



sketch



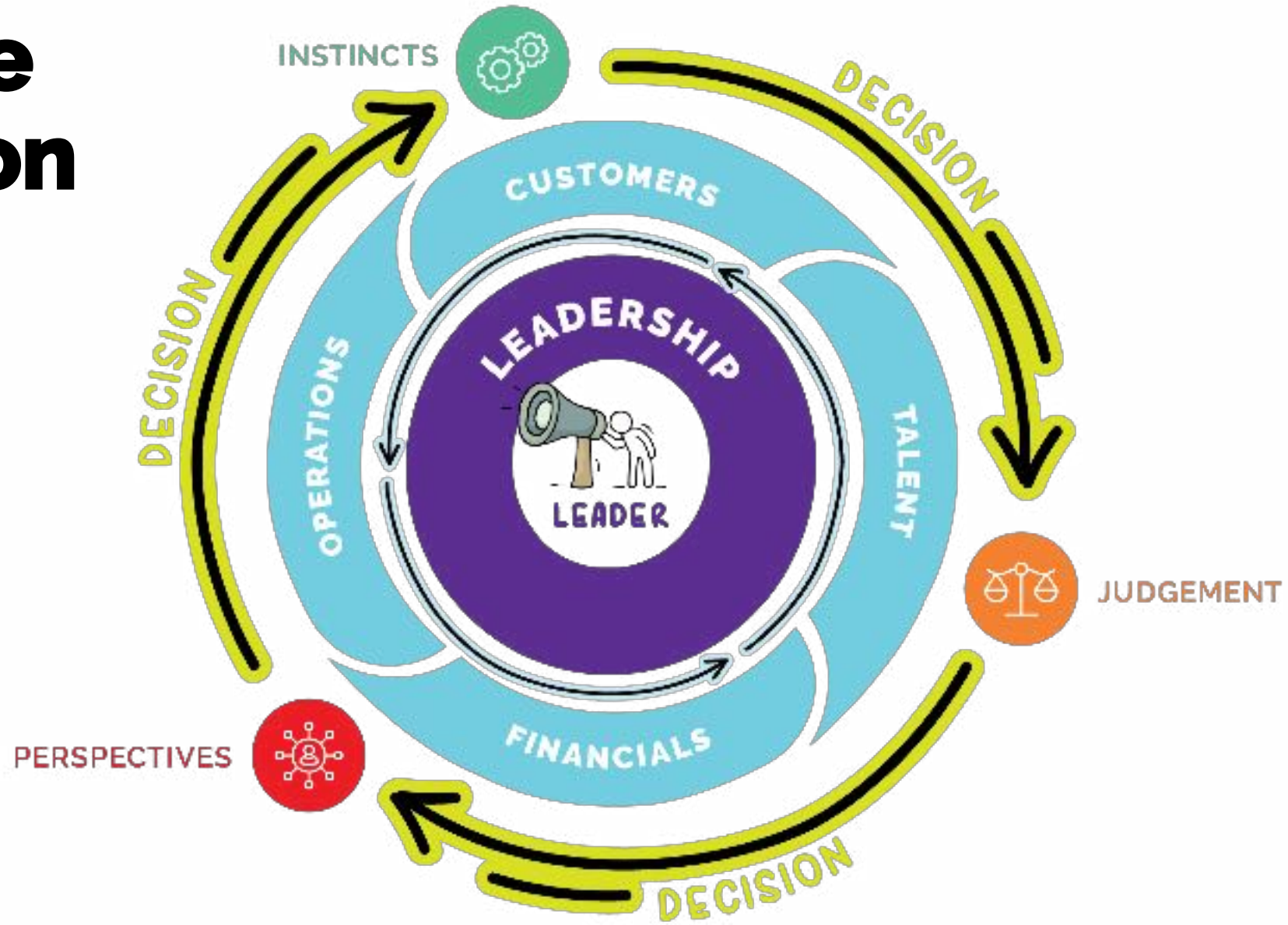
It's no laughing matter.

**SERIOUS LESSONS ON INNOVATION FROM
SATURDAY NIGHT LIVE**

7/2/2026



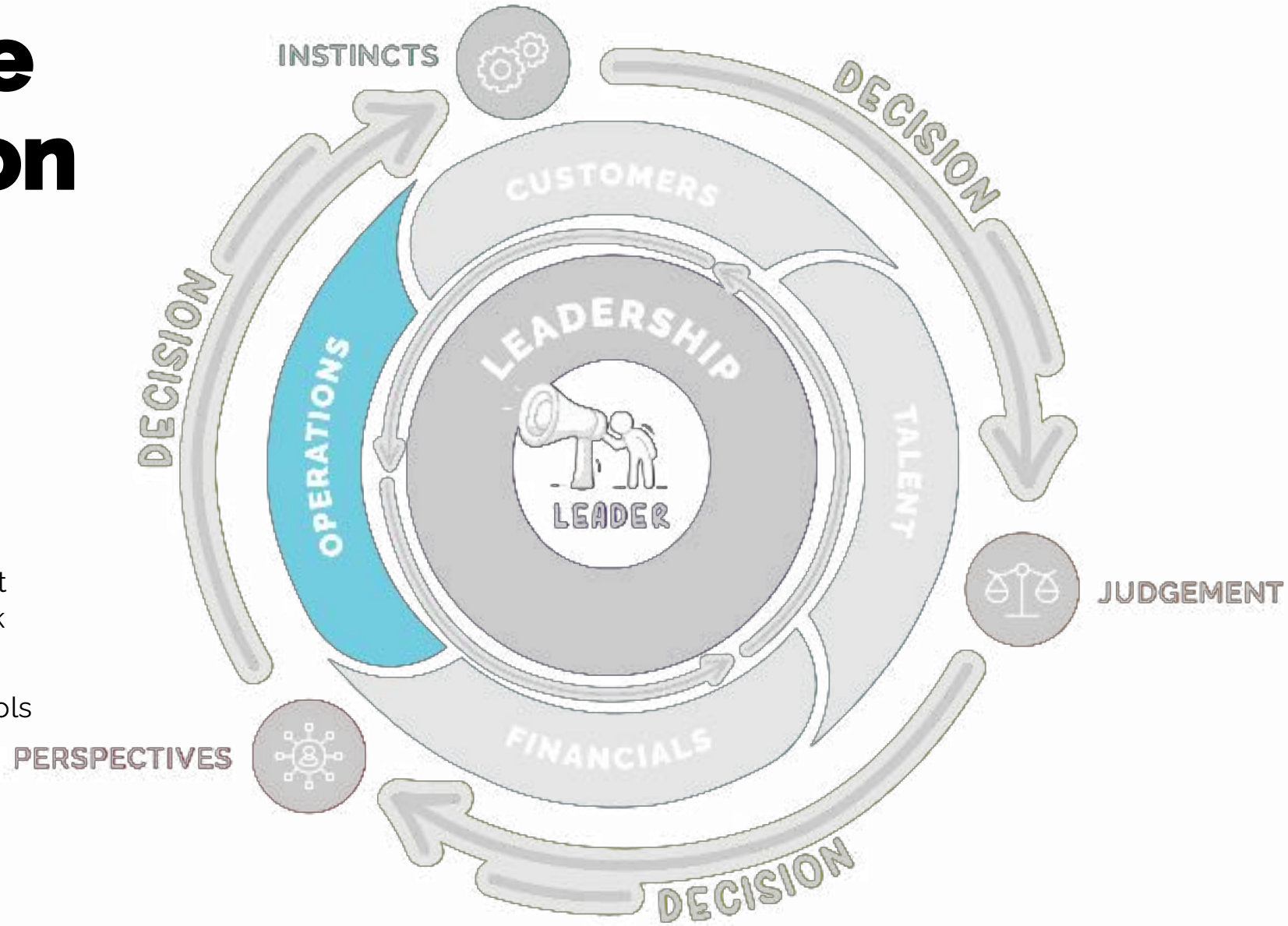
Vistage Decision Model



Vistage Decision Model

Key decisions in innovation

1. Fostering high-performing teams
2. Identifying the right process framework
3. Implementing the right supporting tools



I'm John Krewson

I'm a Vistage member

Owner and CEO of Sketch Development



I'm John Krewson

Author of *Pitch, Sketch, Launch*

Regular contributor *Inc.*

I was on SNL in 1997.



MOORE'S LAW

Processing power
doubles every two years.



