References:

Abegglen, S., Burns, T., Mag, A.G., & Sinfield, S. (2021). The joy of teaching and learning in academia – teachers' perspectives from three countries. *MATEC Web of Conferences*, *343*, 1-8. https://doi.org/10.1051/matecconf/202134311007

Asadullah, M., & Gacek, J. (2025). Exploring and progressing the concept of joyful teaching in higher education. *in education,* 30(2), 128–146.

Bryman, A. (2007) Effective leadership in higher education: A literature review. *Studies in Higher Education, 32*(6), 693-710, DOI: 10.1080/03075070701685114

Cunliffe, A. L., & Eriksen, M. (2011). Relational leadership. *Human Relations, 64*(11), 1425–1449. https://doi.org/10.1177/0018726711418388

Dumulescu, D., & Muţiu, A. I. (2021). Academic Leadership in the Time of COVID-19—Experiences and Perspectives. *Frontiers in Psychology*, *12*, 648344. https://doi.org/10.3389/fpsyg.2021.648344

Edmondson, A. C., & Bransby, D. P. (2023). Psychological Safety Comes of Age: Observed Themes in an Established Literature. *Annual Review of Organizational Psychology and Organizational Behavior*, *10*(1), 55–78. https://doi.org/10.1146/annurev-orgpsych-120920-055217

Fambrough, M. J., & Kaye Hart, R. (2008). Emotions in leadership development: A critique of emotional intelligence. *Advances in developing human resources, 10*(5), 740-758.

Fetherston, B., & Kelly, R. (2007). Conflict resolution and transformative pedagogy. A grounded theory research project on learning in higher education. *Journal of Transformative Education*, *5*(3), 262-285. https://doi.org/10.1177/1541344607308899

Fredrickson, B. L. (1998). What Good Are Positive Emotions? Review of General Psychology: *Journal of Division 1, of the American Psychological Association*, 2(3), 30

Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist, 56*, 218–226. https://doi.org/10.1037/0003-066X.56. 3.21

Garg, N., & Gera, S. (2019). Gratitude and leadership in higher education institutions: Exploring the mediating role of social intelligence among teachers. *Journal of Applied Research in Higher Education, 12*(5), 915–926. https://doi.org/10.1108/JARHE-09-2019-0241

Kameda, T., Toyokawa, W., & Tindale, R. S. (2022). Information aggregation and collective intelligence beyond the wisdom of crowds. *Nature Reviews Psychology*, *1*(6), 345-357

Killingback, C., Tomlinson, A., & Stern, J. (2024). Compassionate pedagogy in higher education: A scoping review. *Journal of University Teaching and Learning Practice*, 22(1), 1-32.

Mag, A. G., Sinfield, S., Burns, T., & Abegglen, S. (2021). The joy of teaching and learning in academia–teachers' perspectives from three countries. *In MATEC Web of Conferences (Vol. 343, p. 11007)*. EDP Sciences.

McCullough, M. E., Kilpatrick, S. D., Emmons, R. A., & Larson, D. B. (2001). Is gratitude a moral affect?. *Psychological bulletin, 127*(2), 249

Neff, K. D. (2023). Self-compassion: Theory, method, research, and intervention. *Annual Review of Psychology*, 74(1), 193–218

Riddell, J. (2024). *Hope circuits: Rewiring universities and other organizations for human flourishing.* McGill-Queen's University Press.

Stein, S., Andreotti, V., Restoule, J. P., Vukovic, R., McGregor, C., Pelton, L. F., … Mohajeri, A. (2025). Deepening relational capacity to confront the polycrisis in higher education and beyond. Higher Education Research & Development, 44(6), 1572–1587. https://doi.org/10.1080/07294360.2025.2525109

Trust, T., Carpenter, J. P., & Krutka, D. G. (2017). Moving beyond silos: Professional learning networks in higher education. *The Internet and Higher Education*, *35*, 1-11.

Weimer, M. (2001). Learning more from the wisdom of practice. *New directions for teaching and learning*, *2001*(86), 45-56

Wong, Y. J., Cho, N., & Pandelios, A. L. (2024). Feeling good versus doing good: Reclaiming a moral vision for the psychology of gratitude. International Journal of Applied Positive Psychology, 9(3), 1273–1291.