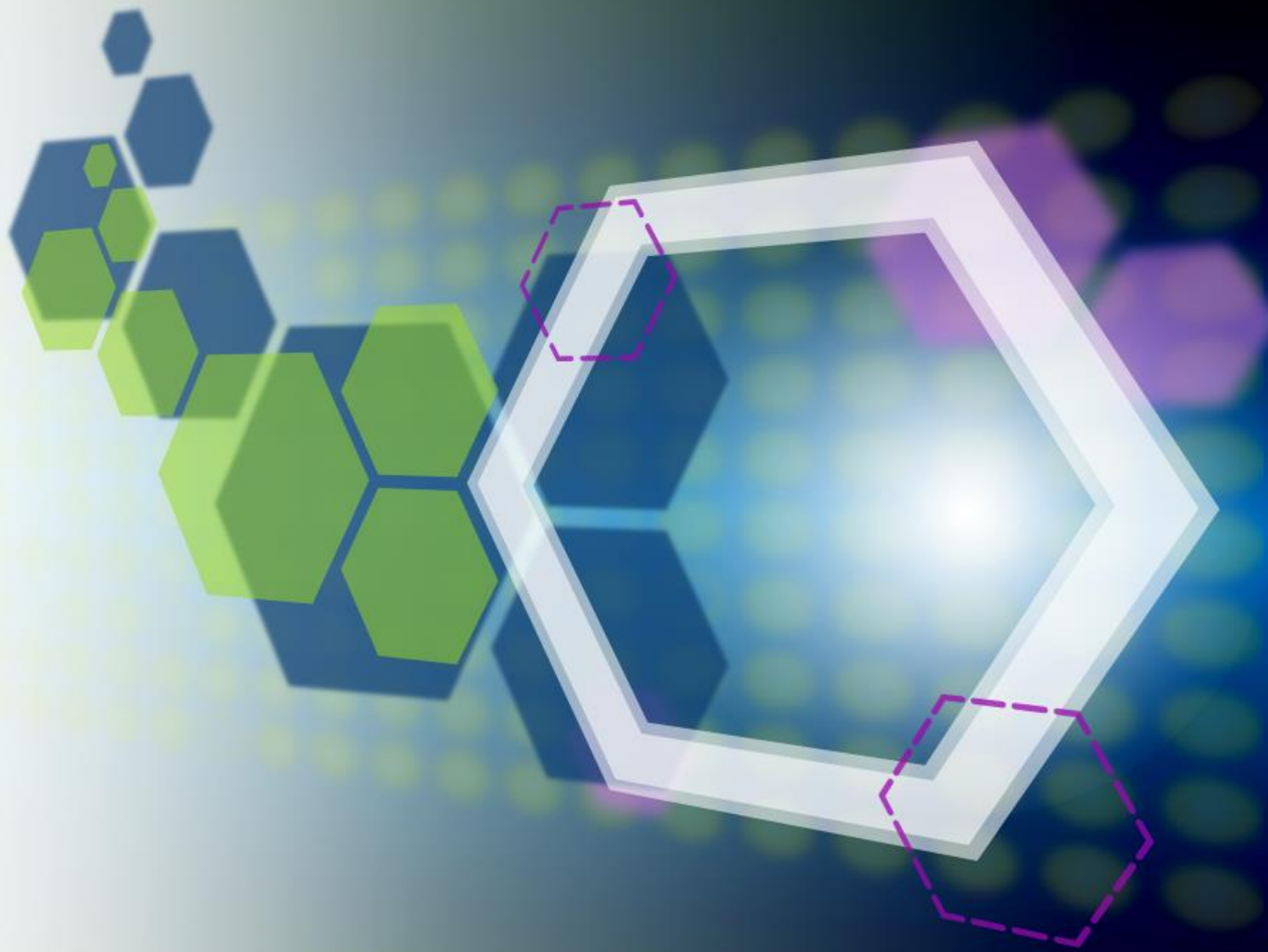
Can evolving past the hierarchy make us more efficient?

Looks that way

Transforming government



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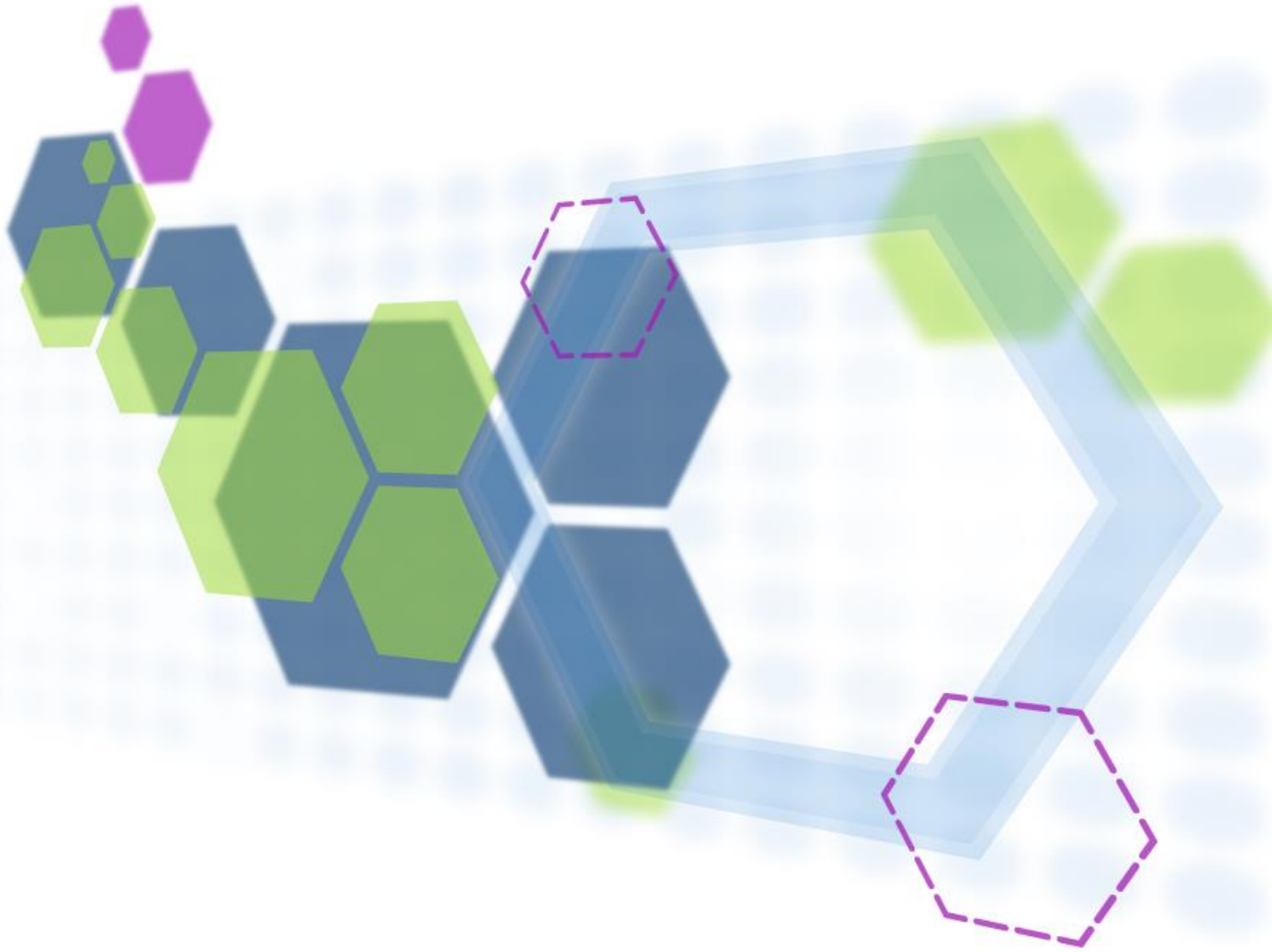
Topics

- How did self-management come up and why do we care?
- What the heck is self-management
- What has Washington been doing about it?
- So what have we've seen so far in our pilots?
- Tell me more about this study happening in WA
- What does that mean for our future?

How did self-management come up and why do we care?



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Business Problem

How can WA be a relevant employer that attracts the next generation of top talent?

What the workforce expects today

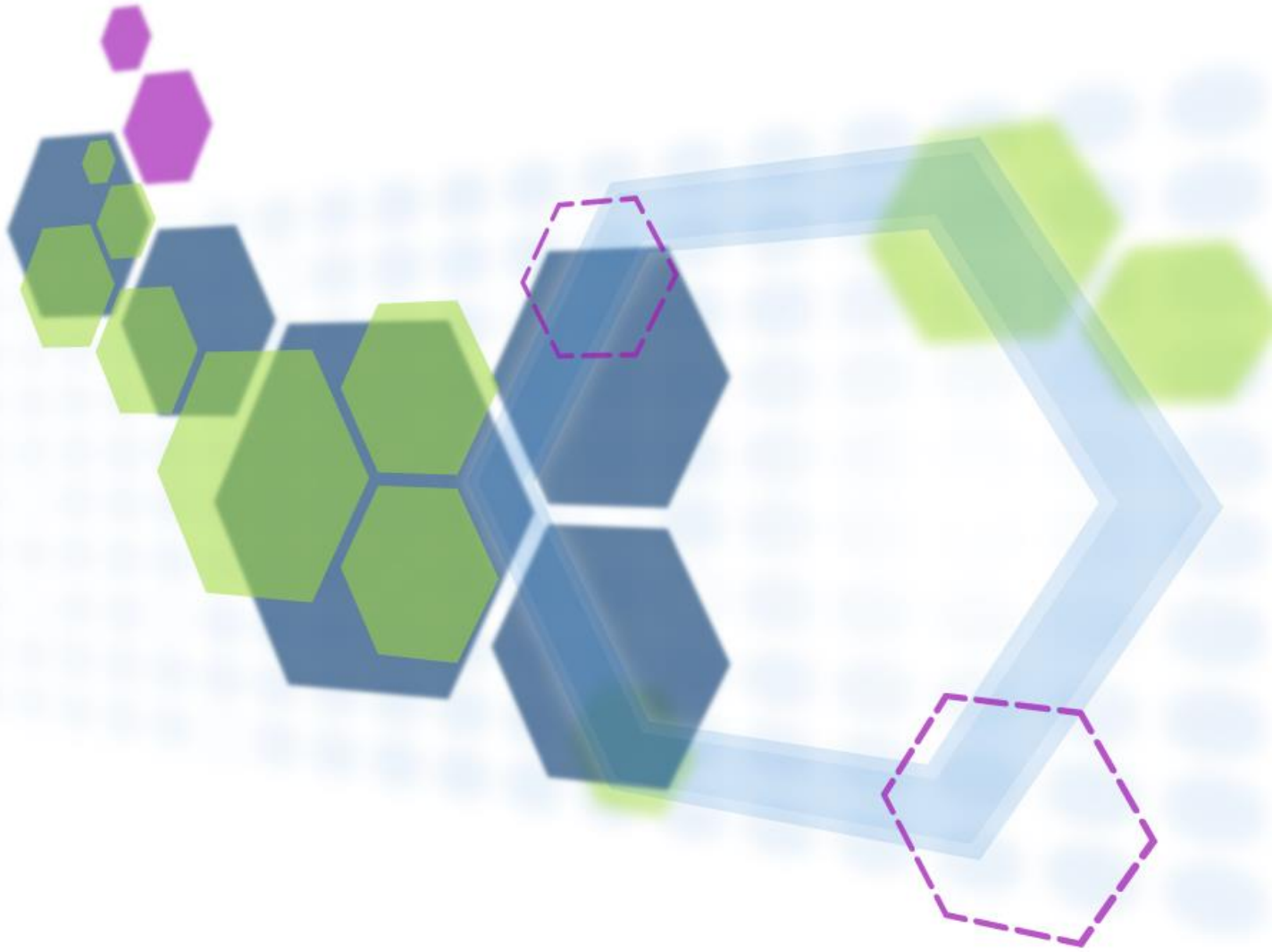
- *Flexibility in how they work (88%)*
- *Personal and professional growth (#1 turnover reason)*
- *A sense of purpose (64%)*
- *Autonomy (79%)*

**Forbes, 2020 Workplace, HBR, & others*

EOC Strategy for IT

1. A structure that makes sense
2. A space that inspires
3. Hiring process that gets the right talent
4. An empowering environment
5. A talent pipeline that creates supply
6. Professional development that grows people

What the heck is self-management?



