

REFERENCES

- A Great Place to Work (2016). *The business case for a high-trust culture*. Retrieved from https://s3.amazonaws.com/media.greatplacetowork.com/pdfs/Business+Case_Detailed+Report_Final.pdf
- Abrams, L. C., Cross, R., Lesser, E., & Levin, D. (2003). Nurturing interpersonal trust in knowledge-sharing networks. *The Academy of Management Executive (1993–2005)*, 17(4), 64–77. Retrieved from <http://www.jstor.org/stable/4166007>
- Ackman, D. (2002). Billionaire secrets: Excellence sought — And found. *Forbes*, October 4. Retrieved from <https://www.forbes.com/2002/10/04/1004excellent.html>
- Anthony, S. D. (2011). *The little black book of innovation: How it works, how to do it*. Boston, MA: Harvard Business Review Press.
- Army Values. (n.d.). The soldier's creed. Retrieved from <https://www.army.mil/values/soldiers.html>
- Avey, J. B., Luthans, F., & Wernsing, S. (2008). Can positive employees help positive organizational change? Impact of psychological capital and emotions on relevant attitudes and behaviors. *The Journal of Applied Behavioral Science*, 44(1), 48–70.
- Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Human Resource Development Quarterly*, 22(2), 127–152.
- Bachman, R. (2010). Tom Jernstedt, longtime boss of the NCAA Tournament, steps down. *The Oregonian*, August 16. Retrieved from

- http://www.oregonlive.com/sports/index.ssf/2010/08/tom_jernstedt_long-time_boss_of.html
- Bandura, A. (1982). Self-efficacy mechanism in human agency. *American Psychologist*, 37, 122–147.
- Barney, J. B., & Hansen, M. H. (1994). Trustworthiness as a source of competitive advantage. *Strategic Management Journal*, (15), 175–190.
- Barsh, J., Capozzi, M. M., & Davidson, J. (2008). Leadership and innovation. *McKinsey Quarterly*, 1, 37–47.
- Bersin, J. (2012). The new best-practices of a high-impact learning organization. *Bersin*, by Deloitte, September 4. Retrieved from <http://blog.bersin.com/the-new-best-practices-of-a-high-impact-learning-organization/>
- Blake, R. R., & Mouton, J. S. (1994). *The managerial grid*. Houston, TX: Gulf Publishing.
- Bollen, K. A., & Hoyle, R. H. (1990). Perceived cohesion: A conceptual and empirical examination. *Social Forces*, 69(2), 479–504.
- Brock, F. (n.d.). The importance of practice: Use it or lose it, *Prolificliving.com*. [Web log comment]. Retrieved from <http://www.prolificliving.com/the-importance-of-practice-use-it-or-lose-it/>
- Bryant, A. (2016). Corner office: Tobi Lütke of shopify: Powering a team with a ‘Trust Battery’. *The New York Times*, April 22. Retrieved from <https://www.nytimes.com/2016/04/24/business/tobi-lutke-of-shopify-powering-a-team-with-a-trust-battery.html>
- Campbell, A. (2014). The power of optimism: 91 percent of entrepreneurs confident. *Small Business Trends, Economy*, February 24. Retrieved from <https://smallbiztrends.com/2014/02/power-of-optimism-91-percent-entrepreneurs-confident.html>
- Chamorro-Premuzic, T. (2017). *The talent delusion: Why data, not intuition, is the key to unlocking human potential*. London: Piatkus.
- Chao, G. T., Walz, P. M., & Gardner, P. D. (1992). Formal and informal mentorships: A comparison on mentoring functions and contrast with non-mentored counterparts. *Personnel Psychology*, 45, 619–636.

