Master-Table 29

The groupings of levels of purpose used to realize values in society.
Grouping the levels of purpose forms seven levels in a structural hierarchy. The G numeral indicates the number of adjacent levels grouped together.
In all groupings (G), descending the groups reveals progression to more realizable, precise, tangible, or action-based entities.

G	Nature	Function	Content (Structure)	Implications for Society	Implications for Organizations	Common Errors
G-1:	Defining responsibility appropriately	To ensure that values can be affirmed, chosen and pursued in a social context.	7 levels of **Purpose** (monadic)	Recognition that everyone has the need and ability to fill seven distinct primal roles in social life.	All seven levels need to be recognized as motivating and influencing staff.	·Poor balance between personal and group pressures. ·Excessive neglect of one or more roles and levels.
G-2:	Constraining activity strategically	To ensure that chosen values focus minds and shape outcomes.	6 types of **Direction** (dyadic)	Communication between primal roles at adjacent levels is needed to deal with uncertainty about using values in practice.	Clear, realistic and acceptable directions are needed for cooperation, efficiency, effectiveness.	·Woolly specifications. ·Mishandling the social process. ·Ignoring value pressures.
G-3:	Promoting change politically	To ensure that desired values are installed despite resistances.	5 components of **Drive** (triadic)	Values must be constantly revised, reasserted and (re-)installed, even in the most conservative society.	Organizations are quasi-communities and all staff should be engaged when introducing values.	·Failing to recognize the political dimension in change. ·Not attempting to introduce any changes.
G-4:	Sustaining achievement rationally	To ensure that values are expressed coherently and enduringly in activities.	4 domains of **Functioning** (tetradic)	Society requires a wide variety of organizations dedicated to its transformation, differentiation, strengthening and sustenance.	Strong management involves the performance of four types of leadership work.	·Omitting work on mind-sets. ·Excess focus on operations. ·Absence of strategic thinking. ·Poor linkage of the domains.
G-5:	Organizing endeavours consensually	To ensure that work serves the values of both society and individuals.	3 embodiments of **Autonomy** (pentadic)	Organizing involves compartmentalization and the duties of each compartment should be designed to be synergistic.	Movements, authorities and enterprises must be developed and handled in distinctive ways.	·Expecting efficient services from government, or self-regulation by individual firms. ·Misunderstanding regulation.
G-6:	Regulating power ethically	To ensure that a society, its people and their activities, are regulated by values.	2 guardians of **Sovereignty** (hexadic)	The people require guardian institutions and political debate to control the government that regulates their activities.	An organization should consider itself a society in microcosm and work on its framework of ethical rules.	·The government places itself above the citizenry. ·Poor working of the political arena.
G-7:	Exercising freedom imaginatively	To ensure that each member of society uses and evaluates values.	1 state of **Membership** (heptadic)	Society requires its members to show civic virtue by participating willingly, being responsible and acting on what is important.	Values are constantly affirmed by all staff in their relationships, actions and communications.	·Taking society for granted. ·Denying the omnipresence of values in all social phenomena. ·Devaluing certain members.