 15 hospitals from Staten Island to Suffolk County, NY
- 75 smaller facilities sprinkled throughout the area
- 42,000 professionals and 9,000 allied health professionals
- Medical school scheduled to open in 2011

NSLIJ Studios

- Began as the in-house A/V and photo studios for a single hospital
- Now a self-contained, full featured photo, video teleconferencing and online media deliver unit
- Deliver live, two-way interactive conferencing since 1994
- Delivering online media internally and externally since 2006



Responsibilities

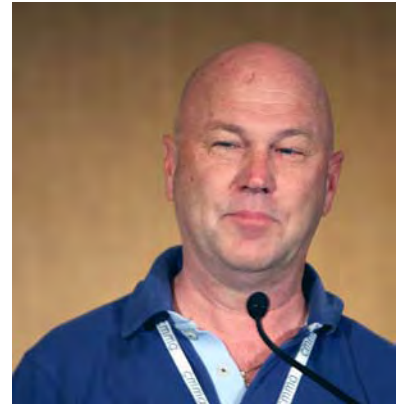
- E-Learning strategy and deployment
- Online media delivery
- Content development
- Technical oversight & management of streaming environments
- Corporate Archives

Personal

- MA in Medieval History
- 15 years as an archivist
- Interests: history, hockey, cooking

Kevin Culley

- Just joined 3 or 4 days ago, so name time for a presentation
- 24 years delivering live sports and entertainment
- 5 emmys and other awards
- Taking advantage of social networking
- Side division with other agencies and brands



Volkswagen recently launched new Jetta; their agency brought us in

- We had a big beach party with press
- We brought in a huge uplink pipe
- HD cameras; uploaded video live
- Downloaded Twitter and email responses
- Projected these in Time Square
- Turned out to be a global event because of the Internet
- We're trying to do that with sports

Married 27 years; two daughters

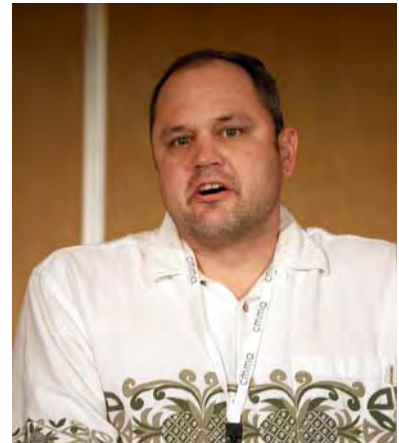
Live in Florida; commute to Pennsylvania for work

Major James Evans

**Director, ANG Center for Strategic Communications
US Air Force**

BIO

- 20 years in the AV; satellite communications/training and education
- Assigned to TEC TV 2007
 - Primarily satellite broadcasts of training and education and corporate productions
- Reorganizing into Center for Strategic Comm
 - Much broader scope
 - Staff of 20 and growing



ANG Center for Strategic Communications

- Located in Tennessee
- Manage Warrior Network; 500 broadcast hours annually from studios
- Corporate productions
- Mobile productions
- Daily news updates: Minuteman Report
- Web 2.0 application and innovation branch
- Training and education branch
- Public Affairs (photography, print)

What were up to?

- DVB – S2 upgrade; IP multicasts to desktop
- Implementation of Hai Vision/Video Furnace to desktop
- Deployment of SCALA as enterprises Corp Info toll
- Upgrade of studio sets; score assist to CMMA SE Region
- Digital Asset Management
- Cloud computing/virtualization
- Operationalizing Web 2.0
- Upgrading studio cameras

Hobbies:

- Farming
- Photography—especially Smoky Mountains in the autumn



My kids

Benjamin Hamblen
Director, Multimedia Services
Liz Claiborne, inc.

What we do...

Provide media productions services to the corporation and divisions:

- Juicy Couture
- Kate Spade
- Lucky Brand Jeans
- Monet

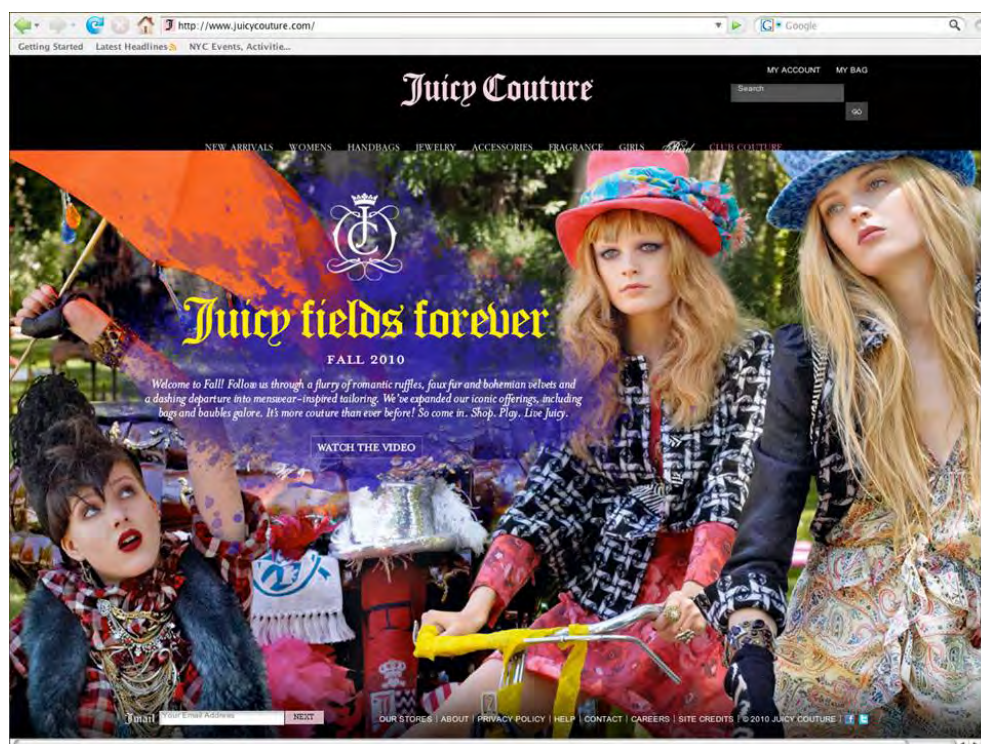


Video production

- Product training
- Corporate communications
- Digital signage

Digital Imaging (Photography)

- Ecom studios
- Editorial
- 2 studios
- 10,000 images a year
- Work with art directors, product stylists



Corporate Services

- Earnings call
- CEO/Corporate TV

Staging & Events

- Annual town meeting in Madison Square Garden & Paramount Theatre

My Hobbies

- Travel, especially Europe
- Architecture
- Currently building a house

Sid Gray

Rayonier

- Forest products
- 3 core business
 - Timber division
 - Real Estate Group: lands valuable for other uses, including conservation
 - Forest Fibers
 - You think of paper products
 - We make chemical cellulose from trees
 - Food products, like sausage casings
 - LCD screens include this product



About me

- Started as producer/director
- Now overall responsibility for media
- Play bass
- Married, 2 children



Ed Gilbert

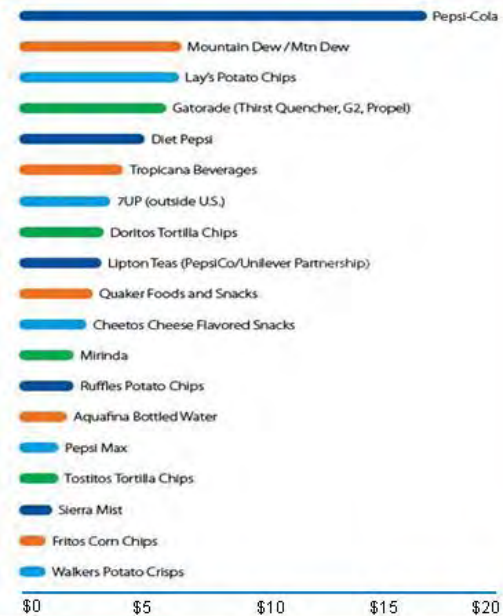
Manager – Tech Media
Pepsico, Chicago

PepsiCo has 19 global mega-brands:

