

Conference Proceedings



Conference Co-Chairs:



Cynthia Hotvedt, Medtronic
Steve Tingley, AMM, American Family Insurance

Team: Katlyn Gerken, Kit Hammond, Tom Morse, Jeff Preston, Thea Ragatz

Conference Open and Welcome

Gregg Moss, AMM, CMMA President

When we chose the theme for this conference, we wondered if people would be confused by it. What does agility mean for a media manager? Nimble, responsive, act of being agile are some dictionary definitions. For me, it's about how we respond to and manage change. Change is not a new topic for us. I've had a ton of change in my work environment in the past year: leadership, personnel, platforms. We have to be responsive to these kinds of changes.



Our CEO recently answered a question about what he looks for in a leader. Agility was a key requirement for him. That message really resonated with me. We have an action-packed conference ahead of us. I'm really excited about what's to come. And I look forward to getting to know some new faces in the crowd. Welcome to all of you and to our partners.

Guidebook App Demo

Casey Shannon
Marv Mitchell, AMM

We have the more premium version of the Guidebook app this year. Features include:

- Attendee Check-in (contact information to enable us to send push notifications if something changes)
- Full schedule
- Conference tracks
 - Pre-conference events
 - Main conference
 - Significant Other (SO) program
- Attendee list
- Who am I game
- Play games to win prizes
- Special event sponsors
- Presenters
- CMMA Partner Companies
- Your 2018 Conference Team
- Interact
- Photo album
- Contacts
- Facebook postings
- Twitter posting



That's Not What I Meant!

Improving Your Ability to Understand and be Understood

Andy Kaufmann, President, Institute for Leadership and Development, Inc.



You get your work down through teams. Just because we put people together does not mean they will be successful at working together.

The Spy Game Exercise

- Attendees were divided into five teams.
- Everyone was given a copy of the problem to be solved.
- Everyone was also given a slip of paper that indicated whether they were or were not a spy.
 - If not a spy, goal is to help the team solve the problem
 - If a spy, goal is to try to get the team to agree on a wrong answer—without getting caught
- The object of the game is to solve the problem correctly and get rid of all the spies in the group.
 - Anyone can accuse anyone of being a spy.
 - Everyone then votes; if a majority agree, the person leaves the team.
- This is the problem every team was given:

A man went into a store to buy a twelve-dollar shirt. He handed the clerk a twenty-dollar bill. It was early in the day, and the clerk didn't have any one-dollar bills. He took the twenty-dollar bill and went to the restaurant next door, where he exchanged it for 20 one-dollar bills; he then gave the customer his change. Later that morning the restaurant owner came to the clerk and said, "This is a counterfeit twenty-dollar bill!" the clerk apologized profusely, took back the phony bill, and gave the restaurant owner two ten-dollar bills. Not counting the price of the shirt, how much money did the store lose?



- Correct answer: \$8:00
 - All teams got the correct answer

But who were and were not spies?

- Asked people who had been kicked off their team (approximately 20 people) why they were voted out.
 - I had a different idea from the group.
 - I look like a spy.
 - They just went along with each other.
 - My group didn't think we had any spies. I disagreed, so they voted me out.
- Then asked everyone in the room to raise their hand if they were a spy. There were none.



Elementary school audiences are the best at this game.

You accused people on your team of being spies—and they were not. What lessons can you learn from this exercise?

- *You said there were up to ten spies in a group. We assumed we had some. Start looking for data to support them.*
- *The powers above told us to vote people off. We should have voted you off!*
- *It's always the voice of dissent that gets discarded.*
- *We grow up thinking conflict is bad, and try to squelch it.*



Today, we are going to talk about how to improve your ability to understand and to be understood.

Here's a true story that happened at Chicago O'Hare, just a couple months ago.

Imagine you're sitting on a plane. It's on the ground—you've been waiting on this delayed flight for at least two hours. It's evening in Chicago, and people are starting to get cranky.

The pilot steps out of the cockpit with the PA mic in his hand. He doesn't look happy. He reportedly said something like this:

"Ladies and gentlemen, I know we've delayed a while. We'll be leaving soon but I wanted to let you know that we're going to be faced with some really bad weather. We'll be flying through thunderstorms and tornadoes. It's going to be very bumpy so you might want to get to know your neighbors."

Then he stepped back into the cockpit.

What would you be thinking? From tweets and media accounts, passengers were upset! "We're going to be flying through tornadoes!" for goodness' sake! People were freaking out. Many asked to de-plane since they were still at the gate.

I think it's possible that the pilot, once the media accounts came out, might have felt, "Hey, that's not what I meant! I didn't say we're going fly into tornadoes—just that it's going to be bad weather. People are over-reacting!"

Can you relate? At a different scale, this can happen to any of us. We communicate, whether by email or face-to-face, and people totally don't get what we're trying to say. "That's not what I meant! People are over-reacting!"

Another example:

Here's a message I got from my daughter's coach:

*Parents,
I am excited and looking forward to coaching your daughters next season.
Wishing you all a super summer break,*

Coach Shar

My response was:

Shar, we're looking forward to having you leaving the team this next season! Have a great summer!

Andy Kaufman



And her response back to me:

Andy, thank you very much—I am sure you meant "leading" and not "leaving" (lol). Also wishing you and your family a happy and healthy summer.

Coach Shar

What gets in the way of people understanding each other?

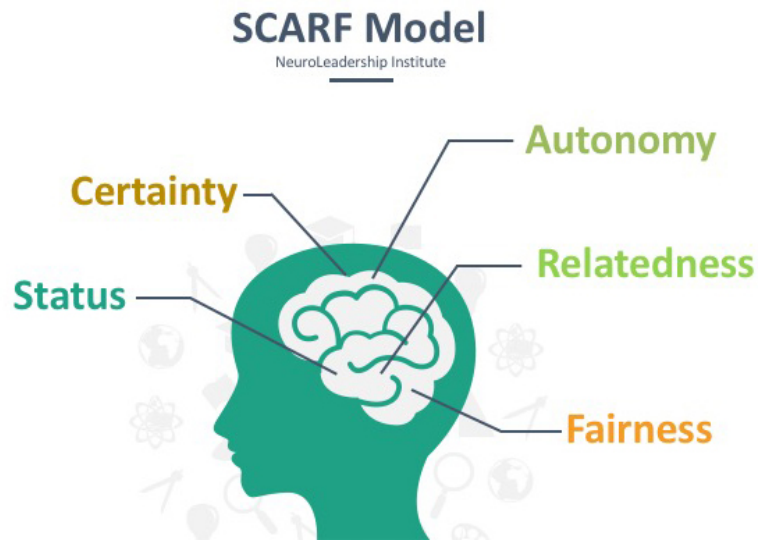


Want to improve your ability to be understood? Make sure your words, body language and vocal tone are aligned.

The more sensitive the message, the richer the medium needs to be.

- Face-to-face if possible
- We too easily default to a less rich medium: email. Why? Easy, fast, feels safe.
- Never underestimate the ability of people to *not get it!*
- May need to repeat the message; deliver it in more than one medium

Let's assume people will not get the message. What do we do?
Everything is filtered... what you say or write...how it's received...
Conflict goes beyond emotions.



S.C.A.R.F.

Status: Resolving conflict is all about status. Find a way to maintain or increase the person's status.

Certainty: if you create uncertainty, the receiver's emotions will cloud your message

Autonomy: find a way to give choices

Relatedness: What tribe are you in? What tribe is the recipient in? If it feels like you are in the same group, that's a big plus.

Fairness: has to be perceived just or fair

Almost always, the problem comes down to *status*. It's our culture right now. Don't be easily offended!

Directing Great Communication



Start with the BS: Breakdown the Scene.

Every interaction is a performance. It's always improv—no matter how many times you may give the same message.

Characters

- Who are the people involved?
- What is their backstory?

Setting

- Where is the interaction?
- What are the power dynamics of the setting?

Story

- What is the problem or conflict?
- What is the inciting incident?
- How does the plot tend to unfold?

Self-deception may blind us to the true causes of the problem. And if we don't understand the root causes, we may make the problem worse.

