

PROFILE OF THE AUTOMOTIVE RETAILER:  
AN EXPLORATORY STUDY OF THE  
ORIGINS, GROWTH, AND OUTLOOK  
OF SELECTED MICHIGAN  
AUTOMOBILE DEALERS

Thesis for the Degree of Ph. D.  
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This is to certify that the

thesis entitled

PROFILE OF THE AUTOMOTIVE RETAILER:  
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## ABSTRACT

### PROFILE OF THE AUTOMOTIVE RETAILER: AN EXPLORATORY STUDY OF THE ORIGINS, GROWTH, AND OUTLOOK OF SELECTED MICHIGAN AUTOMOBILE DEALERS

By

Stoakley Walter Swanson

#### Purpose

It has been the purpose of this study to explore the origins, interests, and outlook of a select number of Michigan franchised domestic new car dealers; to learn something about the conditions surrounding their initial entry into automotive retailing, and their pattern of professional development thereafter; and to examine the manner in which they view their position today, and how they now regard their original decision to become automobile dealers.

#### Frame of Reference

While there is little, if any, published information available on the franchised domestic new car dealer as a private person, there have been a number of studies of similar intent to our own which have been written about American small businessmen active in the manufacturing sector of our economy. And these studies have served both as a guide to us in planning our own research, and as a means of enabling us to examine how



closely the experience of the franchised domestic new car dealer has paralleled that which has been reported in this earlier research about the manufacturing entrepreneur.

#### Collection of Data

The data collected in this survey were obtained from fifty-four of ninety-five franchised domestic new car dealers located throughout the Lower Peninsula of Michigan who were recommended to us by officers of both the Michigan Automobile Dealers Association and the Detroit Automobile Dealers Association. In each case the dealers so named were represented by these officers as being among the foremost of the automotive retailers active in their respective communities. For the most part, the background information obtained from our fifty-four respondents was secured through the use of a mail questionnaire which was circulated in the summer of 1970, but follow-up telephone calls also were used to clarify discrepancies in the questionnaires returned, and to solicit additional biographical data, whenever it was needed.

#### Major Findings

On the whole, our respondents did appear to be pleased with their original decision to become the heads of active automobile agencies. A majority of them also indicated that they had spent the greater part of their

occupational lifetimes in automotive retailing, having discovered their interest in this field relatively early in their careers. And, among the younger members of our sample from major metropolitan areas, there also was a high incidence reported of early specialization in sales, with a typical chronology of agency employment consisting of movement upward through the positions of new car salesman, new car sales manager, general sales manager, and general manager, before a respondent from this portion of our sample finally took the major step of launching out as the head of his own automotive enterprise.

Of interest, perhaps, is the manner in which these findings contrast with those of the earlier studies concerning the manufacturing entrepreneur. For the most part, that individual was characterized as having led a rather unhappy and unstable childhood, as having undergone some difficulty in finding himself in the world of work, and in many instances, as having finally been drawn into entrepreneurship as a result of simply having exhausted all of his other alternatives (while in our study, none of these observations was found to be typical for the great majority of our respondents).

It has been the conclusion of this study that a possible explanation for the differences between the two types of individuals might lie in the nature of the franchise relationship which exists in automotive retailing, it seeming reasonable to suggest that a person with the

type of background depicted for the manufacturing entrepreneur would not be very likely to seek out the kind of subordinate role which the franchised domestic new car dealer is frequently forced to endure within his industry, or would be very representative of the type of person in whom a major automobile manufacturer would be likely to place its trust.

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TO LOUISE SACHA

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## Chapter 1

### INTRODUCTION

#### Purpose

Although the franchised new car dealer has been with us now for almost as long as the automobile itself, he remains, in some respects, at least, a relatively little-known (and he might argue, little-appreciated) member of our contemporary scene.

This is not to suggest that little or no attention has been paid to the dimensions of his role within our nation's retail trade. That has been, and continues to be, a matter of well-documented public record, and the figures clearly have established the franchised new car dealer's right to be classified among the colossi of retailing men. For instance, in 1970 approximately 30,000 franchised new car dealers are credited with having conducted 15.4% of total retail sales throughout the United States, although as a group they constituted only 2.8% of all of the retail establishments in our country.<sup>1</sup> Together, they were either directly or indirectly responsible for delivering nearly all of the 8,338,204 new cars delivered in the United States during the twelve months of 1970,<sup>2</sup> and are estimated to have sold a slightly larger number of used cars during this same period.<sup>3</sup> In all, their dealerships are said to have employed a total of nearly 740,000 people,

who received approximately \$5.3 billion in compensation for their services in the 1970 calendar year.<sup>4</sup> Naturally, to conduct business on this scale requires an appreciable investment in physical plant and equipment, and, in fact, the National Automobile Dealers Association reports that in 1970 America's franchised new car dealers are estimated to have enjoyed a total net worth of about \$5.5 billion.<sup>5</sup>

And so, as we have stated, it is not to the extent of the role which he plays in our economy that we have referred in suggesting that the franchised new car dealer remains in some ways as little-known today as he was when he first began in business some seventy years ago. That aspect of his existence is readily identifiable, and leaves little doubt as to his importance.

Nor would we wish to suggest that the franchised new car dealer remains little-known in terms of his struggle for survival in the difficult spot in which he finds himself as a consequence of having to serve two demanding, and at times capricious, masters: the rich and powerful automotive manufacturers, and the seemingly hard-to-please and frequently fickle car-buying public. His predicament in this situation also has become a matter of considerable public interest, and has served as a source of much governmental, academic, and popular inquiry.

What, then, does remain about this American small businessman that has not yet become a matter of disclosure? Simply stated, it is the man himself. That is to say, we

still know relatively little about the origins, interests, and outlook of the private individual whose name often is emblazoned across the front of his dealership. We know little about the conditions surrounding his original entry into automotive retailing, and about his pattern of development within the business thereafter. And we know little about the manner in which he views his position today, and how he now regards his original decision to become a franchised new car dealer.

Accordingly, it has been the purpose of our research to examine these and other questions about the franchised new car dealer in the light of the data which we have been able to collect through the co-operation of a select number of franchised new car dealers regarded by dealer association officers as being among the most prominent practitioners of automotive retailing within their respective markets. And it is our hope that the findings which we shall be reporting here at least will prove helpful in suggesting something about the manner in which the franchised new car dealers of our contemporary scene came ultimately to occupy the important positions within their respective business communities which they presently enjoy.

### Scope of Study

An eminent marketing consultant once assured the author that in any project involving field research, the two most important considerations are almost always time

and the budget. While there no doubt are those who might wish to challenge this view, nevertheless, it was just such prosaic considerations as these which motivated us early in our research to limit the scope of our inquiry to the geographical area contained within the Lower Peninsula of the State of Michigan.

While at first glance this might seem a rather small segment of the United States with which to concern one's self, on further examination it can be seen that within this territory a considerable volume of automotive retailing activity takes place each year. For instance, in 1970 there were approximately 1,200 franchised new car dealers active throughout all of Michigan,<sup>6</sup> and together they are said by year's end to have concluded over \$2.4 billion in retail sales.<sup>7</sup> They are said too to have delivered approximately 479,244 new cars to ultimate owners during this same period,<sup>8</sup> and to have employed over 32,000 personnel in their dealership facilities.<sup>9</sup> And they also are said to have paid their employees an estimated total of \$265 million in wages and salaries for the work performed for them in 1970.<sup>10</sup>

In all, these figures would appear to suggest that Michigan must rank about fifth in the nation in terms of its overall automotive retailing activity; and while the focus of our study has been limited to the Lower Peninsula, in view of the rather sparse pattern of settlement, and, as of late, the reduced degree of economic vitality in



Michigan's Upper Peninsula, it seems fair to suggest that much of the business to which we have been referring was actually conducted within the area which we have canvassed.

More perplexing, perhaps, is the fact that although there were about 1,200 franchised new car dealers in Michigan in 1970, we attempted to survey only 96 of them. Frankly, we were prompted to sample this modestly, as we already have indicated above, by both time and cost considerations. However, it also is appropriate to suggest that we were willing to sacrifice breadth of coverage in order to achieve a certain depth in the data collected, and we felt that a limited (and needless to say, co-operative) roster of survey participants would be better suited for such a purpose. And, an approach of this character also afforded us the opportunity to concentrate on just those franchised new car dealers who, as we have stated, were considered by dealer association personnel to exemplify the best traditions of Michigan automotive retailing within the various communities in which they worked and resided.

Ultimately, sixty-six of the ninety-six dealers contacted took the one or more hours necessary to complete our questionnaire, and it is to the returns obtained from fifty-four of these sixty-six respondents that we shall be making reference when presenting the results of our survey.

#### Frame of Reference

While there is little, if any, published information obtainable on the franchised new car dealer as

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a private person, we are fortunate in having available a number of studies of similar intent which have been written about small businessmen active in the manufacturing sector of the American economy. And in our own research these studies have proved to be of value in two significant ways. First, they have been useful in suggesting the strengths and weaknesses of the various approaches used to elicit the basic data analyzed and reported in these undertakings, and thus, in helping us to be more effective in charting our own investigatory course. And secondly, they have enabled us to add an additional important dimension to our own research: specifically, that of exploring how closely the early developmental experience and pattern of professional advancement of the manufacturing entrepreneur resembles that of our own franchised new car dealer, whom we already have found to be one of the more important elements in the retailing sector of our economy. And it is, in fact, within this frame of reference that we shall be presenting many of the major findings of our own study later in this report. In this way we hope to be able to indicate not only what we have learned about the dealers in our sample, but also to relate how closely their own experience as retailers has paralleled what has been learned in the earlier research concerning successful entrepreneurs from the manufacturing sector.

#### Significance of the Study

Given the narrow scope of inquiry inherent in our

survey, it would be presumptuous to imply that this study affords anything more than a mere suggestion of what might be learned about greater numbers of franchised new car dealers in any research employing a more extensive sample of respondents drawn from a broader geographical area. We do submit, however, that it at least does accomplish that, and, additionally, that it also has served the worthwhile purpose of putting to test in the area of automotive retailing some of the generalizations which have been made in previous research concerning the personal backgrounds and values of selected manufacturing entrepreneurs.

#### Limitations of the Study

While we suspect that, for the most part, the limitations of this study are of sufficient magnitude to be self-evident, nevertheless, we should feel remiss in our obligation to the reader if we failed at this point to acknowledge the reservation with which our presentation of results should be received.

In the first place, as we have mentioned, our sample was a modest one, and it suffers from the further handicap of having been drawn from a limited geographical area convenient to our home base of activity. Furthermore, as we shall note again in Chapter 3, it also suffers from the disadvantage of having been selected judgmentally by officers of the Michigan Automobile Dealers Association and the Detroit Automobile Dealers Association. Thus, no claim for randomness is possible, and, accordingly, no

justification exists for generalization of results beyond the dealers actually surveyed.

In addition, careful editing of all completed self-administered questionnaires has suggested some of the problems which can be encountered in attempting to use such instruments to collect extensive biographical background information, especially when these questionnaires are disseminated through the mail, and no interviewer is present at the time a respondent completes his form to answer any questions that he might have concerning various aspects of it. As we shall see, a conscientious effort was made by means of follow-up telephone calls to resolve all discrepancies noted during the editing process, but the reader still would do well to appreciate that some response error inevitably must remain in the data which will be presented concerning the dealers who co-operated in our survey.

And finally, we should note that what we shall be portraying here is nothing more than what we have been able to learn about a group of successful franchised new car dealers in Lower Michigan at a point in time, and that the information which we shall provide is non-conclusive in character, and intended only to describe what we have been able to learn under the particular conditions that we have specified.

#### The Organization of This Report

Having sought in this introduction to acquaint

the reader with the general objective of our research, and with the parameters within which it was undertaken, we shall seek next in Chapter 2 to familiarize him with some of the results of the more applicable research which has been completed up to this time in regard to the personal characteristics and outlook of the manufacturing entrepreneur. We shall do this in order to provide the background necessary to permit the comparison which we shall subsequently make between these findings and our own.

In Chapter 3, we shall discuss in greater depth a number of details concerning our survey design and execution that we already have touched upon above, and at the same time, we also shall develop a number of further points relating to this aspect of our research.

In Chapter 4, we shall present the major results of our study, and in Chapter 5, we shall offer our final comments concerning what it is that we have done, as well as what it is that we might have done, but did not, that could have also proved worthwhile.

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## Chapter 2

### REVIEW OF RELATED RESEARCH

#### Introductory Comment

While the subject of entrepreneurship has long been of particular interest to economists and other social commentators, actual attempts at empirical research to identify those aspects of personal background and outlook most common to individual entrepreneurial endeavor in the United States have been both few in number and of fairly recent origin. As a rule too these studies have dealt with rather limited samples of small businessmen drawn, on the whole, from rather restricted geographical areas. And, for the most part, the entrepreneurs themselves have been men who were functioning at the time they were interviewed as the managers of small manufacturing concerns. But for all such limitations, a number of these studies would seem to be of merit, and worthy of consideration in terms of suggesting what special conditions of franchised new car dealer background and development should be of interest in any effort to identify at least a few of the more personal parameters of successful automotive entrepreneurship at the retail level.

#### *The Enterprising Man*

Foremost, in our judgment, among these empirical

studies of U.S. entrepreneurial background and behavior is *The Enterprising Man*, by Orvis F. Collins and David G. Moore. This work, published in 1964, is based upon depth interviews and projective tests administered to the operating heads of one hundred and ten Michigan manufacturing firms (of twenty or more employees in size) established between 1945 and 1958. While there appears to have been some attempt at stratification founded upon geographical density of industrial activity, the sample design seems to have been based primarily on the judgment of the authors, who themselves make clear the point that for the purpose of their study, "... when we use the term *entrepreneur*, we shall mean *the innovating entrepreneur who has developed an ongoing business activity where none existed before.*"<sup>1</sup>

Professors Collins and Moore indicate that their teams of trained interviewers were told "to interfere as little as possible in the way the entrepreneur talked about himself"<sup>2</sup> and were directed primarily to seek information in five basic areas of concern: the nature of the respondent's entrepreneurial activity; his family background; the financial, sales, and employment figures for his firm; the patterns of organization within his enterprise; and the entrepreneur's plans for the future. They indicated too that in addition, forty of their entrepreneurs also were subjected to TAT projective test evaluation, as a means of providing a psychological dimension to their study.

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The portrait of the entrepreneur which has emerged from this effort by Professors Collins and Moore is, as the authors themselves admit, a far cry from the rather romanticized image of the swashbuckling empire-builder who appears so frequently in heroic tales of early American development. Instead, he appears to be, in modern terms, a somewhat "marginal man." In all probability, his childhood was not a happy one, but rather, beset with "dangerous and difficult crises." For many the major calamity was poverty, and for those so unfortunate, one of life's first priorities became the escape from this condition, and from the insecurity associated with it.

The authors also report a high incidence of disruptions in normal child-parent relationships. And of premature parental death, broken homes, and rejection of the father by the destined-to-be entrepreneur. They see in some of this an early indication of a later need to escape from the dominance of all authority, and feel that this suggests the possibility that the entrepreneur "... cannot live within a framework of occupational behavior set by others."<sup>3</sup>

Nor does the formal education of the entrepreneur appear to have been an especially happy experience either. Professors Collins and Moore indicate that a sizable portion of their sample deserted high school before graduation because of needs for financial independence and for freedom from parental supervision. Of those who finished,

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many reported having viewed high school as the natural completion point of their training, or in some cases, as a necessary termination point forced upon them by economic circumstances. Among those in the sample fortunate enough to have attended college, one-half did not graduate, with many of those who failed to do so disclosing that they had voluntarily departed the campus in order to hasten their entry into the world of work. On the basis of their observations, the authors conclude that, "On balance, the tendency for men to get off at an early age lay in no small part in their own intrinsic restlessness, refusal to accept routine, and dislike of adult figures in the world of the student."<sup>4</sup>

But whatever the level of the formal educational attainment of their informants, Professors Collins and Moore discern in the subsequent experience of their group a fairly consistent pattern of personal development which they have creatively conceptualized as "The School for Entrepreneurs." They see this pattern of experience as being composed of as many as four phases: Drifting, Basic Dealing, Protegeship A, and Protegeship B. Drifting is described as a period of "diffuse restlessness," in which the developing entrepreneur "... displays strong indications he will never be able to stick to any line of work."<sup>5</sup> During this phase of his preparation, the entrepreneur is taught "... never to get overly involved with people, and he learns the arts of avoiding involvements



that he instinctively feels may hamper his present action and overly restrict his future."<sup>6</sup> Basic Dealing entails the bringing together of ideas, people, and money in an arrangement meant to be profitable to the entrepreneur, but leading more often to failure and bankruptcy. This is not, then, so much the exercise of actual entrepreneurship as it is an abortive first attempt at performing some of the basic functions of the true entrepreneur. Protegeship A implies a frenetic period of learning from sponsors knowledgeable in areas of business enterprise of interest to the developing entrepreneur. This tutoring, while of vital importance to the developing entrepreneur, nevertheless eventually ends when he is compelled by his innate fear of superordinates to dissolve the protege-sponsor relationship. Protegeship B implies a similar period of learning, but one in which the developing entrepreneur's fundamental characteristic of emotional revolt leads ultimately (as well as inevitably) to a more dramatic and unpleasant parting of the ways.

If all this sounds arduous, you may rest assured that Professors Collins and Moore see the last final plunge into entrepreneurship itself as being no less severe. The authors state that the art of entrepreneurship first begins with an idea for going into business. But, they assert, the actual process of creation is only likely to take place thereafter if there is concurrent with the formulation of this idea a realization on the part of the aspiring entrepreneur that he can never meet the demands imposed upon him

by other people's organizations. This the authors describe as "the period of role deterioration," a time of confusion and distress from which the aspiring entrepreneur ironically seeks his release through plunging into even deeper insecurity by finally determining to give form and substance to his scheme for his own business enterprise.

The initial task of actual business formation is depicted as "... that of gathering in and organizing resources necessary to turn the projection into a line of action."<sup>7</sup> This is called "Setting Up the Firm." Should the aspiring entrepreneur succeed in this, he next enters the phase of "Getting through the Knothole," in which he endures "a period of long hours, low monetary return, and almost unbearable uncertainty." Emergence from the knothole may be either accompanied or followed by a period of consolidation, in which the entrepreneur seeks to solidify his hold on his organization through the elimination of unwanted business partners or other elements who might somehow threaten his right to sole leadership. Appropriately, this procedure is termed "Getting Rid of Partners." A concluding task in this process becomes that of "rationalizing the system," the nomenclature given to a time in which "... the entrepreneur must begin to disengage himself from the minute problems of the firm, sever his bonds of close emotional involvement with the present, and devote increasing amounts of his time and energy to the overall reorganization of the firm and to planning for its future



in the immediate and long range."<sup>8</sup> Failure to make this adjustment is said to mean the possibility of early firm stagnation or atrophy. It is said to be a time when outside consultants or specialists can be useful in helping to deal with the problems at hand.

Professors Collins and Moore refer to the final phase of firm creation as the point of "On Their Way at Last." This is the period of the expansion, integration, and internal structuring of the enterprise which the entrepreneur somehow has managed at last to bring safely into full-fledged existence.

Persons with a preference for statistical presentations will find little with which to occupy themselves should they peruse *The Enterprising Man*, for the authors' portrayal of the entrepreneurial metamorphosis would seem to have been drawn from the data in what would appear to have been a highly impressionistic manner. Nevertheless, the result is a captivating one, and as we now shall see, enjoys the additional distinction of having served as a point of departure for still further empirical research in the area of contemporary entrepreneurship.

#### Corollaries to *The Enterprising Man*

Among those assisting Professors Collins and Moore in their research for *The Enterprising Man* were two graduate students at Michigan State University who subsequently used material gathered during the data collection phase of that undertaking as a basis for their doctoral





dissertations.

In *The Entrepreneur and His Firm: The Relationship Between Type of Man and Type of Company*, Norman R. Smith reports on his effort to examine the nature of the relationship between types of entrepreneurs and the types of firms they build. Dr. Smith also has defined the entrepreneur as "*the individual who is primarily responsible for gathering together the necessary resources to initiate a business,*"<sup>9</sup> and he has based his analysis on data recorded in fifty-two of the depth interviews of entrepreneurial owner-managers performed in Michigan as part of the field research for *The Enterprising Man*.

On the basis of the information provided in these interviews, Dr. Smith has constructed a continuum of entrepreneurial behavior which extends between idealized conceptualizations of two polar representations of entrepreneurial personality. On the one hand, Dr. Smith presents the Craftsman-Entrepreneur, in some ways a rather unappealing figure who exhibits narrowness in education and training, a low level of social awareness and involvement, and a limited or circumscribed time orientation. At the other extreme Dr. Smith defines the Opportunistic-Entrepreneur, a "more-with-it" soul who manifests greater breadth in education and training; a greater sensitivity to, and willingness to become involved with, his external environment; and a greater capacity to sustain a logically perceived future time perspective.

Employing an elementary three-point evaluation system, Dr. Smith has judged each of his fifty-two interviewees in terms of how closely certain facets of their reported background and behavior appeared to fit either of his constructed profiles for the Craftsman-Entrepreneur and the Opportunistic-Entrepreneur, on the basis of a final, cumulative score for each entrepreneur, he has arrived at a distribution of his sample members along the continuum which he has established between his Craftsman-Entrepreneur and Opportunistic-Entrepreneur polar representations. The result is a configuration in which the Craftsman-Entrepreneur characteristic appears to be predominant in about two-third's of Dr. Smith's sample.

Dr. Smith's firm portrayal also is accomplished by means of a continuum, in this case one which lies between two idealized constructions of polar firm types. On the one extreme, the author presents the Rigid Firm; on the other, the Adaptive Firm. By again employing an elementary three-point evaluation scheme, he has sought to classify each of the organizations managed by his interviewees on the basis of the strategic behavior exhibited by these concerns within each of the following major areas of firm operating characteristics: customer mix, product mix, production methods, dispersed markets, and concrete plans for change. And here too Dr. Smith has employed a final, cumulative score for each firm as the basis for assigning it to a position on his firm

continuum. In this case, approximately two-third's of the firms evaluated were found to be more characteristic of the Rigid Firm representation.

Dr. Smith concludes this phase of his study by simultaneously plotting his entrepreneur-type and firm-type continua on a rectangular coordinate system. The result would seem to suggest that the owner-managers in his sample who tended toward the Craftsman-Entrepreneur profile also tended to lead concerns which were inclined toward Rigid Firm characteristics, while owner-managers who tended toward the Opportunistic-Entrepreneur profile were more likely to direct companies which were basically Adaptive in character. And, notes the author, sales growth (which sometimes had to be estimated on the basis of only limited data) of the Adaptive Firms in the sample appeared to be dramatically greater than that of the Rigid Firms for essentially comparable periods of company initiation, maintenance, and aggrandizement.

Dr. Smith terms his research an exploratory study, and quotes another authority to the effect that in such efforts, "... the major emphasis is on discovery of ideas and insights."<sup>10</sup> By taking this position, he no doubt mitigates much of the concern that might otherwise exist with regard to the somewhat subjective character of both his entrepreneur-type and firm-type classification procedures.

"Some Characteristics of Selected Entrepreneurs,"

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by John L. Komives, represents a similar attempt to use data obtained during the field work for *The Enterprising Man* to relate firm organizational characteristics to the personal characteristics of firm founders. Dr. Komives has limited his study to depth interviews of the initiators of forty Michigan concerns located in the Detroit, Lansing, and Benton Harbor metropolitan areas. He does not specify whether or not these forty entrepreneurs (the term being defined as "that person who has developed an on-going business firm where none existed before"<sup>11</sup>) are part of the original sample in the Collins-Moore survey, or were interviewed in addition to that group.

Using insights gained from his interviews, as well as his knowledge of the subject of management, Dr. Komives has devised a corporate continuum based upon internal administrative organization patterns which vary from least bureaucratic ("bureaucratic" being used here positively to denote rationality and order) to most bureaucratic, and he indicates that he has been able to position his companies along this continuum by using a six-point rating scale to judge a firm's division of labor rational, hierarchy of authority, system of rules regarding the rights and duties of job incumbents, procedural systems for dealing with situations, the character of interpersonal relations, and selection and promotion criteria. He also indicates that through an analysis of the educational and occupational attainments of the firm founders in his sample, and of the

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same attainments of the fathers of these founders, he has been able to distinguish clearly between entrepreneurs of predominantly blue-collar experience and outlook and entrepreneurs of predominantly white-collar experience and outlook.

Dr. Komives asserts that further analysis of his data has shown that blue-collar founders were more likely to be operating firms with the fewest signs of a bureaucratic administrative organization structure; and white-collar founders, firms which tended to exhibit evidence of just such an internal design.

This, Dr. Komives suggests, may be attributable to the white-collar entrepreneur's being better equipped by background and experience to contend with the emphasis on internal and external relationships which lies at the heart of the bureaucratic process.

Dr. Komives also employs the expression "craftsman entrepreneur," in this instance to refer to the men in his sample of predominantly blue-collar background. And, his description of these individuals closely resembles the Craftsman-Entrepreneur advanced by Dr. Smith. There would appear also to be some similarities between Dr. Smith's Opportunistic-Entrepreneurs and the men of predominantly white-collar background whom Dr. Komives designates as "organization entrepreneurs." But one of the differences between the two studies is that Dr. Komives has not been quite so graphic as his colleague in describing the precise





sequence of steps which he has taken to assign individual entrepreneurs and firms to his classification continua, and then to accomplish his confirmation of the relationship between the two.

Nevertheless, the conclusions of Dr. Komives' research would seem to be logical within the limits claimed for them.

In Support of *The Enterprising Man*

Still another doctoral dissertation to have derived its initial inspiration from Professors Collins and Moore's *The Enterprising Man* is a thesis entitled "A Comparison of the Origins and Orientations of True Entrepreneurs, Other Owners, and Business Hierarchs." This study was prepared by Neil G. Soslow, who was acquainted with the authors of *The Enterprising Man* during the time that he was a graduate student at Michigan State University.

Dr. Soslow describes the purpose of his research as being to expand the body of knowledge concerning entrepreneurship by: "(1) extending the entrepreneurial studies of Orvis F. Collins and David G. Moore through the verification of some of their results in another context, using different research techniques; and (2) directly comparing the 'true entrepreneur' with the 'other owner' and the 'business hierarch' in the industrial sector of our economy."<sup>12</sup> By "other owner" he means an individual who purchases or inherits an existing business, and he depicts the "business hierarch" as a person who seeks success in

the occupational job structure of an existing organization.

The "different research technique" to which the author refers consisted of a mail questionnaire posted to 959 recipients in Rochester, New York, during the months of March and April, 1965. Out of the 780 questionnaires sent to business owners, 209 ultimately were returned in useable form. Of the remaining 179 questionnaires directed to business hierarchs (all of whom were reported to be members of the Rochester Engineering Society), 94 were returned in a condition suitable for analysis.

The following are the specific hypotheses posed by Professors Collins and Moore which Dr. Soslow has sought to test through use of his mail questionnaire survey design:

1. True entrepreneurs have a greater tendency than other groups to be either foreign-born or to have been born geographically near their present residence.
2. True entrepreneurs tend to come from a lower socioeconomic background as measured by fathers' education and fathers' occupations.
3. True entrepreneurs tend to have had an unhappy childhood which was manifest by economic hardship, broken homes, and strained parental relations.
4. True entrepreneurs have a tendency to be less well-educated than our other respondents and to view formal education in rather pragmatic terms.
5. Those entrepreneurs having had military experience tend to have demonstrated less service mobility than the other groups.
6. True entrepreneurs tend to have experienced greater inter-firm movement during their occupational careers than the other groups.
7. True entrepreneurs have a tendency to work more sporadically and find work more fatiguing and less enjoyable than the other groups.

8. True entrepreneurs tend to be more authoritarian than the other respondents.<sup>13</sup>

In recounting the outcome of his investigation, Dr. Soslow reports that there was indeed a higher incidence of foreign-borns among his true entrepreneurs, and that this group also appeared to be more "home grown" than did business hierarchs. He also indicates a significantly more humble socioeconomic and educational background for his true entrepreneurs, and he notes a more pronounced rate of job change among the members of this constituency. But Dr. Soslow has not been able to illustrate any significant difference between entrepreneurs and non-entrepreneurs in terms of military rank mobility and reported recollections of childhood experience. Nor has he been able to establish that his true entrepreneurs were significantly more authoritarian than other business owners.

On the basis of his research results, Dr. Soslow states generally that, "... it is evident that the typical entrepreneur lacks the social background, the economic background, and the education necessary to be a successful executive working for someone else."<sup>14</sup>

#### An Analysis of Small Business Originators in Texas and Georgia

Just as *The Enterprising Man* was made possible in part by a grant from the Small Business Administration, so too was a study entitled *Characteristics of Small Business Founders in Texas and Georgia*, which was published under the program supervision of Professor Lewis E. Davis by the

Bureau of Business Research at the University of Georgia.

