

IN VITAL WORKERS

have little data because of the difficulty of separating the natural activity patterns from the superimposed controls on activity that are set by living in society. ... Some evidence has been brought together by Brady (1945) that younger organisms have more available energy than older organisms and that they convert energy into activity at a more rapid rate. The older person possesses specialised activities adapted to the demands of the situations presented. He meets these demands by directing his energy rather than by an intense display of energy."

"It is clear, although difficult to cite specific studies, that in the course of his experience the person acquires certain work habits, such as starting a job promptly, carrying through to the conclusion of a task, expending time systematically, persisting beyond the first feelings of fatigue, pushing through in spite of minor errors to the completion of work, etc., which affect efficiency as measured at various age levels. Such factors are in part related to the intensity of motivation in the particular situation and are in part the product of the person's life-experience in organizing his energy and activity patterns."

IN VITAL WORKERS

From: Anderson, J.W. (same as I Apr 82(a))

"It is also clear, even though it is difficult to cite specific studies, that in the course of his experience the person acquires certain work habits, such as starting a job promptly, carrying through to the conclusion of a task, expending time systematically, persisting beyond the first feelings of fatigue, pushing through in spite of minor errors to the completion of work, etc., which affect efficiency as measured at various age levels. Such factors are in part related to the intensity of motivation in the particular situation and are in part the product of the person's life-experience in organizing his energy and activity patterns."

1 April, 1982(b)

From: Williams' thesis, p.237:

"It is clear, although difficult to cite specific studies, that, in the course of his experience, a person acquires certain work habits, such as starting a job promptly, carrying through to the completion of a task, expending time and energy systematically, persisting beyond the first feelings of fatigue or despondency; pushing on despite the commission of minor errors to the completion of the task, and many others. Such factors are, in part, related to the intensity of motivation in the particular situation, and are, in part, the product of the person's life-experience in organizing his energy and activity patterns."

IN VITAL WORKERS

From: Kihlstrom, R.B.J., *Relections in Enterprises*, Harvard Univ. Press, 1965, p. 27:

"No matter what the specific definition, entrepreneurship refers to a pattern of probable behavior. Can we say anything sensible and empirically testable about the personality of people whose behavior follows this pattern? ... Personality, then, cannot be thought of as something innate and fixed, determining uniquely what people will or will not do. Rather, it is something that grows and changes as the individual interacts with his environment, his personality and the situations in which he finds himself being part of a single 'field'."

1 April, 1982(c)

From: Williams' thesis, p. 79:

"No matter what specific definition one accepts, entrepreneurship refers to an identifiable pattern of behavior. The question which then arises is, can we say anything valid and empirically testable about the personality of people whose behavior follows this pattern? ... personality cannot be thought of as something innate and fixed, determining uniquely what people will or will not do. Rather, it is something that grows and changes as the individual interacts with his environment, his personality and the situations of which he finds himself part."

...and therefore in the last but one
J. of Abnormal & Social Psychology,
1950, 60, 55:

"McGinnis, Morrison, Reddick, & McGinnis (1955) have found this to be true when a direct and indirect method of measuring n Achievement were compared in terms of predictions to behavior. Birney (see McCloud, 1958a) has found that measures of n Achievement obtained from thematic apperception and the Personal Preference Schedule (PPS) are uncorrelated ($r = -.002$, $N = 300$). This absence of relationship between the two measures is also reported by Marlowe (1959) who found, in addition, that the thematic apperceptive measure of n Achievement was positively related to peer group ratings of achievement related behavior, while the measure obtained from the PPS was not."

From: Williams' thesis, p.220:

"While contention is supported in studies by DeChazal et al (1955), on behavior prediction; Birney (1953), who found n-Achievement measures derived from TAT and EPPS to be uncorrelated ($r = -.002$, $N = 300$); and Marlowe (1959) who produced TAT measures positively correlated with peer ratings of achievement oriented behavior, while EPPS measures were not so correlated."

IN VITA VERITAS

1 April, 1982(e)

From: Birren, J.E., Handbook of aging and the individual. Univ. of Chicago Press, 1959, p. 3:

"Research on the psychological aspects of aging did not begin seriously until the work of Walter Miles and associates about 1930."

From: Williams' thesis, p. 236:

"Research on the psychological aspects of aging did not begin seriously until the work of Miles (1933) and others around 1930."

IN VITA VERITAS

1 April, 1982(f)

From: Cofer, C.H. & Appley, H.H., Motivation: Theory and research. Wiley, 1964, pp. 450-451:

"Lazarus, Deese and Osler (1952) ... conclude that 'stress occurs when a particular situation threatens the attainment of some goal' (p. 295). see Appley, 1962a) proposed that stress is 'the state of an organism in any situation where his general well-being is threatened, and where no readily available response exists for the reduction of the threat' (p. 880). By well-being he referred to a state contingent upon the regular (or periodic) satisfaction of motives."

From: Williams' thesis, p. 203:

"Lazarus, Deese and Osler (1952, p. 295) have stated that 'stress occurs when a particular situation threatens the attainment of some goal'. ...Appley (1962, p.880) proposed that stress is 'the state of an organism in any situation where his general well-being is threatened, and where no readily available response exists for the reduction of the threat'. In this definition 'well-being' is regarded as contingent upon the satisfaction of motives."

IN VITA VERITAS

1 April, 1982(g)

From: Cohen, J.B., "An interpersonal orientation to the study of consumer behavior", J. of Marketing Research, 1967, 4, 270.

"Much of the previous work with interpersonal variables focused on relatively specific personality needs and dispositions. Detailed lists of interpersonal response traits have been suggested.¹ ... It may be far more useful to organize traits into meaningful categories that are descriptive, not only of a single interpersonal act, but of a person's relatively consistent means of relating to and coping with others.

