

CMMA 2012 National Conference Proceedings



Kim Cloutman
Norfolk Southern



Tim Foster
Primerica Media

Conference Co-chairs

Photography by Charlie Perkins, Mayo Clinic

President's Welcome

Steve Tingley, Media Center Director, *American Family Insurance*

Welcome to Clearwater Beach Florida! A special thanks to our partner sponsors for last night's dinner at the Palm Pavillion: Ignite, Kaltura and Sony.

A special welcome to SIX new CMMA members!!! Welcome to CMMA and this conference! It was conference that captured my involvement in CMMA and I am certain that the networking with members and partners will draw you in – wanting more...

Nicole Atkinson Roach, Common Sense Media

Diana Nordrum, Mayo Clinic

Brian Vogt, Merck & Co.

Kevin Prange, National Association of Electrical Distributors



Two of our six new members joined under a new membership category of affiliate member. Affiliate members are staff members current CMMA members who aspire to a leadership position in their organization.

Lynne Glaus, Best Buy, is no stranger; she was an active member with her previous company, Target.

And Randy Raish... New member, VERY familiar company name!

We have five guests with us this week. We would like to welcome:

Rolf Johnson, RJP

Kenny Helton, Spirit Aerosystems, Inc.

David Combs, Spirit Aerosystems, Inc.

Meko Taylor, DCTV

Doug Craig, Excel Energy

And we have three new Partners to introduce:

Our new Gold Circle Partners are Xendata and Talkpoint

Our new silverCircle Partners is mainstream data

We have some great speakers and topics for this conference. Of the topics, succession planning is one that interests me the most. Although succession planning needs to be a priority at any point in a manager's career, I am getting closer to a point (retirement) where I want to have people in place to carry on the great work we have developed over the years.

Like many of your organizations, American Family has programs in place to assist me in succession planning. Ours is a fairly simple process of identifying potential candidates and developing those candidates for a leadership role.

Our process uses three factors to identify potential leaders. The first, as you might expect, is **ABILITY**. Ability is a combination of innate characteristics and learned skills.

Innate characteristics are a combination of mental agility and emotional intelligence (is the ability to identify, assess, and control the emotions of oneself, of others, and of groups.). Performance is only a partial indicator of ability.

Learned skills include technical/functional skills and interpersonal skills.

I have many high performers within my group that easily fit this part of the criteria. I think we have learned over the years that high performers don't necessarily make great managers.

The second factor used to identify potential leaders is **ASPIRATION**.

Aspiration is the extent a person wants or desires:

- Prestige or recognition in the organization
- Advancement and influence
- Financial rewards
- Work-life balance
- Overall job enjoyment

We're basically looking for someone who is eager to take on new challenges with a leadership position.

The third factor used to identify potential leaders is **ENGAGEMENT**.

- Does the employee value, enjoy and believe in the organization?
- Do they believe that staying with the organization is in their best interest?
- Are they motivated to put in the discretionary effort to be successful?

The employees who fit into these three are identified as PLR's or "Potential Larger Role" individuals. They are employees who could immediately step into a leadership position

in defined areas of the organization. The primary position most likely being the department/division they currently work.

We go through this process every year and the people identified can change. For varying reasons, they may not aspire to a larger role each year. There may be multiple employees that are at or near the PLR level. Those that are runner-ups to the PLR are identified as “expandable” or “emerging leader”.

The PLR candidates are further narrowed through their level of competency in six areas:

- Customer Experience
- Achieve results
- Accountability
- Lead corporate vision and strategy
- Lead people
- Lead change

Each of these areas has a list of six or more descriptors that the candidates are determined to be competent in or not. The candidates will self-assess themselves and then a group of managers who know the candidate will assess them. The candidate needs to be “accomplished” in at least four of these to continue on as a PLR.

Once identified as a PLR, a development plan is created to address any needs identified. The plans generally follow the guideline of:

- 70% mix of on-the-job experiences
- 20% relationship based development
- 10% facilitated development

These guidelines can get a bit grey to me—they overlap.

The on-the-job can be a variety of things - For my staff it has been primarily leading enterprise projects, temporary transfer to another area, or a special leadership project or assignment.

One of my staff was assigned to an enterprise project to determine the effectiveness of one of our call centers. It was a project that was way out of his comfort zone and he and his team had to report their findings to a senior leadership panel. He felt it was both challenging and rewarding.

Relationship based development can include mentors or developing relationships with industry peers or a variety of projects. Part of my manager's activity here is being active in outside organizations and CMMA is one of those.

Training is generally leadership or professional courses. For the most part they are internal courses designed around each of the competencies mentioned earlier. It may seem like a lot of work but it is important to work with each PLR to determine the development that is right for them. Once you've gone through the process a couple of times it does become easier. I like the process because it forces me to take a hard look at the development of all my staff, not only those that I currently view as potential leaders.

Just as important is the regular follow-up and coaching to ensure they stay on track and are benefitting from the experience.

That's my short talk on succession planning... I am looking forward to hear what our speakers have to say. I am also looking forward to some of the other topics on generational differences and the impact of technology in the workplace. So with no further ado...let's get to it!

Succession Planning and the Emerging Generations

**Robert W. Wendover, CSP, Director
Center for Generational Studies**



A new employee:

He's one of the best tech minds you've ever met. Give him the right equipment and ask him to produce something—he's got it. At the same time, seems married to his smartphone. If you call him, he doesn't answer, but if you text him, he responds right away. He lives on Facebook, and has a couple thousand friends. Sends 3600 text a month. But he can't write a letter or a proposal coherently. He is uncomfortable speaking in a group.

From a management POV, not sure I'd put him in charge of anything!

Managers are facing this paradox: the new generation are digital mavens, but have inferior interpersonal and leadership skills. How do we develop them to be the leaders of tomorrow? Older people are digital immigrants; learned technology as adults.

Replacement Planning: the process whereby an organization identifies an individual(s) to fill an expected or unexpected vacancy at any position within the organization.

Succession Planning: the identification and development of individuals with the organization for the specific purpose of ensuring leadership continuity at all supervisory levels.

Succession planning needs to be a pool of people, not specific persons identified for a given position.

- Helps you develop people without them knowing you have identified them for other roles
- Gives you options; circumstances change. Don't get narrowed into a box. Don't make promises you may later not want to keep.

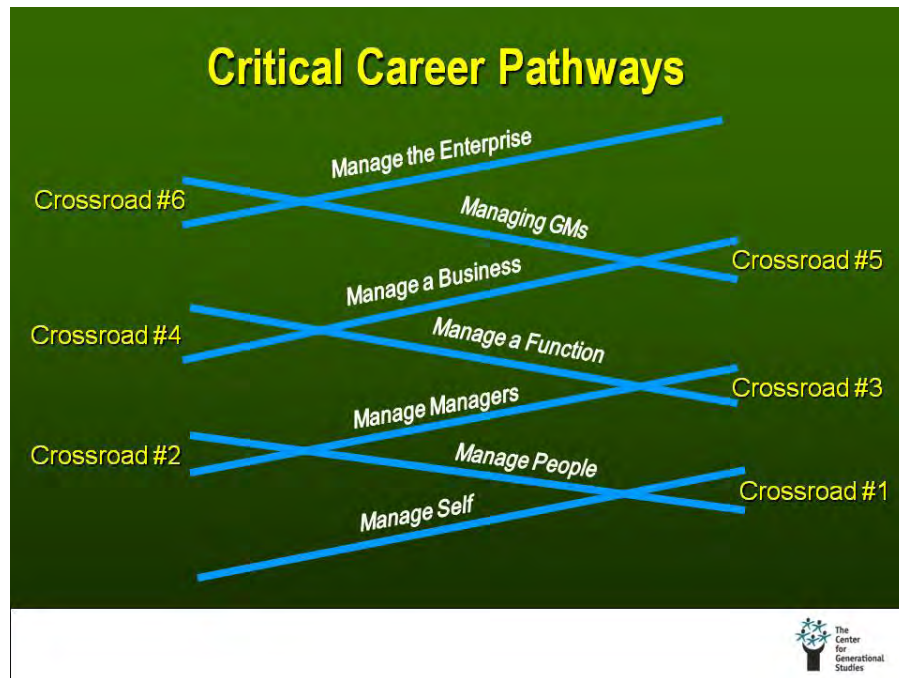
Baby Boomers and those older focused on this is how I work, this is who I am. Look at a job as their life. They live to work. Came into workforce with understanding that if they would work hard, they would always have a job. That "contract" no longer exists.

Younger people suspect of working in one organization for a long period of time. Have seen their parents laid off. Work is where they happen to be, but I need to be versatile. If something better comes along, that's good. Xer's

Millennials are even more so. Expect to be in first job out of school less than 3 years. "This is a training job." Then I'll figure out what I really want to do. All about Me, inc.

Challenges Influencing Succession Planning

- Focus on doing more with less. Personnel have been cut. Lots of pressure.
- Baby Boomer retirement. Many of them on time. Some will stay longer, but not a lot of them.
- Generational impatience and skepticism. Want it now. Why can't I navigate through life with my thumbs? Life is 24/7. 365 days. Amazon.com started this mindset with one click ordering.
- Knowledge transfer. We don't know what we know. Granted, a lot of what we know is irrelevant and has been superseded by technology. Tacit knowledge is important—how to do it. How do we transfer knowledge?
 - Supervisory maturity
 - Industry-specific skills
 - Native knowledge
- Accelerated cycles of training and development. Tell me what I need to know now. Technology offers new training options. Simulations are becoming very important. Training on demand.
- Challenges recruiting qualified applicants. 50% of high school students in large cities don't graduate. Not everyone needs to go to college. Skilled trades are viable options. Increased competition for qualified candidates.
- Decreases in loyalty and tenure.