Professor Davis indicates that his Texas sample was drawn from the 1956 edition of the Dun & Bradstreet *Reference Book*, and was comprised of 1,059 successful firm founders who had established their businesses in the Lone Star State at some point during the years from 1947 to 1956. Similarly, he states that the Georgia sample was compiled from a listing of the 1958 edition of the *Reference Book*, and that a sequential sampling technique was used to develop an overall roster of 4,817 successful firm founders who had initiated their operations in Georgia during the period from 1949 to May, 1958, and that from this number 521 personal interviews were obtained, with an additional 21 interviews being conducted with Georgia founders who had started their firms in 1959 and 1960.

While Professor Davis does not dwell much upon the operational details of how his data actually were collected, it would seem that most of the information compiled for his report was obtained in the personal interviews with the firm founders who co-operated in his two surveys, and that the interviews themselves were carried out by graduating seniors in marketing at Texas A&M and the University of Georgia. And, it also would appear that these seniors worked from a standard questionnaire which they completed at the time of the interviews.

Professor Davis reports that one of the first questions asked of his subjects was, "... what they thought were

the basic differences between people who go into business for themselves and those who always work for someone else."<sup>15</sup> He reports that, "Well over 90 per cent of the founders considered themselves a group apart, motivated to aggressive action by stronger ambitions and desires for independence than is to be found in the ordinary employee,"<sup>16</sup> and he adds that, "Only 5 per cent of them believed that their ability as such accounted for that difference."<sup>17</sup>

The professor also discloses that in both Texas and Georgia the proportion of firm founders in his sample who were married exceeded the proportion found in the general adult population, and that all but a small percentage of those who had married also had fathered children. He notes in addition that the founders themselves had come from good-sized families, and in many instances, from agricultural backgrounds (which, of course, could be due at least in part to the character of the two states in which all of the data were collected).

Professor Davis further reports that over one-half of the members of his two samples were energetic sports enthusiasts, and that they were likely to participate more actively in community activities than are members of the general population--a tendency which the author attributes to the belief "that membership in such organizations benefits business."<sup>18</sup>

In analyzing the educational backgrounds of the firm founders in his two samples, Professor Davis observes

that departures from the educational system appear to have peaked at the time of high school graduation, and he notes an admission of regret on the part of nearly one-fifth of his combined samples that they had not received more formal education.

In attempting to determine whether any relationship existed between the level of education of the members of his two samples and the size of the operation which they were conducting at the time of his investigation, Professor Davis found that:

There appeared to be little correlation between level of education and size of business, when comparison is made of the small and medium-sized companies. In the case of the considerably larger-than-average and more complex type of company, however, there is a direct correlation between level of education of the founder and the size of his business.<sup>19</sup>

Another finding of interest was that more than one-half of the parents of the founders were self-employed, and that:

Almost identical proportions (half) of both Texas and Georgia founders believed that their parents had, by their encouragement of independence and self-reliance, influenced them to undertake self-employment.<sup>20</sup>

Among the other findings reported by Professor Davis were that 40 per cent of the founders in his two samples had owned an enterprise previous to the one which they now were directing; that many of these same founders appeared to have been somewhat indifferent to taking a scientific approach to the establishment of their present operation; and finally, that while the expansion of their business was considered to be important by a sizable majority of these men, there still

seems to have been little in the way of planning being done in order to achieve this objective.

#### Small Business Surveys in Michigan and Ohio

At about the same time that work was proceeding on most of the studies noted above, yet another survey was being conducted by personnel at the University of Michigan. The result of this undertaking has been reported since in *Management Factors Contributing to the Success or Failure of New Small Manufacturers*, a publication co-authored by Professor William M. Hoad, a director of the survey, and Peter Rosko, a member of the project's field staff.

As may be deduced from the title of this report, this was not, strictly speaking, so much an examination of small manufacturing entrepreneurship as it was an attempt to note "why some new manufacturers in Michigan succeeded while others failed."<sup>21</sup> But in endeavoring to answer this basic question, the authors nevertheless have been forced to include in their investigation some effort to evaluate aspects of managerial background and experience which do closely resemble the consideration afforded to these same factors in the entrepreneurial studies which we have thus far considered.

Contacted in this project were ninety-five small manufacturers who initiated their businesses in Michigan in the fiscal year ending June 30, 1960. The authors report that each of these manufacturers was subjected to at-length personal interviews on at least two occasions



during the period 1960-1963. They further state that additional data also were solicited from time-to-time by mail, telephone, and supplementary personal calls made subsequent to the initial at-length interviews, until information had been obtained on all of the following points:

1. How and why the owner-manager picked this particular business, this locality, this site.
2. Age of owner-manager at start of this business, number and history of his previous independent business undertakings.
3. Training (academic or other formal) and experience in business; extent, duration, level, and kind of training and experience received in this industry.
4. Amount of initial capital; how determined (budgets, break-even analysis, etc.); how raised (equity or credit, by type, source, and cost); initial balance sheet.
5. Amount and quality of research, formal or informal, preceding initiation of the venture; areas of research or investigation; advice sought (professional and informal).
6. Legal organization and, more importantly, internal organization structure; extent of advance planning, establishment of policies; recruitment and training.
7. Marketing program, including organization, manpower, promotion, pricing, and market analysis.<sup>22</sup>

Professor Hoad and Mr. Rosko note that by the end of the three-year field survey period, thirty-seven of the enterprises in their sample were judged to be successful; thirty-three clearly had failed; twenty-two were marginally successful; and three were dormant. They indicate that the most important single characteristic of outright failure was "inability to find a profitable market,"<sup>23</sup> a weakness which they attribute to a lack of marketing initiative (and

perhaps marketing familiarity and experience as well) on the part of the owner-manager. They state that their conclusion accords with the viewpoint that, "... hundreds can produce a good product for every one who can sell it."<sup>24</sup>

For the owner-managers of the successful firms, both education and industry-related experience were found to be helpful, and whenever a combination of the two was present, success was achieved in 69 per cent of the cases. (On the other hand, in instances where both education and experience were lacking, failure was reported over 50 per cent of the time.) Technical skill, good managerial ability, and ownership of related businesses also were cited as sources of executive success, and so were realistic plans for growth, a capacity for hard work, and a willingness to use outside consultants.

The results of an Ohio survey of similar intent have been reported in *Small Business Success: Operating and Executive Characteristics*. Dr. Kenneth Lawyer served as the project director of this undertaking, which was conducted by the Bureau of Business Research staff at Western Reserve University at what also was about the same period of time as the other investigations which we have been considering.

In all, the operating heads of 110 successful Ohio metalworking plants were contacted by Dr. Lawyer and his group. Personal interviews of several hours duration each were employed, along with telephone call-backs for clarification of uncertainties, to solicit points of information

concerning small metalworking plants which might directly or indirectly contribute to a development of the following:

1. A background of apparently tested business policies and practices for firms in this size group.
2. The executive traits and habits that appear to characterize the management of those companies.
3. A comparison of the operating methods of these firms with those of larger organizations.
4. Materials for effective training courses and seminars for managements of small metalworking companies.<sup>25</sup>

Of special interest to us here are the conclusions reached with reference to the leadership characteristics of 50 of the 110 chief executives who comprised the final survey sample. Together this small group constituted a survey subsample who, in addition to participating in all of the regular survey routines, also submitted both to special interviews with an industrial psychologist, and to the completing of a Responsibility, Authority, and Delegating Rating Scale, as well as an Executive Position Description Questionnaire. At the same time, each of these fifty men consented to naming two or more management subordinates reporting directly to him who could be (and subsequently were) prevailed upon to complete the same RAD Rating Scale, as well as an Attitude Survey Form and a Supervisory Behavior Check List.

On the basis of an analysis of the data provided by this procedure, Dr. Lawyer and his associates have concluded the following about the chief executives in their survey subsample:

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- . They attempt to avoid confining themselves to one area of their business.
- . They feel they have delegated substantial authority to their subordinates, a view not shared by their subordinates, or by project personnel.
- . They uniformly consider business control, concern with markets and products, exercise of broad power and authority, and short- and long-range planning to be relatively important.
- . In terms of their jobs, they vary most in the extent of their direct responsibility for human, community, and social affairs.
- . They perceive the providing of staff service, supervision of work, and demands for personal conformity to be relatively unimportant in their own jobs, and in their firms.
- . They are seen as being basically friendly, open, and supportive in their relations with subordinates.
- . They appear to be highly oriented toward achievement, to desire autonomy, and to possess a strong drive to complete work in progress.<sup>26</sup>

Please note, though, that these conclusions are with regard to all of the chief executives in the fifty-man subsample, without reference as to which of these men were, in fact, "true entrepreneurs," as the term has been defined in most of the studies noted above.

#### Entrepreneurship in the Greater Boston Area

In recent years there has been a surge of what might be termed "technological entrepreneurship" in the suburbs of university- and think-tank-rich Boston, the result in many instances of a desire to capitalize on the commercial applications of insights and ideas gained from government and privately sponsored research being conducted at local institutions of erudition. And the specifics of this phenomenon

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in turn have become the subject of interest to a number of master's candidates at the Massachusetts Institute of Technology, including two students whose dissertations we shall consider here.

The first of these, called "Entrepreneurial Success Factors," was completed by S. William Linko in 1966. In this dissertation, Mr. Linko has undertaken to examine the relationship between enterprise success and each one of the following: management's sensitivity to customer needs, its position with regard to corporate organizational activities, its attitudes and policies concerning the generation of new products, and its own private reserve of talent, experience, and capital.

Surveyed were the heads of eighteen small technical enterprises located within a twenty-five mile radius of Boston. All of the firms in the sample are characterized as being full-time operations begun in 1960 or thereafter, with initial capital of less than \$20,000 per founder. In addition, all are termed to be profit-making ventures.

Mr. Linko indicates that he acquired his data from the heads of these firms through personal interviews, but that he took with him to these interviews a forty-two item questionnaire which, for the most part, was then completed in his presence. The author adds that this questionnaire was designed to elicit from each interviewee insight into his firm's management behavior (in the four major areas of concern just noted) during the firm's first two years of

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existence.

On the basis of an evaluation of the data obtained from his questionnaires, Mr. Linko concludes that, "The ability of an enterprise to extract information from its customers and to properly interpret such information is vital to its performance."<sup>27</sup> He further deduces that firm success is more likely to be realized when an enterprise's management approaches its internal operating tasks with a sense of balanced administrative effort, and with a keen awareness of the importance of cost. In the matter of new product development, Mr. Linko reports that the ability to perceive customer needs is probably the one quality which contributes most to the assurance that any new products which are brought to market will prove relevant to those for whom they are intended. And finally, the author notes that his data suggest that while lack of company capacity can limit growth for a short period of time, an awareness of such an inadequacy by a firm's founders at least opens the possibility of their initiating action to rectify the deficiencies in facilities or personnel.

In the conclusion of his study, Mr. Linko has made an effort to relate the extent of firm quality in all four of the major management areas deemed pertinent by him to firm success with sales growth achieved during the period of his investigation. He states that strength in all four areas does correlate to a degree with a superior record of sales growth.

The other M.I.T. master's thesis of note is a work by Harry Schrage entitled "The R&D Entrepreneur: Personality and Profitability." As this title might lead one to suspect, Mr. Schrage also is interested in relating entrepreneurial characteristics to firm success. In this instance, he has designed a survey intended to test the hypothesis that, "The R&D company President can only be successful to the extent that he veridically perceives his environment."<sup>28</sup> This is because that honest quality of perception is, in the view of the author, imperative if the R&D entrepreneur is to make the proper corrections in his firm's course as he guides it along in what is, under even the best of circumstances, a trial-and-error fashion.

To test this major hypothesis, Mr. Schrage contacted the president-founders of twenty-six R&D companies, of ten or fewer years existence in business, situated within fifty miles of Boston. He received promises of co-operation from twenty-two of these individuals, and ultimately was able to use the information provided by twenty of them.

Mr. Schrage reports that each entrepreneur was asked to provide certain financial data about his firm. In addition, he was questioned as to the accuracy of his perception concerning his firm's image, status, or posture (as appropriate) with regard to each of the following: stockholders or directors, banks, credit agencies, internal accounting controls, competitors, suppliers, customers, immediate subordinates, other employees, recent quits, and prevailing

wage and salary conditions. Mr. Schrage indicates that he accomplished this evaluation through the use of a four-point rating scale, and that in this manner he was able to compile for each of his entrepreneurs a veridical perception profile which then could be used for purposes of comparison with the record of profitability achieved by that entrepreneur.

Mr. Schrage also reports that a simultaneous effort was made to measure both the latent and manifest needs for achievement of his R&D president-founder sample through the administration of the McClelland Thematic Apperception Test and an eleven-item question series, respectively. (It would appear that the latter fell short of its objective, for the author confesses that the manifest need for achievement data obtained from it were so unspectacular that he was dissuaded from including these measurements in his final statistical computations.) At the same time, the members of his sample also were requested to complete an adaptation of the Alpert & Haber Achievement Anxiety Test, so that an analysis might be made of the role played by anxiety in the job performance of these technical entrepreneurs.

Mr. Schrage asserts that even with the solicitation of all of this information, each interview nevertheless was completed within a period of two hours.

Mr. Schrage's comparison of each R&D entrepreneur's veridical perception profile with his company's record of profitability disclosed significant relationships in only two of the eleven areas examined: customers and employees.

But all the same, this still has provided the author with a basis for concluding that, "The profitable R&D entrepreneur perceives his customers and employees more veridically than the unprofitable one."<sup>29</sup>

Mr. Schrage also reports that he has been able to demonstrate that high achievement motivation relates to high profits or losses, and that low achievement motivation correspondingly relates to low gains or losses. And he notes that he has been able to establish that self-reported achievement anxiety is positively associated with veridical perception and firm profitability.

In the concluding section of his thesis, the author relates that all of his interviewees were college graduates (six with Ph.D.'s), and that "practically every respondent" claimed he had entered his R&D field, "... because in it he found something important and challenging - a means of putting his talents to use."<sup>30</sup>

#### Firm Growth in Kansas

A final study which attempts to relate firm growth to the characteristics of chief executives is a doctoral thesis entitled "Relationship of Executive Characteristics and Growth Factors of Kansas Farm Equipment Manufacturers," by Raymond J. Coleman.

Dr. Coleman selected as his population of interest thirty of thirty-nine agricultural equipment manufacturers located within the state boundaries of Kansas. He reports that all of these organizations employed twenty or more

persons during the year 1965, and that for each company he constructed a composite growth profile for the years 1961-1965, with this profile denoting the changes in firm sales, equity, total investment, and number of employees which occurred during this period.

On the basis of the information provided by this profile, Dr. Coleman has designated fifteen concerns from his population as "high growth" firms; and the remaining fifteen, as "low growth" firms. He states that an evaluation of the organizational characteristics of the firms in each of these two categories has demonstrated that the high growth firms tended to be of more recent origin, to undertake more frequent and basic changes in technology, to maintain more comprehensive programs for budgeting and sales forecasting, and to pursue more aggressive and effective programs for new product planning and development. He also recounts that frequency of changes in organizational structure, form of corporate organization, and degree of willingness to utilize outside sources of information did not appear to differ markedly among his high growth and low growth firms.

To obtain the disclosures required to compile the individual firm growth profiles, and to permit the study of corporate organizational characteristics just mentioned, Dr. Coleman used a number of special questions distributed throughout a questionnaire completed during the course of personal interviews held with the chief executives of the

firms in his population. Also included as a part of this questionnaire were many items designed to elicit data on the opinions and personal characteristics of these chief executives. And, in his report the author states that these same managers also were asked to complete Form A of the Sixteen Personality Factor Questionnaire, so that some feel might be had for the psychological dimensions of their personalities.

Dr. Coleman indicates that the personal traits of chief executives which appear to be associated with high firm growth were: more frequent membership in trade associations, and of attendance at meetings of these associations, and fewer years of affiliation with present firms. The author interprets these factors to be indications of greater personal vitality, and of a search for improved methods and ideas. At the same time, he reports that respondent age, education, and attendance at management development conferences did not appear to differ measurably among the leaders of the high growth and low growth firms in his population.

Dr. Coleman also concludes that he could find little difference in the opinions expressed by the chief executives of his high growth and low growth firms with regard to such subjects as: competition, products, problems of change, and patterns of management. On the other hand, he states that the chief executives of high growth firms were significantly more expressive on the importance of firm growth.

Dr. Coleman's analysis of the results obtained from Form A of the Sixteen Personality Factor Questionnaire has

caused him to conclude that the chief executives of his high growth firms were better communicators, more open-minded and receptive to new ideas, and more supportive of participation by subordinates than the chief executives of his low growth firms. In addition, the author perceives these managers to be better controlled, more socially informed, and more self-disciplined than their counterparts in the low growth firms. And he also believes these men to be more nearly akin in the personality variables measured by Form A of the Sixteen Personality Factor Questionnaire to their farm customers, as an occupational group.

Finally, Dr. Coleman comments that while there were these differences observed between the chief executives of high growth and low growth firms, both groups of these managers scored high in intelligence and tough-mindedness when compared to the population mean for all persons in the United States.

Regretably, Dr. Coleman has made no apparent effort in this study to distinguish between those chief executives who were founder-entrepreneurs and those who were simply the current managers of their firms, for a differentiation of this character could only have enhanced the relevancy of this effort to our own research.

#### Concluding Comment

These, then, have been some of the results of a few of the first efforts in this country to examine empirically the personal attributes and experience of entrepreneurs from

the realm of small manufacturing management, and in certain cases, to relate some of their individual traits and management philosophies to the effectiveness with which these men have been able to manage their firms' operations. We again note that these surveys all are of relatively recent origin, and (as we warned initially) that they frequently have been limited in their scope. In certain instances as well the methodologies used may have left something to be desired, and in some cases it probably is fair to conclude that the project findings have been somewhat less than overwhelming in their impact. But surely it would be appropriate to suggest that at the very least, each of these exploratory efforts has contributed something to our understanding of contemporary entrepreneurship. And, of course, as we have said earlier, they soon shall serve the additional purpose of helping us to interpret more effectively the results of our own research.



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## Chapter 3

### SURVEY DESIGN AND EXECUTION

#### Introductory Comment

While we already have made mention in Chapter 1 of the rather limited scope of our own research, there nevertheless are a few additional details concerning the design and execution of our survey which we should like to review here, before proceeding with a presentation of our results. We shall begin with a further consideration of our sample.

#### Selection of Sample

Our sample, as we have indicated, was based upon the judgment of dealer association executives as to who among their memberships were representative of the best traditions of automotive retailing within their respective markets. The two associations co-operating in this effort were the Michigan Automobile Dealers Association and the Detroit Automobile Dealers Association. Each was asked to provide a roster of about fifty dealer nominees who, in its judgment, were men of both high integrity and superior proficiency within the field of automobile dealership management. They also were asked to limit their choices to individuals who either had founded their own dealerships, or who, upon attaining ownership of an existing dealership, had effected substantial changes in both the operations

and the fortunes of their respective establishments subsequent to their assumption of control (in order to provide some comparability with the criterion of "self-made men" noted in a number of the studies on entrepreneurship which we have cited in Chapter 2). In the case of the Michigan Automobile Dealers Association, it was suggested further that all of the dealers nominated be from Michigan's Lower Peninsula (for the reasons suggested earlier in Chapter 1).

In response to our request, the Michigan Automobile Dealers Association provided a roster of fifty-one dealers, of whom thirty-six were selected from cities and towns of various sizes throughout Michigan's outstate Lower Peninsula; and fifteen, from Metropolitan Detroit. The Detroit Automobile Dealers Association nominated fifty-two dealers, of whom fifty-one were from Metropolitan Detroit; and one, from Ann Arbor. Of those dealers from Detroit, seven were named by both associations.

As stated in Chapter 1, sixty-six of these dealers determined to participate in our survey, and the completed questionnaires of fifty-four of these dealers ultimately were utilized in the tabulation of our results. Of these, twenty-three were obtained from dealers in the outstate area; and thirty-one, from dealers in Metropolitan Detroit.

Of the twelve questionnaires which were returned but not used in the study, seven were rejected because they had been submitted to us by men who had assumed control of dealerships previously operated by relatives, and five were

rejected because they had been submitted by men who had indicated that they had taken control of their dealerships at a time when they were already well-run enterprises.

Represented in this final selection of fifty-four dealers were affiliates of each of the four principal U.S. automobile manufacturers, with fifty-two per cent of the group representing General Motors franchises; thirty-one per cent, Ford Motor Company franchises; thirteen per cent, Chrysler-Plymouth Corporation franchises; and a final four per cent, American Motors Corporation franchises (with one of the latter being a dealer who also was affiliated with General Motors).

Interestingly, a review of the distribution of the major domestic automobile manufacturer franchise affiliations for the combined membership rosters of the Michigan Automobile Dealers Association and the Detroit Automobile Dealers Association, as of mid-year 1970 (and, in the case of the Michigan Automobile Dealers Association, omitting those members from Michigan's Upper Peninsula and also the Detroit metropolitan area), has disclosed a quite similar pattern of representation. However, we also must admit that our final sample of fifty-four dealers used in this study would seem to have somewhat "over-represented" both General Motors and Ford dealerships, at the expense of Chrysler-Plymouth (which, by our calculation, constituted approximately nineteen per cent of the combined Michigan Automobile Dealers Association-Detroit Automobile Dealers

Association membership roster of franchised domestic new car dealers for mid-year 1970, as we have defined it).

As might be anticipated, within the General Motors portion of our final sample of fifty-four, Chevrolet dealers were predominant, while at the same time, Ford dealers also were predominant within the Ford Motors Company contingent. And, together these two groups comprise twenty-four of our fifty-four dealers, with the remaining thirty dealers being fairly evenly distributed throughout the various exclusive- and multiple-franchise options which exist within the dealer networks of the major domestic automobile manufacturers (including the other franchise availabilities of both Ford and General Motors).

From this it would seem reasonable to suggest that for whatever reason, when both Michigan Automobile Dealers Association and Detroit Automobile Dealers Association personnel were requested to nominate from their respective memberships those domestic franchised new car dealers who, in their judgment, represented the best examples of contemporary Michigan automotive retailing success and business acumen, they tended to think quite frequently of those men who sell either Chevrolets or Fords.

In terms of annual new car sales volumes, our final sample of fifty-four dealers was found to vary from men who sold fewer than 100 units during the calendar year 1969 to one dealer who sold over 4,800 units within this same time period (the latter, needless to say, being headquartered in

Detroit).

While in this instance too a fairly elaborate effort was made to compare the distribution of calendar year 1969 new car and truck sales volumes within our final sample of fifty-four dealers with that of the distribution recorded for the combined mid-year 1969 Michigan Automobile Dealers Association-Detroit Automobile Dealers Association membership roster (as defined above), may we simply say here that in the case of both the outstate and Metropolitan Detroit segments of our final sample of fifty-four, we have found ourselves to be confronted by a healthy incidence of men who direct medium-to-large-scale operations within their respective markets. And as a consequence, we do appear to have missed including in our survey a certain number (but by no means all) of the smaller operators within both the outstate and the Metropolitan Detroit portions of our final sample of fifty-four. However, we submit that it would seem reasonable to suppose that dealer association personnel familiar with the Michigan automotive retailing scene would tend to equate dealer "success" with a fairly high level of annual new car and truck sales, among other things. And to us, at least, there would appear to be a certain amount of logic in their having done so.

A check with automobile manufacturer field sales personnel familiar with the Detroit retail automotive market disclosed that while a number of the Detroit dealers in our final sample of fifty-four were situated in suburban areas,

they all could be considered as competitive throughout the entire Metropolitan Detroit area; and hence, no effort was made to examine their incidence by central city, suburban, or exurban setting.

A comparison of the distribution of the outstate portion of our final sample of fifty-four dealers by size of city in which located (based upon the final report of the 1970 Census of Population) with that recorded for the combined mid-year 1969 Michigan Automobile Dealers Association-Detroit Automobile Dealers Association membership roster (with the Michigan Automobile Dealers Association Upper Peninsula and Detroit membership exclusions stated earlier) disclosed, as might be anticipated, a favoring within that part of our final sample of dealers from the relatively larger centers of population (i.e., cities of 10,000 inhabitants or more) within the outstate region of Michigan's Lower Peninsula.

Thus, we might say in summary that the franchised domestic new car dealers in our final sample of fifty-four admittedly did tend, for the most part, to represent the more popular automotive franchises, to own dealerships that were located in what are most likely to be the more dynamic automotive retail markets within Michigan's Lower Peninsula, and to have achieved calendar year 1969 new car and truck sales volumes which would seem to say that their operations probably should be considered among the more active within their respective markets. But at the same time, we should

note as well that there also were present within our final sample exceptions to each of these generalizations, so that one might be justified in suggesting that a certain element of diversity also was to be found within the ranks of that select group of fifty-four Michigan automotive retailing men with whom we are to be concerned.

### Construction of the Questionnaire

The questionnaire employed to collect the background information compiled for our study consisted, in its final form, of two major parts. The first was a self-administered inventory constructed almost entirely of multiple-choice items. Accordingly, this part was entitled "Multiple-Choice Inventory for Automobile Dealers," and it was organized into seven subsections, each of which dealt with some particular aspect of the individual background, personal viewpoint, or professional experience of the dealer completing it.

The multiple-choice items in each of the subsections were, for the most part, derived from questionnaires used in earlier studies of entrepreneurs or corporate business executives with which we were familiar. And, although in almost every case we accomplished a number of modifications in each item before adopting it for our own study, and although the overall organization, as well as the sequence of inquiry, in that portion of our questionnaire were essentially our own, nevertheless, we took the action of obtaining permission to use the material which we had utilized here from each of the authors or publishers who held the basic copyrights to the



previously published questionnaires which had served as the sources of inspiration for our own effort.

Initially, there were 184 items in this first part of our questionnaire, of which 181 were multiple-choice in character, and 3, questions in which the dealer was asked to rank his choice of answers.

The decision to go almost exclusively with multiple-choice questions was based upon a desire to meet two crucial criteria: first, to make the completion of the inventory as quick and as effortless as possible, and second, to provide, insofar as was feasible, for a uniformity of responses which would result in a minimum of difficulty and/or confusion for ourselves at the time of the editing and coding of our data.

But even with this decision to proceed with the one basic category of question format in order to accomplish our twofold objective, we still finally came to the conclusion that 184 items of what were at some points a rather personal nature were a bit too many to ask of anyone, and especially of a busy automobile dealer. And so, in our final revision, we eliminated twenty-two of some of both the more benign and the more impertinent of these items before determining that this portion of our questionnaire was ready for publication.

The second part of our questionnaire also was self-administered, and was designed to elicit a complete record of each respondent's work history from the inception of his first full-time job up through his current occupation as a franchised domestic new car dealer. As a consequence, this

portion was entitled "Career Development Profile," and in addition to the section which was devoted to developing the "Chronology of Occupational Activity," there also was a section for "General Commentary," in which each dealer was asked to respond to two open-ended questions: what some of the more important considerations were that had caused him to become an automobile dealer, and, if he had to do it all over again, would he still elect to become an automobile dealer?

During the first euphoric phases of the designing of our questionnaire, there were in addition a third and fourth portions (both of which also were self-administered) which we anticipated including in our survey. The third part was entitled "Executive Opinion Questionnaire," and it was comprised of the following four short-form measures of social-psychological attitude or outlook: (1) Selznick and Steinberg's 1966 "Ideological Agreement with Goldwater," (2) Opinion Research Corporation's 1960 "Attitude Toward Government," (3) Form and Rytina's 1969 "Beliefs about the Distribution of Power," and (4) Survey Research Center's 1969 "Thrust in People" inventories. As set out in our part three, however, none of these four units was identified by its proper title, for as one can see, in each instance the mere name of the inventory by itself probably would have been sufficient to suggest to the respondent, at the very least, the approximate character of its intent.

But even without their proper titles, these short-

form measures of social-psychological attitude or outlook still appeared on second glance to be somewhat menacing, and hence, inimical to the spirit of trust which we hoped to inspire throughout our sample. And so we reluctantly decided to delete part three from our questionnaire. (And, since in accordance with this decision no effort was subsequently made to secure permission from the appropriate parties to actually use any of the four inventories which we have listed, it perhaps would be expedient as well for us to emphasize here that merely because we have indicated that at one point we had intended to employ these measures in our own research, it by no means necessarily follows that in every instance we would have been granted the right to do so.)

Our similarly discarded part four was entitled "Corporate Performance Index," and was, for the most part, an original effort. It was designed to secure from each of the dealers in our sample his estimation of the quality of performance of each of the five largest corporations in the United States with reference to their general management, technical capability, marketing acumen, product quality and performance, employee relations, dealer relations, civic-mindedness, and profitability. Since three of the five largest corporations in the United States at the time were General Motors, Ford, and Chrysler (as ranked by *Fortune* in its issue of May 15, 1969), it does not require a good deal of imagination to determine that what we intended here,

basically, was to note how a dealer affiliated with any one of these three automobile manufacturers would evaluate his company in comparison with the other two. Indeed, this motive seemed so manifest, even to us, and the concomitant danger of insulting the intelligence of the members of our sample so great, that once again we reached the decision to abort.

