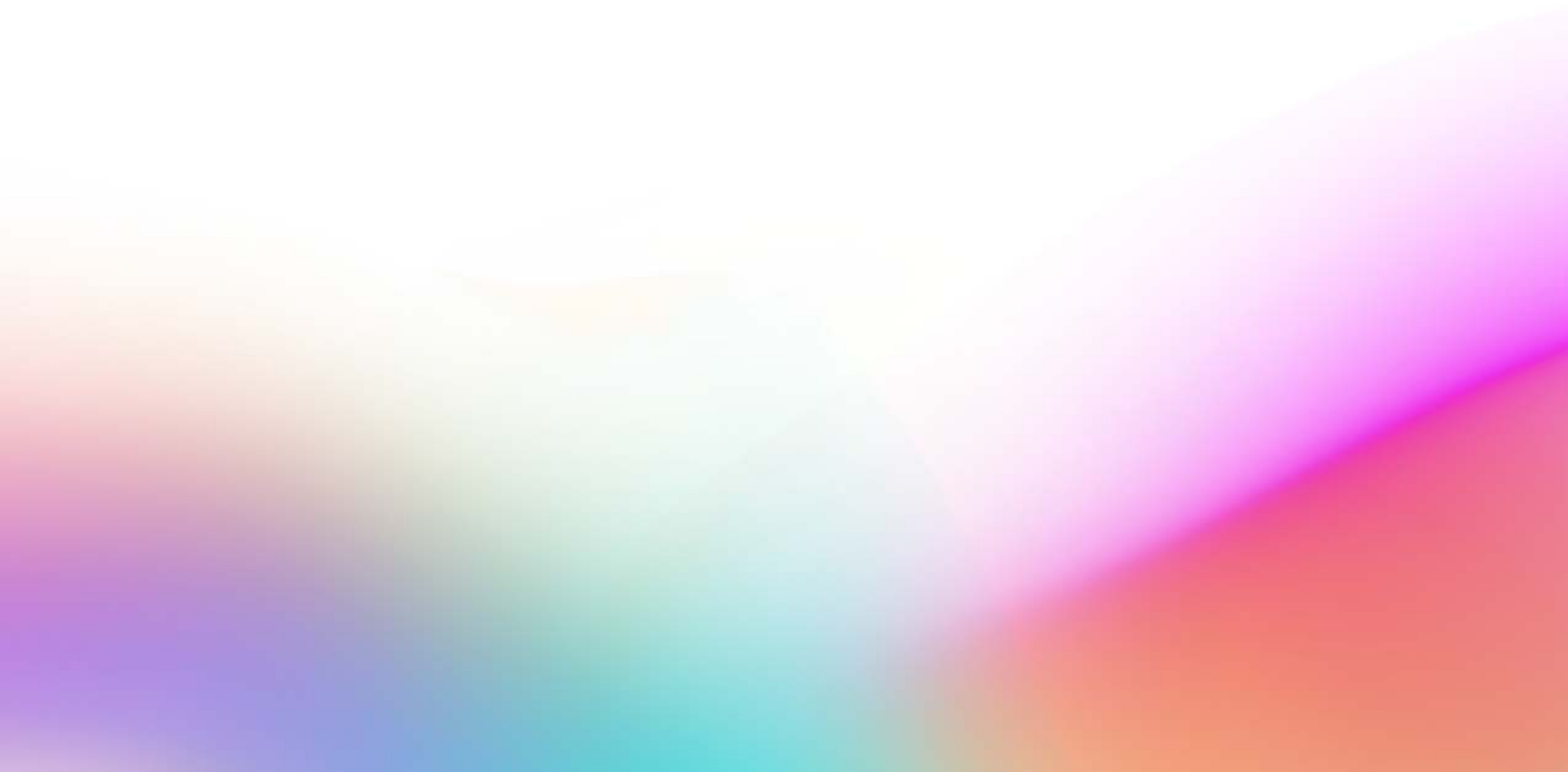


Disney INSTITUTE —

LEADING CREATIVITY IN BUSINESS

PARTICIPANT GUIDE



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LCB MD DLR PG 012225

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- The Walt Disney Company Innovation Timeline
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THE CREATIVITY AND INNOVATION FRAMEWORK

- Apply the components of The Creativity and Innovation Framework to identify opportunities, generate ideas, and make business decisions.
- Leaders take time to clearly identify their own business challenges and opportunities.
- Leaders must monitor and balance the What If? and Yes, if...
- Innovative ideas come from intentional leadership.

STAR WARS: GALAXY'S EDGE

- Create an action plan relevant to my role and business needs.
- Great plans account for potential redirects.
- Understand how the components of The Creativity and Innovation Framework can help to identify, ideate, decide, refine, implement, and evaluate against a new business solution.

FESTIVALS AT DISNEY CALIFORNIA ADVENTURE PARK

Create an action plan relevant to my role and business needs.

- Great plans account for potential redirects.
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DISNEYLAND AFTER DARK

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DISNEY VACATION CLUB

Define creativity and innovation and articulate components needed to activate it.

- Creativity and innovation are not the same thing.
- Creativity does not belong to only creative teams or roles.
- There are specific cultural values, business principles, and leadership skills that can elevate creativity and innovation within an organization.

ACTION PLANNING

Apply the components of The Creativity and Innovation Framework to identify opportunities, generate ideas, and make business decisions.

- Leaders take time to clearly identify their own business challenges and opportunities.
- Leaders must monitor and balance the What If? and Yes, if...
- Innovative ideas come from intentional leadership.

IDEATION TOOLKIT

Create an action plan relevant to my role and business needs.

- Great plans account for potential redirects.
- Understand how the components of The Creativity and Innovation Framework can help to identify, ideate, decide, refine, implement, and evaluate against a new business solution.

APPENDIX

Create an action plan relevant to my role and business needs.

- Great plans account for potential redirects.
- Understand how the components of The Creativity and Innovation Framework can help to identify, ideate, decide, refine, implement, and evaluate against a new business solution.

LEARNING OBJECTIVES



PROGRAM OBJECTIVE:

After completing this program, Participants should be able to:

- Apply the key takeaways around creativity and innovation to their own organizations by completing experiential, verbal, and written instructor-led activities; discussing and challenging concepts with peers and facilitators; participating in field studies; interacting with Guest speakers; and assessing current organizational state through independent and shared adaptation sessions.

PROGRAM INTRODUCTION:

After completing this program, participants should be able to: Leaders take time to clearly identify their own business challenges and opportunities.

- Explain the thesis of Leading Creativity in Business.
- Define and articulate the difference between creativity and innovation, and the role each play in organizational success.

THE CREATIVITY AND INNOVATION FRAMEWORK

After completing this module, participants should be able to:

- Explain the components of The Creativity and Innovation Framework.
- Define a *What if?* Mindset and identify the cultural values found in a *What if?* Mindset that cultivate a creative culture.
- Identify how well they and their teams practice a *What if?* Mindset.
- Define a *Yes, if...* Sensibility and identify the business principles found in a *Yes, if...* Sensibility that assist organizations in making creative and commercially sound decisions.
- Identify how well they and their teams practice a *Yes, if...* Sensibility.
- Define Leadership Orchestration and identify the leadership skills that are demonstrated in Leadership Orchestration to drive teams toward creativity and innovation.
- Identify how well they and their team demonstrate Leadership Orchestration skills.

STAR WARS: GALAXY'S EDGE

After completing this module, participants should be able to:

- Explain the role of leaders in guiding their teams through creative and innovative processes.
- Explain the importance of collaboration in building creative teams.
- Explain how creating a clear box empowers teams to ideate successfully around a specific goal.
- Define their own parameters to create a clear box for ideation.
- Define the different perspectives they need for a project.
- Explain how business needs and economic reality filter creative ideas.
- Explain how leaders can bring in new team members to operationalize creative ideas by activating the Leadership Orchestration leadership skills.
- Identify the four environments of The Creativity and Innovation Framework.
- Define which environment their teams are in and how to move from one environment to another.
- Explain the Cycle of Innovation.
- Identify how they can move beyond the expectations of standard business practices in their own organization.

FESTIVALS AT DISNEY CALIFORNIA ADVENTURE® PARK

After completing this module, participants should be able to:

- Explain how adapting best practices can lead to innovation.
- Explain the importance of revisiting business challenges and opportunities based on changing business needs and realities.
- Explain the role diversity of perspectives plays in enhancing the quality of ideas.
- Explain how key commercial information can empower employees to ideate successfully.
- Explain how feedback assists the advancement and refinement of ideas.
- Explain how allowing employees to advocate for their ideas increases successful implementation of ideas.
- Explain how leaders can activate Leadership Orchestration leadership skills to align teams around a decision.
- Use a tool to identify opportunities they should ideate around.

DISNEYLAND AFTER DARK

After completing this module, participants should be able to:

- Explain how to increase diverse perspectives in a brainstorm session.
- Explain how to reduce negative tension and fuel positive creative tension during ideation.
- Identify rules that can be applied to brainstorm sessions to enhance ideation.
- Explain how stimuli can impact the success of brainstorming.
- Explain how filtering ideas through customer and employee expectations, business impact, and other considerations leads to successful decisions.

DISNEYLAND AFTER DARK

After completing this module, participants should be able to:

- Explain how risk-taking can benefit an organization in uncertain times.
- Explain the importance of preparing to align stakeholders.
- Identify who their stakeholders may be and how to align them around an idea.
- Explain the role communication plays in helping teams activate decisions.
- Explain how resilience assists teams in asking Can We/Should We questions to determine if ideas should move forward.
- Develop a pitch to share and gain consensus around an idea.

ACTION PLANNING

After completing this module, participants should be able to:

- Develop a business challenge implementation plan.
- Develop a Leadership Orchestration skills action plan.

KEY TAKEAWAYS ✨



A MAIN MESSAGE THAT SUMMARIZES THE WALT DISNEY COMPANY BEST PRACTICES THAT CAN BE APPLIED ACROSS INDUSTRY AND GEOGRAPHY.

PROGRAM THESIS:

- Leaders can ignite creativity in their people to innovate around challenges and take advantage of new opportunities.

INTRODUCTION

- Creativity and innovation are necessary skills that organizations should prioritize.
- Leading creativity in business is the blending of cultural values, business principles, and leadership skills.

STAR WARS: GALAXY'S EDGE

- Creativity and innovation are the product of intentional leadership.
- Collaboration built on a foundation of trust is essential to a creative environment.
- Creativity thrives when individuals and teams are empowered to ideate without constraints.
- Business value and economic reality are important filters for creative ideas.
- Leaders must be actively engaged throughout the duration of a project to fill knowledge gaps and encourage meaningful risk-taking.

FESTIVALS AT DISNEY CALIFORNIA ADVENTURE® PARK

- Successful innovation can come from creatively adapting best practices.
- Cultivating a diversity of perspectives can increase the quality and feasibility of new ideas.

DISNEYLAND AFTER DARK

- Successful brainstorming is carefully orchestrated to maximize the potential for creative contribution.
- Filtering ideas is a necessary process during decision making moments.

DISNEY VACATION CLUB

- In times of adversity, courage and clarity are required to take risks and ideate creative solutions.
- Thorough preparation is essential when aligning stakeholders.
- Fostering resiliency makes it easier for people to embrace change.

INTRODUCTION★

COMMON QUESTION: How can I lead others and myself to think differently?

THESIS:

Leaders can ignite creativity in their people to innovate around challenges and take advantage of new opportunities.



Innovation has emerged as a critical necessity for many organizations. In today's business climate, change and disruption is happening at a pace and scale rarely seen before, and with disruption comes uncertainty. Many traditional business models are being challenged, and innovation is necessary to react to these challenges and find new opportunities.

While innovation is important, reason many organizations struggle with being innovative is because they struggle with being creative. Creativity within a culture can lead to an organization that is willing to question the status quo and find new opportunities or try new ways of working.

IGNITING CREATIVITY in your organization will lead to the innovation needed to succeed in uncertain times. As you think about the role creativity currently plays in your team or organization, ask yourself:

- What are your experiences with creativity?
- Can you learn to be creative?

NOTES ✨

SPARKS OF INSPIRATION:

CREATIVITY AND INNOVATION

BY DEFINITION ✨



KEY TAKEAWAY: Creativity and innovation are necessary skills that organizations should prioritize.

Around the world, leaders are understanding the role they play in activating creativity and innovation within their teams.

CREATIVITY IS NOT JUST FOR ARTISTIC PURSUITS.

CREATIVITY IS THE ABILITY TO GENERATE MANY IDEAS.

Every organization has the ability to be creative, because every organization has the ability to generate ideas.

INNOVATION TAKES IDEAS AND MAKES THEM ACTIONABLE.

INNOVATION IS THE DEVELOPMENT OF IDEAS INTO VIABLE SOLUTIONS WITH DEMONSTRATED BENEFITS.

Leaders who are skilled at creative thinking are better equipped to:

- Solve business challenges.
- React to disruption.
- Discover new opportunities.
- Achieve better business results.

While creativity and innovation are two different concepts, together they help teams solve business challenges and take advantage of new opportunities.

THE CREATIVITY AND INNOVATION FRAMEWORK[★]



KEY TAKEAWAY: Leading creativity in business is the blending of cultural values, business principles, and leadership skills.

While creativity and innovation are essential for success, there is no one definitive process for enacting creativity and innovation.

Organizational creativity consistently changes based on external and internal influences, and this fluidity can be both exciting and challenging. However, there are three components we see consistently coming together at The Walt Disney Company that allow us to activate creativity and innovation in our culture:

- A set of cultural values
- Business principles
- Leadership skills

Together, these components create The Creativity and Innovation Framework.



CREATIVE CULTURE WITH

WHAT IF? MINDSET ✨



THE CULTURAL VALUES THAT SUPPORT THE BELIEF THAT IDEAS COME FROM UNEXPECTED PLACES AND THE COLLECTIVE CONTRIBUTIONS OF ALL INVOLVED.



What if? Mindset
Visually represented by:
Blue orb

The question **“WHAT, IF?”** invokes possibility. Having a mindset that is open to possibility is essential to a creative culture.

