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A DESCRIPTIVE COMPARISON OF VALUE SYSTEM
ANALYSIS AND THE PERSONAL
ORIENTATION INVENTORY

THESIS

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By

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The purpose of this study was to determine the correlation between the Values for Working Test and the Personal Orientation Inventory.

Both instruments were administered to the same group of 232 employed individuals. Stepwise multiple linear regression with analysis of variance was the statistical procedure employed.

The resulting correlations were high enough to determine directionality and order of selection. The data indicates much support for Clare Graves' theory of value systems. Additional research is needed to further validate the Values for Working Test.

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CHAPTER I

INTRODUCTION

It is becoming more generally recognized that improving communication in an organization will improve human relations and, if properly managed, productivity. At the same time, there is a growing awareness of the importance of recognizing differences in the values held by the various organization members. Virgil Baker says, "Your values and attitudes are part of your personality and serve as guidelines for how you behave and what you perceive."¹

It is common knowledge that we do not all value the same things to the same degree. We do not even value things the same all the time. The degree to which we value something changes from day to day and with the situation.

Theoretical Background

Value Systems

According to Clare W. Graves of Union College in Schenectady, New York, our values, attitudes, and behavior are consistent with one of seven "levels of psychological existence."²

The basic premises of Graves' theory are:

- I. That man's nature is not a set thing, that it is ever emergent, that it is an open system, not a closed system.
- II. That man's nature evolves by saccadic, quantum-like jumps from one steady state system to another.
- III. That man's values change from system to system as his total psychology emerges in new form with each quantum-like jump to a new steady state of being.³

Graves believes that man evolves up through a hierarchy of psychological levels as he sequentially becomes aware of and solves life's problems. When a person is at a certain level, his needs, desires, values, attitudes, and behavior are all appropriate for that level. Not all men routinely progress from level to level; however, in fact, many individuals stabilize and live out their lives at one level or a combination of levels in the hierarchy.

Two pioneers in the utilization of Graves' theory are Dallas, Texas psychologists Scott and Susan Myers. In 1973 they stated their slightly modified version of Graves' levels of psychological existence in The Business Quarterly.

Level 1. REACTIVE -- Not aware of self or others as individuals or human beings. Reacts to feelings of pain, hunger, warmth, cold, etc. Mostly restricted to infants.

Level 2. TRIBALISTIC -- Found mostly in primitive societies and ghettos. Lives in a world of magic, witchcraft, and superstition. Strongly influenced by tradition and the power exerted by the boss, tribal chieftan, policeman, schoolteacher, politician, and other authority figures.

Level 3. EGOCENTRIC -- Rugged individualism. Selfish, thoughtless, unscrupulous, dishonest. Has not learned to function within the constraints imposed by society. Responds primarily to power.

Level 4. CONFORMIST -- Low tolerance for ambiguity and for people whose values differ from his own. Attracted to rigidly defined roles in accounting, engineering, and the military. Tends to perpetuate the status quo. Motivated by cause, philosophy, or religion.

Level 5. MANIPULATIVE -- Ambitious to achieve higher status and recognition. Strives to manipulate people and things. May achieve goals through gamesmanship, persuasion, bribery, or official authority.

Level 6. SOCIOCENTRIC -- High affiliation needs. Dislikes violence, conformity, materialism, and manipulative management. Concerned with social issues and the dignity of man.

Level 7. EXISTENTIAL -- High tolerance for ambiguity and people with differing values. Likes to do jobs in his own way without constraints of authority or bureaucracy. Goal oriented but toward a broader arena and longer time perspective.⁴

In the same year, the Myerses in conjunction with Vincent Flowers and Charles Hughes developed the Values for Working Test in order to analyze disparate values in organizations. The original instrument consisted of eighteen multiple choice questions and has since been factor-analyzed and refined to eight multiple choice questions. This eight question version was taken by over 1700 middle level and top level managers who are members of the American Management Association, and the results have been published.

Scott Myers and other organization development consultants have utilized Graves' theory of value levels with positive results in several large corporations, including

a major oil company, a major airlines, a major producer of electronic components, and a large business forms producer. Managers in these organizations have indicated that the values approach has helped them in understanding and motivating their employees (see Appendix A).