¹For example, Krech, Crutchfield, and Ballachey (8) ... French (2)".

From: Williams' thesis, p. 183:

"Most previous study of interpersonal orientations has focused on relatively specific personality needs and dispositions, and detailed lists of interpersonal response traits have been proposed (French, 1955, Krech, Crutchfield and Ballachey, 1962)...here defined as relatively consistent and stable dispositions to respond in distinctive ways to other persons."

From: Fargher, K.H.F. (same as 1 Apr 82(1), p.37):

"The increasing ability with which one uses a predominant strategy provides a certain amount of security and self-confidence for the person (3)."

"(3) E. Goffman, The presentation of self in everyday life. Doubleday, 1959."

(Unfortunately for Williams, I can find no such quotation on p.145 or anywhere else in Goffman's book.)

IN VITA VERITAS

1 April, 1982 (4)

From: Fargher, K.H.F., Problems of small manufacturing business in Australia. Ph.D. Thesis, Univ. of NSW, 1971, p.52:

"The most important problem correlating commonly with failure is 'inability to find a profitable market' report Hoad and Rosko² from a detailed study of 53 failures among new small manufacturers in Michigan. Etcheson and Robb confirm this in their study of firms going out of business in Washington State in 1957, when they reported failure to reach a satisfactory level of sales as the main cause of termination."

From: Williams' thesis, p.227:

"Hoad and Rosko (1964) reported that the inability to find a profitable market is the problem correlating most significantly with the failure of new small manufacturers, in Michigan, U.S.. Etcheson and Robb (1962) confirmed this, in concluding that failure to reach a satisfactory sales volume is the prime reason for business termination in Washington State, U.S.!"

IN VITA VERITAS

1 April, 1982(4)

From: Fargher, K.H.F. (same as 1 Apr 82(1), p.37):

"Reyer³ in a study in Louisiana draws attention to the need for the successful small business to be able to adapt to changes in the supply of raw material and in demand for its products."

"Kinnard⁴, for example, mentions the need for manufacturers to pay close attention to the business mortality pattern in their environment."

From: Williams' thesis, p.226-7:

"Reyer (1962) has expressed the need for small business to be able to readily adapt to supply and market conditions. Kinnard and Malinowski (1959) emphasized that small manufacturers should pay heed to the business mortality pattern in their environment."

IN VITA VERITAS

1 April, 1982(k)

From: Fargher, K.H.F. (same as 1 Apr 82(1), p.37):

"Peters⁵ in a study of 435 small firms in Arizona lists lack of managerial experience and undercapitalization as the main limitations to success... ."

From: Williams' thesis, p.226:

"Peters (1962), in a study of 435 small firms in Arizona, U.S., has cited lack of managerial experience and expertise, and undercapitalization, as the two main limitations to success."

IN VITA VERITAS

1 April, 1982(l)

From: Fargher, K.H.F. (same as 1 Apr 82(1), p.37):

"Haas, Hartzen, James and Milroy⁶ conclude that the major reasons for a lack of planning and forecasting is a pre-occupation with day-to-day activities, a lack of facts and imaginative thinking and a lack of knowledge of techniques."

From: Williams' thesis, p.227-8:

"Haas et al (1964) have pointed emphatically to a pre-occupation with daily problems, a lack of adequate information and imaginative/creative thinking, and a lack of knowledge of relevant techniques, as the major reasons why so few small firms have adequate planning and forecasting."

...and in contrast, "the study of small business indicates that it is the skills and personality traits of the chief executives are more important than the sophistication of operating procedures."

"...in the new situation of business, both ability and personality traits of the entrepreneur are more important than the possession of sophisticated operating procedures."

IN VITA VERITAS

1 April, 1982(n)

From: Feather, N.T., The study of persistence. Psychological Bulletin, 1962, 59, 94-115 (as reprinted in a book of readings whose title I've forgotten):

"The studies by Winterbottom, and by French and Thomas, fit into this class since they investigated the common sense prediction that subjects with high achievement motive should have relatively higher motivation to succeed and hence should tend to show greater persistence." (This followed a paragraph in which he cited Atkinson and Litwin, Feather, Winterbottom, and French & Thomas studies.)

article as occupying pages 46 to 48,

From: Williams' thesis, p.161:

"Studies by French and Thomas (1956), Winterbottom (1958) and Feather (1962) have investigated the prediction that subjects with high n-Achievement will have relatively higher motivation to succeed and, hence, should tend to show greater persistence. ... Atkinson and Litwin (1960) ..."

(Note that, unfortunately for Williams, both he & Feather show the French & Thomas

IN VITA VERITAS

1 April, 1982(o)

From: Hermans, H.J.M., A questionnaire measure of achievement motivation. J. of Applied Psychology, 1970, 55, 355.

"With regard to the projective n Ach measures, several critical problems arise. Klinger (1966) pointed to their lack of internal consistency, lack of test-retest reliability, their deficient validity against performance criteria, and the low intercorrelations among several projective n Ach measures. Carney (1966) showed that the TAT was more sensitive to irrelevant situational cues than a questionnaire measure for n Ach. McClelland et al. (1953) found that the TAT was not independent of test anxiety (TAQ), a finding which casts doubt upon its discriminant validity." (Strangely (?), both Hermans & Williams erroneously attribute the Carney article to the "Journal of Educational & Psychological Measurement".)

From: Williams' thesis, p.110:

"In particular, Klinger (1966) has noted its lack of internal consistency, lack of test-retest reliability, deficient validity against performance criteria and low inter-correlations among several projective n-Achievement measures. Carney (1966) has shown that the TAT instrument is more sensitive to irrelevant situational cues (such as examiner effect) than a questionnaire measure of n-Achievement. Despite their consistent use of this measure, McClelland et al (1953) have acknowledged that the TAT instrument is not independent of test anxiety, a finding which casts some doubt upon its discriminant validity."

