

# Springboard: Launching Your Personal Search for Success-Richard Shell

## Notes compiled by Oliver Lovell. [www.ollielovell.com](http://www.ollielovell.com).

Note: Numbers refer to Kindle Locations.

### Introduction, Two Big Questions

88: Quote: "It is only when we have the courage to face things exactly as they are, without any self-deceit or illusion, that a light will develop out of events, by which the path to success may be recognized"

116: The "Odyssey Years", between 20 and 35. A new period of life as defined by modern sociologists

174: Quote: "Sometimes it is only when the status quo becomes intolerable that change happens"

187: Quote: "The voyage of discovery lies not in seeking new horizons, but in seeing with new eyes."-Marcel Proust, French Novelist

224: Quote: "the end of all our exploring will be to arrive where we started and know the place for the first time."-T. S. Eliot

346: Quote: on being true to oneself: "The challenge in social interaction is figuring out how to maintain your sense of personal authenticity at the same time that you make the adjustments needed to work with a variety of other people and personalities.

354: Quote "Your time is limited, so don't waste it living someone else's life. ... Don't let the noise of others' opinions drown out your own inner voice. And, most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become."-Steve Jobs at 2005 commencement address at Stanford University

### Part One, The First Question: "What is Success?"

#### Chapter 1: The First Answer: Choose Life

374: Quote: "There is no one who, if he listens to himself, does not discover in himself a pattern all of his own, a ruling pattern."-Michel De Montaigne, French Philosopher

418: Quote: When you stop and listen to yourself you are likely to

454: Finding Success-Four Key Themes: 1. Defining success for yourself often involves trial and error, 2. Seek awareness of the success values and culture of your family so that you can independently consider your own success goals, 3. Success is a multidimensional concept, 4. Success is not a destination

499: The Six Lives Exercise!

#### Chapter 2: An Easy Answer: Be Happy

690: The word happiness is used to describe three distinct things. Ice Cream happiness, Lifestyle Happiness, Life Purpose Happiness

724: Simcha- Rabbi Tatz describes 'simcha' as 'the experience of the soul that comes when you are doing what you should be doing'.

727: "edumonia-the spirit of goodness" Aristotle's word in *The Nicomachean Ethics* that he used to describe life purpose happiness

734: The first of Buddha's insights post-enlightenment was that life is suffering. Life isn't about escaping suffering, but learning from it

751: Daniel Kahneman contrasts the "Experiencing self" (assoc with Ice Cream happiness) and the "Remembering self"

764: French and U.S women spend roughly same time eating, but french pay 2x as much attention→ more ice cream happiness

781: Book *Stumbling on Happiness*-Dan Gilber, concludes that people are poor predictors of what will make them happy in future

803: Quote: "Your day-to-day experience of life consists entirely of what you pay attention to"

818: Book: *The Happiness Project: Or, Why I Spent a Year Trying to Sing in the Morning, Clean My Closets, Fight Right and Read Aristotle, and Generally Have More Fun*-Sandra Day O'Connor

881: 50% of overall happiness is set by genes and the other by environment, nature vs. nurture-David Lykken and Auke Tellegen

893: Dan Gilbert's research shows that you will probably adapt if you have an accident and end up a paraplegic/in a wheelchair

913: Quote: "It is only a slight exaggeration to say that happiness is the experience of spending time with people you love, and who love you"-Daniel Kahneman

915: The Harvard Study of Adult Development/The Grant Study tracked the happiness and health of 268 men for 72 years. George Vaillant, study head, concluded with "the only thing that really matters in life are your relationships with other people".

935: Higher Overall Happiness scores enjoyed by the wealthy result from higher levels of social respect, not material goods-from Ed Diener and a 2011 study covering a sample from 123 different countries

937: Quote: a rich man is one who earns "\$100 more than his wife's sister's husband."-H. L. Mencken

965: The cheerful moods of Momentary Happiness and the positive memories that provide the sources of Overall Happiness are 'not entitled to a central place in any theory' of the meaningful life-Marty Seligman

967: The Five Elements that constitute Wellbeing (create a life worth living)-Marty Seligman-Positive Emotions, Engagement, Relationships, Service (ie: A sense of meaning that comes from serving a purpose larger than yourself), and accomplishments (both long and short term)

987: 'research shows that...' mildly depressed and pessimistic people tend to see reality more clearly than optimists

