STRATEGY RESEARCH PROJECT

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# VALUES BASED ORGANIZATIONS: HOW DOES THE ARMY STACK UP?

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# VALUES BASED ORGANIZATIONS: HOW DOES THE ARMY STACK UP?

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# ABSTRACT

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Research on Values Based Organizations produces a set of criteria that can be used to judge the success or failure of an organization that relies on values. These criteria are defining values, a set of core values, and value congruence. These criteria will be applied to the Army, an organization that claims to be values based. Recommendations will be made as to how the Army can become a more successful values based organization. Finally the positive aspects of being a values based organization are discussed.

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# Values Based Organizations: How Does the Army Stack Up

## *Introduction*

A current popular discourse in the academic and managerial world today is a focus on values as a bedrock for organizational structure and guideposts for organizational behaviors. The concept of a values based organization is one that is fast becoming an emphasis for the development, introspection and, in some cases the restructuring of, organizations throughout the world. Extensive research has been conducted on the influence and impact of values incorporated in the organizational structure. A review of this research indicates several commonalties that are evident in organizations that profess to be values based organizations. A review of these common factors allows the development of a set of criteria that can help determine the success or failure of that organization's attempts at being values based. In this paper I intend to judge the Army—a professed values based organization—using these criteria and to determine the degree of success the Army has in allowing values to govern and guide how it operates.

The first common factor for successful values based organizations is that the members of the organization all agree as to the definition of values. Second, each organization has a developed set of values that all members are aware of and adhere

to. Third, each organization has achieved a congruence between the personal values of the members and the stated organizational values. Each of these factors will be discussed below and then applied to the Army with recommendations being offered in areas where the Army needs improvement. Finally I will address the positive aspects an organization derives from being a values based organization. That is, I will discuss why it pays off to focus on values and what benefits this focus brings to the organization.

***Defining Values***

The first thing the members of an organization must do is to agree upon a definition of values. This is one of the most critical aspects in the development of a values based organization. All members of the organization should reach consensus and be in agreement as to a common definition of values. A common definition of values does not mean that the organization says, "our values are . . ." What it means is that the organization and its members all understand that "values are defined as . . ." Without a firm foundation in the definition of values, any further discussion and use of what the values are and how they can help the organization is not likely to be very productive.

Every study on values based organizations defines for its purpose what values means. Therefore there are numerous

examples of definitions of values. There are complex definitions such as the following:

> To say a person has a value is to say he has an enduring prescriptive or proscriptive belief that a specific mode of behavior or end-state of existence if preferred to an opposite mode of behavior or end-state. This belief transcends attitudes toward objects and toward situations; it is a standard that guides and determines action, attitudes towards objects an situations, ideology, presentations of self to others, evaluations, judgments, justifications, comparisons of self with others, and attempts to influence others.[1]

A more simple definition is "life-style priorities."[2] My personal favorite comes from the Encyclopedia of Values and Ethics which states, "the word value refers to that property of a thing or person for which it is esteemed, desirable, or useful; or of worth, merit or importance."[3] Choosing the proper definition is not necessarily the hard part of the defining process. Getting consensus on a definition that all members of the organization can understand and feel comfortable using is the real challenge. The International Encyclopedia of Social Sciences states that it is very doubtful that any one descriptive definition can do complete justice to the full range and diversity of recognizable value phenomena.[4] This seems to indicate that the selection process may never reach fruition. However, the defining process need not be one that can be applied globally; it must apply to the specific needs of the

organization. How then does the organization best choose a working definition that fits its needs?

An examination of many definitions of values shows that there are some key aspects that must be included in any approach to define it for the organization. By considering these aspects, the organization can best determine the right definition for its needs and this definition will serve as the foundation for the growth of the organization on a values based foundation.

The first aspect is that values are derived from something that is good and ethically based. "Values imply an intrinsic excellence or desirability. In humans, values imply moral excellence."[5] The members of a pirate ship or a street gang can not be deemed values based organizations. Although they have stated concepts that they adhere to and that govern their behavior, this is not what is meant by values. There is no ethical or moral basis for them. Therefore, this type of organization will not be included in the defining process for our purposes. Therefore the first step in defining values is a foundation based on ethical grounds.