Basic Needs

Abraham Maslow, former psychologist at Brandeis University, set forth in 1954 his theory of basic needs. This theory of human motivation can be applied to almost every aspect of our lives. Maslow considered the following assumptions basic to his theory:

1. The individual is an integrated, organized whole. It is unusual that an act or a conscious wish have only one motivation. The whole person is motivated, not just a part of him. When a man is hungry he's hungry all over, not just in his stomach.
2. Most desires and drives in the individual are interrelated. This may not be true for some of the more fundamental needs such as hunger, but it is certainly true for the more complex needs such as love.
3. The human being is motivated by a number of basic needs which are species-wide, apparently unchanging, and genetic or instinctual in origin.⁶

According to Maslow, the needs are also psychological rather than purely physiological. This concept is one of the fundamental ideas differentiating Third Force or Humanistic Psychology from the Behaviorists who contend that man's only genetic drives are physiological. The Humanists believe that people have an instinctual desire

to know and understand the world around them and also have a need for beauty. Both curiosity and the aesthetic needs are psychological in nature.

Maslow's theory categorizes man's needs into five major groups: physiological, security, social, esteem, and self-actualization. The physiological needs dominate until they are satisfied; then the security needs are strongest until they are met and so on up the hierarchy (see Appendix B).⁷

The physiological needs are the basic needs to sustain life. They are the most powerful and most obvious of all. They include the needs for air, water, food, clothing, and shelter. The security or safety needs are the need to be free of fear of physical harm and the need for routine and predictability in daily life. Once the physical and safety needs are met, the social needs for love, affection, and "belongingness" will become dominant. According to Maslow, now the person will hunger for a place in his group. To quote Anthony Jay, author of Corporation Man:

This is the premise upon which the book rests: that the tendency to form 'hunting bands' groups of about ten people, nearly always men, is a part of our nature; that these groups have been the instrument of our survival for fifteen million years; and that the modern corporation, or any large organization, still depends on these groups for its survival.⁸

Maslow emphasizes the need to be deeply understood and deeply accepted when referring to the social needs (see Appendix C).⁹

The esteem needs include both self respect and recognition from others. Most people have a need for a higher evaluation of themselves that is founded upon real recognition and respect from others. Self-esteem includes confidence, competence, mastery, achievement, and independence. Respect from others includes prestige, attention, status, and appreciation. A person who has adequate self-esteem is more confident, capable, and productive.

Self-actualization is the need to make the utmost of your capabilities, to maximize your potential. "What a man can be, he must be."¹⁰ A professor must teach, a pianist must play, an author must write, etc. Of course, the lower needs must have been satisfied in order to allow the self-actualization needs to dominate. A hungry pianist cannot play; an insecure author cannot create to his full potential. The self-actualizing person is happier, more completely alive, and more fully functioning. He is no longer struggling or merely coping but is free, expressive, spontaneous, and natural. Theoretically, however, an individual never completely achieves self-actualization. This need is never totally satisfied.

Purpose of the Study

Both Graves' theory of Value Systems and Maslow's theory of Basic Needs have been used to solve communication and motivation problems in organizations.

Graves' description indicates that the physiological needs are dominant at Value Level One (reactive). Foremost in the description of Value Level Six (sociocentric) are high affiliation needs. At Level Five, the manipulative individual has high recognition or esteem needs. Many of the terms used to describe the self-actualizing individual also apply to Value Level Seven, the existentialist. One of the factors in the Personal Orientation Inventory (POI) profile is described as values; another is existentiality. Both terms are common to Graves and Maslow. Other POI factors are inner-directedness and other-directedness. Value Levels Three, Five, and Seven are believed to be dominantly inner-directed while Levels Two, Four, and Six are dominantly other-directed.

The purpose of this study was to determine the correlation between an individual profile on the POI and on the Values for Working Test.

Hypotheses

In view of the apparent relationships presented, the following hypotheses were tested:

- I. There is a positive correlation between inner-directedness as determined by the Personal Orientation Inventory and Values for Working Test levels (a) seven, (b) five, and (c) three.
- II. There is a positive correlation between other-directedness as determined by the Personal Orientation Inventory and Values for Working Test levels (a) six, (b) four, and (c) two.

- III. There is a positive correlation between Values for Working Tests level seven and Personal Orientation Inventory factors (a) time competency, (b) self-actualizing values, and (c) existentiality.