Typing of the final drafts of the first and second parts of our questionnaire was accomplished on a computer-fed IBM MT/ST IV typewriter system, which provided a rather professional-looking, variable-spaced, variable-typefaced, carbon-ribbon rendition of all of the basic body copy, with major column headings and cover titles being added later by Photo Typositer process. Since there was some concern that not every respondent might wish to take the time necessary to complete the chronology of occupational experience (as indeed did prove to be the case), it was decided that part one should be reproduced separately from part two, and this was, in fact, the procedure which we followed. To distinguish the two parts from one another, part one was printed on light-yellow stock; and part two, on an eye-ease green.

In the case of both part one and part two, final reproduction was by photo-offset process on 11"x17" stock, with two pages of copy being printed on each side of each 11"x17" sheet. The six sheets constituting the first part of the questionnaire, the multiple-choice inventory, were then single-folded to form a twenty-four page, 8½"x11"

booklet, which was then in turn saddle-stitched with three conventional wire staples. The lone 11"x17" sheet which comprised the second part of our questionnaire, the career development profile, was merely single-folded to provide a simple, four-page, 8½"x11" companion piece to the multiple-choice inventory.

In Appendix B the reader will find reproductions of both of these booklets, as they were disseminated to our sample, except that in this instance they have been printed on 100% cotton fiber, white typing paper, in order to comply with Michigan State University dissertation binding requirements.

#### Collection of the Data

As we already have noted, our two-part questionnaire was designed to be self-administered. We chose this format in order to leave open the possibility of utilizing the U.S. Mail as a means of collecting our data. Automobile dealers tend to be somewhat busy people, or at least so we are told, and we feared that any attempt to contact our sample through the medium of personal interviews would prove difficult of accomplishment - both in terms of arranging for the actual interview dates, and of being able to maintain the undivided attention of each dealer for the duration of the interview, once on the premises.

The fact that Dr. Soslow had been able to use a mail survey successfully in carrying out his own research in the Rochester, New York, area, gave us confidence that we might

be able to do as well employing this same approach. And, as it turned out, our opinion on this was shared by the persons with whom we were in contact both at the Michigan Automobile Dealers Association, and at the Detroit Automobile Dealers Association.

And so it was that we experienced little difficulty in finally settling on the choice of using the U.S. Mail as the best means of reaching our sample.

Because our dealer sample was not a large one, and also because a great amount of careful effort had gone into the designing of our questionnaire, we determined that we would not permit ourselves the luxury of pretesting it with any of the individuals in our sample before contacting the remainder of them. Instead, we took the two parts of the questionnaire to the prominent Lansing-area Ford dealer who was then president of the Michigan Automobile Dealers Association, to that organization's executive secretary, and to a high-level marketing executive at the Ford Motor Company for their consideration and review. A number of revisions were then made in accordance with these three gentlemen's recommendations prior to the printing of both part one and part two of the questionnaire in the manner described above.

As we shall note again shortly, in spite of these precautions, we discovered subsequently during the editing phase of our research that a number of imperfections did remain in our questionnaire, but whether all of these shortcomings would have become self-evident on the basis of the

returns gathered in a limited pretest of it remains, in our opinion, at least, open to some question.

The final printed version of our questionnaire was mailed to the ninety-six dealers in our sample on the 16th and 17th of June, 1970, and arrived several days following a previously initiated advance postcard informing each dealer that his co-operation soon would be solicited in our survey. With each questionnaire was a letter of transmittal presented on Michigan State University Department of Marketing letterhead, and signed by the chairman of that department. This letter requested the dealer's participation in our research, and offered to answer any questions which he might have concerning it. A second letter, on Michigan Automobile Dealer Association letterhead, also was included, and it contained a similar appeal for co-operation from the president of that organization. Also furnished were a return postcard with which the dealer could request that a summary of the survey results be sent to him, should he desire this information, and a stamped, 8"x12" mailing envelope in which the dealer could place his completed questionnaire for its return trip to East Lansing.

Two follow-up letters subsequently were sent to each non-responding dealer approximately two and four weeks after the initial mailing of the questionnaire, and enclosed with each of these letters was a return postcard which the dealer could use to ask for a replacement for his questionnaire, in the event that he had lost or misplaced his original. (Six

of our dealers did, in fact, return these postcard requests to us, and of these, three ultimately completed and returned the replacement questionnaires which we had sent them.)

In order to promote a sense of affinity, and of the exclusivity of our sample, each of these communications was individually typewritten - in the case of the postcards, by hand, and in the case of the letters, automatically by means of Singer Flexowriter (with addresses and salutations being added by hand). Similarly, all of the letters of transmittal were individually signed by their respective contributors, and individual signatures also were provided for each of the two follow-up letters (which were signed by the author in his capacity as "survey director").

Interestingly (considering the time required to fill it out), we received our first completed questionnaire back in the mail on June 19th, only two days after our initial posting, and between then and June 30th, the date on which we dispatched the first of our two follow-up letters to each non-responding dealer, we received another thirty-three completed questionnaires. Between June 30th and July 20th, the date on which we mailed the second (and last) of our two follow-up letters, we were sent an additional twenty-nine completions for our survey, and by July 29th we had received the last three out of the total of sixty-six questionnaires submitted to us by those dealers electing to participate in our research.

In addition, we received a total of fifty-nine



postcard requests for a summary of our survey results (of which fifty-seven originated from dealers who also completed and returned their questionnaires, and two, from dealers who had not), suggesting what would appear to have been a relatively high degree of interest in our program.

Copies of all of the correspondence to which we have been referring may be found at the conclusion of this study, in Appendix A.

#### Procedure for Editing, Coding, and Preliminary Tabulation

While an initial examination of the questionnaires returned to us disclosed a high degree of proficiency in the completions, nevertheless, as we indicated above, there were some slight imperfections in our questionnaire which caused occasional difficulty, and in addition, there also were a number of inevitable discrepancies, errors, and omissions to be found in many of our returns. And so, in view of the small size of our sample, we decided that it might be best if we were to place a number of follow-up telephone calls to our respondents in order to eliminate as many of these unsatisfactory completions as possible.

We made the first of our calls on November 2, 1970, and the last, on June 28, 1971. In all, we contacted forty-three of the fifty-four dealers whose replies were employed in our study, and placed a total of over eighty calls in order to complete this correction process. We also corresponded with one additional dealer by mail while he was on

vacation in Florida during the month of March, 1971.

Quite frankly, this phase of our research proved to be a somewhat trying experience for us all, and we would be remiss if we failed to note the rather remarkable spirit of co-operation which we encountered in our respondents when phoning them for what was often rather personal information about themselves and their families.

Coding took place *after* our preliminary tabulation, which was accomplished by hand. In this manner we were able to organize our coding not in terms of the distribution of answers that we might have anticipated, but rather, in terms of the distribution of answers that we actually experienced. Special coding sheets were then prepared for each one of the fifty-four multiple-choice inventories used in our survey, and the data ultimately were transferred from these coding sheets to standard eighty-column IBM cards (with four cards being employed to portray the information derived from each inventory).

Because of the generally open-ended character of the second part of our questionnaire, the "Career Development Profile," and the uniquely individual answers which were at times contained within those chronologies returned to us, no attempt was made to formally code and machine tabulate the information disclosed by this portion of our questionnaire. Instead, we simply reviewed each profile as it was received, and recorded by hand the essentials of the chronologies and career-choice observations as they were characterized to us.

And, since we were working with a relatively limited number of profiles, the task of doing this, and of summarizing the results, really proved to be no more demanding of our time and energy than the more mechanized technique which we used for our admittedly more comprehensive multiple-choice inventory.

#### Provision for Processing of the Data

In addition to simple machine tabulation, processing of the data derived from the first part of our questionnaire consisted of the creating of a series of 529 two-dimensional contingency tables, comprised of cross-tabulations of some 142 variables. All of this was brought about on a Michigan State University CDC 6500 computer, using standard programs developed for such purposes by M.S.U.'s Computer Institute for Social Science Research.

This processing of our data was accomplished during the summer of 1971, and was, as one can see, a relatively modest effort, statistically speaking, in keeping with the basic purpose of our research, the judgmental nature of our sample design, the limited number of dealers in our final sample, and the quality of information at our disposal (the latter consisting, for the most part, of nominal data).

#### Concluding Comment

While more certainly could be said concerning this aspect of our research, it is our hope that what we already have disclosed has been sufficient not only to indicate the

basic methodology which we employed in our survey, but also to demonstrate as well what we suggested earlier are some of the more obvious limitations of our study, so that these limitations may be kept in mind when reviewing the results of our effort.

And it is to a consideration of those results that we now must turn.

## Chapter 4

### RESULTS

#### Introductory Comment

In Chapter 1 we observed that it was our intent in this study to learn something about the "early origins, interests, and outlook" of the franchised domestic new car dealers in our sample, as well as about "the conditions surrounding their original entry into automotive retailing, and about their pattern of development within the business thereafter." In addition, we also indicated that it would be our further intent to explore "how closely the early developmental experiences and pattern of professional advancement of the manufacturing entrepreneur resembles that of the franchised (domestic) new car dealer." And it is to this task that we now shall proceed.

Our approach will be as follows: first, we shall examine the similarities and differences that we have found to exist between the experiences of the dealers in our final sample and that reported for the manufacturing entrepreneurs considered in the studies which we have reviewed in Chapter 2. Next, we shall explore what the franchised domestic new car dealers in our final sample have had to say about their present roles in the automobile industry, and how they now feel about their original decision to become automotive retailers.

And finally, we shall reveal what we have learned about the men in our sample as private individuals - about their personal life styles, philosophies, and points-of-view.

Here, then, in the order that we have just defined, is what we have ascertained about the fifty-four franchised domestic new car dealers who together have comprised our final sample.

### The Dealer as a Developing Entrepreneur

In order to facilitate the kind of comparison which we wish to make here, we have taken the liberty of briefly summarizing some of the more basic findings of the studies of the manufacturing entrepreneur covered in our review of related entrepreneurial research, as presented in Chapter 2. As the reader will recall, these studies would appear to have suggested that the manufacturing entrepreneurs in their samples have evidenced:

- An unhappy childhood, characterized by poverty, insecurity, and a high incidence of early parental death, broken homes, and rejection of the father.
- An unhappy experience with formal education, characterized by restlessness, desertion from high school or college, and resentment of academic authority figures.
- An early job history of drifting from one line of work to another, followed by periods of personal business failure, subsequent instruction from sponsors in areas of business interest, and a final, ultimately fruitful, plunging into the formation of one's own enterprise.

And, in addition, the reader no doubt will also recall these other commonly reported feelings:

- A tendency for entrepreneurs of predominantly "blue-collar" backgrounds to display a lower level of attainment or

proficiency in education, training, and social awareness and involvement than entrepreneurs of white-collar backgrounds, and to operate their businesses with less demonstration of adaptability to new techniques of internal management, and to changing conditions in the external marketplace.

- A seemingly greater incidence of firm success being noted in the case of those small businessmen whose education and early work experience were most closely related to the character of their final entrepreneurial effort; who were possessed of good administrative ability and a capacity for hard work, and who displayed a concern with using these assets to achieve a sound record of firm profitability and growth; who exhibited the greatest personal vitality, cosmopolitanism, and alert receptivity to new ideas; and who most consistently manifest the keenest and most astute appreciation of customer needs, and of the marketing initiatives necessary to best meet those needs.

While it would be nice to be able to report that in every instance our own final sample of fifty-four franchised domestic new car dealers has in fact evidenced the same kind of experience or background, unfortunately such has not proved to be the case. For example, most of the dealers included in our final sample would not appear to have undergone the same type of adverse childhood portrayed for the manufacturing entrepreneur. In fact, over eighty per cent of our dealers specified living with both of their natural parents throughout most of their early years, and only twenty-two per cent suggested that they had come from households that were economically depressed. At the same time, nearly eighty per cent of our final sample characterized their childhood days as being either "very happy" or "quite happy most of the time," while no one bespoke of a childhood that was unhappy in all respects. Along the same line, almost one-half of our final sample of fifty-four franchised domestic new car dealers

indicated that during the period of their childhood, their families had lived longest in a residential section of town which was of at least average quality, while another thirty-five per cent stated that their families had resided, for the most part, in either good or exclusive neighborhoods.

On the whole, neither do the members of our final sample seem to have been subjected to a particularly unusual or unstable course of childhood development. Over one-half of them stated that they had lived in the same city for all of their first eighteen years of life, and an additional eighteen per cent disclosed that they had moved to another city on only one occasion during this period. Seventy per cent of them also indicated that they had attended church at least three-to-four times per month, and all but two per cent of our final sample reported getting along harmoniously with people their own age or older throughout their teenage years.

At the same time, by the age of thirteen, practically eighty per cent of our final sample had learned to swim, and by the age of nineteen, almost two-thirds of our dealers have indicated that they already had purchased their first car.

In other words, the picture we would appear to have here is one of a fairly conventional youth, characterized, for the most part, by relatively normal patterns of middle-class background and experience (the main exception to this perhaps being the rather high incidence of early first car ownership, suggesting what might not only have been a reasonably secure financial position at the onset of adulthood, but



what could also have been a strong manifestation of an early interest in matters pertaining to automobiles as well).

Neither have the members of our final sample provided much in the way of evidence suggesting that they were usually "out-of-sorts" with either of their parents during their childhood years. Indeed, fifty-six per cent of them have stated that their mothers and fathers were the kind of parents "that they would have wanted their own children to have"; and another thirty-three per cent, that while in some ways they believed that they had been better parents to their own children than their parents had been to them, overall they nevertheless felt that their own mothers and fathers had performed well as parents. At the same time, only seven per cent of our final sample criticized their fathers for having taken too little interest in their children, while a majority suggested that, for the most part, their fathers were either easy-going or about average in their strictness or moral outlook. As for the mothers of the dealers in our final sample, the feeling expressed towards them appears to have been one of even greater warmth and appreciation, with fully eighty per cent of this group recalling their mothers as "a person whose primary concern was always the care and well-being of her family."

In keeping with this general impression of good will toward their parents, fifty-two per cent of our sample also indicated that they had enjoyed plenty of freedom throughout their childhood, and an additional five per cent even stated

that they had been permitted to more-or-less run free. Another thirty per cent portrayed a childhood which alternated between periods of freedom and periods of greater parental supervision, while only seven per cent complained of constant supervision, and resulting conflicts with their parents.

At the same time, sixty-nine per cent of our final sample reported being rewarded or praised by their mothers and fathers for commendable behavior as a child, and sixty-three per cent asserted that during their late teens they either rarely or never experienced disagreements or arguments with their parents. Nearly sixty per cent also revealed that their parents had taken an interest in their career aspirations, and had helped them to plan what they had wanted to do.

Thus, we can see that here too the experience of the fifty-four franchised domestic new car dealers in our final sample would not appear to have very closely paralleled that reported for the manufacturing entrepreneur in the studies to which we have made reference in Chapter 2.

In regard to their formal education, the members of our final sample would appear, for the most part, to look back favorably upon this phase of their early development. Indeed, forty-eight per cent of our group stated that their schooling has proved to be very helpful to them in life, while another forty-six per cent indicated that it has been "helpful for the most part," and only six per cent asserted that "while it was interesting at the time, it has not

proved to be very helpful since."

As concerns the amount of formal schooling which the fifty-four members of our final sample completed, twenty-six per cent have indicated that they are college graduates, another thirty-three per cent have stated that they at least have attended college, and an additional eighteen per cent have reported that they are high school graduates. In addition, fifteen per cent of our final sample (of whom most were from the outstate area, and from the ranks of the more senior members of our body of respondents) have recorded that their formal schooling terminated at some point prior to high school graduation, while another four per cent have claimed post-graduate study short of their master's, and a final four per cent, the attainment of a professional degree (with all of the dealers from these two latter groups being from the Metropolitan Detroit area).

Our sample members' recollections of their former teachers also appear to be basically favorable, with fifty per cent of our final sample having disclosed that they had admired either many or virtually all of their old mentors, another forty-four per cent testifying that they had admired at least some of them, and only six per cent alleging that they had admired either a very few or none of their former instructors.

As for the matter of early desertion from high school or college, sixty-five per cent of those attending high school have averred that the thought of quitting that

institution had never even occurred to them, while an additional twenty-one per cent admitted to having entertained such thoughts rarely or only on occasion. Thus, the possibility of such desertion at that point in their academic careers seems to have been a major factor in the thoughts of only a small part of our final sample - namely, the twelve per cent who did quit high school, and another two per cent who completed their high school programs, but who nevertheless acknowledged having frequently contemplated quitting their studies while in the process of earning their diplomas. And, of those attending college, at least one-half did go on to receive their bachelor's degrees.

Other indications of overall favorability toward their formal education may be found in the high percentage of respondents who felt that the work they had done in school as children had received adequate recognition from their teachers. Forty-eight per cent of our final sample felt that they had almost always received such recognition, and another twenty per cent stated that such usually had been the case. An additional twenty-two per cent felt that their work had received adequate recognition in a moderate way, and only ten per cent complained of what they felt was something less than adequate attention.

As pertains to conflict with academic authority figures during their formal schooling, the franchised domestic new car dealers in our final sample have provided little evidence of such problems in the information supplied to us. In

fact, fifty-two per cent of those attending high school have specified that they do not recall ever having experienced direct and open conflict with their teachers during their high school years, and the remaining forty-eight per cent have disclosed that they did so only on occasion.

And as for possible conflict with family authority figures during these same years, here too we have been supplied with little evidence of difficulty. For instance, thirty-five per cent of those attending high school have characterized their parents as having been quite lenient toward them throughout their high school years, and another forty per cent have stated that their parents were no more or less restrictive of their independence than were the parents of their friends. An additional twenty-five per cent did admit to their parents having been "rather restrictive," but interestingly, no one accused their parents of "having ruled with a heavy hand."

At the same time, neither do the great majority of these same dealers appear to have experienced much conflict with their parents over matters relating to their academic performance. In fact, twenty-three per cent of them reported that their parents were generally pleased with their high school grades; an additional thirty-four per cent stated that their parents were generally satisfied with their work, although still feeling that they probably could have done better; while still another twenty-three per cent indicated that their parents did not complain about their grades so

long as they had done their best. Of the remaining twelve per cent of those attending high school, six per cent disclosed that their parents had taken no interest in their academic performance whatsoever, and only the remaining six per cent confessed to having had parents who were displeased with their level of academic achievement.

In the case of conflict over grades, however, perhaps at least part of the reason for no great problem having been reported here could be due to the fact that an appreciable number of the dealers in our final sample were never really in any kind of serious academic difficulty. For example, of those attending high school, forty-four per cent reported receiving above-average-to-distinctly-above-average grades, and another forty-eight per cent, grades of at least average quality. And of those attending college, only three per cent indicated being in the lower twenty-five per cent of their respective classes, with sixty-five per cent disclosing that they stood within the middle fifty per cent of their respective classes, and a final thirty-two per cent testifying that they had ranked in the top twenty-five per cent of their particular groups.

Thus, in this instance too the picture would seem to be one of a somewhat different pattern of experience than that which has been reported for the manufacturing entrepreneur. But in one respect, at least, there would seem to be something of a similarity between the franchised domestic new car dealers of our final sample and the manufacturing

entrepreneurs considered in the studies which we have discussed in Chapter 2, and that is in terms of what they both feel should be the principal benefit of one's educational experience. For like many of the manufacturing entrepreneurs depicted in the related research reviewed in Chapter 2, the majority of the dealers in our final sample would appear to believe that for the most part, education should have the practical value of preparing a person to lead an active and productive professional life. And thus it is that when asked what they felt was the most important thing a young person should derive from attending college today, fifty per cent of our final sample replied that training for a profession was the most important objective, while only twenty-six per cent opted for general cultural knowledge, and an additional twenty-four per cent, for either personal maturity or social polish. And thus it is too that fifty-seven per cent of those dealers attending college named business administration as the subject which they enjoyed most as undergraduates, and another sixteen and nineteen per cent chose engineering and science and mathematics, respectively (with only eight per cent citing the less demonstratably "vocational" humanities and social sciences as their favorite subject areas). And, even at the high school level this same preference for the so-called "practical" curriculum can be seen in the major subject area concentrations elected by the members of our final sample, with forty-two per cent of those of our dealers who attended high school undertaking most of their work in

commerce or business administration, another ten per cent in trade or industrial arts, and four per cent in agriculture (with the remaining forty-four per cent undergoing the college preparatory course work necessary to qualify them for further education at the university level).

But aside from this latter point, as was found to be the case with childhood experience, so too in the area of education we would seem to be confronted by a lack of basic similarity between the development and outlook of the franchised domestic new car dealers in our final sample and the manufacturing entrepreneurs considered in the earlier studies which we have cited.

As for the matter of early job experience, to an extent we shall be examining more of the specifics of this aspect of the backgrounds of the fifty-four franchised domestic new car dealers in our final sample in that portion of this chapter devoted to the new car dealer as an automotive retailer. But at this point it probably would still be useful for us to consider just a few of those particulars from our dealers' early work history that will enable us to determine whether or not these gentlemen underwent the same pattern of job hopping and early failure that has been depicted for the manufacturing entrepreneur.

In one important respect, our dealers would seem to resemble their entrepreneurial counterparts in the manufacturing sector, and that is with regard to the early age at which they first began working regularly at some job for



money. In fact, fifty-two per cent of our final sample indicated that they already had taken this initial step by the time of their fourteenth birthday. Another nine per cent had done so by their fifteenth year, and another sixteen per cent by their sixteenth year, and an additional four per cent by their seventeenth year (with the remaining twenty-one per cent disclosing first-job experience by their eighteenth year or later). And at the same time, fifty-two per cent of our dealers reported that they had attained these first-time jobs purely as a result of their own job-seeking efforts, while thirty-two per cent of those attending high school stated in addition that their jobs during their high school years had constituted the form of extracurricular activity from which they had derived the greatest satisfaction.

But beyond this, any similarity with the manufacturing entrepreneur would appear to cease, with only thirty-five per cent of the members of our final sample indicating that they had held a number of different jobs throughout their working lifetimes before finally becoming franchised domestic new car dealers. Of the remaining sixty-five per cent, forty-one per cent disclosed having held a number of different jobs, but mostly within the automotive retailing career field; and twenty-four per cent, having held only a few jobs within this same area. At the same time, fully eighty-nine per cent of our respondents have asserted that they have never been out of work for one month or more at a time, seventy-two per cent have recounted that they have never been

employed in any state other than the one in which they first began working, and eighty-five per cent have noted that they are, in fact, working today in the same state in which they were reared (with fifty per cent actually living in the same city in which they were brought up as children).

Insofar as the effect of "blue-collar"/"white-collar" background on management practices and performances is concerned (as generalized for the manufacturing entrepreneur at the beginning of this chapter, based on the studies reviewed in Chapter 2), there really has not been much that we could do within the context of our research to make comparisons within our own final sample of fifty-four franchised domestic new car dealers. In the first place, we compiled virtually no information on the operating practices and the state of economic vitality of any of the dealerships owned by the men in our final sample, and in fact, in soliciting our dealers, we deliberately avoided all mention of such subjects in order to minimize their reluctance to participate in our survey, and thus to maximize our rate of response from them. And in the second place, because of the rather limited variety of previous jobs held by our dealers prior to the time that they first entered automotive retailing (about which we already have made some mention, and shall discuss further shortly), we were not really confronted in our returns by many instances of clear-cut dichotomies between dealers who had begun their working lifetimes as "blue-collar" workers and those who had begun as "white-collar" types.

And for similar reasons, neither has there been much that we could do to correlate such factors as dealer education, administrative ability, personal vitality, cosmopolitanism, and customer sensitivity to dealership success. Again, because in the first place we did not compile any business data for the dealerships that were owned and operated by the members of our final sample, and thus have been left with no real means of operationally defining what we might mean by "dealership success," and of classifying these dealerships in some manner consistent with this definition. And then too, even if we had compiled such data, and were in a position to carry out such a classification, there still would remain the very real argument that dealership "success" can result from many other variables besides the mere personality and background factors of the men who head them. (Indeed, as our dealers themselves would seem to feel, for a number of them made note of how important such external factors as size of market, dealership location, and popularity of their car lines had been in determining the success of their own operations.) And finally, there also is the point that the dealer association personnel who nominated the dealers solicited for our sample had in each instance been encouraged to select from their membership rosters those of their dealer members whom they felt represented the best traditions of automotive retailing within their respective markets. With a criterion such as this, it seems reasonable to suppose that most of the dealers so chosen would, in fact, be

managing dealerships which would more than likely satisfy any standard for "success" that we might have set, thus leaving us with little basis for making comparisons among the dealers and dealerships within this group.

And so it would seem fair to suggest that we now are at the point where we can do little more to make comparisons between the early background and developmental experience of the franchised domestic new car dealers in our final sample and those of the manufacturing entrepreneurs from the studies which we considered in Chapter 2. While our experience here would appear to have been one of encountering far more differences than similarities, it would seem reasonable to suppose that these discrepancies could well be the result, more than anything else, of the rather simple underlying differences in personal make-up that one might expect to exist between the type of entrepreneur who, in most cases, originates his own first enterprise largely as an act of individual judgment and initiative, as is commonly found in the manufacturing sector, and the type of entrepreneur who must first win the approval of a large and powerful manufacturer before he can proceed further with his dream of owning and operating his own business concern, as is the case with the entrepreneur that one finds in automotive retailing. In any event, this possibility would seem to us, at least, to be of sufficient worth to consider further when we conclude our thoughts on our research in Chapter 5.

### The Dealer as an Automotive Retailer

For all of the criticism that is frequently being leveled at the automotive retailer, and for all of the pressure to which he apparently is being subjected, both economic and otherwise, the fifty-four franchised domestic new car dealers in our final sample would appear, by-and-large, to be relatively pleased by their decision to become the heads of active automobile agencies. In fact, only four of these dealers stated categorically that if they had it to do over again, they definitely would not elect to become an automotive retailer, while the great majority of those who would repeat their experience spoke enthusiastically of the challenge afforded by their jobs, the satisfaction which came from being the heads of their own enterprises, and the opportunity that still exists, in spite of the intense competitiveness of their business, to realize a substantial income from their efforts.

For most too there is apparently the thrill of simply being in the automotive industry. As we noted earlier, many of our dealers had already discovered their interest in cars while still in their teens, and especially notable among the younger members of our final sample is the early point in their working lives at which they first formally entered the automotive career field (in contrast to some of the older members of our final sample, who were largely from the rural outstate area, and who comprised a sizable portion of that one-third of our respondents who "knocked-about" a bit in

other work areas before finally entering the automobile business at some point prior to World War II).

Of further interest among the younger, metropolitan dealers in our final sample is the frequency with which they first began their automotive retailing careers as new car salesmen. From that point forward it was generally a case of eventually moving on to the jobs of new car/truck sales manager, general sales manager, and finally general manager, before ultimately taking that final step of assuming the risks of striking out on one's own as an automobile dealer. A less frequent path of development for metropolitan dealers (with most being located in Detroit) was that of first working in, and then operating, an independent used car lot (or lots) before joining a dealership at the department manager level, and then eventually following the same path of development taken by the dealer-to-be whose previous work had been primarily in new car sales. And within this same group of dealers we also found several individuals who had first worked for an automotive manufacturer (most commonly in field sales), and who had then gone out to operate dealerships of their own, as well as several sons of dealers who had worked for a time in various job positions (both in and out of sales) within their family agencies before going off to head agencies of their own.

All of this, of course, being in contrast to the experience of many of the older, rural outstate members of our final sample, who, as we have noted, did tend more to

exhibit the pattern of early drifting said to be characteristic of the manufacturing entrepreneur, and whose entry into automotive retailing, when it did come, usually occurred somewhat dramatically in the form of a direct assumption of an automotive franchise, and the subsequent originating of one's own agency from scratch (with the majority of these dealership foundings coming, as we have stated, in the period prior to World War II).

As dealers, the majority of the members of our final sample of fifty-four have reported that they work reasonably hard at their jobs, to the point, at times, of having to neglect their families. But unlike many of their executive counterparts in large corporations, most of them have resisted the temptation to claim outrageously long work weeks, with only twenty-two per cent professing work weeks of sixty hours or more. At the same time, only eleven per cent of our final sample have indicated that they frequently take their work home with them, and only four per cent have reported that they find their job to be exhausting most of the time.

In evaluating the dynamics of their industry, and of their own individual dealerships, thirty-eight per cent of our sample stated that they felt the automobile industry to be somewhat more dynamic than other major U.S. manufacturing industries, and fifty per cent, much more so (with the others, of course, finding it to be about as dynamic, or less so), while thirty-three per cent of those dealers included in our

analysis felt their own dealerships to be somewhat more active than the other automotive agencies in their trading area, and forty-three per cent, that their agencies were much more active (with the remaining twenty-four per cent suggesting that their agencies were only about as active as their competition, or even somewhat less so).

