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1. The problem is just as acute with children, especially teenage children. Parents have expectations about how children ought to behave, study, treat their elders, handle their money, do work around the house, wear their clothes, and so on. Children often do not understand these expectations until the expectations are violated—and then conflict arises because their parents clearly aren't happy when the children don't dress "appropriately" or don't spend enough time doing homework. In the same way, children have expectations of parents that parents may not understand. Children may like parents to be seen but not heard when their friends are around, not make a scene when the restaurant bill is added incorrectly, not to get uptight if one of their children flunks an exam once, and try to understand rather than jump to conclusions. It is not uncommon for children to feel frustrated and powerless when parents violate their expectations (in much the same way that a subordinate feels powerless when his boss violates his expectations) because they feel their parents are too powerful to confront.

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Chapter Eight

1. Much of the material in the "The Abilene Paradox" was contained in J. Harvey, "Managing Agreement in Organizations: The Abilene Paradox." Reprinted by permission of the publisher from *Organizational Dynamics*, Summer 1974, copyright © 1974 by AMACOM, a division of the American Management Association. It is also found in Harvey's book *The Abilene Paradox and Other Meditations on Management* (Lexington, MA: Lexington Books, 1988).

2. Ibid., 63–80.

3. The term *own up* has a precise meaning. Essentially, owning up is (1) a first-person statement beginning with the word *I* ("I think," "I believe," "I want") in which the individual (2) clearly communicates his or her own ideas and feelings about an issue (3) in a descriptive way (4) without attributing an idea, a feeling, a belief, or a motivation to another.

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Chapter Ten

1. This research was done by J. Dyer, H. Gregersen, and C. Christensen as part of The Innovator's DNA research project, some of it published in *The Innovator's DNA* (Boston: Harvard Business School Press, 2011). Quotations in this chapter from Gil Cloyd, A. G. Lafley, David Neeleman, Herb Kelleher, John Gardner, Michael Dell, Kevin Rollins, Pierre Omidyar, David Kelley, Matt Adams, John Foster, and other executives are taken from this original research.

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