WIRTH'S LAW

Software gets slower
faster than hardware
gets faster.

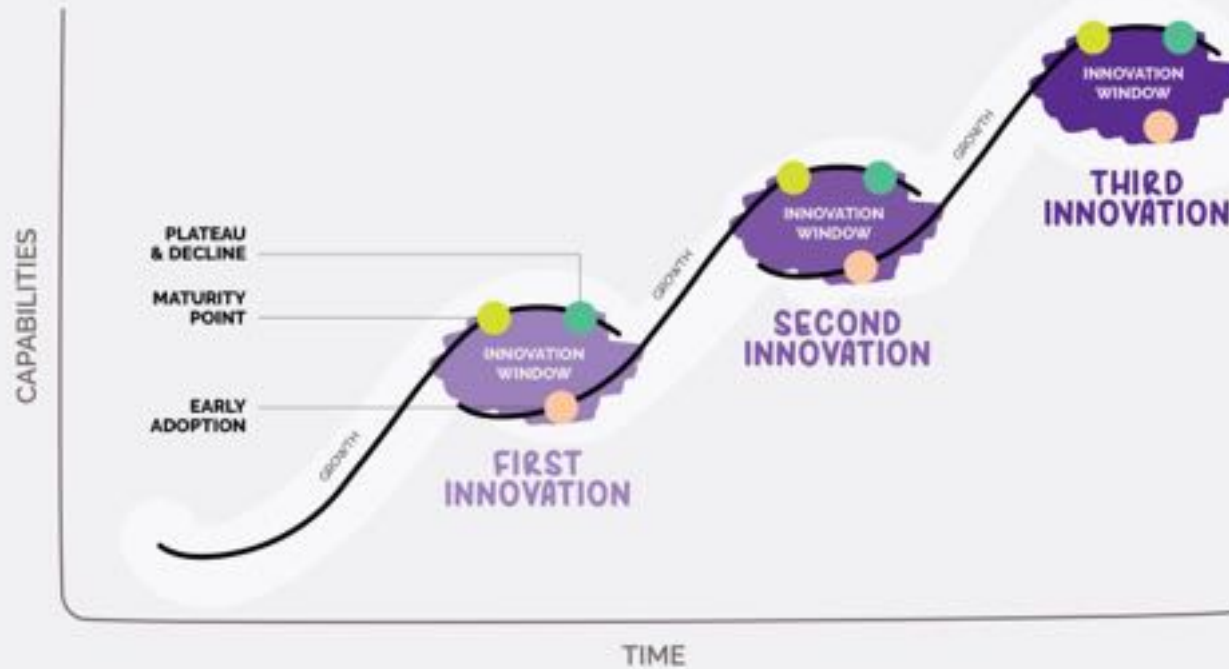


CHRISTENSEN'S LAW

Today's successes
sow the seeds for
tomorrow's
obsolescence.



Innovation S-Curves





Manifesto for Agile Software Development

*We are uncovering better ways of developing software by
doing it and helping others do it.*

Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

*That is, while there is value in the items on the right, we
value the items on the left more.*



HBR.ORG MAY-JUNE 2018

Harvard Business Review

44 ENTREPRENEURSHIP

Strategy for Start-Ups

Joshua Gans, Erin L. Scott, and Scott Stern

60 LEADERSHIP

The Surprising Power of Questions

Alison Wood Brooks and Leslie K. John

80 ARTIFICIAL INTELLIGENCE

Marketing in the Age of Alexa

Miraj Dawar and Neil Bendle

130 STRATEGY

Managing 21st-Century Political Risk

Condoleezza Rice and Amy Zegart



DOUBLE ISSUE



AGILE AT SCALE

Harvard Business Review

134 Marketing Meets Mission

147 The Strategic Side Gig

44 Why Sexual Harassment Programs Backfire

HBR.ORG
May-June
2020



The Agile Executive

How to balance efficiency and innovation (even in tough times like these)

64



12 Agile principles



1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable [software].
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working [software] frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.



12 Agile principles



7. Working [software] is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity--the art of maximizing the amount of work not done--is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.



Agenda for today: 3 episodes



People

Innovation emerges from empowered, cross-functional teams.



Process

Iterative, experimental approaches, rather than top-down initiatives, drive innovation.



Tools

The right tools can enable empowered teams and iterative processes to support continuous innovation.





EPISODE 1

People



CONWAY'S LAW

Any product
reflects the org
structure that
produced it.



BROOKS' LAW

Adding people to an already late project makes the project even later.



LARMAN'S LAW

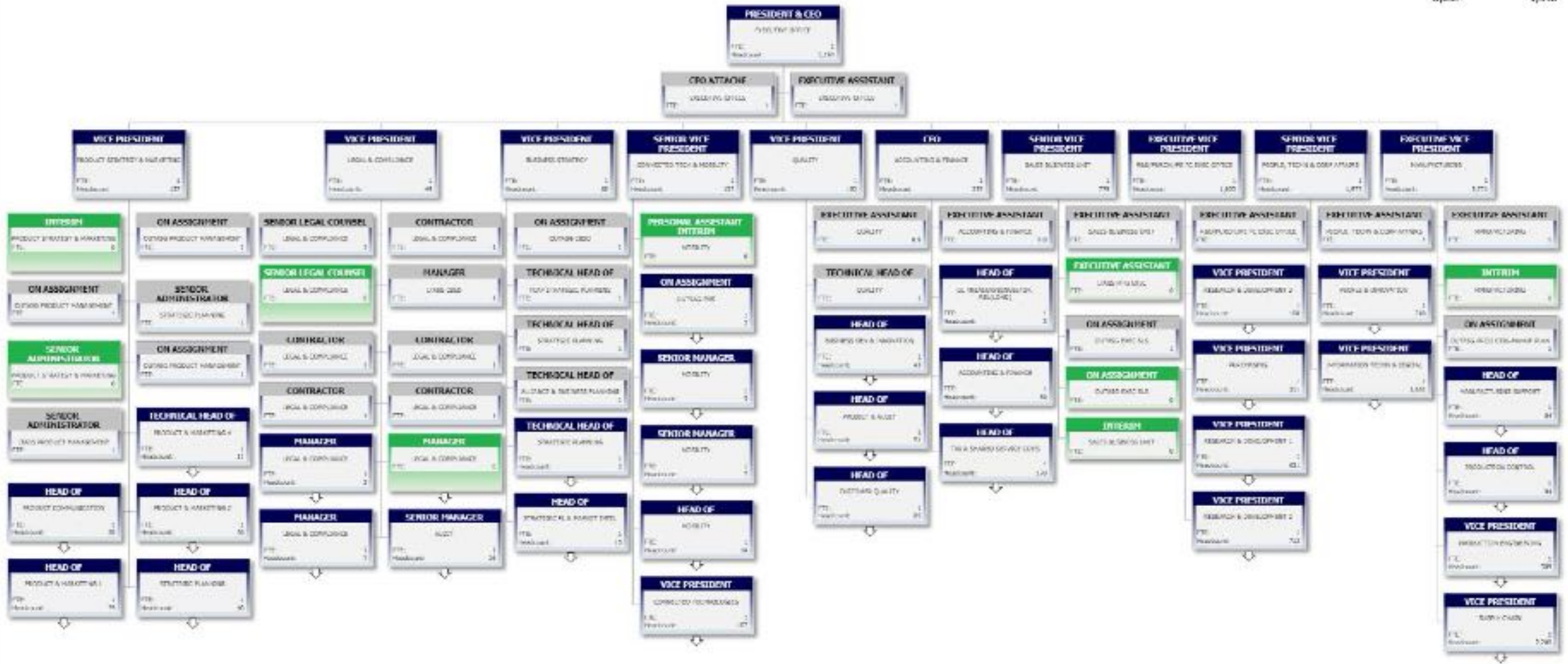
Organizations are
implicitly designed
to protect the
status quo.



