Answering Dr. Crow’s call: How does ASU participate in building a shatterproof Arizona?
Agenda

“Virtual Table” meet & greet
OECoP Announcements
Guest Speakers:
  Tom Haymes - Organizations
  Nancy Cooke - Teams
  Teri Pipe – Individuals
Spark is a problem-solving method that empowers employees by enabling them to unleash the creative inventor within. It is a conversational design tool that allows teams to quickly move from merely discussing a problem to implementing an action plan of ideas created from the team’s collective wisdom. Spark is quick, easy, and effective!

Next certification class starts Sept. 14.
Interested in finding out how you can *spark*?

Visit our website at [http://asusparkmethod.asu.edu](http://asusparkmethod.asu.edu) to signup for certification training, or to request a session with one of our Master Spark Facilitators.
LinkedIn Learning Contest

Sept. 6–Oct. 8, 2021

The more you log in to LinkedIn Learning in Career EDGE, the greater the chance you will win ASU and LinkedIn Learning gear including a gift card to any ASU bookstore.

Questions? Contact LWD at lwd@asu.edu or 480-965-4751
OECoP networking events

Join us for an **VIBE event on Tuesday, Oct. 12.**

4–6 p.m.
Thirsty Lion
Tempe Marketplace

Watch the slack channel for information.
OECoP networking events

Save-the-Date: our next VIRTUAL NETWORKING event is Thursday, Nov. 18.

Special celebrity guest from ASU leadership: Adriana Kuiper, AVP, Knowledge Enterprise

Watch the slack channel to register.
rea Wullenweber:

Project Management Summit

Mber 29, 2021

ame: Level Up!
Level-Up Labs — update

Danielle Steele and Jenny Smolnik
OECoP

Guest speaker presentations
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Antifragile State University: Building Holistic Connections

Tom Haymes
ASU’s Storyteller in Residence

Arizona State University
Nicholas Taleb
Black Swans and Antifragility

Black Swans - “The impossibility of calculating the risks of consequential rare events and predicting their occurrence.”

Antifragility - “The resilient resists shocks and stays the same; the antifragile gets better.”

TALEB, NASSIM NICHOLAS. ANTIFRAGILE: THINGS THAT GAIN FROM DISORDER (INCERTO). RANDOM HOUSE PUBLISHING GROUP. KINDLE EDITION.
2020: A Flock of Systemic Disruptions

The pandemic itself was not a Black Swan event. Arguably, however, our responses to it were.
Black Swans Are Driven By Human Responses

- Human Reactions
  - Example: Fallback on the familiar
- + Technology Fails
  - Example: Over-reliance on one kind of infrastructure
- + Organizational Rigidity
  - Example: Pressure to “get back to normal”
= Black Swan Effects
  - Student dissatisfaction and poor learning outcomes
Black Swans Exploit Broken Systems of Connections

Rigid Habits + Fractured Means = Broken Practice
Humans Need Time to Adapt

Fragile employees fall back on rigid and easily-disrupted habits

- Employees can either adapt before the crisis or during the crisis
- Best practices focused on outcomes rather than process
- Antifragile employees must be trusted

*Humans need to learn and adapt to the unexpected by understanding the purposes of both technologies and systems.*

Where is your workforce inflexible?
Technology Fails

Monocultural technology ecosystems lead to failures and disruptions

- Toolboxes exist as part of human ecosystems
- Technology must be viewed for what it can do, not what it is
- Technologies from pencils, classrooms, books, and libraries to computers, tablets, and networks all exist as part of human ecosystems
- Bureaucratic processes are also technologies
- Antifragile technological toolboxes are diverse, accessible, and mission-focused

Technologies are a means to action. Making them useful and antifragile means understanding their purpose.

