

پی‌نوشت‌های کتاب

فراتر از سرسختی

Prologue

1. **“We do not go”**: Michel de Montaigne, *Essays, Book II (Without “Defence of Raymond Sebond”)*, trans. Jonathan Bennett (Early Modern Texts, 2017).

Chapter 1: Beyond Grit

1. **West Point**: Angela L. Duckworth et al., “Grit: Perseverance and Passion for Long- term Goals,” *Journal of Personality and Social Psychology* 92, no. 6 (2007): 1087–1101. See also Angela L. Duckworth et al., “Cognitive and Noncognitive Predictors of Success,” *Proceedings of the National Academy of Sciences* 116, no. 47 (2019): 23499–504.
2. **“It’s not the cadets, it’s the culture”**: Lieutenant General Robert L. Caslen, then superintendent of the United States Military Academy, in an interview with the author, September 4, 2015.
3. **“Right away, I knew he was special”**: Bob Bowman, director of swimming and diving and head men’s coach at the University of Texas, in an interview with the author, September 1, 2025. Quotes in this section come from this interview unless otherwise specified.
4. **“Without Bob, my story is different”**: Michael Phelps, foreword to Bob Bowman,

The Golden Rules: 10 Steps to World- Class Excellence in Your Life and Work (St. Martin's Press, 2016).

5. **"He believed in me"**: Michael Phelps, "7 Super Tips with Michael Phelps," interview by Erik Qualman, *Super U Podcast*, August 4, 2021.
6. **"A wise man does not wish to change his situation"**: Leo Tolstoy, *A Calendar of Wisdom*, trans. Peter Sekirin (Scribner, 1997), 269.
7. **"Was that good, Uncle?"** Elisabeth Pineau, "JO 2024: le destin de Léon Marchand, l'héritier surdoué de la natation et désormais champion olympique," *Le Monde*, July 18, 2024. Situated 5P.indd 309
8. **"the pool was just awful"**: Scott Bordow, "ASU's Léon Marchand Swimming Toward Olympic Gold," *ASU News*, July 10, 2023.
9. **"Léon discovered the tenacity"**: Pineau, "JO 2024: le destin de Léon Marchand."
10. **"Dear sir"**: Bryan Armen Graham, "How Phelps' Coach Turned Marchand into an Olympic Swimming Legend," *The Guardian*, August 6, 2024.
11. **"I wanted to go abroad"**: Clémentine Blondet, "Léon Marchand: J'Ai Envoyé Un Mail à Arizona State ET C'Est Bob Bowman Qui M'a Répondu," *L'Équipe*, September 14, 2020.
12. **"I learned a new language"**: "Exclusive Interview with Léon Marchand—2024 Swimmer of the Year," *World Aquatics*, December 27, 2024.
13. **"think they can win it all"**: Jonathan Cohen, "Léon Marchand: 'Je sais que j'ai bien travaillé et que je dois juste prendre du plaisir,'" *Fédération Française de Natation*, April 25, 2023.
14. **"There's someone in each stroke that can push me"**: Riley Overend, "Arizona State Star Léon Marchand Shares Advice He Received from Michael Phelps," *Swim Swam*, March 9, 2023.
15. **"The facilities are amazing"**: Blondet, "Léon Marchand."
16. **"I'm not alone in this"**: Marchand, "Exclusive Interview with Léon Marchand."
17. **"Performance is individual"**: "Découvrez toute l'histoire du club des Dauphins du TOEC," Les Dauphins du TOEC, accessed October 18, 2025, <https://dauphins-toec.com/histoire>.

Chapter 2: How Do We Change?

1. **changing your situation:** Angela L. Duckworth, Tamar Szabó Gendler, and James J. Gross, "Situational Strategies for Self- Control," *Perspectives on Psychological Science* 11, no. 1 (2016): 35–55.
2. **Frog and Toad:** Arnold Lobel, *Frog and Toad Together* (Harper & Row, 1972), 30–41.
3. **"most commonly cited barrier":** "What Americans Think of Willpower," American Psychological Association, 2012.
4. **willpower grew fatigued:** For a review of the literature on ego depletion, see Robert Kurzban et al., "An Opportunity Cost Model of Subjective Effort and Task Performance," *Behavioral and Brain Sciences* 36, no. 6 (2013): 661–79.
5. **the Three Boxes model:** For a review of the process model of behavior change, see Angela L. Duckworth and James J. Gross, "Behavior Change," *Organizational Behavior and Human Decision Processes* 161 (2020): 39–49.
6. **twenty thousand American high school students:** Chayce R. Baldwin, . . . , Angela L. Duckworth, "Self- Control and SAT Outcomes: Evidence from Two National Field Studies," *PLoS ONE* 17, no. 9 (2022): e0274380.
7. **"Everyday Temptations":** Wilhelm Hofmann et al., "Everyday Temptations: An Experience Sampling Study of Desire, Conflict, and Self- Control," *Journal of Personality and Social Psychology* 102, no. 6 (2012): 1318–35.
8. **trying to get more exercise:** Angela L. Duckworth and James J. Gross, "Self-Control," in *Handbook of Emotion Regulation*, 3rd ed., ed. James J. Gross and Brett Q. Ford (Guilford Press, 2024), 250–57.
9. **strategy that can be taught directly:** Angela L. Duckworth et al., "A Stitch in Time: Strategic Self- Control in High School and College Students," *Journal of Educational Psychology* 108, no. 3 (2016): 329–41.
10. **major life changes:** Todd F. Heatherton and Patricia A. Nichols, "Personal Accounts of Successful versus Failed Attempts at Life Change," *Personality and Social Psychology Bulletin* 20, no. 6 (1994): 664–75.
11. **"The image I cannot get out of my mind":** Angela Duckworth and Stephen J.

Dubner, hosts, “Why Do We Get Angry?,” *No Stupid Questions*, episode 139, Freakonomics Radio Network, March 26, 2023.

12. “**we are challenged to change ourselves**”: Viktor E. Frankl, *Man’s Search for Meaning*, trans. Ilse Lasch (Beacon Press, 1992), ch. 2, Kindle.
13. “**We who lived in concentration camps**”: *Ibid.*, ch. 1.
14. “**To suffer unnecessarily is masochistic**”: *Ibid.*, ch. 2.

Chapter 3: The Sweet Spot

1. **variation in how self- controlled**: Eli Tsukayama, Angela Lee Duckworth, and Betty Kim, “Resisting Everything Except Temptation: Evidence and an Explanation for Domain- Specific Impulsivity,” *European Journal of Personality* 26, no. 3 (2012): 318–34. See also Angela Lee Duckworth and Eli Tsukayama, “Domain Specificity in Self- Control,” in *Character: New Directions from Philosophy, Psychology, and Theology*, ed. Christian B. Miller et al. (Oxford University Press, 2015), 393–411.
2. **Little League Baseball**: Ronald E. Smith et al., “Behavioral Signatures at the Ballpark: Intraindividual Consistency of Adults’ Situation–Behavior Patterns and Their Interpersonal Consequences,” *Journal of Research in Personality* 43, no. 2 (2009): 187–95.
3. **situation matters at least as much as the person**: Wil iam Fleeson, “Situation-Based Contingencies Underlying Trait-Content Manifestation in Behavior,” *Journal of Personality* 75, no. 4 (2007): 825–62. See also Timothy Church et al., “Within- Individual Variability in Self- Concepts and Personality States: Applying Density Distribution and Situation- Behavior Approaches across Cultures,” *Journal of Research in Personality* 47, no. 6 (2013): 922–35; Wil iam Fleeson and Patrick Gallagher, “The Implications of Big Five Standing for the Distribution of Trait Manifestation in Behavior: Fifteen Experience- Sampling Studies and a Meta-Analysis,” *Journal of Personality and Social Psychology* 97, no. 6 (2009): 1097–14.
4. “**We are more unlike ourselves**”: Michel Eyquem de Montaigne, *Les Essais*, ed. Pierre Villey and V.- L. Saulnier, online ed. Philippe Desan (University of Chica-

