



www.sfio.org

SFIO Member Webinar May 17, 2017

SF Applications

- Change management & socializing change in the organization
- Strategic planning
- Marketing and customer focus
- Innovation
- Project management
- Stakeholder consultation
- Silo alignment
- Management development
- Performance enhancement
- Branding — personal and corporate
- Coaching and mentoring



Case Example

Solution Focused Application Stakeholder Consultation Tools

*‘Helping media industry
stakeholders find what
they really want’
(from draft government policy)*

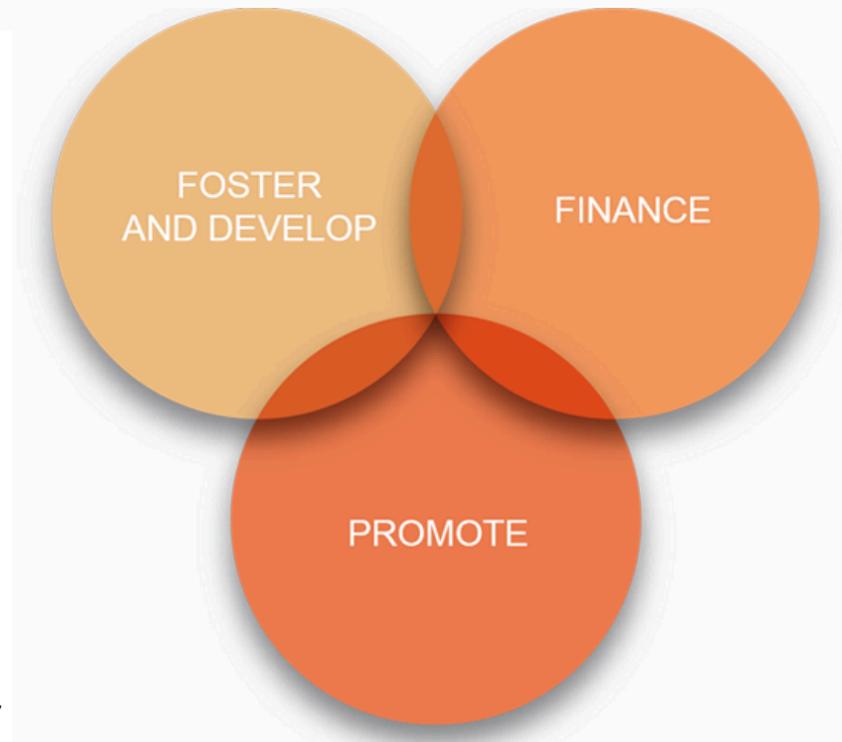
How this webinar will be useful

- Stakeholder input increasingly important
- Stakeholders often in diverse or competing positions, some grumpy!
- More likely to tell you what they *don't* like, stick to their position
- Help them notice what's working, what they want and *listen to each other*
- Let them see they have been heard
- Add value to the process

Client Mandate

The Canada Media Fund (CMF) fosters, promotes, develops and finances the production of Canadian content and relevant applications for all audiovisual media platforms.

The CMF receives financial contributions from the Government of Canada and Canada's cable, satellite and IPTV distributors.



Client Brief : Government Draft Policy Consultation

“The Canada Media Fund launched a nationwide stakeholder consultation process that included travel to 14 cities over a compressed 6-week period. This process included a wide cross-section of the television and new-media industry stakeholders in Canada with competing and conflicting agendas, and often little understanding of each other...”