991: Quote: "To make a goal of comfort or happiness has never appealed to me... A system of ethics built on this basis would be sufficient only for a herd of cattle."-Albert Einstein

1013: summary of the world's major religions showing 'happiness' isn't a major component in their vision of a meaningful spiritual life

1017: Hinduism-4 ways to purify one's actions and ensure a better rebirth. have a life of...worship of the divine (Bhakti Yoga), meditation (Raja Yoga), the study of wisdom (Jnana Yoga) or duty and service (Karma Yoga). Overall goal for all paths is Moksha, which is liberation from the human desires of things such as fame, fortune, pleasure and happiness

1023: Buddhism-Buddha's teachings centre on the 4 noble truths of human existence: 1. Life is suffering, 2. suffering originates in human attachments, cravings and desires, 3. there is a way to escape the endless cycle of suffering, 4. escape is through a life of meditation, focusing on sustained effort of concentration and mindfulness

1031: Judaism-Based on the 10 commandments, which the jewish prophet Moses receive atop Mt Sinai, as well as the Jewish Bible (Torah). One Jewish story features Ecclesiastes, which tells of how a powerful king searches for the meaning of life and concludes that all human endeavours-even for service and wisdom-stem from an empty foolishness called 'vanity', concluding it's best to "fear God and keep the commandments: that is the whole duty of man".

1041: Christianity-Jesus's spiritual teachings were of humility, service, sacrifice and suffering. When asked 'how should we live?' he responded that we should First, love God with all your heart. Second, love thy neighbour as yourself.

1052: Islam-Muhammad (A.D 570-532) is taken to be as the last and final messenger of God to man. His revelations were recorded in the Qur'an. Five pillars outline the right way to live: reciting the Islamic prayer or creed, praying five times each day, giving alms, fasting at Ramadan, and making the Pilgrimage to mecca (at least once during life). The Islamic faith centres around love of god and adherence to his commandments as set forth by Muhammad.

1060: Research shows that belief in any religion raises your overall happiness quite a bit

1067: Invites the reader to write down their own definition of happiness as well as encouraging the reader to plan steps to get there

1093: Play: Waiting for Godot-Samuel Beckett. In which the only task of two isolated is to wait for some person called Godot

1109: 'This chapter has suggested that people who think that they have answered the question "What is success?" with "Happiness" have only just begun their quest, not come to the end of it.'

#### Chapter 3: Society's Answer: Seek Status, Fame, and Fortune

1153: Hungry Ghosts-the name given by budhhists to people who can't get enough status, wealth, or power

1323:The Amish enforce' Rumspringa, they force college-age community members to leave their farms from 1 to 2 years to explore

1347: Book: The (Honest) Truth About Dishonesty: How We Lie to Everyone-Especially Ourselves-Dan Ariely: We are all tempted to deceive in certain circumstances, especially when the lies are small and we have strong interests at stake

1354: Book: Evolution for Everyone: How Darwin't Theory Can Change the Way We Think About Our Lives-David Sloan Wilson: The mass media is responsible for creating the increasing numbers of of hungry ghosts that we see in the world

1403: Studies of lottery winners shows that on average they are happier with their lives 2 years after they were than before

1425: Quote: "The love of money is the root of many evils"-Bible, The First Epistle of Timothy, New Testament (often incorecctly quoted)

1435: 'Recognition Respect' (given to you by strangers, Stephen Darwall) vs. 'Informed Respect' (from those who actually know you)

1464: Quote: there is "no idol more debasing than the worship of money"-Andrew Carnegie

1467: Book: The Gospel of Wealth-Andrew Carnegie, on his radical approach to corporate philanthropy

#### Chapter 4: An Inspired Answer: Find Meaningful Work

1603: A NFP called "More Than Wheels" avoid getting ripped off by car dealers, founded by Robert Chambers (reformed car dealer!)

1639: Study revealed that people see work as either a 'paycheck-producing job' a 'career step' or a 'calling'.

