



**CMMA National Conference
Proceedings
Albuquerque, New Mexico
October 25-27, 2015**



Co-Chairs: Marcellea Davis-Sneeden, Sandia National Laboratories and Benjamin Hamblen, Kate Spade

Welcome & CMMA Update

Gregg Moss, CMMA President

This is my first conference as President. I thought I would tell you a little bit about myself since a lot of you don't know me. I've been with Bank of America for 10 years.

- Five as production manager
- Five as digital media manager

Roots in production and operations management

- PBS, ABC affiliates, NBA

CMMA member since 2000, board member since 2011

Outside of work, I like to be outside: snow skiing, mountain biking, mud runs



This morning I went on the Breaking Bad tour. On the tour we went by a house that was in the series for one of the main characters. Our tour leader had some great stories to tell. This private home was leased for the Breaking Bad production. After first series, the house was sold and the new owners made some major changes to the home. This forced the production company to deal with change' they had to write these changes into the script. Brought home to me that we deal with change every day. You'll see change reflected in a lot of the presentations at this conference.

CMMA is undergoing some changes, too.

We held a leadership retreat last spring. New vision and mission statements came out of that meeting.

- ❖ Mission: To provide media managers the tools to meet leadership challenges of the future.
- ❖ Vision: CMMA will be a vibrant, engaged organization of at least 220 diverse media managers by 2020

Transitioning to a single national conference each year.

- Greater emphasis on local (metro), regional and virtual meetings (x4/yr)

Membership incentive program

- Significant discounts for guest conversions, first conference attendance and multi-member

Marketing Initiatives

- New regional director handbook, marketing plan documents
- Social media marketing RFP
- Continue emphasis on original content (CMMA vision blog, member spotlights, etc.)

Partner Enhancements

- New partner sharing pilot format
- Meet the board calls

The Path Toward Clarity, Focus & True Stress Reduction

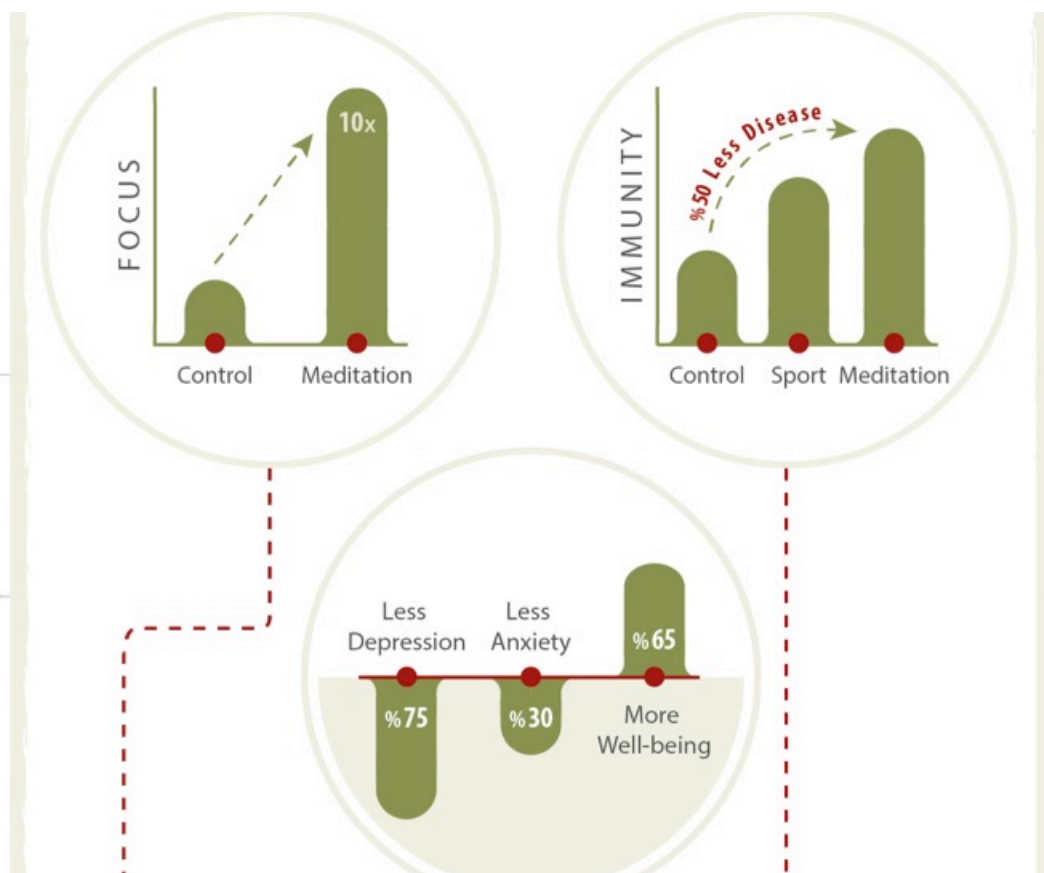
**Michelle DuVal, Director
Mindfulness Leadership Center**

I am a mindfulness meditation instructor. I teach a lot of businesses how to use mindfulness in their work...Google, Harvard business school, Mayo Clinic, Seattle Seahawks, General Mills, Target, Aetna, Sandia National Laboratories and more.

A couple of months ago Andersen Cooper did a feature on mindfulness for CNN. Went on a three-day workshop where he had to leave his cell phone behind—not too happy about that. Now he's an enthusiastic practitioner.



Benefits of Mindfulness Meditation:

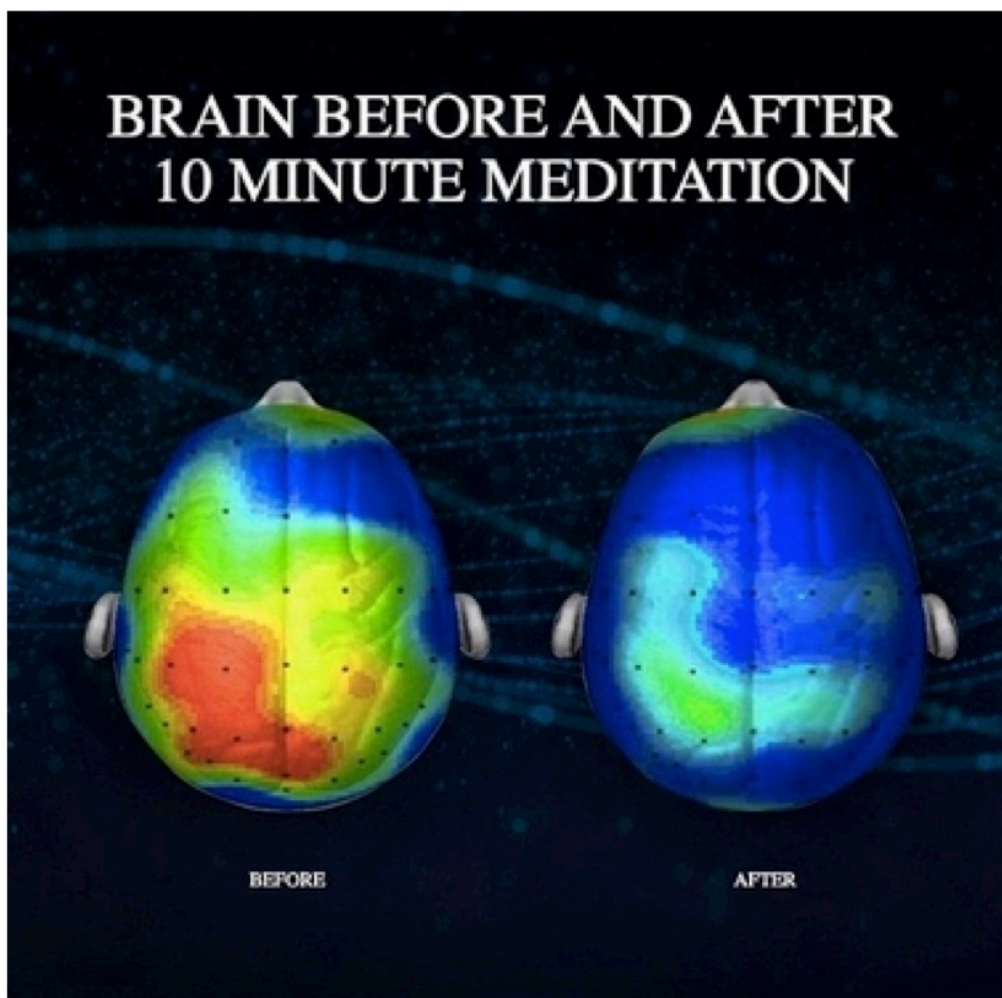


Mind

- Increase mental strength & focus
- Increase memory & recall
- Better cognition & creative thinking
- Better information processing

Body

- Improves immune system
- Improves energy levels
- Reduces blood pressure
- Longer telomeres—longer life (only meditation has been successful at growing telomeres)



Goal of mindfulness meditation: relaxed alertness:

Definition of Mindfulness Meditation: Mental development and the cultivation of awareness

Mental development

- The skill or ability to stabilize the mind and not let it wander off into thought
- Layering is when you start off with one thought and then layer thought after thought on top of this one
- Layering can be beneficial, e.g. brainstorming
- But so much of what the mind engages us in takes us off focus, uncontrolled layering

Cultivation of Awareness

- This is how we achieve mental development
- Train the mind to come into and stay in the present

What is the Present?

- Being here right now
- The experience itself, not the thought triggered by or associated with that experience
- Example: walking through a restaurant. First a visual awareness of the restaurant, which triggers thoughts...It's nice in here, it's crossed, it's dingy, whatever. First have to have visual before the thought. Smells also trigger thoughts. Sit down at my table, order and get food. Taste triggers thought: good, bad, salty, whatever. Have to taste first before thought.
- Most people think their thoughts are the experience. But the experience comes first.
- The pure flow of biological information; what comes into our senses. This is the present.
- The body only exists in the present. The mind goes into the past and rehearses the future.
- In meditation we use our body to bring us into the present.
- Average person has 65 to 70 thousand thoughts a day. 90% are thoughts we had yesterday and the day before and so on and so on.
- 95% of our thoughts are of absolutely no benefit to us whatsoever
- But 5% of our thoughts is not nothing. Beneficial, unique thoughts every day. That's still a lot of thoughts!
- Mind cannot be in two places at once. Sure feels like it can, but it cannot. Meditation helps us increase the space between our thoughts.

Letting Go

- Mindfulness meditation teaches us to move the mind into the present. Can't be fully present and lost in thoughts at the same time.
- Ever lie awake at night and not be able to turn off your mind? Mindfulness mediation can help you do that.
- Puts spaces between our thoughts.
- Main benefit of mindfulness practice is stress reduction. Stress does not and cannot exist in the present. Stress only exists in our thoughts about what has happened in the past or what we think is going to happen in the future.

