

On Personal Value Management

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Abstract

The paper details the implication of personal value, its structure, its differences of different people, its developing phase, the significance of management for it, value rigidity, as well as value conflicts. The view on value can be sorted into personal value and group value, which affect each other. The compatibility between personal value and group value exerts great significance to personal development. From interior to exterior, the structure of personal value can be mapped out, level of world recognition, level of moral conception, level of political conception and level of life custom, all of them reacting with each other. Starting from personal birth, we can divide the development of personal value into six phases, germination period, growing period, shaping period, maturing period, adjusting period and stable period, as is not an absolute sorting. The system of personal value is, generally, in changing. Personal value influences personal behavior as well as decision, affecting the performance of personal developing as well as one's compatibility or conflict with society. It is of great importance to analyze how to manage individual view on value.

Innovations, (1) redefine the concept of personal value, (2) personal value structure, (3) sort value into personal value and group value, (4) phase the development of personal value into six stages, (5) the concept of value viscosity, (6) map out a program for short term personal value management. Methods, (1) literature methods, (2) exemplification methods.

Keywords : Structure of personal value; Value developing phase; Value viscosity; Value conflict

The world's first attribute is material, while that of human society is spiritual. Human's heart influences their behavior choice, determining the compatibility or conflict of social groups. Zengzi said in *Lun-yu*, "check my heart three times per day". In the late 1970s, Deng Xiaoping advocated "emancipating minds", breaking the shackles of thought, and CPC was liberated from the value dilemma of decades. In 2013, China's leaders of new generation took power, remolding core values of society, advocating "innovation, coordination, green, openness and sharing", guiding people with correct values, administering corruption in official area, social justice improved essentially. "Thinking manner determines the way out", attitude determines everything, and values management is the most fundamental management work for individuals, organizations and countries.

1 On Connotation of Value

1.1 Connotation of Value

Kluckhohn (1951) argued that values are explicit or implicit views on what is "worth", a feature that distinguishes differences between individuals or groups, and influences how people choose behavior, manners or goals. Rokeach (1973) held that values are beliefs with motivational and normalizing functions, as well as the guidance of actions and attitudes, which can be divided into specific behavior manner and the ultimate state of existence. Synthesizing the above research, we think that values refer to the attitude or stand of a group, an individual toward the objective world in practice, and think that there is a difference between good and bad, excellence and inferiority, then have a choice on behavior. All are public officials, some officials integrated and clean, some greedy and drilling for promotion. All are businessmen, some merchants abide by the law, while others produce or sell faked goods, trap consumers, harm society. Different behavior choices usually tell different values of the individual.

1.2 Categories of Value

Perry (1926) sorted values into six categories: cognitive, moral, economic, political, aesthetic and religious. Citing the classification of *Human Categories* by the German philosopher E. Spranger (1928), Allport, Vernon and Lindzey (1960) classified human values into six categories, namely economic, theoretical, aesthetic, social, political and religious. Rokeach (1973) divides values into ultimate values and instrumental values.

For the convenience of research, we divide values into group values and individual values. Group values are the values of certain social group, individual values are the values of individual residents.

The formation reason of group values involves the influence of political belief, regional custom, religious belief, professional influence, social education etc.

The formation causes of personal values are not only group values, but also family background, education, and personal experience.

1.3 Interaction Between Personal Values and Group Values

The interaction between group values and individual values or the evolution of group values is one of the original driving force to push social movement and social change, also the cutting point where heroes guide the social masses. At the beginning of the Three-Kingdoms of China, there was Zhang Jiao, Zhang Bao and Zhang Liang's Huang-Jin-Army Movement. In Chinese Qing Dynasty, there was Taiping-Paradise-Kingdom Movement, in the Republic of China period there was a peasant revolution movement of CPC. Because of the powerful pushing role upon society from values, most of feudal ruling classes in history inclined to bear prejudices against new ideas, liable to clean them out thoroughly, such as the literal prison of Chinese Qing Dynasty. During the period of the Republic of China, Jiang Jieshi government banned the speech from the Communist Party.

(1) Group values impact and assimilate individual values;

When mainland merchants enter Taiwan to do business, their minds are easily influenced by local people. Or European and American businessmen enter China to invest, they begin to accept Chinese values and act in accordance with Chinese culture and customs.

(2) Personal values influence and mutate group values;

On the one hand, personal values affect the development trace of individuals, on the other hand, affects the progress of social development and civilization. Sun Zhongshan, Mao Zedong and Deng Xiaoping had a revolutionary influence on Chinese thoughts. After Xi Jinping, Li Keqiang and other communist leaders took power, they have fundamentally been governing CPC's "four customs" and guiding CPC to flourish at midterm.

