Can evolving past the hierarchy make us more efficient?

Looks that way

Transforming government
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?
Business Problem

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

What the workforce expects today

<table>
<thead>
<tr>
<th>Flexibility in how they work (88%)</th>
<th>Personal and professional growth (#1 turnover reason)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A sense of purpose (64%)</td>
<td>Autonomy (79%)</td>
</tr>
</tbody>
</table>

*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?
Do we really need bosses?
$1 billion in revenue
19 Offices, 1200 FTE

$2 billion in revenue, 1300 FTE

$150 billion,
75,000 FTE

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

More $$/FTE than any other gaming company
Adaptable organizations that empower
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

Distributes authority through roles

Set of rules
Empowerment Mechanics

Collectively govern changes to rules

Set of 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?
Organizing the work

Lead Link

Purpose
Transform government through technology and culture

Domains
- Role assignments within the Circle

Accountabilities
- Structuring the Governance of the Circle to express its Purpose and evident its Accountabilities
- Assigning Partners to the Circle’s Roles, monitoring the fit, collecting feedback to enhance fit, and re-assigning Roles to other Partners when useful for enhancing fit
- Allocating the Circle’s resources across its various Projects and Roles
- Establishing priorities and Strategies for the Circle
- Defining metrics for the circle

Roles and accountabilities established in “Governance” meetings

- Clear roles, purpose, accountabilities
So what have we’ve seen so far in our pilots?
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

Empowerment metric

5

4.5

4

3.5

3

[Bar chart showing empowerment metric]
“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
Broader experiment

- This works for one team but does it work if scaled out?
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 1: Initial Launch
- Feb - May

Phase 2:
- June
- July
- Aug
- Sept
- Oct
- Nov
- Dec
- Jan
- Feb
- Mar
- Apr
- May
- June
- July
- Aug

Epic 1: Identify Performance and Maturity Rubric

Epic 2: Create capacity to monitor and measure circles

Epic 3: Initial workshop on issues

We are here

Phase 3: Review and publish results
# Self-Management Team Maturity Rubric

<table>
<thead>
<tr>
<th>Level 4</th>
<th>Operations</th>
<th>Facilitation</th>
<th>Empowerment</th>
<th>Decision Making</th>
<th>Focus on Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenging &amp; Builds Deep Structures</td>
<td>Operations Meeting is Purely Fallback</td>
<td>Automatic, Clear Natural Processes</td>
<td>Peer to Peer Replaces Lead Authorities</td>
<td>Roles &amp; Actions Accepted &amp; Organic</td>
<td>Purpose IS Culture</td>
</tr>
<tr>
<td>Level 3</td>
<td>Process from Roles/ Clear Expectations</td>
<td>Conversational Framing &amp; Process</td>
<td>Delegates Authority to Roles</td>
<td>Decisions Made from Role Authority</td>
<td>Role Purpose Drives Action</td>
</tr>
<tr>
<td>Level 2</td>
<td>Clear Actions Replace Other Meetings</td>
<td>Clear Actions Replace Other Meetings</td>
<td>Wield Authority from Roles not Hierarchy</td>
<td>Conflict Reconciled Between Roles/Old Norms</td>
<td>Organizational Purpose Clear, Team &amp; Roles Undefined</td>
</tr>
<tr>
<td>Level 1</td>
<td>Going Through the Motions</td>
<td>Limited Ability to Process with Consistency</td>
<td>Team Acts Hierarchical</td>
<td>Team Defers to Former Norms/Leaders</td>
<td>Purpose Assumed Not Stated</td>
</tr>
<tr>
<td>Level 0</td>
<td>No Meetings/ Nothing Processed</td>
<td>No Elected Facilitator</td>
<td>Centralized Authority</td>
<td>Avoids Decisions, No Evolution of the Team</td>
<td>Accountability Not Purpose</td>
</tr>
<tr>
<td>Governance</td>
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[Image of the rubric diagram]
What does that mean for our future?
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
Michael’s blog:  
https://egov.watech.wa.gov/blog

E-gov website:  
https://egov.watech.wa.gov

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