- Most people think stress is coming at them in the present. As long as we think this we can't reduce our stress.
- When we learn how to move our minds into the present we are moving our minds to where stress cannot exist.
- Mindfulness meditation moves us into relaxation.

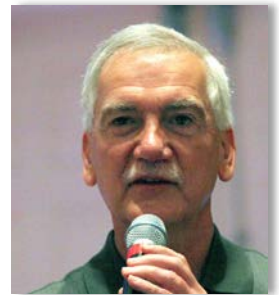
First group exercise: Find where in your body you can feel your breath—nose, chest, belly, wherever. For the moment you are focused on your breath, you are present and not thinking.

With practice, you get better at this and able to stay centered longer. Any time during the day you feel stressed and scattered, take up to five minutes to meditate and re-center yourself.

Second group exercise: Longer—3 to 5 minutes. Guided meditation to keep us refocusing on breath.

Reactions to Meditation Exercise; Q&A

- Relaxing but boring
 - Boring is often anger, frustration
 - Waiting in line, waiting on an airplane
 - Thought cannot take place without a change in the body
 - “This is boring” is just a thought. Let it go and refocus on the breath.
- As media managers we are very task oriented. We have to have something to do.
 - The task in breathing meditation is to follow the breath
 - Gift of mindfulness is not that you give up thousands of thoughts, but an ability to develop some choice about what your mind is doing at any point in time.
 - Greatest tool in stress reduction is choice. Choice about where to put your mind.
- Is Tai Chi a form of meditation?
 - Absolutely! It's a moving meditation.
 - The beauty of the breath is you always have it with you.
- Is it okay to set a timer?
 - Yes, absolutely
 - You can change your brain dramatically in a short time
 - Can clear emotion in 90 seconds!
- Is it good practice to try this at the same time every day?
 - Some degree of consistency is important
 - Same time is not important; regular practice is
 - Good to find a time of day that works best for you to practice and learn how to do it



- But use it anytime you need it
- I'm concerned I would forget some of the tasks that are on my mind?
 - Mindfulness will help you remember the important things
- Help me with something that happened when I try to do this: Oh no, my nose itches, my foot is cramping.
 - The itchy nose is part of being in the present
 - Go ahead and scratch it! All part of being in the present
- I've heard the brain can't hold a thought and an emotion at the same time.
 - Thoughts trigger physiological responses—feelings of anger, for example
- How do you relay mindfulness to colleagues—how to help them focus in a meeting, for example
 - Focus on your own mindfulness; lead by example
 - Provide training for your team



New Member Presentations

Patti Perkins, Membership Chair

Mentor Program

- New members are connected with a current member in their home region
 - Guaranteed helper at first conference for introductions and understanding what's going on
 - Encouragement to get involved

CMMA Accreditation Program

- The CMMA Professional Accreditation Program, through a standardized examination of your skills and experience, provides peer-reviewed acknowledgement of your standing as a media leader. You will take your place alongside a select few CMMA members who are able to use the designation Accredited Media Manager (AMM) in their title and professional correspondence.
- Professional accreditation can provide the acknowledgement necessary to advance your career or demonstrate to your organization's senior leadership that you are a professional media leader, recognized among your peers.
- <http://www.cmma.org/accreditation>



New Members Attending Their First Conference:

**Thea Ragatz, Affiliate Member
Media Asset Manager, Comcast**

My name is Thea Ragatz. This is my first CMMA conference. Since I am new to the field of internal communications I really am enjoying meeting all of you learning about your businesses, roles and best practices.

I work with digital media, currently with Comcast as their media manager where I am in charge of all their digital video assets. We use an Avid Interplay system of which I also the system administrator. In my spare time when I am not ingesting, adding metadata, or archiving video I also am in charge of uploading all of the video content onto Comcast's internal intranet.



Previously I worked at CNN as a Director of News Archive and Research, at Ascential Software as a product manager designing digital asset management

systems and at Discovery Communications implementing their first digital asset management system.

On the fun side, I enjoy fly fishing, practicing yoga so I can be “mindful”, am an avid cookie baker and really enjoy vodka.

**Trish Sandness, Manager/Executive Producer,
Live Events and Video, Best Buy**

- Started my career thinking I would be a teacher
- Switched to broadcasting
- Had a couple broadcast positions, then went freelance
- Loved freelancing
- Hired at Best Buy as a producer
- Our live event producer went on maternity leave
- I did a large event in Vegas and just loved it
- Currently producing several town halls throughout the campus
- Produce two very large events for our GM's each year
- I have two daughters, a husband, two kitties
- Love reading and movies



Keynote: *Driving Change in a Fast World*

Alan Webber, Entrepreneur, innovator & Author

***Fast Company*, *Harvard Business Review*, and candidate for Governor of New Mexico**

I was thinking about the best way to introduce my thoughts today. I heard a story awhile back from the 1900s when most travel was by train. Oliver Wendell Holmes found himself sitting on a train one day, and the conductor came by and asked for his ticket. Holmes could not find it. "Don't worry," the conductor said, "We all know who you are. Mail it to us when you get home."

"Young man, you don't understand at all." Holmes replied. "The question isn't where is my ticket; the question is where am I going?"



We often ask the wrong question and get the wrong answer. We talk about the wrong things. We end up discouraged because the results are not what we hoped for. If you're not either angry or confused today, you are not paying attention.

I was asked to be more personal this morning, rather than theoretical and esoteric. I will use my experience to suggest some answers to the questions I think we should be asking.

Let me borrow a page from the recently released movie about Steve Jobs featuring three pivotal experiences in his life and offer three vignettes from my life. I hope to leave you with an exercise that can help you clarify how to make a difference.

Early 70's

- 22 years old, working in mayor's office Portland
 - Old, conservative city fathers called us Boys Town
 - We thought we were the Blues Brothers, and we were on a mission
 - Portland was like an old house that a couple have lived in for years and never renovated
 - Our vision was to focus on Portland's best features and make it better
 - Ultimate goal: Do everything we could to influence middle income families with children to stay in the city and not move to suburbs
 - We wanted Portland to be the most Portland it could be, not another LA
 - Had to convert nontraditional thinking a little at a time

- Had to activate leaders throughout the neighborhoods and give them real power—to fight against freeways, for example
- Created a new city bus transportation system instead
- Grass roots leadership was critical
- Invested in a flagship store, Nordstrom's, that helped revitalize downtown
- Learned a lot in that decade
 - Real job of a leader isn't to make decisions, but to make sense
 - Signal to noise ratio—leader has to cut through noise and offer a clear, consistent story that makes sense
 - Leadership a way of being, not a job title
 - Leadership is a team sport
 - You have to start small; a small win makes the bigger vision credible

1993

- *Fast Company* Magazine
- In '89 took a three-month sabbatical to Japan
- Visited leading companies to see cutting edge of digital revolution
- Witnessed managerial techniques leaders were using to disrupt
- Four themes
 - Technology. All work would be digital.
 - Old pyramid organization would change to global dispersed leadership
 - Diversity in the workplace
 - White man facing right the image of leadership
 - Not a lot of white men in Japan
 - A different generation coming into power
 - Economy built on surplus
 - Work was more than putting food on the table
- These four themes formed the basis for *Fast Company*, a cross between *Rolling Stone* and *Harvard Business Review*
- Started with very small team in tight quarters
 - One employee worked from a closet
- Wanted a magazine that asked the right questions
 - Change the conversation about business
 - Focus on what really matters
- First cover: New Rule of Business—Break the Business Rules
 - For leadership article we interviewed pit crew Nascar leader
 - Had a consultant debunking team on staff
- Became fastest growing business magazine
- I learned:
 - Best ideas in unlikely places
 - Loyalty a two-way street
 - Serious fun is not an oxymoron, it's how you win

2014 run for Democratic nomination for governor

- A complete departure from anything I've ever done
- 2000 Fast Company sold; moved to Santa Fe
 - Wrote a couple of books
 - Traveled
 - Gave speeches
- Then I realized I was living in New Mexico but not really in it
 - I was planning to stay here for the rest of my life
 - The state had problems that needed to be addressed
 - Bad dropout rate
 - Poor child welfare
 - Losing population
- Tried to ask myself a good question: If New Mexico were a publicly traded corporation, what would be our business model?
 - Only about 2 mil people in the state; all willing to share their thoughts and ideas
 - Met with people from all professions and levels
 - Went to political organization and volunteered to help
 - Was told nothing I could do; current governor would be re-elected
 - Decided to run
- I had to learn how to be a candidate
 - No team
 - No recognition
- Learned a great deal
 - About myself
 - About the people in my state
 - About the issues and possible solutions
 - Amazing experience

Democracy is not a spectator sport

- Have to get involved
- People withhold from you if you are a journalist; afraid of how information will be used
- If you're a candidate they will tell you everything
- I didn't win, but I'm not sure I lost
- Still engaged in the public conversation in ways I never expected

There are lines that run through these through stories. I see three:

Change

- How we think about change and engage or resist it impacts our personal, work and public lives
- In Portland, changed many things to retain the essential character of the city
- I'm a radical pragmatist

- Someone who comes up with radical solutions to problems and produce real results
- You might want to try on this job title
- Business needs radical pragmatism

Purpose

- At Fast Company we always asked CEO's same two questions:
 - What gets you up in the morning?
 - What keeps you awake at night?
- Both speak to purpose
- Purpose is central to our lives
- Purpose propels us forward
- I was at my best in the governor's campaign because I had a very clear purpose
- Why you lead determines how well you lead
- Purpose drives performance as a leader
- Starts inside us with self knowledge and awareness, not with external challenges or approval

Ask the Last Question First

- Business as War: article in Fast Company
 - Analysis of war in Vietnam
 - How could we win every battle in Vietnam and loose the war?
 - Failed to ask the last question first: What's your definition of victory?
- Why are we doing this? What's our goal?
- If you do one thing different after this conference, think about your own personal definition of victory, in your job, your home, your community, your life.

Q&A

You spoke in your run for governor being pushed out of your comfort zone. What surprised you the most?

It was a wonderful experience. I'm unpopular now because I say everyone should pick an office and run for it. It's a positive experience, not a negative one. That surprised me. I learned a lot about my family. My life is an introvert and she went on the campaign trail. She surprised herself in her ability to connect with others. Respect is probably the most underused value in politics



Asked people what mattered to them. People are generally optimistic, despite what we read in the headlines. People get up every day to make the world a better place.

You mentioned in change. Change management theories—do you adhere to any particular approach to dealing with change?

No I don't have a simple model that I subscribe to. Start with what doesn't work. People don't want to change; willing to accept change that will make their work easier or better. But don't want you to fix them. Change happens when the cost of status quo is greater than the risk of change. Focus on the fun part of the change. People move when it's clear that what they are doing isn't working.