- Choi, C. Q. (2011). Culture: Like humans, chimps show selfless behaviors. *LiveScience*, August 8. Retrieved from <https://www.livescience.com/15451-chimps-humanlike-altruism.html>
- Christensen, C. M. (2016). *Competing against luck: The story of innovation and customer choice*. New York, NY: Harper Collins.
- Chun, J. U., Litzky, B. E., Sosik, J. J., Bechtold, D. C., & Godshalk, V. M. (2010). Emotional intelligence and trust in formal mentoring programs. *Group & Organization Management*, 35(4), 421–455.
- Clark, R. (2005). Research-tested team motivation strategies. *Performance Improvement*, 44(1), 13–16. Retrieved from http://www.cogtech.usc.edu/publications/clark_team_motivation.pdf
- Coticchia, G. (2017). ‘The Founder’ — 6 lessons from the movie about McDonalds. [Web log comment]. *LinkedIn*, January 22. Retrieved from <https://www.linkedin.com/pulse/founder6-lessons-from-movie-mcdonalds-greg-coticchia-mba-pc>
- Couch, G. (2010). Senior Willie Veasley, Butler’s ‘Shane Battier’, an unsung hero in Final Four run, April 1. Retrieved from http://www.mlive.com/spartans/index.ssf/2010/04/senior_willie_veasley_butlers.html
- Covey, S. M. R., & Merrill, R. R. (2008). *The speed of trust: The one thing that changes everything*. New York, NY: Free Press.
- Cross, R., Ehrlich, K., Dawson, R., & Helderich, J. (2008). Managing collaboration: Improving team effectiveness through a network perspective. *California Management Review*, 59(4), 74–98.
- Daft, R., & Marcic, D. (2009). *Understanding management* (6th ed.). Mason, OH: South-Western Cengage Learning.
- Decety, J. (2010). The neurodevelopment of empathy in humans. *Developmental Neuroscience*, Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3021497/>
- De Meuse, K. P. (2009). A comparative analysis of the Korn/Ferry T7 model with other popular team models. The Korn/Ferry Institute. Retrieved from http://www.kornferry.com/media/lominger_pdf/teamswhitepaper080409.pdf

- Doyle, T. (2011). *Learner-centered teaching: Putting the research on learning into practice*. Sterling, VA: Stylus Publishing.
- Duckworth, A. (2016). *Grit: The power of passion and perseverance*. New York, NY: Simon & Schuster.
- Dunbar, J. P. E. (2015). Humble leadership advances team ahead of 'self'. *Air Force Special Operations Command, News, Commentaries*, May 1. Retrieved from <http://www.afsoc.af.mil/News/Commentaries/Display/Article/587263/humble-leadership-advances-team-ahead-of-self/>
- Ebbinghaus, H. (1913). *Memory: A contribution to experimental psychology* (1850–1909). New York, NY: Teachers College, Columbia University.
- Ericsson, K. A. (2006). The influence of experience and deliberate practice on the development of superior expert performance. In K. A. Ericsson, N. Charness, P. J. Feltovich, & R. R. Hoffman (Eds.), *The Cambridge handbook of expertise and expert performance* (pp. 683–703). New York, NY: Cambridge University Press.
- Ericsson, K. A., Krampe, R. T., & Tesch-Römer, C. (1993). The role of deliberate practice in the acquisition of expert performance. *Psychological Review*, 100(3), 363–406.
- Ericsson, K. A., Prietula, M. J., & Cokely, E. T. (2007). The making of an expert. *Harvard Business Review*, 85(7/8), 114–121.
- Favale, D. (2013). Michael Jordan's unofficial guide to success in the NBA. *The Bleacher Report*, February 14. Retrieved from <http://bleacherreport.com/articles/1529861-michael-jordans-unofficial-guide-to-success-in-the-nba>
- Feehi, A., Boateng, H., & Mensah, D. T. (2016). The effects of job satisfaction, employee commitment, workplace friendship and team culture on service recovery performance. *Management Science Letters*, 6, 713–722. Retrieved from http://www.growing-science.com/msl/Vol6/msl_2016_53.pdf
- Formichelli, L. (2016). The spirit of in-house competition. *FSR Magazine*, October, Retrieved from <https://www.foodnewsfeed.com/fsr/chain-restaurants/spirit-house-competition>
- Gallo, C. (2012). Leadership: 5 reasons why optimists make better leaders. *Forbes*, August 8. Retrieved from <https://www.forbes.com/sites/carminegallos/2012/08/08/5-reasons-why-optimists-make-better-leaders/#4c3b0f1c4e07>

