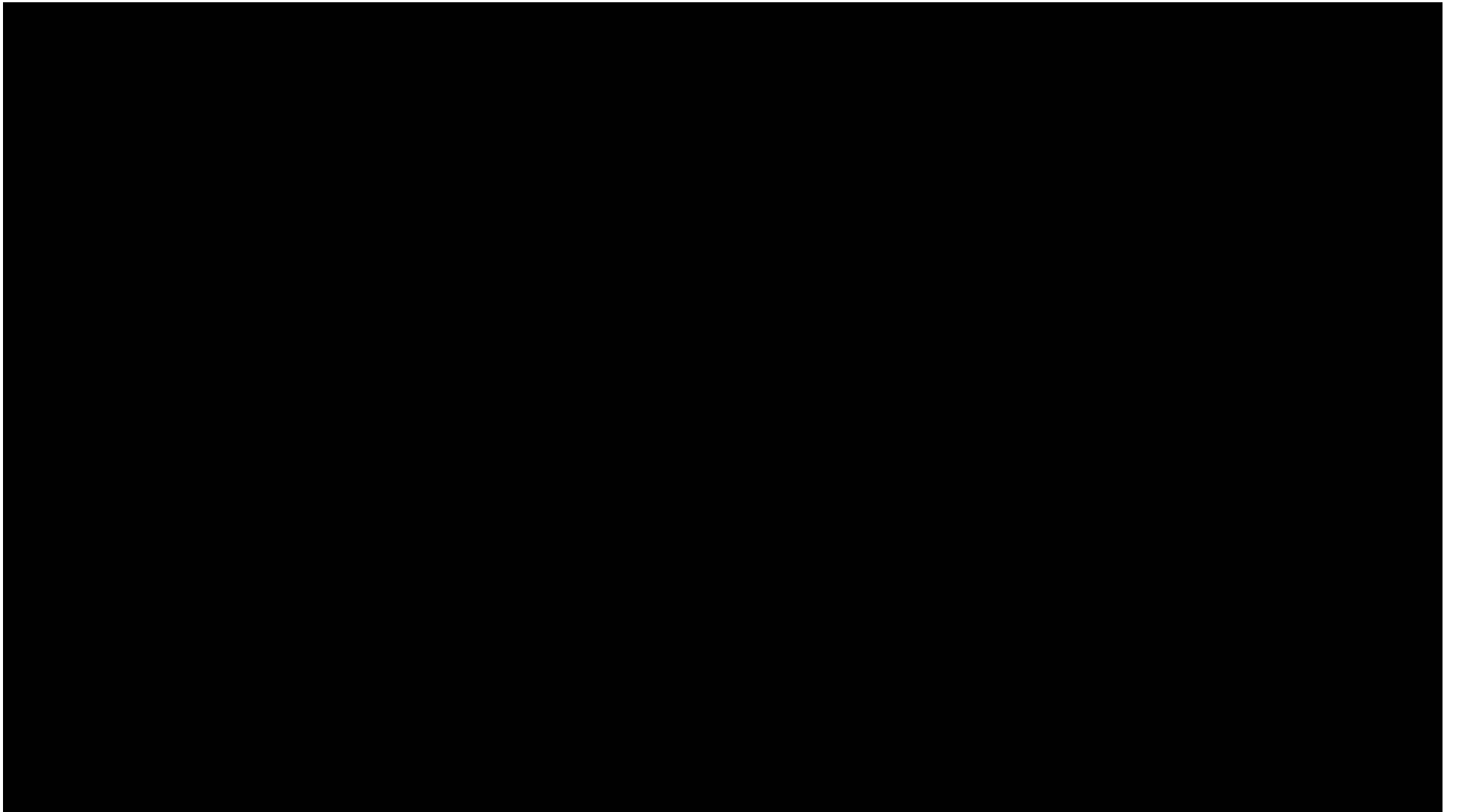


**Create a Lean Workplace People Love –**

**Just add joy!**

**MENLO**  
innovations

**Rich Sheridan**  
**CEO, Chief Storyteller**  
**@menloprez**