Start with you: learn to detect what you are feeling

Adversarial

- Magnifying difference
- Minimizing similarities
- Need to “lawyer up”

Defensive

- “Who do they think they are?”
- Blaming others
- Justifying self

Self-righteous

- Not only right but morally superior
- “Horribilizing” the other person

Closed

- Apt to critique and condemn instead of listen
- Utter certainty about your assessment of them



Be confident enough to have strong convictions, but uncertain enough to know you may be not be right.

Pay Attention to the Story

- Who's the villain?
- Who's the victim?
- Who's the hero?

Impact of the setting?
How does the plot unfold?

Don't skip this step!

Do No Harm

- Never make the other person feel stupid.
 - Well, let me speak more slowly...
 - If you come across as condescending, you've lost
- You have to listen.
 - Not active listening as a technique
 - Just be present
 - If someone is ranting, give them your full attention and look into their eyes.
- Clarify goals and objectives
 - Define success: What does success look like?
 - Risk management: What can go wrong?
- Goal is that relationship is not worse when the interaction is over
 - Have to approach the interaction with this goal



Take 2: Draft a New Scene

- Characters
 - Who to include? Not include?
 - Change words? Body language? Tone?
 - Body language can sabotage the message.
- Setting
 - Where should the interaction occur?
 - Change in medium?
 - Changing something can give you more influence over the problem
- Script
 - What's the best way to achieve the goals and objectives?
- Rehearse the revision; it can make the interaction easier.
- "Try on" some alternatives
 - Iterate through some different ways to communicate your message
 - Act the change you want

Action: Direct the new interaction

- Everything comes down to relationships
 - Have to make the investment
 - We are all heavily influenced by relationships
 - We tend to build relationships with people like us
 - We need to be part of lots of different tribes
 - Who do you need to know in the years ahead?

Directing Great Communication



Battling Stakeholders Scenario

- Sam is a project manager who depends on a Marketing executive named Martin.
- According to Sam, Martin is “a jerk! Completely unreasonable in his demands, slow responding to email, and overall clueless.”
- Interactions often turn into arguments.
- Sam needs Martin’s sign-off on requirements and is dreading the discussion.

What could Sam do that would make this situation worse?

- *Go around him*
- *Pretend it will get better*
- *Blindside him*
- *Escalate*



What could Sam do to make it better?

- *Try something different*
- *Spend more time with him; invest in the relationship*

Media Managers are Project Managers

Lessons to Help You Deliver

Andy Kaufman

Think about projects you are working on right now. What is it that makes it difficult for you to deliver on the project?

- *Money*
- *Time*
- *Difficult stakeholders*
- *Unclear objectives*
- *Project staffing*
- *They don't understand me!*



The average budget exceeds its budget by 43%

Only 1 out of 3 projects considered a success

How do you define success?

On budget

On time

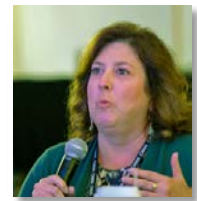
Did it get used? (Or did they buy it?)

Question:

What are some of the most important lessons you've learned about delivering projects?

Responses:

- *Communicate*
- *Define roles*
- *Agree on process*
- *Clear charter*
- *Executive sponsorship*
- *Requirements gathering and get to an acceptable level of detail*
- *Find out who the final approver is*
- *Manage upward and downward*
- *Involve the client throughout the process*



What is Project Management?

The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

Process for the sake of process?

No! It's about delivery. How to get from ideas to delivery.

We are most motivated when we believe we have only 50% to 70% of success. We like a challenge.

Sometimes we hold onto projects we should delegate because we believe we can do it faster and better. But your team only learns if they do the work. 50 to 75% chance of success will motivate them.

70% of what we learn comes from doing it.

20% comes from observation or watching others do it.

10% from books or classes.

The Role of the Project Manager

- Superior relationship & communications skills while displaying a positive attitude
- Communicate effectively, predictably, consistently
- Deliver positive and negative news
- Develop formal & informal networks

You are in a position of power. People are going to be inclined to report up inaccurately. And you are careful what you report up to your boss.

Rolling Wave Planning

An iterative planning technique in which the work to be accomplished in the near term is planned in detail, while the work in the future is planned at a higher level.

- When you have a project due date, put stakes in the ground throughout the timeline
- Define what needs to happen by each stake in the ground. Check points along the way.
- Not just for you, but for the team, the client.
- Built-in motivation for you and the team.
- Increases the likelihood deadlines will be met.
- Keep the stakes at two weeks or less.
- In the real world, we sometimes blow right by the stakes. But it allows us to project out what we need to do to get back on track.

The Triple Constraint

A framework for evaluating competing demands. A change in one dimension requires a change in one or both of the others.



- All three constraints are integrally related and affect each other.
- For example, if time is not moveable, then cost or scope must be changed.
- And, of course, quality will suffer if none of the constraints can be changed—or the project may never be completed at all.

Contributing Factors to Failure (and Success)

Leading Causes of Project Failure

Poor participation from the sponsor
Insufficient business & user involvement
Difficulty in defining work in detail
Poor project management
No clear objectives or statement of requirements
Continual and unregulated change
Inappropriate experience & competence
Unrealistic time frames
Denial of risk

Source: Gartner Group

Recipe for Project Success The CHAOS Ten

Executive Support	18
User Involvement	16
Experienced Project Manager	14
Clear Business Objectives	12
Minimized Scope	10
Standard Software Infrastructure	8
Firm Basic Requirements	6
Formal Methodology	6
Reliable Estimates	5
Other	5

Source: Standish Group



What stands out to you?

- *I don't see communication—one of the leading causes of project failure.*
- *We agree that executive sponsorship is critical.*

Every time you have an update meeting with the project team, do what you normally would do, but also talk about risk. Here's our top three risks, and here's what we're doing about them. If something goes wrong, the exec can't say they knew nothing about this. Risks are real, and some of them will happen. Make it a habit to talk about risks. And invest in relationships.



New Members

Jim Foxx, Membership Director

Michele Young

Department Leader, EJ Agency
Edward Jones



Three things that I love:

My son and my daughter
Travel

About my role

- Responsible for creative teams—video, interactive design, graphic design
- Current focus: building out in-house agency, aligning the brand across all channels, developing talent

What I hope to gain from membership

- Meet experienced professionals with a passion for sharing their expertise
- Learn as much as I can!
 - Best practices of in-house agencies
 - Talent—leverage internal and external resources

Todd Johnson

Manager, Video Communications & New Media
SAS Institute, Inc



About Me

- At SAS since 2007
- Previously held producer/manager positions at a small independent production company and at NC State University, my alma mater
- My passion is documentary filmmaking, thanks to Jacques Cousteau!
- Married with one son, who's 13
- Hobbies: tennis, travel, playing guitar

About my Role

- Manage a team of 5 producers
- Develop content for sas.com, SAS live events and for broadcast
- On-site customer stories are my specialty

What I hope to gain from membership

- Meeting colleagues in similar positions

- Mentorship
- New ideas, approaches to management and production

Pete Pallagi

Photography Supervisor
Mayo Clinic, Scottsdale

About me

- Grew up in Arizona
- Went to Arizona state for photography
- Married, 3 kids Worked as a photojournalist out of college
- Started working at Mayo in 2008
 - Photography
 - Special projects
- Leadership
 - Day-to-day management 7 photographers
 - Professional development
 - Coaching
- I am also passionate about Sustainability



About Me

- Hobbies- Hiking, Photography





@CMMMA1 | #CMMASAVANNAH | #CMMMACONNECT

Andy Huff

Photography and Video Team Lead
Georgia Power Company

About Me

"If you want to go fast, go alone. If you want to farther, go together." That's how I manage my team.

My wife and I have the same philosophy with our kids.

I am passionate about education, and I'm on the board of a local charter school.

