Annotated Bibliography on the Future of Values

Barker, J. (1992). *Paradigms: The Business of Discovering the Future.* New York: HarperBusiness.
- Seminal work around the paradigm concept, which he defines as a problem-solving system, which in turn influences one's concept of values.

Beck, D. & Cowan, C. (1996). *Spiral Dynamics: Mastering Values, Leadership, and Change.* Malden, MA: Blackwell.
- Fundamentally important work that provides systemic explanations of how nine vMemes (value memes) aka worldviews evolve over time in a spiral fashion that alternates from internal to external orientation, in which each worldview builds upon the previous one. While the system is hierarchical, its authors note that an "appropriate" worldview is one that matches the "life conditions" in which an individual finds oneself. They have an assessment instrument and have created a global segmentation of the worldviews.

Beller, K., Weiss, S. & Patler, L. (2005). *The Consistent Consumer: Predicting Future Behavior through Lasting Values.* Sedona, AZ: LTS Press.
- Consulting firm approach that explores values through the lens of generational segments—Value Populations, in their terminology—that differ from traditional segments in emphasizing the unique cultural events and icons that occur during a generation's formative years and lead to different values being emphasized by different generations.

Berger, P. & Luckmann, T. (1967). *The Social Construction of Reality: A Treatise in the Sociology of Knowledge.* New York: Anchor Books*.*
- Classic work on the inter-subjective nature of reality, that is, reality is what we believe it is. Provides foundational understanding of how we come to understand reality, which in turn relates to how people come to develop their identity and, indirectly, their values.

Brooks, D. (2000). *Bobos in Paradise: The New Upper Class and How They Got There.* New York: Simon & Schuster.
- A somewhat tongue-in-cheek look at how intellectual prowess, rather than wealth or material goods accumulation, is the new measuring stick of status. The title blends the bourgeois world of capitalism and the bohemian counterculture. Provides some insight into the emerging culture context in the United States.

Brown, D. (1991). *Human Universals.* New York: McGraw-Hill.
- Makes the case that cultural anthropology's bias toward the influence of the external environment and cultural relativism has led to a neglect of universals. Some universals seem to be inherent in human nature, while others are cultural conventions that have come to have universal distribution. Culture, worldviews, and myths are universal, but this doesn't explicitly suggest that values are.

Cameron, J. (1992). *The Artist's Way: A Spiritual Path to Higher Creativity*. New York: Tarcher/Putnam.
- Relevance here centers around the discovery of one's purpose, in this case, a plan for discovering and unleashing our personal creativity via exercises and spiritual practice.

Campbell, J. (1949). *The Hero with a Thousand Faces*. Princeton, NJ: Princeton University Press.

- Explores the role of myth as a guiding force in culture. Also talks about the "hero's journey" concept, which is similar to Coelho's quest for one's personal legend. Both suggest a higher purpose which values may serve, and also touch on how values change, as the journey is a transformative process likely to change a person and his or her values.

Capra, F. (1992). *The Hidden Connections: Integrating the Biological, Cognitive, and Social Dimensions of Life into a Science of Sustainability.* New York: Doubleday.
- While the focus of book is on the implications of complexity, it has ties into decision-making and values. For example, it covers how our mental models of the present and future shape what we decide to pay attention to, thus shaping and being shaped by values. Individual mental models and values are in turn influenced by the collective mental model, i.e., the social construction of reality.

Coelho, P. (1988).*The Alchemist*. New York: HarperOne.
- A classic work about identifying and seeking one's purpose in life.

Ekman, P. (2003). *Emotions Revealed: Recognizing Faces and Feelings to Improve Communication and Emotional Life.* New York: Times Books.
- The author has done pioneering work in identifying universal human emotions. He disproved the previous claim that emotions were culture-specific and found that there were seven emotions with universal facial expressions and four others that were universal but with differing facial expressions. This work supports the validity of trying to understand universal or global patterns in values by making the case for universal emotions.

Encyclopedia of World Problems and Human Potential: Human Potential: Transformation and Values, Vol. 2. Union of International Associations, 1991.
- The Encyclopedia is an ongoing effort, begun in 1972, to collect and present information on the problems humanity confronts. It has a section on human values, organized in different ways. One approach, which lists 225 value polarities (constructive and destructive values are paired), is probably the easiest to follow.