Valerie Creighton, President & CEO, Canada Media Fund

14 Centres
18 Sessions



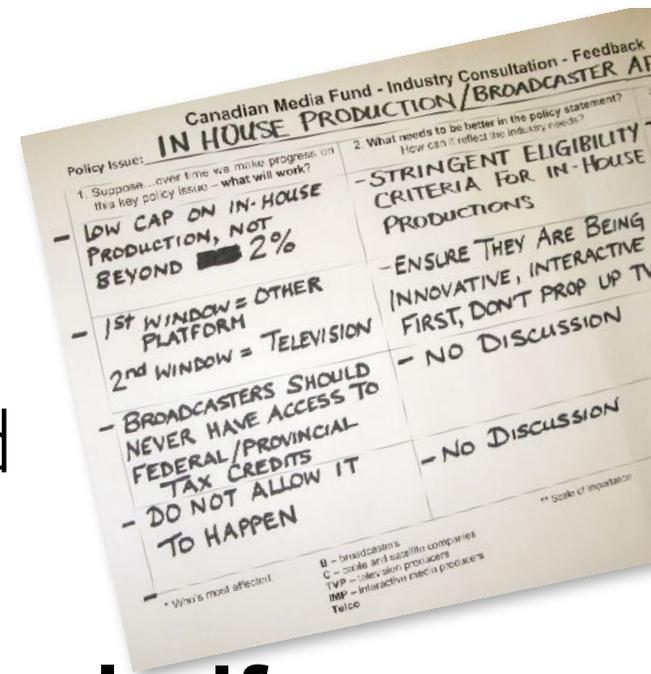
SF Stakeholder Facilitation

The Project Approach (using SF)

- **Design:** Core advisory team – staff and board
+ Pre-input interviews (every city)
 - *What's working? Better? Suppose we are successful?*
- **Sessions:** interactive, help learn more about the policy, then capture their input
- **Approach to dialogue:** value creation
 - Complex, so focus on the 30,000' future
 - Develop shared understanding / language
 - Listen to each other

Session Agenda

1. Consultation process explained
2. Discussion set-up
3. **Understanding the policy: clarify**
4. **Understanding your perspective on the policy - input**
 - Work in teams
 - Roundtable discussion
5. What you said + going forward





Discussion at Tables



- *Quality TV and interactive digital content made available on multiple platforms – it's a complex business.*
1. *What are you most pleased about your work in (region)?*
 2. *Where is your industry headed?*
 3. *What needs to get better?*
 4. *What will tell you this meeting has been a success?*

Client brief

Understanding the New Draft Policy

Purpose of this section:

Understanding and clarification

Complexity within complexity

Can it please everyone?

Decisions already made? A few. Many open for discussion. Some emergent / don't know yet

Understand the larger picture

'What does that mean?' How will that work?'

Next section: share your important perspective

13 Policy Issues

1. Program Allocations – Convergent & Experimental Streams
2. Convergent Content
3. Video on Demand
4. Audience and Return on Investment
5. Marketing and Promotion
6. Allocations by Genre – Convergent Stream
7. Documentary Production
8. Canadian Elements of CMF Projects
9. Third-Language Production
10. Broadcaster-Affiliated and In-House Broadcaster Production
11. Performance Envelopes – Eligible Entities
12. Audience Success – Emphasis on Original, First-Run, Prime-Time Programming
13. English Regional Production

Explain the approach

Understanding your Perspective on the Policy

Purpose of this section: **Your input - captured**

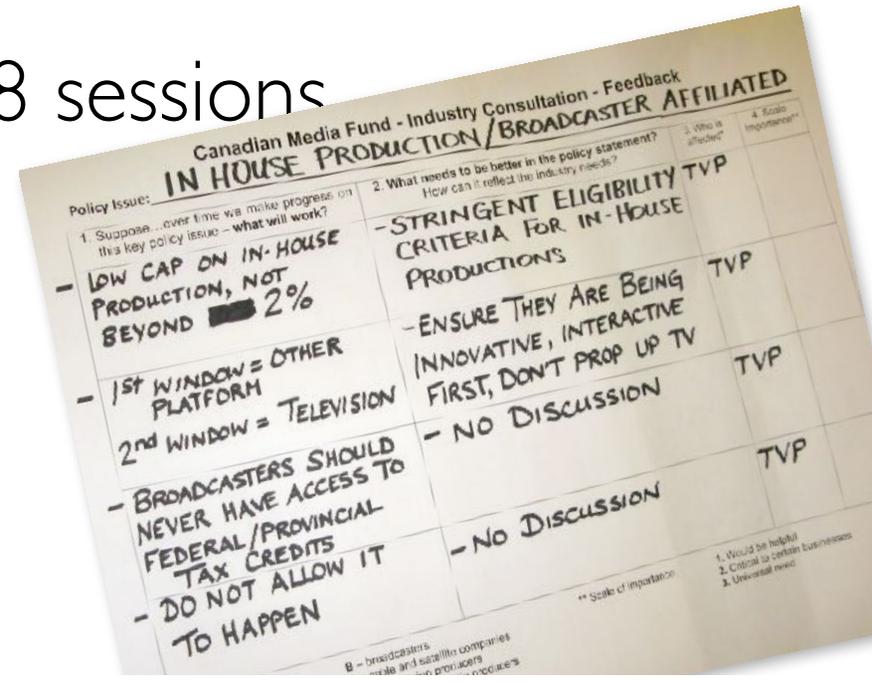
Easy to share the problem...important to **share what you want - different perspectives**

Will you get everything?