Creativity requires time and energy, and is rarely successful when practiced in a vacuum. Informed perspective and teamwork allows creativity to flourish as people work together and build on each other’s ideas.

This component of The Creativity and Innovation Framework consists of values that ignite creativity within a culture, such as:

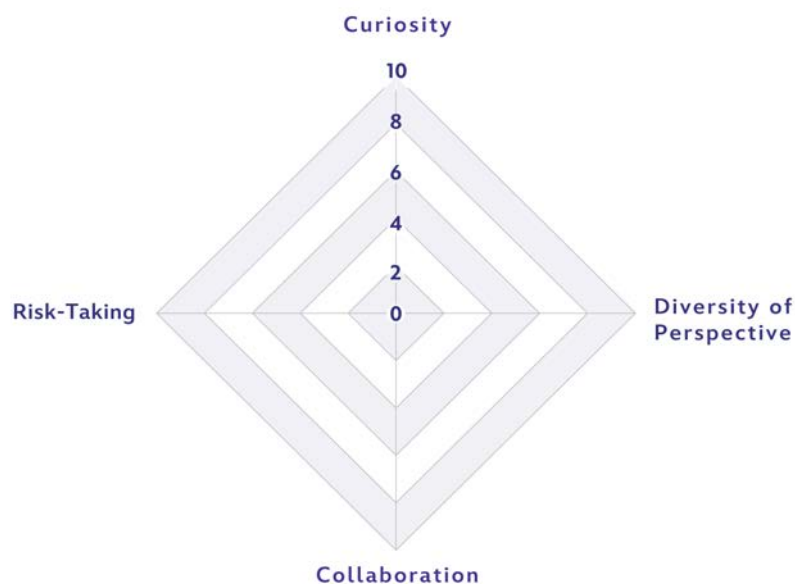
- Curiosity
- Diversity of Perspective
- Collaboration
- Risk-taking

While there are many values that can help your team practice creativity, these four values have consistently been demonstrated in successfully creative teams within The Walt Disney Company.

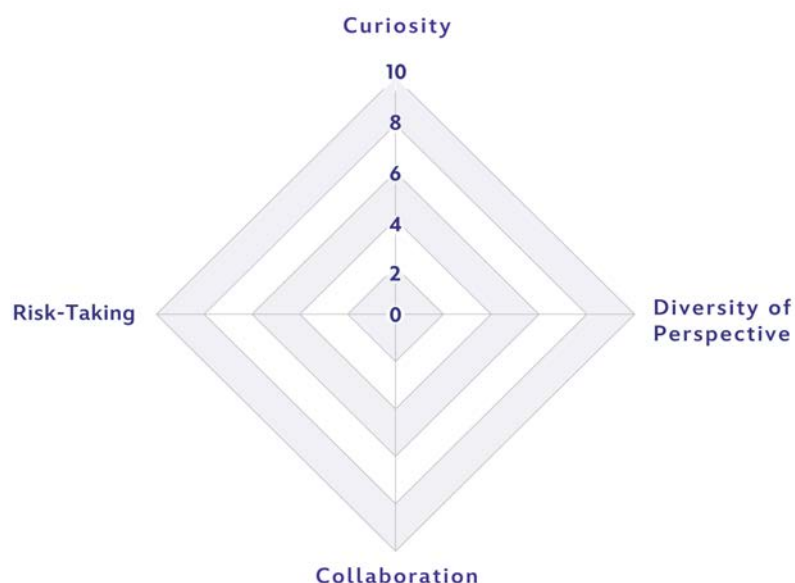
WHAT IF? MINDSET ASSESSMENT TOOL

Think about the What If? Mindset cultural values. Rate yourself and your team by bolding the corresponding line for each factor using the scale guide of 1 to 10, 1 being a factor my team does not have to 10 being a factor that is exceptionally strong.

YOURSELF



YOUR TEAM



CURIOSITY

The proactive practice of learning new things and the recognition of the importance this has on creativity and innovation.

- Role model a growth mindset
- Seek out new things to discover
- Ask “What if?”

DIVERSITY OF PERSPECTIVE

The intentional inclusion of a variety of points of view.

- Invite diverse perspectives
- Allow freedom of expression

COLLABORATION

The belief that working together leads to better outcomes.

- Assemble a diverse team
- Utilize intentional brainstorming
- Communicate effectively
- Share responsibility

RISK-TAKING

Trying and supporting new things with unknown consequences.

- Embrace uncertainty and risk
- Give permission to fail and learn
- Make bold decisions
- Foster resilience

COMMERCIAL UNDERSTANDING WITH

YES, IF... SENSIBILITY ✨

BUSINESS PRINCIPLES THAT THOUGHTFULLY APPLY FILTERS AND DECISION-MAKING APPROACHES ON AN IDEA TO ELEVATE IT FROM THEORETICAL TO ACHIEVABLE.



Yes, If... Sensibility
Visually represented by:
Red orb

This component of The Creativity and Innovation Framework consists of business principles that can help teams think about creative ideas through the lens of organizational needs or goals.

Three principles present in a **YES, IF... SENSIBILITY** are:

- Business Impact
- Resource Allocation
- Measurement and Metrics

Some may assume the needs of a business could slow the progress of creative ideas, or limit new idea development. Untried ideas may be seen as “too risky” or too costly without knowing when the return on investment is unknown.

Instead, business principles can serve as criteria for whether a new idea is something an organization should pursue. These principles can help teams understand if a creative idea will meet business expectations or generate desired results.

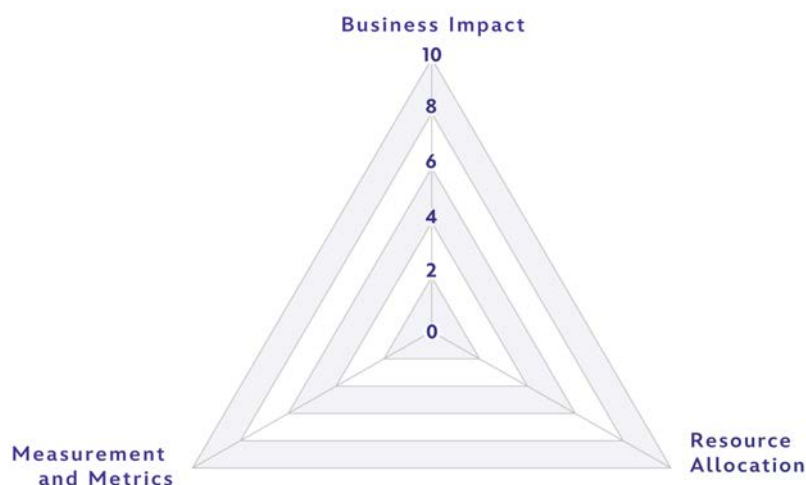
We call this *Yes, if... Sensibility* because when an organization is open to new ideas and is willing to understand them within the context of their business, they can successfully move creative ideas forward.



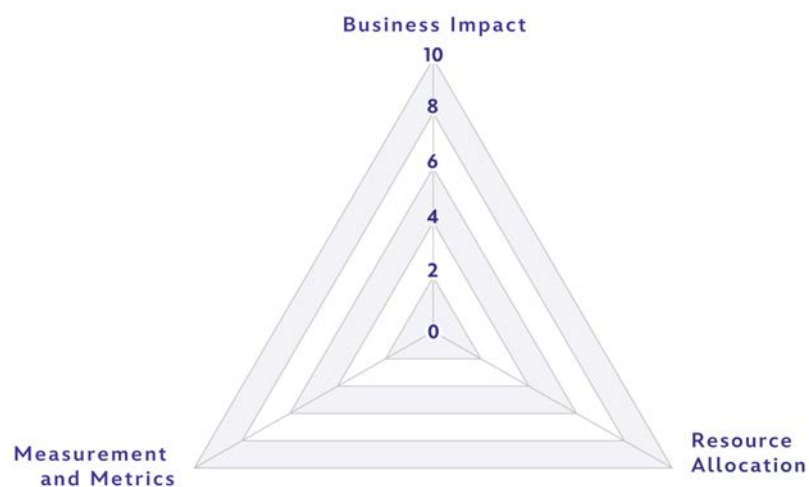
YES, IF... SENSIBILITY ASSESSMENT TOOL

Think about the Yes, If... Sensibility business principles. Rate yourself and your team by bolding the corresponding line for each factor using the scale guide of 1 to 10, 1 being a factor my team does not have to 10 being a factor that is exceptionally strong.

YOURSELF



YOUR TEAM



BUSINESS IMPACT

A deep understanding of the creative opportunity and what is possible within an organization.

- Research the opportunity
- Communicate
- Define the guardrails
- Build a business plan

RESOURCE ALLOCATION

A strategic prioritization of the people, money, time, and other aspects needed to innovate.

- Plan the implementation
- Incubate the idea
- Pilot the idea
- Monitor for the right level of investment by stakeholders

MEASUREMENT AND METRICS

Data that identifies the degree to which innovation has achieved desired results.

- Identify the Key Performance Indicators (KPIs)
- Continuously improve

CREATING STRONG TEAMS WITH

LEADERSHIP ORCHESTRATION ✨



THE BLENDING OF THE ELEMENTS OF *WHAT IF?* MINDSET AND *YES, IF...* SENSIBILITY WITHIN TEAMS AND ORGANIZATIONS TO MOVE IDEAS THROUGH A PROCESS.



Leadership Orchestration

Visually represented by:
yellow swirls

Leaders must guide their teams to develop creative and innovative ideas, as well as the business that will advance those ideas through structures and processes. **LEADERSHIP ORCHESTRATION** consists of the skills leaders must employ to move their teams and businesses. It also requires an understanding of how to use those skills in various situations.

By practicing leadership skills and when to utilize them, leaders can direct their teams toward common goals and desired outcomes.

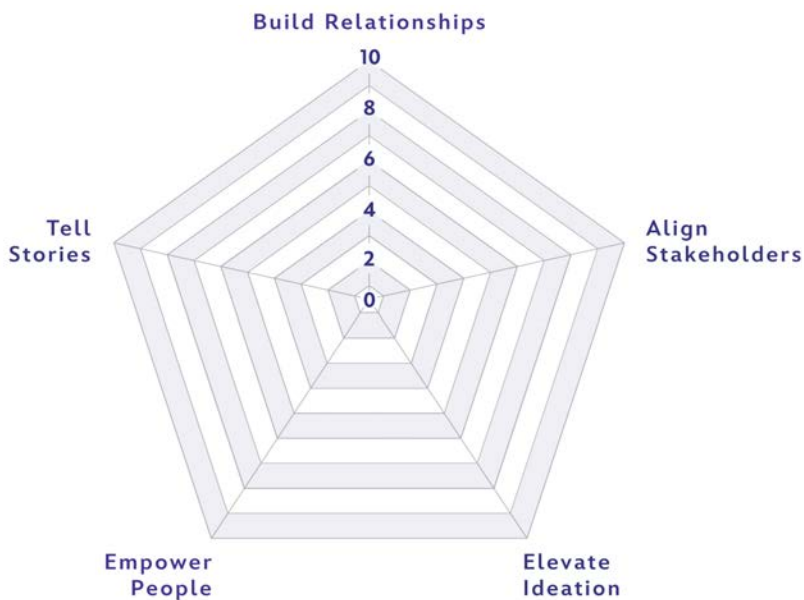
There are many leadership skills that can assist leaders as they encourage creativity and drive their teams to innovate. Five that we commonly observe are:

- Tell Stories
- Build relationships
- Align Stakeholders
- Elevate Ideation
- Empower People

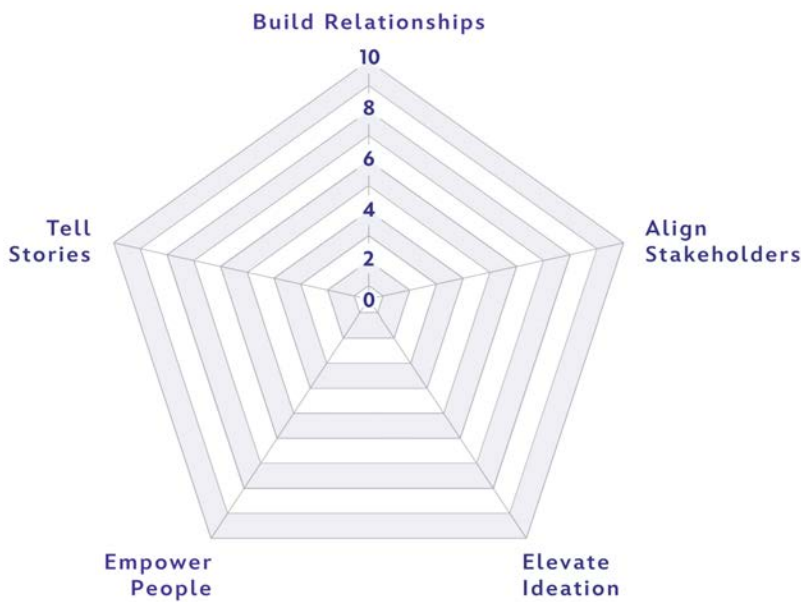
LEADERSHIP ORCHESTRATION ASSESSMENT TOOL

Think about the Leadership Orchestration leadership skills. Rate yourself and your team by bolding the corresponding line for each factor using the scale guide of 1 to 10, 1 being a factor I currently do not have and 10 being a factor I do exceptionally well.

YOURSELF



YOUR TEAM



TELL STORIES

Communicating new ideas in a compelling way.

- Develop clear narratives
- Infuse emotion
- Reinforce brand values

BUILD RELATIONSHIPS

The cultivation of a shared connection.

- Practice empathy
- Strengthen communication
- Bolster mutually beneficial partnerships.

ALIGN STAKEHOLDERS

Gaining consensus among individuals.

- Craft a vision
- Establish credibility
- Socialize for feedback and support

ELEVATE IDEATION

Creating an environment where people can achieve high-quality results.

- Know the discipline
- Coach and develop
- Infuse fun

EMPOWER PEOPLE

Providing teams with the space to develop ideas free from constraints.