When asked their feeling on the importance of their dealerships increasing their share of local markets for new car sales throughout the next five years, sixty-five per cent of our outstate dealers testified that they regarded this as being very important, while only twenty-six per cent of our Metropolitan Detroit dealers felt the same way about their respective competitive situations.

Not surprising, in view of many of their individual backgrounds, forty-six per cent of our final sample indicated that out of all the various areas of dealership operation, the one that they were most familiar with was that of new car sales. Another nine per cent claimed greatest familiarity with either truck or used vehicle sales, making the total proportion of our final sample of franchised domestic new car dealers alleging greatest familiarity with some aspect of sales to be fifty-five per cent. Another thirty-seven per cent of our sample indicated that their greatest area of familiarity with agency operations was now business management, with the remaining eight per cent naming either service management or leasing.

When asked to name the single most important source



of satisfaction to them as automobile dealers, thirty per cent of our final sample cited the feeling of independence which they derived from managing their own enterprise, another twenty per cent mentioned the challenge which they experienced in trying to devise more efficient ways of operating their business, and a final twenty-four per cent pointed to the economic rewards and financial security which they obtained from being in their line of work.

Along similar lines, when asked to name the single most important source of dissatisfaction to them as automobile dealers, fifty-four per cent of our final sample complained about the difficulty of maintaining a level of profit commensurate with the extent of effort and capital involved in their dealerships, an additional seventeen per cent decried the many risks that were involved in operating an automobile agency, and the remaining members of our sample lamented about such factors as time pressures, factory demands and policies, and the general public's apparent inability to appreciate the trials and tribulations of being an automobile dealer.

As for which of certain factors were most important in influencing the dealers in our final sample to elect to become the operating heads of automobile agencies, the evidence supplied by the members of our sample would seem to suggest that like the manufacturing entrepreneur, many of our respondents were motivated to assume the risks of becoming a dealer in order to satisfy a basic desire to be

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independent. The promise of a good financial return would also appear to have played an important part in their decision, as would a natural interest in cars, and a determination to capitalize on related job experience. Of less importance, apparently, were such considerations as urging by others, a need for responsibility, and for professional status, and the chance to assume control of an established dealership.

A short time ago we were concerned with what factors might be considered as indicative of dealer success. When asked to address this same issue, the fifty-four franchised domestic new car dealers in our final sample appeared to feel that dealership profitability, reputation for service, and renown as a good place to work were all important considerations, along with the dealer himself being viewed as an honest, sincere, and hard-working member of his local business community. Of less importance, in our sample members' view, were a dealer's participation in community service activities, and the assuring of the survival of the dealership itself.

In terms of those factors which the dealers in our final sample felt were most critical in determining the success of an individual as an automotive retailer, experience and general intelligence were each cited by thirty per cent of our respondents as being the most important of the variables listed in our questionnaire, while another twenty-seven per cent thought that interest in their work was the

most critical consideration (with the remainder of the group electing such other factors as personality and training).

While no one in our final sample named formal education as being the most important factor in determining an individual's success as a dealer, fifty-two per cent of our respondents did indicate that their job required some form of business training beyond high school; another eleven per cent, at least some college; and an additional twenty-two per cent, actual completion of a four-year college program. Surprisingly, the remaining fifteen per cent seemed to feel that high school training or less would be sufficient, provided the individual concerned "had the necessary natural ability."

As for the personal qualities which our dealers felt to be the most necessary for the advancement of their own dealership personnel, sixty-two per cent of our respondents specified willingness to accept responsibility as being the foremost factor, while another thirteen per cent each named aggressiveness and ability to get along with others. An additional ten per cent of our final sample cited either good moral character or good intellectual capacity, while one dealer wrote that he felt self-motivation was the most important requisite.

We thought that it might be interesting to determine whether the members of our final sample preferred a basically intuitive or an essentially analytical approach to managing their respective operations. The result was a strong

expression of preference for the intuitive approach, with seventy per cent of our respondents indicating that while they were not averse to using data, they often preferred "to rely as much, or more, on their own intuitive 'feel' for a given situation," and only thirty per cent stated that they usually "tried to proceed on the basis of a thorough and dispassionate analysis of the data available to them," with no significant difference being discernible here between Metropolitan Detroit and outstate operators, high- and low-volume dealers, and the relatively young and the relatively old.

We also thought it might be interesting to observe what proportion of our final sample liked to innovate in their work methods, and found that in this case fifty-two per cent of our dealers preferred to try new approaches to their work, while forty-eight per cent "normally preferred to keep things running smoothly."

In concluding that portion of our Multiple-Choice Inventory for Automobile Dealers devoted to examining their "Business Life and Outlook," we thought that it might be useful to once again test the degree of our dealers' satisfaction with their roles as automotive retailers by asking them what they would most prefer that their sons did for a living. In keeping with our other findings on this issue, fifty-seven per cent of our final sample indicated that they should like their sons to become automobile dealers, and another four per cent expressed the hope that their sons would become active in some phase of the automotive industry.

Among the remaining members of our final sample, most preferred that their sons enter into one of the professions, or expressed the view that they wished their sons to do whatever it was that would bring them the greatest happiness.

And thus it is that we might suppose that one could say we are closing this portion of our review of our survey results on much the same note that we began it - by observing that in spite of all of the many risks and frustrations that can go with being an automobile dealer, the great majority of the members of our final sample nevertheless would appear to be well pleased with their choice of vocation, and with the satisfaction which it affords.

#### The Dealer as a Private Individual

Since personal background data (of which this section of Chapter 4 is largely comprised) does have a tendency to become tedious, it is not our intention here to dwell unduly upon this aspect of our research, other than to discuss our results in sufficient detail to establish that, for the most part, the fifty-four franchised domestic new car dealers in our final sample do certainly appear to be numbered among the more stable and well-established members of their respective communities.

For example, all of our dealers are family men, with ninety-one per cent of them having been married but one time. Most were wed between the ages of twenty-one and twenty-five, to women of approximately the same age and socioeconomic background. Typically, they have two-to-three children, for

whom they either have provided, or hope to provide, a college education.

In addition, our dealers would appear to be in good health, and to lead fairly active social and recreational lives. For instance, the great majority of them have indicated that they have never been ill during their adult years for a period of one month or more, and over one-half of them now manage to engage in some form of physical exercise on the average of at least one-to-four hours per week, with sports apparently providing most of the bases for this exercise.

At the same time, over seventy per cent of our dealers have reported going out in the evening and/or meeting socially with friends their own age or older at least once or twice each week, and have indicated that most of the time they prefer to meet with their friends at either their own or their friends' homes.

When queried about their activity in formal organizations, fifty-four per cent of our sample mentioned being active in athletic, social, or recreational clubs, and forty-three per cent in business and professional organizations. At the same time, thirty-one per cent indicated being affiliated with service organizations such as Rotary or Kiwanis, and fifteen per cent with such fraternal societies as Elks or the Masons.

In spite of the rather low importance attached by our respondents to participation in community service

activities as an element of dealer success (as noted earlier), over seventy per cent of these gentlemen nevertheless indicated being active in such work at some point during the twelve months previous to the time they completed our questionnaire. On the basis of the information supplied by them, religious and charitable organizations would appear to have been the major recipients of their effort, with government programs and local citizens' action and youth groups also proving popular as beneficiaries of their concern.

Over seventy per cent of our final sample of fifty-four franchised domestic new car dealers also noted that they had served on active duty with one of our military services, with thirty-eight per cent of these veterans indicating that they had completed their service as commissioned officers.

In terms of political party preference, forty-seven per cent of our final sample have disclosed that they consider themselves to be Republicans; an additional forty-nine per cent, to be Independents; and only four per cent, to be Democrats. But in the Presidential campaigns of 1960, 1964, and 1968, it would appear that most of the Independents voted with the Republicans, for the Democratic candidates in these campaigns never won more than thirty-two per cent of the votes of our dealer respondents.

As pertains to other matters of personal preference or philosophical outlook, over eighty per cent of the dealers in our final sample believe that differences in ambition,



application, and persistence are the factors which are most likely to explain why some people are more apt to succeed than others with the same degree of skill or training, as opposed to such factors as differences in intelligence, education, and experience, or in family background, social status, and personal contacts. At the same time, fifty-five per cent of our respondents felt that luck was at least somewhat important in contributing to a person's financial success, and another twenty-six per cent thought that it was either important, or very important (with only the remaining nineteen per cent asserting that it was either not very important, or not important at all).

In their face-to-face encounters with their fellow man, the great preponderance of the dealers in our final sample have depicted themselves as being rather ordinary and unassuming folk. For the most part, they do not consider themselves to rank "at the top" as conversationalists, and they have indicated that they are not overly inclined to regale others with jokes. However, like the good salesmen that many of them have been (and probably still are), they do feel that they usually are able to form an accurate first impression of the people they meet, and they have further suggested that those with whom they associate do typically seem to feel that they are the kind of people to whom one can confide one's problems.

When asked their opinion of a man who tries difficult things, but who does not always succeed at them, fifty-five

per cent of the members of our final sample indicated that they admired such a person for his persistence; and another thirty-nine per cent, for his initiative, with only six per cent expressing some form of disapproval toward such an individual. And, in a somewhat similar vein, ninety-two per cent of our final sample also asserted that they believed that there was either some or much good in everyone.

In looking to the future, only ten per cent of our final sample of fifty-four franchised domestic new car dealers admitted that they were looking forward to retirement, with everyone else electing to express a feeling of something less than total rapture for this event. And yet a surprising fifty-six per cent of our respondents indicated that they expect to have already gone into retirement by the time of their sixty-fifth birthday.

At whatever point retirement does finally occur for them, twenty-nine per cent of our dealers expect to devote the greater portion of their energies to sporting activities, an additional twenty-two per cent to extensive travel, and another twenty-two per cent to striking out along new, but less hectic paths of business endeavor (with the remaining seventeen per cent of our final sample indicating that their preference will probably be for such activities as engaging in hobbies, performing unpaid volunteer work, or "just taking it easy").

And so, as we have said earlier, the overall picture presented by this portion of our research results would seem

to be one of a rather straightforward and conventional life style, lived in the manner that one might well expect of men who are substantial and accredited members of their respective small business communities.

#### Concluding Comment

Of perhaps greatest interest in this review of the results of our research is the extent to which we have failed to establish a similarity in the pattern of the early background and professional development of the fifty-four franchised domestic new car dealers in our final sample and those of the manufacturing entrepreneurs examined in the studies considered earlier in Chapter 2. And of still further interest might well be the issue of not so much what we have learned, but rather, of what we might have learned, had we conducted our research a bit differently.

For those wishing to pursue these considerations, we now offer Chapter 5, in which these and related matters will receive the greater part of our attention.

## Chapter 5

### CONCLUSION

#### Introductory Comment

While we recognize that it is almost traditional at this point in studies of this character to reaffirm in some detail the major findings of one's research, we must confess that we ourselves are frequently bored by such reiteration, and so instead what we propose to do here is simply to close quietly with a consideration of the two issues which we have just noted at the conclusion of Chapter 4: namely, the question of why our own final sample of fifty-four franchised domestic new car dealers appeared to share so few things in common with the manufacturing entrepreneurs from the studies cited in Chapter 2, at least insofar as their early background, educational experience, professional development, and personal outlook are concerned, and then the matter of what it is that we have not learned, and might have, as a result of our research, and why.

#### Possible Reasons for Differences

As concerns the first of these two basic issues which we shall be considering in this, the conclusion of our report, perhaps one of the simplest explanations which we might offer for the differences that we have observed between the early background and development of the members of our dealer

sample and the manufacturing entrepreneurs described in the research which we considered in Chapter 2 is merely that because we elected to employ a self-administered mail questionnaire as our data collection instrument, we somehow failed to learn of many childhood experiences and events that could have been elicited in personal interviews, such as those which were conducted in a number of the studies that we have examined pertaining to the manufacturing entrepreneur. That such a possibility exists is not to be denied, and frankly, we do have some evidence of occasional selectivity having been exercised in what a small number of our respondents cared to record about their individual work chronologies in the Career Development Profile portion of our questionnaire. And if we did indeed fail to collect such information, then there is always the possibility that it would have demonstrated more in the way of dealer similarity with the manufacturing entrepreneur.

But for all of this, we still are inclined to doubt that there was a story here that we somehow failed to uncover, based primarily, we suppose, on the fact that we did conduct extensive follow-up telephone interviews with the majority of our dealer respondents, and on many occasions were forced to ask for data that we considered to be rather personal in character, and might well have declined to relate about ourselves, had someone called us for such information. Nevertheless, at no time were we refused the facts which we requested, and the feeling that we had in talking with our

dealers was that they were about as candid and straightforward a group as we could have hoped for. And so we say again that we seriously doubt this first possibility.

A second possibility that exists is one which is closely related to the first. That is to say, because we did elect to employ a self-administered mail questionnaire as our data collection instrument, we presented our dealers with a format which simply was not compatible with relating tales of childhood woe and hostility towards all things adult and institutional, even in those instances where we provided our respondents with clear-cut opportunities to elect such responses. Once again, this too seems a reasonable possibility, but in reviewing our data, we were struck time and time again by the fact that our dealers had resisted the opportunity to appear in any way heroic by such acts as claiming to work exceptionally long hours, to never taking vacations or time off for recreation, or to having somehow to be possessed of remarkable qualities of physical stamina and personal character in order to survive the rigors of being an automobile dealer. Indeed, such are the kinds of results that one can easily read about in the studies of large corporate executives which were so popular a decade or so ago. Instead, our dealers chose almost without exception to stress that they were rather ordinary men involved in a business beset with more than its fair share of risks and problems, but in which they nevertheless took an extraordinary interest and pride. And if they did indeed choose in

these instances to be honest with us, why should we suppose that in the case of childhood experience and development they did not also elect to be honest with us as well? In other words, in this instance too we rather doubt that we were misled by having been provided with answers which were not true reflections of the actual early experience of our respondents.

A third and final possibility for explaining the differences which we have noted is the one that for us, at least, holds the greatest appeal, and that is that these discrepancies can be explained in terms of the basic differences which exist in the fundamental character of the positions being sought and fulfilled by the franchised domestic new car dealer and the manufacturing entrepreneur. The latter, in seeking his success through the founding of his own enterprise, in most cases seeks as well the complete independence which being in sole command can provide. Indeed, as Professors Collins and Moore have noted, it is often this very need for independence which is paramount in motivating him "to take the plunge" into full-fledged entrepreneurship in the first place.

But the would-be franchised domestic new car dealer, on the other hand, can achieve his dream of success only through the concurrence of the automobile manufacturer which grants him its franchise; and while we have seen that the need for independence is important to him as well, nevertheless he realizes that even after he has received his

franchise, he still must serve at the pleasure of the economic dreadnaught which made his entry into the dealer ranks possible. Does it really seem plausible to suppose that a man from a troubled childhood, possessed of a dismal record of academic maladjustment and an early employment history of job instability, and characterized by a high need for personal autonomy, will be the kind of individual to seek out such a franchise relationship, or be representative of the sort of person in whom the manufacturer is likely to place its trust? Somehow we doubt it. Instead, we should expect that automotive franchises would more likely be sought by, and granted to, precisely the type of mature, stable, and experienced individual whom we have described in Chapter 4, and hence, our preference for this last of the three possibilities which we have advanced for explaining the differences that we have observed between the franchised domestic new car dealers in our final sample and the manufacturing entrepreneur.

#### Concerning Data Not Collected

Actually, in Chapter 4 we already have considered one category of information which we might have considered in our research, but did not, and that is the area which pertains to the effect of the dealer's personal background, educational and early vocational experience, and managerial philosophy or viewpoint on the success of his dealership enterprise. As the reader will recall, we were deterred from seeking to determine this because we wished to avoid



antagonizing our potential respondents by asking for dealership operating data that they might not wish to provide (and which nevertheless would be needed in order to make determinations as to a given dealership's accomplishments, or lack thereof), and also because the very manner in which we set about soliciting our sample (i.e., by asking officers of the two Michigan automobile dealer associations to nominate just those dealers who, in their judgment, represented only the best traditions of automotive retailing within their respective marketplaces) seemed to us to make it unlikely that we would find much difference between the level of success among comparable dealerships of the respondents in our sample, even if we had the agency performance data required for this, and sought to do so. Quite frankly, there was still another reason why we did not undertake to make comparisons of this character, and that was because of our having heard of in-house studies involving both high- and low-performance dealers which have been conducted in the past by the automotive manufacturers, and which apparently enjoyed little success in pinpointing significant differences in background, experience, and management philosophy between those dealers who were felt to be operating well-run automobile agencies and those who were not.

But while we did not elect to investigate this aspect of the automotive retailer, and doubt that we would have learned much had we attempted to do so, nevertheless we should like to point out that it is an approach that still

can be taken by anyone interested in conducting his own research in this area, and who is willing to develop a matched-sample of "effective" and "ineffective" dealers, and to undertake the challenge of not only soliciting the personal background information that we have collected, but the necessary operating data of all the agencies involved in the survey as well.

While throughout this study we have been talking about dealers who both own and operate their own dealerships, there are also automobile agencies to be found in many of our large metropolitan areas which are owned by the major automotive manufacturers, and are operated by men whom they have appointed as managers. Since such individuals do not fall within the scope of being considered entrepreneurs, as we have found the term to be defined by most of the authors whose works on entrepreneurship we have considered in Chapter 2, and since these factory-appointed managers are not, to the best of our knowledge, numerous, we made no effort to include such persons in our sample, and to draw comparisons between the data supplied by them, and by those entrepreneurially-inspired automotive retailers who were considered in our study. But, of course, this too could be done by anyone wishing to undertake further research in this area, and it seems plausible to suggest that the results of such a study could well be of interest.

But perhaps what is of most concern to us is that with regard to the men we did consider, we somehow failed to

discern exactly why it was that each, at a given moment in time, suddenly decided to strike out as the head of his own dealership. As we have noted in Chapter 4, there were a good number of men in our sample who made this move from the position of general sales manager or general manager of someone else's agency. While it is true that a few of these individuals were prompted to take the action of setting out on their own because of encouragement by the dealers for whom they were then working, and/or because they had learned of an opportunity to acquire control of an existing agency on terms that they considered too good to ignore, there still remains the question of why they and the other dealers in our final sample who left from positions of general sales manager or general manager felt impelled to take that last, final step into automotive retailing entrepreneurship, while other men occupying these same dealership positions at the same point in time, and perhaps with the same encouragement, and/or knowledge of outside opportunities, did not elect to do so.

Had we employed personal interviews as our principal basis for collecting our data, it seems likely to us that we might at least have been able to do a better job of exploring the dynamics of the decision process which was involved in the movements of the men in that portion of our final sample who did leave relatively secure and well-paid dealership positions to assume the risks and uncertainties of owning and operating their own agencies. And this is, quite frankly, information that we should like to have had. But

how we could have gone about the simultenaous study of dealership general sales managers and general managers who were the contemporaries of the dealers in our final sample at the time these latter men left the same job positions to strike out on their own we frankly do not know. In other words, while this would seem to us to provide a rather interesting basis for research in the area of automotive retailing entrepreneurship, the difficulties involved in developing an appropriate matched-sample for such a study would appear to us, at least, to be formidable.

Well, while there are obviously other omissions in the data we have collected which we might examine here, it would seem to us that we already have considered the ones which we feel to be most significant. And thus it now only remains for us to end this report with a final concluding comment.

### Concluding Comment

One has only to conduct a study of this character to appreciate how very important it is to have respondents who are willing to co-operate fully in whatever is required to carry out their role in one's research. We have indeed been fortunate to have enjoyed that kind of co-operation from each of the fifty-four franchised domestic new car dealers who together have comprised the final sample examined in this report, and we can well appreciate how it is that officials of both the Michigan Automobile Dealers Association and the Detroit Automobile Dealers Association were prompted to

recommend these men to us, on the basis of our request for the names of association members who were, in their judgment, to be considered among the best in Michigan automotive retailing. We have found their story to be an intriguing one, and should like to believe that it has helped to provide a worthwhile insight into yet another fascinating aspect of American entrepreneurship.

## NOTES

## NOTES

### Chapter 1 INTRODUCTION

- <sup>1</sup>National Automobile Dealers Association, *The Franchised New Car and Truck Story* (1971 ed.; Washington: National Automobile Dealers Association, 1971), p. 29.
- <sup>2</sup>Automotive News, *Automotive News 1971 Almanac* (35th ed., Detroit: Slocum Publishing Company, 1971), p. 22.
- <sup>3</sup>National Automobile Dealers Association, *op. cit.*, p. 11.
- <sup>4</sup>*Ibid.*, p. 38, p. 36.
- <sup>5</sup>*Ibid.*, p. 11.
- <sup>6</sup>*Ibid.*, p. 30.
- <sup>7</sup>*Ibid.*, p. 34.
- <sup>8</sup>Automotive News, *op. cit.*, p. 22.
- <sup>9</sup>National Automobile Dealers Association, *op. cit.*, p. 38.
- <sup>10</sup>*Ibid.*, p. 36.

### Chapter 2 REVIEW OF RELATED RESEARCH

- <sup>1</sup>Orvis F. Collins and David G. Moore, *The Enterprising Man*, MSU Business Studies (East Lansing: Bureau of Business and Economic Research, Michigan State University, 1964), pp. 19-20.
- <sup>2</sup>*Ibid.*, p. 23.
- <sup>3</sup>*Ibid.*, p. 67.
- <sup>4</sup>*Ibid.*, p. 98.
- <sup>5</sup>*Ibid.*, p. 104.
- <sup>6</sup>*Ibid.*, p. 129.
- <sup>7</sup>*Ibid.*, p. 163.
- <sup>8</sup>*Ibid.*, p. 195.

- <sup>9</sup>Norman R. Smith, *The Entrepreneur and His Firm: The Relationship Between Type of Man and Type of Company*, Occasional Paper (East Lansing: Bureau of Business and Economic Research, Michigan State University, 1967), p. 2.
- <sup>10</sup>*Ibid.*, p. 6.
- <sup>11</sup>John L. Komives, "Some Characteristics of Selected Entrepreneurs" (unpublished Doctor's dissertation, Michigan State University, 1965), p. 8.
- <sup>12</sup>Neil G. Soslow, "A Comparison of the Origins and Orientations of True Entrepreneurs, Other Owners, and Business Hierarchs" (unpublished Doctor's dissertation, Michigan State University, 1966), p. 2.
- <sup>13</sup>*Ibid.*, pp. 8-9.
- <sup>14</sup>*Ibid.*, p. 159.
- <sup>15</sup>Lewis E. Davis, *Characteristics of Small Business Founders in Texas and Georgia* (Athens: Bureau of Business Research, University of Georgia, 1963), p. 41.
- <sup>16</sup>*Ibid.*, p. 41.
- <sup>17</sup>*Ibid.*, p. 41.
- <sup>18</sup>*Ibid.*, p. 50.
- <sup>19</sup>*Ibid.*, p. 79.
- <sup>20</sup>*Ibid.*, p. 75.
- <sup>21</sup>William M. Hoad and Peter Rosko, *Management Factors Contributing to the Success or Failure of New Small Manufacturers*, Michigan Business Reports, No. 44 (Ann Arbor: Bureau of Business Research, University of Michigan, 1964), p. v.
- <sup>22</sup>*Ibid.*, p. v.
- <sup>23</sup>*Ibid.*, p. 8.
- <sup>24</sup>*Ibid.*, p. 9.
- <sup>25</sup>Kenneth Lawyer, *Small Business Success: Operating and Executive Characteristics* (Cleveland: Bureau of Business Research, Western Reserve University, 1963), pp. 3-4.



- <sup>26</sup> This is not a direct quote, but rather, a synopsis of conclusions developed throughout pages 151-156 of Dr. Lawyer's study.
- <sup>27</sup> S. William Linko, "Entrepreneurial Success Factors" (unpublished Master's dissertation, Massachusetts Institute of Technology, 1966), p. 46.
- <sup>28</sup> Harry Schrage, "The R&D Entrepreneur: Personality and Profitability" (unpublished Master's dissertation, Massachusetts Institute of Technology, 1965), p. 2.
- <sup>29</sup> *Ibid.*, p. 44.
- <sup>30</sup> *Ibid.*, p. 49.

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## **Appendix A**

### **CORRESPONDENCE USED IN DATA COLLECTION**

## Appendix A

### CORRESPONDENCE USED IN DATA COLLECTION

Contained in this appendix are reproductions of all of the correspondence employed in our survey to solicit the co-operation of the franchised domestic new car dealers recommended by officers of the Michigan Automobile Dealers Association and the Detroit Automobile Dealers Association. Included are an advanced postcard notice of our survey, two letters of transmittal utilized in the initial mailing of our questionnaire, a return postcard request for our survey results, two follow-up letters urging that questionnaires not yet submitted be completed and mailed back to us, a return postcard request for a replacement questionnaire, and finally, a letter of transmittal which was attached to those few questionnaires actually sent out as replacements.

Dear Mr. ....:

You are one of a select number of automobile dealers whom we are asking to participate in a special survey.

Within the next few days you will be sent a questionnaire from Michigan State University. It should be easy to complete, and we assure you that your answers will be of great value to our study.

I hope that we may count on your cooperation.

S. W. Swanson  
Survey Director

(POSTCARD)



MICHIGAN STATE UNIVERSITY EAST LANSING • MICHIGAN 48823

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GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

DEPARTMENT OF MARKETING AND TRANSPORTATION ADMINISTRATION • EPPLEY CENTER

June 17, 1970

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.....  
.....  
.....

Dear Mr. ....:

Certainly no one is in a better position than yourself to appreciate the many trials and tribulations which confront the aspiring automobile dealer--both in reaching his goal of becoming an important member of the business community, and in thereafter surviving as a dealer in today's highly competitive and frequently unpredictable automotive retail market. But have you noticed what little appreciation the public apparently has of this--of everything that has been entailed in the experience of you and men like yourself as you have sought first to achieve, and then to perform, the significant role which you now play in our economy?

We have, and we should like to do our bit to remedy this. What we propose is a study of the personal backgrounds, career development, and outlook of a small, select group of Michigan automobile dealers. Specifically, we should like to determine what some of the factors were in your early experience that ultimately enabled you to shoulder the considerable responsibility of owning and operating your own automotive enterprise. We also should like to know how you view your job today, and how you feel about some of the major aspects of our society at the present time. And lastly, without being too personal, we should like to learn a little about how you utilize some of the time which you spend outside of your business, when you are free from the many demands of your work.

By providing us with this information, you will be aiding us in our effort to determine just what some of the human variables are that go into the making of the contemporary automobile dealer and successful small businessman. And you can do so with our assurance that any testimony which you provide will in no way be identified with you.

-2-

Thank you much for taking time to consider our invitation to participate in what we do believe should prove to be a most interesting and worthwhile effort. And one which we hope will assist others to appreciate better just what it takes in terms of personal effort and sacrifice to become an automobile dealer. We sincerely hope you will wish to join us in this task, and that at some point in the next several days you will spend the time required to complete and mail your questionnaire.

Sincerely,

Donald A. Taylor  
Chairman  
Department of Marketing

P.S. Should you wish to receive a summary of our survey results, simply sign the enclosed postcard and return it to us (being careful to keep it separate from your questionnaire).

For answers to any questions you might have in regard to the survey itself, please feel free to call Mr. Stoakley Swanson, the project's director, at: (517) 355-2240.

GILBERT L. HALEY  
Executive Vice President



# MICHIGAN AUTOMOBILE DEALERS ASSOCIATION, Inc.

TELEPHONE 351-7800 • 1500 KENDALE BLVD. • P. O. BOX 208, EAST LANSING, MICHIGAN 48823

CHUCK AUTEN  
Cass City  
CHARLES BARRETT  
Port Huron  
STUART BASOM  
Stanton  
JERRY BIELFIELD  
Detroit  
C. C. CARDEN, SR.  
Manistee  
HERB CHARNOCK  
Dearborn  
BUD CLASSON  
Adrian  
DALE DEUR  
Fremont  
HERMAN DITTMAR  
Potoskey  
TOM DREIBACH  
Detroit  
CHILTON DRYSDALE  
Detroit  
HERB ESTES  
Ann Arbor  
ELMER FEIL  
Muskegon  
RICE FOWLER  
Charlotte  
VICTOR E. GEORGE  
Flint  
HARVEY GREENE  
Livonia  
ROBERT GREENING  
Ainslie  
JACK HUTCHINSON  
Royal Oak  
NAIFF KEEL  
Detroit  
PAUL KERNEN  
Ithaca  
STAN LASSEN  
Battle Creek  
CURTIS LINDAHL  
Iron River  
JERRY MAY  
Monroe  
DAN McDONALD  
Clare  
LADO McKAY  
Tawas City  
DICK McQUAID  
Marquette  
WARREN MITCHELL  
Mt. Clemens  
ART MOSENI  
Jackson  
EARL ORR  
Ferndale  
ED RINKE, SR.  
Centerline  
DON RUTTLE  
Rosed City  
RAY SHANK  
Benton Harbor  
CHET SWANSON  
Traverse City  
JOHN TAPPER  
Paw Paw  
JOE THOMPSON  
Detroit  
LEO VERLINDE  
Middleville

Dear .....

