

The four voices

Put the Role Cards down first. You are yourselves again. Everyone speaks. Use this to name which voices built the plan, which one was missing, and what you did about the gap.

Pioneer Business Value

“Impact over hype”

YOUR FIRST QUESTION
“What measurable business outcome does this deliver?”

WHAT YOU CHAMPION
Success metrics before work starts. Quick wins over long programs. Kill what can’t show a result, and don’t commit without a number.

WHERE YOU’LL SLIP
You’ll undervalue the Evangelist’s question. Building trust will feel like delay. Notice when the plan stops naming who is responsible.

WHOSE QUESTION TO HEAR
Evangelists know your wins need people behind them. Assemblers know speed that skips testing doesn’t last. Conductors make a win spread.

WHEN THE PACE STRIKES
Your instinct is to re-scope to the fastest measurable win. Do that, and watch who resists.

Assembler Speed with Rigor

“Fast and right, not fast or right”

YOUR FIRST QUESTION
“How quickly can we validate that this works correctly?”

WHAT YOU CHAMPION
Testing before launch. Feedback loops. Don’t commit without evidence it works and a way to know when it stops working.

WHERE YOU’LL SLIP
You’ll undervalue the Conductor’s question. Notice when you’ve added so much detail that nobody can follow the plan.

WHOSE QUESTION TO HEAR
Pioneers say when good enough is good enough. Conductors simplify what you’re overbuilding. Evangelists know when the team needs a win more than another test.

WHEN THE PACE STRIKES
Your instinct is to add a checkpoint. Do it, and watch whether people feel protected or slowed.

Conductor Simplicity

“Clear enough to act on”

YOUR FIRST QUESTION
“How easily can my team understand and use this?”

WHAT YOU CHAMPION
One clear story. Shared language. Don’t commit until you can explain it to a frontline team in two minutes.

WHERE YOU’LL SLIP
You’ll undervalue the Assembler’s question. Notice when you’ve stripped so much detail that the simple version stops being true.

WHOSE QUESTION TO HEAR
Assemblers know when precision matters more than simplicity. Pioneers keep the simple version naming a business result. Evangelists keep it useful to the people doing the work.

WHEN THE PACE STRIKES
Your instinct is to re-explain. Do it, and watch whether people need the story or the detail.

Evangelist Human-Centricity

“Amplify people, don’t replace them”

YOUR FIRST QUESTION
“How will this enhance my team’s capabilities?”

WHAT YOU CHAMPION
Bringing the affected people in early. Psychological safety. Don’t commit until the people it touches have been asked.

WHERE YOU’LL SLIP
You’ll undervalue the Pioneer’s question. Business value will sound cold. Notice when protecting people has become a reason not to decide.

WHOSE QUESTION TO HEAR
Pioneers find where business value and human-centricity align. Assemblers build structures that protect people and still move. Conductors explain it simply enough to build confidence.

WHEN THE PACE STRIKES
Your instinct is to ask how people feel. Do it, then ask what the business needs anyway.