Communicating in a Digital World
Extend your reach. Engage your audience.

Comunications Media Management Association
Professional Development Conference

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Conference Hosts:

Doug Craig, Xcel Energy

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Virtual Events are Dead: Digital Engagement is Perpetual

Michael Doyle, Michael Doyle Partners
Keynote Address

My Goals
- Convince you that digital engagement holds the key to all you desire
- Provide you with some tools to help you exploit the digital world
- Help you become a digital engagement strategist

The Environment
- You have so much technology you have to become experts in
- Demand for what you do is going up
- This year we have exceeded the population of the world with connected mobile devices
- Need for content will grow
- Ted Talk Milestones
    - Over a billion views
- Appetite for video exponential
- Need is there, but resources are not

Question to audience:
What are the kinds of digital challenges most important and relevant to you?

Responses:
- We battle for IT support; we are an outlier who needs more bandwidth than anyone else.
    - Need to negotiate
    - Their concerns are bandwidth and security
    - They get very nervous about security
    - We have to deal with government security standards which is a challenge
    - Consider installing an IT group with your team
- We want to be thought of as internal experts. Easier to do when video was the province of experts. Now everyone has the tools.
- We do a lot of hybrid events; need to be better about engaging the virtual audience. (Hybrid events have a live audience and a virtual one.)
- How do you adjust demand for video with limited resources?
- When we have a live broadcast, the web portion is secondary. Don't do a good job planning for both live and remote audiences.
    - A very common problem
    - Has to be addressed

- Really need two teams; one for the live audience and the other devoted to the remote audience.
    - People who deal with physical audience are totally engaged with the live environment.
    - We're using Twitter for this broadcast.
    - If live audience breaks into groups for activity, the virtual team has a different activity for the remote audience
- The success of a virtual event is dependent on technology; technology does not always work.
    - People leave if they can't stay connected
    - Good news is technology is getting better all the time
- Short attention span of audiences
    - 10 minutes maximum
    - Have to break up the program into small chunks
    - Plan how to get and keep attention
    - Of course, people will spend hours glued to a screen to play a game!
- Our group has always struggled with the balance between technology and content.
    - NBA championships don't have this problem
    - Victoria's Secret doesn't have this problem
    - Content is King
    - The Queen is the psychology of what engages people
        - *Total Engagement* book
        - Need to understand this and make it part of the game
    - Need to find out what the audience wants/needs and can take away with them

A bit of history
- Looked at a virtual event platform in '96
    - Technology wasn't ready
    - Computers didn't have graphics cards
    - Bandwidth was not there
- Technology got better and business grew
    - Then 9/11 happened
    - Bottom fell out
- 2009
    - Financial crisis
    - Virtual meetings suddenly became useful again
    - Travel to events dropped off dramatically
    - Demand for virtual events went up, but resources were not available to support them
    - A lot of baggage associated with virtual events because so many of them were done poorly

It's all digital
- Get rid of *virtual event* term
- Change it to *digital engagement*
- What's a digital engagement?
    - That's where I want them to be
    - It will be what we need to do to accomplish your objectives
    - Start with objectives; that changes everything

Assert yourself into the role of *Digital Engagement Strategist*!
- We deal with a lot more than just events
- Training, sales, marketing

What?
- Digital
    - Everything is digital
- Engagement
    - So many distractions
    - Have to get and keep people involved
    - If not engaged, lose their mindshare
- Strategist
    - We all have too much to do
    - We look for things we can actually get done
    - We are motivated by accomplishment
    - A strategist puts activities against context of business objectives—all the time

Mission of a Digital Engagement Strategist: plan and produce programs that engage users, achieve the program's goals and aligns with organization's business objectives

Digital Engagement Examples
Example One: Cisco's Global Sales Experience (GSX)

The evolution of GSX
- 100% in-person sales meetings
- 2009 went all digital because of recession
    - 6 months to prepare
    - Not the best experience, but they got through it
- 2010 moved to a hybrid; mostly digital, some live
- 2013 hybrid
    - Highest satisfaction scores
    - Higher than last 100% in-person meeting
    - 80 different locations throughout the world
    - Everyone online together

- 2 hours a day because of time zone challenges
- Over a 2-week period
  - Some conference rooms; others hotels; some one-on-one
  - Used gamification quite a bit
    - But individuals tried to beat the system and win the game, rather than learning, collaborating and networking
    - Changed the rules to location or regional competition
    - 87% of people participated in the game
  - Lots of feedback channels; pushed comments out live to entire audience
  - Tried to make remote attendees feel part of the group
  - A lot of video
  - Chairman's Club
    - Top performers recognized
    - Camera in every location
    - As winners were announced, put up on video for everyone to see
    - Lots of Q&A

Example Two: Microsoft
Evolution of Customer Experience
Scott Lum, Microsoft, *(videoconference)*

Creating content from a marketing perspective
- That's where the biggest opportunity is
- Things are changing so fast digitally
- Tremendous opportunities to use your skillset
- Within next few years CMO expected to have more budget than CFO

Copernicus
- Church controlled a lot of the thinking
  - Earth was flat
  - Everything revolved around the earth
  - Everything should go in the same direction all the time
  - Planets didn't follow this model
- Astronomer first to say earth revolves around the sun
  - A very disruptive idea at the time
  - Published his book on his deathbed
  - Branded a heretic

Traditional Product-centric Universe
- o We had brand & products
- o Customers would come to us and buy
- o Big change with digital media; customers have a much bigger impact
- o Customer is now the center of the universe
  - o Determine our products from customer needs
  - o Experience-centric universe

Experience-centric Universe
- o Disruption of our marketing models
- o Need to change our thinking completely or be left behind
- o Traditional models die hard
- o Struggle with ROI of social media based on traditional marketing models
- o Beliefs from yesteryear
  - o *Social is just the cherry on top*
    - ▪ Are you kidding me?
    - ▪ You can personalize your content—that's not the cherry on top!
    - ▪ People check their social channels constantly
      - • Need to engage them in a way we never have before
  - o *The landing page mentality*
    - ▪ Use social media to direct people to the content you want them to see
    - ▪ Need to engage them on the channels they are using
  - o *Social just another channel to drive leads, like radio, newspapers*
    - ▪ Rise of the empowered customer
    - ▪ Not sitting around waiting for our ad as they used to while watching TV
    - ▪ Friendsourcing & collaborative economy
    - ▪ Not just product reviews or commercials

It's a new world out there, and it's changing rapidly.

Digital/Mobile/Social World

Source: NY Daily News

#CMMA1   @scottlum

The New Customer Decision Journey
- No longer move neatly from one touch point to the next
- Snack on a dizzying array of digital content
- Share info with friends and peers
- Purchase influenced as much by peers as by national branding campaigns
- Need to also focus on post-purchase
  - How do we stay in touch with customer
  - Build lifetime value to customer

Rise of the Empowered Marketer

- Sales can only go so far
- Marketing drives awareness—but usually one-way
- Two-way relationship using big data and mobile tools to have a conversation
- Customers will share good information with their network
- Still need traditional advertising and sales
- But need to use the new tools to build relationships

Marketing Evolution

- Traditional Advertising
  - TV, radio, newspapers
- Digital Marketing
  - Brochure onto webpage
- Social Marketing
 - Drive customers to other sites
- Mobile Marketing

- o Designed appropriately for the device
- o Relevant for mobile
- o Personalized
- Content Marketing
  - o Use all these tools
  - o With the right content with the right device, audience

What's Next?

