



Conference Proceedings

**CMMA Professional Development Conference
Seattle, Washington, April 1-3, 2012**



Co-Chairs Charles Nishida, Nintendo, and Brian Honey, Microsoft

Photography by Charlie Perkins, Mayo Clinic

President's Welcome

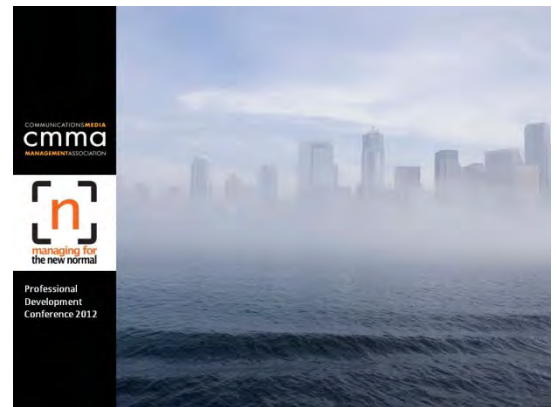
Steve Tingley, American Family Insurance Group



Welcome to Seattle! This is clearly a picture taken for a tourism brochure,

It certainly hasn't looked this way since I've been here! But I know better... I am a native of Washington, born on the sunny side of the state in Spokane

This is more likely how the city will look while we're here. It rains at least 50% of the time in Seattle. That doesn't necessarily mean the other 50% is sunny!



After all,
Seattle's nickname is the Emerald City...

... which of course comes from how green everything is because of the rain—the name has no connection to the Wizard of Oz.

Unless you consider this massive Microsoft campus ... is this Seattle's emerald city?

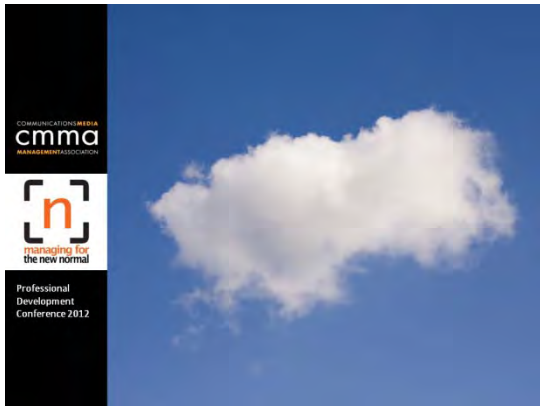


I would like to especially thank Microsoft and Nintendo for hosting this conference. Brian Honey and Charles Nishida—first-time conference hosts—have put together a great program that will certainly help us become stronger leaders as we adjust to the New Normal.

There are so many facets to what each of us might define as the New Normal.

A couple of examples were in the recent issue of E-visions. One was the expectation to be at work 24/7, and another was our planned ROWE pilot project as one way to improve productivity and employee satisfaction within that expectation.

If you didn't see the e-visions article, ROWE stands for "Results Only Work Environment".



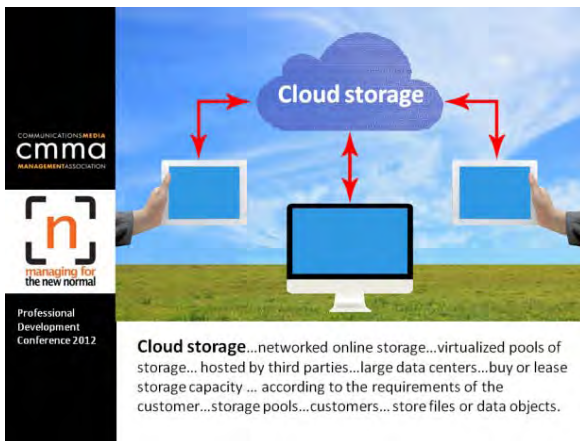
Another New Normal that is impacting my company is the use of cloud technology. Can't you just see all the bits and bytes of data floating out there? I first heard about cloud storage at a CMMA conference.

I count on CMMA to learn about new technologies and management tips that I can use back at the office. I always seem to pick up new information at these conferences.

A few of you are way ahead of American Family Insurance in adapting to cloud technology, but it's new to us—and I expect new to many people in this room.

I am excited about the potential of cloud storage to address both technology and management issues for us.

Here's how Wikipedia defines cloud storage:



Cloud storage is a model of networked online storage where data is stored in virtualized pools of storage, which are generally hosted by third parties. Hosting companies operate large data centers, and people who require their data to be hosted buy or lease storage capacity from them. The data center operators, in the background, virtualize the resources according to the requirements of the customer and expose them as storage pools, which the customers can themselves use to store files or data objects.

Sounds much more complicated than it is!

Our cloud storage will be hosted by Kaltura, one of CMMA's partners. We signed the contract in January, and I am so pleased that the winning bid went to a CMMA partner.

We are in the process of configuring the system to meet our specific needs and uploading videos to the cloud.

Why cloud storage?

We have a great relationship with our IT division but when it comes to video storage, delivery over THEIR network and handling multiple file formats, they about had a coronary.

In our discussions with them we could see that any use of our internal infrastructure was years away, so we decided to work toward an off-site solution.

Another reason we went to cloud services was to be proactive in the internal growth of user-generated video content.

CMMA members have been talking about the growth of user-generated video within our organizations for some time now.

We're no different. We have a growing number of people in our divisions shooting video on everything from cell phones and iPads to Flipcams—then storing it on their desktop hard drives and struggling to with distributing a mix of file formats.

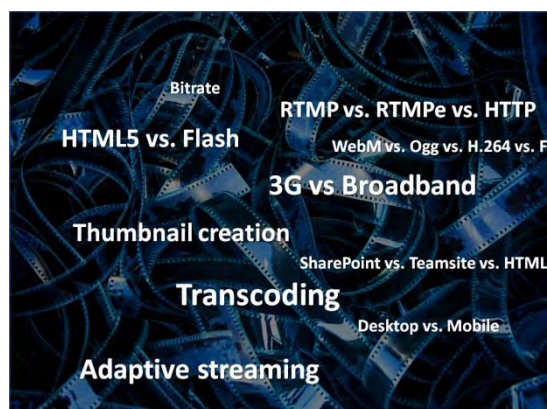
My staff and I have been meeting with all our Division heads, trying to convince them that all corporate video content should be stored in a central location. Why?

It dramatically reduces the impact on corporate digital storage, helps with version control and makes every video quickly accessible.



We were somewhat surprised that all of the divisions we met with were enthusiastic about the cloud storage and the creation of a governance document that provides both direction and education for enterprise video creation and distribution.