- Cultivate trust
- Calibrate when to provide feedback

NOTES ✨

SPARKS OF INSPIRATION:

THE CREATIVITY AND INNOVATION FRAMEWORK

REFLECT ✨

Compare the **WHAT IF? MINDSET** assessment for yourself and your team. What strengths does your team have that you need to improve? What strengths do you have that your team could benefit from?

Compare the **YES, IF... SENSIBILITY** assessment for yourself and your team. What strengths does your team have that you need to improve? What strengths do you have that your team could benefit from?

Compare the **LEADERSHIP ORCHESTRATION** assessment for yourself and your team. What strengths does your team have that you need to improve? What strengths do you have that your team could benefit from?

STAR WARS: GALAXY'S EDGE ✦



AN OPPORTUNITY COMES FROM

A GALAXY FAR, FAR AWAY ✨



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In December of 2012, The Walt Disney Company acquired Lucasfilm LTD, thus securing the rights to the entirety of the *Star Wars* franchise. This marked the start of what would become an exciting business opportunity for both The Walt Disney Company and Lucasfilm.

Earlier that same year, *Cars Land* successfully opened at *Disney California Adventure*® Park. This pivotal moment allowed Disney parks Guests to step into Radiator Springs, an identical replica to the one featured in the film. This land became one of the first in a theme park to feature Disney intellectual property in a highly detailed and immersive way.

The acquisition of Lucasfilm and the success of *Cars Land* generated a new level of excitement among the teams at Walt Disney Imagineering and Disney Parks and Resorts. How could the *Star Wars* intellectual property be brought into the theme parks in a new, refreshing way that would feel genuine to the world of *Star Wars*, while also fulfilling the needs of Disney park Guests?



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KEY TAKEAWAY: Creativity and innovation are the product of intentional leadership.

New business opportunities can be exciting for an organization, and teams may be encouraged to come up with big, imaginative ideas. Questions that ask, “What if?” thrive during this time of opportunity but can quickly lose sight of what is important. Teams focused on the *Yes, if...* business principles may have trouble identifying important data and filters for a project without a vision. Without a leader actively engaged, an opportunity may be at risk of diversion or distraction.

Leaders who are strategically focused on aligning teams can ensure the *What if?* Mindset and the *Yes, if...* Sensibility unite to drive creative business innovation. To bring *Star Wars* to the Disney parks, Scott Trowbridge, Portfolio Executive Creative Director at Walt Disney Imagineering, was assigned to drive the project forward.



ENVIRONMENT A

Teams at Walt Disney Imagineering and Disney Parks and Resorts had passion for the possibilities that the *Star Wars* intellectual property could bring to our Guests. There was a strong desire to be creative, but without a project leader assigned, no movement could be made to drive the work forward.

LEADERSHIP TIPS

WHAT IF? QUESTIONS CAN SOUND LIKE...

- What if our team could re-energize an established business?
- What if the organization could launch a new product that addresses and adapts to shifting consumer wants?
- What if we could elevate the customer and employee experience in a fun and new way?
- What if the team could lead change in your organization?

NOTES:



Assigning a leader to a project is not enough to enable creative ideation. Teams need to know they have permission to create something different.

Building this new, exciting land in the Disney parks would take a team of more than four thousand individuals to accomplish. A vision was created to ensure all Cast Members and Imagineers could understand and align with. Bob Iger gave Walt Disney Imagineering one simple direction.

“BE AMBITIOUS!”

With the vision communicated and direction set, the next step was deciding who would be on the project team.

Individuals on the project team were selected for more than their skills and knowledge. Each person shared a deep, genuine love for the characters and storytelling style of the *Star Wars* universe.

Many team members grew up watching *Star Wars* movies and, at some point in their life, had asked a friend, parent, or loved one, “Hey, do you wanna play *Star Wars*?” This question became a mantra throughout the development process. It reflected the idea of creating a place where anyone could live their *Star Wars* story.

HEY, DO YOU WANNA PLAY STAR WARS?



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LEADERSHIP TIPS

TO BE AN INTENTIONAL LEADER, YOU SHOULD...

- Give people permission to be bold and think creatively.
- Empower teams to be curious about the unknown and encourage people to ask “What if?”
- Assemble a team of individuals that have both complementary skills and a passion for the purpose of a project.

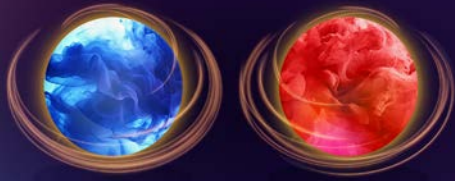
NOTES:

WHAT IF? MINDSET THROUGH

DIVERSE PERSPECTIVES ✨



KEY TAKEAWAY: Collaboration built on a foundation of trust is essential to a creative environment.



ENVIRONMENT B

Once a project leader was assigned and individuals were designated to work on *Star Wars: Galaxy's Edge*, teams at Walt Disney Imagineering and Disney Experiences could begin to focus on their specific roles. Walt Disney Imagineering entered a stage of blue-sky brainstorming. Operations teams within Disney Experiences identified possible revenue potential, feasibility of the project, and other important costs.

Within the Creativity and Innovation Framework, a team or individual may find themselves fluctuating between one Environment and another based on the involvement of the leadership and the stage of the project. Environment B is pivotal to any project work, as this is a time where important guardrails and specific opportunities are identified and put in place for intentional ideation.

Once the initial opportunity had been identified, partners were brought onto the project to ensure the most authentic *Star Wars* story would be represented, including Lucasfilm and Industrial Light and Magic.

Lucasfilm and Walt Disney Imagineering have unique cultures that offer diverse perspectives due to their lines of work. For decades, Lucasfilm has created films and stories, driven by short timelines. Walt Disney Imagineering brings to life physical spaces like theme parks, resorts, and cruise ships. These projects can take upwards of five to ten years.

Blending these two cultures would be important for the overall scope of the project, but more importantly, for successful collaboration to take place.

Tension can arise when different teams come together to work on a project. It is important for a leader to establish a culture of collaboration early in a project to ensure there is a specific level of trust and respect maintained for all involved.

WHEN TRUST IS PRESENT, POSITIVE CREATIVE FRICTION FUELS STRONGER IDEATION.



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LEADERSHIP TIPS**BUILDING STRONG RELATIONSHIPS CAN LOOK LIKE...**

- Learning about others as individuals outside of work.
- Sharing a meal outside of the office.
- Understanding the level of respect your peers have for the work.

NOTES:

IDEATING WITHIN A CLEAR BOX ✨



KEY TAKEAWAY: Creativity thrives when individuals and teams are empowered to ideate without constraints.

To generate ideas that push boundaries, leaders should define a clear box for their team. This concept can enable teams to brainstorm fresh ideas that exist within a set of broadly defined parameters. This ensures the brainstorming process has a specific goal and direction to work toward.

DETERMINE A SET OF GUIDING PRINCIPLES.

Star Wars: Galaxy's Edge had a list of guiding principles that were defined early in the project to help guide the ideation process. Mystery, curiosity, anticipation, authenticity, romance, and danger were used to describe the emotions a Guest should feel when they experience *Star Wars: Galaxy's Edge*. These words inspired physical places and experiences throughout the land.

DEFINE BUSINESS REQUIREMENTS THAT REFLECT ECONOMIC REALITIES.

For *Star Wars: Galaxy's Edge*, commercial teams had to be specific about the realities of running a theme park. There were clear features and considerations that the land needed to be successful: retail areas, food and beverage locations, attraction experiences, overall land available to develop, attendance expectations, and labor costs. These specifications helped define high-level boundaries for our creative team to ideate within and represented the operational and business needs for the project to be successful.

UNDERSTAND WHAT IS IMPORTANT TO YOUR CUSTOMER.

Star Wars fans were expecting something that felt genuine to the canon of the *Star Wars* universe. Seeing characters, experiencing new, technologically thrilling attractions, and building a droid or lightsaber were basic expectations of our park Guests.

ANYTHING ELSE THAT DEFINES THE DESIRED EXPERIENCE.

Walt Disney Imagineering and Lucasfilm teams understood that basic human necessities such as restrooms and food and beverage options were required for the land. This didn't mean they had to be stale, boring, or feel out of place. These locations provided new opportunities to design something exciting and new.

CREATIVITY AND INNOVATION TOOL

DEFINE THE PARAMETERS ✨

Use the statements below to identify a clear box to help your team successfully ideate.

- Determine a set of guiding principles.
- Define business requirements that reflect economic realities.
- Understand what is important to your customer.
- Anything else that defines the desired experience.

NOTES ✨

SPARKS OF INSPIRATION:

CREATIVITY AND INNOVATION TOOL

DIVERSITY OF PERSPECTIVE & SKILLSET ✨

Having a diversity of perspectives can increase the success of creative and innovative processes.

The criteria for who should be included when building a team or conducting a brainstorm can vary from one project to another.

Below we have listed contributors that should be considered when building a team with diverse perspectives. Think about your next project and assess which perspectives you may need.

Not every contributor listed needs to be present in every project, but an intentional selection of diverse voices helps to elevate ideation.

CONTRIBUTOR	DESCRIPTION	PERSON IDENTIFIED
END USER	The people that the idea is designed for.	
DELIVERY TEAM	The stakeholders responsible for long term application.	
PASSIONATE VOICE	A person that cares deeply about the topic.	
SUBJECT MATTER EXPERT	A person that has deep knowledge about the topic.	
UNAFFILIATED VOICE	A person that has a neutral understanding of the topic.	
SKEPTIC	A person that can challenge new perspectives.	
IMAGINATIVE THINKER	A person that regularly offers unique ideas.	
INFORMAL LEADER	A person that has influence on a group of people.	

YES, IF... SENSIBILITY WITH OGA'S CANTINA ✨

Food and Beverage offerings at *Star Wars: Galaxy's Edge* were essential to enhance the Guest experience and drive revenue. It was important that these offerings felt genuine to the universe of *Star Wars*, but one challenge quickly arose. Food and drink were rarely featured in the films, apart from the famous blue milk or offerings in more recent films.

This led Walt Disney Imagineering and Lucasfilm to consider a new concept: a Cantina. This bar-like experience was not something new to the world of *Star Wars*. In fact, fans who saw the film, *Star Wars: A New Hope*, would be familiar with the concept. Cantinas provide the location for pivotal plot points, and creating a similar space for Guests to enjoy was important to Walt Disney Imagineering and Lucasfilm.

Initial ideas were grand, consisting of highly creative concepts such as an aquatic, *Audio-Animatronics*® bar owner, but ultimately aspects like these were considered impractical.



KEY TAKEAWAY: Business value and economic reality are important filters for creative ideas.

In every project, there will come a time when a leader and team must evaluate the merit of each idea against specific and relevant criteria. This tension can create a positive or negative experience while in Environment C. It is important for leaders to know when they should filter ideas through criteria to alleviate negative tension or elevate positive creative friction.

BUSINESS VALUE AND ECONOMIC REALITY FILTERS COULD BE:

- Revenue potential and customer satisfaction.
- Implementation cost, time, and resources.
- Organizational capabilities and brand reputation.
- Industry and/or market conditions.

It is possible to adapt and deliver on creative ideas within resource constraints. Leaders measured the business value and with that information, made decisions that felt right for the desired Guest experience in *Star Wars: Galaxy's Edge*.

The Cantina experience was not dependent upon a highly technological *Audio-Animatronics*® figure.. An unforgettable Guest experience could be crafted within the rugged bar-like atmosphere featured in many of the films. The experience would be amplified with music, design elements, atmosphere, and the Cast Members working in the location.



NOTES:



ENVIRONMENT C

Being in Environment C can often feel full of creative friction as ideas are examined, eliminated, refined, and eventually decided on when filtered through business requirements. Leaders and teams had established trust with each other, ensuring the best ideas were moved forward.



LEADERSHIP ORCHESTRATION WITH

BLACK SPIRE OUTPOST ✨

Environments B, C, and D within the Creativity and Innovation Framework depend heavily upon Leadership Orchestration to successfully occur. This is especially important when a project has moved out of the ideate phase and into the decision-making phase, often seen in Environment D.

Once big ideas have been decided on, there may be new individuals brought into the project to bring those ideas to life. These individuals have the knowledge and skills to operationalize the decisions made, but rely on leaders to share the intent of the project.



KEY TAKEAWAY: Leaders must be actively engaged throughout the duration of a project to fill knowledge gaps and encourage meaningful risk-taking.

In the years following the project's initial ideation, a story was developed for *Star Wars: Galaxy's Edge*. The land was named Black Spire Outpost, a bustling village located on the planet of Batuu. Here, travelers would have the opportunity to enjoy the sights, sounds, and smells of a new planet while crafting their own reputation and truly living their own *Star Wars* adventure.



ENVIRONMENT D

The development of the training for *Star Wars: Galaxy's Edge* was largely successful because of the active leadership orchestration of the project leader. The Training Managers were able to work in harmony because the vision was clearly articulated. When assistance was needed to elaborate on a decision, the project leader was readily available to step in and assist.



For this narrative to succeed, teams understood from the beginning that Cast Members, or the inhabitants of Batuu, working within the land would be a critical component to ensuring the story felt genuine and real. It would be up to a small team with a strong project leader to make this possible.

Dedicated leaders may need to be prepared to assist their teams when implementing decisions. One of the ways they help their teams is through sharing the vision with others in new, imaginative ways. This can be a difficult task, but using leadership skills defined within The Creativity and Innovation Framework can make this process more efficient.

NOTES:

ALIGNING STAKEHOLDERS can help alleviate unwanted tension. When your employees are working toward a project, it is imperative that Stakeholders understand important details to avoid derailing the direction of the final decision.

Three years prior to the opening of *Star Wars: Galaxy's Edge*, a leader stepped forward to ensure our front-line Cast Members would be set up for success. He developed a plan to create a separate stream of work focused on reimagining the training process. This first began with aligning stakeholders across Disneyland Resort and Walt Disney World Resort. This was an important step in the process, as it built stronger relationships with operational park partners.

BUILDING RELATIONSHIPS can create mutually beneficial partnerships among the people reporting to the leader. In Environment D, leaders must be aware of the internal dynamics of their team. When leaders understand the skills represented on their teams, they can assign tasks accordingly.

