



Building a sense of community among leaders of in-house creative teams matters. That's why a crowd of more than 65 professionals working in the world of creative services came together for the InSource In-House Perspectives New York (IHPNY) event held on September 21, 2017, at GlobalEdit Headquarters (a venue with stunning New York City skyline views) located at 32 Avenue of the Americas in New York City.

People with a strong desire for face-to-face conversations among new and old friends were able to network with each other from the moment the doors opened at 6 p.m., including interacting with InSource partners Adobe Stock, Brilliant Graphics, InMotionNow, and Mohawk representatives who were on hand to offer their suggestions and expertise.

Robin Colangelo (Vice President, InSource) and Nathalie Heywood Smith (Director of Membership Engagement, InSource) extended a warm welcome to everyone who attended this event. In addition to welcoming remarks by Jeff Soriano, Vice President at GlobalEdit, about demand versus capacity issues in our work, this event featured four presentations of special interest to in-house creative professionals. Elizabeth Kiehner (Global Design Practice Director, IBM); Steven Stave (Career and Personal Coaching, Visualities); David Mowers (Executive Director of Strategy, Carbone Smolen Agency) and Paul Pierson (Managing Partner, Carbone Smolan Agency); and Maria Verastegui (Executive Creative Director, Acorda Therapeutics, Inc.) shared insights on the work of in-house creative teams in today's world.



InSource provides the following overview of four presentations:

From Design Thinking to Design Doing

Elizabeth Kiehner

(Global Design Practice Director, IBM) spoke about the evolution of design thinking leading to customer-centric transformation. She believes this is the most challenging, as well as the most promising, time for creative professionals to be in business due to fierce competition in the midst of a global landscape that includes competing disruptions, a wide range of customer preferences, and technology advances.

She made a strong case for leaders of in-house creative teams to focus on user outcomes, embrace the diversity of multidisciplinary teams, and address the ongoing need for restless reinvention.

Three key actions are required to achieve success:

- Define and innovate the customer experience.
- Operationalize the experience.
- Measure and evaluate the experience.

She presented the development and use of “As-Is” and “To-Be” process mapping, the value of the “minimum viable team” in

which four or five people work on a team, and the need to gain a 360-degree view of the customer. Her mantra in her work: “Less design thinking, more design doing.”

Beyond Managing: Engaging With Our Teams

Steven Stave (Career and Personal Coaching, Visualities) provided lessons learned in his work experience that reinforce the fundamental principles of effective leadership: “Listen and pay attention.”

He encourages leaders of in-house creative teams to help others gain confidence in their work. A key question to ask your team on an individual basis: “So what can I do to help you and support you?” After listening carefully to what team members say, the team leader can serve as their GPS and guide to help each person navigate their own way to desirable outcomes.

He believes in the importance of creating a workplace culture in which individuals learn from each other. He also has found that trust and patience are critical aspects for leadership that endure over time.

Using Design to Start an Art Movement in an Organization

David Mowers (Executive Director of Strategy) and **Paul Pierson** (Managing Partner) at Carbone Smolan Agency offered a provocative perspective to design-led initiatives:



How is this done? Love, art, and work are “the epicenter to create a movement.”

They discussed several examples of how this approach can be implemented. They made a compelling case to adopt the avant-garde mindset, which poses a challenge to something that existed before. This approach can be done by developing a manifesto that moves the work forward.

The Acorda Story: How a Culture for Creativity Changed Our Work and Our World

Maria Verastegui (Executive Creative Director, Acorda Therapeutics, Inc.) presented a case study on how her workplace has been transformed by adopting a “culture of creativity” that “fosters the making of new things and ideas.”

The longstanding mission of her company is to develop therapies for neurological disorders. But more attention was needed to help all employees throughout the organization make a personal commitment to their work that transcends words alone. Applying authorship and collaboration as “a culture catalyst” made a huge difference. For example, the decision was made to “welcome all ideas” and to “discuss ideas, not kill them.”

She described how the emergence of the Integrated Creative Organizational Resource (ICOR) within her company was a beacon for others. Leading in a culture of creativity means leading with compassion and empathy for their customers, namely, those with neurological disorders. This approach requires authenticity (“be real”), transparency (“define the strategy” and operationalize the feeling), and bravery (“being real requires bravery” and may require one to stand alone before widespread acceptance and implementation).

She has witnessed the power of Maya Angelou’s quote when applied in the workplace: “I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”



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Question and Answer Session Featuring All Presenters

Nathalie Heywood Smith facilitated a brief follow-up panel discussion to respond to reactions to their presentations.

Most of the questions and comments related to leadership, the need for constant communication, using love and passion in one's work, making a solid business case, the need to be committed and accountable for one's work, and the value of "living in one's truth."

Closing words of wisdom:

- Remember to say "Thank you."
- Listen.
- Do what brings people together.
- Be multidisciplinary.
- Be present.

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