

# **To Infinity & Beyond! Diversity & Inclusion Reimagined**

**Dawn Hays  
General Counsel, ERA**









NOKIA



YAHOO!





WALT DISNEY  
ANIMATION STUDIOS





Can you guess who?







THE GLOBE AND MAIL, TUESDAY, FEBRUARY 11, 1986

# Former Apple official buys unit of Lucasfilm

Dow Jones Service

SAN RAFAEL, Calif.

Pixar, the computer graphics division of Lucasfilm Ltd. of Skywalker Ranch, Calif., has been acquired by Steven Jobs and the employees of Pixar.

Mr. Jobs formerly was chairman

Pixar was formed in 1979 by George Lucas, and Lucasfilm will continue to use the Pixar image computer and other technology to produce computer animation for films through its special-effects division, Industrial Light & Magic, and for home entertainment





# VISION

## CREATE A CREATIVE COMMUNITY



“Diversity fosters creativity. We need to generate the best ideas from our people in all levels of the company and incorporate them into our business practices.”

Frédéric Rozé  
Chief Executive Officer, L'Oréal USA





# GOAL





# PIXAR'S OPERATING PRINCIPLES PERSPECTIVE



“IT IS  
MANAGEMENT’S  
JOB TO FIGURE OUT  
HOW TO HELP OTHERS  
SEE CONFLICT AS HEALTHY  
—AS A ROUTE TO BALANCE,  
WHICH BENEFITS US ALL IN  
THE LONG RUN.”

FROM *CREATIVITY, INC.* BY ED CATMULL

# PIXAR'S OPERATING PRINCIPLES

## CHANGE IS OPPORTUNITY



"CHANGE IS  
INEVITABLE...  
WORKING WITH  
CHANGE IS WHAT  
CREATIVITY IS ABOUT."

FROM *CREATIVITY, INC.* BY ED CATMULL



# PIXAR'S OPERATING PRINCIPLES

## MISTAKES ARE INEVITABLE

Photo: Finding Nemo / Disney Pixar (2003)

P I X A R



"MISTAKES  
AREN'T A  
NECESSARY EVIL.  
THEY AREN'T EVIL AT ALL.  
THEY ARE AN  
INEVITABLE CONSEQUENCE  
OF DOING SOMETHING NEW."

