

Inhimillinen Johtajuus: viitteet

Johdanto:.....	2
OSA I: Keskeisiä käsitteitä ja näkökulmia.....	3
Itsensä laajentaminen yhteisöön.....	3
Asianmukainen nimeäminen ja vastavuoroisuus.....	18
Lojaalisuus ja parhaansa tekeminen: zhōng.....	22
Luotettavuus ja luottamus: xìn.....	22
Vanhempien kunnioittaminen ja veljellisyys: xiào ja tì.....	27
Sisäinen aines ja ulkoinen ilmaisu: zhì ja wén.....	31
Inhimillisyys: rén.....	32
Oikeudenmukaisuus: yì.....	33
Rituaalietiketti: lǐ.....	34
Harmonia: hé.....	35
Erottelukykyinen tietäminen: zhī.....	36
Häpeä.....	37
Vaikutusvoimainen hyve: dé.....	40
OSA II: Johtajuus ja johtaminen.....	41
Herrashenkilö: jūnzǐ.....	41
Hallitseminen: zhèng.....	43
Taidokas johtaminen.....	46
OSA III: Itsensä kultivoiminen.....	48
Miksi kultivoida itseään?.....	49
Ihmisluonne ja itsensä kultivointi.....	50
Musiikki ja itsensä kultivoiminen.....	51
Jousiammunta ja itsensä kultivoiminen.....	53
Oppiminen: xué.....	53
Pohdiskeleminen ja refleктоiminen: sī ja xǐng.....	57
Lopuksi.....	59

Lisäosat.....	61
Klassisen kungfutselaisuuden kolme suurta.....	61
Neljä plus yksi kirjaa.....	62

Johdanto:

1. Johtajuusbarometri (2024): Johtajuusbarometri 2024. *TYÖ2030-ohjelma, Suomen Nuorkauppakamarit, XAMK, JAKM, SAMK, Lab ja Haaga-Helia*.
<https://nuorkauppakamarit.fi/app/uploads/2024/10/Johtajuusbarometri-2024-3.pdf>
2. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
3. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
4. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
5. Wikipedia contributors (2024): Emperor Yao. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Emperor_Yao&oldid=1251899040
6. Wikipedia contributors (2024): Emperor Shun. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Emperor_Shun&oldid=1240415800
7. Sor-hoon Tan (2014): *Balancing Conservatism and Innovation: The Pragmatic Analects*. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
8. Roger T. Ames & Henry Rosemont Jr. (2014): Family Reverence (xiao 孝) in the Analects: Confucian Role Ethics and the Dynamics of Intergenerational Transmission. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
9. Tongdong Bai (2014): Early Confucian Political Philosophy and Its Contemporary Relevance. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
10. Michael Nylan (2001): *The Five "Confucian" Classics*. Yale University Press/New Haven & London.
11. Ulrich Theobald (2010): Chunqiu 春秋 and Zuozhuan 左傳. *Chinaknowledge.de*.
<http://www.chinaknowledge.de/Literature/Classics/chunqiuazuozhuan.html>
12. James Legge (2016): *Confucianism: The Four Books and Five Classics — Collected Works of Confucius*. Delphi Classics.
13. Annping Chin (2014): *The Analects*. Penguin Books.
14. Philip J. Ivanhoe (2000): *Confucian Moral Self Cultivation* (2. painos). Hackett Publishing Company.

15. Henry Rosemont, Jr. (2013): *A Reader's Companion to the Confucian Analects*. Palgrave MacMillan.
16. Tieteen termipankki (2025): Filosofia:metafysiikka. *Tieteen termipankki*.
<https://tieteentermipankki.fi/wiki/Filosofia:metafysiikka>
17. Wikipedia contributors (2024): Neo-Confucianism. *Wikipedia*.
<https://en.wikipedia.org/w/index.php?title=Neo-Confucianism&oldid=1266477133>
18. Stephen C. Angle (2022): *Growing Moral: A Confucian Guide to Life*. Oxford University Press.
19. Peimin Ni (2014): The Philosophy of Confucius. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
20. Robert Eno (2010): The Warring States Period (453-221). *Indiana University: History G380 (class text readings)*.
<https://scholarworks.iu.edu/iuwrrest/api/core/bitstreams/51bdb8a8-620f-42ef-8a96-82fc3066efe3/content>
21. Wikipedia contributors (2024): Zuo Zhuan. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Zuo_Zhuan&oldid=1231619337
22. Stephen Durrant, Wai-yee Li & David Schaberg (2016): *Zuo Tradition Zuozhuan* 左傳: *Commentary on the "Spring and Autumn Annals"*. University of Washington Press.

OSA I: Keskeisiä käsitteitä ja näkökulmia

Itsensä laajentaminen yhteisöön

1. Daniel K. Gardner (2014): *Confucianism: A Very Short Introduction*. Oxford University Press.
2. John W. Miller (2018): My ancestor owned 41 slaves. What do I owe their descendants? *American Magazine*.
<https://www.americamagazine.org/arts-culture/2018/11/28/slavery-reparations-racism-232171>
3. Navdeep Singh (2024): Trump win boosts crypto prices. What to expect in the future. *The Financial Times*.
<https://economictimes.indiatimes.com/markets/cryptocurrency/trump-win-boosts-crypto-prices-what-to-expect-in-the-future/articleshow/115055882.cms>
4. Hans Mathias Kepplinger & Herbert Roth (1979): Creating a Crisis: German Mass Media and Oil Supply in 1973-74. *Public Opinion Quarterly*, 43.
<https://www.jstor.org/stable/2748225>
5. Virginia K. Baillie, Louise Trygstad & Tatiana Isaef Cordon (1989): *Effective Nursing Leadership: A Practical Guide*. An Aspen Publication.

6. Donald Sull, Charles Sull & Ben Zweig (2022b): Toxic Culture Is Driving the Great Resignation. *MITSloan Management Review*.
<https://sloanreview.mit.edu/article/toxic-culture-is-driving-the-great-resignation/>
7. Manuela Priesemuth, Marshall Schminke, Bailey Bigelow & Marie Mitchell (2022): A Light at the End of the Tunnel: How the Right Workplace Structure Can Help Disrupt the Negative Impact of Abusive Supervision. *Human Performance*, 35 (2).
<https://www.tandfonline.com/doi/abs/10.1080/08959285.2021.2023875>
8. Jim Harter (2024): In New Workplace, U.S. Employee Engagement Stagnates. *Gallup*.
<https://www.gallup.com/workplace/608675/new-workplace-employee-engagement-stagnates.aspx>
9. Paul MacInnes (2024): Gareth Southgate's authenticity helps England's mental preparation. *The Guardian*.
<https://www.theguardian.com/football/article/2024/jul/13/gareth-southgates-authenticity-helps-englands-mental-preparation>
10. Shannon G. Taylor & Lauren R. Locklear (2022): A Little Rudeness Goes a Long Way. *MITSloan Management Review*.
<https://sloanreview.mit.edu/article/a-little-rudeness-goes-a-long-way/>
11. Matt Gonzales (2024): Workplace Incivility Is More Common Than You Think. *SHRM*.
<https://www.shrm.org/topics-tools/news/inclusion-diversity/workplace-incivility-shrm-research-2024>
12. Wikipedia contributors (2024): Situated cognition. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Situated_cognition&oldid=1240030079
13. Wikipedia contributors (2024): Embodied cognition. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Embodied_cognition&oldid=1244251975
14. David B. Wong (2014): Cultivating the Self in Concert with Others. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
15. Roger T. Ames & Henry Rosemont Jr. (2014): Family Reverence (xiao 孝) in the Analects: Confucian Role Ethics and the Dynamics of Intergenerational Transmission. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
16. Neil Ansell (2011): Neil Ansell: My life as a hermit. *The Guardian*.
<https://www.theguardian.com/environment/2011/mar/27/neil-ansell-my-life-as-hermit>
17. Michael Finkel (2017): Into the woods: how one man survived alone in the wilderness for 27 years. *The Guardian*.
<https://www.theguardian.com/news/2017/mar/15/stranger-in-the-woods-christopher-knight-hermit-maine>

18. Nancy Shute (2010): Beyond Birth: A Child's Cells May Help or Harm the Mother Long after Delivery. *Scientific American*.
<https://www.scientificamerican.com/article/fetal-cells-microchimerism/>
19. Amy M. Boddy, Angelo Fortunato, Melissa Wilson Sayres & Athena Aktipis (2015): Fetal microchimerism and maternal health: A review and evolutionary analysis of cooperation and conflict beyond the womb. *Bioessays*, 37 (10).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4712643/>
20. Diana W. Bianchi, Kiarash Khosrotehranib Sing Sing Way, Tippi C. MacKenzie, Ingeborg Bajema & Keelin O'Donoghue (2021): Forever Connected: The Lifelong Biological Consequences of Fetomaternal and Maternofetal Microchimerism. *Clin Chem.*, 67 (2).
<https://ncbi.nlm.nih.gov/pmc/articles/PMC10072000/>
21. Tiny Happy People (ei tiedossa): The science of fatherhood: How your body and brain change when you become a dad. *BBC*.
<https://www.bbc.co.uk/tiny-happy-people/articles/zvnhjsg>
22. Françoise Diaz-Rojas, Michiko Matsunaga, Yukari Tanaka, Takefumi Kikusui, Kazutaka Mogi, Miho Nagasawa, Kohei Asano, Nobuhito Abe & Masako Myowa (2021): Development of the paternal brain in expectant fathers during early pregnancy. *NeuroImage*, 225.
<https://www.sciencedirect.com/science/article/pii/S1053811920310120>
23. Lindsey Bever (2024): Men's brains change when they become dads. *The Washington Post*.
<https://www.washingtonpost.com/wellness/2024/06/14/men-brain-fatherhood-bonding-changes/>
24. Ara Norenzayan, Edward E. Smith, Beom Jun Kim & Richard E. Nisbett (2002): Cultural preferences for formal versus intuitive reasoning. *Cognitive Science*, 26.
<https://www2.psych.ubc.ca/~ara/Manuscripts/CogSci2002.pdf>
25. Henry Rosemont, Jr. (2013): *A Reader's Companion to the Confucian Analects*. Palgrave MacMillan.
26. Roger T. Ames & Henry Rosemont Jr. (2014): Family Reverence (xiao 孝) in the Analects: Confucian Role Ethics and the Dynamics of Intergenerational Transmission. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
27. Henry Rosemont Jr. & Roger T. Ames (2016): *Confucian Role Ethics: A Moral Vision for the 21st Century?* V&R Academic.
28. Adam Serwer (2017): The Myth of the Kindly General Lee. *The Atlantic*.
<https://www.theatlantic.com/politics/archive/2017/06/the-myth-of-the-kindly-general-lee/529038/>
29. Gillian Brockell (2021): Let's get real about Robert E. Lee and slavery. *The Washington Post*. <https://www.washingtonpost.com/history/2021/09/10/robert-e-lee-slavery/>

30. Jeff Sovern (2016): The Risks of Unfettered Capitalism. *NYTimes*.
<https://www.nytimes.com/2016/08/16/business/dealbook/the-risks-of-unfettered-capitalism.html>
31. Adam Vaughan (2015): VW emissions cheat estimated to cause 59 premature US deaths. *The Guardian*.
<https://www.theguardian.com/environment/2015/oct/29/vw-emissions-estimated-to-cause-59-premature-us-deaths>
32. Rik Oldenkamp, Rosalie van Zelm & Mark A.J. Huijbregts (2016): Valuing the human health damage caused by the fraud of Volkswagen. *Environmental Pollution*, 212.
<https://www.sciencedirect.com/science/article/abs/pii/S0269749116300537>
33. Jennifer Chu (2017): Study: Volkswagen's excess emissions will lead to 1,200 premature deaths in Europe. *MIT News*.
<https://news.mit.edu/2017/volkswagen-emissions-premature-deaths-europe-0303>
34. Deborah A. Cohen (2007): A Desired Epidemic: Obesity and the Food Industry. *Rand*.
<https://www.rand.org/pubs/commentary/2007/02/a-desired-epidemic-obesity-and-the-food-industry.html>
35. Kevin D. Hall (2018): Did the food environment cause the obesity epidemic? *Obesity*, 26 (1)
<https://onlinelibrary.wiley.com/doi/10.1002/oby.22073>
36. Joan Y. Chiao, Tokiko Harada, Hidetsugu Komeda, Zhang Li, Yoko Mano, Daisuke Saito, Todd B. Parrish, Norihiro Sadato & Tetsuya Iidaka (2009): Neural basis of individualistic and collectivistic views of self. *Hum Brain Mapp.*, 30 (9).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6870804/>
37. Jinkyung Na, Igor Grossmann, Michael E. W. Varnum, Mayumi Karasawa, Youngwon Cho, Shinobu Kitayama & Richard E. Nisbett (2020): Culture and personality revisited: Behavioral profiles and within-person stability in interdependent (vs. independent) social orientation and holistic (vs. analytic) cognitive style. *J Pers.*, 88 (5).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7308217/>
38. Peter Bevington Smith & Michael Harris Bond (2019): Cultures and Persons: Characterizing National and Other Types of Cultural Difference Can Also Aid Our Understanding and Prediction of Individual Variability. *Front Psychol.*, 10 (2689).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6901915/>
39. Marina Martínez Mateo, M. Cabanis, J. Stenmanns & Sören Krach (2013): Essentializing the binary self: individualism and collectivism in cultural neuroscience. *Front. Hum. Neurosci.*, 21.
<https://www.frontiersin.org/journals/human-neuroscience/articles/10.3389/fnhum.2013.00289/full>

40. Shinobu Kitayama & Ayse K. Uskul (2011): Culture, Mind, and the Brain: Current Evidence and Future Directions. *Annual Review of Psychology*, 62.
<https://www.annualreviews.org/content/journals/10.1146/annurev-psych-120709-145357>
41. Shihui Han & Georg Northoff (2008): Culture-sensitive neural substrates of human cognition: a transcultural neuroimaging approach. *Nature Reviews Neuroscience*, 9.
<https://www.nature.com/articles/nrn2456>
42. Marianna Pogosyan (2017): Cultural values may leave a greater impact on our brain more than our behaviors. *Psychology Today*.
<https://www.psychologytoday.com/us/blog/between-cultures/201701/how-culture-wires-our-brains>
43. Shihui Han & Glyn Humphreys (2016): Self-construal: a cultural framework for brain function. *Current Opinion in Psychology*, 8.
<https://cscn-pku.com/pubs/2016%20Han%20and%20Humphreys%20reprint.pdf>
44. Ying Zhu, Li Zhang, Jin Fan & Shihui Han (2007): Neural basis of cultural influence on self-representation. *NeuroImage*, 34 (3).
<https://www.sciencedirect.com/science/article/abs/pii/S1053811906009189>
45. Stephen C. Angle (2022): *Growing Moral: A Confucian Guide to Life*. Oxford University Press.
46. Wikipedia contributors (2024): Moral disengagement. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Moral_disengagement&oldid=1256793038
47. Peimin Ni (2014): The Philosophy of Confucius. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
48. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
49. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
50. Robert Eno (2016b): *Mencius: Translation, commentary, and notes*. IUScholarWorks.
<http://hdl.handle.net/2022/23423>
51. Tongdong Bai (2014): Early Confucian Political Philosophy and Its Contemporary Relevance. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
52. Linsey Mcgoey & Darren Thiel (2018): Charismatic violence and the sanctification of the super-rich. *Economy and Society* 47 (1).
<https://www.tandfonline.com/doi/full/10.1080/03085147.2018.1448543>
53. Charles Kaiser (2019): Kochland review: how the Kochs bought America – and trashed it. *The Guardian*.
<https://www.theguardian.com/us-news/2019/dec/07/kochland-review-koch-brothers-pollution-congress-republicans>

54. Peter Stone (2024): Oil firms and dark money fund push by Republican states to block climate laws. *The Guardian*.
<https://www.theguardian.com/us-news/article/2024/aug/21/republican-ag-climate-dark-money>
55. Annping Chin (2014): *The Analects*. Penguin Books.
56. Warren G. Frisina (2022): Forming One Body with All Things: Organicism and the Pursuit of an Embodied Theory of Mind. *Dao* 21 (1).
<https://link.springer.com/article/10.1007/s11712-021-09817-5>
57. Marianna Pogosyan (2018): How Culture Shapes Emotions. *Psychology Today*.
<https://www.psychologytoday.com/us/blog/between-cultures/201803/how-culture-shapes-emotions>
58. Antonio Damasio (2003): *Looking for Spinoza: Joy, Sorrow, and the Feeling Brain*. William Heinemann.
59. Paul Bloom (2016): *Against empathy: The case for rational compassion*. Vintage.
60. Thomas Hobbes (1651): *Leviathan*. Gutenberg.
<https://www.gutenberg.org/cache/epub/3207/pg3207-images.html>
61. Wikipedia contributors (2024): Emotional contagion. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Emotional_contagion&oldid=1240374160
62. Michael Bond (2008): Three degrees of contagion. *New Scientist*.
<https://www.newscientist.com/article/mg20126881-600-how-your-friends-friends-can-affect-your-mood/>
63. Carolina Herrando & Efthymios Constantinides (2021): Emotional Contagion: A Brief Overview and Future Directions. *Front Psychol.*, 12 (712606).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8322226/>
64. Arthur C. Brooks (2020): The 3 Equations for a Happy Life, Even During a Pandemic. *The Atlantic*.
<https://www.theatlantic.com/family/archive/2020/04/how-increase-happiness-according-research/609619/>
65. Jing Hu & Jacob B. Hirsh (2017): Accepting Lower Salaries for Meaningful Work. *Front Psychol.*, 8 (1649). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5649195/>
66. Frank Martela & Anne B. Pessi (2018): Significant Work Is About Self-Realization and Broader Purpose: Defining the Key Dimensions of Meaningful Work. *Front Psychol.*, 9 (363).
<https://www.frontiersin.org/articles/10.3389/fpsyg.2018.00363/full>
67. Mengdi Huang & Fan Yang (2023): Self-transcendence or self-enhancement: People's perceptions of meaning and happiness in relation to the self. *Journal of Experimental Psychology: General*, 152 (2). <https://doi.org/10.1037/xge0001297>

68. Emily Esfahani Smith (2013): Meaning Is Healthier Than Happiness. *The Atlantic*.
<https://www.theatlantic.com/health/archive/2013/08/meaning-is-healthier-than-happiness/278250/>
69. Barbara L. Fredrickson, Karen M. Grewen, Kimberly A. Coffey & Steven W. Cole (2013): A functional genomic perspective on human well-being. *Biological Sciences*, 10 (33).
<https://www.pnas.org/doi/full/10.1073/pnas.1305419110>
70. Pirjo Koskinen & Annukka Palmén-Väisänen (2024): Tuore tutkimus: Ihmisen persoonallisuus heijastaa terveydentilaa. *YLE*. <https://yle.fi/a/74-20111023>
71. Arthur C. Brooks (2023c): Why You Maybe Shouldn't Write a Memoir. *The Atlantic*.
<https://www.theatlantic.com/ideas/archive/2023/11/happiness-memoir-self-positivity/676013/>
72. Diana I. Tamir & Jason P. Mitchell (2012): Disclosing information about the self is intrinsically rewarding. *PNAS*, 109 (21).
<https://www.pnas.org/doi/10.1073/pnas.1202129109>
73. Allison M Tackman, David A Sbarra, Angela L Carey, M. Brent Donnellan, Andrea B. Horn , Nicholas S. Holtzman, To'Meisha S. Edwards, James W. Pennebaker & Matthias R. Mehl (2019): Depression, negative emotionality, and self-referential language: A multi-lab, multi-measure, and multi-language-task research synthesis. *J Pers Soc Psychol.*, 116 (5).
<https://pubmed.ncbi.nlm.nih.gov/29504797/>
74. Courtney M. Walsh & Lisa A. Neff (2017): We're better when we blend: The benefits of couple identity fusion. *Self and Identity*, 17 (5).
<https://www.tandfonline.com/doi/abs/10.1080/15298868.2018.1430062>
75. Benjamin H. Seider, Gilad Hirschberger, Kristin L. Nelson & Robert W. Levenson (2009): We can work it out: Age differences in relational pronouns, physiology, and behavior in marital conflict. *Psychol Aging*, 24 (3). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2785123/>
76. Arthur C. Brooks (2022): Marriage Is a Team Sport. *The Atlantic*.
<https://www.theatlantic.com/family/archive/2022/11/how-collaboration-can-improve-marriage-relationships/672048/>
77. John M. Tauer & Judith M. Harackiewicz (2004): The effects of cooperation and competition on intrinsic motivation and performance. *J Pers Soc Psychol.*, 86 (6).
<https://pubmed.ncbi.nlm.nih.gov/15149259/>
78. Philip J. Ivanhoe (2000): *Confucian Moral Self Cultivation* (2. painos). Hackett Publishing Company.
79. Tuomo Turja (2023): Yksinäisyysbarometri 2023. *Suomen Punainen Risti / Taloustutkimus Oy*.
https://www.punainenristi.fi/globalassets/13.-uutiset/2023/yksinaisyys-koskettaa-yha-useampaa-suomessa/spr_yksinaisyysbarometri_2023_raportti.pdf

