

The Hollywood Model

What Organizations Can Learn From the Filmmaking Ecosystem

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THE FRAME FOR TODAY

A Century of Filmmaking Created a Certain DNA



I

The Respect for Craft

Trusting expertise you don't have, without the need to command it



II

The Art of the Pivot

Keeping a project alive in the face of disruption by treating adversity as a creative source



III

The Story as the Organizing Force

Aligning talent, capital, and the wider ecosystem around a single shared story

Collaboration and a Living Vision

> *Filmmaking is all about appreciating the talents of the people you surround yourself with, knowing you could never have made any of these films alone.*

STEVEN SPIELBERG

One film, many vantage points

A film succeeds because everyone makes the same film from their own angle of it.



Sergio Leone commissioned Ennio Morricone's scores before filming began, then played them live on set to achieve a maximum of fusion.

Respect for and Trust in Craft Is a Functional Necessity



In Filmmaking, Adversity Creates Innovation

Robust

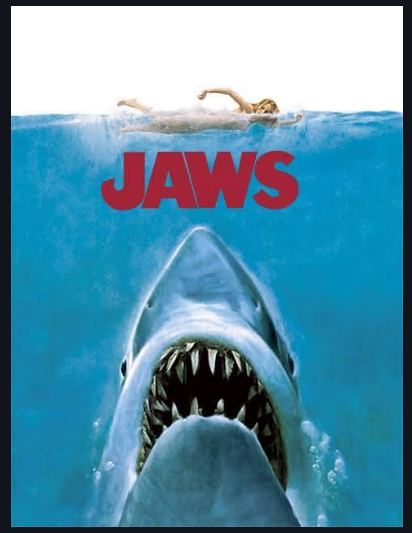
Defend against Adversity
Stay in current paradigm
→ The walls of a medieval city

Resilient

Be flexible against Adversity
Adjust current paradigm
→ Bamboo bouncing back

Antifragile

Embrace Adversity
Shift towards new paradigm
→ Muscle, growing stronger from the tear

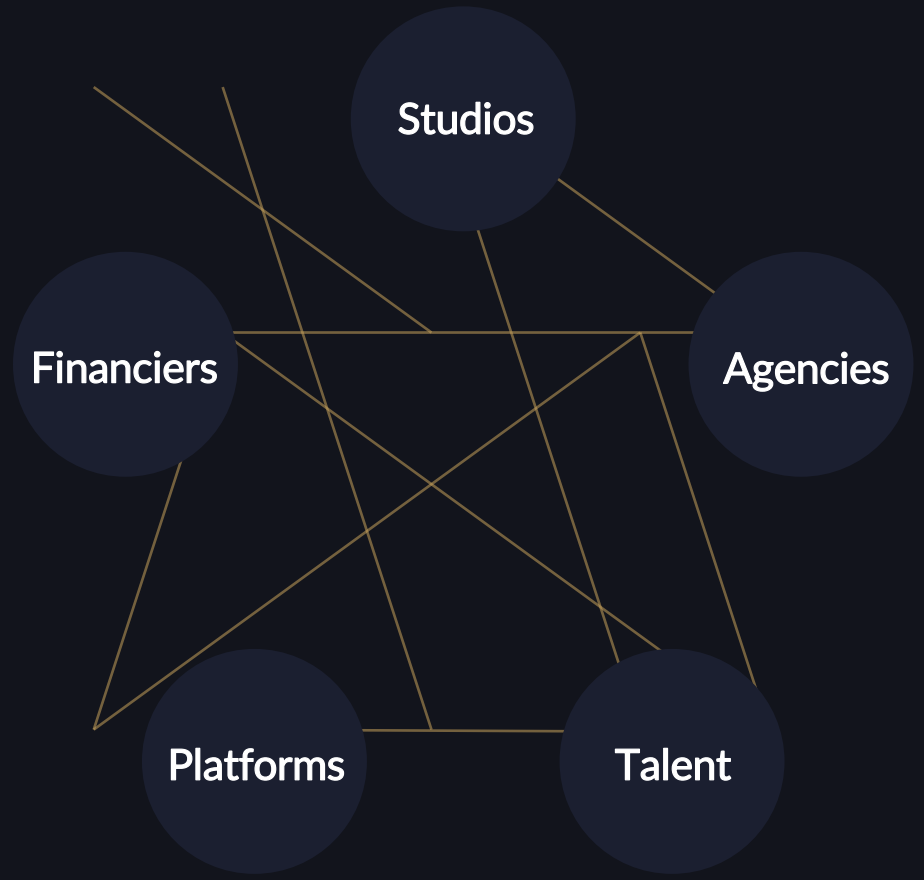


Filmmaking runs on disruption. Weather changes, actors get sick, locations fall through, budgets get cut. That reality forced the industry to develop an antifragile capability: embracing disruption and leveraging it for new ideas.