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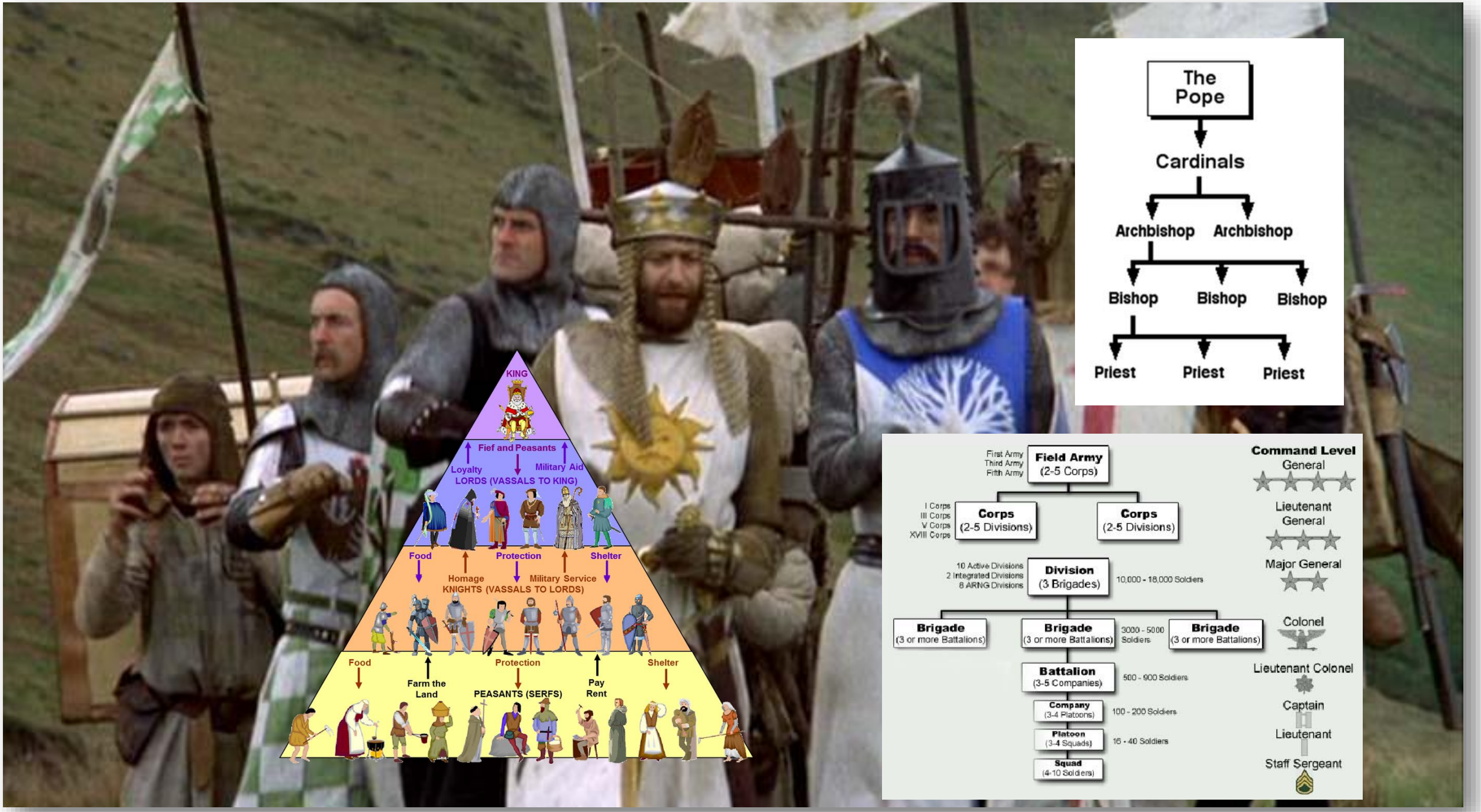
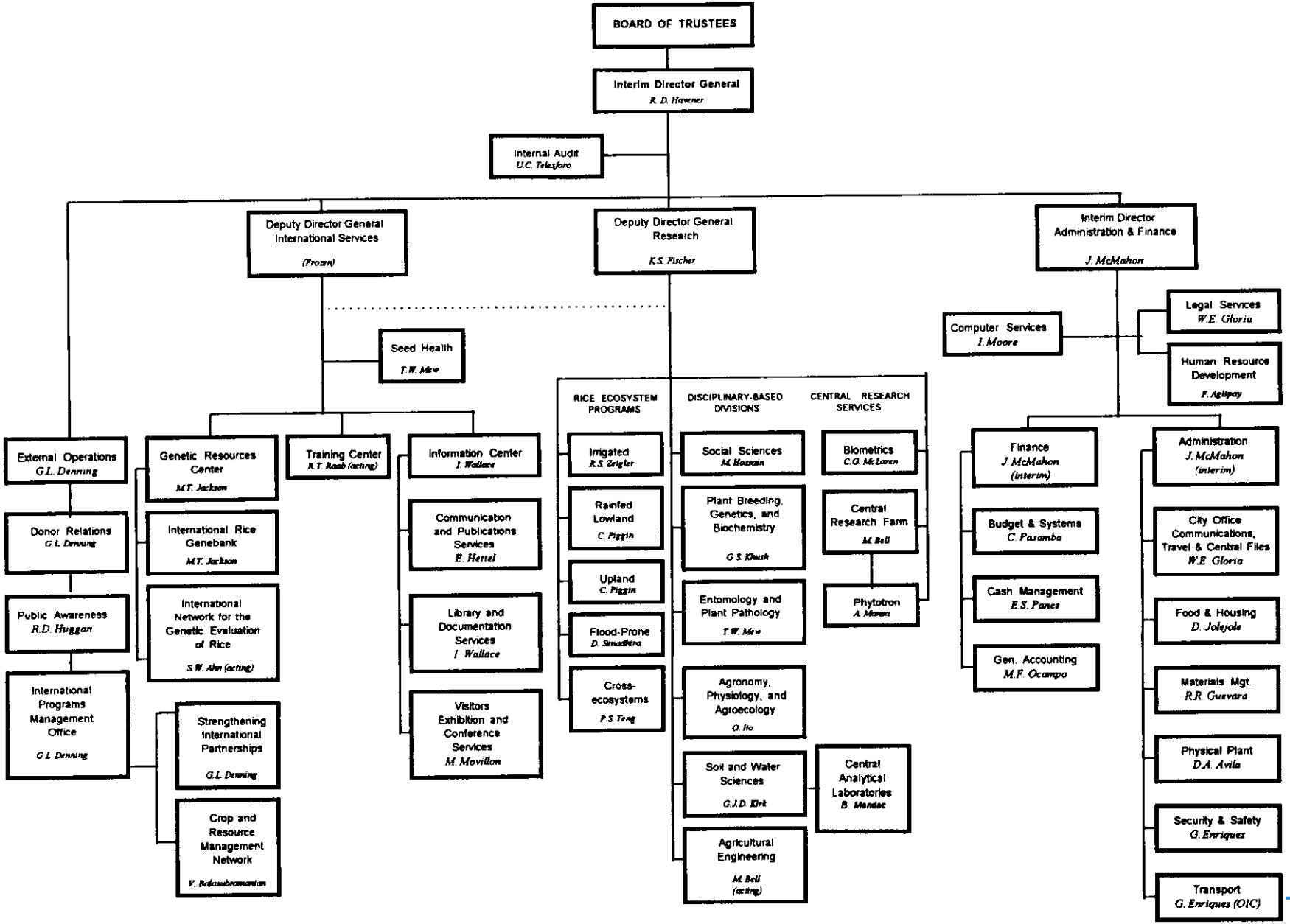
46

INITECH


KING
Fief and Peasants
Loyalty
Military Aid
LORDS (VASSALS TO KING)
Food
Protection
Shelter
Homage
Military Service
KNIGHTS (VASSALS TO LORDS)
Food
Farm the Land
Protection
PEASANTS (SERFS)
Pay Rent
Shelter

The Pope
Cardinals
Archbishop
Archbishop
Bishop
Bishop
Bishop
Priest
Priest
Priest

First Army
Third Army
Fifth Army
Field Army
(2-5 Corps)
I Corps
III Corps
V Corps
XVIII Corps
Corps
(2-5 Divisions)
Corps
(2-5 Divisions)
10 Active Divisions
2 Integrated Divisions
8 ARNG Divisions
Division
(3 Brigades)
10,000 - 18,000 Soldiers
Brigade
(3 or more Battalions)
Brigade
(3 or more Battalions)
3000 - 5000 Soldiers
Brigade
(3 or more Battalions)
Battalion
(3-5 Companies)
500 - 900 Soldiers
Company
(3-4 Platoons)
100 - 200 Soldiers
Platoon
(3-4 Squads)
16 - 40 Soldiers
Squad
(4-10 Soldiers)
Command Level
General
Lieutenant General
Major General
Colonel
Lieutenant Colonel
Captain
Lieutenant
Staff Sergeant



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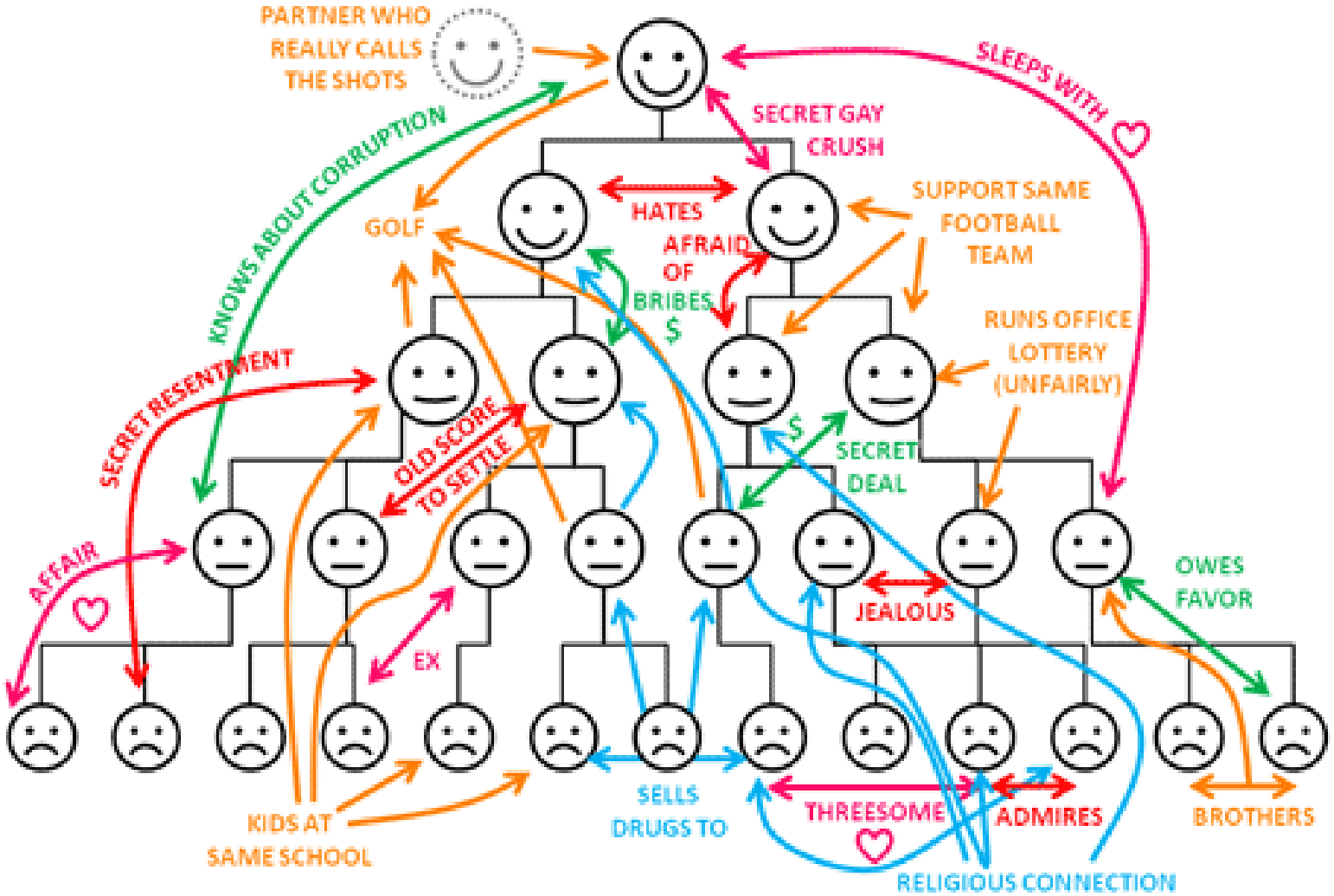
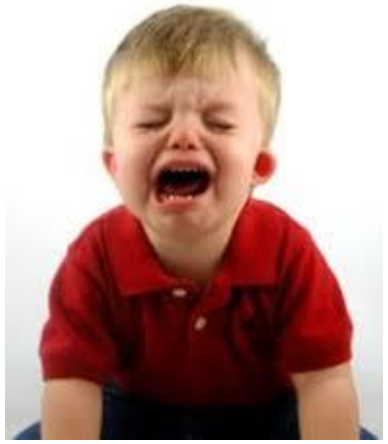
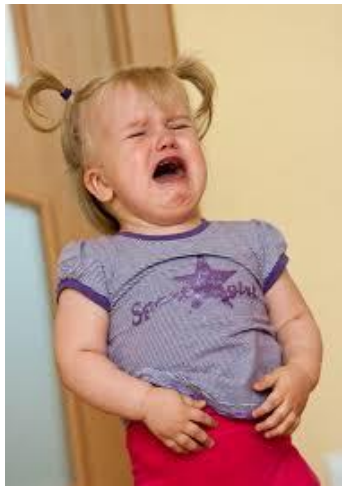
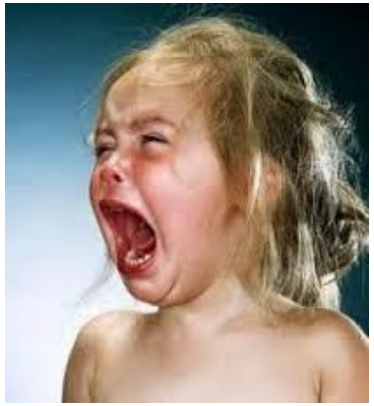
REAL ORGANIZATION CHART

