

ENTREPRENEURSHIP THE DISNEY WAY

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This inventory is designed to describe your entrepreneurial leadership style. The aim is to describe how you lead entrepreneurial ventures, not to evaluate leadership abilities.

Instructions:

In each horizontal set assign a 4 to the word which best characterizes your approach to the world, a 3 to the word which next best characterizes your approach to the world, a 2 to the next characteristic word, and a 1 to the word which is least characteristic of your approach to the world. Be sure to assign a different number to each of the four words in each horizontal set. Do not make ties.

Column 1	Column 2	Column 3	Column 4
1. ____ Emotional	____ Inventing	____ Rational	____ Constructing
2. ____ Shy	____ Boastful	____ Driven	____ Thoughtful
3. ____ Inspiring	____ Researching	____ Meticulous	____ Carrying Out
4. ____ Enthusiastic	____ Questioning	____ Conscientious	____ Confident
5. ____ Pleasant	____ Rancorous	____ Jumpy	____ Spiritual
6. ____ Idealistic	____ Searching	____ Realistic	____ Decisive
7. ____ Philosophical	____ Discovering	____ Practical	____ Developing
8. ____ Loud	____ Excitable	____ Charming	____ Dissenting
9. ____ Imaginative	____ Designing	____ Logical	____ Completing
10. ____ Intuitive	____ Knowledge Seeking	____ Calculated	____ Profit Seeking
11. ____ Messy	____ Convincing	____ Organized	____ Introspective
12. ____ Outspoken	____ Inquiring	____ Careful	____ Executing
13. ____ Poetic	____ Researching	____ Pragmatic	____ Doing
14. ____ Fiery	____ Analytical	____ Judicious	____ Action-Oriented
15. ____ Proud	____ Careful	____ Fast	____ Direct
16. ____ Dramatic	____ Exploring	____ Empirical	____ Conquering
17. ____ Demonstrative	____ Victorious	____ Level-Headed	____ Peaceful
18. ____ Gung Ho	____ Studious	____ Methodical	____ Decisive

Scoring your results: Cross out numbers 2, 5, 8, 11, 15 & 17. These are distractors to keep you from finding a pattern. Add up each column. The total number should equal 120.

+

+

+

= 120

FIGURE 1.1 Entrepreneurial Leadership Instrument



How to use the data:
 Plot your total from Column 1 on Axis 1, Column 2 on Axis 2, Column 3 on Axis 3, Column 4 on Axis 4. Then, darkly shade in the biggest quadrant. Lightly shade in the second biggest quadrant(s).