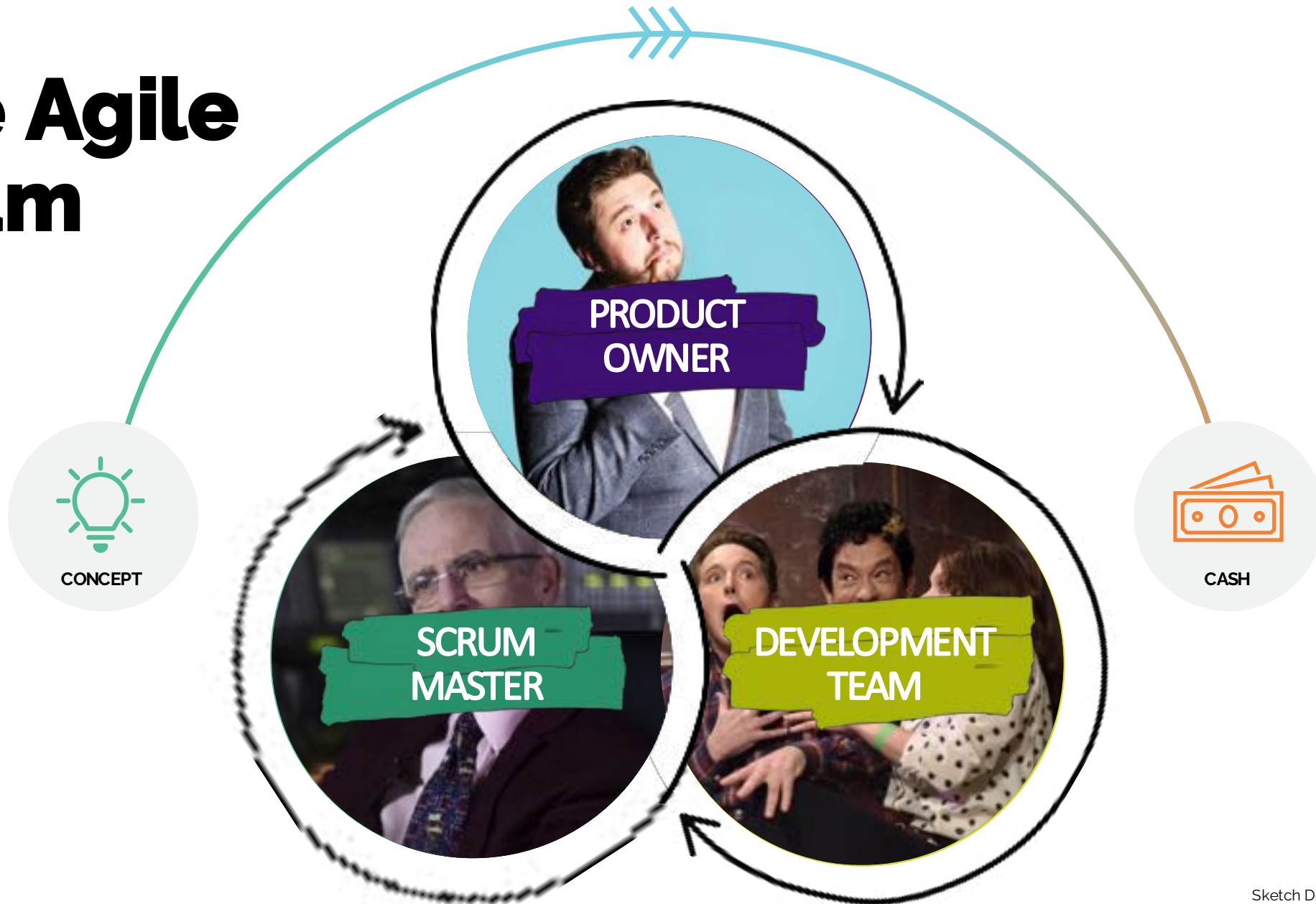


People

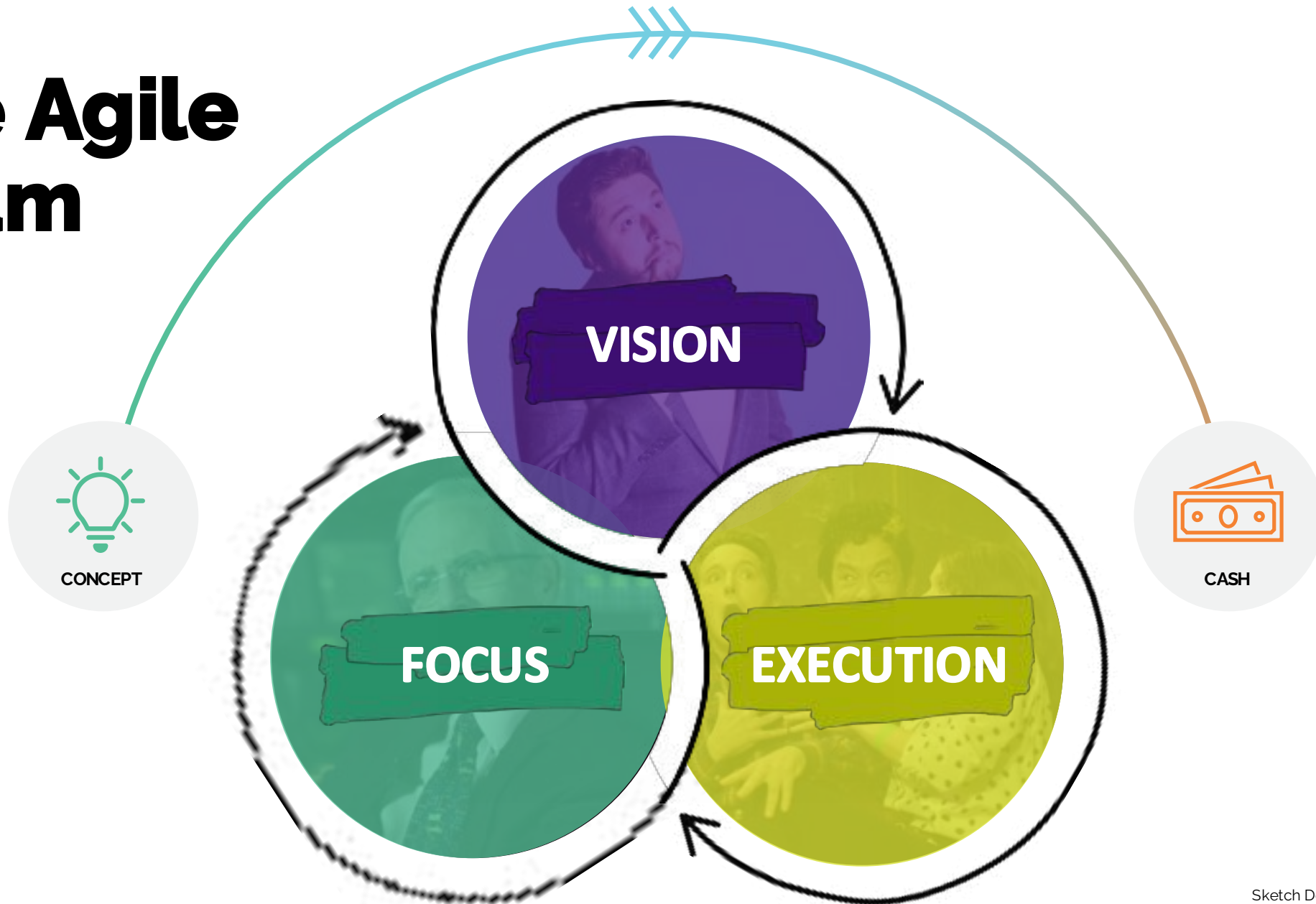
Current Active: 6,385
 On Leave: 215
 Open: 1,546