80. Kenan Malik (2024): We think loneliness is in our heads, but its source lies in the ruin of civil society. *The Guardian*.
<https://www.theguardian.com/global/2024/mar/24/we-think-loneliness-is-in-our-heads-but-its-source-lies-in-the-ruin-of-civil-society>
81. Katherine Rowland (2024): US surgeon general Vivek Murthy: 'Loneliness is like hunger, a signal we're lacking something for survival'. *The Guardian*.
<https://www.theguardian.com/lifeandstyle/2024/jan/29/us-surgeon-general-vivek-murthy-loneliness-mental-health-epidemic-social-media>
82. Ada Bergroth (2024): Yksinäisyys koskettaa yhä useampaa Suomessa. *Punainen Risti*.
<https://www.punainenristi.fi/uutiset/2023/yksinaisyys-koskettaa-yha-useampaa-suomessa/>
83. Heta Ylitie (2024): Yksi kuva paljastaa suomalaisten mielenterveyden tilan – "Stressihuippu" näkyy apteekin tiskillä. *HS*.
<https://www.hs.fi/suomi/art-2000010659877.html>
84. David A. Sbarra, Ferris A. Ramadan, Karmel W. Choi, Jorien L. Treur, Daniel F. Levey, Robyn E. Wootton, Murray B. Stein, Joel Gelernter & Yann C. Klimentidis (2023): Loneliness and depression: bidirectional mendelian randomization analyses using data from three large genome-wide association studies. *Molecular Psychiatry*, 28.
<https://www.nature.com/articles/s41380-023-02259-w>
85. Janne Flinkkilä (2021): Yksinäisyys voi sairastuttaa tai jopa tappaa – 8 syytä miksi se on elimistölle niin vaarallista. *YLE*. <https://yle.fi/aihe/a/20-10001535>
86. Dana G. Smith (2024): Loneliness Can Change the Brain. *NYTimes*.
<https://www.nytimes.com/2024/05/09/well/mind/loneliness-brain-dementia-isolation.html>
87. Jeffrey A. Lam, Emily R. Murray, Kasey E. Yu, Marina Ramsey, Tanya T. Nguyen, Jyoti Mishra, Brian Martis, Michael L. Thomas & Ellen E. Lee (2021): Neurobiology of loneliness: a systematic review. *Neuropsychopharmacology*, 46.
<https://www.nature.com/articles/s41386-021-01058-7>
88. Rosie Falodun (2024): Middle-aged Americans lonelier than European counterparts. *American Psychological Association*.
<https://www.apa.org/news/press/releases/2024/03/middle-aged-americans-lonelier>
89. Frank J. Infurna, Nutifafa E. Y. Dey, Tita Gonzalez Avilés, Kevin J. Grimm, Margie E. Lachman & Denis Gerstorf (2024): Loneliness in midlife: Historical increases and elevated levels in the United States compared with Europe. *Am Psychol.*, 2024.
<https://www.apa.org/pubs/journals/releases/amp-amp0001322.pdf>
90. Anette Kärkkäinen (2023): Syrjään jätetty. *Iltasanomat*.
<https://www.is.fi/menaiset/ihtiset-ja-suhteet/art-2000010006727.html>

91. Katherine Rowland (2024): US surgeon general Vivek Murthy: 'Loneliness is like hunger, a signal we're lacking something for survival'. *The Guardian*.
<https://www.theguardian.com/lifeandstyle/2024/jan/29/us-surgeon-general-vivek-murthy-loneliness-mental-health-epidemic-social-media>
92. Vivek H. Murthy (2023): Our Epidemic of Loneliness and Isolation. *The U.S. Surgeon General's Advisory*.
<https://www.hhs.gov/sites/default/files/surgeon-general-social-connection-advisory.pdf>
93. WHO (1948): International Health Conference: Summary report on proceedings, minutes and final acts of the International Health Conference held in New York from 19 June to 22 July 1946. *United Nations, World Health Organization, Interim Commission*.
<https://iris.who.int/handle/10665/85573>
94. David Matthew Doyle & Bruce G. Link (2023): On social health: history, conceptualization, and population patterning. *Health Psychology Review*, 18 (3).
<https://www.tandfonline.com/doi/full/10.1080/17437199.2024.2314506>
95. Kasley Killam (2024): What is social health? The little-known idea that could make all the difference. *The Guardian*.
<https://www.theguardian.com/wellness/article/2024/jun/14/what-is-social-health>
96. Jessica Martino, Jennifer Pegg & Elizabeth Pegg Frates (2017): The Connection Prescription: Using the Power of Social Interactions and the Deep Desire for Connectedness to Empower Health and Wellness. *Am J Lifestyle Med.*, 11 (6).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6125010/>
97. Priya J. Wickramaratne, Tenzin Yangchen, Lauren Lepow, Braja G. Patra, Benjamin Glicksburg, Ardesheer Talati, Prakash Adekkanattu, Euijung Ryu, Joanna M. Biernacka, Alexander Charney, J. John Mann, Jyotishman Pathak, Mark Olfson & Myrna M. Weissman (2022): Social connectedness as a determinant of mental health: A scoping review. *PLoS One*, 17 (10). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9560615/>
98. Richard C. Palmer, Deborah Ismond, Erik J. Rodriguez & Jay S. Kaufman (2019): Social Determinants of Health: Future Directions for Health Disparities Research. *Am J Public Health*, 109 (Suppl 1). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6356128/>
99. Sun Mi Cho, Chan-ung Park, Min Song (2020): The evolution of social health research topics: A data-driven analysis. *Social Science & Medicine*, 265 (113299).
<https://www.sciencedirect.com/science/article/abs/pii/S0277953620305189>
100. Atul Gawande (2009): Hellhole. *The New Yorker*.
<https://www.newyorker.com/magazine/2009/03/30/hellhole>
101. Dana G. Smith (2018): Neuroscientists Make a Case against Solitary Confinement. *Scientific American*.
<https://www.scientificamerican.com/article/neuroscientists-make-a-case-against-solitary-confinement/>

102. Michael Bond (2014): How extreme isolation warps the mind. *BBC*.
<https://www.bbc.com/future/article/20140514-how-extreme-isolation-warps-minds>
103. Elina Jämsén (2024): Näin käytävillä taistellaan koulukiusaamista vastaan. *YLE*.
<https://yle.fi/a/74-20114220>
104. Shabnam Grewal (2019): Why this man became a hermit at 20. *BBC*.
<https://www.bbc.com/news/stories-48968502>
105. Wikipedia contributors (2024): Donald Crowhurst. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Donald_Crowhurst&oldid=1239187338
106. Wikipedia contributors (2024): Bernard Moitessier. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Bernard_Moitessier&oldid=1245125861
107. Netta Weinstein, Lindsey M. Rodriguez, C. Raymond Knee, Madoka Kumashiro (2016): Self-determined self-other overlap: Interacting effects on partners' perceptions of support and well-being in close relationships. *Journal of Research in Personality*, 65.
<https://www.sciencedirect.com/science/article/abs/pii/S0092656616301908>
108. Arthur Aron, Gary W. Lewandowski Jr., Debra Mashek & Elaine N. Aron (2013): The Self-Expansion Model of Motivation and Cognition in Close Relationships. Kirjassa: *The Oxford Handbook of Close Relationships* (toim. Jeffry A. Simpson & Lorne Campbell). Oxford University Press.
<https://academic.oup.com/edited-volume/38162/chapter-abstract/332980404>
109. Wikipedia contributors (2024): Self-expansion model. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Self-expansion_model&oldid=1248865544
110. Wikipedia contributors (2024): Elaine Aron. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Elaine_Aron&oldid=1227101277
111. Tim Keane (2024): To Design Cities Right, We Need to Focus on People. *Scientific American*.
<https://www.scientificamerican.com/article/to-design-cities-right-we-need-to-focus-on-people/>
112. Kostas Mouratidis (2021): Urban planning and quality of life: A review of pathways linking the built environment to subjective well-being. *Cities*, 115 (103229).
<https://www.sciencedirect.com/science/article/pii/S0264275121001293>
113. Jie Qi, Suvodeep Mazumdar & Ana C. Vasconcelos (2024): Understanding the Relationship between Urban Public Space and Social Cohesion: A Systematic Review. *International Journal of Community Well-Being*, 7.
<https://link.springer.com/content/pdf/10.1007/s42413-024-00204-5.pdf>
114. Louis-Philippe Beland & Daniel A. Brent (2018): Traffic and crime. *Journal of Public Economics*, 160.
<https://www.sciencedirect.com/science/article/abs/pii/S0047272718300422>

115. Danish Kurani (2024): There's 'Hostile Architecture' All Around Us. It's Damaging Our Well-being. *TIME*. <https://time.com/7024810/design-damage-wellbeing-essay/>
116. Tuomas Hyytinen (2023): Hallitus aikoo luoda omaa sosiaaliturvaa maahanmuuttajille – tällaisia vaikutuksia politiikalla oli Tanskassa. *YLE*. <https://yle.fi/a/74-20055005>
117. Jon Clifton (2022): The Power of Work Friends. *Harvard Business Review*. <https://hbr.org/2022/10/the-power-of-work-friends>
118. Robert Waldinger and Marc Schulz (2023): What the Longest Study on Human Happiness Found Is the Key to a Good Life. *The Atlantic*. <https://www.theatlantic.com/ideas/archive/2023/01/harvard-happiness-study-relationships/672753/>
119. Gallup (2024): State of the Global Workplace: The Voice of the World's Employees (2024 Report). *Gallup*. <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>
120. Nancy Baym, Jonathan Larson & Ronnie Martin (2021) What a Year of WFH Has Done to Our Relationships at Work. *Harvard Business Review*. <https://hbr.org/2021/03/what-a-year-of-wfh-has-done-to-our-relationships-at-work>
121. Melanie S. Brucks & Jonathan Levav (2022): Virtual communication curbs creative idea generation. *Nature*, 605. <https://www.nature.com/articles/s41586-022-04643-y>
122. Onni Niemi (2022): Suomalaisten yritysten suhtautuminen etätyöhön on tiukentunut, ja ihmiset halutaan konttorille useita kertoja viikossa. *HS*. <https://www.hs.fi/talous/art-2000009010196.html>
123. Armi Auvinen (2024): Yliopisto vaatii opiskelijat kotoa kampukselle – Nuutti Saramo muuttaa opiskelupaikkakunnalta heti, kun kandi on kasassa. *YLE*. <https://yle.fi/a/74-20115722>
124. Jon Clifton (2022): The World's Workplace Is Broken -- Here's How to Fix It. *Gallup*. <https://www.gallup.com/workplace/393395/world-workplace-broken-fix.aspx>
125. Gallup (2022): State of the Global Workplace 2022 Report. *Gallup*. <https://web.millennium-challenge.com/wp-content/uploads/2023/01/state-of-the-global-workplace-2022-download-1.pdf>
126. Eurostat (2024): How many hours per week do Europeans work? *Eurostat*. <https://ec.europa.eu/eurostat/web/products-eurostat-news/w/ddn-20240530-1>
127. Michael Chui (2023): Forward Thinking on how to get remote working right with Nicholas Bloom. *McKinsey Global Institute*. <https://www.mckinsey.com/mgi/forward-thinking/forward-thinking-on-how-to-get-remote-working-right-with-nicholas-bloom>
128. Nicholas Bloom, Ruobing Han & James Liang (2024): Hybrid working from home improves retention without damaging performance. *Nature*, 630. <https://www.nature.com/articles/s41586-024-07500-2>

129. Krysten Crawford (2024): Study finds hybrid work benefits companies and employees. *StanfordReport*.
<https://news.stanford.edu/stories/2024/06/hybrid-work-is-a-win-win-win-for-companies-workers>
130. Ryan Pendell (2024): 1 in 5 Employees Worldwide Feel Lonely. *Gallup*.
<https://www.gallup.com/workplace/645566/employees-worldwide-feel-lonely.aspx>
131. Työterveyslaitos (ei tiedossa): Työn imu. *Työterveyslaitos*.
<https://www.ttl.fi/teemat/tyohyvinvointi-ja-tyokyky/tyon-imu>
132. Constance N. Hadley & Mark Mortensen (2021): Are Your Team Members Lonely? *MIT Sloan Management Review*.
<https://sloanreview.mit.edu/article/are-your-team-members-lonely/>
133. Mallory Stark (2002): Leading Teams: Setting the Stage for Great Performances - The Five Keys to Successful Teams. *HBS Working Knowledge*.
<https://hbswk.hbs.edu/archive/leading-teams-setting-the-stage-for-great-performances-the-five-keys-to-successful-teams>
134. Constance N. Hadley (2021): Employees Are Lonelier Than Ever. Here's How Employers Can Help. *Harvard Business Review*.
<https://hbr.org/2021/06/employees-are-lonelier-than-ever-heres-how-employers-can-help>
135. Amy Gallo (2023): What Is Psychological Safety? *Harvard Business Review*.
<https://hbr.org/2023/02/what-is-psychological-safety>
136. Jason Walker (2024): How To Establish Psychology Safety At Work: Tips For Leaders. *Forbes*.
<https://www.forbes.com/sites/jasonwalker/2024/10/01/how-to-establish-psychology-safety-at-work-tips-for-leaders/>
137. Constance N. Hadley (2019): Emotional roulette? Symmetrical and asymmetrical emotion regulation outcomes from coworker interactions about positive and negative work events. *Human Relations*, 67 (9). <https://journals.sagepub.com/doi/10.1177/0018726714529316>
138. Olivia Guy-Evans (2023): Emotion Regulation. *Simply Psychology*.
<https://www.simplypsychology.org/emotional-regulation.html>
139. Tim Dalgleish, Jenny Yiend, Susanne Schweizer, & Barnaby D. Dunn (2009): Ironic effects of emotion suppression when recounting distressing memories. *Emotion*, 9 (5).
<https://doi.org/10.1037/a0017290>
140. Sanjay Srivastava, Maya Tamir, Kelly M. McGonigal, Oliver P. John & James J. Gross (2009): The Social Costs of Emotional Suppression: A Prospective Study of the Transition to College. *J Pers Soc Psychol.*, 96 (4).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4141473/>
141. Alain Samson (2020): Fake It Until You Break It. *Psychology Today*.
<https://www.psychologytoday.com/us/blog/consumed/202002/fake-it-until-you-break-it>

142. Antoine Ferrère, Chris Rider, Baiba Renerte & Amy C. Edmondson (2022): Fostering Ethical Conduct Through Psychological Safety. *MITSloan Management Review*.
<https://sloanreview.mit.edu/article/fostering-ethical-conduct-through-psychological-safety/>
143. Joanna Sinclair (2024): Vuorovaikutus ja työhyvinvointi käyvät käsi kädessä. *Tiedon silta*.
<https://www.tsr.fi/tiedon-silta/vuorovaikutus-ja-tyohyvinvointi-kayvat-kasi-kadessa/>
144. Blake A. Allan, Ryan D. Duffy & Brian Collisson (2017): Helping Others Increases Meaningful Work: Evidence From Three Experiments. *Journal of Counseling Psychology*, 65 (2). <https://pubmed.ncbi.nlm.nih.gov/28493738/>
145. Melissa De Witte (2022): Asking for help is hard, but people want to help more than we realize, Stanford scholar says. *StanfordReport*.
<https://news.stanford.edu/stories/2022/09/asking-help-hard-people-want-help-realize>
146. Elle Hunt (2024): Is being a cynic bad for you? Here's what I learned. *The Guardian*.
<https://www.theguardian.com/wellness/2024/oct/02/optimist-cynicism-faith>
147. Kayla Good & Alex Shaw (2022): Why Kids Are Afraid to Ask for Help. *Scientific American*.
<https://www.scientificamerican.com/article/why-kids-are-afraid-to-ask-for-help/>
148. Alison Wood Brooks, Francesca Gino & Maurice E. Schweitzer (2015): Smart People Ask for (My) Advice: Seeking Advice Boosts Perceptions of Competence. *Management Science*, 61 (6).
https://www.hbs.edu/ris/Publication%20Files/Advice%20Seeking_59ad2c42-54d6-4b32-8517-a99eeae0a45c.pdf
149. Wenjia Su & Sebastian Junge (2023): Unlocking the recipe for organizational resilience: A review and future research directions. *European Management Journal*, 41 (6).
<https://www.sciencedirect.com/science/article/pii/S0263237323000294>
150. Giovanni Francesco Massari, Ilaria Giannoccaro & Giuseppe Carbone (2023): Team Social Network Structure and Resilience: A Complex System Approach. *IEEE Transactions on Engineering Management*, 70 (1). <https://ieeexplore.ieee.org/document/9381508>
151. Teemu Juhola (2024): Tomaattikeittoa van Goghin maalauksen päälle heittäneet ilmastoaktivistit tuomittiin Britanniassa vankeusrangaistuksiin. *YLE*.
<https://yle.fi/a/74-20114491>
152. Dominic Casciani & Justin Rowlatt (2024): Why Just Stop Oil's long jail sentences could embolden some activists. *BBC*. <https://www.bbc.com/news/articles/c3g9yrdkwrwo>
153. Owen Amos (2024): 'Every cell was full': Prisoners reveal conditions as early release scheme begins. *BBC*. <https://www.bbc.com/news/live/c62rygz20gjt>
154. D. Clark (2024): Average annual overall resource expenditure per prison place in England and Wales from 2015 to 2023. *Statista*.
<https://www.statista.com/statistics/1202172/cost-per-prisoner-england-and-wales/>

155. Wikipedia contributors (2024): Suffragette. *Wikipedia*.
<https://en.wikipedia.org/w/index.php?title=Suffragette&oldid=1249079960>
156. Sherrie Bourg Carter (2012): Emotions Are Contagious—Choose Your Company Wisely. *Psychology Today*.
<https://www.psychologytoday.com/us/blog/high-octane-women/201210/emotions-are-contagious-choose-your-company-wisely>
157. Cleveland Clinic (2023): What Is Cognitive Dissonance? *Cleveland Clinic*.
<https://health.clevelandclinic.org/cognitive-dissonance>
158. Gallup (ei tiedossa): What Is Organizational Culture? And Why Does It Matter? *Gallup*.
<https://www.gallup.com/workplace/327371/how-to-build-better-company-culture.aspx>
159. Wikipedia contributors (2024): Greta Thunberg. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Greta_Thunberg&oldid=1247737261
160. Wikipedia contributors (2024): Mahatma Gandhi. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Mahatma_Gandhi&oldid=1248200614
161. Wikipedia contributors (2024): Satyagraha. *Wikipedia*.
<https://en.wikipedia.org/w/index.php?title=Satyagraha&oldid=1242546103>
162. The Editors of Encyclopædia Britannica (2015): satyagraha. *Encyclopædia Britannica*.
<https://www.britannica.com/topic/satyagraha-philosophy>
163. Catherine Wynne (2013): The teenager who saved a man with an SS tattoo. *BBC*.
<https://www.bbc.com/news/magazine-24653643>
164. Bal Ram Nanda (2024¹): Mahatma Gandhi. *Encyclopædia Britannica*.
<https://www.britannica.com/biography/Mahatma-Gandhi>
165. Wikipedia contributors (2024): Sharpeville massacre. *Wikipedia*,
https://en.wikipedia.org/w/index.php?title=Sharpeville_massacre&oldid=1248526457
166. BBC (2019): Greta Thunberg changes Twitter bio after Trump dig. *BBC*.
<https://www.bbc.com/news/world-europe-50762373>
167. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
168. Wikipedia contributors (2024): Self-enhancement. *Wikipedia*.
<https://en.wikipedia.org/w/index.php?title=Self-enhancement&oldid=1235054963>
169. Jeffrey Pfeffer & Christina T. Fong (2005): Building Organization Theory from First Principles: The Self-Enhancement Motive and Understanding Power and Influence. *Organization Science*, 16 (4).
https://web.archive.org/web/20110210225344id_/http://www.jeffreypfeffer.com:80/pdf/articles/OS-2005
170. Wikipedia contributors (2024): Itsekorostusvinouma. *Wikipedia*.
<https://fi.wikipedia.org/w/index.php?title=Itsekorostusvinouma&oldid=22014720>

¹ Artikkelin alkuperäinen kirjoittaja Bal Ram Nanda kuoli jo 2010. Artikkelia on kuitenkin päivitetty hänen jälkeensä, joten käytin viimeisimmän päivityksen vuotta tässä.