PepsiCo has 19 global mega-brands



Estimated Worldwide Retail Sales \$ in Billions



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About me/my job

- 20 years at Quaker Oats prior to merger with PepsiCo
- PepsiCo last 9 years
- AV, procurement, communications
- Chicago HQ
 - AV facilities
 - Digital signage
 - Work with facilities –building graphics
 - Work with contractors for events and production

Chicago HQ – G Mission



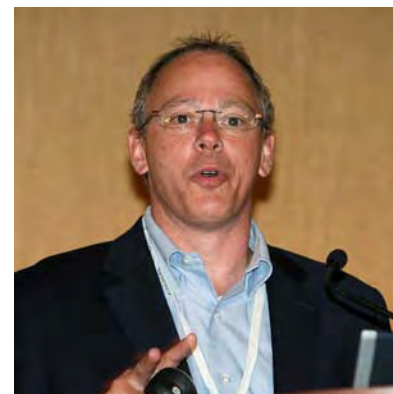
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Hobbies

- Work
- SCUBA instructor
- Guitar lessons
- Self-taught potter for 5 years
- Computer geek

David Mustin Media Services PepsiCo

- With the company 23 years
- I've finally found a group of people in CMMA who do what I do



- We've been charged with looking outside our organization for ideas and best practices; CMMA will be very helpful to me

Services we provide

- Video production
- Broadcast production
- Event production
- Communications system design
- Digital asset management

We leverage heavily with outside providers.

I'm based in Dallas, but I run global communications for New York. I travel a lot.

What we hope to learn

- How our peers accomplish these same deliverables
- Who are the best of the best providers in these areas
- How to best build partnership with IT to accomplish shared/overlapping goals

Personally

- Married; 8 year-old daughter
- Restore old motorcycles in my garage—my wife hates it!

Bill VanderDecker

Merck Media Services

Manager of Visual Communications

- Photography
- Webcasting
- Video productions

"I can give you everything that an agency or outside production company can give you with the exception of a Big Fat Bill when the project is done."



Merck

- I am a very engaged employee. What we do can save lives and create better lives.
- 110,000 employees
- Recent merger broadens opportunities for my team.

Post Merger Initiatives

- Develop Global Webcast Solution
- Provide services @ LSP sites (the merged company)
- Globalize our services
- Reduce world-wide media spend

Hobbies and Interests:



Using Contractors the Right Way

Moderator: Marv Mitchell, Mayo Clinic

Partner Panel: Ron Bricker, Andrea Keating, Joe Maiella, Linda Maslow, Michael Reed (Attorney)

Everybody has opinions about contractors. My division at Mayo about 320 people. We were in a hiring pause for about five years. But demand for services kept going up and up. Could only backfill at about 50%, so we were actually going down. Only choice was to use contractors. Then we got an audit from legal department. We had about 53 contractors across our 3 sites. Had some contractors working full time for up to seven years. Ended up hiring 22 of these full time. Using almost no contractors currently.



We're hoping for insights from our panels; but they've said don't expect definite answers.

Andrea Keating, Crews Control

Why it's great to work with staffing companies:

- Take a lot of the work out of hiring for you
- Consolidate your freelancers under one umbrella



Joe Maiella, Media Services

My dealing with this topic goes back to when I was a media manager. As a manager, I had the same questions we still have. I saw this as an opportunity to take care of the administrative work so you don't have to.



Linda Maslow, Maslow Media Group

22 years ago Maslow Media Group was one of the earliest staffing services. Back then, nearly everyone was paying freelancers on daily invoices. Nine companies in LA area were fined heavy penalties for how they classified freelancers.



Ron Bricker, Team People

Everyone wants black and white on this issue; I only see red. Unfortunately, so much of this is left up to interpretation; it's very gray.

Michael Reed

You would think if you hired an employee, you would know it, right? But it's not as cut-and-dried as we think. The central issue here is whether a worker is inappropriately classified as an employee or contractor. This is a real problem today. 12 billion dollars in the current US budget that the IRS thinks they can get in penalties from companies who are misclassifying employees. If you haven't been touched by this yet, you may very well be.

I was ITVA's general counsel in the early 80's. Most of the people I knew then worked for large corporations. There were very few contractors/freelancers. Outsourcing then became very popular in a short time, similar to just-in-time manufacturing. This started out working very well. Companies still had offices and access to former employees. So who did they call? People would get laid off, and a few weeks later would return as a contractor. Not limited to communications department.



IRS identified a lot of violations, but had trouble collecting fines because most of the companies were small with few resources. IRS decided to try to educate industry about worker's classifications.

Key issue: Does the company have the right to direct and control the person in the work they do?

Case decisions then became the basis for the 20 factor test. But there were limited guidelines on how to apply these and which ones applied to a given industry.

IRS decided they needed to know more about specific industries, and the communications industry was one of the first to be looked at. The outcome was a series of guidelines specifically for the communications industry. This was a step in the right direction. First question was: What do these workers do? Three categories: 1st category were likely independent contractors; 2nd not so clear; 3rd clearly are/should be employees.

Where are we today? Hypothetically, we should know where we stand. But the analysis is very difficult and still open to interpretation. The documentation and record keeping is complex. Can get different results from federal and state government, too.

Q: Has there been much action lately? What's the recent case law.

R: Not so much lately, especially in the communications industry. One of the tests is establishing a business presence. But nowhere in the IRS guidelines is any mention of incorporation as meeting the test for an independent contractor.

Q: Describe the range of legal solutions. Is there a definitive answer?

Responses:

- The most important thing you can do is address the situation with you HR and legal departments. You need to know what the company position and guidelines are and make sure you are operating consistently within them.
- We try to use vendors that have more than one employee. That seems to make it more certain they are independent.
- Make certain the workers you hire have their own liability insurance. Check off as many boxes as possible from the guidelines.

- Once you determine someone is a 1099, you must have a contract with them that indemnifies them making them responsible for their employees. However, that still won't preclude the contractor from suing you.
- If you are hiring for a finished product, especially using their gear, you are usually on safe ground. It's on them to fulfill the work. But if you hire 3 independent people, not part of the same company, and provide them with the equipment—that's another story.
- We have contracts in place. We're trying to adhere to the rules and guidelines as best we can.

Q: I was surprised to hear that states are developing their own guidelines. That's scary. If I hire a company from Nebraska, for example, to work in Minnesota, which state laws apply?

Responses

- The state where the workers work is the law that applies.
- It gets tricky if you have workers in other states for short periods; taxes are required for those states.
- Make sure you file 1099's for these people.

Q: When someone is coming perhaps a week every month or two as a freelancer, where on the scale of risk would you put that?

Responses

- It depends a lot on what the person is doing
- If they have a company, an EIN, indemnified you, they have insurance, you have a contract with them, you're probably safe. But it still depends on what the job is.
- It falls on you to make sure the contractor has followed through to maintain their status as a contractor.

Q: Where can I find the guidelines you're talking about? I only have the original 20 criteria. We hire freelancers to come into our studio for a 3-camera shoot. We tell them what time to come. They are using our equipment.

Responses

- It's a continuing relationship, they are employees.
- If you contract them with a particular job, you're probably okay. Not as black-and-white.
- Don't panic just because you're giving them some direction. Have to look at all the guidelines.

Q: I don't get this. We've talked about this ever since I've been a member of CMMA. But I have yet to hear an example of a corporate communications department that has been nailed and had to pay a huge fine. I expect 80% of the people in this room are guilty.

Responses

- Production companies have been a focus, but maybe not corporate departments.
- We're talking about preemptive strategies.
- IRS is trying to use education for compliance more than audits.
- We may not know about situations because companies will try to handle it quietly.
- It's a question of risk management, and the policies of an individual company.
- What happens if there is an injury? Sexual harassment? Your company is likely to be responsible.

Q: When you talk about camera operators and grips, how do you meet the IRS requirements without making them employees?

Responses

- This is why companies outsource. They get rid of all these issues.
- Go through an agency. Still not a guarantee, but you mitigate the chance of getting in trouble.
- How many hours they work is not the sole criteria.
- I have a meeting with legal at 9:00AM on Thursday, requested by my legal department. I think things are going to change for us.
- To reduce risk, you shouldn't have people on your staff doing the same work as your contractors.
- We should look at this from the freelancer's POV also. These people are very important to you; you want them to be able to work for you time and time again.
- It's very delicate to tell a freelancer you can no longer hire them unless they become employees of a paymaster. These craft people don't want to work this way; they're used to day rates and their own tax situation. Not much motivation to comply with this.
- The IRS says there is about 30% underreporting of income by freelancers, which is a big reason they don't want change.
- I'm in the process of converting our contractors to employees of a staffing agency. We think it's important for the integrity and honesty of our company.