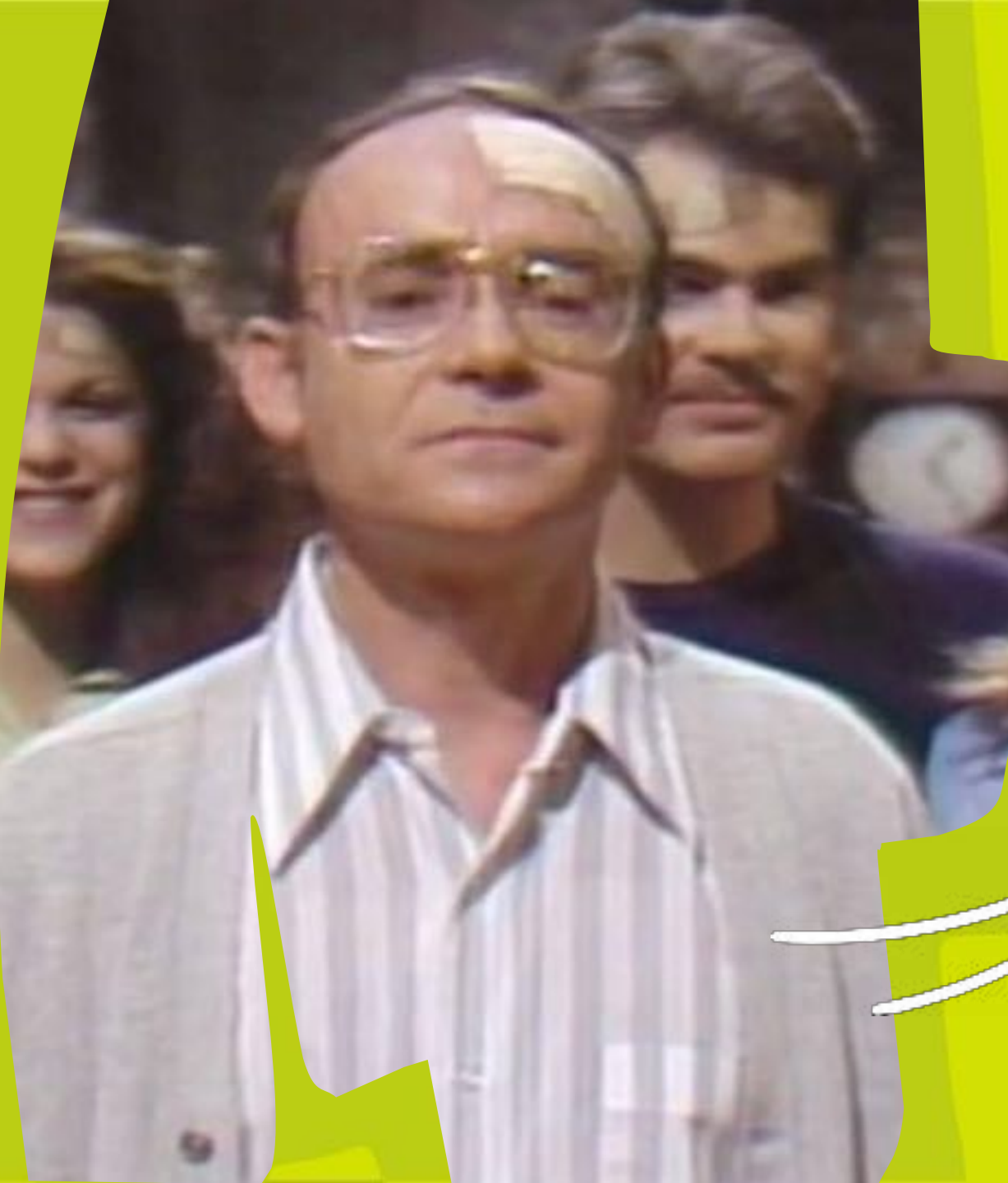


The Agile Team



The Agile Team





PERFORMING



NORMING



STORMING



FORMING

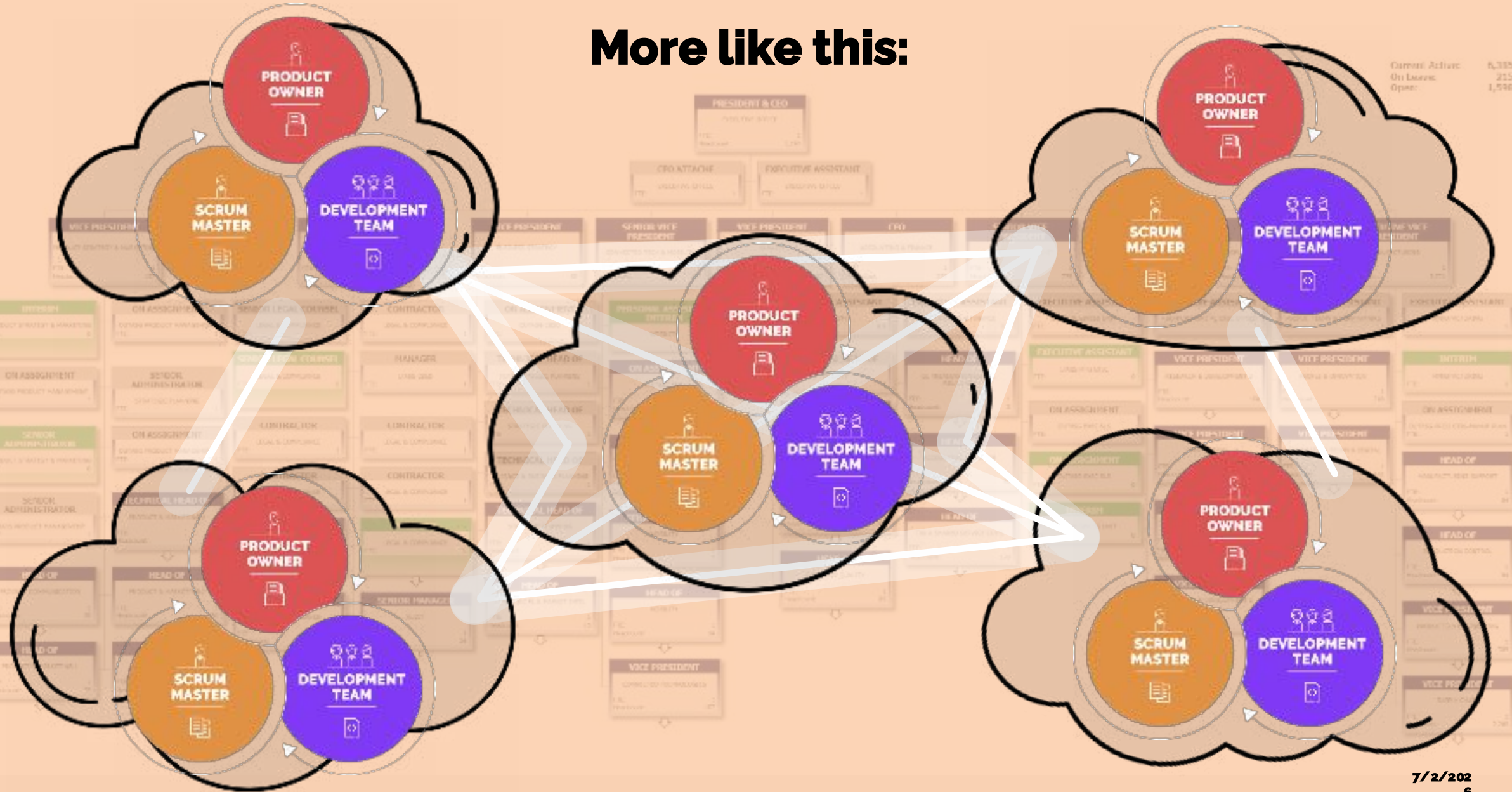




COUNT TO
TEN



More like this:



Current Active: 6,385
On Leave: 215
Open: 1,548



What makes a good “team”?



- Self-organized
- Cross-functional
 - Authorized
 - Dedicated
- High-performing
- Macromanaged





The easiest way to fail at inventing something is to make it someone's part time job.”

David Limp
Amazon











EPISODE 2

Process



THE PARETO PRINCIPLE

80% of the effects
come from 20% of
the causes.



STURGEON'S LAW

90% of everything
is crap.



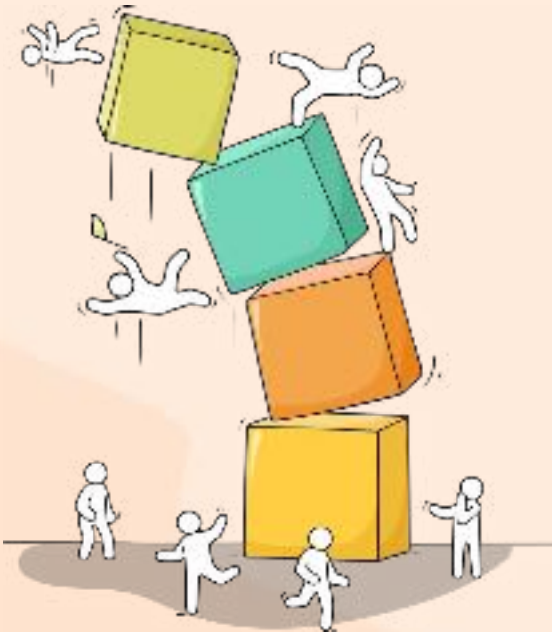
HOFSTADTER'S LAW

It always takes longer than expected, even when taking Hofstadter's Law into account.




