



“April is the cruellest month...”

- *“The Waste Land”*

T. S. Eliot

A MacSysAdmin('s) Toolbox

Andrew Robinson, Senior IT Support Manager

*K.K. Krene / Opn Holdings Co., Ltd., Tokyo
MacSysAdmin, October 2nd, 2024*



*I *thought* I'd be talking about
Managed Apple ~~IDs~~ Accounts...*

*And then someone asked me a
question...*

Which got me thinking...

*About what resources I had...what
tools*



*This is what I see, my experience
If it works for you, great!*

*A lot of the issues I face are not
technical...*

They SEEM to be technical...

They are more process oriented

They are more PEOPLE oriented

*What are my tools for working
THOSE problems?*

*The “How, Why, If, When” of using
those tools...*

“What tools do I rely on to do my work?”

Who am I?

Andrew Robinson

- Senior IT Support Manager in Tokyo, Bangkok & other parts of Asia
- **@Andrew** in MacAdmins Slack



First Story...





*The problem was weird, and
so was my 'fix'*

“What is my most important tool dealing with that issue?”

Of course the answer was ...

Me

We are our greatest tool

*How do I make ME better,
more stable? More functional?*

*Software upgrades, hardware...
I need upgrades too*

Let's do the easy one first!

Taking care of the Organism

Just like any other kind of
maintenance

Keeping our tools updated...

“Taking care of the
hardware...”

Paying attention to one's
physical body

Your body, your rules!

Doesn't matter to what degree
or how, but DO pay attention...

I needed to get some exercise
&
Develop healthier food habits



← Wednesday, Oct 2, 2024



Move Goal 200%



If I could go back in time...



Side Note On Healthy Food

(As any Swede probably knows)



“11 Evidence-Based Health Benefits of Bananas”

- Rich in nutrients
- May improve blood sugar levels
- May support digestive health
- May aid in weight loss
- May support heart health
- Full of antioxidants
- May help you feel fuller
- May improve insulin sensitivity
- May improve kidney health
- May support exercise recovery
- Easy to add to our diet



Google health benefits of bananas

All Images Videos News Shopping Books Maps More Tools

Healthline
https://www.healthline.com > nutrition > 11-proven-ben...
11 Evidence-Based Health Benefits of Bananas
Jul 7, 2023 — 11 Evidence-Based **Health Benefits of Bananas** · 1. Rich in nutrients · 2. May improve blood sugar levels · 3. May support digestive health · 4.

- People also ask :
- What are the 3 benefits of eating a banana?
 - Is it good to eat a banana every day?
 - Why is banana a superfood?
 - What is the best time to eat bananas?

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FRESH FOOD FAST

11 Evidence-Based Health Benefits of Bananas

Bananas are fresh, versatile, and relatively inexpensive fruits. They're packed with essential nutrients and may benefit weight loss, digestion, and heart health.

Medically reviewed by [Kim Rose-Francis RDN, CDCES, LD](#), Nutrition — Written by [Adda Bjarnadottir, MS, RDN \(lce\)](#) and [SaVanna Shoemaker, MS, RDN, LD](#) — Updated on July 7, 2023

[Benefits](#) | [FAQs](#) | [Takeaway](#)

Welcome to Fresh Food Fast, your source for creative, accessible recipes and nutrition tips to make eating healthier just a little bit easier — and more fun!

*'Cause we always go with the top
search result!*

Okay... next

STRESS

S* *TRE* *SS

*Remember - you are not in this
alone*



**MAC ADMIN'S
FOUNDATION**

My Awesome Colleagues!



*The 'Andrew Stopped Reading'
story?*

Stress reaction

State Control

*We are (most of us) human... we
have emotions*

What are Vulcans known for?

State control is a tough one for me

I work on state control a LOT

“Andrew, you should be more like Spock”