- go). This is my translation of the original French: “Et se trouve autant de difference de nous à nous memes, que de nous à autrui.” A more literal translation is: There is as much difference between us and ourselves as there is between us and others.
5. **“examiners were quite jovial”**: Lee Ross, “From the Fundamental Attribution Error to the Truly Fundamental Attribution Error and Beyond: My Research Journey,” *Perspectives on Psychological Science* 13, no. 6 (2018): 750. See also Alicia Torre, “Lee Ross: An Oral History,” Stanford Historical Society Oral History Program, 2020.
 6. **“quiz bowl” experiment**: Lee D. Ross, Teresa M. Amabile, and Julia L. Steinmetz, “Social Roles, Social Control, and Biases in Social- Perception Processes,” *Journal of Personality and Social Psychology* 35, no. 7 (1977): 485–94.
 7. **“when making judgments”**: Ross, “From the Fundamental Attribution Error,”
 8. **“My husband cannot f—ing throw the ball”**: Jimmy Traina, “Tom Brady, Gisele Address That Famous ‘My Husband Can’t Throw and Catch at the Same Time’ Incident,” *Sports Illustrated*, December 14, 2021.
 9. **data from the NFL**: Daniel A. Southwick et al., “The Quarterback and the Situation: Evidence for the Fundamental Attribution Error in NFL Quarterback Compensation” (manuscript in preparation).
 10. **“product of what I’ve been around”**: Ian O’Connor, “Surpassing Michael Jordan as ultimate GOAT is Tom Brady’s last challenge,” ESPN, May 15, 2017.
 11. **“how to develop a quarterback”**: Tom Brady, “Tom Brady on Lack of QB Development, Mahomes, J. J. McCarthy’s Confidence,” interview by Colin Cowherd, *The Herd with Colin Cowherd*, Fox, September 11, 2025.
 12. **need for consistency**: Robert B. Cialdini, Melanie R. Trost, and Jason T. Newsum, “Preference for Consistency: The Development of a Valid Measure and the Discovery of Surprising Behavioral Implications,” *Journal of Personality and Social Psychology* 69, no. 2 (1995): 318–28.
 13. **“drastically and holistically”**: Aaron T. Beck et al., “New Perspectives in Cognitive Theory and Therapy,” in *Toward a Science of Clinical Psychology: A Tribute to the Life and Works of Scott O. Lilienfeld*, ed. Thomas Joiner, Laura K. Campbell

- , and John Ruscio (Springer International, 2023), 273. See also Aaron T. Beck, “Beyond Belief: A Theory of Modes, Personality, and Psychopathology,” in *Frontiers of Cognitive Therapy*, ed. Paul M. Salkovskis (Guilford Press, 1996), 1–25.
14. **“is broadly a marker”**: Beck et al., “New Perspectives in Cognitive Theory and Therapy,” 274.
 15. **“the sweet spot”**: Aaron T. Beck, Molly R. Finkel, and Judith S. Beck, “The Theory of Modes: Applications to Schizophrenia and Other Psychological Conditions,” *Cognitive Therapy and Research* 45, no. 3 (2021): 397.
 16. **the story of David**: *Ibid.*, 391–92.
 17. **“cater to these attributes”**: *Ibid.*, 397.
 18. **“these critical needs and meanings in their lives”**: *Ibid.*, 396.
 19. **“a bias toward fixing people”**: Christina Maslach, “Finding Solutions to the Problem of Burnout,” *Consulting Psychology Journal: Practice and Research* 69, no. 2 (2017): 143.
 20. **“two wolves”**: Beck, Finkel, and Beck, “Theory of Modes,” 392. Note that this is a retelling, not a verbatim copy of the story that Beck tells in his paper.

Chapter 4: The Courage to Change

1. **“I wasn’t okay”**: Aaron E. Carroll, “What Obesity Drugs and Antidepressants Have in Common,” *New York Times*, September 9, 2023. Most quotes from this section come from this *New York Times* article. The rest come from Aaron Carroll’s interview with the author on May 28, 2024.
2. **five times more likely to “force myself”**: “What Americans Think of Willpower,” American Psychological Association, 2012.
3. **countless sensible ideas**: Angela L. Duckworth et al., “A Stitch in Time: Strategic Self- Control in High School and College Students,” *Journal of Educational Psychology* 108, no. 3 (2016): 329–41.
4. **“Good People Don’t Need Medication”**: Sydney E. Scott and Justin F. Landy, “‘Good People Don’t Need Medication’: How Moral Character Beliefs Affect Med-

- ical Decision Making,” *Organizational Behavior and Human Decision Processes* 175 (2023): 104225.
5. **doubt the moral integrity:** Ariel a S. Kristal and Julian J. Zlatev, “Going Beyond the ‘Self’ in Self- Control: Interpersonal Consequences of Commitment Strategies,” *Journal of Personality and Social Psychology* 126, no. 5 (2024): 804–17. For a theoretical review of how our social environments shape self- control, see Wilhelm Hofmann, “Going Beyond the Individual Level in Self- Control Research,” *Nature Reviews Psychology* 3, no. 1 (2024): 56–66.
 6. **cope with digital temptations:** Jesper Aagaard, “‘From a Small Click to an Entire Action’: Exploring Students’ Anti- Distraction Strategies,” *Learning, Media and Technology* 46, no. 3 (2021): 355–65.
 7. **spend less time on social media:** Ariel a S. Kristal, . . . , Angela L. Duckworth, “Situation Neglect” (manuscript in preparation).
 8. **Strategy Beliefs Scale:** Anamarie Gennara, Johanna Peetz, and Marina Milyavskaya, “When More Is Less: Self- Control Strategies Are Seen as Less Indicative of Self- Control than Just Wil power,” *Journal of Experimental Social Psychology* 106 (2023): 104457.
 9. **Roger Barker:** Roger G. Barker, “Settings of a Professional Lifetime,” *Journal of Personality and Social Psychology* 37, no. 12 (1979): 2137–57. See also Roger G. Barker, “Roger G. Barker,” in *A History of Psychology in Autobiography*, vol. 8, ed. G. Lindzey (Stanford University Press, 1989), 2–35.
 10. **“by where he or she is”:** Ann M. Orzek, “Innovations in Ecological Psychology: Conversations with Roger and Louise Barker,” *Journal of Counseling & Development* 65, no. 5 (1987): 233.
 11. **“writing, reading, spelling”:** Roger Garlock Barker, *Habitats, Environments, and Human Behavior* (Jossey- Bass, 1978), 27.
 12. **“cell concept does in biology”:** Karl A. Fox, *Social Systems Accounts: Linking Social and Economic Indicators through Tangible Behavior Settings* (Reidel, 1985), quoted in M. M. Scott, “Roger Barker: A Different Kind of Developmentalist,” in *Portraits of Pioneers in Developmental Psychology* (Psychology Press, 2012), 154.

13. **Val Curtis:** Val Curtis, “Who’s in Control: The Power of Settings,” TEDxLSHTM, TED Talk, London, September 15, 2015.
14. **“first of all we have to change minds”:** Val Curtis, “Val Curtis Inaugural Lecture: Discovering Behaviour,” London School of Hygiene & Tropical Medicine, September 15, 2020.
15. **Om Prasad Gautam:** Om Prasad Gautam et al., “Trial of a Novel Intervention to Improve Multiple Food Hygiene Behaviors in Nepal,” *American Journal of Tropical Medicine and Hygiene* 96, no. 6 (2017): 1415–26.
16. **“they greatly increase their power”:** Barker, *Habitats, Environments, and Human Behavior*, 286–87.
17. **“dignity through environmentalism”:** Edwin P. Willems, “Inside Midwest and Its Field Station: The Barker Effect,” *Environment and Behavior* 22, no. 4 (1990): 474.
18. **“Autobiography in Five Short Chapters”:** Portia Nelson, “Autobiography in Five Short Chapters,” in *There’s a Hole in My Sidewalk: The Romance of Self-Discovery* (Atria Books/Beyond Words, 2018).