The second aspect of defining values is to look at the definitions in the various studies and look for similarities that become grounds for forming an organization's own definition. A review of a wide variety of definitions of values

indicates that there are several commonalties in phrasing and descriptive wording. These appear across the boundaries of many studies and seem to have popular support in the literature on values research. These phrases include concepts such as oughtness, enduringness, normatively, and foundational. Although not all encompassing, these words still reflect a good starting point for key elements of the proposed organizational definition.

The final aspect to consider in the defining process is that values are not analogous to constructs such as attitudes, norms, or other principles of behavior. Values transcend these constructs in that attitudes, norms, etc., are all things that can influence the development of values, yet are not at the same level of complexity. "Values may be thought of as global beliefs about desirable end-states underlying attitudinal and behavioral processes."[6] Values have a resistance to change and serve as the foundation for the development of attitudes, norms and behaviors. Therefore the defining process has as an underlying assumption the significant influence that values play in all manners of conduct, both personal and for the organization.

Most organizations are comprised of membership from a wide and diverse background. This diversity brings the promise of a multitude of ideas on what values means. Therefore, the first and most important step for an organization to take in its

quest to become values based is to clearly and concisely define the term values. This definition must be carefully derived with the specific organization and its members in mind. Once it is defined it must be laid out for all members of the organization so that they are all on the "same sheet of music" as to what values means.

The Army has not promoted great success in this area. We are very committed to the fact that values are an important aspect of our culture. Army Chief of Staff Dennis Reimer states, "Undergirding the constants that make our army what it is are Army values."[7] In proclaiming values as the Army theme for 1986, Secretary of the Army Marsh and then Chief of Staff Wickham stated that from "values we draw purpose, direction, vitality and character."[8] It is clearly stated and fully understood by the Army as an organization that values are the bedrock upon which the Army functions. However, the Army does not pass the grade on defining what values are. "The Army is beset by ethics, morals and values program pieces. Training programs have little commonality in structure as well as the instructors having little standardized preparation in delivering the training. Regulatory documents and field manuals discuss the ethos but with little consistency. The Army talks about its core values as foundational yet changes them"[9] In fact the

official Army ethic and values have changed on numerous occasions in the last eighteen years[10]

A major reason for the dynamic state of Army professed core values is that the senior leadership in the Army changes on a regular basis. Each change in leadership brings about a change in the stated values and the focus on how these values impact on Army culture. Additionally the military doctrinal publications that outline values training and define the values based culture are written by different people in different Army organizations, in different eras and times while being influenced by the current leadership. Training and Doctrine Command (TRADOC) has the proponency for the development of the Army's training programs and the doctrine to support its execution. The school and agencies at Fort Leavenworth have the charter for military research, publication, and is the reservoir for Army lessons learned. Every major military post has its own guidelines, regulations and publications that deal with values training and focus. Each of these posts take on the flavor of its current commander and the emphasis he/she places on values. Each of the branch oriented posts, such as Infantry at Fort Benning and Armor at Fort Knox, has training at all leadership levels that include curriculum on values that is developed at that post and by its instructors. It is no wonder that the values change and

that there is little standardization in the publications and training programs on values in the military.

The Army has made attempts to conduct this training in a more focused and centralized fashion, such as the recent chain teaching on "consideration for others" that followed in the wake of the Aberdeen scandal. This particular training event ensured that all commanders delivered identical speeches to every soldier in the Army. This was accomplished as a "quick fix" to sexual harassment issues. However, centralizing and standardizing the publications and training programs on values is a formidable task in an organization as large as the Army. The wide diversity and background of commanders and those that are tasked to write and teach the Army's values lessons will always impact on the success of how well values influence desired organizational behaviors. Without a clear definition of what values means, this diversity will continue to have a negative effect on the Army's values programs. The first recommendation for the Army to become a stronger values based organization is to define clearly and to articulate for the entire organization what values means and allow that to become the foundation for the development of doctrine, training and programs.

