

# Portraits of Hyper-Success

These days, success is the cost of entry.

Perhaps this is because our corporate definition of success has been watered down. Meeting the stated objectives, on time and on budget—has, for the most part, satisfied customers and bosses. Satisfied. As in 'satisfactory.' Call us crazy, but striving for satisfactory left us feeling a little underwhelmed.

So began our quest to study success. We asked ourselves, "What does it take to move beyond the standard definition of success to something much bigger and bolder? What tools and strategies do leaders of iconic, breakthrough successes use to lead their teams toward the truly extraordinary; to the realm we call '*hyper-success*'?"

## Which projects did we study?

*(Select each project to learn more)*



**Avatar**



**Partners In Health Haiti 2010 Earthquake**



**Moulin Rouge**



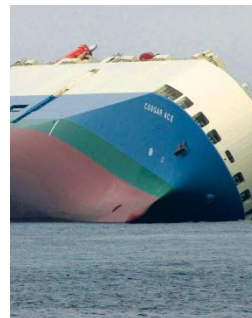
**KONY 2012**



**Life of Pi**



**iPhone™ 1**



**MV Cougar Ace**



**Lucile Packard Children's Hospital Conjoined Twins Separation Surgery**



**The FDIC During the 08-09 Financial Crisis**

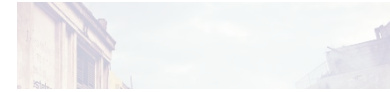
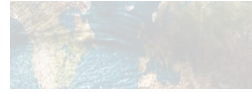
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Which project did we study



## Avatar

Development of Avatar began in 1994, when James Cameron wrote an 80-page treatment for the film. Filming was supposed to take place after the completion of Cameron's 1997 film Titanic, for a planned release in 1999, but according to Cameron, the technology necessary to achieve his vision was not yet available. Rather than compromise his vision, Cameron invented 3D and motion capture technology, and the film was finally released in December 2009 to record-breaking numbers.

**Cause:** Make an emotionally impactful, transporting story and break new ground

**"...they don't have to be the top of the top... They have to have the potential to be the top of the top. Hey... it's an NFL draft..."**

**"...nobody remembers a bad movie that comes in under budget..."**

**"...when you're creating something new, you make it up as you go. Be open to new directions..."**

**"...we need people who are better at their jobs than we'd ever be; but they must be on board with the vision..."**

**Outcome:** Grossed \$2.8 billion in world-wide ticket sales; highest grossing film of all time

X

Julien Rouge



iPhone™ 1



FDIC During the 08-09 Financial Crisis

Hospital Conjoined Twins Separation Surgery

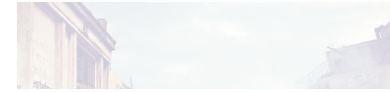
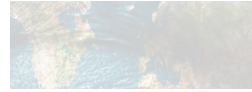
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## Partners in Health

Partners in Health (PIH) was a healthcare organization providing health services to people in need around the world. It was not a disaster relief organization. At least not until the 2010 earthquake in Haiti. They already had a foothold in local hospitals, but the tragedy inspired a new level of philanthropy. PIH pushed beyond their knowledge and capabilities to become an airline, relief operator, and provisions provider overnight. They refused to let a previous perception of their role or mission define their possibilities.

**Cause:** Help people and support them to help others

**"... we didn't have any experience in disaster relief, but we had the knowledge of the country, confidence, energy, and the will to make it happen ..."**

**"... we live by 'do whatever it takes'; there was no question we were going to work 24/7 ..."**

**"... my boss gave me the authority to go from 5K to 500K in expenses ..."**

**"... how many things have changed in my job?! I'm talking to the president of the Dominican Republic to assess if we land a helicopter full of money on the roof of a building ..."**

**Outcome:** Treated 147,000 patients in six months after one of the world's most devastating natural disasters

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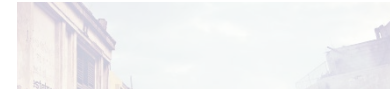
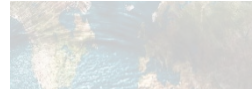
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## Moulin Rouge

Moulin Rouge! is a 2001 Australian–American romantic pastiche-jukebox musical film set in the Montmartre Quarter of Paris, France. Production began in November 1999 and was completed in May 2000, with a budget of \$52.5 million, incredibly low by Hollywood standards. The director, Baz Luhrmann, wrote that "[the] whole stylistic premise has been to decode what the Moulin Rouge was to the audiences of 1899 and express that same thrill and excitement in a way to which contemporary movie-goers can relate."