INTEGRATION TRAINING
www.integrationtraining.co.uk





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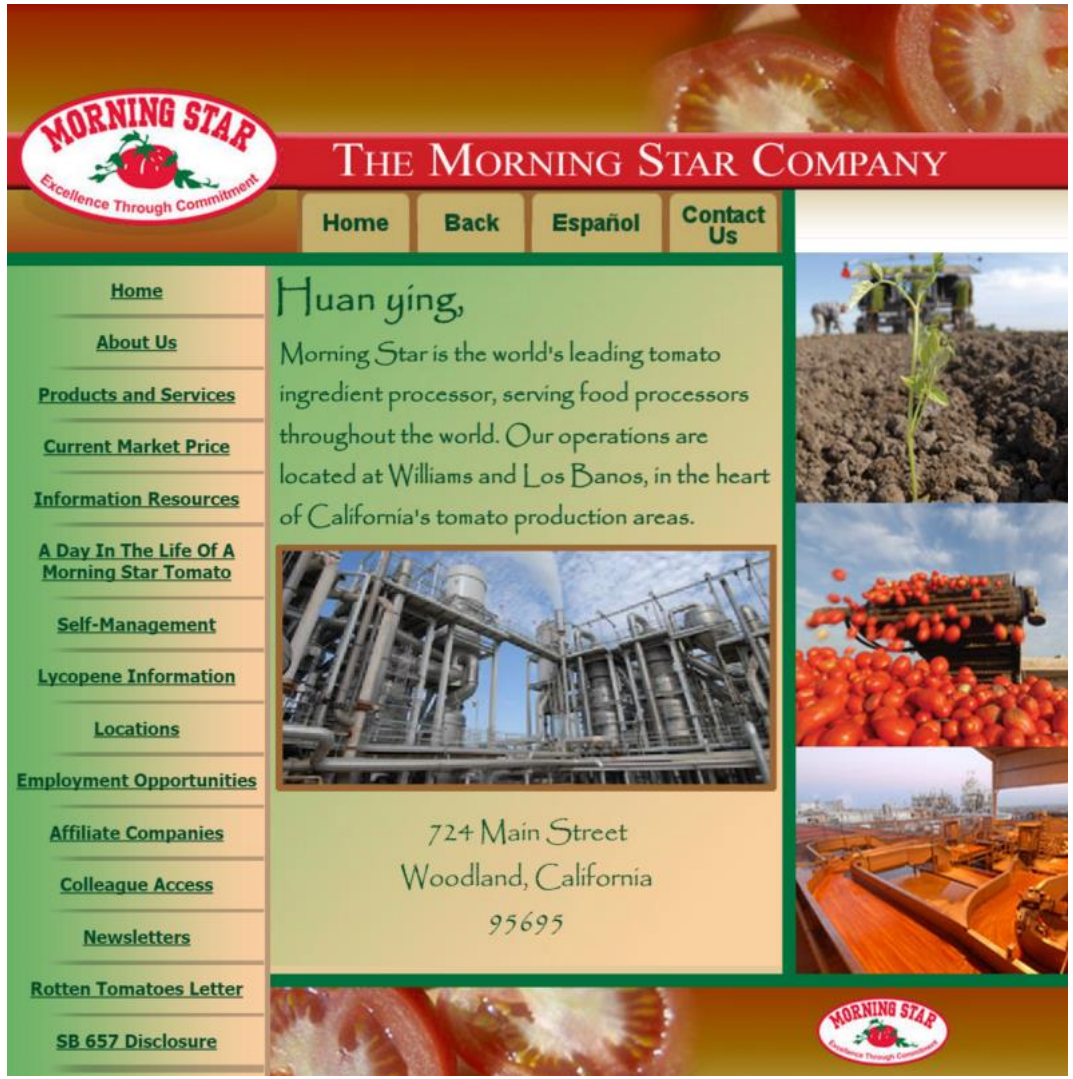
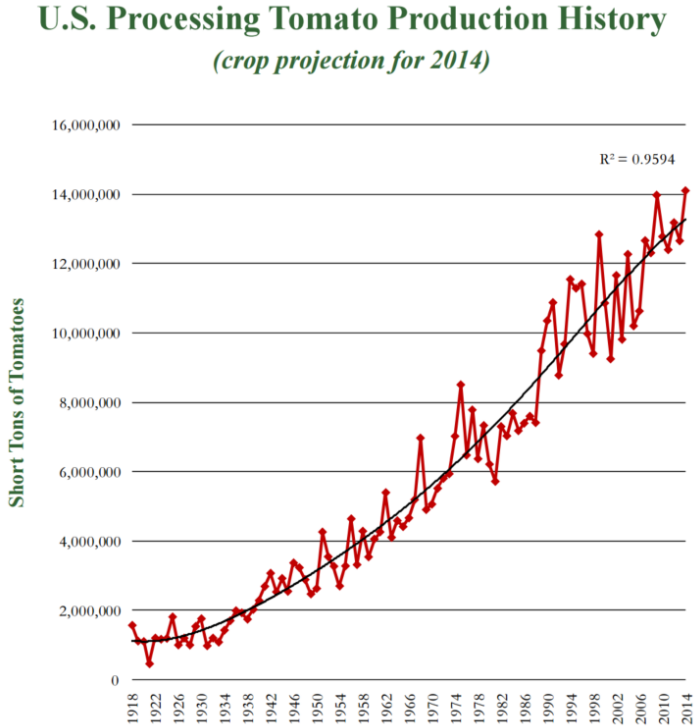
MORNING STAR
Excellence Through Commitment

40%

HEINZ
TOMATO KETCHUP
HEINZ
TOMATO KETCHUP
HEINZ
TOMATO KETCHUP


MORNING STAR
Excellence Through Commitment
THE MORNING STAR COMPANY
Home
Back
Español
Contact Us
Home
About Us
Products and Services
Current Market Price
Information Resources
A Day In The Life Of A Morning Star Tomato
Self-Management
Lycopene Information
Locations
Employment Opportunities
Affiliate Companies
Colleague Access
Newsletters
Rotten Tomatoes Letter
SB 657 Disclosure
Huan ying,
Morning Star is the world's leading tomato ingredient processor, serving food processors throughout the world. Our operations are located at Williams and Los Banos, in the heart of California's tomato production areas.
724 Main Street
Woodland, California
95695
MORNING STAR


U.S. Processing Tomato Production History
(crop projection for 2014)
Short Tons of Tomatoes
16,000,000
14,000,000
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
0
R² = 0.9594
1918
1922
1926
1930
1934
1938
1942
1946
1950
1954
1958
1962
1966
1970
1974
1978
1982
1986
1990
1994
1998
2002
2006
2010
2014

$1 billion in revenue
19 Offices, 1200 FTE

FORTUNE 100 BEST COMPANIES TO WORK FOR 2015

$2 billion in revenue, 1300 FTE

VALVE

More $$/FTE than any other gaming company
500 FTE

ING DIRECT
forward banking™

$150 billion, 75,000 FTE

arTerre

ING DIRECT
forward banking™

VALVE

maestro
CONFERENCE

M

Springest

adscale

ARCA

SOPRODI
Le sur-mesure de l'industrie

PANTHEON ENTERPRISES
Innovating Through Conscious Chemistry

DEV CAMP

gtd

KAHLER
FINANCIAL GROUP

Zappos.com
POWERED by SERVICE

CONSCIOUS CAPITALISM

WAKING UP
THE WORKPLACE

Adaptable organizations that empower

A World Without Managers: Learn What the Future of Work Looks Like

OCTOBER 10, 2013 - 6 MINUTE READ - POSTED BY WENDY

Imagine an organization w
has a specific job descripti

First, Let's
Managers

Forbes / Leadership

APR 27, 2012 @ 06:06 AM 24,022 VIEWS

A Glimpse At A Workplace Of The F

Steve Denning
CONTRIBUTOR

I write about radical management, leadership, innovation & narrative

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FULL BIO >

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Today, let's
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become avai

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Valve is a vi
Washington
former Micr
Harrington,

The Future of Management Is Teal

Organizations are moving forward along an evolutionary spectrum, toward self-management, wholeness, and a deeper sense of purpose.

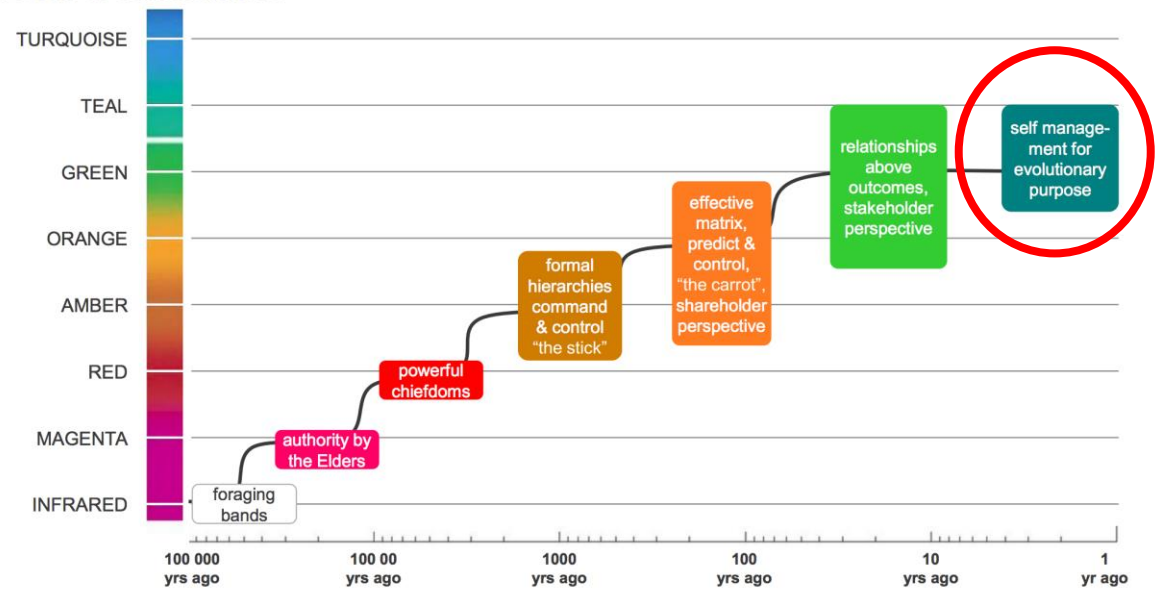
by Frederic Laloux

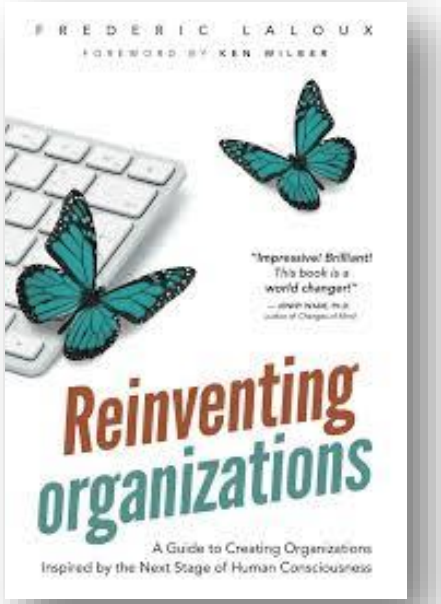
A version of this article appeared in the Autumn 2015 issue of strategy+business.

