



پی‌نوشت‌ها

کتاب امنیت روانی در محیط کار



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Edmondson, A.C. "The Competitive Imperative of Learning." *Harvard Business Review*. July–August, 2008. Print.
- این مطلب بعدها در کتاب زیر نیز به چاپ رسید:
Edmondson, A.C. *Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy*. San Francisco: Jossey-Bass, 2012. Print.
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- [۲۰] برای کسب اطلاعات بیشتر در این باره منبع زیر را ملاحظه کنید:
Edmondson, A.C. "Psychological Safety and Learning Behavior

in Work Teams.” *Administrative Science Quarterly* 44.2 (1999): 350–83.

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- [۴] داده‌های ارائه‌شده در این نمودار حاصل جست‌وجو در بانک اطلاعات فکتیواست، که در ۲۵ مه ۲۰۱۸ انجام شده است. فکتیوا ابزار تحقیقاتی و اطلاعات کسب‌وکاری است که به شرکت داو جونز و شرکا تعلق دارد. این ابزار امکان دسترسی به بیش از ۳۰,۰۰۰ منبع مختلف نظیر روزنامه‌ها، ژورنال‌ها، نشریات و منابع دیگر متعلق به تقریباً هر کشوری در دنیا را فراهم می‌کند. بنابراین، می‌توان گفت جست‌وجوی انجام‌شده بسیار جامع است.
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- [6] داستان فاجعه تتریف در این فصل برگرفته از چند منبعی است که جان هیگن و همکارانش آن را تهیه کرده‌اند، ازجمله:
Schafer, U., Hagen, J., & Burger, C. Mr. KLM (A): Jacob Veldhuyzen .Case Study. ESMT No. 411-0117. Berlin, Germany: European School of Management and Technology, 2011.
Schafer, U., Hagen, J., & Burger, C. Mr. KLM (B): Captain van Zanten. Case Study. ESMT No. 411-0118. Berlin, Germany: European School of Management and Technology, 2011.
Schafer, U., Hagen, J., & Burger, C. Mr. KLM (C): Jaap. Case Study. ESMT No. 411-0119. Berlin, Germany: European School of Management and Technology, 2011.
Hagen, J.U. *Confronting Mistakes: Lessons From The Aviation Industry When Dealing with Error*. United Kingdom: Palgrave Macmillan UK, 2013. Print.
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- [8] دستگاه‌های ضبط صدای کابین خلبان هر دو هواپیمای درگیر در سانحه مکالمه‌ای را که در این داستان به آن اشاره شده ثبت کرده‌اند، که در پیوست شماره ۶ از گزارش بررسی که در ادامه به آن اشاره می‌شود مستند شده است:
Air Line Pilots Association. *Aircraft accident report: Human factors report on the Tenerife accident, Tenerife, Canary Islands, March 27, 1977*. Washington D.C.: Engineering and Air Safety, 1977.
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- [۱۰] داستان مرگ پتسی لِمَن در مؤسسه سرطان دانا فاربر که در این فصل آمده با استفاده از اطلاعات حاصل از مطالعه موردی همکارم، ریچارد بومر، گردآوری شده است:
Bohmer, R. & Winslow, A. The Dana-Farber Cancer Institute. Case Study. HBS Case No. 699-025. Boston, MA: Harvard Business School Publishing, 1999.
- [۱۱] روزنامه بوستون گلوب داستان لمن را به طور گسترده منتشر کرد و همچنین طی ماه‌ها و سال‌های آتی به پیگیری موشکافانه خود ادامه داد. ریچارد ناکس، که بعداً به دلیل فاش کردن این حادثه از او شکایت کردند، اولین مقاله را درباره این خطای پزشکی نوشت:

- Knox, R.A. "Doctor's Orders Killed Cancer Patient." *The Boston Globe*, March 23, 1995.
- [12] Bohmer, R. & Winslow, A. 1999: 8.
- [13] Gorman, C. & Mondt, L. "The disturbing case of the cure that killed the patient." *TIME Magazine*. April 3, 1995: 60. <http://content.time.com/time/magazine/article/0,9171,982768,00.html> Accessed June 14, 2018.
- [14] Bohmer, R. & Winslow, A. 1999, op cit.
- [15] *Ibid*.
- [16] Knox, March 23, 1995, op cit.
- [17] *Ibid*.
- [18] *Ibid*.
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Fukushima Nuclear Accident Independent Investigation Commission (NAIIC). "Official Report of the Fukushima Nuclear Accident Independent Investigation Commission: Executive Summary." *National Diet of Japan*. 2012. https://www.nirs.org/wp-content/uploads/fukushima/naaic_report.pdf Accessed June 12, 2018.
- Amano, Y. "The Fukushima Daiichi Accident: Report by the Director General." *International Atomic Energy Agency Report*. 2015. <https://www-pub.iaea.org/MTCD/Publications/PDF/Pub1710-ReportByTheDG-Web.pdf> Accessed June 12, 2018.
- [22] Amano, Y. 2015, op cit.
- [23] *Ibid*.
- [24] Fukushima NAIIC. 2012: 16.
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- [28] World Nuclear Association. "Nuclear Power in Japan." *World-Nuclear.org* www.world-nuclear.org/information-library/country-profiles/countries-g-n/japan-nuclear-power.aspx. Accessed June 4, 2018.
- [29] *Ibid.*
- [30] Aldrich, D.P. "With a Mighty Hand." *The New Republic*. March 19, 2011. <https://newrepublic.com/article/85463/japan-nuclear-power-regulation> Accessed June 11, 2018.
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BBC News. "Japan cancels nuclear power plant." *BBC News*. February 22, 2000. <http://news.bbc.co.uk/2/hi/asia-pacific/652169.stm> Accessed June 10, 2018.
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- این شرکت بعد از فاجعه فوکوشیما در این گزارش چنین نوشته است: «در ژوئن و ژوئیه ۲۰۰۰، هزینه ساخت دیوار حائل سیل برای محافظت در برابر سونامی و برخورد امواج آن بر نواحی اطراف نیروگاه تخمین زده شد. همچنین، قابلیت اطمینان نتایج محاسباتی به بحث گذاشته شد.» اما آنها در نهایت این طور نتیجه گیری کردند که «اعتبار فناوریانه» چنین مدلی نمی تواند سنسجش و تأیید شود و بنابراین هیچ اقدامی در این راستا انجام نشد.
- [33] World Nuclear Association. "Nuclear Power in Japan," op cit.
- [34] *Ibid.*
- [۳۵] تمام اطلاعات مطرح شده در داستان اوکامورا از منبع زیر استخراج شده است:
Clarke, R. & Eddy, R.P. *Warnings: Finding Cassandras to Stop Catastrophes*. HarperCollins Publishing, 2017, Chapter 5, pp. 75-98.
- [36] Fukushima NAIIC. 2012: 9.
- [37] *Ibid.*
- [38] *Ibid.*
- [39] Lipsy, P.Y., Kushida, K.E., & Incerti, T. "The Fukushima Disaster and Japan's Nuclear Plant Vulnerability in Comparative Perspective."

American Chemical Society: Environmental Science & Technology, (2013): 47, 6082–6088.

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- [41] Garcia, S.E. "The Woman Who Created #MeToo Long Before Hashtags." *The New York Times*. October 20, 2017. <https://www.nytimes.com/2017/10/20/us/me-too-movement-tarana-burke.html> Accessed June 13, 2018.
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- [۴۳] برخی از جزئیات شرکت اوبر از مطالعه موردی دوستم، جی لورش، و همکارانش استخراج شده است:
Srinivasan, S., Lorsch, J.W., & Pitcher, Q. Uber in 2017: One Bumpy Ride. Case Study. HBS No. 117-070. Boston, MA: Harvard Business School Publishing, 2017.
- [44] Isaac, M. "Inside Uber's Aggressive, Unrestrained Workplace Culture." *The New York Times*. February 22, 2017. <https://www.nytimes.com/2017/02/22/technology/uber-workplace-culture.html> Accessed June 13, 2018.
- [45] Isaac, M. "Uber's C.E.O. Plays With Fire." *The New York Times*. April 23, 2017. <https://www.nytimes.com/2017/04/23/technology/travis-kalanick-pushes-uber-and-himself-to-the-precipice.html> Accessed June 13, 2018.
- [46] Isaac, M. February 22, 2017, op cit.
- [47] Quora. "What Are Uber's 14 Cultural Values?" *Quora*, <https://www.quora.com/What-are-Ubers-14-core-cultural-values>
- [48] *Ibid*.
- [49] Schleifer, T. "Uber's latest valuation: \$72 billion." *Recode*. February 9, 2018. <https://www.recode.net/2018/2/9/16996834/uber-latest-valuation-72-billion-waymo-lawsuit-settlement> Accessed June 13, 2018.
- [50] Isaac, M. February 22, 2017, op cit.

- [51] Srinivasan, S., Lorsch, J.W., & Pitcher, Q. Uber in 2017: One Bumpy Ride. Case Study. HBS No. 117-070. Boston, MA: Harvard Business School Publishing, 2017.
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- [58] Kerr, D. “Uber’s U-Turn: How the New CEO Is Cleaning House after Scandals and Lawsuits.” *C-NET*. April 27, 2018. <https://www.cnet.com/news/ubers-u-turn-how-ceo-dara-khosrowshahi-is-cleaning-up-after-scandals-and-lawsuits/> Accessed June 14, 2018.

۵. محل کار بی پروا

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Forces That Stand in the Way of True Inspiration. New York: Random House, 2013. Print.