Florida, R. (2002). *The Rise of the Creative Class: And How It's Transforming Work, Leisure, Community, and Everyday Life.* New York: Basic Books.
- Coming as if from an economic class perspective, the author essentially describes the postmodern values segment, also identified by Paul Ray at the *Cultural Creatives*. While both works focus exclusively on the US, the fact that researchers coming from different perspectives are finding common ground in identifying and characterizing this emerging group with shared values reinforces the core findings of the World Values Survey on the postmodern group.

Gendlin, E. (1978). *Focusing*. New York: Bantam.
- Explores the mind-body connection, in particular describing a technique for bringing one's "felt sense" about a topic or challenge to the surface. The felt sense is embedded deeper than emotion, in the sense that we can't access it without "going deeper," which is what the focusing technique enables one to do.

Gilbert, D. (2005). *Stumbling on Happiness*. New York: Vintage.
- Focus around how people imagine their own happiness, with a somewhat snarky tone jesting about our foibles in trying to do so. People are generally more optimistic about their own happiness than

perhaps they ought to be in comparison to "reality," but at the same time this is a survival mechanism. The work has solid insights into motivation and decision-making and draws upon psychology, cognitive neuroscience, philosophy, and behavioral economics.

Goffman, E. (1959). *The Presentation of Self in Everyday Life*. New York: Doubleday, 1959.
- An interesting work that points out how the self we present to the outside world is heavily dependent on specific circumstances. For our purposes, values are not simply translated into action perfectly and consistently, but are influenced or perhaps filtered through the requirements of a particular circumstance, among other factors.

Hall, B. (1994). *Values Shift: A Guide to Personal and Organizational Transformation.* Eugene, OR: Wipf & Stock.
- Describes a system of 125 values the author developed in a collaborative effort. It is a development model that includes four phases in which values can emerge over time. Hall has an assessment instrument and uses it to help organizations understand and clarify their values.

Harman, W. (1998). *Global Mind Change: The Promise of the 21st Century*. San Francisco: Berrett-Koehler.
- Makes the case for a fundamental paradigm shift in which society's basic assumptions are being questioned, essentially shifting from a scientific, rational and reductive approach to one that is holistic, intuitive, and more spiritual. One of the better of several works on this theme.

Hawkins, D. (2002, revised). *Power vs. Force: The Hidden Determinants of Human Behavior.* Carlsbad, CA: Hay House.
- Asserts that one can use a form of "behavioral kinesiology" or muscle testing to test the truth or falsity of any statement. This is then used to create a calibrated scale of energy levels of human consciousness, suggesting an evolution from lower to higher levels. Does not directly address the role of values, but provides some interesting ideas on consciousness and decision-making. There are some serious questions on the methodology that one may not, and perhaps should not, get past.

Hines, A. (2006). Review: Inglehart, R. & Welzel, C. (2005). *Modernization, Culture Change and Democracy: The Human Development Sequence*. New York: Cambridge University Press. *foresight*, 8(3),65–68.
- Author's review of one of Inglehart's key works on the future of values that captures early thinking on several ideas presented in this work.

Hofstede, G. & G.J. (2005, 2nd ed.). *Cultures and Organizations: Software of the Mind.* New York: McGraw Hill.
- Focus is on the cultural level with excellent insight into the influence of culture, and in particular cultural dimensions, focusing in particular on five dimensions that stood out as significant in research survey carried out by the author.

Houston, J. (1982). *The Possible Human: A Course in Enhancing Your Mental, Physical and Creative Abilities.* New York: Tarcher/Putnam.
- How-to guide with lots of exercises to explore the enhancement of human capacities, with an emphasis on the mind-body connection. In particular, seeks to tap the neglected hidden images, ideas and sensory-based memories in order to enhance human potential and creativity.

Huntington, S. (1996). *The Clash of Civilizations and the Remaking of World Order*. New York: Simon & Schuster.
- Elaborates his thesis that people's cultural and religious identities—of which he identified eight groups or "civilizations" —will be the primary source of conflict in the future.

Inayatullah, S. Causal Layered Analysis: Unveiling and Transforming the Future. In Glenn, J. and Gordon, T. (2003). *Futures Research Methodology – V 2.0.,* Washington, DC: AC/UNU Millennium Project.
- Seminal article laying out an approach to depth in future thinking that includes steps for probing beneath the surface of events to understand the deeper driving forces of change, including values, worldview, and archetypes/myths/metaphors.

