

# Harvard Business Review

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PIXAR

ANIMATION STUDIOS

**가능한**

**많이,**

**그리고 빨리 실패해라**





Disney • PIXAR

# TOY STORY



**“영화 소재나 스크립트를  
절대 사지 않는다.”**

**“We have never bought scripts or movie ideas from the outside.”**

**다양한 전문지식을 지닌  
사람들이 함께  
같은 문제를 해결해 나가는  
과정**







Disney  PIXAR

# a bug's life



# TOY STORY 2







**John Lasseter**  
*Director*



**Andrew Stanton**  
*Writer*



**Lee Unkrich**  
*Editor*



**Joe Ranft**  
*Story*

**우리가 만드는 모든 것은**

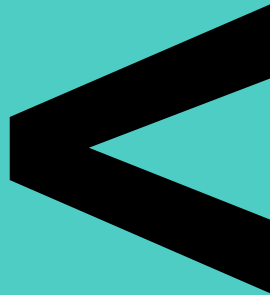
**훌륭해야만 한다.**

**Everything we touch needs to be excellent.**



**성과**

**Performance**



**문제해결 과정**

**Problem-Solving Process**





ANIMATOR

DIRECTOR

ARTIST

INTERN

DESIGNER

ENGINEER

TEACHER



**의사결정을 ‘독점’**

**하는 사람이 없다.**

**(No Authority)**

# Daily Review







# 사후논의

Postmortems