The further up you move through these levels, the less you actually do in terms of the production of product. Not everyone feels comfortable with the kinds of work required of managers, and they tend to compensate by over-managing people who do what they used to do. Communication and relationships become dominant at highest levels.

Implement a road map for succession

- Define core competencies at every level. Time consuming; detail oriented. Tough to do, but critically important.
 - Technical skills
 - Dealing with ambiguity
 - Rapport building
 - Learning on the fly
 - Coping with change
 - Emotional maturity
- Establish a method for identifying candidates
 - Selection criteria
 - Nomination for inclusion
 - Self nominated?
 - Nominated by peers?
 - Nominated by management?
- Implement a communication system for all involved

- How to keep candidates in the loop. (Pizza once a month; discuss a topic. Leadership retreats. Have person write a letter about what's working and what isn't and what training is needed.)
- How to demonstrate a sense of momentum to individual candidates
- How to solicit feedback on the process
- Manage the development of those involved
 - Career development planning
 - Understanding learning style
 - Coaching/mentoring
 - Formal education
 - Technical education
 - Cross training
 - Rotation through positions
 - Self appraisal

If you have a solid succession planning process, then when you need to promote someone, you will have a qualified pool of candidates from which to choose.

Obtaining Buy-in from Key Staff

- Provide them with the control and final say over their individual responsibilities.
- Foster a cross-generational succession planning process that encourages collaboration. Put different generations together. Mix them up!
- Ensure understanding that this is not an effort to supplant them. We want our key staff to have buy-in without feeling threatened.
- Encourage them to take time to actively coach and mentor those in the succession pool. Give them time and opportunity for this.

Retaining Rising Young Leaders

- Provide for individual contact with senior management. Most won't do this on their own.
- Ask them to perform special tasks.
- Allow for cross-functional training. Produces versatility within the organization and it improves retention.
- Provide ample feedback and opportunity for self-appraisal. Doesn't have to be formal process.
- Place them in temporary supervisory roles and watch what happens.
- Invite them to senior management meetings. Observe decision making process.
- Give them the opportunity to lead.
- Involve them in contact with community leaders.

- Involve them in community and trade organizations. But be prepared—it will change things! They will challenge you.

Engaging Veteran Contributors

- Encourage them to leave a legacy. What do you want to be known for when you leave the organization?
- Seek their observations about the potential young leaders around them.
- Look for opportunities to include them in working with those in the succession pool.
- Suggest they take the lead on promoting everyday knowledge transfer.
- Ask them to develop and contribute to an organizational knowledge base.

The Bottom Line: don't measure your succession plan on the strengths of individual replacements. Measure overall bench strength across the organization. Gives you flexibility with a pool of candidates.

Q&A

Q: Do you see any difference between males and females in the younger staffers?

Haven't seen any clear data on this. Women report being more liberal in their beliefs about who stays home with the kids.

Q: when you bring in new people with their excess energy, how do you channel their energy without crushing their drive?

Have to teach them how the organization works. The big picture. Understand the role of your department within the larger organization. Produces pride and investment, as well as perspective. Must know how the process works.

Q: Emotional maturity. Most new employees don't have this. And what about emotional intelligence?

Emotional intelligence is ability to understand yourself. Emotional maturity is understanding yourself within the surrounding environment. Pick the right words. Don't say everything that comes to mind.

Example: 22-year-old auditor texts the 50-year old CFO. Had to develop a protocol: this is when you text, this is when you send an email, this is when you pick up the phone, etc.

Evolution of Production

**Chris Barry, *Best Buy*,
Moderator**

**Barry Poltermann, *About
Face Media***

**Kelley Barry, *photographer,
videographer, designer,
marketing specialist***



Chris: *Barry, can you tell us about your production model? Increasingly our clients have less money, but they want more.*

Barry: Things are changing so fast. Both from a financial perspective—more content—and a different kind of content, more entertaining. Production work approached in the same way we did documentaries. Shoot a lot of video, do a lot of editing. Small crews (director and shooter), no lights. Equipment is so good now you can do this and get good footage. Use FedEx to send hard drives to editor; will be all Internet-based before long. Have directors in key markets. Base pricing \$10G per day, including prep time. Edit days are \$5G.

Biggest client is K-Mart; 60 videos a year.

Chris: *How do you measure success?*

Barry: We start out the project with discovery. Need to understand the client, the objectives, how the product will be shown and used. Encourage clients to drive down beyond the view; need deeper metrics. What did they do after watching? How long did they watch?

Chris: *You have a niche. Kind of documentary storytelling for big brands. Why did you choose this kind of product?*

Barry: Not sure. I enjoy this so much I sometimes wonder if I reverse-engineered this to make it a viable business. For an additional cost, we help our clients get more views for their video.

Chris: *Do you miss the days you were sitting on the stage with huge crews and lots of equipment?*

Barry: No. Not at all. The process seems kind of ridiculous to me now. I want our crews to be able to jump in a cab or on a plane at a moment's notice.

Chris: *Kelley, you've been out of school four years now. What kinds of things have you been asked to do at OttLite Technologies and MarineMix?*

Kelley: Whatever I thought I could do, I would get asked to do.

Chris: *You are a generalist. What does that mean?*

Kelley: Didn't have a video major where I went to school. Learned animation & graphics, video production. Started freelancing for OttLite. Also do print design, web design, coding. Not an expert at one thing. I get it all done.

Chris: *How has accessibility of tools helped your career?*

Kelley: I would not be where I am without the tools. It has become so much easier and less expensive to create videos now. An example: Adobe subscription service, rather than buying an entire system. *Creative Cloud* for \$50 a month gives full access to Adobe programs.

Q: Barry, what do you use for a script, or plan? How much time do you spend on preparation for a shoot?

Barry: All part of discovery. Content evolves out of the discovery process. Then we create a visual presentation which may include video clips to illustrate what it might look like. Includes a written document that the client signs off on. Approach every video as if it may develop into a series.

Q: One of the things that strikes me is that it depends a lot on the editorial side. Is that what drives your business?

Barry: Yes, to a great extent. I don't want to minimize the work of the directors. You need a director who knows how to tell a story. But we often have many directors working in different cities for the same video. The editor has to put it together.

Barry, How can you make videos at a reasonable cost when you are using editors and directors who work on entertainment venues?

Barry: Well, they are not working that much. And there's a lot of competition. They supplement their income with work from us. I pay substantially less. But they have a lot of freedom and they have a lot of fun. People don't realize how badly shooters are paid.

Kelley, how have your bosses viewed you and your skills? Are you the quick turnaround guy, while the agencies work on something else?

Kelley: Depends on what the project is. MarineMax had an agency; used to do everything. Now doing more internally.

Chris: At Best Buy, I think we were caught flat-footed when people like Kelley came into the market. And I think we need people like him as well as the high-end producers.

Kelley: I didn't see my career developing as a generalist. It was really driven by my employers who needed things done.

I like to look for people who have done some really weird, creative things in film school, and see how they translate that to the corporate market. I look for raw talent.

Content has to deliver value. Aesthetics are secondary. Some company's think our work is too rough for their brands. You're paying for the talent of the people, not the prison of the equipment.

You're a good storyteller. That's what it comes down to.

You need to be a good storyteller, but you need a team around you with technical skills, too. I used to be threatened by these young kids making a great video all by themselves. Now I just hire them!

Member observation: We have digital signage at the clinic. Next to the digital signage are posters. At one point, some people thought posters should go away. Not true. Sometimes you need a poster that's visible every time someone walks by. There's room for both, just as there is for both of the kinds of producers Kelley and Barry represent.

What are you looking to do next in post production?

Barry: Collaborate through the Internet; get rid of hard drives and FedEx.

New Member Presentations

Ramiro Banderas, Member Chair
Orkin

Diana Nordrum, Mayo Clinic

25-year Mayo employee
Manager, Event Support Team
Based in Phoenix

Recent project:

- Education/innovation forum
- Technology jumping ahead of where educators are
- How do we get teachers into next generation of methods



Farm girl from Iowa
Two daughters, 25 and 23
Both married
Like to travel, read, watch movies
Heavily involved in local church; lot of videos and other presentations
Singer in church also

New Affiliate Members

Lynn Glaus, Executive Producer, Best Buy

I'm so excited to be here again; I missed you guys.
(Former member when she was at Target.)

Born & raised in Nashville.

Phase 1: Before Minneapolis (BM)
Got my start in the industry in Nashville, in local programming television news. Went into syndicated network programming; interviewed a lot of celebrities.

Phase 2:
Television station in Minneapolis
Freelanced



Marshall Field's department manager
Target absorbed us; grew department exponentially
Now very happy at Best Buy
Horse and dog lover



Randy Raish, Producer/Director

Mayo Clinic Media Support Services (Arizona)

- Loves photography
Background in post production houses
At Mayo for 7 years
Helped transition to digital
Mayo 3 shields logo: Patient Care; Education; Research
- I cover all three shields
 - Patient Care videos assist doctor
 - Help our staff teach (Education)
 - New technologies to patients and staff (Research)

Ramiro inducts members attending their first conference:



Our two conference chairs!

Tim Foster, Primerica Financial Services

Kim Cloutman, Norfolk Southern

and **Diana Nordrum, Mayo Clinic**

Technical Topic-go-round

Kim Cloutman

Norfolk Southern

How are you meeting the challenge of low vs. high end production? How are you building your capabilities to do both extremes?