Q: Do you find freelancers willing to reduce their rate a bit to get the benefits offered by a payroll service? Rates are set based on the assumption they have to provide all these benefits for themselves.

Responses

- Sometimes they're really happy to convert so they don't have to deal with all of this.
- It's a negotiation process. You need to be very knowledgeable about going rates in the industry.
- A lot of freelancers are not very knowledgeable about benefits and taxes. They are quite lacking.

Final question to panel: One thing we can do to reduce our risk

- Make sure you're in compliance with your own company's policies
- Outsource and let someone else lose sleep over this.
- Go through an analysis for short term and long term risks and benefits
- Hire a lawyer
- Do due diligence when you hire a staffing company

Recommended team exercise: www.marshmallowchallenge.com

Extending Your Voice through Video

Abby Smith, Cisco Systems

Only 7% of human communication through spoken word
More than half of communication is non-verbal

Video as the “Killer App”

- Video is a human application
- Who you are is communicated through video more than any other medium

**Having a conversation with your audience:
Establishing Trust**

Email

- Communicates facts
- Does not build a relationship
- Email took 4 times longer to create than face-to-face conversation

Facebook Friends

- Posts, pictures
- More of a relationship

Video on Demand +

- Add expressions, gestures, body language
- Relationship is developing
- Not the best quality, but it works

When you finally meet, you feel you know them already.

Video: A variety of tools for different purposes

- Smart phone
- Flip
- VOD workstation
- Studios: live and VoD broadcasts

Video Extends the Virtual Voice

- Drives communication impact
- Defines communication style
- Reinforces culture, brand, image
- Drives collaboration, integration

Cisco CEO

- Uses video a lot for communications



- Quick videos in his office
- People appreciated the “personal” message
- Authentic, believable
- CEO travels a lot; spends about half his time talking to customer
 - Has cut down travel with high definition video conferencing
 - No travel costs
 - Home with his family
 - But great interaction with customers

Video

- Most important thing: the message
- Second most important: how it's delivered

CEO's Vlog Voice

- “On my mind: and “on your mind”
- Uses video
- Share in short format what's on his mind
- Gives employees a way to respond, either on the blog or through email

Video Transforming Business

- Virtual events
 - Spent a lot of money on internal and external events
 - When economic downturn came, reduced cost by 10%-80% with virtual events
 - We already had high definition videoconferencing
 - Saved \$400 million in travel first year
 - Sales force not happy; but they've adapted
 - Get more people to attend than we could when they had to travel
 - At large meetings, there was no interaction anyway—and if you got there late, you watched it in another room on video

New Business Models: Traditional vs. Virtual Events

Global Sales Meeting—a traditional event

- 14,000 attendees
- Traveled from all over the world
- Fun; they loved it
- Communicate and align sales force with vision and mission
- Motivate sales force
- Logistics were daunting; a team spends the entire year in planning
- Expensive live entertainment
- 3 days of networking was worth a lot
- Awards and recognition for top performance an important motivator

Evolving traditional to virtual

- Budget decreased by 90%
- Evolved from physical event to virtual experience
- Momentum and demonstration of our own innovation
- Extraordinary opportunity
- Wanted a sense of occasion and celebration
- Overall event scores
 - 2009 traditional: 4.8 on 5-point scale
 - 2010 virtual: 2.83
- It was a failure; sales force hated it
- People missed human interaction
- It was a very rich environment
 - On-line recognition
 - Blog
 - Games
 - Prize center
- All this did not make up for team interaction
- FY 2011: Hybrid
 - 1100 conference centers in 160 locations
 - Same virtual experience, but added interaction
 - Added budget for local entertainment and awards
 - Scores went back to 4.7
 - We dared. We accomplished. We will evolve.
 - More changes will come, but we're on the right path

Virtual Company Meeting

Challenge

- Meetings at HQ and only accessible to local employees
- Time zone inconvenience
- Only HQ speakers; not global
- Little interaction

Program Evolution

- Traditional to Virtual
- Now: anytime, anywhere
- HQ speakers to global speakers
- Inform to engage
- 2500 attendees in room to 25-200 in room
- 2000 on Cisco TV to 11,000 on Cisco TV
- Interactive with questions from anywhere
- CEO says we're never going back

25th Anniversary Virtual Company Meeting

- Global celebration...
 - 300 in San Jose

- 9 other Telepresence locations
- 45,000 viewers live
- VOD after event
- Employee talent contest leveraging video
- Celebrity guests
- Online polling/voting
- Large viewing locations; digital signage; Telepresence

Driving Interactions

- Online viewers ask questions
- Panel of executives in another location answering questions while presentations were going on
- Did not want virtual viewers to feel like they were watching a party at HQ

C-Vision

- Need a place to post virtual meetings for easy access

Video Communications rules of engagement

- Try video—any form, just do it
- Expect obstacles
 - Requires a cultural transition
 - You will run into people who aren't open to it
 - Find a champion/executive sponsor to lead by example
 - Have an outlet for engagement/communications—be sure it is a conversation—two-way communications
 - Take a risk. We did it! It wasn't perfect, but we tried is OK.

Q: Obviously, you're on the cutting edge of technology. That gives you a huge leg up.

A: Yes, that's right. We are very fortunate. Not everyone has the technology in place. Start where you are

Q: How much more did you have spend on the hybrid model?

A: Still had huge costs savings.

Q: CMMA has done some virtual meetings; people are most less satisfied. Do you think there's anything out there in the future that will make virtual as effective as face-to-face?

A: HD videoconferencing is truly like being there. We sit across the table from each other for team meetings. There are people in the Far East who I've never met, but I feel like I know them.

Q: Talk a bit more about the CEO's blog. Is it actually leading to any kind of change?

A: CEO doesn't do a lot of writing; prefers voicemail and video. Does blog about once a month. You see all the comments below. By the way, in our culture, comments are not anonymous. People will still say negative things or criticize, but it's respectful. He does not respond to all the comments and questions; but they often inform his next communication.

Q: Simple to calculate costs for traditional meetings. For virtual, do you figure in all the equipment and transmission costs?

A: To be fair, no we don't. We've invested in a lot of equipment and studios, and that was big investment up front. We don't factor that into the numbers I showed you.

Louder Than Words

Bob Kelleher, CEO

The Employee Engagement Group

www.employeeengagement.com

- Former Chief Human Capital Officer for AECOM, a 45,000 employee global engineering firm
- Former Chief Operating Officer and EVP of OD for ENSR, a 3,000 employee global environmental consulting firm
- Resigned in 2009 to form my own company. Design, implement and monitor engagement initiatives



Are your employees engaged?

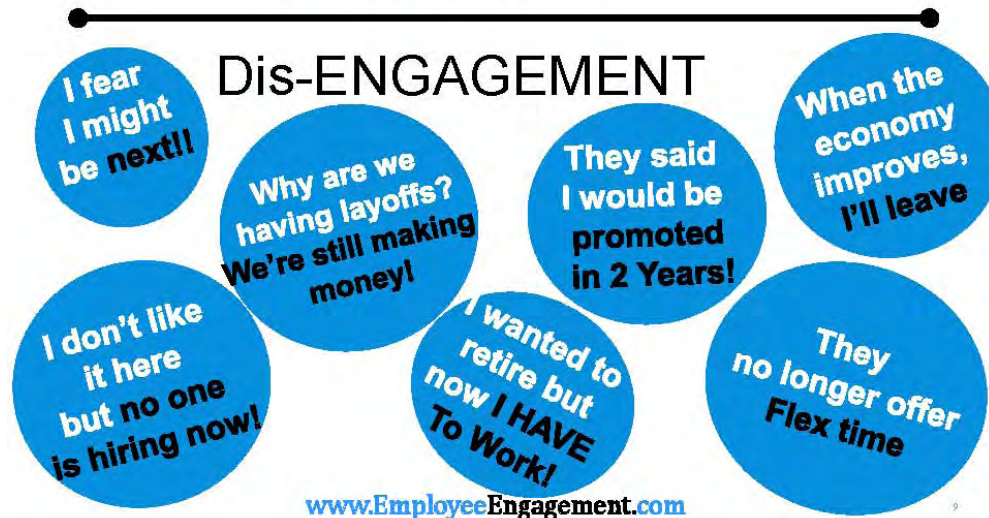
Inside your workforces today, your employees are planning an uprising

Where to begin?