171. Oscar Wilde (1888): The Remarkable Rocket.
<https://short-stories.co/@oscarwilde/the-remarkable-rocket-nkevedoqzmo0>
172. Nicolaas Alexander van der Kam (2012): Leader Self-enhancement: An Interpersonal Approach. *University of Groningen*.
<https://pure.rug.nl/ws/portalfiles/portal/2406973/DissertatieNvanderKam.pdf>
173. Erin M. O'Mara, Lowell Gaertner, Constantine Sedikides, Xinyue Zhou & Yanping Liu (2012): A longitudinal-experimental test of the panculturality of self-enhancement: Self-enhancement promotes psychological well-being both in the west and the east. *Journal of Research in Personality*, 46 (2).
<https://www.sciencedirect.com/science/article/abs/pii/S0092656612000025>
174. Steve Loughnan, Peter Kuppens, Jüri Allik, Katalin Balázs, Soledad de Lemus, Kitty Dumont, Rafael Gargurevich, István Hidegkuti, Bernhard Leidner, Lennia Matos, Joonha Park, Anu Realo, Junqi Shi, Victor Sojo, Yuk-Yue Tong, Jeroen Vaes, Philippe Verduyn, Victoria Wai Lan Yeung & Nick Haslam (2011): Economic Inequality Is Linked to Biased Self-Perception. *Psychological Science*, 22 (10).
<https://journals.sagepub.com/doi/10.1177/0956797611417003>
175. Whet Moser (2014): If You're Rich, You Probably Think You Deserve It. Here's Why. *Chigaco Magazine*.
<https://www.chicagomag.com/city-life/january-2014/if-youre-rich-you-probably-think-you-deserve-it-heres-why/>
176. David Brancaccio & Rose Conlon (2021): Why rich people tend to think they deserve their money. *Marketplace*.
<https://www.marketplace.org/2021/01/19/why-rich-people-tend-think-they-deserve-their-money/>
177. Juliana F. Black & Shai Davidai (2020): Do rich people “deserve” to be rich? Charitable giving, internal attributions of wealth, and judgments of economic deservingness. *Journal of Experimental Social Psychology*, 90.
<https://www.sciencedirect.com/science/article/abs/pii/S0022103120303516>
178. Bettina Rockenbach, Sebastian Tonke & Arne R. Weiss (2021): Self-serving behavior of the rich causes contagion effects among the poor. *Journal of Economic Behavior & Organization*, 183.
<https://www.sciencedirect.com/science/article/abs/pii/S0167268121000056>
179. Wikipedia contributors (2024): William Herbert Sheldon. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=William_Herbert_Sheldon&oldid=1229062149
180. Wikipedia contributors (2024): Somatotyyipit. *Wikipedia*.
<https://fi.wikipedia.org/w/index.php?title=Somatotyyipit&oldid=22636919>

181. Wikipedia contributors (2024): Ivy League nude posture photos. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Ivy_League_nude_posture_photos&oldid=1241061122
182. Bettina Rockenbach, Sebastian Tonke & Arne R. Weiss (2021): Self-serving behavior of the rich causes contagion effects among the poor. *Journal of Economic Behavior & Organization*, 183.
<https://www.sciencedirect.com/science/article/abs/pii/S0167268121000056>
183. Garson O'Toole (2017): There Is Nothing Noble in Being Superior to Some Other Man. The True Nobility Is in Being Superior to Your Previous Self. *Quote Investigator*®.
<https://quoteinvestigator.com/2017/03/11/superior/>
184. Joachim I. Krueger, Patrick R. Heck & Jens B. Asendorpf (2017): Self-enhancement: Conceptualization and Assessment. *Collabra: Psychology*, 3 (1).
<https://online.ucpress.edu/collabra/article/3/1/28/112384/Self-enhancement-Conceptualization-and-Assessment>
185. Jillian J. Jordan & Maryam Kouchaki (2021): Virtuous victims. *Science Advances*, 7 (42).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8514089/>
186. Kurt Gray & Emily Kubin (2024): Chapter Three - Victimhood: The most powerful force in morality and politics. *Advances in Experimental Social Psychology*, 70.
<https://www.sciencedirect.com/science/article/abs/pii/S0065260124000169>
187. Emily M. Zitek, Laura M. Giurge & Isaac H. Smith (2023): Recognizing and correcting positive bias: The salient victim effect. *Journal of Experimental Social Psychology*, 109.
<https://www.sciencedirect.com/science/article/abs/pii/S0022103123000793>
188. Teoh Kae Nging & Rashad Yazdanifard (2015): The General Review of the Leader's Self Enhancement on the Organization. *International Journal of Management, Accounting and Economics*, 2 (12).
https://www.ijmae.com/article_117923_22baa3194b93a813dfde235fe72160ae.pdf
189. Elizabeth Lim & Pino G. Audia (2020): Problem-Solving or Self-Enhancing? Influences of Diversification and Bright Spot on Corporate Resource Allocation Responses to Performance Shortfalls. *Strategy Science*, Vol 5 (4).
<https://pubsonline.informs.org/doi/10.1287/stsc.2020.0117>
190. Kirk Kardashian (2022): The Self-Enhancement Bias and Why We Should Expect Rigidity After Failure. *Tuck*.
<https://www.tuck.dartmouth.edu/news/articles/self-enhancement-bias-why-should-expect-rigidity-after-failure>
191. Philip J. Ivanhoe (2009): Introduction. Kirjassa: *Mencius* (kirj. Irene Bloom). Columbia University Press.
192. Wikipedia contributors (2024): Mary Barra. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Mary_Barra&oldid=1252736646

193. Frank Olito (2019): 10 CEOs that started in entry-level positions at the companies they now lead. *Business Insider*.
<https://www.businessinsider.com/ceos-started-entry-level-at-company-2019-7>
194. General Motors (ei tiedossa): Mary T. Barra – Chair and Chief Executive Officer. *General Motors*.
<https://www.gm.com/company/leadership.detail.html/Pages/bios/global/en/corporate-officers/Mary-Barra>
195. Deborah H. Gruenfeld & Kevin Cool (2024): Hardwired for Hierarchy: Our Relationship With Power. *Stanford School of Business: If/Then*.
<https://www.gsb.stanford.edu/insights/hardwired-hierarchy-relationship-power>
196. Bertrand Russell (1938): *Power: A New Social Analysis*. George Allen & Unwin.
<https://archive.org/details/poweranewsociala022256mbp>
197. Ian H. Robertson (2013): How power affects the brain. *The British Psychological Society*.
<https://www.bps.org.uk/psychologist/how-power-affects-brain>
198. Aleksandra Cisłak (2022): Power: Our fundamental concept. *The British Psychological Society*. <https://www.bps.org.uk/psychologist/power-our-fundamental-concept>

Asianmukainen nimeäminen ja vastavuoroisuus

1. The Editors of Encyclopaedia Britannica (2024): division of labour. *Encyclopedia Britannica*.
<https://www.britannica.com/money/division-of-labour>
2. David Hume (1739–1740): *A Treatise of Human Nature*. The Project Gutenberg.
<https://www.gutenberg.org/cache/epub/4705/pg4705-images.html>
3. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
4. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
5. Joshua Nevett (2023): Prevent: Rise in climate activists referred to anti-terror scheme. *BBC*.
<https://www.bbc.com/news/uk-67665218>
6. Damien Gayle, Matthew Taylor & Ajit Niranjana (2023): Human rights experts warn against European crackdown on climate protesters. *The Guardian*.
<https://www.theguardian.com/environment/2023/oct/12/human-rights-experts-warn-against-european-crackdown-on-climate-protesters>
7. Nick Aspinwall (2024): Anti-Terrorism Laws Are Being Used Against Environmentalists. *Foreign Policy*.
<https://foreignpolicy.com/2024/07/15/philippines-anti-terrorism-laws-climate-activists/>
8. Timothy Pratt (2023): ‘Cop City’ activist’s official autopsy reveals more than 50 bullet wounds. *The Guardian*.
<https://www.theguardian.com/us-news/2023/apr/20/manuel-paez-teran-autopsy-cop-city>

9. Wikipedia contributors (2024): Killing of Tortuguita. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Killing_of_Tortuguita&oldid=1248705730
10. Matthew Taylor (2024): Rich countries silencing climate protest while preaching about rights elsewhere, says study. *The Guardian*.
<https://www.theguardian.com/environment/article/2024/sep/10/climate-rights-report-dragonian-measures-protest>
11. Peimin Ni (2014): The Philosophy of Confucius. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
12. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
13. Virginia K. Baillie, Louise Trygstad & Tatiana Isaef Cordon (1989): *Effective Nursing Leadership: A Practical Guide*. An Aspen Publication.
14. The Work and Well-Being Initiative (ei tiedossa): Work Design Principle #1: Give Employees More Control over Their Work. *Harvard University | MIT*.
<https://workwellbeinginitiative.org/module-2-enhancing-employee-control-work>
15. Atul Gawande (2009): *The Checklist Manifesto*. Metropolitan Books.
16. Antonio S. Cua (2014): Early Confucian Virtue Ethics: The Virtues of Junzi. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
17. David B. Wong (2014): Cultivating the Self in Concert with Others. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
18. Henry Rosemont, Jr. (2013): *A Reader's Companion to the Confucian Analects*. Palgrave MacMillan.
19. Deborah Gervasi, Guglielmo Faldetta, Massimiliano Matteo Pellegrini & Jane Maley (2022): Reciprocity in organizational behavior studies: A systematic literature review of contents, types, and directions. *European Management Journal*, 40 (3).
<https://www.sciencedirect.com/science/article/abs/pii/S0263237321001031>
20. Wikipedia contributors (2024): Talio-periaate. *Wikipedia*.
<https://fi.wikipedia.org/w/index.php?title=Talio-periaate&oldid=22194487>
21. Annping Chin (2014): *The Analects*. Penguin Books.
22. Rebecca Johannsen & Paul J Zak (2020): Autonomy Raises Productivity: An Experiment Measuring Neurophysiology. *Front Psychol.*, 11 (963).
<https://pmc.ncbi.nlm.nih.gov/articles/PMC7243795/>
23. Holger Reisinger & Dane Fetterer (2021): Forget Flexibility. Your Employees Want Autonomy. *Harvard Business Review*.
<https://hbr.org/2021/10/forget-flexibility-your-employees-want-autonomy>

24. David Matthew Doyle & Bruce G. Link (2023): On social health: history, conceptualization, and population patterning. *Health Psychology Review*, 18 (3).
<https://www.tandfonline.com/doi/full/10.1080/17437199.2024.2314506>
25. Viktoria Boss, Linus Dahlander, Christoph Ihl & Rajshri Jayaraman (2021): When Autonomy Helps Team Performance — and When It Doesn't. *Harvard Business Review*.
<https://hbr.org/2021/12/when-autonomy-helps-team-performance-and-when-it-doesnt>
26. Wikipedia contributors (2024): Altruism. *Wikipedia*.
<https://en.wikipedia.org/w/index.php?title=Altruism&oldid=1248737271>
27. Cassandra A. Tamayo, Mirelle N. Rizkalla & Kyle K. Henderson (2016): Cognitive, Behavioral and Emotional Empathy in Pharmacy Students: Targeting Programs for Curriculum Modification. *Frontiers in pharmacology*, 7 (96).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4835498/pdf/fphar-07-00096.pdf>
28. Elizabeth A. Segal (2011): Social Empathy: A Model Built on Empathy, Contextual Understanding, and Social Responsibility That Promotes Social Justice. *Journal of Social Service Research*, 37 (3).
<https://www.tandfonline.com/doi/full/10.1080/01488376.2011.564040>
29. Litong Wang, Guanghua Sheng, Shengxiang She & Jiaqi Xu (2022): Impact of empathy with nature on pro-environmental behavior. *International Journal of Consumer Studies*, 47 (2).
<https://onlinelibrary.wiley.com/doi/10.1111/ijcs.12856>
30. Jamil Zaki, Bryan Hancock, Brooke Weddle & Lucia Rahilly (2024): It's cool to be kind: The value of empathy at work. *McKinsey & Company*.
<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/its-cool-to-be-kind-the-value-of-empathy-at-work>
31. Rasmus Hougaard, Jacqueline Carter & Marissa Afton (2021): Connect with Empathy, But Lead with Compassion. *Harvard Business Review*.
<https://hbr.org/2021/12/connect-with-empathy-but-lead-with-compassion>
32. Tara Van Bommel (2021): The power of empathy in times of crisis and beyond. *Catalyst*.
<https://www.catalyst.org/reports/empathy-work-strategy-crisis>
33. Paul Bloom (2016): *Against empathy: The case for rational compassion*. Vintage.
34. Ashley Abramson (2021): Psychologists' research offers insight into why it's so important to practice the "right" kind of empathy, and how to grow these skills. *Monitor on Psychology*, 52 (8). <https://www.apa.org/monitor/2021/11/feature-cultivating-empathy>
35. Velipekka Pekkola (2019): Aivotutkija Katri Saarikivi: "Empatiataitoaan voi kehittää lukemalla kaunokirjallisuutta ja heikentää epäinhimillistämällä muita". *YLE*.
<https://yle.fi/a/3-11009284>
36. Julie Battilana & Tiziana Casciaro (2021): Don't Let Power Corrupt You. *Harvard Business Review*. <https://hbr.org/2021/09/dont-let-power-corrupt-you>

37. Diana I. Tamir, Andrew B. Bricker, David Dodell-Feder & Jason P. Mitchell (2016): Reading fiction and reading minds: the role of simulation in the default network. *Soc Cogn Affect Neurosci.*, 11 (2). <https://pubmed.ncbi.nlm.nih.gov/26342221/>
38. P. Matthijs Bal & Martijn Veltkamp (2013) How does fiction reading influence empathy? An experimental investigation on the role of emotional transportation. *PLoS One*, 8 (1):e55341. <https://pubmed.ncbi.nlm.nih.gov/23383160/>
39. Arunas L. Radzvilavicius, Alexander J. Stewart & Joshua B. Plotkin (2019): Evolution of empathetic moral evaluation. *eLife* 8:e44269. <https://elifesciences.org/articles/44269>
40. Nicole Celestine (2020): Prosocial Behavior: 12 Examples, Activities & Findings. *PositivePsychology*. <https://positivepsychology.com/prosocial-behavior/>
41. Francis Stevens & Katherine Taber (2021): The neuroscience of empathy and compassion in pro-social behavior. *Neuropsychologia*, 159 (107925). <https://www.sciencedirect.com/science/article/abs/pii/S0028393221001767>
42. Nobuya Sato, Ling Tan, Kazushi Tate & Maya Okada (2015): Rats demonstrate helping behavior toward a soaked conspecific. *Animal Cognition*, 18. <https://link.springer.com/article/10.1007/s10071-015-0872-2>
43. Robert L. Pitman, Volker B. Deecke, Christine M. Gabriele, Mridula Srinivasan, Nancy Black, Judith Denking, John W. Durban, Elizabeth A. Mathews, Dena R. Matkin, Janet L. Neilson, Alisa Schulman-Janiger, Debra Shearwater, Peggy Stap & Richard Ternullo (2016): Humpback whales interfering when mammal-eating killer whales attack other species: Mobbing behavior and interspecific altruism? *Marine Mammal Science*, 33 (1). <https://onlinelibrary.wiley.com/doi/full/10.1111/mms.12343>
44. Nor Ba'yah Abdul Kadir (2024): Prosocial Behavior. Kirjassa: *Encyclopedia of Religious Psychology and Behavior*. Springer, Cham. https://link.springer.com/referenceworkentry/10.1007/978-3-031-38971-9_447-1
45. David Melamed, Brent Simpson & Jered Abernathy (2020): The robustness of reciprocity: Experimental evidence that each form of reciprocity is robust to the presence of other forms of reciprocity. *Sci Adv.*, 6 (23). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7269653/>
46. Nan Zhu, Yuxin Liu & Jianwei Zhang (2023): How and When Generalized Reciprocity and Negative Reciprocity Influence Employees' Well-Being: The Moderating Role of Strength Use and the Mediating Roles of Intrinsic Motivation and Organizational Obstruction. *Behav Sci.*, 13 (6). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10295303/>
47. Jim Whitehurst (2016): Leaders Can Shape Company Culture Through Their Behaviors. *Harvard Business Review*. <https://hbr.org/2016/10/leaders-can-shape-company-culture-through-their-behaviors>

Lojaalisuus ja parhaansa tekeminen: zhōng

1. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
2. Chichung Huang (1997): *The Analects of Confucius*. Oxford University Press.
3. Robert Eno (2015): *The Analects of Confucius: An online Teaching Translation* (version 2.21). IUScholarWorks. <http://hdl.handle.net/2022/23420>
4. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
5. Antonio S. Cua (2014): Early Confucian Virtue Ethics: The Virtues of Junzi. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
6. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
7. Ben Wigert (2024): The Strengths, Weaknesses and Blind Spots of Managers. *Gallup*. <https://www.gallup.com/workplace/645299/strengths-weaknesses-blind-spots-managers.aspx>
8. Denise McLain & Bailey Nelson (2022): How Effective Feedback Fuels Performance. *Gallup*. <https://www.gallup.com/workplace/357764/fast-feedback-fuels-performance.aspx>

Luotettavuus ja luottamus: xìn

1. Jason Walker (2024): How To Establish Psychology Safety At Work: Tips For Leaders. *Forbes*. <https://www.forbes.com/sites/jasonwalker/2024/10/01/how-to-establish-psychology-safety-at-work-tips-for-leaders/>
2. Frances X. Frei & Anne Morriss (2020): Begin with Trust. *Harvard Business Review*. <https://hbr.org/2020/05/begin-with-trust>
3. Ron Carucci (2021): Build Your Reputation as a Trustworthy Leader. *Harvard Business review*. <https://hbr.org/2021/06/build-your-reputation-as-a-trustworthy-leader>
4. Chichung Huang (1997): *The Analects of Confucius*. Oxford University Press.
5. Keith N. Knapp (2009): Three Fundamental Bonds and Five Constant Virtues. *Berkshire Encyclopedia of China*. <https://chinaconnectu.com/wp-content/pdf/ThreeFundamentalBondsandFiveConstantVirtues.pdf>
6. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
7. Annping Chin (2014): *The Analects*. Penguin Books.
8. Paul J. Zak (2017): The Neuroscience of Trust. *Harvard Business review*. <https://hbr.org/2017/01/the-neuroscience-of-trust>
9. Zeynep Ton (2012): Why “Good Jobs” Are Good for Retailers. *Harvard Business review*. <https://hbr.org/2012/01/why-good-jobs-are-good-for-retailers>

10. Zeynep Ton (2020): Rebuilding the Economy Around Good Jobs. *Harvard Business review*.
<https://hbr.org/2020/05/rebuilding-the-economy-around-good-jobs>
11. Sanne Tops, Ute Habel & Sina Radke (2019): Genetic and epigenetic regulatory mechanisms of the oxytocin receptor gene (OXTR) and the (clinical) implications for social behavior. *Hormones and Behavior*, 108.
<https://www.sciencedirect.com/science/article/abs/pii/S0018506X17301484>
12. Mike Robbins (2019): Why Employees Need Both Recognition and Appreciation. *Harvard Business Review*.
<https://hbr.org/2019/11/why-employees-need-both-recognition-and-appreciation>
13. Oprah Winfrey (2013): Oprah Winfrey Harvard Commencement speech | Harvard Commencement 2013. *Harvard University*.
<https://www.youtube.com/watch?v=GMWFieBGR7c>
14. Teresa M. Amabile & Steven J. Kramer (2011): The Power of Small Wins. *Harvard Business Review*. <https://hbr.org/2011/05/the-power-of-small-wins>
15. Annelena Lobb (2023): This Company Lets Employees Take Charge—Even with Life and Death Decisions. *Harvard Business School*.
<https://hbswk.hbs.edu/item/this-company-lets-employees-take-charge-buurtzorg>
16. Kirsti Karttunen (2018): Vanhukset saavat kotonaan niin tehokasta hoitoa, että yrityksestä tuli jo liiankin suosittu – Löytyykö kotihoivan ihme Hollannista? *YLE*.
<https://yle.fi/a/3-10232480>
17. Mary Jo Kreitzer, Karen A Monsen, Sharda Nandram & Jos de Blok (2015): Buurtzorg Nederland: A Global Model of Social Innovation, Change, and Whole-Systems Healing. *Glob Adv Health Med.*, 4 (1). <https://pmc.ncbi.nlm.nih.gov/articles/PMC4311562/>
18. Adam Brimelow (2013): Dutch district nurses rediscover 'complete care' role. *BBC*.
<https://www.bbc.com/news/health-22450482>
19. Jitske M.C. Both-Nwabuwe, Marjolein Lips-Wiersma, Maria T.M. Dijkstra & Bianca Beersma (2019): Nurses' experience of individual, group-based, and professional autonomy. *Nursing Outlook*, 67 (6). <https://doi.org/10.1016/j.outlook.2019.05.002>
20. Elisa Kallunki (2024): Tuore tutkimus: Epävarmuus oman työn tulevaisuudesta kuormittaa yhä enemmän. *YLE*. <https://yle.fi/a/74-20114848>
21. Gallup (2015): State of the American Manager. *Gallup*.
https://d46w5x9vt7qfg.cloudfront.net/businessreport/2015/04/StateOfAmericanManager_032715_mhLowRes.pdf
22. Cheryl E. Abbate (2016): "Higher" and "Lower" Political Animals: A Critical Analysis of Aristotle's Account of the Political Animal. *Journal of Animal Ethics*, 6 (1).
<https://www.jstor.org/stable/10.5406/janimaethics.6.1.0054>