1679: Any job can fall into any of the above categories peoples 'attitudes, not their activities' is what meaning is derived from

1685: Book: What Should I Do with My Life?-Po Bronson, 53 stories of people's search for meaning in their work (from >900 interviews)

1688: Term: 'Phi Beta Slackers'-Po Bronson, describes smart people content to follow the conventional career path of least resistance  
1693: Bronson's conclusion: 'I used to think that certain jobs were 'cool,' and more likely to inspire passion. Now I know that passion is rooted in deeply felt experiences, which can happen anywhere... and at any time in your life'  
1705: Many professions use symbols to create and evoke these 'deeply felt experiences' such as rites of passage and tokens such as stethoscopes and white coats  
1743: We mustn't overlook the +ve psychological effects of having even the most basic form of employment, and the -ve effects of none  
1750: The 'Golden Handcuff Problem'-Those with high pay get addicted to a high flying lifestyle, thus become handcuffed to their careers

## Part 2: The Second Question: "How Will I Achieve It?"

### Chapter 5: Discover What You Can Do Better Than Most: Capabilities

2112: Julia Child once summed up her success in a sentence: "The more I cook, the more I like to cook".  
2202: 'Discernment'-a Jesuit phrase referring to a willingness to listen to god's voice when making important decisions  
2366: Book: Human Nature and Social Order-Charles Cooley, Introduces the term "Looking-Glass Self" to explain the insights that can come from seeing oneself reflected in the looking glass of other people's perceptions  
2373: The SAME Assessment (Social Styles, Action-Orientations, Mindsets, Emotional Temperaments)-to explore Looking-Glass Self  
2507: Essay: The Hedgehog and the Fox-Philosopher Isaiah Berlin, Hedgehog is a specialist, Fox is a generalist

### Chapter 6: Set Yourself on Fire: Motivation

2680: Andrew Wiles on solving Fermat's Last Theorem. It is like exploring a mysterious, unlit mansion with many rooms: "One enters the first room of the mansion, and it's dark. Completely dark." after bumping into various objects, 'you learn where each piece of furniture is.' Finally you find the light switch and at last you can see exactly where you are and where everything is... "Then you move into the next room" and repeat the process. The moments of insight and illumination come suddenly; the work to achieve them is slow, methodical and painstaking; and the experience of finally discovering the solution is deeply satisfying.

2680: Richard believes that reward-based motivation is a useful tool.  
2710: Angela Duckworth has done research that suggests that the promise of external rewards can even raise an IQ score  
2764: Adam Grant of Wharton College documented that different personality types require different motivations boosts for the same work  
2800: James Herr's motto (A Chicken Farmer) "Always try to be a blessing to people." ask yourself : "for whom is my life a blessing?"  
2825: Book: The Believing Brain: From Ghosts to Gots to Politics and Conspiracies-How We Construct Beliefs and Reinforce Them as Truths - Michael Shermer, suggests that humans are 'pattern seeking' animals.  
2845: The Bloomsbury group-A group of early 1900 artists and intellectuals in London. inc. Virginia Woolf and John Maynard Keynes  
2868: The Posse Foundation-Deborah Bial's program to support underachieving inner-city kids on college. 90% graduation rate.  
2887: Quote: "When you have bacon and eggs for breakfast, the chicken makes a contribution, but the pig makes a commitment."-Fred Shero  
2949: On creating 'motivation rituals'. These are processes that you go through to prepare you to perform (sport, academia, art, etc)  
2997: Quote: "Success is not the result of spontaneous combustion. You must first set yourself on fire."-Fred Shero

### Chapter 7: Learn to Fail: Self-Confidence

3062: 'Self Handicapping'- accepting invites to parties and movies on the nights before big tests, thus you can say "I didn't really try".  
3107: Quote: "There is but one cause of human failure. and that is man's lack of faith in his true self."- William James  
3112: "Know Thyself." was written at entrance to the Temple of Apollo. The ancients knew that to properly interpret what the Oracle therein had to say, you first had to understand your own biases, ambitions, and character.  
3125: Bill Richmond summed up his lesson from the Marine Corps in one concise sentence: "Do it, then learn how."  
3145: He added, be alert for surprises, life delivers things better than you expect "Be ready for an opening - serendipity - all the time."  
3146: Studies show that people prompted to think more about their 'true self' tend to experience more meaning in their lives.  
3155: One definition of success: "resourceful attainment of one's set aim in the cognizance of a clear conscience"-George Gurdjieff  
3166: There are three different ways to attain **level one confidence** (ie: confidence in your true self)  
-1. Someone you respect believes that 'you can do it'  
-2. A Rite of Passage  
-3. The Power of Faith, more detail following

Expansions on "Someone you respect believes that 'you can do it'"

