

***Innovation  
Elegance:***

***A People-Centric  
Methodology***

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# Problems I'm Trying To Solve

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- Incumbent methodologies haven't solved VUCA
- Project success rates remain disappointing
- Employee experience is disappointing



# Agenda

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- Reinvent the RACI matrix
- See what “in sync” looks like on paper
- Explore how far we can apply references to the arts

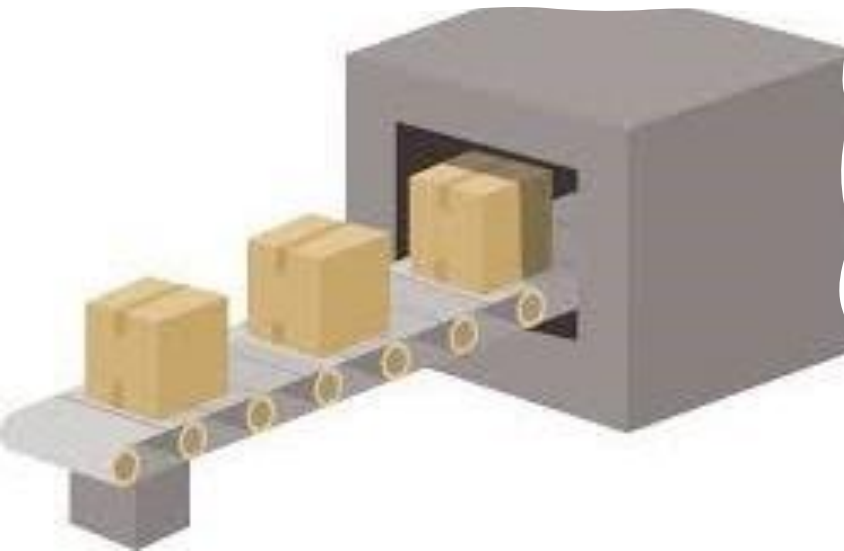




# Takeaways

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- Five Verbs shapes discipline, empathy, portfolio, and legacy
- Synchronization precedes speed
- Learn, benefit, and profit from culture traits of the arts



# Reinventing the RACI Matrix

RACI

TEAM	PROGRAM MANAGEMENT	CAMPAIGN MARKETING	DESIGN
JACK	R	A	R
CAROLL	A	I	R
SABRINA	R	C	C
SELENA	R	I	A
SAMANTHA	C	R	I



Verb Sprawl



Five Verbs

- Draft
- Review & Revise
- Approve
- Distribute



# Arranging Five Verbs in a Project Plan

	M	T	W	R	F	Assignment s	Duration	Percent Comple te
Draft	■					Tracy	1 day	100%
Review		■				Val, Will, Xin	1 day	50%
Revise			■			Tracy	1 day	
Approve				■		Yolanda	1 day	
Distribute					■	Zach	1 day	

*"Ambiguity is not worth the inaction created due to uncertainty."*

*- Unattributed*

*"Execution's two best friends are simplicity and transparency."*

*- Chris McChesney (b. 1971), American author of the book The 4 Disciplines of Execution*

# “In Sync”



Teamwork is a form of Q&A

Rhythm & Thoughtful Frequency

Sequential versus Parallel

Minimize surprises & collisions

Synchronization  Speed

# Asset Portfolio (Q&A)

<b>Project Independent</b>	Lens of the Market	Lens of the Team	Lens of the Individual	Current State
	Market Forces Matrix	Approachability Menu	Individual Status Report	Scorecard
	Voice of the Customer and Seller	Lessons Learned	Stoplight Report	Current State Inventory
	Decisions Unknowns Outcomes	Change Log	Workload Report	System Actor Inventory
	Roadmap	Parking Lot	I Like I Wish I Hope I Wonder Report	Current State Scripts
	Crisis Communication Script		ORS Report	Current State Process Flows
	Crisis Resolution Checklist		Pie Chart	Customer Experience Hierarchy
			Use Case Assessment	

<b>Project Specific</b>	Project Management	Process	People
	Project Charter	Customer Lifecycle Model	Awareness Blast
	Business Case	Future State Scripts	Elevator Pitch
	Project Plan	Future State Process Flows	Training Approach
	Workstream Status Report	Use Case Definition	Training Materials
	Traceability Matrix		Go-Live Announcement
		Closure Report	

<b>Technology</b>	High-level Design	Detailed Design	Build	Test
	Architecture	Code Module Inventory	Code	Test Approach
	Storyboards	Data Definition Language	Migration Script	Test Conditions
	Data Flow Diagram	Data Manipulation Language	Data Conversion Script	Test Cycles
	Data Model / ERD	Report Inventory	Deployment Plan	Test Script
	User Interface	Report Detail		Test Data
			Actual Results	
			Defect Log	