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- [6] Catmull, E. & Wallace, A. 2013: 105.
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<http://bushwickartcritgroup.com/>.
- [10] Catmull, E. & Wallace, A. 2013. 109.
- [11] Catmull, E. & Wallace, A. 2013: 111.
- [12] Catmull, E. & Wallace, A. 2013: 108–109.
- [13] Catmull, E. & Wallace, A. 2013: 109.
- [14] Catmull, E. & Wallace, A. 2013: 123.
- [15] Dalio, R. "How to Build a Company Where the Best Ideas Win." *TED*. 2017. https://www.ted.com/talks/ray_dalio_how_to_build_a_company_where_the_best_ideas_win Accessed June 12, 2018.
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- [22] Dalio, R. 2011: 88.
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- [26] Dalio, R. 2011: 102.
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- [28] Dalio, R. 2011: 189.
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- [33] *Ibid*.
- [۳۴] براساس گفته جَنیت مالکوم، فیشر از فلسفه‌ای پیروی می‌کند که در سال ۲۰۱۰ در کتابی با عنوان راه‌ورسم دایره‌وار: یک رهبر به ازای هر صندلی^۱ نوشته آن لینیا و کریستینا بالدوین (انتشارات پرت-کوهلر) به آن اشاره شده است. در کتاب مذکور، این فرض در نظر گرفته می‌شود که رهبری دایره‌وار منجر به تغییر نگرشی اساسی در زمینه همکاری گروهی می‌شود و همچنین روشی است که ریشه آن به «شجره‌نامه» دایره‌ای به‌کاررفته در فرهنگ‌هایی نظیر بومیان آمریکا و بومیان استرالیا برمی‌گردد.
- [35] Malcolm, J. September 23, 2013, op cit.
- [36] *Ibid*.
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1. *The Circle Way: A Leader in Every Chair*

- [38] *Ibid.*
- [39] *Ibid.*
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- [46] *Ibid.*
- [47] *Ibid.*
- [48] Teller, A. “The Unexpected Benefit of Celebrating Failure.” *TED*. 2016. https://www.ted.com/talks/astro_teller_the_unexpected_benefit_of_celebrating_failure Accessed June 8, 2018.
- [49] “Celebrating Failure Fuels Moonshots.” *Stanford ECorner*. April 20, 2016. <https://ecorner.stanford.edu/podcast/celebrating-failure-fuels-moonshots/> Accessed June 8, 2018.
- [50] Thompson, D. November 2017, op cit.
- [51] Gertner, J. “The Truth About Google X: An Exclusive Look Behind The Secretive Lab’s Closed Doors.” *Fast Company*. April 15, 2014. <https://www.fastcompany.com/3028156/the-google-x-factor> Accessed June 13, 2018.
- [52] *Ibid.*
- [53] Thompson, D. November 2017, op cit.
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- [55] Wakefield, D. “Google boss on why it is OK to fail.” *BBC News*. February 16, 2016. <http://www.bbc.com/news/technology-35589220> Accessed June 14, 2018.

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- [5۷] اطلاعات مرتبط با باب چپمن و بری ویمبلر از کتاب او با عنوان همه مهم‌اند و همچنین مطالعه موردی‌ای استخراج شده که همکارم در دانشکده کسب و کار هاروارد، جن ریوکی، آن را نوشته است:
- Chapman, B. & Sisodia, R. *Everybody Matters: The Extraordinary Power of Caring for Your People Like Family*. US: Penguin-Random House, 2015. Print.
- Minor, D. & Rivkin, J. *Truly Human Leadership at Barry-Wehmiller*. Case Study. HBS No. 717-420. Boston, MA: Harvard Business School Publishing, 2016.
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- [59] Chapman, B. & Sisodia, R. 2015: 101.
- [60] "Surpassing 100 acquisitions, Barry-Wehmiller looks to the future." February 6, 2016, op cit.
- [61] Chapman, B. & Sisodia, R. 2015: 53.
- [62] Chapman, B. & Sisodia, R. 2015: 59.
- [63] Chapman, B. & Sisodia, R. 2015: 53.
- [64] Chapman, B. & Sisodia, R. 2015: 170.
- [65] *Ibid*.

۶. صحیح و سالم

- [۱] این نقل قول برداشتی کلی از متنی است که فیلسوف رواقی، مارکوس اورلیوس، آن را نوشته و در کتاب دوازدهم از مجموعه تأملات در دسترس است: «... اگر ناگزیر از ترس باشی، نه به این خاطر که زمانی باید از زندگی‌ات دست بکشی، بلکه به این خاطر که مبدا هرگز زندگی را براساس فطرت آغاز نکرده باشی، در این صورت انسانی خواهی بود که لیاقت جهان هستی را که به وجودت آورده داری.» شما می‌توانید کتاب دوازدهم از مجموعه تأملات را که جورج لانگ آن را ترجمه کرده است از طریق این وبسایت به صورت رایگان در اختیار داشته باشید: <http://classics.mit.edu/Antoninus/meditations.12.twelve.html>. Accessed July 27, 2018.

