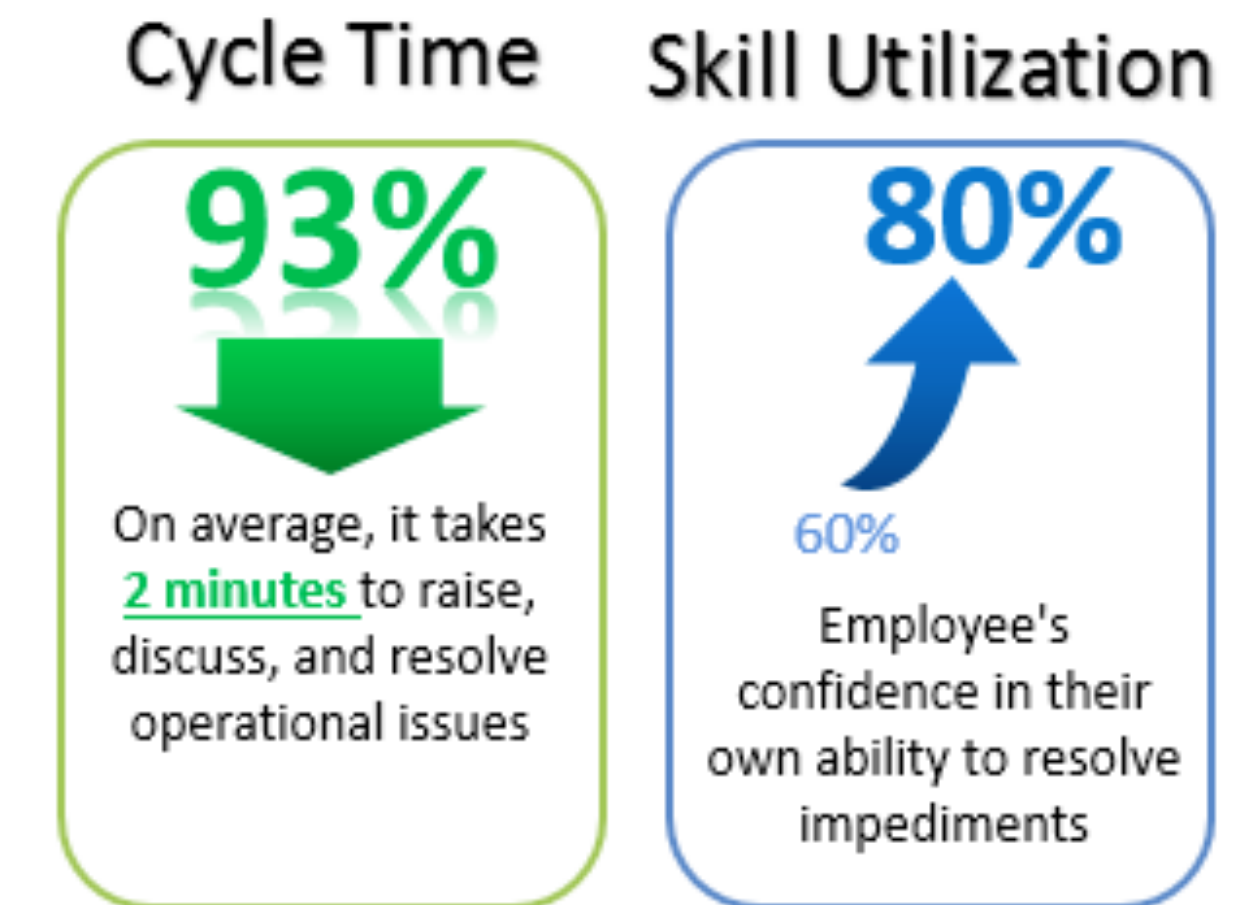


### Case Study: Washington Dept. of Technology (WATECH)

*"We averaged about 1-2 operational decisions per meeting. Now, with nearly a year of Holacracy we consistently make 20-25 operational decisions per meeting. The average time to introduce, discuss, and decide an operational issue is 2 minutes. This represents a 93% reduction in cycle time for decisions, while many other decisions are never even brought to meetings because they no longer need management approval for execution."*



- Michael DeAngelo, Former Director at Wa-Tech

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



## Case Study: Washington Dept. of Technology (WATECH)

*“What was taking up so much of my time as a servant leader was solving other people’s problems”*

– Michael DeAngelo, Former Director at Wa-Tech