TYSON'S LAW

Everyone has a plan
until they get
punched in the face.



A week in the life

Mon



Pitch
Day

100
⇓
50

A week in the life



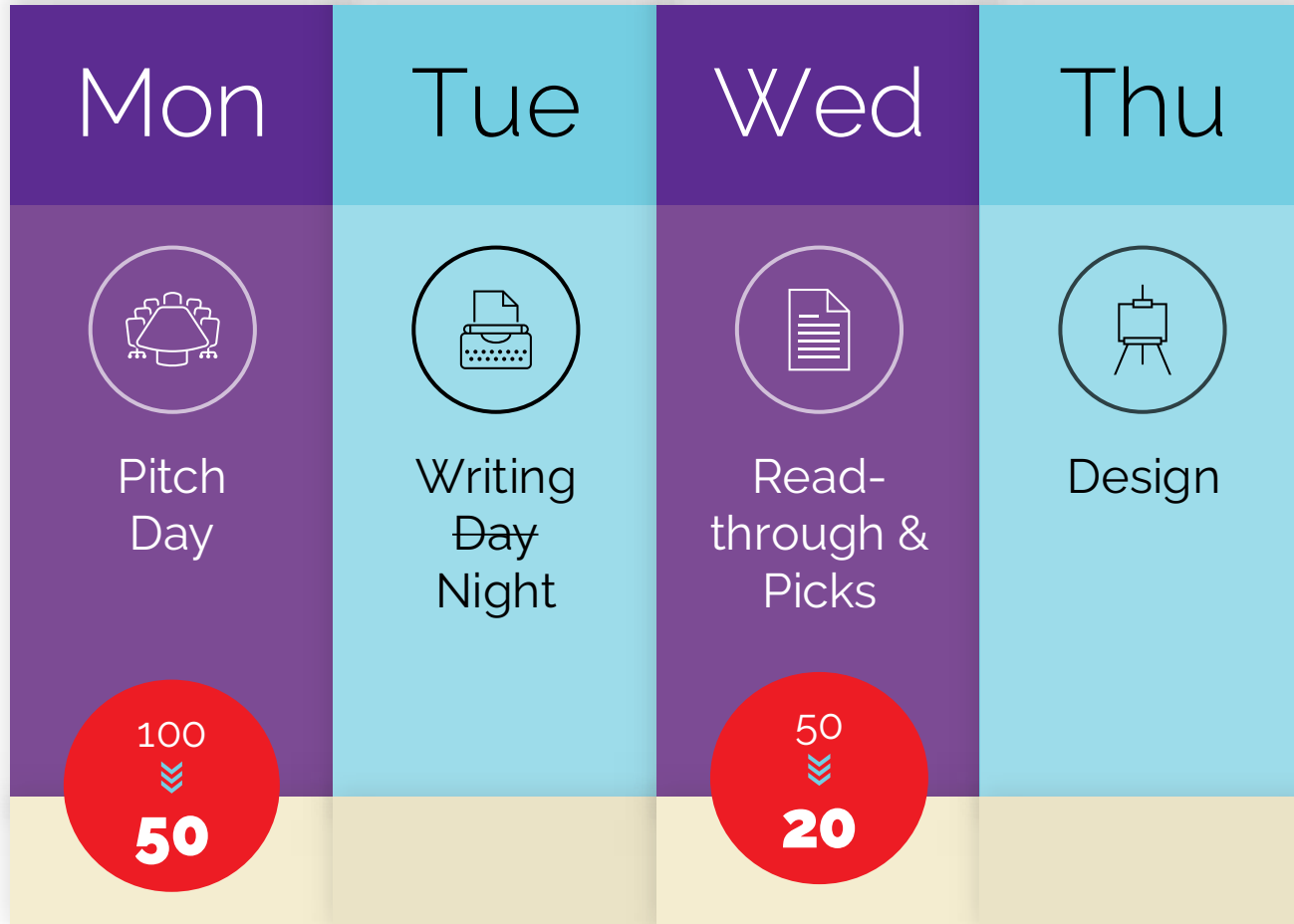


A week in the life





A week in the life



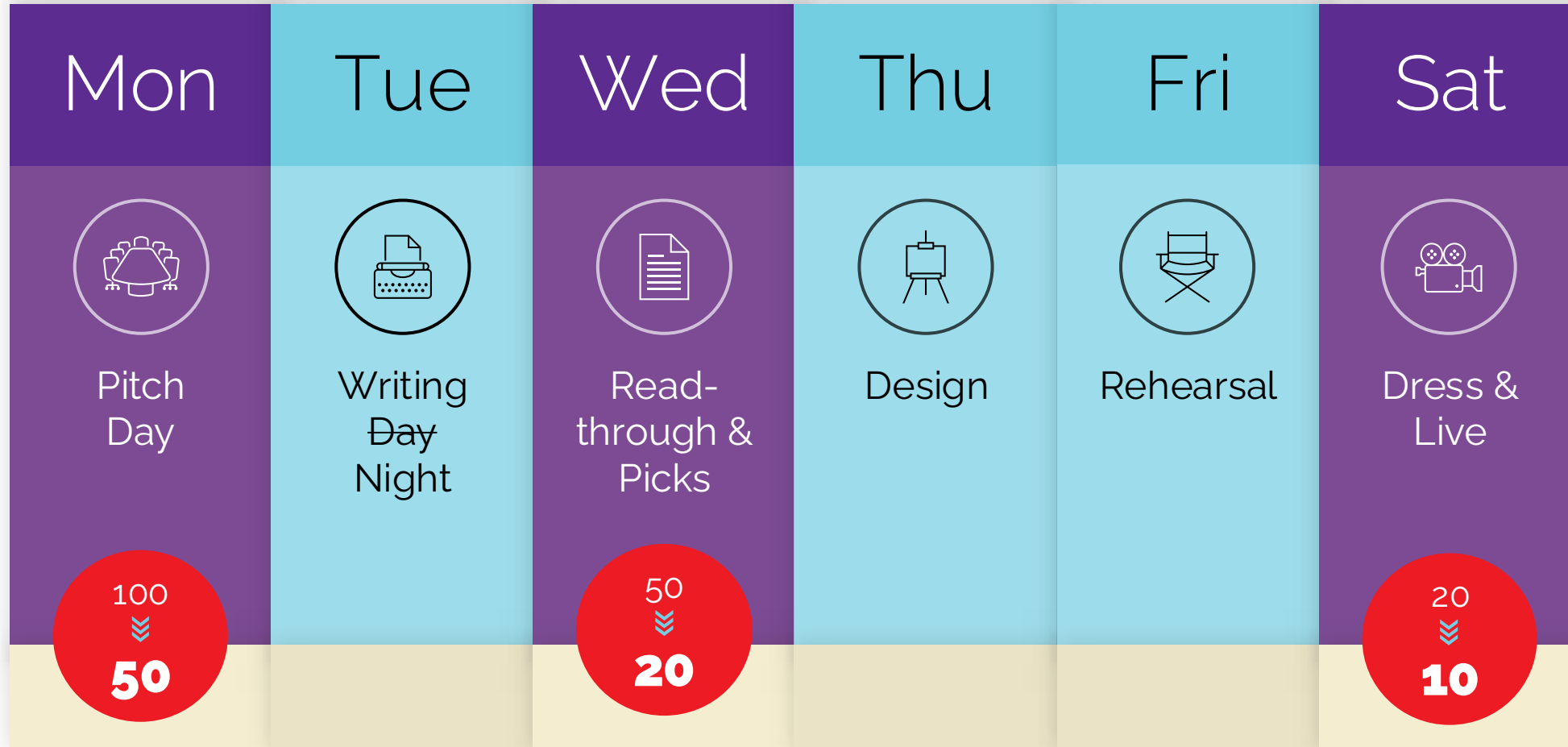


A week in the life





A week in the life





Lorne's Law:

**“WE DON'T
GO ON
BECAUSE IT'S
PERFECT, WE
GO ON
BECAUSE IT'S
11:30.”**



A week in the life





The SNL Method

PITCH



SKETCH



STAGE



TEST



LAUNCH



Season 45

SATURDAY

NIGHT

LIVE

AT HOME



Complicated or complex?