NOTES

¹Brent N. Peterson, Communication Probes (Chicago: Science Research Associates, 1974), p. 6.

²Clare W. Graves, "Levels of Existence: An Open System Theory of Values," Journal of Humanistic Psychology, 10 (Fall 1970), 133.

³Graves, p. 133.

⁴Scott M. Myers and Susan Myers, "Adapting to the New Work Ethic," The Business Quarterly, 38, No. 4 (Winter 1973), 49.

⁵Myers and Myers, p. 49.

⁶Frank Goble, The Third Force (New York: Pocket Books, 1970), p. 37.

⁷Paul Hersey and Kenneth H. Blanchard, Management of Organizational Behavior (Englewood Cliffs, N.J.: Prentice-Hall, 1972), p. 23.

⁸Anthony Jay, Corporation Man (New York: Random House, 1971), p. 36.

⁹Hersey and Blanchard, p. 24.

¹⁰Goble citing Abraham Maslow, Motivation and Personality (New York, N.Y.: Harper & Row, 1954), p. 42.

CHAPTER II

METHOD

Subjects

The subjects for this study consisted of two hundred-thirty-two employed men and women ranging in age from eighteen to fifty-five years. This group was comprised of six smaller groups. Group One consisted of one-hundred-fifteen female and thirty-one male trainees in the flight attendant school of a major airline. Group Two was sixteen female instructors at the aforementioned school. Group Three was seven females and three males employed by a business forms company. Group Four was ten female and three male members of a yoga ashram. Group Five was twenty-seven male managers and one female home economist in a major soft-drink company. Group Six consisted of two female and seventeen male members of a Naval Air Reserve Squadron. It was hoped that the wide disparity of interests of the subjects would render a broad range of values and attitudes measured by the employed instruments. Any respondent who failed to answer ninety per cent or more of the questions on either instrument was rejected from this study.

Instruments

The Values for Working Test

The Values for Working Test (VWT) is an eight-question instrument designed to profile a respondent into one or more of the six value levels appropriate for today's organizations. Each question has six possible answers, and each answer corresponds to one of the levels of psychological existence outlined in the previous chapter. Level One (reactive) was omitted for obvious reasons. Directions for the VWT follow:

Directions

Each of the following questions, numbered one through eight has six possible responses. Indicate to what extent you agree with some or all of the six responses by assigning a numerical value to them, for a total of 12 points for each question. The more you agree with a particular response, then the higher the number you should assign it. For example:

- *If you agree equally with all six responses, you should assign two points to each response, for a total of twelve.
- *If you agree with only one response, you should assign all twelve points to it.
- *If you agree with several responses in differing degrees, you should assign an appropriate number of points to each response with which you agree, for a total of twelve.¹

The Personal Orientation Inventory

In 1963, Everett L. Shostrom, with the assistance of Frederick Perls, Abraham Maslow and others, developed the Personal Orientation Inventory (POI) to assess an individual's degree of self-actualization. This instrument

tests values, attitudes, and behavior relevant to Maslow's description of a self-actualizing person. When the results are plotted on a profile sheet, an individual profile or group mean profile can be compared to the profile of a self-actualizing person in these areas:

1. Time competency, lives in the present;
2. Inner-directedness, independence;
3. Values;
4. Existentiality or flexibility in application of values;
5. Sensitivity to own needs and feelings;
6. Spontaneity;
7. Self-regard;
8. Self-acceptance;
9. Understanding of human nature;
10. Ability to relate objects of life meaningfully;
11. Acceptance of feeling of anger or aggression;
12. Capacity for intimate contact.

The POI consists of 150 two-choice comparative value items. The items are scored first for inner-directed support (127 items) and time competence (23 items), then again for the ten remaining subscales. The POI has been used successfully with thirteen year old junior high school students and with adult groups having less than a high school education.

Procedure

Both the POI and VWT are considered to be self-administering tests. The instruments were administered together by an authorized person in each organization. The subjects were informed that it would require from forty minutes to an hour to take the two tests but that there was no time limit. They were instructed to take the VWT first and to take the POI as soon as they finished the VWT. The subjects were then instructed to fill out the demographic information and read the directions completely on the front page of each test before beginning work on that test. They were encouraged to answer every question on both tests and told to begin.