- Gallup.com. (n.d.). The Gallup Q12 Index. Retrieved from http://www.goalbusters.net/uploads/2/2/0/4/22040464/gallup_q12.pdf
- Ghete, A. (2004). Southwest Airlines: From benchmarking to benchmarked. *Performance Magazine*, October 2. Retrieved from <http://www.performance-magazine.org/southwest-airlines-from-benchmarking-to-benchmarked/>
- Goleman, D. (1995). *Emotional intelligence*. New York, NY: Bantam Books.
- Goleman, D. (2013). *Focus: The hidden driver of excellence*. New York, NY: Harper Collins.
- Graham, V. (2008). How to overcome arrogance. Retrieved from <https://insights.inneractiveconsulting.com/how-to-overcome-arrogance/>
- Greenberg, M. H., & Arakawa, D. (2006). *Optimistic managers & their influence on productivity & employee engagement in a technology organization*. Retrieved from http://repository.upenn.edu/cgi/viewcontent.cgi?article=1003&context=mapp_capstone
- Greenleaf, R. K. (1970). The servant as leader. [PDF document]. Retrieved from https://www.essr.net/~jafundo/mestrado_material_itgikhnld/IV/Lideran%C3%A7as/The%20Servant%20as%20Leader.pdf
- Guest, D. (2017). Emotional management: The impact of negativity on team performance. Retrieved from <http://davidguest.com.au/buildingbusinesses/team/emotional-management-the-impact-of-negativity-on-team-performance/>
- Guzzo, R. A., & Salas, E. (1995). *Team effectiveness and decision making in organizations*. San Francisco, CA: Jossey-Bass.
- Hallowell, E. M. (2015). *Driven to distraction at work: How to focus and be more productive*. Boston, MA: Harvard Business Review Press.
- Hamel, G. (n.d.). *The heart of innovation*. [Web log comment]. Retrieved from <http://www.garyhamel.com/blog/heart-innovation>
- Handfield, D., Lunder, K., Renner, J., Ryder, A. (Producers), & Hancock, J. L. (Director). (2016). *The Founder* [Motion Picture]. United States: FilmNation Entertainment, The Combine, Faliro House Productions.
- Hanson, B. (n.d.). Coach athlete relationships matter (Canadian Olympic Study). *Athlete Assessments*. Retrieved from <http://athleteassessments.com/COACH-ATHLETE-RELATIONSHIPS-OLYMPIC-STUDY/>

- Harvard Business Review*. (2004). *Coaching and mentoring: How to develop top talent and achieve higher performance*. Boston, MA: Harvard Business School Publishing.
- Hein, J. F. (n.d.). The Butler way. *American Outlook*. Retrieved from <http://www.americanoutlook.org/the-butler-way.html>
- Hill, L., & Lineback, K. (2011). The fundamental purpose of a team. *Harvard Business Review*. Retrieved from <https://hbr.org/2011/07/the-fundamental-purpose-of-you.html>
- Hogg, M. A. (1992). *The social psychology of group cohesiveness*. New York, NY: New York University Press.
- Hughes, V. (2014). Where do new ideas come from. *Phenomina: A Science Salon*, June 18. Retrieved from <http://phenomena.nationalgeographic.com/2014/06/18/where-do-new-ideas-come-from/>
- Investopedia. (n.d.). 5 businesses that started during a recession. Retrieved from <http://www.investopedia.com/slide-show/recession-businesses/?article=1>
- Janis, I. L. (1972). *Victims of Groupthink: A psychological study of foreign-policy decisions and fiascoes*. New York, NY: Houghton Mifflin Company.
- Janis, I. L. (2014). *Crucial decisions: Leadership in policymaking and crisis management*. New York, NY: The Free Press.
- Kelley, R. E. (1988). Leadership: In praise of followers. *Harvard Business Review*, November. Retrieved from <https://hbr.org/1988/11/in-praise-of-followers>
- Kouzes, J. M., & Posner, B. Z. (2011). *Credibility: How leaders gain and lose it, why people demand it*. San Francisco, CA: Jossey-Bass.
- Lee, J., & Ok, C. (2011). Effects of workplace friendship on employee job satisfaction, organizational citizenship behavior, turnover intention, absenteeism, and task performance, January. Paper presented at UMass Amherst Graduate Student Research Conference in Hospitality and Tourism, Amherst, MA. Retrieved from http://scholarworks.umass.edu/cgi/viewcontent.cgi?article=1053&context=gradconf_hospitality