I am writing to you personally to urge your participation in a study of a small number of Lower Michigan automobile dealers now being inaugurated under the supervision of Mr. Stoakley Swanson, who is affiliated with the Graduate School of Business at Michigan State University. This study will endeavor to develop a better insight into just who automobile dealers are, and why they chose ultimately to become automobile dealers. It is being undertaken as an instance of impartial, academic research, and as such, promises to be free of any preconceived viewpoint.

The questionnaire upon which Mr. Swanson's analysis will be based is an extensive one, and may require as much as one or more hours of your time to complete. This is a lot to ask of you, I realize; however, I believe that by taking that much time to fulfill your role in this study, you not only will be making a very vital contribution to the successful completion of Mr. Swanson's research, but to the enhancement of our profession as well.

In closing, let me again note that you are one of only a few select Michigan dealers whom we have recommended to Mr. Swanson for his survey. It is essential, therefore, that you participate in this undertaking if you possibly can do so, for your cooperation is needed if Mr. Swanson is to complete his work successfully.

Sincerely,

Max Curtis  
President

MADA

TOM FLOWMAN  
70 Convention Chairman • Flint

MAX CURTIS  
President • Lansing

R. DALE BERGER  
1st Vice President • Grand Rapids

M. MONTE WRAY  
2nd Vice President • Bay City

KENNETH KRUM  
Chairman Group I • Vicksburg

JOHN SCHULTZ  
Chairman Group II • Alpena

HAROLD LABYAK  
Chairman Group IV • Ontonagon

GENE HAMILTON  
Chairman Group V • Warren

PHIL GORDON  
Secretary-Treasurer • Lansing

AL MIKULICH  
Asst. Secretary-Treasurer • Lansing

HAROLD PHILP  
Asst. Secretary-Treasurer • Lansing

NORM MEROLLIS  
Executive Committee • East Detroit

ROY EGLINGTON  
Executive Committee • Ann Arbor

REED DRAPER  
NADA Director • Saginaw

CHARLES DALGLEISH  
NADA Director • Detroit

ROLAND RINKE  
NADA President • Warren

Dear Mr. Swanson:

Please do send me a summary of your survey results once your research has been completed.

Sincerely,

(POSTCARD)

MICHIGAN STATE UNIVERSITY EAST LANSING • MICHIGAN 48823

---

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

DEPARTMENT OF MARKETING AND TRANSPORTATION ADMINISTRATION • EPPLEY CENTER

June 30, 1970

.....  
.....  
.....  
.....

Dear Mr. ....:

A short time ago we mailed you two questionnaires inquiring about various aspects of your career as an automotive retailer. Should you already have filled out and returned these forms, we thank you for the very substantial help that you have given us.

But if you have not yet taken the time to tend to this matter, we urge you to do so just as soon as possible, for your cooperation is essential if we are to be effective in this survey.

Sincerely,

S. W. Swanson  
Survey Director

P.S. Should you need a new set of questionnaires, simply sign the enclosed postcard and drop it in the mail to us.

MICHIGAN STATE UNIVERSITY EAST LANSING • MICHIGAN 48823

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GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

DEPARTMENT OF MARKETING AND TRANSPORTATION ADMINISTRATION • EPPLEY CENTER

July 20, 1970

.....  
.....  
.....  
.....

Dear Mr. ....:

Returns from our survey of Michigan automobile dealers are now being processed, and a preliminary analysis of the data suggests the likelihood of a most interesting and worthwhile report. Nevertheless, more returns are still needed; and since we have kept replies anonymous, it has been necessary to contact both those of you who have already responded to our earlier appeal and those of you who have not.

If you are one of the former, we thank you once again for being of such great help. If you are not, please rest assured that we shall still be delighted to hear from you, and to send you a new set of questionnaires, should you be in need of replacements. Just mail the enclosed postcard back to me, and I shall ensure that your request receives our immediate attention.

Here is hoping that we may soon be hearing from those of you who have not yet had time to be in touch with us, and that you will gain much personal satisfaction from the important contribution you will be making to our project, and to your own profession.

Sincerely,

S. W. Swanson  
Survey Director

Dear Mr. Swanson:

Do send me another set of questionnaires,  
and I'll return them to you just as soon as  
I've had time to fill them out.

Sincerely,

(POSTCARD)

MICHIGAN STATE UNIVERSITY EAST LANSING • MICHIGAN 48823

---

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

DEPARTMENT OF MARKETING AND TRANSPORTATION ADMINISTRATION • EPPLEY CENTER

July 3, 1970

.....  
.....  
.....  
.....

Dear Mr. ....:

Here is the additional set of questionnaires that you requested. We are grateful to you for taking time to help us with our research.

Sincerely,

S. W. Swanson



**Appendix B**

**REPRINT OF QUESTIONNAIRE**

## Appendix B

### REPRINT OF QUESTIONNAIRE

Reprinted in this appendix are the Multiple-Choice Inventory for Automobile Dealers and the Career Development Profile which together constituted the questionnaire sent to each of the Michigan franchised domestic new car dealers whose participation was sought in our survey. As was noted in Chapter 2 of this report, while the original edition of our Inventory was printed on light-yellow stock, and the Profile, on eye-ease green, nevertheless, the versions of these two forms which are represented here have been reproduced instead on 100% cotton fiber, white typing paper, in order to comply with Michigan State University dissertation binding requirements.

### Questionnaire Acknowledgments

The author wishes to express his appreciation for permission to adapt and employ in his own Multiple-Choice Inventory for Automobile Dealers and Career Development Profile items which earlier appeared in questionnaires reproduced in:

"A Comparison of the Origins and Orientations of True Entrepreneurs, Other Owners, and Business Hierarchs," by Neil G. Soslow. Unpublished Doctor's dissertation, Michigan State University, 1966. Items adapted for use with the permission of Dr. Soslow.

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"Relationship of Executive Characteristics and Growth Factors of Kansas Farm Equipment Manufacturers," by Richard J. Coleman. Unpublished Doctor's dissertation, University of Arkansas, 1967. Items adapted for use with the permission of Dr. Coleman.

*Sales Executive Personal Job Analysis*, by The Gallagher Sales Executives' Report, Inc. Copyright, 1969, by The Gallagher Sales Executives' Report, Inc. Items adapted for use with the permission of The Gallagher Sales Executives' Report, Inc.

*The Young Executives: How and Why Successful Managers Get Ahead*, by Walter Guzzardi, Jr. Copyright, 1964, 1965, by Time Inc. Items adapted for use with the permission of The New American Library, Inc.

**MULTIPLE-CHOICE INVENTORY**  
**FOR AUTOMOBILE DEALERS**

(Self-Administered)

**CONFIDENTIAL**

(Please do not sign your name  
to any part of the inventory.)

## INSTRUCTIONS FOR COMPLETING INVENTORY

All but three of the inquiries recorded below may be answered by placing an "X" beside the response which you think affords the best reply to the question at hand (in certain instances, more than one response may be permitted, with this fact being noted in the wording of the questions themselves). The three exceptions ask instead that you rank in order of significance as many of the responses as you determine are relevant to the questions posed.

There are no inappropriate answers to any of the questions in this survey. For this reason, you should feel free to choose any response which you believe does the best job of depicting the answer most suitable for you. For this same reason, you should try to avoid spending too much time on any single item since the first answer that you select will very often be the one which comes closest to representing the position that you wish to take.

In order to provide the basis for a complete portrayal of the contemporary automobile dealer, we have found it necessary to ask you for background information that you may view as being personal. Rest assured that your answers will be regarded as confidential, and that any report made of the results of this survey will present the data in summary form only. In short, there will be no way in which your individual comments can be identified, or traced back to you.

We appreciate your taking time to complete this inventory for us.

## OUT YOUR BUSINESS LIFE AND OUTLOOK . . .

What is the *single* most important source of satisfaction to you in your role as an automobile dealer?

- ☐ A. The feeling of independence which I derive from managing my own enterprise
- ☐ B. The sense of satisfaction that I receive from doing the kinds of things I do
- ☐ C. The challenge which I experience in trying to devise more efficient ways of operating my business
- ☐ D. The economic rewards and financial security that I obtain from being in my line of work
- ☐ E. Other: \_\_\_\_\_

\_\_\_\_\_  
(please specify)

What is the *single* most important source of dissatisfaction to you in your role as an automobile dealer?

- ☐ A. The many risks which I must run in order to compete in the automobile business successfully
- ☐ B. The hectic routines and lack of time for reflection which seem to characterize my typical working day
- ☐ C. The difficulty in maintaining a level of profit commensurate with the extent of my managerial effort, and of the capital which I have invested in my dealership
- ☐ D. The many demands which are made of me by all of the different "publics" with whom I come in contact
- ☐ E. Other: \_\_\_\_\_

\_\_\_\_\_  
(please specify)

Please indicate which one of the following best applies to your own particular situation.

- ☐ A. I work hard, but I also make certain that I have time remaining for my family—even though this may conflict with the demands of my business
- ☐ B. I work hard, but I make certain too that I have at least some time remaining for my family—and I cannot see that this interferes that much with the demands of my business
- ☐ C. I work hard—to the point, even, of not always having enough time to spend with my family
- ☐ D. I have no family

4. Which one of the following best describes your job?

- ☐ A. It's exhausting
- ☐ B. It's tiring most of the time
- ☐ C. It's sometimes tiring
- ☐ D. It's rarely tiring
- ☐ E. It's not at all tiring

5. In which one of the following do you feel that an automobile dealer should normally take the greatest personal interest?

- ☐ A. Sales strategy
- ☐ B. Customer credit policy
- ☐ C. Customer cultivation and retention
- ☐ D. Management development and motivation
- ☐ E. Operations planning
- ☐ F. Financial analysis and control
- ☐ G. Community and public relations

6. With which one of the following areas of dealership operations are you most familiar?

- ☐ A. New car sales
- ☐ B. Truck sales
- ☐ C. Used vehicle management
- ☐ D. Parts management
- ☐ E. Service management
- ☐ F. Leasing
- ☐ G. Dealership accounting
- ☐ H. Business management

7. Which is normally more important to you: to keep operations in your dealership running smoothly, or to enjoy an opportunity to try new approaches to your work?

- ☐ A. I normally prefer to keep things running smoothly
- ☐ B. Within reason, I usually prefer a chance to try new approaches to my work

8. In making business decisions, which one of the following is more typical of your technique?

\_\_\_\_\_ A. I usually try to proceed on the basis of a thorough and dispassionate analysis of the empirical data available to me

\_\_\_\_\_ B. While I am not averse to using data, I often prefer to rely as much, or more, on my own intuitive "feel" for a given situation

9. Please *rank* in order of significance as many of the following as you think are indicative of automobile dealer success. (Let 1 = most important, 2 = second most important, and so on.)

\_\_\_\_\_ A. Dealership regarded as a fine place of employment, with top-rate compensation, training, and development programs

\_\_\_\_\_ B. A large volume of dealership sales

\_\_\_\_\_ C. Solid record of dealer participation in community service activities

\_\_\_\_\_ D. A suitable level of dealership profit

\_\_\_\_\_ E. Dealership renown for excellence of service

\_\_\_\_\_ F. Survival of dealership assured

\_\_\_\_\_ G. Dealer viewed as honest, sincere, and hard-working member of local business group

10. Which one of the following do you feel to be most important in determining whether or not a given individual will be successful as an automobile dealer?

\_\_\_\_\_ A. General intelligence

\_\_\_\_\_ B. Interest

\_\_\_\_\_ C. Personality

\_\_\_\_\_ D. Formal education

\_\_\_\_\_ E. Training (other than academic)

\_\_\_\_\_ F. Experience

\_\_\_\_\_ G. Other: \_\_\_\_\_  
(please specify)

11. On the average, about how much formal education would you say that your job requires?

\_\_\_\_\_ A. Less than high school, provided the man has the necessary native ability

\_\_\_\_\_ B. Some high school, at least

\_\_\_\_\_ C. Some form of business training beyond high school, but not necessarily at a college

\_\_\_\_\_ D. Some college

\_\_\_\_\_ E. Completion of a four-year college program

\_\_\_\_\_ F. Advanced or professional college degree

12. In regard to your own dealership personnel, which one of the following do you believe to be the personal quality most necessary for advancement?

\_\_\_\_\_ A. Good moral character

\_\_\_\_\_ B. Good intellectual capacity

\_\_\_\_\_ C. Pleasing personality

\_\_\_\_\_ D. Aggressiveness

\_\_\_\_\_ E. Willingness to accept responsibility

\_\_\_\_\_ F. Ability to get along with others

\_\_\_\_\_ G. Other: \_\_\_\_\_  
(please specify)

13. Please *number* in order of importance as many of the following as influenced your original choice to become an automobile dealer. (Let 1 = most important, 2 = second in importance, and so on.)

\_\_\_\_\_ A. A natural interest in cars

\_\_\_\_\_ B. Urging by others

\_\_\_\_\_ C. A desire to be independent

\_\_\_\_\_ D. The chance to assume control of an established dealership

\_\_\_\_\_ E. The promise of a good financial return

\_\_\_\_\_ F. A need for responsibility, and for professional status

\_\_\_\_\_ G. A determination to capitalize on related job experience

\_\_\_\_\_ H. Other: \_\_\_\_\_  
(please specify)

14. If you were to choose afresh a new career, would you again elect to become an automobile dealer?

\_\_\_\_\_ A. Yes, I would

\_\_\_\_\_ B. No, I would not

\_\_\_\_\_ C. I am not certain

15. On the average, about how many hours do you work at your job each week?

\_\_\_\_\_ A. Less than 20 hours

\_\_\_\_\_ B. 20 - 34 hours

\_\_\_\_\_ C. 35 - 40 hours

\_\_\_\_\_ D. 41 - 48 hours

\_\_\_\_\_ E. 49 - 59 hours

\_\_\_\_\_ F. 60 hours or more



Do you ever work at your job while at home?

- ☐ A. Yes, frequently and hard
- ☐ B. Yes, frequently but not too intensively
- ☐ C. Yes, from time-to-time
- ☐ D. Yes, but only on very rare occasions
- ☐ E. No, never

Overall, which one of the following best describes your normal work behavior?

- ☐ A. I work best on a regular schedule
- ☐ B. I work best under pressure
- ☐ C. I work best when I am in the mood to do so

Which one of the following best describes the circumstances under which you first obtained possession of your present dealership?

- ☐ A. I started my dealership from scratch
- ☐ B. I inherited (was given) my dealership from (by) a relative or friend
- ☐ C. I purchased my dealership from a relative at a time when it was already a well-run operation
- ☐ D. I bought my dealership from a non-relative at a time when it was already a well-run operation
- ☐ E. I purchased my dealership from a relative and then reorganized the operation after assuming control
- ☐ F. I bought my dealership from a non-relative and then reorganized the operation after assuming control
- ☐ G. Other: \_\_\_\_\_

\_\_\_\_\_  
(please specify)

How did you raise the capital for your original investment in your dealership? (Indicate one or more.)

- ☐ A. From my own existing resources
- ☐ B. By borrowing from relatives
- ☐ C. By borrowing from other private individuals
- ☐ D. By borrowing from financial institutions
- ☐ E. Through funds provided by the automobile manufacturer
- ☐ F. Through sale of subscription stock
- ☐ G. Other: \_\_\_\_\_

\_\_\_\_\_  
(please specify)

- ☐ H. I inherited (was given) my dealership from (by) a relative or friend

20. If some or all of your original capital investment in your dealership came from your own personal resources, what was the origin of these resources? (Indicate one or more.)

- ☐ A. Profits or earnings from other work
- ☐ B. Gift of money from parents or other living relatives
- ☐ C. Money inherited from parents or other relatives
- ☐ D. Sale of self-acquired property
- ☐ E. Sale of property acquired as gift from parents or other living relatives
- ☐ F. Sale of property inherited from parents or other relatives
- ☐ G. Other: \_\_\_\_\_

\_\_\_\_\_  
(please specify)

- ☐ H. None of my original capital came from my own personal resources
- ☐ I. I inherited (was given) my dealership from (by) a relative or friend

21. Do you feel it feasible for any automobile agency to have as its head a man who does not control a portion of its capital?

- ☐ A. Yes, I do
- ☐ B. No, I do not
- ☐ C. I am not certain

22. Compared to other major U.S. manufacturing industries, do you consider the automobile industry to be more or less dynamic?

- ☐ A. Much less dynamic
- ☐ B. Somewhat less dynamic
- ☐ C. About the same
- ☐ D. Somewhat more dynamic
- ☐ E. Much more dynamic

23. Compared to other automobile agencies in your area, how does your dealership compare as to implementation of new operating procedures or selling strategies during the past five years?

- ☐ A. Much less active
- ☐ B. Somewhat less active
- ☐ C. About the same
- ☐ D. Somewhat more active
- ☐ E. Much more active

24. What is your own feeling about the importance of your dealership's increasing its share of local market for new car sales throughout the next five years?

- ☐ A. I regard this as being very important
- ☐ B. I regard this as being important, but no more so than the attaining of other dealership objectives which I have in mind
- ☐ C. I do not consider this to be as vital as the realization of other important dealership goals
- ☐ D. Our present dealership position is such that I do not believe this to be important at all
- ☐ E. Our local competitive situation being what it is, I doubt there is really much we could do to improve our share of new car sales throughout the next few years, however much that we might wish to do so

25. Please *rank* in order of significance as many of the following as you think are important in determining what the size and capacity of a new automobile dealership should be. (Let 1 = most important, 2 = second in importance, and so on.)

- ☐ A. Availability of capital
- ☐ B. Size of local automobile market
- ☐ C. Obtainability of skilled sales, service, and administrative personnel
- ☐ D. Extent of prime land area open for dealership development
- ☐ E. Popularity of make of car to be represented
- ☐ F. Recommendation of manufacturer as to what seems best for local situation
- ☐ G. Capacity of manufacturer's area sales representative to render sound guidance and support
- ☐ H. Limit of a dealer's ability to manage a given scale of agency operations
- ☐ I. Other: \_\_\_\_\_

(please specify)

26. If you were to decide to enlarge or modernize your own existing automobile agency, which of the following would you prefer as your source of expansion capital? (Indicate one or more.)

- ☐ A. Retained earnings of dealership
- ☐ B. Personal savings
- ☐ C. Present partners or shareholders
- ☐ D. New partners or shareholders
- ☐ E. Manufacturer's development funds
- ☐ F. Loans from banks
- ☐ G. Loans from others

27. What is your impression of the manner in which managerial and executive promotions are won in the divisional and corporate headquarters of the automobile manufacturer with whom you are affiliated?

- ☐ A. Advancement there is a real cut-throat struggle
- ☐ B. It is a highly competitive process, to the point, perhaps, of being detrimental to the best interests of both the company and its dealers
- ☐ C. It is a highly competitive process, but I can see no evidence that it is in any way detrimental to the best interests of the company and its dealers
- ☐ D. I really do not see it as being all that competitive—stories to that effect are, I suspect, greatly exaggerated

28. In your view, do promotions in the field sales organization of the automobile division whose cars you sell normally go to the men who best deserve them?

- ☐ A. Almost always
- ☐ B. More frequently than not
- ☐ C. Sometimes
- ☐ D. Rarely
- ☐ E. Almost never

29. Which one of the following would you most prefer that your son (or heir) did for a living? (Please answer even if he is now settled into some line of work, or if you have no son or heir for whom the question seems appropriate.)

- ☐ A. I should like him to be an automobile dealer
- ☐ B. I should like to see him work for one of the big three automobile companies
- ☐ C. I should like to see him work for one of the many other corporations in the automotive industry
- ☐ D. I should like him to go into business for himself in an area related to the automotive industry
- ☐ E. I should like him to work for one of the major U.S. corporations, but not in the automotive industry
- ☐ F. I should like him to go into business for himself in some area unrelated to the automotive industry
- ☐ G. I should like him to enter into one of the professions
- ☐ H. I should like him to enter into some form of government service
- ☐ I. I should like him to teach
- ☐ J. Other: \_\_\_\_\_

(please specify)

## CONCERNING YOUR OUTSIDE ACTIVITIES . . .

1. How many evenings each week do you usually go out for your personal enjoyment?

\_\_\_\_\_ A. Less than one evening each week

\_\_\_\_\_ B. One

\_\_\_\_\_ C. Two

\_\_\_\_\_ D. Three

\_\_\_\_\_ E. Four or more

2. How often do you get together socially with friends?

\_\_\_\_\_ A. Once or twice each week

\_\_\_\_\_ B. Once or twice each month

\_\_\_\_\_ C. A few times each year

\_\_\_\_\_ D. I almost never spend time socially with friends

3. How well do you like to be with other people in a social setting?

\_\_\_\_\_ A. I enjoy being with other people, and rarely like to be alone

\_\_\_\_\_ B. I enjoy being with other people at times, but at other times I prefer to engage in individual activities

\_\_\_\_\_ C. I usually enjoy being with other people; however, I prefer to be by myself most of the time

\_\_\_\_\_ D. I prefer individual activities, and only occasionally enjoy being with other people

4. Which of these social groups do you prefer?

\_\_\_\_\_ A. People younger than myself

\_\_\_\_\_ B. People of the same age as myself

\_\_\_\_\_ C. People older than myself

\_\_\_\_\_ D. Groups of mixed ages

\_\_\_\_\_ E. No preference

5. Where do you and your friends most often get together?

\_\_\_\_\_ A. At my home

\_\_\_\_\_ B. At a friend's home

\_\_\_\_\_ C. At a private club

\_\_\_\_\_ D. At a theater, restaurant, night club, or other public place

\_\_\_\_\_ E. Other: \_\_\_\_\_

\_\_\_\_\_  
(please specify)

6. As a conversationalist at social affairs, how do you rank?

\_\_\_\_\_ A. At the top

\_\_\_\_\_ B. Above average

\_\_\_\_\_ C. Average

\_\_\_\_\_ D. Below average

7. In which of the following groups of organizations have you been most active?

\_\_\_\_\_ A. Athletic, social, and recreational clubs (golf, tennis, bowling, bridge, photography, etc.)

\_\_\_\_\_ B. Fraternal and ethical societies (Elks, Masons, Knights of Columbus, etc.)

\_\_\_\_\_ C. Service organizations (Rotary, Kiwanis, Lions, etc.)

\_\_\_\_\_ D. Business and professional organizations (National Automobile Dealers Association, Sales and Marketing Executives-International, American Marketing Association, etc.)

8. Altogether, to how many of these various organizations do you presently belong? (Include any group which meets regularly and has a definite membership.)

\_\_\_\_\_ A. None

\_\_\_\_\_ B. One

\_\_\_\_\_ C. Two or three

\_\_\_\_\_ D. Four to six

\_\_\_\_\_ E. Seven or more

9. Please indicate if, during the past twelve months, you have performed volunteer work of significance for any of the following:

\_\_\_\_\_ A. Religious or charitable organizations

\_\_\_\_\_ B. Youth groups

\_\_\_\_\_ C. Cultural groups in support of the creative or performing arts

\_\_\_\_\_ D. Local citizens' action groups, or programs of municipal, state, or federal government

\_\_\_\_\_ E. Other: \_\_\_\_\_

\_\_\_\_\_  
(please specify)

\_\_\_\_\_ F. The demands of my business preclude such volunteer work

\_\_\_\_\_ G. I prefer not to do volunteer work

10. If you did perform volunteer work during the past twelve months, how much of your time, altogether, did this require?
- \_\_\_\_\_ A. 40 hours or less
- \_\_\_\_\_ B. 41 - 120 hours
- \_\_\_\_\_ C. 121 - 240 hours
- \_\_\_\_\_ D. 241 hours or more
- \_\_\_\_\_ E. I did no volunteer work
11. To which one of the following do you look forward most in your leisure time activities?
- \_\_\_\_\_ A. A chance to rest and relax
- \_\_\_\_\_ B. A chance to putter around
- \_\_\_\_\_ C. A chance to be with other people
- \_\_\_\_\_ D. A chance to be outdoors, or to be in other ways active
- \_\_\_\_\_ E. A chance to be alone with my thoughts
12. In what recreational activities do you take part? (Indicate as many as you feel are applicable.)
- \_\_\_\_\_ A. Active sports or other athletic endeavors
- \_\_\_\_\_ B. Games or nonathletic events
- \_\_\_\_\_ C. Hobbies
- \_\_\_\_\_ D. Spectator sports
- \_\_\_\_\_ E. I do not take part in any hobbies, games, or sports
13. Which one of the following do you enjoy most about these recreational activities?
- \_\_\_\_\_ A. The challenge which they afford me
- \_\_\_\_\_ B. The opportunity which they provide for socializing with my friends
- \_\_\_\_\_ C. The excitement which I feel while pursuing them
- \_\_\_\_\_ D. The relaxation which I experience while engaged in them
- \_\_\_\_\_ E. The outlet which they afford for being creative
- \_\_\_\_\_ F. They keep me busy, and thus help to occupy my leisure time
- \_\_\_\_\_ G. I do not take part in any hobbies, games, or sports

14. How important is it to you to keep improving your performance in your recreational activities?
- \_\_\_\_\_ A. Very important
- \_\_\_\_\_ B. Important
- \_\_\_\_\_ C. Somewhat important
- \_\_\_\_\_ D. Not very important
- \_\_\_\_\_ E. Not at all important
- \_\_\_\_\_ F. I am active only as a spectator
- \_\_\_\_\_ G. I do not take part in any hobbies, games, or sports
15. When did you last take a vacation?
- \_\_\_\_\_ A. 6 months ago or more recently
- \_\_\_\_\_ B. 7 - 12 months ago
- \_\_\_\_\_ C. 2 - 3 years ago
- \_\_\_\_\_ D. 4 - 5 years ago
- \_\_\_\_\_ E. 6 years ago or longer
- \_\_\_\_\_ F. I do not take vacations
16. How many weeks of vacation did you take at that time?
- \_\_\_\_\_ A. Less than one week
- \_\_\_\_\_ B. One
- \_\_\_\_\_ C. Two
- \_\_\_\_\_ D. Three
- \_\_\_\_\_ E. Four
- \_\_\_\_\_ F. Five or more
- \_\_\_\_\_ G. I do not take vacations
17. How do you normally prefer to spend your vacations?
- \_\_\_\_\_ A. Out in the countryside, camping, hunting, skiing, or just sightseeing
- \_\_\_\_\_ B. Near the water, swimming, fishing, and boating
- \_\_\_\_\_ C. At well known resorts, or on foreign tours and ocean cruises
- \_\_\_\_\_ D. At home in the garden, or working with other hobbies
- \_\_\_\_\_ E. Other: \_\_\_\_\_  
(please specify)
- \_\_\_\_\_ F. I do not take vacations

18. Do you usually prefer to take several short vacations each year, or one long one?

- \_\_\_\_\_ A. I usually prefer several short vacations  
\_\_\_\_\_ B. As a rule, I prefer one long vacation  
\_\_\_\_\_ C. I do not take vacations

19. About how many books, *unrelated* to your business, have you read during the past twelve months?

- \_\_\_\_\_ A. None  
\_\_\_\_\_ B. One  
\_\_\_\_\_ C. Two to three  
\_\_\_\_\_ D. Four to six  
\_\_\_\_\_ E. Seven or more

#### A LITTLE ABOUT YOUR EARLY JOB EXPERIENCE . . .

1. As you recall, at what age did you first start working regularly on a job for money (not including work performed for your family within the household)?

- \_\_\_\_\_ A. When I was fourteen years of age or younger  
\_\_\_\_\_ B. When I was fifteen years of age  
\_\_\_\_\_ C. When I was sixteen years of age  
\_\_\_\_\_ D. When I was seventeen years of age  
\_\_\_\_\_ E. When I was eighteen years of age or older

2. Through what means did you secure your first formal career job?

- \_\_\_\_\_ A. Through an interview at college  
\_\_\_\_\_ B. Through an employment agency  
\_\_\_\_\_ C. Through the influence of an employee of the company by whom I was hired  
\_\_\_\_\_ D. As a result of my own job campaign  
\_\_\_\_\_ E. Other: \_\_\_\_\_

\_\_\_\_\_  
(please specify)

3. At what level did you begin your formal work experience?

- \_\_\_\_\_ A. Farm worker  
\_\_\_\_\_ B. Unskilled or semiskilled worker  
\_\_\_\_\_ C. Skilled worker  
\_\_\_\_\_ D. Clerical, sales, or service employee  
\_\_\_\_\_ E. Lower ranks of management  
\_\_\_\_\_ F. Middle ranks of management  
\_\_\_\_\_ G. Top management  
\_\_\_\_\_ H. Craftsman  
\_\_\_\_\_ I. Self-employed businessman  
\_\_\_\_\_ J. Semiprofessional or skilled technical employee  
\_\_\_\_\_ K. Professional  
\_\_\_\_\_ L. Other: \_\_\_\_\_  
(please specify)

4. Throughout your formal work experience, have you held a number of different kinds of jobs, or have you mostly worked within one given career field?