23. Gallup (2024): The Human-Centered Workplace. *Gallup*.
https://www.gallup.com/file/analytics/650567/Gallup-Workhuman_Human-Centered-Workplace-Report.pdf
24. Jari Hakanen (2021): Työssä kehittyminen on tärkeämpi työn imun lähde kuin työn itsenäisyys. *Työterveyslaitos*.
<https://www.ttl.fi/ajankohtaista/tiedote/tyossa-kehittyminen-on-tarkeampi-tyon-imun-lahde-kuin-tyon-itsenaisyyys>
25. Pritam Singh, Asha Bhandarker, Sumita Rai & Ajay K. Jain (2011): Relationship between values and workplace: an exploratory analysis. *Facilities*, 29 (11/12).
https://www.researchgate.net/publication/241214902_Relationship_between_values_and_workplace_An_exploratory_analysis
26. Mark Samuel (2021): The Important And Often Overlooked Role Of Personal Development In Business. *Forbes*.
<https://www.forbes.com/councils/forbescoachescouncil/2021/03/03/the-important-and-of-ten-overlooked-role-of-personal-development-in-business/>
27. Peter Cappelli and Anna Tavis (2016): The Performance Management Revolution. *Harvard Business review*. <https://hbr.org/2016/10/the-performance-management-revolution>
28. Robert Sutton and Ben Wigert (2019): More Harm Than Good: The Truth About Performance Reviews. *Gallup*.
<https://www.gallup.com/workplace/249332/harm-good-truth-performance-reviews.aspx>
29. Carol D. Ryff and Corey Lee M. Keyes (1995): The Structure of Psychological Well-Being Revisited. *Journal of Personality and Social Psychology*, 69 (4).
<https://pubmed.ncbi.nlm.nih.gov/7473027/>
30. Jack Zenger & Joseph Folkman (2019): The 3 Elements of Trust. *Harvard Business Review*.
<https://hbr.org/2019/02/the-3-elements-of-trust>
31. Wikipedia contributors (2024): 360-degree feedback. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=360-degree_feedback&oldid=1248263643
32. Dan Ariely & Michael I. Norton (2008): How actions create – not just reveal – preferences. *TRENDS in Cognitive Sciences*, 12 (1).
<https://citeseerx.ist.psu.edu/document?repid=rep1&type=pdf&doi=94265d1bbe33f13db9b5427300de560a76cb5311>
33. Will Kenton (2023): Revealed Preference in Economics: What Does It Show? *Investopedia*.
<https://www.investopedia.com/terms/r/revealed-preference.asp>
34. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
35. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.

36. Abbey Lewis (2022): Good Leadership? It All Starts With Trust. *Harvard Business Publishing*. <https://www.harvardbusiness.org/good-leadership-it-all-starts-with-trust/>
37. Deloitte (2019): 3 Ways to Foster a Human-Centered Workforce Experience. *Deloitte*. <https://swchi.org/wp-content/uploads/2020/10/3-Ways-to-Foster-a-HCD-Workforce-Experience.pdf>
38. Amy C. Edmondson (1996): Learning from Mistakes is Easier Said than Done: Group and Organizational Influences on the Detection and Correction of Human Error. *The Journal of Applied Behavioral Science*, 32 (1). https://www.researchgate.net/publication/250959492_Learning_from_Mistakes_Is_Easier_Said_Than_Done_Group_and_Organizational_Influences_on_the_Detection_and_Correction_of_Human_Error
39. Catherine Cote (2024): How to Build a Psychologically Safe Workplace. *Harvard Business School*. <https://online.hbs.edu/blog/post/psychological-safety-in-the-workplace>
40. Bart A. de Jong, Kurt T. Dirks & Nicole Gillespie (2016): Trust and team performance: A meta-analysis of main effects, moderators, and covariates. *Journal of Applied Psychology*, 101(8). <https://psycnet.apa.org/record/2016-21325-001>
41. re:Work (ei tiedossa): Understand team effectiveness. *Google*. <https://rework.withgoogle.com/en/guides/understanding-team-effectiveness>
42. Ron Friedman (2024): How High-Performing Teams Build Trust. *Harvard Business Review*. <https://hbr.org/2024/01/how-high-performing-teams-build-trust>
43. John M. Gottman & Robert Levenson (2002): A Two-Factor Model for Predicting When a Couple Will Divorce: Exploratory Analyses Using 14-Year Longitudinal Data. *Family Process*, 41 (1). <https://www.johngottman.net/wp-content/uploads/2011/05/A-Two-Factor-Model-for-Predicting-When-a-Couple-Will-Divorce-Exploratory-Analyses-Using-14-Year-Longitudinal-Data1.pdf>
44. David Rock, Heidi Grant & Jacqui Grey (2016): Diverse Teams Feel Less Comfortable — and That’s Why They Perform Better. *Harvard Business Review*. <https://hbr.org/2016/09/diverse-teams-feel-less-comfortable-and-thats-why-they-perform-better>
45. Elena Buliga & Cara MacInnis (2020): “How do you like them now?” Expected reactions upon discovering that a friend is a political out-group member. *Journal of Social and Personal Relationships*, 37 (1). <https://journals.sagepub.com/doi/abs/10.1177/0265407520939191>
46. Victoria Parker (2021): Conservatives and Liberals Are Wrong About Each Other. *The Atlantic*. <https://www.theatlantic.com/ideas/archive/2021/12/liberals-conservatives-wrong-about-each-other/620996/>

47. NYTimes Editorial Board (2022): America Has a Free Speech Problem. *NYTimes*.
<https://www.nytimes.com/2022/03/18/opinion/cancel-culture-free-speech-poll.html>
48. James L. Gibson & Joseph L. Sutherland (2023): Keeping Your Mouth Shut: Spiraling Self-Censorship in the United States. *Political Science Quarterly*, 138 (3).
<https://academic.oup.com/psq/article/138/3/361/7192889>
49. Anna Wilkman (2024): Tutkimus: Julkisesta keskustelusta on tullut niin kärkeästä, että nuoret miehetkin vetäytyvät siitä. *YLE*. <https://yle.fi/a/74-20117416>
50. Rebecca Knight (2020): Managing a Team with Conflicting Political Views. *Harvard Business Review*.
<https://hbr.org/2020/10/managing-a-team-with-conflicting-political-views>
51. Pertti Mattila (2024): Poliittinen keskustelu herättää vihaa yli puolessa suomalaisista – erityisesti näiden kahden puolueen kannattajissa. *Iltasanomat*.
<https://www.is.fi/politiikka/art-2000010826983.html>
52. Naomi Ellemers & Floor Rink (2016): Diversity in work groups. *Current Opinion in Psychology*, 11.
<https://www.sciencedirect.com/science/article/abs/pii/S2352250X16300744>
53. Samuel R. Sommers (2006): On Racial Diversity and Group Decision Making: Identifying Multiple Effects of Racial Composition on Jury Deliberations. *Journal of Personality and Social Psychology*, 90 (4). <https://www.apa.org/pubs/journals/releases/psp-904597.pdf>
54. Anne Sasso (2006): Group Diversity: Mock Juries Reveal Surprising Effects of Diversity on Groups. *Science*.
<https://www.science.org/content/article/group-diversity-mock-juries-reveal-surprising-effects-diversity-groups>
55. Sundiatu Dixon-Fyle, Celia Huber, María del Mar Martínez Márquez, Sara Prince, Ashley Thomas & Vivian Hunt (2023): Diversity matters even more: The case for holistic impact. *McKinsey & Company*.
<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-matters-even-more-the-case-for-holistic-impact>
56. David Rock (2021): Why Diverse Teams Outperform Homogeneous Teams. *Psychology Today*.
<https://www.psychologytoday.com/us/blog/your-brain-work/202106/why-diverse-teams-outperform-homogeneous-teams>
57. Sheen S. Levine, Evan P. Apfelbaum, Mark Bernard, Valerie L. Bartelt, Edward J. Zajac & David Stark (2014): Ethnic diversity deflates price bubbles. *Biological Sciences*, 111 (52).
<https://www.pnas.org/doi/10.1073/pnas.1407301111>
58. Robin J. Ely & David A. Thomas (2020): Getting Serious About Diversity: Enough Already with the Business Case. *Harvard Business Review*.

<https://hbr.org/2020/11/getting-serious-about-diversity-enough-already-with-the-business-case>

59. Jen McFarland Flint (2022): A World of Difference. Harvard Business School | Alumni.
<https://www.alumni.hbs.edu/stories/Pages/story-bulletin.aspx?num=8627>

Vanhempien kunnioittaminen ja veljellisyys: xiào ja tì

1. Chichung Huang (1997): *The Analects of Confucius*. Oxford University Press.
2. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
3. Mark Csikszentmihalyi (2024): Confucius. *The Stanford Encyclopedia of Philosophy* (toim. Edward N. Zalta & Uri Nodelman). <https://plato.stanford.edu/entries/confucius/>
4. Roger T. Ames & Henry Rosemont Jr. (2014): Family Reverence (xiao 孝) in the Analects: Confucian Role Ethics and the Dynamics of Intergenerational Transmission. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
5. Robert Eno (2016b): *Mencius: Translation, commentary, and notes*. IUScholarWorks.
<http://hdl.handle.net/2022/23423>
6. David B. Wong (2014): Cultivating the Self in Concert with Others. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
7. Sarah Gibbens (2018): Is Maternal Instinct Only for Moms? Here's the Science. *National Geographic*.
<https://www.nationalgeographic.com/science/article/mothers-day-2018-maternal-instinct-oxytocin-babies-science>
8. Eyal Abraham, Talma Hendler, Irit Shapira-Lichter, Yaniv Kanat-Maymon, Orna Zagoory-Sharon & Ruth Feldman (2014): Father's brain is sensitive to childcare experiences. *PNAS*, 111 (27). <https://www.pnas.org/doi/full/10.1073/pnas.1402569111>
9. Elizabeth Norton (2014): Parenting Rewires the Male Brain. *Science*.
<https://www.science.org/content/article/parenting-rewires-male-brain>
10. Idun Røseth, Rob Bongaardt, Anne Lyberg, Eva Sommerseth & Bente Dahl (2018): New mothers' struggles to love their child. An interpretative synthesis of qualitative studies. *Int J Qual Stud Health Well-being*, 13 (1):1490621.
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6041785/>
11. Jari Sinkkonen (2004): Kiintymyssuhdeteoria – tutkimuslöydöksistä käytännön sovelluksiin. *Duodecim*. <https://www.terveyskirjasto.fi/xmedia/duo/duo94437.pdf>
12. Amy Wright (2021): 'It's hard work being a parent': You really love your kids, but why exactly? *Stuff*.
<https://www.stuff.co.nz/life-style/parenting/300276867/its-hard-work-being-a-parent-you-really-love-your-kids-but-why-exactly>

13. Gallup (2024): State of the Global Workplace: The Voice of the World's Employees (2024 Report).
Gallup. <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>
14. Ioannis Katsantonis & Ros McLellan (2023): The role of parent-child interactions in the association between mental health and prosocial behavior: Evidence from early childhood to late adolescence. *International Journal of Behavioral Development*, 48 (1).
<https://journals.sagepub.com/doi/10.1177/01650254231202444>
15. ScienceDaily (2023): Young children who are close to their parents are more likely to grow up kind, helpful and 'prosocial'. *ScienceDaily*.
<https://www.sciencedaily.com/releases/2023/10/231009191705.htm>
16. Suzanne Degges-White (2021): Personal and Social Identity: Who Are You Through Others' Eyes. *Psychology Today*.
<https://www.psychologytoday.com/us/blog/lifetime-connections/202110/personal-and-social-identity-who-are-you-through-others-eyes>
17. Psychology Today Staff (ei tiedossa): Identity. *Psychology Today*.
<https://www.psychologytoday.com/us/basics/identity>
18. Shahram Heshmat (2014): Basics of Identity: What do we mean by identity and why does identity matter? *Psychology Today*.
<https://www.psychologytoday.com/us/blog/science-choice/201412/basics-identity>
19. Nangyeon Lim (2016): Cultural differences in emotion: differences in emotional arousal level between the East and the West. *Integr Med Res.*, 5 (2).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5381435/>
20. Nikhil Krishnan (2022): How Universal Are Our Emotions? *The New Yorker*.
<https://www.newyorker.com/magazine/2022/08/08/how-universal-are-our-emotions>
21. Wikipedia contributors (2024): Emotions and culture.
Wikipedia. https://en.wikipedia.org/w/index.php?title=Emotions_and_culture&oldid=1208834029
22. Paul Ekman Group (ei tiedossa): Are facial expressions universal? *Paul Ekman Group*.
<https://www.paulekman.com/resources/universal-facial-expressions/>
23. Paul Ekman (1970): Universal Facial Expressions of Emotions. *California Mental Health Research Digest*, 8 (4).
<https://www.paulekman.com/wp-content/uploads/2013/07/Universal-Facial-Expressions-of-Emotions1.pdf>
24. Wikipedia contributors (2024). Paul Ekman. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Paul_Ekman&oldid=1235148578
25. Antonio Damasio (2003): *Looking for Spinoza: Joy, Sorrow, and the Feeling Brain*. William Heinemann.

26. David Matsumoto & Paul Ekman (1989): American-Japanese cultural differences in intensity ratings of facial expressions of emotion. *Motivation and Emotion*, 13.
<https://link.springer.com/article/10.1007/BF00992959>
27. Margaret Stroebe & Henk Schut (1998): Culture and grief. *Bereavement Care*, 17 (1).
<https://www.tandfonline.com/doi/abs/10.1080/02682629808657425>
28. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
29. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
30. Stephen C. Angle (2022): *Growing Moral: A Confucian Guide to Life*. Oxford University Press.
31. Henry Rosemont, Jr. (2013): *A Reader's Companion to the Confucian Analects*. Palgrave MacMillan.
32. Wikipedia contributors (2024): Classic of Filial Piety. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Classic_of_Filial_Piety&oldid=1260027267
33. Francisco Perales, Ella Kuskoff, Michael Flood & Tania King (2023): Like Father, Like Son: Empirical Insights into the Intergenerational Continuity of Masculinity Ideology. *Sex Roles*, 88. <https://link.springer.com/article/10.1007/s11199-023-01364-y>
34. Leslie Friday (2014): Like Mother, Like Daughter. *BU Toda*.
<https://www.bu.edu/articles/2014/like-mother-like-daughter/>
35. Maria Keller, Stina Ingrid Alice Svensson, Kerstin Rohde-Zimmermann, Peter Kovacs jaYvonne Böttcher (2023): Genetics and Epigenetics in Obesity: What Do We Know so Far? *Curr Obes Rep.*, 12 (4). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10748780/>
36. David Albuquerque, Clévio Nóbrega, Licínio Manco & Cristina Padez (2017): The contribution of genetics and environment to obesity. *British Medical Bulletin*, 123 (1).
<https://academic.oup.com/bmb/article/123/1/159/3930933>
37. Louisa J. Ells, Alessandro Demaio & Nathalie Farpour-Lambert (2018): Diet, genes, and obesity. *BMJ*, 360. <https://www.bmj.com/content/360/bmj.k7>
38. Christopher G. Bell, Andrew J. Walley & Philippe Froguel (2005): The genetics of human obesity. *Nature Reviews Genetics*, 6 (3). <https://www.nature.com/articles/nrg1556>
39. Elizabeth S. Moore, William L. Wilkie & Debra M. Desrochers (2017): All in the Family? Parental Roles in the Epidemic of Childhood Obesity. *Journal of Consumer Research*, 43 (5).
<https://academic.oup.com/jcr/article/43/5/824/2450398>
40. Jerrold J. Heindel, Robert H. Lustig, Sarah Howard & Barbara E. Corkey (2024): Obesogens: a unifying theory for the global rise in obesity. *International Journal of Obesity*, 48.
<https://www.nature.com/articles/s41366-024-01460-3>

41. Erica M. LaFata, Kelly C. Allison, Janet Audrain-McGovern & Evan M. Forman (2024): Ultra-Processed Food Addiction: A Research Update. *Curr Obes Rep.*, 13.
<https://link.springer.com/article/10.1007/s13679-024-00569-w>
42. Yasmin Tayag (2024): The Mystique of Ozempic Is Growing. *The Atlantic*.
<https://www.theatlantic.com/health/archive/2024/06/ozempic-obesity-drugs-additional-benefits/678658/>
43. Daniel Engber (2024): Ozempic Killed Diet and Exercise. *The Atlantic*.
<https://www.theatlantic.com/health/archive/2024/12/diet-exercise-ozempic/680909/>
44. Melanie Heitkamp, Monika Siegrist & Sophie Molnos (2021): Obesity Genes and Weight Loss During Lifestyle Intervention in Children With Obesity. *JAMA Pediatr.*, 175 (1).
<https://jamanetwork.com/journals/jamapediatrics/fullarticle/2773514>
45. Ju Suk Lee, Mi Hyeon Jin & Hae Jeong Lee (2022): Global relationship between parent and child obesity: a systematic review and meta-analysis. *Clin Exp Pediatr.*, 65 (1).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8743427/>
46. Paulin Tay Straughan & Chengwei Xu (2022): Parents' Knowledge, Attitudes, and Practices of Childhood Obesity in Singapore. *Sage Open*, 12 (4).
<https://journals.sagepub.com/doi/full/10.1177/21582440221144436>
47. Irene Bloom (2009): *Mencius*. Columbia University Press.
48. Annping Chin (2014): *The Analects*. Penguin Books.
49. Eetu Ruonakoski & Roosa Sarajärvi (2024): Väitöstutkimus: Liikuntasuosituksia noudattavat tienaavat enemmän. *YLE*. <https://yle.fi/a/74-20116322>
50. EHYT (2024): Tuore selvitys: Alkoholin kustannukset julkiselle terveydenhuollolle jopa 1,1 miljardia euroa vuodessa. *Ehkäisevä päihdetyö EHYT ry*.
<https://www.sttinfo.fi/tiedote/70433380/tuore-selvitys-alkoholin-kustannukset-julkiselle-terveydenhuollolle-jopa-11-miljardia-euroa-vuodessa>
51. Michael Leutner, Elma Dervic, Luise Bellach, Peter Klimek, Stefan Thurner & Alexander Kautzky (2023): Obesity as pleiotropic risk state for metabolic and mental health throughout life. *Translational Psychiatry*, 13 (175).
<https://www.nature.com/articles/s41398-023-02447-w>
52. Olivia Patsalos, Johanna Keeler, Ulrike Schmidt, Brenda W. J. H. Penninx, Allan H. Young & Hubertus Himmerich (2021): Diet, Obesity, and Depression: A Systematic Review. *J Pers Med.*, 11 (3). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7999659/>
53. Felipe Barreto Schuch & Davy Vancampfort (2021): Physical activity, exercise, and mental disorders: it is time to move on. *Trends Psychiatry Psychother.*, 43 (3).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8638711/>
54. Alexander J. Scott, Thomas L. Webb, Marrison Martyn-St James, Georgina Rowse & Scott Weich (2021): Improving sleep quality leads to better mental health: A meta-analysis of

