

A photograph of a person walking through a stone labyrinth on a beach. The labyrinth is constructed from numerous small, light-colored stones arranged in concentric, winding paths. The person, wearing a dark shirt and pants, is positioned in the lower center of the labyrinth. The background features a large, dark rock formation and the ocean with gentle waves. The overall scene is bright and clear.

HABITS, NORMS, & RITUALS IN THE MODERN ORGANIZATION

July 29, 2016

Sunnyvale, California

An SFI/Google ACtioN Topical Meeting

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AGENDA

July 29, 2016 Sunnyvale, California

8:30 am	Continental Breakfast and Registration	12:15 pm	Moderated Discussion with Session 2 Speakers
9:00 am	Welcome and Introduction <i>Will Tracy, SFI, and Jennifer Kurkoski, Google</i>	1:00 pm	Lunch
9:30 am	Session 1: What are norms, habits, routines, and rituals? <i>Eleanor Power, SFI Omidyar Fellow</i> <i>Martha Feldman, UC Irvine</i> <i>Jessie Wisdom, Google</i>	2:00 pm	Session 3: How can we use habits, norms, and rituals to solve big problems? <i>David Krakauer, SFI Professor and President</i> <i>Prasad Setty, Google</i>
10:15 am	Moderated Discussion with Session 1 Speakers	2:30 pm	Moderated Discussion with Session 3 Speakers
11:00 am	Break	3:15 pm	Break
11:30 am	Session 2: How do habits, norms, and rituals behave in the world? <i>Laura Fortunato, Oxford University and SFI External Faculty</i> <i>Laurence Gonzales, Author and SFI Miller Scholar</i> <i>Woody Powell, Stanford University</i>	3:45 pm	Discussion—Where does this take us?
		4:15 pm	Close of Day: Reflections & Next Steps
		4:30 pm	Adjourn/Cocktail Reception

Full talk titles available on the Event Wiki santafe.edu/ritual

SPEAKERS

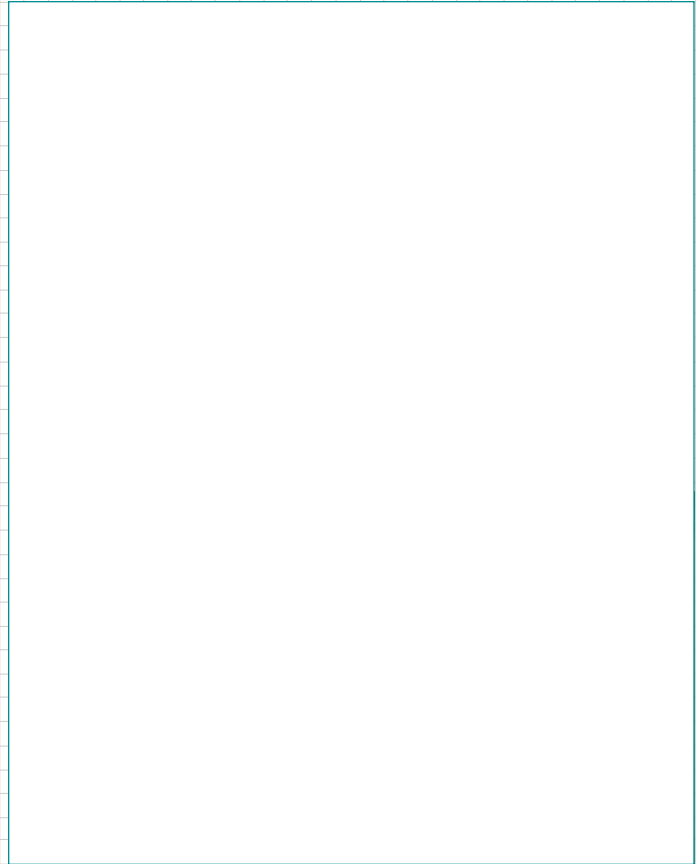


Martha S. Feldman

*Johnson Chair for Civic Governance
and Public Management,
University of California, Irvine*

Martha S. Feldman's current research on organizational routines explores the role of performance and agency in creating, maintaining, and altering these fundamental organizational phenomena. She is a Senior Editor for *Organization Science* and serves on the editorial boards of *Academy of Management Journal*, *International Public Management Journal*, *Journal of Management Studies*, *Organization Studies* and *Qualitative Research in Organizations and Management*. She received *Administrative Science Quarterly's* 2009 award for Scholarly Contribution and the 2011 Academy of Management Practice Scholarship Award. In 2014, she was awarded an Honorary Doctorate in Economics from the University of St. Gallen School of Management and was named by Thomson Reuters as a Highly Cited Researcher, a distinction earned by ranking among the top 1% most cited for field and year indexed in the Web of Science from 2002-2012. In 2015, Feldman received the Academy of Management Distinguished Scholar Award from the Organization and Management Theory Division and was elected as a Fellow of the Academy of Management.