- Currently developing a do-it-yourself production studio and edit suite
- People are getting smarter. Example: Marathon today. Planned to shoot high-end and also with Flipcam for immediate posting. Later decided the Flipcam approach is not what they wanted, but initially planned to do both.
- It's all about the tools and when to use them.
- The end use and the audience should drive the level of production.
- They honeymoon wears off for the do-it-yourselfers.
- Don't understand the rigors of good storytelling and what will meet the corporate objectives.
- It will be a better universe when they have all tried it themselves.
- Each message needs to match the venue where it will be shown. What is cost of having employees look at something that does not communicate?



Do you have any examples of projects that expanded beyond their original viewership goals?

Had an interesting one with K-Mart. Clients always wanted K-Mart presents in every production. Had a video that had a lot of views, but was not well-liked. Took K-Mart off the video, and the interest went up to 70%.

It's not just getting the views. It's also how much it cost per view. Need to promote the video to get the viewers. And how much of it do they watch?

Do any of you use a production management tool? We locked onto one called Market7 about a year ago. It's been a fantastic tool for us. With one click, we can get a project back. Can invite any number of people to review the work for approvals. I can tell who watched when and for how long. Sad to report, they are going to pull the plug on this tool. I'm going to need a new one.



We just did a test with [Scenios](#). Has a lot of the same functionality. Currently offered free. Cloud-based. Andrea Keating is on the board and a shareholder; ask her about it if you have questions.

We are looking at [SharePoint](#).

We need to be sensitive to the corporate security issues related to the tools we use. Our tools and technologies are vulnerable. Example: Wireless microphone systems in place at a CMMA company. Executives in their conference system could be captured from five miles away.



Acquisition. What are you using? Flipcam seems to have come and gone. We really like the GoPro. Can get some great-looking stuff you couldn't get before.

- Zoom for audio acquisition

How do you metatag data as it comes in? The same scene may be categorized completely differently by different persons.

- We're just getting into this with a new system. Supposedly, if you put into automobile, the dictionary in the system will find other words similar or related. Hope it works.
- We've outsourced tagging to India. Our people aren't willing to do it.
- We're spending a lot of time on the taxonomy we use. Building synonyms into the process.
- We're using CatDV; very powerful.
- We have a multi-stage process. Production assistant puts in basic information; someone assigned at our editing facility adds information about the footage into the system. The producer goes in and adds more specific data. Operations team adds any other needed information, such as watermark saying can only be used for 6 months.

What kind of access are you allowing to your media throughout the organization?

- Keep all original media on CatDV; finished on Media Bin and Kaltura. Available throughout the organization.

- We also CatDV. It's a challenging and complex system. We have to help them find what they need. We assign a producer to help them find what they need; mostly for marketing and communications.
- We had a 10-terabyte drive go south on us. Backed up by IT, but they needed months to get it back. Had media we needed soon. Any solutions for restoration of data in a hurry.



I Remember When: Bringing Together Today's Diverse Generations

Robert Wendover, CSP, Director
Center for Generational Studies

We're going to play a game: *I Remember When...*
(Created five teams in the room.)

2 things:

- Choose a name for your team
- Elect one of you to be spokesperson
- 5 rounds
- Will determine what type of team you are by the oldest member in your team
 - Mature (prior to 1946), Boomer (1946-1964); Generation X (1965-1980); Millennials (1981-1999)
- Answer questions based on your team type
- Points based on how many questions you get right
- Questions will be up for 45 seconds
 - Some are super easy
 - But some will be challenging
 - Further into the game the harder the questions are

Team #1 name: Number One (Mature)

Team #2: Media Mavens (Boomer)

Team #3: Three's Company (Mature)

Team #4: Cougars (Mature)

Team #5: The Philistines (Boomer)

A Few Sample Questions

The company patented the transistor radio in 1947 was:

Hewlett-Packard

Good to the last drop was the slogan of which coffee company?

Maxwell House

What was the name of the first US space station?

Skylab

Frank Sinatra hailed from which New Jersey town?

Hoboken

In 1957, what celebrity refused to be inducted into the army on the grounds that he was a conscientious objector?

Muhammad Ali

What NFL quarterback was jailed in 2007 for his involvement in the illegal dog fighting?

Michael Vick

The phrase *Sock it to me!* was popularized on what television show?

Laugh-In

In 1950, the husband and wife executed for passing nuclear weapons secrets to the Soviet Union were:

Julius and Ethel Rosenberg

The sitcom *Mork & Mindy* starred which famous comedian?

Robin Williams

Jack Benny was known for playing which instrument?

Violin

Who was elected South Africa's President after serving 18 years in prison?

Nelson Mandela

What is a killer app?

A highly successful computer application

And so on...

Conclusion

- Average person in the room is 45+
- Recognize the impact for you as manager's going forward
- As younger people come into the workforce, things were changed
- We all have a set of assumptions, based on our history
- What's going on in technology, industry, society all have an impact
- Most of our kids can run circles around us with hand-held devices
- This generation coming in most diverse in history
 - Lots of stuff they don't know
 - Lots of stuff they think is irrelevant
 - Half of university's now have a course about what work is like, how to dress, how to talk
 - We learned this from our parents
 - We consider behavior inconsiderate, such as texting during meetings
 - We don't know what common sense is; because it's individual

Check out [The Center For Generational Studies](#) website.

A Perfect Storm: Intel Studios Do It Yourself Program



Shawn Morgan, Senior Producer
Intel Studios

Do It Yourself (DIY) initiative

Intel Studios

- Creative services Team
- Manage & Distribution Team
- DIY Program Enable

Vision: Be Intel's Clear Choice for Creative Consulting & Media Production

Mission: Enable, Create, Manage & Distribute Media at the Best Possible Value for Intel

The Past – Why the Shift?

- # of projects going up exponentially
- Video is a driving force to help drive revenue
- We were not meeting all the needs; the ROI wasn't there for some projects
- Decided to enable employee
- Goal is not to do more, but to do higher ROI projects. Let's do less with less. How to do that and still make Intel happy.
- Make the enablement work from the bottom of the pile. Do fewer projects within Intel studios, and make sure all our projects have the highest ROI to the corporation.

Meet John Persona

- Age 24
- Graduated Spring 2011
- Degree in marketing
- Entered workforce 2012

How do we think he's going to want to communicate and receive information?

What's going to resonate with him as an employee?

Factors creating the Perfect Storm:

- Ubiquitous need for media
 - Everywhere
 - Generational shift

- Proliferation of channels
 - You Tube, IntelTube, content delivery networks, DVD's, Facebook, Social Media, Twitter, UStream
 - John Persona has never worked without these channels
- Lowering cost barriers and rising quality
 - \$\$\$ dropping; barrier to equipment entry falling
 - Rising quality
 - Free is the right price
 - John doesn't care about what things used to cost
- Education/age of workforce
 - John "Y" generation
 - Not a passive consumer of media; he creates it
 - Doesn't know anything different
 - Virtual media world
 - Need to embrace the change—these are the people who will be running the corporation
- Digital media knowledge
 - Tools of the trade
 - Been working with Photoshop since middle school
 - Exposure to editing programs

Why is Intel Studios investing in this program?

- Not trying to put ourselves out of business
- Shift to the right—higher ROI projects
- Surf the wave or suffer the tsunami
- Partnership to leverage footage from other geographies—both directions
- Demonstrate leadership (most important)
 - Don't want to be The Video Department
 - We understand our primary role, but we also think there is a business argument for enabling others in the organization

2005-2006: Educated other Intel Communications people on DIY video creation

2007: Video Toolbox: launched

DIY Media Exchange

- Craigslist inspiration; web-based application
- Intel Planet Blue Blog site
 - Used as our base site
- Goal: A no touch environment
 - Graphic requests, music, photography, video

- Projects initiated and completed without any involvement from us
- Results
 - Within 24 hours with no advertising, had first request; project completed with 48 hours
 - 237 members now
 - 120 requests submitted
 - 70% fulfillment
 - People who need something ask for help; people with skill take on the project. Most times do not know each other and never meet face-to-face.
 - Some motivation from internal rewards program to get involved

Q: Who is the gatekeeper and keeps an eye on this? What if someone requests something your team should do? And how do you collect those assets?

Right on the page, there is a disclaimer that requestor understand copyright and other issues. I oversee the site, and Account Management monitors it as well. Idea behind this is not to get in the way. These projects would be done whether we had the site or not. Now they are getting done by people with higher skills.

We don't have a mechanism to pull assets back into the system yet. Need an Asset Management System.

Q: How do you persuade creatives to get involved? Do they get paid?

We did an advertising campaign to get more creative types to sign on to get involved. There is a surprising amount of talent out there. No money; their reward is personal satisfaction.

Q: Do you worry about other people in the company thinking you did this low-quality work?

No. We're one team. Everything produced is Intel. Yes, we take pride in our work. Many times people confuse this DIY work with ours.

Q: Are you getting less requests for work because of this program?

It's too new to know yet. Maybe. We're only 10 months in.

DIY Media Help Desk

- 1:1 expert resource consulting

- 1 off and 1 time structure—not repeated calls
- Driven through referrals from Video Toolbox and Account Managers
- Results:
launched in May
- About 20 consultations so far; considered successful

DIY Video Toolbox

- Online website
- Video repository
 - IP, copyright confidential data classifications, rights management, legal reviews
 - Video training: Learning Series Guides; forms; other resources
- Working on version 1.0 that is much more user-centric: What do you want to do?