**Cause:** Push the art somebody will love

**"... the job is never done, you have to be driven by a constant curiosity ..."**

**"... a traditional movie is about first coming up with a script, then getting the stars on board and finally creating the art ... we did it the opposite way, we first created the art, then attracted the stars, and finally developed the script ..."**

**Outcome:** Revived a genre as the highest-grossing musical film in over 25 years

**"... we built two fully functional bars, they were beautiful, but they never made it into the movie ... but it was the world, the world that made the movie! ..."**

**"... I had to suspend the business side and look through the lenses of art—that was the only way to drive forward ..."**



Moulin Rouge



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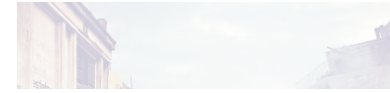
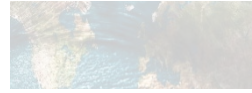
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## KONY 2012

On March 3, 2012, Invisible Children launched the KONY2012 film, a narrative documentary aimed at bringing broader attention to Joseph Kony and the LRA. The film was accompanied by a massive branded digital campaign, all of which utilized pop culture, branding, viral media, and storytelling techniques, in service of one very focused goal: Make Kony Famous. The entire campaign was both highly praised and criticized for this strategy, but the fact of its impact is indisputable.

**Cause:** Inspire humans to help other humans (i.e., Honor our oneness)

**"... it had to be an Internet worthy movie ... every 8 seconds should wake you up ..."**

**"... we know our value; we could work anywhere, we choose to be here ..."**

**"... if you go for impossible you get great; if you just go for great you only get good ..."**

**"... we brought common POP methods to humanitarian problems. That hadn't been done before ..."**

**Outcome:** Created the fastest growing viral video in history, amassing 100 million views in six days



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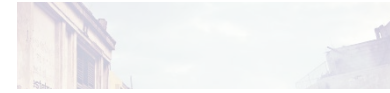
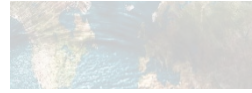
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## Life of Pi

There are four things you never do in film: work with kids, work with water, work with animals, tackle the topic of God. The Life of Pi did all four in a film based on an Indian man named "Pi" telling a novelist about his life story and how at 16 he survives a shipwreck in which his family dies, and he is stranded in the Pacific Ocean on a lifeboat with a Bengal tiger named Richard Parker. The 2012 American 3D live-action computer-animated adventure drama film far surpassed expected box office results, and earned over \$609 million worldwide.

**Cause:** Make the un-makeable movie

**"... the director has the point of view and the rest are there to execute it. Either they own their job and vision or they don't and they are flailing ..."**

**"... immersed Pi actor in the life of Pi (swim lessons, daily meditation, moved him to Taiwan to be immersed) ..."**

**Outcome:** Made the only movie with kids, water, and animals to ever turn a profit (six times its budget)

**"... movie making is a collaborative, communal effort with people that are very highly skilled and work 12-14 hour days ..."**

**"... one day there were flags flying from all the different countries represented on the set...that happened spontaneously ..."**



Julien Rouge



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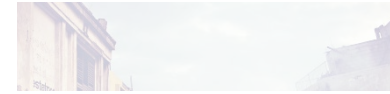
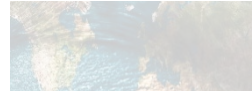
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## iPhone

It's hard to imagine life before the iPhone™. "In the span of seven years, the iPhone™ and its iPad™ progeny have become among the most important innovations in Silicon Valley's history, transforming the stodgy cellphone industry, upending the personal computer industry, and generating more than \$10 billion in revenue for mobile apps." Oh, and they made everyone rethink how humans interact with machines.