Is your technology infrastructure augmenting tasks, robust, and nimble?
Organizational Rigidity

Fragile organizations prioritize self-preservation over mission goals

- Organizations are necessary to provide structure
- Structures are inherently conservative
- Like all tools, organizations should never become more important than their ultimate purpose
- Antifragile organizations are nimble and put human needs above organizational needs

*Processes are a means to action, not ends to be preserved. Understand why something needs to be preserved before you preserve it.*

*Where are your shibboleths?*
Damage Control: Antifragile Systems of Human Action Contain Black Swans

Agile Means + Flexible Habits = Antifragile Practice
Future-Proofing: Transparent, Holistic Systems Repel Black Swans

Antifragile Practice
Antifragile Means
Antifragile Habits

HUMANS
TECHNOLOGIES
ORGANIZATIONS

Black Swans thrive on secrecy and complexity

Transparency of purpose makes the integration of humans, tools and systems antifragile. Humans must be able to see the whole in order to be agile.
Resilience for a Shatterproof Arizona

Nancy Cooke
Professor, Human Systems Engineering
Director, Center for Human, AI, and Robot Teaming
Resilient Teams for a Shatterproof Arizona

Nancy J. Cooke, PhD
Professor
Human Systems Engineering
Director: CHART – Center for Human, AI, and Robot Teaming
Arizona State University

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CV: https://webapp4.asu.edu/directory/cv?id=559491
CHART: Center for Human, Artificial Intelligence, and Robot Teaming

Director: Nancy J. Cooke
Some Instances of Failures of Team Cognition

- USS Vincennes shoots down Iranian airbus (1988)
- Challenger/Columbia accidents tied to poor organizational decision making (1986/2003)
- Response to 9/11 reveals communication breakdowns (2001)
- Katrina response lacked coordination (2005); so did Gulf Oil spill (2010)
Some Instances of Failures of Team Cognition

- VA Tech communications (2007)
- Costa Concordia cruise ship disaster (2012)
- Friendly fire incidents
- Various health care mishaps attributed to poor teamwork
And some successes

Miracle on the Hudson

Search For Flight MH 370

ASU Biodesign COVID-19 saliva testing
What Makes a Team Shatterproof?

- Team interactions (communications) are central
- Teamwork can improve through experienced perturbations
- Need good (proactive) team players
- A single teammate can make a difference as a model for the team
- Team effectiveness equates to adaptation and resilience
Research Finding #1

The Importance of Team Interaction
"We still have a couple of days, but I don't know where we are," replied USA head coach Larry Brown ... I've got a pretty good understanding of who needs to play. Now the job is to get an understanding of how we have to play."

A team of experts does NOT make an expert team

Collaborative skill is not additive
US 1980 Olympic Ice Hockey Team

Herb Brooks and 20 young “no-names” won the 1980 Olympic Gold Medal in Ice Hockey

An expert team made up of no-names…
Implications of Team Cognition for a Shatterproof AZ

• Teams rely on interaction
• Recent move from face-to-face to Zoom interactions
  – Lose:
    • Serendipity
    • Sharing food
    • Side bars
Research Finding #2

Improving Teamwork through Perturbations
Simulator Training

• Real-world team training does not provide frequent occurrence of rare fault events
• Simulation can provide this in a safe environment
Implications of Perturbation Training for a Shatterproof AZ

• *What doesn’t kill you makes you stronger*
• The more adaptations that a team has to make…
• The more possibilities for increased resilience and effectiveness
• However, there is a limit. More research is needed on ideal timing and frequency of perturbations.
Research Finding #3

What it Takes to be a Good Team Player
The Parking Garage Insight (circa 2005)

NC: Backing up
JG: Stop!!!
NC: stops
Rental car collision avoided
Implications for a Shatterproof AZ

What it Takes to be a Good Teammate?
• Meaningful communication in time
• Anticipate needs of teammates
• Proactive response to task and team
• Flexibility in face of change
Research Finding #4

Coordination Coaching:
The Power of a Single Teammate
Applying Coordination Coaching to Code Blue Resuscitation

Sandra Hinski (2017) dissertation, ASU
Implications of Coordination Coaching for a Shatterproof AZ

- Importance of leadership
- The power of a single teammate
  - To bring the team down
  - Or to raise a team up
- But, if virtual, the efficacy of the leader may be impacted by impoverished behavioral cues
Research Finding #5

How to Meaningfully Assess Team Effectiveness
Team effectiveness is adaptation and resilience in the face of change
Implications of Measuring Team Effectiveness for a Shatterproof AZ

• Effective teams quickly adapt in the face of change
• Effective teams are resilient and rebound quickly
• We cannot change what we cannot measure
Conclusion
What Makes a Team Shatterproof?