No difficulties were encountered during the administration of the tests. Only six tests were rejected for having ten per cent of the questions unanswered. There remained a total population of two hundred-thirty-two. The POI was answered on an answer sheet designed for a visual scanner key punch machine, and that method was used to transfer the data to punch cards. The VWT was hand scored and the data was hand key punched onto cards.

Stepwise, multiple linear regression with analysis of variance was the statistical method chosen. This program computes multiple linear regression equations in a stepwise manner, at each step adding the variable which produces the largest reduction in the residual sum of

squares. There were fourteen selections with one of the fourteen POI factors designated as the dependent variable in each selection. The six VWT factors were free variables in every selection.

The computer output for this program is:

1. Number of observations;
2. Means and standard deviations for each variable;
3. Simple correlation coefficients for all combinations of variables.

For each step of each selection:

4. Multiple correlation coefficient (R), the coefficient squared (R^2), increase in R^2 for this step, and standard error of estimate; also, these values adjusted for degrees of freedom;
5. Analysis of variance table;
6. Raw (B) coefficient, standard (Beta) coefficient, standard error, F value, and probability for each variable; also the raw and standard constant terms.

NOTE: The standard constant is used only when the variables are transformed by dividing the standard deviation into the value, without subtracting the mean.

For each selection:

7. Summary table, including variable entered, R^2 , adjusted R^2 , increase and adjusted increase in R^2 , F value, and probability, for each step.

NOTES

¹Everett L. Shostrom, Personal Orientation Inventory Manual (San Diego, Calif.: Educational and Industrial Testing Service, 1974), p. 5.

CHAPTER III

RESULTS

Hypothesis I states that there is a positive correlation between inner-directedness in the POI and VWT levels (a) seven, (b) five, and (c) three. Simple correlation coefficients are presented in Table I.

TABLE I
SIMPLE CORRELATION COEFFICIENTS FOR
VWT AND POI VARIABLES

VWT Level	POI Factors				
	Time Competent	Other-Directed	Inner-Directed	SAV	Ex
7	+0.1815	-0.1912	+0.1964	+0.1726	+0.2799
6	+0.0075	-0.0286	+0.0344	-0.1127	-0.0092
5	-0.0254	-0.0081	+0.0300	+0.0319	-0.0040
4	-0.0538	+0.1855	-0.1679	+0.0217	-0.2847
3	-0.1892	+0.1127	-0.1133	-0.2427	+0.0066
2	-0.1353	+0.0758	-0.1310	-0.1300	-0.1020

VWT Levels Seven and Five show a positive correlation to inner-directedness, confirming Hypothesis I (a) and (b). VWT Level Three shows a negative correlation to inner-directedness, rejecting Hypothesis I (c).

Hypothesis II states that there is a positive correlation between other-directedness on the POI and VWT levels (a) six, (b) four, and (c) two.

For POI other-directedness, Table I shows a negative correlations for Levels Seven, Six, and Five, and a positive correlation for Levels Four, Three, and Two. This confirms Hypothesis II (b) and (c) and rejects Hypothesis II (a). Value Level Six correlates negatively to POI other-directedness and positively to POI inner-directedness.

Hypothesis III states that there is a positive correlation between VWT Level Seven and POI factors (a) time competency, (b) self-actualizing values, and (c) existentiality. Table I confirms all three parts of Hypothesis III.

Although the direction of correlation may be most important, the order of selection or relative correlation also seems significant. The order of selection of the free variables and analysis of variances are presented in Table II.

For the inner-directedness regression equation, the six VWT free variables were selected in the following order:

- 1) Value Level Seven;
- 2) Value Level Six;
- 3) Value Level Five;
- 4) Value Level Three;
- 5) Value Level Two;
- 6) Value Level Four.

From Table I we know that Levels Seven, Six, and Five correlate positively and Levels Four, Three, and Two correlate negatively. We see, therefore, that Level Seven is the most inner-directed, confirming Hypothesis I (a), and that Level Six is the next most inner-directed, rejecting Hypothesis II (a). This is based on the fact that inner-directedness is the opposite of other-directedness on the POI. Value Level Five was selected third on the inner-directed regression, confirming Hypothesis I (b).