- [۲] جزئیات مهمی که در این فصل در مورد داستان پرواز ۱۵۴۹ خطوط هوایی آمریکا آورده شده‌اند از گزارش حوادث هیئت ملی ایمنی حمل و نقل و نیز از مجموعه‌ای از مطالعات موردی منتشرشده زیر استخراج شده‌اند:
- National Transportation Safety Board. "Loss of Thrust in Both Engines After Encountering a Flock of Birds and Subsequent Ditching on the Hudson River, US Airways Flight 1549, Airbus A320-214, N106US, Weehawken, New Jersey, January 15, 2009." *Aircraft Accident Report NTSB/AAR-10/03*. Washington, D.C., 2010;
- Howitt, A.M., Leonard, H.B., & Weeks, J. Miracle on the Hudson (A): Landing U.S. Airways Flight 1549. Case Study. HKS No. 1966. Cambridge, MA: HKS Case Program, 2012;
- Howitt, A.M., Leonard, H.B., & Weeks, J. Miracle on the Hudson (B): Rescuing Passengers and Raising the Plane. Case Study. HKS No. 1967. Cambridge, MA: HKS Case Program, 2012;
- Howitt, A.M., Leonard, H.B., & Weeks, J. Miracle on the Hudson (C): Epilogue. Case Study. HKS No. 1967.1. Cambridge, MA: HKS Case Program, 2012.
- [3] "Statement of Captain Marc Parisi, Vice President, Flight Operations and Services, Airbus." National Transportation Safety hearing. June 9, 2009. Washington, DC. 80–82.
- [4] U.S. Airways FOM 1.3.4, Captains Authority, online at National Transportation Safety Board, Operations/Human Performance Group Chairmen, Exhibit No. 2-Q.
- [5] Sullenberger III, C. & Zaslow, Z. *Highest Duty: My Search for What Really Matters*. New York, NY: William Morrow, 2009.
- [6] Edmondson, A.C. "The Local and Variegated Nature of Learning in Organizations: A Group-Level Perspective." *Organization Science*, 13.2 (2002): 128–46.
- [7] Sullenberger III, C. & Zaslow, Z. 2009: 229.
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<https://www.linkedin.com/pulse/20140217220032-266437464-asiana-airlines-sorry-captain-you-re-wrong/> Accessed June 12, 2018.
- [۹] برای نمونه، منابع زیر را ملاحظه کنید:
- Oriol, M.D. "Crew resource management: applications in healthcare organizations." *Nursing Administration* 36.9 (2006): 402–6;

- McConaughy, E. "Crew resource management in healthcare: the evolution of teamwork training and MedTeams." *Journal of Perinatal Neonatal Nursing*, 22.2 (2008): 96–104.
- [10] Shea-Lewis, A. "Teamwork: crew resource management in a community hospital." *Journal of Healthcare Quality*. 31.5 (2009): 14–18.
- [۱۱] سه‌تفنگ‌دار رمانی است که نویسندهٔ فرانسوی، الکساندر دوما، آن را در ۱۸۴۴ نوشته است و داستان آن در سال ۱۶۲۵ در فرانسه می‌گذرد. این رمان به دلیل اقتباس‌های فراوانی که از آن در سینما، ویدئو و تلویزیون شده شهرت فراوانی پیدا کرده است.
- [۱۲] جزئیات مهم دربارهٔ داویتا و مدیرعامل/تفنگ‌دار ارشدش، کِنت تیری، برگرفته از مجموعه‌ای از مطالعات موردی زیر است:
- Pfeffer, J. Kent Thiry and DaVita: Leadership Challenges in Building and Growing a Great Company. Case Study. Stanford GSB No. 0B-54. Palo Alto, CA: Stanford Graduate School of Business, 2006.
- O'Reilly, C. Pfeffer, J., Hoyt, D., & Drabkin, D. DaVita: A Community First, A Company Second. Case Study. Stanford GSB No. 0B-89. Palo Alto, CA: Stanford Graduate School of Business, 2014.
- George, B., & Kindred, N. Kent Thiry: "Mayor" of DaVita. Case Study. HBS Case No. 410-065. Boston, MA: Harvard Business School Publishing, 2010.
- [13] Pfeffer, J. Kent Thiry and DaVita: Leadership Challenges in Building and Growing a Great Company. 2006: 19.
- [14] Pfeffer, J. Kent Thiry and DaVita: Leadership Challenges in Building and Growing a Great Company. 2006: 2.
- [15] Kent Thiry, presentation at the Stanford Graduate School of Business. November 17, 2011.
- [16] O'Reilly, C. *et al.* DaVita: A Community First, A Company Second. 2014: 7.
- [17] "Integrated Care Enhances Clinical Outcomes for Dialysis Patients." News-Medical.net. October 31, 2017. <https://www.news-medical.net/news/20171031/Integrated-care-enhances-clinical-outcomes-for-dialysis-patients.aspx> Accessed June 8, 2018.
- [18] Berwick, D.M., Nolan, T.W., & Whittington, J. "The Triple Aim: Care, Health, and Cost." *Health Affairs*. 27.3 (2008): 759–69.