Customer Experience
- Customer at center
- What tools are they using
- How they engage with their tools
- Feedback from customer used to add value to products and services
- Social media focus
- Responsive organization; empowered marketer; connected & empowered customers; online/offline influencers
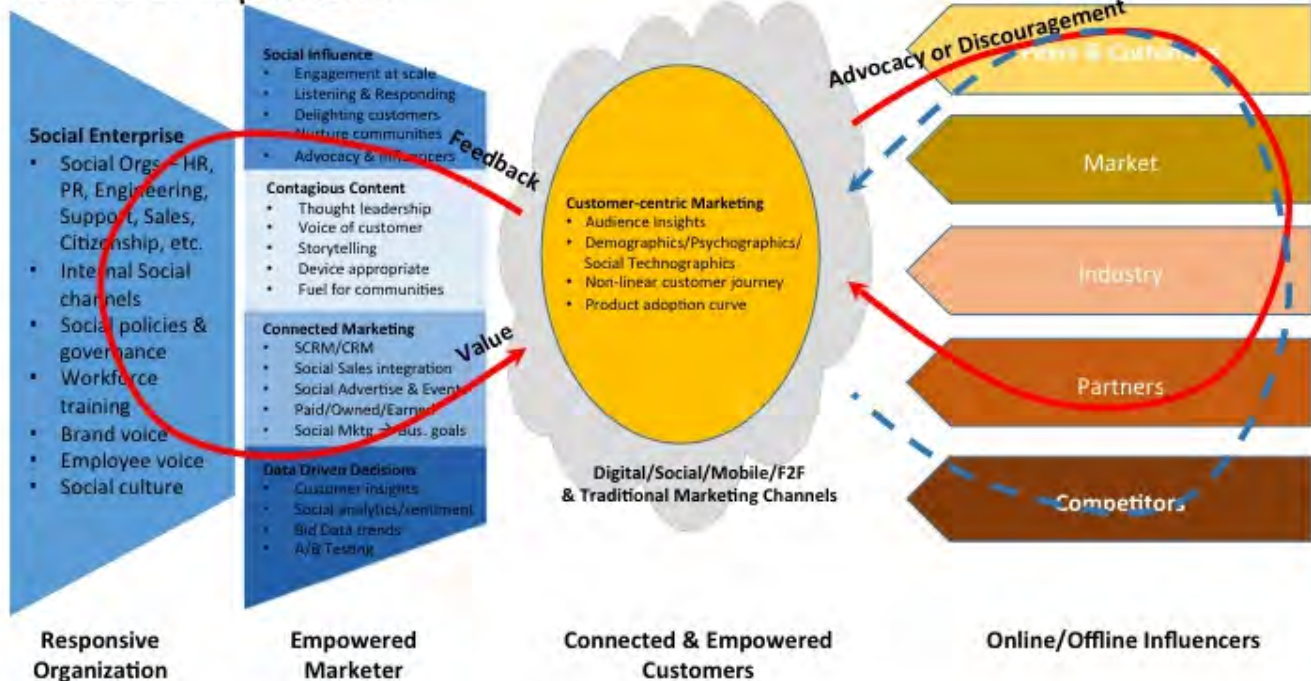
3 Tips for Digital Events

1. Integrate your channels: Event Spectrum
   a. Standalone
   b. Serial
   c. Social
      i. Make it seamless

1. Twitter (#CMMA1)
2. Facebook
3. Yammer, etc.
4. Compatible with all platforms
   d. Connected
       i. Digital: Extend event content through digital streaming
       ii. Social: Social channels used to connect F2F and digital audiences
       iii. Mobile: Digital content is compatible on all mobile platforms
   e. Relationship
       i. Community: 365 engagement – nurture community & advocates
       ii. Content: F2F & Digital Events are components of a comprehensive content marketing plan
2. Test low-cost channels
   a. Mini Dumps with VS
   b. Any video feed is good enough for Social
3. Tell stories
   a. Key is telling a good story
   b. Spend your time figuring out how to make experience compelling enough for people to share it with others
   c. Connect with people's emotions

(Michael Doyle thanks Scott Lum for his presentation)

Three Questions
1. How is digital/social/mobile changing how you engage customers?
2. What traditional models are holding you back?
3. How can you disrupt how you produce content?
   a. Low-cost
   b. Engaging
   c. Great content
   d. Tell stories

Methodology
- Digital Engagement Planner Tool
- http://deplanz.com/digital-event-planner/
- You will need to register on this site (free) to access the tool.
- Very detailed
- Lots of information about types of digital events
- Includes:
    o content strategy
    o engagement plan
    o marketing
    o technology
    o operations & logistics plans

- o measurement
- Get 30% improvement using this methodology
- Proven in the field
    - o Each item in the plan has information about what you should be thinking about while you develop your plan
    - o Try it; send us feedback!
    - o It's a tool for you, but you can share it with others

Why use this methodology?
- Achieve greater success with your programs
- Share with other teams and lift overall performance of the organization
- Access to greater resources
- Move up in the organization

How?
- Constant context-deliberate
- Everything designed to meet objectives
- Technology choices not arbitrary
- Proactive and deliberate
- Worse case: Having someone come to you and asking why we are not doing this
- Take responsibility for business outcomes
    - o Tough to do when you are not the program owner
    - o Step beyond service provider mentality and take responsibility for outcome
- Look outward and to the future for what's coming next
- Connect people, ideas and plans
    - o We are in a good position to do this
    - o We see things no one else does with our varied connections
    - o Know, Like, Trust
        - ▪ If they know, like and trust you they will try to work with you
    - o How?
        - ▪ Make them look good
        - ▪ Seek advice. Go to them for their expertise. People like to help others.
        - ▪ Teach them something new
        - ▪ Understand their personal goals
        - ▪ Use referrals
        - ▪ Make it theirs; this idea, this program, is something they want
        - ▪ Social proof/authority

Be a Continuous Learner
- Staying up with technology is a given
- Need to deliver business results

- Push yourself to focus on how to sell digital engagements to your customers
- Learn how to engage your sponsors in the process of developing effective events
- Need strong communications skills

Know who you are selling to; types of personalities in the room
- 35% are Sales (1) Why
  - Doesn't mean they are in sales
  - What's in it for me?
  - Shortest attention span
- 25% are Technicals (3) How
  - More patient
  - Willing to gather more information
  - Interested in features
- 20% are Marketing (4) What else
  - Can address them last in your presentation
  - Start creating new ideas; what else can I do with this?
  - They ask a lot of questions
- 20% Scholastic (2) What for
  - What are we doing this for?
  - Next shortest attention span

Work on your body language
- Fake it till you make it
  - Changes the way you present yourself
- Scare away the lion
  - Big and loud
  - Power pose
  - Become more open
- Watch your hands
  - Worse thing is to point at people
  - Open-handed gestures are most effective; palm up
    - Helps you feel better about yourself as you present also

Q&A

Can you apply these ideas to internal communications?
- Absolutely
- Use tools to make work fun
- Video a big part of it; integrated with other media
- Example: Podcasts for best practices within company
- Create communications in the platforms people want to use

In organizations like Microsoft, how are you evangelizing these concepts internally?

- Find executives who already get it
- Get them to be champions
- From the bottom up only takes too long
- Can be difficult in a large organization

You mentioned using lower-end video and tools. When do you go to the big guns—the high-end stuff?
- Depends on objectives and who's giving the presentation
- Quality needs to be higher if it's an executive presentation
- Size of audience also a factor
- Need more back-up and failsafe if large audience

How do we manage balance the high-end media we produce with the low quality content generation being produced throughout the organization?
- Both have their place
- Push to determine the appropriate production level to meet the objectives
- The wedding cake or the cupcake? We can do either and everything in between

New Members

Dan Mooney
Kohl's

- Milwaukee, Wisconsin, Summerfest is awesome!
- In media for 30 some years
- Started off in broadcasting
- Now corporate communications
- 4 kids in college
- Kohl's about 4 years; a client for 20 years before that
  - Worked as a contractor for Kohl's one-man-band
- Now a department of 10
- Challenges not unique; I've been hearing about them all morning here
- We're good at creative content; not good at distribution
- Kohl's stores in 49 states (all but Alaska)

William Jarrett
Trinity Wallstreet

- Founded 1697 under grant from King William III
- Captain William Kidd "lent a Runner & Tackle for hoisting up Stones" on original church
- Built St. Paul's Chapel uptown (4 blocks north) in 1766 where it remains New York's oldest public building in continuous use
- George Washington prayed at St. Paul's in 1789 immediately following his inauguration
- Columbia University founded on land grant from Trinity Church in 1754
- Current Trinity Church at Wall St. & Broadway constructed in 1846
 - Designed with no consideration for A/V or video!