Once the new training process was approved, two Training Managers were assigned to develop the content. One manager had a deep understanding of designing end-to-end training experiences while the other specialized in classroom content anchored on storytelling. These complementary strengths meant the training would respect the operational need while anchoring in the story of the land.

By **TELLING STORIES**, leaders can develop a clear narrative for the purpose of the work. This may mean defining the vision in new and innovative ways.

Throughout the development of the training for *Star Wars: Galaxy's Edge*, the project leader was available to elaborate on the vision of the project. This meant bringing the Training Managers into the land while it was still in development and describing what an interaction between an inhabitant of Batuu and a traveler, or Guest, could look and feel like.

NOTES:

NOTES:

In partnership with telling stories, it is important for leaders to find ways to **ELEVATE IDEATION**. When leaders can become experts on the topic of a project, the team can rely on their perspective when they want to take risks.

An important element within *Star Wars: Galaxy's Edge* is the element of play. Play, as defined by the project team, is the active involvement in the story of Batuu as portrayed by the inhabitants and travelers. Play can look different for each person, but specific expectations are outlined within the training. The concept of play as a training method was a new idea that required a risk-taking decision. However, the project leader clearly defined what play was and immersed himself in understanding the element of play before the training team was formed. By becoming an expert in play, he could coach and develop his team to reach a new level of understanding.

EMPOWERING PEOPLE can reduce barriers and cultivate trust.

When the Training Managers had a question on an aspect within *Star Wars: Galaxy's Edge*, the project leader would find an answer. If they needed help figuring out how to train a specific experience, he did not hesitate to ideate with the team. It is important for leaders to balance empowering teams to make decisions and stepping in to provide guidance.

Environment D happens when leaders successfully connect their team to the desired outcome. Leadership Orchestration is imperative to navigating them through that process.

THE ENVIRONMENTS OF

THE CREATIVITY AND INNOVATION FRAMEWORK ✨



ENVIRONMENT A



ENVIRONMENT B



Effective leaders should be able to identify which environment their team is in at any point in time. Additionally, effective leaders are able to identify which environment they should be in as well as which strategies can move their team into the environment that will produce desired results. It is important for leaders to understand that teams do not move from one environment to the next in a linear fashion.



ENVIRONMENT C



ENVIRONMENT D

NOTES ✨

SPARKS OF INSPIRATION:

CREATIVITY AND INNOVATION TOOL

WHERE ARE YOU? ✨

1 **WHAT** Environment is my team/organization currently in?

2 **HOW** are team members feeling?

3 **WHAT** behaviors are the team exhibiting?

CREATIVITY AND INNOVATION TOOL

WHERE ARE YOU? ✨

	ENVIRONMENT A	ENVIRONMENT B
WHAT MIGHT THIS ENVIRONMENT FEEL LIKE?	• Lacking clear direction • Siloed; “Us versus Them” •	• Supported and goal focused • Self-sufficient •
WHY DOES IT FEEL THAT WAY?	• Unclear objectives • Department or discipline centric •	• Clear Expectations • Task-focused •
WHAT BEHAVIORS MIGHT LEADERS EXHIBIT?	• Disengagement; lacking focus • Unavailability •	• Developing subject matter experts • Providing clear goals •
WHAT BEHAVIORS MIGHT TEAM MEMBERS EXHIBIT?	• Narrow thinking • Staying disconnected to outside teams •	• Productive within their discipline • Building relationships locally •
WHEN MIGHT AN ORGANIZATION FIND THEMSELVES IN THIS ENVIRONMENT?	• Leadership change • Times of turbulence •	• Low competition or immediate threat • Organization structured by function •
HOW MIGHT AN ORGANIZATION MOVE OUT OF THIS ENVIRONMENT?	• Establish priorities • Intentional leadership focus •	• Break down siloes • Share unifying stories •

ENVIRONMENT C	ENVIRONMENT D
• Energizing and collaborative • Tense but dynamic •	• Unified and purposeful • Accomplished •
• Broader perspectives are shared • Pushed out of comfort zone •	• Focused on the same goals • Strong relationships and trust •
• Clearly communicating • Breaking down siloes •	• Reinforcing trust • Sustaining relationships •
• Building new relationships with new teams • Skepticism •	• Asking “What if?” and sharing “Yes, if” expertise • Collaborating •
• Reigniting a mature business • New leadership alignment •	• Changing industry standards • Launching new products or services •
• Establish various connections across disciplines • Intentional communication •	• Move out of this Environment when there is a need to re-establish priorities by skill set. •

THE PATH OF THE CYCLE OF INNOVATION[✦]

The lifecycle of a project can be extensive. The path of process as a project progresses will often look like what is shown in the Cycle of Innovation.

While these steps may be seen as sequential, it is important for leaders to recognize that there will be times when a project or team may need to pivot between these phases to achieve the best results.



IDENTIFY

Identify the opportunity you want to pursue. This is often more than identifying the challenge you want to address (like increasing revenue), and more about how you want to address that challenge (what opportunity you want to pursue that will increase revenue).

Once you understand the opportunity you want to pursue, you can ideate around a solution. During this step, your team may brainstorm or gather inspiration about how to meet a common goal.

IDEATE

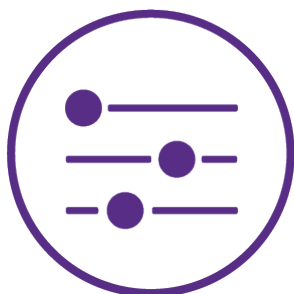


DECIDE

After gathering ideas, decisions must be made about which ideas will move forward. There are often filters that must be applied to help your team understand which ideas may be the best solution.

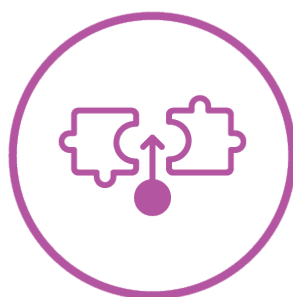
With decisions made, the ideas you want to move forward should be considered and honed to ensure they can be activated successfully. This step may require making adjustments that make the idea more efficient to operationalize.

REFINE



IMPLEMENT

Now that the initial ideas have been decided upon and refined, they can be put into place. This is activation, turning the idea into a viable product, service, or process.



Implementation should not be your final step. Was the product, service, or process successful? How is success measured? Should we go back and try something else or tweak what was implemented? These questions help evaluate what was implemented.

EVALUATE



STAR WARS: GALAXY'S EDGE

FIELD STUDY ✨

While in *Star Wars: Galaxy's Edge*, you will be given time to self-explore the planet and live your own *Star Wars* Adventure. As you explore Black Spire Outpost, consider the following:

- How do you see the guiding principles of mystery, curiosity, anticipation, authenticity, romance, and danger come to life within Batuu?
- Determine how you fit into the land with the affiliation you identified during the activity. What does it feel like for a Scoundrel, First Order, or Resistance-affiliated visitor to go to Black Spire Outpost?
- Identify how *Star Wars: Galaxy's Edge* has found ways to exceed expectations for the theme park experience by considering the Cycle of Innovation.
- Capture images of yourself partaking in your own level of play within the land. Capture a selfie, take a picture while you explore the marketplace and Droid Depot, or snap a shot of an interesting physical element you discovered.

NOTES ✨

SPARKS OF INSPIRATION:

CREATIVITY AND INNOVATION TOOL

BEYOND THE STANDARD ✨

When an organization acknowledges that what they are currently doing has become common practice, they have the opportunity to think about how they could innovate and approach their operation or process differently.

On the *Star Wars: Galaxy's Edge* Field Study, we explored multiple touchpoints where departments across The Walt Disney Company were asked to take common or standard practices and make them new.

In the space provided, list the various ways *Star Wars: Galaxy's Edge* went beyond what was expected.

THE STANDARD	STAR WARS: GALAXY'S EDGE INNOVATED BY...
ATTRACTIONS	
FOOD AND BEVERAGE	
CAST MEMBER COSTUMES	
MERCHANDISE OFFERINGS	

Now, consider your daily role in your organization. Are there any standard functions, operations, or processes you can innovate around to move beyond what is expected? Use this tool to identify possible new opportunities in your workplace.

Consider the expectations of standard:

- Team meetings
- Communication processes
- Data tracking
- IT support
- Purchasing needs

THE STANDARD	MY COMPANY OR TEAM CAN INNOVATE BY...

THE CYCLE OF INNOVATION AT DROID DEPOT ✨

The Creativity and Innovation Framework enables Leaders to consistently assess where their team is throughout the duration of a project. This is important when working through the Cycle of Innovation as it ensures a project can move from identifying an opportunity to implementing and evaluating a decision.

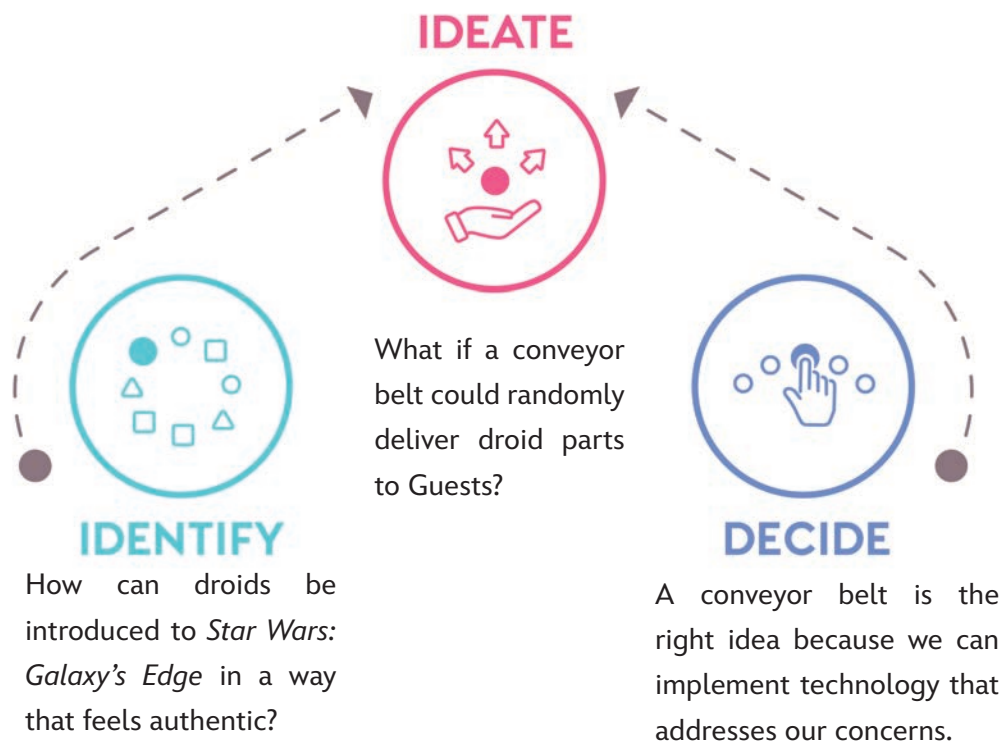
From the very beginning of the ideation phase of *Star Wars: Galaxy's Edge*, there was a basic understanding that droids were essential to the land. The question that had to be answered was “How do we do this?”

Initially, ideas were inspired by successful processes found across merchandise locations at Disneyland Resort and Walt Disney World Resort. While these ideas had been proven to work for a build-your-own experience before, it was not considered authentic to the *Star Wars* universe.

Walt Disney Imagineering challenged design and merchandise teams to think bigger and bolder. Inspiration struck at a nearby airport – a conveyor belt. This idea was in perfect alignment with the story. A conveyor belt could present items to Guests in a way that felt random while also appearing reclaimed and repurposed, much like the other physical aspects of *Star Wars: Galaxy's Edge*.



CYCLE OF INNOVATION





It was a risk-taking idea that proposed some initial business challenges.

- How could inventory be tracked?
- What do labor efficiencies look like?
- How can both concerns be addressed without impacting the Guest experience?

These are standard, basic operational needs for running a theme park and were aspects that had to be addressed to be considered feasible. An investment was made to conduct research and prove the concept was feasible.

While it was exciting to introduce new technology in our theme parks, it was just as important to commercial teams that front-line Cast Members would benefit from this decision as well. The conveyor belt created new efficiencies that allow more Cast to be on stage with Guests, building on their *Star Wars* story.

When commercial teams are involved in ideation and decision-making sessions, they can ensure an exciting new idea is also economically valuable. It is the leader's responsibility to ensure ideas are looked at through both a creative and commercial lens before they are either selected or eliminated.

NOTES ✨

SPARKS OF INSPIRATION:

STAR WARS: GALAXY'S EDGE

REFLECT ✨

What **ENVIRONMENT** of The Creativity and Innovation Framework does your team operate in the most? How has that impacted your team's ability to innovate?

Consider the **DIVERSITY OF PERSPECTIVE TOOL**. How can you expand your network to include more diverse perspectives?

Think of a time when either you or a leader successfully **SHARED A VISION** for a new project. How did their delivery impact you? How did it impact the outcome of the project?

Consider the **CYCLE OF INNOVATION**. How have you and your team successfully moved from identifying an opportunity, to ideating around it, and making a decision? What did you learn from that experience that you have implemented in other projects or processes?

FESTIVALS at DISNEY CALIFORNIA ADVENTURE PARK ✦



IDENTIFYING THE OPPORTUNITY FOR

THE FIRST FESTIVAL ✨



FESTIVALS have become part of the identity of *Disney California Adventure*® Park, with a festival being planned or taking place throughout the year.

In the months not occupied by a festival, the teams that develop events and menus prepare for the upcoming season. Having a continuous calendar of short-lived events can create a testing ground for new ideas, with the ability to make adjustments between festivals. The opportunity to iterate and integrate Cast Member and Guest feedback festival over festival creates an environment more willing to take risks and try new things. With these conditions, festivals can become incubators for new ideas.

TIMELINE OF THE FESTIVAL SEASON

LUNAR NEW
YEAR



JAN FEB

DISNEY CALIFORNIA
ADVENTURE FOOD
AND WINE FESTIVAL



MAR APR

FESTIVAL
PLANNING



MAY OCT

DISNEY FESTIVAL
OF HOLIDAYS



NOV JAN



KEY TAKEAWAY: Successful innovation can come from creatively adapting best practices.