The governance document will also clarify who can produce videos on their own and when my team needs to be involved. Basically, the audience for the video is the key-determining factor. But we're far from defining governance – we struggle between allowing others the freedom to create and contribute to the overall good of the organization and with our obligation to the company to protect its brand and reputation.



The big bonus of cloud storage to our internal customers is distribution. They have all been struggling with file formats. Kaltura will allow them to upload their video and then have it available in a variety of formats for delivery to desktop and most mobile devices.

We have a lot of work to do yet but I am excited about the potential!

And for us, it all started with conversations with members at a CMMA conference. And that's what we're here for to learn and grow... So let's get started!

Keynote Presentation

Michael Rogers, Futurist
Managing the New Normal



How I became a futurist

- Started as a nerd before there were nerds
- We were called the unpopular kids
- Grew up wanting to make computer chips
- Studied physics
- Also like to write
- Ended up writing for Rolling Stones
- Started doing New Media projects in the 80's

Why I like the term "Futurist"

- A slide with 20/20 on it is very reassuring
- Not talking about what you're going to do in the short term

The New Normal

- Change accelerating
- Moore's Law: chip calculations double every 18 months—still true
- Metcalfe's Law: the value of a network increases as a square of the number of people attached to it

Why do we try to predict the future?

- You need a point out on the horizon towards which you generally head.
- Like sailing—not a direct route, more like tacking towards.

2005

- *Times* hired a mobile engineer
- We had him for 3 years
- Learned a lot from him
- Steve Jobs held up an i-phone; front page of *Times* was on the phone

20/20 Transformative Technologies

Past the desktop stage now; laptops top computer sales. What will replace laptops?

1. Phones

- Project a virtual keypad for easy typing
- Projector that projects 20x30 image on a screen built-in
- Audience will be teenagers and boomers

2. Heads-up displays

- Look like regular glasses; can be prescription
- Projector floating out in front of you

- An interesting way to stay connected to the virtual world all the time
- Built-in camera
- 3. Screens everywhere
 - Display technology will be revolutionary
 - Digital signage cheaper than print
 - Transform every business
 - Beauty salon owners example
 - Their idea for the future: the Magic Mirror
 - Video screen built into mirror
 - Creates a 3D avatar with a camera
 - Try on different hair styles virtually

This is where we are headed by 20/20: constant connection all the time

Lots and lots of low-cost high-speed broadband

- A lot of new technology coming along
 - Digital television freed up a lot of bandwidth
- FCC rewriting Universal Service Fund law
 - Wherever you are in the US, you can get a voice telephone line at a reasonable price
 - Now a broadband connection instead
- Will have to teach kids what offline means, because everything will be online: cars refrigerators—everything will work better online.,
- Comparable to early days of electricity
- Cloud becomes incredibly important, not just for storage but for computing capability
 - Powerful new applications
 - Understand natural language
 - Voice recognition getting much better; it will keep improving
 - Real-time language translation
 - Everyone in the world who wants one will have one, and be able to afford it
- Global nervous system

The Secret Sauce to make it all work: Standards

- Global technical standards
 - Business standards based on technical standards
 - Different software not talking to each other will go away
- Industry standards
 - Common digital languages
 - Competitors share the same language
 - Construction industry example
- Digital language to describe everything on a blueprint
 - Data will know what it is. When architect draws blueprint it becomes a living document.
 - Everything in the blueprint has a digital code that describes what it is

- Distributors use the same code
- Blueprint becomes manufacturing specs
 - Blueprint becomes maintenance manual
- Medical industry working on this; getting closer
- Travel industry
 - Travel agents threatened by online agencies
 - Dubious about common digital language
 - One day in a hotel
 - One day on a cruise ship
 - Etc
 - Now beginning to see the benefits

Steve Jobs story

- Never like to predict the future unless he had something to sell
- Asked him one time what kind of computer he would make when he's 75 years old
- Unwrap new computer. It says: Hi, who are you?
- Everything goes into this device.
- Becomes your companion.
- Observes what you do and adapts to help you.

Key piece to make it all work: The Next Generation

- Need a new generation to adopt and adapt to the new technology
- Although acceptance of new technology is accelerating in all generations
- Millennials
 - 10-30 years old right now
 - Largest generation in history
 - A large gap in digital behavior between the youngest and oldest
 - Have grown up in a virtual world
 - Make, forge and maintain meaningful virtual relationships
 - Boomers have a hard time understanding this
 - May need remedial social skills classes!
 - How to start a real conversation
 - How to know when a conversation is over
 - On the plus side, they are wonderful at online collaboration
- Huge drive towards working virtual
 - Too many drivers on the road
 - Too expensive to drive

What will telepresence be like when we have huge screens, constant connectivity, high definition images everywhere?

- Work collaboratively as a team in various locations
- Employees will help drive the change

Publications

- Edelman public trust monitor
 - Plunging in past 10 years
 - Replace by peers and colleagues
 - More trust in individual voice than corporate voice
- First person imperative
 - More effective than corporate voice
 - Journalists now using first person on the web
- Challenge: take the institutional voice and change it into an individual voice
- Move away from long-form reading
 - I love books, but there will be a well-educated audience in the future who never read more than a couple hundred words
 - 30% of college graduates can read an entire book and tell what it's about
 - We have created such a rich multi-media environment that reading is going away
 - Have to consider this change in our communication

Three stages of Communication over the next 10-15 years

1. Post-browser Era
 - Apps
 - Things appear on screens and are primarily visual
2. Virtual Publishing
 - Bar code scanning
 - Augmented reality: look at an object and relevant information appears on the object
 - Part of content associated with physical objects
3. Conversational Devices
 - Technology understand spoken language
 - Ask questions, and technology responds

Challenges

1. Continuing to innovate
 - Cast a really wide net for ideas
 - Very different for large organizations than for start-ups
 - Create events to look for ideas
 - Research & Development
 - Not traditional
 - Detaching someone from operational duties part of the time to focus on innovation
 - Operational things always take precedent otherwise

- Once the innovative idea comes in, must have a clear path for development
- Become aware of your organization's immune system
 - Innovative ideas sometimes trigger the immune system
 - One is lawyers. Never get fired for saying, "No, that's a bad idea."
 - Sales & Marketing. Sales people like new and improved; they don't like totally new
 - Online sales, for example

We are in the middle of this virtualization. Course is often spearheaded by the younger people in the organization. But senior management has to be involved. Otherwise we will lose basic insights that have been garnered over the past years about how business works.

Q&A

Q: About a year ago, we started taking Second Life seriously. Can you comment on this phenomenon?