Results

- Tons of complements and appreciate notes from users
- Nearly 3000 visits

DIY Learning Series

- Targeted skills based training
- 8 Learning Series documents
- 3 learning service videos completed
- 3 learning series videos in post
- 3 learning series in pre-production
- Then we will stop for awhile and measure the results
- Teach top-level skills only; overview in quality
- Printed materials are step-by-step directions

DIY Research

- Cloud-based solutions
- Easy access
- Off the shelf tools

DIY Mentoring

- Skills based mentoring program
- Criteria for Mentee
 - Must have a business need
 - Real projects
 - Manager's approval
 - Budget or existing equipment; we don't rent or lend our equipment

- Good gatekeeper
 - Have to be willing to spend some money
- Desire and time
- Mentoring components
 - Skills assessment based on business need
 - Equipment assessment
 - Action Plan
 - Action Plan acceptance and integration to Individual Development Plan
 - Actual mentoring activities
 - Everything from sending links to face-to-face meetings to shoot sample footage and get critique
 - Or you fly to Oregon and watch us do a production
 - 2 people completed since launched in March
 - In manufacturing
 - Working well to support their group
 - 2 others currently engaged

My job at the end of the day is to drive business for Intel, and I think having video used as a fundamental business tool throughout the organization helps drive business—similar to PowerPoint.

Q: Is the website available to outsiders?

No, all behind the firewall. But no mention of Intel in training videos. One idea I have is that they may be a revenue source for my department.

Q: How did you find the time to do all this?

It is a lot of work. About 30% of my time is dedicated to this. I draw on resources from all three of our Intel Creative Services team. The team is behind this, because we share the goal of getting rid of the lower end projects.

Generation Cohort: The Postnormal Shift to a Holistic Workforce

Yvette Montero Salvatico, Partner/Principal
Kedge, LLC

www.kedgefutures.com



If you haven't heard the term Generation Cohort before, it's because we made it up. My take on your conference theme will be a little different. We can get past this generational divide and get to a cohesive workforce.

27,345 books on the generational differences on Amazon.com.

We keep trying to educate ourselves about generational differences, but we still don't have the workforce we want.

WORKPLACE CHARACTERISTICS				
	Veterans (1922–1945)	Baby Boomers (1946–1964)	Generation X (1965–1980)	Generation Y (1981–2000)
Work Ethic and Values	Hard work Respect authority Sacrifice Duty before fun Adhere to rules	Workaholics Work efficiently Crusading causes Personal fulfillment Desire quality Question authority	Eliminate the task Self-reliance Want structure and direction Skeptical	What's next Multitasking Tenacity Entrepreneurial Tolerant Goal oriented
Work Is ...	An obligation	An exciting adventure	A difficult challenge A contract	A means to an end Fulfillment
Leadership Style	Directive Command-and-control	Consensual Collegial	Everyone is the same Challenge others Ask why	*TBD
Interactive Style	Individual	Team player Loves to have meetings	Entrepreneur	Participative
Communications	Formal Memo	In person	Direct Immediate	E-mail Voice mail
Feedback and Rewards	No news is good news Satisfaction in a job well done	Don't appreciate it Money Title recognition	Sorry to interrupt, but how am I doing? Freedom is the best reward	Whenever I want it, at the push of a button Meaningful work
Messages That Motivate	Your experience is respected	You are valued You are needed	Do it your way Forget the rules	You will work with other bright, creative people

The models we are using are industrial age models. We have entered the Postnormal Economy. All that was normal has now evaporated; we are in the period where old orthodoxies are dying; new ones have not yet emerged, and nothing really makes sense.

- Complexity
- Chaos
- Contradiction
- Open-Sourced
- Disruptive
- Networked
- Collaborative
- Uncertainty
- Resilience
- Imagination

Postnormal Economy

Military developed the term **V.U.C.A.**

- Developed to describe military situation in Afghanistan
- Many have adopted as a description of business environment
- **V**olatile
 - Accelerating change
 1. A 5-year-old is more likely to know how to launch a phone app than to tie their shoes
 2. Everything is a touch-screen
 3. Gesture-based screens are next
 - No reason for anyone to have a computer in the home (1977 quote from Ken Olson, founder Digital Equipment Corp)
 1. Educated incapacity—the illusion of certainty
 2. Knowing so much about what you know that you're the last to know things are changing
- **C**omplexity
 - Driven by more than technology
 - Societal, economic, environmental and political factors
 - Complexity creates both challenges and opportunities
- **U**ncertainty is when you've defined the variable but don't know its value.
- **A**mbiguity is when you're not even sure what the variables are.
- VUCA environment requires organizations to redefine their talent management processes

- Must be adaptive and resilient, not static

What's coming in the place of the industrial economy?

- The Creator Economy?
- The Knowledge Economy?
- The Human Age?
- The Molecular Age?

It's not about knowing what's coming, but being prepared for whatever does come.

Generation Cohort

- Transformational shift
- Lines are increasingly blurring among Boomers, Gen Xers, Gen Y
- Technology brings us together
- Generation Flux, article in FastCompany
 - Excellent example of Cohort trend
 - Share common characteristics like resiliency, adaptability, desire for passion-specific career paths
 - Non-traditional education
 - Explore disciplines simultaneously
- The future is already here; it's just not evenly distributed

Cohort People

- Describe by acronym **CLOUD**
 - C**ollaborative
 - L**inked
 - O**pen-sourced
 - U**biquitous
 - D**isruptive
- Individuals work for more than one organization

Collaborative

- Hyperlocal networks
- Any community that connects individuals
- Connected around different needs and passions
- Internet revolution is the next Industrial Revolution
- Gross National Happiness. Evaluate success based on happiness and well being. Does not coordinate with wealth.

Linked

- Social media; Facebook
- Revolutionizing the way we communicate
- Blurring personal and professional networks
- Certification vs. Reputation
 - Making most traditional degree and certification programs worthless
 - Half of what a student learns as a freshman is obsolete by senior year
 - Shift in emphasis from what you know to who you know
 - Networking trumps tenure or traditional experience measures
- Global talent pool for workers
- Nature of globalization is changing
- Shift in the balance of power to developing nations
- 21% increase in working population next 20 years, but higher percentage in developing countries
- Workforce in developed world will shrink by 1 mil

	1950		1960	1970		1980	1990		2000
China		Post-50s generation (1950-1959)	Post-60s generation (1960-1969)	Post-70s generation (1970-1979)	Post-80s generation (1980-1989)	Post-90s generation (1990-1999)			
India	"Traditional" generation (1948-1968)			"Non-Traditional" generation (1969-1980)	Gen Y (1981-onward)				
South Korea		"475" generation (1950-1959)	"386" generation (1960-1969)	Gen X and Gen Y (1970-onward)					
Japan	1st Baby Boomer (1946-1950)	Danso generation (1951-1960)	Shinjinrui generation (1961-1970)	2nd Baby Boomer (1971-1975)	Post Bubble (1976-1987)	Shinjinrui Junior (1986-1995)	Yutori (1987-2002)		
Russia	Baby Boomers (1943-1964)			Gen X (1965-1983)		Gen Y (Gen "Pu") (1983-2000)			
Bulgaria	Post War generation (1945-1965)			Communist generation (1965-1980)		Democracy generation (1980-onward)			
Czech Republic	Baby Boomers (1946-1964)			Generation X-"Husak's Children generation" (1965-1982)		Generation Y (1983-2000)			
South Africa	Baby Boomers (1943-1970)			Gen X (1970-1989)			Gen Y (1990-2000+)		
Brazil	Baby Boomers (1946-1964)			Gen X (1965-1980)		Gen Y (1981-2001)			
U.S.	Baby Boomers (1943-1964)			Gen X (1965-1980)		Gen Y (1981-2001)			

Open-sourced

- Leveraging the power of the cloud
- People Cloud is the broad adoption of social technology across talent management functions
- Example: Fit.com helps match people with the right kind of job
- Example: Khan Academy: open-sourced learning
 - Salman Khan originated idea for free web-based academy on YouTube
 - Completely free
 - More than 42 million lessons now
 - Watch when you want; use classroom time for questions & discussions
 - Makes learning available to anyone in the world
- Open offices
 - Configurations that encourage collaboration and inter-generational knowledge transfer



Ubiquitous

- Increased advancement in computing power
- Widespread proliferation of mobile devices
- Will increase impact of combining people and technology
- Teams will include robots or AI
- Gamification of work
 - Use gaming techniques to motivate employees

- A tool for recruitment and screening
 - Promote innovation without fear of failure
 - Transcends generations
- Live multiple lives simultaneously
 - Toggle between personal and professional
 - As well as real and virtual
 - Without altering personalities, demeanor
- VirFlex (Virtual/Flexible) work models
 - Employees need not be physically present for work
 - Technology enabled
 - Measure output, not input

Disruptive

- Not necessarily bad
- Rising power of digital communication tools
- Driven by passion
- Hack Me
 - Can be good
 - Allows for new ideas
 - Tell you what doesn't make sense; identifies weaknesses and opportunities
 - Hire for potential rather than skills
- Need to develop resiliency
- Agility is the new leadership competency
- Talent to learn, unlearn, and relearn will be most sought over skillset

Balancing the Future

PUSH: Here comes the future. Trends and emerging issues.

PULL: The future is ahead. Aspirations and preferred futures.

Matching passions dissolves all the generational issues.

How do you get there?

Holistic Workforce: The New Career Path

- We live longer; career paths are evolving
- Longer career paths means in the future individuals will more strongly consider pursuing their passions
- When retirement age was set at 65; average life span was 64!
- Tomorrow's leaders will want more than a career; they want a calling

A triple bottom line mentality

- People
- Planet
- Profit

Whole person education

- Emotional
- Spiritual
- Physical
- Mental

Motivated “solopreneurs” are quickly becoming the talent-of-choice

Collaborating with start-ups can kick-start innovation

60% of entrepreneurs work in a corporate environment first

Q&A

Q: What does this mean for a major corporation and retention?