***VALUE SETS***

Once the members agree to a definition of values, the next step is to determine a set of values. The set of values that are the enduring qualities that guide, predict and govern behavior for both individuals and the organization become the core values for that organization. "Core values are the essential and enduring tenets of an organizations that are a small set of timeless guiding principles that require no external justification and have intrinsic value and importance to those inside the organization."[11] How does the organization develop its set of core values? What should this set of core values be? What aspects in selection of a set of core values are critical?

Rushworth Kidder conducted interviews with numerous "men and women of conscience" in trying to determine a list of shared core values. The set he derived consist of love, truthfulness, fairness, freedom, unity, tolerance, responsibility, and respect for life.[12] A study of numerous corporations such as Merck, Nordstrom, Philip Morris, Sony, Walt Disney and Levi Strauss reflect that each have a comprehensive set of core values, yet they all differ to many degrees.[13] Any organization that espouses values as an important part of their foundation has their own particular set that applies to them. Rarely are any two sets of values the same for any of these organizations--even

those organizations that are similar to each other. It is difficult to identify a comprehensive list of a set of core values that are applicable to all organizations. However, there are certain aspects about the sets of values that should be kept in mind when developing or assessing any set of values. These aspects create the parameters for a set of core values that will work for any organization.

First, core values must be enduring. Core values must transcend any aspect of organizational behavior. "Companies that enjoy enduring success have core values that remain fixed while their business strategies and practices endlessly adapt to a changing world."[14] Core values are resistant to change and are the unwavering "go to" principles the organization uses throughout the conduct of its business. Once a list of core values is drafted, if circumstances change and the organization is penalized for holding that core value, should it change? If the answer is yes, then it is not a core value and should be dropped from consideration.[15] The core value endures organizational circumstance and defies change in business practice and consequence. This is not to imply blind obedience to the value at all costs. It means that the strength of the value, which is foundational to how the organization operates, will survive changing conditions that impact on business

operations. In the long run, it will continue to facilitate solid business practice.

The number of core values an organization has is an important issue as well. Companies that do well and espouse core values, though differing in what their values are, have only a few core values--usually between three and five--because only a few values can truly be core.[16] It is important for the organization's members to be able to remember the core values as guidelines for their behavior. The more espoused, the harder they are to remember. Additionally the more core values, the greater the chance for situations and conditions to arise that would bring about a conflict between two or more of the values.

Each core value must have a behavioral codification that allows all members of the organization to understand the value in a similar manner. Behavioral codification is describing behaviors that exemplify each stated value. For example, if being superstitious is a stated value, then behaviors that exemplify this value could be walking around a ladder, carrying a rabbit's foot, and wearing a lucky piece of clothing. By describing the value in terms of overt behaviors there is assurance that the members of the organization, despite their diverse background and experiences, all understand what the value is from the organization's view. Additionally this codification can also assist in assessment of the organizational

adherence to the value set. The Army has articulated the following set of core values: Loyalty, Devotion to Duty, Respect for others, Selfless Service, Honesty, Integrity, and Personal Courage. This list allows a simple mnemonic of LDRSHIP that facilitates the recall of the core set, which may or may not have played an important part in their selection.

This value set has not passed the test for endurance. It comes as a result of input and emphasis from the current Chief of Staff. This is not to undermine a well intentioned focus on values from this current leadership. However, even in the relatively short period of time that I have served in the Army, this marks the fourth set of values for the organization. The Army must decide for the collective good that this will be the enduring set for generations of soldiers to come.

The Army set of core values totals seven, a little more than other values espousing organizations. This doesn't have an impact on remembering what the values are--the mnemonic serves to facilitate their recall. However, with this number, it is more possible for situations or conditions of value conflict to occur.

The Army has not done a good job in behaviorally codifying this set of core values. There are a multitude of interpretations that can be made for each one of these, particularly considering the size and diversity of the Army as

an organization. The Army has done a good job in getting the set out to all its members. One method the Army has used to ensure the set is known by all is the development of the values "dog tag" that can be worn around the neck with the standard issue "dog tags" that all soldiers wear. However there are no behavioral descriptions and examples of what each of these mean, to insure that every member of the Army understands them in the same way.

