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00:00:01,610 --> 00:00:09,440

\h Please welcome Jeffrey Miller, manager of behavioral change effort for the Walt Disney company.

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00:00:09,440 --> 00:00:14,430

\h Jeffrey Miller: Thank you. Yeah, so I'm a Disney guy.

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00:00:14,430 --> 00:00:19,070

\h I have no business being here, right? And on top of that,

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00:00:19,070 --> 00:00:25,640

\h I'm a business guy, not an engineer or anything else. So I really don't have anything to talk about.

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00:00:25,640 --> 00:00:31,120

\h That's it for me, thanks. Everybody having a good time? This is great, right?

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00:00:31,120 --> 00:00:36,650

\h Let's acknowledge everybody that put this together. This is really terrific. [applause]

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00:00:36,650 --> 00:00:44,540

\h Absolutely. It sounds like most of this was done by volunteering and kind of a part-time effort.

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00:00:44,540 --> 00:00:48,690

\h This is really terrific. I'm not used to this voice of God thing.

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00:00:48,690 --> 00:00:53,060

\h Can we shut this off? All right. My name is Jeff Miller.

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00:00:53,060 --> 00:00:57,610

\h Yeah, I'm in charge of the Jedi mind tricks that we're trying to play at Disney.

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00:00:57,610 --> 00:01:02,580

\h What I'm really going to talk about is I spent the last six years

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00:01:02,580 --> 00:01:05,580

\h in our business development and strategic planning.

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00:01:05,580 --> 00:01:08,650

\h Kind of looking at where we go with our theme parks globally.

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00:01:08,650 --> 00:01:14,820

\h How we -- how we grow, how we get better, bigger. Hard to believe, right?

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00:01:14,820 --> 00:01:17,930

\h So I'm going to talk about the business of innovation.

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00:01:17,930 --> 00:01:22,910

\h What I'm going to focus on is forwarding an idea through a matrix organization.

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00:01:22,910 --> 00:01:26,860

\h Hopefully I'm going to be able to tie a lot of what we heard today back to this.

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00:01:26,860 --> 00:01:31,760

\h So let's jump in with a blank screen. There we go. This is the first thing.

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00:01:31,760 --> 00:01:35,970

\h I think we heard a lot about this this morning. Everybody owns creativity.

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00:01:35,970 --> 00:01:39,790

\h It's not a silent effort because your title doesn't say you're creative, doesn't

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00:01:39,790 --> 00:01:44,140

\h mean you don't have the responsibility or right to be creative.

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00:01:44,140 --> 00:01:50,930

\h That's absolutely the fact at Disney, and we do that. I was strategic planning, but we engaged everybody

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00:01:50,930 --> 00:01:56,790

\h And i think that's part of it, right? Build these teams like we heard Eric talk about at Publix.

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00:01:56,790 --> 00:02:02,160

\h A lot of multi-diversity, multiuse teams, multifunction teams that kind

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00:02:02,160 --> 00:02:05,600

\h of bring exposure and diversity from all different angles.

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00:02:05,600 --> 00:02:12,040

\h So critical in terms of forwarding an idea. At least proving the fact that it can work.

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00:02:12,040 --> 00:02:17,280

\h Second thing, this is suicide for an innovation forum, right? Think inside the box.

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00:02:17,280 --> 00:02:21,230

\h It's -- not what you want to hear, right? I think what this ties to is what we've

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00:02:21,230 --> 00:02:24,310

\h heard about this morning that there are realities.

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00:02:24,310 --> 00:02:28,350

\h When we can push the envelope to certain things, at the end of the day in

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00:02:28,350 --> 00:02:32,440

\h order to get this off the ground, you have to play by some form of rules.

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00:02:32,440 --> 00:02:36,960

\h Let's take one step back and say you need to challenge these rules.

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00:02:36,960 --> 00:02:42,820

\h I love it when people talk about how we've always done it this way or that's the way it goes or -- you know

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00:02:42,820 --> 00:02:48,520

\h this magical invisible hand that guides us. You need to push against that.

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00:02:48,520 --> 00:02:55,230

\h But economics, physics, there's certain real thought we just can't seem --

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00:02:55,230 --> 00:02:59,480

\h certain things we just can't seem to get around.

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00:02:59,480 --> 00:03:02,470

\h We need to stick inside some form of box.

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00:03:02,470 --> 00:03:10,710

\h That doesn't mean the walls of that box aren't malleable and we can't reshape it.

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00:03:10,710 --> 00:03:13,580

\h I think Disney does this better than anybody.

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00:03:13,580 --> 00:03:17,340

\h Bob's going to argue that because he's going to talk about universal Orlando.

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00:03:17,340 --> 00:03:23,240

\h He was a Disney guy, too. He brought all these good ideas over to universal.

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00:03:23,240 --> 00:03:27,790

\h Telling the story, we heard a lot about this this morning. And this is so important.

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00:03:27,790 --> 00:03:32,140

\h If it -- if you can't tell the story, it's not a good idea and you probably shouldn't do that.

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00:03:32,140 --> 00:03:34,230

\h I think that's probably an argumentative statement.

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00:03:34,230 --> 00:03:38,750

\h If you don't tell it, if you can't connect with somebody,

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00:03:38,750 --> 00:03:42,840

\h then you're not going to get support for it, you're not going forward this idea.

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00:03:42,840 --> 00:03:47,710

\h I think storytelling is something that, you know, who doesn't want to hear the story of NASA?

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00:03:47,710 --> 00:03:50,700

\h You know, all the video, kind of grates on you.

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00:03:50,700 --> 00:03:56,890

\h We have videos just like that for Disney that talk about how we do nothing other than theme parks.