- [۱۹] جزئیات مهم درباره اقدامات ایمنی در انگلو امریکن تحت نظر سینتیا کرول که در این فصل آمده برگرفته از مجموعه‌ای از مطالعات موردی گاتام ماکوندا، استاد دانشکده کسب‌وکار هاروارد، و همکارانش است:
- Mukunda, G., Mazzanti, L., & Sesia, A. Cynthia Carroll at Anglo American (A). Case Study. HBS No. 414-019. Boston, MA: Harvard Business School Publishing, 2013.
- Mukunda, G., Mazzanti, L., & Sesia, A. Cynthia Carroll at Anglo American (B). Case Study. HBS No. 414-020. Boston, MA: Harvard Business School Publishing, 2013.
- Mukunda, G., Mazzanti, L., & Sesia, A. Cynthia Carroll at Anglo American (C). Case Study. HBS No. 414-021. Boston, MA: Harvard Business School Publishing, 2013.
- [20] Carroll, C. "The CEO of Anglo American on Getting Serious about Safety" *Harvard Business Review*. 2012. <https://hbr.org/2012/06/the-ceo-of-anglo-american-on-getting-serious-about-safety> Accessed June 14, 2018.
- [21] Mukunda, G. et al. Cynthia Carroll at Anglo American (A). 2013: 7.
- [22] *Ibid*.
- [23] Carroll, C. 2012, op cit.
- [24] De Liefde, W. Lekgotla: The Art of Leadership Through Dialogue. Houghton, South Africa: Jacana Media, 2005.
- [25] Mukunda, G. et al. Cynthia Carroll at Anglo American (B). 2013: 2.
- [26] Carroll, C. 2012, op cit.
- [۲۷] جزئیات مرور دقیق حادثه فوکوشیما داینی در این فصل از قسمت ویژه‌ای از مجموعه مستندهای علمی نووا در شبکه پی‌بی‌اس در سال ۲۰۱۵ و همچنین مقاله‌ای در مجله کسب‌وکار هاروارد نوشته همکارم، رانجای گولاتی، استخراج شده است. او در آن مقاله سبک رهبری ماسودا را مستند می‌کند:
- O'Brien, M. (producer). "NOVA: Nuclear Meltdown Disaster." PBS, aired July 29, 2015. <http://www.pbs.org/wgbh/nova/tech/nuclear-disaster.html> Accessed June 15, 2018.
- Gulati, R., Casto, C., & Krontiris, C. "How the Other Fukushima Plant Survived." *Harvard Business Review*, 2015. <https://hbr.org/2014/07/how-the-other-fukushima-plant-survived> Accessed June 13, 2018.
- [28] O'Brien, M. (producer). July 29, 2015, op cit.
- [29] Gulati, R. et al. 2015, op cit.
- [30] *Ibid*.

۷. دست به کار شدن

- [۱] این نقل قول از منبع زیر آورده شده است:
Gelb, M.J. *Thinking for a Change: Discovering the Power to Create, Communicate, and Lead*. Harmony, 1996. Print, pp. 96.
- [۲] جزئیات مثال جولی مورات در بیمارستان کودکان از مطالعه موردی ای استخراج شده است که من و همکارانم، مایک روپرتو و آنیتا تاکر، آن را نوشتیم:
Edmondson, A.C., Roberto, M., & Tucker, A.L. Children's Hospital and Clinics (A). Case Study. HBS Case No. 302-050. Boston: Harvard Business School Publishing, 2001.
- [۳] برای کسب اطلاعات بیشتر درباره چارچوب بندی فصل ۳ منبع زیر را ملاحظه کنید:
Edmondson, A.C. *Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy*. San Francisco: Jossey-Bass, 2011. Print, pp. 83–113.
- [4] Edmondson, A.C., Nembhard, I.M., & Roloff, K.S. Children's Hospital and Clinics (B). Case Study. HBS Case No. 608-073. Boston: Harvard Business School Publishing, 2007.
- [5] Edmondson, A.C. *et al.* Children's Hospital and Clinics (A). 2001, op cit.
- [۶] نسخه ای از افسانه معروف را در شعری از جان گادفری ساکس در سال ۱۸۷۲ می توان مشاهده کرد، که شامل این سطرها می شود: «و بدین ترتیب مردانی از هندوستان با صدایی بلند شروع به بحث کردند و هریک در دیدگاه خود سخت گیر و مستحکم بودند. هریک بخشی از حق را در اختیار داشتند، اما همه شان اشتباه می کردند.» نسخه کامل این شعر را از این منبع می توانید مطالعه کنید:
https://en.wikisource.org/wiki/The_poems_of_John_Godfrey_Saxe/The_Blind_Men_and_the_Elephant Accessed June 12, 2018.
- [7] Teller, A. "The Unexpected Benefit of Celebrating Failure." *TED*. 2016. https://www.ted.com/talks/astro_teller_the_unexpected_benefit_of_celebrating_failure Accessed June 8, 2018.
- [۸] این گفته از بخشی از سخنرانی تلر در دانشگاه استنفورد در ۲۰ آوریل ۲۰۱۶ نقل شده است. این سخنرانی بخشی از مجموعه سخنرانی های رهبران متفکر و کارآفرین در دانشگاه استنفورد بود. شما می توانید سخنرانی کامل را در پایگاه ای گزینر دانشگاه استنفورد به نشانی زیر ملاحظه کنید:
<https://ecorner.stanford.edu/video/celebrating-failure-fuels-moonshots-entire-talk/>.
- [9] Lafley, A.G., & Charan, R. *The Game-Changer: How You Can*