IN VITA VERITAS

1 April, 1982(p)

From: Hollander, E.D., The future of small business. Praeger, 1967, p.5:

"It recognizes that neither amount of assets, nor volume of sales, nor number of employees alone delineates a 'small business' in the context of this study."

From: Williams' thesis, p.30:

"It recognizes that neither number of employees, nor value of assets, nor volume of sales nor income earned, alone can satisfactorily delineate 'small business' in the context of this study."

"...and, for example, in the field of science, the theory of evolution has been generally admitted to be accepted as a history of humanity. The highest proportion of these occurred when the contributions were at the age interval 30-34. The times of these contributions were made before 40 and only 3 per cent after age 60. For contributions of the highest merit (52 of the greatest discoveries, as judged by three chemists) the modal age interval moved back to 25-29. Of the 52 contributions, 32 were made before 40 and none after 60."

(Note that Williams did not refer to this paper either in the text or the biblio.)

"John Dally has concluded, from a similar research programme, that the highest proportion of intellectual and creative contributions are made in the age interval 30-40. By studying the age classifications of almost 1,000 significant contributions in chemistry, he calculated that 68% were made before the age of 40, and only 3% after the age of 60. For contributions of the highest merit (52 of the greatest discoveries, as judged by three chemists) the modal age interval moved back to 25-29. Of those 52 contributions, 32 were made before age 40, and none after 60.")"

IN VITRA VERITAS

From: Jones, H.E. (same as 1 Apr 82(q), p.730):

"Bronley classified 256 subjects into four age groups which were similar in average social background and Wechsler-Bellevue I.Q. These subjects were given the Block Test, consisting of wooden blocks which could be arranged according to a number of principles of logical order. In terms of face validity, the test involves, without time limits, the mental operations of abstracting, serializing, and productive thinking as well as persistence, flexibility, and imaginative exploration."

1 April, 1982(r.)

From: Williams' thesis, p.239:

"For example, Bronley (1956) classified 256 subjects into four age groups which were similar in average social background and I.Q. (Wechsler-Bellevue). These subjects were then given a test involving, without time limits, the mental operations of abstracting, serializing, and productive thinking, as well as persistence, flexibility, and imaginative exploration."

(Again, note that Williams did not refer to the Jones paper, either in text or bibliography of the thesis.)

IN VITRA VERITAS

1 April, 1982(s.)

From: Williams' thesis, p.218a

"A number of writers (Maslow, 1943; Katz and Sarnoff, 1954; Cohen, Stotland, and Wolfe, 1955) have postulated a need - variously called need for cognition, need for structure, or intolerance of ambiguity - which is a measurable characteristic of the organism ... On the basis of this definition Cohen, Stotland, and Wolfe tested the hypothesis that the association between ambiguity and frustration would be more pronounced among individuals characterized by a high need for cognition than among those with a low need for cognition."

From: Kohn, R.L., et al., *Individual differences: Studies in role conflict and ambiguity*, Wiley, 1954, p.36-57.

"A number of theorists (Cohen, Stotland, and Wolfe, 1955), Katz and Sarnoff, 1954; Maslow, 1943; Murphy, 1947) have postulated a need - variously called need for cognition, need for structure, or intolerance of ambiguity - which is a measurable characteristic of the organism ... On the basis of this definition Cohen, Stotland, and Wolfe tested the hypothesis that the association between ambiguity and frustration would be more pronounced among individuals characterized by a high need for cognition than among those with a low need for cognition."

the term 'small business' is so general used that its meaning is usually taken for granted. Yet it has markedly different connotations for different purposes. The dividing line between 'large' business and 'small' business is, for instance, higher for manufacturers than for distribution.

... For manufacturing, the BIS finds that the average number of employees per establishment in the Census of Business, 1959, was 43. Hence, any plant with less than 43 employees is "small business" to the BIS, as against the 100-employee limit in the Department of Commerce. ...

Manufacturers are within the Census classification of small business if they employ less than 100 people. That could place the dividing line, dollarwise, at from half a million to a million in annual sales, depending on the percentage of total value added by labor; with total assets averaging in the neighborhood of \$250,000 and net worth around \$100,000."

(with some transcription)

From: Williams' thesis, p. 16-18:

"The term 'small business' is used so frequently that its meaning is often taken for granted. Yet the term has vastly different connotations for different persons and purposes; and there is little agreement about how 'large' and 'small' business should be differentiated. ... In 1939 the Census Bureau of the United States Government published figures entitled Percentage of Small Business in U.S., in which details were given of the percentage of all United States business enterprises which were classified as 'small'." (Note that such a table appeared in Kaplan, p.11.)

"Manufacturing firms were regarded as being small if they employed less than 100 persons. This provided some flexibility on three other criteria--annual dollar sales from \$500,000 to \$1 million, total assets averaging around \$250,000, and net worth about \$100,000."

IN VITA VERITAS

1 April, 1982(u)

From: Kaplan, A., M. (same as 1 Apr 82(t), p.11-12):

"Retail and service enterprises, along with construction, hotels, and amusements, are classified on the basis of sales or receipts. Retail and service businesses are classed as 'small' if annual sales or receipts are within \$50,000. That volume is obtainable with less than half a dozen employees in retailing but may require up to 20 employees in some personal-service lines. ... In retailing, use of the average sets the BLS limit for small business at annual sales of \$20,000, as against the \$50,000 set by the Commerce Department."

From: Williams' thesis, p.17-18:

"Retail, Service and Construction firms, Hotels and Amusements were likewise classified on the basis of sales income with the figure set at \$50,000. This income was found to be obtainable by firms with less than five employees in retailing, but usually required twenty or more in some service lines. ..."

For independent retail stores, the Bureau's average was annual net sales of \$20,000 (as against \$50,000 used by the Department of Commerce)."