NOTES





Laura Fortunato

Associate Professor of Evolutionary Anthropology at the University of Oxford, External Professor at the Santa Fe Institute

Laura Fortunato is an Associate Professor of Evolutionary Anthropology at the University of Oxford and an External Professor at the Santa Fe Institute. Laura's research aims to understand the evolution of human social and cultural behavior, working at the interface of biology and anthropology. Three areas of ongoing re-

search are the evolution of human family systems, the study of how culture changes over time, and the emergence of cooperation and complexity in human social systems. Her work combines theoretical and statistical methods developed in biology with theory and data drawn from the historical and social sciences. She holds a Laurea in biological sciences from the University of Padova and an MRes and PhD in anthropology from University College London.



Laurence Gonzales

*Author and Santa Fe Institute
Miller Scholar*

Laurence Gonzales is the author of the bestseller *Deep Survival: Who Lives, Who Dies, and Why* and its sequel, *Surviving Survival: The Art and Science of Resilience*. He has won many awards, including two National Magazine Awards. His latest book, *Flight 232: A Story of Disaster and Survival*, was called “absolutely riveting” by the

Washington Post and “vividly detailed” by the *Boston Globe*. His essays are collected in *House of Pain*. Laurence is on the adjunct faculty in the Medill School of Journalism at Northwestern University. His most recent novel is *Lucy*. He spent November 2014 at Santa Fe Institute as a Journalism Fellow.



David Krakauer

*President and William H. Miller Professor
of Complex Systems, Santa Fe Institute*

David Krakauer's research focuses on the evolution of intelligence, from the Big Bang to brains. He is convinced that increasing our tolerance for experiment and failure, the sophistication of quantitative theory, and the careful analysis of data, all combined with a willingness to abandon our existing beliefs and practices when challenged by analysis, will trans-

form society and culture for the better. A graduate of the University of London and Oxford University, he has authored more than 150 scientific publications, serves on several journal editorial boards, and works to bridge the gap between academia and business.

Krakauer's vision drives SFI's nondisciplinary, information-rich environment aimed at addressing some of the world's most pressing problems. Krakauer has worked collaboratively with several business partners including Google, Boeing, Fidelity, and Intel. In 2012, he was included in Wired UK's "Smart List" as one of 50 people who will change the world.

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Jennifer Kurkoski

Director, People & Innovation Lab (PiLab), Google

Jennifer Kurkoski directs Google's People & Innovation Lab (PiLab), which conducts research aimed at improving the company's organizational practices. Her work has been featured in *The New York Times*, *The Wall Street Journal*, *Fast Company*, and *Slate*, as well as on the BBC and ABC's *Nightline*.

Previously, Jennifer led community management for Excite@Home and consulted with nonprofit organizations on leadership development. Jennifer holds a Ph.D. in Business Administration (Organizational Behavior) from UC Berkeley's Haas School of Business.



Walter W. Powell

Professor of Education and Sociology and (by courtesy) Organizational Behavior, Management Science and Engineering, and Communication; Co-Director of the Center on Philanthropy and Civil Society, Stanford University.

Walter W. Powell is a Centennial Professor of Sociology at the London School of Economics and a visiting professor at the Hertie School of Governance in Berlin.

He has been a member of the board of directors of the Social Science Research Council since 2000, and was an external faculty member at the Santa Fe Institute for over a decade. His interests focus on the processes through which knowledge is transferred across organizations, and the role of networks in facilitating innovation. His most recent book, *The Emergence of Organizations and Markets*, with John Padgett, explores the emergence of novel organizational forms and practices across seven centuries, ranging from Renaissance Florence to contemporary Silicon Valley. This work evolved out of annual meetings at SFI from 2000-08. His current work looks at changing forms of philanthropy in the US and the UK, and the growth of civil society in different countries and different eras.