FROM CREATIVITY, INC. BY ED CATMULL



# PIXAR'S OPERATING PRINCIPLES

## GRACE

P I X A R

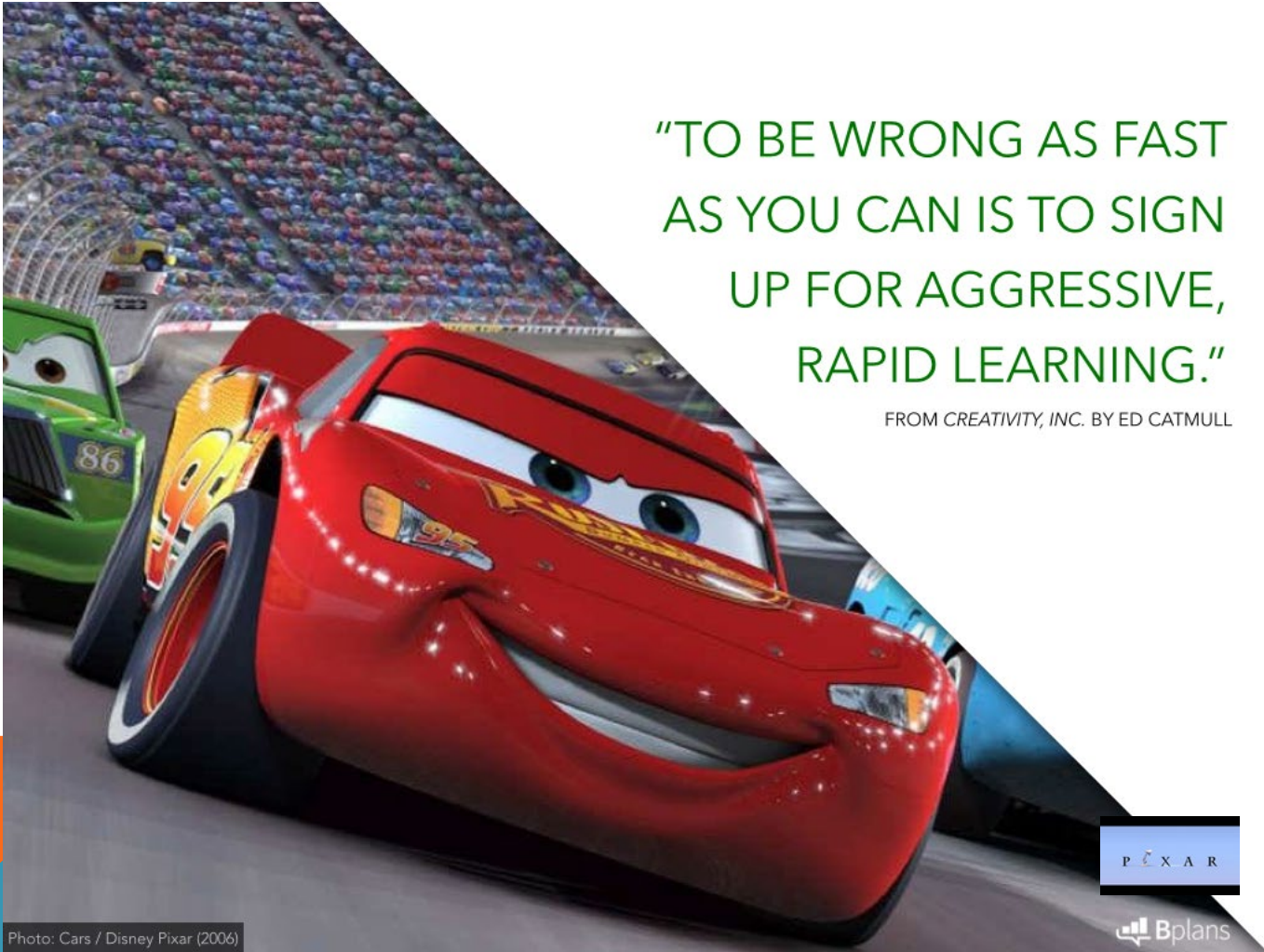
"RATHER THAN TRYING TO PREVENT ALL ERRORS, WE SHOULD ASSUME, AS IS ALMOST ALWAYS THE CASE, THAT OUR PEOPLE'S INTENTIONS ARE GOOD AND THAT THEY WANT TO SOLVE PROBLEMS."

FROM *CREATIVITY, INC.* BY ED CATMULL

Photo: Finding Nemo / Disney Pixar (2003)

# PIXAR'S OPERATING PRINCIPLES

## MISTAKES BIRTH INNOVATION



"TO BE WRONG AS FAST  
AS YOU CAN IS TO SIGN  
UP FOR AGGRESSIVE,  
RAPID LEARNING."

FROM CREATIVITY, INC. BY ED CATMULL

Photo: Cars / Disney Pixar (2006)

P I X A R

Bplans

# PIXAR'S CULTURAL PRINCIPLES

## SEEK THE UNKNOWN

"IF YOU DON'T TRY TO UNCOVER  
WHAT IS UNSEEN AND  
UNDERSTAND ITS NATURE,  
YOU WILL BE  
ILL PREPARED  
TO LEAD."

