Subject: Making the creative product great is the goal

Dear ………..,

*‘Creativity Inc is a book about how to build and sustain a creative* *culture’*. Pixar co-founder and president Ed Catmull also strongly believes that *‘An expression of ideas makes the best in us possible’.* Here are a series of advice based on decades of experience in one of the most creative environments, Disney animations.

When looking to hire people, give their potential to grow more weight than their current skill level. What they will be capable of tomorrow is more important than what they can do today. Give a good idea to a mediocre team, and they will screw it up. Give a mediocre idea to a great team, and they will either fix it or come up with something better. Always try to hire people who are smarter than you. Always take a chance on better, even if it seems like a potential threat.

If there are people in your organization who feel they are not free to suggest ideas, you lose. Do not discount ideas from unexpected sources. Inspiration can, and does, come from anywhere. It isn’t enough merely to be open to ideas from others. Engaging the collective brainpower of the people you work with is an active, ongoing process. As a manager, you must coax ideas out of your staff and constantly push them to contribute.

If there is fear in an organization, there is a reason for it. The job of a creative leader is to find what’s causing fear, to understand where it comes from and then try to root it out.

In general, people are hesitant to say things that might rock the boat. Brainstorm meetings, kitchen and creative review meetings, rehearsal meetings and postmortems meetings, are all efforts to reinforce the idea that it is okay to express yourself. All are mechanisms of self-assessment that seek to uncover what’s real. If there is more truth in the hallways than in meetings, you have a problem.

Careful “messaging” to downplay problems makes you appear to be lying, deluded, ignorant, or uncaring. Sharing problems is an act of inclusion that makes employees feel invested in the larger enterprise.

The first conclusions we draw from your successes and failures are typically wrong. Measuring the outcome without evaluating the process is deceiving. Do not fall for the illusion that by preventing errors, you won’t have errors to fix. The truth is, that the cost of preventing errors is often far greater than the cost of fixing them.

Change and uncertainty are part of life. Our job is not to resist them but to build the capability to recover when unexpected events occur. If you don’t always try to uncover what is unseen and understand its nature, you will be ill prepared to lead. Similarly, it is not the creative leader’s job to prevent risks. It is the leader’s job to make it safe to take risks. Failure isn’t a necessary evil. In fact, it isn’t evil at all. It is a necessary consequence of doing something new.

Trust doesn’t mean that you trust that someone won’t screw up – it means you trust them even when they do screw up. The people ultimately responsible for implementing a plan must be empowered to make decisions when things go wrong, even before getting approval. Finding and fixing problems is everybody’s job. Anyone should be able to stop the production line. The desire for everything to run smoothly is a false goal – it leads to measuring people by the mistakes they make rather than by their ability to solve problems.

Imposing limits can encourage a creative response. Excellent work can emerge from uncomfortable or seemingly untenable circumstances.

The healthiest organizations are made up of departments whose agendas differ but whose goals are interdependent. If one agenda wins, we all lose.

Our job as leaders in creative environments is to protect new ideas from those who don’t understand that for greatness to emerge, there must be phases of not-so-greatness. Protect the future, not the past.

Listen to the conversation in the *Podcas*t, study the *Mindmap* and the *Actions for Impact*, then read the *Summary* for in depth knowledge about creating a sustainable creative environment in your company.

<https://globalreadingclub.com/books/creativity-inc>

Enjoy listen and reading.

(Your name)

P.S. Attached is the Newsletter, covering the book *Creativity Inc.*