Inglehart, R. (1997). *Modernization and Postmodernization: Cultural, Economic, and Political Change in 43 Societies.* Princeton, NJ: Princeton U Press.
- Perhaps the single indispensible sourcebook on the topic. Launched the author on this quest a dozen years ago by providing a structure or model for how values change and supporting this with rich longitudinal data. This work is the most focused on laying out the theory. Several subsequent works have elaborated upon and enhanced this seminal work.

Inglehart, R. & Welzel, C. (2005). *Modernization, Cultural Change, and Democracy: The Human Development Sequence.* Cambridge, UK: Cambridge University Press.
- Makes the case for the continuing influence of culture on the expression of values. The author's previous work with World Values Survey has suggested the broad patterns in values changes. This raised the question of whether the globe is heading for a homogenization of values. This work suggests, to the contrary, that culture will continue to have an important influence on the expression of values. Thus two cultures may share the value of simplicity, but how they express it may be quite different.

Joas, H. (2001). *The Genesis of Values*. Chicago: University of Chicago Press.
- Excellent scholarly work that covers a wide range of thinkers—from Nietzsche to Durkheim to Dewey, among others, on the topic of how we come to hold our values. Interestingly, or perhaps disappointingly, few of them come directly at the topic of values, but we get their views as part of their larger philosophies. Nonetheless there are useful insights into the topic and we get a sense of what they think about values, even if it is not a front-and-center concern.

Kegan, R. (1994). *In Over Our Heads: The Mental Demands of Modern* Life. Cambridge, MA: Harvard University Press, 1994.
- Describes the development of one's consciousness or mental capacity over time. This capacity is a key factor to consider in the development of values, as one will be incapable of maintaining a more complex value system if one has not developed the sufficient mental capacity.

Klein, G. (2003). *The Power of Intuition: How to use your Gut Feelings to Make Better Decisions at Work.* New York: Currency Doubleday.
- Makes a compelling case for how intuition is a vital and necessary component of decision-making. He defines intuition as how experience gets translated into action. He also breaks down the decision-making process and outlines the role of mental models in helping us decide and provides us a means of understanding where and how values play a role in decision-making.

Klein, S. (2006). *The Science of Happiness: How Our Brains Make Us Happy—and What We Can Do to Get Happier.* Cambridge, MA: De Capo Press.
- Explores the role of neuroscience and, to a lesser extent, psychology, in happiness. As values are influenced by the pursuit of happiness, understanding it can shed light on the role of values, both from a motivational perspective (choosing values in relation to the pursuit of happiness) and as an influence in decision-making.

Layard, R. (2005). *Happiness: Lessons from a New Science.* New York: Penguin.
- A solid summary of much of the literature on happiness, though it contains more anecdotal observations and beliefs of the author than science. Relating to values, it provides perhaps the key potential motivation, i.e., the pursuit of happiness. The argument is that we choose and hold values—among other things—to maximize our pursuit of happiness.

Lehrer, J. (2009). *How We Decide.* New York: Houghton-Mifflin.
- Excellent and highly readable overview that relates advances in neuroscience to decision-making. Does a nice job of using stories to illustrate the important points.

Lewis, H. (1990). *A Question of Values*. New York: HarperCollins.
- Identifies six mental modes that determine how we come to hold our values. Four of these are internally derived, and two are externally derived. The author includes a list of 74 value systems, ranging from capitalism to Roman Catholicism to deconstructionism, logic, and science, but does not connect these systems to the mental modes' framework that is the subject of the bulk of the book.

Loehr, J. & Schwartz, T. (2003). *The Power of Full Engagement: Managing Energy, Not Time, Is the Key to High Performance and Personal Renewal.* New York: Free Press.
- As the title suggests, the central premise is that managing one's personal energy is a key purpose. The book recommends how to more effectively manage one's energy. Values in this context provide direction and guidance on the appropriate expenditure of one's energy. Includes a values inventory, though in our view, this mixes in other inner dimensions with values.