*Another Story — about great job
reviews!*

EQ

*Emotional Intelligence is what we're
talking about*

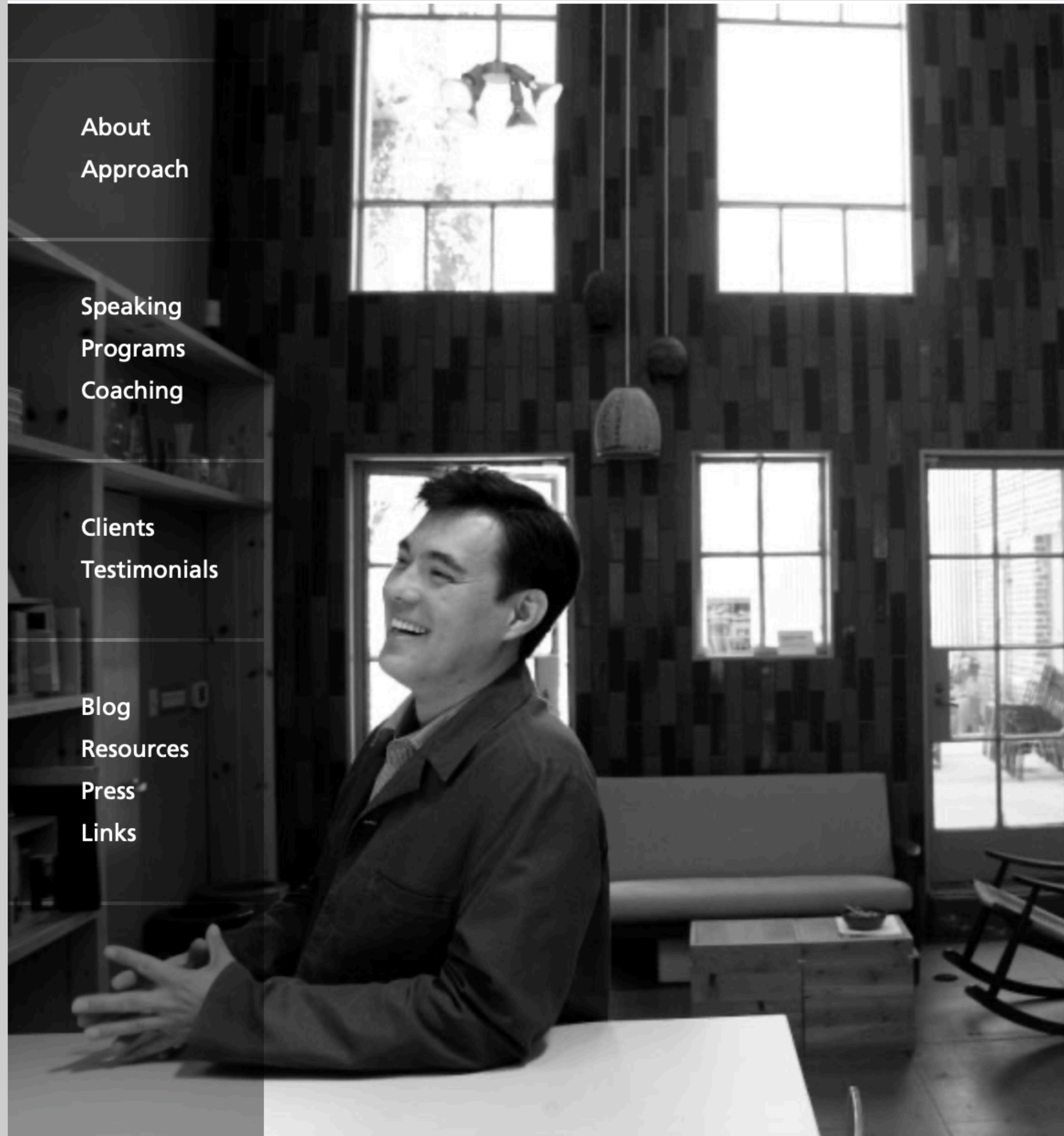
Resource Takeaways!

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The Internal Dynamics of Leadership

“You cannot manage other people unless you manage yourself first.”

—Peter F. Drucker

How do you bring greater calm and clarity to solve challenging problems? How do you stay on target and find energy to keep moving ahead? How do you create positive options where none seem present? I teach the necessary internal skills leaders need to be effective in quickly changing and unpredictable times.

Learned SO MUCH from this man!

**“You cannot manage other people unless
you manage yourself first.”**

—Peter F. Drucker

Especially about mindfulness

*Being aware of connections
between our emotions & physical
status*

*Being aware of our body state —
what is happening —
we can learn to exert control*

*Because it's not that Vulcans DON'T
feel emotions... they control them*

Fight, Flight, Freeze

*Mindfulness helps us choose a
reaction, instead of the reaction just
happening*

What triggers Andrew at work?

