BENEFITS, EXPLAINED

Case Study: Washington Dept. of Technology (WATECH)

Decision making Cycle Time

93%
On average, it takes
2 minutes to raise,
discuss, and

resolve

operational issues

Decision Making Cycle Time

Empowerment

90% 60% Employee's

Employee's confidence in their own ability to resolve issues Leadership Capacity

80%

10%

Time available to work on strategic

activities

Attract talent

More candidates applying to like positions as compared to competitors

Attract talent

\$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

80% •60%

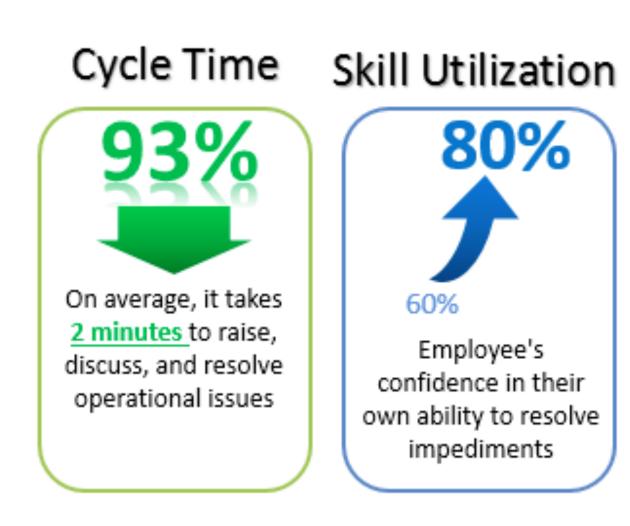
Employee's confidence in their own ability to resolve impediments

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

BENEFITS, EXPLAINED

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

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