At *Disney California Adventure*® Park, festivals were initially introduced to target the business challenge of increasing attendance in a particular period of time.

Many different opportunities could have addressed the attendance challenge, but holding a festival was particularly attractive because other Disney parks had seen success with this method.

Teams do not always need to start with a fully original idea. Often, there are other teams that have experienced similar challenges and understand how to overcome them. By adapting what others have learned, a team or organization can apply their own unique needs to create an opportunity that works for them.

EPCOT® at Walt Disney World Resort has successfully held festivals for over thirty years, with the EPCOT® International Food and Wine Festival helping to boost attendance in the fall. The leadership team at *Disney California Adventure*® Park met with leaders at EPCOT® to learn their best practices for developing and running a festival. Modifying the festival to fit the theme of Californian cuisine and taking advantage of existing space, the Disney California Adventure Food and Wine Festival debuted as the park's first festival in May 2006.

The *Disney California Adventure*® Park leadership team identified the right opportunity by collaborating with others, learning from best practices, and taking smart risks to modify practices.



IDENTIFY

**BUSINESS
CHALLENGE**
INCREASE ATTENDANCE

LEADERSHIP TIPS

MODIFYING AN OPPORTUNITY OR CHALLENGE

- How have others solved this problem before?
- Would that solution work for us, or are there differences in our business that might change our approach?
- What data or other insights do we need to help us better understand the problem?

IDENTIFYING AN OPPORTUNITY BY REVISITING A DECISION ✨

There will likely come a time when your organization has identified an opportunity, ideated on a possible solution, and made a decision on what to move forward with. It is important to remember that each decision made and acted upon should be continuously refined, implemented, and evaluated.

This may mean revisiting the initial idea after a period of time to validate its effectiveness for your business. Consider how its impact has changed your business and your customer's needs and wants.

Ten years after the first festival, leadership revisited the initial business challenge after a park-wide reimagining of *Disney California Adventure*® Park. Leadership had to address the resource of space as well as data that suggested moving the festival to a busier season would increase revenue. There are three main outcomes from leadership revisiting the initial business challenge.

FLEXIBLE SPACE

Temporary buildings, or kiosks, were built to give the festival its own space instead of relying on existing restaurants and locations. Though the reimagining of the park was a disruption, it gave *Disney California Adventure*® Park leadership the opportunity to reevaluate the situation and elevate ideation to create a more sustainable experience.

TIMING

The timing of the Disney California Adventure Food and Wine Festival was changed to drive higher revenue and motivate Guests to increase their overall resort stay. The festivals met the initial goal of increasing park attendance, but leadership realized the festivals could have greater impact if they were moved to align with busier seasons. They would also be intentionally integrated into the greater marketing message of the resort.

EXPANDED OFFERINGS

The addition of kiosks gave the festival team even more creative fuel, and the desire to drive more value from the investment in temporary buildings. They asked themselves, “*What if?*” What if we used the kiosks for other festivals? What if the kiosks had a holiday overlay? Through expanding the offerings of festivals, other benefits such as revenue, Guest satisfaction, and marketing value expanded as well.

NEW BUSINESS CHALLENGE:
SPACE AND TIMING

EVALUATE



NOTES ✨

SPARKS OF INSPIRATION:

ENHANCING OPPORTUNITIES BY **EMPOWERING PEOPLE** ✨



With the addition of kiosks, and the addition of more festivals, there was a new challenge: How do we populate enough menu items for the festivals that will meet and exceed Guest expectations?

To answer that question, our festival team relies on our culinary Cast Members to ideate and develop the menu items for each festival. Cast menu items are inspired by personal experiences and passions, which creates a deeper connection between our Guests and our brand. This connection leads to more unique menu options gives our Cast the ability to share their thoughts. Giving Cast Members a sense of ownership over festival menus ultimately leads to higher employee engagement. While these are wonderful outcomes of this practice, we also believe relying on our Cast for ideas has another benefit.



KEY TAKEAWAY: Cultivating a diversity of perspectives can increase the quality and feasibility of new ideas.

Gathering a wide diversity of ideas is not just about increasing the number or range of ideas presented but giving ideas a chance to be built upon. One person's idea could spark inspiration in someone else with a different point of view. When you allow people with different perspectives to ideate with each other and build on each other's ideas, it boosts the quality of those ideas.

Leaders are responsible for creating a culture that **EMPOWERS** their Cast to share ideas, but they are also responsible for providing guardrails that help our Cast Members focus their efforts. Those guardrails come from commercial teams who are guided by leaders to find data that is relevant to the festival menu ideation process.

Three guardrails provided to assist Cast ideation include:

WHO OUR GUESTS ARE AND HOW THEY INTERACT WITH THE FESTIVAL.

Guests who visit *Disney California Adventure*® Park multiple times over the course of a festival will want to try several items and look for new items year after year. Guests who come less frequently may be less likely to interact with the festival or even know a festival is happening during their visit. They prefer to purchase items they are familiar with and tend to have less affinity for new or non-traditional food and beverage options. We understand this based on item sales and social media interaction. Festival menus must take both kinds of Guest into consideration.

HOW MANY NEW MENU ITEMS NEED TO BE DEVELOPED.

Revenue Management helps festival leaders understand what people buy, while Consumer Insight, Measurement, and Analytics (CIMA) helps answer why they buy it. Together, these teams help us understand what items are commercially successful and should stay year over year and which should be replaced with a new recipe.

CULTURAL EXPECTATIONS AND INCLUSIVITY.

As a global company, we have made a commitment to inclusion and have incorporated that value as part of our brand. How we represent cuisine from different regions and cultures, as well as ensuring we have quality options for Guests with dietary needs, are included as a guardrail and guiding principle for our Cast as they develop and ideate menu recipes.

These guardrails help target the ideation process without limiting Cast Members. Leaders share information with their Cast and because trust is present between leaders and their teams, ideas are often shared informally, rather than in meetings.

LEADERSHIP TIPS

BUILDING A CULTURE OF TRUST

- Establish relationships by being transparent and authentic.
- Match words and actions by role modeling the behaviors you want to see.
- Sincerely thank team members for sharing their ideas.

NOTES:



THE IMPORTANCE OF REFINING IDEAS ✨



Gathering Cast ideas is the first step in the menu ideation process. The next step is to refine ideas to determine which items will ultimately be chosen. This is done through tastings where Cast Members create their item for small audiences to sample while they share the story behind their recipe. Once tasted, audiences provide feedback about what may move forward, what may need further refining, and what may not be the right choice for the festival.

The audience for tastings consists of festival and culinary team members and representatives from our Business Employee Resource Groups who can help provide feedback on cultural aspects of items. This small group provides unique perspectives while keeping the feedback targeted and digestible for the Cast Members.

Keeping the tasting audience small also allows Cast Members to hone their storytelling skills. Many of our Culinary Cast may not be comfortable with public speaking. A small audience gives them a chance to get comfortable sharing their story, which also increases engagement.

Leaders help their teams prepare with storytelling practice sessions before the tasting. By telling their own stories, Cast Members can help guide the feedback they receive. They can best advocate for their ideas and provide insight on why the recipe includes certain ingredients, what the recipe represents, or how the recipe fits in with the cultural narrative of the festival.



LEADERSHIP TIPS

ENHANCING IDEATION

- Show you are open to new ideas.
- Connect people with different kinds of knowledge.
- Invite and engage all perspectives.

LEADERSHIP ORCHESTRATION THROUGH CAST SHOWCASES ✨



NOTES:

Once leaders have decided which items will be included on a festival's menu, the Cast Members who developed the identified recipes will present their dishes and stories once again in a Cast Showcase.

Showcases are a special way to communicate the decisions that have been made with a larger internal audience, including marketing and communications. Giving these teams a chance to experience the menu items and hear the recipe stories directly from each Cast Member leads to more successful implementation. After the showcase, partners will use the stories to inform how the dish will be styled, photographed, and marketed.

The Showcases also assist implementation by recognizing the Cast and their amazing work. Cast Members feel pride and ownership of their recipes, and because they are recognized within the showcase, they are driven to ensure the items will be operationalized within the festival successfully.

**INNOVATIVE
SOLUTION**

**PERSONAL AND
CULTURAL OFFERINGS**



DECIDE

Leaders must align teams behind their decisions and clearly communicate what decision is being made.

Leaders can do this by using the Leadership Orchestration skills:

TELL STORIES

- Ensure everyone understands the rationale and their role in the story.
- Allow employees to write their own stories.

BUILD RELATIONSHIPS

- Consider the impact of the decision and mitigate negative impacts.
- Share how the decision will benefit all involved.

ALIGN STAKEHOLDERS

- Anticipate reactions to the decision and prepare to respond.

ELEVATE IDEATION

- Understand the filters needed to make a commercially sound and creatively different decision.

EMPOWER PEOPLE

- Give employees a chance to be heard.
- Let teams take ownership of the decision.

When leaders can align their teams to a decision, the refinement and implementation of the decision has a greater chance of success because all teams are supportive and committed to seeing the decision through.



CREATIVITY AND INNOVATION TOOL

DISCOVER THE OPPORTUNITY ✨

When your business is presented with a challenge, understanding the true opportunity you need to solve for is important. This tool will help you to better understand the specific opportunity your business should ideate around to address your business challenge.

STEP 1: ASSEMBLE DATA

Start with research, data, and insights to begin identifying the business challenge. What does the research tell you about your business? What needs to change?

STEP 2: ARTICULATE YOUR BUSINESS CHALLENGE

What did the research suggest your business challenge might be and why is it a challenge now? It could be the need to increase revenue, diversify product offerings, reduce costs, refresh your brand, etc.

STEP 3: DIVE DEEPER INTO YOUR PRELIMINARY BUSINESS CHALLENGE

Leverage quantitative and qualitative sources that support or contradict the challenge and the insights you've discovered along with any other information about what you know (or don't know) about the issue. Ideate based on what you know about those impacted by the business challenge.

Consider questions like:

- Who are you solving this for?
- Who else will be impacted? Consider: Other Customers, Employees, your organization, etc.
- What does success look like for the preliminary business challenge? Consider developing metrics or other goals that describe the ideal outcome.

STEP 4: CRAFT HOW MIGHT WE STATEMENTS

Develop several *How Might We* statements. These statements can expand upon the preliminary business challenge and translate it into actionable questions that can be ideated around. They help to solve the right challenge and provide direction for brainstorming.

How Might We statements consist of:

- **HOW MIGHT WE** – An opening statement that acknowledges the challenge hasn't been solved yet, encourages open-mindedness to many possibilities and invites collaboration.
- **ACTION** – A verb that inspires action exploration
- **AUDIENCE** – Who you are developing this solution for
- **OUTCOME** – A positive depiction of the business challenge

EXCITEMENT	
How might we _____(action)_____ for _____ (audience)_____ so that _____ (desired outcome)_____.	How can we build anticipation for parents with children so that they visit our restaurant more often?

TIPS ON CRAFTING HOW MIGHT WE STATEMENTS:

- Avoid asking questions like, “What are we going to do?” or “How should we solve this problem?” They do not provide rich detail about the challenge to brainstorm around.
- Avoid words like “can” and “should” because they have “yes” or “no” answers and may immediately lead to a judgement call. Example: “Can we climb this mountain?” “Should we climb this mountain?” “How might we?” asks participants to defer judgement and think positively and more freely, opening a world of possibilities. “How might we climb this mountain?”
- Ensure that your *How Might We* is not too broad. It should inspire a wide range of solutions with a clear outcome, not just a wide range of solutions that could be applied to multiple business problems.
- Ensure that your *How Might We* statement is not too narrow. If your statement suggests or leads participants to a specific solution, it can limit other solutions from being shared by different perspectives.
- Ensure that your *How Might We* statement is stated positively to encourage creativity. Avoid using words like ‘decrease,’ ‘avoid,’ or ‘remove.’ Instead, use positive words like ‘increase,’ ‘encourage,’ or ‘add.’
- Develop several *How Might We* statement options by varying the actions, audience, and outcomes. Use provocative words to encourage creativity and variety.

STEP 5: SELECT THE BEST STATEMENTS

Have individuals review and prioritize the best statements. Sometimes you may select and combine components from one statement with another. Test your selected *How Might We* questions with stakeholders and refine them based on feedback.

STEP 6: IDEATE

Select your preferred brainstorming methods and ideate around your chosen *How Might We* statements.

NOTES ✨

SPARKS OF INSPIRATION:

FESTIVALS AT DISNEY CALIFORNIA ADVENTURE® PARK

REFLECT ✨

What **BEST PRACTICES** have you seen in your organization, either within your team or outside of it? How can you adapt them for your team or project?

Consider the dynamics of your team. Are employees empowered to ideate on each other's ideas? How can you **CULTIVATE A CULTURE** on your team that encourages group ideation?

Think about how decisions are communicated to the greater organization. Is there an opportunity to let the team that found the solution share their story? How can you **AMPLIFY THE VOICE** of employees when ideating and making decisions?

DISNEYLAND AFTER DARK ✦



A DIFFERENT OUTLOOK FOR A NEW EXPERIENCE ✨



Since 1957, after hours events at the *Disneyland*® Resort have been an important strategy to extend the amount of time Guests stay in our parks, while also providing opportunities to increase revenue. One of the first events, Date Nite at Disneyland, included attractions, special entertainment, live music, dancing, and more. Other specialty evening events, such as Grad Nites, debuted over the years, and they became a popular part of the *Disneyland*® Park experience.

In 2017, the *Disneyland*® Resort leadership team asked the question, “How might we increase revenue opportunities beyond expanding the footprint of the resort?”

Inspired by Walt’s approach decades earlier, a strategic effort was made to combine various functions specializing in events under one team: Event Planning and Operations Strategy (EPOS). This group would bring to life after-hours events under the moniker *Disneyland After Dark*. This portfolio of themed after-hours events are separately ticketed and include unique entertainment, food and beverage items, merchandise, and other atmosphere transformations, including attractions and shows offered at a reduced wait time.