- randomised controlled trials. *Sleep Med Rev.*, 60 (101556).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8651630/>
55. Pertti Mustajoki (2022): Lihavuus. *Lääkärikirja Duodecim*.
<https://www.terveyskirjasto.fi/dlk00042>
 56. Karri Seppä, Janne Pitkäniemi & Pekka Jousilahti (2024): Ylipainon merkitys syöpien aiheuttajana kasvaa – tutkimus selvitti eri riskitekijöiden vaikutusta syöpien syntyyn. *THL*.
<https://thl.fi/-/ylipainon-merkitys-syopien-aiheuttajana-kasvaa-tutkimus-selvitti-eri-riskitekijoiden-vaikutusta-syopien-syntyyn>
 57. Fanie Collardeau, Hannah E. Dupuis & Erica Woodin (2023): The Role of Culture and Social Threats in Constructing Shame: Moving Beyond a Western Lens. *Canadian Psychology*, 64 (2). <https://psycnet.apa.org/doiLanding?doi=10.1037%2Fcap0000329>
 58. Wikipedia contributors (2024): Rosa Parks. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Rosa_Parks&oldid=1244893724
 59. Wikipedia contributors (2024): Rosa Parks. *Wikipedia*.
https://fi.wikipedia.org/w/index.php?title=Rosa_Parks&oldid=22229698
 60. Joshua J. Mark (2012): The After-Life In Ancient Greece. *World History Encyclopedia*.
<https://www.worldhistory.org/article/29/the-after-life-in-ancient-greece/>
 61. Wikipedia contributors (2024): Eusebeia. *Wikipedia*.
<https://en.wikipedia.org/w/index.php?title=Eusebeia&oldid=1246460917>

Sisäinen aines ja ulkoinen ilmaisu: zhì ja wén

1. Chichung Huang (1997): *The Analects of Confucius*. Oxford University Press.
2. Psychology Today Staff (ei tiedossa): HEXACO. *Psychology Today*.
<https://www.psychologytoday.com/us/basics/hexaco>
3. Michael C. Ashton & Kibeom Lee (2008): The HEXACO Model of Personality Structure and the Importance of the H Factor. *Social and Personality Psychology Compass* 2 (5).
<https://compass.onlinelibrary.wiley.com/doi/abs/10.1111/j.1751-9004.2008.00134.x>
4. Marie Hennecke, Wiebke Bleidorn, Jaap J. A. Denissen & Dustin Wood (2014): A Three-Part Framework for Self-Regulated Personality Development across Adulthood. *European Journal of Personality*, 28 (3). <https://doi.org/10.1002/per.1945>
5. Elizabeth Gilbert (2021): If you don't like your personality, you can change it. *Big Think*.
<https://bigthink.com/neuropsych/big-five-personality-change/>
6. Nathan W. Hudson, Daniel A. Briley, William J. Chopik & Jaime Derringer (2019): You have to follow through: Attaining behavioral change goals predicts volitional personality change. *J Pers Soc Psychol.*, 117 (4).
<https://scottbarrykaufman.com/wp-content/uploads/2018/11/Hudson-et-al.-2018.pdf>

7. Mark Travers (2019): Some Personality Traits Are Easier To Change Than Others. *Forbes*.
<https://www.forbes.com/sites/traversmark/2019/09/23/some-personality-traits-are-easier-to-change-than-others/>
8. Chia-Huei Wu (2016): Personality change via work: A job demand-control model of Big-five personality changes. *Journal of Vocational Behavior*, 92.
https://www.researchgate.net/publication/286773214_Personality_change_via_work_A_job_demand-control_model_of_Big-five_personality_changes
9. Zaria Gorvett (2020): How your personality changes as you age. *BBC*.
<https://www.bbc.com/future/article/20200313-how-your-personality-changes-as-you-age>
10. Wiebke Bleidorn, Theo Klimstra, Jaap J.A. Denissen, Peter J. Rentfrow, Jeff Potter & Samuel D. Gosling (2013): Personality Maturation Around the World: A Cross-Cultural Examination of Social-Investment Theory. *Psychological Science* 24 (12).
<https://journals.sagepub.com/doi/10.1177/0956797613498396>
11. Robert Eno (2015): *The Analects of Confucius: An online Teaching Translation* (version 2.21). IUScholarWorks. <http://hdl.handle.net/2022/23420>
12. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
13. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
14. Annie André (2024): 7 Strange Table Manners Around The World: Burping, Farting and More. *AnneAndree.com*. <https://www.annieandre.com/world-table-manners-etiquette/>
15. Peimin Ni (2014): The Philosophy of Confucius. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
16. David Baboolall, Tiffany Burns, Kristi Weaver & Ammanuel Zegeye (2022): Black representation in the beauty industry. *McKinsey Quarterly*.
<https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/black-representation-in-the-beauty-industry>
17. Funmi Fetto (2019): The beauty industry is still failing black women. *The Guardian*.
<https://www.theguardian.com/global/2019/sep/29/funmi-fetto-happy-in-my-skin-beauty-industry-diversity>

Inhimillisyyt: rén

1. Peimin Ni (2014): The Philosophy of Confucius. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
2. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
3. Mark Csikszentmihalyi (2024): Confucius. *The Stanford Encyclopedia of Philosophy* (toim. Edward N. Zalta & Uri Nodelman). <https://plato.stanford.edu/entries/confucius/>

4. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
5. Tongdong Bai (2014): Early Confucian Political Philosophy and Its Contemporary Relevance. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
6. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
7. Robert Eno (2015): *The Analects of Confucius: An online Teaching Translation* (version 2.21). IUScholarWorks. <http://hdl.handle.net/2022/23420>
8. Robert Eno (2016b): *Mencius: Translation, commentary, and notes*. IUScholarWorks. <http://hdl.handle.net/2022/23423>
9. Daniel K. Gardner (2014): *Confucianism: A Very Short Introduction*. Oxford University Press.
10. Karyn Lai (2014): Ren 仁: An Exemplary Life. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
11. Irene Bloom (2009): *Mencius*. Columbia University Press.
12. Annping Chin (2014): *The Analects*. Penguin Books.
13. Zhonghu Yan (2014): Ultimate Reality and Self-Cultivation in Early Confucianism: A Conceptual/Existential Approach. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
14. Igor Grossmann, Jinkyung Na, Michael E.W. Varnum, Denise C. Park, Shinobu Kitayama & Richard E. Nisbett (2010): Reasoning about social conflicts improves into old age. *Proc Natl Acad Sci USA*, 107 (16). <https://pmc.ncbi.nlm.nih.gov/articles/PMC2867718/>
15. Wikipedia contributors (2024): Angela Merkel. *Wikipedia*. https://en.wikipedia.org/w/index.php?title=Angela_Merkel&oldid=1265184466
16. Antonio S. Cua (2014): Early Confucian Virtue Ethics: The Virtues of Junzi. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
17. John B. Henderson and On-Cho Ng (2013): The Commentarial Tradition. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
18. David B. Wong (2014): Cultivating the Self in Concert with Others. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
19. Chichung Huang (1997): *The Analects of Confucius*. Oxford University Press.

Oikeudenmukaisuus: yì

1. Robert Eno (2015): *The Analects of Confucius: An online Teaching Translation* (version 2.21). IUScholarWorks. <http://hdl.handle.net/2022/23420>

2. Din Cheuk "D.C." Lau (1992): *Confucius: The Analects*. Chinese University Press.
3. Chichung Huang (1997): *The Analects of Confucius*. Oxford University Press.
4. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
5. Paul Bloom (2016): *Against empathy: The case for rational compassion*. Vintage.
6. Mark Csikszentmihalyi (2024): Confucius. *The Stanford Encyclopedia of Philosophy* (toim. Edward N. Zalta & Uri Nodelman). <https://plato.stanford.edu/entries/confucius/>
7. Antonio S. Cua (2014): Early Confucian Virtue Ethics: The Virtues of Junzi. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
8. Henry Rosemont, Jr. (2013): *A Reader's Companion to the Confucian Analects*. Palgrave MacMillan.
9. Robert Eno (2016b): *Mencius: Translation, commentary, and notes*. IUScholarWorks. <http://hdl.handle.net/2022/23423>
10. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.

Rituaalietiketti: lǐ

1. Michael Nylan (2001): *The Five "Confucian" Classics*. Yale University Press/New Haven & London.
2. Chichung Huang (1997): *The Analects of Confucius*. Oxford University Press.
3. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
4. Chenyang Li (2007): Li as Cultural Grammar: On the Relation between Li and Ren in Confucius' Analects. *Philosophy East and West*, 57 (3). <https://muse.jhu.edu/pub/5/article/217395/pdf>
5. Hagop Sarkissian (2014): Ritual and Rightness in the Analects. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
6. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
7. Daniel K. Gardner (2014): *Confucianism: A Very Short Introduction*. Oxford University Press.
8. Jimi Holmberg (2023): Somen keskustelukulttuuri levisi eduskuntaan – tutkija: Huonoa esimerkkiä, jos kansanedustaja saa valtaa puhumalla törkeyksiä. YLE. <https://yle.fi/a/74-20040025>
9. Stephen C. Angle (2022): *Growing Moral: A Confucian Guide to Life*. Oxford University Press.
10. Henry Rosemont, Jr. (2013): *A Reader's Companion to the Confucian Analects*. Palgrave MacMillan.

11. Roger T. Ames & Henry Rosemont Jr. (2014): Family Reverence (xiao 孝) in the Analects: Confucian Role Ethics and the Dynamics of Intergenerational Transmission. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
12. David B. Wong (2014): Cultivating the Self in Concert with Others. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
13. Marianna Pogosyan (2018): How Culture Shapes Emotions. *Psychology Today*.
<https://www.psychologytoday.com/us/blog/between-cultures/201803/how-culture-shapes-emotions>
14. Manuela Lenzen & Antonio R. Damasio (2005): *Feeling Our Emotions*. Scientific American. <https://www.scientificamerican.com/article/feeling-our-emotions/>
15. Angela Chen (2017): Neuroscientist Lisa Feldman Barrett explains how emotions are made. *The Verge*.
<https://www.theverge.com/2017/4/10/15245690/how-emotions-are-made-neuroscience-lisa-feldman-barrett>
16. NeuroLaunch editorial team (2024): Facial Feedback Theory of Emotion: How Expressions Influence Our Feelings. *NeuroLaunch*.
<https://neurolaunch.com/facial-feedback-theory-of-emotion/>
17. Joshua Ian Davis, Ann Senghas, Fredric Brandt & Kevin N. Ochsner (2010): The effects of BOTOX injections on emotional experience. *Emotion*, 10 (3).
<https://pubmed.ncbi.nlm.nih.gov/20515231/>
18. Jill Suttie (2023): How Your Body Posture Communicates Feelings to Others. *Greater Good Magazine*.
https://greatergood.berkeley.edu/article/item/how_your_body_posture_communicates_feelings_to_others
19. Robert Eno (2015): *The Analects of Confucius: An online Teaching Translation* (version 2.21). IUScholarWorks. <http://hdl.handle.net/2022/23420>
20. Antonio S. Cua (2014): Early Confucian Virtue Ethics: The Virtues of Junzi. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
21. Peimin Ni (2014): The Philosophy of Confucius. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.

Harmonia: hé

1. Chenyang Li (2014): Confucian Harmony: A Philosophical Analysis. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.

2. Hagop Sarkissian (2014): *Ritual and Rightness in the Analects*. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
3. Ulrich Theobald (2010): Yan Ying 晏嬰. *China Knowledge*.
<http://www.chinaknowledge.de/History/Zhou/personsyanying.html>
4. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
5. Ulrich Theobald (2010b): Guoyu 國語. *China Knowledge*.
<http://www.chinaknowledge.de/Literature/Historiography/guoyu.html>
6. Roger T. Ames & Henry Rosemont Jr. (2014): Family Reverence (xiao 孝) in the Analects: Confucian Role Ethics and the Dynamics of Intergenerational Transmission. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
7. Stephen C. Angle (2022): *Growing Moral: A Confucian Guide to Life*. Oxford University Press.
8. Antonio S. Cua (2014): Early Confucian Virtue Ethics: The Virtues of Junzi. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.

Erottelukykyinen tietäminen: zhī

1. Wiktionary contributors (2024): 知. *Wiktionary*.
<https://en.wiktionary.org/w/index.php?title=%E7%9F%A5&oldid=80577064>
2. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
3. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
4. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
5. Platon (ei tiedossa): The Apology (21d). *Perseus Digital Library*.
<https://www.perseus.tufts.edu/hopper/text?doc=Plat.+Apol.+21d>
6. Chichung Huang (1997): *The Analects of Confucius*. Oxford University Press.
7. Annping Chin (2014): *The Analects*. Penguin Books.
8. Mark Csikszentmihalyi (2024): Confucius. *The Stanford Encyclopedia of Philosophy* (toim. Edward N. Zalta & Uri Nodelman). <https://plato.stanford.edu/entries/confucius/>
9. Harvard Health Publishing (2010): The health benefits of strong relationships. *Harvard Health Publishing*.
<https://www.health.harvard.edu/staying-healthy/the-health-benefits-of-strong-relationships>
10. Henry Rosemont, Jr. (2013): *A Reader's Companion to the Confucian Analects*. Palgrave MacMillan.

Häpeä

1. Andrea Brandt (2021): 9 Things You Need to Know About Shame. *Psychology Today*.
<https://www.psychologytoday.com/us/blog/mindful-anger/202111/9-things-you-need-to-know-about-shame>
2. Annette Kämmerer (2019): The Scientific Underpinnings and Impacts of Shame. *Scientific American*.
<https://www.scientificamerican.com/article/the-scientific-underpinnings-and-impacts-of-shame/>
3. Fanie Collardeau, Hannah E. Dupuis & Erica Woodin (2023): The Role of Culture and Social Threats in Constructing Shame: Moving Beyond a Western Lens. *Canadian Psychology*, 64 (2). <https://psycnet.apa.org/doiLanding?doi=10.1037%2Fcap0000329>
4. Daniel Sznycer, Dimitris Xygalatas, Elizabeth Agey, Sarah Alami, Xiao-Fen An, Kristina I. Ananyeva, Quentin D. Atkinson, Bernardo R. Broitman, Thomas J. Conte, Carola Flores, Shintaro Fukushima, Hidefumi Hitokoto, Alexander N. Kharitonov, Charity N. Onyishi, Ike E. Onyishi, Pedro P. Romero, Joshua M. Schrock, J. Josh Snodgrass, Lawrence S. Sugiyama, Kosuke Takemura, Cathryn Townsend, Jin-Ying Zhuang, C. Athena Aktipis, Lee Cronk, Leda Cosmides & John Tooby (2018): Cross-cultural invariances in the architecture of shame. *Biological Sciences*, 115 (39). <https://www.pnas.org/doi/reader/10.1073/pnas.1805016115>
5. Brené Brown (2021): *Atlas of the Heart*. Random House.
6. Jin Li, Lianqin Wang & Kurt Fischer (2004): The organisation of Chinese shame concepts? *Cognition and Emotion*, 18 (6).
<https://www.tandfonline.com/doi/abs/10.1080/02699930341000202>
7. Michael Boiger & Batja Mesquita (2012): The Construction of Emotion in Interactions, Relationships, and Cultures. *Emotion Review*, 4 (3).
<https://ppw.kuleuven.be/cscp/documents/boiger/boiger-mesquita-2012-the-construction-of-emotion.pdf>
8. Batja Mesquita, Michael Boiger & Jozefien De Leersnyder (2017): Doing emotions: The role of culture in everyday emotions. *European Review of Social Psychology*, 28 (1).
<https://www.tandfonline.com/doi/full/10.1080/10463283.2017.1329107>
9. June P. Tangney, Jeffrey Stuewig & Andres G. Martinez (2014): Two Faces of Shame: Understanding Shame and Guilt in the Prediction of Jail Inmates' Recidivism. *Psychol Sci*, 25 (3).
<https://typeset.io/pdf/two-faces-of-shame-the-roles-of-shame-and-guilt-in-4m9jtsotts.pdf>
10. Hal Shorey (2022): How to Stop Living with Shame. *Psychology Today*.
<https://www.psychologytoday.com/us/blog/the-freedom-change/202204/how-stop-living-with-shame>

11. Sherrie Campbell (2015): Move Away From Shame-Based Management to Inspire Productivity Leading a team is extremely challenging but making employees feel inferior or afraid doesn't foster lasting success. *Entrepreneur*.
<https://www.entrepreneur.com/leadership/move-away-from-shame-based-management-to-inspire/241748>
12. Arlin Cuncic (2023): The Psychology of Shame. *Very Well Mind*.
<https://www.verywellmind.com/what-is-shame-5115076>
13. Hannah Owens (2024): Toxic Shame: What It Is and How to Manage It. *Very Well Mind*.
<https://www.verywellmind.com/toxic-shame-8636232>
14. Elizabeth Yuko (2022): Does Shaming Work? *Lifehacker*.
<https://lifehacker.com/does-shaming-work-1845851848>
15. Melissa Kirk (2011): Shame on You! Do You Use Shame to Control Others? *Psychology Today*.
<https://www.psychologytoday.com/us/blog/test-case/201106/shame-you-do-you-use-shame-control-others>
16. Annping Chin (2014): *The Analects*. Penguin Books.
17. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
18. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
19. Vanessa K. Bohns & Francis J. Flynn (2013): Guilt by Design: Structuring Organizations to Elicit Guilt as an Affective Reaction to Failure. *Organization Science*, 24 (4).
<https://dl.acm.org/doi/10.1287/orsc.1120.0787>
20. Hyunjoo Oh, Dong-gwi Lee & and Hunggu Cho (2023): The differential roles of shame and guilt in the relationship between self-discrepancy and psychological maladjustment. *Front Psychol.*, 14 (1215177). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10573311/>
21. Liane Davey (2014): More Guilt, Less Shame. *Psychology Today*.
<https://www.psychologytoday.com/us/blog/making-your-team-work/201401/more-guilt-less-shame>
22. Sida Liu (2010): Public Shaming Won't Disappear Overnight. *NYTimes*.
<https://www.nytimes.com/roomfordebate/2010/07/31/china-shaming/public-shaming-wont-disappear-overnight>
23. PsychologyToday Staff (ei tiedossa): Guilt. *Psychology Today*.
<https://www.psychologytoday.com/us/basics/guilt>
24. David B. Feldman (2018): Three Negative Feelings That Can Sometimes Be Good. *Psychology Today*.
<https://www.psychologytoday.com/us/blog/supersurvivors/201810/three-negative-feelings-that-can-sometimes-be-good>

25. Richard J. Holden (2009): People or systems? To blame is human. The fix is to engineer. *Prof Saf.*, 54 (12). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3115647/>
26. Michael Timms (2022): Blame Culture Is Toxic. Here's How to Stop It. *Harvard Business Review*. <https://hbr.org/2022/02/blame-culture-is-toxic-heres-how-to-stop-it>
27. Lawrence Ngo, Meagan Kelly, Christopher G. Coutlee, R. McKell Carter, Walter Sinnott-Armstrong & Scott A. Huettel (2015): Two Distinct Moral Mechanisms for Ascribing and Denying Intentionality. *Scientific Reports*, 5 (17390). <https://www.nature.com/articles/srep17390>
28. Laura Delizonna (2017): High-Performing Teams Need Psychological Safety: Here's How to Create It. <https://hbr.org/2017/08/high-performing-teams-need-psychological-safety-heres-how-to-create-it>
29. Amy C. Edmondson (1996): Learning from Mistakes is Easier Said than Done: Group and Organizational Influences on the Detection and Correction of Human Error. *The Journal of Applied Behavioral Science*, 32 (1). https://www.researchgate.net/publication/250959492_Learning_from_Mistakes_Is_Easier_Said_Than_Done_Group_and_Organizational_Influences_on_the_Detection_and_Correction_of_Human_Error
30. John A. Terrizzi Jr. & Natalie J. Shook (2020): On the Origin of Shame: Does Shame Emerge From an Evolved Disease-Avoidance Architecture? *Front. Behav. Neurosci.*, 14. <https://www.frontiersin.org/journals/behavioral-neuroscience/articles/10.3389/fnbeh.2020.00019/full>
31. Shayla Love (2024b): Can shame make you a better person? *The Guardian*. <https://www.theguardian.com/wellness/article/2024/may/16/confucius-shame-chinese-philosophy>
32. Robert Eno (2016): *The Great Learning and The Doctrine of the Mean: Translation, Commentary, and Notes*. IUScholarWorks. <https://hdl.handle.net/2022/23424>
33. Artin Arshamian, Richard C. Gerkin, Nicole Kruspe, Ewelina Wnuk, Simeon Floyd, Carolyn O'Meara, Gabriela Garrido Rodriguez, Johan N. Lundström, Joel D. Mainland & Asifa Majid (2022): The perception of odor pleasantness is shared across cultures. *Current Biology*, 32. [https://www.cell.com/current-biology/pdfExtended/S0960-9822\(22\)00332-3](https://www.cell.com/current-biology/pdfExtended/S0960-9822(22)00332-3)
34. Gad Saad (2010): Beauty: Culture-Specific or Universally Defined? *Psychology Today*. <https://www.psychologytoday.com/us/blog/homo-consumericus/201004/beauty-culture-specific-or-universally-defined>
35. Lisa Rivero (2015): Shame and Motivation to Change. *Psychology Today*. <https://www.psychologytoday.com/us/blog/creative-synthesis/201501/shame-and-motivation-to-change>