For the other-directedness regression equation, the positively correlating value levels were selected: Four, Three, and Two. This confirms Hypothesis II (b) and (c), which states that Value Levels Four and Two are other-directed. It does not support Hypothesis I (c), which states that Value Level Three is inner-directed, and Hypothesis II (a), which states that Value Level Six is other-directed.

Hypothesis III states that there is a positive correlation between Value Level Seven and time competency, self-actualizing value, and existentiality in the POI. All three parts of this hypothesis were accepted, based on the information in Table I. Table II, which follows, shows that Value Level Seven was the positively correlating variable chosen first in each of these regressions. Value Level Seven is not only the most inner-directed and least other-directed, it is the most time competent, self-actualizing in values, and the most existential of any of the six free variables.

TABLE II

ORDER OF SELECTION AND ANALYSIS OF
VARIANCE FOR POI VARIABLES

POI Dependent Variable	VWT Free Variable	Direction of Correla- tion from Table I	F	P	Multiple R-squared
Inner- Directed	7	+	9.23	.0027	.0386
	6	+	5.90	.0032	.0490
	5	+	4.38	.0051	.0544
	3	-	3.72	.0059	.0616
	2	-	3.03	.0113	.0629
	4	-	2.52	.0221	.0630
Other- Directed	7	-	8.72	.0035	.0365
	4	+	5.49	.0047	.0457
	3	+	4.86	.0027	.0601
	6	-	3.76	.0055	.0622
	5	-	3.00	.0122	.0622
	2	+	2.51	.0228	.0627
Time Competency	3	-	8.54	.0038	.0358
	2	+	6.77	.0014	.0558
	6	-	4.90	.0025	.0606
	7	+	3.81	.0051	.0629
	5	-	3.04	.0113	.0629
	4	-	2.57	.0199	.0641
Self- Actualiza- tion Values	3	-	14.39	.0002	.0589
	2	-	9.17	.0001	.0742
	6	-	7.20	.0001	.0865
	7	+	5.41	.0004	.0870
	5	+	4.31	.0009	.0871
	4	+	3.70	.0016	.0807
Existent- iality	4	-	20.29	.0000	.0811
	7	+	13.11	.0000	.1027
	5	-	9.04	.0000	.1063
	2	-	6.78	.0000	.1067
	6	-	5.46	.0001	.1077
	3	+	4.59	.0002	.1090

CHAPTER IV

CONCLUSIONS

The purpose of this investigation was to determine the extent of correlation between the Values for Working Test and the Personal Orientation Inventory. The correlation was not high enough to confirm a significant predictive value of one instrument for the other. However, the correlation was high enough to determine directionality and order of selection of the VWT variables. These aspects are indeed significant as additional confirmation of the value levels theory, if not for the validation of the Values for Working instrument.

Of the twelve factors measured by the POI, the VWT variables had positive correlations as follows in Table III.

TABLE III

CORRELATIONS BETWEEN THE POI AND THE VWT

Value Level	Number of Positive Correlations
7	12
6	8
5	7
4	3
3	2
2	0

Table III indicates that as a person selects more of the responses toward Level Seven on the VWT, he selects responses more like the self-actualizing person on the POI.

The larger difference in the number of positive correlations between Value Levels Six and Seven seems to correlate with Graves' explanation that

. . . as man moves from the sixth level . . . to the seventh level . . . a chasm of unbelievable depth of meaning is crossed. This is the gap between getting and giving, destroying and constructing. It is the gap between deficiency or deficit motivation and growth or abundance motivation. Here we step over the line which separates those needs that man has in common with other animals and those needs which are definitely human.¹

Looking at the various POI factors, we see that only VWT Levels Seven and Six had positive correlations with time competence, spontaneity, self-acceptance, and synergy. In addition, only Levels Seven, Six, and Five had positive correlations to inner-directedness, sensitivity to own feelings, and capacity for intimate contact. Based upon this data, one may assume that as a person progresses up the hierarchy of Graves' value levels, he becomes more self-actualized as defined by Maslow. This is illustrated further by the number of positive and negative correlations for each of the VWT levels (see Table IV).