The recommendation is that the current set of values be established as enduring by taking steps that will not allow them to change. Additionally the Army should define behaviors that articulate what adhering to each of these values looks like. A set of behaviors that codifies each value will also make those values resistant to change.

***VALUE CONGRUENCE***

A critical aspect of ensuring that an organization is values based in a positive fashion is an understanding and linking of values in a congruent manner. The internal environment creates a situation where organizational alignment between the individual and the organization is assured. Organizational alignment is the value congruence between an individual's values and the values of the organization. This means that an individual member of the organization does not have personal values that conflict with the values of the

organization. It also implies that the espoused values of the organization are also congruent with the in-use values.

A recent survey of 1460 mangers and CEOs by the American Management Association shows that when people's personal values are seen as congruent with their company's values, their personal lives are better and they feel more optimistic about their jobs.[17] Timothy Judge and Robert Bretz from the Center of Advanced Human Resource Studies at Cornell University report that organizational work values significantly affected job choice decisions. Individuals were more likely to choose jobs whose value content was similar to their own value orientation.[18] Additional research has shown that workers were more satisfied and committed to their jobs when their values were congruent with the values of their supervisors.[19] Congruent values between the individual and the organization are critical to the development of a committed and dedicated work force.

Another key aspect of value congruence is insuring that espoused values and the in-use values of the organization are identical both in reality and as perceived by the members of the organization. Thomas Stewart writes in Fortune magazine that he managed to see a employee-attitude survey in a Fortune 500 company. Part of this survey asked if the employees felt that the values espoused by the company were indeed the values in-use in the organization--that is, was management "walking the talk."

What he found was that nearly all employees were aware of the values but only 60% believed the company actually meant it.[20] Many methods are used to communicate the values to the members of the organization. Some organizations hand out mouse pads to all employees with their corporate values emblazoned on them or create banners and posters displayed prominently throughout the work area. The Army's values dog tags are another example of this. These methods are not to be denigrated. They are important to ensure that the members of the organization all know what the values are. What must follow is that this talk must be walked by the organization. The in-use values of the organization must be congruent with the espoused, advertised ones.

Congruence can bring about a number of positive results to the organization. These include:

- The more closely aligned personal values are with corporate values, the more satisfied the individual is in the job.
- The organization is more productive
- There is a greater level of commitment to the organization

The Army needs to evaluate its level of congruence and alignment. It is an important assessment for the Army to make with its current emphasis on values foundation. It needs to find out if indeed its leaders are walking the talk when it comes to values. An analysis of where the Army stands is beyond

the scope of this project, but clearly the potential results justifies the requirement to analyze and assess its congruence level.

***POSITIVE EFFECTS OF VALUES BASED ORGANIZATIONS***

Any manager of an organization can conduct a simple experiment called the pronoun test. This is done by walking around the shop floor, administrative area, the water cooler or through the troop barracks, and the locations where the employees gather, work in mass and simply meet socially. Then engage them in simple everyday conversation about the business. How do they talk about the organization of which they are apart? Is the discussion of "us" or is there a focus on "them". This little test is a simple indicator of commitment to the organization. A satisfied and committed work force is one that feels a part of the organization as their own and will reflect that commitment in simple conversation as the proverbial "us". An organization steeped in values creates a workforce that is satisfied and dedicated to the organization, its ideals, principles and raison d'être.

A values based organization also inspires better service to customers and clients which, in turn, develops the trust between supplier and consumer. When a poison scare in Tylenol capsules threatened the reputation of the Johnson and Johnson company in 1982, the response of the organization was one based on a values

orientation as opposed to a concern of sales or by spin doctoring the cause. Johnson and Johnson, at great expense to the organization, immediately recalled all its Tylenol capsules to ensure that its customers will not be placed at risk no matter what the odds were of a continued problem.[21] The response of their customers based on this decision was overwhelmingly positive toward the organization, creating an even stronger trust and bond between consumer and organization. This had a dramatic positive effect on the market Johnson and Johnson caters to, and the loss suffered in this episode was rapidly overcome as a result of these actions. Values-based organizations that rely on their values in their decision making create a much more trusting relationship with those they serve. The Army espoused its values as the nucleus for its being and survival. In polls several years running the Army has been labeled as the most trusted organization in the nation.[22] As long as the Army adheres to values as its foundation, it will keep this level of trust.