About my role

- Lead a team of 8 plus additional freelance resources
- Complete 1000 video/photo projects annually
- Combination of operations and creative

What I hope to gain from membership

- Grow as a leader by building relationships and listening
- Share experiences that can help others grow
- Soak up new techniques and tools



David Stephenson

Director, Video Communications & New Media
SAS

About Me

- A Tar heel
- First job in business was as a news photographer
- Then a producer and a weathercaster
- Better producer, so that's the path I've followed
- Married with a 23-year-old daughter
- Wife Lynn is here at the conference
- Hobbies: golf, woodworking. I'm perfectly position for retirement!

About my role

- Team of 38



- Focus is primarily producing customer-facing deliverables and events
- Full turn-key resources in-house (production, post, graphics, event production, etc. MO

What I hope to gain from membership

- Share experiences/knowledge
- Meet other experienced professionals
- Learn from you!



New members are welcomed by the CMMA Board of Directors

Complaint Free 60 Minutes

How to Stop Complaining and Start Enjoying the Life You Always Wanted

Will Bowen, Author, Trainer, Unity Minister



I never set out to be the world authority on complaining. I wanted to be the lead drummer for KISS. As a minister in a small church I was giving a series on prosperity. What I discovered is everyone wants to be more prosperous, but everyone complains about what they have. My goal was to try to get my congregation to stop complaining about what they have and be more grateful for what they do have.

I challenged everyone to be complaint-free for 21 consecutive days. Gave everyone a bracelet to use as a mindfulness tool. You put it on one wrist. If you complain, you move it to the other wrist, and start over. My first goal was to make people more aware of how often they complain. Had requests for 9000 bracelets in 10 days. Send out over 100,000 bracelets every year with no advertising.

Why?

- Too much complaining in the world
- Things aren't the way we'd like
- We perpetuate the problem by continuing to complain
- Need to speak only directly to the person who can help you
- Most people talk to people who can do absolutely nothing about the problem

A lot of people need help understanding what a complaint is. I've been teaching this around the world for 12 years to eradicate complaining.

Most people are complaining to you for different reasons than for what they are saying. You need to get to the core of the issue.

Complain: to express grief, pain or discontent

- Must be spoken
- Thoughts don't count

My definition of complaint: An energetic statement that focuses on the problem at hand rather than the resolution sought.

Example:

Guy driving me was way too aggressive and unsafe. Was I complaining by telling him? A complain has a "how dare this happen to me" component.

It is not complaining to speak DIRECTLY and ONLY to the person who can resolve the issue. Tendency is to complain to someone who can do nothing to solve the issue. Facts are always neutral. Take the direct route and talk to the person who can help.

“Complaining is not to be confused with informing someone of a mistake or deficiency so that it can be made right.”

“And to refrain from complaining doesn’t necessarily mean putting up with bad quality or behavior.”

“There is no ego in telling your waiter your soup is cold—if you stick to the *facts, which are always neutral.*”

“How dare you serve me cold soup?” That’s complaining.

There is a myth that we need to vent. If we needed to vent to be happy, then the biggest complainers would be the happiest people. And they are not.

What’s wrong with complaining?

- It’s a competitive sport
 - Share a complaint, and someone will try to top you
 - Nobody says, “You win!”
 - And the complaints always go into degrees of higher severity
 - Complaining can take over like a weed.
- Keeps you focused on the problem
 - What will it be like when the problem no longer exists
 - Pretend it has already been solved; allows you to see new solutions
- Damaging to your health
 - People who chronically complain have high levels of cortisol
 - More likely to have high blood pressure, be overweight and be at risk of heart attack or stroke
 - Our minds and our bodies are connected; our bodies absorb our emotions
- Destroys relationships
 - Lowers the energy of the relationship
 - More likely to see problems with the other person
 - We all want to do things that matter, and that comes from challenge
 - We come home from work and want to complain about everything
 - We want to be Eor and be married to Winnie the Pooh.
 - Your happiness is the greatest gift you can give to your colleagues, your friends and your spouse
 - How you describe other people impacts others’ perceptions of them
- Limits career success
 - The higher you go in the organization, with few exceptions, the happier the person
 - Not because of their position, but because they focus on solving issues, not complaining

- 785 of US employees waste 4.5 hours every week listening to complaining co-workers
- A company with only 20 employees loses \$81,000 per year
- 75% of US employees say they'd refuse a better job with a \$10,000 raise if they had to work with a complainer
- 1 out of every 10 employees quit their job because of complaining co-workers
- A positive culture is the most important thing to good employees

Why People complain:

1 of 5 reasons--all social related

G R I P E

G: Get attention

- Notice me
- I didn't get into this because I was a positive person. I saw the glass half empty.
- A woman came to me with 19 complaints. I told her I would make them my To Do list. When I called her to tell her I had solved all 19, she gave me a new list!
- Getting attention is a human need, not a want.
- Don't just notice when people complain, try to redirect the conversation. "What's going well?" "What do you like about your job?" "What have you learned here?"
- They will look at you like your cheese just slid off the cracker. But if you keep doing it, one of two things:
 - They will start to tell you what's going well
 - Or they will stop talking to you
 - Either way, you win!

R: Remove responsibility

- Try to get off the hook on what needs to be done
- Tell you rational lies until you leave them alone
- What do you do? This phrase is magic: "If it *were* possible, how might you do it?"

I. Inspire Envy (Humble Brag)

- Culture says it's rude to brag
- We complain about other people as a way to make ourselves better by comparison.
- We don't complain about people who are like us; we complain about people who are different from us.
- I love my work; I love my wife. We've discovered that in order to keep our romance alive, if she's not teaching, she takes me to the airport and picks me up. But we have very different driving styles. We upset each other by our driving.
- What do you do? Compliment the opposite. Compliment the complainer. "What I like about you, Alice, is you're always on time."

P. Power

- People complain in negative campaign ads, and they work. But not for the reasons you think. The goal is not to get you to change your party; their goal is to get you so upset with your own party that you don't vote.

- What do you do? They are trying to purchase your allegiance with their complaint. “It sounds like the two of you have a lot to talk about.” Don’t get involved. Draw a very clear boundary. “Let me arrange a meeting; get the two of you together.”

E. Excuse Poor Performance

- They didn’t do a good job, so they blame everyone else.
- Uber driver: “I get my worse reviews from people who are running late for work.” They blame the driver.
- Complain to explain away their poor performance.
- What do you do? “How do you plan to improve next time?”

G R I P E

Get attention

Remove responsibility

Inspire envy

Power

Excuse poor performance

Q and A

Q: I noticed that my wife complains, but for practice. She’ll complain about someone to me to practice before she talks to the person.

A: That’s processing. That’s working it. You are coaching her. Nothing wrong with this.



Who complains more, men or women? Studies say the sexes complain equally, but men think women complain when they are not.

Q: How can these ideas be incorporated into annual reviews?

A: It’s very important to point out on-going struggles. The key is to start with what they are doing well and what you want them to continuing do it. When you do talk about issues, stick to the facts, which are neutral.

Q: I’m curious what your opinion is about using complaining as entertainment. A lot of comedians do it.

A: Misery loves comedy. Most comedians had pretty miserable lives as children. It’s all about the shared negative experience. It’s what we want and expect. I do think we need to realize it’s a performance there. Social Media, however, is a problem.



Q: How is attitude connected to complaining. I try to focus on the positive.

A: 100%. One effects the other. Your mind is the manufacturer; your mouth is the customer.
When someone completes the 21-day challenge, we send them a Certificate of Happiness.

Q: When you first started wearing the purple brace, how long did it take you to complete.

A: The average person takes 4 to 8 months to succeed. It took me 6 months. It's a process. I got to day 18 once, and had to go back to 1.

I challenge you to take the 21-day challenge. It will change your life. It can transform your business. You don't realize how much you complain. If you really pay attention, you will start to notice before you voice the complaint.

Three most common questions I get:

How do we hire you to come speak to your group?

- Give me your card
- Go to this website: www.WillBowen.com

How do I get more bracelets?