A: Second Life is a gaming virtual world. We passed on it. Looked like a hobby. A weak signal. Going to be much bigger when the technology catches up. Now the technology getting a lot better. This environment is beginning to get interesting. For me, this is the next life of the browser—a 3D environment.

Q: With your description of millennials and telepresence, will this cause a big impact on the economy?

A: Not that enormous a shift, but it is a shift. It will impact travel. No one figuring out a policy for telepresence. Travel agencies could do this. Tourism will still be active. One data point: 5-year college reunions. Worried about whether kids who have been in touch with all their classmates on Facebook would want to meet in person. Yes, they did. A huge energy shock would accelerate the shift.

Q: Publishing without the same standards and ethics as traditional journalism?

A: Golden Age of journalism was the 20th century. Owned the bandwagons. Limited audience feedback. Now we don't have a monopoly. Traditional journalism still there, but it's not the same. Money is the main driver. Advertising appears everywhere. Not clear to me how journalism will transform over the next few years. Economic base for traditional newspapers is no longer there.

Q: The world is complicated and messy. What about security?

A: One of the challenges we are facing is security. Internet not built for security. Virtual world is a lawless place. By 20/20, I think we will have firm legal IDs, maybe not to go online, but to conduct any kind of transaction. Will take us one step towards security. Government needs to get more involved in this.

New Member Presentation

Brad Simons

A/V General Manager and Chief Engineer

Inter-American Development Bank for TeamPeople

Based in Washington, DC

- Onsite manager
- A/V and conference support for the bank
- Staff of A/V Technicians
- Capital project this year to update 4 conference room and our auditoriums

Started career as broadcast engineer with CNN

- 20 years as a contractor
- Promoted to general contractor

Worked for 2 International news networks

- US based
- International broadcasts
- Lots of challenges changing from NTSC to PAL

Started with TeamPeople in October

Enjoying my career change very much

Personal

- Live in Northern Virginia
- Have become a Civil War buff
 - Like to hunt relics
 - Anytime I see a bulldozer, I grab my metal detector and run for the dirt
 - A unique feeling to realize a battle took place 150 years ago
 - Then the detector goes off
 - 90% of the time it's a piece of aluminum foil
 - When you dig up a bullet, or a button, you wonder about the story behind it
- Married, daughter 22 and graduating college in May
- Enjoy playing doubles tennis with my wife



Changing the Balance of Elements for the “New Norm”

Dick Haab

Performance Leadership Group

We don't do training presentations. We do development—work with people over a period of time. Our focus is to provide people with insights and tools. Have you see things you haven't seen before.

Based on neurophysiology. At puberty, change in our neurophysiology. Set patterns that block us from seeing new things.



New/Different Norm in Leadership

- Have to look at life differently
- Not through language, which gives us a descriptive paradigm. English is a descriptive language.
- Southeast Asian are more action language
- Descriptive language: Please answer the telephone
- Action language: Walk over to the telephone; lift the receiver; speak into the phone
- New norm for leadership is based on the action paradigm

What can you and I do to provide Leadership?

- Move my body. Speak and listen. That's all we can do.
 - Thinking is speaking and listening to ourselves
 - Wired to repeat our history
 - Leadership is about having things shift/change
 - 85% of communication is non-verbal
 - Tone of voice
 - What we wear
 - Body posture and movement
 - Facial expression
- Do you realize we never speak a word? We speak sounds. You have to have neuro patterns to make the sounds into words.

Speaking in a descriptive language

- Morale. Can't go to the morale store and buy five buckets
- Trust is the same. Our brains are structured to be skeptical.

The Action Paradigm

- We move out bodies
- We speak
- We smell
- We see

- We feel
- We taste
- We hear
- We have conversations with ourselves continuously

Need to shift things if we want to be better leaders



Leadership includes these four conversations: Managing, Advising, Leading, Coaching

The balance among them is key.

Coaches enhance ability. Coaching is the most difficult of these conversational skills.

Do you have the most powerful conversations to demonstrate your leadership?
Leadership gets down to specific conversations.

Managing has a historical focus: performance reviews

Coaching has a future focus: works on you now to change behavior in the future

Managing operates from your values; coaching from the other person's values.

Managing requires a lot of knowledge; coaching uses limited knowledge

Managers have authority power; Coaches have power of influence.

Leadership is balancing these different conversations—managing, advising, leading and coaching. Different conversations are more effectively used in different situations.

A lot of people who provide leadership development give you a battery of tests and performance preferences. You learn your leadership style. What do you do with this? Most people don't have any tools to use this information.

New norm: give you the tools to develop your leadership ability.

State of Affairs

- As we observe organizations, state of affairs is key to having productivity and employee satisfaction
- More important than IQs
- MBA practices are not as key
- Processes are not as key
- State of Affairs
 - A relationship
 - Like/dislike a small part of it
 - Who we are in the world
 - What others say about you
 - What people say about your company
 - Family has a different conversation about than work
 - You may not know what the conversations about you are
 - If you have authority power over someone, conversations are generally not good
 - 360 doesn't work. People not really sure they are confidential.
 - Conversations don't have to be based on facts. They are stories.
 - It's a gift when somebody hears conversations about you and is willing to share them with you. Those conversations are who you are in the world.
 - Perceived authority creates fear. Authority power is not personal. It's just the way it is.

Some key elements of State-of-Affairs

- What others saying about us; who we are in the world
- The perceived authority power others have with respect to us
- The current time and circumstances
- Our resume and perceived history

Leading Conversations and their impact on State-of-Affairs

- Let's say I can talk to you and get you excited about a future
- You are focused on the benefits, not the risks
- At-stake Vs. At-risk
- At-stake is what we have to gain
- At-risk is what we have to lose
- When I go into an organization I want to get a sense of State-of-Affairs
- At-stake organization
 - We can really build this company

- Collaboration is natural
- Innovation is natural
- Focused on outcomes, not little things
- Playing to win
- Focus on opportunities
- Accept risk
- At-risk organization
 - Playing not to lose
 - Focus on little things, not outcomes
 - Focus on what we could lose
 - Avoid risk
 - Stop innovating
- New companies are at-stake organizations, but the default for most companies is at-risk. Very difficult to stay at-stake when you are at the top of the game. Requires strong leadership.



Leading conversations can shift things from At-risk to At-stake. Change the perspective. Always looking to the future changes the perspective. When one goal (future) is reached, create a new one. Or perspective changes to At-stake—trying not to lose what they just gained.

Impact of Managing Conversation on State-of-Affair: puts you in the At-risk.