Values based organizations become stable and resistant to extinction. The longevity of an organization in good times and turbulent times can be tied to the strength of its valued based structure. Harley-Davidson's resurgence is largely attributable to its enduring focus on organizational values. The Army's reemergence to excellence in the early 1980s can be attributed

to its return to its values based roots. That aspect of the organization had resisted change.

Values based organizations create the purpose and identity of the organization. In his book, Corporate Pathfinders, Harold Leavitt writes that by specifying common rules and setting boundaries, values help define both the organization's uniqueness and the direction in which it wants to move. Thereby values contribute to the vision, serving a forward-driving purpose.[23] Values provide structure for the organizational climate, and underpin the vision and strategy for the organization that is enduring and essential to mission accomplishment, no matter how the mission may change. The Army, always focused on war fighting, now finds its mission increasingly expanded in operations other than war (OOTW). Peacekeeping operations, disaster relief, humanitarian assistance and aid to civil organizations increasingly demand the focus and resources of the military. The mission is drastically changed. However, the enduring values on which the military is based has allowed the successful execution of these missions.

Being a values based organization also benefits the recruiting of appropriate candidates for the organization. Interviews with students applying for jobs indicate that organizational work values significantly affected job choice

decisions. Individuals were more likely to choose jobs whose value content was similar to their own.[24] Making the "best fit" for prospective members of the organization is enhanced and better facilitated using a values baseline during recruitment and job interviews. The Army must extend its values based focus to its next generation of prospective members. Part of recruiter training should be an emphasis on identifying those recruits with the "best fit" qualifications.

Values-based organizations also perform better. Robert Haas, CEO of Levi-Strauss notes that a company's values- what it stands for, what its people believe in -are crucial to its competitive success.[25] In a recent address, William I. Gorden, Professor Emeritus of Organizational Communication, Kent State University, states that "work groups and organizations that are trained to understand value-added attitudes and action enhance both customer and employee satisfaction.[26] The Army has an allegiance to the Constitution and to the people of this nation. Quality performance is a must. Values based organizations perform better. Therefore, the Army must maintain its values focus.

Finally, there are the "feel good" aspects of being a part of a values based organization that has the potential to do good for others. This intangible, hard to measure factor is a significant issue in all that we have discussed so far. In

periods of deployment where Army units are committed to areas of the world that need some form of assistance, it is noted that the reenlistment rates of those units rise while the unit is executing its mission. Soldiers "feel good" about what they've been tasked to accomplish and they want to stay in that organization. The Army needs to capitalize on that feeling in "down-time" periods to ensure that its retention rates don't down turn.

***Summary:***

In summary, the benefits of being a values based organization directly contribute to the success and longevity of the organization. The Army is a professed values based organization and has long recognized the significant positive impact that a values focus has on its ability to accomplish its mission. A review of the research on values based organizations has generated a set of criteria to use in reviewing how well the Army is executing its value focus and how it stacks up as a values based organization. This set of criteria--defining values, creating a core values set, and development of values congruence--can be used to develop a values based organization or assist in the examination and maintenance of such an organization. I have attempted in this paper to use this criteria on the Army as a values based organization and make

recommendations for the Army to consider to improve its values focus.

WORD COUNT = 4456

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Jaffe, Dennis T. and Cynthia D. Scott. "How to Link Personal Values With Team Values." Training and Development (March, 1998): 24-30. Discusses how companies such as Levi Strauss, AT&T, and Nordstrom conduct a values discussion to resolve conflicts between people's personal values and those of their team or organization. The result is a

behavior that expresses the desired values and workers' commitment to company goals.

Judge, Timothy A. and Robert D Bretz Jr. "Effects of Work Values on Job Choice Decisions." Journal of Applied Psychology 77, no. 3 (June 1992): 261-271. The authors examine the influence of organizational work values on job choice in the context of job attributes that have been shown to affect this decision process. Organizational work values significantly affected job choice decisions. Individual were more likely to choose jobs whose value content was similar to their won value orientation.