- Follow the link on the website
- Lots of options; check it out

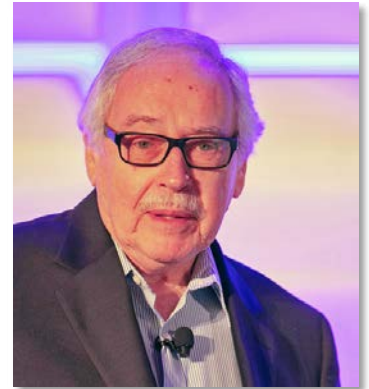
What's Oprah like?

- She's the same in person as she is on camera
- Funny, self-effacing, genuine
- After the show, she leaned over and told me she had nothing to complain about. I looked around the set—indicating I understood. “No,” she said, “I don't have all this so I have nothing to complain about. I have all of this because I don't complain.”



CMMA Leadership Forum

Dick VanDeusen, Moderator



A little history

- The more things change, the more they stay the same
- 20 years ago, ITVA meeting theme was “Riding the Waves of Change”
- We used to learn about our business by exchanging best practices, in person at CMMA, but also in printed materials. Lots of magazines; some books, too.
- Our members contributed to a lot of these publications
- CMMA Leadership Survey

The Issues that Concern You

- 20%: Managing the creative and technical staff
- 20%: Managing contractors, free-lancers and vendors
- 20%: Capitalizing on newer, cost efficient technologies
- 20%: Keeping yourself in the management loop
- 50%: Dealing with workload fluctuations
- 50%: Defining the value of your function to the organization
- 55%: Securing the staff, funds and tools to keep up with increasing workloads
- 60%: Interdepartmental relations with collaborative or competing functions

Discussion

- Interdepartmental relations with collaborative or competing functions
 - A lot of the smaller communications groups in my company started hiring contractors
 - They start pulling resources from me to enable their projects
 - We tell them no, and they get mad at us
 - We get a lot of user-generated content.
 - Democratization of media; tools enable anyone to make a video. Brand compliance is challenging.

Solutions:

- Clear guidelines, including templates. All projects produced must follow these guidelines.
- Established a team across the company that reviews these submissions, so we’re not always the bad guys who say no.
- You need to identify a sponsor high up within the organization who supports you in defining exactly what other groups can and cannot do.
- We need to take a leadership role in getting a seat at the table to help
- We try to collaborate where we can.

- Securing the staff, funds and tools to keep up with increasing workloads
 - We have to help our executives to understand the value of video. I have to continually work at relationships to demonstrate value,
 - Maybe a different track on this...I hear a lot about managing up in this environment. I wonder if taking a step down and getting an empathetic relationship with the executive to understand what their issues are and why they make the decisions they do.
 - I think it's important to share measurements and analytics. But many of the executives I know are very competitive. If you can tell them about one of their competitors who effectively use media, that might help.
 - The cost structure out there has changed; we're long past the super budgets for projects.
 - With respect to staff, it's very important to have inside people who really understand the culture and the brand. Freelances are always needed for agility.
 - We practically present how much money we are saving, because we are not a profit-making operation. We do our own benchmarking with market rates. We generate an annual report demonstrating millions of dollars in savings,
 - One way to get staff is to get temps in from CMMA partners. We've been able to bring some of these people on board because they are proven resources.
 - Many of our clients have effectiveness results we need to hear; we just have to ask.
- Managing creative and technical staff
 - Two issues:
 - My video producers do not want any feedback on their work!
 - Young employees want to come in at a much higher level than they are ready for.
 - The people who work for you are actors. They listen to clear direction.
 - Every generation has a different perspective. The reason for what you do as a department has to be very clear.
 - For about 3 years now, we have established hours for professional development. It's made a difference in how our employees accept feedback. It helps breakdown some of the gaps between the generations.
 - My evaluation is based equally on the "what" and the "how." I've pushed that concept down to my staff.
 - We need to model the behavior we want. We have to be willing to accept feedback ourselves.
 - I'm 25 with 30 years of experience. That's how I describe myself. I feel like I'm 25.
 - I really enjoy mentoring younger employees. They don't see the value of in-person networking. They can get everything they need digitally. It's a different worldview from older generations.



- Managing contractors, freelancers and vendors
 - For many years I was the only staff person; everyone else was freelance or contract. When people become staff, it's a much bigger responsibility. Enabling them to grow is a long-term commitment.
 - My biggest challenge is from the IT folks. They prevent my freelancers from the access they need. It's cheaper for me to buy them all laptops.
- Capitalizing on newer, cost-efficient technologies
 - We have people who have done the same job for a long time, and they don't want to change
- Keeping yourself in the management loop, especially when management above you keeps changing.

Case Studies in Technology

Kit Hammond, JC Penney, Moderator



Business Analytics

David Stephenson

Director, Video Communications and New Media, SAS

For our department, it's all about capturing data and generating reports to show our value. We are far from perfect, but we do capture a lot of data.



About SAS

- World leader in analytics
 - Largest software company in the world
- Founded 1976; HQ in Cary, NC
- 14,000 employees globally
- Customers in 147 countries
- 96% of top 100 companies on Fortune Global use SAS
 - Our software is used in just about every kind of business
- Known for our culture and work/life balance

Video Communications & New Media

- Team of 38
- Part of worldwide marketing
- Focus is primarily customer-faced deliverables and events
- Full turn-key resources in-house
 - Do hire freelancers and A/V companies for big events

Project data we capture

- Project type
- Client/geo
 - Where in the world the client is
- Initiative
 - What company initiative are we supporting
- Hours (rooms, gear, people)
- # view and subscribers (YouTube, Brightcove)
- Annual employee survey data

Reports

- Fair market value
 - Not a chargeback organization
 - What cost would be on the outside
- Project costs, budget variance
 - Usually within 1 or 2% of budget
- Initiative and geographical distribution
 - Who are we working with?
- Internal metrics: # of annual requests, room utilization, employee satisfaction, etc.
 - We don't always need this information, but when we do, it's good to have
- External metrics: YouTube subscribers, # of videos posted, # of views

Project Information System

- Custom, in-house software for capturing data

The screenshot displays a web-based form titled "Project Information System" with three main sections: "Project", "Status", and "Details".

- Project Section:** Contains a "Name" text field, a "Manager" dropdown menu (selected: "David Stephenson"), a "Type" dropdown menu (selected: "Demo"), and an "Initiative" dropdown menu (selected: "(none)").
- Status Section:** Contains "Start Date" and "Due Date" text fields, and a "Current Phase" dropdown menu (selected: "Active").
- Details Section:** Contains a "Client Contact" text field, a "Client Organization" dropdown menu (selected: "(none)"), and a "Project Multiplier" text field (value: "1"). Below these is a large "Project Description" text area. At the bottom of this section are "SIM Number" and "Midas Number" text fields, followed by a checkbox labeled "This project is intended for an external audience." which is currently unchecked.

At the bottom right of the form are two buttons: "Cancel" and "Create".

The system makes it easy to categorize projects with drop-down boxes.

ProjectInfo

Home Project Mgmt Record Time

Project

Name

Manager
David Stephenson

Type
Demo

Status

Start Date Due Date Current Phase

Active

Details

Client Contact Client Organization (none)

Project Description

SIM Number Midas Number

☐ This project is intended for an external audience.

3D Graphics

3rd Party Content

Audio Mix

Broadcast Commercial

CD/USB

Clip

Customer Story

✓ Demo

Digital Signage

Direct Connect

Event

Event Asset

Graphic

Interview- Analyst

Interview- Customer

Interview- Journalist

Interview- Partner

Interview- Thgt Ldr

Major Video

Media Training

Meeting

Other

PBLS

Podcast

Presentation- Ad hoc

Presentation- Exec

Print Graphics

Radio Spot

SAS Global Forum

Toolkit/Launch

Training

UGC Posting

VCNM Misc

Web/App Development

About ProjectInfo | Contact

ProjectInfo developed and maintained by the Video Communications & New Media Department.

ProjectInfo

Home Project Mgmt Record Time Reports Dashboard

Project

Name

Manager
David Stephenson

Type
Demo

Initiative
(none)

Status

Start Date Due Date Current Phase

Active

Details

Client Contact Client Organization (none) Project Multi 1

Project Description

SIM Number Midas Number

☐ This project is intended for an external audience.