Column 1

22

+

Column 2

28

+

Column 3

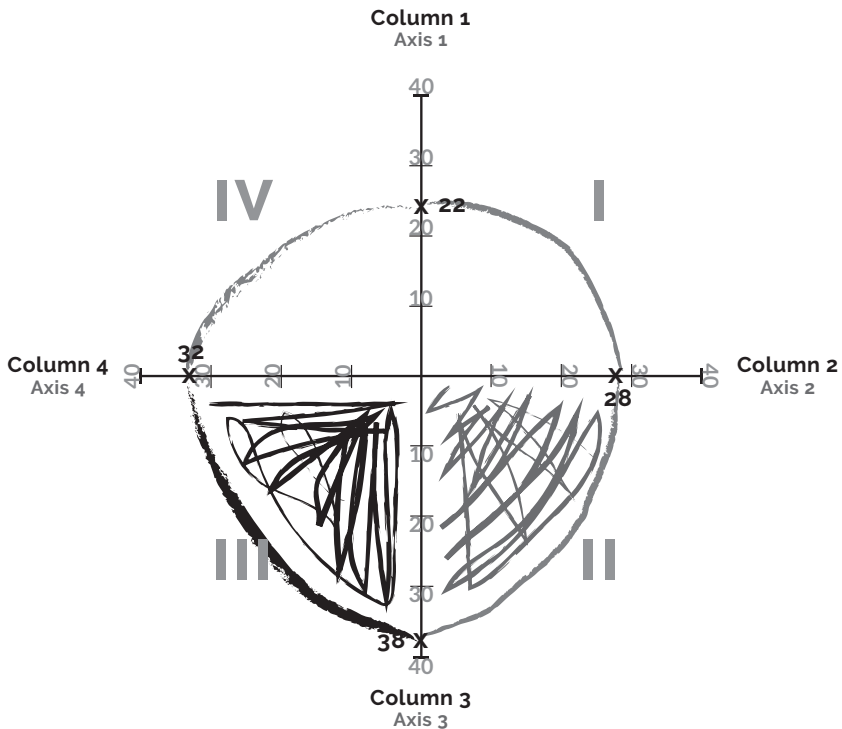
38

+

Column 4

32

= 120



Your Entrepreneurial Leadership Profile: Quadrant III, Quadrant II

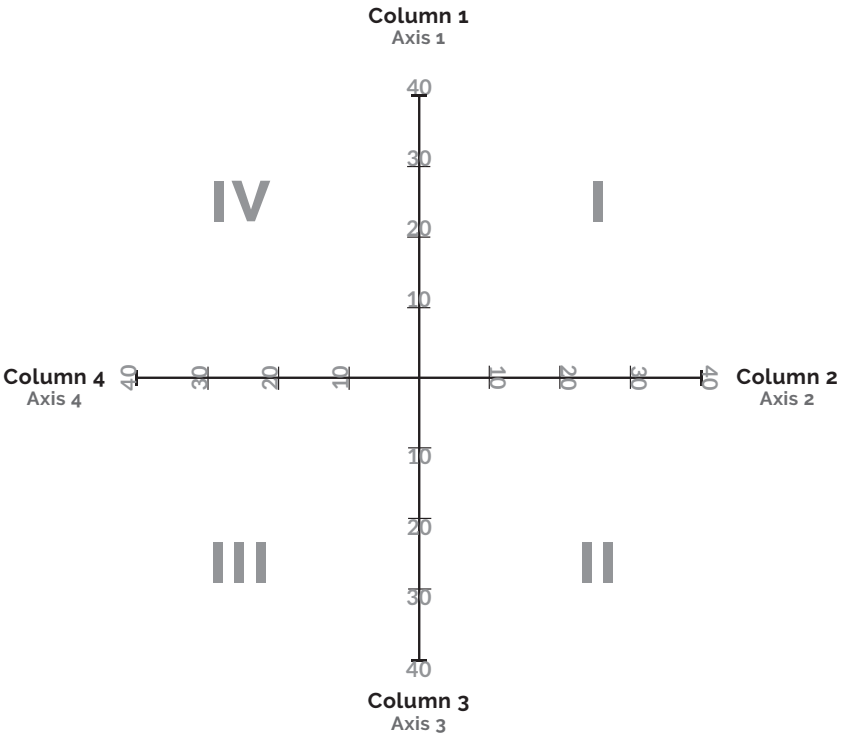
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FIGURE I.2 Entrepreneurial Leadership Sample



How do you figure out your profile?

Instructions:
 Plot your column totals from **Figure i.1** on the corresponding axis below. Connect each mark into an oval or distorted circle. Then, darkly shade in the biggest quadrant. Lightly shade in the second biggest quadrant(s). Shade all four if the scores for each column are exactly the same (30).



Your Entrepreneurial Leadership Profile: Quadrant _____, Quadrant _____

FIGURE I.3 Entrepreneurial Leadership Profile

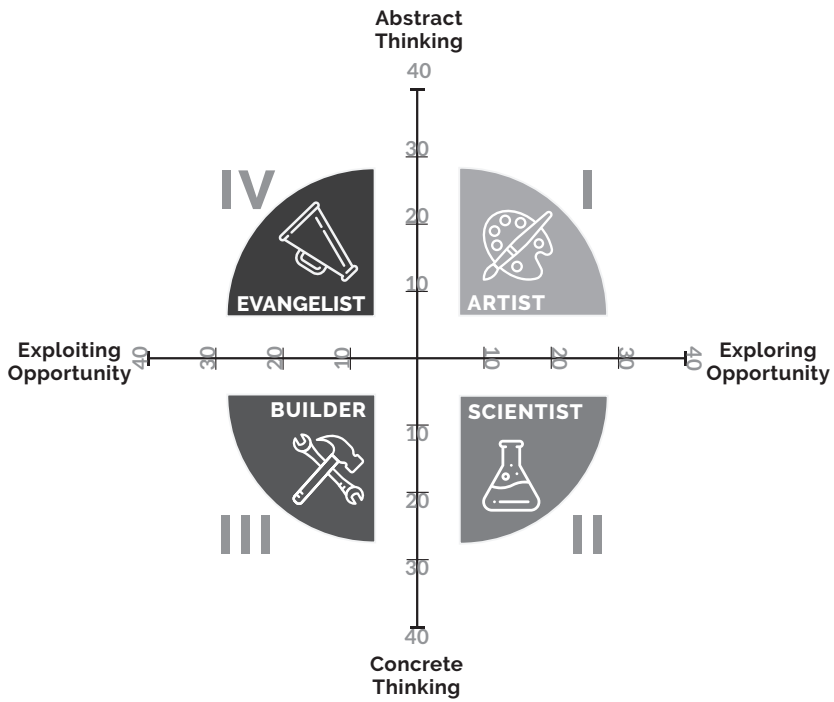
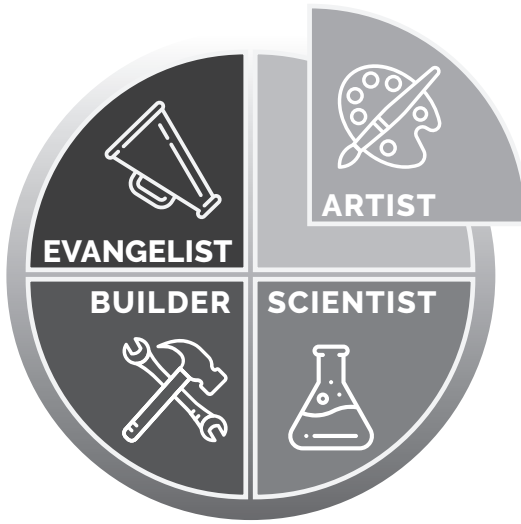