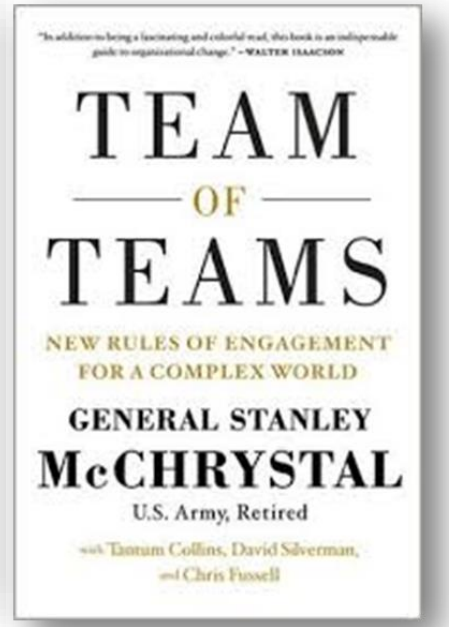
change factory

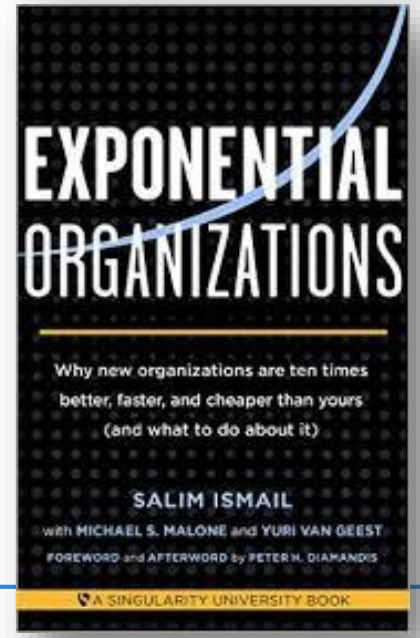
Human development

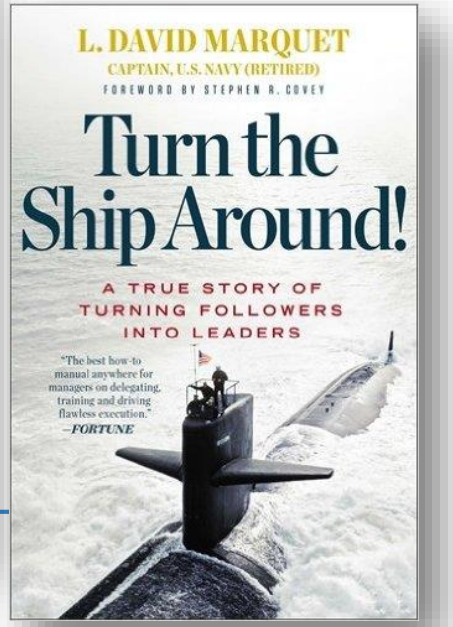
Overview of the main (organizational) paradigms











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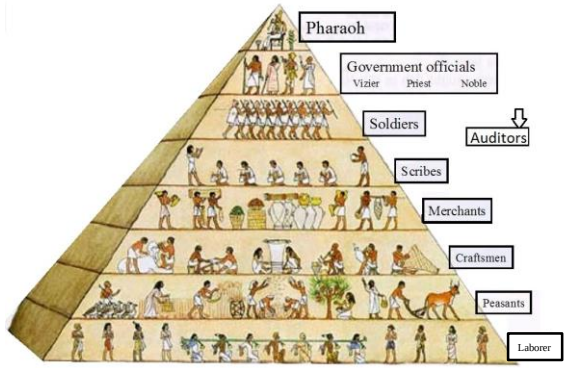
Self-management basics

Decision making governance systems



- **Hierarchy**
  - Command and control
  - Focus: organizing people
  - Decisions made depending on level
  - Intelligent design

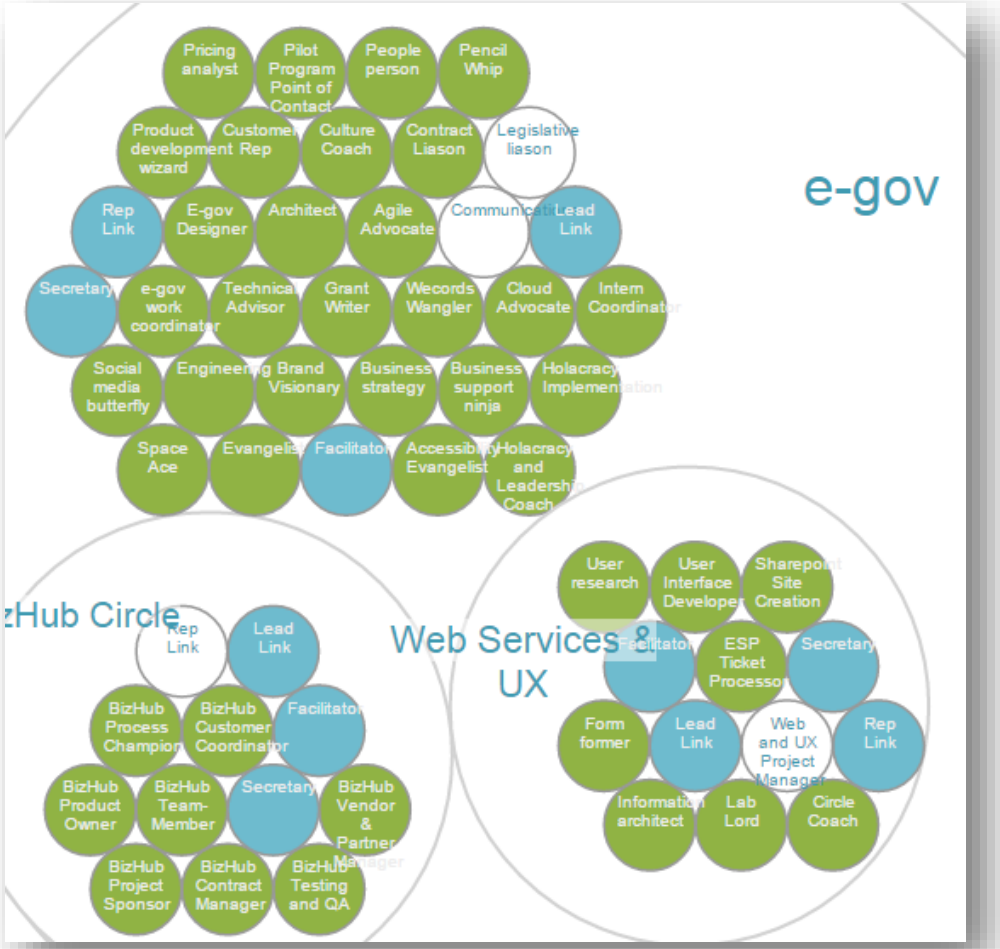
- **Self-organization**
  - Distributed authority
  - Focus: organizing work
  - Decisions made depending on role
  - Evolutionary design