3191: Columbia Uni scientist Tor Wager suggests that 'Your expectations can have profound impacts on your brain and on your health'  
3192: Roughly 30% of the effectiveness of medicine is said to come from the power of suggestion, even higher for pain relief.  
3194: Effectiveness of placebo rises as the credibility of the (fake) medication increases: ie: fake morphine>fake aspirin  
3196: A list of Placebo effects relating to wart treatments, Parkinson's disease, migraines, flu and poison ivy.  
3203: How does placebo work? Researchers believe that the brain changes in response to the suggestion and releases dopamine etc  
3206: The power of expectations: U.S 1980 gov't census, one group of card punchers, using a new machine were told 550 cards per day is standard for this system, another group wasn't told a benchmark. The group told averaged 550 cards punched per day, others: 2100  
3215: "Pygmalion in the classroom": Robert Rosenthal and Lenore Jacobson told teachers that some of their students were gifted (at random. Result: 8 months later these 'gifted' students (20% in each classroom) tested higher than classmates with many showing 30-point gains on IQ tests. ie: Teacher expectations  
Expansion on "A Rite of Passage"  
3247: "suffering-induced transformational experiences" (SITEs)-Name given by psychologists to challenging experiences→ +ve change  
Expansion on "The Power of Faith"  
3278: Book: The Power of Positive Thinking-Reverend Norman Vincent Peale  
3280: Quote: "Believe in yourself! Have faith in your abilities! Without a humble but reasonable confidence in your own powers, you cannot be successful or happy."-Reverend Norman Vincent Peale  
3282: "I can do all things through Christ who strengthens me."-Philippians 4:13. Story of how Peale told a bloke to use this and it helped  
3295: Quote: "The greatest secret for eliminating the inferiority complex is to fill your mind to overflowing with faith. Develop a tremendous faith in God and that will give you a humble yet profoundly realistic faith in yourself."-Reverend Norman Vincent Peale  
3295: "Mind Power Schools"-the name given to the schools (success, religious, scholarly, etc) of thought that refer to the power of belief  
3303: Quote: "Whatever the mind of man can conceive and believe, it can achieve"-Napoleon Hill, author of *Think and Grow Rich*  
3316: **Level two confidence**: The success mindset  
3321: Different terms: 'self-efficacy'-Stanford's Albert Bandura; 'positive core self-evaluations'-Notre Dame's Timothy Judge; "fixed vs. growth mindsets"-Carol Dweck

3330: All level two confidence theories share four practical characteristics

- 1. People with Level Two Confidence exhibit the desire to learn
- 2. People with level two confidence are willing to put themselves to the test
- 3. People with level two confidence focus on effort as much as results
- 4. People with level two confidence have learned to fail

Expanding on 1:

3336: One study shows that praising for effort is associated with desire to continually improve, praising for 'smarts', not so much

Expanding on 2:

3350: From test above: Those praised for being 'smart' lost interest when test Qs got hard, 40% of them lied about their scores, neither of these were the case for those praised for their effort

Expanding on 3:

3359: Book: The Road to Excellence: Acquisition of Expert Performance in Arts and Sciences, Sports and Games-K. Anders Ericsson-Concludes that expertise in anything requires 'deliberate practice', well-defined, appropriately difficult, repeat evaluate

Expanding on 4:

3387: Don't generalise your failure from one area to another!!! Review what went wrong (specifically) and plan for next time

3406: Author Maya Angelou pulls out her 'yellow pad' and writes positive her gratitude in order to overcome her anxiety

3412: Book: The Gift from the Sea-Anne Morrow Lindbergh, written by a woman who experienced intense sorrow "The problem is .. how to remain whole in the midst of the distractions of life; how to remain balanced, no matter what centrifugal forces tend to pull one off centre; how to remain strong, no matter what shocks come."

3428: Religious chant "This is my Bible: I am what it says I am; I have what it says I have; I can do what it says I can do..."

3436: Benjamin Franklin's 'errata', ask yourself "Is there anyone I have wronged that I should apologise to? Is there anyone who has been generous to me that I should reach out to thank?"