The relationship between individual values and group values, the strong changes, conducts group minds, the weak adapts to group minds.

2 Value Structure

Rokeach (1973) sorted values into ultimate values and instrumental values. His structure of values is widely used in China. And Super, categorized the structure of values into internal motivation, convenience, coworker relationship, career, sufficiency of resources.

Maslow sorted human needs into five levels: physiological needs, security needs, love and belongingness needs, respect needs, and self-actualization needs. Maslow’s hierarchy of needs theory has also become an important theoretical basis for values research. According to Maslow’s theory of hierarchy of needs and Two-Factor theory, Wang Lei, Ma Hongbo and Yao Xiang divided work values of college students into four levels: (1) economic reward and working environment, (2) personal growth and development; (3) organizational culture and management manner; (4) social status and enterprise development. Dou Yunlai, Huang Xiting did a similar study, they put the value of Chinese R&D workers into four factors, (1) survival, (2) relationship, (3) development, (4) organizational support.

Li Hong, Sun Shu divided moral value structure into four elements: moral goal values, moral purpose values (Notes: according their original research, moral goal value, moral purpose value should be titled moral right-or-wrong value, moral choice value respectively), moral means value and moral behavior effect value.

Xin Zhiyong and Jin Shenghua sorted the value structure of college students into (1) means values, (2) goal values, (3) rule values, among which goal values include three elements, personal goals and social goals, transcendental goals. Their goal values are very approximate to Maslow’s hierarchy of needs theory. Our study holds that laws or rules embody and maintain certain value systems, and they are derivatives of certain value systems, so laws or rules cannot, in essence, be regarded as elements of value structure.

From internal to external, this study sorts the personal value system into three layers (Fig.1). The first is the world cognition, which mainly refers to theism or atheism, the world is materialistic or idealistic, and how to view the philosophical concepts such as existence of life etc., as is the core layer of values; The second is moral concept, including kindness or evilness, integrity concept, labor concept, wealth concept, world cognition level will influence upon moral concept level; The third level involves political concept, life custom, work concept, political idea including fairness and justice idea, democracy idea these political ideology as well as power idea. Life custom idea includes living hygiene habit, eating habit, hospitality habit and so on. The work concept mainly refers to the value arising from professional reasons. The world cognition level, the moral idea level decides or influences political concept, life concept, work concept. The biggest influence to the atheism individual in social group is its moral idea, political idea. For social groups with religious beliefs, the related religious belief usually has the greatest influence upon them

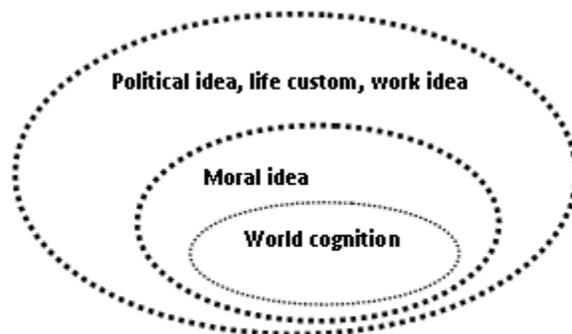


Fig.1 Structure of Personal View on value

3 Developing Stages of Personal Value

Tab.1 Development phase of personal view on value

Budding period	From birth to pre-school time
Growing period	Kindergarten to high school time
Formation period	College period
Walking to maturity period	From college graduation to 30 years old (covering 30)
Adjusting period	From 30 to 45 years old (covering 45)
Stable period	After 45 years old

This study sorts the development of personal values into six stages (Tab.1). Personal value is mainly influenced by the family in budding stage; The formation period is generally in the university, which is the first revolution of personal values, and also the accident prone stage; It is the second revolution of personal values from college graduation to 30 years old (covering 30 years old), the inner concept and the outside world are liable to conflict, also accident prone stage. Between 30 and 45 years old, the adjustment period (including 45 years old). After 45 years old, the stable period.

This sorting is a general sorting. The maturity of individual values, usually it is quicker in developed countries than developing countries, urban children faster than rural children. Middle school and university are the most important place to inculcate national value system and the key period for residents to accept political ideas. After the age of 45, personal values change if there is a major external shock. According to different stages of development, different personal value management strategies could be adopted in consistent with real circumstance. The personal value management in this study mainly refers to the personal value management in the development stage of life with self-control ability after primary school.

4 Differentiation of Personal Value

This study classified the factors leading to differences of individual values as six (Tab.2).