- \_\_\_\_\_ A. I have held a number of different kinds of jobs  
\_\_\_\_\_ B. I have held a number of different jobs, but mostly within one given career field  
\_\_\_\_\_ C. For the most part, I have held a few jobs within one given career field

5. During your first years of employment, which one of the following was *most frequently* of greatest importance to you whenever you changed employers?

- \_\_\_\_\_ A. There was no real opportunity for promotion in my old job, and I saw a chance to move ahead faster somewhere else  
\_\_\_\_\_ B. I moved because I could obtain more money by doing so, as well as a more promising future  
\_\_\_\_\_ C. The situation from which I departed had become untenable, and I felt that I ought to make a change  
\_\_\_\_\_ D. I felt that my new job would prove more challenging, and that it would better utilize my skills  
\_\_\_\_\_ E. I felt that I had several strikes against me in my old job, and I wanted a fresh start  
\_\_\_\_\_ F. This really does not apply to my own case, due to extended self-employment, or to the fact that I did not shift employers during my first years of employment

6. Since your first regular job, how many times have you been out of work for one month or more at one time?

- \_\_\_\_\_ A. Never
- \_\_\_\_\_ B. Once
- \_\_\_\_\_ C. Twice
- \_\_\_\_\_ D. Three times
- \_\_\_\_\_ E. Four or more times

7. Since you first began working, in how many different states or countries have you resided? (Please exclude any periods of military service.)

- \_\_\_\_\_ A. Just the one in which I started
- \_\_\_\_\_ B. Two
- \_\_\_\_\_ C. Three
- \_\_\_\_\_ D. Four
- \_\_\_\_\_ E. Five
- \_\_\_\_\_ F. Six or more

8. With reference to the city in which you spent most of your childhood, where do you work today?

- \_\_\_\_\_ A. I work in the same city in which I was brought up
- \_\_\_\_\_ B. I work in the same state in which I was brought up
- \_\_\_\_\_ C. I work in another state, but I am still within 200 miles of the city in which I was brought up
- \_\_\_\_\_ D. I work in another state, at a distance of more than 200 miles from the city in which I was brought up

#### WITH REFERENCE TO YOUR FORMAL EDUCATION . . .

1. How much formal schooling did you complete?

- \_\_\_\_\_ A. 0 - 5 grades
- \_\_\_\_\_ B. 6 - 8 grades
- \_\_\_\_\_ C. Some high school
- \_\_\_\_\_ D. High school graduate
- \_\_\_\_\_ E. Some college
- \_\_\_\_\_ F. College graduate
- \_\_\_\_\_ G. Post graduate study
- \_\_\_\_\_ H. Master's degree
- \_\_\_\_\_ I. Post master's study
- \_\_\_\_\_ J. Doctorate
- \_\_\_\_\_ K. Professional degree (M.D., D.D.S., LL.B., etc.)

2. When you were a child, did you feel that you received adequate recognition from your teachers for your work in school?

- \_\_\_\_\_ A. Almost always
- \_\_\_\_\_ B. Usually, but not always
- \_\_\_\_\_ C. Yes, in a moderate way
- \_\_\_\_\_ D. Sometimes, but not usually
- \_\_\_\_\_ E. Almost never

3. While you were in junior high school, from which one of the following areas of activity did you derive the greatest satisfaction?

- \_\_\_\_\_ A. Baseball, football, basketball, swimming
- \_\_\_\_\_ B. Fishing, hunting, hiking, camping
- \_\_\_\_\_ C. Reading, handicrafts, stamp collecting
- \_\_\_\_\_ D. Constructing or dismantling things
- \_\_\_\_\_ E. Other: \_\_\_\_\_  
(please specify)
- \_\_\_\_\_ F. I did not attend junior high school

4. During your teens, within which one of these major subject areas did you concentrate your studies while in school?

- \_\_\_\_\_ A. Agriculture
- \_\_\_\_\_ B. Trade or industrial arts
- \_\_\_\_\_ C. Business or commerce
- \_\_\_\_\_ D. Academic or college preparatory
- \_\_\_\_\_ E. Fine arts or music
- \_\_\_\_\_ F. I did not attend school during my teenage years

5. How many times did you change school before you were sixteen years of age, other than by graduation?

- \_\_\_\_\_ A. Never
- \_\_\_\_\_ B. Once or twice
- \_\_\_\_\_ C. Three to five times
- \_\_\_\_\_ D. Six or more times

6. How difficult was high school work for you?

- \_\_\_\_\_ A. Quite easy
- \_\_\_\_\_ B. Fairly easy
- \_\_\_\_\_ C. Sometimes easy, sometimes difficult
- \_\_\_\_\_ D. Fairly difficult
- \_\_\_\_\_ E. Quite difficult
- \_\_\_\_\_ F. I did not attend high school

In high school, where did you rank scholastically among your classmates?

- \_\_\_ A. Distinctly above average
- \_\_\_ B. Above average
- \_\_\_ C. Average
- \_\_\_ D. Slightly below average
- \_\_\_ E. Distinctly below average
- \_\_\_ F. I did not attend high school

While you were in high school, from which one of the following areas of activity did you derive the greatest satisfaction?

- \_\_\_ A. Participating in, or attending, organized high school sporting events
- \_\_\_ B. Socializing with friends—dancing, dating, etc.
- \_\_\_ C. Participating in organized school activities, such as band, dramatics, student government
- \_\_\_ D. Achieving academic success and recognition
- \_\_\_ E. Working part-time after school to gain experience, and to help defray personal expenses
- \_\_\_ F. I did not attend high school

How often did the thought of quitting high school occur to you?

- \_\_\_ A. Frequently
- \_\_\_ B. Occasionally
- \_\_\_ C. Seldom
- \_\_\_ D. Rarely
- \_\_\_ E. Never
- \_\_\_ F. I did quit high school
- \_\_\_ G. I did not attend high school

How did your high school teachers generally regard you?

- \_\_\_ A. As able to accomplish things with ease
- \_\_\_ B. As a hard worker
- \_\_\_ C. As having a highly developed interest in certain courses
- \_\_\_ D. As being uninterested in school subjects
- \_\_\_ E. I did not attend high school

11. How often did you experience direct and open conflict with your high school teachers?

- \_\_\_ A. Frequently
- \_\_\_ B. Occasionally
- \_\_\_ C. Never
- \_\_\_ D. I did not attend high school

12. How did your parents feel about the grades which you received in high school?

- \_\_\_ A. They were pleased with my grades
- \_\_\_ B. They were satisfied, but still felt that I probably could do better
- \_\_\_ C. They did not complain about my grades so long as they felt that I had done my best
- \_\_\_ D. They did not care about my grades so long as I passed
- \_\_\_ E. They were displeased with my grades
- \_\_\_ F. They paid virtually no attention to my grades
- \_\_\_ G. I did not attend high school

13. How much independence do you feel your parents allowed you while you were in high school?

- \_\_\_ A. They ruled with a very heavy hand
- \_\_\_ B. They were rather restrictive
- \_\_\_ C. They were no more or no less restrictive than the parents of most of my friends
- \_\_\_ D. They were quite lenient
- \_\_\_ E. They allowed me almost complete freedom
- \_\_\_ F. I did not attend high school

14. What kind of college did you attend as an undergraduate?

- \_\_\_ A. An Ivy League school (or its equivalent)
- \_\_\_ B. A men's private liberal arts school
- \_\_\_ C. A co-ed, private liberal arts school
- \_\_\_ D. A major state university or college
- \_\_\_ E. A major city university or college
- \_\_\_ F. A technical college
- \_\_\_ G. A teachers' college or normal school
- \_\_\_ H. Other: \_\_\_\_\_  
(please specify)
- \_\_\_ I. I did not attend college

15. Which one of the following most closely represents the enrollment at your undergraduate college at the time you were a student there?

- ☐ A. Less than 500 students
- ☐ B. 500 to 999 students
- ☐ C. 1,000 to 1,499 students
- ☐ D. 1,500 to 4,900 students
- ☐ E. 5,000 to 9,999 students
- ☐ F. 10,000 students or more
- ☐ G. I did not attend college

16. What was your scholastic standing as a college undergraduate student?

- ☐ A. Upper 10% of my class
- ☐ B. Upper 25% of my class
- ☐ C. Middle 50% of my class
- ☐ D. Lower 25% of my class
- ☐ E. I did not attend college

17. While you were an undergraduate in college, how many close friends did you make among your fellow students?

- ☐ A. No close personal friends
- ☐ B. One close friend
- ☐ C. Two close friends
- ☐ D. Three close friends
- ☐ E. Four or more close friends
- ☐ F. I did not attend college

18. In which one of the following were you most successful as an undergraduate student in college?

- ☐ A. Academic studies
- ☐ B. Athletics
- ☐ C. Fraternity, club, or other campus activities
- ☐ D. Activities off campus
- ☐ E. I did not attend college

19. Which one of these areas of undergraduate study did you enjoy most while a student in college?

- ☐ A. Creative and performing arts
- ☐ B. Humanities and social sciences
- ☐ C. Languages
- ☐ D. Sciences and mathematics
- ☐ E. Engineering
- ☐ F. Business administration
- ☐ G. Other: \_\_\_\_\_  
(please specify)
- ☐ H. I did not attend college

20. Which one of the following do you feel is the most important thing that a person should derive from attending college *today*? (Please answer this even if you yourself did not attend college.)

- ☐ A. Training for a profession
- ☐ B. General cultural knowledge
- ☐ C. Personal maturity
- ☐ D. Social polish
- ☐ E. Other: \_\_\_\_\_  
(please specify)

21. To what extent did you pay your own way in school? (Indicate one or more.)

- ☐ A. I paid most or all of my expenses while in high school
- ☐ B. I paid most or all of my expenses while in college or trade school
- ☐ C. I paid part of my expenses while in high school
- ☐ D. I paid part of my expenses while in college or trade school
- ☐ E. I never worked much while I was going to school
- ☐ F. I quit school before I was old enough to work

22. What was your general impression of the teachers under whom you studied throughout the course of your formal education?

- ☐ A. I admired virtually all of them
- ☐ B. I admired many of them
- ☐ C. I admired some of them
- ☐ D. I admired very few of them
- ☐ E. I really did not admire any of them



23. Which one of the following best describes your current feeling toward the formal education which you received?
- \_\_\_\_\_ A. It has proved to be very helpful in life
- \_\_\_\_\_ B. It has proved to be helpful for the most part
- \_\_\_\_\_ C. It was interesting at the time, but it has not proved to be very helpful since
- \_\_\_\_\_ D. It was not very interesting at the time, and it has not proved to be very helpful since
- \_\_\_\_\_ E. It was a way to mark time until something better came along

### CONCERNING YOUR PARENTS, AND YOUR EARLY CHILDHOOD EXPERIENCE . . .

1. Where did your father live during most of the time he was growing up?
- \_\_\_\_\_ A. New England States (Me., Vt., N.H., Mass., Conn., R.I.)
- \_\_\_\_\_ B. Middle Atlantic States (N.Y., Pa., N.J.)
- \_\_\_\_\_ C. South Atlantic States (W.Va., Md., D.C., Del., Va., N.C., S.C., Ga., Fla.)
- \_\_\_\_\_ D. East North Central States (Wis., Mich., Ill., Ind., Ohio)
- \_\_\_\_\_ E. East South Central States (Ky., Tenn., Miss., Ala.)
- \_\_\_\_\_ F. West North Central States (N.Dak., S.Dak., Minn., Nebr., Iowa, Kans., Mo.)
- \_\_\_\_\_ G. West South Central States (Tex., Okla., Ark., La.)
- \_\_\_\_\_ H. Mountain States (Idaho, Mont., Wyo., Nev., Utah, Colo., Ariz., N.Mex.)
- \_\_\_\_\_ I. Pacific Coast States (Wash., Ore., Calif.)
- \_\_\_\_\_ J. Alaska or Hawaii
- \_\_\_\_\_ K. Overseas U.S. possession
- \_\_\_\_\_ L. In an English-speaking foreign country
- \_\_\_\_\_ M. In a non-English-speaking foreign country
2. In what size community did your father live throughout most of his childhood?
- \_\_\_\_\_ A. In a big metropolitan center or one of its suburbs
- \_\_\_\_\_ B. In a city of 100,000 to 500,000 population
- \_\_\_\_\_ C. In a city of 50,000 to 99,999 population
- \_\_\_\_\_ D. In a city of 15,000 to 49,999 population
- \_\_\_\_\_ E. In a town of 2,500 to 14,999 population
- \_\_\_\_\_ F. In a rural area, or in a village of less than 2,500 population

3. Where did your mother live during most of the time she was growing up?
- \_\_\_\_\_ A. New England States (Me., Vt., N.H., Mass., Conn., R.I.)
- \_\_\_\_\_ B. Middle Atlantic States (N.Y., Pa., N.J.)
- \_\_\_\_\_ C. South Atlantic States (W.Va., Md., D.C., Del., Va., N.C., S.C., Ga., Fla.)
- \_\_\_\_\_ D. East North Central States (Wis., Mich., Ill., Ind., Ohio)
- \_\_\_\_\_ E. East South Central States (Ky., Tenn., Miss., Ala.)
- \_\_\_\_\_ F. West North Central States (N.Dak., S.Dak., Minn., Nebr., Iowa, Kans., Mo.)
- \_\_\_\_\_ G. West South Central States (Tex., Okla., Ark., La.)
- \_\_\_\_\_ H. Mountain States (Idaho, Mont., Wyo., Nev., Utah, Colo., Ariz., N.Mex.)
- \_\_\_\_\_ I. Pacific Coast States (Wash., Ore., Calif.)
- \_\_\_\_\_ J. Alaska or Hawaii
- \_\_\_\_\_ K. Overseas U.S. possession
- \_\_\_\_\_ L. In an English-speaking foreign country
- \_\_\_\_\_ M. In a non-English-speaking foreign country
4. In what size community did your mother live throughout most of her childhood?
- \_\_\_\_\_ A. In a big metropolitan center or one of its suburbs
- \_\_\_\_\_ B. In a city of 100,000 to 500,000 population
- \_\_\_\_\_ C. In a city of 50,000 to 99,999 population
- \_\_\_\_\_ D. In a city of 15,000 to 49,999 population
- \_\_\_\_\_ E. In a town of 2,500 to 14,999 population
- \_\_\_\_\_ F. In a rural area, or in a village of less than 2,500 population
5. How much formal schooling did your father complete?
- \_\_\_\_\_ A. 0 - 5 grades
- \_\_\_\_\_ B. 6 - 8 grades
- \_\_\_\_\_ C. Some high school
- \_\_\_\_\_ D. High school graduate
- \_\_\_\_\_ E. Some college
- \_\_\_\_\_ F. College graduate
- \_\_\_\_\_ G. Post graduate study
- \_\_\_\_\_ H. Master's degree
- \_\_\_\_\_ I. Post master's study
- \_\_\_\_\_ J. Doctorate

6. How much formal schooling did your mother complete?
- \_\_\_\_\_ A. 0 - 5 grades
- \_\_\_\_\_ B. 6 - 8 grades
- \_\_\_\_\_ C. Some high school
- \_\_\_\_\_ D. High school graduate
- \_\_\_\_\_ E. Some college
- \_\_\_\_\_ F. College graduate
- \_\_\_\_\_ G. Post graduate study
- \_\_\_\_\_ H. Master's degree
- \_\_\_\_\_ I. Post master's study
- \_\_\_\_\_ J. Doctorate
- \_\_\_\_\_ K. Professional degree (M.D., D.D.S., LL.B., etc.)
7. What was your father's major occupation at the time of his peak earning power?
- \_\_\_\_\_ A. Manual worker (such as construction worker, machine operator, farm laborer, etc.)
- \_\_\_\_\_ B. Clerical (such as stock clerk, sales clerk, office worker, etc.)
- \_\_\_\_\_ C. Semiprofessional or skilled technical (such as draftsman, lab technician, electrician, etc.)
- \_\_\_\_\_ D. Field sales (other than manager)
- \_\_\_\_\_ E. Lower ranks of management
- \_\_\_\_\_ F. Middle ranks of management
- \_\_\_\_\_ G. Top management
- \_\_\_\_\_ H. Small business proprietor or farm operator
- \_\_\_\_\_ I. Owner of a medium-to-large business
- \_\_\_\_\_ J. Government or military
- \_\_\_\_\_ K. Professional, typically requiring a bachelor's or master's degree (such as teacher, engineer, accountant, etc.)
- \_\_\_\_\_ L. Professional, typically requiring a Ph.D. or advanced professional degree (such as doctor, lawyer, professor, etc.)
- \_\_\_\_\_ M. Other: \_\_\_\_\_
- \_\_\_\_\_
- (please specify)
8. In general, how satisfied was your father with the organization(s) for which he worked?
- \_\_\_\_\_ A. He was always very satisfied
- \_\_\_\_\_ B. He was satisfied most of the time
- \_\_\_\_\_ C. He was satisfied some of the time
- \_\_\_\_\_ D. He was frequently dissatisfied
- \_\_\_\_\_ E. My father was self-employed
- \_\_\_\_\_ F. Other: \_\_\_\_\_
- (please specify)
9. How would you describe your mother and father as parents?
- \_\_\_\_\_ A. They were the kind of parents that I have wanted my children to have
- \_\_\_\_\_ B. For the most part, they were good parents, but there are still ways in which I feel that I have been a better parent than they
- \_\_\_\_\_ C. They were too permissive, and did not require that I do many of the things I should have done
- \_\_\_\_\_ D. They were too strict, and demanded too much of their children
- \_\_\_\_\_ E. I hope I have been a better parent to my own children than my parents were to me
10. How active were your parents in community affairs?
- \_\_\_\_\_ A. They were very active
- \_\_\_\_\_ B. They were moderately active
- \_\_\_\_\_ C. They were active on special occasions
- \_\_\_\_\_ D. They were seldom active
- \_\_\_\_\_ E. They were almost never active
11. Which one of the following was most characteristic of your father while you were growing up?
- \_\_\_\_\_ A. He was a strict person, with strong moral convictions
- \_\_\_\_\_ B. He was a strict person, but not highly moralistic
- \_\_\_\_\_ C. He was average in strictness and moral outlook
- \_\_\_\_\_ D. He was easygoing, and flexible in his outlook
- \_\_\_\_\_ E. He did not take much interest in his children, or in their personal development
- \_\_\_\_\_ F. I really do not know, for my father passed away while I was still very young

12. Which one of the following was most characteristic of your mother while you were growing up?
- \_\_\_\_\_ A. She was a rather formal sort of person
- \_\_\_\_\_ B. She was well-meaning, but overly possessive so far as I myself was concerned
- \_\_\_\_\_ C. She was a person whose primary concern was always the care and well-being of her family
- \_\_\_\_\_ D. She was a person whose outside interests seemed to conflict at times with her interest in her family
- \_\_\_\_\_ E. She was somewhat moody and unpredictable
- \_\_\_\_\_ F. I really do not know for my mother passed away while I was still very young
13. Who was your mother's favorite child?
- \_\_\_\_\_ A. My brother
- \_\_\_\_\_ B. My sister
- \_\_\_\_\_ C. I was
- \_\_\_\_\_ D. My mother was impartial
- \_\_\_\_\_ E. I was an only child
- \_\_\_\_\_ F. My mother passed away while her children were all very young
14. Did your parents live together all of the time that you were growing up?
- \_\_\_\_\_ A. Yes
- \_\_\_\_\_ B. No, because they separated
- \_\_\_\_\_ C. No, because they were divorced
- \_\_\_\_\_ D. No, because one passed away
- \_\_\_\_\_ E. No, because they both passed away
15. During most of your childhood, with whom did you reside?
- \_\_\_\_\_ A. With both of my parents
- \_\_\_\_\_ B. With my mother
- \_\_\_\_\_ C. With my father
- \_\_\_\_\_ D. With relatives
- \_\_\_\_\_ E. With foster parents or non-relatives
- \_\_\_\_\_ F. In a children's home or institution
16. As you recall, which one of the following describes best the kind of upbringing which you received?
- \_\_\_\_\_ A. I was more-or-less permitted to run free
- \_\_\_\_\_ B. I enjoyed plenty of freedom, but my parents were still very much interested in what I was doing
- \_\_\_\_\_ C. I enjoyed complete freedom at times, but at other times I was restricted in my actions by the desires of my parents
- \_\_\_\_\_ D. My parents watched everything I did, but at least they tried to be fair about it
- \_\_\_\_\_ E. My parents' constant supervision was a source of concern to me, and at times it resulted in conflict between us
17. For commendable behavior as a child, how were you usually rewarded?
- \_\_\_\_\_ A. I was praised
- \_\_\_\_\_ B. I was given some kind of present
- \_\_\_\_\_ C. I was allowed a special privilege
- \_\_\_\_\_ D. I received no special recognition
- \_\_\_\_\_ E. Other: \_\_\_\_\_  
(please specify)
18. During your late teens how often did you get into disagreements or arguments with your parents?
- \_\_\_\_\_ A. Never
- \_\_\_\_\_ B. Rarely
- \_\_\_\_\_ C. Sometimes
- \_\_\_\_\_ D. Often
- \_\_\_\_\_ E. Practically every day
19. How did your parents feel about the subject of your career?
- \_\_\_\_\_ A. They had very strong feelings and outlined what they wanted me to do
- \_\_\_\_\_ B. They were interested and helped me to plan what I wanted to do
- \_\_\_\_\_ C. They were interested, but they really did not appreciate what it was I wanted to do
- \_\_\_\_\_ D. They displayed little or no interest in my career aspirations
- \_\_\_\_\_ E. They actively opposed my doing what I wanted to do

20. Where did you live during most of the time you were growing up?
- ☐ A. New England States (Me., Vt., N.H., Mass., Conn., R.I.)
  - ☐ B. Middle Atlantic States (N.Y., Pa., N.J.)
  - ☐ C. South Atlantic States (W.Va., Md., D.C., Del., Va., N.C., S.C., Ga., Fla.)
  - ☐ D. East North Central States (Wis., Mich., Ill., Ind., Ohio)
  - ☐ E. East South Central States (Ky., Tenn., Miss., Ala.)
  - ☐ F. West North Central States (N.Dak., S.Dak., Minn., Nebr., Iowa, Kans., Mo.)
  - ☐ G. West South Central States (Tex., Okla., Ark., La.)
  - ☐ H. Mountain States (Idaho, Mont., Wyo., Nev., Utah, Colo., Ariz., N.Mex.)
  - ☐ I. Pacific Coast States (Wash., Ore., Calif.)
  - ☐ J. Alaska or Hawaii
  - ☐ K. Overseas U.S. possession
  - ☐ L. In an English-speaking foreign country
  - ☐ M. In a non-English-speaking foreign country
21. In what size community did you live throughout most of your childhood?
- ☐ A. In a big metropolitan center or one of its suburbs
  - ☐ B. In a city of 100,000 to 500,000 population
  - ☐ C. In a city of 50,000 to 99,999 population
  - ☐ D. In a city of 15,000 to 49,999 population
  - ☐ E. In a town of 2,500 to 14,999 population
  - ☐ F. In a rural area or in a village of less than 2,500 population
22. In all, how many times did your family move from one city to another during the first eighteen years of your life?
- ☐ A. Not at all
  - ☐ B. Once
  - ☐ C. Two to three times
  - ☐ D. Four to five times
  - ☐ E. Six to nine times
  - ☐ F. Ten or more times
23. How many brothers and sisters did you have?
- ☐ A. One
  - ☐ B. Two
  - ☐ C. Three
  - ☐ D. Four
  - ☐ E. Five
  - ☐ F. Six or more
  - ☐ G. I was an only child
24. How many of your brothers and sisters were *older* than you?
- ☐ A. One
  - ☐ B. Two
  - ☐ C. Three
  - ☐ D. Four
  - ☐ E. Five
  - ☐ F. Six or more
  - ☐ G. I was the oldest child
  - ☐ H. I was an only child
25. Looking back on the days spent in your family childhood home, how happy were you?
- ☐ A. Very happy
  - ☐ B. Quite happy most of the time
  - ☐ C. Neither very happy nor very unhappy
  - ☐ D. A little on the unhappy side
  - ☐ E. Very unhappy
26. Which one of the following statements best describes the economic circumstances of your childhood?
- ☐ A. We were impoverished most of the time
  - ☐ B. We were poor, but we managed somehow
  - ☐ C. We fluctuated between being poor and being comfortable
  - ☐ D. We lived comfortably most of the time
  - ☐ E. We were well-to-do

In what section of town did your family live longest while you were growing up?

- ☐ A. We lived in one of the most exclusive sections
- ☐ B. We lived in a good section, but not the best
- ☐ C. We lived in an average section
- ☐ D. We lived in one of the poorer sections
- ☐ E. We lived in a rural area

During your childhood, how often did you attend church?

- ☐ A. Every Sunday
- ☐ B. At least three times each month
- ☐ C. Once or twice monthly
- ☐ D. On special occasions, such as Easter
- ☐ E. Rarely
- ☐ F. Never

As a youngster, how often were you a leader in group activities?

- ☐ A. Almost always
- ☐ B. Frequently
- ☐ C. Occasionally
- ☐ D. Never
- ☐ E. As a rule, I tried to avoid membership in groups

How old were you when you first learned to swim?

- ☐ A. Under ten
- ☐ B. Ten to thirteen
- ☐ C. Fourteen to sixteen
- ☐ D. Seventeen or over
- ☐ E. I never learned to swim

As a teenager, with which one of the following age groups did you get along best?

- ☐ A. People younger than yourself
- ☐ B. People slightly younger than yourself
- ☐ C. People your own age
- ☐ D. People slightly older than yourself
- ☐ E. People considerably older than yourself

32. At what age did you own your first automobile?

- ☐ A. Sixteen or younger
- ☐ B. Seventeen to nineteen
- ☐ C. Twenty to twenty-four
- ☐ D. Twenty-five to twenty-nine
- ☐ E. Thirty or over

#### ON A FEW RANDOM ASPECTS OF PERSONAL OUTLOOK . . .

1. Sometimes two people appear to possess about the same amounts of skill and training, but one is still more successful than the other. In your opinion, which one of the following best accounts for this?

- ☐ A. Differences in imagination, enterprise, and ingenuity
- ☐ B. Differences in ambition, application, and persistence
- ☐ C. Differences in intelligence, education, and experience
- ☐ D. Differences in personality, presence, and poise
- ☐ E. Differences in family background, social status, and personal contacts

2. What do you think of a man who tries difficult things, but who doesn't always succeed at them?

- ☐ A. I admire such a man for his initiative
- ☐ B. I admire such a man for his persistence
- ☐ C. I feel that such a man is to be more pitied than admired
- ☐ D. I disapprove of such a man

3. In your opinion, of what value is luck in contributing to a person's financial success?

- ☐ A. It is very important
- ☐ B. It is important
- ☐ C. It is somewhat important
- ☐ D. It is not very important
- ☐ E. It is not at all important

4. Some people say that most new products are just a means of motivating people to spend more money, while other people suggest that they are usually improvements over the products which they supplant. How do you feel?

- \_\_\_\_\_ A. I believe that most new products are improvements
- \_\_\_\_\_ B. I feel that some new products are improvements, but that others are merely a means of motivating people to spend more money
- \_\_\_\_\_ C. I believe that most new products are merely a means of motivating people to spend more money

5. Would you say that you are inclined to try new products when they first come out, or that you are more likely to wait until others have tried them first?

