

The Elegant Expectation Factory



18 March 2025

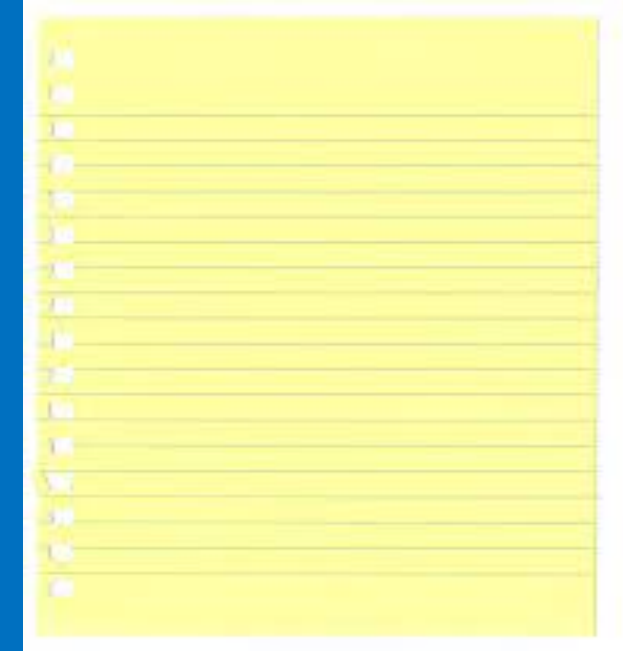
Robert Snyder

Founder & President, Innovation Elegance, LLC

Inspiration



Music
Communication Symphony

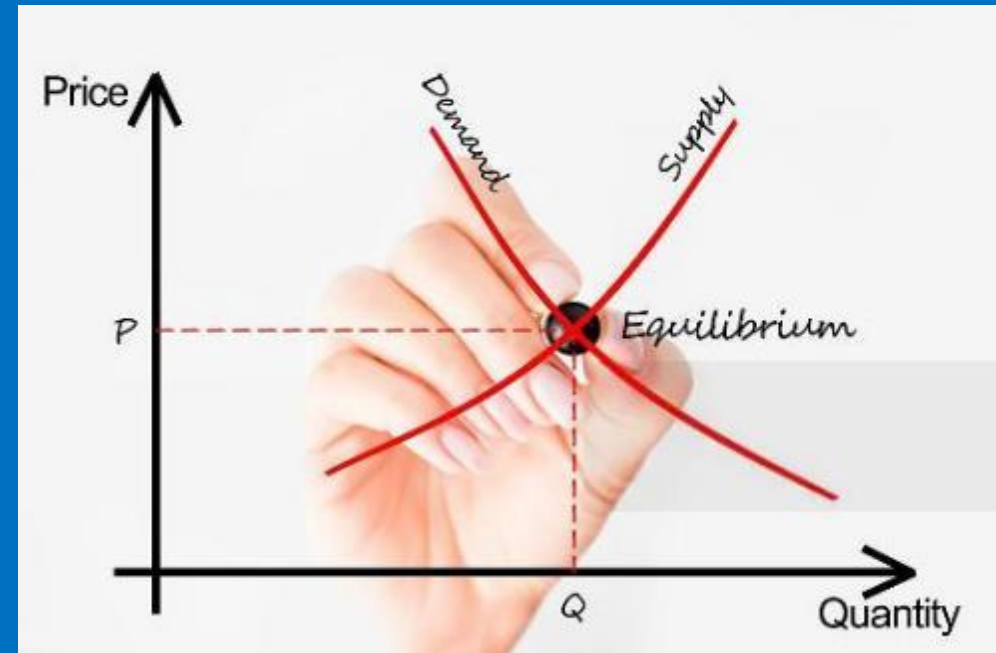


Documentation
