

## Menlo Innovations Richard Sheridan

### Background:

Menlo Innovations is a multi-award-winning software company based in Ann Arbor, Michigan. Its CEO, Richard Sheridan, has developed a culture and process for software development that integrates aspects of Extreme Programming and IDEO's creative atmosphere.

### Mission (from [www.menloinnovations.com](http://www.menloinnovations.com))

“Our goal since 2001 is to return the joy to one of the most unique endeavors in the history of mankind: inventing software! Menlo Innovations is a for-hire custom software design and development firm located in Ann Arbor, MI. Our mission is to “end human suffering in the world as it relates to technology™.” We do this by focusing on three key stakeholders in our industry:

**Software project sponsors** who traditionally have had little hope of steering projects to a successful conclusion before money and executive patience is exhausted.

**End users of the software** who, far too often, have no voice at all in the design, yet must live every day with the decisions of people they have never met.

**The software teams themselves**, who typically labor under years of overtime, missed vacations and family celebrations, broken relationships and unrealistic expectations only to have the projects they work on never see the light of day.”

At UDM, this case study is intended for integration into a general engineering class with an emphasis on processes and their cultural impact.

More information on Menlo Innovations can be found at <http://www.menloinnovations.com>.

**Outline:**

1. Background
  - a. Meet Richard Sheridan..... 1:35
  - b. The Birth of Menlo ..... 1:20
  - c. Designing the Menlo Environment ..... 2:24
  - d. The Collaborative Workspace ..... 2:14
  - e. Capitalization and Compensation ..... 2:46
  - f. Innovating In The Moment..... 1:24
2. Process
  - a. The Menlo Process..... 1:24
  - b. Team Structure..... 1:09
  - c. High-Tech Anthropology® ..... 1:41
  - d. The Value of Showing ..... 1:28
  - e. Engaging the Customer..... 1:30
  - f. A Paper Planning System?..... 1:31
  - g. A 40 Hour Work Week ..... 1:48
  - h. Using Past Projects to Estimate Costs ..... 2:09
  - i. Engaging the Team in the Estimating Process ..... 3:04
  - j. The Productivity of Pairs ..... 2:28
  - k. Automated Unit Testing..... 1:28
  - l. Commentless Code ..... 1:13
  - m. Code Stewardship..... 2:08
  - n. “Hey, Menlo!” ..... 2:00
  - o. The Helmet..... 1:16
  - p. The Silent Switchboard..... 1:22
  - q. The Learning Organization..... 1:45
  - r. Archiving Knowledge ..... 1:03
3. Culture
  - a. Competitive Advantage Through Culture ..... 1:44
  - b. What Makes A Menlonian? ..... 0:47
  - c. Cognitive Diversity..... 2:00
  - d. Leading By Coaching ..... 1:50
  - e. Advancement Process..... 1:21
  - f. Make Mistakes Faster..... 0:39
  - g. The Business Value of Joy ..... 2:56
4. Entrepreneurship
  - a. Entrepreneurs Need Passion ..... 1:07
  - b. When To Become An Entrepreneur ..... 1:46
  - c. A Small Giant..... 1:25
  - d. Adopting The Menlo Process..... 2:01
  - e. Today's Students..... 1:13