Trinity Today
- One of the largest private commercial land holders in New York City
- House of Worship – Over 20 services per week between Trinity and Saint Paul's Chapel
- Music Program – New Yorker magazine called Trinity, "a mini Lincoln Center." Grammy nominated.
- Action – Millions of grant making support domestically and abroad. Local feeding programs, community center, 12 step programs

- Education – Preschool, Music in school programs, adult classes and conferences

Media Operations History
- 1900's: wax cylinder recording of Trinity Bells by Edison Studios
- 1950's: Services broadcast on WQXR Radio
- 1970's – Began distributed video programming on cable & direct to tape
- 1981 – First Emmy for program that aired on ABC
- Department has been recipient of numerous industry distinctions including Emmy Award, Webby Award, Cine Golden Eagle, Telly Awards, Gabriel Award, Polly Bond Awards and numerous festival awards
- 1985 – Then state of the art control room and studio built. Video programming for VISN network (later Odyssey Network & Hallmark Channel)
- 1992 – began international teleconferencing through C-band satellite
- 2001, September 11, Saint Paul's became center of relief efforts for ground zero. Media group focused on documenting stories of relief workers.
  - Filmed a lot of what you see on the History channel about 2011
- 2002 – Began webcasting services
- 2006 – Began extensive field based video production unit
- 2008 – Department began transition from analog tape based operation to HD file based system
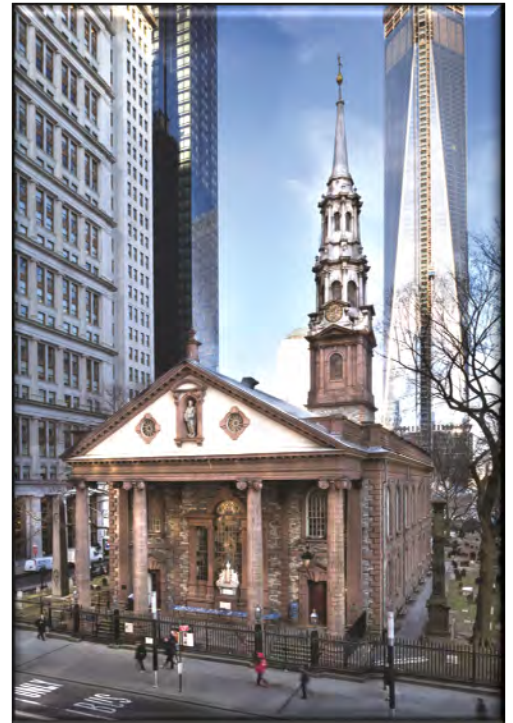
Present Media Operations
- Website – Oversee web engineering and production services for event driven content website. Supports worship, music, education, grants and corporate. Webby award winning.
- Webcasting – over 450 live events in HD quality adaptive bit-rate. Consistent international viewership. Extensive on-demand archive.
- Music – 1-2 CD's per year, 70 concerts per year, Grammy nominated
- Mobile – 2 apps. App for physical visitors to church and an app for daily video content
- Broadcast – 4 holiday specials for NBC & CBS over past 5 years
- Radio – Distribute live concert WWFM – 35 per year
- Live Event – 600 events A/V supported
- Corporate video – 40 original video pieces. Original production in Europe, Africa, South America, the Caribbean and domestically.

- Consulting - Support and interaction with architects, mechanical engineers & other non profits on media installations, renovations & workflows.
- Rentals – partnered with various production companies and museums including 9/11 Memorial & Museum

Current Projects
- Finalizing completion of new control room in Trinity Church
- 15 robotic HD cameras with drops to add up 266
- File based system centering on simultaneous encoding for webcast, DVD, DAM
- DAM system with legacy low res proxy viewing files referencing LTO
- Conversion of 40 year tape archive to DAM
- Consulting for St. Paul's renovations and new mixed-use office building and living space

Jason Jacopian
Micron

- Micron is the world's memory expert
- Micro makes memory chips
- Locations around the world
- Most of it in Asia
- R&D in US

Micron chips are everywhere!
In your phone, your car, your camera, your computer

Started at micron 23 years ago:

Our group has grown and shrunk over the years
- Digital imaging
- Video production
- Graphic design
- Motion graphics & animation
- Internal webcasting—about one a day
- Live events

Challenges
- Micron getting larger—30,000 employees
- Always learning and re-inventing

Day 1   Day 8,241

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- Development and training very big in Micron
- Encourage my team to freelance; great learning experience
- Recommend this book: *Help them Grow or Watch Them Go* by Beverly Kaye & Julie Winkle Giulioni

Peter Estrada
Omnitec Solutions

Career History
- Got my feet wet in broadcasting shooting for local news stations
- Master's degree at night
- Launched a cable network in Washington, DC
- Managed American College of Cardiology HD studios
- Now Omnitec

At Omnitec:
- Provide broadcasting and video services
- Supervise 12 people
- 80 rooms with A/V
- Broadcast studio
- Support G-20 annual meeting for National Monetary Fund

Neuroscience of Learning and Engagement

Jim Grigsby, Ph.D.
University of Colorado Denver

Neuroscience offers a counter-intuitive view of humans and how we function. Understanding neuroscience can help us improve our training and communications to bring about change.

History

- 2400 years ago Aristotle wrote about influencing people
    - Still widely used today as a textbook
    - Invented one of the first pinhole cameras hundreds of years before film was available
    - Thought everything revolved around the earth
    - Did not have a good handle on neuroscience. Thought:
        - Women have fewer teeth than men
        - Heart was the organ for thoughts, feelings
        - Brain was a cooling organ for heat generated by the heart

Modern neuroscience…

…can help us learn how to engage people and change their behavior.

Overview: engaging people and changing their behavior

- Habits: efficient, unconscious and unavoidable
- Information—can't produce behavior change by itself
- Central State: motivation, changing probabilities
- Rationalization: the stories we tell ourselves about why we do things
    - Reasons don't precede our behavior
    - We use them to explain our behavior after we act
- Executive functioning: deliberate conscious control
- Effort: exercise of executive function
- Practice: acquisition of new habits, breaking of old ones

Different kinds of learning/memory

- Separate systems for different kinds of memory
    - *Declarative learning* is memory for facts and events
    - *Procedural learning* is the learning of processes
- These systems can't influence one another directly
    - Consequently, new knowledge has no direct effect on learning new skills or habits, or on unlearning old habits
    - Can use knowledge to practice to learn new skills

Habits
- Hardwired, automatic (walking, breathing)
- Much behavior becomes habitual with practice
- It's often a combination of the two (automatic & practice)
- Habit hard to change
- But habits are not a sure thing—they are probabilistic
  - Even bad free throw shooters makes some shots
  - Even good free throw shooters occasionally miss
  - But people are usually consistent
- A lot of practice—and talent—can produce an expert
- With practice, people become skilled at perceiving patterns, and at behaving in patterns
  - Anything done more than once is likely to be done again.
  - Nearly *everything* we do repeatedly becomes habitual.
  - Thoughts, perceptions, attitudes, behaviors, and ways of thinking all become habitual.

Pros and Cons of Habit

Advantages
- Can acquire skills
- Little thought needed
- Automatic
- Non-conscious
- Efficient
- Practice makes perfect
- Alternative is slow and error-prone
- We can focus on goals, not the detailed actions

Disadvantages
- Inflexible
- Outside our control
- We don't *really* know why we do things
- Habit doesn't deal well with novelty and complexity
- "Armies always prepare to fight the last war"

Development of Talent or Expertise
- Function without conscious thought is very efficient
- This is when we are "in the zone"
- Takes lots of practice and repetition
- Focus on goals rather than process

Example: Hal Wissel

"Like other talented athletes, pure shooters perform their skills to the maximum level *without conscious thought.*"

Conscious and Non-conscious behavior
- We are conscious
- But most of what we do is automatic, non-conscious
- To go against habit requires effort
- Inborn bias is to conserve energy and do what comes easily—habit

Example: Chronic illness and behavior change
- Patient education intended to teach people how to manage their illness
- Does not work most of the time
- Information is only a roadmap
    - You can't persuade people with information.
        - Information doesn't change behavior.
        - It's not a question of intelligence.

Why Habit?
- Some things can only be done automatically—making a conscious effort impairs performance.
    - Hitting a baseball.
- Most behavior and perception is habitual.
    - We do the same things repeatedly, unconsciously.
    - We see recurring patterns whether patterns are there or not.

Central State
- State is your basic physiological and psychological status.
- State determines the likelihood, at any moment, that you will perform a specific behavior.
- You have to consider a person's state when you want to influence them.

State affected by many variables
- Mood
- Current motivation (hunger, thirst, sex)
- Intentions
- Current emotions
- The external environment
- Arousal
- Activity level
- Hormones (cortisol, insulin, testosterone, progesterone)
- Physical factors (pain, fatigue)
- Body rhythms (time of day)

Influence of State on Behavior
- The probability of a behavior is associated with state
    - If you're depressed, you have depressing thoughts
    - If youre in love, you believe anything your lover tells you

- o But if you're angry, you may believe nothing they say.
- o To persuade someone your idea is correct, they must be in the right state.
- o In the wrong state, your effort may be futile unless you can change the state.