Chapter 6: Set Up Your Space

1. **“I’m Night Guy”:** Jerry Seinfeld, “Night Guy/Morning Guy,” interview by David Letterman, *Late Show with David Letterman*, 1994.
2. **intention- action gap:** Paschal Sheeran and Thomas L. Webb, “The Road to Hel : An Overview of Research on the Intention- Behavior Gap,” in *The Psychology of Thinking about the Future*, ed. Gabriele Oettingen, A. Timur Sevincer, and Peter M. Gollwitzer (Guilford Press, 2018), 474.
3. **“It’s a game of tonnage”:** Jerry Seinfeld, “Jerry Seinfeld—A Comedy Legend’s Systems, Routines, and Methods for Success,” interview by Tim Ferriss, *The Tim Ferriss Show*, December 8, 2020.
4. **one out of three ex- smokers:** Loran F. Nordgren, Frenk van Harreveld, and Joop van der Pligt, “The Restraint Bias: How the Illusion of Self- Restraint Promotes Impulsive Behavior,” *Psychological Science* 20, no. 12 (2009): 1523–28. See also

- Loran F. Nordgren, Joop van der Pligt, and Frenk van Harreveld, "Visceral Drives in Retrospect: Explanations about the Inaccessible Past," *Psychological Science* 17, no. 7 (2006): 635–40.
5. **"clean lungs and long life"**: Thomas C. Schelling, *Choice and Consequence: Perspectives of an Errant Economist* (Harvard University Press, 1984): 58.
 6. **"little tricks"**: Thomas C. Schelling, "Economics, or the Art of Self- Management," *American Economic Review* 68, no. 2 (1978): 290.
 7. **"intimate contest for self- command"**: Thomas Schelling, "The Intimate Contest for Self- Command," *Public Interest*, no. 60 (1980): 94.
 8. **Richard Thaler**: Richard H. Thaler and Cass R. Sunstein, *Nudge: The Final Edition* (Penguin, 2021). See also Richard H. Thaler, "From Cashews to Nudges: The Evolution of Behavioral Economics," Nobel Prize lecture, December 8, 2017.
 9. **hospital cafeteria**: Anne N. Thorndike et al., "A 2- Phase Labeling and Choice Architecture Intervention to Improve Healthy Food and Beverage Choices," *American Journal of Public Health* 102, no. 3 (2012): 527–33.
 10. **retirement savings program**: Brigitte C. Madrian and Dennis F. Shea, "The Power of Suggestion: Inertia in 401(k) Participation and Savings Behavior," *Quarterly Journal of Economics* 116, no. 4 (2001): 1149–87. For a review of the literature on defaults, see Jon M. Jachimowicz et al., "When and Why Defaults Influence Decisions: A Meta- Analysis of Default Effects," *Behavioural Public Policy* 3, no. 2 (2019): 159–86.
 11. **reprogramming a building's elevator**: Ron Van Houten, Paul A. Nau, and Michael Merrigan, "Reducing Elevator Energy Use: A Comparison of Posted Feedback and Reduced Elevator Convenience," *Journal of Applied Behavior Analysis* 14, no. 4 (1981): 377–87.
 12. **rumble strips**: Michael D. Fontaine and Paul J. Carlson, "Evaluation of Speed Displays and Rumble Strips at Rural- Maintenance Work Zones," *Transportation Research Record* 1745, no. 1 (2001): 27–38.
 13. **lottery tickets to drivers**: Thaler and Sunstein, *Nudge*, ch. 6.
 14. **small black housefly**: Ibid., introduction.

15. **report card grades:** Lauren Eskreis- Winkler, . . . , Angela L. Duckworth, “A Large-Scale Field Experiment Shows Giving Advice Improves Academic Outcomes for the Advisor,” *Proceedings of the National Academy of Sciences* 116, no. 30 (2019): 14808–10.
16. **physical exercise:** Katherine L. Milkman, . . . , Angela L. Duckworth, “Megastudies Improve the Impact of Applied Behavioural Science,” *Nature* 600 (2021): 478–83.
17. **flu vaccination:** Katherine L. Milkman, . . . , Angela L. Duckworth, “A 680,000-Person Megastudy of Nudges to Encourage Vaccination in Pharmacies,” *Proceedings of the National Academy of Sciences* 119, no. 6 (2022): e2115126119.
18. **math achievement:** Angela L. Duckworth et al., “A National Megastudy Shows That Email Nudges to Elementary School Teachers Boost Student Math Achievement, Particularly When Personalized,” *Proceedings of the National Academy of Sciences* 122, no. 13 (2025): e2418616122.
19. **deposits to savings accounts:** Katherine L. Milkman, . . . , Angela L. Duckworth, “Can Reminder Emails Compel Americans to Save? A Two- Mil ion- Person Megastudy,” *PNAS Nexus* 4, no. 9 (2025): pgaf280.
20. **nudge thyself:** Samuli Reijula and Ralph Hertwig, “Self- Nudging and the Citizen Choice Architect,” *Behavioural Public Policy* 6, no. 1 (2022): 119–49.
21. **“effortless custody of automatism”:** Wil iam James, *The Principles of Psychology* (Henry Holt, 1890), 122.
22. **neural autopilot:** Colin Camerer, Yi Xin, and Clarice Zhao, “A Neural Autopilot Theory of Habit: Evidence from Consumer Purchases and Social Media Use,” *Journal of the Experimental Analysis of Behavior* 121, no. 1 (2024): 108–22.
23. **repeating the same:** There’s no magic number for the number of repetitions required to form a habit. How quickly your brain decides to shift into neural autopilot depends on the behavior and, of course, it depends on the situation. Anastasia Buyalskaya et al., “What Can Machine Learning Teach Us about Habit Formation? Evidence from Exercise and Hygiene,” *Proceedings of the National Academy of Sciences* 120, no. 17 (2023): e2216115120.
24. **half of the things we forget:** Herbert F. Crovitz and Walter F. Daniel, “Mea-

- sure-ments of Everyday Memory: Toward the Prevention of Forgetting,” *Bulletin of the Psychonomic Society* 22, no. 5 (1984): 413–14.
25. **5- second delay:** Gilles O. Einstein et al., “Forgetting of Intentions in Demanding Situations Is Rapid,” *Journal of Experimental Psychology: Applied* 9, no. 3 (2003): 147–62. See also Mark A. McDaniel et al., “Delaying Execution of Intentions: Overcoming the Costs of Interruptions,” *Applied Cognitive Psychology* 18, no. 5 (2004): 533–47.
26. **inserting a catheter into a major vein:** Atul Gawande, “The Checklist,” *New Yorker*, December 2, 2007.
27. **Reddit thread:** “How often do you forget a club on/near the green?,” Reddit, accessed September 8, 2025, https://www.reddit.com/r/golf/comments/99ye2b/how_often_do_you_forget_a_club_onnear_the_green/.
28. **writing goals in lipstick:** Schel ing, “The Intimate Contest for Self- Command,”
29. **Bruce Lee:** Shannon Lee, *Be Water, My Friend: The Teachings of Bruce Lee* (Flat-iron Books, 2020), ch. 5, Kindle.
30. **“One click, that’s it”:** “A Little Hyper- Aware,” *Comedians in Cars Getting Coffee*, season 4, episode 1, starring Jerry Seinfeld and Sarah Jessica Parker, aired June 19, 2014.
31. **influence of friction on behavior:** Asaf Mazar et al., “Americans Discount the Effect of Friction on Voter Turnout,” *Proceedings of the National Academy of Sciences* 119, no. 34 (2022): e2206072119. See also Asaf Mazar et al., “Distance to Vaccine Sites Is Tied to Decreased COVID- 19 Vaccine Uptake,” *PNAS Nexus* 2, no. 12 (2023): 1–4.
32. **Alistair Brownlee:** Philipp Hillenbrand, “In the Long Run: What Leaders Can Learn from an Olympic Gold Medalist,” McKinsey & Company, July 10, 2024. See also Jo Gunston, “Alistair Brownlee on His Clear Message for Life: ‘Just Take the First Step,’” Olympics.com, July 11, 2025. Quotes and details come from these two articles and from Alistair Brownlee’s interview with the author on November 4, 2025.
33. **“felt like a washing machine”:** Frederik Riedel, founder of One Sec, in an interview with the author, February 7, 2024.