You have to rethink retention. Can't fight the trend. Maybe it's not bad if they leave if they don't want to be there. Knowledge transfer component is the serious issue. Encourage young workers to share their expertise.

Q: How do we incorporate young workers into a corporation who don't have traditional education or other credentials?

Have to make an investment in them; but be prepared for them not to stick around.

Q: With the shortened tenure of employees, do you see a danger that companies dummy down their processes and training?

It's a normal human tendency to try to simplify complexity. Doesn't work. Should not try for lowest common denominator. Not the way to deal with the tenure issue.

The 12 Principles of Collaboration

Jacob Morgan, Principal and Co-Founder
Chess Media Group

www.ChessMediaGroup.com/CMMA

- Author of Amazon best-selling book *The Collaborative Organization*
- traveler and chess lover
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Why Chess Media Group? Chess is an endless puzzle. Number of possible moves is way up there. More possible Chess moves than there are seconds elapsed since the big bang.

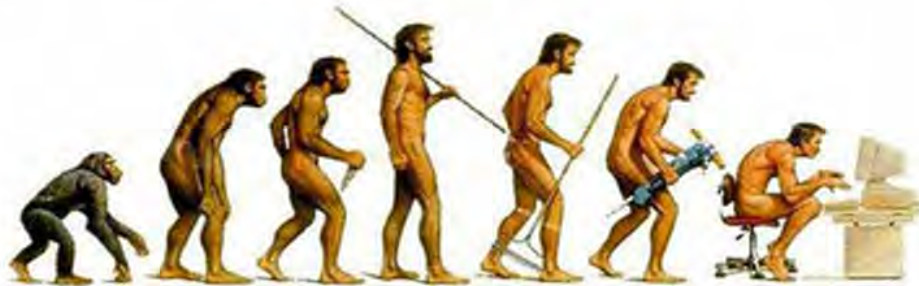
When I graduated from college, I had a lot of friends and family members who complained about how much they hated their jobs. Not very encouraging to someone about to enter the workforce! I've spent my career exploring a better way to work: collaboration.

What is collaboration?

- Not new; been around for many years
- All about two or more people working together to create something or achieve a goal
- But technology and culture have changed
- Who do you collaborate with? How do you get rewarded for collaborating?

Collaboration has evolved:

Collaboration Has Evolved



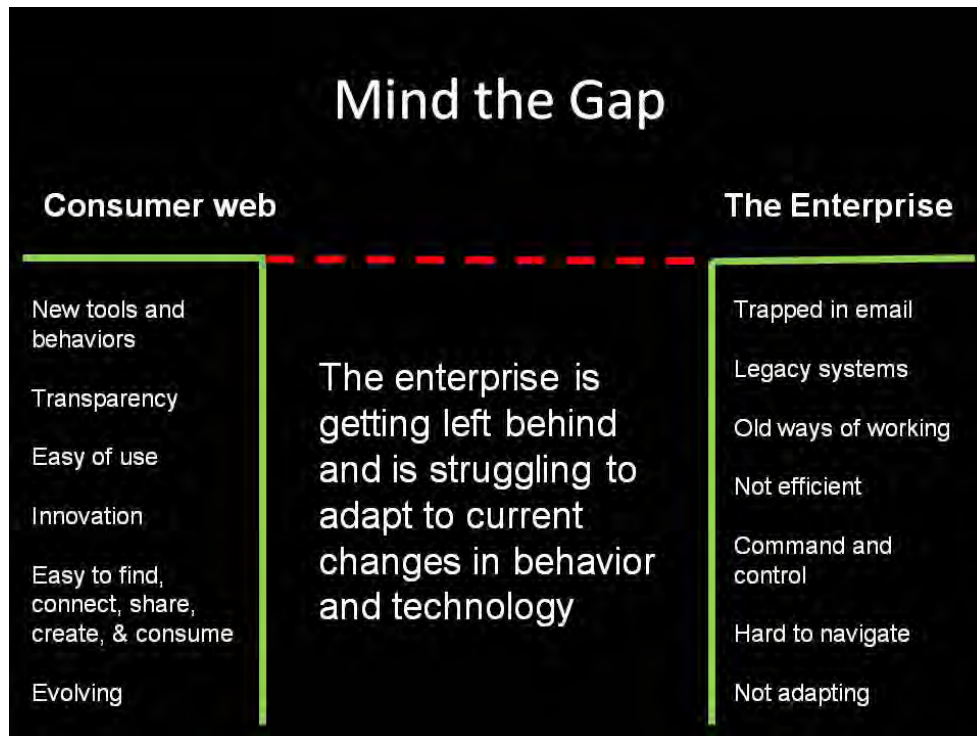
- Nobody even remembers

- Digital
- With boundaries
- Not at scale
- Poor depth and breadth
- Small groups/individual
- Static
- Email!!

- Scale
- Transparency
- Digital
- Breadth and depth
- No boundaries
- Truly collaborative
- Empowered employees
- Dynamic
- Beyond email



- Facebook, Twitter, Google, Foursquare, LinkedIn and others
- Easy to...
 - Find information and people
 - Connect with information and people
 - Create information
 - Share information
 - Consume information
- We are comfortable living a public life
- Consumer world evolving a lot faster than enterprises
- New workforce a changing thing



Mind the Gap

- We use these tools in personal life, but not so much in corporate life
- Enterprise still having trouble with trusting employees to use these tools at work
- Still a command and control environment
- Hard to navigate technology within the organization; information might be in a dozen sites, all with different access levels and passwords

Your Future Workforce

- Cultivate passions
- Engage with communities
- Find and share information
- Learn and grow at will
- Always connected
- A teacher and a student
- Are you ready for him?

Example: My younger brother at 20 is an expert videographer. Completely self-taught. Learned through the web and networking. Didn't spend any money on learning.

Common Collaboration Problems

- Find subject matter experts

- Hard to find people and information
- Too much time spent in email
- Cross-boundary communication/collaboration
- Duplication of content
- Department and organizational alignment
- Making work more efficient
- Improving employee engagement
- Work/Life balance



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1. Individual vs. corporate value
 - a. New tools and strategies will help make more money
 - b. New tools and strategies will make your work life easier and better
 - c. Second approach more effective
2. Strategy BEFORE technology
 - a. Most companies start with technology
 - b. Quickest way to failure
 - c. Understand WHY before you understand HOW
 - d. What is the business value and what are the use cases?
 - e. Only 19% of companies are focused on strategy

3. Listen to the voice of the employee
 - a. Too much focus on customer voice
 - b. Listen to feedback and suggestions
 - c. How do employees want to work?
 - d. What makes them engaged at work?
 - e. What are they passionate about?
 - f. Listen to what they tell you!
 - g. 70% of workers sleep-walk through their jobs; they are not engaged
 - h. Collaborative tools can help
4. Learn to get out of the way
 - a. Avoid the “wear any color because it’s black” mentality
 - b. Give employees freedom to get the work done
 - c. Not about policing and enforcing
 - d. Empower and support but don’t dictate
5. Lead by example
 - a. If leaders aren’t on board why should employees be?
 - b. Leaders have tremendous impact on culture and direction
 - i. Commenting and recognizing employees using tools is very powerful
 - c. Don’t just talk about collaboration—live it!
6. Integrate into flow of work
 - a. Needs to be part of how employees work
 - b. Not another place to go to
 - c. Single sign on should be the goal
7. Create a supportive environment
 - a. Think long-term
 - i. Onboarding of new employees
 - ii. Evaluating existing employees
 - b. Beyond the tools
 - i. Education and training
 - ii. Lunch & learns
 - iii. Reverse mentoring
 - iv. Open Q&A sessions
 - v. Just supplying the tools is not enough if employees don’t know how to use them
 - c. Collaboration tools make working remotely a viable option
8. Measure what matters
 - a. You can measure everything, but should you?
 - b. 60% of companies have no KPI’s at all

- c. Even those who say they have KPI's but don't know how they are doing on those KPI's
 - d. KPI's need to tie back to goals and objectives, anecdotal or data driven
 - e. If you do nothing, then you can't justify the business value
- 9. Persistence
 - a. You will run into obstacles and challenges
 - b. Decide if this is the new course your company will take
 - c. Collaboration isn't an option, it is the option
 - d. Decide and don't look back
- 10. Adapt and evolve
 - a. Technologies will change
 - b. New behaviors will surface
 - c. Processes will change
 - d. New tools will surface
 - e. "Be like water" –Bruce Lee
- 11. Collaboration also benefits the customer
 - a. Ability to respond faster to the customer
 - b. Find answers to customer questions using collaborative tools
 - c. More accurate customer responses
 - d. Create knowledge/content repository for repeating issues
 - e. Integrate customer feedback into company products and services
 - f. Cisco does this really well
- 12. Collaboration makes the world a better place
 - a. US companies spend over \$400 billion on stress-related issues
 - b. Work is one of the leading causes of stress
 - c. Collaboration can:
 - i. Make it easier for employees to get work done
 - ii. Allow employees to feel more fulfilled and engaged
 - iii. Feel a greater sense of purpose
 - iv. Allow for flexible work environments
 - v. Reduce stress at work
 - vi. Give employees more personal time
 - vii. Improve work-life balance
 - viii. Make people happier!
 - d. Need to explore possibilities for using tools to improve quality of life

What organizations that are using collaborative tools are seeing:

TELUS: improved performance by over 70% of employees

Vistaprint: Reduced onboarding time of new employees by 50%

OCE: cost savings of over 1 million euros annually

Penn State University: improved communication; broke down silos

Lowe's

- Demo for painting
- Employee came up with a nice way to do a demo
- Selling out of the paint pans with the demo
- Went online to find more pans
- Other people said how are you selling them?
- Everybody started doing this demo
- In less than a year generated \$1mil in revenue

FSG

- 80-person global company
- Use collaboration to support growth
- Collaboration is the infrastructure for how they grow

Penn State

- Annual conference, but only 1/3 of employees could attend
- Changed to collaborative environment to get everyone involved

Slides, case studies and strategy resources available at:

www.ChessMediaGroup.com/CMMA

Q&A

*Q: Any experience with companies with union employees using collaborative tools?
How do you use them when you have all these union rules?*

Similar to working with any federally regulated organization. Some of them are starting to test the boundaries. Use tools when they are not specifically prohibited. Not much experience with this—a very good question.