• Team interactions (communications) are central
• Teamwork can improve through experienced perturbations
• Need good (proactive) team players
• A single teammate can make a difference as a model for the team
• Team effectiveness equates to adaptation and resilience

• Caveat: This is ongoing research on action-oriented teams in well-structured task environments. Results may or may not extend to other kinds of teams in more complex settings.
Questions

ncooke@asu.edu
Resilience from the Inside Out

Teri Pipe
ASU Chief Well-Being Officer, 2017–21
Founding Director, ASU's Center for Mindfulness, Compassion, and Resilience
Resilience From the Inside Out

Growing Forward with Focus and Meaning… a work in progress

Teri Pipe, PhD, RN

September 2021
LEARNING OBJECTIVES

- Participants will describe how examining accomplishments and disappointments can set the course for personal and professional growth.
- Participants will have opportunities for experiential practices targeted at personal discovery.
- Participants will discuss links between individual and societal well-being.
Arrival Practice

Tune in

Where is your body? Where is your mind?
“Between stimulus and response, there is a space.

In that space is our power to choose our response.

In our response lies our growth and our freedom”

~Viktor Frankl
Reflection and Respect
Tools for Growth

• Taking the time to pause and examine prior to moving ahead
• Remind yourself of your authentic experience
• Opportunity to align future steps with whole-person well-being
• Chance to optimize future contributions based on learning
• Self-respect and dignity
• A way of intentional caring for self and others
Resilience From the Inside Out

- New thinking about resilience, whole-person well-being and complex adaptive systems
- Holding the polarity of "who is responsible?"
- Small drips over a long time make a big difference
- No effort toward reflection and growth is ever wasted
What did you accomplish this year?
What makes you proud, happy or grateful about how you lived?

Take some time to write out your answer.

Consider not only tasks, projects and tangible achievements, but what “ways of being” or personal characteristics were part your overall sense of accomplishment

Nothing is too big or too little.
What lessons did you learn this year?
What pearls of wisdom are part of your story?

• What did you learn about yourself?
• What did you learn about others?
• What did you learn about your work or how you spend your time?
• What would you like your future self to remember about this time?
What were your disappointments this year?

What didn’t meet expectations?

Just like your accomplishments, think beyond tasks, projects and work to explore aspects of yourself.

What did you try?

Can you give yourself credit for trying?

What would you say to a friend about this disappointment?
How do I limit myself?

What constraints do I put on myself?

How has my past or background reinforced these limits?

Are the limits real or…..?

How can I stop limiting myself?

If there were no limits…….
What roles do I play?

Traditional Plus Nontraditional

- Start by listing ALL the roles that come to mind
- Add non-traditional (learner, supporter, instigator, questioner, life of the party, seeker, etc)
- Which of these roles (only 1) would you like to focus on in the coming year?
Individual *and* Systemic

- When we consider mindfulness and other whole-person well-being practices, we think “and” not “or” the individual and system
- Organizational and systemic changes and advocacy can be concurrent to individual practices
- These outcomes require different levels of evaluation and analysis
- In our view, no such thing as “wasted effort”
References


https://www.mindfulnesscenter.asu.edu

https://www.nccih.nih.gov

https://www.ihi.org/education/IHIOpenSchool/resources/Pages/PEC-103-Incorporating-Mindfulness-into-Clinical-Practice.aspx


QUESTIONS & ANSWERS
Organizational Excellence
Community of Practice

new perspectives
new ideas

Thank you!
OECoP partners

• Association of Change Management Professionals.
• ASU Project Management Network.
• Business Analysis Community of Practice.
• Global Outreach and Extended Education.
• Learning and Training Development Network.
• Organizational Performance Office – sponsoring organization.
• University Design Institute.
OECoP communication

• Connect with others.
• Post important notices or articles.
• Use slack regularly.
• Respond to others.

CHANNELS:
• oopo-oecop.
• oopo-org-chg-mgmt.
• pm-network-community.