Agreements
Expectations

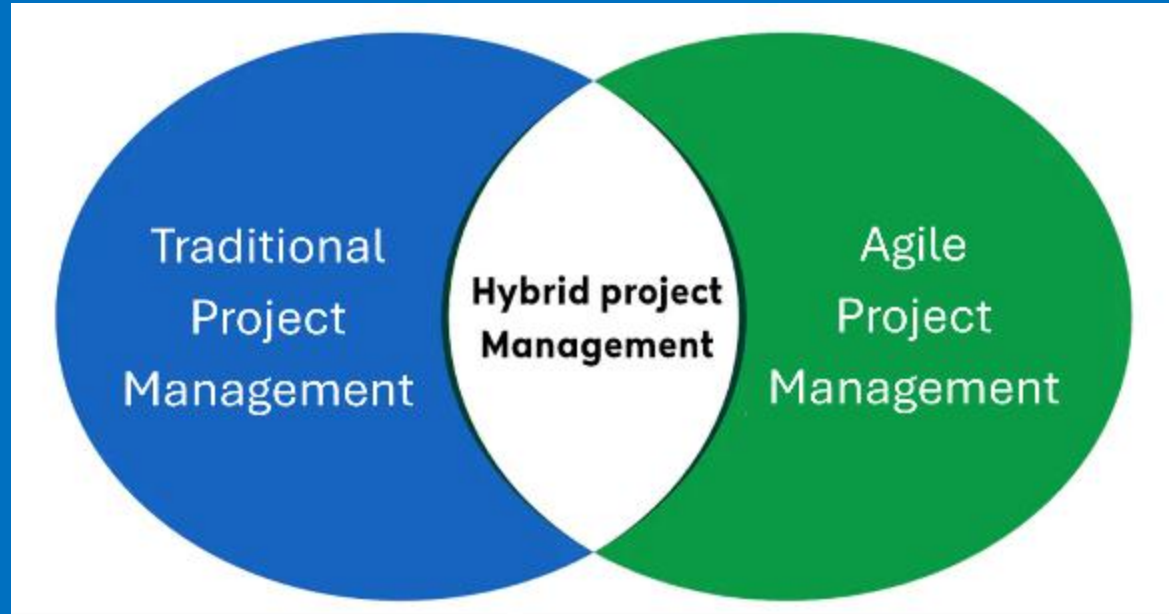
Problem Statement



What makes innovation teamwork difficult is not software.



Objectives

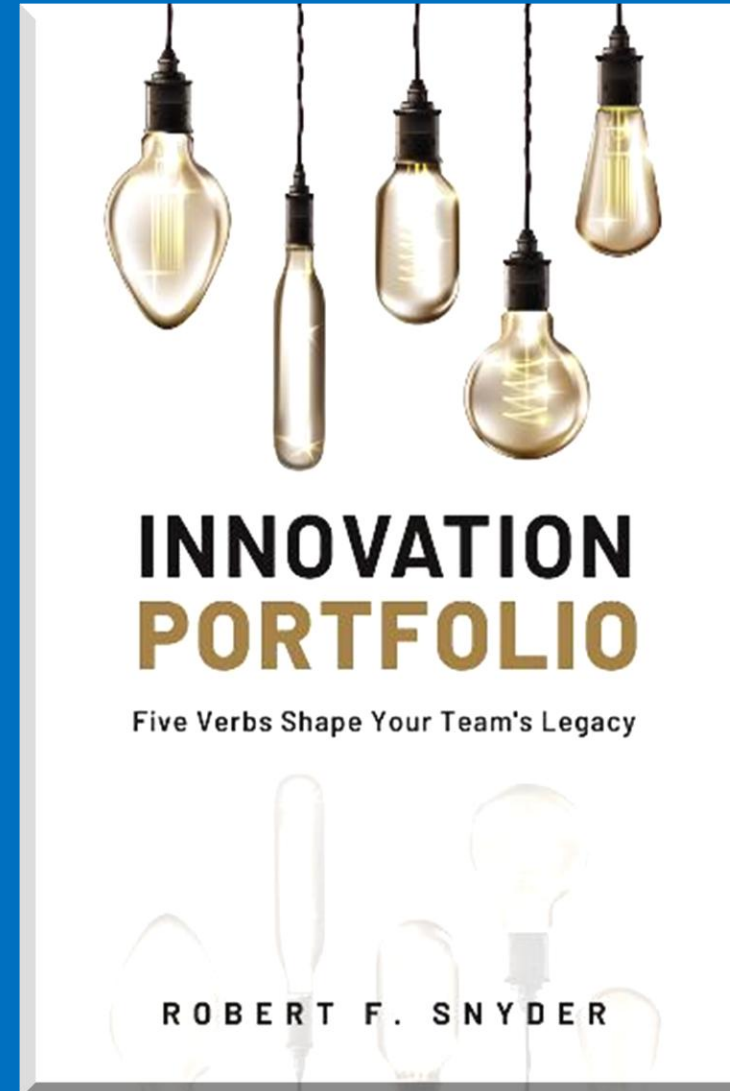
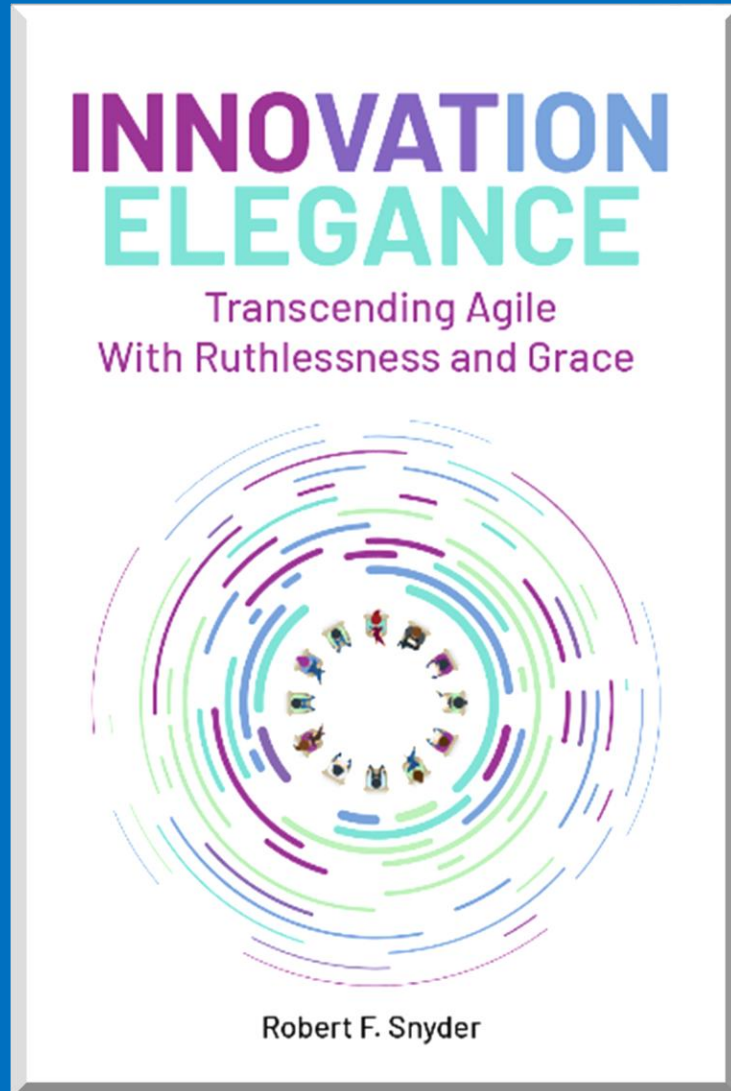