- Not long ago... employees are our greatest assets!
- What happened?
 - Cost cutting
 - 43% of firms cut training budget (2009 ASTD study)
 - 61% of firms reduced merit budget (2009 Watson Wyatt study)
- Layoffs and budget cuts may be necessary, but...
 - Your employees are watching you
 - But also staying put—there's no place to go
 - Little or no job growth—the music has stopped
 - Boomers are delaying retirement
 - Not a good model for engagement!

...leading to the Era of the Dis-Engaged

ENGAGEMENT



- Discretionary effort is declining
- Now at 5.9%; down from 10%

So where are we heading?

- Deloitte study: 49% plan to start looking for a new job within next 12 months
- 63% of Gen X employees expect to leave their current employers

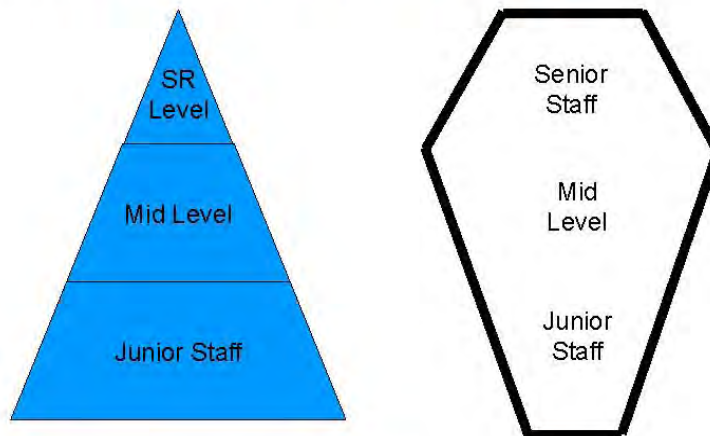
...and longer term

- Baby Boom/Baby Bust pattern
- Companies must pay attention to the coming smaller populations

The result? The coffin model

Note: The current recession has put a mask on this reality; but it won't go away.

The result? **A new “Organizational Model”**



www.EmployeeEngagement.com

What should companies do? Focus on the 10 steps of Engagement

Step 1: Link to High Performance

- Engagement is not Employee Satisfaction
- Not our job to make our employees satisfied
- You can manufacture employee satisfaction
 - You can throw money at them
 - Flexible hours
 - Not a sustainable model

Case Studies

- Digital
- Arthur D Little
- Wang
- Polaroid

All gone

- All focused on Employee Satisfaction
- “We will never have layoffs.”
- Polaroid would win best place to work every year
- Polaroid invented the digital camera. They rejected it because it wasn’t their core business

Definition of Engagement: Unlocking your employees potential to drive high performance



**A Mutual Commitment
...resulting in the capture of
Discretionary Effort**

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Work forces not very engaged right now

- 19% disengaged
- 17% highly engaged
- 64% moderately engaged
- We spend too much time on the 19%--they should be weeded out. Focus needs to be on the 64%.

Step 2: Starts at the Top

- Leaders have to own it (engagement)
- Key drivers of engagement
 - Actions of senior leadership 48%
 - Actions of supervisors 31%
 - Opportunities for advancement 29%
 - Belief in vision, values, strategy 28%
 - Fostering of people culture 24%
- Case Study A
 - Fortune 200
 - California-based
 - Asked how people paid for parking
 - We don't pay for parking at the executive level
 - Lower levels do pay \$18 a day
 - Employees can handle higher pay, but not class systems within the organization
- Case Study B
 - At hotel, CEO was offered upgrade to suite
 - Gave it to the lowest level employee attending the event

- She asked me why CEO gave her the suite; I told her CEO believes he works for you. He walks the talk.
- Greed is not good!

Is your company budgeting for Engagement?

- The level of priority is very low.
- #44 in investments
- #2 in importance
- Right in front of janitorial services

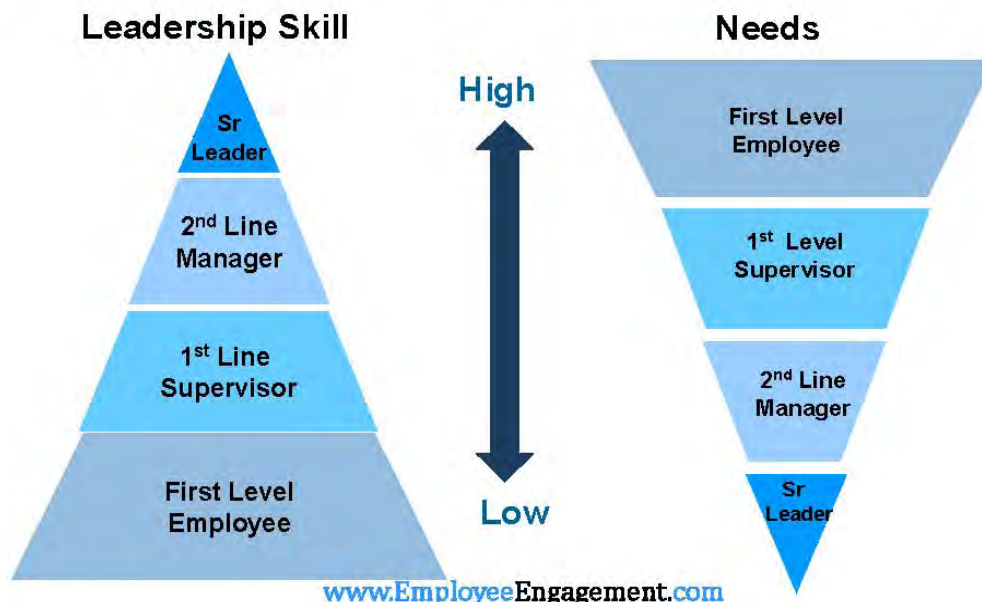
Step 3: Engage First Line Leaders

- #1 driver of employee engagement is one's first line supervisor
- Way too little training for this level employee
- GE a good example of a company who does provide standards and training for leadership
- Leadership at times can be backwards
- The investment for first line supervisors just isn't there

Step 3 – Engage First Line Leaders



Leadership – at times can be **backwards**



Step #4: Communication

- Waterfall
 - From the top down

- Fountain
 - Has to come up as well
- River
 - Working together
- Need to leverage technology for communication
 - The way we communicate is changing drastically
 - Senior Management set communication strategy
 - Communicate to much younger staffers
 - Some sr mgrs still have their assistant print out their emails for them to read
 - Younger generation: email is so yesterday
- Communicate 13X
 - Used to say 7 times; now 13
 - Your leaders are already there in terms of information
 - The organizational disconnect: employees just get the final message
 - Employees didn't weigh alternatives...create models...debate, etc.
 - Must establish a Communication Protocol
 - Each level within the organization has standards for how and how often to communicate
 - A commitment to 2-way communication is essential
- The Power of Branding
 - If you are a Fortune 100 company (brand recognition) and listed as a best company to work, your resume flow is going to be 10 times greater than others.
- Leverage social media
 - Who sets policy?
 - Analogous to controversy over email when it first came out

Step 5: Individualize Engagement

- Superstars deserve more training and attention
- Individualize by generation
 - Traditionalist
 - 65 plus
 - Conformity, stability, upward mobility, security, respect authority
 - Boomers
 - 48-64
 - Personal and social expression
 - Idealistic
 - Question authority
 - Materialistic
 - Workaholic
 - Gen X
 - 27-47
 - Free agency and independence
 - Street smarts
 - E-mail

- Cynicism
- Work life balance
- Skeptical
- Focused on career and person they work for
- Gen Y
 - 26 and under
 - Hope about future
 - Instant everything
 - Social activism
 - Demand for diversity
 - Family centricity
 - Entrepreneurial

I get more leads from my YouTube video (no cost) than I do from my website—which I paid a lot for.

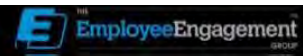
Parent in 1960: “Kids, finish your dinner, people in China and India are starving.”