3415: Visualisation activates the same brain areas as doing the actual action, so it's an effective form of practice in many cases

3455: Michael Phelps uses relaxation exercises, swimmer, see for quote

3473: It's important to focus on 'small wins' in training to keep you motivated towards the larger goal

### **Chapter 8: Focus Your Mind: Passion, Imagination, Intuition, and Reason**

3551: 78% of 'highly accomplished professionals' cited focused goals as a critical success factor

3562: Quote: "Each unfulfilled goal remains active (at some level of consciousness), intruding into one's thoughts and attention...etc"

3563: "The Zeigarnik effect"-This mental crowding in one's consciousness as a result of unmet goals

3566: Book: Getting Things Done: The Art of Stress-Free Productivity-David Allen, either do, delegate or defer unmet goals!

3575: Plato conceptualized the mind as a charioteer driving 2 horses, Charioteer=soul, Horses=passion and reason

3580: Stanford's Chip and Dan Heath introduced the Elephant, so we must train our elephant (they were talking change management)

- shape the path for your elephant: don't keep ice cream in the fridge if you're on a diet

- motivate your elephant: offer yourself incentives

- point to the destination: be clear when you talk to yourself (and your elephant) about goals

- shrink the change: go for small changes before tackling big ones

3600: Shell points out the four sources of Passion, Imagination, Intuition, and Reason (PIIR) as your achievement team

3641: Intuition: when stimulus causes your mind to search for linkages between that stimulus and items stored in your long term memory

3632: Books on cognitive biases: The Invisible Gorilla, and Other Ways Our Intuitions Deceive Us-Christopher Chabris and Daniel Simons; Predictably Irrational-Dan Ariely; Thinking and Deciding-Jonathan Baron; Judgement in Managerial Decision Making-Max Bazerman and Don Moore

3639: Book: The Paradox of Choice: Why More Is Less-Barry Schwarz, Swathmore Psychologist

3649: "The Recency Effect"-The brain most vividly recalls the most recent data and overweights that in your decision

3663: Gambling, the norm is for people to base decisions of illusory, short-term patterns they see in random data

3740: sleep, study on hand-eye co-ord, training more effective when you sleep between sessions (rather than rest for an equal amount of time), thus: 'sleep after training' improves both 'speed and accuracy of performance.'

3777: Research shows that the more committed you are to your goal, the more likely it is you will accomplish it

3779: Angela Duckworth and her team have developed an achievement-related assessment called the GRIT scale, re: long-term goals

3804: Quote: "Many things which cannot be overcome when they stand together yield when taken little by little"-Quintus Sertorius, Roman General

3819: Study demonstrating the effectiveness of a mere 2 hours of goal setting and planning, on raising students' grade point averages

3927: Quote: "all the achievements of mankind have value only to the extent that they preserve and improve the quality of life."-Charles Lindbergh, first person to fly non-stop from NY to Paris (across the Atlantic)

3933: Quote: "In your haste to relentlessly check off the little goals that pop up in your life everyday like so many Whack-a-Moles, you may forget that one of the truest measures of success in your life is how you live it, not just what you accomplish.

3935: Experiment that asked people to deliver sermon on the Good Samaritan, then they didn't stop to help a person (set up) in need!

### **Chapter 9: Influence Others: Credibility and Dialogue**

3975: William Francis "Willy" Gibbs, the chap who invented the double hull design for ships

3994: Quote: "That's the way to really learn things - by yourself,"-Willy Gibbs, inventor of the double hull ship design, studied engineering independently whilst attending law school

4029: Good definition of influence: "your capacity, without using bribes, threats, or violence, to affect the actions of other people."

4039: Aristotle divided friends into three distinct categories: Pleasure, Utility and Virtue in his book 'Nicomachean Ethics'.

- Friends of virtue: Those who want only what is good for you, and you want only what is good for them (location 4352)

4063: Research shows that talking about oneself 'triggers the same sensation of pleasure in the brain as food or money'-Diana Tamir, hints and why social media such as Facebook and Twitter are so popular

4104: 'Duchenne smiles'-Guillaume Duchenne was mid 1800s french doctor who found convincing smiles involve activation of involuntary muscles around the eyes and voluntary ones around the mouth.

4129: 'virtually any common experience can trigger an automatic empathetic response': Cites research in which subjects who tap out musical tones. Those who were orchestrated to tap in sync helped each other out more in a follow up task

4145: Book: The Introvert Advantage: How to Thrive in an Extrovert World-Marti Olsen Laney (strategies for social events, see location)

4165: 'The Airport Test': When recruiting someone ask "could we share an all-day airport delay with this person?"