Q: The Internet is the burglar's favorite tool! Huge knowledge transfer of US expertise to the world. How do you respond to this?

The government, oddly enough, has been very adamant about pulling some of these tools into their enterprises. Trying to get agencies working together. Not public about this, but it's definitely happening.

Management Topic-Go-'Round

Kristin Johnson, Best Buy, Moderator



Q: How do we as people managers—even when we set expectations, give reviews—have problems with frat house behavior, on Internet constantly, texting in meetings, on Facebook all the time.

- I just let my team be online as long as they get the work done.
- Have a hard time getting people to pick up the phone or walk over to someone's office. Analog communication still works.
- An appropriate place and time. Okay at their desk, but not when clients are present. Not in meetings.
- At any level, frat house behavior is not acceptable. Have to have very clear expectations. We have had interns fail for these issues.
- We had an intern with some of this behavior. Ultimately not successful. Considerable peer pressure and coaching from his team members; they didn't want to work with him. Colleagues were instrumental in setting the tone.

Q: It seems as though we're putting a lot of focus on the younger generation. But we have all ages. What impact is multi-generational workforce having on the organization?

- We have new blood coming in regularly; a lot of diversity. But we still have a lot of old white guys. Plenty of initiatives within the company, but resistance to why working across generations could be beneficial. Don't understand how technology benefits the organization and its culture. Younger employees are struggling with how to be heard, feel ignored. Disconnect from upper management supporting "we want to hear from you" with middle management.
- Spending far more time than we thought teaching new employees how to communicate. They simply don't have the skills. How to write...make a presentation...when to call someone.
- A couple of things we've done. Notion of culture change is huge. Upper management recognizes need for buy-in. Walking the talk. We have a lot of old white guys running things, too. But have a lot of young, highly capable people. Every manager goes through a course called Crucial Conversations that has



been helpful. T-School for managers; more than a year to get through it. Nice mix of veterans, new managers, different departments; it's all about collaboration.

- I'm sure I had to be taught how to write an executive brief when I started working. The first year is always a learning curve. We'll get it sorted out.
- The term servant leadership didn't mean much to me until I became a manager. Now it does.
- Be careful you don't stereotype on the basis of age. Lots of young employees are very conservative—more so than we are.



Q: What can we do as managers to attract and retain young and upcoming talent?

- Sit down with new employee for a cup of coffee. Ask what brought them to the company? How has your experience been so far? How can we attract more young employees?
- We have a different approach because we work with the community. We start with a summer program for kids. I believe in developing our own workforce. Identify a couple of kids after the summer who really like what they are doing and hire them part-time or as interns. Staff is very diverse. Have to be open-minded.
- We have a new employee orientation that includes having the new employees form a social group to build their internal network.
- Most of our millennials are contractors. For people who have a lot of potential, I try to help them find an opportunity even if it's outside our company.
- I have a similar situation, with a mix of employees and contractors. I recently lost someone I didn't want to go because I could not give her a full-time regular position.



Q: Fast Company article "How to Nurture Your Company's Rebels." How do we encourage creative thinking and proactive change agents. How do we work with these rebels to provide an environment where they are being productive rather than disruptive?

- Contrarians and rebels love to complain. I try to challenge them to always provide a potential solution along with their complaint.
- I can only speak to how my boss works with me. He gives me a short leash, but he does give me some slack. I know my boundaries. I love the kids who come in, and I like to be challenged. Show me where I'm wrong!

- I was one of those folks. I had some wonderful managers who would give me a challenge that nobody's been able to find an answer to. Invite the rebel to take this one and challenge them to solve them. Let them know how many hours a day they can apply to the challenge and when to expect results. It works.
- I am a rebel. I'm given room to make mistakes; then we review what could be done better. We have weekly meetings where anyone can say anything and it stays in that safe place.
- People on my team generally are innovators, and I support that. Contrarians are harder to deal with. I don't have patience for contrarians unless they are truly looking for solutions. They don't have any ego involved—they just want to find what works.
- Sometimes we do a meeting format called Fly on the Wall where executives invite second level managers. Discuss a topic or problem. Second level managers only listen.



Q: As news headlines often demonstrate, various organizations lose their ethical focus. What do we do if we find this happening in our company?

- As communicators, we need to get messages about these issues to employees before they read it in the press.
- My company is known for being ethical, in spirit not just in law. How would it look on the front page?
- Not just ethical, also interracial or exploitive issues. HR should be the place you can go.
- Have run into this. Told to give a job to a specific vendor rather than put it out to bid. I refused. Six months later I was asked for all the records related to this conversation. Took a deposition from me; six months later he was in prison for taking bribes from the printing company, of which he was a part owner.
- A confidential company hotline can be useful for these kinds of issues.



Managing Across Generations: How Management and Parenting Styles Can Converge, Conflict and Connect

Peggy O'Keefe

***Business Communications Education, Training
Executive and Organizational Coaching***



What were you first? A manager or a parent? You were parented yourself before you managed.

I was a manager for a long time before I was a parent. I was pretty smug about that. I thought being a parent would be easy. I knew how to manage; I could do this. Then came...

...The Nightmare Au Pair

- Hired an Au Pair to help care for my twins. Part of the family—but as an adult, not a child.
- Demanded attention
- Manic phone, text, and internet use
- Constantly requesting privileges
- Resistant to set schedule secretive
- Personal agendas
- Naïve

The millennial teenager who didn't realize that what she had was a job. New employees may think of adult authority figures as extension of parents. Position yourself as an employer, not a parent. Were raising adults, not children.

Presence

- Catching your stride as both parent and manager
- Both intersect
- Proactive dialogue
- Manage expectations

4P's Coaching Model

Precognition

Placement

Proportion

Presence

Why is this an issue?

- Managing people is an art and a science
- No instructions come with the baby, toddler, adolescent, adult
- Best practices and philosophies vary generationally for both
- Need to be able to tell the difference
- Both are dynamic responsibilities, not static

Convergence of Parenting and Management



Careers and Parenthood have stages

- Staff
- Experienced staff
- Senior
- Supervisor
- Manager
- Partner

Managing Up and Down—Managers don't always have age on their side for authority

Similarities but Scope is Different

Parenting

Phase one: Commander

Phase two: Coach

Phase three: Counselor

Phase four: Consultant

Management

Phase one: Setting objectives

Phase two: Planning

Phase three: Execution

Phase three: Measure

Phase five: Control (keeping it going)

Parenting Styles

Authoritarian

- Very strict
- High expectations
- Highly critical
- Little dialogue w/child about feelings

Authoritative Child-Centered

- Balanced
- Give and take
- Limits with fairness and consistency
- The Huxtables

Permissive

- Involved, but
- Few demands or boundaries

Neglectful

- Detached
- No warmth
- Unsupportive
- Dismissive

Conflict

- If you want to know what's unhealed from your own childhood, have children.
- Why can't they be like we were—perfect in every way?

Generational Disconnects

- Authority
- Accountability
- Autonomy

Parenting Management Styles



Authoritarian



Authoritative



Permissive

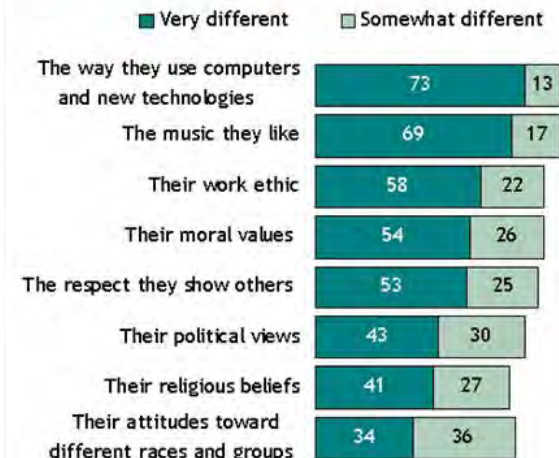


Neglectful

Generation Gap – Different Definition

The Generation Gap, Circa 2009

% saying that young and older people are different in ...

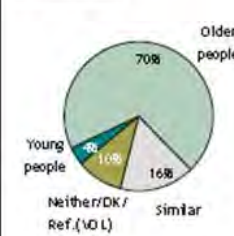


Note: N = 1,815. "Very similar," "somewhat similar" and "don't know" responses not shown.

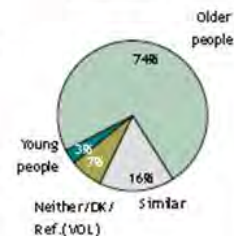
PewResearchCenter

Who Has Better Values: Young or Old?