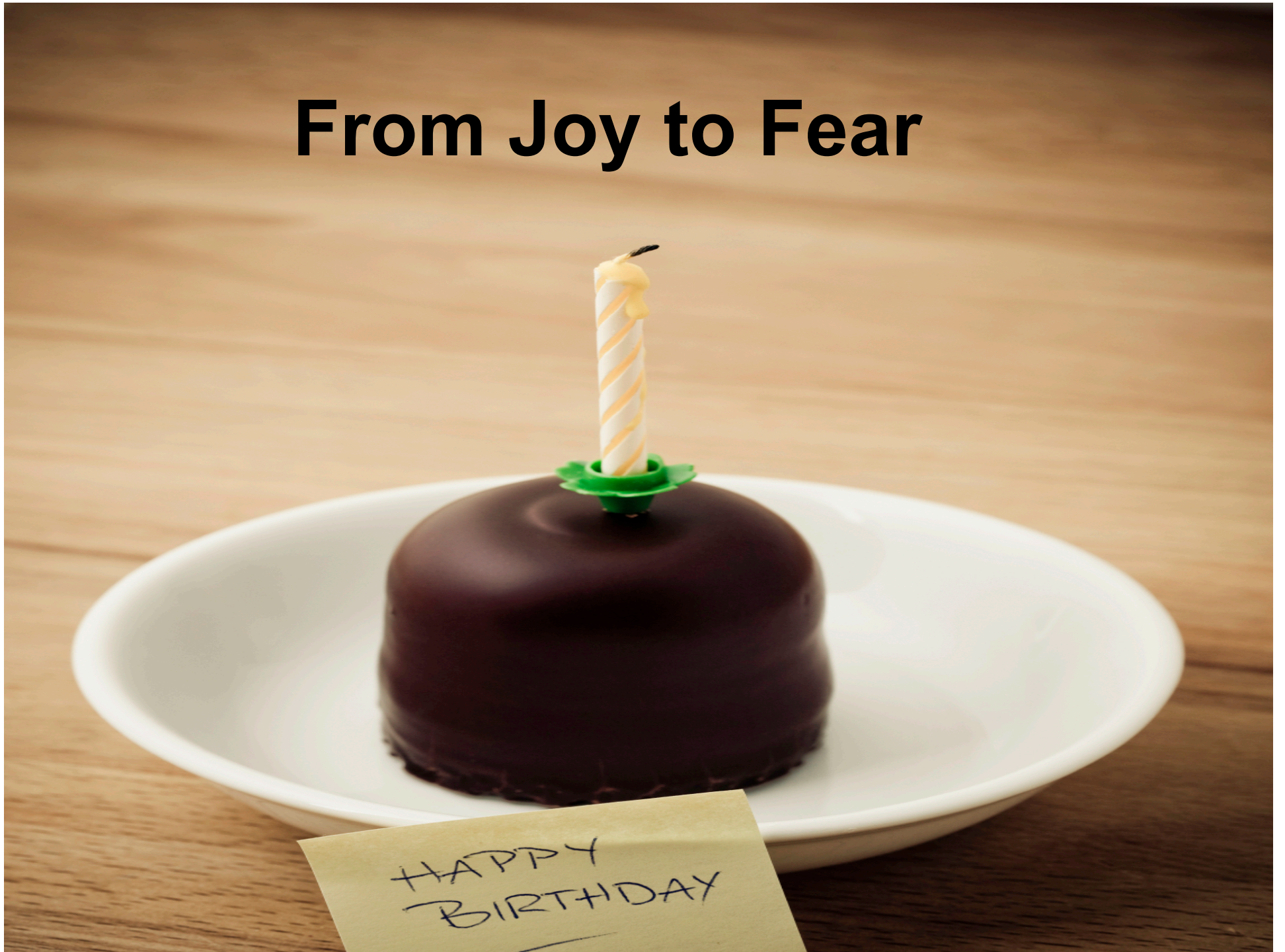


# Why Joy





# From Joy to Fear





# From Chaos to Bureaucracy

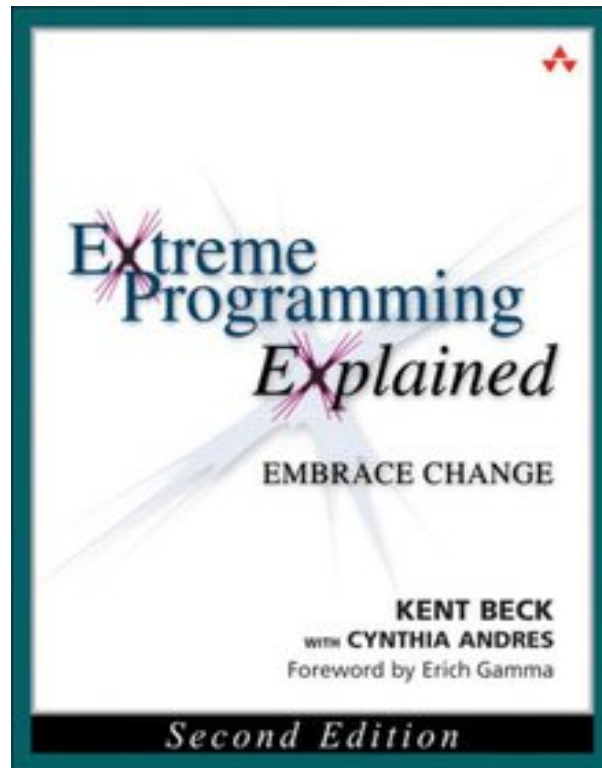
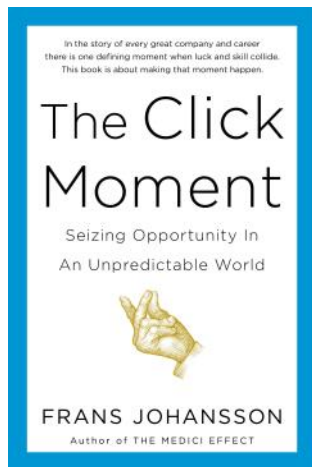