- Drive Revenue and Profit Growth with Innovation*. 1st ed. Crown Business, 2008. Print.
- [10] Catmull, E. & Wallace, A. *Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration*. New York: Random House, 2013. Print, pp. 123.
- [11] Bryant, A. "Christa Quarles of OpenTable: The Advantage of 'Early, Often, Ugly.'" *The New York Times*. April 12, 2016. <https://www.nytimes.com/2016/08/14/business/christa-quarles-of-opentable-the-advantage-of-early-often-ugly.html> Accessed June 14, 2018.
- [12] Bennett, J. "On Campus, Failure Is on the Syllabus." *The New York Times*. June 24, 2017. <https://www.nytimes.com/2017/06/24/fashion/fear-of-failure.html> Accessed June 14, 2018.
- [13] *Ibid*.
- [۱۴] برای کسب اطلاعات بیشتر در مورد انواع مختلف کارها، فصل ۱ منبع زیر را ملاحظه کنید:
- Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy*. San Francisco: Jossey-Bass, 2012. Print, pp. 11-43.
- [15] Edmondson, A.C. "Strategies for Learning from Failure." *Harvard Business Review*. April 2011. <https://hbr.org/2011/04/strategies-for-learning-from-failure> Accessed June 14, 2018.
- [۱۶] این جدول نسخه‌ای اصلاح شده از جدولی است که در فصل ۵ منبع زیر آمده است:
- Edmondson, A.C. *Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy*. San Francisco: Jossey-Bass, 2012. Print, pp. 166.
- [۱۷] فقط محض مثال، آدام گرنت، استاد دانشگاه وارتون، به همراه تیمی از محققان مطالعه‌ای ترتیب دادند که در آن گروهی از کارمندان بخش پاسخ‌گویی تلفنی دانشگاه شرکت داشتند و این وظیفه خسته‌کننده و عذاب‌آور به آنها داده شده بود که تلاش کنند تا برای صندوق بورسیه دانشگاه کمک‌های مالی جمع کنند، همچنین برخی از این افراد با دریافت‌کنندگان واقعی بورسیه‌هایی که آنها جمع‌آوری کرده بودند ملاقات داشتند. آنها با پی بردن به این موضوع که کارشان تا چه حد در زندگی دیگران می‌تواند مؤثر باشد نسبت به کسانی که دریافت‌کنندگان بورسیه را ملاقات نکرده بودند زمان بسیار بیشتری را برای انجام تماس‌های مرتبط صرف کردند و همچنین پول بسیار بیشتری را نیز فراهم آوردند. برای اطلاعات بیشتر، منبع زیر را ملاحظه کنید:

- Grant, A.M., Campbell, E.M., Chen, G., Cottone, K., Lapedis, D., & Lee, K. "Impact and the Art of Motivation Maintenance: The Effects of Contact with Beneficiaries on Persistence Behavior." *Organizational Behavior and Human Decision Processes* 103.1 (2007): 53–67.
- [18] Schein, E.H. *Humble Inquiry: the Gentle Art of Asking Instead of Telling*. 1st ed. Berrett-Koehler Publishers, Inc., 2013. Print, pp. 11.
- [19] Owens, B.P., Johnson, M.D., & Mitchell, T.R. "Expressed Humility in Organizations: Implications for Performance, Teams, and Leadership." *Organization Science* 24.5 (2013): 1517–38.
- [20] Anne Mulcahy, HBS class comments, October 11, 2017.
- [21] *Ibid*.
- [22] Cable, D. "How Humble Leadership Really Works." *Harvard Business Review*. April 23, 2018. <https://hbr.org/2018/04/how-humble-leadership-really-works> Accessed June 14, 2018.
- [23] Tucker, A.L., Nembhard, I.M., and Edmondson, A.C. "Implementing new practices: An empirical study of organizational learning in hospital intensive care units." *Management Science* 53.6 (2007): 894–907.
- [24] Hirak, R., Peng, A.C., Carmeli, A., & Schaubroeck, J.M. "Linking Leader Inclusiveness to Work Unit Performance: The Importance of Psychological Safety and Learning from Failures." *The Leadership Quarterly* 23.1 (2012): 107–17.
- [25] Ross, L. & Ward, A. "Naive Realism: Implications for Social Conflict and Misunderstanding." In *Values & Knowledge*. Ed. T. Brown, E.S. Reed, & E. Turiel. Lawrence Erlbaum Associates (1996): 103–35.
- [۲۶] این بخش از مقاله کافه جهان با عنوان «هنر مطرح کردن سؤالات تأثیرگذار» از آدرس زیر اقتباس شده است:
<http://www.theworldcafe.com> Accessed July 27, 2018.
- [۲۷] برای مطالعه پژوهشی عالی در حوزه حمایت و کندوکاو، گروه آکشن اسمیت مقاله زیر را منتشر کرده است:
http://actionsmithnetwork.net/wp-content/uploads/2015/09/Advocacy-and-Inquiry-Article_Final.pdf. Accessed June 21, 2018.
- [28] Bryant, A. "Bob Pittman of Clear Channel, on the Value of Dissent" *The New York Times*. November 16, 2013. <https://www>.