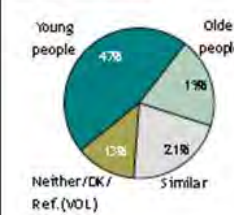
Moral values



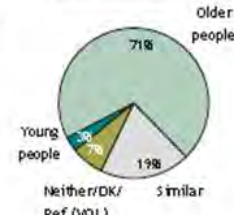
Work ethic



Racial tolerance



Respect for others



PewResearchCenter

Traditionalist (The Greatest Generation)

- Loyal
- Responsible
- Set roles; status quo
- Stable
- Biggest challenge: diversity

Traditionalist parenting

- Generation gap
- Roles challenged
- Rebellion antiestablishment
- Provided aspirational, white collar opportunities
- Wanted social mobility for their children
- Education expansion

Baby Boomer

- Aspirational

- A great society
- Social mobility
- World expanding technology
 - First technology generation
 - Television
- Diversity 1.0
 - Beginnings of movement and legislated
- Self fulfillment
 - So important
 - Ideological
- Helicopter parents

Boomer Parenting

- Global, idealistic and aspirational perspective of education
- Higher moral and civic goals of education, creating a more ethical and socially conscious community
- Assumed that since they turned out fine, their kids would, too
- Trusted the school bureaucracy to do right by their children
- Generally assume rewards of school and college are vast but impossible to measure
- May argue endlessly with teachers and administrators whenever the child encounters a problem
- Manage every aspect of their children's lives
- Want their children to have lots of activities and opportunities (but not a teenage job)

Gen X

- Pragmatism – Cynicism
- Genius by birth; slacker by choice
- Careers got off to a low start because of economy
- Teen experienced parental layoffs
- Boomers at top of career ladder
- Still there because of economy
- Unhappy at work
- Boomers & GenY's connect – Gen X the Middle Child
- Technology is changing under them now – can't play the Boomer ignorance card
- Their own parenting pressures are at a peak

Gen X Parenting

- Blue ribbon commissions: their schools had failed
- Local, pragmatic, bottom-line perspective
- PTA is too large, too inflexible, too politically correct, too deferential to educational establishment
- They go over your head if they don't get the results they want
- Create a PP presentations to show you how to reorganize your classroom, even the entire school
- Against worksheet-based homework
- Complain curriculum isn't challenging, rich, or imaginative
- Artisanal affectation from seeking out the margins of mass culture in independent bookstores, record shops, politics
- Defined by education they got for themselves, outside of school
- Stealth fighters
- Believe in an individualistic world no common interswe people do best by looking out for their own interests
- More focused on their child than the good of the school
- More interested in how the right school will create concrete opportunities for their own children
- Prefer to be a class chaperone, which directly benefits their own child (MORE)
- Expect schools to be run like customer oriented businesses
- Education should be a fair and open transaction
 - Complete and accurate information and unconstrained consumer choice
 - Not the right value, take their business elsewhere
- Practically impossible to persuade them to relinquish choice for the sake of some great public good
- Less likely to argue at length
 - Try to find a loophole
 - Go quickly to confrontation
 - Skip discussion to action—file a lawsuit; withdraw child with no notice

Educator's strategies for managing Gen X parent expectations

- Assume no trust
- Market to them
- Spell out the rules and start relationships early
- Listen to them
- Include them
- Put them to work
- Set limits—some things are not negotiable

- Work with us
 - Market the school
 - Show them how committed you really are

Parallels to Gen X at work: If they don't like their boss, they don't talk, they walk.

Gen Y/Millennials

- Trophy child
- Entitlement
- Optimism
- Diversity 2.0
- Connected

Over-parenting results



Nineteen job rules for Generation Y employees (from Athletic Business)

1. Arrive for your shift, client or class 10 minutes early you must be ready to work, not still getting settled.
2. Dress neatly and in staff attire. Nothing stained or ripped.
3. Arrive having eaten. You aren't taking a break as soon as you arrive.
4. You also are not going to eat in front of members when it is time for you to have a break. Who wants to see you eat?
5. Be where you are expected to be. Trainers should be on the floor, not at the desk chatting with each other. If there's nothing to do, clean something.
6. Do not leave the building without permission. If you do leave, clock out. We're not paying you not to work.
7. You don't need a break if you work fewer than six hours.

8. Use of Facebook, Twitter and YouTube is prohibited.
9. Phone calls and text messages can be dealt with during your break.
10. No mobile usage of any sort in the pool building or in childcare.
11. No headphones may be worn at work.
12. No personal business should be conducted while at work.
13. No recreational reading of books or magazines while at work.
14. Park your car away from the building. Customers get to park close, not you.
15. Your timesheet is your responsibility. If it's incorrect, your pay will be incorrect.
16. Maintain an appropriate professional distance from members. Don't discuss your problems. We're supposed to listen to their problems, not the other way around.
17. Staff members are expected to yield equipment & spots in classes to members.
18. Exhibit professional behavior at all times.
19. Drinks must be paid for. Really. The cooler is not your home refrigerator.

Things I say to my students

- You've been exposed to no child left behind, but in my class no adult is treated like a child.
- As an adult, you are rewarded for what you do...not who you are.

Framework for My MBA Class

- Thought MBA stood for **Member of the Business Aristocracy**
- Older students very different from those coming from little work experience
- Graduate school expectations
 - Focus on Performance rather than Potential
 - Education and Training
- Industry expectations of an MBA
 - Process and systems oriented
 - Articulate, fluent in writing and speaking
 - Nimble—high functioning in small and large organizations
 - Self sufficient and evolved: capable of leading

Good Leadership Skills List

- Thinking
 - Strategic - big picture - thinking
 - Looks for problems
 - Solves problems analytically
 - Innovates through creativity
 - Makes decisions
 - Judgment even under uncertainty

- Managing
 - Time
 - Meetings and discussions
 - Projects and priorities
 - Finances and budgets
 - Hiring and staffing
 - Leveraging technology
 - Disseminating information
- Communication
 - Writing
 - Presenting
 - Public Speaking
 - Actively Listening
 - Clarifying Messages
 - Giving Feedback
 - Receiving Feedback
- Developing Teams
 - Understands group development
 - Fosters team building
 - Utilizes diversity
 - Debriefs experience
 - Celebrates success
 - Handles team changes
 - Plans for input
 - Delegates work tasks
- Change Agent
 - Deals with ambiguity
 - Copes with complexity
 - Identifies global and local trends
 - Is a catalyst for change
 - Willing to take sensible risks
- Leading
 - Flexible style
 - Resolves conflicts
 - Deals with difficult people effectively
 - Works from service perspective
 - Interprets the organization's vision
 - Sets new directions
 - Plans strategy

- Leads by example
- Developing Self
 - Cares for personal needs
 - Balances work and life
 - Is self-directed and self-motivated
 - Shows self-awareness
 - Emotional intelligence
 - Plans own performance improvements
 - Has solid boundaries
 - Improves interaction with others
 - Values and principle driven

Danger Zones

- Dependency
- Entitlement “Special” syndrome
- Delinquency
- Ego –internalizing child *or* staff
 - Think of staff as family
 - Inappropriate boundaries
- Challenges to sense of self & purpose
 - Empty nest
 - Autonomous employees – less the expert
 - Younger employees know more about some things than you do

Dysfunctional Parenting Styles

- Using
- Abusing
- Deprivation
- Perfectionist
- Dogmatic
- Appeasement - *"Peace at any price"*
- Micromanagement
- "The deceivers"
- "Public image manager"
- Role reversal
- "The guard dog"
- "My baby forever"
- "Along for the ride" (a reluctant *de facto*, step, foster, or adoptive parent)

Connect

- Macro to micro focus
- Blood is thicker than water
- You raise ADULTS not children
- Head, heart and backbone core to both leadership and parenting

Lessons from Parenting

- Patience
- Become less selfish
- Talented employees who act like children
 - Look for reasons behind the behavior
 - Cut your losses—not an option as a parent, but consider with an employee
- Appreciate interdependencies
 - Particularly with multiple children or extended families
- Idealized views and expectations for our children versus reality
- Simultaneous eye on the group and the individual
- Don't give into the drama
- Acknowledge the emotion
- Focus on the issue

Lessons from Business: Sustainability



Are you managing like a parent or an adult?

Parent Voice

- Give criticism, permission, security
- Result: dependence

Child voice

- Flip side of the giver
- Depended on giver for out emotions, our reactions
- Result: reactive

Adult Voice

- Logical, independent, self-sufficient, rational (calm, cool, collected) voice.
- Result – Self Actualizing

Goal: Get Everyone in the Adult Voice

- Voice' is how people interact – not chronological age
- Entitlement results from Parent/ Child Interactions in Organizations
- Parent role: giving performance reviews, giving raises, giving information, and giving permission.
- Child role, taking the reviews, raises, information and permission.
- IDEAL - Adult conversation
- Shared perspectives, ownership, self-sufficiency

[Source - Mark Murphy, CEO of Leadership IQ](#)

Challenge: Scary for managers and staff

- Managers: loss of control
- Employees: requires more initiative, decision making and learning from mistakes

Ten Commandants of Parenting

1. What you do matters
2. You cannot be too loving. Show genuine expressions of warmth & affection.
3. Be involved in your child's life.
4. Adapt your parenting to fit your child, in pace with their development.
5. Establish and set rules.
6. Foster independence.
7. Be consistent.
8. Avoid harsh discipline.
9. Explain your rules and decisions.
10. Treat your child with respect.

Do these commandments have a management parallel? Yes, for most of them, but #2 and #3 are potential pitfalls.

Managers

- In debt to organization
- In debt to employees
- In dept to your profession

Managers and Parents Need to Be:

- Caring for personal needs
- Balancing work and life
- Being self-directed and self-motivated
- Showing self-awareness
- Emotional intelligence
- Planning own performance improvements
- Having solid boundaries
- Improving interaction with others
- Values and principle driven
- Move staff from:
 - the egocentric world of the child
 - Brash adolescence
 - Omnipotent patriarch
- Never think your job is ever over as a parent or a manager
- Never think you will always do either the same way

Q&A

Q: Gave me a lot of great ideas. How do I go back and implement some of these things without our “children” thinking you just came back from a conference and now we’re your guinea pigs.