Empowerment Mechanics

Cedes authority

Set of rules

Distributes authority through roles

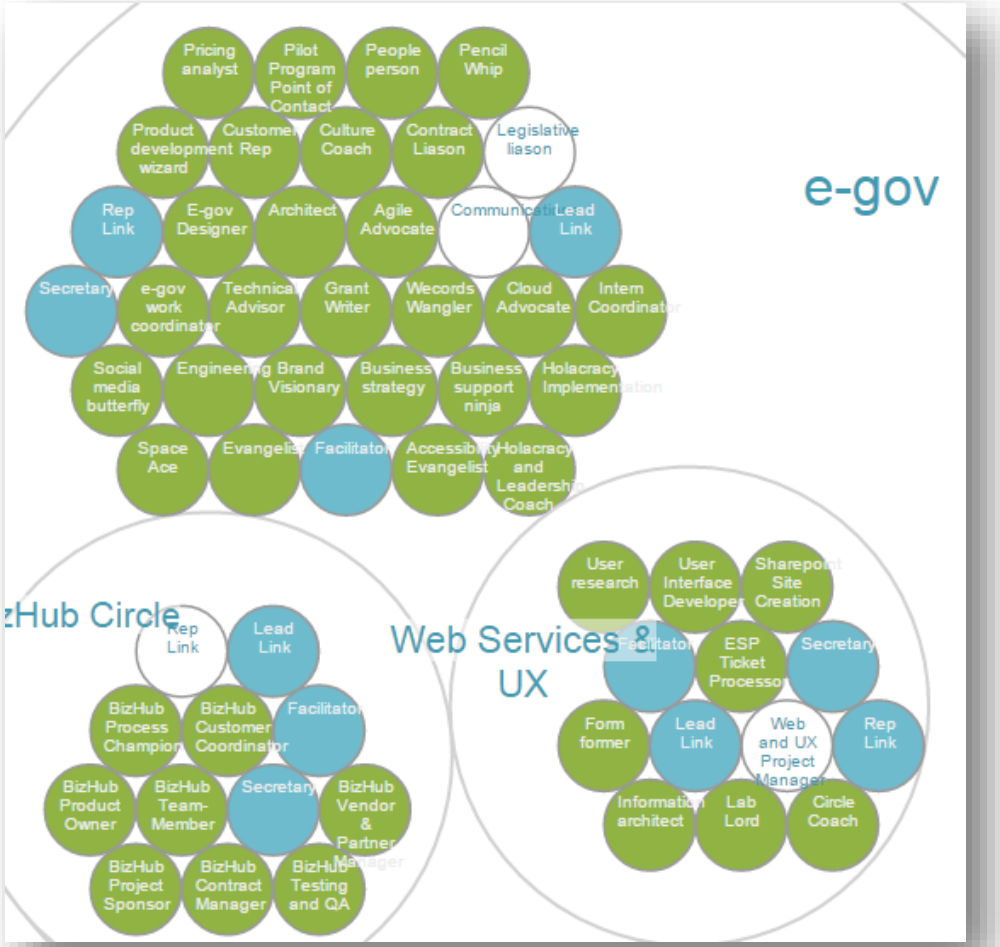


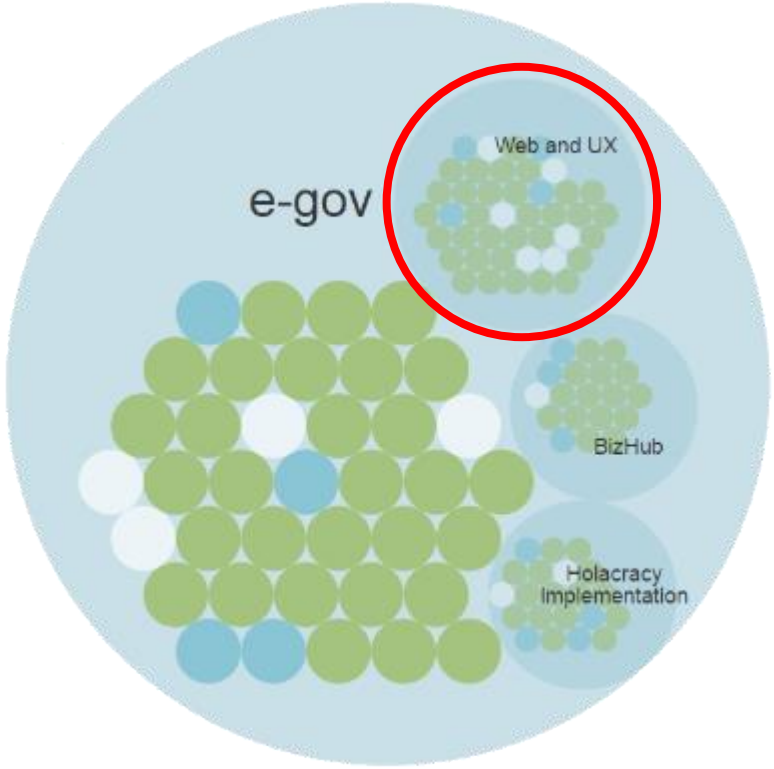
Empowerment Mechanics

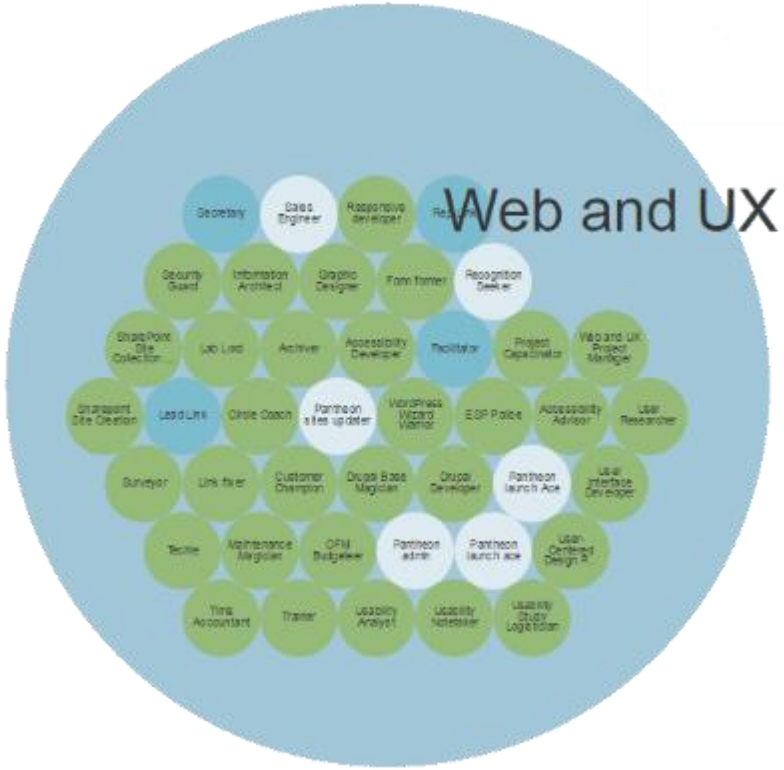
Set of rules

Collectively govern changes to rules

Distributes authority through roles







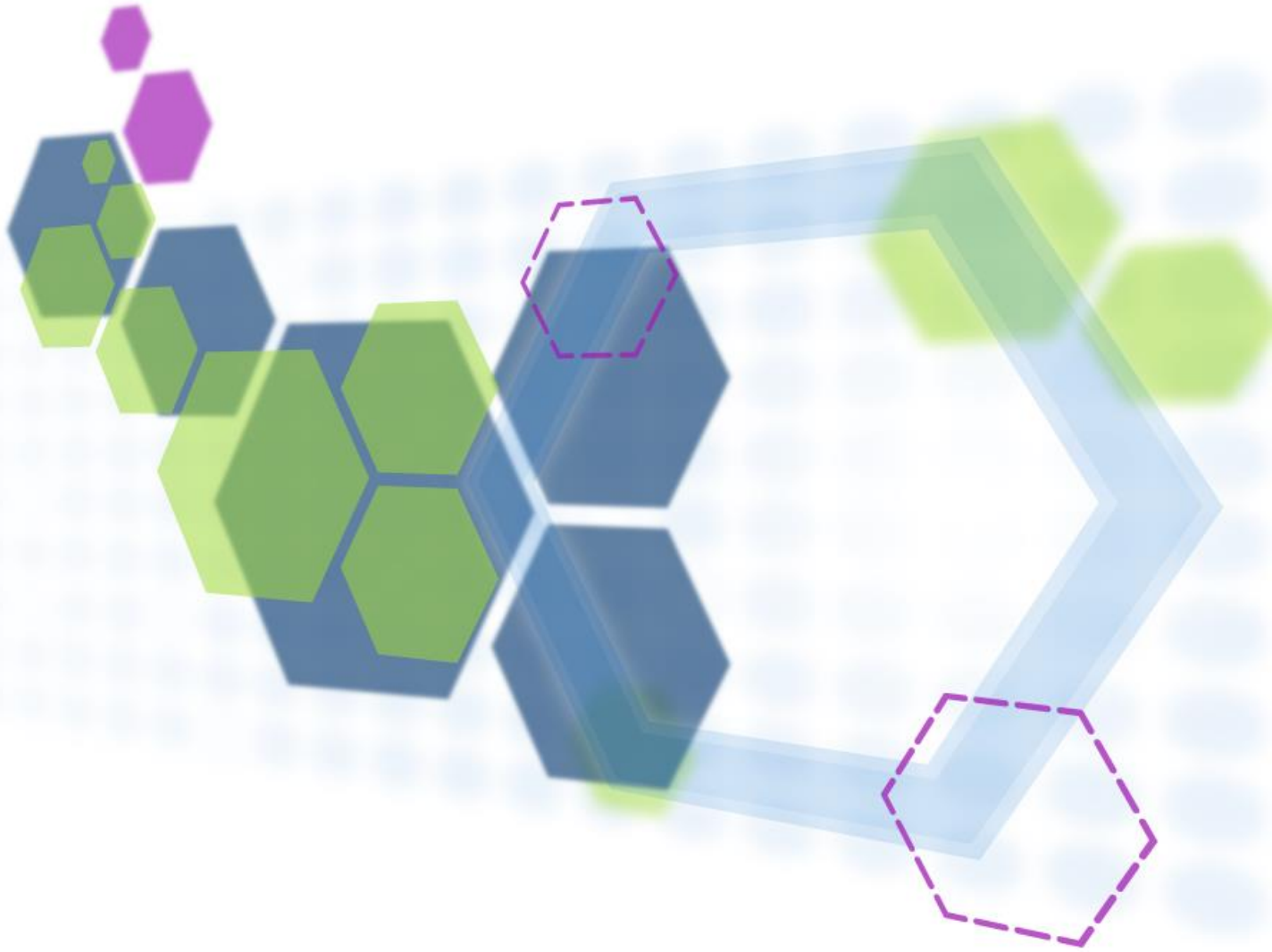
- **Purpose**: Technology that enables customers to transform their business
  - **Purpose**: Transform citizen's experience with government
    - **Purpose**: Transform the citizens experience by providing mobile, modern, accessible, and usable websites and applications

What is Self-management?

- A different way to organize around work
- Role based
- Focus on purpose
- Authority is granted through roles instead of managers
- It's still about getting the work done

"Unfortunately, no one can be told what self-management is. You have to see it for yourself"

What has Washington been doing about it?



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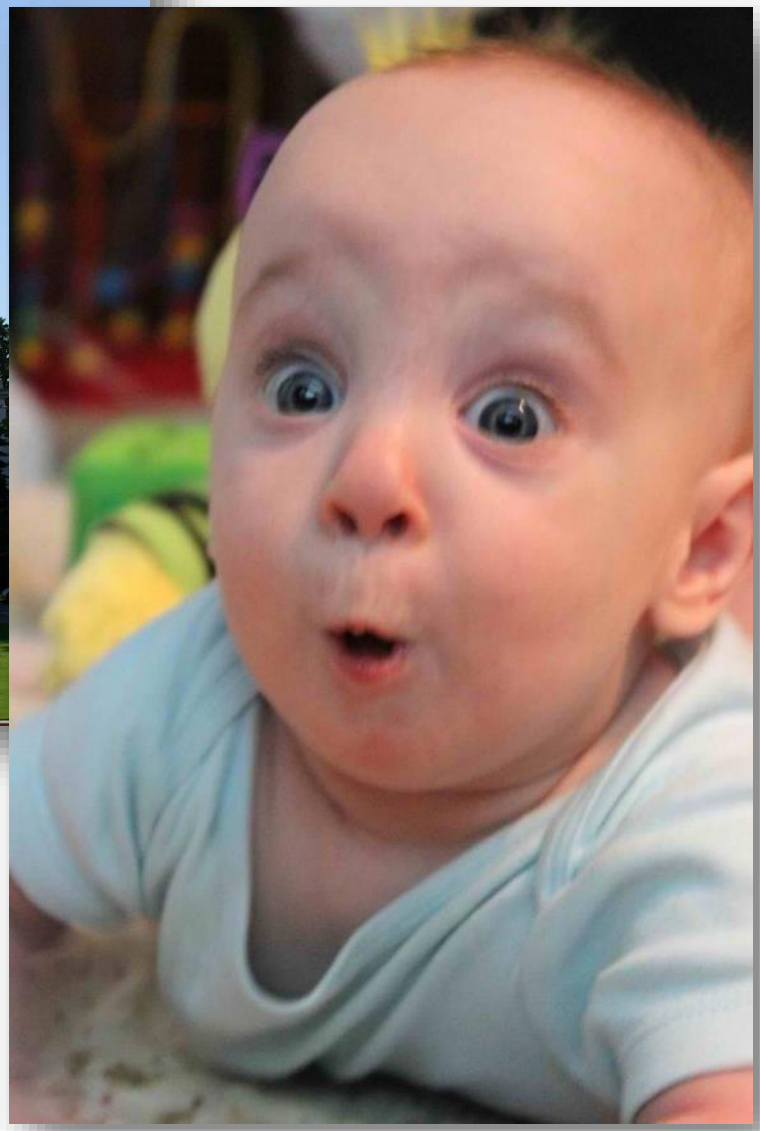
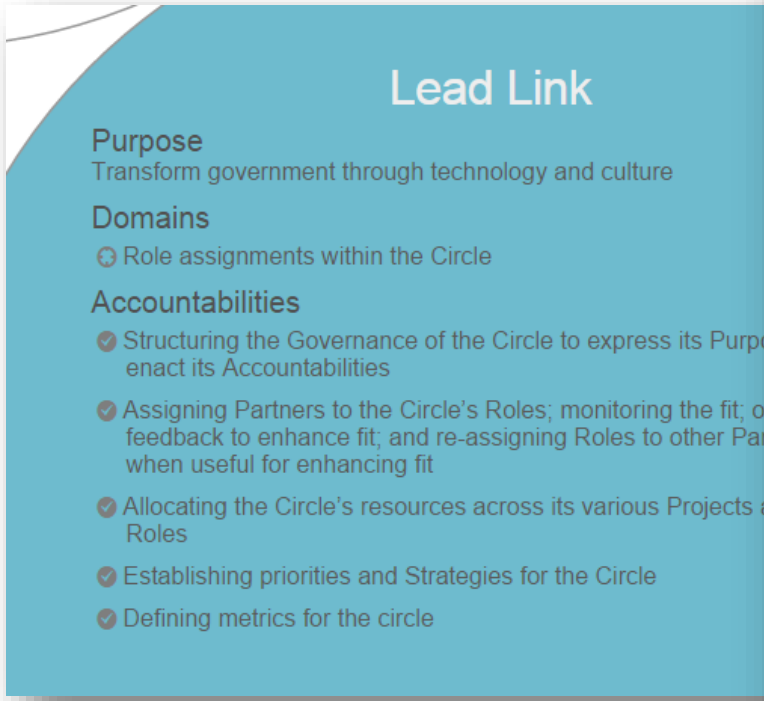