Keller, Lauren M., Thomas J. Bouchard, Jr., Richard D. Arvey, Rene V. Dawis, and Nancy L. Segal. "Work Values: Genetic and Environmental Influences." Journal of Applied Psychology 77, no. 1 (February, 1992): 79-88. Minnesota Importance Questionnaire was administered to subjects. Results from the analysis indicated that, on average, 40% of the variance in measured work values was related to genetic factors, whereas approximately 60% of the variance was associated with environmental factors and error variance. Author go on to discuss implications for job enrichment and motivational theories.

Kem, Jackie D. Secularism and Society: A Clash of Values. Strategy Research Project. Carlisle Barracks: US Army War College, 1998. (AD-A344-481) Reviews Western values as outlined in the National Security Strategy and compares them to other nations and cultures. Determines that Western values are not universal and therefore some of the problems we have is trying to push our values on those where they don't fit.

Kidder, Rushworth. Shared Values in a Troubled World. San Francisco: Josey-Bass, 1994.

Leavitt, Harold J. Corporate Pathfinders: Building Vision and Values Into Organizations. Homewood Ill.:Dow Jones-Irwin, 1986. In his book on pathfinders, Leavitt discusses that values count. He talks about how a clear set of defined value system is important to the organization and possible drawbacks to that system.

Lusk, Edward J. and Bruce L. Oliver. "American Managers' Personal Value Systems - - Revisited" Academy of Management Journal 17, no. 3 (September 1974): 549-554. Replication

of a 1966 study by George England where responses of American managers on 66 concepts for measuring individual personal value systems. Based on the findings, the personal value systems of American managers seem to be relatively stable. The differences in this study and the 1966 study were small.

Matthews, Lloyd J. "The Evolution of American Military Ideals." Military Review 78, no. 1 (January-February 1998) 51-60. Explores the history and background for the development of the military ideal and value system. Compares the different services and the development of their values system over time. Offers tips to military leaders on espousing the military ideal system to the next generation.

Meglino, Bruce M. and Elizabeth C. Ravlin. "Individual Values in Organizations: Concepts, Controversies, and Research." Journal of Management 24 , no.3 (1998): 351-389. Discusses how values have been defined and conceptualized. Focusing on values as desirable modes of behavior, they describe how they affect individuals in organizations and discuss some of the salient controversies that characterize contemporary research on values. They also report on a comprehensive review of the most recent literature in this area.

Meglino, Bruce M., Elizabeth C. Ravlin, and Cheryl L. Adkins. "A Work Values Approach to Corporate Culture: A Field Test of the Value Congruence Process and Its Relationship to Individual Outcomes." Journal of Applied Psychology 74, no. 3. (July 1989): 424-432. Authors tested the purported advantage of a strong corporate culture that presumes that positive outcomes result when peoples' values are congruent with those of others. Results showed that workers were more satisfied and committed when their values were congruent with the values of their supervisor. Value congruence between workers and their supervisors was not significantly correlated with workers' tenure; however, its effect on organizational commitment was more pronounced for longer tenured employees.

Morin, William J. Silent Sabotage. New York: AMACOM, 1995. Morin focuses on the moral crisis occurring in this country as values take on less and less a significant impact on daily behaviors and actions and become less and less important in our culture. He calls this erosion silent sabotage. Explains why we are facing silent sabotage and

then discusses how to rediscover values and their importance and rebuild it into our lives and organizations.

Parsons, Talcott and Edward A. Shils. "Values, Motives, and Systems of Action." In Toward a General Theory of Action, ed. Talcott Parsons and Edward A. Shils, 180-189. Cambridge: Harvard University Press, 1967. Contains a sub chapter on systems of personal values. Discusses the relation between social and personal systems of values. Looks into the problem of classifying values systems and types of moral standards. Mainly deals with the problems in defining categorizing and classifying values from a social scientific and empirical manner.

Peck Terry. The People and the Army: Different Cultures; Same Beliefs. Strategy Research Project. Carlisle Barracks: US Army War College, 1997. (AD-A326-591) Shows that the difference in cultural trends that are working to increase the gap between military and societal values is a dynamic yet necessary transition. The original purpose for the nation's military as outlined in the Constitution has never been stronger and the divergence between society and the Army's values doesn't threaten the relationship and solidifies the Army's commitment and purpose to the people.