Purpose of HR in an organization: minimize risk

You need to manage at times in the overall balance of leadership, but be aware of the risk of putting you at-risk.

What does the advising conversation generate? Can move you to at-risk. But can go both ways.

What does coaching conversation generate?

- It's not advising or managing
- It's mostly asking questions
- Keeps people in action to achieve an outcome
- Helps people grow in an area they want to grow
- You can't coach into no demand, but people try it all the time
- Can change state-of-affairs to At-stake

What we want: perfect implementation

- Get us from here to there in a straight line



What life offers: innovative implementation

- It's never a straight line
- We don't know what we don't know
- Best of intentions, but not everything works as expected
- Must constantly innovate to reach the goal



Default in an organization is to manage to perfection. Our default human mode is to go for perfection. That's how we're wired.

Instead, we should manage for excellence.

- Excellence demands using everyone's intelligence.
- Get off course when we discover what we don't know.
- Have to get to action to discover what we don't know; can't plan for it.
- Can't discover it in the planning phase; must get to action.
- Perfection drives you to at-risk

The new norm for leadership

- Communicate in such a way that others say you are a great leader
- Management developing should focus on the four conversations that make up leadership

Q&A

Q: The issue of trust. How do we facilitate this in our employees?

A: Not to have trust is the default. Survival part of our brain automatically assigns negative intent. Must change it to a belief you really want to support me and help me grow. Leaders must express what they are committed to do and show it in action. Trust is a relationship. It takes constant work.

Q: That's easier to do at an individual level. What about the entire organization? When employee satisfaction surveys indicate low trust of the organization.

A: Have to be careful with organizational surveys. Questions are not interpreted the same way. Need to know what the water cooler conversations are. Need somebody without authority power to get those conversations.

Q: Every two years we do a staff satisfaction survey. Lack of trust in senior leadership or the organization always shows up. I spend a lot of my time having conversations face-to-face with my teams. It's a challenge!

A: The conversations we have in our own heads drive our actions more than anything else. Understanding other peoples' conversations is definitely difficult.

Management Topic-Go-'Round

Bill Marriott, SAS, Moderator

Audience Response System Survey

How prevalent is employee generated content in your organization?

1. Very big but diminishing: 0%
2. Very big and growing: 26%
3. Big: 16%
4. Neutral: 16%
5. Minor: 35%
6. None: 7%



Comments/Questions

- Happening in our organization, but I don't get involved in it much
- We encourage employees to get involved with social media—a big mind shift. Public-facing stuff is mostly moderated. Some opportunities to submit videos.

If you were the CEO, would you encourage social media use by your employees?

Yes: 68% No: 32%

- Nothing has drawn my staff out more than social media. Absolutely connective for my employees.
- The more the employees want to get involved with the company, the better. Need good guidelines, however.
- I think CEOs who say no to social media won't be CEO very long
- I said no, but I know it's coming. The question is: am I willing to fire someone for what they might do? Do you have good enough guidelines in place?



What has been your approach to dealing with employee generated content in your organization?

1. Enthusiastically embrace it and become the champion for it: 34%
 2. Accept it: 57%
 3. Remain neutral and hope it will die out: 9%
 4. Fight it: 9%
- We've run into copyright issues. People don't seem to be able to edit; bring it to us. Don't get releases from anyone—they do everything wrong. Allowed internally only.
 - We actively encourage people to create content. Yes, we get some unuseable stuff. But the more we put out guidelines and help them, the better results we're getting.

- We're actually teaching folks how to create their own videos. We leverage headcount that's not our own.
- I see the trend liberating my team to some degree. Allows us to focus on more strategic, bottom-line work.
- We're getting more and more video producers. Employees can shoot good video now, but they don't have the editing software on their computers to put it together; they want us to do that.
- If you say no, people will go outside. Can't be negative all the time. Outside companies don't say no.
- Can't have this discussion without talking about customer service. If your group makes the decisions about what is relevant to the organization, you need to be careful about turning work away. Figure out a way to get it done.



How would you best describe the video approval process within your organization?

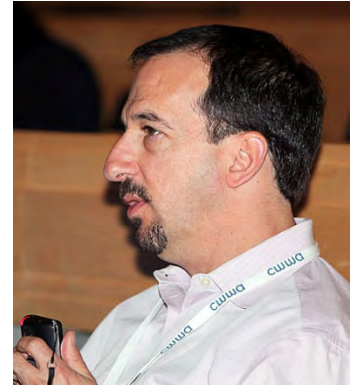
1. Senior Management & executives make most decisions: 7.3%
2. A linear process where a few self-defined stakeholders make decisions: 26.8%
3. A multi-layer circular overlapping process for approvals: 29.3%
4. Every project is different: 31.7%
5. No clearly defined process: 4.9%

- We have such a large amount of content we produce that we have a couple people from our legal team assigned to us. So approvals are usually pretty quick for us.
- Our video approval tool is also a publishing tool. Approvals come from division leader. We get metrics back from the same tool. Helps drive good decisions about how to spend media dollars.
- With our internal content, process is quite simple. Client approves the content. For external-facing video, we had a very convoluted process. Now simpler with an approval board with members from compliance, legal and brand. Approvals gone from many weeks to a couple of days.
- If an approving group doesn't like tone, or color choices, or editing, we just thank them for the feedback and move on. We try to make it clear that creative choices are ours, unless you can give us a strong reason why it reflects negatively on the brand, or is inaccurate.
- Approvals can be very subjective. Asking how much they are willing to spend on promoting the video can be very helpful.



How would you describe the expectations for speed of delivery of your projects?

1. Faster turnaround is now fully expected on all projects: 30%
2. Faster turnaround is expected on many projects: 57%
3. Our team dictates turnaround: 11%
4. No pressure to deliver content faster: 0%
5. No discernable expectations: 2%



- When we started doing snippets of video streaming on the web, everyone immediately expected us to do everything that fast. Web changed expectations over night.
- Only way off the merry-go-round is to fail, which is not an option.
- Be sure you archive your video!
- Employees think we should make videos as fast as they do. Don't realize our product is produced at a much different level.
- A year ago we talked about "just good enough" video. Now we're seeing that "just good enough" isn't good enough. They want it really good, and they want it now.
- Good, cheap, fast: pick any two.
- We've started to shoot with streaming and encoding immediately in mind.
- We used to create the videos, send them out for approval via FedEx. Now we use video streams for approval process. Raising expectations for turnaround time.

How would you describe the popularity of video in your organization?