The aggregate of your ideas – 18 sessions

Idealistic and pragmatic

No bad ideas



SF Tool

Scale 1 - 10 (13 issues)

- Top 3 for discussion + What else?

1		CONVERGENT/EXPERIMENTA	
2		CON. CONT. (1)	
3		VOD	
4		AUD SUCCESS ROI 4	
5		MKTG PROMO 4	+ TERMS OF TRADE
6		GENRE (3)	TRADE
7		DOCS 2	
8		CDN ELEMENTS	
9		3rd L.	
10		Brd's IN-HOUSE 2	
11		NEW-PERF ENVELOPE	
12		ORIGINAL PRIME 1	
13		ENG REG. (5)	

ENG REG	5
AUD. SUCCESS ROI	4
MKTG PROMO	4
TERMS OF TRADE	3
DOCS	2
BROADCASTER IN-HOUSE	2

SF Tool

Feedback Flip-Chart

Canadian Media Fund - Industry Consultation - Feedback

Policy Issue: _____

1. Suppose...over time we make progress on this key policy issue – what will work?	2. What needs to be better in the policy statement? How can it reflect the industry needs?	3. Who is affected*	4. Scale Importance**

* Who's most effected:

- B – broadcasters
- C – cable and satellite companies
- TVP – television producers
- IMP – interactive media producers

** Scale of importance:

- 1. Would be helpful
- 2. Critical to certain businesses
- 3. Universal need

1. Policy issue: write name and clarify **3 minutes**

SF Tool

Key Policy Issue:
~~5-MARKETING & PROMOTION~~

1. Suppose over time we make progress on this key policy issue
 How do we see it being useful to us?

- PRODUCTION BUDGET SHOULD/ALLOWED UNDER CMF
- ~~USEFUL TO (B) IF REWARDED FOR \$ SPENT ON PROMO... MEASUREMENT REPORTING SYSTEM TBD?~~ ^{HARD TO LEVEL PLAYING FIELD}
- SOME MARKETING NEEDS ALREADY BEING MET BY CONVERGANT MEDIA DEVELOPMENT - SHOULD INCLUDE MKTG/PROMO THOUGHTS FROM BEGINNING FOR A MORE WELL THOUGHT OUT FINAL PRODUCT(S)
- ~~RELEVANCE~~ RELATIVE TO COST OF PRODUCTION OR RESULTS?

2. Suppose over time we make progress on this key policy issue
 How do we see it being useful to us?

HOW CAN THE POLICY STATEMENT BETTER REFLECT OUR NEEDS

- BROADCASTERS WANT TO MAINTAIN FLEXIBILITY IN SPENDING \$ FROM THE FUND ON TARGETED SHOWS
- PRODUCERS WANT TO SEE A MINIMUM \$ GUARANTEE FROM (B) COMING FROM CMF
- QUESTION ABOUT WHETHER OR NOT CMF SHOULD INCLUDE VERSIONING COSTS... RELEVANCE?
- IF MKTG MANDATED, MUST BE FUNDED FROM CMF
- CMF SHOULD FOCUS ON CANADIAN PROMO

Who is affected*	Scale Importance
B	2
TVP	3
All	1
TVP	3
TVP, IMP	3

2. Suppose...over time we make progress on this key policy issue – **what will be working?** - **5 minutes**
 ‘We will be making...’
 The funding has helped us...’

3. What could be better in the policy statement? How can it reflect the industry needs? **10 minutes**

4. Who’s affected – B, C, TVP, IMP, ISP, Telco **3 minutes**
 4. Scale importance – 1,2,3 **3 minutes**

No ‘right’ answers. Instead...write!

