

# PIVOT!

*The courage to lead and  
Lean into hybrid work*

Presented at the 11<sup>th</sup> Annual WA State Governor's Lean Conference  
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“

**Courage is like... a habit... You get it by courageous acts. It's like you learn to swim by swimming. *You learn courage by couraging.***

**-Brené Brown**

# Pivot!



# When the Pandemic Hit...

**Washington state,  
March 2020**

**Life Care Center  
Skilled Nursing Facility**





# “A matter of life and death.”

- Crisis management
- Incident response
- Reporting + tracking
- Federal + State requirements
- Personal Protective Equipment (PPE) distribution



# Leadership + Necessity

- Maximize remote working to minimize COVID exposure
- Maintain operations & services

# Set Up for [Remote] Success

- Good planning
- Good fortune
- Good hustle





# Remote Work & Strategic Alignment

- Lean Culture
- Resource Stewardship
- Person Centered
- Employer of Choice
- Pro-Equity Anti-Racism



*Learning* in:

Mindset  
Feedback  
Investment

A sign with the text "TIME FOR CHANGE" in colorful letters. The sign is composed of three horizontal rows of white panels. The top row contains the word "TIME" in yellow, red, purple, and green letters. The middle row contains the word "FOR" in yellow, green, and red letters. The bottom row contains the word "CHANGE" in green, yellow, red, green, purple, and yellow letters. The sign is set against a dark background with colorful bokeh lights. A large, curved, lime-green shape is on the right side of the image.

TIME  
FOR  
CHANGE



# Mindset

*“Here we grow again!”*

*– Amy Besel*

# Key Mindset Shifts

- Check our biases about remote work
- Focus on outcomes over minutes in chair
- Creatively collaborate with staff to maximize teleworking opportunities while ensuring service needs are met
- See remote work as the rule, not *the exception*



“

If I can do this with my team- a team that no one expects to have remote options- anyone can do it!

**No excuses!**



*-Lorna Sawyer*



# Feedback

*“It takes humility to seek feedback. It takes wisdom to understand it, to analyze it, and appropriately act on it”*  
*-Stephen Covey*

# What We Knew in June

- Years of annual Employee Survey data said “we want more flexibility and telework options”
- Change management and trauma-informed leadership best practices compelled us to act quickly
- We needed the courage to ask questions

# What We Asked

- Access
- Productivity
- Wellbeing
- Resource needs
- Future telework desires
- Willingness to give up offices and cubes if teleworking 3 or more days a week





# People Were All In

Post-Pandemic, Staff and Leaders:



**87%**

desire to continue  
teleworking



**82%**

desire to telework 4-5  
days/week *and* give up  
office/cubicle

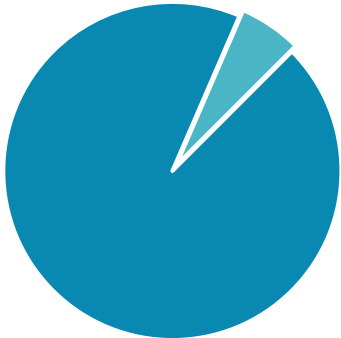
# We Got This!

