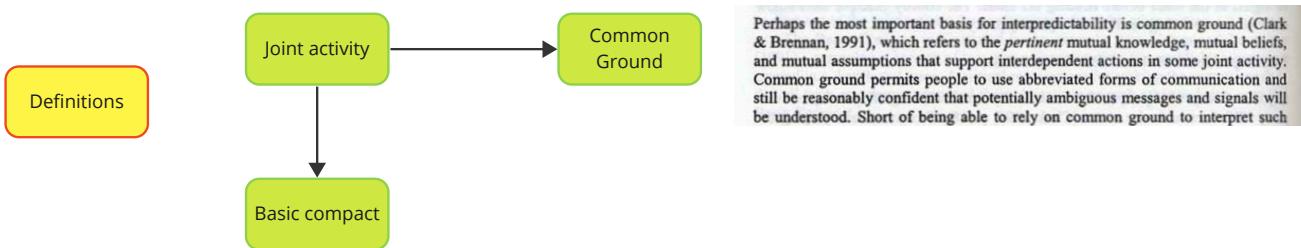


- **Introduction**
    - Code of Conduct
    - Communication -- Miro and Zoom Chat
    - Andrea Magnorsky: creator of <https://bytesizearchitecturesessions.com/>; principal engineer and now software and architecture consultant in London -
    - Contact on Mastodon: <https://types.pl/@roundcrisis> on LinkedIn: <https://uk.linkedin.com/in/magnorsky>
  - **Discussion led by Andrea Magnorsky**
    - The paper is available at:
    - [https://www.researchgate.net/publication/227992178\\_Common\\_Ground\\_and\\_Coordination\\_in\\_Joint\\_Activity](https://www.researchgate.net/publication/227992178_Common_Ground_and_Coordination_in_Joint_Activity)
    - or [https://jeffreymbradshaw.net/publications/Common\\_Ground\\_Single.pdf](https://jeffreymbradshaw.net/publications/Common_Ground_Single.pdf)  
(Lesson 1 for joint co-ordination: all use the same copy, for common page numbers haha)
  - **Wrap**
    - Thank you Andrea!
    - Continuing the discussion: discord
    - Next paper: August 7, "Dead rats, dopamine, performance metrics, and peacock tails: proxy failure is an inherent risk in goal-oriented systems" by Yohan John et al. Discussion will be led by Juno Suarez. More info/sign up (free): <https://ti.to/bredemeyer/ps-proxy-fail>
    - Follow #PapersInSystems on mastodon
- 



6 main sections, 8 minutes per section



We propose that joint activity requires a "Basic Compact" that constitutes a level of commitment for all parties to support the process of coordination. The Basic Compact is an agreement (usually tacit) to participate in the joint activity and to carry out the required coordination responsibilities. Members of a relay team enter into a Basic Compact by virtue of their being on the team; people who are angrily arguing with each other are committed to a Basic Compact as long as they want the argument to continue.

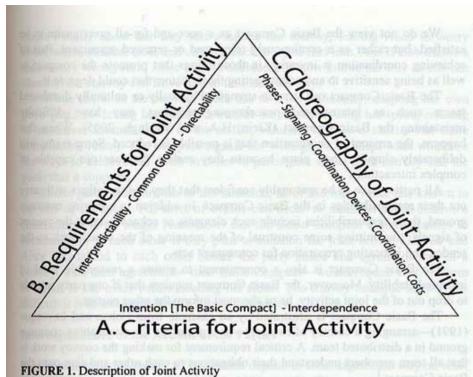
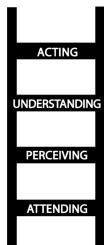


FIGURE 1. Description of Joint Activity



Joint Action Ladder.

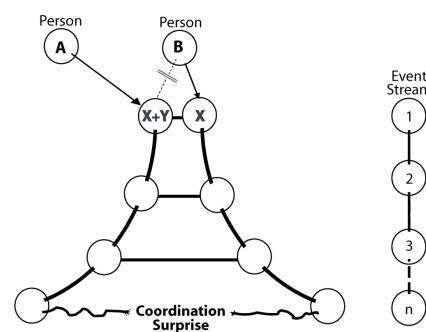


FIGURE 3. Fundamental Common Ground Breakdown.

What do you  
do differently  
having read  
this paper? -  
Yvonne

Tuckman team model <https://www.wcupa.edu/coral/tuckmanStagesGroupDevelopment.aspx>

## CIA Sabotage manual

<https://www.openculture.com/2022/01/read-the-cias-simple-sabotage-field-manual.html>

Re signals  
<https://www.poetryfoundation.org/poems/58264/a-ritual-to-read-to-each-other>

Boundary objects

[Boundary Objects and Beyond](https://mitpress.mit.edu/boundary-objects-and-beyond)  
Massachusetts Institute of Technology  
<https://mitpress.mit.edu/boundary-objects-and-beyond>

The multifaceted work of the late Susan Leigh Star is explored through a selection of her writings and essays by friends and colleagues. Susan Leigh Star ...