Tab.2 Factors causing variation to personal view on value

	Family edu	School edu	Regional custom	Political factor	Personal experience	Profession al factor
(1)Qin Emperor the 1 st						
(2)Tang Taizong						

The difference of values is one of the reasons leading to the value conflicts as well as social conflicts, also the important content of social safety management, and the important concern of "words could be said or not, things could be done or not". At the first time, American women can be offered a "sweet kiss", as may not work in China, Japan, or Islamic countries. Tab.2 is of great significance, (1) it illustrates the objectivity of differences in values. Although humans have similar contours, they differ greatly in the values of their inner world. Because of the difference from their birth, education, political environment, personal experience, occupation and other factors, inevitably, it will lead to different value judgments. Conscious of the objectivity of value difference will be helpful for people to have a more essential understanding of society and others, to adopt prudent social behavior strategies, avoiding unnecessary value conflicts and social risks. (2) the six factors of personal value difference also illustrate the important origin for personal value, thus provide the basis for strategy making, and adjustment of individual value deviation for personal value management. To change the value deviation of a promising assistant, the company president can train him, or change his work region, job rotation, enrich his life experience, etc. In a word, the six factors of individual value difference are the important decision basis for personal value management.

5 Value Viscosity, Elasticity and Value Conflict

5.1 Value Viscosity, Elasticity

Viscosity and inertia are similar concepts. Psychological inertia and values viscosity are interdependent and mutually reinforcing each other. When embodied in political life of a country, they are institutional inertia or path dependence found and pointed out by Douglass C. North (1990). Tushman also studied cultural inertia. Viscosity and inertia are the universality of world, because of different environments, it could have positive or negative effects. Therefore, the process of management could make decision along real circumstance, to overcome negative inertia or stickiness and form positive inertia or stickiness.

Values stickiness refers to individual values or group values, once formed, it is not easy to change, it is closely linked with psychological inertia, thinking patterns, institutional inertia. The elasticity of values refers to the characteristics of individuals or groups values that could change easily. In general, the more closed a social system, the more difficult to change the group values, and the longer the historical period of the concept, the more difficult to change.

The more open a social system, the more flexible the value, the more pragmatic its social member. In late Qing Dynasty, challenge the traditional system from Wu-Xu Reform Movement of 1898 failed. The resistance of some remote rural residents to urban fashion in 1980s China, the rejection of non-Islamic people by the Islamists, and the psychological panic of indigenous tribes towards outsiders, all these might be regarded as value stickiness. When an open social system gets along with a closed social system, they are prone to conflict. From long-term observation, the closed social system in conflict is more liable to position itself at disadvantage, unless it actively undergoes value reform. Whether value viscosity, elasticity have positive or negative effects, it depends upon environment and conditions. The value viscosity usually plays a negative role in a highly uncertain environment.

5.2 Value Conflicts

There are two major types of social conflicts, values conflict, benefit conflicts, the two are usually combined. A social system changes along time, space environment, or there are outsiders getting into the system, different values will interact, because of the existence of value viscosity, value conflicts could happen, and cause benefit conflicts as well as social conflicts. The above situation in a social system is also the key link of value management. If the social system had a pre-alert intelligence system for management, the probability of conflict would go down. In 1930s, if Kuomintang government had set up a pre-alert system for social intelligence, Japanese aggression war would not have occurred. When an individual changes from the social system he lives to another, personal values may conflict with group values, and common people should prepare themselves for a value reform to be integrated into the new social system. Of course, it is also possible to spread good ideas to the new social system, such as religious people.

The theory of value viscosity proves the rationality of the concept "openness and sharing" recently put forward by CPC Central Committee, and keeping proper openness of a social system, is the inevitable way to overcome the value stickiness, to avoid the value conflict in different social systems, is also important content of personal value management.

6 Practice of Personal Value Management

Value concept is a long-term variable, globe variable that affects individual survival and development, and an important internal factor to predict the future of an individual. Values have an important influence on individual behavior choices and individual management decisions, so it affects the way individuals interact with groups. Many problems are caused by the prison of idea, values can determine whether social conflicts occur or not. Therefore, treat individual value management upon the strategic height of life development, the overall situation of society. To survive and develop, improve management efficiency, individuals should lose no opportunity to carry out value reform.

6.1 Process of Personal Value Management

Good personal value management should establish a system for environment and personal values regular prediction, periodic check and evaluation, regular learning, regular adjustment. Short-term personal value management usually covers six steps, such as value environment scan and prediction.