**Then ...  
Disillusionment**

# My Click Moment






**Is joy visible?**



**MENLO**  
innovations





 COUNTING ON THE MENLO EXPERIENCE

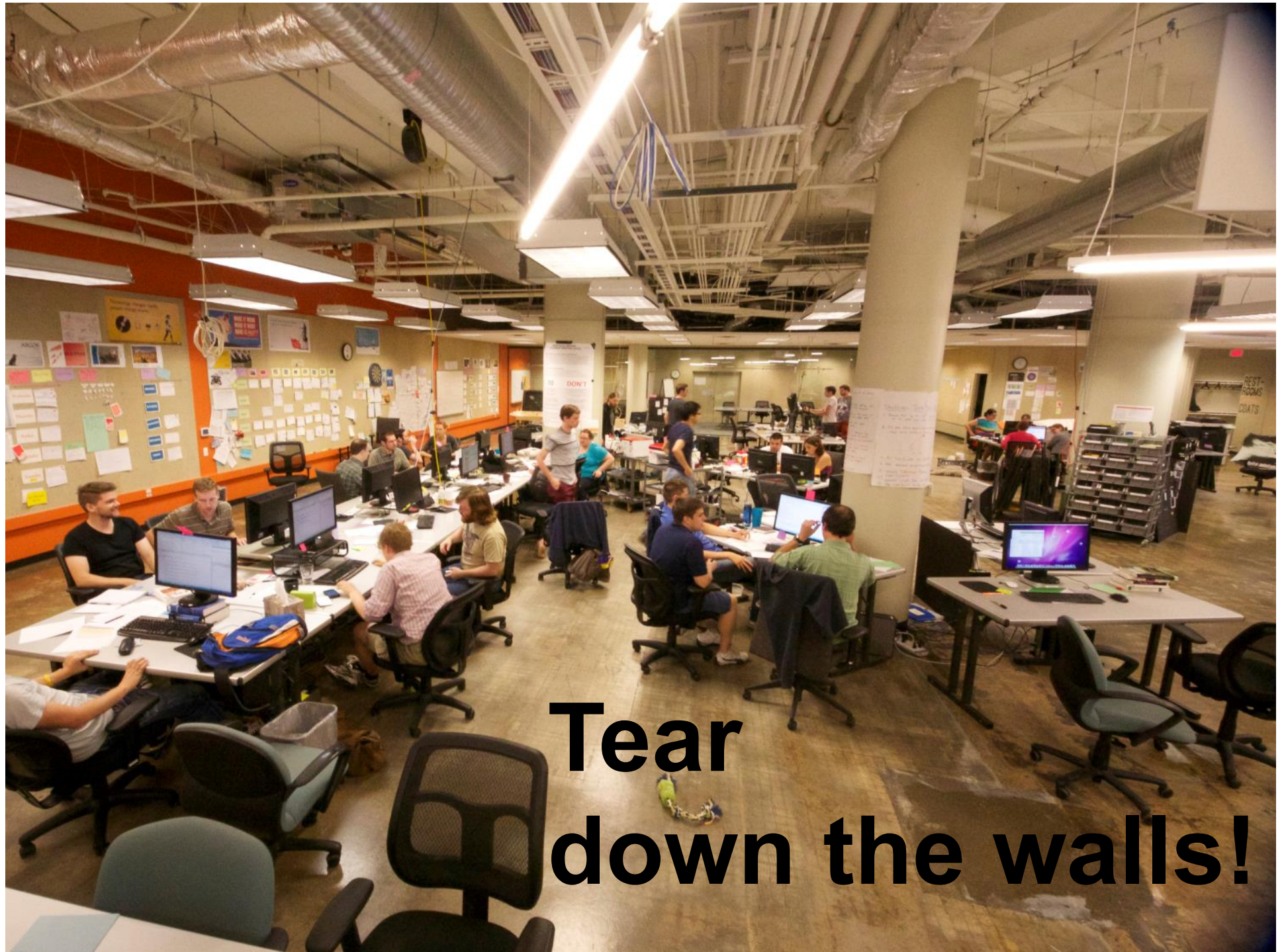
TOURS

3 3 2

HEADCOUNT

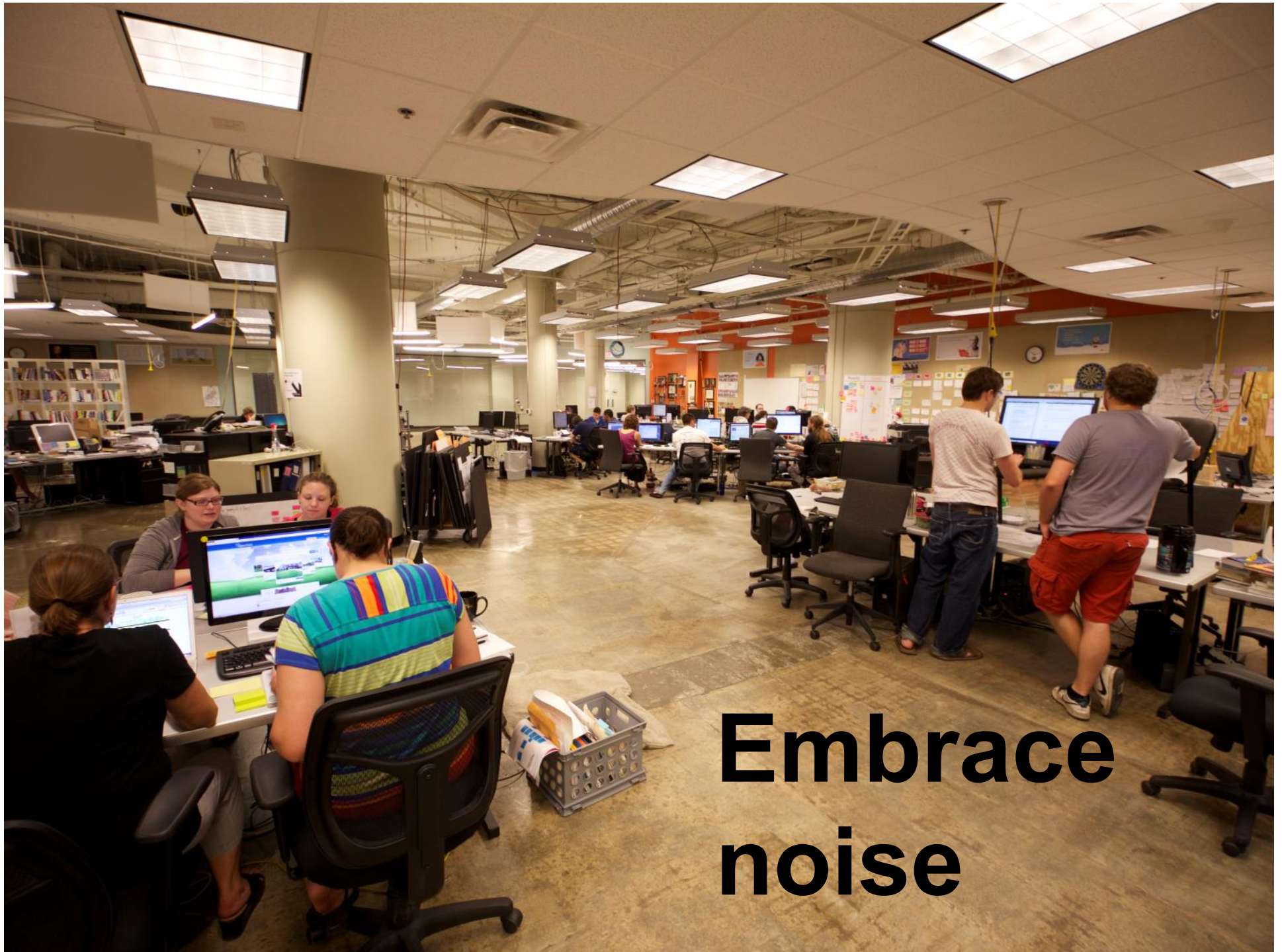
2 3 9 3





**Tear  
down the walls!**





**Embrace  
noise**





**See  
teamwork**



# Be flexible and visual







# Embrace Learning



# Two Heads





# Two Hearts





# Four Hands



# One Computer



# Conversations, Rituals, and Artifacts

The most exciting breakthroughs of the 21<sup>st</sup> century will not occur because of technology but because of an expanding concept of what it means to be human.