Rationalization
- Can't we just reason with people?
  - o We don't know why we do most things
- Most behavior is automatic and unconscious
  - o We don't have time to think about what we're doing
- We don't ordinarily have a reason for most of what we do
  - o Instead we have reasons to explain what we have done
- Trying to debate someone and convince them of your position rarely works
- If you can get someone to do something, they will then manufacture an explanation for why they did it
  - o The more frequently you can get them to do something, the more likely they are to do it again
  - o The explanation (justification) follows the action

Executive Function (EF)
- The ability to use intentions to guide behavior deliberately and consciously
- Initiating goal-directed behavior and inhibiting irrelevant or inappropriate behavior
- The opposite of habits
- Initiate purposeful activity; eliminate un-useful activity

Executive Function and Habit
- EF is conscious and deliberate; habit is non-conscious and automatic
- We need executive functioning to override habits
  - o We need EF to make the effort to acquire new habits
  - o Once acquired, we don't need to continue using EF
- EF requires effort; habit easier because if is automatic
- Mental practice can be as effective as actual physical practice

Facilitating Change
- Thoughts, perceptions and behaviors can all be habits
- You can't be talked into our out of habits
- Information is mostly a guide
- Drawing attention to habits will disrupt them
- Encourage a favorable state of mind
- Get people to make an effort
- Get them to practice new behaviors
- The more you do something, the more likely you are to do it again
- Even mental practice is effective in changing behavior

- Behavior changes precedes change in attitudes

Q&A

You are challenging one of our key assumptions in this organization, that communicating is a matter of pushing information to you and you will learn from it and change your behavior. You are challenging what most of us do all the time. How do we generate deliberate practice through media?

Mental practice is one approach to try. Thinking about it is a form of practice. Put themselves in a situation and think through a response based on the information we give them. There has to be effort. If you do nothing with the information I shared today, you will not change how you approach communications.

Strategies and Best Practices for Virtual Learning

Storm Gloor
Assistant Professor, Music and Entertainment Industry Studies

Storm Signals
- Who I am
    - I teach music business
    - Was in the music business
    - Now teaching it
- What we'll do
    - Walk through my world and how I have to engage college students
    - I teach in a physical classroom, but give students an option to participate remotely
    - Use Adobe Connect
    - Do not let them attend remotely until the 3rd or 4th class, so they get to know me and my expectations first
    - Originally thought I would have an empty classroom; majority still come to class
    - I look at my students as customers; I want to make things easier for them
- Why it's important
    - Principles are broader than academic
    - How people learn is changing
- How to take part
    - Think about how what I do applies to your business
- When we're done
    - Q&A

Challenges
- Distractions/vortexes
    - I know my students have other things on their minds
    - I don't want to know what other things are sucking in my students—especially the remote ones
    - Someone gets us off course with a question or topic change
- Disruptions
    - Technology very reliabile
    - But it can happen
- Reaction lags
    - Five minutes after we've covered something, a student will ask about the same content
    - Chat room in Adobe; while they're typing their question I've moved on

- Retention of material
    - Retention is my goal
    - Their grades are one indication of whether or not they are learning
- Engagement
    - If they are involved, I know they are more likely to retain

Strategies
- Integrate mobile
    - Attend class from phone using Adobe app
    - Risk they will use phone while driving
    - Ask questions and tell the to text me their answer
    - Classroom and remote students both text answers
    - Have the tweet or use Facebook
- Deputize
    - You can usually tell who is engaged and who is not
    - Put some students to work: take a class question and ask someone to look up the answer
    - Another example: find an artist's website that you think is really good and send us a link
    - Classroom students can see remote chat room. Ask them to watch for things I need to pay attention to.
- Surveys or data/feedback grabs
    - Everybody tell me what you think
    - Number of ways this can be done, and I vary them deliberately
- Team up/group assignments
    - Can do this with remote students, too. They can chat together and no one else sees it.
    - Assign a leader to gather responses and summarize them for the whole class
- Use a "playground"
    - Internal or external
    - A space where they can do a number of thing
        - Ask questions they didn't have time for or were unwilling to ask during class
        - Reflect on what they learned (might be an assignment)
        - Provide a link to a relevant website
        - I use Google Dot
            - Don't want them to have to sign up for an account on Twitter or Facebook
            - Back channel activity
            - Can use it during class as well as after

Best Practices
- Proactively troubleshoot
    - In syllabus for every class, I have instructions for getting to the virtual classroom and what to do if you have technical problems

- o Tell them upfront that I will not address connectivity issues during class; I will ignore them
    - o Record every session so they do have a back-up
  - Assume little tech knowledge or usage
    - o Give a quick primer at the beginning of every session
    - o Will always be difficult for some of them
  - Be visible
    - o Don't just show PowerPoint
    - o Use the webcam
    - o But I do walk around so they don't always see them
    - o Important to see a face; a human
    - o They are more engaged if I'm visible
  - Transitions
    - o Flipped classroom
      - Classroom needs to become hands-on
      - Instead of lecture-based
      - Come to class to work
      - Outside of class you listen to the presentation (in 8-10 minute blocks)
    - o I might play a music video, or do a case study, or look at a website someone recommends
    - o Never do the same thing for 10 minutes
  - Remember it's a presentation
    - o Don't pay all my attention to the camera
    - o Use some zing in the PowerPoint
    - o Make sure I wrap up well and leave with what they needed to learn and what they need to do next

Five Things for Us to Do
1. Share in our playground
2. Try one of the strategies
3. Observe one of my sessions?
    a. Sit in on one of my classrooms
    b. Watch a class
4. Record and view yours
    a. Helps you be a better presenter
    b. You'll see/hear things you had no idea you were doing
5. Measure effects
    a. Tell me what you didn't like
    b. Especially do this with first-time remote viewers

Our playground: http://tinyurl.com/cmmasgplay
Living/extended version: http://tinyurl.com/cmmasgpres

stormgloor@gmail.com
Twitter: @stormsignal

Instagram: stormsightings
Facebook, Linked in: Storm Gloor

Q&A

In the corporate world, we have privacy issues. Did you have to go through Human Resources or Legal to know what was appropriate?

That was one of my first concerns. How do I protect their privacy? Classroom is password protected. But on recordings, I have to edit out anything I'm concerned with. I also tell students up front I want them to be open and not censor what they say, and they can ask me if they want me to edit something out of the recording.

What do you do to encourage student-to-student discussion and engagement?

Put them in virtual rooms. Or ask them all to chat together.

CMMA Member Discussion
John Clarkson, Boy Scouts Retired, Moderator

You've heard the old expression "One cannot step into the same river twice." All of us will come away from this meeting with a different construct of what it was. I was in the media business for 30 years. I was a teacher and principal before that. Now I'm back with public schools again working with low-income students and teachers in the south part of Dallas. I also work with a non-profit to develop school board leadership.

Here's my construct:
I am coming away from this meeting with alarm and a wildly different concept of communication. I believe metaphor is the basis for all human thought. Example: time. We have no sense of time. The past is way back when. The future is way out there. We have to change time into a special construct. So what?

Any student can learn any concept at some level if you give them the metaphorical scaffold (another metaphor) to learn it. It's not a question of just feeding them information.

Answer this question:
What have I heard today that is most likely to disrupt my working world?

Together we will develop a construct for what we are learning at this conference.

What have I heard today that is most likely to disrupt my working world?

- How do we train presenters so that they engage the audience? They don't even know there's a problem.
  - One of the things we find is it really helps to give executives media training. When they see how badly they present, they are more willing to ask for help.
  - Need to understand the audience and their needs. The presenter is secondary.
  - Not everyone is senior enough to justify one-on-one coaching.
  - An advantage to having a consultant coach executives is they can be brutally honest with out risking their jobs. And execs will accept that feedback from an outside "expert"—even if the internal person is just as capable of being a coach.
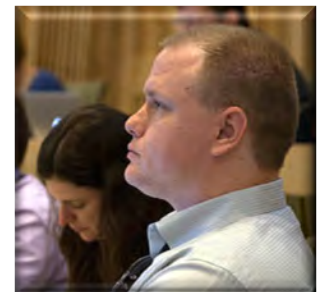
- *The Innovator's Dilemma* by Clayton Christianson. What gets a company successful may not work in the long run. Become successful with one idea and then get stuck there. Kodak…General Motors. Good book to help you think more like a business person.

- How are we as a profession being disruptive?
  - You Tube-ification of video.
    - Anyone can make a video, so why do you need a professional? Do we embrace it? Or fight it? We can't control it. Crumbs to cupcakes…
    - A big issue for us because of classified issues. We have a YouTube channel, but my department doesn't own it, although we create content for it.
  - Where should we go with social media?
  - How do media departments distinguish themselves in the do-it-yourself environment? How do you inspire excellence and enhance department/staff reputation?
  - How do we get up-to-speed and understand the potential of the interactive, simulated learning world?
  - Occulus
    - Recent FB acquisition for augmented reality
    - Virtual reality headset for 3D gaming
    - I want one of those—but what do we put on it?