FIGURE 1.4 What the ELI Measures

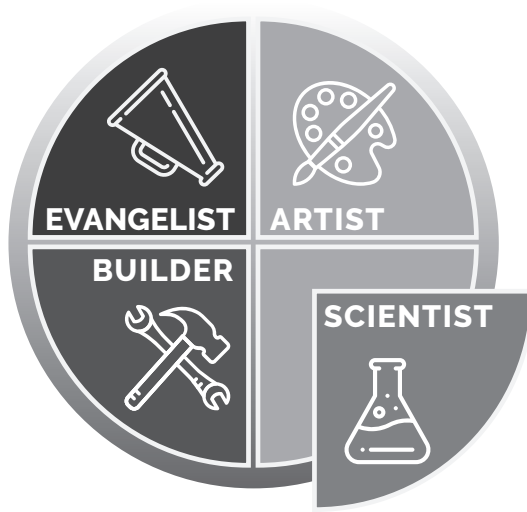


FIGURE I.5 Entrepreneurial Leadership Styles



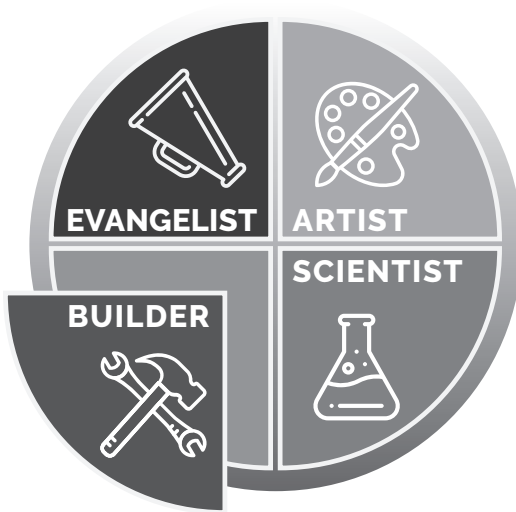
- Value creativity
- Love ideas
- Search for new solutions
- Empathize with and respect the customer
- Value the human condition
- Appreciate the subtleties of their craft
- Hard to predict

FIGURE 1.6 Entrepreneurial Leadership Style—Artist



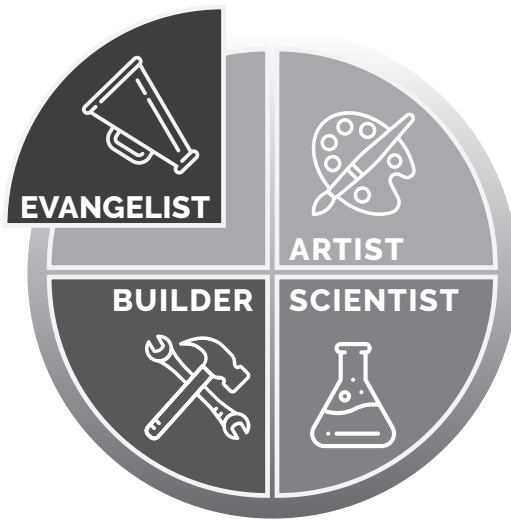
- Focus on reality
- Value deep research on a subject
- Search for supporting evidence of ideas
- Strive to perfect new concepts
- View modeling as a key entrepreneurial activity
- Study best practices
- Adapts and develops new technologies

FIGURE 1.7 Entrepreneurial Leadership Style—Scientist



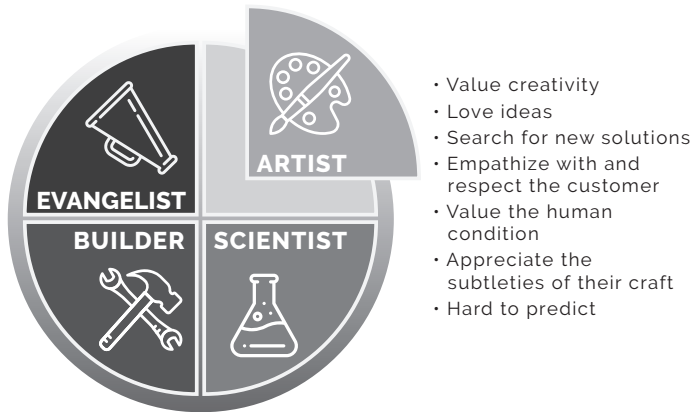
- Scale businesses, ventures, and projects
- Desire efficient operations
- Build systems and processes
- Recruit multi-talented and multi-functional teams
- Lead and motivate to complete projects
- Value acquisitions and partnerships