- John Naisbitt, *Megatrends*

































# Show & Tell













# Planning Game



















Artifacts





WILMUT

SOW017

SHOVIS

SOW010

Merino

SOW016

BD FTP site  
https://ftp-accun.bl.cn

3. version  
Wilmut - 024  
Merino - 015  
Shovis - 016  
Overall - 020

Playa Norte

Playa Delfines

Playa la Ropa

Balandra

Playa Zicatella

Akumal

Chileno

Nuevo Vallarta

WEDNESDAY

THURSDAY

FRIDAY

MONDAY

TUESDAY

num Required resolution = 80 \* 1024

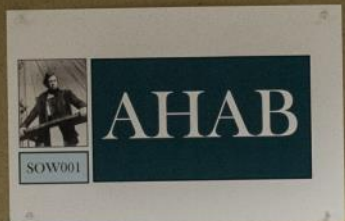
log<sub>2</sub>(X) + 16777215 = Y  
log<sub>2</sub>(16777215)

X = Real data value from CSV  
Y = Values input in test definitions

PULL AHEADS

an example would be handy right about now





Iteration 10

Kit Kat

Iteration 1

Chocolate Chip Cookie Dough

Iteration 7

Neopolitan

Iteration 13

Pumpkin Pie

MONDAY

MONDAY

Monday

MONDAY

TUESDAY

TUESDAY

Tuesday

TUESDAY

WEDNESDAY

WEDNESDAY

Wednesday

WEDNESDAY

THURSDAY

THURSDAY

Thursday

THURDAY

FRIDAY

FRIDAY

Friday

FRIDAY

Handwritten notes on a sticky note with a yellow dot and the number 16.

Handwritten notes on a sticky note with a yellow dot and the number 4.

Handwritten notes on a sticky note with a green dot and the number 4.

Handwritten notes on a sticky note with a green dot and the number 4.


Roll Aheads



pages

8



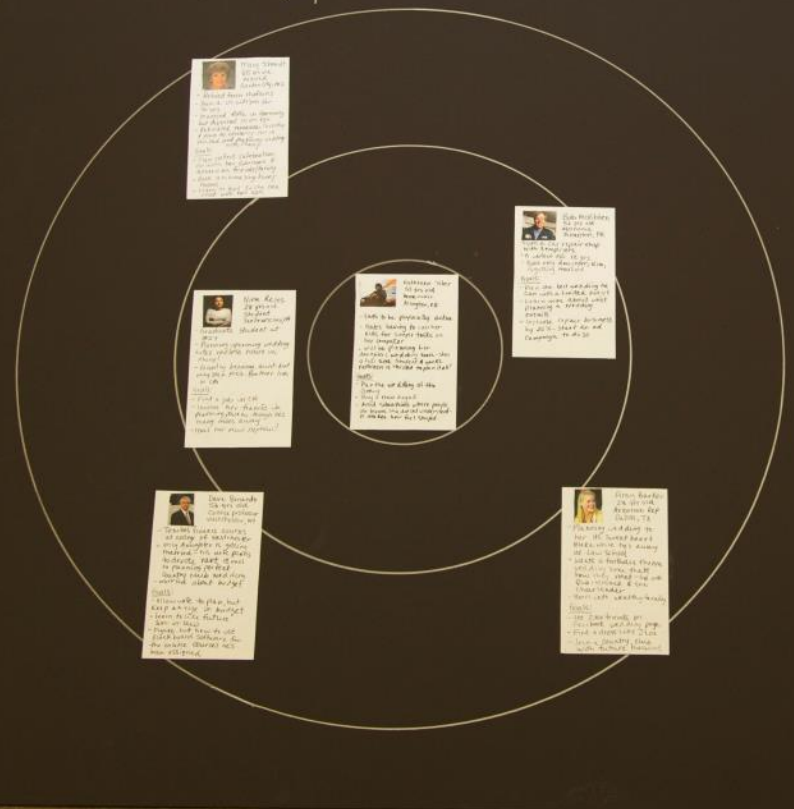


# The Power of Observation

- Anthropology
- Study people
- Observe them
  - In their native environment
- Look for the invisible
- Be the empath!



