



BOOK NOTES

Creativity, Inc.

by Ed Catmull

- The past should be our teacher, not our master.
- Craft is what we're expected to know, art is the unexpected use of our craft ~ copying what has come before is a guaranteed path to mediocrity...it *appears* safe...
- You don't have to ask permission to take responsibility.
- Hiring: give more weight to their potential to grow than their current skill level
- Give a good idea to a mediocre team and they'll screw it up. Give a mediocre idea to a great team and they'll create something great.
- If there is more truth in the hallways than the meeting room, you're in trouble.
- Don't let your communication structure match your org structure.
- An organization is more resistant to change than the individuals in it - it takes effort to move a group, even when they are on board.
- Excellence, quality and good should be earned words, attributed by others to us, not proclaimed by us about ourselves.
- Does the least powerful person in the room feel safe speaking up? If the answer is no, you have a problem.

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