*Draft  
Review & Revise  
Approve  
Distribute*

*Where do you see yourself?*



# Quarterly Rhythm

*Stagger the Q&A monthly*

		October							November							December																	
1	Asset	Verb	Dependencies	Assignments	Duration	Start Date	Completion Date	Percent Complete	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
2	Market Forces Matrix																																
3		Draft		Jo	1d	1/10	1/10		■																								
4		Review & Revise	3	Pat, Al	1d	1/11	1/11			■																							
5		Approve	4	Minh	1d	1/12	1/12				■																						
6		Distribute	5	Jo	1d	1/13	1/13					■																					
7	Voice of Customer & Seller																																
8		Draft		Ayo	1d	2/7	2/7																										
9		Review & Revise	8	Beth, Jose	1d	2/8	2/8																										
10		Approve	9	Cesar	1d	2/9	2/9																										
11		Distribute	10	Gil	1d	2/10	2/10																										
12	Decisions Unknowns Outcomes																																
13		Draft		Han	1d	3/7	3/7																										
14		Review & Revise	13	Ilse, Manu	1d	3/8	3/8																										
15		Approve	14	Nick	1d	3/9	3/9																										
16		Distribute	15	Han	1d	3/10	3/10																										

*What quarterly questions are worth Five Verbs?*

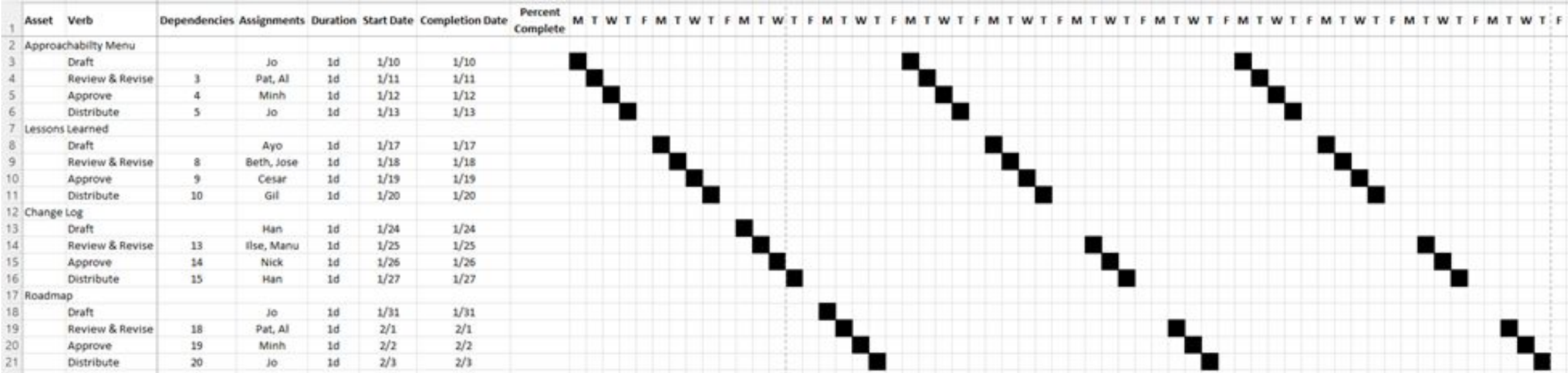
# Monthly Rhythm

*Stagger the Q&A weekly*

October

November

December



*What monthly questions are worth Five Verbs?*

# Weekly Rhythm

1	Asset	Verb	Dependencies	Assignments	Duration	Start Date	Completion Date	Percent Complete	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	
2	Parking Lot																							
3		Draft		Jo	1d	1/10	1/10		■															
4		Review & Revise	3	Pat, Al	1d	1/11	1/11			■				■				■				■		
5		Approve	4	Minh	1d	1/12	1/12				■				■				■			■		
6		Distribute	5	Jo	1d	1/13	1/13					■				■				■			■	
7	Workstream Status Report																							
8		Draft		Ayo	1d	1/10	1/10		■					■					■				■	
9		Review & Revise	8	Beth, Jose	1d	1/11	1/11			■					■				■			■		
10		Approve	9	Cesar	1d	1/12	1/12				■				■					■			■	
11		Distribute	10	Gil	1d	1/13	1/13					■				■					■			■

