Employee resilience, 105
post-failure at work, 101
Enterprise support, 74
Entrepreneurial failure, 144–145
  benefit of, 146
  cost of, 145
  experiencing, 153–157
  stigma around, 146–147, 160–163
  transforming, 157–158
Entrepreneurial knowledge, 158–160
Entrepreneurs, 70–71
Entrepreneurship, 71, 74
Equifinality, 100, 102
Event system theory (EST), 2–3, 12
Events, 2–3, 5
Executive Master of Business (EMBA), 114
Exploratory factor analysis (EFA), 5–7
Failure(s), 11, 14, 22, 26, 125, 144, 174
  consequences, 111–112
  emergence of failures in teams, 44–46
  qualitative research study on, 128–130
  for recovery, resilience, and learning, 196–199
  at work, 100
Financial cost, 145
Financial hardship, 145
Five-by-Five Resilience Scale (5×5RS), 114
Fixed mindsets, 28
Gig economy, 198
Goal hierarchy, 102–103
  employee resilience post-failure at work, 101
  future research, 107
  goal revision as resilience, 101–103
  illustrative example, 104–105
  practical implications, 106
  theoretical implications, 105–106
  revision
  or abandonment, 104
  as resilience, 101–103
Goal striving, 100–101
Grand challenge, 174, 177
Growth mindsets, 28–29, 34
Hard negotiation tactics, 126
Hardiness, 112
High-performance work systems (HPWS), 87
Holocaust survivors, 22
Human resource (HR), 192
Human resource management (HRM), 84
Human resource management practices (HRMP), 86–87
  to develop workplace resilience, 87–90
  employees’ point of view, 88–89
  managers point of view, 87–88
  perspectives, 89–90
Hypotheses development, 112–114
Identity, 70
  threat, 9
Impasse, 127
Integrative intervention model, 34
Intentional learning, 133
Interorganizational networks, 174
Intrapsychic macrosystems, 23
Intuitive behavioral system, 23
Item generation, 5–6
Item reduction, 5–6
Job crafting, 91–92
Job design and selection practices, 90–92
Job stressors, 28
Kintsugi (golden joinery), 84–85
Kintsukuroi (golden repair), 84–85
Knowledge, skills, and abilities (KSAs), 44
Leadership, 33–34
Learning
  integration of research on, 194–196
  models, 182–196
setbacks, failure, and adversity for, 196–199
summarizing insights on, 192–193
synthesizing insights on, 193–194
Learning from failure (see also Business failure)
data collection, 148–153
findings, 153–166
interviewees, 149–152
method, 147–153
in negotiations, 130–137
theoretical background, 144–147
Legal framework, 163–164
Liminal time, 63
Macrosystems, 23
Maximum shared variance (MSV), 8
Measurement, 3, 6, 11
Mindsets, 26–30, 33
Mistake tolerance, 113, 115
Modularity, 180
Motivation, 100, 102
Multilevel perspective on functional and dysfunctional coping with failures in teams, 44–50
Multivocality, 174
National nanotechnology initiative (NNI), 177–178
Negotiations, 125
future research, 138
identifying setbacks in, 125–126
learning from failure in, 130–137
literature review, 126–128
practical implications, 137–138
qualitative research study on failures and setbacks, 128–130
theoretical implications, 137
Network failures, 175
in siloing, 179–182
in stalling, 175–177
in strategizing, 177–179
Networks, 174
lessons for network participation, 182–196
New Journal of Zürich (NZZ), 148
Novelty dimension of setback severity, 4
Object-related information processing, 31
Obligationenrecht (OR), 148
Observational learning, 133
Optimism, 69
Organizational behavior, 85
Ostracism, 47
Participant behavior, 184
Perceived mistake tolerance analytic procedures, 115–116
control variables, 115
limitations and future research, 119
participants and procedures, 114
practical implications, 118–119
results, 116–118
statistical analysis, 115
theoretical development, 111–114
