

CONTENTS

Introduction: Lost and Found	ix
------------------------------	----

PART I: GETTING STARTED 1

Chapter 1: Animated	3
Chapter 2: Pixar Is Born	21
Chapter 3: A Defining Goal	45
Chapter 4: Establishing Pixar's Identity	66

PART II: PROTECTING THE NEW 83

Chapter 5: Honesty and Candor	85
Chapter 6: Fear and Failure	106
Chapter 7: The Hungry Beast and the Ugly Baby	129
Chapter 8: Change and Randomness	145
Chapter 9: The Hidden	167

PART III: BUILDING AND SUSTAINING	187
Chapter 10: Broadening Our View	189
Chapter 11: The Unmade Future	223
 PART IV: TESTING WHAT WE KNOW	 241
Chapter 12: A New Challenge	243
Chapter 13: Notes Day	275
 Afterword: The Steve We Knew	 297
Starting Points: Thoughts for Managing a Creative Culture	315
Acknowledgments	321
Index	325