- Leib, J. (2010). Southwest Airlines hustles to reduce turnaround times. *The Denver Post*, September 25. Retrieved from <http://www.denverpost.com/2010/09/25/southwest-airlines-hustles-to-reduce-turn-around-times/>
- Leichman, A. K. (2016). How to build an emergency field hospital in 12 hours. *Israel 21c: Uncovering Israel*, April 6. Retrieved from <https://www.israel21c.org/how-to-build-an-emergency-field-hospital-in-12-hours/>
- Leinbach-Reyhle, N. (2014). Shedding hierarchy: Could Zappos be setting an innovative trend? *Forbes*, July 15. Retrieved from <https://www.forbes.com/sites/nicoleleinbachreyhle/2014/07/15/shedding-hierarchy-could-zappos-be-setting-an-innovative-trend/#2af58e1c26f4>
- Lewis, M. (2009). The no-stats All-Star. *The New York Times Magazine*, February 13. Retrieved from <http://www.nytimes.com/2009/02/15/magazine/15Battier-t.html?mcubz=0>
- Lieberman, P. (1994). *Uniquely human: The evolution of speech, thought and selfless behavior* (3rd ed.). Cambridge, MA: Harvard University Press.
- Luthans, F., Avey, J. B., Avolio, B. J., & Peterson, S. J. (2010). The development and resulting performance impact of positive psychological capital. *Human Resource Development Quarterly*, 22(1), 41–67.
- Luthans, R., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital: Developing the human competitive edge*. Oxford: Oxford University Press.
- Management Mentors. (n.d.). The differences between coaching and mentoring. Retrieved from <http://www.management-mentors.com/resources/coaching-mentoring-differences>
- Mankins, M. (2013). Organizational culture: The defining elements of a winning culture. *Harvard Business Review*, December 19. Retrieved from <https://hbr.org/2013/12/the-definitive-elements-of-a-winning-culture>
- Mankins, M., & Garton, E. (2017). Managing organizations: How spotify balances employee autonomy and accountability. *Harvard Business Review*, February 9. Retrieved from <https://hbr.org/2017/02/how-spotify-balances-employee-autonomy-and-accountability>

- Mayer, R., Davis, J., & Schoorman, F. (1995). An integrative model of organizational trust. *The Academy of Management Review*, 20(3), 709–734. Retrieved from <http://www.jstor.org/stable/258792>
- McCauley, C. D., & Douglas, C. A. (2004). Developmental relationships. In C. D. McCauley & V. E. Van Velsor (Eds.), *Center for creative leadership handbook of leadership development*. Chichester, Jossey-Bass
- McClelland, D. C. (1953). *The achievement motive*. New York, NY: Appleton-Century-Crofts.
- McCord, P. (2014). Human resource management: How Netflix reinvented HR. *Harvard Business Review*. Retrieved from <https://hbr.org/2014/01/how-netflix-reinvented-hr>
- Mehlenbacher, B. (2002). *Communication disasters* [web page]. Lessons Online Web site. Retrieved from: http://www4.ncsu.edu/~brad_m/teaching/eng%20331/Lessons/communication.html
- Mintzberg, H. (2005). *Managers not MBAs: A hard look at the soft practice of managing and management development*. Oakland, CA: Berrett-Koehler Publishers.
- Molnau, D. (2017). High-performance teams: Understanding team cohesiveness. *SixSigma*. Retrieved from <https://www.isixsigma.com/implementation/teams/high-performance-teams-understanding-team-cohesiveness/>
- Murre, J. M. J., & Dros, J. (2015). Replication and analysis of Ebbinghaus' forgetting curve. *PLoS One*, 10(7), e0120644. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4492928/>
- NASCAR.com. (2015). The anatomy of a pit stop. January 5. Retrieved from http://www.nascar.com/en_us/monster-energy-nascar-cup-series/nascar-nation/nascar-edu/nascar-basic/pit-stop.html
- Neville, M. (Director). (2015). *The Music of Strangers* [Motion Picture]. United States of America: Tremolo Productions in association with Participant Media.
- Newman, R. (2010). Money: 10 great companies that lost their edge. *U.S. News and World Report*, August 19. Retrieved from <https://money.usnews.com/money/blogs/flowchart/2010/08/19/10-great-companies-that-lost-their-edge>

