





Parallel

"scientific management"

defined a "best way" based on modeling

resisted by workers "agile"

defined a "best way" based on modeling

resisted by managers

But "management" is still artisanal



Frederick Winslow Taylor, 1856-1915

THE CASE FOR TACTICAL MEETINGS

A Parallel

"scientific management"

defined a "best way" based on modeling
resisted by workers

"agile"

defined a "best way" based on modeling resisted by managers

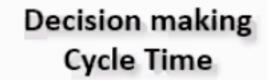
But "management" is still artisanal



Frederick Winslow Taylor, 1856-1915

THE CASE FOR TACTICAL MEETINGS

Case Study: Washington Dept. of Technology (WATECH)



On average, it takes 2 minutes to raise, discuss, and resolve operational issues

Decision Making Cycle Time

Empowerment

90% 60% Employee's confidence in their own ability to resolve issues

80% 10% Time available to work on strategic activities

Leadership Capacity

Attract talent

10x More candidates applying to like positions as compared to competitors

Attract talent

Candidates willing to take \$20k less pay just to work in this environment

Cycle Time

On average, it takes 2 minutes to raise, discuss, and resolve operational issues

Skill Utilization



https://ocio.wa.gov/news/heck-kaizen-kaikaku-your-hierarchy