Maslow, A. (1968, 2nd Ed.). *Toward a Psychology of Being*. New York: Van Nostrand Reinhold Co.
- Focuses on self-actualization as the goal of healthy individuals. Includes a piece on related self-actualizing or "being" values. Notes that deficiency motivation focuses on basic needs, and once these are met the focus shifts to a growth motivation centered on self-actualization needs. Also discusses self-transcendence needs, which fits conceptually with the Integral Values and Worldview in this work.

Mitchell, A. (1983). *The Nine American Lifestyles*, New York: MacMillan.
- Uses a survey sample to devise a typology of nine segments centered on values that are expressed in lifestyles. It is a human development system in which people favor either an inner-directed or an outer-directed path with an integrated lifestyle at the pinnacle of psychological maturity.

Murphy, M. & Leonard, G. (1995). *The Life We Are Given: A Long-Term Program for Realizing the Potential of Body, Mind, Heart, and Soul.* New York: Tarcher/Putnam.
- A conceptual and "how-to" manual for personal transformation. Its description of how to achieve lasting long-term change is relevant to the work here.

Nutt, P. (2002). *Why Decisions Fail: Avoiding the Blunders and Traps that Lead to Debacles.* San Francisco: Berrett-Koehler.
- Readable and entertaining analysis of failed decisions with a clear analysis of why the decisions went awry by one of the leading thinkers in decision science. Nutt identifies three blunders and seven traps behind these failed decisions or debacles. Of particular interest to this work, one of the traps involves values that lurk behind an ethical position but are often not understood nor brought to the surface.

Ogilvy, J. (1979). *Many Dimensional Man*. New York: HarperCollins.
- A deep philosophical tome that tours the ideas of many great thinkers around the idea of the self. The key idea is that the individual is not a single self, but multiple selves.

Pearson, C. (1998, 3rd Ed.) *The Hero Within: Six Archetypes We Live By*. San Francisco: Harper.
- Draws upon Jungian ideas to identify six archetypes that one tends to follow on one's journey of individuation. They are prototypical roles or characters that people commonly follow, with some more or less favored by different cultures. They can be consciously chosen as mechanisms for self-transformation, with the types first identified by diagnostic questions or the author's assessment instrument.

Pink, D. (2005). *A Whole New Mind: Why Right-Brainers Will Rule the Future*. New York: Riverhead Books.
- Great read that is tangentially related to values in that one of six emerging senses or aptitudes includes the "search for meaning," which provides some insight into a possible directionality of values.

Rapaille, C. (2006). *The Culture Code: An Ingenious Way to Understand Why People around the World Live and Buy as They Do.* New York: Broadway Books.
- Focuses on how to uncover people's archetypes or the unconscious meanings they ascribe to various things—in particular focusing on areas of consumer interest. The archetypes are imprinted from a combination of experience and emotion and transmitted via the culture, usually at an early age. The author developed a three-hour workshop technique that identifies the "code" that taps into these imprints so that marketers can design products and services that succeed by tapping into these archetypes.

Ray, M. (2004). *The Highest Goal: The Secret That Sustains You in Every Moment.* San Francisco: Berrett-Koehler.
- Focused around finding one's purpose in life, which the author calls the "highest goal." It has a nice mix of theory, exercises, and case examples.

Ray, P. (2000). *The Cultural Creatives: How 50 Million People Are Changing the World.* New York: Harmony Books.
- In-depth exploration of this segment of US society, which mirrors the postmodern values segment referred to in this text. Readers looking for the short version may want to consult his excellent overview article: Ray, P. H. (February 1997). "The Emerging Culture," *American Demographics*.

Redfield, J. (1993). *The Celestine Prophecy.* New York: Grand Central Publishing.

- A somewhat clunky adventure story provides the mechanism to reveal nine insights important to an individual or an entire culture's spiritual awakening. Provides some insight into New Age thinking around spirituality and explores the idea that we are on the verge of a massive cultural awakening or transformation as people become aware of these insights.

Rokeach, M. (1973). *The Nature of Human Values*. New York: Free Press.
- Seminal work in the study of values that lays the foundation for much of this work. A comprehensive study that produced a conceptual framework and a significant system of values that remains one of the most influential works on the topic.

Rokeach, M. (1979). *Understanding Human Values: Individual and Societal.* New York: Free Press.
- Collection of articles with a couple that relate to this topic. Rokeach's own piece on how values change is very useful, and a piece by Williams citing Rokeach also covers the topic of how values change as well as some definitional concepts.