Parent in 2009: “Kids, finish your homework. People in China and India are starving for your jobs.”

Old Model: Diversity

New Model: Inclusion

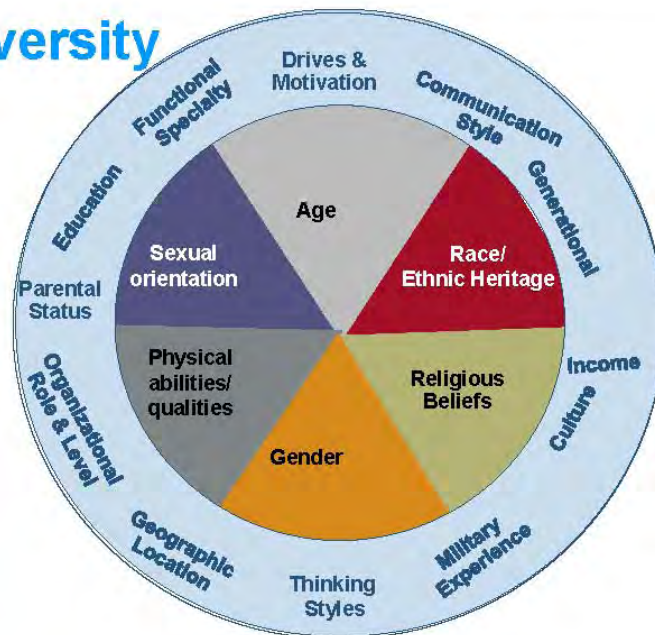
The 10 Steps of Engagement



Old Model - Diversity



New Model - Inclusion



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Things in middle and outside rings both make for good business.

Look at this as an opportunity.

Engagement and Tenure

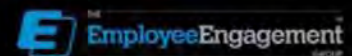
- People show up for work at a new job engaged
- Engagement at its lowest after 2-5 years
- Opportunity to re-engage

Step 6: Know Your Employees

Use performance appraisals wisely

- 3 questions:
 1. What are you good at?
 2. What do you like to do?
 3. What needs to get done?
- If you can get these three questions overlapping and aligned, you will have an engaged employee.

Step 6 – Create a Motivational Culture



Create Line of Sight



Vision
Mission
& Values

– Between “My Job” and “Where is the Company Going?”



– Between “Where I am Today” and “Where am I Going?”

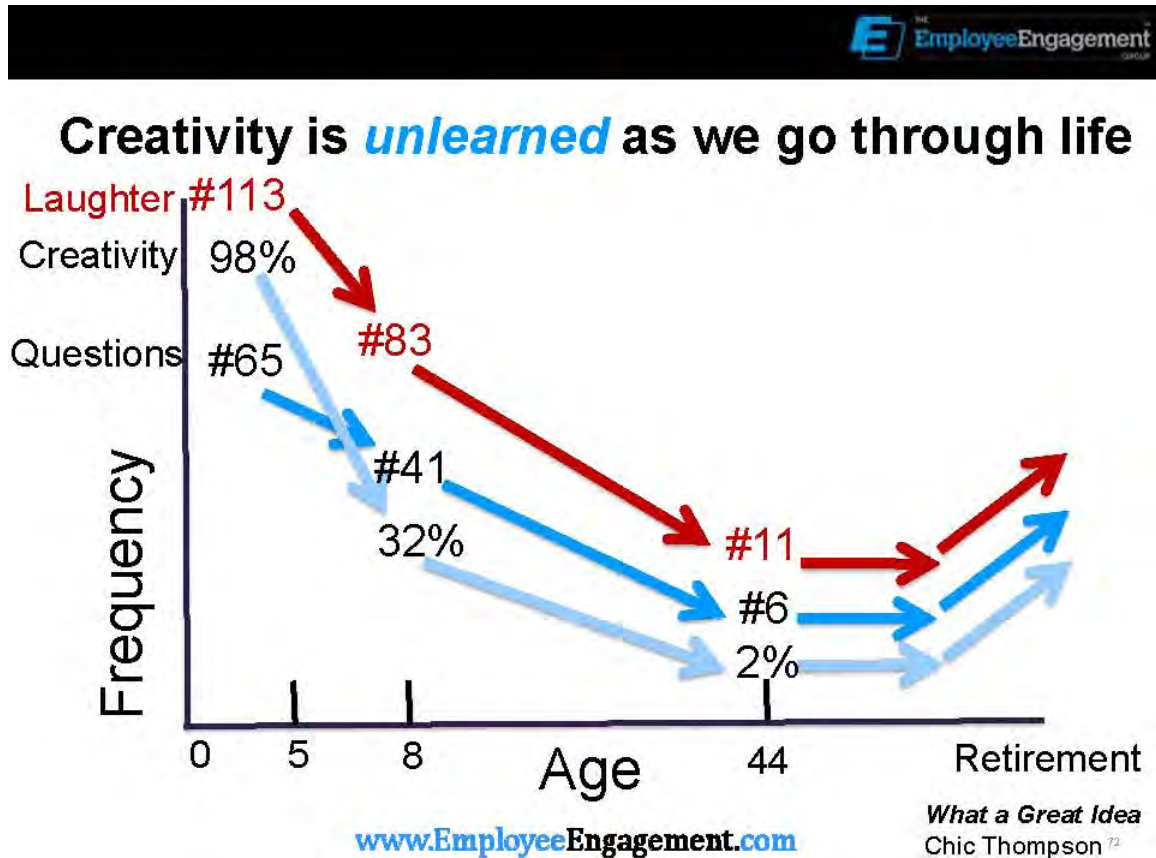
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Encourage creativity and innovation

- Innovation is process improvement

We have a challenge:



We stop asking Why? Questions.
Get curious again after retirement.

Birth to age 5: Age of "Why?"
5-12 years old: Age of "Why not?"
12-Retirement: "Because"

Step 7: Create Feedback Mechanisms

- Surveys
- 360's
- Idea venues
- Blogs
- Workshops
- Town halls

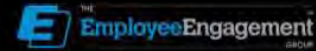
Step 8: Reinforce and Reward the Right Behaviors (and consequences for bad behavior)

- People are motivated by achievement
- No one wants to do poor work

- May not know what good work is or how to achieve it

Hold People Accountable

The 10 Steps of Engagement



...and hold people accountable



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Step 9: Track and Communicate Progress

- Highlight the positives and celebrate success
- ,...and not the negatives
- If you paint a negative picture, employees will live up to it

Step 10: Higher and Promote the Right People for Your Culture

- This could be #1; that's how important it is
- You may have a *selection* problem, not an *engagement* problem

The B>E>S>T Concept

The B.E.S.T Concept

<i>Behavior</i>	<i>Education</i>	<i>Skills</i>	<i>Traits</i>
<i>How one acts or reacts to specific circumstances</i>	<i>The knowledge one carries with him/her</i>	<i>The ability to put knowledge into action</i>	<i>Characteristics that define someone's personal nature</i>

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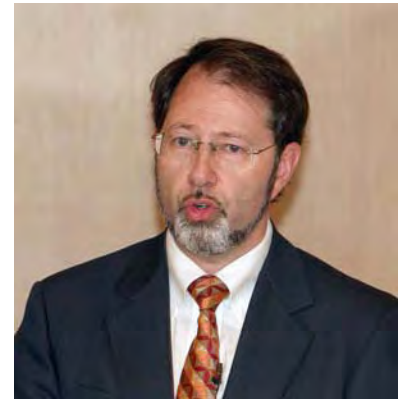
Leading Change in a Web 2.1 World

Jackson Dickerson, Washington University

The challenge of leading change

- 75% of all change efforts fail to achieve results
- 70% of change initiatives critical to success fail
- 70-90% of companies fail to implement strategic plan
- Failure in leading change is the norm
- How can we change more frequently and successfully?

Two Case Studies (Disguised by using my children's names and fictionalizing the company names)



Gen's Leadership Challenge

- CEO of WorldCo
- Global manufacturer and distributor
- Great at cost reduction
- Once a hi-tech leader, but not so much anymore
- Financially successful, but competitive landscape has changed
- Still cutting cost instead of creating value
- Everyone within the organization thought things were going great
- But there was a storm on the horizon
- Gen saw it coming; this was her test of leadership

William's Leadership Challenge

- CEO of M&A Co
- At one time Fortune 500
- Largest player in the industry
- High debt
- Shrinking demand
- Competitors better able to serve customer segments
- In dire straits
- Needed to transform entire organization—and everyone knew it

Is it more challenging today to lead change?