*What weekly questions are worth Five Verbs?*

# Current State Documentation Pays Back Debt

1	Asset	Verb	Dependencies	Assignments	Duration	Start Date	Completion Date	Percent Complete	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
2	Current State Inventory																											
3		Draft		Jo	1d	1/10	1/10		■																			
4		Review & Revise	3	Pat, Al	1d	1/11	1/11			■																		
5		Approve	4	Minh	1d	1/12	1/12				■																	
6		Distribute	5	Jo	1d	1/13	1/13					■																
7	Current State Scripts																											
8		Draft	6	Ayo	1d	1/17	1/17						■															
9		Review & Revise	8	Beth, Jose	1d	1/18	1/18							■														
10		Approve	9	Cesar	1d	1/19	1/19								■													
11		Distribute	10	Gil	1d	1/20	1/20									■												
12	Current State Process Flows																											
13		Draft	11	Han	1d	1/24	1/24									■												
14		Review & Revise	13	Ilse, Manu	1d	1/25	1/25										■											
15		Approve	14	Nick	1d	1/26	1/26											■										
16		Distribute	15	Han	1d	1/27	1/27												■									
17	Customer Experience Hierarchy																											
18		Draft	16	Jo	1d	1/31	1/31																					
19		Review & Revise	18	Pat, Al	1d	2/1	2/1																					
20		Approve	19	Minh	1d	2/2	2/2																					
21		Distribute	20	Jo	1d	2/3	2/3																					
22	Use Case Assessment																											
23		Draft	21	Jo	1d	2/7	2/7																					
24		Review & Revise	23	Pat, Al	1d	2/8	2/8																					
25		Approve	24	Minh	1d	2/9	2/9																					
26		Distribute	25	Jo	1d	2/10	2/10																					

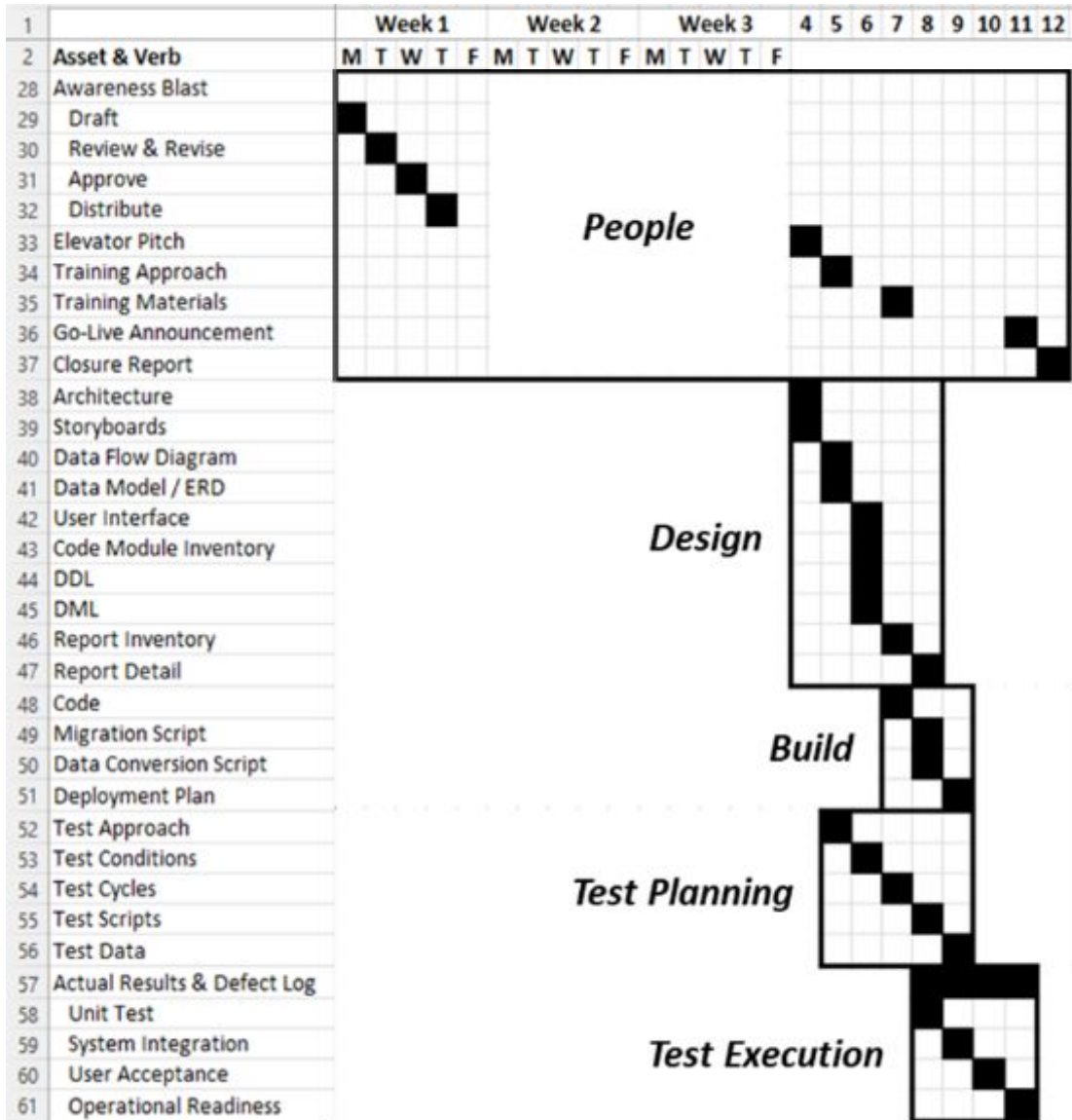
*Pay back documentation debt at a sustainable or just-in-time pace.*