Untether

Synchronization
+ Low Marginal Cost



Deep Dive of Material



Convert Four Adjectives to Five Verbs



Responsible → Draft

Accountable → Approve

Consulted → Review & Revise

Informed → Distribute

Rhythm

Muscle
Memory

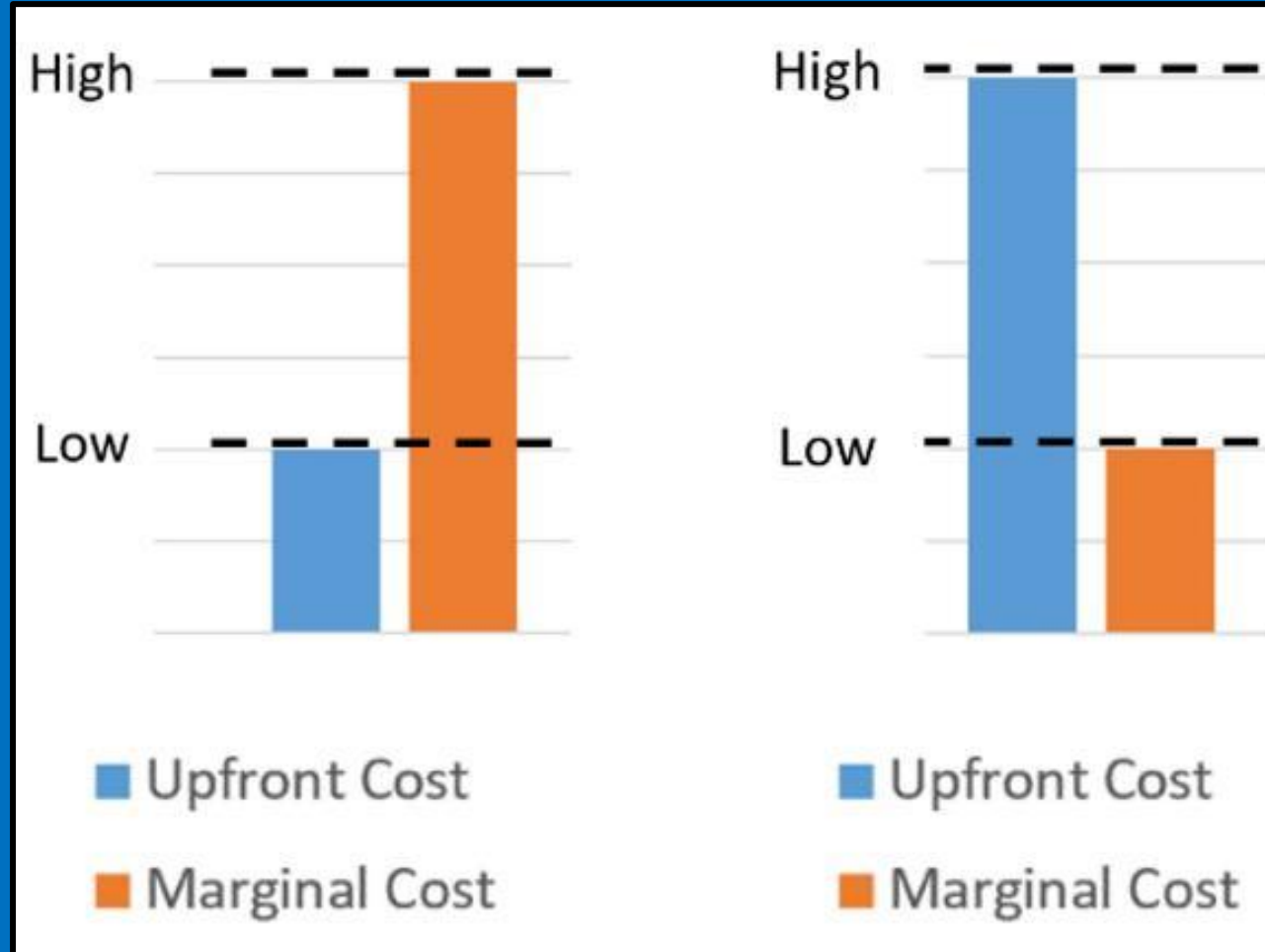
Well-oiled
machine

	Monday	Tuesday	Wednesday	Thursday	Friday	Assignments	Duration	Percent Complete
Draft						Tracy	1 day	100%
Review						Val, Will, Xin	1 day	50%
Revise						Tracy	1 day	
Approve						Yolanda	1 day	
Distribute						Zach	1 day	