You see this happening now with energy in this country. It's more fun to talk about innovation, but would be better to focus on the cost of the status quo. That's hard work.

In Portland, what really got people to change there was showing them your strategy can score even a small win, it goes from theory to reality quickly. Nobody wants to join a failing team. Need some quick small success.

What you said about teamwork resonated with me. What leadership did you exercise to keep this from becoming a vanity exercise?

It pays if you actually know something about something. At Fast Company we spent a decade learning about business; we were management editors doing a business magazine. We knew a lot about management and leadership. We had the authority of experience. We added people with enthusiasm and can-do attitude. Anybody could throw out an idea; the best idea would win, not the best job title. But it wasn't a democracy. We were control freaks. We were tight on not making mistakes, but open to new ideas. Loose/tight



When you decided to be governor, what was that magic moment inside yourself when you knew it was not ego but something you really could do?

Moments of truth:

When I heard current governor speak on our economic program. I did not agree with her economic development approach. I knew we could do better. We have to do better. I decided to do the research to look for

solutions with the intent of turning my findings over to another candidate. There wasn't one,

What do I have to lose by running? Nothing. Looked myself in the mirror and asked what I would do if I weren't afraid of failing. Wanted to make a positive contribution.

You talked about building teams. Could you talk about what kind of people you look for to hire and whom you avoid?

At Fast Company I personally interviewed every potential employee. Didn't want anyone on board that I would go out of my way to avoid at the office. Began with the premise that every job matters. Most important job in the Mayor's office is the receptionist. Interviewed for values and what they cared about. What book are you reading? What's your favorite movie? Didn't really care about resumes. Too many had been spoiled in their previous jobs. Began with character; could teach them what they needed to do. They had to have passion—they wanted to work for this particular magazine.

If you make a mistake, correct in quickly.

We've heard a lot about change and taking risks. We all know change takes times. How do we package ideas to get change to the next level?

You just nailed it. Stories are how you learn. People live for stories that help them see what they could do better or different. Storytelling is the medium of the moment we live in, and you all are in a great position to influence change. Corporation as talk show. CEO's should give speeches; they should invite employees onstage and have a conversation. Stories are the most powerful way to create fertile ground for change.

Will you run again?

Have formed *One New Mexico*—a new not-for-profit. Learning how to have an impact without being governor.



Fast Track Solutions

Patti Perkins, Wells Fargo, Moderator

- *Speed Geeking* rebranded
- Three 10-minute sessions
- Active discussion encouraged

Leading and Influencing across Long Distances & Different Cultures

Warren Harmon, Mayo Clinic

Background: recently given enterprise responsibility for a portfolio of services.

- Shared services for video and photography across the enterprise
- Several media teams in locations around the country
- Staffing models are different

Being driven by corporate mandate, but we agree we can get better results if we work together more, share resources and have standard procedures.

Needs help with how to:

- Establish and communicate standards across different locations/cultures
- Encourage engagement across different locations/cultures
- Encourage engagement across different locations/cultures – this could be recommended tools and/or leadership suggestions about how to get the discussion started
- Build a guiding coalition – not everyone is a fan of this new role, how do I build a supportive leadership team



Warren's summary of feedback

- Clearly define the problem(s) to be solved, and map them out to align with shared services expectations.
- Approach from a customer experience/customer expectation perspective: Move to a COE philosophy where brand matters and the customer voice is considered..
- For the staffs across all sites: create opportunities for collaboration (SharePoint, VC meetings, creative advisory teams, brand ambassadors, etc.) and consider what "victory" looks like for them.

Part of the conversation:

- Need buy-in, but it's not a democracy. But find a way to get people to get involved; get their ideas
- Use multipoint videoconference to talk together to learn similarities and differences
- Shared asset management
- Quarterly meetings to share ideas and work
- Once you establish a new culture of sharing, will need some overall governance
- Need accountability
- Functional team leads for editing, etc. The point person.
- What will success look like?
- Make common decisions about platforms; collaborate in the cloud
- Leadership needs to understand what's going on at all locations
- Coordinate technology
- Use SharePoint as a tool
- Address fears of changing the way I was doing things
- What's the cost of staying the same? Staff doesn't think anything is broken and don't want change.
- Identify the WIFMs
- This is where we're going and how we are going to get there
- Find a common problem and have them work together to solve it

Drone Dilemmas

Sara Harrison, Wells Fargo

What should I be thinking about when planning a drone shoot?

What are the risks?

How do I know the operator is "certified"?

How do I find out about local laws/ordinances?

What are other options if a drone is out of the question?



Sara's summary of feedback:

- Inform all of your stakeholders if you are doing a drone shoot!
- Risks
 - Location, legal, insurance & liability
- Utilize CMMA member knowledge
 - Kim Cloutman at Norfolk Southern
 - Crews Control website: crewscontrol.com/blog-central, search "drone" - "10 questions about hiring a crew with a UAS"
 - Other options
 - ❖ aerial stock footage
 - ❖ crane or jib
 - ❖ helicopter shoot
 - ❖ local TV station chopper

Part of the conversation:

- No standards right now; that's challenging
- Looking at a reel is one thing; need to figure out how to vet the operator
- Reach out to where you are going to shoot to make sure what you want to do is legally acceptable
- Need an understanding about where you can or can't fly
- There are companies out there that are very capable
- Check licensing, insurance
- Can be much more difficult to use it for commercial purposes
- Easier to get approval for internal use
- Use cranes, helicopters. Nothing cheaper.
- Do you want to purchase and train or take your chances with what's out there now
- It's the Wild West right now
- There is a certification organization but it's not enforced
- By the letter of the law you can't fly anywhere
- File a plan with the FAA; but it puts you on their radar and they have to pay attention to something they would rather not.
- Have to be sure the area around is vetted; your air space and everything that will appear in the shot.

- Safest to avoid using drones
- Tethered balloons is another option
- Local TV station helicopter shots; not that expensive if they are already flying; give them GPS coordinates
- Clients want drone footage once they see it. It's a trendy thing. It's cool,
- Ask how else can we do this?
- Radio control planes have been out there for years; nobody complains about them
- Put cameras on top of buildings nearby

Captioning Conundrum

Chris Barry, Best Buy

- Captioning for internal videos seems to be a very grey area for many companies. The American with Disabilities Act of 1990 prohibits discrimination and ensures equal opportunities for persons with disabilities in employment, government services and facilities access. We aren't looking to define the law here; we're looking for best practices, best accommodations, and to ask the question: what do shops REALLY do?
- Internal use videos – reasonable accommodations include transcripts, captioning and American Sign Language translation. What's really practical?
- Does your shop only caption when requested (letter of the law) or caption everything (spirit of the law)
- On demand video – do you have a system that allows for easy integration of TTML files?
- Live streaming is a different nut; closed captioning doesn't really work, do you provide open caption feeds?
- Security requirements - Risk says everything is confidential whether you think it is or not, what is your company's policy?

Chris's summary of feedback

- Use of captioning very sporadic among CMMA members
 - Used where there is a strong business need (language, audio issues, etc.)
 - Government & educational organizations require it
- Live streaming is very rare and proven difficult for those who tried it
- Caption with VOD is much more common—primarily English translations, but other languages as well
- Funding is the perceived barrier
 - Worth exploring however: cost-effective solutions out there
 - Turnaround as quick as 24 hours



- ❖ Check in with CMMA's captioning partners or other vendors.
- ❖ Free captioning may be available through your state – New Jersey's njrelaycc.com is an example
- Security is not an issue for those who caption because it's usually done behind firewalls
- It's been proven to help individuals comprehend content better

Part of the conversation:

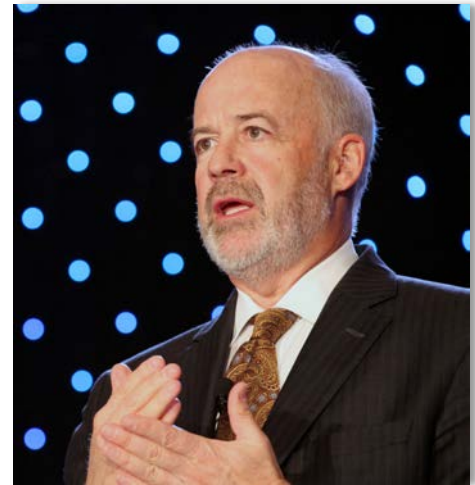
- We close caption all video. Noisy environment; some employees have hearing issues
- World Bank: we have so many different language requirements. English is based. Live stream in many languages, but we don't caption those. We use cotsub.com That's the solution. Affordable and works really well. We transcribe and caption after the fact. In at least five languages.
- We've tried to caption live streaming, but the metrics didn't play out
- We put captions in in post
- Captioning can be done in 24 hours on a rush basis. Takes longer if translation required first.
- Can send video without captioning first; send captions later which marry with the video
- Captioning not difficult to do; shouldn't be any fear around this,

Getting Things Done

Bill Rhodes, Sandia National Laboratories

I'm passionate about being efficient with my time. I like to road bike. I get on that trail and I listen to podcasts, which led me to seminars on getting things done, I am more effective in my work life and my personal life.

I'm a senior manager; I manage about 50 other managers. I volunteer locally at a children's charity and I'm on several boards. I have a lot going on. We're going to explore how to do all these things more efficiently.



Workflow for Getting Things Done (GTD)

- Collect
- Process
- Organize
- Review
- Do

[David Allen Company seminars](#) are offered around the world; highly recommended. Today is just an introduction to how this could really help you. The session is based on his seminars.

Why GTD?