IN VITA VERITAS

1 April, 1982(v)

(spread out, nothing missing)

From: Williams' thesis, p.242:

"Older persons become more conservative and change resistant (Kuhlen, 1945);

more dogmatic (taking emphatic positions on issues and holding to them) and intense in views held (Cantril, 1946);

more emphatic in agreement or disagreement with attitude statements (Taylor, 1955);

more frustrated by variance in social and personal standards (Jones, 1929);

and demonstrate more prejudice (Pressey and Kuhlen, 1957)." (Note that Williams did not refer to Kuhlen (1945) anywhere in the thesis, incl. the bibliography.)

From: Kuhlen, R.G., Aging and life-adjustment. Chap. 24 in H.W. Birren, Handbook of aging and the individual. Univ. of Chicago Press, 1959, p.382:

"For example, ... older adults are more conservative than younger adults. They do not like change; ... see Kuhlen (1945) and Pressey and Kuhlen (1957). ... Second, older adults appear to become more dogmatic, if by dogmatism is meant the taking of emphatic positions on issues and holding to them. Cantril (1946) has reported evidence of greater intensity in the holding of attitudes on the part of older people; and Charles Taylor (1955) has also demonstrated that older people are more emphatic in their agreement or disagreement with attitude statements. Vernon Jones (1929) reported that older teachers tended to view various types of conduct as clearly right or wrong and less often as excusable than did younger teachers. ... Prejudice toward minority groups appears to increase with age of respondents, though the evidence in this instance is not consistent (Pressey and Kuhlen, 1957)."

From: Williams' thesis, p.5-6:

"There are at least four principal requirements which an empirical study must meet to permit the confident inference of causal relationships:

1. Magnitude and Consistency of Association Unless two or more variables can be shown to be statistically associated, one cannot be the cause of the other."

2. Time Sequence To establish that A could be a cause of B, then A (the independent variable) must occur or change before B. To determine the chronology of complex phenomena, researchers must often depend on the logic of the situation, observation, theory and/or data analysis.

3. Non-spurious Relation If the effects of all relevant variables are eliminated and the relation between the independent and dependent variables is maintained, then the relation is non-spurious. Controlling for all relevant variables is the basic problem in trying to determine whether or not the interpretation of a relation is spurious."

4. Rationale The designation of an intervening variable, to connect the dependent and independent variables, greatly aids the plausibility of causal inference."

IN VERA VERITAS

1 April, 1982(r)

From: Williams' thesis, p.138:

"A study by Hagen (1961) provided data which indicated that during the Industrial Revolution in Britain (in 1800 A.D.), the nonconformist Protestants formed approximately 6% of the total population of England, Wales and Scotland, and yet produced 34% of the innovating entrepreneurs from 1725 to 1850 A.D."

(Note that both McClelland & Williams cite the same erroneous reference:
"Hagen, E.M. How growth begins: A study in the theory of social change. Cambridge, Mass.: MIT Press, 1961."

{The correct reference (which McClelland could not have known, since his own book was published in 1961, and he added the note "in press" to his Hagen reference) is:
Hagen, E.M. On the theory of social change: How economic growth begins. Homewood, Ill.: Dorsey, 1962. MIT Press apparently did not publish it after all.)

IN VERA VERITAS		
From: McClelland, D.C., <u>The achieving society</u> . Van Nostrand, 1961, p.11-14.		
"Table 4.7 Birthplace and Religious affiliation of British Innovators in the Industrial Revolution 1725-1850 (after Hagen, 1961)"		
Birthplace	(around 1800) innovators	
England & Wales	9,187,000	55
Religious affiliation	(extraneous matter omitted)	
Nonconformist	650,000	28
Nonconformist	6.0%	24.1%

Entrepreneurship

Another arises in the article on entrepreneurship. There are three main entrepreneurial functions: due are the supplier of funds and other non-labor resources for the enterprise; manager, i.e., supervisor and coordinator of productive activities; and entrepreneur, in the narrow sense of the term, i.e., planner, innovator, ultimate decision-maker in a productive enterprise." (Roselitz, 1952, p.90.)"

"Roselitz sums up the literature nicely as follows: 'A study of economists' ... capital.' (Roselitz, 1952, p.93.)"

(Material omitted from both quotations, to save space.)

Entrepreneurship

Yoselitz (1954), following this analysis, made a trinominal division of the entrepreneurial function into supplier (supplier of funds and other non-labor resources for the firm), manager (supervisor and co-ordinator of productive activities); and entrepreneur (planner, innovator and ultimate decision-maker in an enterprise)."

"Yoselitz (1952; p.93) has succinctly summed up the confusion as follows:

'A study of economists' ... Capital.' (Material omitted from both quotations, to save space.)

IN VITA VERITAS

1 April, 1982(z)

From: McClelland (same as 1 Apr 82(x),
p.210):

"Practically all theorists (e.g., Schumpeter, 1934, Lazarsfeld, 1959, Sawyer, 1954, Meier and Baldwin, 1957) agree that entrepreneurship involves, by definition, taking risks of some kind." (He then went onto describe the work of Sutton, 1954.)

(Note that Williams cites exactly the same references as McClelland. Also, note that the Sawyer and Sutton works were unpublished, reported in mimeographed form at Harvard, where McClelland worked; Lazarsfeld's was also unpublished, reported in mimeographed form at Columbia University, which is near Harvard. Did Williams have access to them?)

IN VITA VERITAS

1 April, 1982(aa)

From: McClelland (same as 1 Apr 82(x),
p.212-214):

The finding in Fig. 6.1 has been replicated ... by Litwin again (1958) for a ring-toss game, for pitching pennies into different sized holes, and for pencil maze puzzles of varying degrees of difficulty. ... Atkinson, Bastian, Earl and Litwin (1960) found that subjects with high n-Achievement showed a definite preference for bets under intermediate odds as compared with very short or very long ones. ... But Littig (1959) has found a quite different trend in a more typical gambling situation in which players are bidding for poker hands and actual money is at stake. Here the subjects with high n-Achievement definitely and consistently preferred the shortest odds they could get (the safest bets)."