36. Wikipedia contributors (2024): Positive disintegration. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Positive_disintegration&oldid=1227116484
37. Ilona E. de Hooe, Seger M. Breugelmans & Marcel Zeelenberg (2008): Not so ugly after all: when shame acts as a commitment device. *J Pers Soc Psychol.*, 95 (4).
<https://pubmed.ncbi.nlm.nih.gov/18808269/>
38. Brian Lickel, Kostadin Kushlev, Victoria Savalei, Shashi Matta & Toni Schmader (2014): Shame and the Motivation to Change the Self. *Emotion*, 14 (6).
<https://pubmed.ncbi.nlm.nih.gov/25401288/>
39. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
40. Vilde Hoff Bernstrøm & Helge Svare (2017): Significance of Monitoring and Control for Employees' Felt Trust, Motivation, and Mastery. *Nordic journal of working life studies*, 7 (4). <https://tidsskrift.dk/njwls/article/view/102356/151412>
41. Chase Thiel, Julena M. Bonner, John Bush, David Welsh & Niharika Garud (2022): Monitoring Employees Makes Them More Likely to Break Rules. *Harvard Business Review*.
<https://hbr.org/2022/06/monitoring-employees-makes-them-more-likely-to-break-rules>
42. Arthur C. Brooks (2020): The 3 Equations for a Happy Life, Even During a Pandemic. *The Atlantic*.
<https://www.theatlantic.com/family/archive/2020/04/how-increasehappiness-according-research/609619/>

Vaikutusvoimainen hyve: dé

1. Arthur Waley, Guying Chen & Huisheng Fu (1999): *Laozi*. Hunan People's Publishing House - Foreign Languages Press.
2. Philip J. Ivanhoe (2000): *Confucian Moral Self Cultivation* (2. painos). Hackett Publishing Company.
3. Chichung Huang (1997): *The Analects of Confucius*. Oxford University Press.
4. Robert Eno (2016b): *Mencius: Translation, commentary, and notes*. IUScholarWorks.
<http://hdl.handle.net/2022/23423>
5. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
6. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
7. Jari Hakanen (2021): Työssä kehittyminen on tärkeämpi työn imun lähde kuin työn itsenäisyys. *Työterveyslaitos*.
<https://www.ttl.fi/ajankohtaista/tiedote/tyossa-kehittyminen-on-tarkeampi-tyon-imun-lahde-kuin-tyon-itsenaisyyys>
8. Hildegunn Støle, Åse Kari H. Wagner & Knut Schwippert (2020): The Importance of Parents' Own Reading for 10-Year Old Students' Reading Achievement in the Nordic

Countries. Kirjassa: *Equity, Equality and Diversity in the Nordic Model of Education*. Springer. https://doi.org/10.1007/978-3-030-61648-9_14

OSA II: Johtajuus ja johtaminen

Herrashenkilö: jūnzǐ

1. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
2. Robert Eno (2016b): *Mencius: Translation, commentary, and notes*. IUScholarWorks. <http://hdl.handle.net/2022/23423>
3. Chichung Huang (1997): *The Analects of Confucius*. Oxford University Press.
4. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
5. Robert Eno (2015): *The Analects of Confucius: An online Teaching Translation* (version 2.21). IUScholarWorks. <http://hdl.handle.net/2022/23420>
6. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
7. Paul Bloom (2016): *Against empathy: The case for rational compassion*. Vintage.
8. Simon Baron-Cohen (2016): Empathy Is Good, Right? A New Book Says We're Better Off Without It. *NYTimes*.
<https://www.nytimes.com/2016/12/30/books/review/against-empathy-paul-bloom.html>
9. Omer Bartov (2024): As a former IDF soldier and historian of genocide, I was deeply disturbed by my recent visit to Israel. *The Guardian*.
<https://www.theguardian.com/world/article/2024/aug/13/israel-gaza-historian-omer-bartov>
10. Annping Chin (2014): *The Analects*. Penguin Books.
11. Robert Twycross (1999): Foreseeing is not necessarily the same as intending. *BJM*, 318.
<https://www.bmj.com/rapid-response/2011/10/27/when-doctors-might-kill-their-patients>
12. Tuomas Rantanen (2024): Kosmonautin kanssa kalassa. *Voima* 6/2024.
13. Dana Maor, Hans-Werner Kaas, Kurt Strovink & Ramesh Srinivasan (2024): The 'inside out' leadership journey: How personal growth creates the path to success. *McKinsey & Company*.
<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-inside-out-leadership-journey-how-personal-growth-creates-the-path-to-success>
14. Dana Maor, Hans-Werner Kaas, Kurt Strovink & Ramesh Srinivasan (2024): *The Journey of Leadership: How CEOs Learn to Lead from the Inside Out*. Penguin Random House.

15. Ben Stockton & Hajar Meddah (2024): 'Capitalism incarnate': inside the secret world of McKinsey, the firm hooked on fossil fuels. *The Guardian*.
<https://www.theguardian.com/business/2024/nov/20/mckinsey-fossil-fuels>
16. Lauren Aratani (2024): McKinsey to pay \$650m to resolve US investigation into opioid crisis role. *The Guardian*.
<https://www.theguardian.com/us-news/2024/dec/13/mckinsey-opioid-crisis-settlement>
17. Anu Madgavkar, Bill Schaninger, Dana Maor, Olivia White, Sven Smit, Hamid Samandari, Lola Woetzel, Davis Carlin & Kanmani Chockalingam (2023): Performance through people: Transforming human capital into competitive advantage. *McKinsey & Company*.
<https://www.mckinsey.com/mgi/our-research/performance-through-people-transforming-human-capital-into-competitive-advantage>
18. Stephen C. Angle (2022): *Growing Moral: A Confucian Guide to Life*. Oxford University Press.
19. Michael L. Thomas, Barton W. Palmer, Ellen E. Lee, Jinyuan Liu, Rebecca Daly, Xin M. Tu & Dilip V. Jeste (2021): Abbreviated San Diego Wisdom Scale (SD-WISE-7) and Jeste-Thomas Wisdom Index (JTWI). *Int Psychogeriatr*, 34 (7).
<https://pmc.ncbi.nlm.nih.gov/articles/PMC9844079/>
20. Katherine J. Bangen, Thomas W. Meeks & Dilip V Jeste (2013): Defining and Assessing Wisdom: A Review of the Literature. *Am J Geriatr Psychiatry*, 21 (12).
<https://pmc.ncbi.nlm.nih.gov/articles/PMC3896261/>
21. Wikipedia contributors (2024): Henkisyys ja hengellisyys. *Wikipedia*.
https://fi.wikipedia.org/w/index.php?title=Henkisyys_ja_hengellisyys&oldid=22864608
22. Dilip V. Jeste, Michael L. Thomas, Jinyuan Liu, Rebecca E. Daly, Xin M. Tu, Emily B.H. Treichler, Barton W. Palmer & Ellen E. Lee (2020): Is spirituality a component of wisdom? Study of 1,786 adults using expanded San Diego Wisdom Scale (Jeste-Thomas Wisdom Index). *J Psychiatr Res*, 132. <https://pubmed.ncbi.nlm.nih.gov/33126011/>
23. Judith Glück (2017): Measuring Wisdom: Existing Approaches, Continuing Challenges, and New Developments. *J Gerontol B Psychol Sci Soc Sci*, 73 (8).
<https://pmc.ncbi.nlm.nih.gov/articles/PMC6178965/>
24. Marc Prensky (2013): *BRAIN GAIN: Technology and the Quest for Digital Wisdom*. St. Martin's Press.
https://marcprensky.com/wp-content/uploads/2013/04/Prensky-BRAIN_GAIN-Chapter2.pdf
25. Robert J. Sternberg (200): A balance theory of wisdom. Kirjassa: *The essential Sternberg: Essays on intelligence, psychology, and education*. Springer Publishing Company.
26. Wikipedia contributors (2024): Phronesis. *Wikipedia*.
<https://en.wikipedia.org/w/index.php?title=Phronesis&oldid=1254115704>
27. Wikipedia contributors (2024): Fronesis. *Wikipedia*.
<https://fi.wikipedia.org/w/index.php?title=Fronesis&oldid=22740732>

28. Igor Grossmann, Anna Dorfman & Harrison Oakes (2020): Wisdom is a social-ecological rather than person-centric phenomenon. *Current Opinion in Psychology*, 32.
<https://www.sciencedirect.com/science/article/abs/pii/S2352250X19300879>
29. Igor Grossmann, Harrison Oakes, Henri C. Santos (2019): Wise reasoning benefits from emodiversity, irrespective of emotional intensity. *J Exp Psychol Gen.*, 148 (5).
<https://pubmed.ncbi.nlm.nih.gov/30688474/>
30. David Robson (2022): Intuition: When is it right to trust your gut instincts? *BBC*.
<https://www.bbc.com/worklife/article/20220401-intuition-when-is-it-right-to-trust-your-gut-instincts>
31. Justin James Kennedy (2024): The Roots of Intuition and Emotional Intelligence. *Psychology Today*.
<https://www.psychologytoday.com/intl/blog/brain-reboot/202405/the-roots-of-intuition-and-emotional-intelligence>
32. Ursula M. Staudinger, Eva-Marie Kessler & Jessica Dörner (2006): Wisdom in social context. Kirjassa: *Soc. Struct. Aging Self-Regulation Elder*. Springer.
https://www.researchgate.net/profile/Eva_Marie_Kessler/publication/321490786_Wisdom_in_social_context/links/5a3796290f7e9b10d848bf54/Wisdom-in-social-context.pdf

Hallitseminen: zhèng

1. Philip J. Ivanhoe (2009): Introduction. Kirjassa: *Mencius* (kirj. Irene Bloom). Columbia University Press.
2. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
3. Tongdong Bai (2014): Early Confucian Political Philosophy and Its Contemporary Relevance. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
4. Robert Eno (2016b): *Mencius: Translation, commentary, and notes*. IUScholarWorks.
<http://hdl.handle.net/2022/23423>
5. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
6. NIJ (2016): Five Things About Deterrence. *National Institute of Justice*.
<https://nij.ojp.gov/topics/articles/five-things-about-deterrence>
7. Peimin Ni (2014): The Philosophy of Confucius. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
8. Daniel K. Gardner (2014): *Confucianism: A Very Short Introduction*. Oxford University Press.
9. Hilary I. Lebow (2021): What Is Social Learning Theory About? *PsychCentral*.
<https://psychcentral.com/health/social-learning-theory>
10. Wikipedia contributors (2024): Social learning theory. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Social_learning_theory&oldid=1258154341

11. Annping Chin (2014): *The Analects*. Penguin Books.
12. Dana Maor, Hans-Werner Kaas, Kurt Strovink & Ramesh Srinivasan (2024): The 'inside out' leadership journey: How personal growth creates the path to success. *McKinsey & Company*.
<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-inside-out-leadership-journey-how-personal-growth-creates-the-path-to-success>
13. Rasmus Hougaard, Jacqueline Carter, and Rob Stenbridge (2024): The Best Leaders Can't Be Replaced by AI. *Harvard Business review*.
<https://hbr.org/2024/01/the-best-leaders-cant-be-replaced-by-ai>
14. Jordan Imutan (2024): Balancing AI Integration with Human-Centered Leadership: The Key to Future-Ready Organizations. *Medium*.
<https://jordanimutan.medium.com/balancing-ai-integration-with-human-centered-leadership-the-key-to-future-ready-organizations-a6ed73a1ec32>
15. Anu Madgavkar, Bill Schaninger, Dana Maor, Olivia White, Sven Smit, Hamid Samandari, Lola Woetzel, Davis Carlin & Kanmani Chockalingam (2023): Performance through people: Transforming human capital into competitive advantage. *McKinsey & Company*.
<https://www.mckinsey.com/mgi/our-research/performance-through-people-transforming-human-capital-into-competitive-advantage>
16. Johana Bhuiyan (2024): She didn't get an apartment because of an AI-generated score – and sued to help others avoid the same fate. *The Guardian*.
<https://www.theguardian.com/technology/2024/dec/14/saferent-ai-tenant-screening-lawsuit>
17. Katharine Miller (2024): Covert Racism in AI: How Language Models Are Reinforcing Outdated Stereotypes. *Stanford University Human-Centered Artificial Intelligence*.
<https://hai.stanford.edu/news/covert-racism-ai-how-language-models-are-reinforcing-outdated-stereotypes>
18. David Robson [2020]: Spider Smarts. *New Scientist*.
<https://www.sciencedirect.com/science/article/abs/pii/S0262407920302670>
19. Mary Bates (2019): Do Spiders Think? *Psychology Today*.
<https://www.psychologytoday.com/us/blog/animal-minds/201903/do-spiders-think>
20. Rasmus Hougaard and Jacqueline Carter (2024b): How AI Can Make Us Better Leaders. *Harvard Business Review*.
<https://hbr.org/2024/06/how-ai-can-make-make-us-better-leaders>
21. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
22. Sumantra Ghoshal (2005): Bad Management Theories Are Destroying Good Management Practices. *Academy of Management Learning & Education*, 4 (1).
<https://www.corporation2020.org/documents/Resources/Ghoshal.pdf>

23. Gallup (2018): Designing Your Organization's Employee Experience. *Gallup*.
<https://www.gallup.com/workplace/355601/employee-experience-paper.aspx>
24. Kati Kelola (2020): Vähentävätkö ankarat rangaistukset rikollisuutta? Tutkimus auttaa selvittämään. *Helsingin Yliopisto*.
<https://www.helsinki.fi/fi/uutiset/talous/vahentavatko-ankarat-rangaistukset-rikollisuutta-tutkimus-auttaa-selvittamaan>
25. Taina Vallander (2020): Syntyvyyskö tasa-arvoasia? *STTK*.
<https://www.sttk.fi/2020/11/27/syntyvyysko-tasa-arvoasia/>
26. Kristiina Tolkki (2023): Suomeen kasvoi muita katkerampi ikäluokka – nämä asiat kalvavat heidän mieltään. *YLE*. <https://yle.fi/a/74-20057862>
27. Garson O'Toole (2012): I Am Always Ready to Learn, Although I Do Not Always Like Being Taught. *Quote Investigator*. <https://quoteinvestigator.com/2012/07/24/ready-to-learn/>
28. Boris Groysberg, Jeremiah Lee, Jesse Price & J. Yo-Jud Cheng (2018): The Leader's Guide to Corporate Culture. *Harvard Business Review*.
<https://egn.com/dk/wp-content/uploads/sites/3/2020/01/HBR-The-Leaders-guide-to-Corporate-Culture.pdf>
29. Jim Whitehurst (2016): Leaders Can Shape Company Culture Through Their Behaviors. *Harvard Business Review*.
<https://hbr.org/2016/10/leaders-can-shape-company-culture-through-their-behaviors>
30. Astrid Dannenberg (2015): Leading by example versus leading by words in voluntary contribution experiments. *Soc Choice Welf.*, 44.
<https://doi.org/10.1007/s00355-014-0817-8>
31. Zhixiao Ye, Xianfa Shang Zahid Shafait & Youli Xu (2022): Impact of Leading by Example on Employees' Organizational and Job Psychological Ownership: A Moderated Mediation Study. *Front Psychol.*, 13 (888653).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9298667/>
32. Lee Simmons (2020): How Narcissistic Leaders Destroy from Within. *Stanford Graduate School of Business: Insights*.
<https://www.gsb.stanford.edu/insights/how-narcissistic-leaders-destroy-within>
33. Kenneth R. Williams (2018): Toxic leadership in defense and federal workplaces: sabotaging the mission and innovation. *International Journal of Public Leadership*, 14 (3).
<https://www.emerald.com/insight/content/doi/10.1108/IJPL-04-2018-0023/full/html>
34. Donald Sull, Charles Sull, William Cipolli & Caio Brighenti (2022): Why Every Leader Needs to Worry About Toxic Culture. *MITSloan Management Review*.
<https://sloanreview.mit.edu/article/why-every-leader-needs-to-worry-about-toxic-culture/>
35. Jeff Hyman (2018): To Attract The Best, First Understand Why They Leave. *Forbes*.
<https://www.forbes.com/sites/jeffhyman/2018/05/09/whytheyleave/>

36. WorkLeap (2022): The state of the employee experience, from here on out. *WorkLeap*. While I used the longer report, there is a summary online:
<https://workleap.com/blog/state-of-employee-experience-guide/>
37. Gerald Eisenkopf & Torben Kölpin (2024): Leading-by-example: a meta-analysis. *Journal of Business Economics*, 94. <https://link.springer.com/article/10.1007/s11573-023-01176-2>
38. Michael Schrage (2016): Like It or Not, You Are Always Leading by Example. *Harvard Business Review*. <https://hbr.org/2016/10/like-it-or-not-you-are-always-leading-by-example>
39. David B. Wong (2014): Cultivating the Self in Concert with Others. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
40. Wikiquote (2024): Albert Schweitzer. *Wikiquote*.
https://en.wikiquote.org/w/index.php?title=Albert_Schweitzer&oldid=3604527
41. Robert Eno (2016b): *Mencius: Translation, commentary, and notes*. IUScholarWorks.
<http://hdl.handle.net/2022/23423>
42. Jennifer Hemmerdinger (2023): New EY US Consulting study: employees overwhelmingly expect empathy in the workplace, but many say it feels disingenuous. *EY*.
https://www.ey.com/en_us/newsroom/2023/03/new-ey-us-consulting-study

Taidokas johtaminen

1. Wikipedia contributors (2024): Romani Holocaust. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Romani_Holocaust&oldid=1261400524
2. Wikipedia contributors (2024): Porajmos. *Wikipedia*.
<https://fi.wikipedia.org/w/index.php?title=Porajmos&oldid=22804147>
3. Wikipedia contributors (2024): Oskar Schindler. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Oskar_Schindler&oldid=1261235309
4. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
5. Annping Chin (2014): *The Analects*. Penguin Books.
6. Robert Eno (2015): *The Analects of Confucius: An online Teaching Translation* (version 2.21). IUScholarWorks. <http://hdl.handle.net/2022/23420>
7. Moomin (2024): Tove Jansson ja Tuulikki Pietilä: Elinikäinen kumppanuus. *Moomin*.
<https://www.moomin.com/fi/blogi/tove-jansson-ja-tuulikki-pietila/#803512de>
8. Yuet Keung Lo (2014): Confucius and His Community. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
9. Chichung Huang (1997): *The Analects of Confucius*. Oxford University Press.
10. Philip J. Ivanhoe (2000): *Confucian Moral Self Cultivation* (2. painos). Hackett Publishing Company.

11. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
12. Wikipedia contributors (2024): Boyi and Shuqi. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Boyi_and_Shuqi&oldid=1240130137
13. Wikipedia contributors (2024): Confucius. *Wikipedia*.
<https://en.wikipedia.org/w/index.php?title=Confucius&oldid=1262189235>
14. Antonio S. Cua (2014): Early Confucian Virtue Ethics: The Virtues of Junzi. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
15. Mikko Dufva (2018): Heikot signaalit. *Sitra*. <https://www.sitra.fi/caset/heikot-signaalit/>
16. Wikipedia contributors (2024): Yang Zhu. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Yang_Zhu&oldid=1216310235
17. Frédéric Ooms, Jitka Annen, Rajanikant Panda, Benedetta Cecconi, Bernard Surlemont & Steven Laureys (2024): Entrepreneurial neuroanatomy: Exploring gray matter volume in habitual entrepreneurs. *Journal of Business Venturing Insights*, 22.
<https://www.sciencedirect.com/science/article/abs/pii/S2352673424000325>
18. Jessica Stillman (2024): Neuroscience Says This Quality Is Key for Entrepreneurial Success, and It Has Nothing to Do With Intelligence or Grit.
Inc. <https://www.inc.com/jessica-stillman/neuroscience-says-this-quality-key-entrepreneurial-success-not-intelligence-grit.html>
19. Julia Watzek, Sarah M. Pope & Sarah F. Brosnan (2019): Capuchin and rhesus monkeys but not humans show cognitive flexibility in an optional-switch task. *Scientific Reports*, 9 (13195). <https://www.nature.com/articles/s41598-019-49658-0>
20. Didier Moreau (2024): Cognitive Flexibility Linked to Entrepreneurial Success. *University of Liege*. <https://neurosciencenews.com/cognitive-flexibility-entrepreneurs-26354/>
21. Jennifer Verdolin (2019): 3 Ways to Improve Your Cognitive Flexibility. *Psychology Today*.
<https://www.psychologytoday.com/us/blog/wild-connections/201912/3-ways-to-improve-your-cognitive-flexibility>
22. Alice Klein (2019): Scientists have trained rats to drive tiny cars to collect food. *New Scientist*.
<https://www.newscientist.com/article/2220721-scientists-have-trained-rats-to-drive-tiny-cars-to-collect-food/>
23. Jessica Stillman (2014): 3 Habits That Will Increase Your Empathy. *Inc.*
<https://www.inc.com/jessica-stillman/3-habits-that-will-increase-your-empathy.html>
24. Jessica Stillman (2016): More Evidence Piles Up That Reading Literary Fiction Boosts EQ. *Inc.*
<https://www.inc.com/jessica-stillman/more-evidence-piles-up-that-reading-literary-fiction-boosts-eq.html>

25. Ali Pattillo (2020): Scientists pin down a link between happiness and 1 daily activity. *Inverse*. <https://www.inverse.com/mind-body/new-experiences-shape-mood-study>
26. YaleNews (2018): Aren't sure? Brain is primed for learning. *YaleNews*. <https://news.yale.edu/2018/07/19/arent-sure-brain-primed-learning>
27. Robert Eno (2016): *The Great Learning and The Doctrine of the Mean: Translation, Commentary, and Notes*. IUScholarWorks. <https://hdl.handle.net/2022/23424>
28. Pertti Jarla (2017): Fingerpori: Tolkun ihminen. *HS*. <https://www.hs.fi/fingerpori/car-2000005269850.html>
29. Vincent Ng & Louis Tay (2020): Lost in Translation: The Construct Representation of Character Virtues. *Perspectives on Psychological Science*, 15 (2). <https://journals.sagepub.com/doi/10.1177/1745691619886014>
30. Brad Stulberg & Steve Magness (2019): *The Passion Paradox*. Rodale.
31. Ian Johnston & Wang Ping (2012): *Daxue and Zhongyong: Bilingual Edition*. The Chinese University of Hong Kong.
32. Antonio Damasio (1994): *Descartes' error: emotion, reason, and the human brain*. Penguin Books.
33. Don Norman (2004): *Emotional Design: Why We Love (Or Hate) Everyday Things*. Basic Books.
34. Stephen C. Angle (2022): *Growing Moral: A Confucian Guide to Life*. Oxford University Press.
35. Nangyeon Lim (2016): Cultural differences in emotion: differences in emotional arousal level between the East and the West. *Integr Med Res.*, 5(2). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5381435/>
36. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
37. Chad Hansen (2009): *Laozi Tao Te Ching on the art of Harmony*. Duncan Baird Publishers.

OSA III: Itsensä kultivoiminen

1. Casey Quackenbush (2019): 40 Years After the Fall of the Khmer Rouge, Cambodia Still Grapples With Pol Pot's Brutal Legacy. *TIME*. <https://time.com/5486460/pol-pot-cambodia-1979/>
2. Stephen C. Angle (2022): *Growing Moral: A Confucian Guide to Life*. Oxford University Press.
3. Toivo Koskikallio (1959): *Mung Tse: Opetukset*. Werner Söderström Osakeyhtiö.
4. Philip J. Ivanhoe (2016): *Three streams: Confucian reflections on learning and the moral heart-mind in China, Korea, and Japan*. Oxford University Press.
5. Markku Mattila (1999): Kansamme par haaksi: Rotuhygienia Suomessa vuoden 1935 sterilointilakiin asti. *Suomen Historiallinen Seura*.

https://www.researchgate.net/publication/34731438_Kansamme_parhaaksi_rotuhygienia_Suomessa_vuoden_1935_sterilointilakiin_asti

6. Lauri Seppälä (2018): "Rotuhygienia" johti tuhansien suomalaisten pakkosteriloitiin – valtaosa oli naisia. *Iltasanomat*. <https://www.is.fi/kotimaa/art-2000005523008.html>
7. Emma Hartley (2016): Sami desire for truth and reconciliation process. *Politico*. <https://www.politico.eu/article/sami-reconciliation-process-sweden-minority-multiculturalism-human-rights-discrimination/>
8. Zhonghu Yan (2014): Ultimate Reality and Self-Cultivation in Early Confucianism: A Conceptual/Existential Approach. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
9. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
10. Annping Chin (2014): *The Analects*. Penguin Books.
11. E. Bruce Brooks & A Taeko Brooks (1998): *The Original Analects*. Columbia University Press.
12. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.

Miksi kultivoida itseään?

1. Yuet Keung Lo (2014): Confucius and His Community. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
2. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
3. Thomas Aquinas (1955–57²): *Summa Contra Gentiles*. Hanover House. <https://web.archive.org/web/20190317234031/https://dhspriority.org/thomas/ContraGentiles1.htm>
4. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
5. David B. Wong (2014): Cultivating the Self in Concert with Others. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
6. Stephen C. Angle (2022): *Growing Moral: A Confucian Guide to Life*. Oxford University Press.
7. Arthur Waley, Guying Chen & Huisheng Fu (1999): *Laozi*. Hunan People's Publishing House - Foreign Languages Press.
8. Philip J. Ivanhoe (2000): *Confucian Moral Self Cultivation* (2. painos). Hackett Publishing Company.
9. Chichung Huang (1997): *The Analects of Confucius*. Oxford University Press.

² Teos on kirjoitettu vuosien 1258 ja 1264 välisenä aikana.

10. Robert Eno (2016b): *Mencius: Translation, commentary, and notes*. IUScholarWorks. <http://hdl.handle.net/2022/23423>
11. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
12. Jari Hakanen (2021): Työssä kehittyminen on tärkeämpi työn imun lähde kuin työn itsenäisyys. *Työterveyslaitos*.
<https://www.ttl.fi/ajankohtaista/tiedote/tyossa-kehittyminen-on-tarkeampi-tyon-imun-lahde-kuin-tyon-itsenaisyys>
13. Hildegunn Støle, Åse Kari H. Wagner, Knut Schwippert (2020): The Importance of Parents' Own Reading for 10-Year Old Students' Reading Achievement in the Nordic Countries. Kirjassa: *Equity, Equality and Diversity in the Nordic Model of Education*. Springer.
https://doi.org/10.1007/978-3-030-61648-9_14
14. Robert Eno (2015): *The Analects of Confucius: An online Teaching Translation* (version 2.21). IUScholarWorks. <http://hdl.handle.net/2022/23420>
15. Philip J. Ivanhoe (2016): *Three streams: Confucian reflections on learning and the moral heart-mind in China, Korea, and Japan*. Oxford University Press.

Ihmislunne ja itsensä kultivointi

1. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
2. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
3. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
4. Philip J. Ivanhoe (2000): *Confucian Moral Self Cultivation* (2. painos). Hackett Publishing Company.
5. Robert Eno (2015): *The Analects of Confucius: An online Teaching Translation* (version 2.21). IUScholarWorks. <http://hdl.handle.net/2022/23420>
6. Philip J. Ivanhoe (2016): *Three streams: Confucian reflections on learning and the moral heart-mind in China, Korea, and Japan*. Oxford University Press.
7. K. Anders Ericsson & Robert Pool (2016): *Peak: How to Master Almost Anything*. Viking.
8. Stephen C. Angle (2022): *Growing Moral: A Confucian Guide to Life*. Oxford University Press.
9. Robert Eno (2016b): *Mencius: Translation, commentary, and notes*. IUScholarWorks. <http://hdl.handle.net/2022/23423>
10. Robert H. Frank (2017): Why Luck Is the Silent Partner of Success. *Knowledge at Wharton*.
<https://knowledge.wharton.upenn.edu/article/how-luck-is-the-silent-partner-of-success/>

11. Mark V. Pezzo & Stephanie P. Pezzo (2007): Making Sense of Failure: A Motivated Model of Hindsight Bias. *Social Cognition*, 25 (1).
<https://guilfordjournals.com/doi/10.1521/soco.2007.25.1.147>
12. Wikipedia contributors (2024): Hindsight bias. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Hindsight_bias&oldid=1270011638
13. Laura Suen (2014): Elephant Herd Teams Up To Rescue Baby. *ILFS*.
<https://www.iflscience.com/watch-mother-elephant-saves-her-drowning-baby-25727>
14. Navin Singh Khadka (2024): Burning old TVs to survive: The toxic trade in electrical waste. *BBC*. <https://www.bbc.com/news/articles/c4gvq1rd0geo>
15. Thomas Hobbes (1651): *Leviathan*. Gutenberg.
<https://www.gutenberg.org/cache/epub/3207/pg3207-images.html>
16. Wikipedia contributors (2024): Leviathan (kirja). *Wikipedia*.
[https://fi.wikipedia.org/w/index.php?title=Leviathan_\(kirja\)&oldid=22791610](https://fi.wikipedia.org/w/index.php?title=Leviathan_(kirja)&oldid=22791610)
17. Philip J. Ivanhoe (2014): Chapter 2 A Happy Symmetry: Xunzi's Ecological Ethic. Kirjassa: *Ritual and Religion in the Xunzi*. SUNY Press. <https://doi.org/10.1515/9781438451961-005>
18. Eric L. Hutton (2014): *Xunzi: The complete text*. Princeton University Press.

Musiikki ja itsensä kultivoiminen

1. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
2. Darin McFadyen (2018): Neuroscience shows listening to music has kind of the same effect as meditation. *Quartz*.
<https://qz.com/quartzy/1274667/neuroscience-shows-listening-to-music-has-kind-of-the-same-effect-as-meditation>
3. Philip J. Ivanhoe (2000): *Confucian Moral Self Cultivation* (2. painos). Hackett Publishing Company.
4. Annping Chin (2014): *The Analects*. Penguin Books.
5. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
6. Stephen C. Angle (2022): *Growing Moral: A Confucian Guide to Life*. Oxford University Press.
7. Yuet Keung Lo (2014): Confucius and His Community. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
8. Corneliu Toader, Calin Petru Tataru, Ioan-Alexandru Florian, Razvan-Adrian Covache-Busuioc, Bogdan-Gabriel Bratu, Luca Andrei Glavan, Andrei Bordeianu, David-Ioan Dumitrascu & Alexandru Vlad Ciurea (2023): Cognitive Crescendo: How Music Shapes the Brain's Structure and Function. *Brain Sci.*, 13 (10):1390.
<https://pmc.ncbi.nlm.nih.gov/articles/PMC10605363/>

9. Muriel T. Zaatar, Kenda Alhakim, Mohammad Enayeh & Ribal Tamer (2024): The transformative power of music: Insights into neuroplasticity, health, and disease. *Brain Behav Immun Health*, 35:100716. <https://pubmed.ncbi.nlm.nih.gov/38178844/>
10. Wikipedia contributors (2024): Paralimbic cortex. *Wikipedia*. https://en.wikipedia.org/w/index.php?title=Paralimbic_cortex&oldid=1219401441
11. Wikipedia contributors (2024): Limbinen järjestelmä. *Wikipedia*. https://fi.wikipedia.org/w/index.php?title=Limbinen_j%C3%A4rjestelm%C3%A4&oldid=22458374
12. Marie Wium (2024): Dopamiini – monitoiminen mielihyvääine. *Tieteen kuvalehti*. <https://tieku.fi/ihminen/elimisto/dopamiini>
13. Valorie N. Salimpoor, Mitchel Benovoy, Kevin Larcher, Alain Dagher & Robert J. Zatorre (2011): Anatomically distinct dopamine release during anticipation and experience of peak emotion to music. *Nature Neuroscience*, 14. <https://www.nature.com/articles/nn.2726>
14. Brian Johnson (2022): Does art release dopamine? *Vagarights*. <https://www.vagarights.com/does-art-release-dopamine/>
15. Frank Otto (2017): Making art activates brain's reward pathway. *Science Daily*. <https://www.sciencedaily.com/releases/2017/06/170613120531.htm>
16. Tori DeAngelis (2014): The latest research on creativity and the arts. *Monitor on Psychology*. <https://www.apa.org/monitor/2014/06/arts-creativity>
17. Donghwy An & Nara Youn (2018): The inspirational power of arts on creativity. *Journal of Business Research*, 85. <https://www.sciencedirect.com/science/article/abs/pii/S0148296317304058>
18. Martina de Witte, Anouk Spruit, Susan van Hooren, Xavier Moonen & Geert-Jan Stams (2019): Effects of music interventions on stress-related outcomes: a systematic review and two meta-analyses. *Health Psychology Review*, 14 (2). <https://www.tandfonline.com/doi/full/10.1080/17437199.2019.1627897>
19. F. Lata & I. Kourtesis (2021): Listening to music as a stress management tool. *Eur Psychiatry*, 64 (S1):S609. <https://pmc.ncbi.nlm.nih.gov/articles/PMC9480195/>
20. R. W. Wilkins, D. A. Hodges, P. J. Laurienti, M. Steen & J. H. Burdette (2014): Network Science and the Effects of Music Preference on Functional Brain Connectivity: From Beethoven to Eminem. *Scientific Reports*, 4 (6130). <https://www.nature.com/articles/srep06130>
21. Jessica Stanhope & Philip Weinstein (2020): The human health effects of singing bowls: A systematic review. *Complementary Therapies in Medicine*, 51. <https://www.sciencedirect.com/science/article/abs/pii/S096522991931756X>
22. Steve Bradt (2010): Wandering mind not a happy mind. *The Harvard Gazette*. <https://news.harvard.edu/gazette/story/2010/11/wandering-mind-not-a-happy-mind/>

23. Rebecca Deurlein (2024): Quieting your mind to meditate can be hard. Here's how sound can help. *National Geographic*.
<https://www.nationalgeographic.com/science/article/sound-meditation-benefits>
24. Kamaira Hartley Philips, Carrie E. Brintz, Kevin Moss & Susan A Gaylord (2019): Didgeridoo Sound Meditation for Stress Reduction and Mood Enhancement in Undergraduates: A Randomized Controlled Trial. *Glob Adv Health Med*, 8.
<https://pmc.ncbi.nlm.nih.gov/articles/PMC6769210/>
25. Caroline Mimbs Nyce (2024): It's Never Too Late to Learn an Instrument. *The Atlantic*.
<https://www.theatlantic.com/health/archive/2024/12/music-is-good-for-you/680832/>
26. Barry B. Bittman, Cherie Snyder, Karl T. Bruhn, Fran Liebfreid, Christine K. Stevens, James Westengard & Paul O. Umbach (2004): Recreational music-making: an integrative group intervention for reducing burnout and improving mood states in first year associate degree nursing students: insights and economic impact. *Int J Nurs Educ Scholarsh*, 1 (12).
<https://pubmed.ncbi.nlm.nih.gov/16646877/>
27. Catherine E. Schneider, Elizabeth G. Hunter, Shoshana H. Bardach (2019): Potential Cognitive Benefits From Playing Music Among Cognitively Intact Older Adults: A Scoping Review. *J Appl Gerontol*, 38 (12). <https://pubmed.ncbi.nlm.nih.gov/29361873/>
28. Ahmed Arafa, Masayuki Teramoto, Saori Maeda, Yukie Sakai, Saya Nosaka, Qi Gao, Haruna Kawachi, Rena Kashima, Chisa Matsumoto & Yoshihiro Kokubo (2022): Playing a musical instrument and the risk of dementia among older adults: a systematic review and meta-analysis of prospective cohort studies. *BMC Neurology*, 22 (395).
<https://doi.org/10.1186/s12883-022-02902-z>
29. Assal Habibi, B. Rael Cahn, Antonio Damasio & Hanna Damasio (2016): Neural correlates of accelerated auditory processing in children engaged in music training. *Dev Cogn Neurosci*, 21. <https://pubmed.ncbi.nlm.nih.gov/27490304/>
30. K. Anders Ericsson & Robert Pool (2016): *Peak: How to Master Almost Anything*. Viking.
31. Robert Eno (2016b): *Mencius: Translation, commentary, and notes*. IUScholarWorks.
<http://hdl.handle.net/2022/23423>
32. Wing-Tsit Chan (1963): *A Source Book in Chinese Philosophy*. Princeton University Press.

Jousiammunta ja itsensä kultivoiminen

1. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.

Oppiminen: xué

1. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.

2. Peimin Ni (2014): *The Philosophy of Confucius*. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
3. Philip J. Ivanhoe (2000): *Confucian Moral Self Cultivation* (2. painos). Hackett Publishing Company.
4. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
5. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
6. Robert Eno (2015): *The Analects of Confucius: An online Teaching Translation* (version 2.21). IUScholarWorks. <http://hdl.handle.net/2022/23420>
7. Ulrich Theobald (2011): Liu Xiang 劉向. *China Knowledge*.
<http://www.chinaknowledge.de/History/Han/personsliuxiang.html>
8. Lisa Raphals (2014): Uprightness, Indirection, Transparency. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
9. Antonio Damasio (2003): *Looking for Spinoza: Joy, Sorrow, and the Feeling Brain*. William Heinemann.
10. Julius Ohrnberger, Eleonora Fichera & Matt Sutton (2017): The relationship between physical and mental health: A mediation analysis. *Social Science & Medicine*, 195.
<https://www.sciencedirect.com/science/article/pii/S0277953617306639>
11. Committee on Physical Activity and Physical Education in the School Environment; Food and Nutrition Board; Institute of Medicine (2013): *Physical Activity, Fitness, and Physical Education: Effects on Academic Performance*. Kirjassa: *Educating the Student Body: Taking Physical Activity and Physical Education to School* (toim. H.W. Kohl III & H.D. Cook). National Academies Press. <https://www.ncbi.nlm.nih.gov/books/NBK201501/>
12. Henry Rosemont, Jr. (2013): *A Reader's Companion to the Confucian Analects*. Palgrave MacMillan.
13. John B. Henderson and On-Cho Ng (2013): *The Commentarial Tradition*. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
14. Philip J. Ivanhoe (2009): Introduction. Kirjassa: *Mencius* (kirj. Irene Bloom). Columbia University Press.
15. Stephen C. Angle (2022): *Growing Moral: A Confucian Guide to Life*. Oxford University Press.
16. Annping Chin (2014): *The Analects*. Penguin Books.
17. Anna Wilkman (2024): Tutkimus: Julkisesta keskustelusta on tullut niin kärkeästä, että nuoret miehetkin vetäytyvät siitä. *YLE*. <https://yle.fi/a/74-20117416>
18. Wikipedia contributors (2024): Disciples of Confucius. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Disciples_of_Confucius&oldid=1242511228

19. Robert Eno (2016b): *Mencius: Translation, commentary, and notes*. IUScholarWorks. <http://hdl.handle.net/2022/23423>
20. K. Anders Ericsson & Robert Pool (2016): *Peak: How to Master Almost Anything*. Viking.
21. Asher Schechter (2017): It's Time to Rethink Milton Friedman's 'Shareholder Value' Argument. *Chicago Booth Review*.
<https://www.chicagobooth.edu/review/its-time-rethink-milton-friedmans-shareholder-value-argument>
22. Milton Friedman (1970): A Friedman doctrine-- The Social Responsibility of Business Is to Increase Its Profits. *NYTimes*.
<https://www.nytimes.com/1970/09/13/archives/a-friedman-doctrine-the-social-responsibility-of-business-is-to.html>
23. Janne Niiranen (2024): Nuorisosäätiön entinen toimitusjohtaja otti lahjuksia ja kavalsi – 6 vuotta vankeutta. *Iltaalehti*.
<https://www.iltalehti.fi/kotimaa/a/e756584f-a0ed-468c-9480-3b26de66dbc2>
24. Joonas Alanne (2024): Törkeä kavallus Oma Säästöpankissa – Myyntijohtaja tuomittiin. *Iltaalehti*. <https://www.iltalehti.fi/talous/a/148c4370-88e7-49cb-950b-c6cbc5e3e20a>
25. Dylan Minor (2016): CEOs with Lots of Stock Options Are More Likely to Break Laws. *Harvard Business Review*.
<https://hbr.org/2016/05/ceos-with-lots-of-stock-options-are-more-likely-to-break-laws>
26. Sumantra Ghoshal (2005): Bad Management Theories Are Destroying Good Management Practices. *Academy of Management Learning & Education*, 4 (1).
<https://www.corporation2020.org/documents/Resources/Ghoshal.pdf>
27. Ian Johnston & Wang Ping (2012): *Daxue and Zhongyong: Bilingual Edition*. The Chinese University of Hong Kong.
28. Andrew H. Plaks (2014): The *Daxue* (*Great Learning*) and the *Zhongyong* (*Doctrine of the Mean*). Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
29. Robert Eno (2016): *The Great Learning and The Doctrine of the Mean: Translation, Commentary, and Notes*. IUScholarWorks. <https://hdl.handle.net/2022/23424>
30. Tanja Heikkonen & Sanna Kähkönen (2024): Virkamies pyysi viulua marjayrittäjältä. *YLE*.
<https://yle.fi/a/74-20121267>
31. David B. Wong (2014): Cultivating the Self in Concert with Others. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
32. Roger T. Ames & Henry Rosemont Jr. (2014): Family Reverence (xiao 孝) in the Analects: Confucian Role Ethics and the Dynamics of Intergenerational Transmission. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.