TABLE IV

DIRECTIONS OF CORRELATIONS VWT TO POI

VWT Level	Tc	I	SAV	Ex	Fr	S	Sr	Sa	Nc	Sy	A	C
7	+	+	+	+	+	+	+	+	+	+	+	+
6	+	+	-	-	+	+	-	+	-	+	+	+
5	-	+	+	-	+	-	+	-	+	-	+	+
4	-	-	+	-	-	-	+	-	+	-	-	-
3	-	-	-	+	-	-	-	-	-	-	+	-
2	-	-	-	-	-	-	-	-	-	-	-	-

It is interesting to note that Level Two has no positive correlations and is, therefore, consistent with Grave's theory that the Level Two man is essentially unaware and takes his values from the tribal chieftan. Also partially consistent is the fact that Level Three correlates positively with only two POI factors, existentiality and acceptance of aggression. According to Graves, "At the third level, man values the ruthless use of power, daring deeds, impulsive action, volatile emotion, the greatest of risk."² Inconsistent is Value Level Three's failure to positively correlate with inner-directedness (see Appendix A). However, Level Three could be more inner-directed than Level Two and still appear other-directed when compared to the self-actualizing individual. Perhaps we should say that Level Three man is becoming inner-directed.

Continuing with the same rationale, the relatively high positive correlation of Value Level Six to POI inner-directedness seems inconsistent with Graves' description of Level Six.

For level six man, it is the peer group that determines the means by which the end value- community with other people he values- is to be obtained. . . . Level six man is seeking to be with and within the feelings of his valued-other. . . . Cooperation is preferred to competition; social approval is valued more than individual fame.³

From this and other descriptions of Level Six man, he appears to be more other-directed than inner-directed. However, when man's evolution up Graves' hierarchy is viewed in the light of Maslow's theory of growing toward self-actualization, we can see that Level Six might appear less inner-directed than Level Five, but actually just has interest in others added to self-interest, causing more growth towards self-actualization than towards other-directedness. Graves puts a great deal of stock in the oscillating from inner-directedness to other-directedness in his hierarchy, but it appears that the vertical movement towards self-actualization is much greater than the lateral movement. As is illustrated in Table IV, the division between inner-directedness and other-directedness is between Levels Four and Five, not between the odd-numbered levels and even-numbered levels, as professed by Graves. Of course, these correlations are based on the

VWT, so the inconsistency may be in the instrument rather than in Graves' theory.

This study has attempted to find areas of correlation between two test instruments directly and indirectly between two theories concerning the nature of man. The results indicate a generally high overall correlation especially regarding directionality. The order of selection of the VWT variables and the number of positive correlations confirm the accuracy of the order of the hierarchy of Graves' values theory as it correlates to Maslow's self-actualization. The near agreement of this study group's mean POI scores to the POI standard scores lend credence to the validity of this study (see Appendix E). However, this study is not intended to be representative of any population other than the one actually tested.

Further research is needed to clarify the apparent inconsistencies mentioned and to further validate the Values for Working Test. Similar studies of a larger population using other value systems instruments in conjunction with the POI is suggested. A study using the VWT and the Personal Orientation Dimensions (POD), another test of self-actualization would be enlightening.

Few people involved in the management of organizations would deny the importance of improving communications to organizational productivity. It has been pointed out in this study that many managers have found an understanding

of Graves' theory of value systems helpful in motivating their employees. The same can be said about Maslow's work. It is hoped that this research will aid those who seek an understanding of these theories.

NOTES

¹Clare W. Graves, "Human Nature Prepares for a Momentous Leap," The Futurist, 11 (April 1974), 75.

