

### **Exhibit 4.1. A Starting Point for Your Firm's Mindfulness.**

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How well do each of the following statements characterize your organization? Enter next to each item below the number that corresponds with your conclusion: 1 = not at all, 2 = to some extent, 3 = a great deal.

1. There is an organizationwide sense of susceptibility to the unexpected. \_\_\_\_\_
2. Everyone feels accountable for reliability. \_\_\_\_\_
3. Leaders pay as much attention to managing unexpected events as they do to achieving formal organizational goals. \_\_\_\_\_
4. People at all levels of our organization value quality. \_\_\_\_\_
5. We spend time identifying how our activities could potentially harm our organization, employees, our customers, other interested parties, and the environment at large. \_\_\_\_\_
6. We pay attention to when and why our employees, our customers, or other interested parties might feel peeved or disenfranchised from our organization. \_\_\_\_\_
7. There is widespread agreement among the firm's members on what we don't want to go wrong. \_\_\_\_\_
8. There is widespread agreement among the firm's members about how things could go wrong. \_\_\_\_\_

Scoring: Add the numbers. If you score higher than sixteen, the *mindful infrastructure* in your firm is exemplary. If you score between ten and sixteen, your firm is on its way to building a mindful infrastructure. Scores lower than ten suggest that you should actively be considering how you can immediately improve your firm's capacity for mindfulness.

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#### **Exhibit 4.2. Assessing Your Firm's Vulnerability to Mindlessness.**

How well do each of the following statements describe your work unit, department, or organization? Enter next to each item below the number that corresponds with your conclusion: 1 = not at all, 2 = to some extent, 3 = a great deal.

1. During a normal week, exceptions rarely arise in our work. \_\_\_\_\_
2. The situations, problems, or issues we encounter are similar from day to day. \_\_\_\_\_
3. People in this organization have trouble getting all the information they need to do their work. \_\_\_\_\_
4. People are expected to perform their jobs in a particular way without deviations. \_\_\_\_\_
5. People often work under severe production pressures (that is, time, costs, growth, or profits). \_\_\_\_\_
6. Pressures often lead people to cut corners. \_\_\_\_\_
7. There are incentives in the work environment to hide mistakes. \_\_\_\_\_
8. People have little discretion to take actions to resolve unexpected problems as they arise. \_\_\_\_\_
9. Many people lack the skills and expertise they need to act on the unexpected problems that arise. \_\_\_\_\_
10. People rarely speak up to test assumptions about issues under discussion. \_\_\_\_\_
11. If you make a mistake, it is often held against you. \_\_\_\_\_
12. It is difficult to ask others for help. \_\_\_\_\_

Scoring: Add the numbers. If you score higher than twenty-four, the current potential for *mindlessness* is high and you should be actively considering how you can immediately improve the capability for mindfulness. If you score between fourteen and twenty-four, the potential for *mindlessness* is moderate. Scores lower than fourteen suggest a strong capacity for mindfulness.

**Exhibit 4.3. Assessing Your Firm's Tendency  
Toward Doubt, Inquiry, and Updating.**

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Respond *agree* or *disagree* with the following statements about your work unit, department, or organization.

*Doubt*

1. People around here are quick to deny problems when they show up. \_\_\_\_\_
2. When someone voices a doubt or concern, people are quick to dismiss it. \_\_\_\_\_
3. When something unexpected occurs, we rarely try to figure out why things didn't go as we expected. \_\_\_\_\_

*Inquiry*

1. When something unexpected happens, the information is not widely shared. \_\_\_\_\_
2. When unexpected problems arise, those involved rarely spend time to debrief what they saw and heard prior to the incident. \_\_\_\_\_
3. When things don't go as expected, people rarely try to uncover what they assumed in the first place. \_\_\_\_\_
4. It is uncommon to check our assumptions against reality. \_\_\_\_\_

*Updating*

1. If things don't go as we expected, it is uncommon for people to update their original assumptions. \_\_\_\_\_
2. It is uncommon to revise our practices and procedures to incorporate revised assumptions and understandings. \_\_\_\_\_

Scoring: Count the number of *agree* and *disagree* responses. The greater the number of *agree* responses, the less the tendency to doubt, inquire, or update; hence, a greater potential for *mindlessness*. Use these questions to begin thinking of ways to improve your capacity for mindfulness.