1. Video is more in demand than ever: 59%
2. Video demand is on the rise: 20.5%
3. Video demand remains constant: 17.9%
4. Video demand is decreasing: 2.6%



- We're spending more time helping others develop their video process.
- We want to be the place where video gets done. But if it's going to be outsourced, we want to manage that. Don't say no.
- When we do say no—rarely—we refer them to a vendor we work with. We keep our hand in it.
- We do mostly science-based news videos. But we've seen a huge increase in recording meetings for blended meetings of live/record/webcast kinds of events. Also do video teasers to bring people to conferences. A lot of YouTube videos—2 minutes or less. Although we get huge response from hour-long technical presentations; if you have a niche audience you can get away with it.
- We have an external-facing social media group that we partner with. Last summer wanted to us to help them make a music video using our team. The

script was really bad. We backed away. They did it anyway, and it's not being well received.

- Who are we do tell our customers what's good for them? I think that's our role; what we're being paid for.

How is the average length of show trending in your organization?

1. Higher demand for shorter videos, less than 3 min: 52%
2. Higher demand for medium length videos, less than 5 min: 32%
3. Higher demand for long form video, more than 6 min: 16%

- Audience tells us they want it short; sometimes it's hard to cover the content in less than 3 minutes. Longer format may be necessary.
- Another approach: You just described four videos, not one. Clients are more open to that now.
- We're pushing our clients to shorter videos. We can be more impactful in a shorter video than what they're asking for in long-form.
- Over a minute, 40% fall-off rate; over 2 minutes, 80% fall-off rate. Give your call to action in the first minute. These are actual metrics we're tracking.
- Streaming events over the internet are much longer, 30 to 60 minutes. But produced videos we try for less than 5 minutes.
- We spend a lot of time breaking down those long streaming events into several smaller segments.
- Distribution for long-form videos for us is growing, not shrinking. They want chapter markers and navigation within them so people can search for what they need.



How do you describe the trend for complexity/sophistication of production?

1. Higher demand for high production value: 22.5%
2. Higher demand for medium production value: 50%
3. Higher demand for lower production value: 25%
4. Higher demand for very low production value: 2.5%

- More of everything. All of the above.
- Video is custom work. There's a place for all lengths, all levels of production complexity.



What has the emergence of employee generated video done to your team's innovation efforts?

1. It has helped. Our team can focus more time on higher end production & innovation: 23%
2. It has had no impact on our innovation efforts: 59%
3. It has hurt. We spend more time doing lower end productions and can't focus on higher end production & innovation: 3%

4. No opinion: 15%

- Flipcam footage people bring us helps our editors be more innovative; improve their graphic design skills; look for ways to make the footage look better. On the other side, so many clients are cutting their budgets so much we can't be creative.
- Teach them how to fish. We don't have the resources to do everything.



How do you describe the demand for video on mobile devices in your organization?

1. Extremely high demand an continuing growth: 26%
2. High demand: 26%
3. Medium demand: 12%
4. Low demand but trending upward: 26%
5. Low demand: 5%
6. No demand: 5%

How do you describe the number of distribution channels for your video content?

1. Many more than 5 years ago: 45%
2. More than 5 years ago: 47.5%
3. About the same as 5 years ago: 7.5%
4. Fewer than 5 years ago: 0.0%



Studio Tours

Nintendo



- Building is 2 years old
- Actually asked us what we wanted/needed before they built
- LEED gold certified building
- Plenty of power & current; high ceilings; lighting grid
- *Inexpensive* is my middle name. My philosophy: new equipment must pay for itself within 2 years
- Use iPad teleprompter system; runs with iPod wirelessly
- Great air conditioning throughout the facility; never have a heat problem

The Creative Pit

- Staff area
- 4 in A/V group
- Creative concept to online delivery—we all do it all
- Out job: Retail Marketing in store and online
- 80% video; 10% photography; 10% A/V in our main auditorium





- 4 edit stations
- 3 Adobe Premiere; 1 Final Cut
- Not the only video editing group in Nintendo. Gaming group captures footage from games and edits for online marketing.

Microsoft

- Bijou Theatre was held at Microsoft's studios.
- Although we had no formal tours, we could wander at will during the cocktail hour.
- Quite a place!





Personal Leadership Styles

Dr. John McManus

CIO, Watermark Estate Management Services, LLC



Leadership Principles

Change is the only constant quote dates back to 500 BC. Change is constant. There has never been much of a normal in the tech business. Models of communication are changing...technology is changing...generations are changing... We need some constants to build from.

Leadership is a bridge. A way to connect people...commitment to your team...provide team with tools they need.

3 Leadership elements:

- Responsibility
- Accountability
- Authority

Strong focused leadership is critical to your success.

- Very smart people with poor leadership skills may fail.
- Moderately skilled people with excellent leadership skills succeed.
- If you want people to follow, you have to be willing to lead.
- If you're not comfortable leading, let someone else lead. Don't hold your team back.

Leadership is Personal

- We must lead by example
- If you want your team to behave in a certain way, you must act that way.
- If you want your team to adopt a new process, you must set the pace.
- You are the face the team watches
- If people perceive you as a *do as I say, not as I do* leader, they will not follow.
- Personal leadership builds trust

Decision-making

- Need a clear, consistent decision-making model
- Respectful of the values of the organization
- Must have a listening element
 - People need to be heard
 - If they don't have a voice, they will not have buy-in
 - Consider different perspectives in the decision-making process
- One person has to own the final decision, but...
 - If you are open and inclusive, you increase the possibility of success

- Being a good listener will cost you very little, but will earn you a great deal of respect and support
- You need people to execute your decision. That requires buy-in.
- If you are not a skilled listener, take a training class!
- Communicate decisions clearly
- Track the progress of actions required to implement the decision

Responsibility, Accountability, Authority

- Tie them together for effective leadership
- Each team member needs clearly defined responsibilities
- Need to understand the authority they have to act independently
- Need to know what their accountability is
- If these three things are not clear, it is difficult, if not impossible, to expect a person to be successful
- Communicating these three things are essential to Leadership

What happens when you don't do it right?

Confusion about responsibility:

- If no one is responsible, it doesn't get done
- If everyone thinks they are responsible...
 - it will either be done multiple times, often in conflicting ways
 - or not at all since everyone assumes someone else is doing it
- Very damaging to the team

Confusion about accountability:

- Presents a performance problem
- Tasks will not get done
- Or will be done at an acceptable level of quality
- Values of the organization are not upheld
- Level of professionalism declines
- You as the leader must set the standards for professional behavior
 - The organization will have standards, published materials
 - But it becomes real and practical at the leadership level
 - Be clear about the consequences of not following standards
 - One person can poison the organization in a very short time
- As the leader you must hold people accountable for both the work they do and the behaviors they practice

Q: I have a team member who is very strong technically, and gets along well within our own team. But he gets frustrated and does not deal well with the rest of the organization.