34. **problematic apps by 57 percent:** David J. Gruning, Frederik Riedel, and Philipp Lorenz- Spreen, "Directing Smartphone Use through the Self- Nudge App One Sec," *Proceedings of the National Academy of Sciences* 120, no. 8 (2023): e2213114120.
35. **people differ in what tempts them:** Duckworth and Tsukayama, "Domain Specificity in Self- Control." See also Tsukayama, Duckworth, and Kim, "Resisting Everything Except Temptation."
36. **"our virtues are habits":** Wil iam James, "The Laws of Habit," in *Talks to Teachers on Psychology: And to Students on Some of Life's Ideals* (Henry Holt, 1899), 64.
37. **exercise they'd immediately enjoy:** Kaitlin Woolley and Ayelet Fishbach, "For the Fun of It: Harnessing Immediate Rewards to Increase Persistence in Long- Term Goals," *Journal of Consumer Research* 42, no. 6 (2016): 952–66.
38. **temptation bundling:** Erika L. Kirgios, . . . , Angela L. Duckworth, "Teaching Temptation Bundling to Boost Exercise: A Field Experiment," *Organizational Behavior and Human Decision Processes* 161 (2020): 20–35. See also Katherine L. Milkman, Julia A. Minson, and Kevin G. M. Volpp, "Holding the Hunger Games Hostage at the Gym: An Evaluation of Temptation Bundling," *Management Science* 60, no. 2 (2014): 283–99.
39. **reward half as powerful:** Michael E. Young et al., "Magnitude Effects for Experienced Rewards at Short Delays in the Escalating Interest Task," *Psychonomic Bulletin & Review* 20, no. 2 (2013): 302–9. See also Koji Jimura et al., "Are People Really More Patient Than Other Animals? Evidence from Human Discounting of Real Liquid Rewards," *Psychonomic Bulletin & Review* 16, no. 6 (2009): 1071–75.
40. **seconds it takes a website to load:** Asaf Mazar, . . . , Angela L. Duckworth, "Microdelays Disrupt Online Learner Engagement" (manuscript in preparation).
41. **physical distance creates psychological distance:** Shana Cole, Janna K. Dominick, and Emily Balcetis, "Out of Reach and Under Control: Distancing as a Self- Control Strategy," *Personality and Social Psychology Bulletin* 47, no. 6 (2021): 939–52.
42. **farther the phone, the higher the GPA:** May J. Lee, . . . , Angela L. Duckworth, "The Farther the Phone, the Higher the GPA: Phone Position and Academic Achievement in Adolescents" (manuscript in preparation).

43. **58 percent of Americans:** Lydia Saad, “Americans Have Close but Wary Bond with Their Smartphone,” Gallup, June 20, 2022.
44. **Seinfeld’s tricks:** Dave Itzkoff, “Jerry Seinfeld Is Making Peace with Nothing: He’s ‘Post- Show Business,’” *New York Times*, May 4, 2020. See also Daniel McGinn, “Life’s Work: An Interview with Jerry Seinfeld,” *Harvard Business Review*, January 2017.
45. **holy grail of behavior change:** Brian M. Galla and Angela L. Duckworth, “More Than Resisting Temptation: Beneficial Habits Mediate the Relationship between Self- Control and Positive Life Outcomes,” *Journal of Personality and Social Psychology* 109, no. 3 (2015): 508–25.

Chapter 7: Pick Your Peers

1. **“The power of we”:** Barbara Harvey, “Tenacity, Compassion and the Power of Team: An interview with Diana Nyad,” LinkedIn, September 2, 2019.
2. **“Do you have a best friend at work?”** Alok Patel and Stephanie Plowman, “The Increasing Importance of a Best Friend at Work,” Gallup, August 16, 2022.
3. **“I know how difficult it is to win two games in a row”:** *John Madden, foreword to When the Game Stands Tall: The Story of the De La Salle Spartans and Football’s Longest Winning Streak, by Neil Hayes (North Atlantic Books, 2003).*
4. **“one lesson these boys learned playing for the Spartans”:** Bob Ladouceur, former head football coach of the De La Salle Spartans, in an interview with the author, February 10, 2024. The author also visited De La Salle High School to spend a day with the current team in November of 2024.
5. **Commitment Cards:** Don Yaeger, “Want to Keep Winning? Keep Your Commitments—Here’s How,” *Forbes*, October 21, 2015.
6. **“a person who can be counted on”:** Scott Hugo, former player for the De La Salle Spartans and current housing justice attorney at the Oakland City Attorney’s Office, in an interview with the author, February 14, 2024.
7. **increased voter turnout by 27 percent:** Alan S. Gerber, Donald P. Green, and Christopher W. Larimer, “Social Pressure and Voter Turnout: Evidence from a

Large- Scale Field Experiment,” *American Political Science Review* 102, no. 1 (2008): 33–48.

8. **best shared in a face- to- face interaction:** Tracy Epton, Sinead Currie, and Christopher J. Armitage, “Unique Effects of Setting Goals on Behavior Change: Systematic Review and Meta- Analysis,” *Journal of Consulting and Clinical Psychology* 85, no. 12 (2017): 1182–98.
9. **“I sought to operate only on a do- it- yourself basis”:** R. Buckminster Fuller, *Critical Path*, assisted by Kiyoshi Kuromiya (St. Martin’s Press, 1981), 127.
10. **“doing things in batch”:** Paul Graham, “How Y Combinator Helped 172 Startups Take Off,” interview by Andrew Warner, Mixergy, February 10, 2010.
11. **“they’d start startups instead”:** Paul Graham, “What I Worked On,” Paul Graham’s blog, February 2021, <https://paulgraham.com/worked.html>.
12. **“ambitious people are rare”:** Paul Graham, “The Anatomy of Determination,” Paul Graham’s blog, September 2009, <https://paulgraham.com/determination.html>.
13. **accelerate the development and success of startups:** Benjamin L. Hallen, Susan L. Cohen, and Christopher B. Bingham, “Do Accelerators Work? If So, How?” *Organization Science* 31, no. 2 (2020): 378–414.
14. **“too hard for one person”:** Paul Graham, “The 18 Mistakes That Kill Startups,” Paul Graham’s blog, October 2006, <https://paulgraham.com/startupmistakes.html>.
15. **cofounders collectively possess:** Linlin Jin et al., “Entrepreneurial Team Composition Characteristics and New Venture Performance: A Meta- Analysis,” *Entrepreneurship Theory and Practice* 41, no. 5 (2017): 743–71.
16. **illusion of self- sufficiency:** Emory Richardson, Mark Sheskin, and Frank C. Keil, “An Illusion of Self-Sufficiency for Learning about Artifacts in Scaffolded Learners, but Not Observers,” *Child Development* 92, no. 4 (2021): 1523–38.
17. **chimpanzees and orangutans:** Esther Herrmann et al., “Humans Have Evolved Specialized Skills of Social Cognition: The Cultural Intelligence Hypothesis,” *Science* 317, no. 5843 (2007): 1360–66.