Choose a Cost Profile



Frequency
Speed



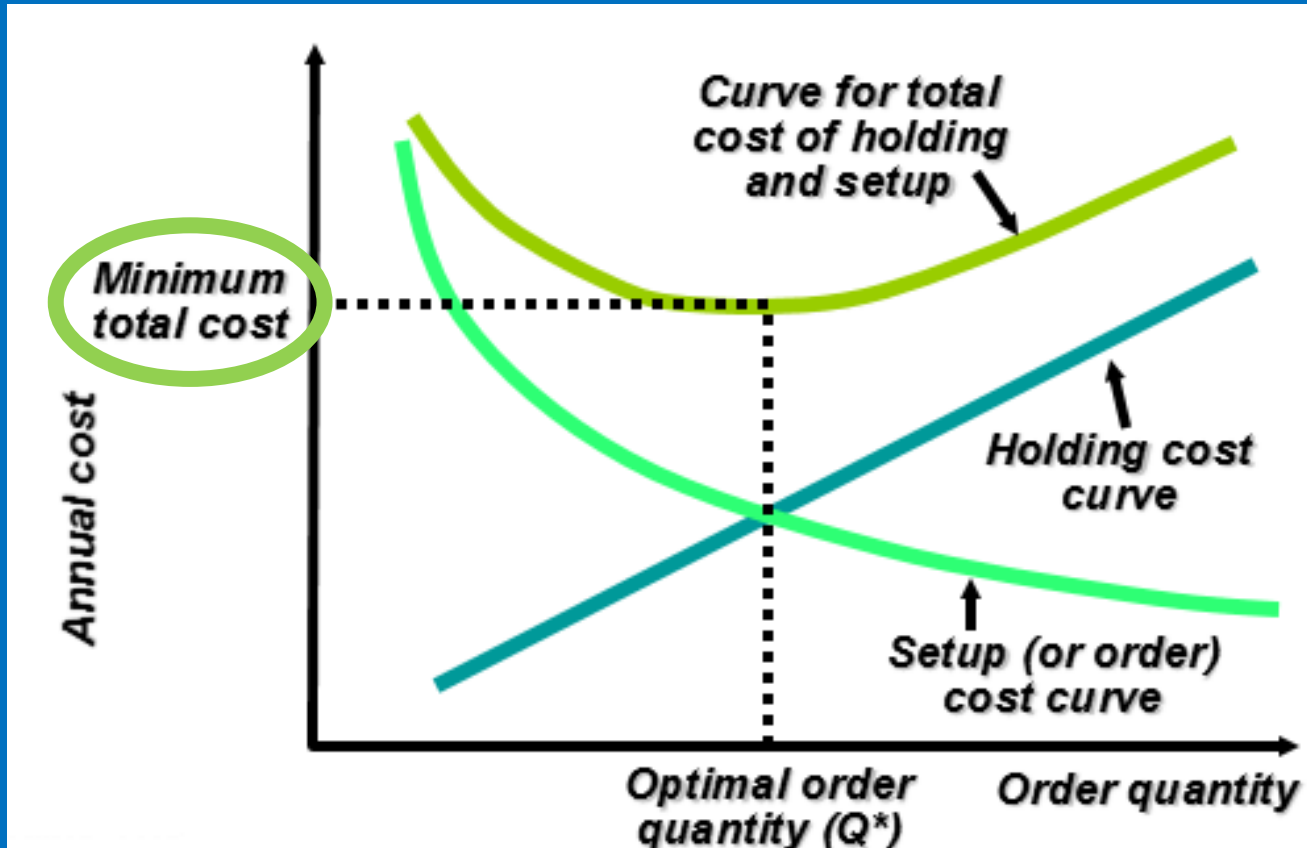
Easy → Hard

Hard → Easy

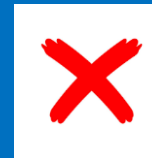


Low
Marginal
Cost

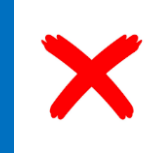
Low Marginal Cost



Your version of Agility?



Frequency



Speed



Low Marginal Cost

EOQ = Economic Order Quantity

How Do You Treat Speed?



If a leading culture trait,
you get a traffic jam



If a lagging culture trait,
you need synchronization

Hybrid = VUCA | Proposing What's Next



	<i>Waterfall</i>	<i>Agile</i>	<i>Next</i>
Scope size	Large	Small	
Documentation	High	Low	
Frequency	Low	High	
Speed	Slow	Fast	
Cost Profile	High marginal cost		Low marginal cost