What weighs most heavily on my mind in my working world right now?

- The millennials out there…How do we create communication that is relevant to them? We're exploring Video on Demand, but it's tough to know what will be accepted and adopted by our audience.
- The future. How to develop a three-year plan. I have to create one, and it feels impossible. What technology will I need?
- How to sync multi-year strategic decisions and financial/operational risks with immediate needs.
- We are at a crossroads with our department. Everything is changing…
- Epic change in the industry. Asset management if key. Tools coming soon that can categorize everything on YouTube. No longer a consumer channel; it's become a real video asset resource for you. Distribution of content and lack of control over the file is huge.
- Corporate control of employee-generated video content.
  - Should content be sponsored via company hosting or posted in the free world of YouTube, Facebook, etc.?
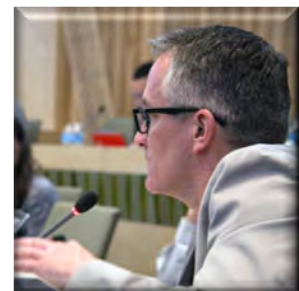
- Asset management of videos, both company generated and client-generated. Emerging search tools and metrics of videos on YouTube.
- [Kahn Academy](). Get smart on this.
  - Making content independently accessible, rather than pushing it down the throats of audiences.
  - Short, chunked, topic-specific videos for just-in-time learning.
  - Must be well indexed and findable.
  - Going to take teaching and classrooms out of the education equation at least for some things.
- I'm addicted to using videos how to use equipment, software—never read manuals anymore.
- How do we lead our teams in this changing environment? We need to tell them to throw out what we've been doing and start over.
- How do we groom better educators in our organization? Expertise is not enough – you need to be adept at integrating more diverse presentation technology.
- Bringing IT/Content Production hybrid staff into team.
- We need people who can develop stories and promote interaction and engagement.
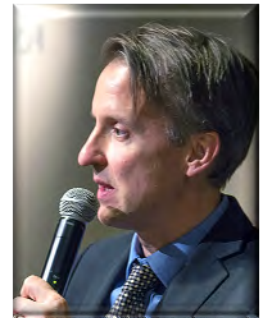
One final thought: Enterprises around the world are creating intellectual property. We make that content-rich by increasing the value of those assets. Don't get hung up on technology; focus on the people and their needs for communication and professional development.

Improving Engagement with Digital Publications

Michael Vittitow, Sandia National Laboratories

Digital Publications
- A publication with interactivity
- Use i-pad for delivery
- Includes instructions for how to navigate through the publication
- Interfaces with Facebook page, Twitter, a library of photos
- Access to Sandia's external website
- Audio clips
- Embedded videos
- Links to related topics
- Chunked into small amounts of information
- Exponentially increases amount of time people spend in the publication

Analytics behind each publication
- What content is being viewed
- How long content is viewed
- How many viewers
- Helps us know what engages the reader

Next steps
- Making the publication available on Android
- Ability to share application with others

Go to i-tunes and search under Sandia Labs to view the publication.

Next Generation Learning Practices in the Age of Knowledge Sharing & Collaboration

Jane Hart, Centre for Learning & Performance Technologies

Agenda
- How the web is impacting the way we learn
- How the emergence of social networks is impacting workplace learning
- New learning practices in the age of knowledge sharing and collaboration

Top 10 Learning Tools in 2013
1. Twitter (social network and micro-blogging service)
2. Google Drive/Docs (office tools & file storage)
3. YouTube (video sharing site)
4. Google Search (web search engine)
5. PowerPoint (presentation software)
6. Evernote (productivity tool)
7. Dropbox (file storage and synchronization service)
8. Wordpress (blogging/website tool)
9. Facebook (social network)
10. Google+Hangouts (social network/video meetings)

Why these channels?
- Participate in wider educational opportunities
- Build a professional network of trusted friends and colleagues
    - Ask and answer questions of each other
    - Exchange resources, ideas and experiences
    - Brainstorm and solve problems together
    - Keep up to date with colleagues and our industry
    - Learn from each other—often without realizing it
- Individual are using social tools to find solutions to their own performance problems.
- Don't want to find everything about a subject; just want an answer.
- Don't need to take a test to know if they know how to do it.
- Don't need to remember it—just need to know where to find the answer the next time it's needed.

The Era of the Knowledgeable Network
- Good at what they do

- Don't pretend to know everything
- Know a lot of people and have a lot of information sources
- Individual expertise no longer distinguishes people as high performers
- High performers have larger and more diversified personal networks
- Example: 25% of doctors use social media daily to explore new medical information

For those active on the Social Web learning will never be the same.
- Continuous
- Autonomous
- Highly social—learning from others
- Learning occurs in small chunks
- Learning is on demand when needed
- Happens anywhere, anytime, on any device

Results
- Has changed the way many prefer to learn
- Growing frustration with current e–learning
- Pay their children to do it for them!
- Bypass conventional training if they possibly can.
- Have the power to learn for themselves.
- A revolution is going on—and it's not well-known.

What does this mean for organizations?

Old Model	New Model
- Training/e-learning - Knowledge transfer - Structured; directed - Learning & Development manages - In a learning platform	- Professional learning - Knowledge acquisition - Unstructured; self-directed - Learning & Development encourages - On the social web

- Impossible to teach everyone what they need to know
- Need to use different channels
- Need to encourage professional learning
- No longer deliver "things" but encourage people to find their own answers on the Web

Question to audience: *What is the new role for your organizations in this new learning environment?*

Responses:

- We in this room come from a culture that provides support to training and IT. What do we do? Go around them and do our own thing?
- Is it realistic for a 20-something to compile a bunch of YouTube clips and call it training?
- Intellectual property is an issue also.
- We are trying to build a culture around best practices. It's supported from the top, but bubbling from the bottom up.
- Microsoft is doing quite a bit of this, and Learning & Development is not involved. Creating very short videos about best practices. We decided in communications department not to involve HR and e-learning. Needs to be a grass roots effort to determine best practices.
- I believe it's nice to have support from the top, even if it's not formalized. For us for internal education and training, we're looking around for social network options for our people. Not officially collaborating with HR on this. I think it's the right strategy, but risky. So much learning is happening through video right now, and we're the ones who can drive this.
- We have a big trend right now towards short videos lined up on a web page by subject. Not cooperating with e-learning group on this.

People need to be more autonomous about learning, and to bring that learning back into the organization. They need new learning skills.

Modern Learning Skills

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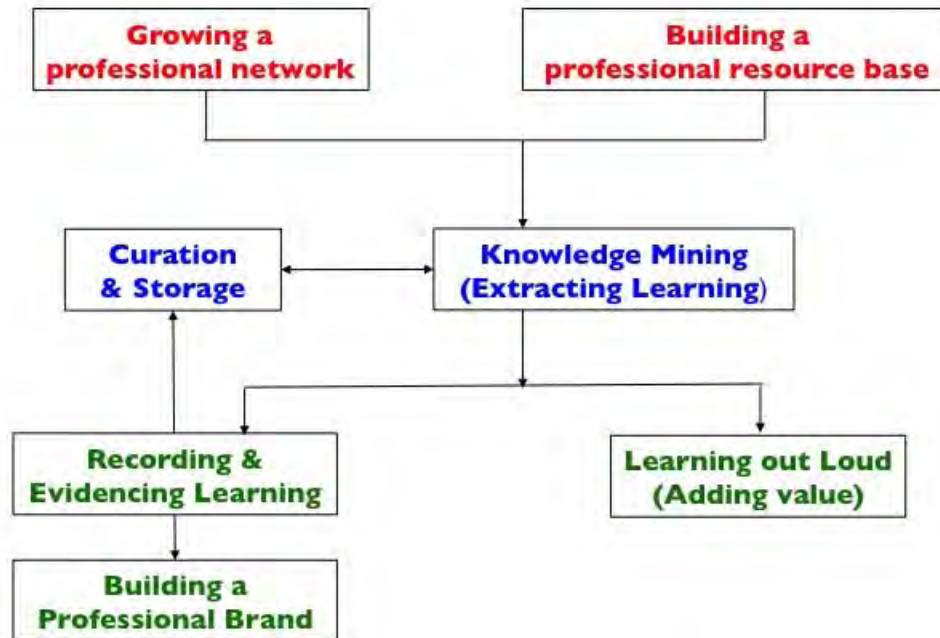
New Enterprise Social Networking Tools are emerging
- Look very similar to public social networks
- Familiar interaction tools
- Real-time updates; user comments
- Need to have a process for how to add value
- Learning out loud
  - Share what they are learning
  - Add value to what they have found
- Working out loud
  - Share what they are doing
  - Share their experiences
  - Teams that do this are finding it valuable
  - 10 minutes at the end of the day reaps huge rewards
  - Many organizations have tried to use social networks as a forced thing from the top down. Does not work.
  - You can't train people to be social; only show them what it is like to be social.