nytimes.com/2013/11/17/business/bob-pittman-of-clear-channel-on-the-value-of-dissent.html Accessed June 14, 2018.

- [29] Schein, E.H. *Humble Inquiry: The Gentle Art of Asking Instead of Telling*. 1st ed., Berrett-Koehler Publishers, Inc., 2013. Print.

- [30] "Guide: Create an Employee-to-Employee Learning Program." *re: Work*. <https://rework.withgoogle.com/guides/learning-development-employee-to-employee/steps/introduction/> Accessed June 14, 2018.

[۳۱] برای کسب اطلاعات بیشتر در مورد دانش شرکت کنون در حوزه بازارها مطالعه موردی زیر را که به همراه دیوید لین نوشتن ملاحظه کنید:

Edmondson, A.C. & Lane, D. Global Knowledge Management at Danone (A) (Abridged). Case Study. HBS No. 613-003. Boston, MA: Harvard Business School Publishing, 2012.

[۳۲] برای کسب اطلاعات بیشتر در مورد تحقیق فوق العاده دوتک درباره ذهنیت ثابت و رشد منبع زیر را ملاحظه کنید:

Dweck, C.S. *Mindset: The New Psychology of Success*. Updated ed. Random House, 2016. Print.

- [33] Burton, T. "By Learning From Failures, Lilly Keeps Drug Pipeline Full." *The Wall Street Journal*. April 21, 2004. <https://www.wsj.com/articles/SB108249266648388235> Accessed June 14, 2018.

[۳۴] این یادداشت اولین بار از طریق لینک زیر به رسانه‌های عمومی درز پیدا کرد: <https://gizmodo.com/exclusive-heres-the-full-10-page-anti-diversity-screed-1797564320> Accessed June 15, 2018.

[۳۵] برای نمونه منابع زیر را ملاحظه کنید:

Wakabayashi, D. "Contentious Memo Strikes Nerve Inside Google and Out." *The New York Times*. August 8, 2017. <https://www.nytimes.com/2017/08/08/technology/google-engineer-fired-gender-memo.html> Accessed June 14, 2018.

Molteni, M. & Rogers, A. "The Actual Science of James Damore's Google Memo." *WIRED*. August 15, 2017. <https://www.wired.com/story/the-pernicious-science-of-james-damores-google-memo/> Accessed June 14, 2018.

[۳۶] دیوید ای. گاروین، استاد فقید دانشکده کسب و کار هاروارد و دوست و همکارم، بسیار علاقه‌مند بود به دانشجویان بگوید در زبان انگلیسی هر کلمه‌ای که با پسوند ing تمام می‌شود درحقیقت نوعی فرایند است. به عبارت دیگر، اول اینکه کاری نیست که یک بار انجام گیرد و تمام شود و دوم اینکه هر رهبری می‌تواند با تمرین در

آن مورد به وضعیت بهتری دست پیدا کند. در همین راستا می‌توان گفت که ایجاد امنیت روانی در هر سازمانی فرایندی بزرگ است و برای انجام آن این ضرورت وجود دارد که رهبران هر روز به صحنه‌آرایی، ترغیب به مشارکت و واکنش مؤثر بپردازند. این فرایند هیچ‌گاه به پایان نمی‌رسد! اما درست همان‌طور که شما می‌توانید فرایند تولید را بهینه سازید، در این مقوله نیز قطعاً می‌توانید بهبود ایجاد کنید.