Metaphor	Communication Traffic Jam		Communication Symphony

Asset Portfolio | Inheritance | Legacy



Project Independent

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

Project Specific

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 Matrices		Go-Live Announcement
		Closure Report

Technology

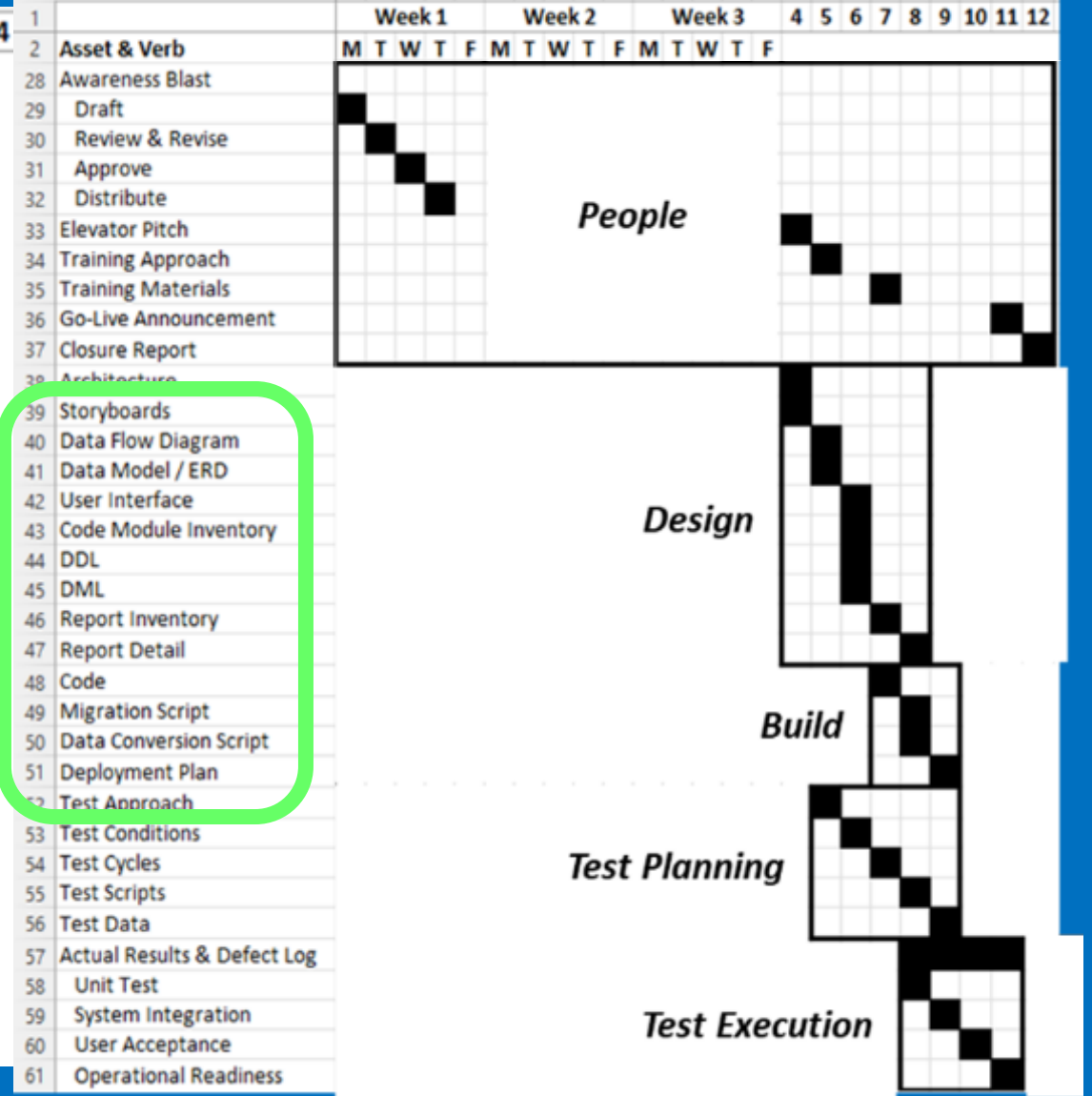
High-level Design	Detailed Design	Build	Test
Technology Architecture	Code Module Inventory	Code	Test Approach
Storyboards	Data Definition Language	Migration Script	Test Conditions
Data Flow Diagram	Data Manipulation Language	Data Conversion Script	Test Cycles
Data Model / ERD	Report Inventory	Deployment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