- New demands at home and at work, and insufficient resources to address these demands
- Our jobs and our home life will continue to evolve—and overlap
- Old models and past habit are insufficient to get everything done
- The idea with this method is to have “relaxed control” over your life
- Capture all the things that need to get done, put them into a system, and out of your brain
- Have a plan to prioritize tasks and to think about next actions
 - Work on what's really important
 - What's next? Am I really done, or is there some follow-on required?
- Works well with mindfulness meditation, too

Exercise

- Write down all the actions, tasks and projects you are currently thinking about...past, present, future
- Most people have about 200 things on their list that they are trying to juggle
- Continue to add to your list and that will be the input for you GTD process

Collect

- Collection Tools
 - In basket
 - Meeting notes
 - Logbook
 - Index cards
 - Notepads
 - Voicemail
 - Email
 - Digital devices
 - Capture 100% of work and personal items
 - To do's projects, things to handle or finish
 - Tools are not important; use what works for you
 - Get it out of your head and write it down
- How to collect...
 - Be aware of everything you're being asked to do and capture it
 - No organization at this point
 - Your list is your first step in your collection

Process

- Item-by-item thinking
- Everything that is captured must be either: actionable, trashed, or put into collection buckets
- Actionable
 - Do (something that takes less than 2 minutes)
 - Delegate
 - Defer
 - If not actionable, trash or collect into a system
- New project?
 - Put on project list
 - Define next action of the project, e.g. write a project charter
 - Define the desired outcome of the action

Organize

- Locally organize all the tasks and projects into "collection buckets"
- Define a system and tools
- Include a reminder system
- Mine go into a system of projects and stand-alone actions
 - Personal projects
 - Medical
 - Legal
 - Kids
 - Vacation
 - Work projects
 - Actions
- Maintained on [OmniFocus](#) (Mac) and Outlook

- Can be paper if you prefer
- Add action, task and project sub-categories as needed, such as home chores, tasks for boss, documents to read soon
- And sub-categories as needed
- Buckets for collection items: longer-term goals MORE
- Reminder Systems
 - Automated dates
 - Task reminders
 - Review of systems
 - On Friday of each week, I review everything
 - Have I forgotten to do anything?
 - Define next actions
 - Think about loftier things like goals for performance review
 - Take a 40000 foot view and work you way down to the detail

The Weekly Review

- Important dedicated time to review projects and tasks
- Step-by-step thinking and reflecting on your tasks, projects and due dates
- Schedule a dedicated time
 - What still needs to be done?
 - Prepare for next week
- Review your action list frequently to determine what to do next
- Perform a weekly, monthly, quarterly and annual review of your list
 - Some tasks fall into each of these categories
- “In Box” zero concept

Suggestions

- Capture in a dedicated system—*your* system
- Clarify exactly what the project, commitment or action is
- Keep reminders in *your* system—what works for you

Doing the Work

- Doing your actions, tasks and projects
- Contexts (i.e. tools needed)
 - Equipment
 - Other people
- Time available
 - We don’t get solid blocks of time
 - Usually need to complete projects piecemeal
- Energy available
- Priority

Final thoughts

- Getting Things Done gave me my life back, time to do other things I wanted to do

- The workflow & tools are very helpful
- If you falter, regroup and restart
- Perfection is not required
- Keep calm; get things done

Q&A

Could you talk more about the difference between actions, tasks and projects?

Projects require a series of actions that result in a product. Can be complex or simple. Tasks are the individual tasks. Tasks are part of a larger project. Actions are standalone single things that need to be done.

In the spirit of mindfulness, do you carve out time where you are unavailable to anyone but yourself?

I have a reminder that pops up every morning at 9:00 AM to meditate. 10 or 15 minutes to recharge. If you're an introvert like me, meditation is a great tool. Extroverts may recharge by interacting with other people,

I also schedule time for my family and my vacation.



I just have a comment. We moved to a flexible work environment. I move around every day. One of the unintended benefits is I can't leave anything on my desk overnight. I have to stay organized; had to change my work style.

So the list of over 200 things in my head is scary, but the idea of trying to organize them is really intimidating! Did you feel that way when you started?

Yes, definitely. It took me a couple of weeks initially to figure out initially how I wanted to organize things. You get better with practice.

Another comment. An easy way to start is use the three folders for Do, Delegate, Defer. It's really helpful. I'm an advocate.

Outlook works well, too. Just folders and the calendar is their entire system.

Your program doesn't outline a time frame. How much time do you devote daily or weekly for this system?

I use this workflow to replace time I was wasting before, unfocused. This gives me time back. I have confidence in my system. The weekly review does take 1 or 2 hours a week. That's added time, but I consider it time well spent. The rest of what I do replaces inefficiency.

I was fortunate to attend two David Allen seminars. I'm a big advocate too. You have to find what works for you. I actually carry around the colored folders we got at the seminar. It becomes a way of life. The review I mostly deal with the Deferred folder.

I start my day with activities I need to handle; then two hours later I have 45 new emails with a handful that require action—but more than 2 minutes of action.

I'm a big believer in the zero in-box concept. My email inbox is empty at the end of the day. I schedule time to review email, and not during my most productive time of the day. I have #1 urgent folder; if I have time, I go into my Action folder—things that are 2 or 3 days out.



We manage teams. Does this work for whole teams working on a project?

Put reminders in for when it's appropriate and needed to check in with them. I don't micromanage but they know I'm staying in touch with the project. You could theoretically use this for team projects. It's very similar to Microsoft Project, not as robust but pretty darn good.

Creating Media that Matters

Gerry Harris, Asurion

Doug Salmela, 3M

Victor Romero, US Census Bureau

Chris Barry, Best Buy, Moderator

Chris:

This is a meaty topic and you could get very philosophical fast, but we want to be more practical. There's an old saying: You can have it cheap, good or fast: pick two. I think it still applies. We all get all three of these, all the time.

We will dive into some approaches that the panelists use.

What is media that matters?

Victor:

The evergreen topic at CMMA meeting is how do make media that shows up in a lot of different places and different times. For us media that matters is material that is on the shelf, durable and reflects what we want to do with census data, that is, available to the public.



Gerry:

Has legs. It's sticky. Speaks to a variety of audience with a consistent message. It conveys a story with meaning and purpose. We look to change behavior or a result from the media we produce.

Doug:

Something that hits your objectives, whatever they are. Moves the needle.

Chris:

Gerry, who is your audience and how do you create media that matters?

Gerry:

Our business-to-business communications supports a lot of different clients. We get a variety of different retailers with a variety of needs but a fairly homogenous calendar. You see it on TV all the time...Christmas...Valentines Day...Mother's Day...and so on. Get messaging out to all levels of those organizations. We need to speak to the end customer as well when you buy our insurance.

If I've got eight top-end clients all looking for media for the same calendar event, that can be challenging. Sometimes we can



create the same message that works across all clients. What they have in common is that there's a lack of belief in our product—not everybody out there is a fan of extended service contracts. We target the folks on the fence. It all stems down to a certain amount of eligible items in a store that qualify for our extended service contracts.

This year electronic wearables are going to be big. We just finished a series of videos for the items most likely to be bought this year.

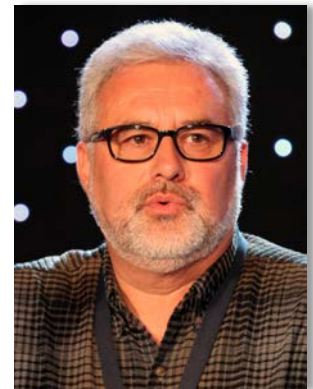
We advise and counsel our clients and set expectations in a realistic way. We try to give them a good sense of why our approach will be effective for them. We have many young people in our audience, so we have to gear our media to them.

Chris:

Doug, when we talked you mentioned that Google came to talk to you guys. Why did that pop into your mind in relation to creating media that matters?

Doug:

It's a click and watch world we live in. If your message doesn't get to your end audience you are not going to get the result you want. Google came to us and gave a seminar on how to be successful on YouTube. We have a YouTube channel, and they gave us some good advice. I'm repurposing their content for you.



They told us the rules have really changed. Here are the three new rules for content creation:

1. You must provide value or no one will tune in
2. Think beyond the television spot
3. Leverage all creators

Providing Value

- Educate
 - Be transparent
 - Be credible
 - Be curious
 - Provide information
- Entertain
 - Create intrigue
 - Instill suspense
 - Make them laugh
 - Have fun
- Inspire
 - Be relatable
 - Have heart
 - Have purpose

- Be timeless

Think Beyond the Television Spot

- 300 hours of content is uploaded to YouTube every minute, 24 hours a day
- There's so much clutter and noise. So much competition. Your content really has to be targeted.

Hero, Hub, Help (HHH)

Hero video is your big scale program

A lot of bang

But you don't do this very often

Push content

Hub video content that holds your channel together

Brand content

Customer stories, partnerships, collaborations

Push content

Help video

How-to

Owners manual

Strictly information

Pull content

If your client says their video is going to YouTube, you might counsel them on which of these buckets the video will fit into. We can be helpful to our clients in providing direction and nailing our clients down on what they are trying to do. We need to know their objectives and key content; we create the message.

Chris:

You think of content as needing shelf life. Can you talk more about that?

Victor:

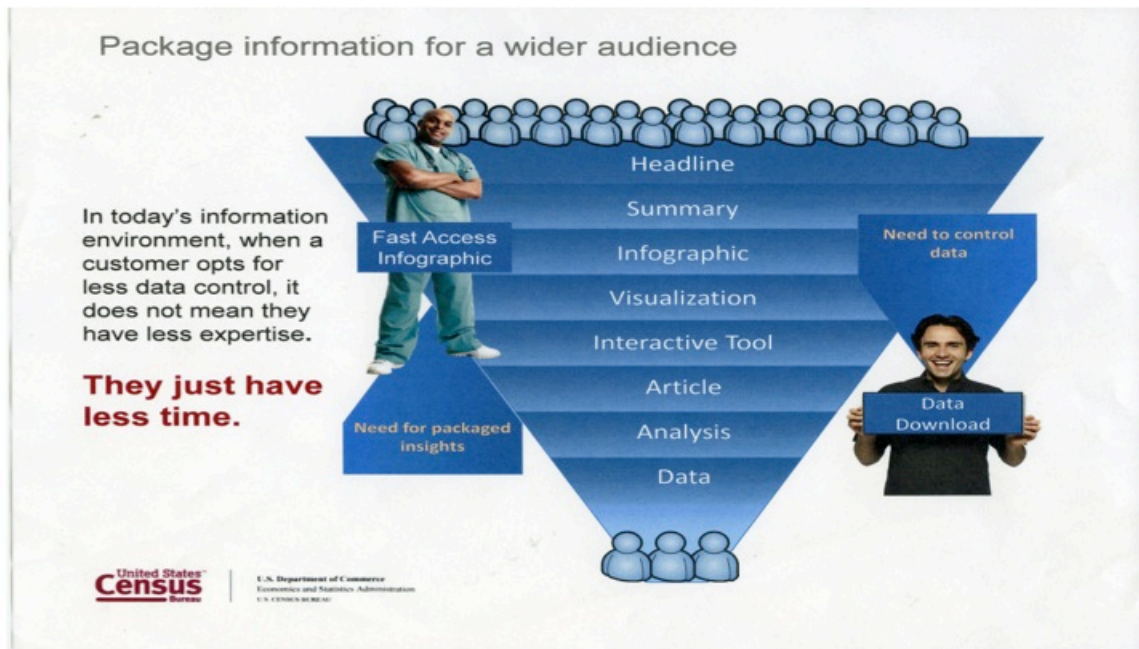
We specialize in promotional awareness material. You've all seen our videos to encourage people to fill out their census form. In between the census we help interpret the data and make it useful.

A lot of our work gets posted to our website.

Mission is to package information for wider audience.

Viewers will not stay on the site if the information is hard to find or understand.

This slide is a tool we can all use.