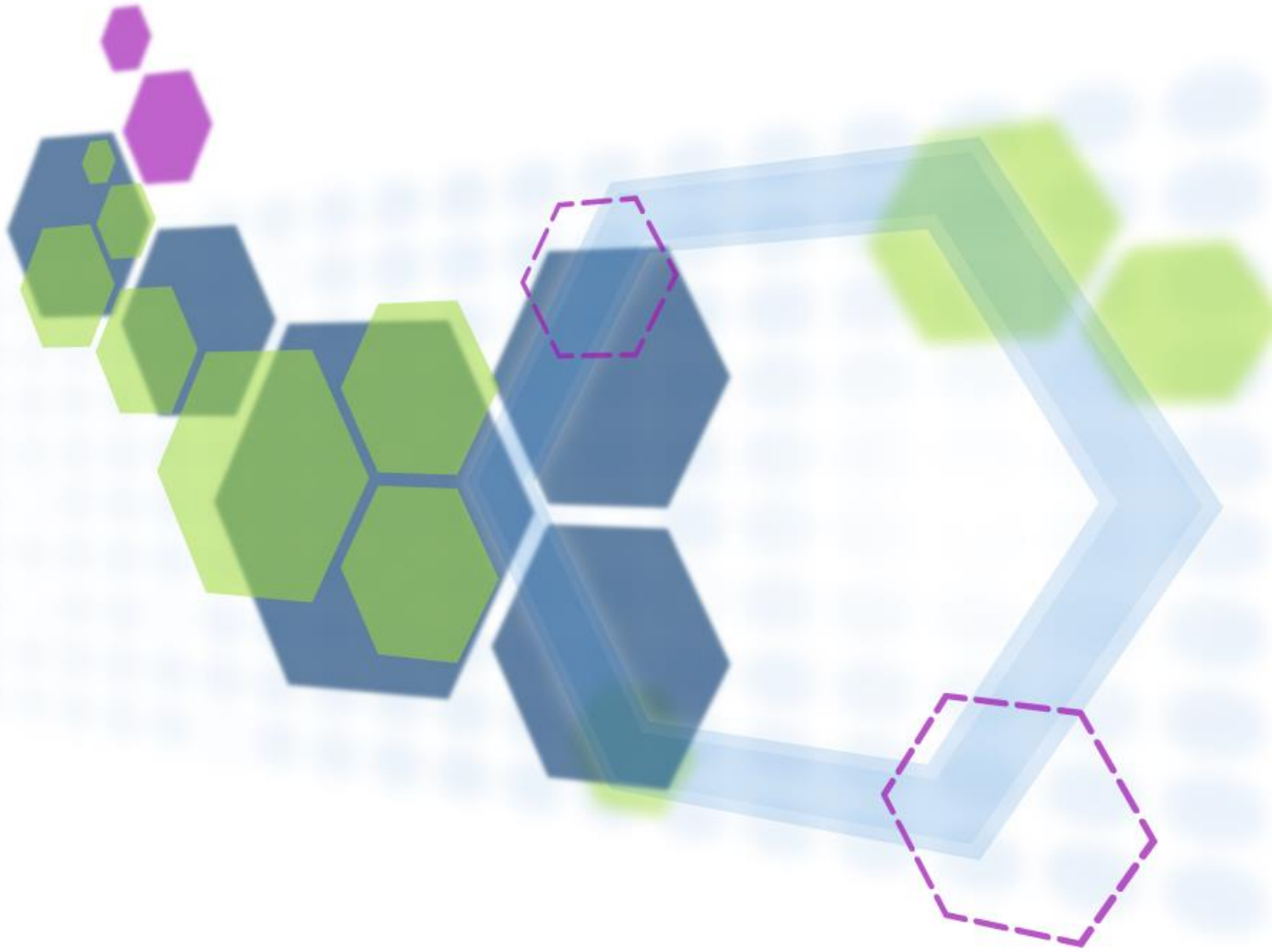
Organizing the work



- Clear roles, purpose, accountabilities

- Roles and accountabilities established in "Governance" meetings

So what have we've seen so far in our pilots?



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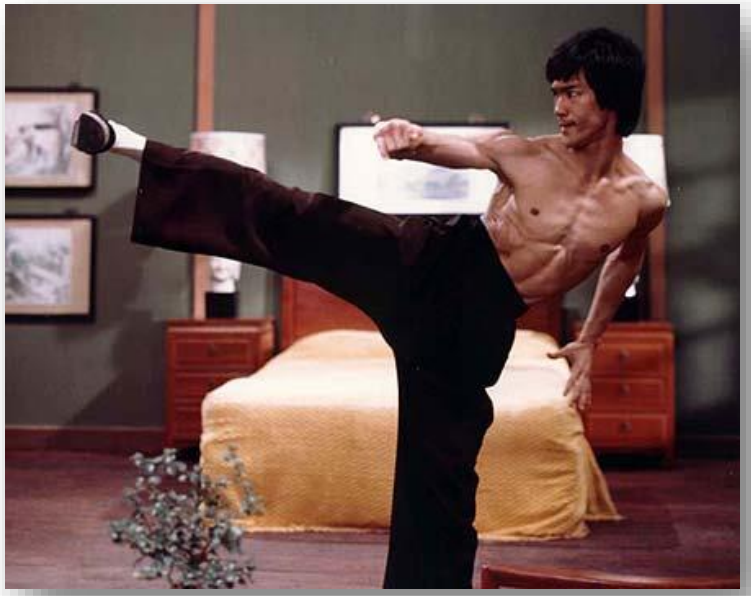
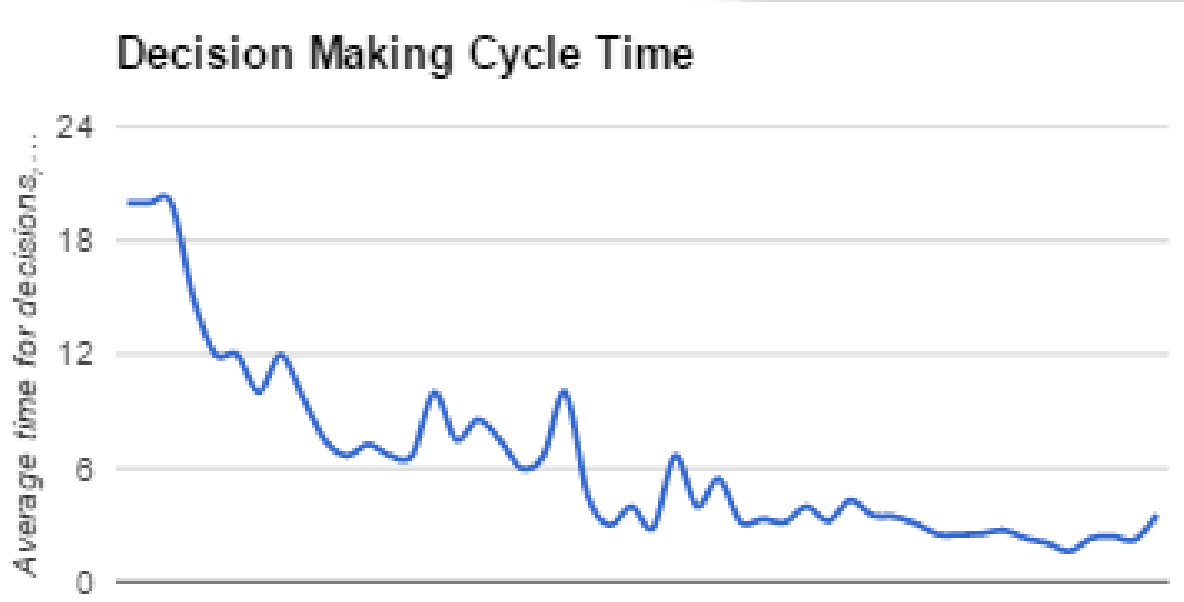
Decision making Cycle Time

