Itana Call Friday 1/20/2023

Topic

Growth Mindset

> *Poll ahead of meeting: https://forms.gle/9GbhHPTLDw8XSEWc7*

Slides

> 🗔 ITANA Growth Mindset

Agenda

- Roll Call (East to West) Name and Institution
- Call for a Scribe
- Main Discussion
- Itana Org Updates
- Close

Attendees

Growth Mindset Discussion and review of survey results facilitated by Louis King, Dana Miller, and Mary Stevens

Louis King (Yale)
- Carol Dweck's book
- People tend to either hold themselves back (fixed mindset) or try new things, take risks, and succeed (growth mindset)
- Fixed mindset tends to lead to feeling "stuck"
- Sometimes our institutions, teams, and people around us can contribute to keeping us in that "stuck" place
    - Exhibiting a fixed mindset isn't necessarily something to judge about others, but an opportunity to orient discussions toward a growth mindset.
- How can we apply this to ourselves?
- Kirk mentioned the idea of zero sum games (always winners and losers)
    - The growth mindset doesn't fit here, everyone can win
    - Are you operating in a win-win mindset or win-lose
    - Growth mindset doesn't accept scarcity
- Louis' mother always attempted to look at people for their potential and trust that they could grow in unexpected ways, even when there were obvious gaps in experience.

Dana Miller (UT Arlington)
- Experience with working on a fishing boat in Alaska and some adventures at sea
- We often think we need credentials to accomplish something or start something new, but curiosity, openness, and willingness to take risks can also open doors.
- Mentoring - review of survey responses
    - Not many respondents have mentors, but majority currently acting as mentors to others
    - The quality and value of mentorship can vary widely depending on institutional maturity (Kirk)
    - Can be valuable to push mentees into uncomfortable territory (Jim)
    - Good to encourage mentees to talk with others - don't depend on the mentor for everything (Jim)
    - Value in having mentors both within and outside your own organization (Kelsey)
    - Value in participating in calls / meetings with mentors, mentees, discussing what happens and the approaches taken - how do people facilitate, present, ask questions, etc. (Kelsey and Jim)

Mary Stevens
- Certifications - review of survey responses
    - Roughly half of respondents have certifications
    - NYU would send architects to TOGAF certification classes - not so much as a fully TOGAF shop, but to establish common language and understanding in the area (Henry)
    - Certifications can create a solid foundation to build upon (Kelsey)
    - One approach is to figure out what you really want to learn and pursue that - if a certification is a natural fit and facilitates that, great, but no need to pursue them as an end (Louis)
    - If you are thinking about a certification, reach out to Itana - shared experiences can be valuable or even create a study group/cohort to pursue a particular certification or training (Mary)
- Professional Development - review of survey responses
    - Don't think of this "vertically" - sometimes horizontal leaps can be very powerful (Mary)
    - Roughly half of respondents spend 1-2 hours per week, 14% spend more than that

- Most attendees of today's call and survey respondents feel supported in terms of time for professional development
- Team leads / managers can ensure they make this part of regular check ins with staff (Jim)
- Ensure funds are allocated and reserved for professional development and keep track of usage in case unexpected opportunities arise (Louis, Matt)
- Build into job descriptions, performance plans, budgets (various)
- Chat comment - "My Platform Engineering team has a bi-weekly "video hour" meeting (actually two hours) where we watch talks/videos together and then discuss afterwards. This has been a great way to ensure we make time to take a break from day to day work and explore new things." (Dave)
- Architecture career paths
  - 86% of respondents felt their organizations don't have a formal career path for architects
  - Sometimes this can be beneficial - look at people across the organization and look for traits and skills that could fit well in architecture. It's hard to "become" a really skilled architect somewhere else and then show up ready to go at another organization. (Jeff)
  - Chat comment - "The challenges of funding and resourcing externally-sourced professional-development-and-training are deepened for many institutions by the realities of the post-pandemic economical landscape, but the old adage remains true: "what if we train our people and they leave?" <<< "what if we _don't_ train them and they stay?" (Jeff)
  - Develop your own people, can be very valuable and empowering (Louis, Jeff, Jim)
    - Path for advancement within IT orgs, pay increases, retention
  - SFIA Skills Framework https://sfia-online.org/en/skills-framework-for-the-information-age
    - Can be very valuable / informative to go through this yourself (Mary)

Chat comments / Threads
- Jeff Kennedy (University of Auckland)
  - There are strong parallels in the growth-mindset narrative with the "above-the-line" (where you want to have fun and learn and be curious and playful) and "below-the-line" (need to be _right_, security-seeking, feeling threatened) approach from the Conscious Leadership people = https://youtu.be/fLqzYDZAqCI = a worthwhile 3:35" (folk here ask themselves, and sometimes others, "are you operating above the line right now?").
- Misc discussion about developing, hiring, and retaining talent and the various associated challenges

Itana Business / Org Updates

- See slides and…
- Ashish noted that API working group focusing on data
- Jim noted the New2EA program is progressing well
- Business architecture working group - Piet https://spaces.at.internet2.edu/pages/viewpage.action?pageId=119931519
- Jim noted next Itana call will be oriented towards establishing EA programs