The Event Planning and Operations Strategy organized under a clear business objective:

DRIVE INCREMENTAL OPERATING INCOME BY CREATING LIMITED-TIME EXPERIENCES THAT BUILD AFFINITY AND ENGAGEMENT WITH GUESTS.



KEY TAKEAWAY: Successful brainstorming is carefully orchestrated to maximize the potential for creative contribution.

NOTES:

Brainstorming is a collective effort of team members to come up with new ideas. It is a common creative problem solving practice. Successful brainstorming sessions often:

- Intentionally include diverse perspectives.
- Identify and follow the rules of brainstorming.
- Begin with an energizer.
- Provide stimuli to ignite idea generation.

The Event Planning and Operations Strategy Team invites individuals that represent a diversity of perspectives to brainstorm around the opportunity.

STAKEHOLDERS REPRESENTING THE BUSINESSES RESPONSIBLE FOR EXECUTING ON THE EVENTS

This included teams like Entertainment, Food & Beverage, Merchandise, Operations, Industrial Engineering, Marketing, Ticketing, and Finance.

STAKEHOLDERS REPRESENTING THE GUEST PERSPECTIVE

This included individuals that represented a variety of age demographics and nuclear family diversity.

STAKEHOLDERS WITH PASSION FOR THE TOPIC

This included individuals from specific fandoms for things such as decades, music, movies, and more.

The strategy of mixing new and old voices, diversity in business representation, and ensuring the voice of the Guest was reflected enable the Event Planning and Operations Strategy team to identify unique ideas.

BUSINESS CHALLENGE:
INCREASE REVENUE



IDENTIFY

CREATING A SPACE FOR POSITIVE CREATIVE TENSION ✨

Throughout the ideation process, tension can arise that can either quell or fuel creativity, especially when bringing teams together to refine ideas. In these moments, leaders can utilize the relationships they have built with team members and establish principles of how to proceed.

Three principles to help relieve negative tension and enhance creativity are:

IDEATION MUST BE EXPANSIVE, NOT REDUCTIVE.

Leaders provide high-level information to help Cast Members understand what kind of event they want to host for the next calendar year, but ideas should not be dismissed before they can be tried or refined. Ideation shouldn't result in personal creativity being deflated, but rather expanded upon.

- Show you are open to new ideas.
- Role model the enthusiasm and curiosity you want to see in your team.
- Connect people with different kinds of knowledge.
- Invite and engage all perspectives.

BE VERY CLEAR ABOUT ROLES.

Clearly identify who makes the final decision and who does not. Once team members understand their role, they can operate within it. When a decision is made, all Cast are expected to support the decision to see it successfully implemented.

- Hold everyone accountable to their role.
- Help filter counterproductive emotions.
- Acknowledge all contributions.
- Feedback must be honest and complete.

“NO,” OR “NOT RIGHT NOW,” IS NOT PROPER FEEDBACK.

When leaders share rationale, the Cast Member receiving the feedback can understand how to implement changes and pivot how they ideate new ideas. In addition to being honest and complete, it is imperative that feedback is shared with respect, empathy, and gratitude for the individual who shared their idea.

- Be clear about the goal you are trying to achieve and why a decision was made.
- View disagreements as productive opportunities to enhance ideas.
- Recognize the courage it takes to share ideas and receive feedback.
- Offer feedback in a “positive, constructive, positive,” format.



Remember the opportunity you are solving for, as well as the benefit of a workforce that engages enough to share their ideas. Prioritizing ideas that can be honed and elevated to meet the opportunity adds value to the organization. Giving employees a chance to be heard and included creates a committed workforce who will work toward your success.

NOTES:

IDEATE



CREATIVE OPPORTUNITY

BRAINSTORMING TACTICS

CREATIVITY AND INNOVATION TOOL

BRAINSTORMING TIPS ✨

Successful brainstorming sessions often set rules intended to foster the values of a *What if?* Mindset, particularly around curiosity, risk-taking and collaboration. These rules help ensure the business opportunity is solved for, that a quantity of ideas is identified, and mitigates negative reactions to presented ideas.

HAVE AN AGENDA

Each session should have an agenda that includes a few of the following components:

- An **ENERGIZER** to set the tone and get the group thinking differently.
- An **EXPLANATION** of the task or project objective.
- Make an intentional point to ensure **EVERYONE CONTRIBUTES** without judgement.
- Brainstorm with and without **STIMULI** to spark unique ideas.
- Take a moment to **GROUP IDEAS** with similar themes together.
- **REFINE** favorite ideas and brainstorm additional details.
- Establish a specific moment to **VOTE** on which ideas the group is most excited about.

INCLUDE A LEADER

Brainstorm sessions often include one or two leaders. Leaders can help manage the time and session objectives while working together to build energy and make the session fun.

EVERY IDEA IS A GOOD IDEA

All ideas are welcome and encouraged without judgement, no matter how unconventional or unexpected they may be.

GO WITH THE FLOW

Don't be surprised if the session changes direction and ideas change direction as well. You never know what will resonate until the idea is offered. "Yes, and" is a common technique used to build off ideas to make the initial idea bigger and/or better!

INVOLVE EVERYONE

Depending on the methods you use to brainstorm, some approaches might naturally result in a few voices dominating the conversation. Use different techniques to solicit input from everyone equally, like individually writing ideas on sticky notes. When group conversations are happening out loud, the team leaders should actively seek out input from voices that have been quiet.

IDEATE IN A DIFFERENT ENVIRONMENT

Sometimes being in an unfamiliar or simply different environment helps people think differently. This could be a space with comfortable and casual furniture, someone's living room, or a conference room that is removed from other business distractions.



STIMULI IS AN EFFECTIVE WAY TO IGNITE UNIQUE AND IMAGINATIVE IDEAS.

While it is possible to invite participants to begin the brainstorming process without a starting point, it can make building momentum a challenge. Stimuli provides teams with a starting point to launch their ideas from.

The Event Planning and Operations Strategy team created mood boards for the 90s Nite event brainstorm that included nostalgic visuals like fanny packs and tie-dye shirts. They also asked participants to watch popular commercials from the decade to understand what resonated during the era.

The mix of mood boards and commercials resulted in conversations about “things that I loved about the 90s, which ultimately helped the group identify new merchandise, food and beverage, and other on-theme offerings for the event.

Some examples of stimuli you can introduce in your next brainstorm include:

TRENDS - Share insights, case studies or news articles on trends happening in the industry.

A FIELD TRIP - Take participants to an environment that might provide new ways of looking at a topic.

PROVOCATIVE, THOUGHT-STARTER QUESTIONS - Provide the group with interesting questions to push their thinking in unexpected ways, like “How might an astronaut solve this challenge?”

PHOTOS - Provide photos of unique environments, situations, and imagery. Ask the group to connect the photos to the opportunity being brainstormed.

INSPIRATION RELATED TO THE TOPIC - Conduct a group brainstorm to find words that are topical to the opportunity, then use those words to brainstorm additional ideas.

NOTES

SPARKS OF INSPIRATION:

DECISION-MAKING BY

IDEA FILTERING ✨



KEY TAKEAWAY: Filtering ideas is a necessary process during decision-making moments.



Once all the ideas are captured, the Event Planning and Operations Strategy team starts to narrow down the best options to further develop a potential concept. This filtering of ideas is done separately after the initial brainstorming has concluded so as not to disrupt the positive energy the brainstorming should have.

Ideas are first filtered based on concepts that the Event Planning and Operations Strategy team know are important to Guests. One important filter is an item's ability to be photographed. Photography is an important component for each event since the target demographic, millennials, enjoy posting photos on social media. When Guests share images, they become moments others want to experience as well.

**INNOVATIVE
SOLUTION**
LIMITED OFFERINGS



DECIDE

GUEST

For new event concepts, the Event Planning and Operations Strategy team works with Disney's Consumer Insights to solicit Guest feedback. The Consumer Insights team is provided with the target audience and a high-level summary of what the event will be. Questions are drafted to gauge Guest sentiment and what expectations they might have when attending such an event.

CAST

For the Pride Nite event, the Event Planning and Operations Strategy team engaged the PRIDE Business Employee Resource Group to hear perspectives from that target audience. For other events that target specific audiences, Cast Members who identify with those demographics may be invited to provide feedback.

BUSINESS RESULTS

An important consideration to balance with Guest and Cast expectations is the impact to the business. This is looked at from many different angles such as revenue potential, cost to produce, scalability, achievability and more.

OTHER CONSIDERATIONS

There are other considerations that also influence which ideas should be prioritized. Some are subjective like what excites the Event Planning and Operations Strategy team, while others are more strategic like what aligns with other resort priorities.



DISNEYLAND AFTER DARK

REFLECT

Consider the three principles to relieve negative tension during ideation. What are one or two **BEHAVIORS** you want to incorporate in your next brainstorm or ideation session to relieve tension?

Describe stimuli you can introduce in your next **BRAINSTORM**. How will it enhance the momentum of the brainstorm?

What other considerations do you and your team need to use as **FILTERS** when making decisions?

DISNEY VACATION CLUB ✦



RISK-TAKING OPPORTUNITIES DURING A TIME OF TURBULENCE ✨



Disney Vacation Club is Disney's vacation ownership offering. Members own a piece of the magic in the form of a deeded real estate interest at a Disney Vacation Club resort in California, Florida, South Carolina, or Hawaii. Disney Vacation Club set out to be a different offering than traditional timeshares.

Unlike other providers at the time, Disney's approach offers Guests the chance to explore membership options without pressure. The product became one of the first to offer Vacation Points as part of the purchasing program. This provided Members with the flexibility to choose when they vacation and what type of accommodation they wanted to experience.

Disney Vacation Club is a strong business within The Walt Disney Company, offering an expansive selection of destinations and experiences around the globe. Opening their first location in 1992, Disney Vacation Club had expanded to their fifteenth location by 2019.





KEY TAKEAWAY: In times of adversity, courage and clarity are required to take risks and ideate creative solutions.

The 2020 global pandemic had a major impact on the tourism industry, Disney Vacation Club included. The pandemic would become a catalyst to rethink and refresh the sales experience of the now well-established business.

Typically, during their Disney visit, a Guest would step away from their vacation activities to experience a tour with a Disney Vacation Club Sales Guide. They would discuss the costs and benefits of the membership to see if purchasing was right for them. This 60 to 90-minute tour often included a model room tour, children's activity centers, and, regardless of the outcome, ended with a stop at an ice cream parlor and a Disney theme park FASTPASS in-hand.

In an environment that no longer allowed for in-person contact, an opportunity was identified to bring potential Disney Vacation Club Members into the magic from the comfort and safety of their homes.

NOTES:

1992 - 2011



2011 - CURRENT



IDENTIFY

**BUSINESS
CHALLENGE:**

UNPREDICTABLE INFLUENCES

CREATIVE OPPORTUNITIES WITH A COMMERCIAL LENS ✨



KEY TAKEAWAY: Thorough preparation is essential when aligning stakeholders.

Innovation can come in the form of large, exciting solutions or in smaller ideas born from the need to pivot in times of change. During these times, it is important for leaders to ensure they involve subject matter experts and utilize experience-backed instincts to ideate upon new opportunities and address the new needs of the business.

Leaders at Disney Vacation Club ideated around ways to allow their Cast Members to speak directly with potential new Members. This included modalities such as website chat, video conference, webinars, phone, and in-person engagement.

There will come a time when it is important for ideators to pitch their strongest solutions to another team, senior leadership, or other important stakeholders. This step requires an understanding of who the stakeholder is, their needs, wants, and expectations.

The leadership team at Disney Vacation Club built credibility, established trust, and proved to senior leadership that their risk-taking ideas could result in better business results.

IDEATE



**CREATIVE
OPPORTUNITY**
RISK-TAKING LEADERSHIP

NOTES:

Assembling a diverse team of **SUBJECT MATTER EXPERTS** can help identify potential opportunities and fresh ideas.

The Disney Vacation Club leadership team was comprised of senior leaders that understood the various aspects of the organization from Sales to Member Services, and even Finance.

Having a team that understands the value of **EXPERIENCE-BACKED INSTINCTS** can establish trust within the team and other important key stakeholders.

Due to the nature of the pandemic, the leadership team knew they had to act quickly. By acknowledging this, they were able to quickly align on key decisions and find a solution for their Cast and both current and future Disney Vacation Club Members.

GUIDING PRINCIPLES act as a support structure during times of ideation. When identifying these principles, keep them simple and easy to understand for all audiences.

Guest choice, brand, agility, efficiency, and the desire to have fun were the set of principles decided on by the Disney Vacation Club leadership team. These five principles provided a guide to diversify ideas and allowed the team to think differently than they may have before this time of turbulence.

LEADERSHIP TIPS

ALIGNING STAKEHOLDERS

- Solve for yes by collaborating with subject matter experts to overcome objections.
- Aim for a win/win solution that benefits both parties.
- Ask thoughtful questions that show appreciation for the work of others and address specific concerns and needs.

CREATIVITY AND INNOVATION TOOL

ALIGNING STAKEHOLDERS ✨

Aligning Stakeholders is an important step in building interest and momentum on creative ideas. Different stakeholders may need different types of information in order to support your ideas. Use the space below to capture the stakeholders you may need to engage and a strategy to gaining buy-in from them.

WHO ARE YOUR STAKEHOLDERS?	WHY WOULD THEY BE SUPPORTIVE?
Consider individuals and teams that are directly impacted by your idea, key decision-makers, and individuals who are influential in decision-making.	What elements of your idea might be in alignment with their business goals?

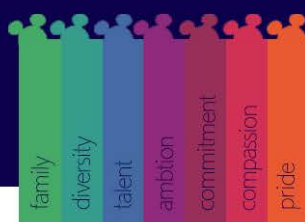
WHY MIGHT THEY BE CRITICAL?	WHAT DOES THIS STAKEHOLDER NEED TO KNOW TO BE CONVINCED?	HOW WILL YOU ADDRESS THE NEEDS OF YOUR STAKEHOLDER?
What elements of your idea may be misaligned to their business goals? Do they have incomplete information or have reason to be skeptical?	Consider how information should be presented and what information may be needed to sway their opinion or gain their buyoff.	Consider whether you will meet formally or informally. What other information do you need to gather and how can you represent the idea?