The Next Generation of Workplace Learning Practices in the Age of Knowledge Sharing and Collaboration

© C4LPT

Training/ e-Learning		Workforce Collaboration	Professional Learning
knowledge transfer		knowledge sharing	knowledge acquisition
structured directed		unstructured self-directed	un/structured self-directed
L&D directs		L&D supports	L&D encourages
In a learning platform (LMS)		In an Enterprise Social Network	On the Social Web

It is challenging for people to move from the left side of the above graphic to the right slide. How can L&D **support** new ways of social and connected learning in the organization? Through Connected Learning:

The Next Generation of Workplace Learning Practices in the Age of Knowledge Sharing and Collaboration

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Training/ e-Learning	Connected Learning	Workplace Collaboration	Professional Learning
knowledge transfer	knowledge co-creation	knowledge sharing	knowledge acquisition
structured directed	semi-structured semi-directed	unstructured self-directed	un/structured self-directed
L&D directs	L&D guides	L&D supports	L&D advises
In a learning platform (LMS)	In an Enterprise Social Network		On the Social Web

Q2: How can L&D **support** new ways of social and connected learning in the organization?

Examples of Social and Connected Learning
- Learning communities
- Online social workshops
- Backchannel learning
- Learning Flows (A continuous steady stream of social micro-learning activities)
  - Continuous
  - Autonomous
  - Social in that ideas are shared
  - Small—micro pieces of content
  - Anywhere on any device
- Social mentoring
- Social onboarding

Social Learning Model
- Read something
- Think about it
- Share what you learned

Q&A
What new roles and skills will L&D professionals need?

- Much less long-form training
- More a marketer; trailers to encourage them where to go to find information

*How does gamification fit into this?*
- I'm not really fond of games. You get spikes of engagement, but they fall back down. Has a place, but I don't think it should be prominent. Work is a game. We don't need more games. Better ways to get engagement than through games.
- We're trying to see games as a teaser to get kids into science.

Is most of the training you do live or on-demand?
- Most learning is not live; asynchronous. Engagement comes from sharing, feeling that you belong to something. I don't measure engagement, or learning. I measure performance. I don't force people to be social learners. It has to happen organically because it works for them.
- Tonight show example. Long-form program, but marketed with short YouTube clips, Twitter conversations.
- Let people bring in their phones and use them during a training session. Give them a hashtag, or a blog link.
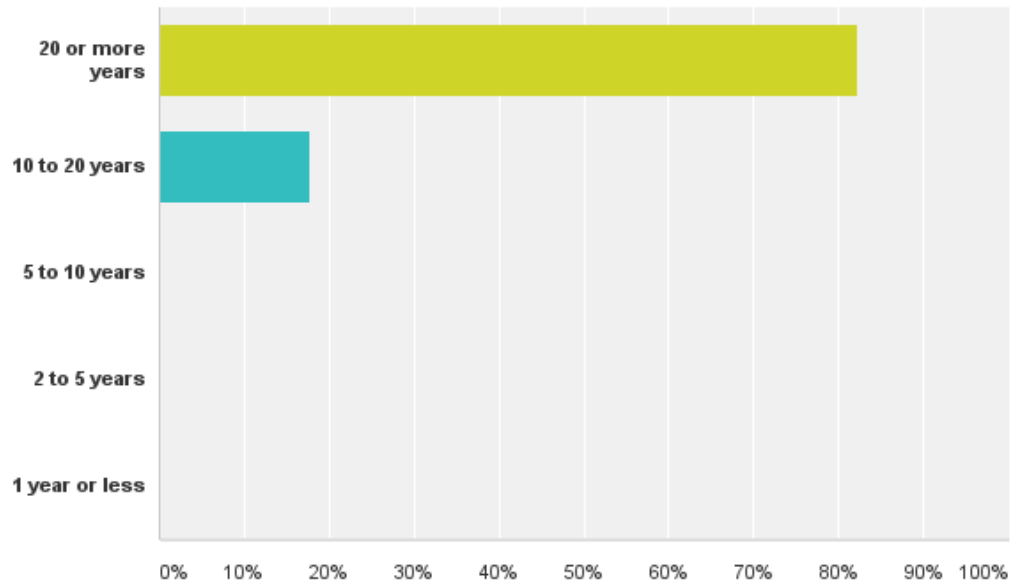- Start with a small group that wants to do things differently. Don't try to do too much at once.

Pre-event Survey Results
Michael Doyle

Q2 What best represents the organization you work for?

Answered: 48   Skipped: 0
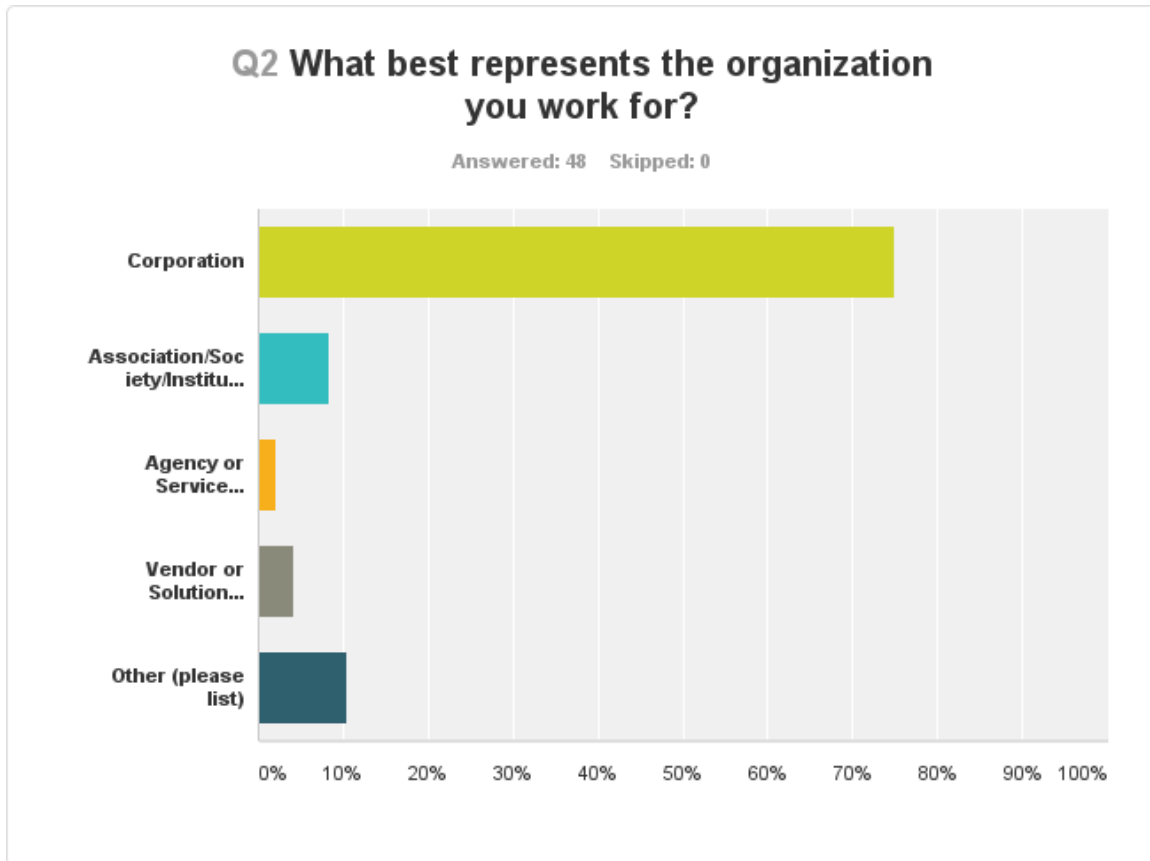
Q8 Approximately how long have you been working in the communications media field?

Answered: 45   Skipped: 3

What things are trending up or down?