A: You need to be very clear with the person on what he or she does well and whether or not they can change the behaviors that are not working. If not, consider whether you could structure this person's job to not include public-facing responsibilities. Web designers and technical people tend to be deficient in interpersonal skills. We make them do things they are not equipped to do.

Confusion about personal authority:

- Leads to the classic *I didn't know I could/couldn't do that* problem
 - If authority is not clear, people set their own limits
 - If multiple people set their own limits, you have confusion and anarchy
 - It's easier to relax limits and increase authority than it is to decrease limits and take authority away
- Authority is not a right; it is earned
 - By demonstrating proper behaviors
 - Aligned with the organization

Establish Your Own Leadership Model

- A leader's one unalterable rule: assess circumstances and make the best of them
 - Sounds simple but is very difficult
 - Need to swiftly assess a situation, determine a course of action, and execute it
 - Cannot suffer from paralysis by analysis
 - Can waste time wishing things were different
 - Accept and move on
- Teams appreciate decisive leaders
 - But only if they clearly communicate how decisions are made
 - Create stress if you do not communicate
- Learn to delegate
 - Find people you trust and turn them loose
 - Strength of a team is based on diverse strengths of everyone
 - If you provide the vision and shared guiding principles
 - Unlock the full potential of the team
 - Vision and principles act as a force multiplier
 - If you don't have team members you trust, you can't effectively delegate
 - If you can't delegate, are locked into multiple jobs
 - If you can't trust a person, they negatively impact the performance of the whole team
 - Assess the circumstances and make a decision
 - Do they stay—willing to learn and adapt—or do they go?
 - May be a star performer in some areas; decision is difficult

People Matter

- Individuals matter

- It's not about the leader; it's the success of the entire team
- Not a one-person show.
- Must have the right people in the right positions

Other Principles

- A leader's job is not to assign blame but to make the best of every circumstance and to meet every new challenge to their objective.
- Stay focused on the objectives of the organization.
- Praise in public/provide constructive criticism in private
 - Exception: really egregious behavior must be dealt with immediately
 - Or you send a message it's okay
- Make sure you have a learning organization
 - Hold a lessons-learned session after a project
 - Not lessons-noted, lessons learned
 - If you don't apply the findings, you do not learn
 - Don't neglect the celebration—praise what was done right

Summary

- People respect true leaders
- If you treat your team with respect and deal with problems clearly and professionally, you will be respected
- Be clear about responsibility, accountability and authority
- If you don't get these foundational elements correct, you will not succeed
- The circumstances are what they are; your job is to make the best of them
- You are only as strong as the team you lead
 - Don't pick clones of yourself
 - Value diversity of thought and opinion
- Model the behaviors you want your team to exhibit

Q: Trend in my company is to have to all follow a consensus decision-making model. Any comments?

A: I think consensus decision making is an excuse for not stepping up and taking responsibility for your own decisions. I believe everyone has a voice. But not everyone has a vote. Not everyone has the right experience or the authority to make the decision. The person accountable for the decision should make it. Communication and listening are critically important. That is everyone's opportunity to have a voice. Someone may have a compelling position that does influence the decision—great! But that doesn't give that person a vote.

Q: Can you talk about talking up to a leader who is clearly not demonstrating the behaviors and traits you have talked about?

A: You have to adjust what you say based on who they are. Look for things that are important to them. Say they value a project's success. Talk about how we can optimize the chances for success if we change this and that. If you have trust between you, you can have a very direct discussion. If it's a lack of trust issue for you, that's much more difficult. You need to deal with the trust issues first. If you've been down that road, and it doesn't work, you are facing career decisions. That stress will impact your entire life. How much longer can you keep beating your head against a rock?

Technical Topic-go-'round

Kirk Arndt, Nintendo, Moderator

Q: Has anyone come up with a solution for coding video for mobile devices?

Responses

- We are using an external service. They encode 10 different formats that cover any device.
- We use Kaltura, a content distribution network and a CMMA partner. Looks at any device out there and gives it what it needs. Has an adaptive bit rate and scales appropriately to each country. Works very well.
- Kaltura is an open source program, which is a differentiator.



Q: What are people doing for long-term HD storage?

Responses

- We use a shared file our IT group set up. Can drag large amounts of data from our edit system. When our systems stores 13 terrabytes, IT backs it up and stores it in two different places.

Q: Anyone with experience in doing live streaming events?

Responses

- We use a company called [PopcORN](#). Went very well. Invite only sessions; had to log in. Key is interaction with your audience; ways for feedback and talking. Quickly becomes about more than video. Not everyone delivers to i-phone or i-pad.
- We did a live stream event/web-ex type event. Very simple set-up with a laptop. Tested it the day before and it worked great. 15 minutes before we were to be on the air, we couldn't get a signal. Did get on-air about 15 minutes late. IT had changed something overnight. You need a good relationship with IT. Pretty cheap way to go. It worked great.
- We had [WebEx](#). Didn't do a lot of large audience streaming events. We're now using Link. Having some issues, but working through them.



Q: On the mobility side, anybody else pushing things out to their employees?

Responses

- We are attempting to do this. A lot of our employees are on iPads and iPhones. Our streaming guys are helping with this. Multi-cast is the hurdle to overcome. Things come through as unicast. We're working on a solution.

Q: We are putting in an Omneon system for file sharing. Anyone have experience with this?

Responses

- Biggest thing to watch: make sure network connections are solid and can handle the throughput. It's been working really well. We've had a drive fail, and the editors didn't even know it.
- Make sure Omneon sends a service tech onsite.
- We've had ours about 2 years. It's a really good tool and works very well, but it's not plug-and-play. Think your work flow through carefully. Get trained on it.



Polling Question

How many of you are...

1. Using the last version of Final Cut Pro (FCP 7): 69%
2. Using the newest version, FCP X: 3%
3. Using something else since FCP X came out: 25%
4. Using a combination of FCP X or earlier and something else: 3%

Comments

- We discussed this at the last meeting and everybody said they were going to hold on. We're waiting for press to weigh in. We're in a wait-and-see mode.
- FCP 7 is still rock solid; no reason to change.
- Focus has left the production space for prosumer.
- We have some editors that prefer other systems; we're a mixed shop.
- We use Premiere and Final Cut 7. Harder to get stuff for Final Cut 7—we had some things stolen.
- We're a mixed shop, too, FCP, Avid and Premiere.
- Blow-back on FCP X was so bad, they have added some of the pro features back in.
- FCP X was never an option for us.
- Can't digitize from tape. That won't work for us. We're sticking with FCP 7.