FIGURE 1.8 Entrepreneurial Leadership Style—Builder



- On fire about their cause
- Use simple messages to connect with consumers
- Connect with employees through clear mission and purpose
- Able to charm the media
- Carry the banner for their organization and its initiatives
- Inspires followers and advocates

FIGURE 1.9 Entrepreneurial Leadership Style—Evangelist



WALT DISNEY THE ARTIST

Learned craft of drawing and animation

- Chicago Academy of Fine Arts classes
- Cartoon drawings for troops in France
- Pesmen-Rubin Commercial Art Studio
- Kansas City Slide Co.
- Laugh-O-Grams

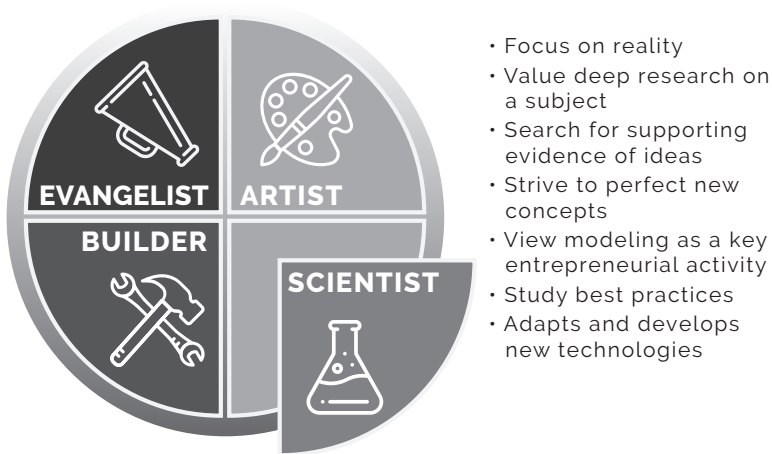
Skill development in animation

- Storytelling
- Acting through cartoon characters
- Drawing and editing animation for cartoons
- Directing cartoons
- Bootstrapping and fundraising for early startups
- Distribution of cartoons to market

Suffered for his art

- Financial and employee struggles making Laugh-O-Grams
- Living at boarding homes and office
- Bankruptcy in Kansas City

FIGURE 1.1 Entrepreneurial Leadership Style—Artist



WALT DISNEY THE SCIENTIST

Tinkering and adapting technology

- Putting actor in cartoon world: Alice's Wonderland
- Sound: Steamboat Willie
- Technicolor: Flower and Trees (Silly Symphonies)

Experimenting/Prototyping/Proof of Concept

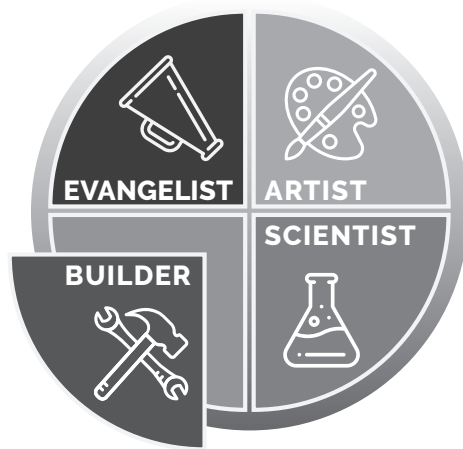
- Giving cartoon characters personality (Mickey Mouse)
- Cartoon as dramatic piece: Skeleton Dance (Silly Symphonies)
- Invention of Multiplane camera: The Old Mill (Silly Symphonies)
- Adding show tunes to cartoons: 3 Little Pigs (Silly Symphonies)

Developed trainable methodology for animation

- Chouinard Art Institute classes
- Don Graham partnership leading Disney classes at studio
- Systematizing cartoon production into distinctive areas and specialists
- Recruited and trained new animators for future at Hyperion Studio

FIGURE 2.1 Entrepreneurial Leadership Style—Scientist

- Scale businesses, ventures, and projects
- Desire efficient operations
- Build systems and processes
- Recruit multi-talented and multi-functional teams
- Lead and motivate to complete projects
- Value acquisitions and partnerships



WALT DISNEY THE BUILDER

Scale projects

- First feature length animation: Snow White
- Expand production of feature length productions: Pinocchio, Fantasia, Bambi

Scale production

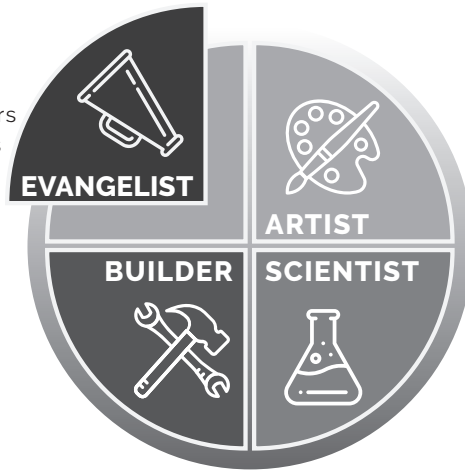
- Burbank studio
- Assembly line layout of buildings on Burbank lot
- Entry into live action films