- Okasha, S. (2013). Biological altruism. In E. N. Zalta (Ed.). *The Stanford encyclopedia of philosophy*. Retrieved from <https://plato.stanford.edu/archives/fall2013/entries/altruism-biological/>
- Onyx Solar. (n.d.a). Photovoltaic glass for buildings. Retrieved from <http://www.onyx solar.com/>
- Onyx Solar. (n.d.b). Committee of wise people. Retrieved from <http://www.onyx solar.com/wise-people-committee.html>
- Partners in Performance Excellence, Catalyst for Success. (n.d.). Baldrige framework and value system. Retrieved from http://partnerspex.org/pipex/baldrige_framework.ashx
- PCA Development Zone®, Resource Center. (n.d.). Brad Stevens: sports can teach kids the world is bigger than they are [Video File]. Retrieved from <http://devzone.positivecoach.org/resource/video/brad-stevenssports-can-teach-kids-world-bigger-they-are>
- Peale, N. V. (2003). *The power of positive thinking*. New York, NY: Touchstone.
- Pervez, M. A. (2010). Impact of emotions on employee's job performance: An evidence from organizations of Pakistan. *International Journal of Sustainable Development*, 1(5), 11–16.
- Peters, T., & Waterman, R. (1982). *In search of excellence: Lessons from America's best-run companies* (1st ed.). New York, NY: Harper & Row.
- Polya, G. (1973). *How to solve it: A new aspect of mathematical method* (2nd ed.). Princeton, NJ: Princeton University Press.
- Popik, B. (2012). Getting good players is easy: getting them to play together is the hard part, November 29. [Web log comment]. Retrieved from http://www.barrypopik.com/index.php/new_york_city/entry/getting_good_players_is_easy_getting_them_to_play_together_is_the_hard_part
- Powell, C. (2002). *The leadership secrets of Colin Powell*. New York, NY: McGraw-Hill Education.
- Powell, M. (2017). The Golden State Warriors are simply too great. *New York Times*, June 5. Retrieved from <https://www.nytimes.com/2017/06/05/sports/basketball/warriors-cavaliers-nba-finals-kevin-durant.html>

- Rath, T. (2007). *Strengths finder 2.0*. New York, NY: Gallup Press.
- Rath, T. (2015). *Are you fully charged?: The 3 keys to energizing your work and life*. California, SA: Silicon Guild.
- Ross, J. A. (2005). Team camaraderie: Can you have too much? *Harvard Management Update*, 10(11), 3–4.
- Sacramento State. (n.d.). Statement of human rights principles. Retrieved from <http://www.csus.edu/indiv/m/merlinos/enron.html>
- Salas, E., DiazGranados, D., Klein, C., Burke, C. S., Stagl, K. C., Goodwin, G. F., ... Halpin, S. M. (2008). Does team training improve team performance? A meta-analysis. *Human Factors: The Journal of the Human Factors and Ergonomics Society*, 50(6), 903–933. Retrieved from <http://journals.sagepub.com/doi/abs/10.1518/001872008X375009>
- Salas, E., Rozell, D., Mullen, B., & Driskell, J. E. (1999). The effect of team building on performance: An integration. *Small Group Research*, 30, 309–329.
- Senge, P. M. (2006). *The fifth discipline: The art & practice of the learning Organization*. New York, NY: Doubleday.
- Servant Leadership Institute. (n.d.). What is servant leadership. Retrieved from <https://www.servantleadershipinstitute.com/what-is-servantleadership-1/>
- Smallwood, N., & Ulrich, D. (2004). Accounting: Capitalizing on capabilities. *Harvard Business Review*, June. Retrieved from <https://hbr.org/2004/06/capitalizing-on-capabilities>
- Smith, A. (1776). *An inquiry into the nature and causes of the wealth of nations (1723–1790)*. London: W. Strahan and T. Cadell.
- Sterling, K. [sterling8513]. (2010). *Ronald Nored interview* [Video File], October 13. Retrieved from <https://www.youtube.com/watch?v=ipDrWnj4YFY>
- Strauss, K. (2016). Leadership: Top companies most beloved by their employees in 2016. *Forbes*, May 10. Retrieved from <https://www.forbes.com/sites/karstenstrauss/2016/05/10/top-companies-most-beloved-by-their-employees-in-2016/#6b4915e1358b>