# Wedding.com Persona Map

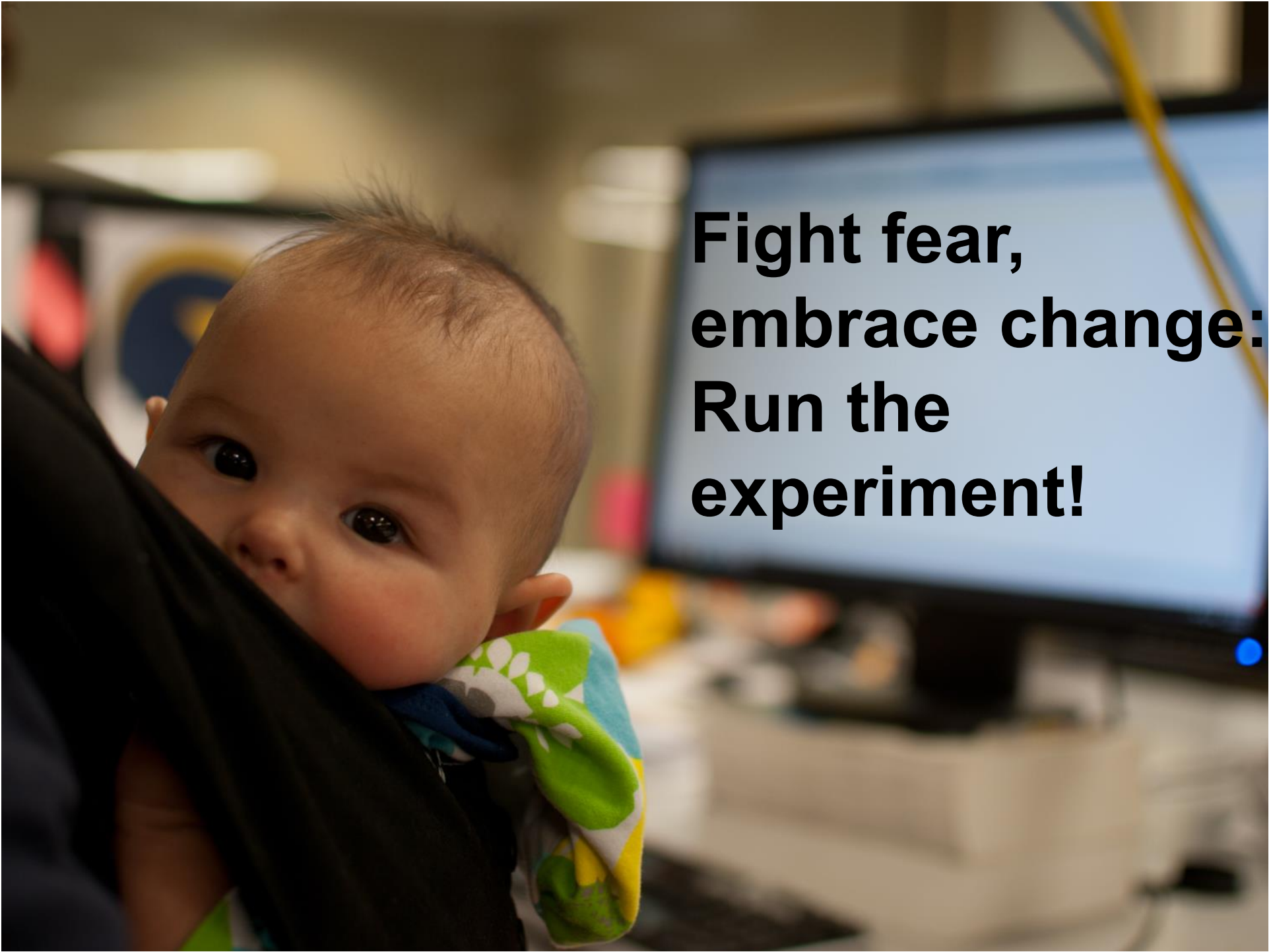


<p><b>John Smith</b> I'm a 30-year-old software engineer from New York City. I'm looking for a woman who is intelligent, ambitious, and enjoys traveling. I want someone who can keep up with me and share my passion for technology.</p>	<p><b>Sarah Johnson</b> I'm a 28-year-old marketing executive from Los Angeles. I'm looking for a man who is confident, successful, and has a sense of humor. I want someone who can help me reach my career goals and enjoy life to the fullest.</p>	<p><b>Michael Brown</b> I'm a 35-year-old entrepreneur from Chicago. I'm looking for a woman who is independent, creative, and has a strong sense of style. I want someone who can inspire me and help me build a successful business.</p>
<p><b>Emily Davis</b> I'm a 25-year-old graphic designer from San Francisco. I'm looking for a man who is artistic, thoughtful, and has a good sense of humor. I want someone who can appreciate my work and share my love for art.</p>	<p><b>David Wilson</b> I'm a 32-year-old financial analyst from Boston. I'm looking for a woman who is organized, detail-oriented, and has a strong work ethic. I want someone who can help me manage my finances and achieve my financial goals.</p>	<p><b>Amanda Taylor</b> I'm a 27-year-old teacher from Austin, Texas. I'm looking for a man who is patient, kind, and has a good sense of humor. I want someone who can support my career and share my love for education.</p>
<p><b>Chris Garcia</b> I'm a 31-year-old sales manager from Miami. I'm looking for a woman who is outgoing, confident, and has a good sense of humor. I want someone who can help me grow my business and enjoy life in the sun.</p>	<p><b>Stephanie White</b> I'm a 29-year-old public relations specialist from New York City. I'm looking for a man who is charming, successful, and has a good sense of humor. I want someone who can help me build my career and enjoy life in the city.</p>	<p><b>Kevin Lee</b> I'm a 34-year-old software developer from Seattle. I'm looking for a woman who is intelligent, curious, and has a good sense of humor. I want someone who can help me solve complex problems and share my love for technology.</p>
<p><b>Michelle King</b> I'm a 26-year-old event planner from Dallas. I'm looking for a man who is organized, detail-oriented, and has a good sense of humor. I want someone who can help me plan the perfect event and share my love for event planning.</p>	<p><b>Robert Hall</b> I'm a 33-year-old investment banker from New York City. I'm looking for a woman who is ambitious, hardworking, and has a good sense of humor. I want someone who can help me reach my financial goals and enjoy life in the city.</p>	<p><b>Christina Scott</b> I'm a 28-year-old fashion designer from Los Angeles. I'm looking for a man who is creative, artistic, and has a good sense of humor. I want someone who can appreciate my work and share my love for fashion.</p>
<p><b>Brandon Adams</b> I'm a 30-year-old product manager from San Francisco. I'm looking for a woman who is analytical, detail-oriented, and has a good sense of humor. I want someone who can help me manage my product and share my love for technology.</p>	<p><b>Victoria Baker</b> I'm a 27-year-old human resources manager from Chicago. I'm looking for a man who is confident, successful, and has a good sense of humor. I want someone who can help me build my career and enjoy life in the city.</p>	<p><b>Gregory Clark</b> I'm a 32-year-old data scientist from New York City. I'm looking for a woman who is intelligent, curious, and has a good sense of humor. I want someone who can help me solve complex problems and share my love for data.</p>
<p><b>Olivia Evans</b> I'm a 25-year-old content writer from Austin, Texas. I'm looking for a man who is creative, thoughtful, and has a good sense of humor. I want someone who can appreciate my work and share my love for writing.</p>	<p><b>Jonathan Fisher</b> I'm a 31-year-old operations manager from Boston. I'm looking for a woman who is organized, detail-oriented, and has a good sense of humor. I want someone who can help me manage my operations and share my love for business.</p>	<p><b>Isabella Green</b> I'm a 29-year-old UX designer from San Francisco. I'm looking for a man who is creative, thoughtful, and has a good sense of humor. I want someone who can appreciate my work and share my love for design.</p>