FROM *CREATIVITY, INC.*  
BY ED CATMULL

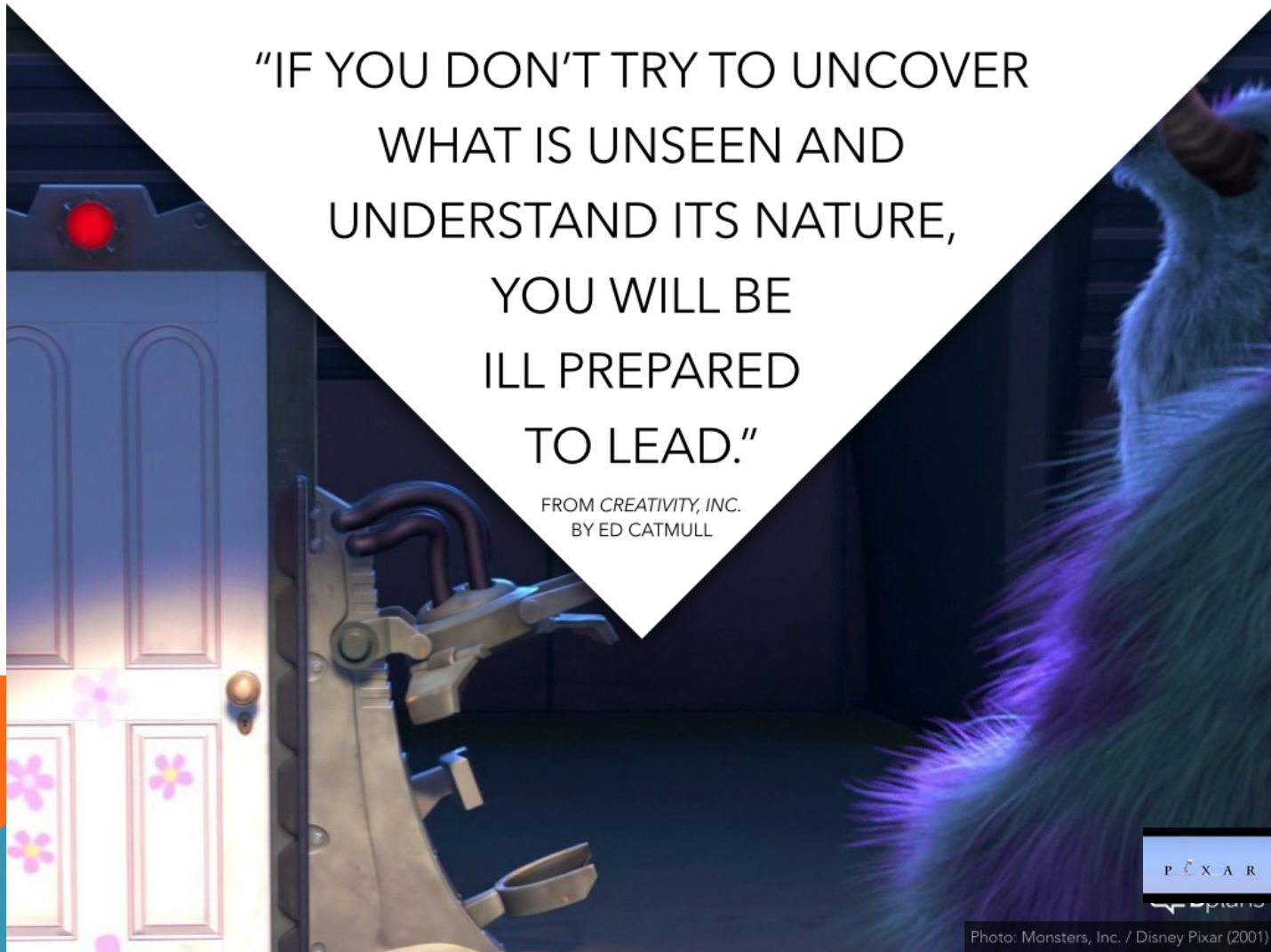


Photo: Monsters, Inc. / Disney Pixar (2001)