<Redacted Slide Content>

*Hypothetically, what triggers
Andrew?*

- Someone pushing into a crowded train when it's packed
- Tourists that bring huge luggage on inner city subways, trains and buses during rush hour
- People that don't wait for the elevator to empty before trying to get in
- Delivery bicyclists that zoom pass you on the sidewalk

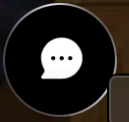


*When you feel triggered... take a
six-second break*

Learn The Skills To Become A Better,
More Confident And Professional
You!

The British School of Excellence is the only Etiquette Training provider in the world to be certified and accredited by four internationally recognised organisations.

View Our Courses



The 6 Second Rule That Changes Everything

“Between stimulus and response, there is a space. And in that space is our power to choose our response. In our response lies our growth and our freedom.”

– Author Unknown.

Source: <https://thebritishschoolofexcellence.com/social-etiquette/the-6-second-rule-that-changes-everything/>



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- <https://www.6seconds.org/2019/06/19/why-six-seconds-about-our-intriguing-name/>
- <https://www.6seconds.org/2007/01/26/the-physics-of-emotion-candace-pert-on-feeling-good/>
- <https://www.6seconds.org/2004/01/30/fight-or-flow-part-i-hit-back-first/>

What % of communication is verbally based?

How our brains process meaning

- **55% Visual** — things that you see, like body posture, facial expressions, etc.
- **38% Vocal** — tone of voice, other ‘sounds’ made
- **7% Verbal** — words and word choices...

Source: <https://www.lifesize.com/blog/speaking-without-words/>

93% *of all interpreted meaning does
not come from words*

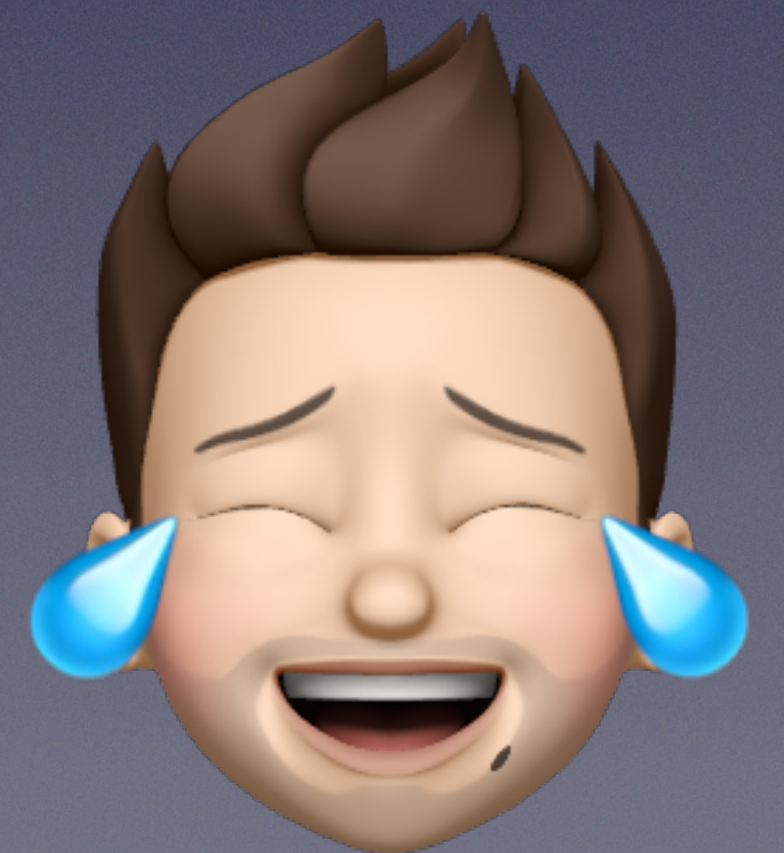
- Vocal tones
- Fidgeting
- Facial expressions
- Head and hand movements & gestures
- Body posture
- Physical distance

Mindfulness + Six Seconds + 93%

???

Conclusion:

*REALLY take your time before replying
to that Slack that pissed you off...*



*That's why emoticons, 'smileys,'
'Lennys,' kaomoji and emojis
became so important*

Thank you, 🇯🇵 🇫🇮 !

— > (◡ ◦ ◻ ◦) ◡ ◡ — — — — —

In Japanese, e (絵, 'picture' pronounced 'eh')
+ moji (文字, 'character' pronounced 'mo-gee')

'Eh-mo-gee!'