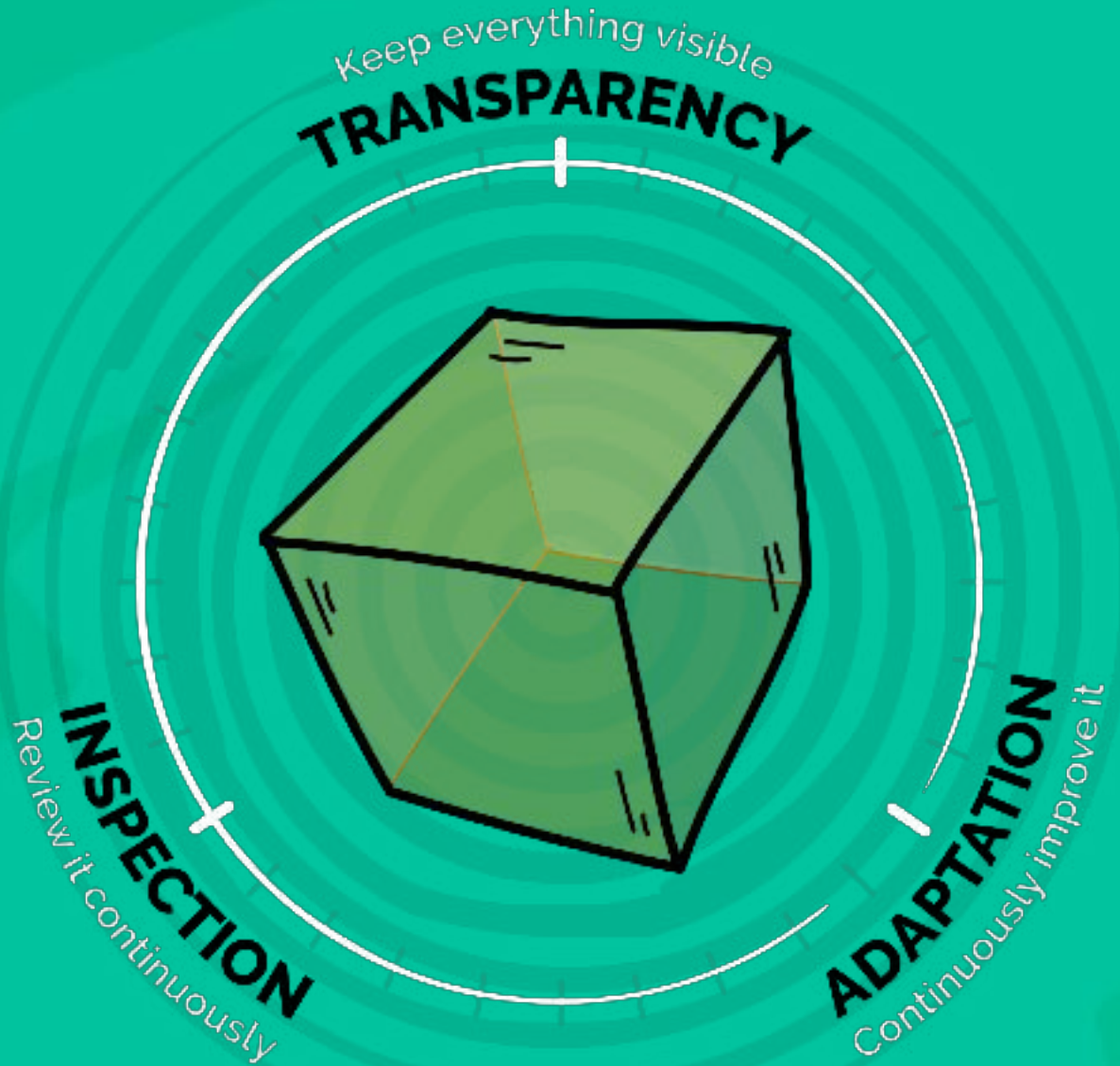
COMPLICATED:
knowable



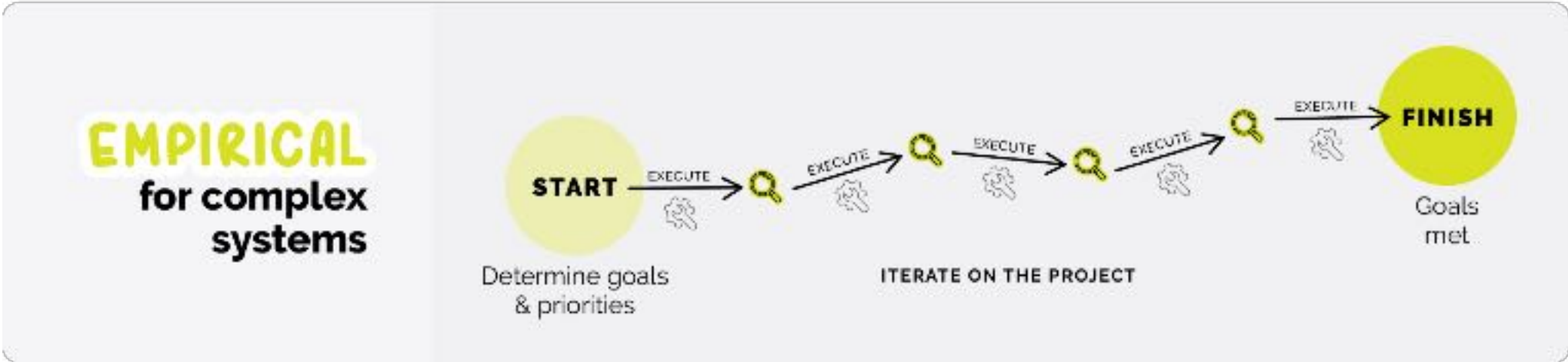
COMPLEX:
unknowable

Empirical Process Control

A framework for managing VUCA



Process Control



The "Iron Triangle"