Largest audience for headline information; smallest for data download. Infographics are very popular on our site. People like these: visual, graphic, easy access to data. Quick snapshots.



Our stakeholder audiences

My mantra is always multiple audiences, multiple applications, multi-platform. Plan for these upfront; don't just create a linear video. All need to be done at once.

Q&A, Comments

How much pressure to you get to demonstrate ROI, and how do you do it?

Doug:

Honestly, I wish we would get more. The platforms were hosting on provide robust analytics. But not many people ask for them.



Gerry:

We're getting asked ROI all the time. It's very hard for us to measure it, because our productions are not internal and we lose all control over it. Unless it's on someone's LMS, then we may be able to get some backend metrics.

But we know when we have a hit because of word-of-mouth. But that doesn't give us ROI. It just tells us they liked it. We could put out a piece of media and sales go through the roof, but it may totally be related to the product and not anything we do here.

Internally, we've got the typical metrics on our system but our clients aren't as interested in those.

Victor:

Data, analytics, metrics are all part of the mix all the time. In my office there is a team who does nothing but metric. People are amazed how much we can tell them about their campaign. We can measure when people participate.

ROI is established up front. We know the need and set a goal.

Do your creative briefs include details of how the organization requesting the program plans to use it, promote it, market it, distribute it, so you're not just creating a video that goes on YouTube and doesn't get viewed?

Victor:

You make a really good point. I think it's time to redefine what we traditionally call a creative brief, because we do need to include all these things. That's why we call them campaigns, and they do include all these things. The challenge of course is that the clients just expect creative people to produce a video; we may be partly responsible for this impression.

Gerry:

We don't put that kind of information in a creative brief. It's part of scope and budget. We consider what our expenses are and try to determine what kind of ROI we might get down the road. It's mostly a guess, because we don't get data back.

Doug:

We are largely consultants, and our role is digital production evangelists. We make sure our clients know who their audience is and what the platform needs to be. I teach my people to be ambassadors for distribution platforms.

Comments:

I think we all have different ideas for what a creative brief is. We have a detailed questionnaire for the customer to complete that covers all these questions, and it's amazing how often they can't answer them!



I think this is a great topic. I've seen so many videos on YouTube with very few views. I think one of the keys is to find people in your organization who have huge Twitter followers. Get them to send a link to their Twitter followers and you've just magnified your viewing audience. Build this into your creative brief.

Victor:

I'm fixated on creative briefs also. I think all of us who have some kind of input form have clients who have trouble filling it out. I think one thing we could do in CMMA is have templates available to members to use, as well templates for campaigns. Lexicon is 75% of the challenge, even among ourselves.

Comments:

We have a SharePoint site where people start a project with us. And there are some fields if they are not completed they don't get a project.

Let's share our forms on our website!

How you're going to reach your audience is huge. Don't even start until you know how the program is going to be distributed!

Media and Staffing

Gary D'Alessandro, Associate Director, Design and Media, Merck

Patti Perkins, Wells Fargo

Tom Densmore, Q Center

Warren Harmon, Mayo Clinic, Moderator



Staffing models continue to be a challenge for media managers. We want to look at new staffing models in our organizations and how those blended models are working. They are much alike—they have a core staff and supplement with contractors. But they are very different, too.

Gary D'Alessandro

- 13 Merck staff
- Over 80 contractors
- We function like an in-house agency
 - Design
 - Production
 - Editorial
- I've been with Creative Studio over 20 years
- A lot of different staffing models
- The one we have now is the strongest
- What we wanted is great team members who understand the business and the technology and get things done
- Contractors provide scalability
- Keeping people around is important to us
- We want it all!

What we don't want

- Issues around co-employment
- Loss of access to great talent
- Inconsistency and constant need to replace people

Managed Service Model

- Hire a company to manage the service delivery for us
- On-site management is key—management by the same company they work for
- Build a strong partnership
- Retain key strategy and client relationship components within the company by our own staff
- The production work done by contractors
- Customer at the center
 - Centers of Excellence (Merck employees)
 - Account Management (Merck employees)
 - Service Delivery (Contractors)
- Communication is key
 - Monthly operations meetings, (Merck & contractor leadership)
 - Bi-annual review
 - Monthly metrics
 - Weekly meetings (staff and contractors)
 - Service audits
 - SOP reviews
 - Quarterly
 - Update processes
 - Lots of points of communication are necessary for this to work
- Don't be afraid to change
 - 4 years into this; wasn't easy
 - Very scary at the beginning; much less so now
 - Measure results
 - Modify the process as needed
 - Don't lose site of key mission of department and of the company

Q: What positions to you contract for?

Everything needed to produce the product.

Q: Is corporate procurement involved with you?

Not so much now, but very much at the beginning for the contracting process.

Tom Densmore

- In charge of creative team at Q Center
- Accenture is our largest client
- Have been there many years
- We went from a model many years ago of having a staff of about 35; now about 15 who are mostly producer/managers
- Two service lines: video and event management
- About half staff are producer/managers, rest are one-off technical

- Freelancers
 - Some work with us often
 - No “perma-lancers”
 - Hired for specific projects with a defined scope
 - Rates are set by the freelancer
 - Tell us what you charge
 - If you charge too much we won’t use you as much
 - You have your business; we have ours
 - Want them to serve our clients well, but they are not part of the team
 - Have a website just for them with a lot of information that they have access to
 - Can subscribe for announcements
 - Trying to get better at creating a change log so occasional freelancers can see what’s changed since the last time they worked with us
 - For freelancers who have direct contact with clients, we give them an email address that looks like us. Everything that goes to their email gets copied to us, so we can respond if they are not currently working for us.
 - We have a standard contract for all freelancers
 - Some are required to have proof of insurance, depending on what their function is
- Generally the model works for us. I’d rather have more staff; it would be more cost-effective for us. But getting more employees is tough to do

What positions do you struggle most to get qualified people?

Motion graphics is one. We struggle with this question: Is it better to use your regular freelancers so they get better, or more freelancers so we have a wider pool. Artists most difficult right now. Good engineers another.

Hiring artists is problematic too, because art is a “Flavor of the Day” thing.

Patti Perkins

I’ve been with the company 19 years. I started as a permalance; eventually became a permanent employee.

We started out with a pool of freelancers. After merger with Wells Fargo, they required a lot more standards and rules to follow. We can only keep a contractor 18 months before letting them go for six months or hiring them fulltime.

Currently have two freelancers working fulltime. If we need them fulltime it’s our job to make it possible to hire them fulltime. It’s a conundrum for us.

Is the 18 months/6 months for legal reasons? And is it hard to get them back again?

Yes, for legal reasons. For the most part they do come back.

Do they make overtime?

We try to limit overtime as much as we can. We try to contract for half or full days.

Have you done a cost analysis of what they get paid as a fulltime freelancers vs a regular employee?

It's pretty much a wash for us. The overhead percentage for benefits takes care of the higher cost of the freelancer.

How do you balance the legal side with the human side of helping them feel part of the team.

Gary: In my model the company we hired is responsible for motivating their employees. It's difficult; there is a real difference between Merck employees and the contractors. But our company works hard to motivate their employees.

Patti: Freelancers are included in all staff meetings and are treated like as employees as much as possible.

We're not easy to do business with. There's a lot of process and procedures to learn. That also makes it difficult for us to change freelancers once they learn how to do everything.

Tom: Some of our freelancers are former employees, which helps. But it's difficult. We try to make things easier for them. We are a good payer and pay on time. That's a benefit.



Perspectives from Partners in the room:

From the standpoint of the ability to a partner, the key is communication. Clear goals...good relationships with the client are essential. We're going into a political campaign; access to good freelancers is going to narrow,

As long as you are not providing benefits of any kind to you contractors, you should be okay.

We're a small company, so we can be flexible. You want your contractors to want to back to work. And you have to address the legal issues and make sure you are safe.

We have a model similar to Tom's. Work in a land of no new hires. Do your freelancers want to be independent or do they want to be employees?

Tom: We've had a challenge hiring freelancers as employees. They look at it as a pay cut. And if we hire them, we haven't expanded our freelancer pool.

Patti: I took a huge pay cut to become an employee. But it was worth it for me. It was my choice.

The Risky Business of Risk Communication

Dr. Mark Boslough, Astrophysicist, Sandia National Laboratories

I am passionate about risk communication. I'm not sure how good I am at it. I think I have more to learn from you than you do from me.

When you try to be objective about risk, you are always going to upset someone:

- Some think you aren't communicating risk strongly enough
- Others think you are crying wolf about the risk

1969 tobacco executive memo

- Doubt is our product
- Denied cancer risk
- If you can generate doubt about risk you can delay action

Fossil fuel

- 1988 Exxon Mobil memo
- Their position:
 - Emphasize uncertainty about impact of fossil fuel consumption on global warming
 - Urge a balanced scientific approach—objective risk

Both industries used the same tactics.

What is objective risk?

Add up the probability of each thing that can happen, times that thing's consequences.

Let's Play a Game

- Shoot a loaded pistol into the air
 - 100% certainty bullet will come out
 - Don't know where where will go
 - Very risky
- Shoot a bullet towards your foot with a couple of chambers empty
 - Irreversible major damage likely
- Shoot yourself in the head with a couple of chambers empty
 - Catastrophe cannot be ruled out
- The risk is too great to proceed



Global Warming Example

- We know global temperatures are going up
 - We can't predict what the consequences will be
 - May be only inclement weather
 - Could possibly have water levels requiring high enough to force mass migration
 - Worse case: civilization collapses
- Very hard to communicate the risk
 - One option: create a bar chart
 - Boring
 - Not very effective
 - Uncertainty quantification is required
 - Because decisions cannot wait for certainty
- Deniers and Alarmists
 - Neither of these positions has any scientific basis
 - There is a lot of uncertainty

Impacts on the earth by asteroids and comets

- Most people snickered at the concept
- 1994: Comet Shoemaker-Levy 9 collided with Jupiter
 - Caused tremendous explosions
 - Changed people's attitudes about risk
- At Sandia we modeled what we thought would happen prior to impact
 - Simulated the impact
 - Jupiter not solid all the way to the core
 - But comet going so fast it might as well have been
 - Predicted a plume of fire from the explosion, and we were right
 - Scar of explosion is about the size of the earth
 - Easy to project what could happen to the earth with a similar hit

Plumes and line explosions on Earth

- Speculated impact of objects hitting the earth
- Documentaries about this overstate the case in my opinion
- They all have a major city being destroyed
- 2013 city of Chelyabinsk narrowly escaped destruction
 - No warning
 - Most injuries caused by glass breaking
 - Saw light of explosion in the sky—as strong as a nuclear explosion
 - Everyone ran to the windows to see the light
 - When the sonic boom hit, broke all the glass
 - Explosion had two trails
- Death Plunge!
 - Asteroid that wiped out dinosaurs
 - 6-mile wide asteroid
 - Dinosaurs didn't see it coming