18. **“Humans may be smarter”**: Robert Boyd, Peter J. Richerson, and Joseph Henrich, “The Cultural Niche: Why Social Learning Is Essential for Human Adaptation,” *Proceedings of the National Academy of Sciences* 108, suppl. 2 (2011): 10918–25. See also Joseph Henrich, *The Secret of Our Success: How Culture Is Driving Human Evolution, Domesticating Our Species, and Making Us Smarter* (Princeton University Press, 2015).
19. **relay race experiment**: Michael Muthukrishna et al., “Sociality Influences Cultural Complexity,” *Proceedings of the Royal Society B: Biological Sciences* 281, no. 1774 (2014): 20132511.
20. **Bill W.**: *Bill W.*, directed by Kevin Hanlon and Dan Carracino (Lone Star Media, 2012). See also *Pass It On: The Story of Bill Wilson and How the A.A. Message Reached the World* (Alcoholics Anonymous World Services, 1984). And Michael Gross, “Alcoholics Anonymous: Still Sober after 75 Years,” *American Journal of Public Health* 100, no. 12 (December 2010): 2361–63.
21. **superior to any other treatment**: John F. Kelly et al., “Alcoholics Anonymous and 12- Step Facilitation Treatments for Alcohol Use Disorder: A Distillation of a 2020 Cochrane Review for Clinicians and Policy Makers,” *Alcohol and Alcoholism* 55, no. 6 (2020): 641–51.
22. **recovering alcoholic’s social networks**: John F. Kelly et al., “Determining the Relative Importance of the Mechanisms of Behavior Change within Alcoholics Anonymous: A Multiple Mediator Analysis,” *Addiction* 107, no. 2 (2012): 289–99.
23. **our intimate peers**: Robin Dunbar, *Friends: Understanding the Power of Our Most Important Relationships* (Little, Brown, 2021). See also Julianne Holt-Lunstad et al., “Loneliness and Social Isolation as Risk Factors for Mortality: A Meta-Analytic Review,” *Perspectives on Psychological Science* 10, no. 2 (2015): 227–37.
24. **“protective wall of human community”**: “The Bill W.–Carl Jung Letters,” *AA Grapevine*, January 1963.
25. **superforecasters**: Barbara Mellers et al., “Psychological Strategies for Winning a Geopolitical Forecasting Tournament,” *Psychological Science* 25, no. 5 (2014): 1106–15; Barbara Mellers et al., “Identifying and Cultivating Superforecasters as a Method of Improving Probabilistic Predictions,” *Perspectives on Psychological Science* 10, no. 3 (2015): 267–81; Barbara Mellers et al., “The Psychology of Intel

igence Analysis: Drivers of Prediction Accuracy in World Politics,” *Journal of Experimental Psychology: Applied* 21, no. 1 (2015): 1–14. See also Philip E. Tetlock and Dan Gardner, *Superforecasting: The Art and Science of Prediction* (Crown, 2015).

26. **“I put in three times as many hours”:** Elaine Rich, superforecaster, in an interview with the author, February 17, 2024.
27. **“To love and be loved is to feel the sun from both sides”:** David S. Viscott, *How to Live with Another Person* (Arbor House, 1974), 25.

Chapter 8: Attract Mentors

1. **clear evidence that mentors matter:** Lil ian T. Eby et al., “Does Mentoring Matter? A Multidisciplinary Meta- Analysis Comparing Mentored and Non- Mentored Individuals,” *Journal of Vocational Behavior* 72, no. 2 (2008): 254–67.
2. **conduct prize- winning research:** Yifang Ma, Satyam Mukherjee, and Brian Uzzi, “Mentorship and Protégé Success in STEM Fields,” *Proceedings of the National Academy of Sciences* 117, no. 25 (2020): 14077–83.
3. **17 percent more likely to make it to college:** Matthew A. Kraft, Alexander J. Bolves, and Noelle M. Hurd, “How Informal Mentoring by Teachers, Counselors, and Coaches Supports Students’ Long- Run Academic Success,” *Economics of Education Review* 95 (2023): 102411.
4. **“somebody somewhere was a guiding light”:** Oprah Winfrey, “Oprah Remembers Her Greatest Mentor,” Oprah Daily, January 21, 2024.
5. **“Nobody, but nobody, makes it out here alone”:** Oprah Winfrey, “Oprah Talks to Maya Angelou,” *O, The Oprah Magazine*, May 2013.
6. **education will become more self- service:** “The Global Learner Survey,” Pearson, September 2019.
7. **“individualized instruction and guidance of a teacher”:** K. Anders Ericsson, “Given That the Detailed Original Criteria for Deliberate Practice Have Not Changed, Could the Understanding of This Complex Concept Have Improved Over Time? A Response to Macnamara and Hambrick (2020),” *Psychological*

- Research* 85, no. 3 (2021): 1114–20. See also K. Anders Ericsson and Robert Pool, *Peak: Unleashing Your Inner Champion through Revolutionary Methods for Skill Acquisition and Performance Enhancement in Work, Sports, and Life* (Harper-One, 2016).
8. **“growing up in New Orleans”**: Wynton Marsalis, “Wynton’s 12 Ways to Practice, from Music to Schoolwork,” *Education Digest*, September 1996.
 9. **apple on his desk**: Jonathan Gold, “Coach’s Corner,” *UCLA Magazine*, February 24, 2024.
 10. **2,000 coach- player interactions**: Ronald Gallimore and Roland Tharp, “What a Coach Can Teach a Teacher, 1975–2004: Reflections and Reanalysis of John Wooden’s Teaching Practices,” *Sport Psychologist* 18, no. 2 (2004): 119–37.
 11. **“Four Laws of Learning”**: Andrew Hill and John Wooden, *Be Quick—But Don’t Hurry: Finding Success in the Teachings of a Lifetime* (Simon & Schuster, 2001), 97–98.
 12. **“Everyone’s job in life”**: Bill Walton, “Bill Walton: Learn about Life from John Wooden, a Master Teacher,” *Success Magazine*, September 23, 2016.
 13. **“a lifelong stutterer”**: Christopher Kamrani, “‘Tonight, I Will Not Sleep.’ Bill Walton: A Text Exchange, a Call, and the Tao of Bil,” *The Athletic*, February 3, 2021. See also Nadine Yousif, “NBA Hall of Famer and Broadcaster Bill Walton Dies at 71,” BBC News, May 27, 2024.
 14. **“No one makes it to the top alone”**: Adam Mendler, “Interview with Bill Walton,” *Thirty Minute Mentors* podcast, November 18, 2020.
 15. **Pygmalion Effect**: Robert Rosenthal and Lenore Jacobson, “Pygmalion in the Classroom,” *Urban Review* 3 (1968): 16–20. See also D. Brian McNatt, “Ancient Pygmalion Joins Contemporary Management: A Meta- Analysis of the Result,” *Journal of Applied Psychology* 85, no. 2 (2000): 314–22.
 16. **“to believe in one another”**: “Signs,” *Ted Lasso*, season 3, episode 5, written by Jamie Lee, Sasha Garron, and Keeley Hazel, directed by Matt Lipsey, aired April 12, 2023, on Apple TV.
 17. **“someone that sees something in you”**: Jason Sudeikis, “The Science of Ted Lasso with Jason Sudeikis, Brendan Hunt, and Neil deGrasse Tyson,” interview by

Neil deGrasse Tyson, *StarTalk* podcast, December 17, 2021.

18. **“taking the best parts”**: John Halverson, “Ted Lasso Rides Again,” *Lake Geneva News*, April 4, 2025.
19. **circle jumping**: Anindya Kundu, “Grit and Agency: A Framework for Helping Students in Poverty to Achieve Academic Greatness,” *National Youth Advocacy and Resilience Journal* 2, no. 2 (2017): 69–80.
20. **most important determinant of wealth and success**: Emily Ekins, “What Americans Think about Poverty, Wealth, and Work,” Cato Institute, September 24, 2019.
21. **“The Strength of Weak Ties”**: Mark S. Granovetter, “The Strength of Weak Ties,” *American Journal of Sociology* 78, no. 6 (1973): 1360–80.
22. **20 million LinkedIn members**: Karthik Rajkumar et al., “A Causal Test of the Strength of Weak Ties,” *Science* 377, no. 6612 (2022): 1304–10.
23. **lack even a single mentor at work**: Kate Den Houter and Ellyn Maese, “Mentors and Sponsors Make the Difference,” Gallup, April 13, 2023.
24. **twice as many employees**: “Study Explores Professional Mentor- Mentee Relationships in 2019,” Olivet Nazarene University, June 2018.
25. **better predicted by shared values**: Lillian Turner de Tormes Eby et al., “An Interdisciplinary Meta- Analysis of the Potential Antecedents, Correlates, and Consequences of Protégé Perceptions of Mentoring,” *Psychological Bulletin* 139, no. 2 (2013): 441–76.
26. **“the most gratifying thing”**: Kathy E. Kram, “Phases of the Mentor Relationship,” *Academy of Management Journal* 26, no. 4 (1983): 608–25.
27. **“there never would have been me”**: Oprah Winfrey, “Oprah Talks to Barbara Walters,” *O, The Oprah Magazine*, October 2004.
28. **“Mary Duncan”**: Oprah Winfrey Network, “Oprah Reunites with Her 4th Grade Teacher,” February 1, 1989, YouTube video, posted August 6, 2020, https://www.youtube.com/watch?v=px9DqcFZy_I.
29. **“I really came into myself”**: Oprah Winfrey, “Oprah’s Top 20 Moments: A Visit from My Fourth- Grade Teacher (1989),” *O, The Oprah Magazine*, October 2005.