<p><b>Lucas Harris</b> I'm a 34-year-old business development manager from Miami. I'm looking for a woman who is outgoing, confident, and has a good sense of humor. I want someone who can help me grow my business and share my love for sales.</p>	<p><b>Madeline King</b> I'm a 26-year-old project manager from Dallas. I'm looking for a man who is organized, detail-oriented, and has a good sense of humor. I want someone who can help me manage my projects and share my love for project management.</p>	<p><b>Christopher Lee</b> I'm a 33-year-old systems administrator from New York City. I'm looking for a woman who is intelligent, curious, and has a good sense of humor. I want someone who can help me solve complex problems and share my love for technology.</p>
<p><b>Chloe Lewis</b> I'm a 28-year-old social media manager from Los Angeles. I'm looking for a man who is creative, artistic, and has a good sense of humor. I want someone who can appreciate my work and share my love for social media.</p>	<p><b>Benjamin Miller</b> I'm a 30-year-old business analyst from Chicago. I'm looking for a woman who is analytical, detail-oriented, and has a good sense of humor. I want someone who can help me manage my business and share my love for business.</p>	<p><b>Abigail Nelson</b> I'm a 27-year-old HR specialist from San Francisco. I'm looking for a man who is confident, successful, and has a good sense of humor. I want someone who can help me build my career and share my love for HR.</p>
<p><b>Isaac Owen</b> I'm a 32-year-old software engineer from Seattle. I'm looking for a woman who is intelligent, curious, and has a good sense of humor. I want someone who can help me solve complex problems and share my love for technology.</p>	<p><b>Grace Parker</b> I'm a 29-year-old marketing coordinator from New York City. I'm looking for a man who is confident, successful, and has a good sense of humor. I want someone who can help me reach my marketing goals and enjoy life in the city.</p>	<p><b>Henry Quinn</b> I'm a 31-year-old product designer from Austin, Texas. I'm looking for a woman who is creative, thoughtful, and has a good sense of humor. I want someone who can appreciate my work and share my love for design.</p>
<p><b>Alison Reed</b> I'm a 26-year-old content creator from Dallas. I'm looking for a man who is creative, artistic, and has a good sense of humor. I want someone who can appreciate my work and share my love for content creation.</p>	<p><b>Timothy Scott</b> I'm a 33-year-old business development manager from Boston. I'm looking for a woman who is outgoing, confident, and has a good sense of humor. I want someone who can help me grow my business and share my love for sales.</p>	<p><b>Madison Thomas</b> I'm a 28-year-old HR specialist from San Francisco. I'm looking for a man who is confident, successful, and has a good sense of humor. I want someone who can help me build my career and share my love for HR.</p>
<p><b>Joseph Turner</b> I'm a 30-year-old software developer from Los Angeles. I'm looking for a woman who is intelligent, curious, and has a good sense of humor. I want someone who can help me solve complex problems and share my love for technology.</p>	<p><b>Elizabeth Vance</b> I'm a 27-year-old project manager from Chicago. I'm looking for a man who is organized, detail-oriented, and has a good sense of humor. I want someone who can help me manage my projects and share my love for project management.</p>	<p><b>Christopher White</b> I'm a 32-year-old systems administrator from New York City. I'm looking for a woman who is intelligent, curious, and has a good sense of humor. I want someone who can help me solve complex problems and share my love for technology.</p>
<p><b>Madison Young</b> I'm a 25-year-old content writer from Austin, Texas. I'm looking for a man who is creative, thoughtful, and has a good sense of humor. I want someone who can appreciate my work and share my love for writing.</p>	<p><b>Jonathan Zane</b> I'm a 31-year-old operations manager from Dallas. I'm looking for a woman who is organized, detail-oriented, and has a good sense of humor. I want someone who can help me manage my operations and share my love for business.</p>	<p><b>Isabella Adams</b> I'm a 29-year-old UX designer from San Francisco. I'm looking for a man who is creative, thoughtful, and has a good sense of humor. I want someone who can appreciate my work and share my love for design.</p>