- Changed climate and features of earth permanently
- Was probably in the solar system for a long time before impact
 - A bright object in the sky before its final death plunge
- If they had had dinosaur Isaac Newton's they could have predicted when and where it would hit
- We should focus not on major asteroids but small impacts that happen with little or no warning
 - A little warning is better than no warning

Tunguska, Soviet Union 1908 death plunge

- 5 megaton asteroid explosion
- I visited a century later
- A very remote, hard to get to place
- Aerial view shows trees almost all the same height because they are all the same age
- After explosion all trees down pointing away from the source of the explosion
- Also very hot, so most trees burned
- Bald area at ground zero



Consequences of a 5 Mt airburst



Krinov, 1963

Tunguska, 1908

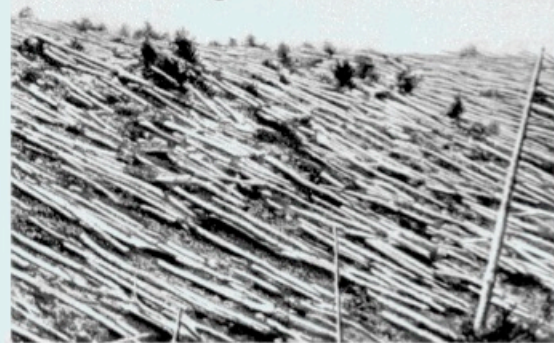


Fig. 485 — THE SIBERIAN FOREST DEVASTATED BY THE BLAST FROM THE METEORITE OF 30 JUNE 1908.



- I worked on simulations for Nova program on this meteor

Physicists predict a major asteroid impact on earth about every 500 years

- We need to know when these impacts are going to happen

Libyan Desert Glass

- BBC documentary I worked on
- Discovered golden glass in the desert
- Measured chemistry of dark matter inside glass
- Appears to be from an asteroid
- But there's no crater
- How can you create glass with explosion in the air and no crater on the ground?
- Did some simulations
 - Difference between explosion and impact
 - Heat can melt desert sand from heat and forms glass
 - Identified two types of airbursts
 - Tunguska scorches and blows down trees
 - Libyan Desert vaporizes trees and melts rocks
- Explosion impact greater than if the asteroid had simply hit the ground
- Area is a national treasure for Egypt
- The BBC documentary on this asteroid impact is a lot more impactful than a bar chart.
- Video works for sharks and asteroids, but not so much for cigarettes and climate change.



Not quite a death plunge!

- August 10, 1972
- Summer vacation with family
- I didn't see it, and I'm disappointed
- Asteroid skimmed above the surface of the earth
- If it had hit the ground would have been like a nuclear explosion
- I was right underneath it!

Death Plunge! Northern Sudan 2008

- Second event with warning time
- Asteroid 2008 TC3 observed in space
- Knew when and where it would hit
- It was observed entering and exploding
- Able to recover pieces of the meteorite



Wrote an article for astronomy magazine

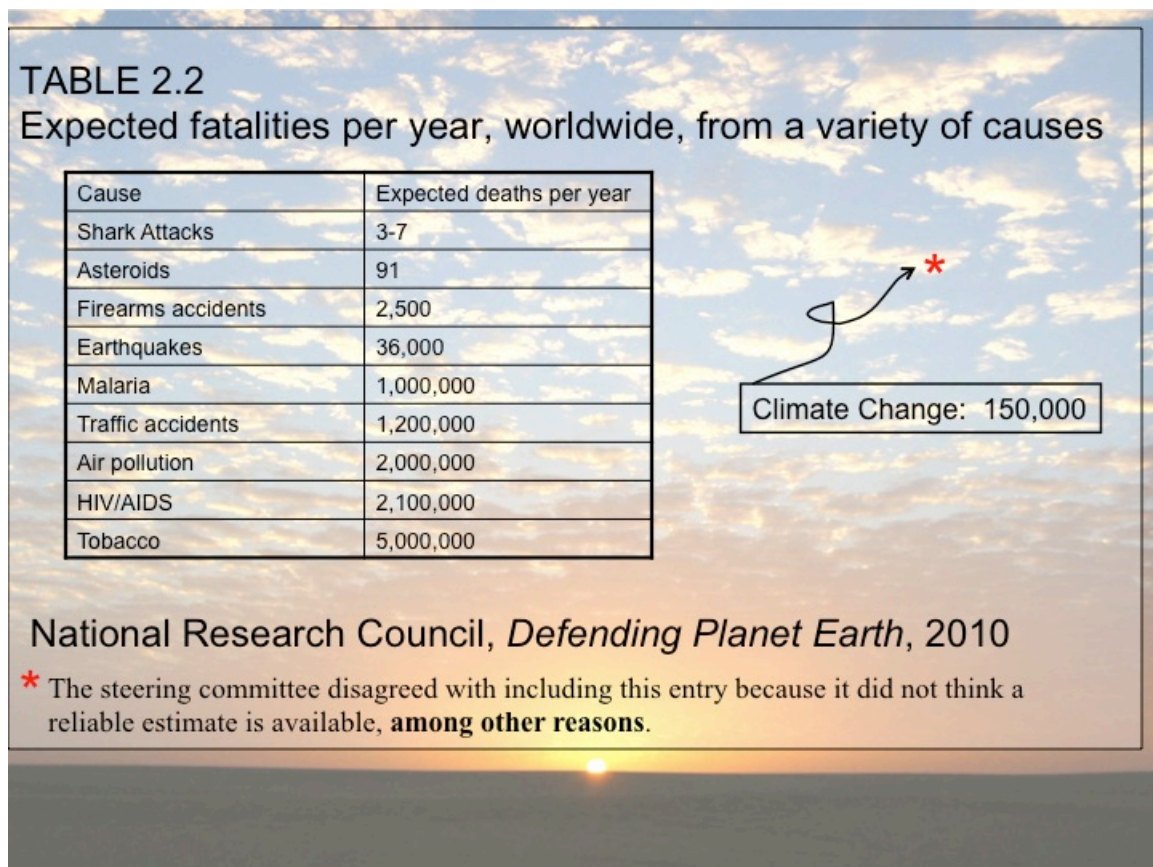
- Premise is that it's worth looking for these asteroids to warn people
- Sell seats on charter airplanes to go watch
- Make money on meteorites
- Risk is much greater for smaller asteroids than large ones

In real life public opinion determines whether policy makers keep their jobs

- Communicators can influence public opinion and risk perception
- Public opinion influences policy
- Informed policy can reduce risk
- Risk reduction saves lives

Communicating Risk is a Risky Business

- I was a mitigation risk panel member for the National Research Council in 2010
- We created a table of death risks from various causes
- Original table included climate change



- Climate change was removed from the graph
- I wrote a minority opinion:

- Asteroids and climate change are the only two threats in the original table that include global catastrophe as a possibility...

With sensitive assumptions, it is therefore 40,000 times more probable that we will be faced with an anthropogenic climate change catastrophe than with an asteroid catastrophe. With best assumptions it is infinitely more probable.

- Got vilified for it

Physics Hoaxster Spews Hateful Rhetoric Against Climate Scientists - by James M. Taylor

Mark Boslough, a non-Ph.D. physicist with no formal training in climate science, published a hateful and vitriolic editorial in the January 24 Santa Fe New Mexican smearing climate science professors and researchers at some of the world's most prestigious science institutions by accusing them of dis

HEARTLAND.ORG



hockey schtick

@hockeyschtick1



Follow

Not-so-great "physicist" @MarkBoslough
doesn't know the difference between HEAT
& radiation, or that $E=h\nu$
LOL



Steve Goddard

@SteveSGoddard



Follow

@MarkBoslough @eachus You are a
complete fake

Live Events Technology

Jim Foxx, Merck & Co, Moderator

Cynthia Hotvedt, Medtronics

Paul Moore, Prudential Insurance Company of America

Gregg Moss, Bank of America



Jim:

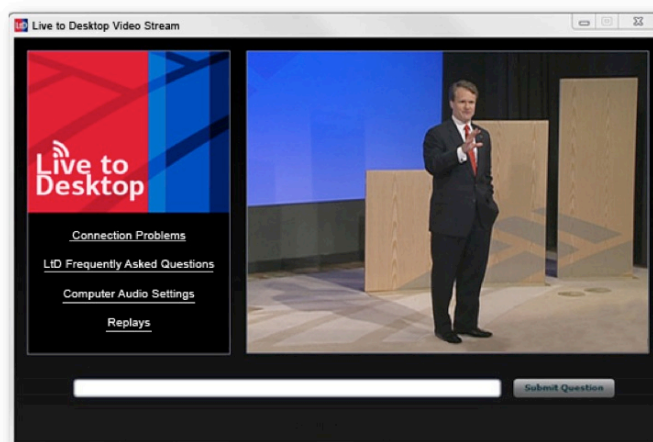
- I'm Jim Fox and am the Media Studio Lead for the Webcasting Services Center of Excellence at Merck
- Today's topic is Live Events Technology
 - With shrinking travel budgets and globally distributed offices, reaching your audience with hybrid meetings is a hot trend among many media managers
 - This session will provide an open forum to discuss practical live-events technology and bridging the in-person event with a virtual audience
 - Events meaning presentations that originate from a conference room, an auditorium or ballroom and the technology used to involve audiences or participants from other physical locations
- Here are some terms you may hear during our discussion:
 - In-person meeting
 - Attendees meet together in the same physical space
 - Conference room...ballroom...auditorium
 - Virtual meeting
 - An umbrella term used to describe the process of using the Internet and a web browser to connect individuals or groups together from separate geographic areas
 - Webcasting...videoconferencing...streaming
 - Hybrid meeting
 - A meeting designed to integrate in-person and online activities so that they reinforce, complement, and elaborate one another, instead of treating the online component as an add-on or duplicate of what is being shared in person.

- Webcasting in a town hall...face-to-face meeting...training session
- Webinar
 - A two way interactive user generated meeting via computer & webcam
 - WebEx...GoToMeeting...Adobe connect
- Webcast
 - Feed sent via the internet with interactive components that allow the user to change their viewing experience
 - TalkPoint...Kaltura...Qumu
- Broadcast
 - An integrated production that is sent as a one way feed that is streamed or sent via satellite
- Although there are many other event technologies, today's conversation will focus around Virtual and Hybrid meetings. Sometimes these terms are used interchangeably, especially among our clients!

Gregg, how did your department's involvement streaming video and broadcasting get started and how do you use it today?