Professionalization of company

- Post-strike management style
- Mature organizational structure
- Increased reliance on Roy to work with growing executive team

FIGURE 3.1 Entrepreneurial Leadership Style—Builder

- On fire about their cause
- Uses simple messages to connect with consumers
- Connects with employees through clear mission and purpose
- Able to charm the media
- Carries the banner for their organization and its initiatives
- Inspires followers and advocates



WALT DISNEY THE EVANGELIST

Charm the media and reach the public

- Television
- Edutainment
- True-Life Adventures

Company cathedral to interact directly with customers

- Disneyland

Missionary work

- Expansion to eastern United States: 1964 New York World's Fair
- Partnerships with business leaders, blue chip companies, and urban planners
- Florida Project (a.k.a. Walt Disney World)

Optimistic vision for the future

- Promotes scientific advances
- Promotes United States space efforts
- Promotes industry and free enterprise system
- EPCOT

FIGURE 4.1 Entrepreneurial Leadership Style—Evangelist

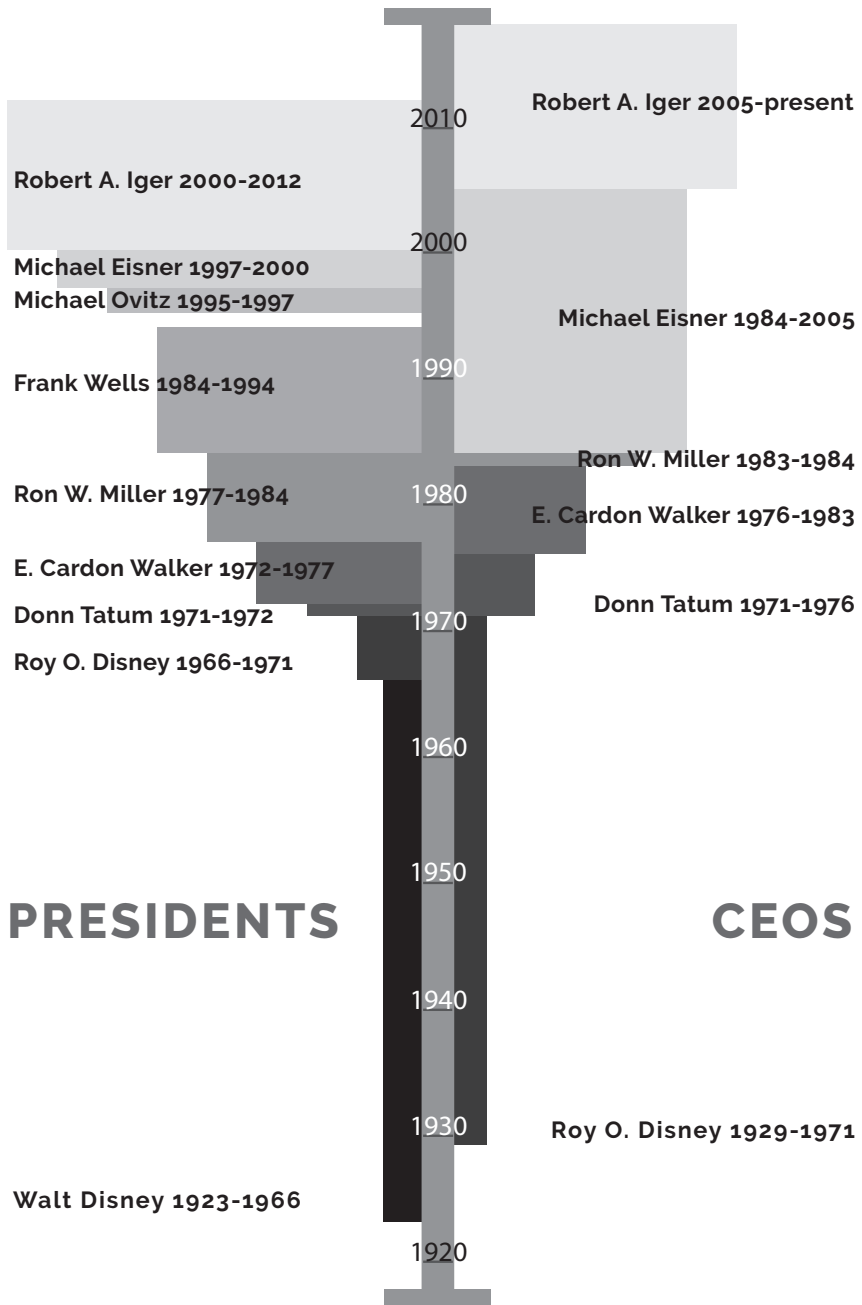
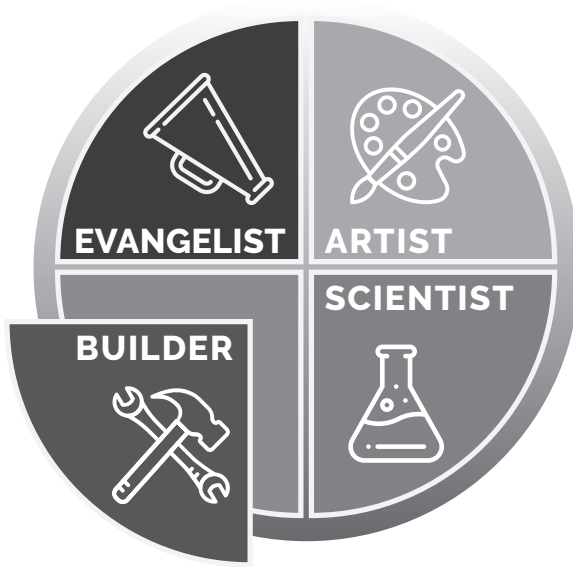
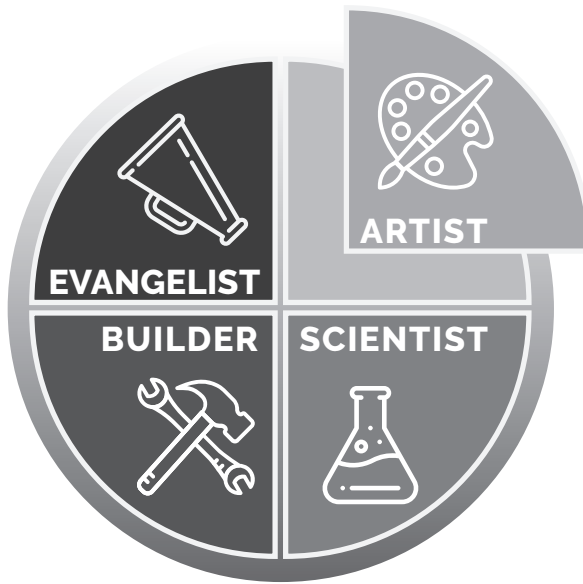