	Trending up	Trending down	Flat	Don't know
Demand for my profession?	61.70% 29	10.64% 5	14.89% 7	12.77% 6
Pay for my profession?	17.02% 8	14.89% 7	48.94% 23	19.15% 9
Workload for my job?	87.23% 41	4.26% 2	2.13% 1	6.38% 3
Stress level for my job?	76.60% 36	0.00% 0	21.28% 10	2.13% 1
Rate of evaluation of new technologies?	70.21% 33	6.38% 3	21.28% 10	2.13% 1
Budget to support my department/programs?	8.51% 4	38.30% 18	48.94% 23	4.26% 2

Q3 Please indicate all of the following activities you are supporting or deploying in with your job: (check all that apply)

Answered: 48   Skipped: 0
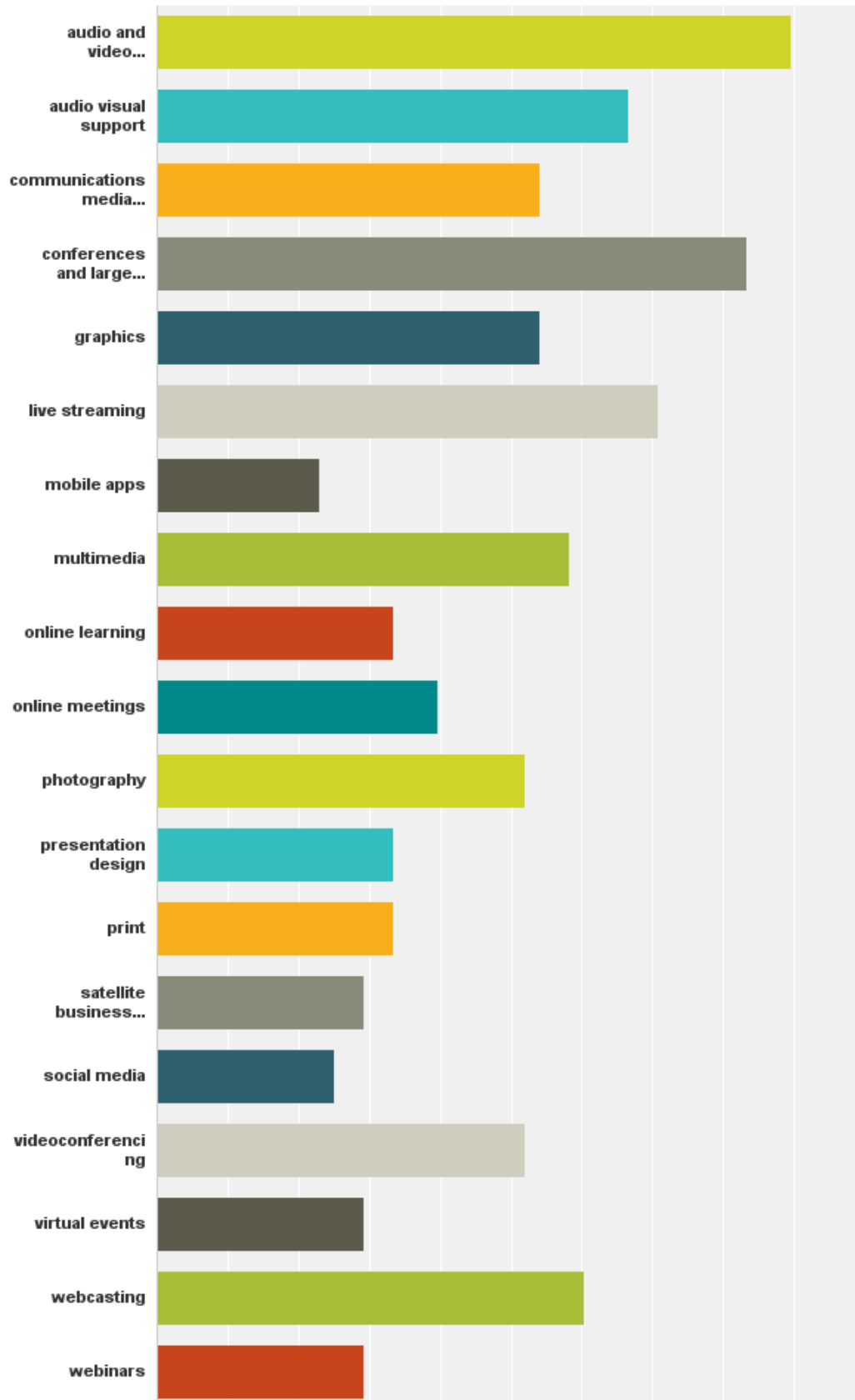
How successful are your programs?

	Very Successful	Successful	Not Successful
audio and video productions	65.91% 29	31.82% 14	2.27% 1
conferences and large meetings	55.00% 22	40.00% 16	5.00% 2
live streaming	38.71% 12	48.39% 15	12.90% 4
mobile apps	11.11% 2	61.11% 11	27.78% 5
online learning	25.00% 4	75.00% 12	0.00% 0
online meetings	26.32% 5	57.89% 11	15.79% 3
print	42.11% 8	52.63% 10	5.26% 1
social media	6.25% 1	81.25% 13	12.50% 2
videoconferencing	50.00% 11	45.45% 10	4.55% 1
virtual events	27.78% 5	44.44% 8	27.78% 5
webcasting	38.71% 12	54.84% 17	6.45% 2
webinars	28.57% 4	64.29% 9	7.14% 1
websites/micro sites	18.18% 2	54.55% 6	27.27% 3

Q: We don't have really good measurement systems. So they're all good—they happened! How can we get better metrics?
- Use the online tool
    - Has organization's objectives
    - Program objectives
    - Specific outcomes and how to measure them
- Share ideas with each other; you have great resources here in this room

Do you think you are being perceived as strategically important in your organization?

Answer Choices	Responses	
More strategic	65.96%	31
Less strategic	6.38%	3
The same	23.40%	11
Don't know	4.26%	2
Total		47

Speed Geeking

What is Speed Geeking?
- A method to quickly expose a challenge or opportunity to small groups generating tangible and actionable information
- Modeled on Speed Dating

You have a set time to meet and interact

When time is up, you move on to the next person

Group1: Greg Sneed, Mayo Clinic
Group 2: Anita Alison, Bain & Company
Group 3: Kristin Johnson, Best Buy

Greg Sneed, Mayo Clinic

One of the customers we service at Mayo Clinic is our surgeons. We edit surgery video, but we don't shoot it. Edited video is used for teaching purposes.
We're having a workflow issue. The surgery suites are transitioning from tape-based to using hard drives for recording high-definition video. Takes too long to offload videos. Surgery cases are recorded for teaching purposes, so we need high-quality video. Also, we have a split campus; our studios are 14 miles away from operating rooms. Plus we are locked inside a firewall; nothing in or out. Can't use the cloud. No audio on the tapes; just video.

- What's your budget?
- Server is the weak link.
- Could you edit from smaller files with less resolution
- Offsite secure server?
- Internet II is a huge pipe. We use it for broadcasts. You should have access to that; costly annual fee but worth it.
- KeyPro device to encode file; grab it and put on another server.

- Need a way to get a review copy to the physician quickly; large file can come to you more slowly. Physician needs to review to tell us what to edit.
- Priority should be to get low res review copy to physician quickly
- Bonded cellular
- Adobe Prelude may have features you can use
- Attend Infocomm for ideas

Anita Allison, Bain & Company

What approaches do you use with either hard metrics or storytelling to prove your worth to the company, or the value of a specific program?

- Money-saving
  - Travel not taken
  - Cost avoidance
  - Get an average of production costs from external vendors; compare with internal costs.
  - Can also track how long it takes an external vendor to produce a program compared with internal
  - Track how you repurpose your assets. Costs savings from repurposing.
  - What is the shelf life of the product? Divide cost of product against shelf life.
- Feedback
  - Twitter
  - Comments
  - # of views
  - User ratings
  - Length of time watch
  - Surveys
- Tracking marketing efforts
  - Track when emails are open
  - Have clear ROI goals up front that you can measure…download a white paper…fill out a form…buy something
  - Call to action—did views on website increase, for example
  - Score the activities
  - Track how much time people spend on a website.
- Distribution

- How many videos being downloaded
- What types of videos being downloaded
- Screensaver with links to videos; track those metrics
- Testimonials
  - Comments from executives
  - Emails from clients
- Determine what the measurement will be up front with your client, so you can show them afterwards whether or not you hit the mark
- Benchmark with other companies

Kristin Johnson, Best Buy

We are going to partner with our communications team and host a site where everyone can post best practices video. Is anyone doing something like this? How is it working? Lessons learned?