This is We

The Humans of Disney Vacation Club®

Our Disney Vacation Club Cast family is more than just an assembly of talent. We're a colorful collection of characters; a diverse force of extraordinary humans. And while a global pandemic may have put physical distance between us, our shared struggles and celebrations have, in many ways, brought us closer together. Virtual meetings from home, for example, have become opportunities to share, not just our updates and ideas, but also our lives and loves. We see desks in bedrooms and spouses in kitchens. Kids in hallways and cats on keyboards. And when we have the opportunity to work together in our neighborhood of resorts, we cherish those in-person interactions like never before. Our faces may be covered, but our eyes still smile, appreciating each other not merely as colleagues, but as fellow humans. As we transition to yet another new normal in the months and years ahead – returning to offices working from home or some combination of the two – we're committed to staying connected and strengthening the Cast culture that Make Disney Vacation Club a community like no other. We'll do this through a variety of Cast gatherings.



COMMUNICATION DRIVES SUCCESSFUL DECISION MAKING ✨

Communication is an important aspect of creativity and innovation. Once an idea has been decided upon, it must be communicated to all team members. Innovation can introduce change to the workforce and it is important that leaders acknowledge this development in a timely and concise manner.

With the change of the Sales process and the added stress of the global pandemic, The Disney Vacation Club leadership team knew they had to strengthen the resilience of their Cast Members by creating a safe space to share their thoughts. This allowed people to talk about what was on their mind, share feelings, and connect on a personal level. This result was a bonded and unified group of Cast Members who were able to work quickly with limited resources and headcount, all while activating the decision to reopen Disney Vacation Club sales.

This was structured by a program called **THIS IS WE**. This program included a variety of intentionally designed communication channels that allowed Cast Members to connect during a time when face-to-face interactions were limited.

KITCHEN TABLE TALK

A weekly series of voluntary, virtual connections to share informal conversations with no agenda.

FAMILY VISITS

Virtual topic-focused discussions led by peers.

TEAM TIME

Local team discussions with topics inspired by Family Visits or elsewhere.

FAMILY REUNIONS

Large-scale, in-person or virtual gatherings to share the latest business updates.

As Sales Guides were brought back, they were provided with a week of training that focused on the tips and best practices for virtual engagement. Subject matter experts were leveraged to create new training curriculums while leaders monitored Guest interactions to check for accuracy and coach for development. Leaders screened for opportunities to encourage personalization within the business guardrails, demonstrating how process, risk-taking, and growth come together to enhance results.

LEADERSHIP TIPS ✨

INTENTIONAL COMMUNICATION

- Find new and robust ways to communicate. Leveraging new platforms can make reading information more exciting and can lead to richer conversations.
- Be proactive, not reactive. Having a regular communication cadence can foster loyalty.
- Tell stories that connect. Stories can demonstrate the importance of risk-taking, inspire excitement, encourage action towards the vision, and show people how their work contributes.

EMBRACING CHANGE WITH **RESILIENCE** ✨



KEY TAKEAWAY: Fostering resiliency makes it easier for people to embrace change.



Re-emerging from the pandemic, Disney Vacation Club has found ways to interact with consumers who prefer in-person engagement and those who prefer virtual options. While the frequency of connection and touchpoints look different, the conversion of sales has continued to grow. As the business looks ahead, this innovative spirit has provided the ability to scale the product offerings and approach to deliver on the long-term vision.

It is important to utilize **CAN WE / SHOULD WE** when considering if an idea is the right fit for your people, customers, or business.

CAN WE asks questions related to whether the organization or team has the proper resources needed to bring the idea to life.

Questions that address expertise, time, technology, the possible investment required, and ease of implementation may be asked as part of *Can we?*

SHOULD WE asks questions on how the idea solves for the business opportunity originally presented.

Topics to consider as part of should we include profit potential, cost effectiveness, brand fit, differentiation, scalability, risk, and volume of impact.

**INNOVATIVE
SOLUTION**
VIRTUAL DEVELOPMENT



DECIDE

NOTES ✨

SPARKS OF INSPIRATION:

CREATIVITY AND INNOVATION TOOL

PITCH YOUR IDEA

Once you understand what idea you want to move forward with, you will need to share it with others. By becoming a great storyteller, you can move through the Cycle of Innovation and Environments of the Framework quickly and successfully.

In the space provided below, you will determine important information that will help you understand how you should develop your pitch.

STEP 1: DETERMINE THE DETAILS SURROUNDING

WHO is your audience:

WHAT is the desired outcome of the pitch:

WHO is your audience:

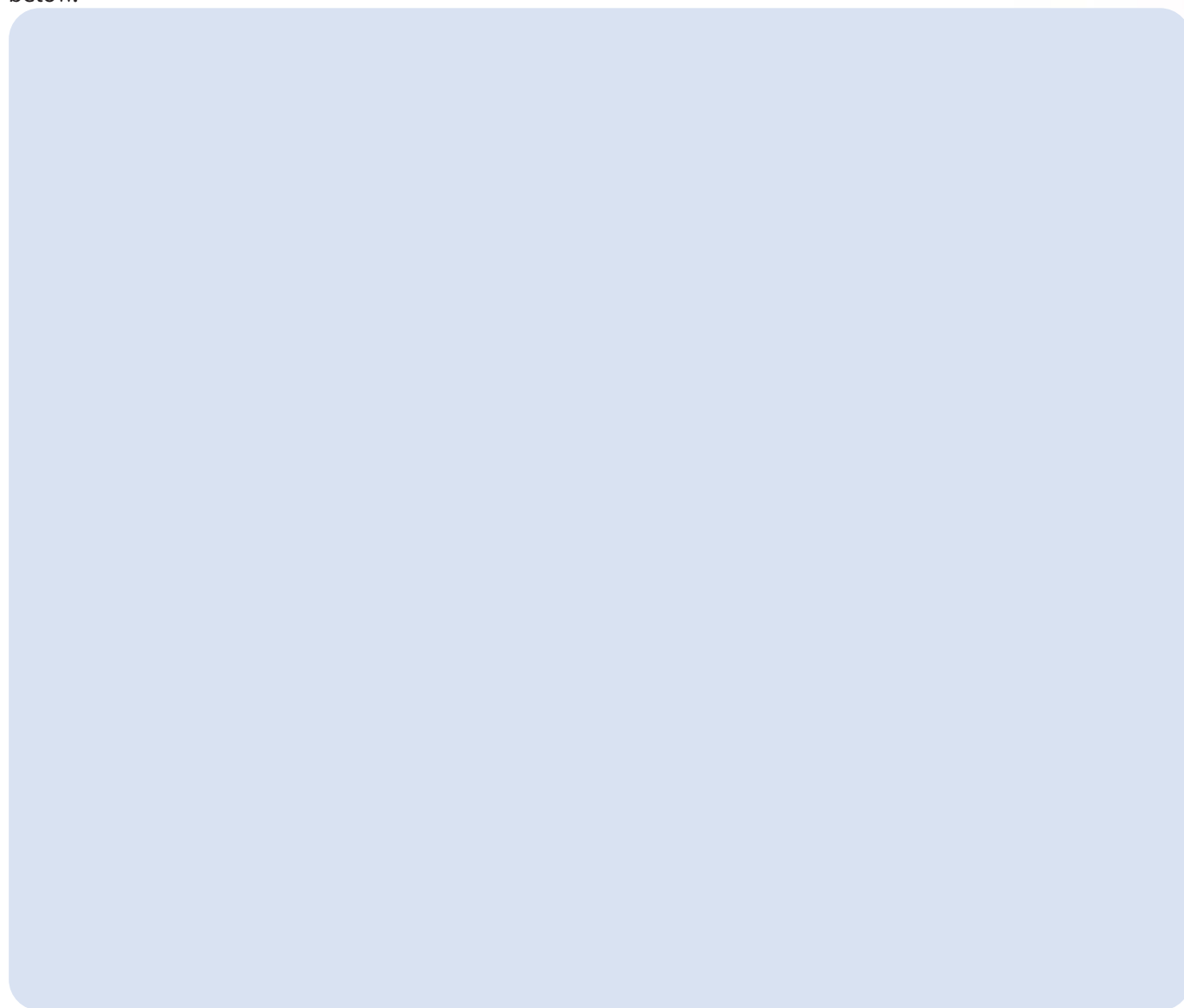
WHEN will the pitch take place:

WHY are you sharing this story:

HOW will you share this story:

STEP 2: DEVELOP YOUR PITCH.

Now that you have identified important details to consider for your pitch, use the space below to outline your story and how you want to pitch it.. To help you think through how to draft your story for this pitch, use the tips below.

**DEFINE YOUR AUDIENCE:**

- Consider your audience and what kind of information they need.
- Choose language that caters to the audience.
- Understand the demographics of your audience and how they prefer to be communicated with.
- Anticipate needs, reactions, and questions your audience may have.

DELIVERING YOUR PITCH:

- Share the intent of the story.
- Use personal stories and examples.
- Be true to your style, authenticity shows!
- Practice until it feels natural.
- Adapt in the moment.

NOTES ✨

SPARKS OF INSPIRATION:

DISNEY VACATION CLUB

REFLECT ✨

Think about a **TIME OF TURBULENCE** in your organization. How did you continue to innovate during that time, and how has it influenced your team?

What **GUIDING PRINCIPLES** do you currently use when ideating? How do those principles address anticipated needs or questions from stakeholders?

How do you encourage **COMMUNICATION** on your team? Identify one way you want to increase intentional communication with your team.



CONCLUSION ✨

“When we consider a new project, we really study it—not just the surface idea, but everything about it. And when we go into that new project, we believe in it all the way. We have confidence in our ability to do it right. And we work hard to do the best possible job.”

-WALT DISNEY

THESIS:

Leaders can ignite creativity in their people to innovate around challenges and take advantage of new opportunities.

You can successfully lead your teams through the Cycle of Innovation by:

- Cultivating a culture of creativity with a **WHAT IF? MINDSET**.
- Filtering ideas with the business principles of a **YES, IF... SENSIBILITY**.
- Directing teams toward common goals utilizing **LEADERSHIP ORCHESTRATION** skills.

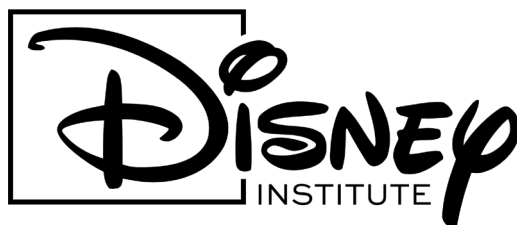
When you activate the components and factors of The Creativity and Innovation Framework within your team, you will be able to identify challenges and opportunities, ideate creative solutions, and make decisions that will set your organization up for success in a rapidly changing environment.

By putting into practice your thoughts from reflections, tools, and action plans, over time you can increase creativity and innovation on your teams.

NOTES ✨

SPARKS OF INSPIRATION:

STAY CONNECTED WITH DISNEY INSTITUTE ✨



We hope that your journey with us will continue after today.

To stay connected to Disney Institute, visit us at:

www.disneyinstitute.com

Where you will find detailed information about all of our offerings.

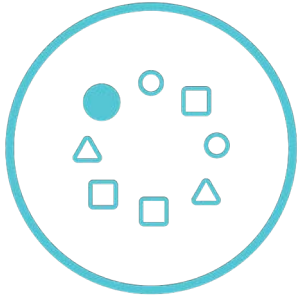
You can Like, Visit, Share, Connect, and Subscribe on many of your favorite social media platforms.

Visit us online to find out more!



LEADING CREATIVITY IN BUSINESS

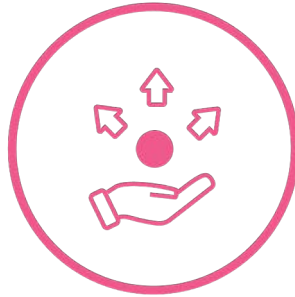
CYCLE OF INNOVATION



IDENTIFY

Identify the opportunity you want to pursue. This is often more than identifying the challenge you want to address and more about how you want to address that challenge.

IDEATE



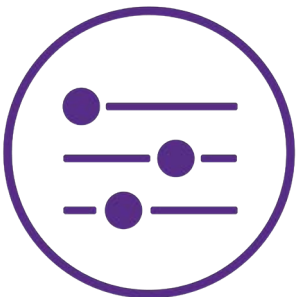
Once you understand the opportunity you want to pursue, you can ideate around a solution. During this step, your team may brainstorm or gather inspiration about how to meet a common goal.



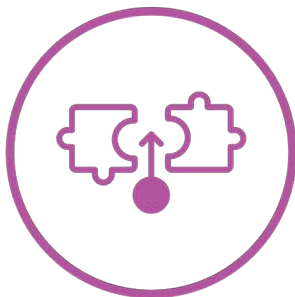
DECIDE

After gathering ideas, decisions must be made about which ideas will move forward. There are often filters that must be applied to help your team understand which ideas may be the best solution.

REFINE



With decisions made, the ideas you want to move forward should be considered and honed to ensure they can be activated successfully. This step may require making adjustments that make the idea more efficient to operationalize.



IMPLEMENT

Once the initial ideas have been decided upon and refined, they can be put into place. This is implementation, turning the idea into a viable product, service, or process.

EVALUATE



Implementation should not be your final step. Was the product, service, or process successful? How is success measured? Should we go back and try something else or tweak what was implemented? These questions help evaluate

LEADING CREATIVITY IN BUSINESS

THE CREATIVITY AND INNOVATION FRAMEWORK



WHAT IF? MINDSET

BUSINESS IMPACT

A deep understanding of the creative opportunity and what is possible within an organization.

DIVERSITY OF PERSPECTIVE

The intentional inclusion of a variety of points of view.

COLLABORATION

The belief that working together leads to better outcomes.

RISK-TAKING

Trying and supporting new things with unknown consequences.



LEADERSHIP ORCHESTRATION

TELL STORIES

Communicating new ideas in a compelling way.