93%

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



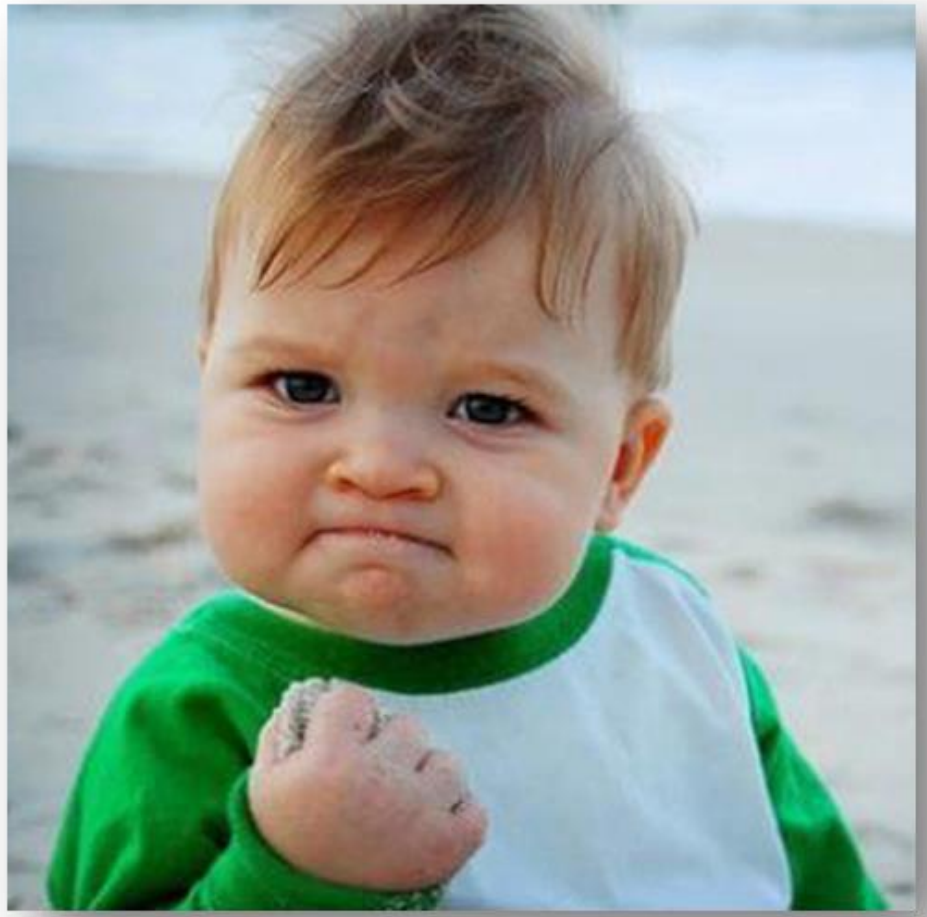


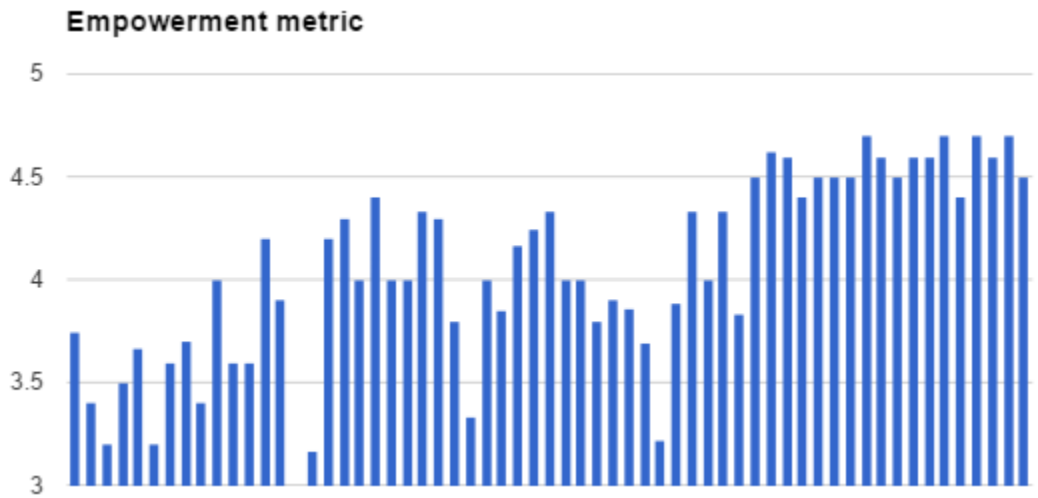
Empowerment

90%

60%

Employee's confidence in their own ability to resolve impediments





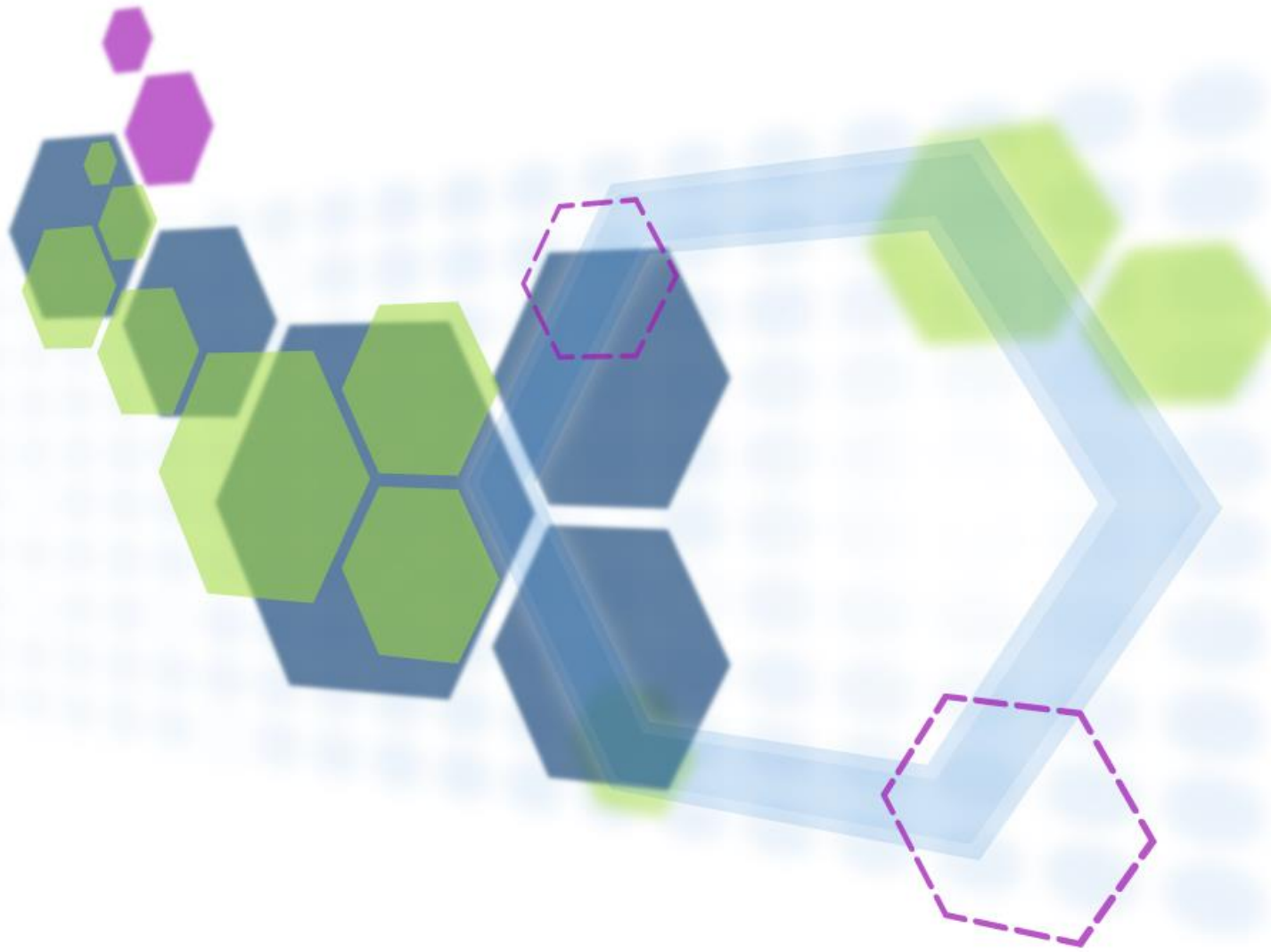
“If I need something done to make my job easier, I get advice and then I just do it.”

“I make decisions and take actions at work the same way I do at home. It’s natural.”

“After working this way, working in a hierarchy feels caveman-ish”

“Self-management has ruined me. I no longer want to work in an organization that practices hierarchy”

Tell me more about this study happening in WA



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Broader experiment

- This works for one team but does it work if scaled out?

HARVARD BUSINESS SCHOOL

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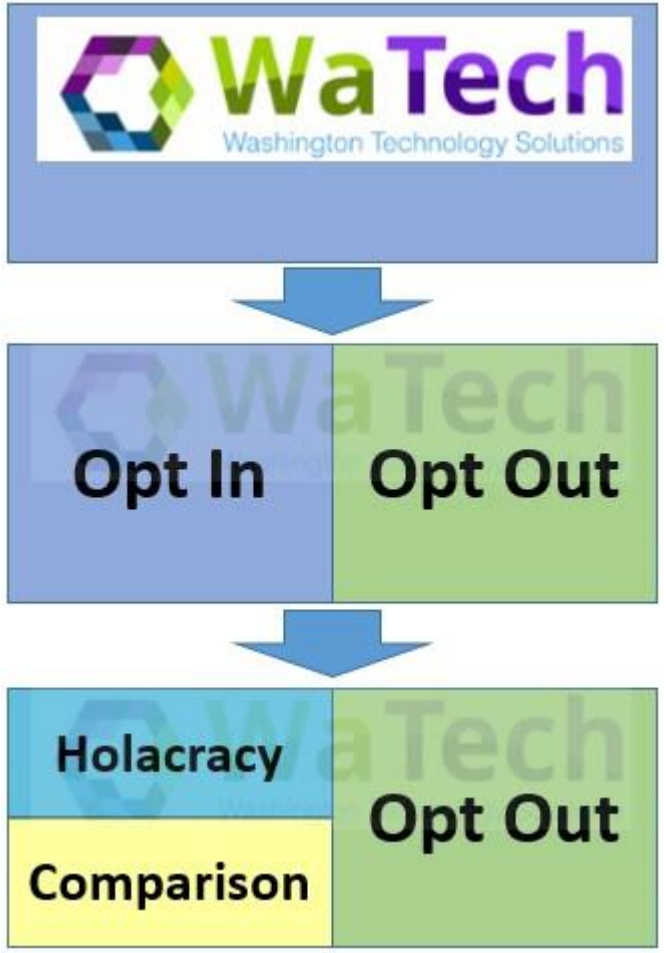
The experiment



Data collection

Quantitative data collection

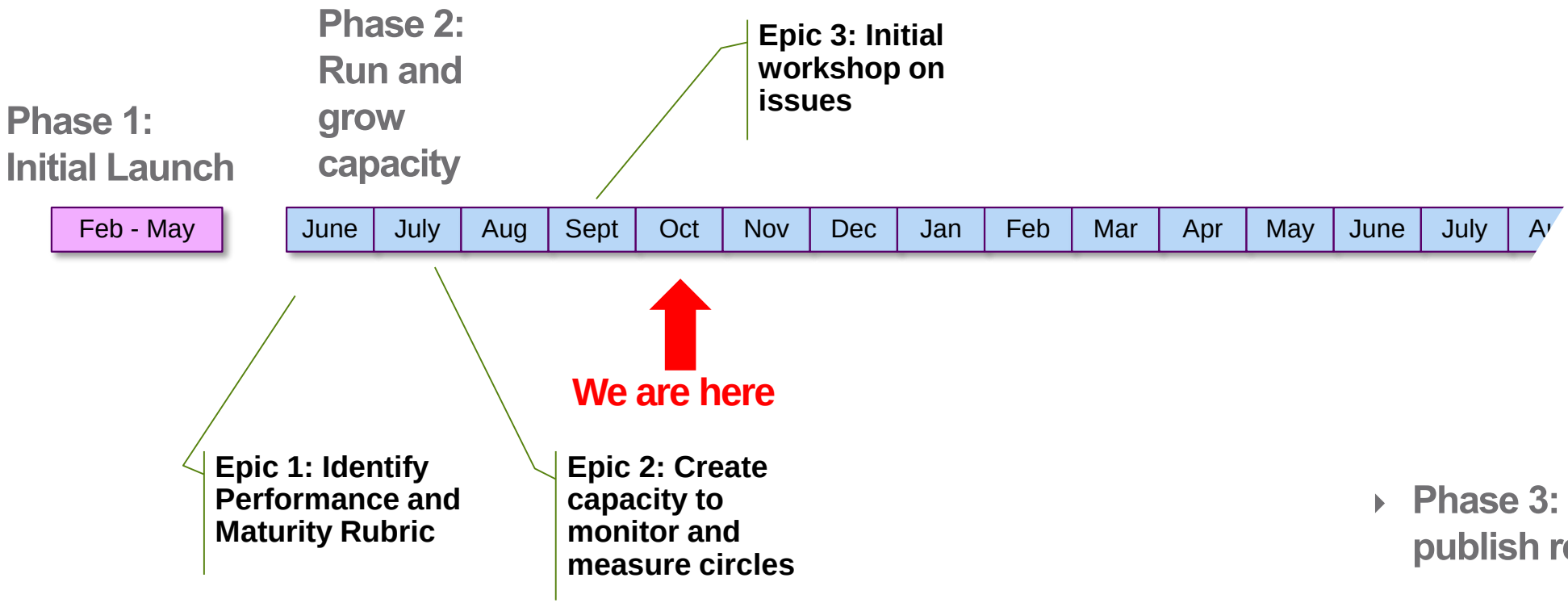
- Employee survey data of both the Treatment and the Comparison group
- Demographic data
- Performance data

Qualitative data

- Employee interviews
- Team monitoring

Twelve month data collection period

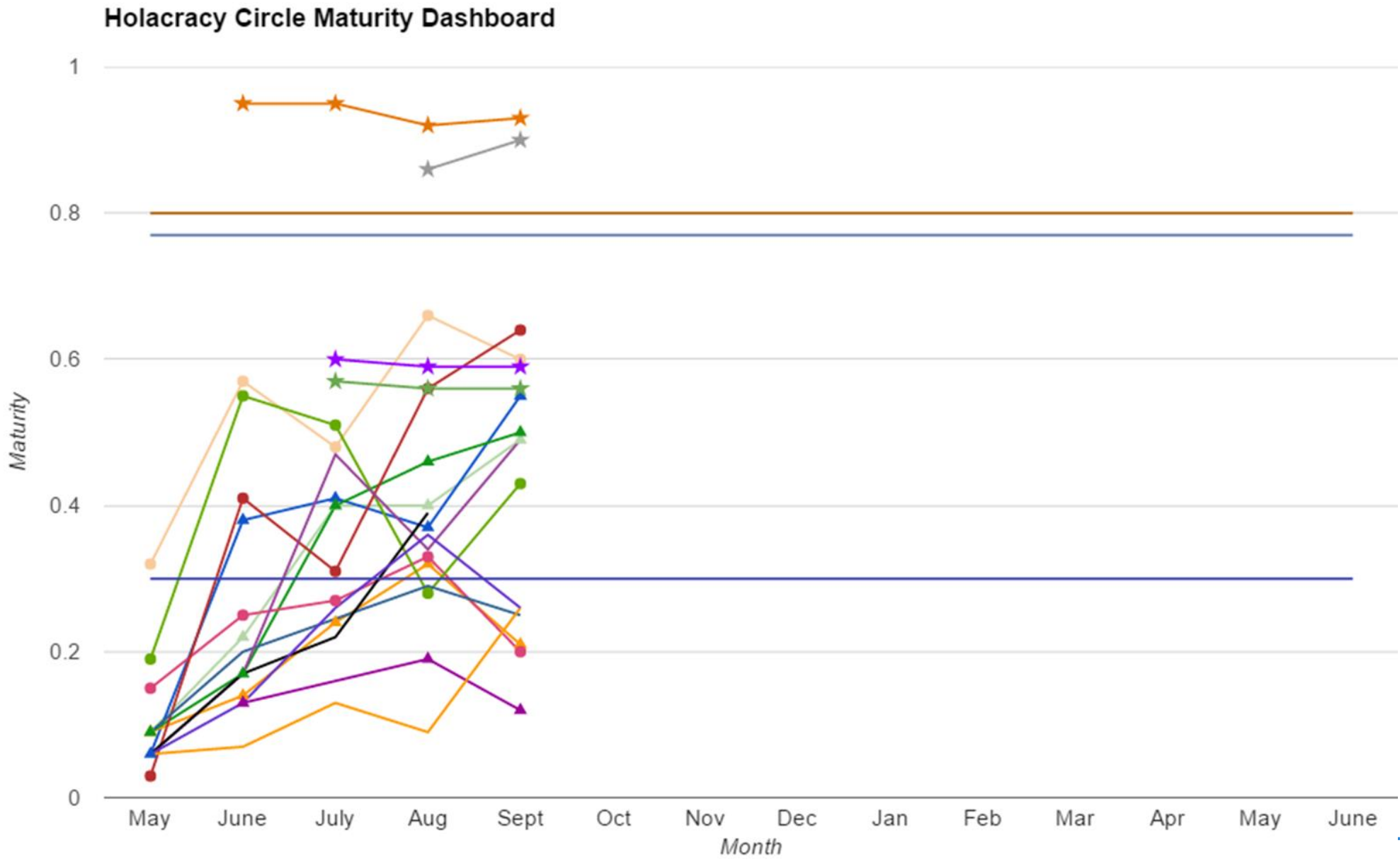
Phase 2: Run and grow capacity



- Phase 3: Review and publish results

Self-Management Team Maturity Rubric

	Governance	Operations	Facilitation	Empowerment	Decision Making	Focus on Purpose
Level 4	Challenges & Builds Deep Structures	Operations Meeting is Purely Fallback	Automatic. Clear Natural Processes	Peer to Peer Replaces Lead Authorities	Roles & Actions Accepted & Organic	Purpose IS Culture
Level 3	Self-Disciplined Governance, Complex Issues	Process from Roles/ Clear Expectations	Conversational Framing & Process	Delegates Authority to Roles	Decisions Made from Role Authority	Role Purpose Drives Action
Level 2	Clear Actions Replace Other Meetings	Clear Actions Replace Other Meetings	Some Process Framing. Messy.	Wield Authority from Roles not Hierarchy	Conflict Reconciled Between Roles/ Old Norms	Organizational Purpose Clear. Team & Roles Undefined
Level 1	Going Through the Motions	Going Through the Motions	Limited Ability to Process with Consistency	Team Acts Hierarchical	Team Defers to Former Norms/Leaders	Purpose Assumed Not Stated
Level 0	No Meetings/ Nothing Processed	No Meetings/ Nothing Processed	No Elected Facilitator	Centralized Authority	Avoids Decisions. No Evolution of the Team	Accountability Not Purpose