Planning:
- Need to do our homework before we go live
- What will gate-keeping process will be
- Get a specific rules of engagement document about how to record the video. No verticals; how to get good audio. Give them hints about how to be successful. Make a video!
- Making sure you have executive-level approval
- No copyrighted material. And be specific!
- Give them a time limit. If they need more time, make 2 videos
- Get your legal team involved. They will gum things up, but it's worthwhile.
- What about releases for people who appear?
- Be sure to test videos on mobile devices—that's how they will be viewed
- What if they make the video during off-hours. Can they get paid for that time?
  - Set up video booths in the store where they make the video during working hours

Create a plan for engagement and driving traffic to the site
- Examples of what looks good
- Seed some videos up front
- Fill out a form that includes releases and key words to describe content, so you can easily categorize and index the videos. Need to make content easy to find.

- Need communication guidelines and a review process to remove objectionable content
- How do you know what is a best practice? Perhaps track views and comments?
- Have a clip festival for the best entries?

Measure ROI
- Increased sales
- Positive impact on culture
- # of views
- Comments
- Innovation/new ideas
- How will you measure the ROI? Maybe track sales for products that have good videos on how to promote/sell them
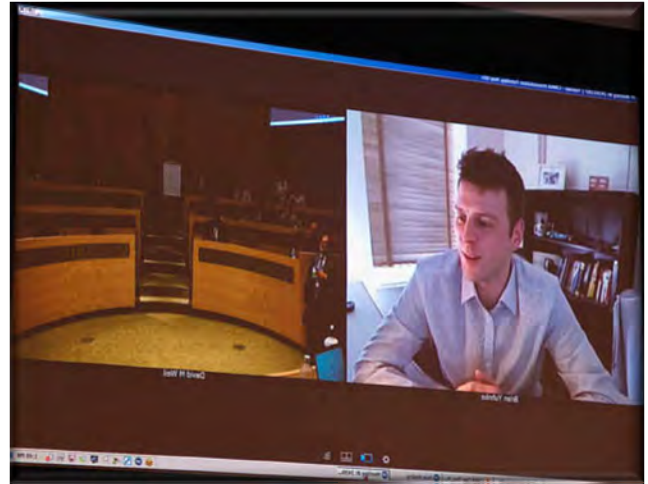
Engaging Communications Tools and Practices for Workplace Learning and Communication

Brian Yuhnke, Instructional Designer
Case Western University

What I do:
- Research technology solutions
- Focus on students and how they learn
- Many of my students are working fulltime in corporations
- Provide instructional design for the companies

This generation used to speed, multitasking and working on their own schedules
- Own two or more connected devices
- But…Millennial generation prefer collaboration in person vs. online
- How do we design for them?
- They want open, collaborative workspaces. Don't want to sit at a desk.

We are working on new classroom designs as well as our focus in instructional design.

- Allow them to congregate in groups
- Webcasting at their fingertips
- Interactive whiteboards
- Room to move around
- Saturated with wireless access
- Can accommodate five devices per person
- Prepares them for the future workplace built for collaboration
- Physically comfortable

How are we going to work together and collaborate in this new environment?

- Adopt a flexible, accessible, collaborative platform
- Want to keep boundaries between personal and professional lives
- The tools your employees want
- Google apps for business
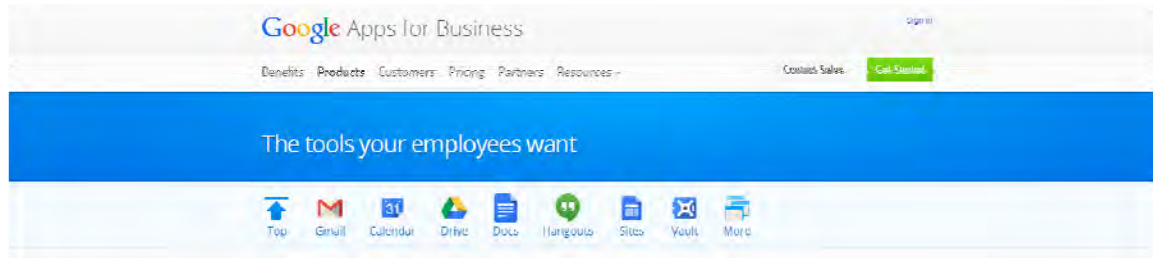
- We have been using these tools for about five years now
- Example: spreadsheet
  - Collaborative
  - Always live
  - Several people can be working on separate parts of the spreadsheet at the same time
- Google Hangout
  - Collaborate on videos
  - Available on various devices
- Virtual water cooler
  - Share articles, successes, ideas
  - Don't have to be there in person

Many corporations restrict access to some of these tools. Microsoft is addressing this with Office Online in the cloud. Access traditional applications online collaboratively.

- Yammer
  - Internal social network
- Lync
  - Instant messaging
  - Videoconferencing
  - Voice communication
- Skype
  - recently purchased by Microsoft
  - integrated into office online solution
- Microsoft making it possible to use collaborative tools without changing your business platform.

Other good non-Microsoft tools:

Zoho
Asana
Convo
Basecamp
Campfire
Webex
Webex Social

Professional Development Application

- Badging
    - Signify accomplishments

    - Digital version of Boy/Girl Scout badges
    - Mash-up of badges and games
    - Corporate applications
        - Sharing applications
        - Helping customers/employees
        - Customer service
        - Can display them on their own personal social network sites
    - Can be used to capture a wide range of skills or accomplishments
    - Good motivator
    - Completely portable
- How to get started with badges
    - OpenBadges
    - Credly
    - Accreditrust

In summary, to be prepared for this generation:
- Mobile generation
- Collaboration tools
- Development tools that interest the workforce

Q&A

Q: Does Google sift through our content and our metrics?

> Some Google apps are open. Microsoft and Cisco tools are very sensitive to firewalls.

Q: *What is a good skillset for the young folks coming into the workforce to have?*

People expect new generation to be very technically savvy. They can operate their phones very well, but may not know Excel, or PowerPoint or much else. What they are is open and collaborative and eager to learn.

Q: What tools are available for real-time visualization? For people who are more visual than auditory.

MindMapper
Coggle

Management Topic-go-'round
**John Clarkson, Moderator**

What is your role in your organization? Not your title. Who are you? And is your role valued?

- As of today, I'm the video engagement strategist
- Culture keeper
- To bring fresh ideas and perspectives to our video programs; to make sure they are relevant
- To tell stories that help us achieve our organization's goals
- Make sure our content is secure
- To go to the client and help the pick the right tool or medium for their message
- To generate revenue. Path to revenue is to be an enterprise strategist.
- I develop educational materials. I'm also a technology specialist. Both roles help me deliver the right solution. I'm a partner with my clients. I use tools to help people learned. I'm valued because they keep coming and asking for more.
- My team member told me my role this week: you keep us relevant. Help determine what's next. Not only for my team but the organization as well.
- Head in the clouds; feet on the ground. I can communicate with others up there in the cloud, but I bring the ideas down to earth.
- Each time one of you has spoken up, I think—oh, that's my role!
- Establish a vision for my department and help my team get there. To be as good at what we do as our clients are at what they do.
- I am a disrupter—but sneaky about it. Try to get my clients to think it's their idea. Change habitual thinking.

How do we change our role if we are not valued as we are?

- We have been working hard at communicating up. Lots of metrics, eliminating waste. We take every possible opportunity to show what we are doing.
- Build relationships. Taking someone to lunch can do wonders.
- I've gone so far as to just get up from my desk and walk the hallways. I plan ahead what I will say if I run into CEO or whoever. I get more business done that way!
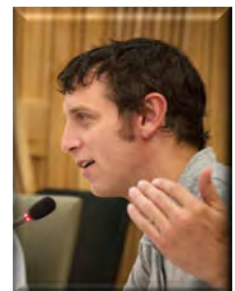
Wrap-up
A technique I'm using for leadership development: The story of us. The story of now. Barack Obama is expert at this. Tell stories about himself, then converts his unique story into the story of everyone. Then he makes a call to action. My

homework for you is to think about your own story first—who you are. Then make it the story of us, and you'll be ready to make a call to action.

Bring back the Social Outtake Award!

*20*14 National Conference
Los Angeles, California

From Hollywood to Topeka
Differentiating Our Value through Story Craft

Langham Hotel
Pasadena, California
October 26, 27, 28

Photo Album

**President Chris Barry (Best Buy) thanks Co-chairs
Doug Craig (Xcel Energy) and David Weil (U of Colorado)**

**Conference Co-Chairs: Jim Fox (Merck & Co)
Robin Martin, Alex Langford (JCPenney)**

**Spirit of Partnership Award:
Randy Palubiak (Enliten Management Group)**