6.1.1 Value environment scan and forecasting

The purpose of the value environment scan is to solve the problem of the compatibility of individual values with the group values in a particular region, to predict values, avoid value conflict. The scanning of values mainly compares the four aspects with the environment, e.g. personal political idea, world cognition, morality and living custom (see Tab.3). Tab.3, A rural Chinese youth L, who has just been admitted to college, is scanned by his high school teacher. By comparison with the university environment, it is concluded that L has a good compatibility with the university environment in terms of political ideas as well as world cognition, that L is honest, there is no moral hazard, while L has a closed personal life habit, in college career, L could encounter interpersonal barriers and the risk of conflict with teachers or classmates.

Tab.3 Value scanning contents (freshman L's university life as instance)

	Political idea (political ideology)	World cognition (religion idea)	Moral concepts	Life custom
L's personal value	Support socialism democracy with the leadership of the Communist Party, and respect individual right and freedom	Atheist, materialist	Industrious and honest	Egocentric, free, casual, no favor for communication with people
College value	Support socialism democracy with the leadership of the Communist Party, and respect individual right and freedom	College campuses do not encourage the spread of religion in China	Study diligently, obey discipline, abide by the law, respect teachers and staff, care for alumni and love college	Enterprising, civilized, open, tolerant and innovative
Comparing manner (compatible or not)	compatible	compatible	compatible	Relative bad
Index quality (good, relative good,bad)	Relative good	Relative good	Relative good	Relative bad
General evaluation	Through preliminary assessment, L may encounter interpersonal barriers and the risk of conflict with classmates or teachers after he enters university.			

6.1.2 Make as well as assess personal value management plan

By scanning personal values, short-term value management plans could be developed as well as assessed. Also taking the example of freshman L, whose high school teacher P helps him develop a short-term value management plan.

(1) the value system to be established or updated. College pupil L stipulates that he resolutely adhere the leadership of CPC, prevent deviations in political concepts, study and exercise diligently, with a firm will to achieve long-term goals, form the habit of making early plans and arrangements for everything, attach importance to the accumulation of processes, not obsessed by partial gains or losses (Xi Jinping, 2015), to establish a social relationship by unified concept upon righteousness and profits, not to grab small benefits from others, not to infringe on other people's property rights or human rights, must respect teachers and parents, with a tolerant heart and love sense, to gradually form a concept of open development. In addition to attending ideological and political courses on time, study *Lun-Yu* of Confucius an hour per week, and write learning experience in English. Purpose, prevent political deviation, strengthen social ability, prevent corruption in college, and prevent being a lazy guy.

(2) make a plan for managing value goal system.

L makes it a rule for himself to study *Lun-Yu* of Confucius one class per week, learn Chinese wisdom. The time is arranged on Saturday morning generally. If there is an emergency, time could be adjusted flexibly. Try to write experience for learning *Lun-Yu* in English once a month. Form an open living habit, actively participate in collective activities, learn to observe people's heart, contact teachers or classmates once or twice a week at spare time. Try to talk with counselor or class teacher once each term, accept the criticism and guidance from college teachers, and carry out criticism and self-criticism with the classmates irregularly.

(3) Evaluation of target system and program system.

The target system is consistent with the reality generally, suitable to the situation of social development, the allocation of time resource generally feasible.

(4) determination of operating procedures.

In addition to implementing the time allocation plan according to step (2), visit high school teacher P once each holiday, accept advices from P, predict and guide the change of L's whole value system.

(5) archiving.

Set up special computer folder or notebook, save value management plan and summary for each study year, provide reference for future management work.

(6) prepare for implementation.

In practice, it is not easy to establish a value system for oneself, especially in life custom. Environment and human value system interact; people need time to understand the environment and environment is changing; on the other hand, the psychological inertia of ordinary people is greater, and there is resistance when changing their own concept.

6.1.3 implement of the management plan

This includes psychological starting, will effort input, economic resources as well as time resources allocation.

6.1.4 Site monitoring

Plan is not a constraint on creativity, but helps people prevent risk and improve efficiency in the process of creation, so it is only a reference. Since "changes in the environment usually run beyond the plan", which requires the management to have the ability to respond at site, e.g, to perform and monitor on the spot. For example, on Saturday, L is planning to learn *Lun-Yu* of Confucius, classmate Z invites L to climb mountains, how to deal with this situation? Go, ruin the plan, not go, breach the concept of open development, L is suddenly caught in a dilemma. In this case, L can shift learning time to Sunday, ensuring the flexibility of the personal management system.

6.1.5 Value management summary

Make management plan every study year and summarize management work every semester. Summary work involves excellent performance, failure points, future prospects, and so on.

6.1.6 Establish pre-alert system for value management

The purpose of establishing the early warning system of value management is to adjust the values or change the values timely when the social system where they live is changing, to serve the survival and development of individuals.