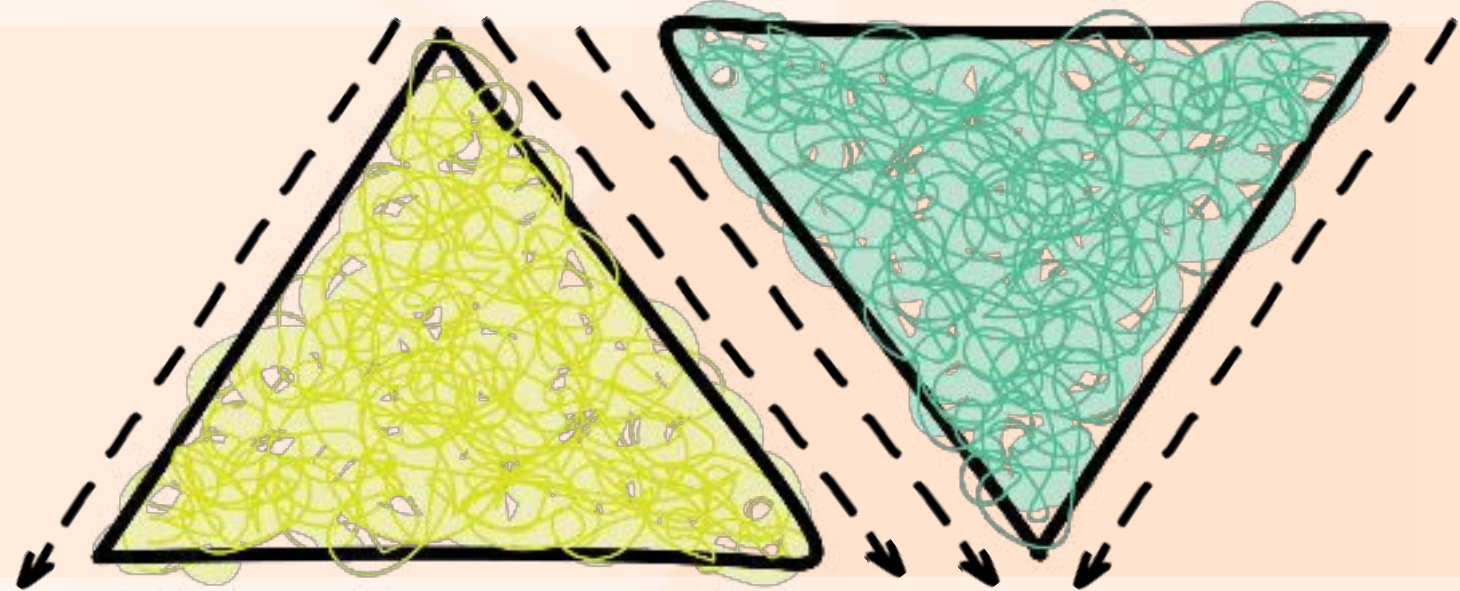
DEFINED

EMPIRICAL

WHAT YOU
CONSTRAIN

SCOPE

SCHEDULE



WHAT YOU
ESTIMATE

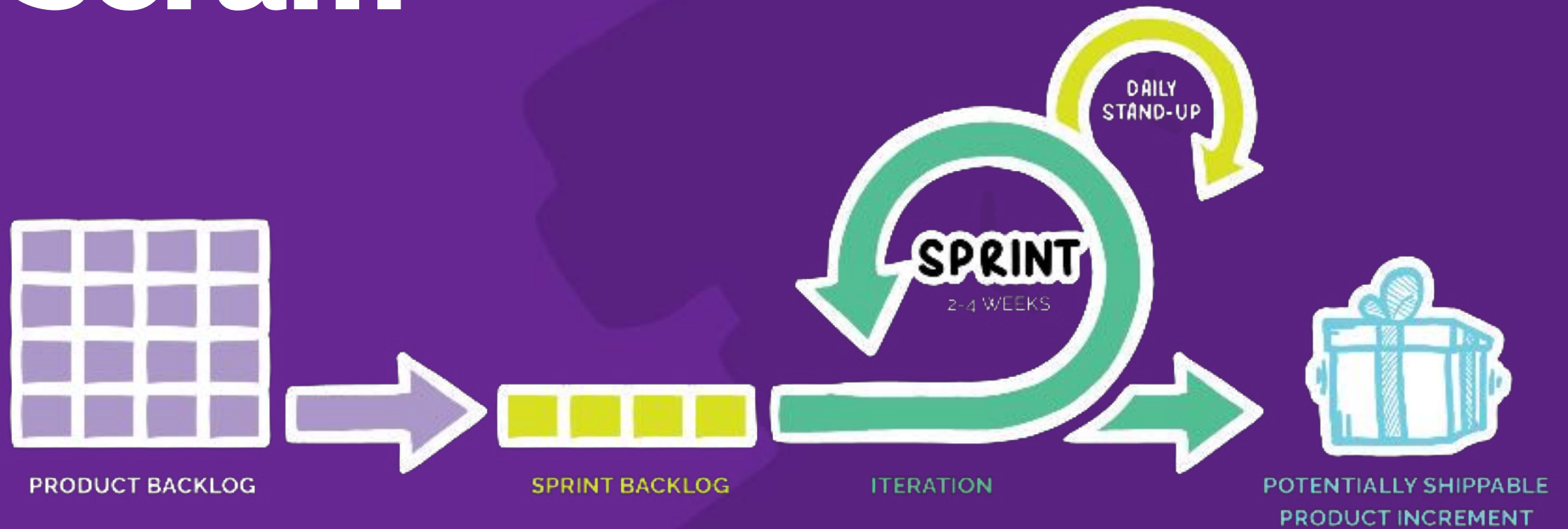
COST

SCHEDULE

SCOPE



Scrum



Scrum Cadence



SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY



Scrum Cadence



SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY



Scrum Cadence



SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			CHECK-IN	CHECK-IN	CHECK-IN	
		PLANNING	REFINEMENT			
	CHECK-IN	CHECK-IN	CHECK-IN	CHECK-IN	CHECK-IN	
			REFINEMENT			
	CHECK-IN	REHEARSAL REVIEW RETRO				



What makes a good “process”?



- It sends work to the team, not resources to the work
 - It outputs feedback
 - It enforces consistent reprioritization
 - It enforces getting work to a "done" state
 - It embraces the complexity of the problem
 - It involves all stops on the value chain





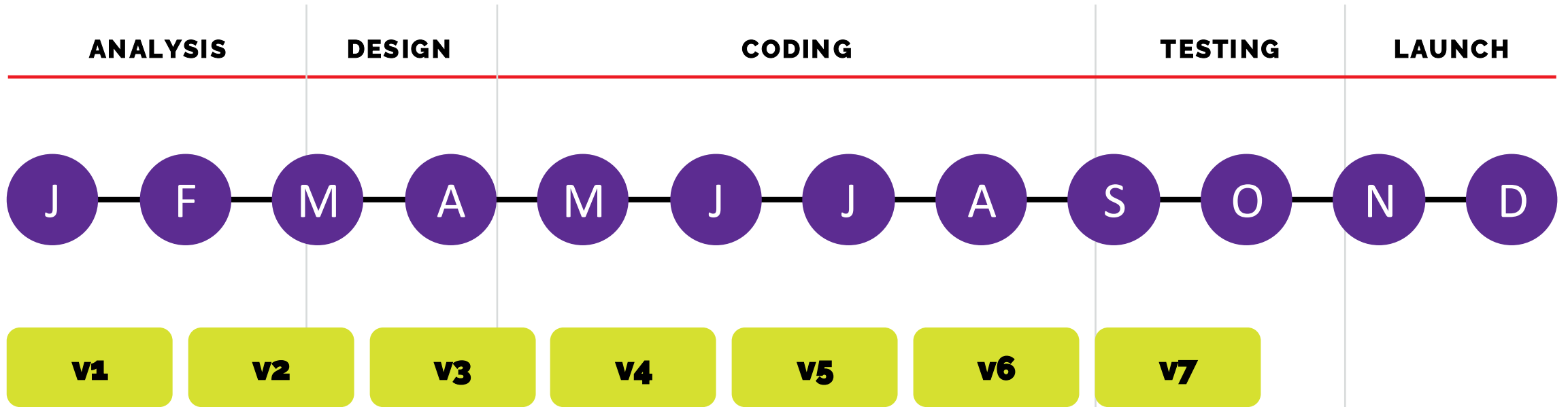


ORIGINAL iOS KEYBOARD





InComm InCentives





EPISODE 3

Tools



LITTLE'S LAW

The average number of items in a stable system is equal to the average arrival rate multiplied by the average time spent in the system.



The more things you have going on, the longer it will take to complete any one of those things.



GOODHEART'S LAW

When a measure becomes a target, it ceases to be a good measure.



PARKINSON'S LAW

Work expands to fit
the time allotted.





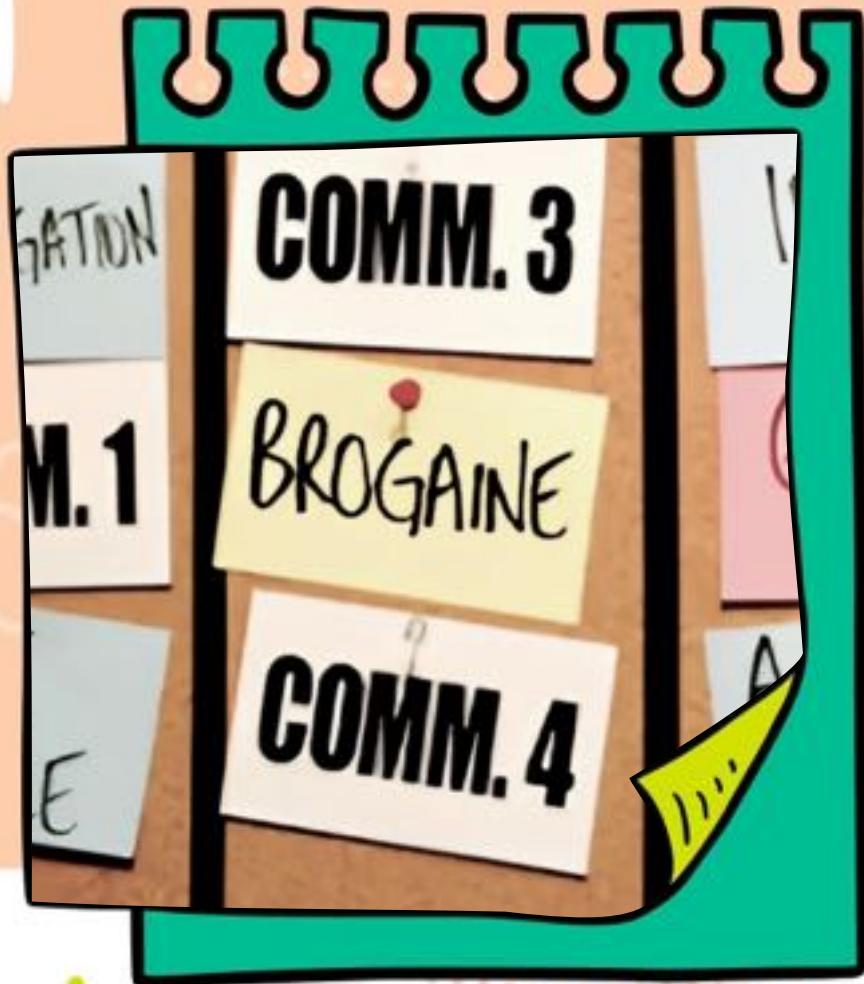
Kanban Board

	OCT 14	NOV 4	NOV 11	NOV 18	
	KUMAIL NANJIANI	LARRY DAVID	TIFFANY HADDISH	CHANCE THE RAPPER	
	P!NK	MILEY CYRUS	TAYLOR SWIFT	EMINEM	
	JAN 27	FEB 3	MAR 3	MAR 10	MAR 17
	WILL FERRELL	NATALIE PORTMAN	CHARLES BARKLEY	SERLING K BROWN	BILL HADEL
	CHRIS STAPLETON	DUA LIPA	MIGOS	JAMES BAY	ARCADE FIRE
	MAY 19				
	TINA FEY				
	NICKI MINAJ				