# PIXAR'S CULTURAL PRINCIPLES

## TEAMWORK

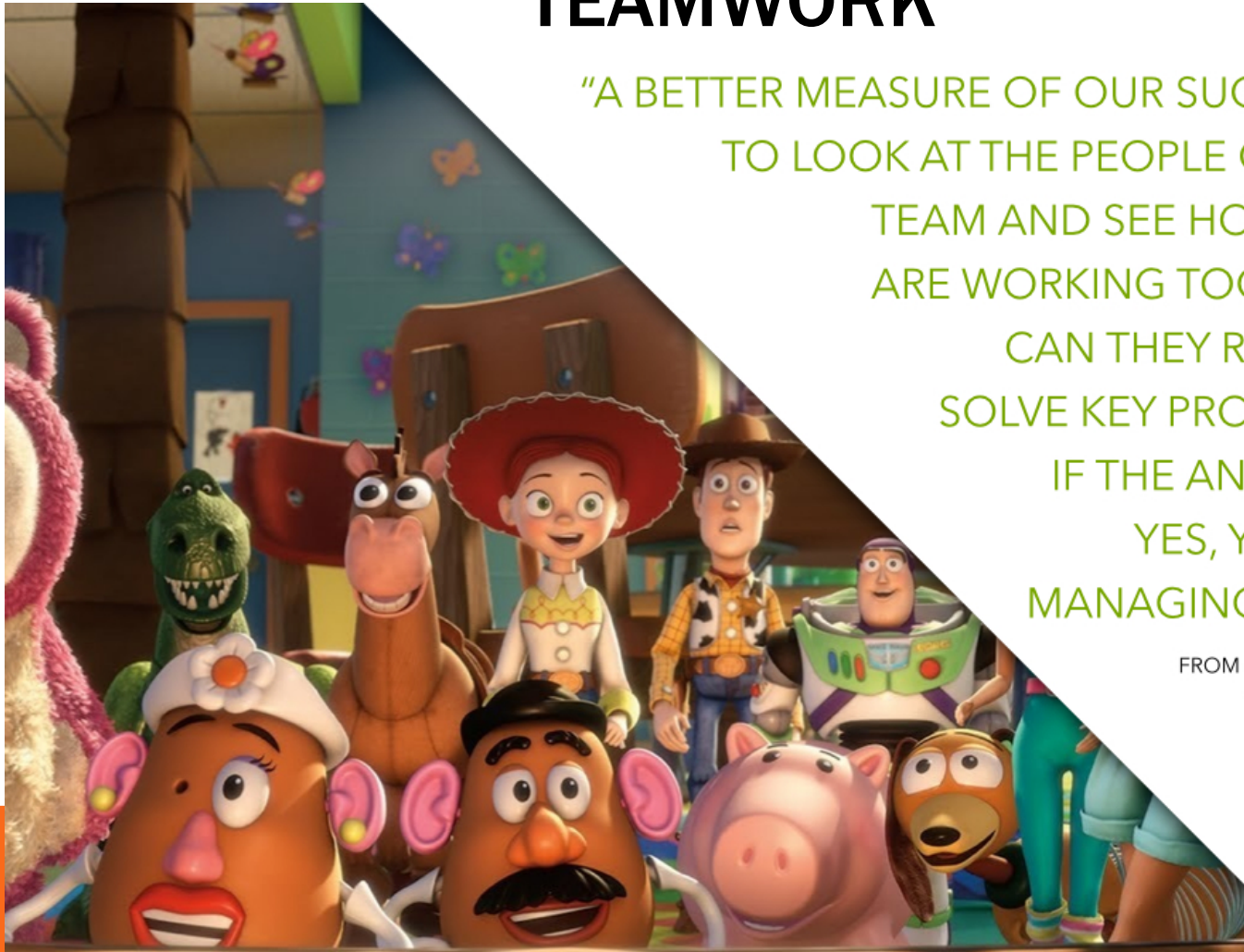
"A BETTER MEASURE OF OUR SUCCESS IS TO LOOK AT THE PEOPLE ON OUR TEAM AND SEE HOW THEY ARE WORKING TOGETHER.

CAN THEY RALLY TO SOLVE KEY PROBLEMS?

IF THE ANSWER IS YES, YOU ARE

MANAGING WELL."

FROM *CREATIVITY, INC.*  
BY ED CATMULL



# PIXAR'S CULTURAL PRINCIPLES

## A COMMUNITY OF CANDOR



"A HALLMARK OF A HEALTHY CREATIVE CULTURE IS THAT ITS PEOPLE FEEL FREE TO SHARE IDEAS, OPINIONS, AND CRITICISMS. LACK OF CANDOR, IF UNCHECKED, ULTIMATELY LEADS TO DYSFUNCTIONAL ENVIRONMENTS."

FROM *CREATIVITY, INC.* BY ED CATMULL

Photo: WALL-E / Disney Pixar (2008)



# PIXAR'S CULTURAL PRINCIPLES UNCOVER THE HIDDEN



"I BELIEVE THAT WE ALL HAVE THE POTENTIAL TO SOLVE PROBLEMS AND EXPRESS OURSELVES CREATIVELY. WHAT STANDS IN OUR WAY ARE THESE HIDDEN BARRIERS—THE MISCONCEPTIONS AND ASSUMPTIONS THAT IMPEDE US WITHOUT OUR KNOWING IT."

FROM *CREATIVITY, INC.* BY ED CATMULL

Photo: Brave / Disney Pixar (2012)

# COLLABORATION

**“Our business depends on collaboration”**

- Steve Jobs



# PIXAR'S CULTURAL PRINCIPLES

## LOVING HONESTY

"SEEK OUT  
PEOPLE WHO ARE  
WILLING TO LEVEL  
WITH YOU, AND WHEN  
YOU FIND THEM,  
HOLD THEM CLOSE."



# PIXAR'S CULTURAL PRINCIPLES

## TRUST

PIXAR



“EARNING TRUST  
TAKES TIME; THERE’S  
NO SHORTCUT TO  
UNDERSTANDING THAT  
WE REALLY DO RISE AND  
FALL TOGETHER.”