- \_\_\_\_\_ A. As a rule, I like to try new products when they have first come out
- \_\_\_\_\_ B. It depends on the product
- \_\_\_\_\_ C. For the most part, I prefer to wait until others have tried new products first

6. How often do you tell jokes?

- \_\_\_\_\_ A. Frequently
- \_\_\_\_\_ B. Occasionally
- \_\_\_\_\_ C. Rarely
- \_\_\_\_\_ D. Almost never

7. How often do you find that your first impression of a person is the right one?

- \_\_\_\_\_ A. Almost always
- \_\_\_\_\_ B. Often
- \_\_\_\_\_ C. Occasionally
- \_\_\_\_\_ D. Rarely
- \_\_\_\_\_ E. Almost never

8. From your experience with people, which one of the following most nearly describes your feelings about people?

- \_\_\_\_\_ A. There is much good in everyone
- \_\_\_\_\_ B. There is some good in almost everyone
- \_\_\_\_\_ C. People are about as good as they feel they have to be
- \_\_\_\_\_ D. A surprising number of people are both thoughtless and unreliable
- \_\_\_\_\_ E. Most people are basically self-centered and mean

9. How often do people tell you their troubles?

- \_\_\_\_\_ A. Virtually never
- \_\_\_\_\_ B. Not very often
- \_\_\_\_\_ C. About as often as they confide in others
- \_\_\_\_\_ D. Quite often; a lot of people seem to want to tell me their troubles
- \_\_\_\_\_ E. Frequently; almost everyone I know seems to come to me with his troubles

10. Which one of the following best describes your willingness to bear a risk?

- \_\_\_\_\_ A. I hardly ever bear a risk
- \_\_\_\_\_ B. I sometimes bear a risk
- \_\_\_\_\_ C. I often bear a risk
- \_\_\_\_\_ D. I am a gambler at heart
- \_\_\_\_\_ E. I do not bear risks

#### **IN CONCLUSION, SOME BASIC FACTS ABOUT YOURSELF, YOUR FAMILY, AND YOUR HOME . . .**

1. What is your present age?

- \_\_\_\_\_ A. Under 25 years of age
- \_\_\_\_\_ B. 25 - 34 years of age
- \_\_\_\_\_ C. 35 - 44 years of age
- \_\_\_\_\_ D. 45 - 54 years of age
- \_\_\_\_\_ E. 55 - 64 years of age
- \_\_\_\_\_ F. 65 - 74 years of age
- \_\_\_\_\_ G. 75 years of age or older

2. What is your present marital status?

- \_\_\_\_\_ A. Never married
- \_\_\_\_\_ B. Married
- \_\_\_\_\_ C. Remarried, following divorce
- \_\_\_\_\_ D. Remarried, following widower status
- \_\_\_\_\_ E. Widower
- \_\_\_\_\_ F. Separated or divorced

How old were you when you first married?

- ☐ A. Less than 18 years of age
- ☐ B. 18 - 20 years of age
- ☐ C. 21 - 25 years of age
- ☐ D. 26 - 29 years of age
- ☐ E. 30 years of age or older
- ☐ F. Never married

How many children have you?

- ☐ A. None
- ☐ B. One
- ☐ C. Two
- ☐ D. Three
- ☐ E. Four
- ☐ F. Five
- ☐ G. Six or more

Other than your wife and children, do you have any other relatives or in-laws presently living with you in your household?

- ☐ A. No
- ☐ B. Yes, one
- ☐ C. Yes, two or more
- ☐ D. Never married

If you were ever a member of the armed forces, please indicate for how long a period of time you served on active duty.

- ☐ A. Less than one year
- ☐ B. One or two years
- ☐ C. Three or four years
- ☐ D. Five years or more
- ☐ E. Never served on active duty

7. If you have served on active duty with the military, what was your status with regard to rank during this period? (Please exclude any subsequent promotions received while a member of the national guard or the reserve.)

- ☐ A. Served entire period as an enlisted man
- ☐ B. Entered as an enlisted man, and released as a non-commissioned or a warrant officer
- ☐ C. Entered as an enlisted man, and released as a commissioned officer
- ☐ D. Served entire period as a non-commissioned or a warrant officer
- ☐ E. Entered as a non-commissioned or a warrant officer, and released as a commissioned officer
- ☐ F. Served entire period as a commissioned officer
- ☐ G. Never served on active duty

8. In recent years, what has been your general state of health?

- ☐ A. Excellent
- ☐ B. Good
- ☐ C. Fair
- ☐ D. Poor
- ☐ E. Sometimes good, and sometimes not-so-good

9. Please indicate the number of times during your adulthood that you have experienced an illness which has incapacitated you for a period of one month or longer.

- ☐ A. Never
- ☐ B. Once
- ☐ C. Twice
- ☐ D. Three times
- ☐ E. Four times
- ☐ F. Five times or more

10. How many hours each week of physical exercise have you averaged during the past twelve months?

- ☐ A. None
- ☐ B. Less than one hour each week
- ☐ C. One or two hours
- ☐ D. Three or four hours
- ☐ E. Five or six hours
- ☐ F. Seven hours or more

11. In what kind of physical exercise do you engage the most?

- \_\_\_\_\_ A. Calisthenics  
\_\_\_\_\_ B. Walking  
\_\_\_\_\_ C. Jogging  
\_\_\_\_\_ D. Sports  
\_\_\_\_\_ E. Other: \_\_\_\_\_  
(please specify)

12. About how many out-of-state trips have you taken during the past twelve months?

- \_\_\_\_\_ A. None  
\_\_\_\_\_ B. One or two  
\_\_\_\_\_ C. Three or four  
\_\_\_\_\_ D. Five or six  
\_\_\_\_\_ E. More than 6 (please indicate): \_\_\_\_\_

13. What has been the reason for the majority of these out-of-state trips?

- \_\_\_\_\_ A. Pleasure  
\_\_\_\_\_ B. Family visits  
\_\_\_\_\_ C. Military duty  
\_\_\_\_\_ D. Business transactions  
\_\_\_\_\_ E. Professional or trade association meetings  
\_\_\_\_\_ F. Management development conferences or seminars  
\_\_\_\_\_ G. Other: \_\_\_\_\_  
\_\_\_\_\_  
(please specify)

\_\_\_\_\_ H. I have not taken any out-of-state trips during the past twelve months

14. At what age do you expect to retire?

- \_\_\_\_\_ A. 54 years of age or younger  
\_\_\_\_\_ B. 55 - 59 years of age  
\_\_\_\_\_ C. 60 - 61 years of age  
\_\_\_\_\_ D. 62 - 64 years of age  
\_\_\_\_\_ E. 65 - 69 years of age  
\_\_\_\_\_ F. 70 years of age or older

15. Which one of the following best describes your feeling towards the prospect of your retirement?

- \_\_\_\_\_ A. I am looking forward to my retirement  
\_\_\_\_\_ B. There are some aspects of retirement to which I am looking forward, and others to which I am not  
\_\_\_\_\_ C. Like everything else in life, I hope to take my retirement in stride  
\_\_\_\_\_ D. Frankly, I am not looking forward to my retirement  
\_\_\_\_\_ E. I have not yet thought about the prospect of my retirement

16. Which one of the following best describes the kind of activity in which you would like most to engage once you have retired?

- \_\_\_\_\_ A. Striking out along new, but less hectic, paths of business endeavor  
\_\_\_\_\_ B. Entering into active politics  
\_\_\_\_\_ C. Performing unpaid community or volunteer work  
\_\_\_\_\_ D. Traveling extensively  
\_\_\_\_\_ E. Pursuing my favorite sporting activities--golfing, tennis, hunting, fishing, etc.  
\_\_\_\_\_ F. Engaging in hobbies and puttering around the house  
\_\_\_\_\_ G. Just "taking it easy"  
\_\_\_\_\_ H. Other: \_\_\_\_\_  
(please specify)

17. Generally speaking, which one of the following best describes your present political posture?

- \_\_\_\_\_ A. I consider myself to be a Republican  
\_\_\_\_\_ B. I consider myself to be an Independent, but on most issues I lean toward the Republicans  
\_\_\_\_\_ C. I consider myself to be an Independent, with leanings toward neither of the two major U.S. political parties  
\_\_\_\_\_ D. I consider myself to be an Independent, but on most issues I lean toward the Democrats  
\_\_\_\_\_ E. I consider myself to be a Democrat  
\_\_\_\_\_ F. Other: \_\_\_\_\_  
\_\_\_\_\_  
(please specify)  
\_\_\_\_\_ G. I am not a U.S. citizen



18. Have you ever performed volunteer service on behalf of a political party? (Indicate one or more.)

- ☐ A. I have worked on behalf of a political party at the local level
- ☐ B. I have worked on behalf of a political party at the state level
- ☐ C. I have worked on behalf of a political party at the national level
- ☐ D. I have never performed volunteer service on behalf of a political party

19. For whom did you vote in the U.S. Presidential Election of 1960?

- ☐ A. John F. Kennedy
- ☐ B. Richard M. Nixon
- ☐ C. Other: \_\_\_\_\_  
(please specify)
- ☐ D. I did not vote in this election

20. For whom did you vote in the U.S. Presidential Election of 1964?

- ☐ A. Barry M. Goldwater
- ☐ B. Lyndon B. Johnson
- ☐ C. Other: \_\_\_\_\_  
(please specify)
- ☐ D. I did not vote in this election

21. For whom did you vote in the U.S. Presidential Election of 1968?

- ☐ A. Hubert H. Humphrey
- ☐ B. Richard M. Nixon
- ☐ C. George C. Wallace
- ☐ D. Other: \_\_\_\_\_  
(please specify)
- ☐ E. I did not vote in this election

22. As of this time, for which one of the following possible U.S. Presidential candidates would you like most to vote in 1972?

- ☐ A. Birch E. Bayh
- ☐ B. Mark Hatfield
- ☐ C. Hubert H. Humphrey
- ☐ D. Edward M. Kennedy
- ☐ E. John V. Lindsay
- ☐ F. Eugene J. McCarthy
- ☐ G. George S. McGovern
- ☐ H. Edward S. Muskie
- ☐ I. Richard M. Nixon
- ☐ J. Charles H. Percy
- ☐ K. Ronald Reagan
- ☐ L. Nelson A. Rockefeller
- ☐ M. George C. Wallace
- ☐ N. Other: \_\_\_\_\_  
(please specify)
- ☐ O. I am not a U.S. citizen

23. What is your wife's present age?

- ☐ A. Under 25 years of age
- ☐ B. 25 - 34 years of age
- ☐ C. 35 - 44 years of age
- ☐ D. 45 - 54 years of age
- ☐ E. 55 - 64 years of age
- ☐ F. 65 - 74 years of age
- ☐ G. 75 years of age or older
- ☐ H. I am a widower
- ☐ I. I have never married

24. How old was your wife when she married you?

- ☐ A. Less than 18 years of age
- ☐ B. 18 - 20 years of age
- ☐ C. 21 - 25 years of age
- ☐ D. 26 - 29 years of age
- ☐ E. 30 years of age or older
- ☐ F. I have never married

25. Where did your wife live during most of the time she was growing up?

- \_\_\_\_\_ A. New England States (Me., Vt., N.H., Mass., Conn., R.I.)
- \_\_\_\_\_ B. Middle Atlantic States (N.Y., Pa., N.J.)
- \_\_\_\_\_ C. South Atlantic States (W.Va., Md., D.C., Del., Va., N.C., S.C., Ga., Fla.)
- \_\_\_\_\_ D. East North Central States (Wis., Mich., Ill., Ind., Ohio)
- \_\_\_\_\_ E. East South Central States (Ky., Tenn., Miss., Ala.)
- \_\_\_\_\_ F. West North Central States (N.Dak., S.Dak., Minn., Nebr., Iowa, Kans., Mo.)
- \_\_\_\_\_ G. West South Central States (Tex., Okla., Ark., La.)
- \_\_\_\_\_ H. Mountain States (Idaho, Mont., Wyo., Nev., Utah, Colo., Ariz., N.Mex.)
- \_\_\_\_\_ I. Pacific Coast States (Wash., Ore., Calif.)
- \_\_\_\_\_ J. Alaska or Hawaii
- \_\_\_\_\_ K. Overseas U.S. possession
- \_\_\_\_\_ L. In an English-speaking foreign country
- \_\_\_\_\_ M. In a non-English-speaking foreign country
- \_\_\_\_\_ N. I have never married

26. In what size community did your wife live throughout most of her childhood?

- \_\_\_\_\_ A. In a big metropolitan center or one of its suburbs
- \_\_\_\_\_ B. In a city of 100,000 to 500,000 population
- \_\_\_\_\_ C. In a city of 50,000 to 99,999 population
- \_\_\_\_\_ D. In a city of 15,000 to 49,999 population
- \_\_\_\_\_ E. In a town of 2,500 to 14,999 population
- \_\_\_\_\_ F. In a rural area, or in a village of less than 2,500 population
- \_\_\_\_\_ G. I have never married

27. What was the major occupation of your wife's father at the time of his peak earning power?

- \_\_\_\_\_ A. Manual worker (such as construction worker, machine operator, farm laborer, etc.)
- \_\_\_\_\_ B. Clerical (such as stock clerk, sales clerk, office worker, etc.)
- \_\_\_\_\_ C. Semiprofessional or skilled technical (such as draftsman, lab technician, electrician, etc.)
- \_\_\_\_\_ D. Field sales (other than manager)
- \_\_\_\_\_ E. Lower ranks of management
- \_\_\_\_\_ F. Middle ranks of management
- \_\_\_\_\_ G. Top management
- \_\_\_\_\_ H. Small business proprietor or farm owner
- \_\_\_\_\_ I. Owner of a medium-to-large business
- \_\_\_\_\_ J. Government or military
- \_\_\_\_\_ K. Professional, typically requiring a bachelor's or master's degree (such as teacher, engineer, accountant, etc.)
- \_\_\_\_\_ L. Professional, typically requiring a Ph.D. or advanced professional degree (such as doctor, lawyer, professor, etc.)
- \_\_\_\_\_ M. Other: \_\_\_\_\_  
(please specify)
- \_\_\_\_\_ N. I have never married

28. How many brothers and sisters did your wife have?

- \_\_\_\_\_ A. One
- \_\_\_\_\_ B. Two
- \_\_\_\_\_ C. Three
- \_\_\_\_\_ D. Four
- \_\_\_\_\_ E. Five
- \_\_\_\_\_ F. Six or more
- \_\_\_\_\_ G. She was an only child
- \_\_\_\_\_ H. I have never married

29. How much formal schooling did your wife complete?

- ☐ A. 0 - 5 grades
- ☐ B. 6 - 8 grades
- ☐ C. Some high school
- ☐ D. High school graduate
- ☐ E. Some college
- ☐ F. College graduate
- ☐ G. Post graduate study
- ☐ H. Master's degree
- ☐ I. Post master's study
- ☐ J. Doctorate
- ☐ K. Professional degree (M.D., D.D.S., LL.B., etc.)
- ☐ L. I have never married

30. Which one of the following statements best describes the economic circumstances of your wife's childhood?

- ☐ A. Her family was impoverished most of the time
- ☐ B. Her family was poor, but they managed somehow
- ☐ C. Her family fluctuated between being poor and being comfortable
- ☐ D. Her family lived comfortably most of the time
- ☐ E. Her family was well-to-do
- ☐ F. I have never married

31. In what section of town did your wife's family live longest while she was growing up?

- ☐ A. They lived in one of the most exclusive sections
- ☐ B. They lived in a good section, but not the best
- ☐ C. They lived in an average section
- ☐ D. They lived in one of the poorer sections
- ☐ E. They lived in a rural area
- ☐ F. I have never married

32. Are any of your children currently attending college?

- ☐ A. Yes, and one or more should receive a degree
- ☐ B. Yes, but I doubt that any will receive a degree
- ☐ C. No, because my college-age children are not interested in attending college at the present time
- ☐ D. No, because I do not feel that college is a necessary part of my children's education
- ☐ E. No, because my college-age children are not academically of college caliber
- ☐ F. No, because my children are not now of college age
- ☐ G. Other: \_\_\_\_\_  
(please specify)
- ☐ H. I have no children

33. Have any of your children ever attended college prior to the present time?

- ☐ A. Yes, and one or more received a degree
- ☐ B. Yes, but none received a degree
- ☐ C. No, because my children were not interested in attending college at the time they were eligible to do so
- ☐ D. No, because I did not feel that college was a necessary part of my children's education
- ☐ E. No, because my children were not really qualified for college at the time they became of college age
- ☐ F. No, because all of my children are now of college age or younger
- ☐ G. Other: \_\_\_\_\_  
(please specify)
- ☐ H. I have no children

34. Do you have any children whom you hope will attend college when they are old enough to do so?

- ☐ A. Yes, and I want one or more to obtain a degree
- ☐ B. Yes, but I really do not care whether or not any obtains a degree
- ☐ C. Yes, but I doubt that any will wish to attend college when old enough to do so
- ☐ D. Yes, but I doubt that any of my children are academically of college caliber
- ☐ E. No, because I do not believe that college is a necessary part of my children's education
- ☐ F. No, because all of my children are now of college age or older
- ☐ G. Other: \_\_\_\_\_  
(please specify)
- ☐ H. I have no children

35. Which one of the following has been most important to you in choosing a home for your family?

- \_\_\_\_\_ A. Pleasantness of surroundings
- \_\_\_\_\_ B. Convenience to work, recreation, and shopping facilities
- \_\_\_\_\_ C. Neighbors of similar background and outlook
- \_\_\_\_\_ D. Quality of local schools
- \_\_\_\_\_ E. Cost alternatives of housing available in a given market
- \_\_\_\_\_ F. Other: \_\_\_\_\_

\_\_\_\_\_  
(please specify)

36. About how long have you lived at your present address?

- \_\_\_\_\_ A. 1 year or less
- \_\_\_\_\_ B. 2 - 5 years
- \_\_\_\_\_ C. 6 - 10 years
- \_\_\_\_\_ D. 11 - 19 years
- \_\_\_\_\_ E. 20 years or longer

37. Do you think there is a possibility that you might someday move from your present family dwelling to some other place?

- \_\_\_\_\_ A. Yes, I do
- \_\_\_\_\_ B. No, I do not
- \_\_\_\_\_ C. I'm really not certain

38. If you do anticipate moving from your present family dwelling at some point in the future, when might you estimate that move to take place?

- \_\_\_\_\_ A. Within the next few months
- \_\_\_\_\_ B. Within the next one to two years
- \_\_\_\_\_ C. In three to four years
- \_\_\_\_\_ D. In five years' time or longer
- \_\_\_\_\_ E. After our children are grown and have left the household
- \_\_\_\_\_ F. At this point, my family and I do not anticipate moving from our present residence

39. Whatever your intentions, should you eventually move away from your present family dwelling, for which one of the following reasons might you be most likely to make this move?

- \_\_\_\_\_ A. Such a move would probably be involuntary, as a result of factors beyond our control
- \_\_\_\_\_ B. We are somewhat dissatisfied with our present residence, and could use something more appropriate to our needs
- \_\_\_\_\_ C. Our present location is somewhat less than ideal, and could be improved upon
- \_\_\_\_\_ D. Both our present residence and its location could stand improvement, and together these two factors do provide an incentive to move
- \_\_\_\_\_ E. We'd really like to live in another section of the country, and we may well move there if and when the opportunity to do so arises
- \_\_\_\_\_ F. We are renting our present facility, and should like ultimately to move to a place of our own

\_\_\_\_\_ G. Other: \_\_\_\_\_  
(please specify)

40. How important is it to you to live near your parents?

- \_\_\_\_\_ A. Very important
- \_\_\_\_\_ B. Important
- \_\_\_\_\_ C. Somewhat important
- \_\_\_\_\_ D. Not very important
- \_\_\_\_\_ E. Not at all important
- \_\_\_\_\_ F. One or both of my parents now live within my own household
- \_\_\_\_\_ G. Both of my parents are deceased

41. Once your children have become of age, do you feel that they should be able to continue to count on you for financial support, should they be in need?

- \_\_\_\_\_ A. Yes, I do
- \_\_\_\_\_ B. At times, perhaps, depending on the nature of the need
- \_\_\_\_\_ C. Only in an emergency, or in the event of some other unfortunate development
- \_\_\_\_\_ D. No, I do not
- \_\_\_\_\_ E. I have no children

Please return this inventory to:  
Mr. S. W. Swanson  
P.O. Box 1298  
East Lansing, Michigan 48823

# **CAREER DEVELOPMENT PROFILE**

**(Self-Administered)**

**CONFIDENTIAL**

**(Please do not sign your name  
to any part of this profile.)**

•

Thank you for taking the time necessary to complete this profile for us.

## General Commentary

- [illegible]

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-

## PART TWO

### Chronology of Occupational Activity

- I. 1. Dates of employment (mo/yr): From \_\_\_\_\_ To Present  
2. Nature of firm's business: Franchised automobile  
agency – sale and service of new and used motor  
vehicles  
3. Location of firm (city & state): \_\_\_\_\_  
4. Approximate number of employees: \_\_\_\_\_  
5. Your job title & brief description of your work: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
6. Reason(s) for leaving: Not Applicable – This is my  
current occupation
- II. 1. Dates of employment (mo/yr): From \_\_\_\_\_ To \_\_\_\_\_  
2. Nature of firm's business: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
3. Location of firm (city & state): \_\_\_\_\_  
4. Approximate number of employees: \_\_\_\_\_  
5. Your job title & brief description of your work: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
6. Reason(s) for leaving: \_\_\_\_\_  
\_\_\_\_\_
- III. 1. Dates of employment (mo/yr): From \_\_\_\_\_ To \_\_\_\_\_  
2. Nature of firm's business: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
3. Location of firm (city & state): \_\_\_\_\_  
4. Approximate number of employees: \_\_\_\_\_  
5. Your job title & brief description of your work: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
6. Reason(s) for leaving: \_\_\_\_\_  
\_\_\_\_\_
- IV. 1. Dates of employment (mo/yr): From \_\_\_\_\_ To \_\_\_\_\_  
2. Nature of firm's business: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
3. Location of firm (city & state): \_\_\_\_\_  
4. Approximate number of employees: \_\_\_\_\_  
5. Your job title & brief description of your work: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
6. Reason(s) for leaving: \_\_\_\_\_  
\_\_\_\_\_
- V. 1. Dates of employment (mo/yr): From \_\_\_\_\_ To \_\_\_\_\_  
2. Nature of firm's business: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
3. Location of firm (city & state): \_\_\_\_\_  
4. Approximate number of employees: \_\_\_\_\_  
5. Your job title & brief description of your work: \_\_\_\_\_  
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6. Reason(s) for leaving: \_\_\_\_\_  
\_\_\_\_\_
- VI. 1. Dates of employment (mo/yr): From \_\_\_\_\_ To \_\_\_\_\_  
2. Nature of firm's business: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
3. Location of firm (city & state): \_\_\_\_\_  
4. Approximate number of employees: \_\_\_\_\_  
5. Your job title & brief description of your work: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
6. Reason(s) for leaving: \_\_\_\_\_  
\_\_\_\_\_

VII. 1. Dates of employment (mo/yr): From \_\_\_\_\_ To \_\_\_\_\_  
2. Nature of firm's business: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
3. Location of firm (city & state): \_\_\_\_\_  
4. Approximate number of employees: \_\_\_\_\_  
5. Your job title & brief description of your work: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
6. Reason(s) for leaving: \_\_\_\_\_  
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VIII. 1. Dates of employment (mo/yr): From \_\_\_\_\_ To \_\_\_\_\_  
2. Nature of firm's business: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
3. Location of firm (city & state): \_\_\_\_\_  
4. Approximate number of employees: \_\_\_\_\_  
5. Your job title & brief description of your work: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
6. Reason(s) for leaving: \_\_\_\_\_  
\_\_\_\_\_

IX. 1. Dates of employment (mo/yr): From \_\_\_\_\_ To \_\_\_\_\_  
2. Nature of firm's business: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
3. Location of firm (city & state): \_\_\_\_\_  
4. Approximate number of employees: \_\_\_\_\_  
5. Your job title & brief description of your work: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
6. Reason(s) for leaving: \_\_\_\_\_  
\_\_\_\_\_

X. 1. Dates of employment (mo/yr): From \_\_\_\_\_ To \_\_\_\_\_  
2. Nature of firm's business: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
3. Location of firm (city & state): \_\_\_\_\_  
4. Approximate number of employees: \_\_\_\_\_  
5. Your job title & brief description of your work: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
6. Reason(s) for leaving: \_\_\_\_\_  
\_\_\_\_\_

XI. 1. Dates of employment (mo/yr): From \_\_\_\_\_ To \_\_\_\_\_  
2. Nature of firm's business: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
3. Location of firm (city & state): \_\_\_\_\_  
4. Approximate number of employees: \_\_\_\_\_  
5. Your job title & brief description of your work: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
6. Reason(s) for leaving: \_\_\_\_\_  
\_\_\_\_\_

Please return this profile to:  
Mr. S. W. Swanson  
P.O. Box 1298  
East Lansing, Michigan 48823



## Appendix C

### MULTIPLE-CHOICE INVENTORY FOR AUTOMOBILE DEALERS

## Appendix C

### MULTIPLE-CHOICE INVENTORY FOR AUTOMOBILE DEALERS

Presented in this appendix are the answers to the questions which are to be found in the Multiple-Choice Inventory for Automobile Dealers secured from each of the fifty-four Michigan franchised domestic new car dealers who together comprised the final sample considered in this survey. The questions are listed in the same order as they appear in the Multiple-Choice Inventory, while each of the responses, unless otherwise noted, is expressed as a per cent of the entire sample.

## ABOUT YOUR BUSINESS LIFE AND OUTLOOK . . .

1. WHAT IS THE *SINGLE* MOST IMPORTANT SOURCE OF SATISFACTION TO YOU IN YOUR ROLE AS AN AUTOMOBILE DEALER?

- |  |    |
|--|----|
| A. The feeling of independence which I derive from managing my own enterprise                        | 30 |
| B. The sense of satisfaction that I receive from doing the kinds of things I do                      | 26 |
| C. The challenge which I experience in trying to devise more efficient ways of operating my business | 20 |
| D. The economic rewards and financial security that I obtain from being in my line of work           | 24 |
| E. Other (please specify):   | -  |

2. WHAT IS THE *SINGLE* MOST IMPORTANT SOURCE OF DISSATISFACTION TO YOU IN YOUR ROLE AS AN AUTOMOBILE DEALER?

- |  |    |
|--|----|
| A. The many risks which I must run in order to compete in the automobile business successfully   | 17 |
| B. The hectic routines and lack of time for reflection which seem to characterize my typical working day   | 9  |
| C. The difficulty in maintaining a level of profit commensurate with the extent of my managerial effort, and of the capital which I have invested in my dealership | 54 |
| D. The many demands which are made of me by all of the different "publics" with whom I come in contact   | 11 |
| E. Other (please specify):   | 9  |
| Customer complaints (1 dealer)   |    |
| Jealousy of others (1 dealer)  |    |
| Factory fleet & leasing programs (1 dealer)  |    |
| Public's lack of regard for dealers (1 dealer)   |    |
| No dissatisfaction (1 dealer)  |    |

3. PLEASE INDICATE WHICH ONE OF THE FOLLOWING BEST APPLIES TO YOUR OWN PARTICULAR SITUATION.

- |  |    |
|--|----|
| A. I work hard, but I also make certain that I have time remaining for my family--even though this may conflict with the demands of my business                                | 19 |
| B. I work hard, but I make certain too that I have at least some time remaining for my family--and I cannot see that this interferes that much with the demands of my business | 42 |
| C. I work hard--to the point, even, of not always having enough time to spend with my family   | 39 |
| D. I have no family  | -  |

4. WHICH ONE OF THE FOLLOWING BEST DESCRIBES YOUR JOB?

- |                                 |    |
|---------------------------------|----|
| A. It's exhausting              | 4  |
| B. It's tiring most of the time | 7  |
| C. It's sometimes tiring        | 52 |
| D. It's rarely tiring           | 26 |
| E. It's not at all tiring       | 11 |

5. IN WHICH ONE OF THE FOLLOWING DO YOU FEEL THAT AN AUTOMOBILE DEALER SHOULD NORMALLY TAKE THE GREATEST PERSONAL INTEREST?

- |  |    |
|--|----|
| A. Sales strategy                        | 6  |
| B. Customer credit policy                | -  |
| C. Customer cultivation and retention    | 20 |
| D. Management development and motivation | 57 |
| E. Operations planning                   | 4  |
| F. Financial analysis and control        | 11 |
| G. Community and public relations        | 2  |

6. WITH WHICH ONE OF THE FOLLOWING AREAS OF DEALERSHIP OPERATIONS ARE YOU MOST FAMILIAR?

A. New car sales	46
B. Truck sales	2
C. Used vehicle management	7
D. Parts management	-
E. Service management	6
F. Leasing	2
G. Dealership accounting	-
H. Business management	37

7. WHICH IS NORMALLY MORE IMPORTANT TO YOU: TO KEEP OPERATIONS IN YOUR DEALERSHIP RUNNING SMOOTHLY, OR TO ENJOY AN OPPORTUNITY TO TRY NEW APPROACHES TO YOUR WORK?

A. I normally prefer to keep things running smoothly	48
B. Within reason, I usually prefer a chance to try new approaches to my work	52

8. IN MAKING BUSINESS DECISIONS, WHICH ONE OF THE FOLLOWING IS MORE TYPICAL OF YOUR TECHNIQUE?

A. I usually try to proceed on the basis of a thorough and dispassionate analysis of the empirical data available to me	30
B. While I am not averse to using data, I often prefer to rely as much, or more, on my own intuitive "feel" for a given situation	70

9. PLEASE RANK IN ORDER OF SIGNIFICANCE AS MANY OF THE FOLLOWING AS YOU THINK ARE INDICATIVE OF AUTOMOBILE DEALER SUCCESS. (LET 1 = MOST IMPORTANT, 2 = SECOND MOST IMPORTANT, AND SO ON.)