30. **ordinary people we can relate to:** Hyemin Han et al., “Which Moral Exemplars Inspire Prosociality?” *Philosophical Psychology* 35, no. 7 (2022): 943–70.
31. **“mentor- mother- sister- friend”:** Winfrey, “Oprah Talks to Maya Angelou.”
32. **Pooja Bavishi:** Pooja Bavishi, founder and CEO of Malai, in an interview with the author, September 3, 2025.
33. **“I will only spend five minutes”:** Winfrey, “Oprah Talks to Maya Angelou.”
34. **What do you do? and How do you do it?:** Chris Gardner and Mim Eichler Rivas, *Permission to Dream* (Amistad, 2021).
35. **gratitude letter:** Amit Kumar and Nicholas Epley, “Undervaluing Gratitude: Expressers Misunderstand the Consequences of Showing Appreciation,” *Psychological Science* 29, no. 9 (2018): 1423–35.

Chapter 9: Choose Your Culture

1. **Lost Einsteins study:** Alex Bel et al., “Who Becomes an Inventor in America? The Importance of Exposure to Innovation,” *Quarterly Journal of Economics* 134, no. 2 (2019): 647–713.
2. **“I noticed that both of them went to Nashville”:** Alex Rogers, “Q&A: Why Taylor Swift Thinks Nashville Is the Best Place on Earth,” *Time*, March 7, 2014.
3. **Shark Tank investor Barbara Corcoran:** Barbara Ann Corcoran and Bruce Duanne Littlefield, *Shark Tales: How I Turned \$1,000,000 into a Billion Dollar Business* (Portfolio, 2011).
4. **thirty- eight different military bases:** Ashlesha Datar and Nancy Nicosia, “Assessing Social Contagion in Body Mass Index, Overweight, and Obesity Using a Natural Experiment,” *JAMA Pediatrics* 172, no. 3 (2018): 239–46.
5. **“where one lives matters for when one dies”:** Tatyana Deryugina and David Molitor, “The Causal Effects of Place on Health and Longevity,” *Journal of Economic Perspectives* 35, no. 4 (2021): 147–70.
6. **“Behavior is the key”:** David M. Cutler, “The School- First Solution,” *The Agenda*, January 10, 2018.

7. **“addicted to heroin in one form or another”:** Morgan F. Murphy and Robert H. Steele, *The World Heroin Problem*, House Committee on Foreign Affairs, 92nd Congress, 1st Session (U.S. Government Printing Office, 1971).
8. ***The Vietnam Drug User Returns*:** Lee N. Robins, “The Vietnam Drug User Returns: Final Report,” Special Action Office for Drug Abuse Prevention (1973). See also Lee N. Robins, Darlene H. Davis, and David N. Nurco, “How Permanent Was Vietnam Drug Addiction?,” *American Journal of Public Health* 64, no. 12 (1974): 38–43.
9. **“falling out of trees”:** Myra MacPherson, “Pulling the Rug from Under Vietnam Vets Again,” *Washington Post*, March 15, 1981.
10. **“take a hit with your left hand”:** Gloria Emerson, “G.I.’s in Vietnam Get Heroin Easily,” *New York Times*, February 25, 1971.
11. **“absence of disapproving friends and relatives”:** Lee N. Robins, “Vietnam Veterans’ Rapid Recovery from Heroin Addiction: A Fluke or Normal Expectation?” *Addiction* 88, no. 8 (1993): 1041–54. See also Lee N. Robins et al., “Vietnam Veterans Three Years after Vietnam: How Our Study Changed Our View of Heroin,” *American Journal on Addictions* 19, no. 3 (2010): 203–11.
12. **“our deepest desires are *situational*”:** Howard Rachlin, *The Science of Self-Control* (Harvard University Press, 2000), 130–31.
13. **“pick up and move”:** Dan Buettner, author and Blue Zones expert, in an interview with the author, March 23, 2024.
14. **researchers have since criticized:** For a summary of Blue Zones research, including the views of critics, see Ignacio Amigo, “Shades of Blue,” *Science* 386, no. 6724 (2024): 840–45.
15. **less walkable town:** Tim Althoff et al., “Countrywide Natural Experiment Links Built Environment to Physical Activity,” *Nature* 645 (2025): 407–13.
16. **“relocate, relocate, relocate!”:** Shepard Siegel, *The Ghost in the Addict* (MIT Press, 2024), 81.
17. **fraction of Americans who move:** William H. Frey, “For the First Time on Record, Fewer Than 10% of Americans Moved in a Year,” Brookings, November 22, 2019.

18. **quarter the wealth of their domestic counterparts:** Mohamad Moslimani, “Key Facts about the Wealth of Immigrant Households during the COVID- 19 Pandemic,” Pew Research Center, December 4, 2023.
19. **Heads or Tails:** Steven D. Levitt, “Heads or Tails: The Impact of a Coin Toss on Major Life Decisions and Subsequent Happiness,” *Review of Economic Studies* 88, no. 1 (2021): 378–405.
20. **earnings for victims:** Tatyana Deryugina, Laura Kawano, and Steven Levitt, “The Economic Impact of Hurricane Katrina on Its Victims: Evidence from Individual Tax Returns,” *American Economic Journal: Applied Economics* 10, no. 2 (2018): 202–33.
21. **mortality data:** Tatyana Deryugina and David Molitor, “Does When You Die Depend on Where You Live? Evidence from Hurricane Katrina,” *American Economic Review* 110, no. 11 (2020): 3602–33.
22. **overcoming status quo bias:** Stephen M. Fleming, Charlotte L. Thomas, and Raymond J. Dolan, “Overcoming Status Quo Bias in the Human Brain,” *Proceedings of the National Academy of Sciences* 107, no. 13 (2010): 6005–9.
23. **“Guide to Big Life Decisions”:** “An Economist’s Guide to Big Life Decisions,” *The Economist*, August 7, 2025.
24. **“place premium”:** Michael A. Clemens, Claudio E. Montenegro, and Lant Pritchett, “The Place Premium: Bounding the Price Equivalent of Migration Barriers,” *Review of Economics and Statistics* 101, no. 2 (2019): 201–13.
25. **five miles of their home or workplace:** Chaoming Song et al., “Limits of Predictability in Human Mobility,” *Science* 327, no. 5968 (2010): 1018–21.
26. **face- to- face encounter:** Diana Mok, Barry Wellman, and Juan Carrasco, “Does Distance Matter in the Age of the Internet?,” *Urban Studies* 47, no. 13 (2010): 2747–83.
27. **office with a no-smoking policy:** Chung- won Lee and Jennifer Kahende, “Factors Associated with Successful Smoking Cessation in the United States, 2000,” *American Journal of Public Health* 97, no. 8 (2007): 1503–9.
28. **assigned to live in a residential hall:** Joan Ricart- Huguet and Elizabeth Levy Pa-

luck, "When the Sorting Hat Sorts Randomly: A Natural Experiment on Culture," *Quarterly Journal of Political Science* (2020): 39–73.