Maybe too far afield, but common ground as seen from philosophy of language:

[http://williamstarr.net/teaching/speech\\_acts/Stalnaker-2002-Common\\_Ground.pdf](http://williamstarr.net/teaching/speech_acts/Stalnaker-2002-Common_Ground.pdf)

SIGNAL: Don't ask forgiveness, radiate intent  
<https://medium.com/@ElizAyer/dont-ask-forgiveness-radiate-intent-d36fd22393a3>

Elizabeth Ayer

Re boundary objects, I love this paper:  
<https://depts.washington.edu/csclab/wordpress/wp-content/uploads/Lee-2007.pdf>

A couple of meaty books from one of the authors of the joint activity book (DDWoods)

[Cognitive Systems Engineering book](#)

[Joint Cognitive Systems book](#)

David Edgerton's book The Shock of the Old is great about technological transition states.

Automation as a team player:

<https://ieeexplore.ieee.org/stamp/stamp.jsp?arnumber=1363742>

From the Discord: Maturana: Shared by Hibri Our topic is the ideas of Humberto Maturana, who died at the age of 92 late in 2021. A set of videos of him being interviewed by Ray Ison are available on OpenLearn here -  
<https://www.open.edu/openlearn/money-management/management/leadership-and-management/managing/systems-explained-humberto-maturana>

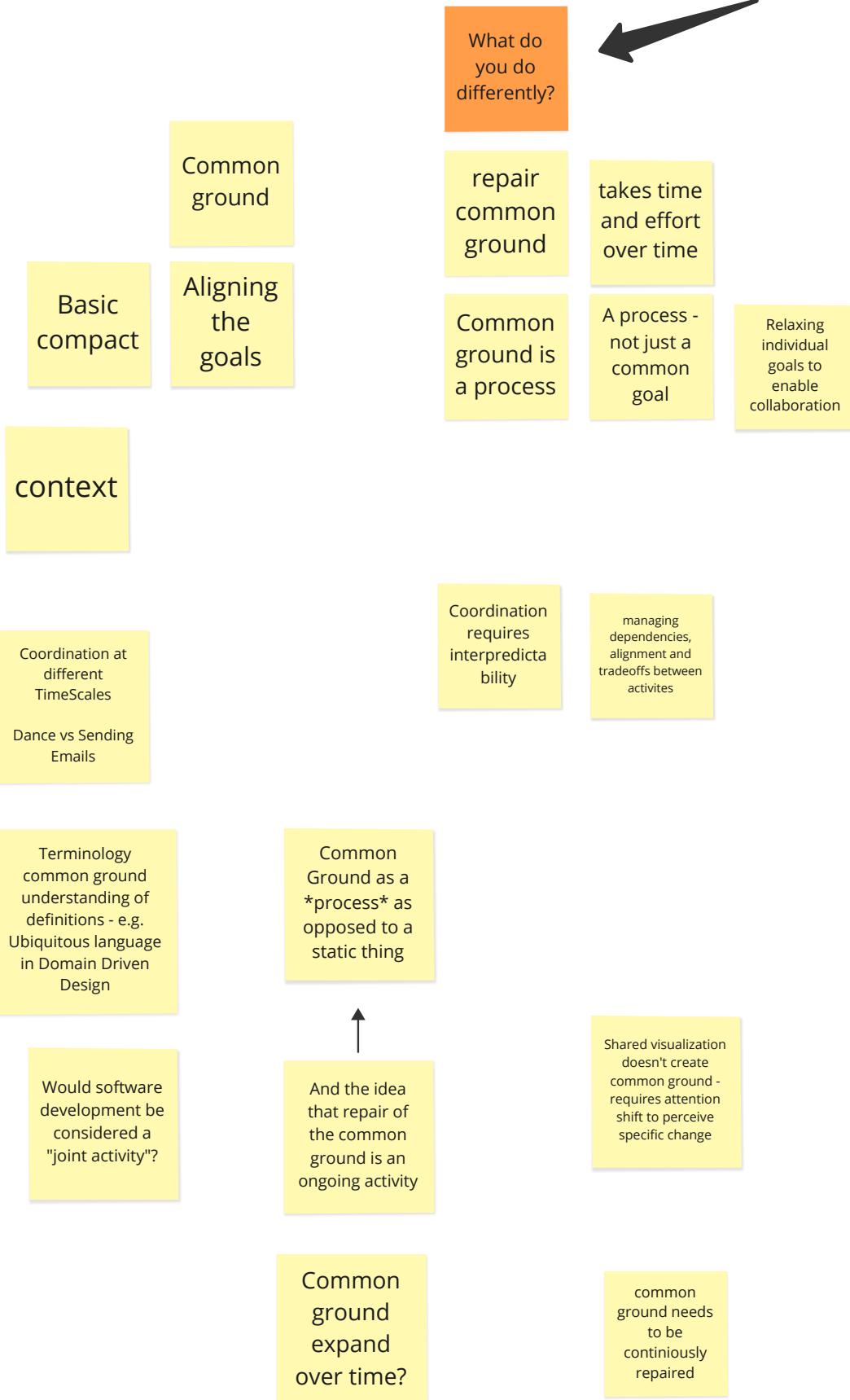
Videos 1 - 4 are short videos focused on defining system  
Videos 5 - 9 are focused on cognition and epistemology