- Flat world
 - Distributed and decentralized organizations
 - More global
 - Diversity of goals and understanding of strategy
 - Employees' tastes and preferences change faster
 - IPAD and other technology changes
 - Competitors adapt faster and enter new markets overnight
 - Entry barriers are lower
 - Technology changing faster than ever

- Strategy needs to change within months, not years
- Economy, financial and politics all add to the complexity
- Pace of change has quickened

Why do change efforts fail?

- Fear
 - Loss of something personally valuable: position, income, status, ego, friendships, etc.
 - We may, in fact, lose some of these things with change
 - Fear is one of the most powerful of human emotions
- Uncertainty
 - What's going to happen?
 - Amplifies fear
 - People fear the downside more than the value the upside of change
 - Don't want to lose anything even if they stand to gain
 - Uncertainty feeds negative rumors and builds resistance to change

Is there a secret to leading change?

- Two broad approaches
 - Compliance
 - Command and control
 - Use fear and greed overpower fear and uncertainty
 - Carrot and stick
 - Commitment
 - Knowledge economy cannot rely of compliance
 - Trust and understanding displace fear and uncertainty
 - Trust in leader; common understanding accelerate change
 - Media Managers have a role in building trust and common understanding.

Building Trust and Understanding

- Trust builds when your community perceives
 - Good character: integrity, keep your word
 - Goodwill: leaders demonstrating empathy
 - Good ability: demonstrating you are capable of leading
- Understanding is created when you community...
 - Has the opportunity to probe, question, explore
 - They need to be involved to get committed
 - Trust their leader will listen and reflect
 - Helps verify people understand the challenge
 - Helps avoid jumping to conclusions

Three principles for Building Trust and Understanding

- Converse with all community members at once

- Otherwise the gossip mill gets going
 - Message gets misinterpreted more easily
- Protect your community's conversation
 - Don't shoot the messenger
 - Don't shoot the responses either
- Demonstrate that you listen
 - Hardest one for many of us

ChangeCasting

- Three key process steps
 - Create frequent video *ChangeCasts*
 - Enable anonymous feedback
 - Demonstrate you are listening
 - You will find out what people are concerned about
 - Use this as the basis for the next ChangeCast
 - Three steps repeat over and over
- We can create value at low cost with ChangeCasting

Successful *ChangeCasting*

- Talking
- Demonstrating
- Listening

The Message

- Brief and regular
 - About every two weeks
 - Under 5 minutes
 - 1 ½ to 2 minute videos most popular on New York times site; only longer videos that get watched are concerts
 - YouTube videos are even shorter to maintain attention
- One main idea
 - More than 3, they will forget one
 - More than 5—won't remember any
- Hopeful and aspiring, but present challenge honestly
- Formulate before solving
 - Focus on Be-in, not Buy-in

The Delivery

- Be yourself; it's okay to make mistakes
- Be passionate
- Be direct
- Invite conversation

The Video

- Speak to the camera
 - Undermines good will if you don't

- Looking up diminishes expectations of ability
 - Looking down demonstrates power, which is not what you want
- Be close to the camera
 - Too far away—what don't you want me to see?
 - Too close raises isn't good either
- Don't over-edit; you'll lose credibility

IT for *ChangeCasting*

- Video capture and processing
 - Preferably no editing
- Sharing ChangeCasts
- Anonymous feedback

Does ChangeCasting Work?

Let's go back to Gen and William, our fictionalized real case studies.

Gen adopted ChangeCasting

- Within a year firm stock value increased 50% above S&P

William tried ChangeCasting, but violated every guideline

- Firm did not do well

Key Takeaways

Leading change requires...

- An investment in conversation, a willingness to listen and adapt, and the leader's attention
- *ChangeCasting*
 - a three step process
 - offers a set of useful guidelines
 - is useful for leaders up and down the hierarchy
 - engages your community in a conversation that accelerates change

Q: In our organizations, should we call this *ChangeCasting*?

A: Call it whatever you want. Just follow the process.

Technical Topic-go-round

John Clarkson, Moderator

I-Pad. What's going on? Anyone doing anything with these?

Responses

- We just purchased two of these. Our contractors use them for access to our apps and some of our equipment.
- Some companies are using them in lieu of laptops. Create applications customized for their organization. Web enabled to feed updates.
- I'm having issues with it from a distribution POV; no Flash capability. Ratcheting my standards lower because of this. Quite frustrating. People are complaining. Flash is ubiquitous on the web.
- Some corporations reluctant to bring in Apple at all. We're presenting i-pads as a cost-savings initiative. People who own their own i-pads are begging us to let us use them for corporate apps. We are hoping to be very open-architecture so the platform doesn't matter.
- We started with iPods; now iPADS over 3G. Marketing is very exciting, and training wants on board.
- We're having discussions across the country about the FLASH issue with the iPad. Alternatives are coming on the market that do support Flash.
- Moving away from corporate issue phones. We use HTML 5 and are waiting for things to catch up.
- Great as a sales tool.
- We've embraced the i-platform in a big way, primarily because of the ease of developing new apps. Access medical records in real time wherever they are.
- A simple use that many people don't think about: used i-pad as a back-up graphics system for external display.
- Another use: keep your presentation notes. Has a built-in laser, too.
- Apple has an advantage around managing media over other providers.
- Employees want mobile devices—not just executives. They have cool devices at home; they want them at work as well.



Mobile Technology. Are you publishing mobile apps? How are you working with IT on this? Do they want to be in on this?

Responses

- Using mobiles for training applications

- Our sales force screamed they wanted video on location wherever they are. We developed it at their request; but only about 6 hits a month.
- One of the promising things coming from Blackberry probably next summer is a unit that will be everything the I-Pad is and isn't. Enterprise-ready. Flash capable. But only WIFI, not 3G initially. The Playbook, by Research in Motion. Check their website for a video about it.

Social Media. Facebook is emerging into the corporate space. Many of us are leveraging the commercial social applications; some are creating their own.

Responses

- We use NING; can be private or public.
- Yammer is the same idea; put a fence around Twitter.
- We've tried Yammer, but we've gone to Facebook. His comment about social media: very easy to get friends; very difficult to convert those friends to customers. Puts it in perspective.
- We're creating a Facebook kind of application, but we want it to be able to use it effectively for video. We need a really rich Media Management System for this.
- I think social media isn't always being used correctly. This is not a top-down medium; it's a social medium. We're looking to use it for employee engagement.
- BodyPress: Facebook in a box.
- Your website is a key business driver. How do you incorporate website with social media? Let's say we do a big concert. I can make a gorgeous expensive video and post it to our website. Then I go to You Tube where somebody has already posted the video they took. Now it's somebody else doing my work for me, and I can link from there to our website video. Great way to drive traffic to your website.
- We're starting to use social media in the technical service side of the business. 75% of our technical requests are solved at the first conversation. We're hoping social media can help reduce the number of those tech requests.
- A short story about the power of social media. Have to preach the proper use of this technology. H1N1 is a case in point. Person exaggerated facts about H1N1 and posted it to her family. Went totally viral and created a ton of problems for our brand.
- We're doing a lot with social media. Must have social media guidelines. There's a lot of expertise in CMMA about developing guidelines.
- On the external side, we're doing a lot of advertising on You Tube. We have a branded site there; our hits have gone to the tens of thousands.



- We've done a complete 180 from total opposition to embracing social media. Experimenting with SharePoint currently. Being driven both from the top and the bottom. Younger people expressed a lot of dissatisfaction about not using social media.

How are you approaching user-generated content and lower quality video coming into your shop?

Responses

- There are going to be multiple layers of video in terms of quality. It's not one or the other.
- I've grudgingly decided to embrace lower quality video options. We've bought flipcams and people can check them out. They get a list of guidelines to use. Cheapest videos we've ever produced, and the clients love them.
- We're making friends with employee-generated content. It's going to happen; get involved and encourage it; provide guidelines. And, yes, we will be the judge of whether it actually gets posted to the website. We won't edit or duplicate it, but we will publish it. If someone wants a copy, we direct them to the group or person that made the video.
- Another way to video this: it's not a choice between good and bad video. It's often user-generated video or nothing.
- We've bought flipcams. Early users find out it's a lot of work, and they come back to us. Kind of a reverse sales tool for us.
- We used flipcams to create videos on how to use flipcams.
- We're working to make our classes more media-rich. JING is an application that our instructors are using for one-on-one training.
- There are other products out there that are even better than flipcams and actually have an audio input.



