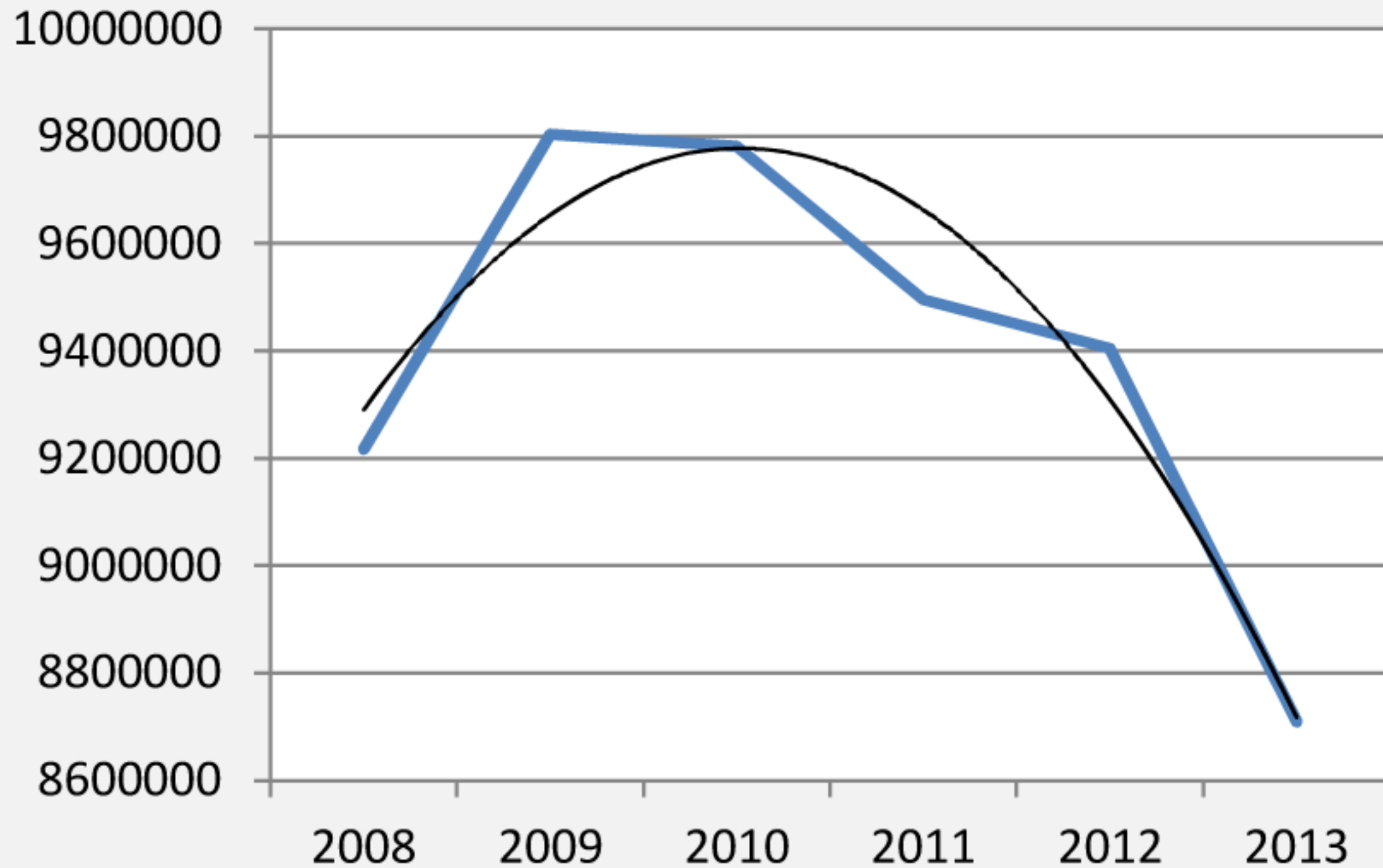


WE CAN'T LOSE SIGHT OF  
THE BIG PICTURE

# WHILE THIS IS GOING ON...



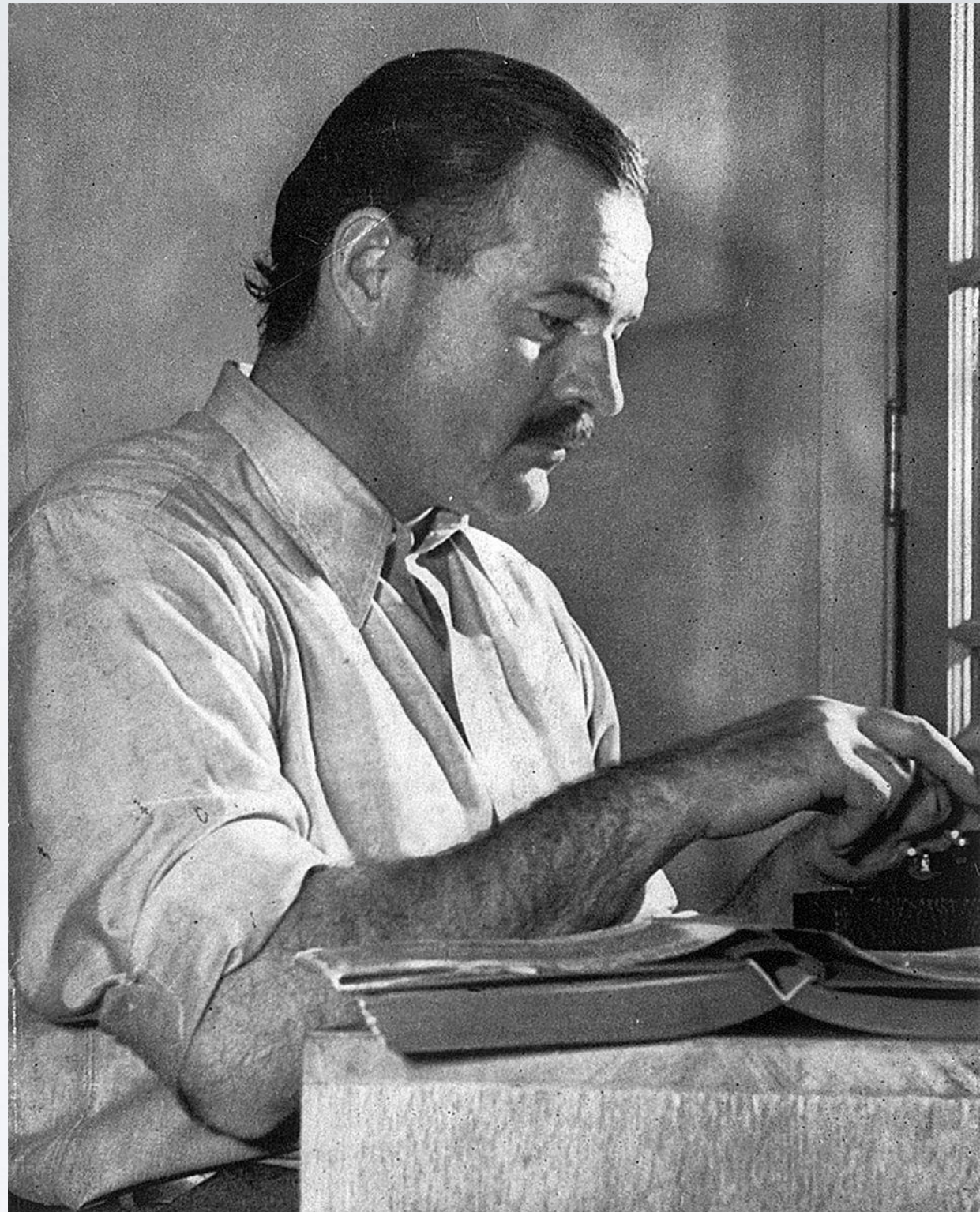
# THIS IS GOING ON...





**“How did you go bankrupt?”  
Two ways.  
Gradually, then  
suddenly.”**

— [Ernest Hemingway](#), [\*The Sun Also Rises\*](#)



# WE'RE PAST THE TIPPING POINT

There's no turning back...







**CHANGE**



"The best way to predict the future is to invent it."

—Alan Kay

# SMALL TEAM APPROACH TO INNOVATION

- People before ideas
- Match people with skills and interests
- Teams are temporary, fluid, vary in size and purpose



“The people you choose must (a) make you think smarter and (b) put lots of solutions on the table in a short amount of time. I don’t care who it is, the janitor or the intern or one of your most trusted lieutenants: If they can help you...they should be at the table.”

—Andrew Stanton, Pixar

# SMALL TEAM APPROACH TO INNOVATION

- Ideas are not singular
