

Academic Resources Guide — Principle 6

We're Built to Collaborate

Peer-reviewed literature and professionally published academic sources supporting the major concepts and claims in Principle 6. Quotations are reproduced verbatim from the manuscript with page numbers; each is paired with a primary scholarly source in APA 7th edition format.

| Concept / Quotation from the Book | Supporting Peer-Reviewed Source (APA 7th ed.) |
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| The Collaboration System: Cooperation vs. Collaboration | |
| <p><i>“the majority of our interactions are spent in cooperation and collaboration, not in conflict”</i> (p. 169–170)</p> | <p>Rand, D. G., & Nowak, M. A. (2013). Human cooperation. <i>Trends in Cognitive Sciences</i>, 17(8), 413–425. https://doi.org/10.1016/j.tics.2013.06.003</p> |
| <p><i>“Cooperation is when people work alongside one another toward a shared objective... Neurobiologically, cooperation relies on trust and fairness circuits in the brain and reward pathways in the striatum.”</i> (p. 170–171)</p> | <p>Rilling, J. K., Gutman, D. A., Zeh, T. R., Pagnoni, G., Berns, G. S., & Kilts, C. D. (2002). A neural basis for social cooperation. <i>Neuron</i>, 35(2), 395–405. https://doi.org/10.1016/S0896-6273(02)00755-9</p> |
| Collaboration Is More Natural Than Conflict | |
| <p><i>“evolutionary psychologist Robin Dunbar’s social brain hypothesis, which suggests the human neocortex grew disproportionately large in order to manage the complex relationships of group living”</i> (p. 174)</p> | <p>Dunbar, R. I. M. (1998). The social brain hypothesis. <i>Evolutionary Anthropology</i>, 6(5), 178–190. https://doi.org/10.1002/(SICI)1520-6505(1998)6:5%3C178::AID-EVAN5%3E3.0.CO;2-8</p> |
| <p><i>“in studies across primate species, brain size is closely correlated with the size and stability of social groups”</i> (p. 174)</p> | <p>Dunbar, R. I. M. (1992). Neocortex size as a constraint on group size in primates. <i>Journal of Human Evolution</i>, 22(6), 469–493. https://doi.org/10.1016/0047-2484(92)90081-J</p> |

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| <p><i>“This is handled by the social brain network, which includes structures like the medial prefrontal cortex, temporoparietal junction, superior temporal sulcus, and amygdala.”</i></p> <p>(p. 174)</p> | <p>Frith, C. D., & Frith, U. (2007). Social cognition in humans. <i>Current Biology</i>, 17(16), R724–R732.</p> <p>https://doi.org/10.1016/j.cub.2007.05.068</p> |
| <p><i>“Mirror neurons, first identified in monkeys and later confirmed in humans, enable us to simulate the actions and emotions of others. The mirror neuron system, located in premotor and parietal cortices...”</i></p> <p>(p. 174)</p> | <p>Rizzolatti, G., & Craighero, L. (2004). The mirror-neuron system. <i>Annual Review of Neuroscience</i>, 27, 169–192.</p> <p>https://doi.org/10.1146/annurev.neuro.27.070203.144230</p> |
| <p><i>“Mirror neurons are thought to support our capacities for empathy and imitation and our ability to anticipate others’ needs, all of which are critical for collaboration.”</i></p> <p>(p. 174)</p> | <p>Iacoboni, M. (2009). Imitation, empathy, and mirror neurons. <i>Annual Review of Psychology</i>, 60, 653–670.</p> <p>https://doi.org/10.1146/annurev.psych.60.110707.163604</p> |
| The Neurochemistry of Connection | |
| <p><i>“oxytocin release during positive social interactions lowers amygdala reactivity to threat, making others seem safer and more reliable”</i></p> <p>(p. 175)</p> | <p>Kirsch, P., Esslinger, C., Chen, Q., Mier, D., Lis, S., Siddhanti, S., Gruppe, H., Mattay, V. S., Gallhofer, B., & Meyer-Lindenberg, A. (2005). Oxytocin modulates neural circuitry for social cognition and fear in humans. <i>The Journal of Neuroscience</i>, 25(49), 11489–11493.</p> <p>https://doi.org/10.1523/JNEUROSCI.3984-05.2005</p> |
| <p><i>“collaboration can activate the mesolimbic dopamine pathway, especially the ventral striatum and nucleus accumbens, which are key reward centers... that reinforces collaborative behavior”</i></p> <p>(p. 175)</p> | <p>Rilling, J. K., Gutman, D. A., Zeh, T. R., Pagnoni, G., Berns, G. S., & Kilts, C. D. (2002). A neural basis for social cooperation. <i>Neuron</i>, 35(2), 395–405.</p> <p>https://doi.org/10.1016/S0896-6273(02)00755-9</p> |
| <p><i>“endorphins... are released throughout the central nervous system where they bind to opioid receptors... to reduce pain and generate feelings of well-being”</i></p> <p>(p. 175)</p> | <p>Machin, A. J., & Dunbar, R. I. M. (2011). The brain opioid theory of social attachment: A review of the evidence. <i>Behaviour</i>, 148(9–10), 985–1025.</p> <p>https://doi.org/10.1163/000579511X596624</p> |