Don’t ambush them. Take small steps. Make this part and parcel of how you manage. Maybe start with sharing some observations. How can you make this an ongoing conversation? Use *You Tube* videos for conversation starters.

Q: As a young guy in the room...some of things you said are exactly why young employees leave the company. Most successful companies in the Bay area support

the way young employees want to work. More traditional companies can't attract the new talent.

Company exists for the customers, not the employees. Generally accepted behaviors are determined by customer expectations, particularly for service industries. A knowledge worker might not face these kinds of expectations and have a more flexible work environment.

Where Did My Tapes Go and What Do I Do Now?

Digital Work Flow for the Generations

Kim Cloutman
Norfolk Southern
and
Tim Foster
Primerica Media



The way it used to be:

- Had an edit session with 4 or 5 tapes for the projects, and a couple of B-roll tapes.
- Engineer was almost your editor. Did machine edits on the fly.

Dawn of Non-Linear

- In 1992 bought the second AVID in Connecticut
- Major shift
- Joys of non-linear
 - Flexibility
 - Easy to reposition media
 - Access any segment at any point
 - Cut and paste
 - Audio comes with waveforms
 - Costs were coming down
 - Faster edits cost less money
 - Less equipment needed happier clients
 - Fix in post
 - Still tape-based; just an offline tool
 - Still had tapes you put on the shelf

Then... Total Digital

- High definition
- Acquisition came before distribution
- Things got complicated
 - Formats proliferated; too many choices
 - Compatibility issues
 - Storage cards limited—couldn't open a new case of tape
 - Shoots can be more difficult to manage than they used to be
 - Where to store

- The Storage Challenge
- Quick and exponential growth
- We learned new words!
 - Gigabyte
 - Terabyte
 - Hard drive
 - Raid

Where to start?

- This is not a “one size fits all”
- Need to analyze current operation and make some determinations
- Define an efficient workflow—easier said than done
- We are constantly redefine our workflow as technology changes
- Training issues
- More than Digital Asset Management
- Work flow first; then storage

Norfolk Southern Media Center Evolution

1. Edit suite based
 - a. Local external hard drives
2. Facilis volumes link all edit suites
 - a. Still edit suite based
 - b. Project would be finished, but not quite
 - c. Freelance editor would leave, and we had to respond to client changes
3. Multi-project media in “cauldrons”
 - a. Call up project in any edit suites
 - b. Large volumes for media
4. Single-use media in individual volumes
5. Digital Asset Management (CatDV)

NS Work Flow Map



Where's the Shot?

Remember stack reels and actual B Roll?

CatDV

- Ability to create catalogs
- Speeds up process
- Start looking for footage before the project
- Nomenclature is very important, and difficult
 - Iterative process
 - Metadata added throughout the project
 - Includes thumbnails
- Interface to our whole world
- Track 1.3 million files currently
- Camera information included. Came in handy for us when a camera was stolen. We had the serial number.
- Can give access to executives
- Full search capabilities

Distribution Challenge

- Lots of possible formats
- Distribute to multiple channels

What they don't tell you

- You will need Marion the Librarian!
- This is a fulltime job
- Need a gatekeeper for your Digital Asset Management system
 - Nomenclature
 - Integrity and completeness of entries
- Plan for what's below the surface
- Somebody has to care; producers don't. They have too much to do.
- I became very unpopular in my department by becoming the gatekeeper!
 - Developed best practices
 - They still resist, but they do it

Where do the masters go?

Before:

- Tape library
- DVD

Now:

- DVD Carousel (works but already obsolete)
- LTO (data back-up)
- Show Masters volume on Facilis

Q: Challenge is: How do you back up the back up? Many people back up to the cloud. Mixed reliability results. May or may not be vulnerable to hacking.

Responses

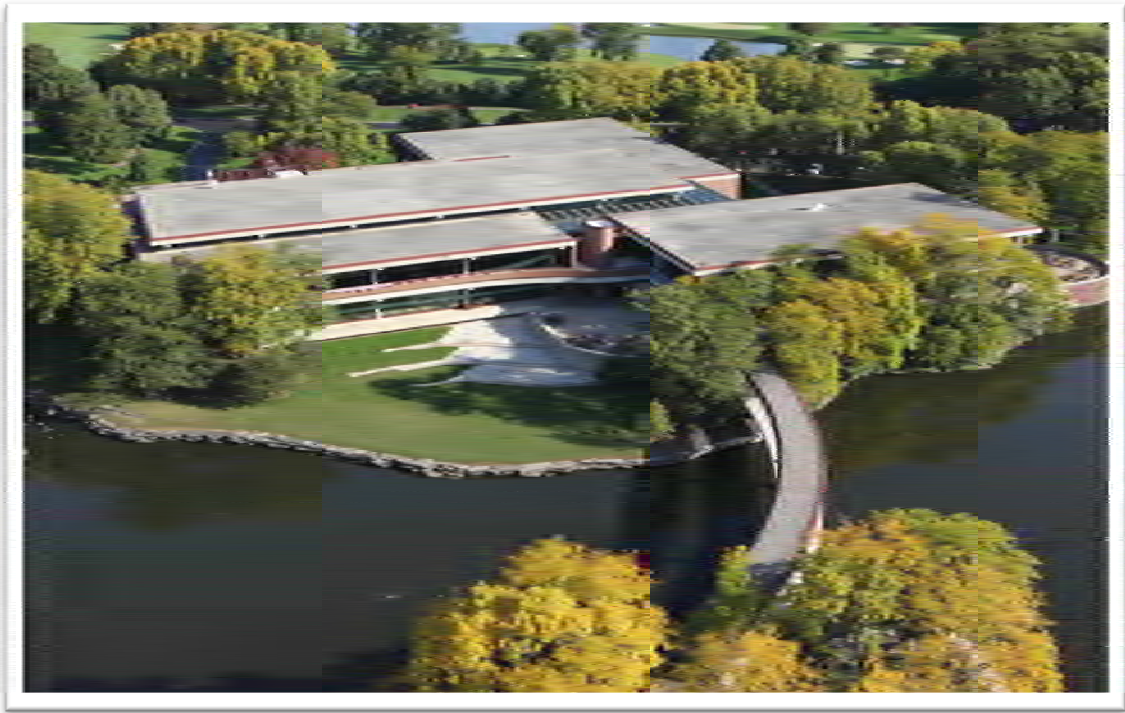
- We have online storage. Back it up to LTO file. Cost of getting cloud storage back is huge.
- We now have bigger storage issues than IT. They are not happy about that.

Q: Any experience with data corruption during data transfer because of weather?

Responses

- You need a massive (UPS) uninterrupted power supply
- We preempt the problem by backing up on portable drives as we shoot. We come back to the shop with two copies from the field.
- We get a lot of power hits. Anytime we have a standalone digital recording we have a small UPS tied right in. We learned the hard way.

2013 Professional Development Conference



Theme: A Seat at the Table

May 5-7, 2013

McDonald's Hamburger University
Oakbrook, Illinois

- 30 minutes West of Chicago
- Training center for McDonalds
- Owner/operators come for training
- World-class facility; well appointed

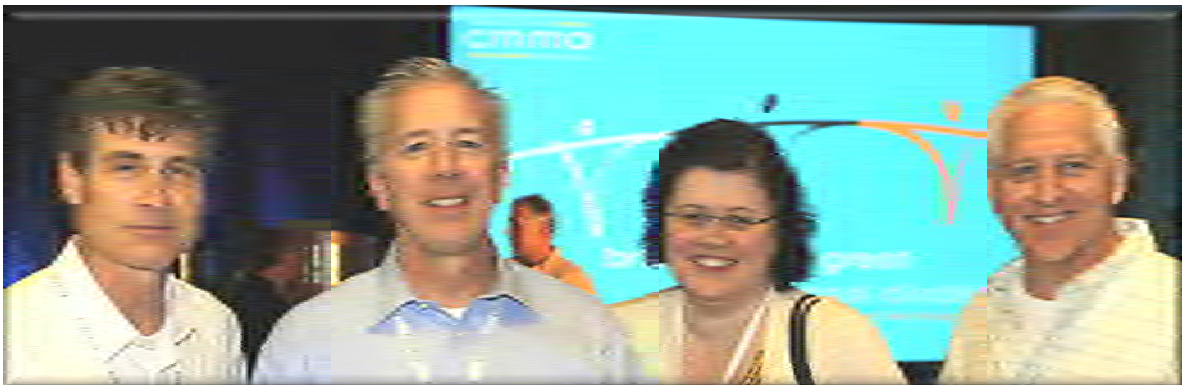
- Hotel: The Lodge
 - Few minutes' walk from university
 - A Hyatt facility

Our McDonald's Co-Hosts:

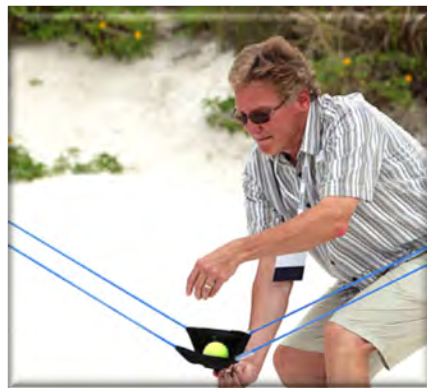
- Tom Bowman
- Jeff Boarini

See you in Chicago!

Photo Album









The 2012 National Conference Planning Team – Thank You!



The President's Award was given to Jim Allen



**Arlan Gutenberg earned the Service Anniversary Award,
Presented by Steve Tingley and Marv Mitchell**



**George Welles was awarded
Lifetime CMMA Membership**

Congratulations to All the Winners!