Gregg:

- We got started as a private satellite-based network in 1998
 - Originally designed for distance learning
 - Quickly became clear satellite was an effective channel for executive communication
 - By 2000 almost exclusively leadership communication
 - 3500+ receive sites
- I joined bank in 2005 as production manager
 - Brought in to start up streaming operation
 - Launched on-demand streaming channels first
- Bank of America started acquiring companies in '06
 - Became more difficult to communicate globally
 - Decided to enhance our streaming requirements
 - Rolled out platform called Live-to-Desktop
- Easy transition—everyone already had software on their computer
- We moved from proof of concept to production in less than a year
 - Live-to-Desktop now primary platform for leadership broadcasts to employees globally
 - 35+ countries



- Live video regardless of where they are and how they are connected
- Features & Benefits
 - Uses peer assisted technology
 - Software based
 - Highly scalable
 - Inside firewall; very secure
 - Integrated with corporate directory
 - Can target particular groups of employees
 - Can get very granular metrics after broadcasts
 - Measure engagement; how many viewed & how long
 - Where they are located (country, state, city, almost cube level)
 - What part of org; line of business; level of management
 - Delivery notification
 - Alert on employee's desktop when time for broadcast
 - Extremely effective for promoting viewership
 - We get an average of 30-80% viewership
 - Live question feature
 - Employees really like this
 - Location right on the player
 - Type in question & press a button
 - Goes into a cue; gets sorted and vetted before going live
 - Have received over 200 Q's for some broadcasts
 - Survey tool
 - Survey window opens up immediately
 - Keep them short; no scrolling needed
 - Very easy to complete
 - Get 25-60% response rate—high for online surveys
- Employees love Live-to-Desktop. Much prefer watching from their desk to moving to a conference room.
- Between 200-300 broadcasts per year
- Fully produced; multiple shooting locations

Jim:

Cynthia, You have a case study for us regarding an event with a different challenge in streaming. Tell us about it.

Cynthia:

Medtronic Acquisition of Covidien

- In Jan of this year Medtronic -Medical Device company (approx. 48,000 employees) acquired Covidien another medical device company based out of Ireland (approx. 35,000)
- CEO Omar Ishrak wanted to have a **Celebration Day** upon close of the acquisition
- His vision:

- ALL employees watch a celebration broadcast live
- Presentations from two locations. Omar in Minneapolis in our auditoriums Bryan Hanson Covidien in Mansfield, Massachusetts at a hotel
- Produced content/ video roll-ins for the show (4)
- Taped/ rebroadcast the next day to international time zones
- Flawless – nothing could go wrong.
- Celebratory feel!

Challenges:

- What is the best way to accomplish CEO's vision?
 - Worked with IT
 - Figured out network hurdles & best streaming solution
 - Chose group viewings
- New company
 - We didn't know them
 - People/style/technical abilities
- No date for the show
 - 6 weeks out—approximately
 - 3 weeks out—actual date of the broadcast
- Legal
 - We could work on the broadcast with Covidien
 - NO collaboration on business strategy until the close of the acquisition
 - Strict rules of what we could and couldn't collaborate on
 - Lots of signing non-disclosures.

What we did:

- CEO Vision
 - Help with the vision – 1 hour 9am CT
 - Medtronic - multicast enables system -Medtronic TV (desktop viewing is available but we decided to go with only group viewings)
 - Covidien did not have ANY type of streaming system set up so used Implex also for group viewings
- Group viewing
 - Sent links to site coordinators
 - “celebration” / energized aspect
 - Didn't use some of our existing desktop viewing to avoid overcrowding of network
 - Big change for employees
- Satellite link for the speakers in two locations –Minneapolis & Mansfield
 - Satellite vs Videoconf – Reliability of signal – HAD TO work
 - Had to be conversational for executives – none/ to only slight, audio delay
- 1 hour event

- Video roll-ins
- Other events/ w celebration / cupcakes / photos
- English
- International had download file for rebroadcast.
- Confidential – certain URL to log into

What we Learned

- Plan what you can / plan A & B & C... when you just CANT do anything about it
- Needed to get past the things we couldn't control– this was so stressful for everyone involved not being able to firmly book crews & satellite time
- Had to impress upon execs that it was imperative they rehearse
 - We did the day before with the satellite feed
 - CEO still did not rehearse
- Needed site champions at each location
 - For everything including testing. We did lots of testing.
 - Very helpful to have a contact at each site who was responsible for booking/ technical aspects of the show
- Files for rebroadcast
 - This was our glitch
 - Details for planning after the show were looser so had a couple of problems.
 - War room for IT – lots of COMMUNICATION between groups
 - Juggling budget!

Results

- Broadcast went extremely well.
 - Hundreds of details
 - Broadcast 9AM Central
 - Only glitches came after the show in creating the file to post for the international and west coast employees we wanted to watch a rebroadcast.
 - Took longer than expected
 - We'd been so focused on the show that as sometimes happens the details afterwards get missed.



Jim:

Paul, tell us about your department's history in streaming events at Prudential.

Paul:

How we started:

- Started research about 2008. Had a distribution network of DVD and satellite for live
- Consulted with CMMA members (Wachovia at the time) about their experiences.
- Based on our research, we recommended a system, but it was rejected by IT.
- Used those specs to develop a system acceptable to IT (They found the system)
- We purchased several encoders, which allowed us to originate broadcasts from anywhere there's a company network jack
- We have an auditorium equipped with broadcast studio, so we were able to overlay this onto our new streaming capability.
- We manage the production and own the servers. IT manages the network and provides help desk.

What we have:

- Internal streaming network that reaches all of our domestic employees, plus some of our international ones.
- Allows for two windows – a video window and a graphics window. Users can size the two to their liking.
- Live and on demand experiences. No branding difference between the two.

Growth:

- 37 streams in 2010, 97 in 2015.
- Grew organically. Started by streaming the programs we used to send via satellite. As people got familiar with the technology, more and more clients began to ask for their own streams.
- Started to offer two styles – multi-camera broadcast model and single camera documentation model.
- Began to move out of the auditorium into other remote facilities
- Streaming now a standard.

Issues:

- Audience experience
 - Designed to replace live meetings
 - But people distracted at their desktop
 - Not full attention

- Phone call, emails
 - Encourage people to show up at a live meeting if at all possible
 - Streaming a secondary option
- Bandwidth
 - Limited by IT network
 - 300K recently increased to 700K
 - Quality an issue when people blow up the image, particularly for projection screens
- Remote access
 - Viewers in Prudential locations get a consistently good experience
 - On the road or at home not always as good
 - We don't control the pipe
 - Give them a caveat; may be subject to buffering at a remote location
- Reliability
 - We have 95% reliability: start to finish with little or no problem
 - We want 99.9%; IT is happy with 95%
 - Relationship with IT
 - Pretty good; have one person on my team who coordinates with IT
 - Best thing that happened with IT
 - Head of IT put on a town hall
 - Next thing we knew we got to make some upgrades to our system
 - IT protect the network is job#1
 - Last thing we want is for someone's financial transaction fails because we're pushing video
 - But risk not as high as they think in terms of how much bandwidth we use

Changing Industry, Changing Workflow Models

Kevin Prange, National Association of Electrical Distributor, Moderator

Christopher (Kit) Hammond, JCPenney

Bob McInteer, Sandia National Labs

Jeff Rethmel, Rollins Learning

What kind of media do you produce and how is it used?

Kit:

- Corporate communications & training
- In retail, most of what we produce is like a newspaper:
- Fairly limited shelf life
- Don't have extensive needs to repurpose old footage
- But produce a lot of content to keep track of

Bob:

- 5 edit stations; mostly an Avid edit suite
- Use Adobe Premiere
- IT network all offline; creates problems with our other locations
- Employee communications
- Media support
- Training
- Programs for external use
- All related to national security

Jeff

- Work in pest control area
- Mostly training programs
- Have in-house training network
- 10 years ago company went from live trainers in the field to a satellite network
- Broadcast live streaming every day
 - Train technicians in the field
- Online system for production
- Can hook up 15 editors to it and it never bogs down
- Use Final Cut Pro
- Customers can log in and watch our broadcasts

Bob, you have historical documents. How far back, and what formats?

Bob:

- To the 1940's and forwards
- A legal obligation to take care of these assets
- If you looked at our tape storage room there are 10-20 thousand tapes back there

- We do go back and use old footage, but most of it is not yet digitized
- Working to get it digitized

What are you acquiring your new assets on?

Bob:

- Panasonic D2, RED
- All digital

Kit:

- We're working towards a digital
- Just got a 4K
- Still do studio production to tape, including iso cameras

How do you marry various sources and formats? Or is that nonissue?

- Frame rate problems are interesting. Standardized protocols help.
- We get video from others in the organization that are in varying formats; that can be a problem. Need to get standards out there.
- We use [Tricaster](#)
 - We do a lot of green screen in our studio. We can iso digitally to four different channels.
 - Final format can be Mpeg4, Mpeg2. Can select what format to record and what output you want.
 - Can move the camera with the greenscreen
- [Mediadeck](#)
 - We use this as a backup

Bob:

- We share media files freely within the organization
- Everything is behind our firewall
- All approvals take place electronically
- Can't send anything out without approvals
- We have a web-based form that every product goes through

Kit:

- MAM
 - Wanted our system to be a searchable repository of all our work
 - Include approval process
 - Distribution
 - We have the repository and the distribution so far, not the approval
 - Can review, but not approve
 - System is web-based so anyone behind the firewall can potentially access it
 - But we want to know who you are; needs to integrated by IT

- Other problem is how to get media files to someone who is outside the firewall

Metadata

- Struggle as to whether to tag everything or only what you decide to use
- Wish our Partners would figure out how we can do this in the field
 - Maybe a Bluetooth audio connection you can dictate while you shoot
 - Industry equipment has to get to where we can do this in the camera
 - Sony response: We do.

Do you need to manage media back to the original files or just the finished products? Are you storing individual elements or just the finished piece?

Bob:

- We capture everything to the server
- Categorize by meta data
- Available to the editors
- Track assets all the way through the process
- We don't hang on to all interview footage; we make a value judgment

Jeff

- We store the final product
- Original footage is backed up, but not available online
- We have a lot of still images; that's an even trickier issue for us
 - Working to consolidate the images
 - But still won't be searchable without a MAM

Kit:

- We archive final product only

How are you dealing with user-generated video?

Jeff:

- It's scary
- If you don't help them they'll do it on their own
- Using Box rather than Dropbox, but not sure it's any more secure

Kit:

- Our IT help desk produces their own videos
- Not production work we really want anyway
- But they need to get them out on Tempo also, because Tempo is our video distribution system
- Gets even worse when a store decides to produce their own

- It's not just an asset management issue
- It has security implications too

Kevin:

- We've run contests with our customers using an app
- Posted to Facebook; winner determined by "Likes"
- Risky; we hope they represent our company well

Bob:

- Sandia has one Media Relations Guide
- All video posted to YouTube must go through this reviewer
- We have to make sure it represents the organization well

At some point I think it's inevitable that user-generated content will be rampant. How do you prepare for this? Some companies are being proactive about standards.