FIGURE 5.1 Disney Leadership Timeline



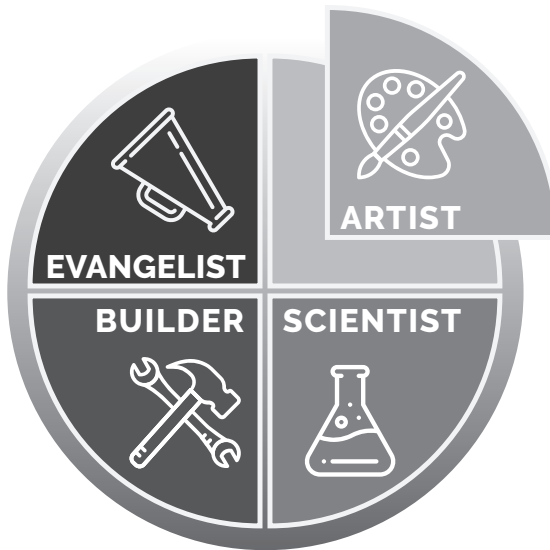
- Developed internal stability by professionalizing the Disney company
- Established company reputation with bankers, public markets, and stockholders
- Financed Disneyland with ABC grand opening broadcast
- Managed Walt's unpredictable nature with systems and financial analysis

FIGURE 5.2 Roy O. Disney—Builder



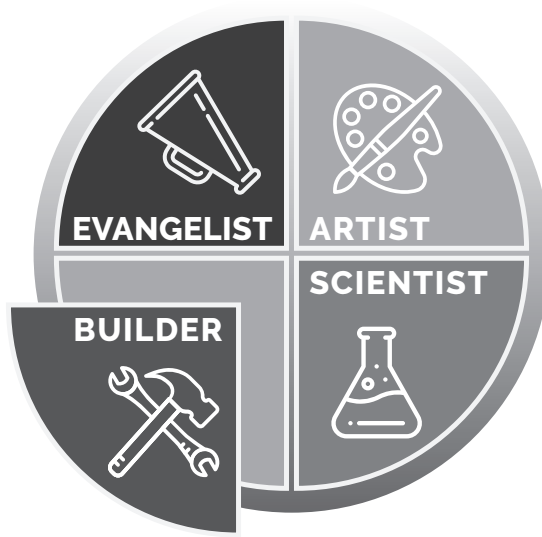
- Producer of True-Life Adventures
- Reinvigorated and saved Disney animation
- Upheld family legacy in company
- Committed to Disney's future success in 21st Century