(Note that Litwin's study was reported in an unpublished honours thesis, which was referenced by both McClelland and Williams.)

From: Williams' thesis, p.147:

"This feature of persons with high n-Achievement has widespread acceptance from theorists and writers, including Schumpeter (1934), Sawyer (1954), Sutton (1954), Meier and Baldwin (1957) and Lazarsfeld (1959)."

From: Williams' thesis, p.153:

"Litwin (1958) achieved very similar results to those in the above mentioned studies, with ring toss games, tests of throwing coins into different-sized holes and pencil maze puzzles of varying degrees of difficulty. Atkinson et al (1960) demonstrated that, even when the outcome depends on chance rather than on the skill of the actor, subjects with high n-Achievement preferred betting situations with intermediate odds rather than very long or very short odds. Littig (1959) found that in an actual gambling situation, with subjects' own money at stake, high n-Achievement subjects consistently chose the shortest odds they could get—the highest probability of success!"

"...in these experiments...the gambling nature of the game was further minimized by the fact that no actual money was involved. ... The greater preference that subjects with high n-Achievement have for situations involving moderate risk in all likelihood appears only when they have some chance of influencing the outcome through their own skills or abilities. In games of pure chance they normally prefer the safest odds they can get."

From: Williams' thesis, p.153:

"...in the former study, no actual money was involved; the gambling aspect therefore being minimized. The greater preference that persons with high n-Achievement have for moderate risk situations seems to be the case when they perceive an opportunity to affect the outcome by their own skill and ability. In games of pure chance, they want the safest odds they can get."

IN VITA VERITAS

1 April, 1982(cc)

From: McClelland (same as 1 Apr 82(x),
p.222):

"Sawyer is going farther and arguing that possibly confidence is an essential component of the entrepreneurial role in a strictly economic sense in that it leads people to take ventures that taken individually would not be economically sound but taken together in large numbers may turn out to be." (Note that on the same and next page he refers to the works of McClelland et al., 1953, Sutton, 1954, Pottharst, 1955, & Atkinson, 1958, & no others;) most were unpublished studies, two being in mimeo form and one a doctoral dissertation.)

From: Williams' thesis, p.158:

"Sawyer (1954) has argued that self-confidence is an essential component of the entrepreneurial role. In relating entrepreneurship to rapid economic growth, Sawyer indicated that this entrepreneurial confidence level leads people to undertake business ventures, that, considered singly, would be economically unwise, but taken together, may be viable and profitable. Besides Sawyer (1954), others including McClelland, et al (1953), Sutton(1954), Pottharst (1953) and Atkinson (1958) have empirically tested particular hypotheses...

IN VITA VERITAS

1 April, 1982(dd)

From: McClelland (same as 1 Apr 82(x),
p.225):

"Starch found that two and one-half times as many top executives 'had records of working hard and long hours' as lower level executives (Roe, 1956, p.184). Although they give no precise comparative data, the editors of Fortune in The Executive Life (1956) conclude that 'executives are working as hard as they ever did. It is difficult to see how they could possibly work harder.' In their sample they report an average work week of some 57 to 60 hours, which 'can easily go to seventy or eighty hours' in an emergency (p.5)."

From: Williams' thesis, p.159:

"Roe (1956) reported that well over twice as many top executives had records of working hard and long hours as did lower level executives. The editors of Fortune, in a study of the work habits of managers within large enterprises, concluded that their sample worked an average of 60 hours weekly under 'normal' conditions and 20% more than this in emergencies (1956, p.5)."

(Note that Williams gave the credit to Roe, & not to Starch.)

IN VITA VERITAS

1 April, 1982(ee)

From: McClelland (same as 1 Apr 82(x),
p.228):

"As Sutton puts it, 'The key definitions ... whatever they may be.' (Sutton, 1954, pp. 21, 22, 25.) There is a sense, of course, in which such a situation is ideally suited to the needs of a man with high n-Achievement. All our evidence reviewed to date points to the fact that he wants to operate in a situation where he can get a sense of personal achievement."

(Note that McClelland & Williams both refer to the same unpublished, mimeoed paper done at Harvard, where McClelland was Professor of Psychology.)

From: Williams' thesis, p.167:

"Sutton (1954, pp.21, 22, 25) has written that definitions of entrepreneurship" (quoting the same passage, with some shortening). "Research evidence already reviewed suggests that such a situation is congruent with the needs of the person with high n-Achievement who desires to operate in a situation where he can gain a sense of personal achievement."

According to Pelzel (1954), ... (Baudin, 1960) ... (de Charms, 1956; and French, 1958). ... Under these two different orientations there was absolutely no difference in the efficiency with which the subjects with high achievement worked; they worked just as hard for a group goal as they did for an individual goal."

(Note that Pelzel's work was reported in an unpublished, mimeoed report at Harvard, McClelland's uni, and that deCharms' was in an unpublished doctoral dissertation.)

From: Williams' thesis, p.169:

Various field studies (Pelzel, 1954; Granick, 1960) and experimental studies (McClelland et al, 1953; De Charms, 1956; French, 1958) have pointed to the same conclusion, that, whether one works for himself or for others, if one has responsibility for his actions, there will be no difference in entrepreneurial efficiency due to the distinction between working toward individual or group goals."