Comments:

- I think it's out of control already. There's going to be a lot of stuff I don't like out there. There are groups working on standards, e.g. putting video on a cell phone
- This is a complicated issue we're wrestling with a lot. Both with technology and with standards. Requires a portal. Takes a lot of coordination with IT.
- Technical things can really throw you off the rails. We need to be prepared for user-generated content. Tried to build in the capability, but our system didn't know how to handle it. Give it a vertical photo or video and it can't handle it. YouTube has figured this out. We haven't.
- I don't worry about quality. With YouTube people are used to anything. I worry about our brand.
- It has to come from the top—whatever a company decides.
- At the end of the day people don't want to lose their jobs over a stupid video

CMMA Awards & Accreditation Program

Marv Mitchell, Mayo Clinic

Dave Leonard, World Bank

Update on the revamped Rewards and Accreditation Program

Awards Program

- Several awards given out
- All over the place in terms of process, criteria
- Revamped program approved by the board
- Want to get these published to the website



Awards Overview

- Professional Accreditation Award
- Career Recognition Award
- Distinguished Achievement Award
- Lifetime Member Award
- Outstanding Member Service Award
- President's Award
- Spirit of Partnership Award
- James R. Mund Lifetime Achievement Award

Professional Accreditation Award

- The *Award of Accreditation* recognizes and validates a member's credentials as a media manager. It is given only to those members who pass a rigorous application and examination process.
- Eligibility: Must be an Active member for a minimum of 2 years
- On-line application followed by an oral exam by the Accreditation Board
- Approval: Affirmative vote by Accreditation Board and the Board of Directors
- Allows recipients to use the "AMM" (Accredited Media Manager) designation on all professional correspondence and identification
- Award: Formal recognition will occur at the President's Dinner at a national CMMA meeting. Will receive a letter signed by the CMMA President and Chair of the Accreditation Board, letter to two superiors in your company, press release

Peer Recognition Award

- Awarded to a member who has, or is about to retire from a leadership role in the media communications field
- Eligibility: Active or Associate member for at least 10 years
- Nomination: May be nominated by any Active, Associate, or Associate Member-Retired, Board member or Partner
- Approval: Approval of the Accreditation Board and CMMA President required
- Award: Formal recognition will occur at the President's Dinner at a national CMMA meeting. Recipients will receive a plaque to commemorate the achievement

Distinguished Achievement Award

- Given in recognition of a specific contribution to the communications media field by a CMMA member
- Outstanding service
- Development of an innovative media product
- Significant activity or process that advances the art and science of communications media and/or media leadership
- Eligibility: Active, Associate, or Associate Member-Retired in good standing
- Nomination: Peer nomination only. Partners may provide supporting documentation, but may not directly nominate
- Approval: Affirmative vote of the Accreditation Board and Board of Directors
- Award: Formal recognition will occur at the President's Dinner at a national CMMA meeting. Will receive a commemorative plaque, a letter signed by the CMMA President and Chair of the Accreditation Board, letter to recipients manger, press release

Life Member Award

- Rarely given, Life Membership is reserved for CMMA members who have given exemplary service to CMMA. It is awarded at the discretion of the Board of Directors.
- Eligibility: Former Active, Associate, or Associate Member-Retired
- Nomination: Voting members of the Board of Directors
- Approval: Affirmative vote of the Accreditation Board and Board of Directors
- Award: Formal recognition will occur at the President's Dinner at a national CMMA meeting. Recipients will receive a joint letter from the CMMA President and the Chair of the Awards and Accreditation Committee detailing the rationale for the award, and a plaque to commemorate the achievement.

- NOTE: All CMMA Past Presidents automatically become Life Members upon their retirement from active employment in media

Outstanding Member Service Award

- Given to a CMMA member for exceptional service to the organization. The award may be given for a single exceptional event or service, or to recognize significant contributions over a period of time.
- Eligibility: Active, Associate, or Associate Member-Retired in good standing
- Nomination: Peer nomination only. Partners may provide supporting documentation, but may not directly nominate
- Approval: Affirmative vote of the Accreditation Board and Board of Directors
- Award: Formal recognition will occur at the President's Dinner at a national CMMA meeting. Recipients will receive a joint letter from the CMMA President and the Chair of the Awards and Accreditation Committee detailing the rationale for the award, and a plaque to commemorate the achievement.


President's Award

- At their discretion, the CMMA President has the right to grant the *President's Award* to any CMMA member in good standing. The President describes the criteria and rationale for the award when the award is given. The recipient receives a plaque to commemorate this achievement.
- A letter from the CMMA President will be sent to the awardee's supervisor or manager, and to the local newspaper of choice of the awardee, announcing the award.


Spirit of Partnership Award

- Granted to a CMMA partner company, or an individual representative of a partner company, in recognition of support and service to CMMA significantly above and beyond routine partner activity. It is an acknowledgement of exemplary involvement in CMMA over time, and may not be granted in recognition of a single event or instance.
- Eligibility: Current CMMA partner company, or partner company representative
- Nomination: Active, Associate, or Associate Member-Retired in good standing
 - ❖ Other Partners may provide supporting information, but may not directly nominate
- Approval: Accreditation Board
- Formal recognition will occur at the President's Dinner at a national CMMA meeting. Recipients will receive a letter from the President and Partner


Chair describing the rationale for the nomination and award, and a distinctive plaque to commemorate the achievement



James R. Mund Lifetime Achievement Award



- Flew over 50 missions in a B-24 bomber in WWII - Shot down twice
- Joined CMMA in 1966
- Media Manager at Goodyear, GTE
- Served in numerous board and committee roles
- Prolific writer of fiction, non-fiction and poetry
- Died in 1994
- Described by Dick Blackburn as "The Spirit of AVMA"



10

James R. Mund Lifetime Achievement Award

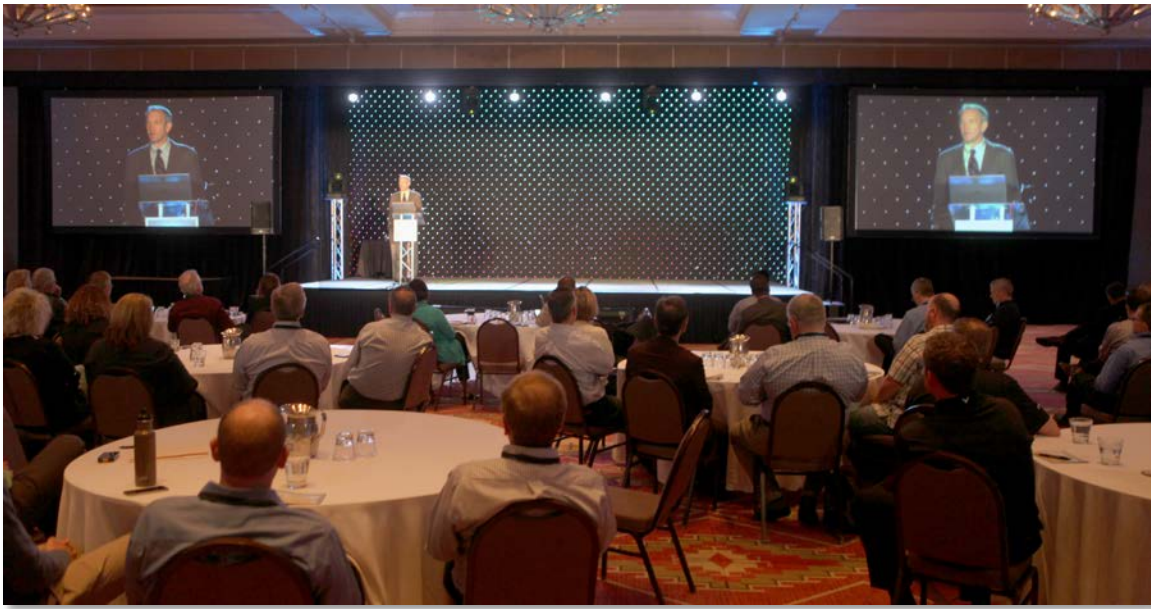
- The James R. Mund Lifetime Achievement Award is CMMA's highest honor and is to be held in the greatest esteem. The award recognizes a CMMA member's individual excellence in the contributions made to CMMA and to the field of media and communications. It acknowledges the individual's exemplary leadership skills in sustaining service and guidance to CMMA and the media communications industry throughout their career.
- Eligibility: Active, Associate, or Associate Member – Retired, or former CMMA members are eligible to be nominated for this award.
 - Must meet the following criteria:
 - Has been associated with the communications media profession for a minimum of 20 years
 - Has served in a senior leadership role in the media communications industry for a minimum of 15 years
 - Has held Active Member status in CMMA for a minimum of 10 years during his/her career
 - Has served a minimum of 5 years on the Board of Directors for CMMA as either an elected officer or an appointed Chair.
 - Has played a prominent role, or served on the board of at least one other professional organization, commission, or advisory group related to the field of communications media

- Has received professional recognition and/or awards for media creation and/or leadership in the media industry
- Has authored or contributed to journals and/or books and has taught at workshops, conferences or schools
- Nomination: Any CMMA member or Partner may nominate a member for this award
- Approval: Affirmative vote by the Accreditation Board and the Board of Directors
- Award: Formal recognition will occur at the President's Dinner at a national CMMA meeting. Recipients will receive a joint letter from the CMMA President and the Chair of the Awards and Accreditation Committee detailing the rationale for the award. Recipients will also be given a unique commemorative award, commensurate with the esteem in which this award is held.
- A copy of the award letter, with a cover letter from the CMMA President, will be sent to the awardee's supervisor or manager, and to the local newspaper of choice of the awardee.

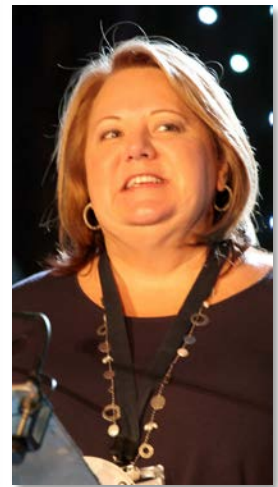
Photo Album

Most photos by Charlie Perkins, Mayo Clinic









The winning team for Andrea Keating's Team Building Competition



The Conference Chairs, surrounded by the Conference Team



Jim Foxx receives CMMA Accreditation from Awards & Accreditation Chair, Dave Leonard



**President's Award winner, emancipated
(not retired) Arlan Gutenberg**



**Outstanding Service Award Winner,
Patti Perkins**

Coming in January: Announcing the 2016 National Conference!