- Emoticon - <https://en.wikipedia.org/wiki/Emoticon>'smileys' for those of us old people
 - "The first [ASCII](#) emoticons are generally credited to computer scientist [Scott Fahlman](#), who proposed what came to be known as "smileys"—:-) and :-(-in a message on the [bulletin board system](#) (BBS) of [Carnegie Mellon University](#) in 1982."
 - Also ASCII NET in Japan
- Emoji from Japanese [e](#) (絵, 'picture' pronounced 'eh') + [moji](#) (文字, 'character' pronounced 'mo-gee')
 - <https://en.wiktionary.org/wiki/絵#Japanese>
 - <https://en.wiktionary.org/wiki/文字#Japanese>
- <https://www.hackreactor.com/resources/the-invention-of-emojis-a-brief-history/#:~:text=But%20designer%20Shigetaka%20Kurita%20is,Japanese%20words%3A%20picture%20and%20letter.>
- <https://en.wikipedia.org/wiki/Emoji#:~:text=Originally%20meaning%20pictograph%2C%20the%20word%20emoji%20comes%20from%20Japanese%20e%20%28絵%2C%20%27picture%27%29%20+%20moji%20%28文字%2C%20%27character%27%29%3B%20the%20resemblance%20to%20the%20English%20words%20emotion%20and%20emoticon%20is%20purely%20coincidental.>
 - DoCoMo in 1999, SoftBank in 1997, Sharp and NEC in early 1990s and the Sharp PA-8500 in 1988 having the earliest found set of emoji
 - ASCII NET
 - [Kaomoji](#) (face + character) <https://en.wikipedia.org/wiki/Kaomoji>
 - [Wakabayashi Yasushi](#) is credited with inventing the original [kaomoji](#) (^_^) in 1986
 - These all pre-date Unicode (Shift-JIS for example, a double-byte pre-unicode input system from Japan)
 - But not only Japan!! Using a [lateral click](#) letter for the nose such as in (◡‿◡) is believed to originate from the Finnish image-based message board [Ylilauta](#), and is called a "Lenny face"
 - Yay, Nordics! 🇫🇮 🇸🇪
 - I didn't know this!
 - <https://lennyfacepapa.me>
 - 'Flip the table' → (ノ◻ノ)ノ ㇏



So, what else can we do to
improve?

“For the past 33 years, I have looked in the mirror every morning and asked myself: ‘If today were the last day of my life, would I want to do what I am about to do today?’ And whenever the answer has been no for too many days in a row, I know I need to change something.”

— Steve Jobs, Stanford commencement speech, 2005

“Where am I going?”

“How am I going to get there?”

“What do I do NOW?”

“Not THIS problem again!?”

“How am I going to do my job?”

Our own personal growth is
the next step...

*“That which does not grow,
rots”*

Never stop learning

Ikigai vs Yarigai

(“Find your joy”)

Imagine four overlapping
Venn diagram-y areas...

Ikigai

- What you love
- What the world needs
- What you can be paid for
- What you are good at

Source: <https://www.dreamstime.com/illustration/ikigai.html>



Yarigai (ga aru)

- Something that is worthwhile to do,
- Like a job
- If you like what you do, you may have 'yarigai'

Yarigai vs Ikigai

- Ikigai is what gets you up in the morning... it's the thing you might see or miss in that morning mirror
- Yarigai is the feeling of satisfaction after doing worthwhile or 'good' work

What else?

Two ways to improve my
mind...

*Types of Challenges
&
Adult development*

“Immunity to Change”

— Lisa Lahey & Robert Kegan



<https://mindsatwork.com/who-we-are/>

“Why are we not getting that done?”

*“...Change often fails because people focus solely on their behavior, but most efforts require both **technical adaptations** — changes to a person’s skill set — along with **adaptive changes** to a person’s mindset...”*

Source: <https://www.gse.harvard.edu/hgse100/story/changing-better>

“The most common ... failure stems from trying to apply **technical solutions** to **adaptive challenges**.”

— Ronald Heifetz

Technical vs Adaptive challenges

We are good with technical challenges... that's our Job!

We might be less good with
adaptive ones

Technical challenges:

Technical Challenges are:

- Easy to see
- Can be (usually) fixed quickly, by the application of a tool or concrete solution
- Experts often solve them
- Most people accept the technical solution
- Can usually be implemented quickly, and by an 'edict' or 'rule' or 'authority'

Adaptive Challenges are:

- Difficult to see/ easy to 'not see' (ignore)
- Changes that are adaptive usually require time, thinking, adoption of change, re-thinking, root-cause analysis — systems thinking
- Expensive in time & resources to research
- Can be threatening and people tend to resist
- New ways of thinking are sometimes needed; goals are unclear; trust among team members is needed

We are good at technical, so
let's 'brush up' our adaptive
skillsets

Adaptive challenges are
uncomfortable to 'fix' while
technical solutions are familiar

“Just because you CAN do a thing, does not mean you SHOULD do that thing...”