What about RED cameras? Studio gear? What's happening with more expensive equipment?

Responses

- We just did our first 3D application, mainly to see what's possible. Pretty limiting at this point. Doesn't work for baseball. Great for some golf shots, or shooting through the end zone of a football field.
- RED camera. We'll show one tonight at Bijou. Emulates film beautifully.



Blueray. What's going on in your organization?

- We started using blueray as back-up storage.
- NPR just did a huge program on Friday about that. Disc device memory is not reliable after 5 years.

Who You Are Really Does Matter

Joslyn Vaught

Management Development Specialist

Mayo Clinic



Engagement is the hottest topic in business today.

- Engagement is the discretionary effort you are putting forth to get better results.
- It's the purpose, not the work.
- People leave their jobs when they are disengaged.
- We're all in the same business: the business of relationships
- Much more expensive to get a new customer or a new employee than to get them engaged

We're in the Worker Age

- Labor force shrinking
- It all starts with us.
 - It matters less what you think of yourself as a leader than what others think about you as a leader.
- You can't control what others think, but you do have great influence

Recommended book:

I Quit, But I Forgot to Tell You

Attacking the Virus of Disengagement

Engagement

- What happens when leadership is engaged?
- What are the consequences when leadership is not engaged?
- Not the same as employee satisfaction.
- Huge correlation between engagement and an employee's relationship with his/her supervisor

Two predictors of leadership effectiveness: High scores in...

- Empathy
- Trustworthiness

Who has better engagement: not-for-profits or for-profits?

- Not-for-profits
- Because they are passionate about their purpose.
- Why can't we replicate that in for-profit organizations?

Xerox Loaned Executive Program

- There execs could be loaned to a non-profit

- Non-profit got experience and talent they could never afford
- Execs got to contribute to society

How do you get this kind of passion for yourself? For your team?

Three Leadership Imperatives

#1: Trust

- Trust others
 - Don't micromanage
 - Say no yourself so they can grow
 - Take some risks
- Reveal yourself
 - Be authentic
 - Be the person behind the title
 - Substance over style
- Do what you say
 - Be careful before you commit
 - Don't put something out there and then take it back
- Stay visible
 - Get out of your office
 - Don't confuse activity with achievement

#2: Communication

- Be sincere
- Take accountability
 - Be the real model, not always the role model
 - Be willing to say I'm sorry; very difficult to do
 - Fear of being perceived as incompetent
 - If you are trying to protect your authority, it's hard to apologize; if you are taking responsibility, it's easier
- Ask for feedback/respond carefully
 - Solicit feedback as often as you give it
- Create shared hope
 - This is what employees need

Four most important things to say in life:

1. I'm sorry.
2. Please forgive me
3. I forgive you.
4. I love you.

#3: Engagement

- Provide clarity and meaning
- Provide opportunities to shine

- Manage your own engagement
 - A dead battery can't charge another
 - It's not your team's responsibility to engage you

Leadership Malpractice

- Not providing mission and meaning
- Not giving credit
- Taking credit

Quote Me

*There once was a very cautious man,
Who never laughed or cried,
He never cared, he never dared,
He never dreamed or tried.
And when one day he passed away,
His insurance was denied.
For since he never really lived,
They claimed he never died.*

- Tom Matthews



Know yourself; get feedback to determine your blind spots

- Pay attention
- What is the brand you are creating day in/day out
- Ask yourself some of these questions:
 - What are my most important personal values?
 - What is my most basic promise to others?
 - What is my reputation? What am I respected for?
 - What are my goals?
 - What is my personal mission or Vocation?
 - Without being humble, what special gifts and talents do I bring to my work?
 - How am I different from other leaders?
 - What is meaningful work for me?
 - What fundamental contribution do I want to make as a leader?
 - What do I ultimately want out of life?
 - What am I currently learning to do or be at work? In life?

Practice: Create your own personal leadership statement, using the above questions

Why should we care about engagement? Because everything else you care about is linked to engagement? Pick any bottom line measurement and I'll show you how engagement is linked to it.

- How well do I live it?
- How well do I live my personal brand?
- What discrepancies do I note between who I say I am and how I actually operate as a leader?
- In what way do I collude in the very problems I say I want to solve?

Quote Me

"The gap between knowing and doing is much greater than the gap between knowing and not knowing." -Bob Pike

Using the DSLR Camera in Production

CMMA Panel

Cliff Brewer, Moderator



Panel Members left to right: **John Clarkson**, BSA; **Chris Barry**, Best Buy;
Robin Martin, Safeway; **Chris King**, Reader's Digest;
Mike Shetter, Thrivent Financial; **Jonathan Kadis**, Air National Guard

In order to get engaged employees—you have to “engage” them! DSL camera has been a wonderful tool for me to engage my team.

History of DSLR

- 2 summers ago, Nikon launched the first DSLR
- Canon the 5D a month later
- Canon has revolutionized the industry
 - Full HD video
 - Cinematic look
 - Still photos

Equipment Resources

- Canon 7D and 5D cameras: <http://www.Canon.com>
- Accessories including eyepieces – Zacuto – www.zacuto.com
- Dollies and Cine Sliders – Kessler Crane – www.kesslercrane.com
- Audio – Samson Xoon H4N – www.samsontech.com/products/productpage.cfm?prodID-1994
- Special effects – Adobe Aftereffects version 6 – keylight for ChromaKeying

Canon 7D “video settings”

- Don't use auto white balance
- Turn auto focus off
- Use manual f/stop and shutter speed

Online Resources:

Vincent Laforet, “Reverie”: www.blog.vincentlaforet.com

Philip Bloom: www.philipbloom.net/blog

Shane Hurlbut, DP, latest Terminator movie: www.hurlbutvisuals.com/blog

What’s the Buzz?

- Size
- Cost
- Size of the sensor within the camera
 - Full 35mm sensor

Benefits of the Large Sensor

- Lower noise
 - Low light capability
 - Better use of natural/ambient light
- Increased resolution
 - Increased sharpness and color
 - I-Phone versus billboard
- Greater control over depth of field
 - More cinematic

Just the Facts

- Small footprint
- Limited audio capabilities
 - Need dual audio system if you want good audio
 - No HDMI out –when in record mode
 - 12-minute maximum recording time—think film
 - H.264 files
 - Editors won’t be thrilled with them
 - Lots of new accessories available
 - Sample: \$200 slider set or rails
 - Equivalent of a dolly
 - You need lots of accessories

Jonathan Kadis

- Minuteman Report
 - 1-minute news report sent worldwide
 - All shot with Nikon DSLR
 - Gave a radio caster a bit of training and he can now go into the field to shoot these pieces
 - Challenges
 - Audio issues
 - Heating of sensor creates artifacts
 - But it gets us into places we couldn’t get with a full complement of gear

Mike Shetter

- We do a lot of unstructured interviews

- Asked to do 20 training interviews made up of interviews with 4 execs
- We shot them against a green screen head to toe
- Rotated in Aftereffects; could then zoom and pan at will in the edit

Chris King

- Challenges in audio
 - Open office environment
 - No external microphone jack on the camera
 - Shot close-ups to mitigate audio challenges
- 2 weeks ago, CEO wanted a 30-second spot, and wanted it by that evening
- Crew tied up on another shoot
- Did the spot on the fly in one day with DSLR

Robin Martin

- We bought Canon 7D
 - In the market for a still camera
 - Why not have HD video as well?
- Opened up opportunities for all of my team to practice shooting video
- Showed sample of time lapse with zooms added in Aftereffects

Not good for interviews

- Depth of field is too shallow
- Hard to keep interviewee in focus
- Not everyone on the panel agrees; some have had good results with interviews

John Clarkson

- Showed video of candles at night in available light
- This conference is about engagement
 - This technology changes the relationship we have with our work
 - Guy who took these videos is a still photographer
 - He came to us with this tool
 - His level of engagement as he became a videographer was a joy to see
 - We can find skills and new levels of talent in our staff that haven't come out before
- This tool has wonderful potential for publishing high-quality videos to the web
- Executives are more natural on camera because they are not intimidated by the equipment