IN VITA VERITAS

1 April, 1982(gg)

From: McClelland (same as 1 Apr 82(x), p.232):

In re French (1958): "She found that her subjects high in n-Achievement worked subsequently more efficiently in the 'task feedback' condition than they did in the 'feeling feedback' condition. Definite knowledge of correct methods of solving the problem facilitated their subsequent performance, whereas knowledge that they were behaving nicely and properly according to the best rules of cooperative interaction did not. Furthermore, the reverse was true of the subjects high in n-Affiliation: they later worked more efficiently after 'feeling feedback' than they did after 'task feedback'. In still another experiment, French (1956) has demonstrated that subjects with high n-Achievement will choose an expert over a friend as a working partner, whereas the reverse is true of subjects with high n-Affiliation. The evidence is strong that the person with high n-Achievement wants problem-solutions more than friendly interaction."

(Note that most of Williams' references are exactly the same as McClelland's, and appear in the same sequence, which is apparently unsystematic, certainly not in chronological sequence. Furthermore, Williams presents no information that could not have been derived from McClelland's book; but the reverse is not so.)

From: Williams' thesis, p.169-170:

In re French (1958): "It was found that subjects with high n-Achievement subsequently worked more efficiently with 'task feedback' ... than with 'feeling feedback' ... Concrete knowledge of correct methods improved subsequent performance of high n-Achievement persons, whereas knowing about the relevance or otherwise of their cooperative interaction styles did not."

(Material omitted to save space.)

"French also found that subjects high in n-Affiliation improved performance after 'feeling feedback', and exhibited much less improvement after 'task feedback'. Another study undertaken by French (1956) has shown that subjects with high n-Achievement tend to choose experts rather than friends as working partners, whereas the reverse is true with subjects possessing high n-Affiliation. This finding supports the assertion that persons with high n-Achievement prefer problem solution to co-operative interaction."

IN VITA VERITAS

1 April, 1982(hh)

From: McClelland (same as 1 Apr 82(x), p.234):

"That interest can now be understood, not in terms of the naive psychology of the 'profit motive,' but in terms of a need for Achievement which is interested in profitability precisely because it gives definite knowledge of how competent one is. As expressed by Sutton et al., 'Personal ... competence.' (1956, p.331)." (Here he goes on to refer to the works of Atkinson & Reitman (1956), Atkinson (1958), & Douven (1958), in passages too long to quote verbatim.)

(Note that Williams quotes only the same stuff as McClelland does. The same holds true for many of the other obviously pirated works throughout Williams' thesis.)

From: Williams' thesis, p.171:

"However, ... it is now more readily accepted that much of man's interest in profitability stems from this need for achievement, which is concerned with profitability because it provides concrete knowledge of competence or achievement. 'Personal ... competence' (Sutton et al, 1956, p.331)." (Here he goes on to mention those exact same three other studies, in the same order, and no other--obviously condensing McClelland's passages.)

immediately after quoting Lazarsfeld (1959, p.17) on Simon's work: "The successful entrepreneur in these terms is by definition someone who considers more alternatives and their consequences before they actually happen to him. In more ordinary language, he anticipates future possibilities. ... In other words, the nature of industrial entrepreneurship appears to require more investment in the future, a longer time span, more planning ahead rather than just reacting to emergencies as they arise. Consequently, if people with high n Achievement are to make good entrepreneurs, they should 'think ahead' more. In fact they do. They tell stories that deal more often with the remote future (Ricks and Epley, 1959); ... They tend to anticipate a future event before it occurs (Green and Knapp, 1959)."

(Note that both McClelland & Williams referred to the same unpublished, mimeographed paper; the Ricks & Epley paper was also apparently unpublished, but read at the Eastern Psychological Association convention in New York.)

As Lazarsfeld (1959, p.23) has suggested, the successful entrepreneur is someone who considers more alternatives, and their consequences, before they actually occur--he anticipates future possibilities. ... For this reason, among others, entrepreneurship appears to require more investment in and concern with the future, a longer time span and more forward planning. It therefore follows that successful entrepreneurs must have the capacity to project themselves into future situations. Persons with high n-Achievement have been shown to have this facility. They tell stories (in projective testing) relating more often to the future (Ricks and Epley, 1960), and they indicate a greater sense of anticipation (Green and Knapp, 1959)."
(Note the misattribution to Lazarsfeld.)

IN VITA VERITAS

1 April, 1982(jj)

From: McClelland (same as 1 Apr 82(x), p.258):
"If an entrepreneur is ever to accomplish more than he can be his own efforts, he must organize the activities of other persons. ... In the first place, there is some confusion in the theoretical literature as to whether this function belongs, strictly speaking, to the entrepreneurial role or to the managerial role. Secondly, there is no direct experimental evidence to show that subjects with high n Achievement have superior organizational skills. On the other hand, they do have a characteristic which should lead to greater organizational efficiency. (French (1956) has shown that in choosing working partners for a problem-solving task, subjects with high n Achievement prefer experts over friends. ... And, in fact, Godfrey, Fiedler, and Hall (1957) have demonstrated that more successful managers are both more distant and more discriminating in judging their staff members."

From: Williams' thesis, p.173-174:

"If any entrepreneur is ever to achieve more than he can from his own hands, he must, by necessity, be able to organize the work of others. Many writers see co-ordination and organization of resources as a fundamental function of entrepreneurs, while others regard it more relevant to the managerial role. There is little empirical evidence of the superior organisational ability of high n-Achievement individuals although certain findings relate closely to this. French (1956) has shown that such persons select experts rather than friends as working partners for task solution or completion, and this attitude should contribute to enterprise efficiency. Godfrey, Fiedler and Hall (1957) have shown that successful entrepreneurs are more discriminating in selecting and judging personnel."

IN VITA VERITAS

1 April, 1982(kk)

From: McClelland (same as 1 Apr 82(x), p.240):

"Rendix and Lipset report (1959, p.162) that men who end up owning their own businesses have worked in a greater variety of other occupations than men in any other occupational group. Consequently we might expect in the area of free choice that individuals with high n Achievement would, on the average, tend to 'drift into' or 'find' themselves in the business world because it requires those very characteristics that they possess."