## Access to each other

### STAFF

**94%**

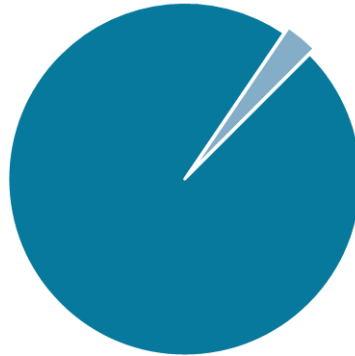
access to supervisor  
when needed



### LEADERS

**97%**

access to staff  
same or better

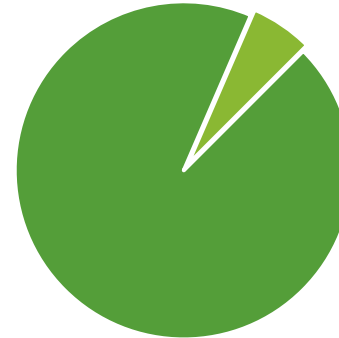


## Productivity

### STAFF & LEADERS

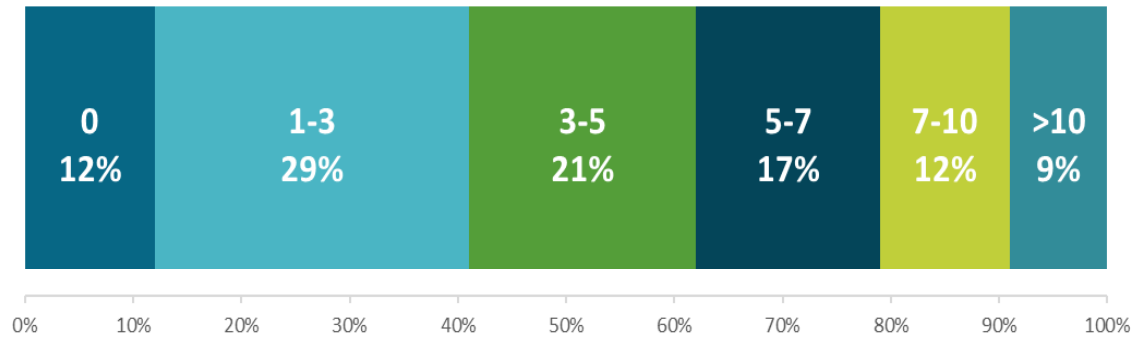
**94%**

productivity levels  
stayed the same or  
improved

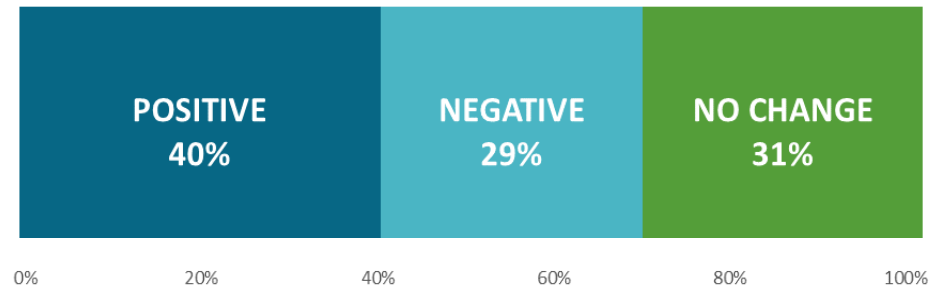


# Wellbeing Was Mixed

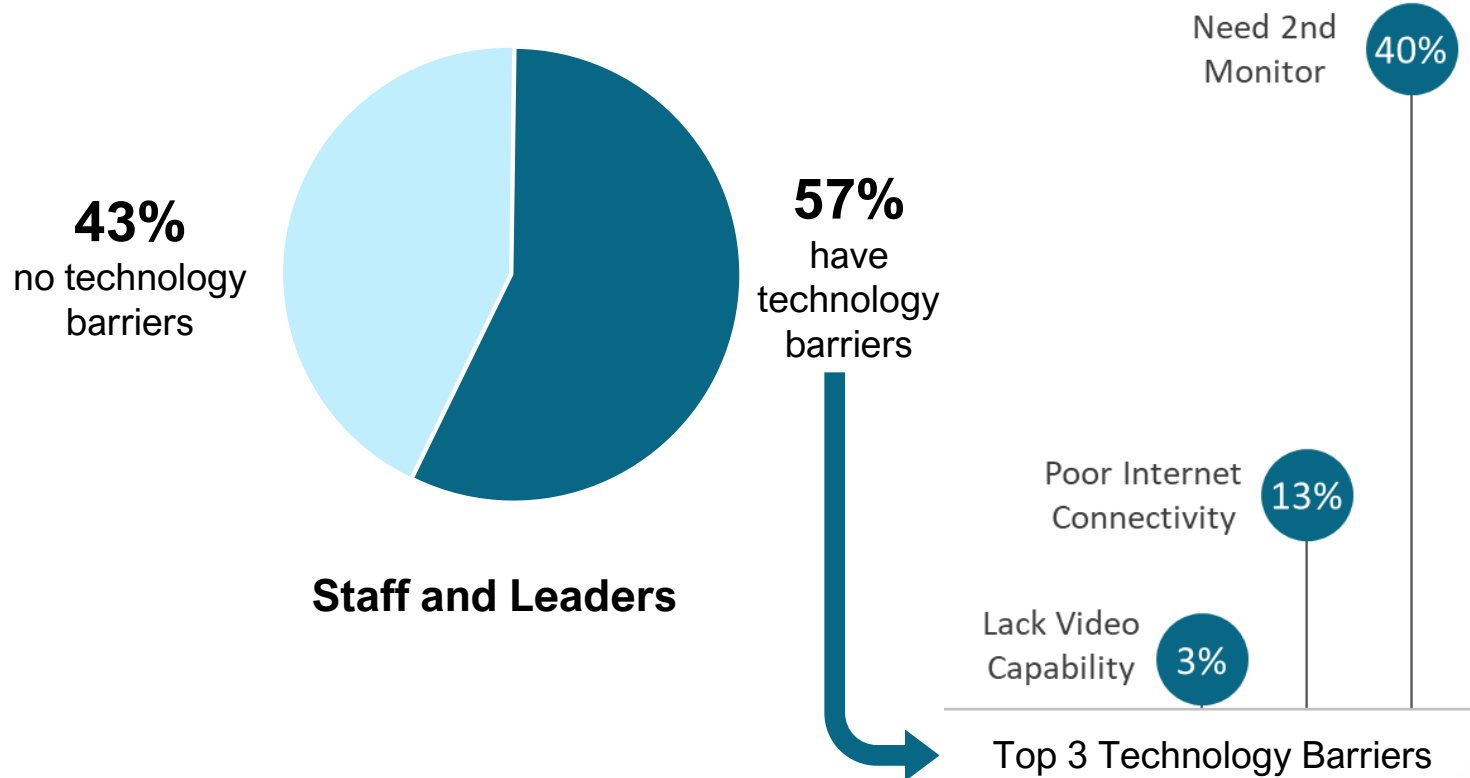
Hours Saved (Weekly) by  
Not Commuting



Changes in sleeping, eating,  
& exercise habits were

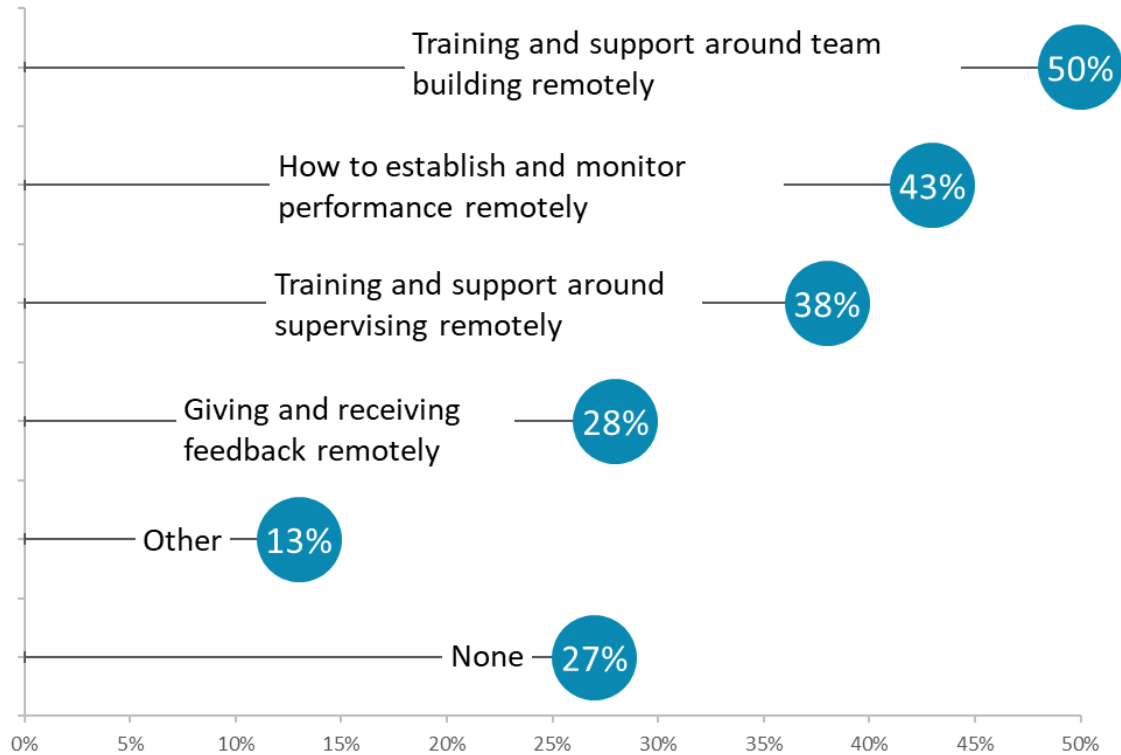


# Technology Was Good (mostly)



# Leadership Requested Support

What additional support do you need to be a successful leader moving ahead?





# Investment

*“When you say ROI do you mean  
Return on Investment or Risk of Inaction?”*

*-Paul Gillan*

# Key Investments

- Supplies + equipment
- Learning + Development
- Connection + Engagement

# What do you need to succeed?

## Supplies & equipment

- Headsets
- Monitors
- Cameras

## Learning & development

- The AL TSA Way
- Focal Point
- Lessons in Leadership

## Connection & Engagement

- State-wide all staff meetings
- Coffee Chat
- Connection Cafés





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Cameras

## Learning & Development

The AL TSA Way

Focal Point

Lessons in Leadership

## Connection & Engagement

State-wide all staff meetings

Coffee Chat

Connection Cafés

# Focal Point

- All-staff invited
- Free to ALTSA
- Completely remote



## Lessons in Leadership

- Field staff = HQ staff
- East = west
- Caregiving staff = non-caregiving staff
- Training budget = no training budget



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# Connection Cafés

- Monthly connection opportunity
- 1 hour commitment
- Volunteer hosts





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**-Brene' Brown**

- **Be intentional, clear & open**
- ***Lean* into trying, PDCA**
- **Ask your people**

**Let's see what  
questions  
you have?**



# Thank You and Credits

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ALTSA Lean Continuous Improvement Manager

**Keep *couraging* as you PIVOT!**