Chris Barry

- Had only 150G to produce 5 videos of events in five different cities.
- Used dual system audio for interviews
- No lighting; short depth of field
- B-roll in unusual places
- Unobtrusive, which was very important at these events—people think you're shooting stills

- Can put the camera on a monopod and get shots that look like they are on the crane

Audio

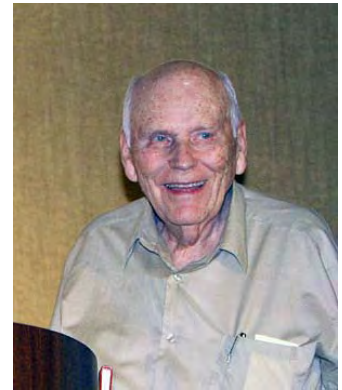
- Have to go back to your old film days
- Have to make sure the audio tech presses the record button!
- Record it on your camera as back-up
- Need a clapper to sync audio just like we did with film

Management Topic-go-round

Susan Kehoe, George Mason University, Moderator

Tom Hope, Founding Member of CMMA, was visiting at the Conference. Tom recently had his 90th birthday. He gave us a brief history of how our Association got started:

- I was shooting sports films in Chicago
- I had lunch with a bunch of people like you
- We decided to make this a permanent group; that was the origin of IAVA – AVMA – CMMA nearly 65 years ago.
- All men in the Association at the beginning
- It's really something to see this group after all these years! We had such a good rapport with our group of managers, and it does my heart good to see all of you.



We have our baby boomers..We have our Gen X... We have our Gen Y... and it's a challenge to keep them engaged. We encourage our team to find their own ways of staying engaged.

Q: Do you find yourself moving from a video production facility to an IT organization, given the changes in technology?

Responses

- I'm a producer/director by trade, but myself and my team are definitely having to be more technical and knowledgeable about IT. I have developers on my staff now.
- We were video only; now we're into streaming and other technologies that require IT.
- We're lucky; we're part of IT. We're a team already.
- Our IT department wanted to start making videos; we were able to put a stop to it.
- My team acquired the HTML programmers and we now own that group.
- Still need a bridge between the two groups. That bridge is content. IT wants to own the pipes, but they don't want to shape or archive content. Strategically, I think the more we own web services the better potential for our future.
- We have a huge IT department. I agree that they really didn't want content. They are not like us; they want everything very lined out. We developed an agreement of exactly who did what, and that made it much smoother. Editing equipment was a problem, since they are of course computers. We were careful to call them video editors, not computer editing, and got them under the radar.
- We have a systems engineer on staff. That has paid dividends for us. We were able to tap into IT's pipelines for video capture ourselves, rather than waiting for IT to get to us—we were a very low priority for them.
- We maintain our own IT department, and they maintain all our servers.



- We try to engage IT and build bridges with them. We meet together regularly. We exchange information and work at building trust. They looked at us as the group who could pull down the network; we looked at them as traffic cops. Working to build trust has definitely helped.
- I find it strange that you all are talking about IT. Interactive media producers and web developers are involved with both content and development. With those skills, you don't have to worry about IT enough.
- We have an IT group. They want to control platforms, but we have a web application group that needs to determine their own platforms.
- It's got to be a joint partnership. They need you as much as you they need them.
- The problem we have is that because they are a different part of the company, their funding often doesn't support where our priorities are. We have to take a back seat to other projects.

Q: We try to innovate as much as possible. How do you encourage your teams to innovate? Do you get budget for innovation?

Responses

- I try to make sure my team has time for innovation. We're allocated, so that makes it a little easier. We also get together with other companies in our area to challenge each other.
- Get videos from other CMMA members to expose them to new ideas.



Q: Budgets. Do you have an allocated budget, or are you dependent on revenue?

Responses

- We are in a bad place this year. We used to have a base budget allocation. We were like an accordion folder. We charged for production and that enabled us to get the people and resources we needed to meet our customer requests. Finance did a six sigma project and decided we shouldn't be charging back. We don't know what Finance will do if we go way over budget.

Q: Are you a working producer as well as a manager? How do you handle that balance?

- I manage webcasting services. My group sets the standards for webcasting globally. As a working manager, I'm expected to run the department and work on shoots. I handle the high-end executive webcasts. When I'm on a production, I'm not at my desk for hours at a time. Then I have to play catch-up.
- I struggle with this. I like production and don't want to give it up. But I don't want to be perceived as a production person; I want to be perceived as the manager of the group.

- I always kept my hand in some aspect of production. Doing CEO interviews is a good way to being visible at the top. It's very difficult to get a job as a manager once you leave your company. Hang on to your technical skills; you are likely to need them in the future.
- I was a production person for many years. It was very difficult to make the transition to management; I finally had to divorce myself from production in order to be taken seriously as a manager.
- It's a dilemma. If we continue to do production, we'll never be perceived as a general manager who could manage other kinds of teams.
- I pick-and-choose projects that satisfy me personally.
- This group in general I think has to struggle with this. And during this recession we really have to be doers as well as managers.
- I still want to be perceived as a creative person, not just a manager.



Q: Doing more with less. What's your biggest success story?

Responses

- We repurpose an enormous amount of content both video and graphics. That's very cost-effective.
- Find people in your organization who like to be on camera and are good; use them. You get content and it doesn't cost you.
- I created a technology symposium, a highly visible event. I videotaped people talking about the technology and brought the content back to our shop. We've used that footage in a lot of different ways. Nobody gets paid; they get excited to share their knowledge. We also captured a lot of international guests who were visiting the laboratory.
- This is more about taking full advantage of what we have. We have a staff, and we use a lot of freelancers. A couple times a year we get our staff and the freelancers together to showcase our work, or do technology demos, exchange ideas. We don't pay the freelancers; they think it's worth their time to come.
- In keeping with our corporate identity, a lot of people in our company were buying stock images. We decided to build an internal library of images of people within our own company. It's been very successful and saves the company money.



2011 Spring Conference Preview

Charlotte, North Carolina
May 1-3, 2011

Theme: *Managing at the Speed of Business*

- Two keynote speakers lined up
 - Mark Ragan, CEO Ragan Consulting
 - Cali Lewis, television personality
- Member panel: *Evolution or Revolution*
- Focus on web.# world, whatever that will be by next spring
- Wells Fargo facility tour
- Wells Fargo and Bank of America, hosts



Pre-conference events

- Richard Petty driving experience
 - Charlotte Motors Speedway
 - Ride along or drive
- Visit to the National Whitewater Center
 - U.S. Olympic kayaking team trained here
 - Rafting, zip lines, kayaking, etc.



Hotel: **The Westin Charlotte**

Conference sessions: **Wells Fargo HQ**

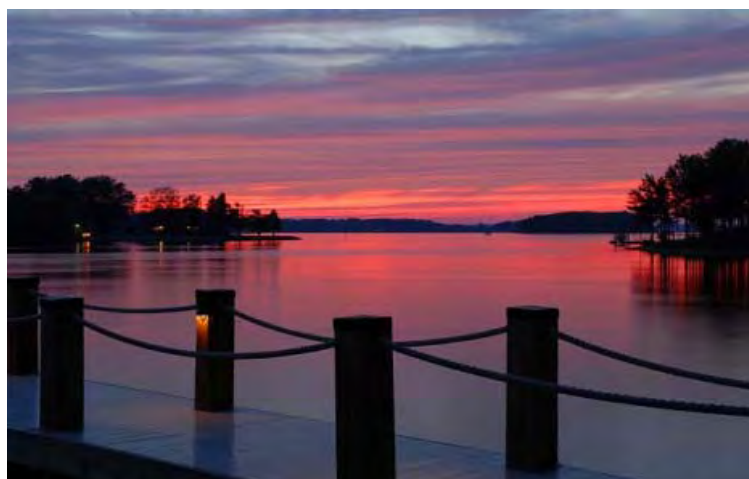


Photo Album







11 new members attended their first CMMA conference





Conference Chairs Warren Harmon and Arlen Gutenberg; President Dan Pryor



The complete conference team



Spirit of Partnership Award: Andrea Keating



Current Social Outtake Award winner Cynthia Hotvedt presents the award to Linda Maslow



See you in Charlotte!