Scharmer, C.O. (2007). *Theory U: Leading from the Future as it Emerges*. Cambridge, MA: Society for Organizational Learning.
- A rich and more technical approach to many of the ideas in *Presence* (described below)—the textbook approach. Covers a lot of ground around purpose and mental models more than values.

Seligman, M. (1998). *Learned Optimism: How to Change Your Mind and Your Life.* New York: Free Press.
- Makes the case for how an optimistic thinking style makes one more successful and a negative style has harmful consequences, such as being more likely to become depressed. Suggests pessimists can learn to be optimists by learning a new set of cognitive skills, centered around combating negative thoughts as they arise.

Senge, P., Scharmer, C.O., Jaworski, J. & Flowers, B.S. (2004). *Presence: Human Purpose and the Field of the Future*. Cambridge, MA: Society for Organizational Learning.
- Emphasizes the need for individuals to question assumptions and see reality for what it is in order to fulfill their purpose. Notes how this kind of work is difficult and unsettling, which supports the notion of values change being difficult.

Simon, S., Howe, L., & Kirschenbaum, H. (1972). *Values Clarification: A Practical, Action-Directed Workbook*. New York: Warner Books.
- The introduction has some useful theory and ideas, and after that covers 73 different strategies, essentially tests or techniques, for individuals to assess their values. It offers an interpretative framework up front, but no help on interpreting how the results one gets from the various tests fit.

Strauss, W. & Howe, N. (1991). *Generations: The History of America's Future, 1584 to 2069*. New York: HarperCollins.
- The essential work on the concept of generations sharing a common ethos. The authors assert that four different types of generations are repeated sequentially in a fixed pattern of roughly one over 20 years for an 80-year cycle and that this pattern has predictive value. They published a follow-up, *The Fourth Turning* that goes into some of these predictions. I reviewed this work when it came out and found it thoughtful and intriguing, but had some concerns about its predictive power.

Thaler, R. & Sunstein, C. (2008). *Nudge: Improving Decisions about Health, Wealth, and Happiness.* New York: Penguin Books.

- Explores the role of context in influencing decision-making. In particular, shows how setting up a decision, what they call "choice architecture," can influence the results in a favorable way. Determining the default option for a choice, for instance, takes advantage of the role of inertia and thus is an important influence.

Trompenaars, F. (1998). *Riding the Waves of Culture: Understanding Diversity in Global Business.* New York: McGraw Hill.

- Focuses on the influence of culture around five dimensions similar to those identified by Hofstede. It has useful insights into the role of culture in general, but not much specifically on values.

Wilber, K. (1977). *The Spectrum of Consciousness*. Wheaton, IL: Theosophical Publishing House.

- Early work that lays out ideas for how consciousness evolves along a spectrum. Introduces many of the ideas that will be refined in later works. For our purposes, makes the point that one's values are related to one's position on the spectrum of consciousness.

Wilber, K. (2000, 2nd ed.). *Sex, Ecology and Spirituality: The Spirit of Evolution*. Boston: Shambhala, 2000.

- The author's magnum opus (so far) that details his integral philosophy and four-quadrant model for explaining the connectedness of all things in the context of evolutionary human development.

Wilber, K. (1996). *A Brief History of Everything*. Boston: Shambhala.

- An earlier "popularizing" effort that was perhaps less accessible than *A Theory of Everything*. Provides helpful insights into why people grow—or don't grow—from a human development perspective.

Wilber, K. (2000). *A Theory of Everything*. Boston: Shambhala.

- A popular version summarizing some of his core ideas developed in more detail in several other works. His integral perspective informs this work as an overall orientation to thinking about the topic. Of particular note is that he spends time exploring Spiral Dynamics which is used in this work as an exemplary system of worldviews.

Wilber, K. (2000). *Integral Psychology: Consciousness, Spirit, Psychology, Therapy*. Boston: Shambhala.

- The author applies his philosophy to developmental psychology and, of particular importance to this work, provides some theoretical background and insights to the emergence of postmodernism.

Zaltman, G. (2003). *How Customers Think: Essential Insights into the Mind of the Market*. Boston: Harvard Business School.

- Tremendously insightful into what really drives consumer behavior. Draws upon findings from brain science and the author's successful market research practice to make a convincing case that traditional market research misses a lot, and that one needs to go deeper to really understand how consumers think and decide.