- Taylor, J. (2013). Build a high-performing sports team culture. *Psychology Today*, July 29. Retrieved from <https://www.psychologytoday.com/blog/the-power-prime/201307/build-positive-and-high-performing-sports-team-culture>
- Taylor, J. (2015). You won't find athletic success without 'The Grind.' *HuffPost, The Blog*, September 16. Retrieved from http://www.huffingtonpost.com/dr-jim-taylor/you-wont-find-athletic-su_b_8147666.html
- Team Builders Plus. (n.d.). Accountability a sticky subject for teams. Retrieved from <http://teambuildersplus.com/articles/accountability-stickysubject-for-teams>
- The Engineer. (2006). The Space Shuttle Challenger disaster. Retrieved from <https://www.engineering.com/Library/ArticlesPage/tabid/85/ArticleID/170/The-Space-Shuttle-Challenger-Disaster.aspx>
- "The *Space Shuttle Challenger* disaster: a study in organizational ethics." (n.d.). [PDF document]. Retrieved from https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwjVtse49PTVAhXmwlQKHACGBolQFggoMAA&url=http%3A%2F%2Fpirate.shu.edu%2F~mckenndo%2Fpdfs%2FThe%2520Space%2520Shuttle%2520Challenger%2520Disaster.pdf&usq=AFQjCNGpfVu3yAD2dthN6X4uUZYL4nRo_A
- Thompson, S., & McKelvy, E. (2007). Shared vision, team learning, and professional learning communities. *Middle Ground*, 10(3), 12–14. Retrieved from <http://files.eric.ed.gov/fulltext/ED497108.pdf>
- Walker, S. (2017). *The captain class: The hidden force that creates the world's greatest teams*. New York, NY: Random House.
- Warner, F. (2002). Inside Intel's mentoring movement. *Fast Company*, March 31. Retrieved from <https://www.fastcompany.com/44814/inside-intels-mentoring-movement>
- Weinberg, F. J., & Lankau, M. J. (2011). Formal mentoring programs: A mentor-centric and longitudinal analysis. *Journal of Management*, 37(6), 1527–1557.
- Wharton@Work, Executive Education, Leadership. (2012). Lead better by knowing when to follow, September. Retrieved from <https://executiveeducation.wharton.upenn.edu/thought-leadership/wharton-at-work/2012/09/know-when-to-follow>

Wolf, G. (1996). Business: Steve Jobs: The next insanely great thing. *Wired*, February 1. Retrieved from <https://www.wired.com/1996/02/jobs-2/>

Young, J. R. (2017). Stop calling college teachers ‘Professors.’ try ‘Cognitive Coaches’, says Goucher President. *EdSurge*, June 28. Retrieved from <https://www.edsurge.com/news/2017-06-28-stop-calling-college-teachers-professors-try-cognitive-coaches-says-goucher-president>

Yu, C. (2014). Life: Mindfulness for athletes: The secret to better performance? [Web log comment]. *Daily Burn*, June 10. Retrieved from <http://dailyburn.com/life/fitness/mindfulness-techniques-athletes/>