29. **binge drinkers:** Daniel Eisenberg, Ezra Golberstein, and Janis L. Whitlock, "Peer Effects on Risky Behaviors: New Evidence from College Roommate Assignments," *Journal of Health Economics* 33 (2014): 126–38.
30. **follow a roommate's lead:** Bruce Sacerdote, "Experimental and Quasi-Experimental Analysis of Peer Effects: Two Steps Forward?," *Annual Review of Economics* 6, no. 1 (2014): 253–72.
31. **workplace trust:** John F. Hel iwel and Haifang Huang, "How's the Job? Wel - Being and Social Capital in the Workplace," *ILR Review* 63, no. 2 (2010): 205–27.
32. **self- described "Wegmaniac":** Tim Risser, store manager of the Wegmans supermarket in Malvern, Pennsylvania, in an interview with the author, March 28, 2025.
33. **100 Best Companies:** Wegmans has also been named one of the Best Workplaces for Parents, Best Workplaces for Women, and for ten years running, has ranked number one on the Best Workplaces in Retail. These honors are based on data from the Great Place To Work® Trust Index™, a yearly assessment to make sure experiences like Tim's are shared across the whole company.

Chapter 10: Situational Parenting

1. ***A Beautiful Day in the Neighborhood:*** Fred Rogers, *A Beautiful Day in the Neighborhood: Neighborly Words of Wisdom from Mister Rogers, with a contribution by Tom Junod* (Penguin Books, 2019).
2. **"A thousand details add up to one impression":** John McPhee, *Draft No. 4: On the Writing Process* (Farrar, Straus and Giroux, 2017), 56.
3. **number of books in a child's home:** M. D. R. Evans et al., "Family Scholarly Culture and Educational Success: Books and Schooling in 27 Nations," *Research in Social Stratification and Mobility* 28, no. 2 (2010): 171–97; M. D. R. Evans et al., "Scholarly Culture and Occupational Success in 31 Societies," *Comparative Sociology* 14, no. 2 (2015): 176–218; Galit Weinstein, Ella Cohn- Schwartz, and Noam Damri, "Book- Oriented Environment in Childhood and Current

- Cognitive Performance among Old- Aged Europeans,” *Dementia and Geriatric Cognitive Disorders* 50, no. 3 (2021): 274–82.
4. **living in a home with five hundred books:** Evans et al., “Family Scholarly Culture and Educational Success,” 171–97.
 5. **“a lot of bang for your book”:** “Books in the Home as Important as Parents’ Education Level,” *Nevada Today*, May 24, 2010.
 6. **nine hours a day:** Victoria Rideout et al., “The Common Sense Census: Media Use by Tweens and Teens, 2021,” *Common Sense Media*, March 9, 2022.
 7. **same outcomes in the opposite direction:** Tassia K. Oswald et al., “Psychological Impacts of ‘Screen Time’ and ‘Green Time’ for Children and Adolescents: A Systematic Scoping Review,” *PLoS ONE* 15, no. 9 (2020): e0237725; Xuedi Li et al., “Screen Time and Standardized Academic Achievement Tests in Elementary School,” *JAMA Network Open* 8, no. 10 (2025): e2537092; Neza Stiglic and Russell M. Viner, “Effects of Screen Time on the Health and Well-Being of Children and Adolescents: A Systematic Review of Reviews,” *BMJ Open* 9 (2019): e023191; C. Erik Landhuis, David K. Perry, and Robert J. Hancox, “Association between Childhood and Adolescent Television Viewing and Unemployment in Adulthood,” *Preventive Medicine* 54, no. 2 (2012): 168–73.
 8. **“intrinsic connectivity to other human beings”:** Andrew Meltzoff, “Dr. Andrew Meltzoff: Born Learning,” interview by Mike Walter, CGTN America, January 1, 2016.
 9. **the instinct to imitate:** Andrew N. Meltzoff and Rebecca A. Williams, “Imitation: Social, Cognitive, and Theoretical Perspectives,” in *The Oxford Handbook of Developmental Psychology, Vol. 1: Body and Mind*, ed. Philip David Zelazo (Oxford University Press, 2013), 651–82.
 10. **“sitting on the floor of the kitchen pantry”:** Shonda Rhimes, *Year of Yes: How to Dance It Out, Stand in the Sun and Be Your Own Person* (Simon & Schuster, 2015), ch. 2, Kindle.
 11. **“climb the willow tree in our backyard”:** Ibid., ch. 7.
 12. **“85% of my time with my nose buried in a book”:** Shonda Rhimes, “Shonda Rhimes: My Life in Books,” *Redbook*, March 19, 2013.

13. **notebook after notebook with bad poetry:** Sarah Ball, "What You Should Know about Shonda Rhimes," *Vanity Fair*, August 7, 2013.
14. **"I think a lot of people dream":** Shonda Rhimes, "Shonda Rhimes '91 Delivers a Lesson- Packed Commencement Address," Dartmouth College, June 9, 2014.
15. **"Coke- bottle- thick glasses":** Rhimes, *Year of Yes*, ch. 12.
16. **"a space where people could do incredible work":** Mia Brabham Nolan, "Kerry Washington Reflects on Being America's Pope for Shondaland's 20th Anniversary," Shondaland, 2025.
17. **adolescents are wired to find their own way:** Laurence Steinberg and Amanda Sheffield Morris, "Adolescent Development," *Annual Review of Psychology* 52 (2001): 83–110.
18. **school culture questionnaire:** Angela L. Duckworth et al., "Fostering Grit: Perceived School Goal- Structure Predicts Growth in Grit and Grades," *Contemporary Educational Psychology* 55 (2018): 120–28. In the same article, we show that in longitudinal analyses, changes in perceived mastery school goal structure predicted changes in grit over the school year, which in turn predicted changes in grades. For clarity, items shown are adapted to the present tense, but specifically asked about school culture in the last month.
19. **"What have we learned about economic opportunity?":** Raj Chetty, "The Science of Economic Opportunity: New Insights from Big Data," BCFG/CHI-BE Research Seminar Series, April 30, 2025. See also Opportunity Insights, a nonpar-tisan, not- for- profit organization that translates insights from rigorous, scientific research to policy change (<https://opportunityinsights.org/>).
20. **study of 760,000 children in military families:** Laura Kawano et al., "On the Determinants of Young Adult Outcomes: Impacts of Randomly Assigned Neighborhoods for Children in Military Families," NBER Working Paper No. 32674 (July 2024).
21. **upwardly mobile zip codes:** Raj Chetty et al., "Where Is the Land of Opportunity? The Geography of Intergenerational Mobility in the United States," *Quarterly Journal of Economics* 129, no. 4 (2014): 1553–1623.
22. **social capital:** Raj Chetty et al., "Social Capital I: Measurement and Associations

- with Economic Mobility,” *Nature* 608, no. 7921 (2022): 108–21. See also Raj Chetty et al., “Social Capital II: Determinants of Economic Connectedness,” *Nature* 608, no. 7921 (2022): 122–34.
23. “Michael has a hard time sitting still”: Debbie Phelps, *A Mother for All Seasons: A Memoir* (William Morrow, 2009), ch. 7, Kindle.
 24. “Put him in the back of the room”: “Debbie Phelps Shares Some of Her Life Lessons,” *Parenting Special Needs Magazine*, May 17, 2017.
 25. “best possible classroom”: Phelps, *A Mother for All Seasons*, ch. 7.
 26. “learn water safety at a young age”: *Ibid.*, ch. 5.
 27. “the big girls swim fast and win”: *Ibid.*, prologue.
 28. “eating dinner in the minivan”: *Ibid.*, ch. 5.
 29. *Have minivan, will travel: Ibid.*, prologue.
 30. “he was *paying attention*”: *Ibid.*, ch. 6.

Chapter 11: Situational Leadership

1. “Never, ever, think about something else”: Charles T. Munger, “The Psychology of Human Misjudgment,” in *Poor Charlie’s Almanack*, ed. Peter D. Kaufman (PCA Publications, 2023), 320.
2. **Toby Cosgrove**: Unless otherwise specified, quotes and detail in this section come from several interviews that the author has conducted with Toby Cosgrove over the last decade, an interview with Andrea Sikon on January 27, 2026, and an interview with Jim Merlino on February 10, 2026. See also Toby Cosgrove, *The Cleveland Clinic Way: Lessons in Excellence from One of the World’s Leading Health Care Organizations* (McGraw-Hill Education, 2014); Thomas H. Lee and Angela L. Duckworth, “Organizational Grit,” *Harvard Business Review*, September 2018.
3. “I’m putting a man on the moon”: Andrew M. Carton, “I’m Not Mopping the Floors, I’m Putting a Man on the Moon: How NASA Leaders Enhanced the Meaningfulness of Work by Changing the Meaning of Work,” *Administrative*

Science Quarterly 63, no. 2 (2018): 323–69.