FIGURE 5.3 Roy E. Disney—Artist With Just Enough Evangelist



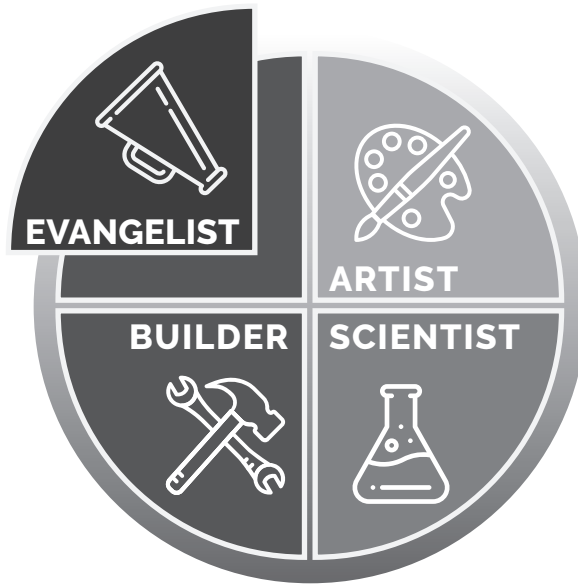
- Restored stability to avoid corporate raider buyout
- Launched Disney Vacation Club
- Built up the parks and resorts system:
 - Tokyo Disneyland
 - Animal Kingdom Park
 - Hollywood Studios Park
 - Disney California Adventure Park and Grand Californian Hotel
 - Disneyland Paris
 - Went from 3 resort hotels to 20 at Walt Disney World
 - Built 2 modern water parks at Walt Disney World
- Had strong enough evangelist talents to rally cast members

FIGURE 5.4 Michael Eisner—Artist With Just Enough Evangelist



- Restored relationship with Steve Jobs and Pixar Studios
- Strategic Acquisitions and Target Market Expansion:
 - Pixar Studios
 - Marvel
 - Lucasfilms
 - 21st Century Fox (Pending)
- Created systems and processes to manage massive parks growth
 - My Magic Plus, FastPass+, My Disney Experience Application
 - MaxPass
- Massive growth in parks:
 - Redeveloped Disney California Adventure
 - Massive growth of Disney Vacation Club properties - Aulani
 - Magic Kingdom Expansions (New Fantasyland & hub project)
 - Added Pandora - World of Avatar at Animal Kingdom
 - Built Toy Story Land at Hollywood Studios
 - Added Shanghai Disneyland
 - Bought back Disneyland Paris stock
 - Added Star Wars Land At Disneyland and Hollywood Studios
 - Epcot attraction expansions
 - Maximized revenues through cutting edge pricing systems

FIGURE 5.5 Bob Iger—Builder With a Touch of Scientist



- Rally cast members to be creative
- Charm the media
- Reinvigorate the mission of the company
- Maximize people and assets through innovation and new markets

FIGURE 5.6 The Next CEO: What Is Needed? Evangelist With Just Enough Artist?

