

efficient productivity that could be realized from a division of labor or the factory system, or for many of us the so-called Puritan ethics that programed us when we were young, the Puritan or Protestant ethic, if we went to that area, or the teachings in Rerum Novarum of Pope Leo XIII, which was one of the great social documents that gave approval to personal ownership and established a basis for the personal-ownership incentive. We were influenced by what was called social Darwinism or ruthless competition in the belief that if we competed ruthlessly then the strong would always be with us and we would not be hampered by the weak.

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There were such things as the achievement motives/which now McClellan--if you have read his book and his research from Harvard on The Achieving Society--claims that the economic growth of our Nation or other nations may be more adaptable or traceable to how we were programed in our brains and our achievement desires when we were young from the literature, such as Horatio at the Bridge, or The Charge of the Light Brigade, or the Message to Garcia. We never knew what was in it, but he got there. There was the story of the little boy with his finger in the dike. He should have been at home, but all night he stood out there at his post. Then there was the account of how they took the good news from Ghent to X. From all of these that we were programed with we got the desire for achievement. Whatever objective was set we must accomplish. McClellan has shown the various societies or nations having a great relationship between what the young people were taught in their early schooling and in the homes and their desire for accomplishment or achievement afterward.

So these value systems that we have have a tremendous influence on us as managers and our decision making and our managerial behavior. So some knowledge of