

on HomeAway's strategy. The resulting cartoonlike image, which serves as the meeting's minutes, hangs framed at the company's headquarters.

At Turner Broadcasting System Inc. in Atlanta, a strategy-development team recently drew tree branches and placed sticky notes on the branches to explore ways to extend the Turner Classic Movies brand, says Jennifer Dorian, a senior vice president.

The exercise yielded more than 200 promising ideas, some of which are in development, says Amy Zehfuss, vice president of network strategy for the Time Warner Inc. unit. "Seeing all the stickies on the tree is a really powerful visual," she says.

Even PowerPoint software developers do their share of doodling.

Jeffrey Murray, principal test manager for the Microsoft Corp. unit, says his team often starts with whiteboard sketches and cartoonlike storyboards when considering new product features.

Sketches help "get everyone on the same page and can convey the emotion and experience of the user," he says. Eventually, the images are transferred to PowerPoint decks, he says. Inevitably, developers sketch and scribble over the deck's whiteboard projections.

Questions for Discussion

1. Under what conditions might sketching and/or doodling

contribute to effective communication in organizations?

2. When may sketching and/or doodling detract from effective communication in organizations?
3. Why might some people need training in the use of sketching and doodling to facilitate effective communication?
4. Why might people differ in terms of the extent to which they want to use sketching and/or doodling to communicate in the workplace?

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