(none)

Analytics

Artificial Intelligence

Brand / Corporate Awareness

Business Analytics

Business Intelligence

CI Marketing Automation

Cloud Analytics

Customer Engagement & Support

Customer Intelligence

Cyber

Data for Good

Data Management

Decision Management

Digital Marketing Analytics

Education

EVAAS

Executive Communications

Financial Management

Fraud

GDPR

Hadoop / SAS Integration

Health and Life Science Solutions

High Performance Analytics

Internet of Things

IT Resource Management

JMP

Machine Learning

None / Other

OnDemand Solutions

Performance Management

Platform

R&D Support

Retail Solutions

Risk

Sales Support

About ProjectInfo | Contact | Proj # GO

ProjectInfo developed and maintained by the Video Communications & New Media Department.

Project Mgmt **Record Time**

Project

Name

Manager: David Stephenson

Type: Demo

Status

Start Date: Due Date: Current Phase: Active

Details

Client Contact: Client Organization: (none)

Project Description:

SIM Number: Midas Number: ☐ This project is intended

[About ProjectInfo](#) | [Contact](#)

ProjectInfo developed and maintained by the [Videc](#)

- (none)
- (To be assigned)
- Alliances and Channels
- Americas Sales
- Americas Sales - Government
- ARS
- Asia Pacific
- CALA
- Corporate Creative
- Corporate Services
- Cust. Engagement and Support (EDU, TS, PUBS, PSD)
- Education Practice
- EMEA
- EVAAS
- Executive
- External Communications / PR
- Finance
- Footpath
- Global Marketing and Shared Services
- Global Marketing and Shared Services - CKC
- Global Sales and Field Operations
- Global Sales Development & Product Management
- Human Resources
- IdeaS
- Internal Communications
- Internet of Things
- IT
- JMP
- Legal Services
- Online Solutions onDemand
- Online Strategy and Services
- PME - Analyst Relations
- PME - Cust Messaging Adoption and Retention
- PME - Global Sales Support and Enablement

- The system is integrated with scheduling, and generates work orders.
- We track number of projects, but that's not the most important metric to me. I'm more interested in the type of project. Are we doing the right things?
- Capture hours related to specific projects in order to determine costs.

One useful data capture is project totals by initiative:

Project Totals By Initiative

2018	1003
Analytics	86
Artificial Intelligence	8
Brand / Corporate Awareness	64
Business Analytics	3
CI	1
CI Marketing Automation	1
Cloud Analytics	2
Customer Engagement & Support	32

Why we capture all this data

- Accurate view of the work we do
- Understand project costs
- Justify what we shouldn't do
- Knowledge/data is power

What's next?

- Measure revenue/project tied to SAS' Global Marketing System
- Cost/view
- Revenue/view

Takeaways

- Never too late to start
- Start small and grow
- Never complete/final
- Very helpful to have technical resources on staff

Kit: We've been using an off-the-shelf software to capture data. It has saved the department when we had new management.

Cyber Security

Why you should care if you don't work in it

Jane Jacobs, Mayo Clinic

I am not a professional in this area. I will define Cyber Risk with this quote from the Institute of Risk Management:

“The risks and opportunities which digital technologies, devices and media bring us are manifest. Cyber risk is never a matter purely for the IT team, although they clearly play a vital role. An organization's risk management function needs a thorough understanding of the constantly evolving risks as well as the practical tools and techniques available to address them.”



Threat actors to watch

- Nation State crime: Cyberterrorism, hacktivism due to research, intellectual property, etc.
- Syndicated crime: Data for resale (credit card breaches, password breaches, etc.)
- Insider threat: personal gain
- General employee: lack of awareness

Employees are a vulnerability

- Phishing (computer) and Vishing (phone) are the #1 method of getting employees to reveal both personal and professional information
- Phishing emails are getting more sophisticated
- Employees acting independently (purchasing updating, etc.) can unintentionally introduce risk in the environment.

CyberSecurity actions

- Policies, procedures, process in place to support information security
- Standards: NIST & ITSM
- Organizational culture & change management: making the case for sustained change

At Mayo Clinic

Multipronged approach

- Stood up CSOC (Cyber Security Operations Center) and NOC (Network Operations Center)
 - Looking for activity that looks out of place
- Network segmentation
- Policies, procedures and processes for procurement, maintenance, decommissioning
- Network asset inventory
 - Identify every network attached device
 - Identify critical information about each device and device class
 - Ongoing maintenance of centralized inventory – for our staff new procedures

- and processes
- Ongoing audit

4K Production

Todd Johnson, SAS



Acquisition

- SAS uses 2 [Sony F55](#)'s
 - 4k with 1080p proxy files
 - Prime lenses
- [DJI Osmo](#)
- [GoPro](#)
- [Convergent Design Odyssey7Q+](#) monitor for image analysis/LUT monitoring

Post-Production/Graphics

- Avid
- [DaVinci Resolve](#)
- [Adobe Creative Cloud](#)

Why use 4K for corporate video?

- Online
- Events
 - Huge displays across the stage
 - 4K looks incredible
- Display
- Some broadcast
- Tell a better story
 - Zoom and pan within the frame
 - Capture emotional response from customer
- Green screen: more latitude when keying
- More flexibility to stylize looks and color-correct (when shooting in LOG or Raw)
- More detail for tracking graphics

Disadvantages

- Enhanced dynamic range can skew skin tones
 - Especially with some of the presets
- More storage space is needed; files are huge
- Adds time in rendering graphics
- Slows down preview capabilities

On the horizon

- 8K: LOTS more storage space needed, but maybe few cameras needed?
- DSLR's

- Sensors provide a “look” not seen w/video cameras

Q&A

Q: What off the shelf solution are you using for tracking data?

A: [Farmer's Wife](#). Odd name, but a good piece of software. Allows billing, too.

Q: Question to David. How do you decide about work you shouldn't do?

A: We're taking orders from Marketing. We use our metrics to talk about how much time, or how much money spent on X project(s). Is this really what SAS wants us to do? At least generate discussion with leadership; sometimes it helps, sometimes it doesn't.



Q: Do you include hourly or day rates in your time capturing?

A: Yes, everyone has an hourly rate based on industry standards. Pre-populated rates.

Q: Talk more about how you control data risk.

A: Data loss prevention. If you're not dealing with it now, you will be. Video is data. It can introduce risk. We don't want to be the team responsible for introducing something destructive into the network.

We don't allow anyone to bring in a jump drive or any other device and load their materials into the system. Material has to be downloaded and checked. Check for viruses, etc.

Recently had a foreign researcher download materials from our system. Luckily, security caught it before it got off campus,

We're a public building. We're supposed to challenge anyone who doesn't appear to belong, Or we ask them, "How can I help you?" Often does the trick.

Have to look at cyber security as a group that's trying to keep us safe, not trying to be obstructionist.

Q: Dave, you said you don't use time sheets. How do you get people to put their hours into the system?

A: Most people are pretty good about it. And when the data is asked for, I make sure everyone knows about it and thank them that the data is readily available. It's part of our culture.



Q: Are you tracking personnel utilization to make sure you are staffed appropriately? If you don't use time sheets?

A: Not specifically. But based on how many hours are directly tracked to projects, we're confident our people are busy. We look more at the total output in terms of projects.

Beyond the VOG

How You Lead and Build Trust when Coaching Your Executives

Candice Brokenshire, SMC-C, CPCC

Consider Starlings



What do you deal up with coaching your executives?