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**Exhibit 4.4. Assessing Where Mindfulness is Most Required.**

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Respond *agree* or *disagree* with the following statements about your work unit, department, or organization.

1. Work is accomplished through a number of sequential steps carried out in a linear fashion. \_\_\_\_\_
2. Feedback and information on what is happening is direct and simply verified. \_\_\_\_\_
3. The work process is relatively well understood and easily comprehensible. \_\_\_\_\_
4. The work process *does not require* coordinated action by numerous mechanical components and operators. \_\_\_\_\_
5. We can directly observe all the components in our "production" process. \_\_\_\_\_
6. Our work process is such that it is possible to put the system on a stand-by mode, and delays are possible because unfinished products or services can sit for a while or be stored without damage. \_\_\_\_\_
7. There are many ways to produce our product or service, items can be rerouted, schedules changed, and parts can be added later if delays or shortages occur. \_\_\_\_\_
8. There is a lot of slack in our work process and it does not require much precision; things don't have to be done right the first time because they can always be repeated. \_\_\_\_\_
9. There is a lot of opportunity to improvise when things go wrong. \_\_\_\_\_

Scoring: Count the number of *agree* and *disagree* responses. The greater the number of *disagree* responses, the more your system is interactively complex and tightly coupled, and therefore the more important it is be mindful. Use these questions to begin thinking of ways to improve your capacity for mindfulness.

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#### **Exhibit 4.5. Assessing Your Firm's Preoccupation with Failure.**

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How well do each of the following statements describe your work unit, department, or organization? Enter next to each item below the number that corresponds with your conclusion: 1 = not at all, 2 = to some extent, 3 = a great deal.

1. We focus more on our failures than our successes. \_\_\_\_\_
2. We regard close calls and near misses as a kind of failure that reveals potential danger rather than as evidence of our success and ability to avoid disaster. \_\_\_\_\_
3. We treat near misses and errors as information about the health of our system and try to learn from them. \_\_\_\_\_
4. We often update our procedures after experiencing a close call or near miss to incorporate our new experience and enriched understanding. \_\_\_\_\_
5. We make it hard for people to hide mistakes of any kind. \_\_\_\_\_
6. People are inclined to report mistakes that have significant consequences even if nobody notices. \_\_\_\_\_
7. Managers seek out and encourage bad news. \_\_\_\_\_
8. People feel free to talk to superiors about problems. \_\_\_\_\_
9. People are rewarded if they spot problems, mistakes, errors, or failures. \_\_\_\_\_

Scoring: Add the numbers. If you score lower than eleven, you are preoccupied with success and should be actively considering how you can immediately improve your focus on *failure*. If you score between eleven and eighteen, you have a moderate preoccupation with success rather than a fully mindful preoccupation with failure. Scores higher than eighteen suggest a healthy preoccupation with failure and a strong capacity for mindfulness.

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**Exhibit 4.6. Assessing Your Firm's Reluctance to Simplify.**

How well do each of the following statements describe your work unit, department, or organization? Enter next to each item below the number that corresponds with your conclusion: 1 = not at all, 2 = to some extent, 3 = a great deal.

1. People around here take nothing for granted. \_\_\_\_\_
2. Questioning is encouraged. \_\_\_\_\_
3. We strive to challenge the status quo. \_\_\_\_\_
4. People in this organization feel free to bring up problems and tough issues. \_\_\_\_\_
5. People generally prolong their analysis to better grasp the nature of the problems that come up. \_\_\_\_\_
6. People are encouraged to express different views of the world. \_\_\_\_\_
7. People listen carefully; it is rare that anyone's view is dismissed. \_\_\_\_\_
8. People are not shot down for surfacing information that could interrupt operations. \_\_\_\_\_
9. When something unexpected happens, people are more concerned with listening and conducting a complete analysis of the situation than with advocating for their view. \_\_\_\_\_
10. We appreciate skeptics. \_\_\_\_\_
11. People demonstrate trust for each other. \_\_\_\_\_
12. People show a great deal of mutual respect for each other. \_\_\_\_\_

Scoring: Add the numbers. If you score higher than twenty-four, the potential to avoid simplification is strong. If you score between fourteen and twenty-four, the potential to avoid simplification is moderate. Scores lower than fourteen suggest that you should actively be considering how you can immediately improve your capabilities to prevent simplification in order to improve your firm's capacity for mindfulness.