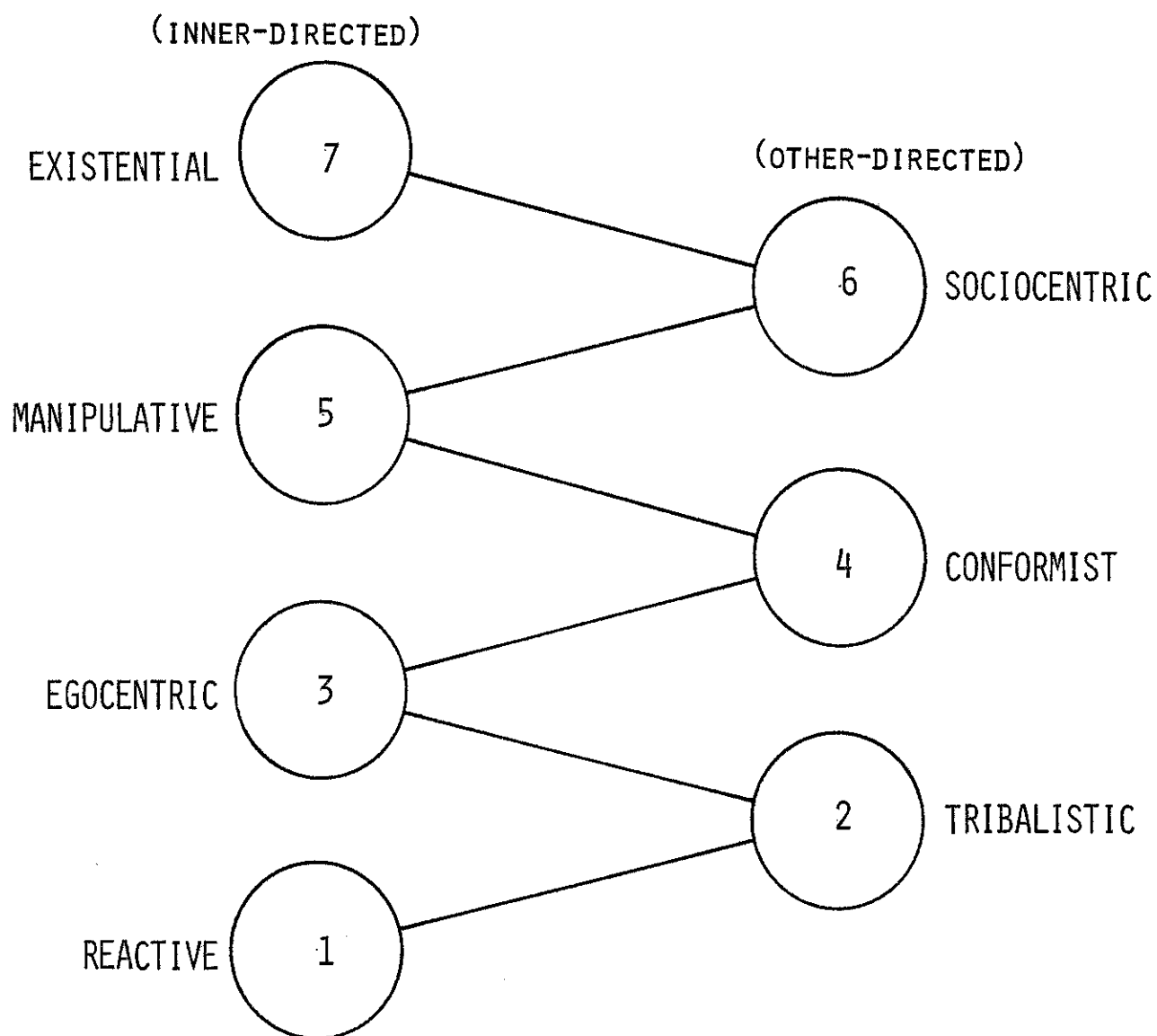
²Graves, p. 82.

³Graves, p. 84.

