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4. Innosight LLC, “Creative Destruction Whips Through Corporate America.”


2. Learning: How Our Mind Works


3. Knowles et al., The Adult Learner, 34.

4. Ibid.

5. Ambrose et al., How Learning Works; Bourne and Healy, Train Your Mind for Peak Performance; Bransford et al., How People Learn; Darling-Hammond, “Session 1”; Fernandez and Goldberg, The Sharp Brains Guide to Brain Fitness; Hardiman, The Brain-Targeted Teaching Model for 21st-Century Schools; Healy and Bourne, Training Cognition; Knowles, Elwood and Swanson, The Adult Learner; Willingham, Why Don’t Students Like School?


7. Kahneman, Thinking, Fast and Slow, 35.

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13. Knowles et al., The Adult Learner, 47.
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17. Ibid., 7.
19. I learned this term from Professor Alec Horniman at the Darden Business School.
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26. Ibid., 56.
27. Ibid., 57.
29. Ibid., 9.
32. Ibid., 366.
33. Ibid.
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3. Emotions: The Myth of Rationality


6. Immordino-Yang and Damasio, “We Feel, Therefore We Learn,” 8.

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8. Recall that in chapter 2 we established that System 1 and System 2 thinking is a useful, pragmatic way of describing the differences in how we think. Like most dichotomies, this dichotomy probably exists along a continuum.


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13. Ibid.


15. See, for example, The Center for Positive Organizations at the Ross School of Business, University of Michigan, at http://positiveorgs.bus.umich.edu; Kim S. Cameron,


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8. Ibid., 61.
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18. Ibid.
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13. Collins and Porras, Built to Last, 10.

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8. A Conversation with Dr. Gary Klein

1. Interview with Gary Klein via Skype, October 9, 2013.


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6. Ibid.
7. Ibid.
8. Bridgewater Associates, LP (March 28, 2013), Form ADV.
12. Ibid., footnotes 16, 10.
15. Ibid., 61.
16. Ibid., 12.
21. Ibid., 22.
22. Ibid., 12.
23. Ibid., 61.
24. Ibid., 18.
25. Ibid., 118.
26. Ibid., 54.
27. Ibid.
28. Ibid.
32. Ibid., 56.
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37. Ibid., 232.
40. Ibid., 89.
41. Ibid.
42. Ibid., 90.
43. Ibid.
44. Ibid., 91.
45. Ibid.
46. Ibid., 92.
47. All names of people in personal conversations are fictional; the conversations in substance are real.
48. Some names and functional job areas have been changed to protect individual privacy.
49. Dalio, Principles, 70.
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10. Intuit, Inc.: “It’s Time to Bury Caesar”

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7. Ibid.


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17. Ibid.


22. Ibid.

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27. Smith, “Three Things Every Leader Should Do in a Meeting.”
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5. Brewster and Dalzell, Driving Change, 85.
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7. Ibid., 137.
15. Ibid.
22. Ibid.
23. Ibid., 43–44.
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25. Ibid.
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30. Ibid.
31. UPS Corporate Sustainability Report 2012.
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Epilogue

1. I learned the three “I’s” from a great teacher and friend, Professor Alec Horniman of the University of Virginia Darden School of Business.