Project-specific Slice



Task	Predecessors	Assigned To	Duration	Start Date	End Date	Status	Jan						Feb
							Dec 30	Jan 6	Jan 13	Jan 20	Jan 27	Feb 3	Feb 10
Project Alpha			27d	01/01/30	02/06/30		Project Alpha						
Project Charter			10d	01/01/30	01/14/30		Project Charter						
Draft		Avery	4d	01/01/30	01/04/30	Complete	Draft						
Review & Revise	3	Bailey, Casey	3d	01/07/30	01/09/30	Complete	Review & Revise						
Approve	4	Dakota	2d	01/10/30	01/11/30	In Progress	Approve						
Distribute	5	Avery	1d	01/14/30	01/14/30		Distribute						
Training Approach	2		6d	01/15/30	01/22/30		Training Approach						
Draft		Easton	1d	01/15/30	01/15/30		Draft						
Review & Revise	8	Finley, Gabriel	3d	01/16/30	01/18/30		Review & Revise						
Approve	9	Harper	1d	01/21/30	01/21/30		Approve						
Distribute	10	Jordan	1d	01/22/30	01/22/30		Distribute						
Training Materials	7		11d	01/23/30	02/06/30		Training Materials						
Draft		Kerry	3d	01/23/30	01/25/30		Draft						
Review & Revise	13	Lou, Maxine	2d	01/28/30	01/29/30		Review & Revise						
Review & Revise	14	Noel, Oakley	3d	01/30/30	02/01/30		Review & Revise						
Approve	15	Paris	2d	02/04/30	02/05/30		Approve						
Distribute	16	Kerry	1d	02/06/30	02/06/30		Distribute						

RACI with teeth | Forced Collaboration
Couple authority & accountability





Sensitive to Stalled Work (Worst-case)

	Monday	Tuesday	Wednesday	Thursday	Friday	Monday	Tuesday	Wednesday	Thursday	Friday	Monday	Tuesday	Wednesday	Thursday	Friday	Assignments	Duration	Percent Complete
Draft																Tracy	1 day	100%
Review & Revise																Val, Will	11 days	80%
Review & Revise																Xin	1 day	
Approve																Yolanda	1 day	
Distribute																Zach	1 day	