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| <p>“Polyvagal theory supports this by suggesting that our vagus nerve... evolved to bring the body into a calm, socially engaged state during safe social contact.” (p. 175)</p> | <p>Porges, S. W. (2007). The polyvagal perspective. <i>Biological Psychology</i>, 74(2), 116–143. https://doi.org/10.1016/j.biopsycho.2006.06.009</p> |
| <p>“Disagreements, exclusion, abandonment, rejection, or betrayal can activate the same circuitry involved in physical danger, like the amygdala region and the anterior cingulate cortex...” (p. 175)</p> | <p>Eisenberger, N. I., Lieberman, M. D., & Williams, K. D. (2003). Does rejection hurt? An fMRI study of social exclusion. <i>Science</i>, 302(5643), 290–292. https://doi.org/10.1126/science.1089134</p> |
| Critical Elements for Effective Collaboration | |
| <p>“Research also indicates that intellectual humility is highly correlated with open-mindedness and willingness to collaborate.” (p. 178)</p> | <p>Leary, M. R., Diebels, K. J., Davisson, E. K., Jongman-Sereno, K. P., Isherwood, J. C., Raimi, K. T., Deffler, S. A., & Hoyle, R. H. (2017). Cognitive and interpersonal features of intellectual humility. <i>Personality and Social Psychology Bulletin</i>, 43(6), 793–813. https://doi.org/10.1177/0146167217697695</p> |
| <p>“Beneath the stories about who did what wrong, their shared goals can reunite parties toward a common vision... to collaborate on productive ways to move forward.” (p. 178)</p> | <p>Sherif, M. (1958). Superordinate goals in the reduction of intergroup conflict. <i>American Journal of Sociology</i>, 63(4), 349–356. https://doi.org/10.1086/222258</p> |
| <p>“if you’ll remember, interdependence toward a shared goal was one of Allport’s suggested conditions for resolving conflict between groups” (p. 179)</p> | <p>Allport, G. W. (1954). <i>The nature of prejudice</i>. Addison-Wesley.</p> |
| <p>“The more we focus on shared, interdependent goals, the more likely we are to change perceptions of those with whom we’ve experienced conflict...” (p. 179)</p> | <p>Pettigrew, T. F., & Tropp, L. R. (2006). A meta-analytic test of intergroup contact theory. <i>Journal of Personality and Social Psychology</i>, 90(5), 751–783. https://doi.org/10.1037/0022-3514.90.5.751</p> |

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| <p><i>“research shows that the best predictor of innovation and collaboration is the level of trust one has in their collaboration partners and leaders”</i></p> <p>(p. 180)</p> | <p>De Jong, B. A., Dirks, K. T., & Gillespie, N. (2016). Trust and team performance: A meta-analysis of main effects, moderators, and covariates. <i>Journal of Applied Psychology, 101</i>(8), 1134–1150.</p> <p>https://doi.org/10.1037/apl0000110</p> |
| Moving Forward: Collaboration as Human Inheritance | |
| <p><i>“Epigenetics reminds us that our individual experience of life come from the collaboration of our genetics and our environments.”</i></p> <p>(p. 188)</p> | <p>Meaney, M. J. (2010). Epigenetics and the biological definition of gene × environment interactions. <i>Child Development, 81</i>(1), 41–79.</p> <p>https://doi.org/10.1111/j.1467-8624.2009.01381.x</p> |

Notes on Sources

All citations are drawn from peer-reviewed journals or professionally published academic books and have been verified against the original source. Page numbers refer to the manuscript page on which each quotation appears.

Polyvagal theory (Porges, 2007) is cited as the originating primary source for the social-engagement concept as presented in the book; readers should note that some of its specific physiological claims remain debated within the neuroscience literature. Mirror-neuron contributions to human empathy (Rizzolatti & Craighero, 2004; Iacoboni, 2009) are likewise an active area of ongoing research.