Personality-focused concepts, 33–34
Personality–system–interaction theory, 23–24
framework, 33
lens of, 30
perspective, 25
Pre-occupation, 25
Pride, 69
Protective resilience, 22
Psychological capital (Psy-Cap), 101
Psychological cost, 145
Psychological detachment, 28
Psychological flexibility, 135
Psychological resources, 26
Qualitative research study on failures and setbacks, 128–130
Radical innovation, 174–175
Reciprocal relationships, 48
Recovery integration of research on, 194–196
mechanisms, 26–30
setbacks, failure, and adversity for, 196–199
summarizing insights on, 192–193
synthesizing insights on, 193–194
Resilience, 85, 101, 109–110
HRMP to develop workplace resilience, 87–90
integration of research on, 194–196
practical guidelines to boost resilience in workplace, 90–95
setbacks, 84
setbacks, failure, and adversity for, 196–199
summarizing insights on, 192–193
synthesizing insights on, 193–194
workplace/organizational resilience, 84–87
Resiliency, 109–110
Rites of Incorporation, 64–65
sensemaking, obstacles, and support, 72
Rites of Passage, 59–65
Rites of Separation, 61–62
sensemaking, obstacles, and support, 66–67
Rites of Transition, 62–64
sensemaking, obstacles, and support, 68–71
Schuldbetreibung und Konkurs (SchKG), 148
Self-conscious emotions, 68
Self-determination, 34
Self-development, 24
Self-motivation, 34
Self-regulation, 22, 43, 51
affective regulation, 30–31
avenues for future research, 32–33
dispositional preference of behavioral control, 25–26
practical implications, 33–35
recovery mechanisms and the role of mindset, 26–30
Seminal network failures, 175
Sense of coherence, 22–23
Sensemaking, 60, 62
Servant leadership, 35
Setback severity, 2
CFA, 6–8
conceptualizing, 3–4
consequences, 9–11
criticality dimension, 4–5
disruption dimension, 4
limitations and future research, 13–14
novelty dimension, 4
practical implications, 12–13
scale development and validation, 5–6
theoretical implications, 11–12
Setbacks, 2, 22, 26, 46, 84
events, 2–3
identifying setbacks in negotiations, 125–126
in organizational reality, 12
qualitative research study on, 128–130
for recovery, resilience, and learning, 196–199
Siloing, 174
network failures in, 179–182
“Small losses” hypothesis, 111
Social cost, 145
Social norms, 147
Social support, 136
Socialized sensemaking through rites of business failure, 65–72
Stalling, 174
network failures in, 175–177
State, 61
resilience, 109
Stigma
causes, 163–166
of failure, 144, 146–147, 160–163
Strategizing, 174
network failures in, 177–179
Stress mindsets, 29
Stress-is-debilitating mindset, 29–30
Stress-is-enhancing mindset, 29–30
Supportive environments, 74–75
Swiss culture, 163
Swiss Radio and Television (SRT), 148

<table>
<thead>
<tr>
<th>Team cohesion, 42–44</th>
<th>Value-based concept of leadership, 34</th>
</tr>
</thead>
<tbody>
<tr>
<td>performance consequences, 43</td>
<td>Work engagement, 30</td>
</tr>
<tr>
<td>vicious and virtuous circles of, 48–50</td>
<td>failure, 111</td>
</tr>
<tr>
<td>Threat, 47</td>
<td>identities, 70</td>
</tr>
<tr>
<td>Thriving, 9, 11</td>
<td>Work-related setbacks, 1</td>
</tr>
<tr>
<td>Training and development practices, 92–93</td>
<td>Workplace conflicts, 27</td>
</tr>
<tr>
<td>Trait resiliency, 109</td>
<td>well-being, 88–89, 92</td>
</tr>
<tr>
<td>measure, 114</td>
<td>Workplace/organizational resilience, 84–87</td>
</tr>
<tr>
<td>studies, 112</td>
<td>factors, 85–87</td>
</tr>
<tr>
<td>Trust violation, 127</td>
<td>practical guidelines to boost</td>
</tr>
<tr>
<td>Turnover intentions, 11, 115</td>
<td>resilience in workplace, 90–95</td>
</tr>
</tbody>
</table>