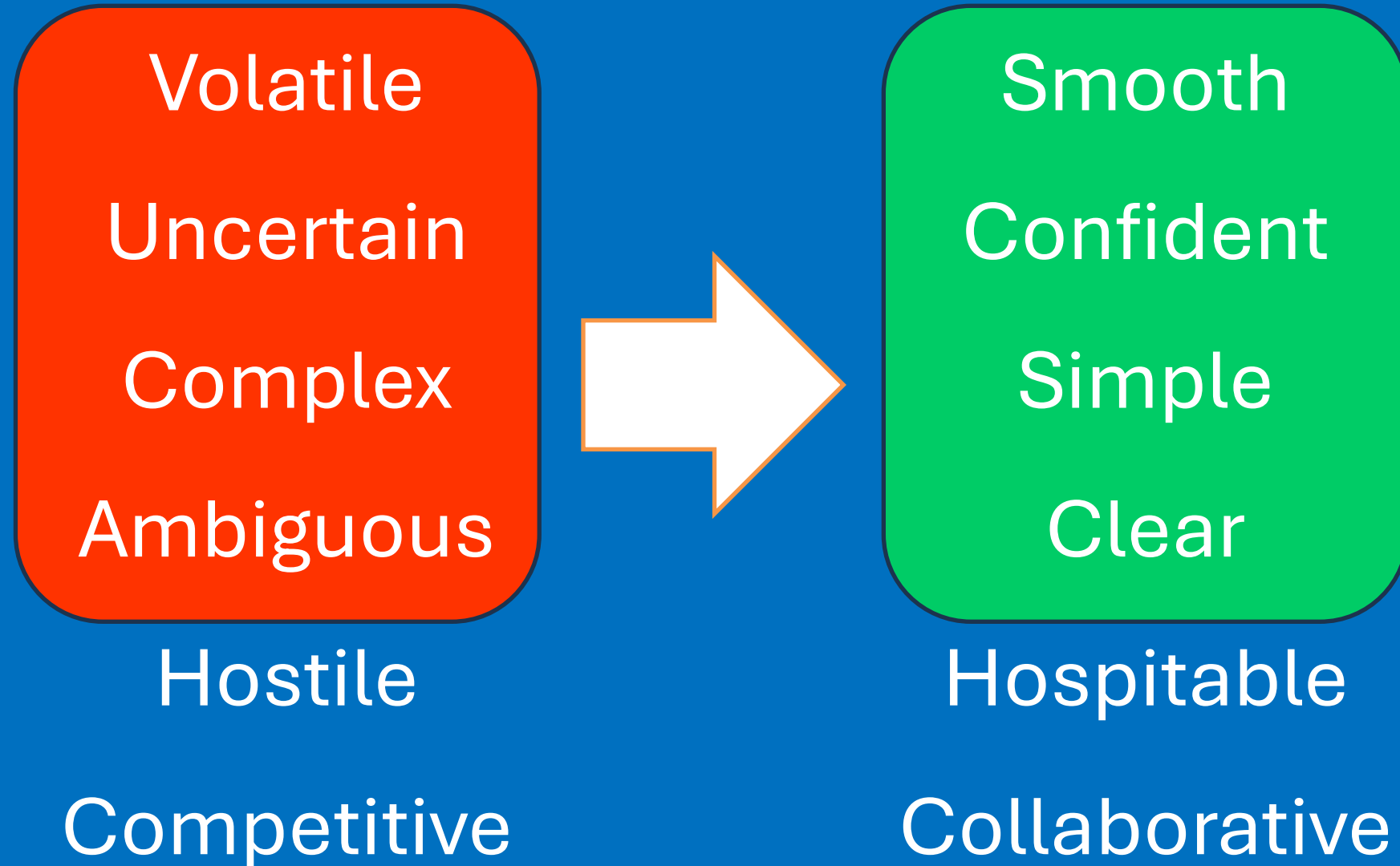
Explicit \neq Rigid

Undermines over-documentation

Productivity | Activity

Earn versus Burn

VUCA → Elegant Expectations



What is too much? Too little?



Maximize?

Speed

Frequency

Pivoting

Minimize?

Idle Work

Idle Workers

Marginal Cost

Upfront Cost



Approachability Menu[©]

Communication Channel	More	Less	Color Commentary
Meeting Etiquette			
Punctuality	✓		
Participation	✓		
Multi-tasking		✓	
Email Etiquette & Usage			
Responsiveness	✓		
Overuse of "Reply All"		✓	
Belongs in doc		✓	
Documentation Contribution			
Draft		✓	
Review & Revise	✓		
Approve / Signoff			