At your tables:

SF Tool



Discuss key policy issue



Capture



PRESENT:
1 Minute CNN
headline news



Roundtable

SF Tool

Roundtable Discussion



- *Suppose we are successful at implementing / leveraging the policy... what will be different/better?*

Client

Closing comments

- What we heard you saying
- How we will take your voice forward

Client Outcome / Quote

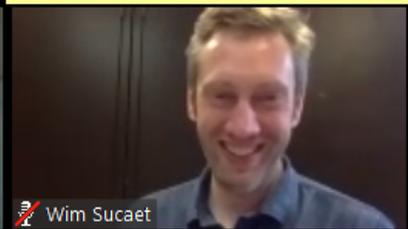
*“The Canada Media Fund launched a nationwide stakeholder consultation process in the fall of 2009 that included travel to 14 cities over a compressed 6-week period. This process included a wide cross-section of the television and new-media industry stakeholders in Canada with competing and conflicting agendas, and often little understanding of each other. Without the advice, guidance, process that was developed and the focus-group sessions led by Alan Kay, this could have been a recipe for disaster. Instead **what we have is understanding – if not always agreement – and an environment of trust and knowledge on which to move forward.**”*

Valerie Creighton, President & CEO, Canada Media Fund



Zoom Webinar Format

Speaker View

 <p>Alan Kay</p>	 <p>Andrew</p>	 <p>susanneburgstaller</p>	 <p>Richard Toker</p>	 <p>Riitta Salminen</p>
 <p>Stefan Kreil</p>	 <p>Wim Sucaet</p>	 <p>steve creffield</p>	 <p>Owen Charnley</p>	 <p>Anton Stellamans</p>
 <p>Jesper H Christiansen</p>	 <p>Kat</p>	 <p>Dusanka</p>	 <p>Marika</p>	<p>Zarine Jacob</p>
<p>Corrina Donaldson</p>		<p>johnbrooker</p>		

Mute My Audio (Alt+A)
Mute Stop Video

Invite Participants 17 Share Screen Chat 4 Record

Leave Meeting

Moderator Interacts with Participants

Zoom Group Chat

Jesper - the opportunity to refine national policy. Could look at strategy development for schools, universities, companies. This is a High Level project so this could be applied to help cascade a top down project

Kat - could be very advantageous to help in a national or global company where branches are in silos and don't communicate. SF can help break this down

From Andrew to Everyone: 07:20 PM

Jesper - working on a book around workplace appraisals and how people develop their competences and thrive in the workplace. How does this relate to mission and vision in the organisation, whatever the sector?

Jesper - connecting the top of the company with the lower ranks - can be a long way

Marika - information is filtered between layers

Andrew - opportunity coming up to look at assessing outcomes from disparate publically funded projects

Marika - what are all the stakeholders especially keen to contribute towards the common goal? What can they offer?

Kat - very important - the opportunity to offer

Thinking of your own work/projects, what aspects of SF Applications might you apply?

Andrew - I use it across the whole process from the initial meeting to the final report.

1 new message ↓

To: Everyone ▾ More ▾

Type message here...



Breakout Teams

671-999-572

You are viewing Alan Kay's screen View Options

susanneburgstal... Andrew Jesper H Chr... Alan Kay

SFIO May 17 Consultation SLIDES.pdf

Breakouts: SF Applications Discussion

- What impressed you about the use of SF in a complex multi-stakeholder consultation project?
- Thinking of this type of project - what else would you want to do with SF?
- Thinking of your own work/projects - what aspects of SF 'applications' might you apply?

27

Participants (18)

Find a participant

- Andrew (Me)
- Jesper H Christiansen
- johnbrooker
- Kat
- Owen Charnley

Unmute Me Raise Hand

Zoom Group Chat

From johnbrooker to Everyone:
Depends if they want to find a different way to progress the change

From steve creffield to Everyone:
although i have noticed that things can go much quicker when we share and understanding of what SF is and some of its guiding principles... this can be done in priming micro training sessions.

To: Everyone

Type message here...

Leave Meeting

Invite Participants Share Screen Chat Record

Breakout Sample Capture

14:26:28 Richard Toker **Notes - our breakout:**

What impressed you most?

Participants took great responsibility

Talking about what's working, what's gone well, at the beginning of the session

Giving people the chance to discuss what bothers them and then asking what do you want instead

What else would you want to do with SF?

Moving on the scale

Working even more with other tools such as agile, design thinking, etc.

Establishing a SF stance

What aspects might you apply?

More prep, especially for large groups, protracted assignments

Top level/senior level sponsorship

Avoiding getting sucked into too much info in the briefing and getting them to work!

Drawing

19:05:39 Andrew : **Notes - our breakout:** What impressed you about the use of SF in a complex multi-stakeholder

19:07:13 Andrew : Kat - The flexibility given by SF to handle a vast range of stakeholders.

19:07:50 Andrew : Jesper - the varied group of people, and everyone has interest in the available resources
budgets. Useful to be able to discuss this without a fight.



www.sfio.org