“...everyone wants you to act quickly. Don't. It's a trap.

The strategic moves needed today depend on your ability to make smart decisions—not fast ones. Particularly in times of stress or emergency, the pressure to take quick action is enormous...

*...So many current challenges have no known solution because they stem from complex, new issues. These are what we would call **adaptive challenges**— issues whose solution is outside your repertoire. The most important thing to do when confronted with these challenges is to resist leaping into action. You cannot solve these complex challenges with mere technical solutions...”*

*— Ronald Heifetz and Marty Linsky and Alexander Grashow,
“Making Decisions Outside Your Repertoire” June 2009, Bloomberg*

Example...

The old “Passwords should change every 30 days” idea

Adult / 'Vertical' development

As we grow in skill, we should
also try to grow in capacity

“Diplomats, Experts, Achievers”

All valid ways of working...

Diplomats want to fit in... they
DON'T “Dance as if no one is
watching”

Diplomats are good at
conformity- *getting along*

Diplomats might have
difficulty with risk; prioritize
'being accepted'

***Experts** want to be the BEST*

Experts committed to
excellence

*Experts think '**my way or the
highway**'*

*Experts tend to have “I’m
right, so you’re wrong”
mindsets*

Achievers want maximum
success for team and
members

*Achievers want to **work**
quickly, do it NOW*

*Achievers might **not**
appreciate diverse input*

*Achievers **solve** problems!*
*(Short-term wins over longer
term strategy)*

Achievers can suffer from
burnout & frustration

Diplomats, Experts, Achievers

Just three of many stages of
'adult' development

All are valid ways of working...
just beware their
weaknesses!

Are there other ways...?

*“Don’t worry about not knowing
everything”*

*I used to know EVERYTHING about
the X-Men...and then I didn't!*

*“I know everything” feels safe —
and usually not 100% true*

*“I don’t know this particular Thing,
and yet I will still try to help” is risky
...and technologists hate risk*

(Usually)

Something that may be easy
to fail at...

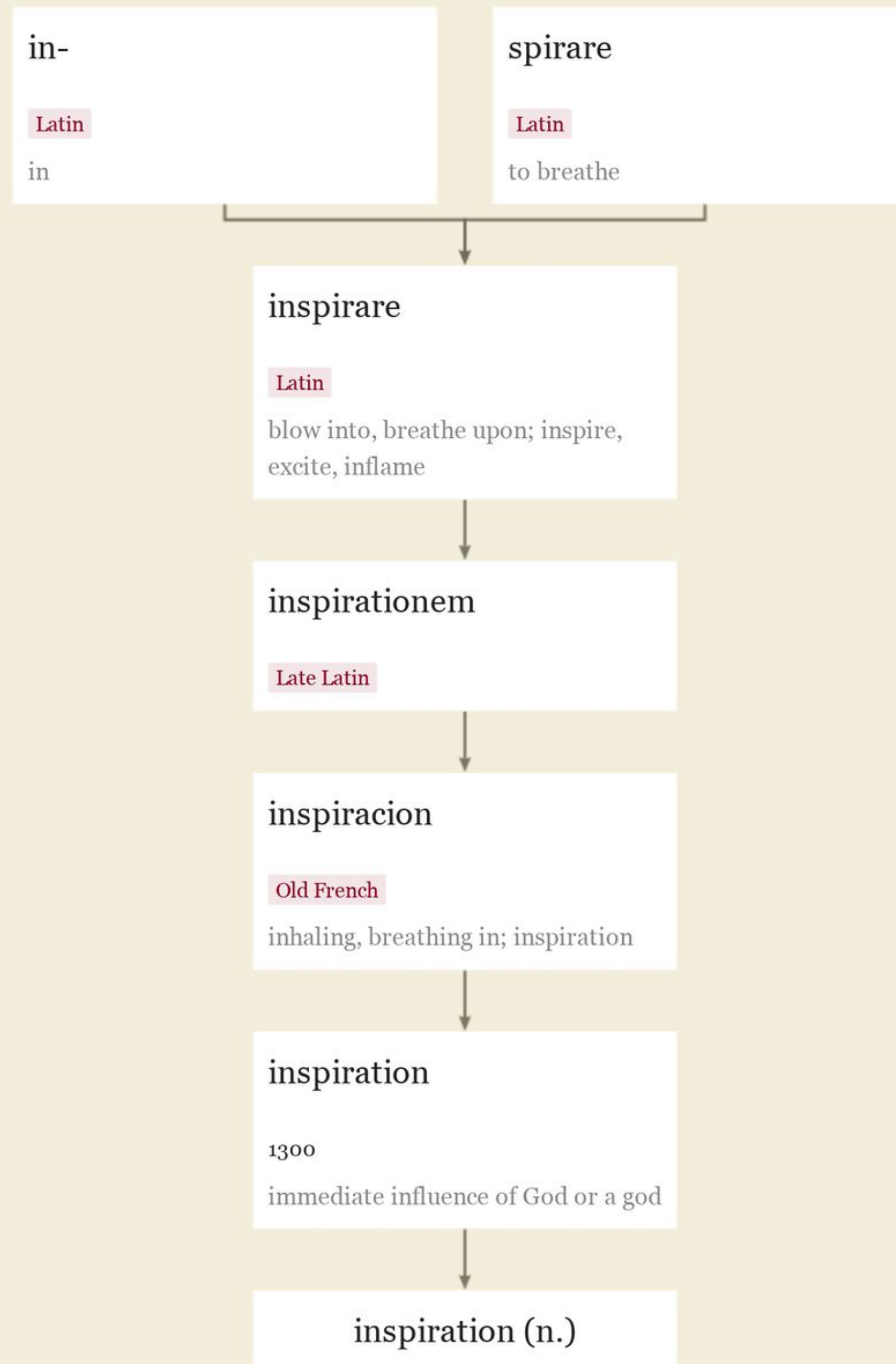
“Avoid cliches like the plague”