Videos 10 - 12 are around conversation, dynamics of relationship and change  
Videos 13 and 14 are set against the bigger pictures of totalitarianism and love, brilliantly exemplified through reference to 1980s TV action hero, MacGyver.

Psychological safety and power

Talk on responsible risk and resilience <https://www.youtube.com/watch?v=1XrkuqUyQU8>





what to do  
when  
everyone have  
their own  
agendas

reduce plans  
complexity when  
not capable of  
maintaining basic  
compact levels

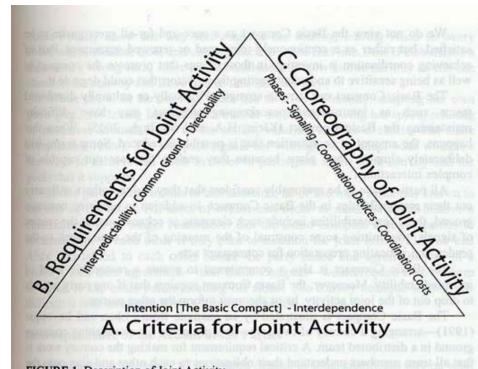


FIGURE 1. Description of Joint Activity

Would software  
development be  
considered a  
"joint activity"?

## Common ground

Support common ground:

- 1) Structuring the preparations in order to establish initial calibration of content, and to establish routines for use during execution.
- 2) Sustaining common ground by inserting various clarifications and reminders, whether just to be sure of something or to give team members a chance to challenge assumptions.
- 3) Updating others about changes that occurred outside their view or when they were otherwise engaged.
- 4) Monitoring the other team members to gauge whether common ground is being seriously compromised and is breaking down.
- 5) Detecting anomalies signaling a potential loss of common ground.
- 6) Repairing the loss of common ground.

## Consensus around Intention

common ground and how to update it in software development

## Reducing room for misinterpretation

game theory references?

Boundary objects that helps the coordination

importance of diversity of perspective highlighted

Re boundary objects, I love this paper:  
<https://depts.washington.edu/csclab/wordpress/wp-content/uploads/Lee-2007.pdf>

## Timing of signals

Importance  
of being  
predictable

Making sure  
we're going  
up the joint  
action ladder

## signaling

Signaling only  
works if the other  
participants  
notice the signals

Checklist as  
coordination  
device - Pilots  
example

It's been interesting to  
watch the way Tesla  
FSD signals what it's  
doing to other drivers,  
(creeping forward) as it  
becomes a better  
human simulator

timing of  
signaling, if  
wrong , can be  
very damaging

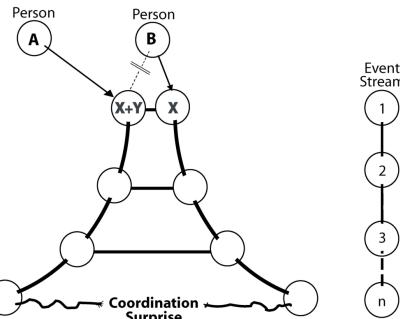
Capture the  
disagreement

How avoid  
the  
coordination  
surprise

we don't need  
to agree , we  
need to agree  
on how we  
disagree

Focus on  
"capture the  
disagreement"

we are  
supposed to  
continuously fix  
the common  
ground



Dedicate a  
section of  
document to  
clarifying  
assumptions

how to address  
this: Bruno  
mentions trying to  
get better at  
surfacing  
assumptions

We make  
assumptions  
just to operate  
in the world

No mention in  
the doc about  
psychological  
safety or power  
relationships

Inter  
predictability

What  
about  
HIPPOs

Psychological  
safety?

In  
documents,  
surface  
assumptions

Create  
rapport with  
stakeholders

This paper seems  
to assume good  
intent by the  
actors in most of  
it's discussion

<https://yalebooks.yale.edu/book/978030078152/seeing-state/>

conceptualise  
complex  
systems as  
agents?