- *I get a room full of other executives who think that they can coach better than I can*
- *They get too focused on the details and overthink what they are doing*
- *We schedule rehearsals for our execs, and they don't show up*
- *They are a completely different person when we turn the camera on*
- *They appreciate us after they work with us*

I have varied background in video production, facilitation, coaching. Lessons learned:

- We don't have to be the best presenter to get the best out of our executives
- Need to understand how it works
- Need to be an excellent communicator in order to coach others

Coaching Executives

1. The Roles we play
2. The importance of communicating R.O.P
3. The skill of providing feedback
4. Building trust with consistency
5. When we can break the rules
6. When to ask for help

The Roles We Play

How we play them can help us lead & build trust:

- How we hold the room
 - Energy & Tone (own it!)
 - How much time do you spend thinking about your own energy and how you hold it
 - Need to have an open posture, not hunched over
 - Posture says you are in control
 - More risk taking
 - Open posture with hands on hips
 - Ability to think more abstractly
 - Likely to do better in stressful situations
- How we choose to build relationship
 - Transactional or with EQ?
 - Social skills, empathy & self-management

- Alignment of vision with your executive
- How we demonstrate expertise
 - Knowledge
 - Preparedness
- How agile we are
 - Right role at the right time!

Group Exercise

- Evaluating the roles we play
 - If you like & feel strong playing the role I've just described write it on an orange post-it note
 - Then stick it somewhere on your upper body.
 - If you play the role I call out but **don't** like the role, write it on a blue post-it note
 - Then apply it to your upper body.
 - If you don't play the role I call out, write it on a white post-it note.
 - Place it on the table in front of you.



Coach & **Champion**



Build an atmosphere of success



Role #4. Diplomat

- Diplomacy for executive politics
- Being sensitive to the company culture/tolerance to risk (adlibs)

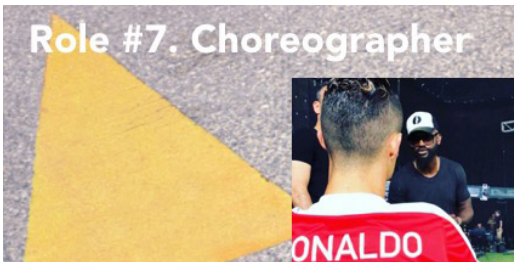
Role #5. Confidant



Role #6. Tech coordinator



Role #7. Choreographer



Role #8. Wardrobe advisor



- for message
- camera
- audio
- staging color clashes
- skirts v. pants
- heels (gaps in staging risers)
- for confidence

Role #9. Audience member

Don't belittle Wardrobe advisor! This is actually very important. And if you help your executive dress appropriately you will win their trust forever. There are increasing numbers of female executives on the stage; we need to help them dress to look good and be able to move about the stage appropriately.

Audience member feedback

- Heads
 - Audience actually understands
- Hearts
 - Does the presentation impact emotions?
- Rear ends
 - How uncomfortable will the audience get by the end of the presentation?

What other roles do you take on to build trust with your executives?

- Detail checker/fact checker
- Empathizer
- Copywriter/content editor
- Corporate speak; intelligent conversation with executive about the company
- Liaison/message carrier

Discussion questions

- Where are your strengths? Which roles do you enjoy playing? (orange)
 - *Strength comes from experience. When you've done it a long time, you gain confidence.*
 - *None of this would have been fun the first years I was with the company.*
 - *Building relationships enables us to be honest about feedback and coaching.*
 - *I noticed that what I'm passionate about is what I'm also confident about.*
- What will you do about the roles you least enjoy, ensuring they are played out with excellence? (e.g. get more training or a fresh perspective) (blue)
 - *I play so many different roles I sometimes can't listen to the presentation. That makes it difficult to be the audience and give feedback from that point of view.*
- What roles did you leave on the table? Which will you take on and which will you assign to others? (white)
 - *Just because they are my blues or whites, they might not be the same for others on my team. Good opportunity to determine what strengths my team has and what I can delegate to them.*

- #1. The roles we play
- #2. The importance of communicating R.O.P
- #3. The skill of providing feedback
- #4. Building trust with consistency
- #5. When we can break the rules
- #6. When to ask for help

The importance of communicating R.O. P. (Return on Preparation)

- Performance excellence dependent on preparation—but you don't want to over prepare either.
 - Varies by executive
 - You need to lead and build trust over time so they will be open to your feedback about the amount of preparation they need

- If the executive blows you off...ask how they felt about the presentation afterwards. May get a coaching opportunity.
- Have to lead and build trust over time
 - A long-term mindset
 - Not just gig-to-gig needs
 - Maybe a speaker development program?
 - When an executive gets to a certain level, that triggers presentation training
 - Get ahead of the game in preparing executive

The Skill of Providing Feedback

- Use your coaching and EQ to identify baggage
- Use two key phases:
 - Do the homework—review past videos. When is this person is at their best?
 - Agree feedback style ahead to build trust
- Tactics include:
 - To interrupt or not to interrupt (bad habits corrected in the moment)
 - Sign language/gesture. They may need specific help in this area.
 - Off-line (private) feedback vs. wider feedback that the crew needs to hear also.
 - Instill the do's and don'ts—work with what our brain will focus on

Building Trust with Consistency Check List

- **Story:** Are story and visuals in sync, relevant and compelling?
- **Brevity:** Right words for the job?
- **Tone:** Vulnerability to power play continuum
- **Delivery:** Annunciation and punctuation of key points - aliveness of verbal delivery
- **Prompt use**
- **Choreography of self and space:**
 - Clothing
 - Body language (gestures, eye contact, facial expression, fluidity of movement)
 - Use of space and objects (podium/chairs/props)
- **Entrances and transitions**
 - Energy shifts

Breaking the Rules

- Know the rules so you can break them
- You can work with your executive's talents and weakness
 - Turning to the screen (if the audio is still okay)
 - Pacing (to energize)
 - Presenting from a seated position
 - Carrying notes

When to Get Help

- When there are too many moving parts for you to be effective.

- When a third party can get away with something you can't.
- When the culture is open to everyone learning and elevating the game.

Go be brilliant!

- **Own** the roles you play and amplify them when necessary and be **agile** with them.
- Choose to **lead** through preparation and expertise
- Build **trust** through being a great advisor and provider of feedback
- Start with **consistency** then break the rules
- Think about the **long-term** relationships—invest and plan

Q & A

Q: You talk about return on preparation. We frequently get “I don’t have time...” “I’m not going to rehearse...”

A: Return on preparation is usually appreciated by executives at a high level. May need to get a more senior executive to help you convince the lower executive. Money is being spent here; it’s got to be right.

Comments:

- *We play the game with them. We don’t call it rehearsal anymore. We call it a table read. With all speakers so they give feedback to each other.*
- *We tell them we’re not doing this for us, we’re doing it for you.*
- *We want to hear what you will say to make sure it’s consistent with other presentations and does not overlap.*
- *I tell my team: They are bankers, not anchors. Be patient.*



Agility Through Systems

MAM Case Study: A 16-year Journey

Kristin Johnson, Best Buy



Yellow Tag

- Best Buy's video production
- Center of Excellence
- An integrated component of Communications and Public Affairs
- Staff of 13 People with one contingent worker
- Service entire company, about 40 different departments
- Produce 250 projects per year/450 videos
- Other teams also creating media
 - Training
 - Social media

2002

- Shooting on Beta
- Storing in boxes
- Distribution on VHS
- "Hey, do you remember X project? Any idea where the B-roll is?"

2003

- 1st database to track assets
- Hired a media Librarian to oversee all physical media
- Numbering system
 - Bar codes/numbering
- Basic data fields
 - Job title
 - Job number
 - Date
 - Media type
 - Duration
 - Location
- Carts for check-out

2009

- A producer could not find the assets she needed
- Sent a PA over to rummage through boxes
 - Tapes had never been put into system
 - Had a falling out with the vendor partner



- They shut down our website and could not get to our assets
- Legal got involved; finally able to move on
- Contacted another post-production partners and asked for help
- 2 weeks later we had our new FileMaker Pro Database created

What did we learn?

- Importance of trusted vendor partners
- Contract language around what you own
- Clear expectations
- Ability to create a change order if modifications are needed for the scope of service

2011: Created MAM

- RFP to numerous media asset systems
- Choose [CatTV](#) as most economical option for us
- Viewable proxies and thumbnails
- More data fields
- Searchable
- Ability to add tags/metadata
- Dedicated staff for ingest/tagging
- Used for all current media assets, but not the legacy materials in the FileMaker Pro system

2014

What happened to all those historical assets in boxes?