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00:03:56,890 --> 00:04:01,440

\h And we build cartoons or create cartoons, and it's afternoon -- not family entertainment.

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00:04:01,440 --> 00:04:05,430

\h And that's -- we keep going back to videos like it and consumer

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00:04:05,430 --> 00:04:08,670

\h research to just keep our drive where it needs to be.

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00:04:08,670 --> 00:04:12,500

\h And so we can continue to evolve and engage our story.

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00:04:12,500 --> 00:04:16,890

\h So this is one that i think we spend a little bit of time on.

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00:04:16,890 --> 00:04:21,570

\h I'm going to give you a little bit of a background of what i do in strategic planning.

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00:04:21,570 --> 00:04:25,590

\h Most of what I've done, most of what i worked on we won't see for another 20 years.

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00:04:25,590 --> 00:04:29,640

\h That's kind of exciting, but at the same time, i can't point to a lot.

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00:04:29,640 --> 00:04:35,970

\h So when we think about storytelling, we think about simplifying the message, right?

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00:04:35,970 --> 00:04:40,700

\h I mean, that's what it really comes down to is data isn't sexy.

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00:04:40,700 --> 00:04:42,680

\h That probably -- let that settle for a second.

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00:04:42,680 --> 00:04:47,550

\h This is something my mentor told me because we were -- i was trying to stay really focused

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00:04:47,550 --> 00:04:48,720

\h On, hey, look at this.

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00:04:48,720 --> 00:04:52,180

\h We can make a lot of money this way or if we buy this company, we can do this.

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00:04:52,180 --> 00:04:56,800

\h Just proving data or just publishing data isn't the sexy part.

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00:04:56,800 --> 00:04:59,570

\h What really get people motivated is when you can captivate them,

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00:04:59,570 --> 00:05:03,370

\h when you can touch them to a personal level and say this is how it impacts you.

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00:05:03,370 --> 00:05:08,190

\h Sorry, do you want me to pose? [laughter] All right.

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00:05:08,190 --> 00:05:12,460

\h But i think that's what -- that's the take home here find the connection.

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00:05:12,460 --> 00:05:15,950

\h Get it to its simplest form.

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00:05:15,950 --> 00:05:25,220

\h If it's about life change, if it's about finding a way to get away from something or whatever your storyline

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00:05:25,220 --> 00:05:29,580

\h I'm kind of thinking back to our big cartoons that we love to talk about.

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00:05:29,580 --> 00:05:32,750

\h It's about connecting. It's about finding that place to

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00:05:32,750 --> 00:05:38,370

\h Bring people into the project, into the idea, into your solution that you're creating.

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00:05:38,370 --> 00:05:45,500

\h And i think that's where storytelling really comes alive. This is kind of the continuation of that.

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00:05:45,500 --> 00:05:47,870

\h Once you've got your story, once you've got your team,

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00:05:47,870 --> 00:05:51,570

\h once you've got your idea and this is starting to flow through and you watch it,

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00:05:51,570 --> 00:05:57,880

\h you hand it off to somebody and they just -- they forget, they don't tell the story, they don't do this,

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00:05:57,880 --> 00:06:04,240

\h your solution, your idea, your concept, your project dies instantly because people lose the story.

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00:06:04,240 --> 00:06:10,940

\h It goes back to data. And then it becomes a numbers game or we value engineer all our story,

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00:06:10,940 --> 00:06:12,980

\h all our great elements out of it.

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00:06:12,980 --> 00:06:17,740

\h But if you keep that story alive and keep just serve as a champion, find a champion,

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00:06:17,740 --> 00:06:23,750

\h get as many people to understand the story as you can, you create champions for your project.

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00:06:23,750 --> 00:06:26,410

\h It's -- you want to call it a political game, that's fine.

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00:06:26,410 --> 00:06:31,110

\h But it really is about generating interest and keeping that going.

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00:06:31,110 --> 00:06:38,280

\h Find a way to champion the message. Whether it's you or everybody around you, tell everybody the story.

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00:06:38,280 --> 00:06:44,030

\h This is something i think we all have in common. Both Disney and NASA.

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00:06:44,030 --> 00:06:47,190

\h We don't get to sign our work, as creative.

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00:06:47,190 --> 00:06:50,640

\h I've had an opportunity to work on some really interesting projects.

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00:06:50,640 --> 00:06:53,680

\h But nobody will ever know about it.

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00:06:53,680 --> 00:06:57,280

\h But i know that I've contributed to a legacy that's bigger than my own.

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00:06:57,280 --> 00:07:02,160

\h Bigger than signing my own work. And i think we think about NASA it's the same thing.

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00:07:02,160 --> 00:07:06,690

\h I really want to be a comedian someday.

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00:07:06,690 --> 00:07:08,880

\h I think that would be a great career for me.

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00:07:08,880 --> 00:07:17,180

\h But -- i was thinking about how i could connect Disney and NASA and come back to this idea of legacy.

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00:07:17,180 --> 00:07:23,870

\h You know, Disney and NASA when Walt was around and the space program was really getting around,

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00:07:23,870 --> 00:07:26,520

\h they had a lot of connection. There was a lot of connection points.

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00:07:26,520 --> 00:07:34,910

\h And i think the last pieces -- we tried to go to mars once, too. It was a couple of years ago.

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00:07:34,910 --> 00:07:42,640

\h We crashed and burned. Apparently mars didn't need moms after all. We learned our lesson.

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00:07:42,640 --> 00:07:47,930

\h The legacy we wanted to leave was one of great storytelling, great place making,

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00:07:47,930 --> 00:07:51,390

\h and this idea of being a holistic family entertainment company.

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00:07:51,390 --> 00:07:53,710

\h So i think if there's anything you take forward,