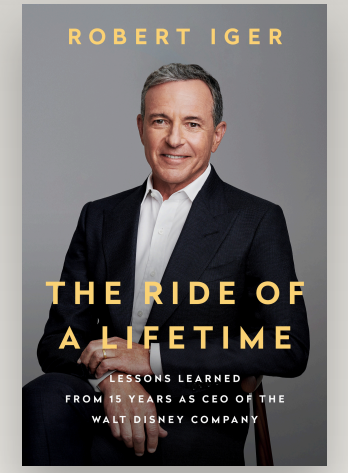


ROBERT IGER

THE RIDE OF A LIFETIME

LESSONS LEARNED FROM 15 YEARS AS CEO OF THE WALT DISNEY COMPANY

Forty-five years at one company, from a $150-a-week studio job at ABC to CEO of Disney. In fifteen years at the top he bought Pixar, Marvel, Lucasfilm and Fox and launched Disney+. The book is about ***"being guided by a set of principles that help nurture the good and manage the bad,"*** because something will always come up. Its core line: ***"The way you do anything is the way you do everything."***

THE TEN PRINCIPLES OF LEADERSHIP

01 OPTIMISM
"People are not motivated or energized by pessimists."

02 COURAGE
"Fear of failure destroys creativity."

03 FOCUS
Spend time and money on what matters most; say it clearly and often.

04 DECISIVENESS
Chronic indecision is ***"deeply corrosive to morale."***

05 CURIOSITY
"The path to innovation begins with curiosity."

06 FAIRNESS
"Nothing is worse to an organization than a culture of fear."

07 THOUGHTFULNESS
Take the time to develop informed opinions.

08 AUTHENTICITY
"Be genuine. Be honest. Don't fake anything."

09 RELENTLESS PURSUIT OF PERFECTION
Refuse to accept "good enough."

10 INTEGRITY
The quality and integrity of your people and product come first.

"YOU ONLY GET THREE"

As CEO from 2005, he set three priorities and stuck to them:

1. GREAT BRANDED CONTENT. Bet that ***"quality will matter more and more."***
2. TECHNOLOGY. ***"View technology as more of an opportunity than a threat."***
3. GLOBAL. ***"To continue to create the same things for the same loyal customers was stagnation."***



WHERE IT STARTED: a studio job at ABC in 1974. Roone Arledge taught him ***"Innovate or die"*** and, when Iger said he was barely keeping his head above water, ***"Get a longer snorkel."***

THE BIG BETS: "WHAT THEY'RE REALLY ACQUIRING IS PEOPLE"

$7.4B
PIXAR · 2006
Animation had lost nearly $400M in a decade. He bought the fix, with a written promise to keep Pixar Pixar.

$4B
MARVEL · 2009
Months of courting Ike Perlmutter, and a call from Steve Jobs to vouch.

$4.05B
LUCASFILM · 2012
Talks broke down twice over creative control.

$38
FOX · PER SHARE
A knockout bid, half cash and half stock, after Comcast's $35.

$6.99
DISNEY+ · 2019
He disrupted his own businesses, giving up Netflix fees.

MANAGING CREATIVITY

"I never start out negatively, and unless we're in the late stages of a production, I never start small."

"If you start petty, you seem petty."

"If you want innovation—and you should, always—you need to give permission to fail."

USE IT MONDAY

- Cut your priorities to three, and repeat them.
- Open creative feedback with faith and the big picture.
- Ask people to bring a possible solution with each problem.
- Own mistakes in public; give hard news in person.
- Hire people who are ***"good in addition to being good at what they do."***

WHAT HE ADMITS

- RICH ROSS: ***"I've made some big personnel mistakes over the years, and this was one of them."***
- GEORGE LUCAS: not warning him his outlines weren't being used. ***"I could have handled it better."***
- LUCK: ***"I can't emphasize enough how much success is also dependent on luck."***

"The moment you look yourself in the mirror and see a title emblazoned on your forehead, you've lost your way."

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