Inspiration

What inspires me?





www.etymonline.com/word/inspiration

<https://www.etymonline.com/word/inspiration>

I love poetry and literature...

*“...Let be be finale of seem,
The only emperor is the emperor of ice-
cream...”*

— *“The Emperor of Ice-Cream,”*
Wallace Stevens

*“...[w]e know what we are but
know not what we may be...”*

— Ophelia, *Hamlet*, Act IV, Scene V
William Shakespeare

But sometimes that's not 'fun'
enough!

Recent inspirations

One Movie, two TV shows

The Martian

- One guy against a PLANET
- “Science the XXX out of [the problem]”
- Nerd-expert is easy to identify with!
- Talking to yourself might NOT always mean you’re crazy
- Technology solutions leveraged against new and exciting problems
 - i.e. ‘fix the broken stuff!’

The Expanse (TV show)

- Messy and difficult to understand politics and politicians — and how to deal with them!
- Complex systems
- More broken stuff that needs fixin’
- Technology is both good and bad, and neither... Humans’ use is!
- Actually, talking out loud to invisible narrators is ALWAYS a sign of something you should get checked out...

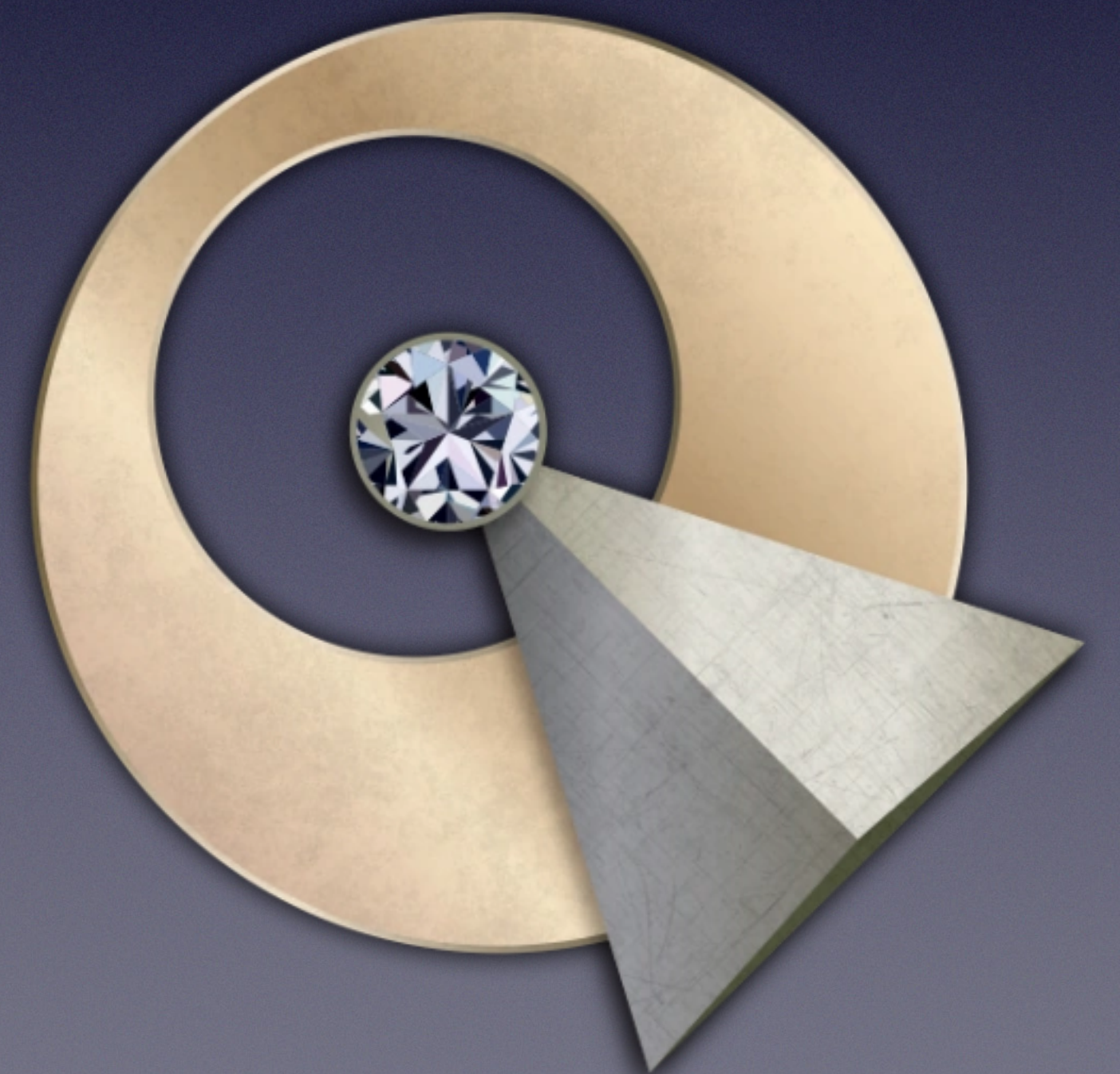
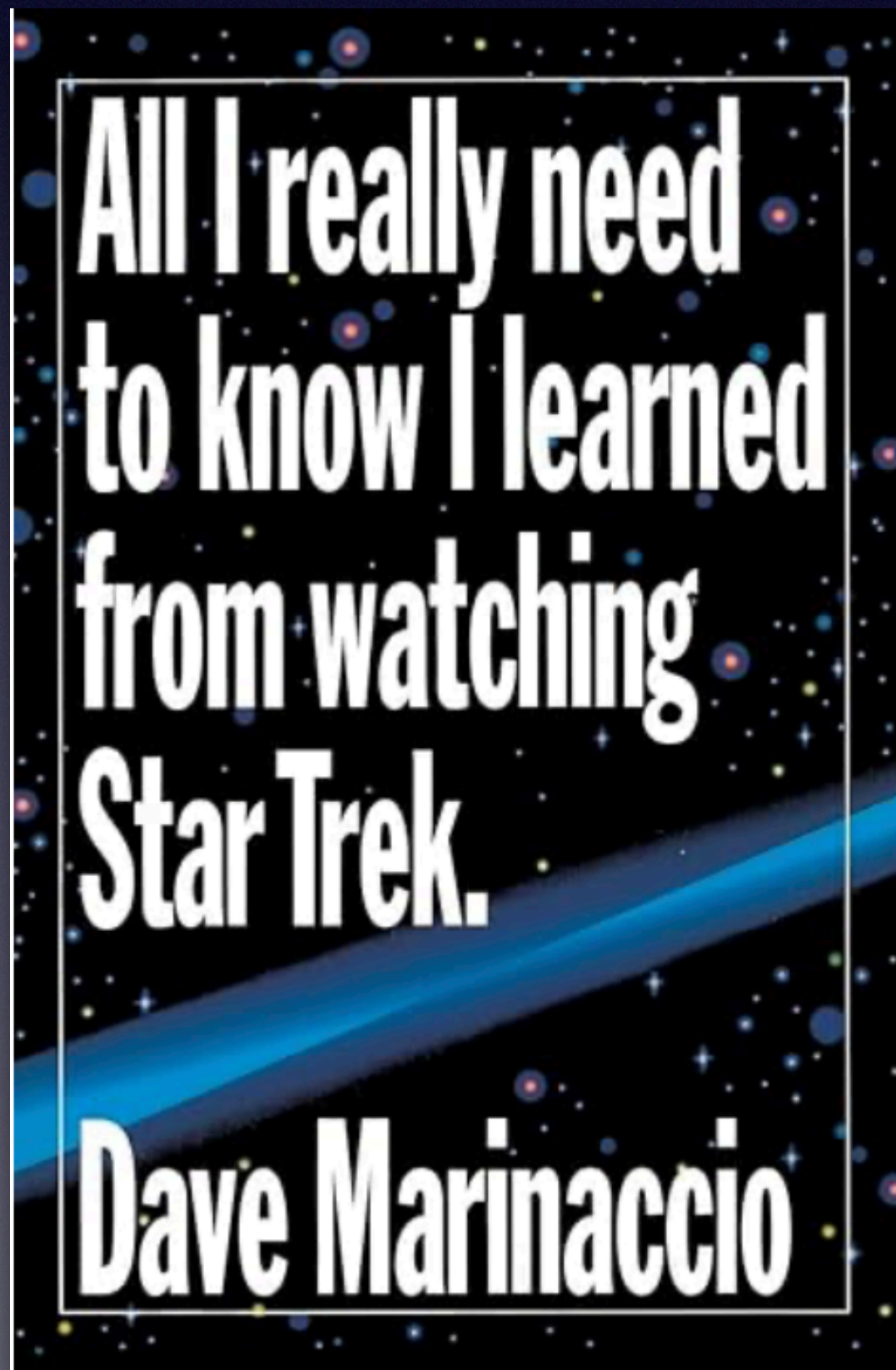
And, no surprise here, really...