Ravlin, Elizabeth C. and Bruce M. Meglino. "Effect of Values on Perception and Decision Making: A study of Alternative Work Values Measures." Journal of Applied Psychology 72, no. 4 (November 1987): 666-673. Authors use four alternative methods of measuring values to examine the impact of work values on perceptions and decision making tasks. Results indicate that a rank order measure of values related more consistently to perception and decision making than did other measurement methods. Results also provide some support for a theory of values in which values affect perceptual organization and act as a guide for decision making.

Rokeach, Milton, ed. Understanding Human Values Individual and Societal. New York: The Free Press, 1979. Anthology of writings on the subject of values. Sub headings include: societal, institutional, and organizational values; some major determinants and consequences of value organization; value change through self-awareness and; value education through self-awareness.

Rokeach, Milton. The Nature of Human Values. New York: The Free Press, 1973. One of the most definitive names in the study of values, this is a base work for any values related research. Sub headings include: human values defined and measured; values in the American society and its impact on attitudes, behaviors and quality of life; values and politics and; long and short term change in values, attitudes and behavior.

Schroeder, James T. Ethics and Values in the Army Today. Strategy Research Project. Carlisle Barracks: US Army War College, 1996. (AD-A309-044) Looks at the changes in the Army ethic over the last 18 years and concludes that these changes have contributed to confusion concerning what the Army ethic and values are. Also conducted a study of Army War College students concerning values and found that integrity, duty and selfless service were the highest rated.

Stewart, Thomas A. "Why Value Statements Don't Work" Fortune (June 10, 1996): 137-138. Explores the aspect of stated values and in-use values. No matter how much the organization talks about teamwork and trust, if the workers don't see what's in it for them, then don't expect them to listen. Discusses that values and trust are a two way street and methods to make the traffic flow both ways.

Stewart, Thomas A. "Company Values That Add Value." Fortune (July 8, 1996): 145-147. Discusses that people will edit and interpret company values in their own way, so the best way to look for values that people will pledge allegiance to and sign up for is to look at the work the people do. Values grow out of core professional skills, communities of practice not out of the CEO's office.

Torgensen, Mary L. A Widening Values Gap Between the US Military and American Society: Are the Alarmists Right?. Strategy Research Project. Carlisle Barracks: US Army War College, 1998. (AD-A342-746) Discusses the widening gap between the military and the American people. States this is due to conservative versus liberal mindsets and increased political activity on the part of the military in promoting these conservative ideals. This gap in isolating between the military and the public is creating an elitist mindset to take root that not only is unhealthy but dangerous.

Trottier, Andre J. National Values: Can Americans Achieve Consensus? Strategy Research Project. Carlisle Barracks: US Army War College, 1996. (AD-A326-489) Looks at the issue of growing gap between the military and the public. Notes the similarity of values sets between character education organizations. The need for consensus between the public as a whole with the military requires an effort and the support of the national political leadership as a high profile agenda item.

U.S. General Accounting Office. Organizational Culture: Techniques Companies Use to Perpetuate or Change Beliefs and Values. Washington D.C.: U.S. General Accounting Office, February 1992. Discussion with five academics who have researched the subject and nine large companies that had diverse, global interests and were concerned about inventory management. The views about whether and how an organization can change its culture vary considerably and today many organizations are actively trying to perpetuate some cultural values and change others to increase their chances for being competitive or effective.

Waldholz, Michael. "Johnson & Johnson Says It Is Convinced Tylenol Poisoning Was Isolated Incident." Wall Street Journal, 12 February 1986, p.1.

Williams, Robin M. " The Concept of Values." In International Encyclopedia of the Social Sciences, ed. David L. Sills, 283-287. New York: Macmillan Company &The Free Press, 1968. Discusses an approach to defining values and the descriptive nature of that defining process, highlighting the challenges to actually pinning down a specific definition that works in all contexts. Discusses related concepts to values such as attitudes, needs, sentiments, etc. Concludes with discussions on values in social science and methods for empirical analysis and a discussion on how to classify and analyze values.