Observability

The paper helped to me to finally establish have a structure to overlap, share and improve collaboration + communication between my technical and sales focused team members. We joke and call it our Rosetta Stone.

I felt that idea acutely working on a team that spanned 8 timezones

one of my questions is always "why are we doing this?" When people find it annoying, I point out that if they know, they it should be a quick answer...

what you're saying about standards indirectly reminds me of my favorite cognitive bias:

[https://en.wikipedia.org/wiki/Abilene\\_paradox](https://en.wikipedia.org/wiki/Abilene_paradox)

<https://twitter.com/jessifer/status/1229193366929317889>

^ re speed, standards, and decision-making

I remember a case of the Abeline paradox at Sun where teams were moving from assigned offices to hoteling, and each group was given the choice and they all didn't want to and all ended up doing it because everyone else was doing it.

It really is the best paradox because once I knew about it, I could start asking "ok, so are we doing this for a reason, or are we doing it because we think someone else wants us to do it? Who is that person? Can we go talk to them?"

Ten Challenges for Making  
Automation a "Team Player"  
in Joint Human-Agent Activity

<https://ieeexplore.ieee.org/stamp/stamp.jsp?arnumber=1363742>

I think my point was a bit different, and is some kind of game theory. If some members of a group want the group to succeed, but others want it to fail, but without being blamed for the failure, then by adding too many people to the group and growing the scope, the outcome is that it never reaches agreement.

I'm pretty sure almost that exact technique is in the CIA simple sabotage manual

^ added a link in the "related work" frame

re your comments, I think there is an epistemological question in both of them, about "how do we know that?" We need the artifacts, and the artifacts need to be remade as knowledge changes \*and\* our knowledge needs change.

When possible, refer all matters to committees, for "further study and consideration." Attempt to make the committee as large as possible — never less than five."

Re boundary objects, I love this paper: <https://depts.washington.edu/csclab/wordpress/wp-content/uploads/Lee-2007.pdf>

we need more and different rituals/recurring processes to upkeep mental models ...

I run a monthly "risk matrix" review where a team keeps their biggest risks on a board and talks about them and reviews them every month... after 3 months, it takes 15 minutes and we end up treating it as a celebration of removing items. when a new developer comes on, we do a longer one to download all the "gotchas" ... one sr dev commented afterwards "wow! you just showed me 6 months of making mistakes and finding monsters in an hour!"

Meta comment - thanks for this Miro based structuring of the group activity, it looks like a useful technique. I'm still figuring out how best to use Miro and learning from seeing many ways to use it, beyond the old in person whiteboards and stickies methods, which partially translate to online...

I loved the example of moving from email to a synch convo - I call this escalation

Re signals: <https://www.poetryfoundation.org/poems/58264/a-ritual-to-read-to-each-other>

Explicitly establishing and having a conversation about common-ground counters "confirmation bias" - people's tendency to process information by looking for, or interpreting, information that is consistent with existing beliefs. This biased approach to decision making is largely unintentional, and it results in a person ignoring information that is inconsistent with their beliefs. These beliefs can include a person's expectations in a given situation and their "predictions" about a particular outcome. People are especially likely to process information to support their own beliefs when an issue is highly important or self-relevant.

<https://www.britannica.com/science/confirmation-bias>

I like that, focus on "capture the disagreement"

-- if you are familiar w/ eventstorming, miro+zoom breakout groups enables eventstorming to scale far, far beyond the whiteboard ... turns out the meeting room was the constraining resource.

In a large org, having data engineers, support engineers, call center, field workers, etc. --- the stakeholders who are usually forgotten -- give their input and build common ground is invaluable. And at scale, its not expensive but highlights common ground gaps amazingly well.

<https://miro.com/miroverse/event-storming/>

## Code of Conduct

Our participation here reflects our mutual agreement and commitment to each other to follow this code of conduct during our discussion today. It applies equally to all of us (including facilitators).

- We share a commitment to providing a friendly, safe and welcoming meeting experience for all, regardless of level of experience, gender identity and expression, sexual orientation, disability, personal appearance, body size, race, ethnicity, age, religion, nationality, or other similar characteristic.
- Please be kind and courteous. Please avoid using terms that might detract from a friendly, safe and welcoming environment for all.
- Respect that people have differences of opinion and that our discussions will reflect different perspectives, trade-offs and impacts. There is seldom a right answer.
- Should anyone insult, demean or harass others in this setting, they will be excluded from interaction (contact the facilitators, if this happens). That is not welcome behavior.
- Likewise any spamming, trolling, flaming, baiting or other attention-stealing behavior is not welcome.

Note: We have adapted this code of conduct from the Ruby Code of Conduct.