Eleanor Power

*Omidyar Postdoctoral Fellow,
Santa Fe Institute*

Eleanor is an anthropologist interested in how religious belief, practice, and identity shape interpersonal relationships. She studies how people work to discern the character, moral being, and intentions of their peers through their actions—particularly religious action. She looks at how people strive to communicate something of themselves to others and investigates how such actions and reactions form not only the basis of people's perceptions of one another, but also the substance of their relationships and the emergent structure of their social world. She explores these questions in her ethnographic fieldwork in South India, where she has worked since 2009. She uses a combination of qualitative and quantitative methods to investigate the role of religion in society, the interaction between costly signaling and cooperation, gender differences in prestige and social status, and the dynamics of gossip and social censure. She received her BA in anthropology and archaeology from Brown University, her MSc in human evolution & behavior from University College London, and her PhD in anthropology from Stanford University.



Prasad Setty

*Vice President, People Operations --
Analytics, Benefits & Compensation,
Google*

Prasad oversees a team which enables people decisions at Google to be data-driven, generates insights on keeping Googlers happy and productive, and tailors rewards to attract and retain the world's best talent.

Prior to joining Google in 2007, Prasad was vice president of Workforce Analytics at Capital One. Earlier, he was a consultant with McKinsey & Company in Washington, D.C.

In his career, Prasad has taught farmers how to grow rice, helped the U.S. Army destroy toxic rocket fuel, and built the first variable scanning angle reflectometer. He holds an MBA from the Wharton School where he graduated as a Palmer Scholar. He also has a master's degree in chemical engineering from Carnegie-Mellon University and a bachelor's degree in chemical engineering from IIT, Chennai.

**William M. Tracy**

*Vice President for Strategic Partnerships,
Santa Fe Institute*

William M. Tracy's academic work lies at the intersection of complex systems and strategic management, with a focus on how boundedly-rational actors approach novel problems. Will comes to SFI from Rensselaer Polytechnic Institute, where he was the undergraduate program director for the Lally School of Management and a faculty member.

He is proficient in Mandarin Chinese, and formerly served as the Associate Director of CSSS-Beijing, which was jointly administered by SFI and the Institute of Theoretical Physics at the Chinese Academy of Sciences. Before entering academia, Will was a Junior Professional Associate at The World Bank, where he focused on Eastern Europe and Central Asia. Will also has private sector and entrepreneurial experience in the US, China, and India. He holds a Ph.D. in management with a certificate in human complex systems from UCLA, and a BA (cum laude) in economics from Swarthmore College.



Jessie Wisdom

People Analytics Manager, Google

Jessica joined Google in 2011 as a researcher in the People Innovation Lab. During her time at Google, she has worked on nudging employees towards healthier behaviors, including increased savings, exercise, and healthier food choices, and has led the development and analysis for Google's company-wide employee survey. Jessica holds a B.A. in Psychology

from Brown University and completed her Ph.D. in Behavioral Decision Research at Carnegie Mellon University, where she studied the influence of contextual factors on food choice.

PARTICIPANTS

*Jeff Alvord	The Omidyar Group	Grace Hoagland	Stanford Grad. School of Education
*Tanushree Bhat	Steelcase	*David Hoffman	Google
*Laszlo Bock	Google	*Carrie Ott-Holland	Google
*Eric Bonabeau	Icosystem	*Marie Kerridge	Steelcase
*Iveta Brigis	Google,	*Nic Maisano	Google
*Roger Burkhart	John Deere	*Radha Mistry	Steelcase
John Chisholm	John Chisholm Ventures/SFI Trustee	*Tikva Morowati	Google
Casey Cox	Santa Fe Institute	*Viet Nguyen	Google
*Kathryn Dekas	Google	Dave W. Rechs	Government Operations Agency
Lisa Donchak	McKinsey & Co	*Ty Sheppard	Google
*Abeer Dubey	Google	*Laura Shirley	Steelcase
*Anna Fraser	Google	*Brad Slingerlend	Janus Capital
*Brian Glaser	Google	*Graham Spencer	GV/SFI Trustee
*Bruce Grey Tedesco	Ipsos	Laura Steward	Santa Fe Institute
*Ciela Hartanov	Google	*Brian Welle	Google
Laura Henderson	Summit Public Schools	Julie Whitten	State of California

*Denotes **SFI ActioN** Member

EVEN MORE NOTES

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