Lubrication

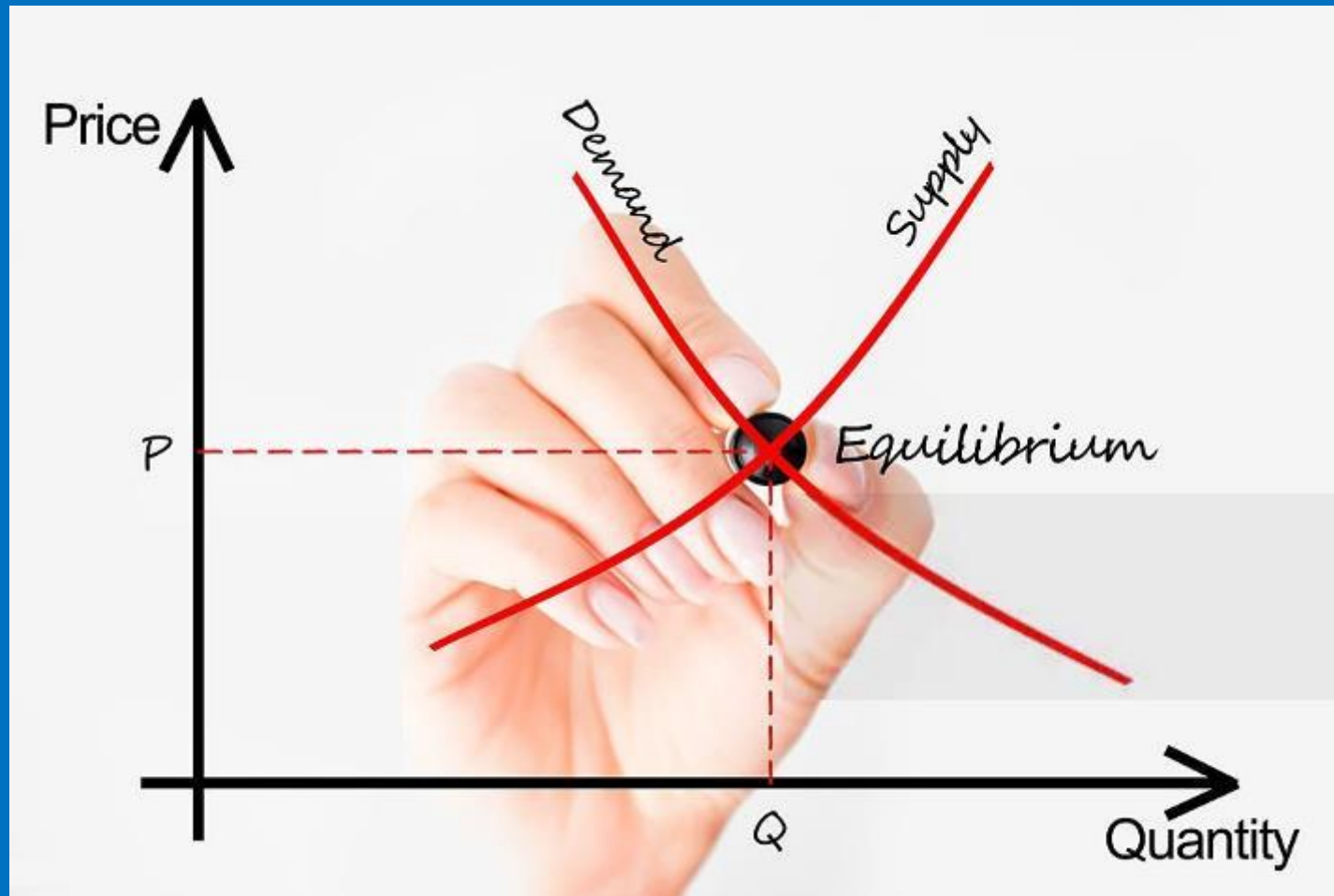
Two-way accountability
Psychological safety
Morale

Lessons Learned



Culture Trait	RYG	I like _____	I wish _____ I hope _____	I wonder _____
Safety Inclusivity Belonging				
Transparency				
Simple & Straightforward				
Accountability				
Alignment				
Momentum		<i>Anticipates</i> <i>“Pattern in the Problems”</i>		
Morale				
Sustainability				
Scalability				
Stylish				
Learning				
Emphasis				
Balance				
Success is inevitable				

Job Market: Supply & Demand (Right)



Confidence ↑

Demand curve →

Employee Retention ↑

Supply curve →

Idle Work ↓

Idle Workers ↓

Innovation Debt ↓

Summary

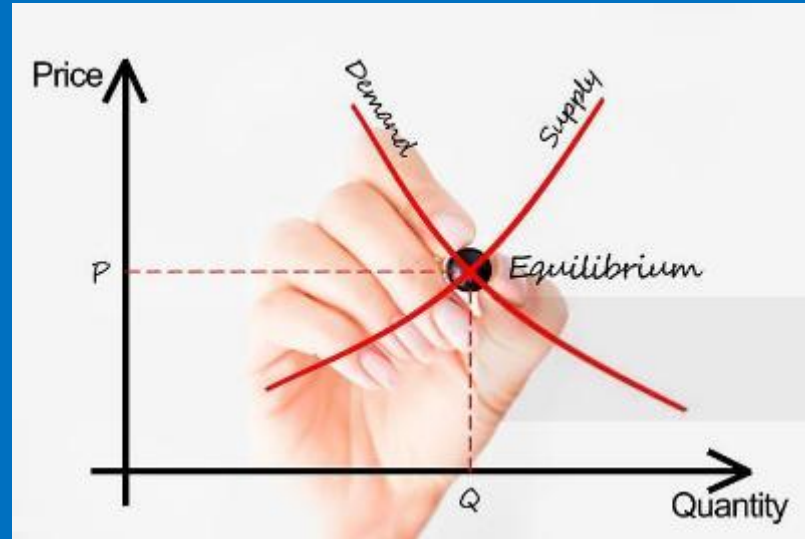


What



Frustration
Factory

So What



Now What



Elegant
Expectation
Factory