- They had been moved to our studios in three different locations
- 2186 boxes
- 3996 cubic feet
- 60 different media formats
- All combined in one location
- What do to with them?
 - Media Librarian went through all the boxes and organized them
 - About 64,943 entries in FileMaker Pro
- Next: Corporate decided not to renew the lease on the building where the historical assets were located. New space leaked rain; had to cover boxes with tarps. Didn't lose too much!
- **2014/2015**
- A third move!
- The rain!
- More rain!



2014

Library modernization

- Time is of the essence
- Formats will become obsolete
- Decks won't be available
- Tapes won't play
- Loss of historical media

Legacy content for MAM

- Masters
- Historical footage
- Founder speeches & b-roll
- CEOs / Executives
- Important annual company events
- Store Grand Openings & b-roll
- Company milestones

2016: Best Buy's 50th Anniversary

Business Case to Preserve Historical Assets

- Company anniversary videos
- Executive retirement/recognition
- New employee orientations
- Specific executive requests
- Legal case evidence
- Throwback Thursdays
- Preservation of company history

Legacy content for MAM

- Storage
 - Physical space requirements
- Ingest
 - Identify important content
- Recycling/Destruction
 - Recycled about 15,000 assets
 - There is a cost to this also!
 - \$40,000 to destroy

New content for MAM

- Process
 - MAM Ingest Form
- Ingest

- All content or partial?
- Storage requirements
 - Short and long term
 - Online and backups

2018

MAM usage today

- Other departments have adopted the MAM
- Usage has increased
- Share the resource and divide the costs
- 192 TB live storage
- Backed up on 270 LTO tapes
- New web portal
- Future improvements

Challenges

- Size and volume of assets
- Sometimes seems insurmountable
- Just get on the bicycle and get moving
- You will make mistakes, but you will learn and keep going

I'm proud of what we've accomplished!

Q&A

Q: Do you still have things you are working on?

A: The biggest challenge we have is our producers having time to wrap up projects and get footage logged into the system. The human factor. But they understand the value; eventually it does get done.

We're talking about training our Production Coordinators who are on the shoot to follow up with the Producer and sit down with them and the MAM sheet and getting it filled out.

We also have occasional "wrap-up" parties where we get together with food and wrap up our projects.

Comment:

At JC Penney, all distribution processes are kicked off from our MAM. You can't get to them until you get the information into the system. Not so different from having to make a VHS copy in the old days.

Q: Is your MAM ingest form paper or electronic?

A: Both available. Producer chooses based on preference. Producer can add comments and additional information.

Q: Do you share assets across the organization?

A: Our server is in downtown Minneapolis. We all have our own storage areas, but we can access and share footage. We watermark our footage, so other groups do have to get permission to use it.

Q: Have you had IT issues with accessing files?

A: We had a challenge with our firewall initially getting our files transferred. Now we have a MAM web portal. We can do all types of things through that portal.

Q: What's the lowest threshold for what you include in MAM? And have you worked with Legal to establish a long-term storage policy?

A: Yes, we have a policy for how long to keep assets. But we want to keep historical assets forever; so far we've been able to keep everything.

Our event team is separate from us. But we have some of the media from BrightCove. We pick and choose what to put into the MAM.

Q: We are just beginning this process. Is Best Buy leadership supporting efforts to have other departments use the MAM?

A: We have been the leader in the space because we had to—nobody else wanted to take in on. It became a passion for me. There is another department doing the same kind of things with physical materials—print materials, costumes, etc. Just got a request for anyone with historical materials to send them in for cataloguing. Will be used for historical presentations and recognitions.

Vendor comment: One of the things Best Buy does well is reuse materials to be cost-effective. With legacy assets, the clock is ticking. Video degrades over time.

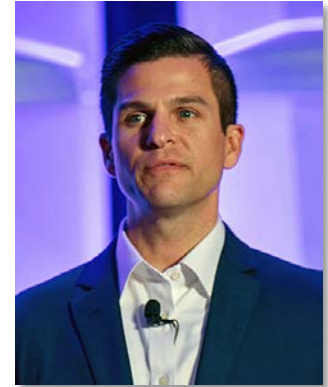
CMMA Technical Forum

Pete Pallagi, Mayo Clinic, Moderator

PhotoExam APP

How it all started:

- 2009 CFI CoDE award- TeleDermoscopy
- Given by Center for Innovation
- A Mayo dermatologist submitted the idea and got the funding



Problem

- Hardware was inconsistent
 - Wirelessly transferred images
 - Eye-Fi card would cut out
 - Partial uploads
- Image quality
 - Photos taken by nurses
 - Images out of focus
 - Underexposed

Idea

- New device needed
- Existing apps
 - [PhotoSynch](#)
 - [Canfield Veos](#)
- Worked well, but process too complex
- Switching between apps a problem
- Custom app?



Solution

- Internal software development team
 - Excited to take on the project
 - Myself and a project manager designed screen-by-screen wish list
- Prototype
 - Shared our design in Oct '10
 - Working prototype in Feb '11
- Implemented at all Family Care Practices and ASU Student Health Service
- 2013- Image Management Systems Meeting
 - Pitched Idea for Enterprise App
 - Got \$400,000 to develop the APP; spent only a little over \$100,000
 - Started Planning- 2014
 - Worked with TekSystems
 - Prototype by January 2015

- PhotoExam released in March of 2015

Stats

PhotoExam- First 8 months

- 22,785 images uploaded
- 6,417 patients photographed
- 606 unique users
- 8,040 encounters

PhotoExam- Past Year

- 10,900 images/month uploaded
- 655 users/month
- 4,750 encounters/month

Our photographers worried their jobs would go away; instead our workload increased. Helps our photography team focus on the high-end photography that needs to be done, rather than this kind of patient images.

Projects inspired by PhotoExam

- TeleVision- 2014 CFI CoDE Award
 - Inspired by TeleDermoscopy
 - Got another \$50,000 to develop new product
 - Invented device to take cornea images
 - Custom workflow in development, depending on user needs
- Dr. Watson
 - In process; will take awhile
 - IBM Watson, ASU software grad students and Mayo Clinic
 - Dermatoloty/Ophthalmology physicians
 - Incorporate into PhotoExam
 - Phone is a temporary holding device; have to upload the images. When phone turned off, they disappear.

Publications

- Internal Journal of Dermatology
- "PhotoExam: Adoption of an IOS –based clinical image application at Mayo Clinic"

In your industry, is there a technology gap that needs to be filled? What is the next big technological innovation in your field?

- Virtual events
 - Evolve from webcasting to virtual environments
 - Everything done online
 - Participate on mobile or computer; headset and microphone

- Virtual tradeshows, where viewers pay to “attend”
- Automated audio transcription
 - Office 365 stream
 - Amazing accurate
 - Can flip to Spanish
 - Use for subtitles
 - Another available application from 3rd party for live events
 - Voice recognition software
 - Accuracy varies
 - Can choose from many languages
 - What about security? Cloud-based.
 - Not comfortable sending a live stream
 - [Open Reel](#)
 - One of the biggest needs our clients share with us is the need to capture rogue low-value productions being shot within the organization. No producer. Media manager blamed or asked to fix it
 - Open Reel is one solution.
 - Can use an i-phone, but video team can direct and upload the video for post-production
 - 8K
 - Still photography and video worlds will mesh in the future and video will win
 - For real HD 360, we probably need 14K

Media Service Centers: Solutions for large-scale streaming?

- Partner [Kollective](#) does this
- Secured peer-to-peer solution
- We stream large-scale all the time. We’re on our 4th round of encoders. It’s worth the money to get enterprise class encoders. Failure rate as high as 40% on lower quality encoders. Encoders are your most important piece of equipment.
- We are a *Kollective* customer; our complaints have gone way down. It’s been a great solution.

Long-term Time-lapse Setup

Weatherproof

Provided power

Ability to download media regularly

Anyone have any experience?

- Probably need a custom installation
- Requirements will vary
- Need stability...enclosure...power
- [OxBlue](#) time lapse cameras

- Hypro Axe another option

360 degree video:

How is it being captured?