4177: Quote: "We (can become) so accustomed to disguising ourselves from other people that in the end we disguise ourselves from ourselves."17th century philosopher, La Rochefoucauld.

4271: Book: Crucial Conversations: Tools for Talking When Stakes Are High-Vital Smarts, 'persuasion is best thought of a dialogue'

4217: We lack empathy, deficits in our wiring. Princeton psychologist Emily Pronin in "How We See Ourselves and How We See Others",

4280: Persuasion is not 'overcoming' someone with an argument, it's them persuading themselves that your idea is worth accepting. This is a 3 step process. 1. they hear and consider your reasons, 2. They assess your emotional commitment to those reasons, 3. They reframe your ideas into reasons that they are willing to accept

4285: Creating a "pool of shared meaning", a necessary common-ground step for authentic conversations-Vital Smarts (see 4271)

4345: Quote: "Friends are as companions on a journey, we ought to aid each other to persevere in the road to a happier life"-Pythagoras

### **Conclusion**

4405: Quote: "The only true measure of success is the ratio between what we might have done and what we might have been on the one hand and...the things we have made of ourselves on the other"- H.G. Wells

4522: Danish Folk Saying: "You must bake with the flour you have"

4552: Quote: "It is not always the people who start out the smartest, who end up the smartest."-Alfred Binet, inventor of the IQ test

### **Notes**

4647: See Richard Shell's (author) Success course syllabus here: <http://lgstdept.wharton.upenn.edu/shellric/teaching.htm>

4654: Book/s: For good summaries of positive psychology research on happiness and other topics, see

- Christopher Peterson, A Primer in Positive Psychology (2006);

- Corey L. M. Keyes and Jonathan Haidt, Flourishing: Positive Psychology and the Life Well-Lived (2002);

- P. Alex Linley and Stephen Joseph, Positive Psychology in Practice (2004).

4654: Book: The Power of Positive Thinking-Norman Vincent Peale-NOTE: The chapter "Believe in Yourself" 'will help you discover the unique sources of these beliefs' in your own life': \*self-confidence, mindset, etc

4671: Organization: SEED, the first School for Educational Evolution and Development, [www.seedfoundation.com](http://www.seedfoundation.com)

4695: Book/s on...

- Flow: The Psychology of Optimal Experience-Mihaly Csikszentmihalyi

- Flourish: A Visionary New Understanding of Happiness and Well-Being-Martin Seligman

- The Happiness Hypothesis: Finding Modern Truth in Ancient Wisdom-Jonathan Haidt

4734: Book/s on psychological self-assessments related to happiness

- Thinking, Fast and Slow-Kahneman

- Happiness: Unlocking the Mysteries of Psychological Wealth-Ed Diener and Robert Diener

4743: The Serenity Prayer-Reinhold Niebuhr deals with: accepting the things that cannot change, changing the things that can, and gaining the 'wisdom to know the difference' (can be read [here](#))

4846: Model Minority:Asian American Students. See this rer for studies on these groups and the challenges they face

- eg: Myths and Mirror: Real Challenges Facing Asian American Students (found [here](#))

5041: Reference on personality tests

- Myers-Briggs: <http://www.myersbriggs.org/>

- StrengthsFinder: <http://www.strengthsfinder.com/home.aspx>

- The Big Five Personality factors (dominant personality paradigm in current psychology), [Sample report here](#)

5172: Telling someone that they are smart can decrease motivation-From Self-Theories: Their Role in Motivation, Personality and Development-Carol S. Dweck, pp. 24-41

5175: Articles on The Power of Suggestion and the Placebo Effect: The Placebo Effect-Anne Harrington, and Placebo Effects, Fabrizio Benedetti

5175: Every human society in recorded history has had a religion, from the book: The Faith Instinct-Nicholas Wade

5211: Book: Discover Your Inner Economist: Use Incentives to Fall in Love, Survive Your Next Meeting, and Motivate Your Dentist-Tyler Cowen

5626: Books on understanding motivation

-Why Ww Do What We Do: Understanding Self-Motivation-Edward Deci and Richard Flaste

-Walking Together Forever: Te Broad Street Bullies, Then and Now-Jim Jackson and Ed Snider

-Drive: The Surprising Truth About What Motivates Us-Daniel Pink

-Science and Human Behaviour-B. F. Skinner

-Work and Motivation-Victor Vroom