From: Williams' thesis, p.176:

"Lipset and Hendix (1959) have shown that men who became owners of their own firms tended to have worked in a greater variety of occupations than have persons preferring paid employment. This finding is congruent with the suggested restlessness and innovative tendencies of entrepreneurs. It is thus reasonable to suggest that persons with high n-Achievement will be attracted into business occupations because they perceive (or find from experience) those occupations as requiring the characteristics which they possess."

1 April, 1982(nn)

From: McClelland (same as 1 Apr 82(x), p.373):

"Cortes has obtained preliminary data showing that n Achievement is significantly positively associated with mesomorphy (strong, muscular physiques).... The interpretation of this result is not perfectly straightforward. It may simply mean that in an achievement-oriented society the boys with stronger physiques are more likely to have the early success experiences which according to theory (McClelland et al., 1953) strengthen the achievement motive. ... Consider birth order as a typical variable. In the United States Atkinson and Miller (1956) have obtained evidence showing that first-born children tend to have higher n Achievement, ..." .

From: Williams' thesis, p.132:

"Cortes (1960) obtained data showing that n-Achievement is significantly and positively associated with mesomorphic physiques. While no causal relationship was stated or directly implied, it may well be that a strong physique is an environmental factor which makes it easier to develop a strong achievement motive. The question of whether first-born children have or do not have significantly higher n-Achievement than do those born later has been extensively explored. There is considerable, but by no means unanimous, agreement that first-borns develop higher achievement motivation than do their siblings. Supporting evidence has come from Atkinson and Miller (1956) ..." .

IN VITA VERITAS

1 April, 1982(nn)

From: McClelland (same as 1 Apr 82(x), p.378-380):

"Clearly ... as Rosen's data in Table 9.7 show ... middle-class children are significantly higher in n Achievement than lower-class children." (Then over the next few paras he discusses the work of Douvan (1958), LeShan (1952), Mischel (1960), Miller and Swanson (1958), and Fraser (1959), but no others.) "...several studies have shown that middle-class families work for longer range goals and think in terms of longer time spans (LeShan, 1952). Middle-class children are more willing to work for a delayed reward than working-class children (Mischel, 1960). In behaving in these ways, the children seem to be conditioned by the nature of the occupations in which their fathers are predominantly engaged."

(Note that Mischel's work was reported in an unpublished paper at Harvard; McClelland's work appears in Williams' bibliography.)

From: Williams' thesis, p.133:

Rosen (1956, 1959) has shown that middle class individuals have significantly higher n-Achievement than do those from both the lower and upper social strata (see Table 2.2 above). Douvan (1958) has agreed with Rosen by using achievement-roused conditions. Douvan (1958) and studies by LeShan (1952), Miller and Swanson (1958), Fraser (1959) and Mischel (1960) all suggest that children tend to be conditioned by the nature of the occupations of their fathers, and that middle class families work for longer range goals, are willing to work for delayed rewards and practice longer range planning and budgeting. Such parental interests and activities are presumably transferred to their children and tend to develop into higher levels of achievement motivation."

uni. Also, Fraser (1959) does not even

IN VITA VERITAS

1 April, 1982(nn)

From: McClelland (same as 1 Apr 82(x), p.15-16):

After discussing the work of Rostow (1952) and Lewis (1955): "that these sociologists have concentrated on is a description of the important characteristics of the social structure of modern industrialized societies which differentiate them from traditional societies."

(Note that except for this piece of evidence, all of the McClelland quotations in this series

of memos, which stretch from 1 Apr 82(x) to 1 Apr 82(nn), appear in serial order. Also note that except for 1 Apr 82(11), (nn), & (nn), the references in Williams' thesis generally parallel those in McClelland's book, & in the same order. And as pointed out in several memos, some of their joint references are to unpublished reports, unpublished honors & doctoral dissertations that would be readily available to McClelland, but not to Williams or anyone else in Australia.)

From: Williams' thesis, p.39:

After discussing the work of those same two, plus Parsons & another: "that the latter have attempted to produce is a description of the essential characteristics of the social structure of modern industrialized societies which differentiate them from underdeveloped societies."

From: Williams, John, *Small Business and the American Economy*. Unit of Research, 1958, 1959, p.3-9.

"Jesse H. Jones, owner of large business interests in Texas and then chairman of the Reconstruction Finance Corporation, speaking for a little business man myself to the 1938 conference of small businessmen in Washington, drew a distinction between big and little business in the following terms: 'By little business ...'". The then Assistant Secretary of Commerce, Ernest G. Draper, included in the category of small business the 'more than 90 per cent of the manufacturing firms employing less than 500'.³

New York Times, February 3, 1938, p. 14.

P. B. Elliston, 'Little Businessmen, What Now?' *Saturday Evening Post*, 210 (April 16, 1938), p.39."

From: Williams' thesis, p.17.

"As early as 1938, a seminar of small business men in Washington heard a statement from one Jesse H. Jones, who owned considerable business interests, and who was, at that time, Chairman of the United States Reconstruction Finance Corporation. He distinguished rather crudely between large and small business as follows: 'By little business ...' (Jones, 1938). About the same time Ernest G. Draper, the United States Assistant Secretary of Commerce, in a somewhat more exacting statement, classified the 'more than 90 per cent of the manufacturing firms employing less than 500' as small business. (Elliston 1938)."

IN VITA VERITAS

From: Porter, L., & Lawler, E., *Managerial attitudes and performance*, Irwin, 1963, p.7:

"Motivation theory attempts to explain how behavior gets started, is energized, is sustained, is directed, is stopped, and what kind of subjective reaction is present in the organism while all this is going on" (Jones, 1959)."