A close-up photograph of a baby with dark hair and eyes, peeking from behind a black cloth. The baby is wearing a green and white patterned bib. The background is a blurred laboratory or office environment with a computer monitor and various equipment.

**Fight fear,  
embrace change:  
Run the  
experiment!**



























# Rigor and discipline

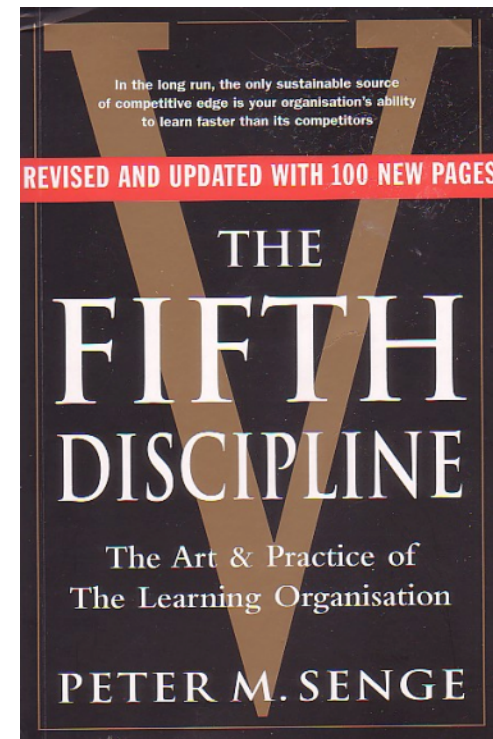
The background of the slide features a blue gradient with several interlocking gears of varying sizes and orientations. A white grid pattern is overlaid on the lower right portion of the image, creating a sense of depth and technical precision.

- Automated Unit Testing
- Simple, powerful, ignored.
- Living, breathing documentation.

# Build a “Learning Organization”

“In the long run, the only sustainable source of competitive advantage is your organization’s ability to learn faster than your competition.”

- Peter Senge






# Questions?

Want to learn more? Visit [menloinnovations.com/joy/ameinnovation](http://menloinnovations.com/joy/ameinnovation)

**Richard B. Sheridan**

rsheridan@menloinnovations.com | (734) 665-1847

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