11:30		12:00		12:30
THE ROCK OBAMA COLD OPEN	COMM. 2	UPDATE	COMM. 7	BACHELORETTE PARTY
OPENING MONTAGE	DINNER DATE	COMM. 5	WWE PROMO SHOOT	COMM. 9
FRANCHISE VIAGRA MONOLOGUE	NEW DISNEY MOVIE	DANCE OF THE DAISIES	CIRCUS	GOODNIGHT & CREDITS
PEP BOYS	COOKING WITH PAUL	COMM. 6	SKORMAX'S BETRAYAL	
INTERROGATION	COMM. 3	IMPROV SHOW	STATION BREAK	
COMM. 1	BROGAINE	GEORGE EZRA	GEORGE EZRA	
THE JUNGLE	COMM. 4	A MESSAGE FROM SKORMAX	COMM. 8	



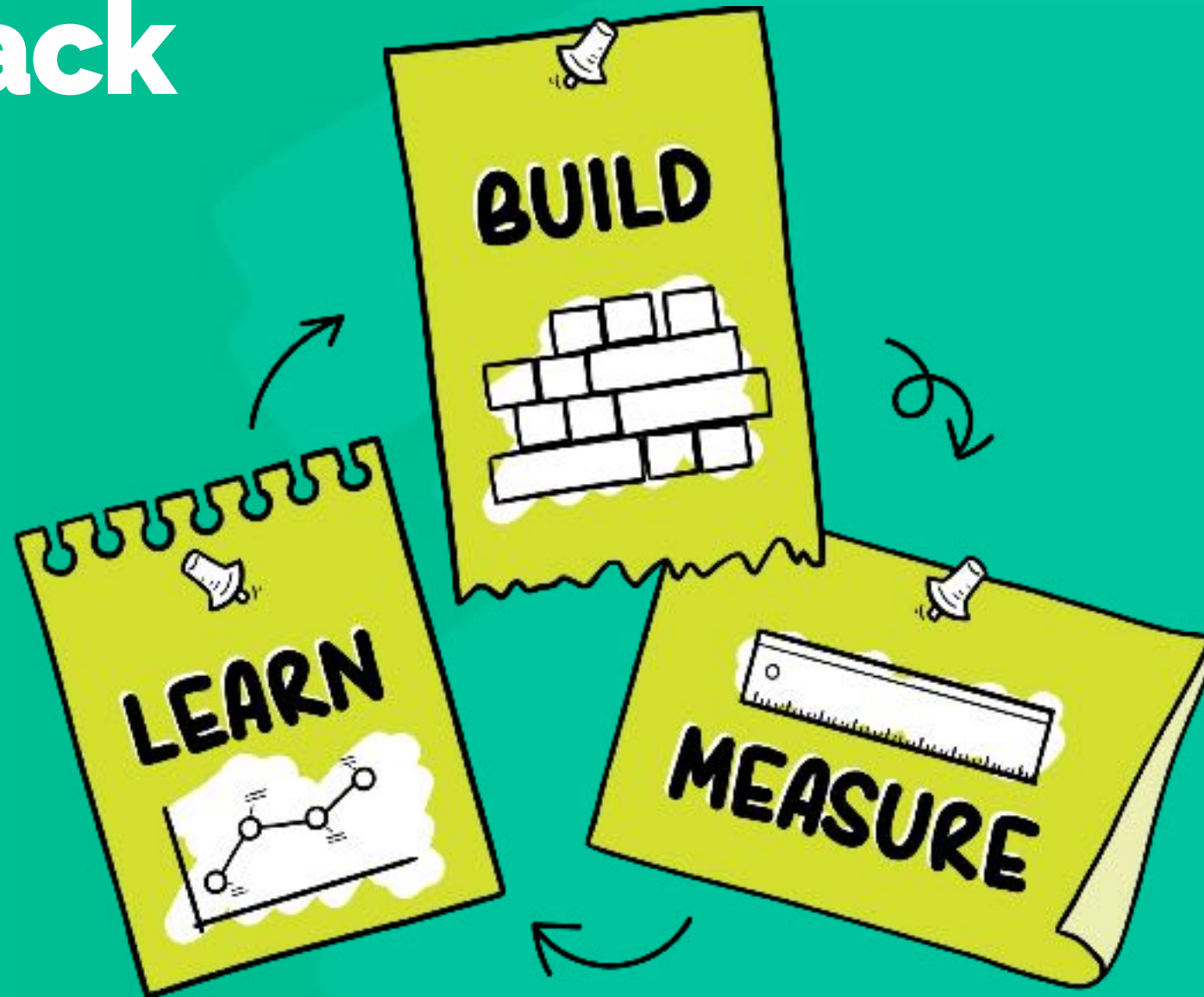




The Small Batch

- Slice for value, not activity
- Test the hypothesis
- Put your blinders on

Feedback Loop





Team Kanban Board

QUICK FILTERS: [Critical partners](#) [Only my partners](#) [Recently updated](#)

1 To do

4 In progress

3 Code review Max 2

1 Done

Release

+ TIS-28

↑ Research options to travel to Pluto



+ TIS-25

↑ Engage Jupiter Express for travel



+ TIS-25

↑ Add Deimos Tours as a travel partner



+ TIS-20

↑ Engage Saturn Lines for group tours



+ TIS-24



+ TIS-27

↑ Engage Saturn Resort as PTP



+ TIS-27

↑ Engage Speedy SpaceCraft



+ TIS-26

↑ Reach out to the Red Titan Hotel



+ TIS-23

↑ Engage JetShuttle SpaceWays for travel



Definition of Ready

- Design specs provided
- Small unit of work
- Acceptance criteria agreed upon
- Testable
- Estimated

Definition of Done

- Dev tasks completed
- UX reviewed
- QA tasks completed
- PO reviewed
- Defects resolved

Refinement ▾

Assignee

 Unassigned

Reporter

 Joyce Vargas

Development

 [Create branch](#)

Labels

None

Story Points

8

Epic Link

[Product tripe for existing](#)



Rolling Horizon Planning



Q1 Planning

Q2 Planning

Q3 Planning

Q4 Planning



What makes a good “tool”?



- Information radiator
 - Simple
 - Value oriented
- Numerator over denominator
 - Aligned to the process





ATLASSIAN
Be. Confident. Together.





THE TAO
OF
LORNE





The Tao of Lorne

INNOVATION IN PRACTICE

"Listen for when the music changes."

"You're not given the job. You take the job"

Producers are supposed to be invisible. The cast has to inhabit their own decisions.

Organize loosely. You never know what will come up.

"In the end, you really need someone to say, 'This is what we're doing.'"



The Tao of Lorne

INNOVATION IN PRACTICE

People have to be bad before they can be good.

Dress has to be bad before the show can be good.

- "Do it in sunshine."

Put more energy into taking care of the cast than anything else.



Offer for Vistage Members

Team health check

Tooling assessment

AI workflow mapping

Story mapping for custom software

Cloud cost audit

john@sketchdev.io





YOUR FEEDBACK IS
IMPORTANT TO EVERYONE
IN THE VISTAGE
COMMUNITY.

PLEASE TAKE A MOMENT
TO SHARE YOUR FEEDBACK
ABOUT TODAY'S SESSION.



sketch

BETTER TEAMS. BETTER SOFTWARE.