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1. Learn or Die: Building a High-Performance Learning Organization


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


2. Learning: How Our Mind Works

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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; Healey 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.

8. Ibid., 21.

9. Ibid., 20.


12. Ibid., 28.
17. Ibid., 7.
19. I learned this term from Professor Alec Horniman at the Darden Business School.
23. Fletcher and Carruthers, “Metacognition and Reasoning.”
24. Knowles, Elwood and Swanson, *The Adult Learner*, 44.
26. Ibid., 56.
27. Ibid., 57.
29. Ibid., 9.
32. Ibid., 366.
33. Ibid.
34. Lussier et al., “Think Like a Commander Prototype.”
3. Emotions: The Myth of Rationality


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

7. Ibid., 7.

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.


12. Ibid.

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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25. Ibid.


27. Ibid., 61–62.

28. Ibid., 104–105.

29. Ibid., 76–81.

32. Davidson and Begley, The Emotional Life of Your Brain, xiv.

4. Learning: The Right People

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3. For an overview of this line of motivation research, see Higgins, *Beyond Pleasure and Pain*, 3–46.


7. Ibid., 62.

8. Ibid., 61.

9. Ibid., 59.


14. Ibid.


16. Ibid.


18. Ibid.


22. Ibid., xxiii.

5. Creating a Learning Environment


4. Hess, Smart Growth.


11. Ibid., 8.

12. Ibid., 232.

13. Collins and Porras, Built to Last, 10.

14. Ibid., 186–187

15. Ibid., 183–184.

16. Ibid., 147.

17. Collins, Good to Great, 17–89.

18. Ibid., 21.

19. Ibid., 27.

20. Ibid., 41.

21. Ibid., 42.
22. Ibid., 74.
23. Ibid., 74–79.
32. Liker and Hoseus, *Toyota Culture*.
33. Ibid., 166.
6. Learning Conversations


5. Ibid., 6.
8. Ibid., 5.
9. Ibid., 79.
10. Stone et al., *Difficult Conversations*.
11. Ibid., 7–16.
13. Ibid., 27.
15. Tannen, *That’s Not What I Meant!*.
16. Ibid., 45–46.
18. Ibid., 39.
20. Ibid.
21. Ibid.
22. Weick and Sutcliffe, *Managing the Unexpected*.
23. Ibid., 55.

**7. Critical Thinking Tools**


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


2. Dalio, Principles, 40.
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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.
18. Dalio, Principles; Ray Dalio, July 15 and September 18–19, 2013, personal interviews.
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.
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.
50. Ibid.

10. Intuit, Inc.: “It’s Time to Bury Caesar”

2. Ibid.
7. Ibid.
9. Ibid.
10. Kaaren Hanson, personal interview, June 11, 2013.
11. Ibid.
17. Ibid.
22. Ibid.
24. Ibid.
27. Smith, “Three Things Every Leader Should Do in a Meeting.”
28. Ibid.


6. Ibid., 78.
7. Ibid., 137.
15. Ibid.
22. Ibid.
23. Ibid., 43–44.
24. UPS Corporate Sustainability Report 2012.
25. Ibid.
26. Ibid.
30. Ibid.
31. UPS Corporate Sustainability Report 2012.
33. Ibid.
35. UPS 2012 Annual Report.

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.