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#### **Exhibit 4.7. Assessing Your Firm's Sensitivity to Operations.**

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Respond *agree* or *disagree* with the following statements about your organization.

1. On a day-to-day basis, there is an ongoing presence of someone who is paying attention to what is happening and is readily available for consultation if something unexpected arises. \_\_\_\_\_
2. Should problems occur, someone with the authority to act is always accessible and available, especially to people on the front lines. \_\_\_\_\_
3. Supervisors readily pitch in whenever necessary. \_\_\_\_\_
4. During an average day, people come into enough contact with each other to build a clear picture of the current situation. \_\_\_\_\_
5. People are always looking for feedback about things that aren't going right. \_\_\_\_\_
6. People are familiar with operations beyond one's own job. \_\_\_\_\_
7. We have access to resources if unexpected surprises crop up. \_\_\_\_\_
8. Managers constantly monitor workloads and are able to obtain additional resources if the workload starts to become excessive. \_\_\_\_\_

Scoring: Count the number of *agree* and *disagree* responses. The greater the number of *disagree* responses, the less the *sensitivity to operations*. Use these questions to begin thinking of ways to improve your sensitivity to operations and capacity for mindfulness.

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#### **Exhibit 4.B. Assessing Your Firm's Commitment to Resilience.**

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How well do each of the following statements describe your work unit, department, or organization? Enter next to each item below the number that corresponds with your conclusion: 1 = not at all, 2 = to some extent, 3 = a great deal.

1. Forecasting and predicting the future is not that important here. \_\_\_\_\_
2. Resources are continually devoted to training and retraining people on the properties of the technical system. \_\_\_\_\_
3. People have more than enough training and experience for the kind of work they have to do. \_\_\_\_\_
4. This organization is actively concerned with developing people's skills and knowledge. \_\_\_\_\_
5. This organization encourages challenging stretch assignments. \_\_\_\_\_
6. People around here are known for their ability to use their knowledge in novel ways. \_\_\_\_\_
7. There is a concern with building people's competence and response repertoires. \_\_\_\_\_
8. People have a number of informal contacts that they sometimes use to solve problems. \_\_\_\_\_
9. People learn from their mistakes. \_\_\_\_\_
10. People are able to rely on others. \_\_\_\_\_

Scoring: Add the numbers. If you score higher than twenty, the *commitment to resilience* is strong. If you score between twelve and twenty, the commitment to resilience is moderate. Scores lower than twelve suggest that you should actively consider how you can immediately begin building resilience and the capacity for mindfulness.

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#### **Exhibit 4.9. Assessing the Deference to Expertise In Your Firm.**

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How well do each of the following statements describe your work unit, department, or organization? Enter next to each item below the number that corresponds with your conclusion: 1 = not at all, 2 = to some extent, 3 = a great deal.

1. People are committed to doing their job well. \_\_\_\_\_
2. People respect the nature of one another's job activities. \_\_\_\_\_
3. If something out of the ordinary happens, people know who has the expertise to respond. \_\_\_\_\_
4. People in this organization value expertise and experience over hierarchical rank. \_\_\_\_\_
5. In this organization, the people most qualified to make decisions make them. \_\_\_\_\_
6. If something unexpected occurs, the most highly qualified people, regardless of rank, make the decisions. \_\_\_\_\_
7. People typically "own" a problem until it is resolved. \_\_\_\_\_
8. It is generally easy for us to obtain expert assistance when something comes up that we don't know how to handle. \_\_\_\_\_

Scoring: Add the numbers. If you score higher than sixteen, the *deference to expertise* is strong. If you score between ten and sixteen, the *deference to expertise* is moderate. Scores lower than ten suggest that you should actively think of ways to improve the *deference to expertise* and capacity for mindfulness.

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