Q: Capturing HDMI. Anyone been successful capturing HDMI for shooting, editing?

Responses

- Haven't tried yet (most)
- [Black Magic Intensity](#) card and [ioExpress from AJA](#).

Q: What are people doing in conference rooms to accommodate digital inputs?

Responses

- We're using two HDMI inputs here in this room

Q: Any feedback about Panasonic's [AF100 w/Atomos Samurai](#)—or a comparable camera?

Responses

- Shooting it is a learning experience
- Treat it as a photography camera that takes a really nice video
- Very impressive for the price
- Stable; nice to edit
- About \$4500
- Canon has a similar camera. Is there a trend towards this style of camera?
- Can shoot 12 hours on it; that's pretty impressive
- Good depth of field
- Some lenses are definitely better than others. We use Nikon.

Q: DSL cameras, RED, others. Easier to use film lenses? Or others?

Responses

- Film lenses have better depth of field
- DSL lenses are pretty good. Don't try follow focus though.



Polling Question

How many of you are...

- Shooting DSL-R exclusive: 0%
- Shooting traditional video camera exclusive: 33%
- Shooting combo of DSL-R and traditional video camera: 67%

Comments

- Our traditional camera sits in the closet

Q: Apps for production? Pared down versions of pro apps available for a few bucks.

Responses

- Very limited functionality
- Fun to play with; not sure there's a professional application
- Some cool Photoshop apps that do some cool things
- iPad & iPhone apps available

Polling Questions

NAB

51% attending

49% no

To which codecs are you primarily encoding for production, editing, delivery?

1. Quicktime ProRes or some variation of QuickTime: 28%
2. P2 based codec: 3%
3. Avid base codecs: 13%
4. AVCHD: 0%
5. Combo of codecs depending on job: 56%

Comments

- ProRes most friendly and easy to work with all our systems. The least hiccups.

Q: Anyone using [Roku](#) streaming player?

Responses

- Seems to be the easiest option out there
- We expect to use it within the next year
- Looking to create a 14/7 channel. Idea is to make it public.

Q: How are you using iPads?

Responses

- Teleprompter. It's a learning curve. Software a bit of a challenge. Can control with iPod, but not as easy to use as a typical computer-based systems. Hopefully they will fix the bugs.
- Transforming our print products for iPad use
- Engineering group considering it for a field diagnostic tool
- Recording demos
- Auditorium presentations with AppleTV. Works perfectly. Easy to install. Wireless. Project your iPad demo.
- Interactive training
- Just purchased 500 iPads for sales force. Sales went up by 40% for sales people using them.
- Remote access for triage for meeting room tech issues.

Producing 3D

Keith Bell, Intel, Moderator

Panel Members:

Adam Green, Avid
Amir Stone, Adobe
Keith Vidger, Sony
Dan Sturm, Intel



Polling Questions

Have you or your company produced a 3D stereoscopic production within the past 5 years?

1. Yes: 12%
2. No: 88%

Do you have plans to do a 3D production this year?

1. Yes: 10%
2. No: 90%

If you were asked, how would you do it?

1. In house with my staff: 21%
2. Hire an expert person or service: 66%
3. It would depend on someone other than me to make that choice: 13%

If given a choice, would you prefer to watch a movie in...

1. 2D: 48%
2. 3D: 22%
3. Both: 25%
4. Neither, I don't go to movies: 2%

Are you planning to make an investment in 3D equipment?

1. Yes: 12%
2. No: 88%



The Big Three of 3D

- Interaxial: The distance between the center of the lenses
 - Makes everything come to the front of the screen
 - Creates depth
 - Often referred to as Interocular (between the eyes)
- Convergence: The point where the left and right images are perfectly aligned
 - With only interaxial only come to the front
 - Sometimes referred to as camera angle
 - Determines where objects are located in 3D space
- Parallax: Separation of left and right images
 - Can be done live or in post
 - Tricks our brains into thinking we're seeing 3D
 - The more Parallax, the stronger the 3D effect
 - Fun to watch, but excessive parallax can cause eye strain
 - The less parallax, the weaker the 3D effect
 - Easy on the eyes, but not very interesting to watch

What are the top technologies?

- Converging cameras
- Parallel cameras
- Beam Splitter
 - Most flexible
 - Expensive
 - Complicated
 - Large/heavy
 - Uses 2 mirrors for stereo effect
 - Complex; difficult to set up and align
- Integrated 2 camera systems
 - Small/light
 - Easy to use
 - Limited stereo control
 - Similar concessions to using small cameras
 - Challenge in getting cameras close enough to each other
 - 15 feet away is probably the closest you can get



- Side by side cameras

Factors to consider:

- Venue screen size
- How far close/away things are at the extremes in the viewing area

What's different in pre-production?

- Budget: up to 4x cost for camera department
- Time
 - Take time to align each shot
 - Shot complexity: pull focus/zoom/convergence/IO
- Shot breakdowns/Location planning
 - Camera movement with a stereo rig
 - Display size and scene elements dictate camera set-up

What's different on location?

- Directing camera
 - Treat the camera like your viewers head
 - If you're not straight on viewer will feel off balance
 - Can do it deliberately as a creative tool—but understand what the effect will be
 - Tricking your brain into seeing different perspectives. Can cause eye strain if objects are too far apart; eyes can't put them together.
 - Worse thing: having one camera higher than the other. Our eyes can't put those images together. Can happen with projectors, too.
 - Moving the camera: size vs. mobility
 - A trade-off
 - Shallow DOF is a 2D tool
 - A lot of wide angle lenses with deep depth of field work best for 3D
 - Charts and alignment
 - Charts essential for aligning camera (use picture)
 - Charts make it easy to see if you have errors in your camera set-up
 - The more data you have going into Post the happier your editor will be
 - Errors can occur anywhere in the process.
 - Take time to get it right.
 - Use charts every time camera is moved.
 - Can mount a chart on the back of the slate.
 - Convergence options



1. Convergence puller who changes the shot as it progresses, looking at a monitor; remote controlled
 2. All done in post
- Directing action
 - Using your depth budget
 - Cut continuity (matching convergence)
 - Rack convergence with focus?
 - When someone leaves the frame, fully or partially, 3D falls apart. The illusion is spoiled. Avoid edge violations where things move offscreen.
 - Typically, focus of attention needs to be in the center of the screen for best 3D effect
 - Props/ set pieces
 - Polarization

What's different in Post

- Time
 - Add stereo alignment to the pipeline
 - Color balancing is no longer optional
- Storage
 - Up to 5x the storage needed
- Viewing
 - Display size matters
 - Have to know ahead of time how program will be viewed—small or large screen
 - Good, Better, Best
 - Anaglyph
 - Freeview
 - Polarized
- Conversion: is it worth it?
 - Roto (critically important)

Other post considerations:

- Non photographic elements
- One option (After Effects) for adding 3D depth and integrating with photography

Remember: If your 3D doesn't turn out, you've still got an awesome 2D product! It's not a total loss.