# Weeks 1-3 of One Project

1		Week 1					Week 2					Week 3					4	5	6	7	8	9	10	11	12
2	Asset & Verb	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F									
3	Project Charter	■																							
4	Draft		■																						
5	Review & Revise			■																					
6	Approve				■																				
7	Distribute					■																			
8	Customer Lifecycle Model						■																		
9	Draft							■																	
10	Review & Revise								■																
11	Approve									■															
12	Distribute										■														
13	Future State Scripts						■																		
14	Draft							■																	
15	Review & Revise								■																
16	Approve									■															
17	Distribute										■														
18	Future State Process Flows											■													
19	Draft												■												
20	Review & Revise													■											
21	Approve														■										
22	Distribute															■									
23	Use Case Definitions											■													
24	Draft												■												
25	Review & Revise													■											
26	Approve														■										
27	Distribute															■									

*Process*

# Weeks 4-12 of One Project



*The synchronization skill of the boss is the speed of the team.*

*—Adapting a quote from  
Lee Iacocca (1924-2019),  
American automobile executive*

*How valuable is ...*

- *Simplicity*
- *Transparency*
- *Visibility*
- *Synchronization*
- *Clarity*
- *Ease to pivot*

# Empathy In The Arts

## Collaboration



A word cloud on a light gray background featuring the following terms: safety (red), authenticity (yellow), bring out their best (blue), join a team (dark purple), trust (blue), practice (red), rehearse (yellow), and listen (purple).

safety  
authenticity  
bring out their best  
join a team  
trust practice  
rehearse  
listen

## Competition



A word cloud on a light gray background featuring the following terms: failure (purple), giving rejection (yellow), receiving rejection (blue), vigilance (red), resilience (red), and balance (purple).

failure  
giving rejection  
receiving rejection  
vigilance  
resilience  
balance

## Artist-Audience Intersection



A word cloud on a light gray background featuring the following terms: celebration (yellow), glamour (blue), moments that matter (dark purple), performance (red), portfolio (yellow), picky & forgiving (yellow), positive & negative reactions (red), audience experience (blue), pays the bills (dark purple), intimate or distant (blue), and legacy (red). The acronym GETMO is written in black at the bottom right.

celebration  
glamour  
moments that matter  
performance portfolio  
picky & forgiving  
positive & negative reactions  
audience experience  
pays the bills  
intimate or distant  
legacy GETMO

*Which culture trait resonates with you?  
Which culture traits shape discipline or empathy?*

# Empathy In The Arts

Improv

Music

ease elasticity reset  
mechanics clarity minimalism  
mistakes humility poser  
self-management lead  
rest learning never stops style  
follow self-awareness civility  
poise variability steward  
boundaries  
retention vulnerable  
rotation

Partner Dance

harmony  
pacing hackatho  
positivity tuning  
synchronization  
jam session  
diversity  
tension tempo  
sheet music

got your back  
theater for vuca world  
thank you because  
stage worthy campfire of ideas yes and  
thinking on your feet  
bring a brick not a cathedral  
no single point of failure  
collaboration space authenticity  
co-creation self-consciousness  
momentum no preparation  
bloopers are fun  
follow the follower

simulation  
not reinventing the wheel  
feedback transparency  
integration  
story context

Theater

*Which culture trait resonates with you?*





Summary

Re-shape  
Your  
Culture

Don't surrender to communication traffic jams, disposable work, and VUCA

Organize with Five Verbs to ...

- shape a culture of discipline and empathy
- reduce laboriousness (cost) and latency of information sharing
- create a durable portfolio
- write a kind of love letter to your future team

Imitate an art that resonates with you

Synchronization is what optimizes speed & economics

# Thank You!



*Robert Snyder*

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Upcoming books:

*“Innovation Elegance: Transcending Agile With Ruthlessness and Grace”*

*“Innovation Portfolio: Five Verbs That Shape Your Team’s Legacy”*