4. **“We shape our buildings”**: “Churchill and the Commons Chamber,” UK Parliament, accessed January 20, 2026, <https://www.parliament.uk/about/living-heritage/building/palace/architecture/palacestructure/churchil/>.
5. **“meeting up in the hallways”**: Steve Jobs, “The Seed of Apple’s Innovation,” interview by Peter Burrows, *BusinessWeek*, October 12, 2004.
6. **“borders of disciplines”**: Elaine Musgrave, “Fostering Collaboration in Treatment and Discovery: An Interview with Cleveland Clinic’s Delos M. Cosgrove, MD,” *Clinical and Translational Science* 3, no. 1 (2010): 10–11.
7. **“Patients were just never comfortable”**: Nayeli Rodriguez, “Diane Von Furstenberg’s New Creation: Hospital Gowns,” *Newsweek*, August 12, 2010.
8. **“a student of leadership”**: Lee and Duckworth, “Organizational Grit.”
9. **“What they wanted was to be reconnected”**: Kimberly Skarupski, “The Coaching and Mentoring Academic Medicine Essentials with Andrea Sikin, MD, FACP, PCC, BCC,” *The Faculty Factory* podcast, May 17, 2024.
10. **peer coaching element**: The rationale for peer coaching is profound. Early on, the task force found that without a clear idea of why being mentored is important to achieving their professional goals, mentees were unable to convey to their mentors what they needed most, and this made it difficult for mentors to be helpful.
11. **nearly two hundred caregivers**: Maggie Van Dyke, “Cleveland Clinic’s Coaching Approach Is Improving Retention,” *Healthcare Executive*, April 2022.
12. **“thousands of coaching conversations”**: Skarupski, “The Coaching and Mentoring Academic Medicine Essentials with Andrea Sikin.”
13. **“my father died”**: Cosgrove, *The Cleveland Clinic Way*, 118. See also James Merlino, *Service Fanatics: How to Build Superior Patient Experience the Cleveland Clinic Way* (McGraw-Hill Education, 2015).
14. **“Empathy: The Human Connection to Patient Care”**: Toby Cosgrove, “One Question That Changed Our Organization (Video),” Cleveland Clinic, accessed January 20, 2026, <https://consultqd.clevelandclinic.org/one-question-changed-organization-video>.

15. “institution is the lengthened shadow”: Ralph Waldo Emerson, “Self- Reliance,” in *The Complete Essays and Other Writings of Ralph Waldo Emerson*, ed. Brooks Atkinson (Random House, 1940), 154.

Chapter 12: Situational Citizenship

1. “A Theory of Human Motivation”: A. H. Maslow, “A Theory of Human Motivation,” *Psychological Review* 50, no. 4 (1943): 370–96. For empirical evidence supporting Maslow’s theoretical claims, both regarding the sequential emergence of needs and the ideal of meeting multiple needs in synchrony, see Louis Tay and Ed Diener, “Needs and Subjective Wel - Being around the World,” *Journal of Personality and Social Psychology* 101, no. 2 (2011): 354–65.
2. “Life is not a video game”: Scott Barry Kaufman, *Transcend: The New Science of Self- Actualization* (TarcherPerigee, 2020), xxvi.
3. **lack at least one necessity**: Andrew T. Jebb, . . . , Angela L. Duckworth, “The Adolescent Necessities Index: A Brief, Self- Report Measure of the Material and Social Conditions Necessary for Adolescent Thriving,” *Journal of Research on Adolescence* 36, no. 1 (2026): e70145.
 1. Do you have a reliable way to get to places—like stores and appointments?
 2. Does your family worry about losing their home? (reverse- coded)
 3. If you get sick, does someone take you to the doctor?
 4. Do you live in a neighborhood where it’s safe to take a walk after dark?
 5. Do you have your own quiet space at home to relax or do homework?
 6. Do you have access to fruit and vegetables every day?
 7. If you had trouble with schoolwork, is there someone who could help?
 8. If you wanted to do a sport, musical instrument, or hobby, could your family pay for the equipment and fees?
 9. Is there an adult you can go to when you are upset or have a problem?
 10. Is there an adult in your life who believes you can reach your goals, if you try?

4. **“The poor are like anyone else”**: Bill Strickland, former president and CEO of the Manchester Bidwell Corporation, in an interview with the author, July 7, 2023. Quotes in this section come from this interview unless otherwise specified.
5. **“first laid my hands on wet clay”**: Bill Strickland with Vince Rause, *Make the Impossible Possible: Leading Extraordinary Lives in Extraordinary Times* (Doubleday, 2022), ch. 1. See also Bill Strickland, “Rebuilding a Neighborhood with Beauty, Dignity, Hope,” TED Talk, February 2002.
6. **“All I knew was clay”**: Strickland, *Make the Impossible Possible*, ch. 1.
7. **“she deserves that beautiful bench”**: Ibid., ch. 1.
8. **“I can’t leave my bag out”**: John Thornhil, “Bill Strickland’s Education Revolution,” *Financial Times*, November 22, 2013.
9. **“fundamental spiritual nourishment”**: Ibid., ch. 9.
10. **“Talk, even very thoughtful talk”**: Anthony Cascione, president of the Strickland Global Leadership Institute, in an interview with the author, August 9, 2025.
11. **“man’s ultimate destination”**: Viktor E. Frankl, “Self- Transcendence as a Human Phenomenon,” *Journal of Humanistic Psychology* 6, no. 2 (1966): 99.
12. **“constitutive characteristic of being human”**: Ibid., 97.
13. **“do not have anything to live for”**: Viktor E. Frankl, *The Feeling of Meaninglessness: A Challenge to Psychotherapy and Philosophy*, ed. Alexander Batthyany (Marquette University Press, 2010), 203.
14. **“My experience agrees with Frankl’s”**: Abraham H. Maslow, “Comments on Dr. Frankl’s Paper,” *Journal of Humanistic Psychology* 6, no. 2 (1966): 109.
15. **“devoted to a cause or calling”**: Ibid., 111.
16. **“The good of other people must be invoked”**: Abraham H. Maslow, “Critique of Self- Actualization Theory,” unpublished paper, October 1966, in *Future Visions: The Unpublished Papers of Abraham Maslow*, ed. Edward Hoffman (Sage, 1996), 31.
17. **“step along the path to the transcendence of identity”**: A. H. Maslow, “Peak Experiences as Acute Identity Experiences,” *American Journal of Psychoanalysis* 21, no. 2 (1961): 260.

18. **self- transcendence at the apex:** Mark E. Koltko- Rivera, “Rediscovering the Later Version of Maslow’s Hierarchy of Needs: Self- Transcendence and Opportunities for Theory, Research, and Unification,” *Review of General Psychology* 10, no. 4 (2006): 302–17.
19. **“lecture hall at Harvard University”:** Strickland, *Make the Impossible Possible*, ch. 1.
20. **“we in Vienna had our freedoms”:** Rachael Lofgran, “An Extraordinary Story,” Statue of Responsibility Foundation, June 10, 2024. For more information about the Statue of Responsibility, visit www.statueofresponsibility.org.
21. **“Freedom is only part of the story”:** Viktor E. Frankl, *Man’s Search for Meaning*, trans. Ilse Lasch (Beacon Press, 1992), ch. 2, Kindle.
22. **“Where is the hand reaching down?”:** Lofgran, “An Extraordinary Story.”

Chapter 13: From Grit to Great

23. **highest concentration of new patents:** Aakash Kalyani, “Uneven Innovation in the U.S.,” *Economic Synopses*, no. 11, Federal Reserve Bank of St. Louis, May 6, 2024.

Situated

Find the People and Places That Bring Out Your Best

Angela Duckworth

Translated by Sara Ghadimi

Nashrenovin

Copyright © 2026 by Angela Duckworth