Q: What applications do you see for 3D besides entertainment?

- Responses
 - Medical, definitely
- Training & education—adds another dimension
- Marketing—but it won't take off until we don't need glasses

Best & worst entertainment applications

- Best: computer animation
- Worst: sports
- Easier to make 3D with computers than with live action

Methods for watching 3D

- Glasses with red and green filters
 - Allows you to see 3D on any time of display
 - Negative impact on color
 - Good for experimenting with convergence and determining where the pain threshold (eye fatigue) is
 - Great way to preview
 - Easiest way to get into the 3D world
- Circular polarized glasses
 - Allows you to see one camera with the left eye; the other with the right
 - Or every other line of the image
 - Can be throwaway up to expensive ones you keep
- Sophisticated glasses that flash left and right on and off
 - High quality 3D viewing for home
 - Bulky; expensive
 - Have to keep them charged
- Dolby

3D Toolset Integration

- OS (Cineform)
 - “Tricks” the OS, NLE assumes 2D workflow
 - Transcoding necessary from L and R files
 - Separate application to alter alignment, color, metadata
 - Renders 2D files only (NLE is not aware of 3D format)
- Plug-in (Stereo 3D Toolbox, Onsite OS3D)
 - Each clip requires filter to be applied, and image well for second eye
 - Metadata not directly integrated into NLE
 - Full raster 1080 stream support using dual outputs usually not supported
 - No integrated color correction
- Fully-integrated NLE
 - Full raster, S x S, and Over/Under supported
 - Correction tools integrated into workflow
 - Allow Source, Record, and Outputs to display different formats and 3D overlays
 - Metadata columns specific to S3D
 - Application is “aware” of 3D, 2D and 3D can be mixed in the pipeline

Q: A lot of us don't see a big need for 3D right now. Do you see applications where 3D would be beneficial for us?

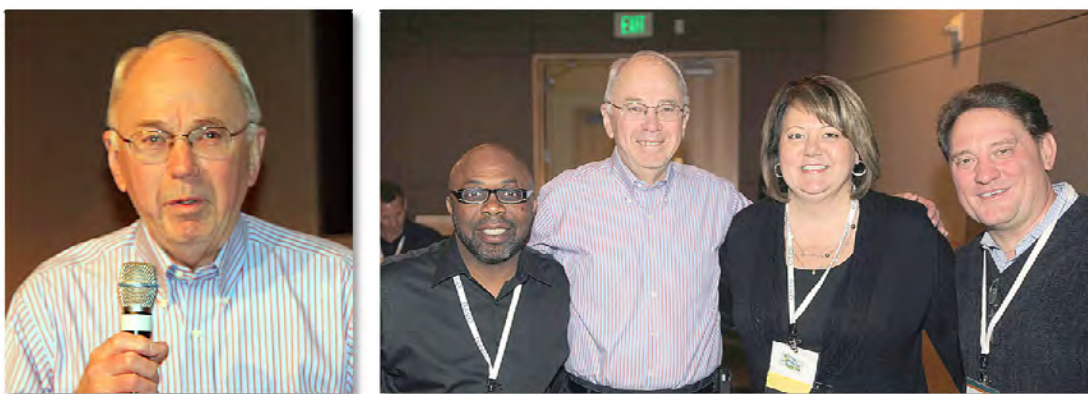
Responses

- Intel. People are not allowed in our factories, ever. 3D enabled people to feel like they were inside the factory floor.
- Corporate training world probably best application for 3D. 3D can bring things to life; much more compelling. Interesting, engaging.
- Better demonstrate a product or process.
- Gives perspective to objects that 2D cannot.
- Being in the moment is the most fun.

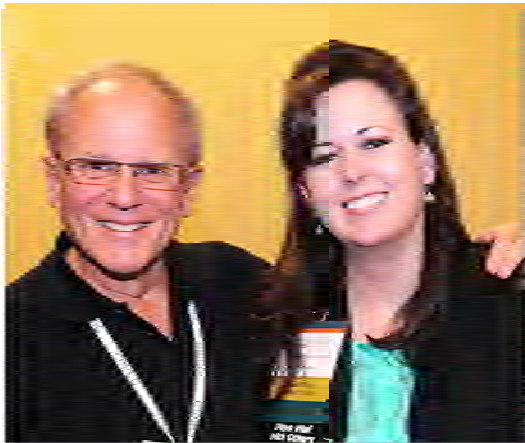
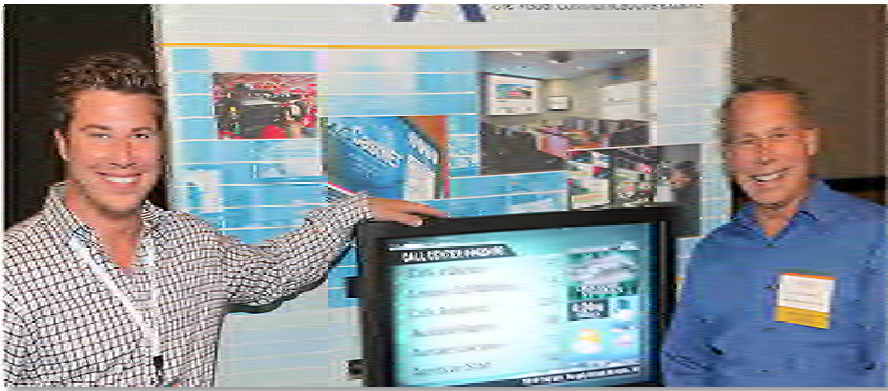
Closing

- Take your time (seriously)
- Sacrificing quality is the quickest way to ensure you'll never consider S3D again
- Be prepared to pay the price—in time and/or money
- The future of S3D
 - MIO 3D
 - Increased frame-rates

Photo Album



Dick Blackburn, retired former CMMA President—great to see you, Dick!









Thank you, Seattle Conference Team!



2012 National Conference

October 6-9, 2012

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Clearwater Beach, Florida

See You There!