(Note that both Porter & Lawler and Williams gave the same wrong reference. It should be to the Nebraska Symposium on Motivation, 1955, p.vii of the Introduction.)

1 April, 1982(pp)

From: Williams' thesis, p.103-4:

"Motivation theory attempts to explain how behavior gets started ... (Jones, 1959, p.11)" (Exact same quote as given by Porter & Lawler.)

IN VITA VERITAS

From: Porter & Lawler (same as 1 Apr 82(pp); p.101):

"However, despite the obvious public, as well as academic, interest in the ideas of Whyte and Riesman, only four relevant empirical research studies could be located on this topic." ... (Then, citing the work of Fleishman & Peters (1962)): "First, he was rated by his superior on the quality of his job performance, and secondly, he took the Gordon (1960) Survey of Interpersonal Values. The Gordon instrument has a conformity scale Fleishman and Peters found a significant tendency ($r = +.44$) for those individuals who scored low on conformity to be rated higher on job performance by their superiors than were those managers who scored high on conformity—a finding that appears to be directly contrary to ... Riesman and Whyte." (Here they go on to cite studies by Bay (1964) & Roadman (1964).)

test manual, which is normally not available to amateurs. Williams listed both sources in his bibliography, along with numerous other references in inaccessible documents.)

1 April, 1982(eq)

From: Williams' thesis, p.195:

"Despite the obvious public and academic interest, there is a relative dearth of relevant empirical research literature on the issue. Fleishman and Peters (1962) using the Gordon(1960) Survey of Interpersonal Values, and performance ratings by superiors, found a significant tendency ($r = +.44$) for middle-level managers in large firms, who scored low on conformity (as per the Gordon conformity sub-scale), indicating high inner-directedness, individuality, and creativity, to be highly rated on performance. Their conclusion refutes the Riesman/Whyte thesis." (Then he goes on to cite the works of Hay (1964), Roadman(1964), and one other.)

(Note that Hay's work was reported in an unpublished doctoral dissertation, and the Gordon reference is to a psychology

the study. So, "I am engaged in a research project ... I have been able to ... get a sample of a number of managers from all levels of an organization and have companies ranging widely in size, ... asked managers to rate 10 personality-type traits on the basis of how important they were for success in their management positions. Five of these adjective trait descriptions were considered to be other-directed ... and five were considered to be inner-directed ... however, no direct measure of managerial behavior was obtained by Porter."

No test specific approach is taken from the Hissomay Project mentioned above. Porter (1964) used a sample of about 2,000 managers from all levels of a variety of companies, and asked the subjects to rank ten personality traits, on the basis of how important each was regarded for success in their managerial positions. Five of the adjective trait descriptions were selected as inner-directed and five regarded as typical of other-directed orientation. Porter did not correlate his results with managerial success in this study"

IN VITA VERITAS

1 April, 1982(ss)

From: Steiner, J.D., Strategies for controlling stress in interpersonal situations. Chap. 10 in J.D. McGrath (Ed.), Social and psychological factors in stress. Holt-Rinehart & Winston, 1970, p.140-141:

"In a series of recent studies (Steiner & Rogers, 1963; Steiner & Johnson, 1964; Johnson, 1966; Steiner, 1966) the writer and his colleagues have examined four responses that a person may produce when he finds his own views are contradicted by those of a respected associate. The individual may adjust his own opinions to agree with the associate's judgments (conform), reject the associate as a person who is less competent than he was originally thought to be, devalue the importance of the issue about which disagreements have occurred, or under-recall the frequency or extent of the disagreements. . . . and that any one of them—or a combination of all four—may be used to reduce the stress that is engendered by interpersonal disagreements. However, when free to choose their own strategies, some subjects have manifested a significant tendency to rely upon a single response instead of using the or more simultaneously." (At the end of the article he referred this last quotation to Steiner, 1966, p.187.)

In that last reference: they both left out the article in which it appeared, and that article happens to begin on page 199.)

IN VITA VERITAS

1 April, 1982(tt)

From: Vroom, V.H., Work and motivation. Wiley, 1964, p.198:

"This solution has, in fact, been most frequently adopted. Thus, Gage (1939) and Vitello (1953) distinguished between the 'capacity to work' and 'the will to work' and propose that both determine level of performance; Maier (1955) hypothesized that performance is a function of both ability and motivation; and Gagne and Fleishman (1959) propose that performance is dependent on skill level and on motivation. . . . (Baldwin, 1958). This distinction between what a person can and does do is difficult to translate into operational terms."

From: Williams' thesis, p.203-209:

"Studies by Steiner and Rogers (1963), Steiner and Johnson (1964), Johnson (1966), and Steiner (1966), have examined the various responses that a person may produce—conform (adjust his own opinions to match those of the other party), devalue the importance of the issue, under-recall the frequency or extent of the disagreement or incompatibility and/or reject the other party as being less competent than originally thought to be. . . . Any one, or any combination, of the available techniques may be used to dissipate stress, but subjects have shown a significant tendency to rely upon a single response instead of using two or more simultaneously. According to Steiner (1966, p.187) 'different individuals have revealed preferences for different ways, and these preferences have been found to be related to scores on personality variables'. (Note that, unfortunately for Williams, both he and Steiner made the same two words of the title of the

article in which the first two words of the title of the article happens to begin on page 199.)

IN VITA VERITAS

1 April, 1982(tt)

From: Williams' thesis, p.221:

"This proposition, that both capacity to work and the will to do so are joint determinants of the quality of performance, has specific support from Mace (1935), Vitello (1953), Maier (1955), Gagne and Fleishman (1959) and Baldwin (1958). Attempts to define operationally the term 'ability', and to distinguish between what a person can and does do have not been very profitable."

(Note the exact same references, and in exactly the same order. Also, Williams failed to list the Mace study in his bibliography.)