While filming "Jaws", the mechanical sharks famously failed. Spielberg pivoted to an unseen shark, signaled only by John Williams' score. It became far more frightening than a visible one would have been.

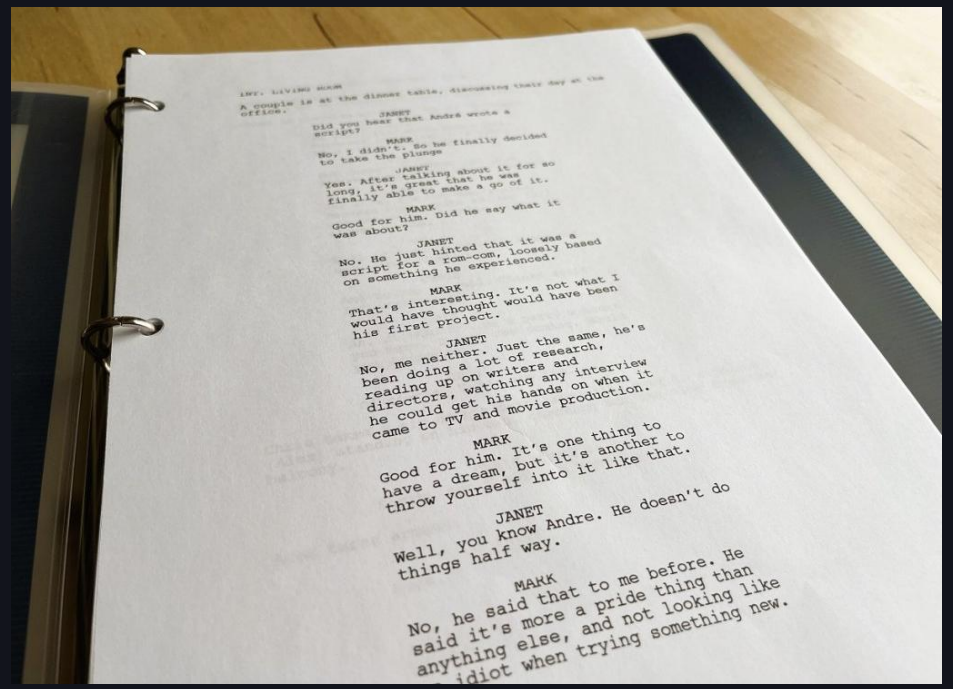
A System No One Fully Controls

- Each film is a temporary organization, assembled for a purpose and dissolved once it's fulfilled.
- Power moves continuously across the whole system. No single player holds it permanently.
- Formal governance is comparatively light. Reputation does the heavy lifting.



Does it strengthen the story, or weaken it?

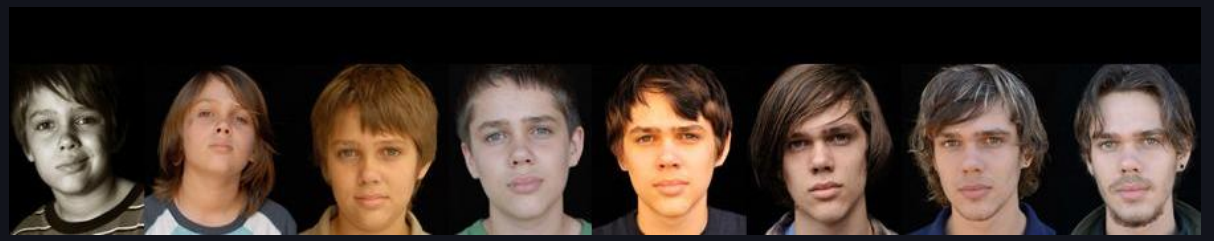
The question every financing, casting, and editing decision gets tested against



- A film gets made because its story justifies mobilizing talent, capital, and time
- Story aligns the motivations of an actor, a studio, and an audience, stakeholders that otherwise share nothing in common.
- Scripts get rewritten, scenes get cut, endings get reworked, all in service of the story

What Held Boyhood Together





2002 2004 2006 2008 2010 2012 2014

Richard Linklater shot Boyhood in short bursts each summer as six-year-old Ellar Coltrane actually grew up on camera. The film was financed in annual installments of $200,000 because no studio would commit a full budget across twelve consecutive years.

12

YEARS OF FILMING
ONE CAST
NO FINISHED SCRIPT

"What held it together was the conviction that the story needed to exist, and everyone's willingness to keep showing up because of that conviction alone."

What Part of your Organization Already Behaves More Like a Film Production?



Craft
Authority earned by serving the work



Pivot
Disruption as opportunity, not as threat



Story
A network held together by a shared narrative

"The real job of a leader keeps shifting, away from directing every action and toward creating the conditions under which people can achieve extraordinary things together."

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