Star Trek (TV show)

- Goatees are not ALWAYS a sign of evil
- Organized systems are usually more successful than chaotic ones
- The **balance** between logic and emotion is important
- Friendship & justice, are powerful forces
- 'Doing the right thing' is sometimes more important than the rules (The Prime Directive)
- Star Trek has a LOT of art and literature in it, and humanity
 - Actually, this is really important....

Star Trek at its best is more about people and situations, than science or technology

Star Trek can be a model for
how to behave....



Strange New World
per Aspera

Starfleet's motto:
"Ad Astra Per Aspera"



“Through hardship, to the
stars”

These things inspire me. Daily.

Helps me try to be my best
self

~~“Captain’s~~ **MacSysAdmin’s** Log,
Supplemental”

Take care of 'The organism'

— like any tool, it should be updated,
fed, cared for...you can't be your
best if you don't feel good

Stress is our constant
companion... but remember
you're not alone!

The adult learning & development
frameworks discussed help me
improve my mind

Inspiration is key to long-lasting work. These are mine... find yours!

I am lucky to have found some ikigai
and yarigai elements in my life...

I hope you do too!

Many, many thanks....

• **Armin**

• **Arek**

• **Birgit**

• **Jean-Claude**

• **Max**

• **Tom Bridge**

• **Thomas** 

• **Thomas** 

• **Tommy**

...and so many more





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Ronald Heifetz's adaptive vs technical challenges

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- https://ncs.uchicago.edu/sites/default/files/uploads/tools/NCS_PS_Toolkit_DPL_Set_B_TechincalProblems.pdf
- <https://www.hks.harvard.edu/faculty/ronald-heifetz>

YouTube resources on Heifetz's work

- <https://youtu.be/PYKbMN8NPaU?si=EoT9D1s88aEqInjR>
- https://youtu.be/Lq31Zt2_iUA?si=9HGPtMdyV0pNS5e-
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- Definitive book (1966, couldn't find an English translation) "Ikigai ni Suite" by Kamiya Mieko- <https://japanbookbank.com/en/book/3829>

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- <https://www.poetryfoundation.org/poems/47311/the-waste-land>
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- “Ad Astra Per Aspera” - <https://www.imdb.com/title/tt18971274/>

The Expanse

- <https://books.apple.com/us/book/leviathan-wakes/id395522188>
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The Martian

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