۸. گام بعدی

- [1] Maxwell, J. *Beyond Talent: Become Someone Who Gets Extraordinary Results*. Thomas Nelson, 2011. Print, pp. 184.
- [۲] در محافل مختلف، برای این دوگانگی میان تلاش برای کسب پیروزی در مقابل پرهیز از شکست نام‌گذاری‌های متفاوتی انجام شده است. در دنیای کسب‌وکار، ما دربارهٔ مدیران یا شرکت‌هایی صحبت می‌کنیم که «بازی می‌کنند تا پیروز شوند» و در مقابل کسانی که «بازی می‌کنند تا نبالند». به‌طور مشابه، دنیل کانمن و آموس تورسکی از طریق تحقیقاتشان پیرامون مفهوم «زیان‌گریزی» تا حدی توانستند به پیش‌تازان حوزهٔ اقتصاد رفتاری بدل شوند. بر طبق این مفهوم، ما اهمیت بیشتری برای درد ناشی از ضرر قائلیم تا رضایت حاصل از کسب سودی به همان اندازه. در عرصهٔ روان‌شناسی، ای. توری هیگینز، استاد دانشگاه کلمبیا، در تشریح انگیزهٔ انسان‌ها برای اتخاذ تصمیمات یا اقدامات خاص بین دو دسته از افراد تمایز قائل می‌شود: افراد «پیشرفت‌محور» و افراد «پیشگیری‌محور». همچنین، کارول دوئیک، روان‌شناس آموزشی دانشگاه استنفورد، نوشته‌های بسیار مفصلی دربارهٔ دو دسته از دانشجویان دارد: افرادی با «ذهنیت ثابت»، که اعتقاد دارند تا حد ممکن باید از نادان به نظر رسیدن جلوگیری کنند، و افرادی با «ذهنیت رشد»، که یادگیری و بهبود به آنها انگیزه می‌دهد. فارغ از اینکه هرکسی چه نامی برای این دوگانه انتخاب می‌کند، تصمیم مشخص است: عملکرد پایدار فردی، تیمی و سازمانی از طریق تلاش برای پیروزی حاصل می‌شود، نه ترس از شکست.
- [۳] برای آشنایی با راهنمایی کاملاً جامع در حوزهٔ تغییر ذهنیت منبع زیر را ملاحظه کنید: Wilson, L. & Wilson, H. *Play To Win!: Choosing Growth Over Fear in Work and Life*. Revised ed., Bard Press, 2013. Print.
- [4] Vuori, T. & Huy. Q. "How Nokia Embraced the Emotional Side of Strategy." *Harvard Business Review*. May 23, 2018. <https://hbr.org/2018/05/how-nokia-embraced-the-emotional-side-of-strategy> Accessed June 14, 2013.
- [5] *Ibid*.
- [6] Deming, W. E. *Out of the Crisis*. Cambridge, MA: Massachusetts Institute of Technology, Center for Advanced Engineering Study, 1986. Print.

- [۷] خوانندگان علاقه مند می توانند این مطالعه موردی چند رسانه ای را از طریق منبع زیر مشاهده کنند:
- Bohmer, R.J., Edmondson, A.C., & Roberto, M.A. *Columbia's Final Mission* (Multimedia Case). Case Study. HBS No. 305-032. Boston, MA: Harvard Business School Publishing, 2005.
- [8] Vaughan, D. *The Challenger Launch Decision: Risky Technology, Culture, and Deviance at NASA*. Chicago, Illinois: University of Chicago Press, 1996. Print.
- [۹] برای کسب اطلاعات بیشتر منبع زیر را ملاحظه کنید:
- <https://nasapeople.nasa.gov/awards/eligibility.htm> Accessed June 14, 2018.
- [۱۰] مطالعه موردی آموزش داده شده به همراه چند مطالعه دیگر درباره ناسا را می توانید در لینک زیر مشاهده کنید:
- <https://www.nasa.gov/content/goddard-ocko-case-studies>. Accessed June 1, 2018.
- [۱۱] فرای تجربه اش در اوبر را در پادکست زیر شرح می دهد:
- Harvard Business School. "Fixing the Culture at Uber." *HBS After Hours*. April 2, 2018. <http://hbsafterhours.com/ep-6-fixing-the-culture-at-uber>. Accessed June 1, 2018.
- [12] *Ibid*.
- [13] Kohlatkar, S. "At Uber, a New CEO Shifts Gears." *The New Yorker*. April 9, 2018. <https://www.newyorker.com/magazine/2018/04/09/at-uber-a-new-ceo-shifts-gears> Accessed June 14, 2018.
- [14] *Ibid*.
- [15] *Ibid*.
- [16] *HBS After Hours*, April 2, 2018, op cit.
- [17] Kohlatkar, S. April 9, 2018, op cit.
- [18] "TIME'S UP Legal Defense Fund." *NWLC*. <https://nwlc.org/times-up-legal-defense-fund/> Accessed June 14, 2018.
- [۱۹] در این زمینه، یکی از بهترین آثاری که من می شناسم این کتاب است:
- Schwarz, R. *The Skilled Facilitator: A Comprehensive Resource for Consultants, Facilitators, Managers, Trainers, and Coaches*. 2nd ed., San Francisco: Jossey-Bass, 2002. Print.
- [20] Edmondson, A.C. & Smith, D.M. "Too hot to handle? How to manage relationship conflict." *California Management Review* 49.1 (2006): 6–31.

- [21] Edmondson, A.C. "The local and variegated nature of learning in organizations." *Organization Science* 13.2 (2002): 128–146.
- [22] Herrero, L. "The Last Thing I Need Is Creativity." *Leandro Herrero*. April 14, 2014. <https://leandroherrero.com/the-last-thing-i-need-is-creativity/> Accessed June 14, 2018.
- [۲۳] برای آشنایی با تحقیق اولیه در حوزه فاصله قدرت منبع زیر را ملاحظه کنید:
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