33. Igor Grossmann, Anna Dorfman & Harrison Oakes (2020): Wisdom is a social-ecological rather than person-centric phenomenon. *Current Opinion in Psychology*, 32.
<https://www.sciencedirect.com/science/article/abs/pii/S2352250X19300879>
34. Jia (Jasmine) Hu, Shuxia Zhang, Robert B. Lount & Bennett J Tepper (2022): When leaders heed the lessons of mistakes: Linking leaders' recall of learning from mistakes to expressed humility. *Personnel Psychology*, 77 (2).
<https://onlinelibrary.wiley.com/doi/10.1111/peps.12570>
35. Jonah Koetke, Karina Schumann, Keith Welker & Peter T Coleman (2024): Intellectual humility is reliably associated with constructive responses to conflict. *PLoS One*, 19 (9).
<https://pmc.ncbi.nlm.nih.gov/articles/PMC11379209/>
36. APS (2016): Corporate psychopaths common and can wreak havoc in business, researcher says. *APS*. https://psychology.org.au/news/media_releases/13september2016/brooks
37. Tomas Chamorro-Premuzic (2019): 1 in 5 business leaders may have psychopathic tendencies—here's why, according to a psychology professor. *CNBC*.
<https://www.cnbc.com/2019/04/08/the-science-behind-why-so-many-successful-millionaires-are-psychopaths-and-why-it-doesnt-have-to-be-a-bad-thing.html>
38. Tenelle Porter, Abdo Elnakouri, Ethan A. Meyers, Takuya Shibayama, Eranda Jayawickreme & Igor Grossmann (2022): Predictors and consequences of intellectual humility. *Nature Reviews Psychology*, 1. <https://www.nature.com/articles/s44159-022-00081-9>
39. David Rock, Heidi Grant & Jacqui Grey (2016): Diverse Teams Feel Less Comfortable — and That's Why They Perform Better. *Harvard Business Review*.
<https://hbr.org/2016/09/diverse-teams-feel-less-comfortable-and-thats-why-they-perform-better>
40. Peter J. Jankowski, Steven J. Sandage, Chance A. Bell, Elizabeth G. Ruffing & Chris Adams (2018): Humility, Relational Spirituality, and Well-being among Religious Leaders: A Moderated Mediation Model. *Journal of Religion and Health*, 58.
<https://link.springer.com/article/10.1007/s10943-018-0580-8>
41. Elizabeth J. Krumrei-Mancuso & Wade C. Rowatt (2021): Humility in novice leaders: links to servant leadership and followers' satisfaction with leadership. *The Journal of Positive Psychology*, 18 (1).
<https://www.tandfonline.com/doi/full/10.1080/17439760.2021.1952647>
42. Nicole Lipkin (2024): Why You Need To Admit Your Mistakes And What Happens When You Don't. *Forbes*.
<https://www.forbes.com/sites/nicolelipkin/2024/03/26/why-you-need-to-admit-your-mistakes-and-what-happens-when-you-dont/>
43. Karina Schumann & Carol S. Dweck (2014): Who Accepts Responsibility for Their Transgressions? *Personality and Social Psychology Bulletin*, 40 (12).
<https://journals.sagepub.com/doi/abs/10.1177/0146167214552789>

44. Jeff Grabmeier (2016): The 6 elements of an effective apology, according to science. *Ohio State News*.
<https://news.osu.edu/the-6-elements-of-an-effective-apology-according-to-science/>
45. Kim Mills & Karina Schumann (2022): Speaking of Psychology: Why you should apologize even when it's hard to, with Karina Schumann, PhD. *American Psychological Association*.
<https://www.apa.org/news/podcasts/speaking-of-psychology/apologize>
46. Arianne Cohen (2020): Why we've been saying 'sorry' all wrong. *BBC*.
<https://www.bbc.com/worklife/article/20200512-why-weve-been-saying-sorry-all-wrong>
47. Karina Schumann, Emily G. Ritchie & Amanda Forest (2021): The Social Consequences of Frequent Versus Infrequent Apologizing. *Personality and Social Psychology Bulletin*, 49 (3).
<https://journals.sagepub.com/doi/abs/10.1177/01461672211065286?journalCode=pspc>
48. BBC (2019): How to master new skills with 'deliberate practice'. *BBC*.
<https://www.bbc.com/worklife/article/20190318-how-to-master-new-skills-with-deliberate-practice>
49. K. Anders Ericsson, Michael J. Prietula & Edward T. Cokely (2007): The Making of an Expert. *Harvard Business Review*. <https://hbr.org/2007/07/the-making-of-an-expert>

Pohdiskeleminen ja reflektointi: sī ja xǐng

1. Wikipedia contributors (2020): Aukile. *Wikipedia*.
<https://fi.wikipedia.org/w/index.php?title=Aukile&oldid=19311408>
2. Yuet Keung Lo (2014): Confucius and His Community. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
3. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
4. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
5. Antonio S. Cua (2014): Early Confucian Virtue Ethics: The Virtues of Junzi. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
6. Henry Rosemont, Jr. (2013): *A Reader's Companion to the Confucian Analects*. Palgrave MacMillan.
7. Stephen C. Angle (2022): *Growing Moral: A Confucian Guide to Life*. Oxford University Press.
8. Philip J. Ivanhoe (2000): *Confucian Moral Self Cultivation* (2. painos). Hackett Publishing Company.
9. Wikipedia contributors (2024): History of paper. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=History_of_paper&oldid=1254592891

10. Robert Eno (2015): *The Analects of Confucius: An online Teaching Translation* (version 2.21). IUScholarWorks. <http://hdl.handle.net/2022/23420>
11. Eric L. Hutton (2014): *Xunzi: The complete text*. Princeton University Press.
12. Scott Barry Kaufman (2021): The Science of Spiritual Narcissism. *Scientific American*. <https://www.scientificamerican.com/article/the-science-of-spiritual-narcissism/>
13. Constantine Sedikides, Lowell Gaertner & Huajian Cai (2015): Chapter Six - On the Panculturality of Self-enhancement and Self-protection Motivation: The Case for the Universality of Self-esteem. *Advances in Motivation Science*, 2. <https://www.sciencedirect.com/science/article/abs/pii/S2215091915000036>
14. Jochen E. Gebauer, Constantine Sedikides, Bas Verplanken & Gregory R. Maio (2012): Communal Narcissism. *Journal of Personality and Social Psychology*, 103 (5). https://www.southampton.ac.uk/~crsi/Gebauer_Sedikides_Verplanken_%20Maio_2012_JP_SP.pdf
15. Jennifer Crocker & Lora E. Park (2004): The Costly Pursuit of Self-Esteem. *Psychological Bulletin*, 130 (3). <https://psycnet.apa.org/record/2004-13724-002>
16. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
17. Robert Eno (2016b): *Mencius: Translation, commentary, and notes*. IUScholarWorks. <http://hdl.handle.net/2022/23423>
18. Robert Young (2022): Scientists Win Physics Nobel Prize For Proving Einstein Wrong. *Science Alert*. <https://www.sciencealert.com/scientists-win-physics-nobel-prize-for-proving-einstein-wrong>
19. Lon Roberts (2010): Analysis Paralysis: A Case of Terminological Inexactitude. *Defense AT&L*. https://web.archive.org/web/20161122195255/http://www.dau.mil/pubscats/ATL%20Docs/Jan-Feb/robersts_jan-feb10.pdf
20. Jackie Bailey (2024b): How do you bring your spiritual self to your job and make sure you are doing more good than harm? *The Guardian*. <https://www.theguardian.com/commentisfree/2024/jan/07/how-do-you-bring-your-spiritual-self-to-your-job-and-make-sure-you-are-doing-more-good-than-harm>
21. Itamar Shatz (ei tiedossa): The Fundamental Attribution Error: When People Underestimate Situational Factors. *Effectiviology.com*. <https://effectiviology.com/fundamental-attribution-error/>
22. Mary B. McPherson & Stacy L. Young (2004): What students think when teachers get upset: Fundamental attribution error and student-generated reasons for teacher anger. *Communication Quarterly*, 52 (4). <https://www.tandfonline.com/doi/abs/10.1080/01463370409370206>

23. Peimin Ni (2014): *The Philosophy of Confucius*. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
24. Annping Chin (2014): *The Analects*. Penguin Books.
25. Wikipedia contributors (2024): Cognitive dissonance. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Cognitive_dissonance&oldid=1242762442
26. Saul McLeod (2023): What Is Cognitive Dissonance Theory? *Simply Psychology*.
<https://www.simplypsychology.org/cognitive-dissonance.html>
27. Jia (Jasmine) Hu, Shuxia Zhang, Robert B. Lount & Bennett J. Tepper (2022): When leaders heed the lessons of mistakes: Linking leaders' recall of learning from mistakes to expressed humility. *Personnel Psychology*, 77 (2).
<https://onlinelibrary.wiley.com/doi/10.1111/peps.12570>
28. Amy Morin (2015): 7 Scientifically Proven Benefits of Gratitude. *Psychology Today*.
<https://www.psychologytoday.com/us/blog/what-mentally-strong-people-dont-do/201504/7-scientifically-proven-benefits-of-gratitude>
29. Maureen Salamon (2024): Gratitude enhances health, brings happiness — and may even lengthen lives. *Harvard Health Publishing*.
<https://www.health.harvard.edu/blog/gratitude-enhances-health-brings-happiness-and-may-even-lengthen-lives-202409113071>
30. Masaya Mabuchi (2016): "Quiet Sitting" in Neo-Confucianism. Kirjassa: *Asian traditions of meditation* (toim. Halvor Eifring). University of Hawai'i Press.
31. Miguel Farias & Catherine Wikholm (2015): *Buddha Pill*. Watkins.
32. Wikipedia contributors (2024): Qigong. *Wikipedia*.
<https://en.wikipedia.org/w/index.php?title=Qigong&oldid=1254959695>
33. Irene Bloom (2009): *Mencius*. Columbia University Press.
34. Wikipedia contributors (2024): Neiye. *Wikipedia*.
<https://en.wikipedia.org/w/index.php?title=Neiye&oldid=1254945526>

Lopuksi

1. Anne Salonen (2013): Ihmisen mikrobiomit. *Lääketieteellinen Aikakauskirja Duodecim*, 129 (22). <https://www.duodecimlehti.fi/lehti/2013/22/duo11328>
2. Amy Fleming (2024): The happy microbiome: how to nourish all of yours - from mouth to gut to vagina. *The Guardian*.
<https://www.theguardian.com/society/article/2024/jun/23/the-happy-microbiome-how-to-nourish-all-of-yours-from-mouth-to-gut-to-vagina>
3. Wikipedia contributors (2024): Gaia hypothesis. *Wikipedia*.
https://en.wikipedia.org/w/index.php?title=Gaia_hypothesis&oldid=1261140040

4. Wikipedia contributors (2024): Gaia-hypoteesi. *Wikipedia*.
<https://fi.wikipedia.org/w/index.php?title=Gaia-hypoteesi&oldid=21319032>
5. Catherine Finn, Florencia Grattarola & Daniel Pincheira-Donoso (2023): More losers than winners: investigating Anthropocene defaunation through the diversity of population trends. *Biological Reviews*, 98 (5). <https://onlinelibrary.wiley.com/doi/10.1111/brv.12974>
6. Amy Fallah (2024): Catastrophic 73% decline in the average size of global wildlife populations in just 50 years reveals a 'system in peril'. *WWF*.
<https://www.worldwildlife.org/press-releases/catastrophic-73-decline-in-the-average-size-of-global-wildlife-populations-in-just-50-years-reveals-a-system-in-peril>
7. UN News (2024): Accelerating extinction rate triggers domino effect of biodiversity loss. *United Nations*. <https://news.un.org/en/story/2024/05/1150056>
8. Damian Carrington (2024): 'We need dramatic social and technological changes': is societal collapse inevitable? *The Guardian*.
<https://www.theguardian.com/environment/2024/dec/28/we-need-dramatic-social-and-technological-changes-is-societal-collapse-inevitable>
9. Mauro Bologna & Gerardo Aquino (2020): Deforestation and world population sustainability: a quantitative analysis. *Scientific Reports*, 10 (7631).
<https://www.nature.com/articles/s41598-020-63657-6>
10. Marco A. Janssen & Marten Scheffer (2004): Overexploitation of Renewable Resources by Ancient Societies and the Role of Sunk-Cost Effects. *Ecology and Society*, 9.
<https://www.jstor.org/stable/26267647>
11. Scott A. J. Johnson (2017): *Why did ancient civilizations fail?* Routledge.
12. Jillian Ambrose, Julia Kollewe & Kalyeena Makortoff (2024): 'Very concerning': BP dilutes net zero targets as global retreat from green standards gathers pace. *The Guardian*.
<https://www.theguardian.com/business/2024/oct/13/very-concerning-bp-dilutes-net-zero-targets-as-global-retreat-from-green-standards-gathers-pace>
13. Mikko Asunta (2024): Saksassa jyllää ympäristökandaali: Öljyjätit hyvittivät päästöjään hankkeissa, joita ei ole olemassakaan. *YLE*. <https://yle.fi/a/74-20098503>
14. Kari Ikävalko (2024): Suomen 2035 hiilineutraalisuus voi jäädä vain tavoitteeksi – tutkijoiden uudessa arvioissa tavoite karkaa kauas. *YLE*. <https://yle.fi/a/74-20071510>
15. Jenni Frilander & Hanna Eskonen (2022): Tyly arvio: Suomi joutuu miljardikorvauksiin hiilinielujen romahduksen takia – "Kansallinen hätätila", sanoo professori. *YLE*.
<https://yle.fi/a/74-20009763>
16. Matthew Taylor (2024): 'These ideas are incredibly popular': what is degrowth and can it save the planet? *The Guardian*.
<https://www.theguardian.com/environment/article/2024/aug/27/what-is-degrowth-can-it-save-planet>

17. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
18. Robert Eno (2015): *The Analects of Confucius: An online Teaching Translation* (version 2.21). IUScholarWorks. <http://hdl.handle.net/2022/23420>
19. Artie Alvarado (2024): How long can we wear the clothes we already have? *LinkedIn*. <https://www.linkedin.com/pulse/how-long-can-we-wear-clothes-already-have-artie-alvarado-bol6f/>
20. Kate Soper (2023): Consumerism is the path to planetary ruin, but there are other ways to live. *The Guardian*. <https://www.theguardian.com/environment/commentisfree/2023/nov/23/consumerism-planetary-ruin-life-community>
21. Anni Marttinen (2024): Anni Marttisen kolumni: Elämä ilman talouskasvun pakkoa olisi erilaista mutta parempaa. *YLE*. <https://yle.fi/a/74-20115725>
22. Erin O'Donnell (2024): Climate Change's Crippling Costs. *Harvard Magazine*. <https://www.harvardmagazine.com/2024/09/harvard-economic-impact-climate-change>
23. Sampu Suutala, Janne Kaltiainen & Jari Hakanen (2024): Työhyvinvoinnin kehittyminen loppuvuoden 2019 ja kesän 2024 välillä. *Työterveyslaitos*. <https://www.ttl.fi/tutkimus/hankkeet/miten-suomi-voi>
24. Sara Salomaa (2024): Mielenterveysperusteilla haetuista työkyvyttömyyseläkkeistä 37 % koskee alle 35-vuotiaita – suurinta kasvu on nuorilla, joilla menee paperilla hyvin. *Elo*. <https://www.elo.fi/fi-fi/uutiset/2024/mielenterveysperusteilla-haetuista-tyokyvyttomyyselakeista-37-koskee-alle-35-vuotiaita>
25. Jari Hakanen & Janne Kaltiainen (2024): Todennäköinen työuupumus on lisääntynyt. *Työterveyslaitos*. <https://www.ttl.fi/ajankohtaista/tiedote/todennakoinen-tyouupumus-on-lisaantynyt>
26. Philip J. Ivanhoe (2000): *Confucian Moral Self Cultivation* (2. painos). Hackett Publishing Company.
27. Stephen C. Angle (2022): *Growing Moral: A Confucian Guide to Life*. Oxford University Press.
28. Henry Rosemont, Jr. (2013): *A Reader's Companion to the Confucian Analects*. Palgrave MacMillan.
29. Zhonghu Yan (2014): Ultimate Reality and Self-Cultivation in Early Confucianism: A Conceptual/Existential Approach. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
30. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.

Lisäosat

Klassisen kungfutselaisuuden kolme suurta

1. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
2. Robert Eno (2015): *The Analects of Confucius: An online Teaching Translation* (version 2.21). IUScholarWorks. <http://hdl.handle.net/2022/23420>
3. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
4. Henry Rosemont, Jr. (2013): *A Reader's Companion to the Confucian Analects*. Palgrave MacMillan.
5. Amy Olberding (2014): Introduction. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
6. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
7. Philip J. Ivanhoe (2016): *Three streams: Confucian reflections on learning and the moral heart-mind in China, Korea, and Japan*. Oxford University Press.
8. Bryan Van Norden (2024): Mencius. *The Stanford Encyclopedia of Philosophy* (toim. Edward N. Zalta & Uri Nodelman) <https://plato.stanford.edu/archives/win2024/entries/mencius/>
9. Philip J. Ivanhoe (2009): Introduction. Kirjassa: *Mencius* (kirj. Irene Bloom). Columbia University Press.
10. Paul R. Goldin (2018): Xunzi. Julkaisussa: *The Stanford Encyclopedia of Philosophy (Fall 2018 Edition)* (toim. Edward N. Zalta). <https://plato.stanford.edu/entries/xunzi/>
11. Wikipedia contributors (2024). Xunzi (philosopher). *Wikipedia*. [https://en.wikipedia.org/w/index.php?title=Xunzi_\(philosopher\)&oldid=1263191512](https://en.wikipedia.org/w/index.php?title=Xunzi_(philosopher)&oldid=1263191512)
12. Eric L. Hutton (2014): *Xunzi: The complete text*. Princeton University Press.

Neljä plus yksi kirjaa

1. Ian Johnston & Wang Ping (2012): *Daxue and Zhongyong: Bilingual Edition*. The Chinese University of Hong Kong.
2. John B. Henderson and On-Cho Ng (2013): The Commentarial Tradition. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
3. Eric L. Hutton (2014): *Xunzi: The complete text*. Princeton University Press.
4. Wikipedia contributors (2024). Xunzi (philosopher). *Wikipedia*. [https://en.wikipedia.org/w/index.php?title=Xunzi_\(philosopher\)&oldid=1263191512](https://en.wikipedia.org/w/index.php?title=Xunzi_(philosopher)&oldid=1263191512)

5. Andrew H. Plaks (2014): *The Daxue (Great Learning) and the Zhongyong (Doctrine of the Mean)*. Kirjassa: *Dao Companions to Chinese Philosophy* (toim. Vincent Shen). Springer Science+Business Media Dordrecht.
6. Stephen C. Angle & Justin Tiwald (2017): *Neo-Confucianism: A philosophical introduction*. Polity.
7. Henry Rosemont, Jr. (2013): *A Reader's Companion to the Confucian Analects*. Palgrave MacMillan.
8. Edward G. Slingerland (2003): *Confucius Analects with Selections from Traditional Commentaries*. Hackett Publishing Company.
9. Amy Olberding (2014): Introduction. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
10. Annping Chin (2014): *The Analects*. Penguin Books.
11. Tae Hyun Kim & Mark Csikszentmihalyi (2014): History and Formation of the Analects. Kirjassa: *Dao Companion to the Analects* (toim. Amy Olberding). Springer Science+Business Media Dordrecht.
12. Peimin Ni (2017): *Understanding the Analects of Confucius: A New Translation of Lunyu with Annotations*. State University of New York City.
13. Philip J. Ivanhoe (2009): Introduction. Kirjassa: *Mencius* (kirj. Irene Bloom). Columbia University Press.
14. Ulrich Theobald (2010): Zhongyong 中庸. *China Knowledge*.
<http://chinaknowledge.de/Literature/Classics/zhongyong.html>
15. Lee Dian Rainey (2010): *Confucius & Confucianism: The Essentials*. Wiley-Blackwell.
16. Wikipedia contributors (2022): Transsendenssi. *Wikipedia*.
<https://fi.wikipedia.org/w/index.php?title=Transsendenssi&oldid=20855105>
17. Paul R. Goldin (2018): Xunzi. Julkaisussa: *The Stanford Encyclopedia of Philosophy (Fall 2018 Edition)* (toim. Edward N. Zalta). <https://plato.stanford.edu/entries/xunzi/>
18. Eric L. Hutton (2016): Introduction. Kirjassa: *Dao Companion to the Philosophy of Xunzi* (toim. Eric L. Hutton). Springer Science+Business Media Dordrecht.