The important goal of personal value management is to expand excellent tradition, assimilating good ideas, abstaining from bad habit, adapting oneself to social environment, deploy time and resources to value management, serve for survival and development. In many cases, there has been no major change in the living environment of individuals. For instance, people in non-commercial institutions, their ideas are being updated very slowly, they should focus on upholding good things and learning new matters, avoid losing the good tradition of hard work in youth time, avoiding deterioration or personal corruption. Man is a special machine, what he knows would not mean what he will do; what he supports and resolutely implements today does not mean that he will continue to carry it out resolutely tomorrow, or else, Mao Zedong would not have made major mistakes in his old age.

Physiologically, people have to eat and replenish their energy every day, eat today and tomorrow. Spiritual life is the same as material life, spiritual nutrition needs frequent replenishment. Today, a person says, "Don't be lustful and greedy, don't be lazy," after a period of time, he should review it regularly, and "eat a meal" again, so as not to forget. Zengzi's "check heart three times per day" is a way to maintain a good value system. Reinforce the mental fence, "complement spiritual calcium", run the value management well, and provide positive spiritual energy for the regular management continuously.

For individuals whose living environment is constantly changing, such as the key managers of multinational corporations, they should be prepared to accept new things, change their ideas and keep their values flexible.

7 Harm from Value Management Failure, Value Conflicts

Value management failure or falling into value conflict, the consequence is mostly not good, value management failure affects the long-term fate of the individual, impacting on the family, the serious will also affects or even harm the entire social system. In CPC history, Wang Ming's leftist line almost ruined CPC's great undertaking. Mao Zedong's stubbornness in his late years left thousands of people dead unjustly and led the whole Chinese into poverty. In 1989, Chinese youth elite took part in the "June 4th" pupil movement because of political misunderstanding, many lost their lives, causing great grief to their family. Chen Xitong, Wang Baosen's embezzling public funds, impairing public interests, sent themselves into prison, not mentioning that his fate in the old years was miserable, but also the whole family were humiliated. In 1980s, there were piles of rascals in Zhaoshi Town of Longshan County, Hunan Province, China. Later, most of them went to jail, sentenced to death, or killed in hooligan fights.

Value differences could not be discerned from value deviation in short term. Once the individual enters the tide of society, the long-term and macroscopic effects of values will erupt after accumulation, releasing appalling energy and even collapsing the whole social system.

Therefore, value management in the long-term development of individuals, playing a pivotal role, is the most fundamental management work. A good idea in eyes of individual demands environment analysis and a comparison with social ideas. If society does not accept the idea, the host should be careful. Ordinary people, to disclose ideas different from society, should behave in accordance with their capabilities, ordinary people's value management strategy is mainly to adapt to the society. If a leader of the social system or common people intending to participate in social reform, such as Shang Yang, Wang Anshi, Deng Xiaoping, Li Jiacheng, could guide the masses's heart by changing the concept of social groups.

【Case Study】

Chinese TV story *Legend of Zhen Huan*, directed by Zheng Xiaolong, prime actors were Sun Li, Chen Jianbin. In the story, vital official Nian Gengyao was chopped by Emperor Yongzheng because of their contradiction, so try to analyze systematically the contradiction between Nian and the Emperor. What is the relationship between interest conflict and value conflict, and what are the profound lesson to be learned or any comments?

8 Conclusions

Personal value management, in Chinese history, has been called self-cultivation, on religious practice, called "boat oneself across as well as others". The difference is that they are not related to contemporary management theory. Personal value management takes the most important position in the field of personal management, for personal values determine the direction of life movement, related to the compatibility between individual and social environment, and personal value system is also an important factor for life prediction. In long run, a deviation of individual values or a disorder of personal value system could result in a misguided personal development, personal conflict with society or a fall into a life crisis. In China, North Korea, Taiwan, people should pay attention to political ideas taboo, individuals not intending to participate in political reform should try to avoid political conflicts by free speech. In the sensitive areas of Islamic religion, the subject should pay attention to religious taboos and avoid falling into conflict of religious ideas. Personal management should, first of all, solve the basic long-term work of value management, to ensure the individual's ability to adapt to society and lay a solid spiritual foundation for the management of other fields. To maintain a good value system, we need to learn constantly, absorbing nutrients from practice, allocate fixed time resources every week, set up personal value management system and early warning system, deal with the viscosity as well as flexibility of values.

The management of good values is based upon strong psychological strength and provides strong spiritual power for personal development. In current historical environment, the concept of "innovation, coordination, greenness, openness and sharing" is not only applicable to countries and organizations, but also to individuals and families, deserves their referencing or learning.

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