BUILD RELATIONSHIPS

The cultivation of a shared connection.

ALIGNING STAKEHOLDERS

Gaining consensus among individuals.

ELEVATE IDEATION

Creating an environment where people can achieve high-quality results.

EMPOWER PEOPLE

Providing teams with the space to develop ideas free from constraints.



YES, IF... SENSIBILITY

CURIOSITY

The proactive practice of learning new things and the recognition of the importance this has on creativity and

RESOURCE ALLOCATION

A strategic prioritization of the people, money, time, and other aspects needed to innovate.

MEASUREMENT AND METRICS

Data that identifies the degree to which innovation has achieved desired results.

LEADING CREATIVITY IN BUSINESS

ADAPT AND APPLY ✨

Consider how you will apply this course's learnings to lead creativity in your business. This action plan is divided into two sections.

Column 1 – Adaptations you can make to develop your own leadership skills.

Column 2 – Adaptations you can make to develop your team's skills.

Review the components and factors of The Creativity and Innovation Framework. Consider revisiting the Reflect sections after each CaseStory.

STEP 1: Determine whether you would like to focus on developing yourself, your team, or both. If you are unsure, consider reviewing your *What If?*, *Yes If...* and Leadership Orchestration Assessments.

STEP 2: Answer the thought-starter questions by adapting best practices from this course and consider how you can apply them to your life or workplace.

WHAT IF? MINDSET

CURIOSITY	
SELF	TEAM
How might I proactively seek out new opportunities and ask myself, "What if?" more frequently? When should I ask, "What if?"	How might I encourage a spirit of curiosity among my team?

DIVERSITY OF PERSPECTIVE

SELF	TEAM
How might I better model the value of inviting diverse perspectives?	How might I encourage my team to invite diverse perspectives into our work?

COLLABORATION

SELF	TEAM
How might I communicate in a way that enables better collaboration?	What intentional brainstorming approaches can I share with my team?

RISK-TAKING	
SELF	TEAM
How might I build resilience in myself?	How might I foster resilience in my team?

YES, IF... SENSIBILITY

BUSINESS IMPACT	
SELF	TEAM
How might I learn what the decision-making filters are that impact my business?	How might I educate my team on the decision-making filters that impact our business?

RESOURCE ALLOCATION	
SELF	TEAM
How might I re-consider the resources that impact our team and prioritize them to drive creativity?	How might I educate my team on how to prioritize resources strategically?

MEASUREMENT AND METRICS	
SELF	TEAM
How might I identify the KPIs that impact our business and leverage them to show desired results and continuous improvement?	How might I introduce the importance of measurement and metrics to my team to help improve their work?

LEADERSHIP ORCHESTRATION

TELL STORIES	
SELF	TEAM
How might I find new ways to develop clear narratives when I tell stories? What do I need to do to develop these skills?	How might I elevate the storytelling skills of my team?

BUILD RELATIONSHIPS	
SELF	TEAM
How might I bolster mutually beneficial partnerships with those around me?	How might I find new ways to display empathy when providing my team feedback?

ALIGN STAKEHOLDERS	
SELF	TEAM
How might I build trusting relationships with the stakeholders I work closely with?	How might I elevate the stakeholder alignment skills of my team?

ELEVATE IDEATION	
SELF	TEAM
What are some new ways I can infuse fun into the workplace to elevate ideation?	How might I find new ways to develop and coach my team to ideate around new ideas?

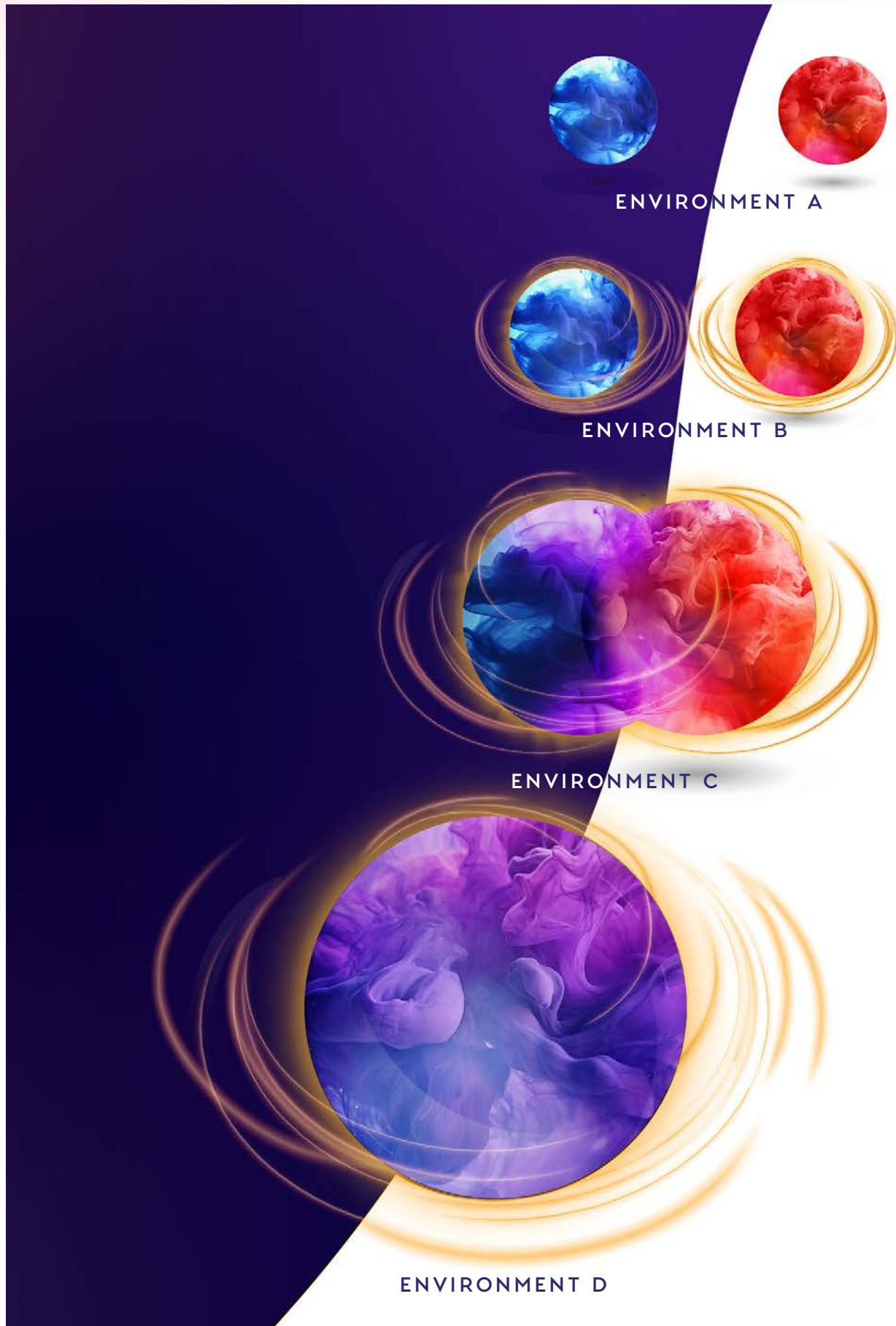
EMPOWER PEOPLE	
SELF	TEAM
How might I create a better workplace where my team can operate independently?	How might I develop the skills of my team to empower them to be a leader among their peers?

THE CREATIVITY AND INNOVATION FRAMEWORK

THE ENVIRONMENTS	
SELF	TEAM
What can I do to become more aware of when I am in each Environment?	How might I help my team navigate what it feels like to be in each Environment and help them pivot to maintain positive creative tension?

CYCLE OF INNOVATION

IDENTIFY - IDEATE - DECIDE - REFINE - IMPLEMENT - EVALUATE	
SELF	TEAM
Consider a recent business challenge you have come across. Use the Cycle of Innovation to consider how you might work through finding a creative solution.	In what ways can you help your team understand the Cycle of Innovation to better empower them to identify business challenges and present new creative ideas?



CREATIVITY AND INNOVATION TOOL

WHERE ARE YOU? ✨

This is a continuation of the Where Are You? Tool on page 35. Based on what you have learned, answer the questions below:

4 WHAT Environment would be most beneficial to accomplish our goals?

5 HOW can I help my team move to another Environment or stay in the current one?

ACTION PLAN⁺

add in a qr Code

ACTION PLAN

BUSINESS CHALLENGE IMPLEMENTATION ✨

Use this implementation plan to guide your efforts in incorporating the tools and tips you learned in this course to a current or upcoming business challenge that could benefit from creative thinking.

STEP 1: IDENTIFY THE OPPORTUNITY

Identify your key opportunity using the tips, tools, and Key Takeaways from *Leading Creativity in Business*.

What is the business challenge you are trying to solve?	
What tools and tips might help you be successful and better understand the opportunity?	
How will you apply these tips and tools? Consider who will be involved and when you will apply them.	

STEP 2: PREPARE FOR IDEATION

Consider the next steps needed to address your responses in Step 1.

What tools and tips might help you to better ideate on your business challenge?	
How will you apply these tips and tools? Consider who will be involved and when you will include them.	

STEP 3: ALIGN TO DECIDE

Define key stakeholders to refine ideas to a socialized and aligned recommendation. Intentionally prepare by identifying decision makers and a strategy.

What tools and tips might help you to better align stakeholders and decision-makers on your business challenge?	
How will you apply these tips and tools? Consider who will be involved and when you will include them.	

STEP 4: CREATE A TIMELINE

Create a timeline to implement these strategies. What will you do in the next month? Over the next quarter? What milestones will you aim for and celebrate?

IN 48 HOURS	
NEXT WEEK	
NEXT MONTH	
NEXT QUARTER	
NEXT YEAR	

STEP 5: REFINE, IMPLEMENT, EVALUATE

How are you going to measure your results or demonstrate that your efforts have had a positive impact?

Key Performance Indicators:	
Desired Metrics:	
Specifics related to my organization:	

ACTION PLAN

LEADERSHIP ORCHESTRATION SKILLS ✨

Review the Leadership Orchestration Assessment on page 11. Choose one or two skills that you would like to further develop and use the plan below to create actionable steps you can take to focus on your goal.

TELL STORIES - COMMUNICATING NEW IDEAS IN A COMPELLING WAY.

WHY AM I PRIORITIZING THIS SKILL?

- How can I benefit by focusing on this skill? Think about current or past situations where this skill was needed.
- How can my team and/or my organization benefit?
- What is the risk if I do not focus on this skill?

MY PLAN TO MOVE FORWARD

- What can I apply from *Leading Creativity in Business*?
- What additional resources are available to further develop this skill? Consider mentors within or outside of your organization that do this exceptionally well, research, classes, or training opportunities.
- What actions are you going to take to focus on this developmental opportunity? Be as specific as possible. Develop 3 - 4 actions you can do in the next 60 days.
- What will you share with your leader, team, or mentor so they can become an ally as you develop this skill? Write out key talking points.
- When will you have this conversation with your leader, team, and/or mentor? Be specific by picking a date and time. This could be a single scheduled meeting or a regularly occurring touch base.

BUILD RELATIONSHIPS - THE CULTIVATION OF A SHARED CONNECTION.

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ALIGN STAKEHOLDERS - GAINING CONSENSUS AMONG INDIVIDUALS.

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**ELEVATE IDEATION - CREATING AN ENVIRONMENT WHERE PEOPLE CAN
ACHIEVE HIGH-QUALITY RESULTS.**

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**EMPOWER PEOPLE - PROVIDING TEAMS WITH THE SPACE TO DEVELOP
IDEAS FREE FROM CONSTRAINTS.**

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APPENDIX⁺

BRAINSTORMING TOOL

PICK A CARD ✨

OBJECTIVE: Provide a starting point for brainstorming by putting unrelated words together to create new ideas that solve for a business opportunity.

MATERIALS: Four different colors of index cards (approximately 20 cards per color, 80 cards total).

STEP 1: Select a leader to be a scribe for the index cards.

STEP 2: Identify four key words in your opportunity sentence and assign each word a color.

STEP 3: Start with the first word, and brainstorm words that you associate with that word. This could be similar words, related objects, phrases, or anything that comes to mind. Write one word per card. Repeat this process for the remaining three words.

STEP 4: Now leave the cards grouped by color, and pick a card randomly from each stack. Look at those words and use them to come up with an idea. Your idea might combine one, two, three, or all four of the keywords or it might not include any. The idea is to use these words to spark new ideas.

Come up with as many ideas as you can. When you are done, choose four new words. If at anytime you do not like a word, put it back and get a new one.

CREATIVITY ENERGIZER

ROCK, PAPER, SCISSORS ✨

A fun, positive, and high-energy environment is essential when leading creativity in business. Creativity energizers help set the tone for work sessions and are beneficial at the start of meetings. This energizer takes the classic game of Rock, Paper, Scissors and turns it into a large-scale, high-energy competition.

OBJECTIVE: Defeat all your opponents in a game of Rock, Paper, Scissors.

TO START: Each participant pairs up with another and plays up to three rounds of Rock, Paper, Scissors. Clarify and demonstrate how participants are expected to play. The best two out of three rounds wins.

THE WINNER selects another recent winner to be their new opponent and repeats the process described above.

THE LOSER stands beside their winner and loudly cheers them on as they face their new opponent. This process repeats itself with each new round with the loser's cheerleaders joining the winner's cheerleaders.

The last winner remaining receives applause and congratulations from everyone in the room.

BRAINSTORMING TOOL

ABC BRAINSTORM ✨

OBJECTIVE: Provide brainstorming participants an opportunity to individually focus on a challenge or opportunity. Then as a group utilize twenty-six ideas to continue to ideate on.

MATERIALS: Sticky notes, flipchart, or white board. Pens or markers.

STEP 1: Randomly assign participants several letters of the alphabet until all letters have been assigned.

STEP 2: Ask participants to individually come up with ideas that start with their assigned letters and write them on sticky notes, one idea per sticky note. Keep ideas high-level. Once finished, participants place all sticky notes on the flipchart or white board.

STEP 3: Participants now have twenty-six ideas to use as a starting point. As a group, ask participants to choose three to four ideas to flesh out further.