- Critiques must focus on the idea, not the person
- Be prepared to pivot quickly and adapt
- Learn from mistakes, keep moving forward and do not fear failure!



- Leaders: Don't drive the train, lay the track.
- Re-think attitude toward risk.





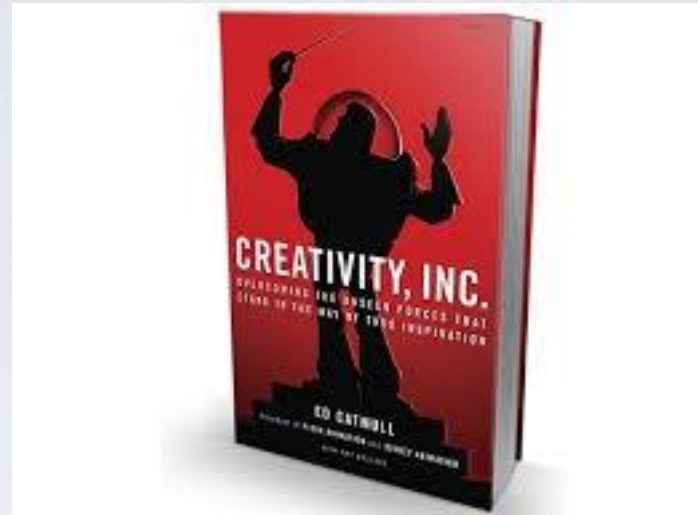
- Ask the right questions
  - NO: “How do we prevent our people from screwing up?”
  - YES: “How do we enable our people to solve problems?”



- Don't get trapped in comfort zone.
- Leads to stagnation
- Risk of being blindsided and made irrelevant
- The “old way” of doing things is simply not good enough anymore

Change is  
inevitable





“To ensure quality, then, excellence must be an earned word, attributed by others to us, not proclaimed by us about ourselves”

-Ed Catmull, president of Walt Disney Animation Studios and Pixar Animation Studios.



# THANK YOU

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