How is it being deployed?

- We done a little. Not too high-end. Cool—but clarity can be an issue. And what is the value?
- Our HR department does a lot of college recruitment. We compete with high tech firms. So we did a virtual tour of our campus, which is beautiful. We use a vendor who shot spectacular 360 video with drones. Very effective.
- Used disposable viewers at college fairs. Brought people into the booth.
- We're seeing more business need for 360.



CMMA Technical Forum

Courageous Creativity Panel

Nan Crawford, Nan Crawford & Co., Moderator



Jessica Ferguson, City of Saint Charles

- Homogenous product: everybody likes you; nobody loves you.
- But if you take a courageous stand, you will get noticed.

Autumn Schinka, Best Buy

- I'm not a risk taker as an individual; it scares me.
- But I do get out of my comfort zone at work so I can grow.

Jason Brown, Cook Medical.

- I like to be organized; I like structure.
- But I'm raising children, and chaos reigns.
- My organization values authenticity, but they do espouse Ready! Fire! Aim! Make your mistakes early.

Most people spend most of our waking hours at work. We all have governors on our creativity. Can we shift the work place to a place of greater trust, connection, respect, creativity, and joy. What kind of leadership, culture, would this shift require?

Autumn:

- Wanted to tell stories about our brand that are inspiring to our employees and help build our culture.
- Decided to just try it!
- Picked the first employee we wanted to feature, but we didn't know where the video would play.
- It was such a great story that our marketing team picked it up and put it on Twitter, Facebook.
- Our Chief Communications Officer trusted us to go find the stories and see where it would go.
- Second example: Podcasting
 - I'm a huge podcast fan; I have an hour+ commute



- every day
- So I volunteered
- Started in January this year
- After about 5 ½ months of meetings, I was very frustrated. Wanted to stop talking and do it!
- So I did. Found a partner in crime because I was too afraid to go it alone.
- Invested a small amount of money and did it.
- VP of Communication got excited. We can do this!
- I think what really got his attention was actually hearing the podcast, rather than seeing something on paper.

Nan to the room:

If you were to create a podcast, who would be your partner in crime? Or some other project where you are pushing the envelope or taking a risk?

- *We got asked to do a podcast with our CEO. Needed to make sure the technical was right. Needed a partner for that. Decided to video it as well. Just a two-person team.*
- *When we first got started with podcasting, we targeted one of our corporate VPs who was passionate about communication. He agreed to participate and became a great supporter.*

Jessica

- We produce a lot of media for promoting local business.
- I try to pull people in from the middle and make them a supporter.
- Using Social media for Wendy's promotion was well received.
- Animal control
 - Nature in your own backyard
 - Got a lot of shares for the post
 - The reaction I get from these stories is very positive



Jason:

- You can't just be good anymore; you have to step out and be noticeably different.
- Some of what we create is high risk—we don't want it seen outside the organization. Can't make jokes while a patient is dying.
- We make some beautiful stuff for internal use, but you won't find it on YouTube.



Autumn:

- We probably do more things internally that allow us to take risk.
- Innovative ideas have already been part of our DNA.
- Innovation is one of our 4 goals for the year. 25% of our efforts need to go for uncharted territory.
- Unleash your creative mojo!
- 100% of our team members feel more inspired by the work they are doing.
- We're telling our team you have the freedom; take risks; go do this.
- We bring our team together for an hour a month to talk about projects and what innovative things we are doing.
- If we see outside work that inspires us we share it with the team.

Courageous Creativity

Tools to Navigate Challenge and Instigate Change

Nan Crawford, Nan Crawford & Co.



Courage

- Quality of mind or spirit to venture, persevere or withstand difficulty, danger and fear
- Predicated on fear; don't need courage unless there is a reason to be afraid
- "Fear is a powerfully creative force." (Martin Luther King, Jr.)
- Fear humbles the human spirit. It's a monster.
- Fear of others, fear of ourselves, change, death
- Every intention and intellectual advance has its origins in fear

The Status Quo

- Safe
- Always done it that way
- Expected
- Normal
- Known
- Predictable

Can be ideal--if is meeting all the needs.

Familiar we crave comfort.

We see certainty.

Certainty is seductive.

Uncertainty is unsettling.

Innovation challenges the status quo.

It is so easy to develop an attachment to the status quo.

- Attachment creates agitation if something changes.
- Agitation is body's signal to us that we're dealing with uncertainty. Static, noise.
- Attachment creates rigidity.
- Rigidity is not where we want to be if we want to be innovative.
- Attachment takes us out of the present, fearful of the future and clinging to the past.
- Attachment is the antithesis of agility.

Status quo

- The way it is
- May not be working anymore
- Examples: film, VHS videos

We think of innovation as an external concept:

A new technology, gadget, gizmo, an improved process, a disruptive business model...
But innovation is an inside job.

In your organization, you may or may not be in charge of setting strategic direction, but we are all in charge of how we respond to change.

When we are under stress what happens to the body:

- Increased heartrate
- Sweating
- Adrenalin surge
- On alert

We are living in an era of unprecedented change. This is a challenge!
Your email download can trigger stress!

Tools to navigate manage and adapt to change

1. Improv

- **Improv** thinking: yes, and...
- Curiosity is at the root of this tool
- “Your Brain on Improv” Dr. Charles Limb, neurologist
 - TED talk
 - One area turns on and a big area shuts off, so you’re not inhibited, so you’re willing to make mistakes, so you’re not shutting down.
 - Autobiographical self-expression, creativity

What is at the core of our default response to change? FEAR

How do we transform Fear?

- What stops us from making brave moves? Speaking up?
- Let your curiosity be greater than your fear.
- What else is possible

2. Status quo aikido

- Engage in a way that has a unifying energy with them
- Compassion for the opponent
- Redirecting the way it is to what could be
- With compassion and care for yourself and others
- Somatic exercise: the wave
- Three deep breaths can reduce fear
- When we navigate fear out instinctual response is to contract, to pull back, to resist.
- And this becomes a habit

3. **A.C.T. with courageous activity**

- Transform your inner critic
- It is easy to project that the creative force that made the universe is within us.
- We are infinite

And yet the fear of failure persists

We have all experienced self-doubt, inner critic.

Be kind to yourself!

A: Awareness

Noticing when the contraction of fear happens

C. Choice

What happens next is up to you

T. Target

Focus your attention

What do you want to change?

You are innately creative.

Be kind to yourself.

ACT with courageous creativity.



Photo Album

Photography by Charlie Perkins, Mayo Clinic

Pre-Conference

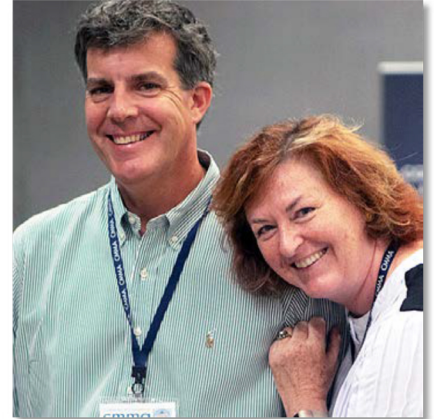


CMMA Gives Back: Second Harvest



River Cruise

The Conference









President's Dinner





Certificates of Appreciation

L to R: Bob Thomas, Bijou; Chris Ferguson, Guidebook; Jessica Ferguson, Marketing; Kristin Johnson, Speaker; Pete Pallagi, Tech Forum; Dick VanDeusen, Leadership Forum



Jeryl Mitchell and Betty Blackburn, SO Program



Dick VanDeusen, Lifetime Membership



Cynthia Hotvedt, Conference Chair
(Steve Tingley had to leave early)

Conference Planning Team
L to R: Gregg Moss, Jeff Preston, Tom Morse, Thea Ragatz, Kit Hammond, Cynthia Hotvedt



Conference Planning Team with CMMA Leadership



Brightcove, Spirit of Partnership



Dick Blackburn President's Award:
Steve Tingley (accepted by Betty Blackburn)