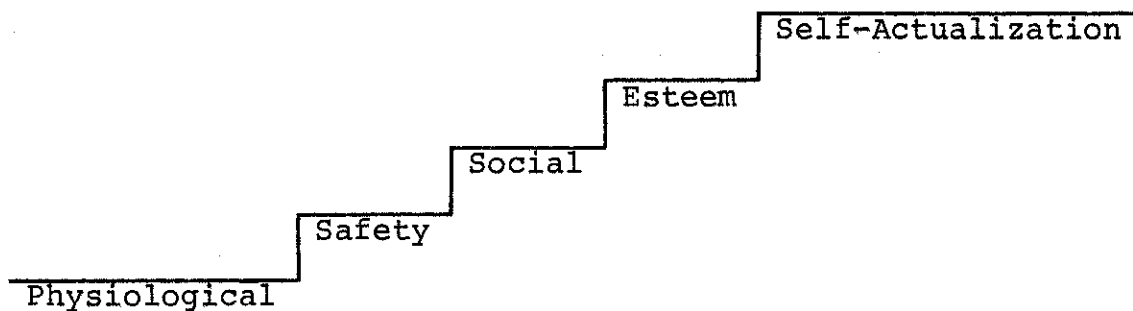
APPENDIX

APPENDIX A

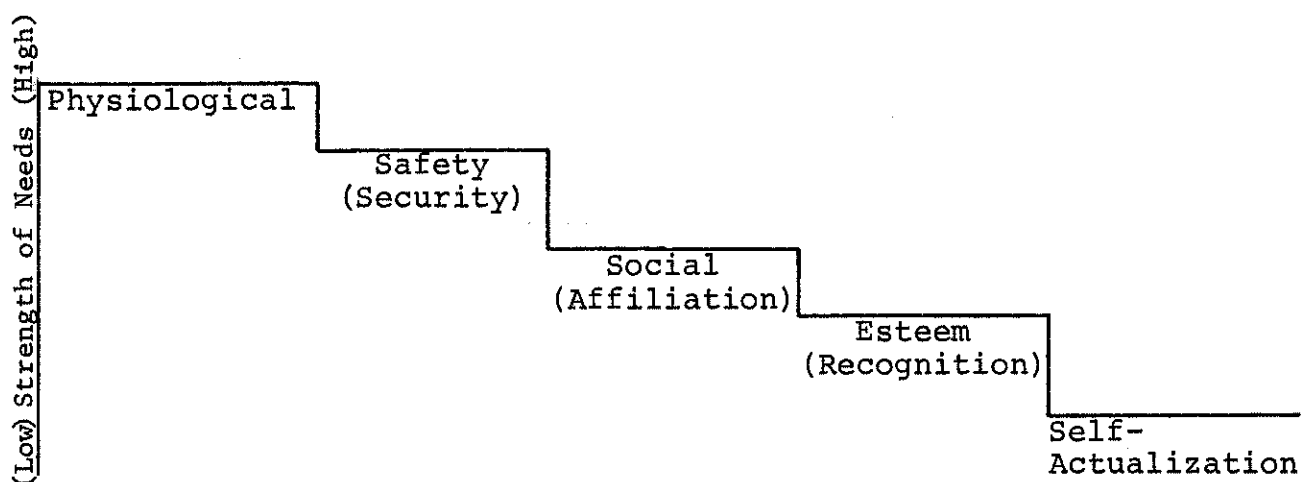
LEVELS OF PSYCHOLOGICAL EXISTENCE



APPENDIX B

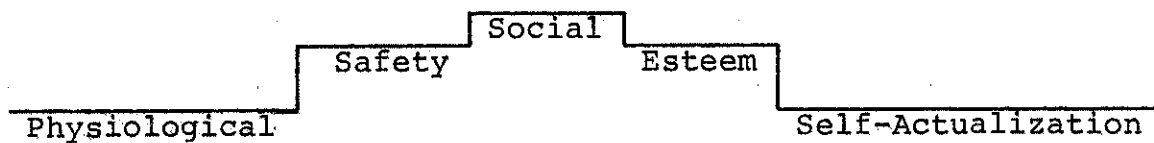


Self-actualization needs when dominant in the need structure.



Maslow's hierarchy of needs.

APPENDIX C



Social need when dominant in the need structure.

PROFILE SHEET FOR THE VALUES FOR WORKING TEST

29

NAME N = 232

ORGANIZATION

DATE AGE SEX

OCCUPATION

MEAN -- 26 14 14 23 1.7 16

EXI SOC MAN CON EGO TRI

50 —

30 —

40 —

6 —

35 —

40 —

25 —

4 —

25 —

20 —

30 —

30 —

15 —

2 —

15 —

20 —

10 —

20 —

0 —

5 —

5 —

10 —

10 —

0 —

NORM

APPENDIX E
PERSONAL ORIENTATION INVENTORY

	Time Competent	Inner- Directed	Valuing	Existenti- ality	Self Sensitivity	Sponta- neity
National Standard Score	17.6	87	20.1	21.8	15.6	11.6
Group Mean Score	17.0	83.5	20.8	19.0	15.3	12.4
	Self- Regard	Self-Ac- ceptance	Man Con- structive	Synergy	Accepts Aggression	Interpersonal Relationships
National Standard Score	11.9	17.1	10.5	7.3	16.5	18.6
Group Mean Score	12.9	15.3	12.1	7.1	15.8	18.0

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