FROM *CREATIVITY, INC.* BY ED CATMULL





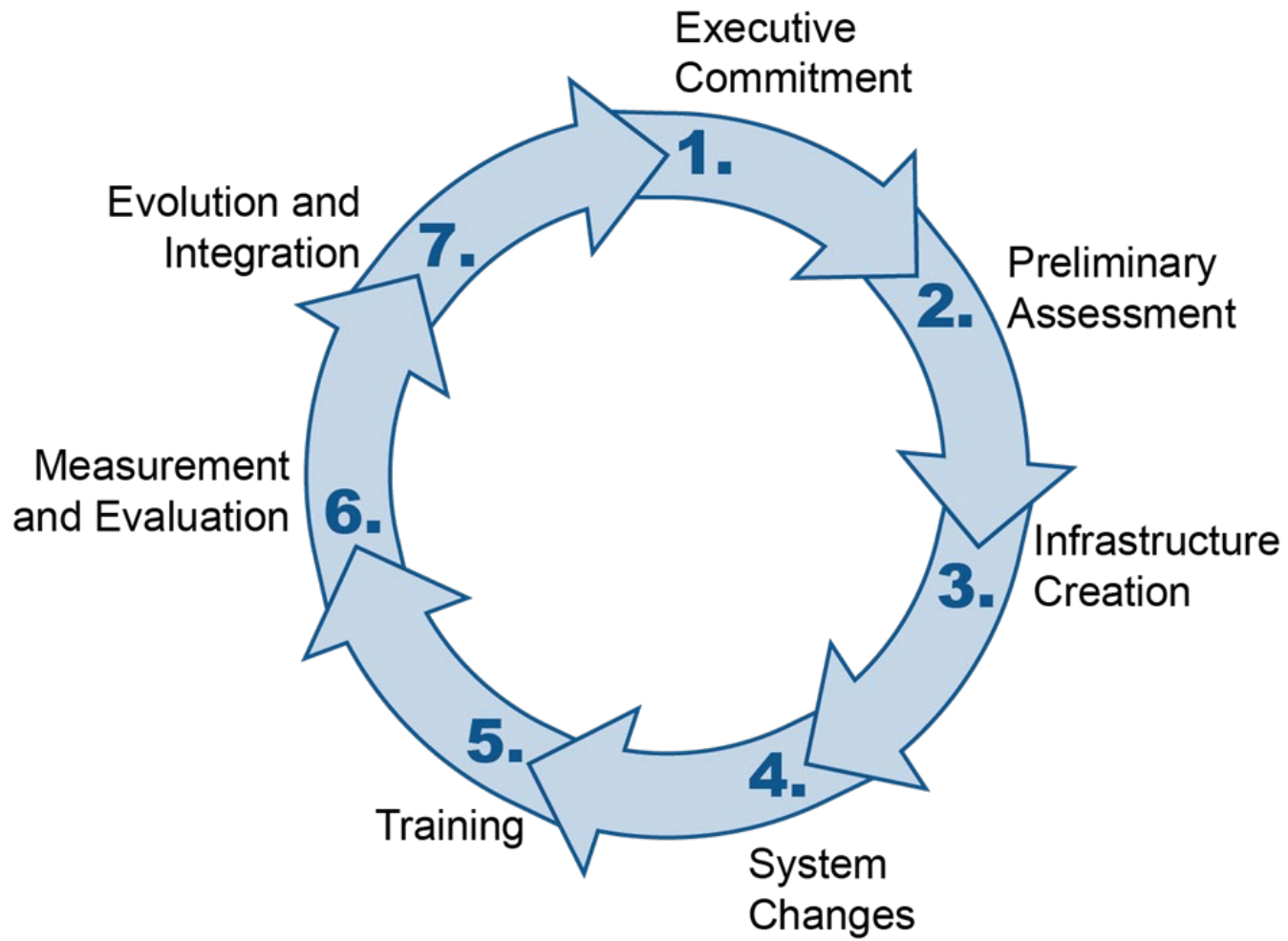
# OPPORTUNITY

Realizing vision hinges on having the right people, the right culture, and the right mindset.

The future is uncertain but our vision can be clear.







# REMEMBER

Photo: Ratatouille / Disney Pixar (2007)

P I X A R

A still from the Pixar movie Ratatouille showing the character Remy, a small blue rat with large red ears, sitting on a ledge and looking out over the Paris skyline at sunset. The city lights are visible in the background, and the sky is a mix of orange, yellow, and blue. A white triangle is overlaid on the center of the image, containing the quote.

"IT IS  
PRECISELY BY  
ACTING ON OUR  
INTENTIONS AND STAYING  
TRUE TO OUR VALUES THAT  
WE CHANGE THE WORLD."

FROM *CREATIVITY, INC.* BY ED CATMULL

# Questions?

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