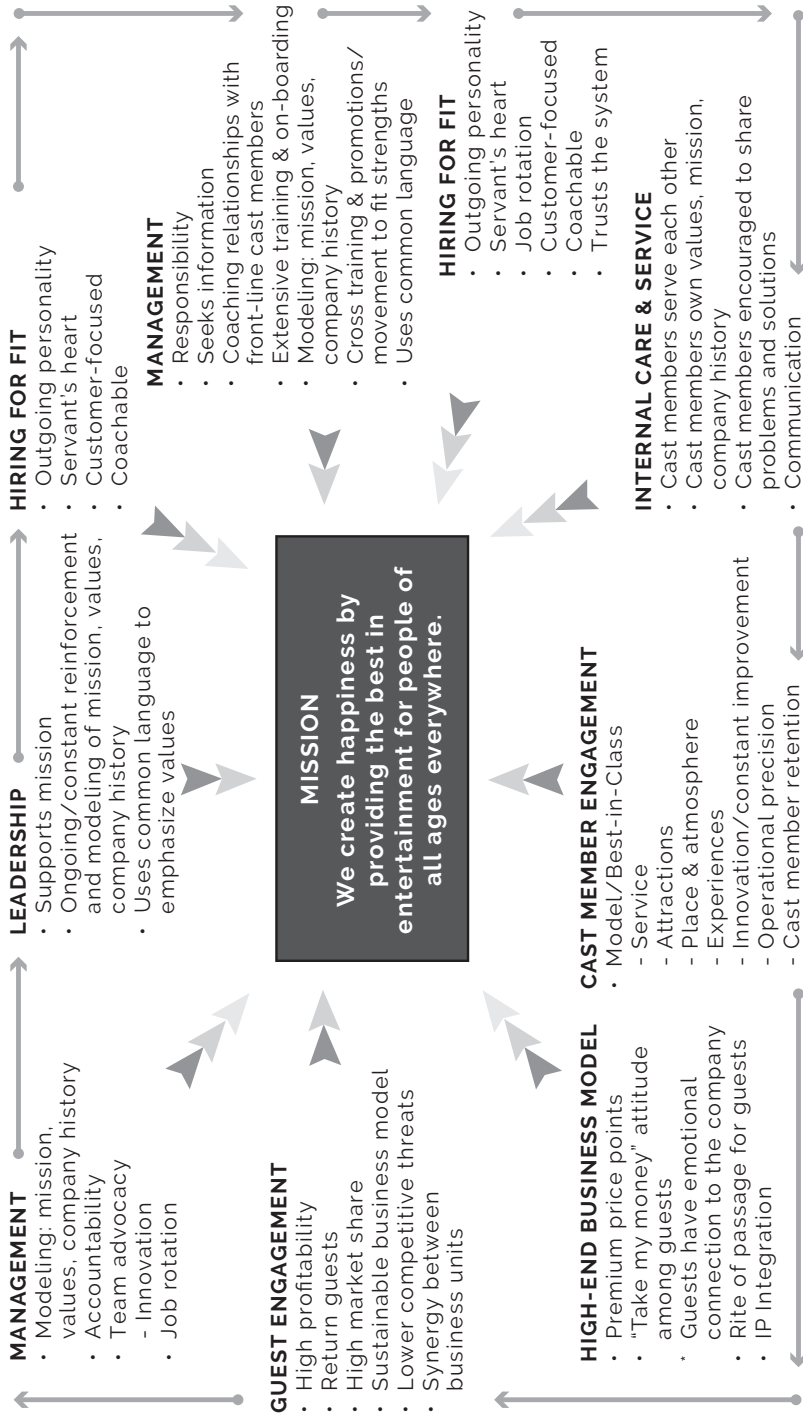


FIGURE 6.1 Disney Parks & Resorts Success Model

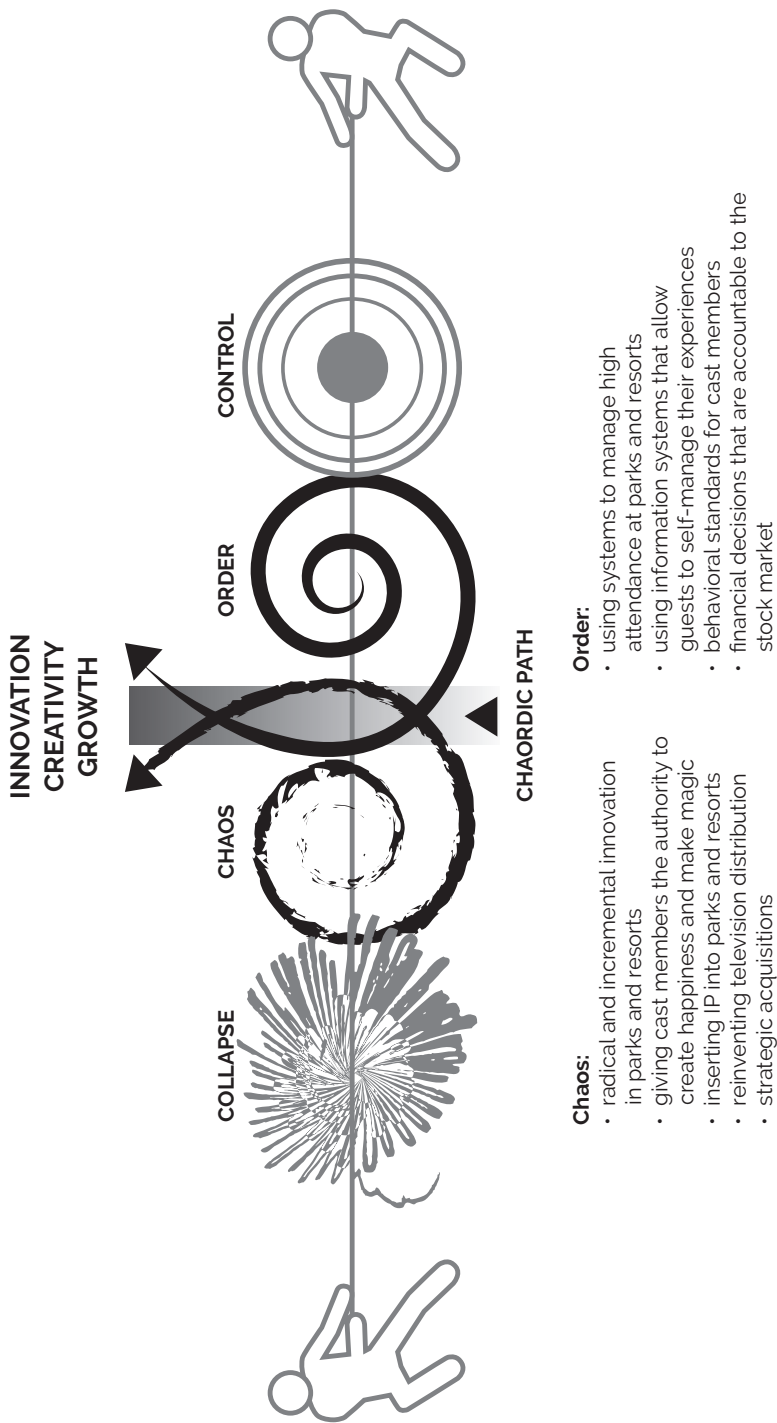


FIGURE 6.2 Leading Chaordic Tension at Disney