Holacracy Circle Maturity Dashboard
1
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May
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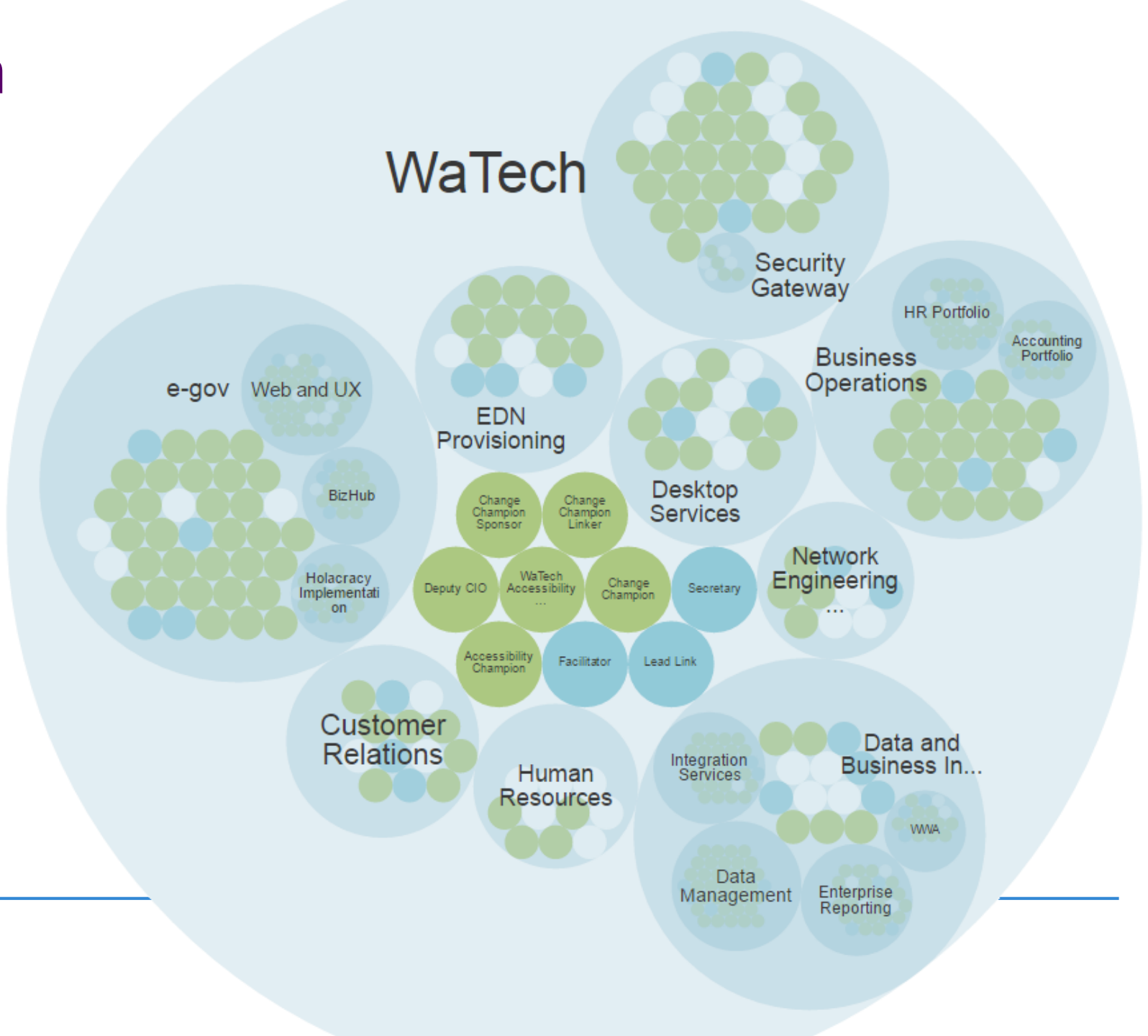
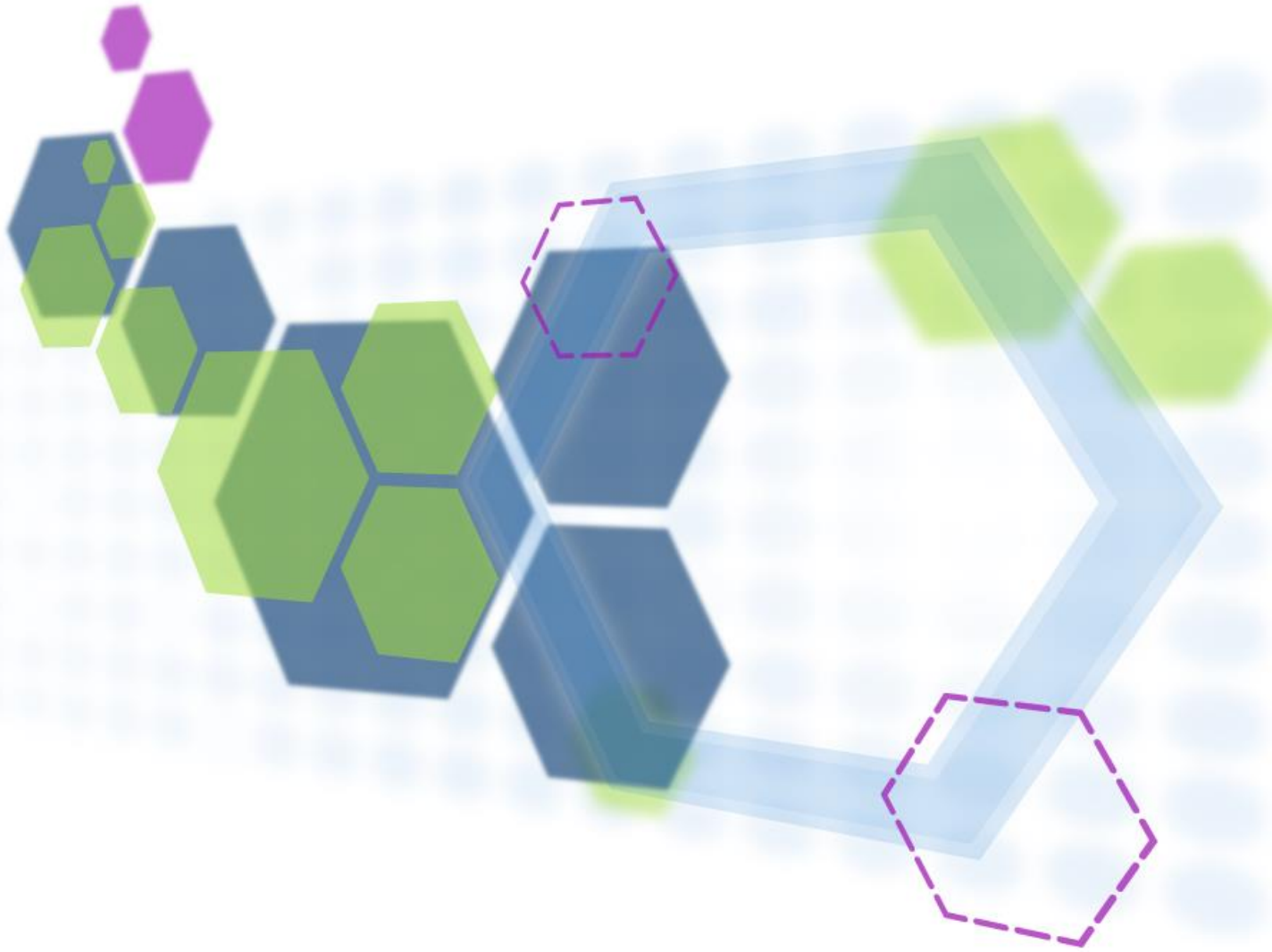
Holacracy Organization



What does that mean for our future?



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Self-management future in gov?

- Don’t know…
- Goals
  - Get scientific data on the difference between hierarchy and self-management
  - Pose the question: Should we looking into self-management as a way to make government more effective for our citizens?

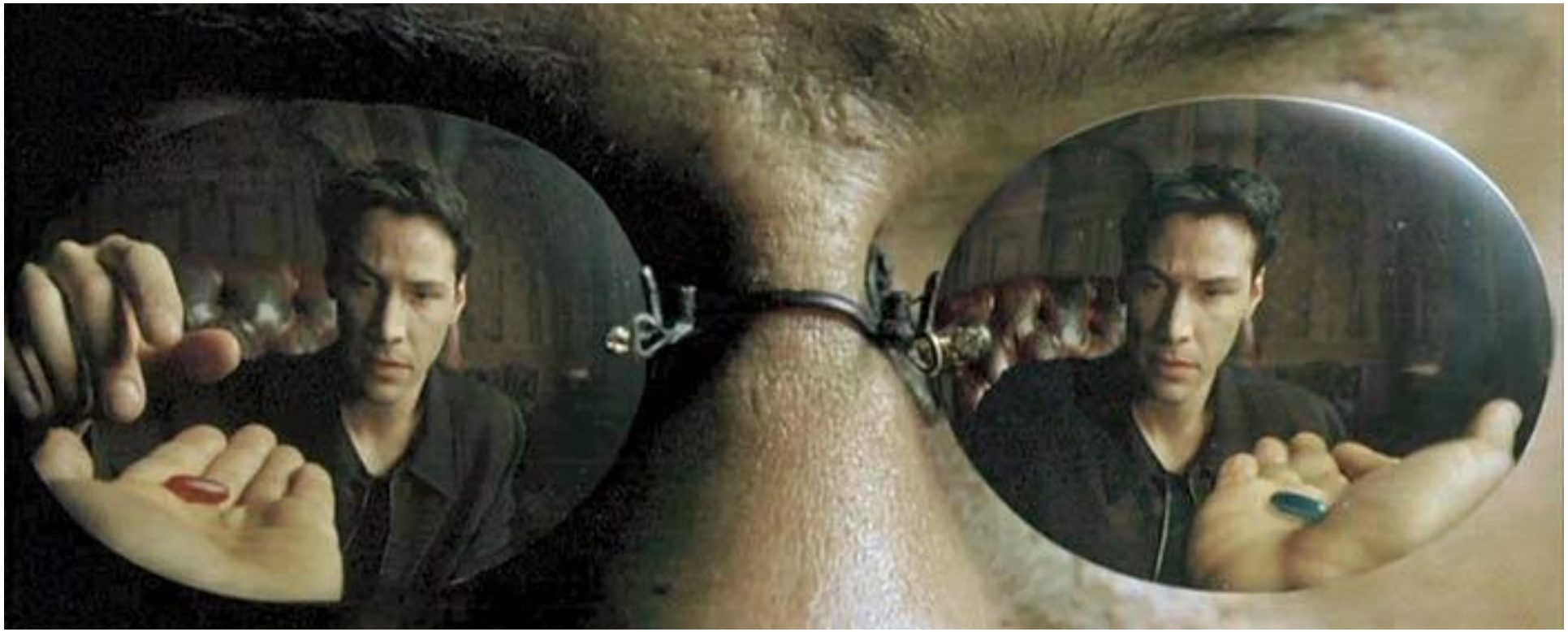
If we did move forward what would we need to do?

- We would want to implement at an organizational level
- Figure out if our class/comp system would need to change
- Identify how our HR processes (hiring, firing, leave approvals, PDPs, etc) would need to change

For now we'll have to wait to see the results

In the meantime, you could educate yourself on the concepts

- https://egov.watech.wa.gov/blog/
- Follow on Twitter: @egovwatech
- Other resources: https://app.glassfrog.com/roles/52013/role_notes/2951



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Michael's blog:

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