**Cause:** Make a phone people will fall in love with

**"...we didn't use roadmaps; a roadmap sets expectations, and then there's the notion of slip off. At Apple we were perfecting, not slipping..."**

**"...you would sweat about details nobody would care about, but it was part of it's authenticity..."**

**Outcome:** Put a computer in your pocket and redefined an industry (or two...)

**"...I thought they brought me on board because of my experience at Nokia. In fact, I had to forget everything about what I thought a phone was..."**

**"...the narrative they tell the world is about the products; the corollary is, no other corollary exists..."**



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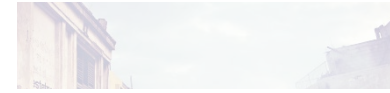
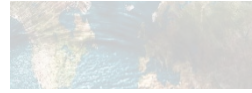
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## MV Cougar Ace

On July 23, 2006, the cargo ship MV Cougar Ace was en route from Japan when she lost stability and developed a 60-degree list to port. The Titan Salvage team arrived on site on July 30, boarded the vessel, and towed it over hundreds of miles. It was righted August 16 with little to no damage to the 4,812 vehicles on board.

**Cause:** Master the ocean

**"... the Salvage Master depends on the team; there is a lot of comradery a lot of looking after each other ..."**

**"...this is an example of throw everything onto the wall and see what sticks, there is no bad solution..."**

**"...they have to have solid skills and very quick thinking..."**

**"...there is a drive to accomplish something..."**

**Outcome:** Salvaged 4,754 cars from a 55,000-ton carrier vessel tilted 60 degrees – in 42° water

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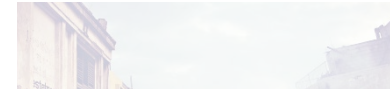
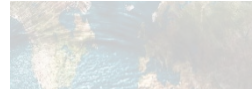
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## Lucile Packard Children's Hospital

Angelica and Angelina Sabuco were born conjoined at the chest and abdomen, sharing a diaphragm and liver. At 2 years old, they were separated. The surgery required 20 physicians and 15-20 operating room staff, with months of complex planning and preparation for all. This included reprogramming the hospital's medical records system to allow for two patients in one operating room, and several full dry runs of the surgery (which led to a critical discovery – the room needed more electricity given the unusual equipment load demanded by the surgery.)

**Cause:** Full lives as individuals

**"... we had both breadth and depth of expertise—enough experts to have back ups. Everyone was replaceable ..."**

**"... we took on this case because it aligned strongly with our mission at the hospital ..."**

**"... there was positive effects on personnel and morale of the hospital—people were proud they had a role in it ..."**

**"... the room is only so big—no room for egos ..."**

**Outcome:** Gave Angelina and Angelica Sabuco a shared opportunity to live their own lives

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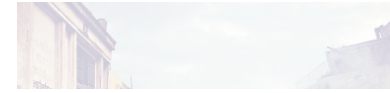
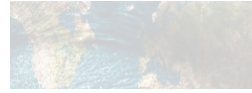
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## FDIC

In 2008, America experienced a collapse in the U.S. sub-prime mortgage market amid the biggest housing slump in a quarter-century. Acting Deputy Director of the FDIC's Large Bank Supervision Group, John Corston, and his team of 6 had to intervene on bank bankruptcies and within 48 hours or less, evaluate their tail risk, and issue a recommendation for action.

**Cause:** Save America from a second Great Depression

**"... we established a direct line of communication between the field and the top decision-makers ..."**

**"... if this doesn't work, I don't know what's going to happen ..."**

**Outcome:** Navigated the failure of 465 banks from '08 - '12.

**"... you don't look up; you simply take one step at a time ..."**

**"... it was amazing to see how my team could turn very complex situations into simple concepts ..."**

X

Julien Rouge



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