	<u>number of times ranked:</u>						
	1	2	3	4	5	6	7
A. Dealership regarded as a fine place of employment, with top-rate compensation, training, and development programs	15	13	8	8	4	-	-
B. A large volume of dealership sales	4	6	3	3	4	6	10
C. Solid record of dealer participation in community service activities	2	-	2	3	12	10	6
D. A suitable level of dealership profit	14	11	10	8	1	1	1
E. Dealership renown for excellence of service	6	15	15	10	4	-	-
F. Survival of dealership assured	2	1	4	3	4	7	8
G. Dealer viewed as honest, sincere, and hard-working member of local business group	11	8	10	9	6	4	1

10. WHICH ONE OF THE FOLLOWING DO YOU FEEL TO BE MOST IMPORTANT IN DETERMINING WHETHER OR NOT A GIVEN INDIVIDUAL WILL BE SUCCESSFUL AS AN AUTOMOBILE DEALER?

A. General intelligence	30
B. Interest	27
C. Personality	2
D. Formal education	-
E. Training (other than academic)	7
F. Experience	30
G. Other (please specify):	4
Versatility (1 dealer)	
Dealership location is more important than any one of the above (1 dealer)	

11. ON THE AVERAGE, ABOUT HOW MUCH FORMAL EDUCATION WOULD YOU SAY THAT YOUR JOB REQUIRES?

A. Less than high school, provided the man has the necessary native ability	6
B. Some high school, at least	9
C. Some form of business training beyond high school, but not necessarily at a college	52
D. Some college	11
E. Completion of a four-year college program	22
F. Advanced or professional college degree	-

12. IN REGARD TO YOUR OWN DEALERSHIP PERSONNEL, WHICH ONE OF THE FOLLOWING DO YOU BELIEVE TO BE THE PERSONAL QUALITY MOST NECESSARY FOR ADVANCEMENT?

A. Good moral character	6
B. Good intellectual capacity	4
C. Pleasing personality	-
D. Aggressiveness	13
E. Willingness to accept responsibility	62
F. Ability to get along with others	13
G. Other (please specify):	2
Self-Starter (1 dealer)	



13. PLEASE NUMBER IN ORDER OF IMPORTANCE AS MANY OF THE FOLLOWING AS INFLUENCED YOUR ORIGINAL DECISION TO BECOME AN AUTOMOBILE DEALER. (LET 1 = MOST IMPORTANT, 2 = SECOND IN IMPORTANCE, AND SO ON.)

	<u>number of times ranked:</u>							
	1	2	3	4	5	6	7	8
A. A natural interest in cars	14	6	8	7	2	1	1	-
B. Urging by others	2	1	-	1	3	7	1	-
C. A desire to be independent	20	14	8	3	1	-	1	-
D. The chance to assume control of an established dealership	-	-	3	-	1	-	5	1
E. The promise of a good financial return	5	15	12	3	3	1	-	-
F. A need for responsibility, and for occupational status	2	5	4	10	5	-	-	-
G. A determination to capitalize on related job experience	9	10	7	4	1	1	-	-
H. Other (please specify):	2*	1**	-	-	-	-	-	-

\*A desire to succeed (1 dealer)

A desire to render service (1 dealer)

\*\*A desire to follow in father's footsteps (1 dealer)

14. IF YOU WERE TO CHOOSE AFRESH A NEW CAREER, WOULD YOU AGAIN ELECT TO BECOME AN AUTOMOBILE DEALER?

A. Yes, I would	74
B. No, I would not	9
C. I am not certain	17

15. ON THE AVERAGE, ABOUT HOW MANY HOURS DO YOU WORK AT YOUR JOB EACH WEEK?

A. Less than 20 hours	4
B. 20 - 34 hours	4
C. 35 - 40 hours	7
D. 41 - 48 hours	15
E. 49 - 59 hours	48
F. 60 hours or more	22

16. DO YOU EVER WORK AT YOUR JOB WHILE AT HOME?

A. Yes, frequently and hard	-
B. Yes, frequently but not too intensively	11
C. Yes, from time-to-time	50
D. Yes, but only on very rare occasions	26
E. No, never	13

17. OVERALL, WHICH ONE OF THE FOLLOWING BEST DESCRIBES YOUR NORMAL WORK BEHAVIOR?

A. I work best on a regular schedule	37
B. I work best under pressure	30
C. I work best when I am in the mood to do so	33

18. WHICH ONE OF THE FOLLOWING BEST DESCRIBES THE CIRCUMSTANCES UNDER WHICH YOU FIRST OBTAINED POSSESSION OF YOUR PRESENT DEALERSHIP?

A. I started my dealership from scratch	31
B. I inherited (or was given) my dealership from (by) a relative or friend	-
C. I purchased my dealership from a relative at a time when it was already a well-run operation	-
D. I bought my dealership from a non-relative at a time when it was already a well-run operation	-
E. I purchased my dealership from a relative and then reorganized the operation after assuming control	-
F. I bought my dealership from a non-relative and then reorganized the operation after assuming control	69
G. Other (please specify):	-

19. HOW DID YOU RAISE THE CAPITAL FOR YOUR ORIGINAL INVESTMENT IN YOUR DEALERSHIP? (INDICATE ONE OR MORE.)

A. From my own existing resources	87
B. By borrowing from relatives	13
C. By borrowing from other private individuals	19
D. By borrowing from financial institutions	37
E. Through funds provided by the automobile manufacturer	33
F. Through sale of subscription stock	2
G. Other (please specify):	-
H. I inherited (was given) my dealership from (by) a relative or friend	-

(MULTIPLE ANSWERS)

20. IF SOME OR ALL OF YOUR ORIGINAL CAPITAL INVESTMENT IN YOUR DEALERSHIP CAME FROM YOUR OWN PERSONAL RESOURCES, WHAT WAS THE ORIGIN OF THESE RESOURCES? (INDICATE ONE OR MORE.)

A. Profits or earnings from other work	63
B. Gift of money from parents or other living relatives	6
C. Money inherited from parents or other relatives	7
D. Sale of self-acquired property	26
E. Sale of property acquired as gift from parents or other living relatives	2
F. Sale of property inherited from parents or other relatives	2
G. Other (please specify):	-
H. None of my original capital came from my own personal resources	13
I. I inherited (was given) my dealership from (by) a relative or friend	-

(MULTIPLE ANSWERS)

21. DO YOU FEEL IT FEASIBLE FOR ANY AUTOMOBILE AGENCY TO HAVE AS ITS HEAD A MAN WHO DOES NOT CONTROL A PORTION OF ITS CAPITAL?

A. Yes, I do	13
B. No, I do not	80
C. I am not certain	7

22. COMPARED TO OTHER MAJOR U.S. MANUFACTURING INDUSTRIES, DO YOU CONSIDER THE AUTOMOBILE INDUSTRY TO BE MORE OR LESS DYNAMIC?

A. Much less dynamic	4
B. Somewhat less dynamic	4
C. About the same	4
D. Somewhat more dynamic	38
E. Much more dynamic	50

23. COMPARED TO OTHER AUTOMOBILE AGENCIES IN YOUR AREA, HOW DOES YOUR DEALERSHIP COMPARE AS TO IMPLEMENTATION OF NEW OPERATING PROCEDURES OR SELLING STRATEGIES DURING THE PAST FIVE YEARS?

A. Much less active	-
B. Somewhat less active	2
C. About the same	22
D. Somewhat more active	33
E. Much more active	43

24. WHAT IS YOUR OWN FEELING ABOUT THE IMPORTANCE  
OF YOUR DEALERSHIP'S INCREASING ITS SHARE OF  
LOCAL MARKET FOR NEW CAR SALES THROUGHOUT THE  
NEXT FIVE YEARS?

- |  |    |
|--|----|
| A. I regard this as being very important   | 48 |
| B. I regard this as being important, but<br>no more so than the attaining of other<br>dealership objectives which I have in<br>mind  | 40 |
| C. I do not consider this to be as vital<br>as the realization of other important<br>dealership goals  | 4  |
| D. Our present dealership position is<br>such that I do not believe this to<br>be important at all   | 4  |
| E. Our local competitive situation being<br>what it is, I doubt there is really<br>much we could do to improve our share<br>of new car sales throughout the next<br>few years, however much that we might<br>wish to do so | 4  |

25. PLEASE RANK IN ORDER OF SIGNIFICANCE AS MANY OF THE FOLLOWING AS YOU THINK ARE IMPORTANT IN DETERMINING WHAT THE SIZE AND CAPACITY OF A NEW AUTOMOBILE DEALERSHIP SHOULD BE. (LET 1 = MOST IMPORTANT, 2 = SECOND IN IMPORTANCE, AND SO ON.)

	<u>number of times ranked:</u>							
	1	2	3	4	5	6	7	8
A. Availability of capital	14	12	13	6	1	1	-	-
B. Size of local automobile market	20	14	5	4	3	1	-	-
C. Obtainability of skilled sales, service, and administrative personnel	4	9	9	8	6	4	2	1
D. Extent of prime land open for dealership development	3	4	10	5	8	4	2	1
E. Popularity of make of car to be represented	6	10	13	8	5	1	1	-
F. Recommendation of manufacturer as to what seems best for local situation	2	2	-	8	4	4	9	1
G. Capacity of manufacturer's area sales representative to render sound guidance and support	-	1	-	2	1	1	3	16
H. Limit of a dealer's ability to manage a given scale of agency operations	4	1	2	5	5	8	4	2
I. Other (please specify):	1*	-	-	-	-	-	-	-

\*Size that can be operated profitably (1 dealer)

26. IF YOU WERE TO DECIDE TO ENLARGE OR MODERNIZE YOUR OWN EXISTING AUTOMOBILE AGENCY, WHICH OF THE FOLLOWING WOULD YOU PREFER AS YOUR SOURCE OF EXPANSION CAPITAL? (INDICATE ONE OR MORE.)

A. Retained earnings of dealership	67
B. Personal savings	11
C. Present partners or shareholders	6
D. New partners or shareholders	2
E. Manufacturer's development funds	15
F. Loans from banks	61
G. Loans from others	-

(MULTIPLE ANSWERS)

27. WHAT IS YOUR IMPRESSION OF THE MANNER IN WHICH MANAGERIAL AND EXECUTIVE PROMOTIONS ARE WON IN THE DIVISIONAL AND CORPORATE HEADQUARTERS OF THE AUTOMOBILE MANUFACTURER WITH WHOM YOU ARE AFFILIATED?

A. Advancement there is a real cut-throat struggle	13
B. It is a highly competitive process, to the point, perhaps, of being detrimental to the best interests of both the company and its dealers	24
C. It is a highly competitive process, but I can see no evidence that it is in any way detrimental to the best interests of the company and its dealers	57
D. I really do not see it as being all that competitive--stories to that effect are, I suspect, greatly exaggerated	6



28. IN YOUR VIEW, DO PROMOTIONS IN THE FIELD SALES ORGANIZATION OF THE AUTOMOBILE DIVISION WHOSE CARS YOU SELL NORMALLY GO TO THE MEN WHO BEST DESERVE THEM?

A. Almost always	22
B. More frequently than not	56
C. Sometimes	20
D. Rarely	2
E. Almost never	-

29. WHICH ONE OF THE FOLLOWING WOULD YOU MOST PREFER THAT YOUR SON (OR HEIR) DID FOR A LIVING? (PLEASE ANSWER EVEN IF HE IS NOW SETTLED INTO SOME LINE OF WORK, OR IF YOU HAVE NO SON OR HEIR FOR WHOM THE QUESTION SEEMS APPROPRIATE.)

A. I should like him to be an automobile dealer	57
B. I should like to see him work for one of the big three automobile companies	2
C. I should like to see him work for one of the many other corporations in the automotive industry	2
D. I should like him to go into business for himself in an area related to the automotive industry	-
E. I should like him to work for one of the major U.S. corporations, but not in the automotive industry	2
F. I should like him to go into business for himself in some area unrelated to the automotive industry	2
G. I should like him to enter into one of the professions	20
H. I should like him to enter into some form of government service	-
I. I should like him to teach	-
J. Other (please specify):	15
Any aspect of general business or sales (1 dealer)	
Any independent business in which he has an interest (1 dealer)	
Corporate enterprise, but not necessarily major (1 dealer)	
Son should decide for himself (5 dealers)	

## CONCERNING YOUR OUTSIDE ACTIVITIES . . .

## 1. HOW MANY EVENINGS EACH WEEK DO YOU USUALLY GO OUT FOR YOUR PERSONAL ENJOYMENT?

A. Less than one evening each week	19
B. One	35
C. Two	37
D. Three	7
E. Four or more	2

## 2. HOW OFTEN DO YOU GET TOGETHER SOCIALLY WITH FRIENDS?

A. Once or twice each week	68
B. Once or twice each month	26
C. A few times each year	6
D. I almost never spend time socially with friends	-

## 3. HOW WELL DO YOU LIKE TO BE WITH OTHER PEOPLE IN A SOCIAL SETTING?

A. I enjoy being with other people, and rarely like to be alone	31
B. I enjoy being with other people at times, but at other times I prefer to engage in individual activities	63
C. I usually enjoy being with other people; however, I prefer to be by myself most of the time	6
D. I prefer individual activities, and only occasionally enjoy being with other people	-

## 4. WHICH OF THESE SOCIAL GROUPS DO YOU PREFER:

A. People younger than myself	7
B. People of the same age as myself	35
C. People older than myself	45
D. Groups of mixed ages	13
E. No preference	-

## 5. WHERE DO YOU AND YOUR FRIENDS MOST OFTEN GET TOGETHER?

A. At my home	46
B. At a friend's home	33
C. At a private club	28
D. At a theater, restaurant, night club, or other public place	43
E. Other (please specify):	6
Golf course (1 dealer)	
Boating (2 dealers)	

(MULTIPLE ANSWERS)

## 6. AS A CONVERSATIONALIST AT SOCIAL AFFAIRS, HOW DO YOU RANK?

A. At the top	4
B. Above average	39
C. Average	53
D. Below average	4

7. IN WHICH OF THE FOLLOWING GROUPS OF ORGANIZATIONS  
HAVE YOU BEEN MOST ACTIVE?

A. Athletic, social, and recreational clubs (golf, tennis, bowling, bridge, photography, etc.)	54
B. Fraternal and ethical societies (Elks, Masons, Knights of Columbus, etc.)	15
C. Service organizations (Rotary, Kiwanis, Lions, etc.)	31
D. Business and professional organizations (National Automobile Dealers Association, Sales and Marketing Executives-International, American Marketing Association, etc.)	43

(MULTIPLE ANSWERS)

8. ALTOGETHER, TO HOW MANY OF THESE VARIOUS ORGANIZATIONS  
DO YOU PRESENTLY BELONG? (INCLUDE ANY GROUP WHICH  
MEETS REGULARLY AND HAS A DEFINITE MEMBERSHIP.)

A. None	-
B. One	7
C. Two or three	46
D. Four to six	30
E. Seven or more	17

9. PLEASE INDICATE IF, DURING THE PAST TWELVE MONTHS, YOU HAVE PERFORMED VOLUNTEER WORK OF SIGNIFICANCE FOR ANY OF THE FOLLOWING:

A. Religious or charitable organizations	54
B. Youth groups	22
C. Cultural groups in support of the creative or performing arts	6
D. Local citizens' action groups, or programs of municipal, state, or federal government	33
E. Other (please specify):	4
Fraternal and service groups (1 dealer)	
Hospital trusteeship (1 dealer)	
F. The demands of my business preclude such volunteer work	6
G. I prefer not to do volunteer work	11

(MULTIPLE ANSWERS)

10. IF YOU DID PERFORM VOLUNTEER WORK DURING THE PAST TWELVE MONTHS, HOW MUCH OF YOUR TIME, ALTOGETHER, DID THIS REQUIRE?

A. 40 hours or less	42
B. 41 - 120 hours	26
C. 121 - 240 hours	11
D. 241 hours or more	4
E. I did no volunteer work	17

11. TO WHICH ONE OF THE FOLLOWING DO YOU LOOK FORWARD  
MOST IN YOUR LEISURE TIME ACTIVITIES?

- |  |    |
|--|----|
| A. A chance to rest and relax                                | 13 |
| B. A chance to putter around                                 | 4  |
| C. A chance to be with other people                          | 9  |
| D. A chance to be outdoors, or to be in other<br>ways active | 72 |
| E. A chance to be alone with my thoughts                     | 2  |

12. IN WHAT RECREATIONAL ACTIVITIES DO YOU TAKE PART?  
(INDICATE AS MANY AS YOU FEEL ARE APPLICABLE.)

- |   |    |
|---|----|
| A. Active sports or other athletic endeavors              | 72 |
| B. Games or nonathletic events                            | 17 |
| C. Hobbies  | 19 |
| D. Spectator sports                                       | 43 |
| E. I do not take part in any hobbies, games, or<br>sports | -  |

(MULTIPLE ANSWERS)

13. WHICH ONE OF THE FOLLOWING DO YOU ENJOY MOST ABOUT  
THESE RECREATIONAL ACTIVITIES?

- |  |    |
|--|----|
| A. The challenge which they afford me                                    | 13 |
| B. The opportunity which they provide for<br>socializing with my friends | 20 |
| C. The excitement which I feel while pursuing them                       | 5  |
| D. The relaxation which I experience while engaged<br>in them            | 52 |
| E. The outlet which they afford for being creative                       | 4  |
| F. They keep me busy, and thus help to occupy my<br>leisure time         | 4  |
| G. I do not take part in any hobbies, games, or<br>sports                | 2  |

14. HOW IMPORTANT IS IT TO YOU TO KEEP IMPROVING YOUR PERFORMANCE IN YOUR RECREATIONAL ACTIVITIES?

A. Very important	15
B. Important	28
C. Somewhat important	40
D. Not very important	15
E. Not at all important	2
F. I am active only as a spectator	-
G. I do not take part in any hobbies, games, or sports	-

15. WHEN DID YOU LAST TAKE A VACATION?

A. 6 months ago or more recently	74
B. 7 - 12 months ago	17
C. 2 - 3 years ago	9
D. 4 - 5 years ago	-
E. 6 years ago or longer	-
F. I do not take vacations	-

16. HOW MANY WEEKS OF VACATION DID YOU TAKE AT THAT TIME?

A. Less than 1 week	15
B. One	35
C. Two	31
D. Three	7
E. Four	6
F. Five or more	6
G. I do not take vacations	-



## 17. HOW DO YOU NORMALLY PREFER TO SPEND YOUR VACATION?

- |  |    |
|--|----|
| A. Out in the countryside, camping, hunting, skiing, or just sightseeing | 13 |
| B. Near the water, swimming, fishing, and boating                        | 33 |
| C. At well known resorts, or on foreign tours and ocean cruises          | 37 |
| D. At home in the garden, or working with other hobbies                  | 2  |
| E. Other (please specify):   | 15 |
| Playing golf (3 dealers)   |    |
| Attending conventions (2 dealers)  |    |
| Travel combined with business (1 dealer)                                 |    |
| Taking short weekend trips (1 dealer)                                    |    |
| Calling upon relatives (1 dealer)  |    |
| F. I do not take vacations   | -  |

## 18. DO YOU USUALLY PREFER TO TAKE SEVERAL SHORT VACATIONS EACH YEAR, OR ONE LONG ONE?

- |   |    |
|---|----|
| A. I usually prefer several short vacations | 89 |
| B. As a rule, I prefer one long vacation    | 11 |
| C. I do not take vacations                  | -  |

19. ABOUT HOW MANY BOOKS, *UNRELATED* TO YOUR BUSINESS, HAVE YOU READ DURING THE PAST TWELVE MONTHS?

- |                  |    |
|------------------|----|
| A. None          | 24 |
| B. One           | 12 |
| C. Two to three  | 26 |
| D. Four to six   | 19 |
| E. Seven or more | 19 |

## A LITTLE ABOUT YOUR EARLY JOB EXPERIENCE . . .

1. AS YOU RECALL, AT WHAT AGE DID YOU FIRST START WORKING REGULARLY ON A JOB FOR MONEY (NOT INCLUDING WORK PERFORMED FOR YOUR FAMILY WITHIN THE HOUSEHOLD)?

A. When I was fourteen years of age or younger	52
B. When I was fifteen years of age	9
C. When I was sixteen years of age	16
D. When I was seventeen years of age	4
E. When I was eighteen years of age or older	19

2. THROUGH WHAT MEANS DID YOU SECURE YOUR FIRST FORMAL CAREER JOB?

A. Through an interview at college	-
B. Through an employment agency	-
C. Through the influence of an employee of the company by whom I was hired	33
D. As a result of my own job campaign	52
E. Other (please specify):	15
Worked in family business (5 dealers)	
Recommended by a friend (2 dealers)	
High school co-op program (1 dealer)	

3. AT WHAT LEVEL DID YOU BEGIN YOUR FORMAL WORK EXPERIENCE?

A. Farm worker	5
B. Unskilled or semiskilled worker	24
C. Skilled worker	2
D. Clerical, sales, or service employee	52
E. Lower ranks of management	7
F. Middle ranks of management	2
G. Top management	-
H. Craftsman	2
I. Self-employed businessman	2
J. Semiprofessional or skilled technical employee	4
K. Professional	-
L. Other (please specify):	-

4. THROUGHOUT YOUR FORMAL WORK EXPERIENCE, HAVE YOU HELD A NUMBER OF DIFFERENT KINDS OF JOBS, OR HAVE YOU MOSTLY WORKED WITHIN ONE GIVEN CAREER FIELD?

A. I have held a number of different kinds of jobs	35
B. I have held a number of different jobs, but mostly within one given career field	41
C. For the most part, I have held a few jobs within one given career field	24

5. DURING YOUR FIRST YEARS OF EMPLOYMENT, WHICH ONE OF THE FOLLOWING WAS MOST FREQUENTLY OF GREATEST IMPORTANCE TO YOU WHENEVER YOU CHANGED EMPLOYERS?

- |  |    |
|--|----|
| A. There was no real opportunity for promotion in my old job, and I saw a chance to move ahead faster somewhere else   | 22 |
| B. I moved because I could obtain more money by doing so, as well as a more promising future   | 37 |
| C. The situation from which I departed had become untenable, and I felt that I ought to make a change  | 9  |
| D. I felt that my new job would prove more challenging, and that it would better utilize my skills   | 22 |
| E. I felt that I had several strikes against me in my old job, and I wanted a fresh start  | 2  |
| F. This really does not apply to my own case, due to extended self-employment, or to the fact that I did not shift employers during my first years of employment | 8  |

6. SINCE YOUR FIRST REGULAR JOB, HOW MANY TIMES HAVE YOU BEEN OUT OF WORK FOR ONE MONTH OR MORE AT ONE TIME?

- |                       |    |
|-----------------------|----|
| A. Never              | 89 |
| B. Once               | 9  |
| C. Twice              | 2  |
| D. Three times        | -  |
| E. Four or more times | -  |

7. SINCE YOU FIRST BEGAN WORKING, IN HOW MANY DIFFERENT STATES OR COUNTRIES HAVE YOU RESIDED? (PLEASE EXCLUDE ANY PERIODS OF MILITARY SERVICE.)

A. Just the one in which I started	72
B. Two	19
C. Three	5
D. Four	4
E. Five	-
F. Six or more	-

8. WITH REFERENCE TO THE CITY IN WHICH YOU SPENT MOST OF YOUR CHILDHOOD, WHERE DO YOU WORK TODAY?

A. I work in the same city in which I was brought up	50
B. I work in the same state in which I was brought up	35
C. I work in another state, but I am still within 200 miles of the city in which I was brought up	2
D. I work in another state, at a distance of more than 200 miles from the city in which I was brought up	13

## WITH REFERENCE TO YOUR FORMAL EDUCATION . . .

## 1. HOW MUCH FORMAL SCHOOLING DID YOU COMPLETE?

A. 0 - 5 grades	-
B. 6 - 8 grades	4
C. Some high school	11
D. High school graduate	18
E. Some college	33
F. College graduate	26
G. Post graduate study	4
H. Master's degree	-
I. Post master's study	-
J. Doctorate	-
K. Professional degree (M.D., D.D.S., LL.B., etc.)	4

## 2. WHEN YOU WERE A CHILD, DID YOU FEEL THAT YOU RECEIVED ADEQUATE RECOGNITION FROM YOUR TEACHERS FOR YOUR WORK IN SCHOOL?

A. Almost always	48
B. Usually, but not always	20
C. Yes, in a moderate way	22
D. Sometimes, but not usually	8
E. Almost never	2

3. WHILE YOU WERE IN JUNIOR HIGH SCHOOL, FROM WHICH ONE OF THE FOLLOWING AREAS OF ACTIVITY DID YOU DERIVE THE GREATEST SATISFACTION?

A. Baseball, football, basketball, swimming	68
B. Fishing, hunting, hiking, camping	4
C. Reading, handicrafts, stamp collecting	4
D. Constructing or dismantling things	18
E. Other (please specify):	6
Theater (1 dealer)	
Working (1 dealer)	
No outside interests (1 dealer)	
G. I did not attend junior high school	-

4. DURING YOUR TEENS, WITHIN WHICH ONE OF THESE MAJOR SUBJECT AREAS DID YOU CONCENTRATE YOUR STUDIES WHILE IN SCHOOL?

A. Agriculture	4
B. Trade or industrial arts	9
C. Business or commerce	41
D. Academic or college preparatory	42
E. Fine arts or music	-
F. I did not attend school during my teen-age years	4

5. HOW MANY TIMES DID YOU CHANGE SCHOOL BEFORE YOU WERE SIXTEEN YEARS OF AGE, OTHER THAN BY GRADUATION?

A. Never	35
B. Once or twice	41
C. Three to five times	15
D. Six or more times	9

## 6. HOW DIFFICULT WAS HIGH SCHOOL WORK FOR YOU?

A. Quite easy	26
B. Fairly easy	24
C. Sometimes easy, sometimes difficult	41
D. Fairly difficult	5
E. Quite difficult	-
F. I did not attend high school	4

## 7. IN HIGH SCHOOL, WHERE DID YOU RANK SCHOLASTICALLY AMONG YOUR CLASSMATES?

A. Distinctly above average	9
B. Above average	33
C. Average	46
D. Slightly below average	8
E. Distinctly below average	-
F. I did not attend high school	4

## 8. WHILE YOU WERE IN HIGH SCHOOL, FROM WHICH ONE OF THE FOLLOWING AREAS OF ACTIVITY DID YOU DERIVE THE GREATEST SATISFACTION?

A. Participating in, or attending, organized high school sporting events	41
B. Socializing with friends--dancing, dating, etc.	11
C. Participating in organized school activities, such as band, dramatics, student government	11
D. Achieving academic success and recognition	2
E. Working part-time after school to gain experience, and to help defray personal expenses	31
F. I did not attend high school	4



9. HOW OFTEN DID THE THOUGHT OF QUITTING HIGH SCHOOL  
OCCUR TO YOU?

A. Frequently	2
B. Occasionally	2
C. Seldom	4
D. Rarely	14
E. Never	63
F. I did quit high school	11
G. I did not attend high school	4

10. HOW DID YOUR HIGH SCHOOL TEACHERS GENERALLY  
REGARD YOU?

A. As able to accomplish things with ease	31
B. As a hard worker	26
C. As having a highly developed interest in certain courses	31
D. As being uninterested in school subjects	8
E. I did not attend high school	4

11. HOW OFTEN DID YOU EXPERIENCE DIRECT AND OPEN  
CONFLICT WITH YOUR HIGH SCHOOL TEACHERS?

A. Frequently	-
B. Occasionally	46
C. Never	50
D. I did not attend high school	4

12. HOW DID YOUR PARENTS FEEL ABOUT THE GRADES  
WHICH YOU RECEIVED IN HIGH SCHOOL?

A. They were pleased with my grades	22
B. They were satisfied, but still felt that I probably could do better	33
C. They did not complain about my grades so long as they felt that I had done my best	22
D. They did not care about my grades so long as I passed	7
E. They were displeased with my grades	6
F. They paid virtually no attention to my grades	6
G. I did not attend high school	4

13. HOW MUCH INDEPENDENCE DO YOU FEEL YOUR PARENTS  
ALLOWED YOU WHILE YOU WERE IN HIGH SCHOOL?

A. They ruled with a very heavy hand	-
B. They were rather restrictive	24
C. They were no more or no less restrictive than the parents of most of my friends	39
D. They were quite lenient	24
E. They allowed me almost complete freedom	9
F. I did not attend high school	4

14. WHAT KIND OF COLLEGE DID YOU ATTEND AS AN UNDERGRADUATE?

A. An Ivy League school (or its equivalent)	4
B. A men's private liberal arts school	6
C. A co-ed, private liberal arts school	6
D. A major state university or college	15
E. A major city university or college	18
F. A technical college	9
G. A teachers' college or normal school	2
H. Other (please specify):	9
Business college (5 dealers)	
I. I did not attend college	31

15. WHICH ONE OF THE FOLLOWING MOST CLOSELY REPRESENTS THE ENROLLMENT AT YOUR UNDERGRADUATE COLLEGE AT THE TIME YOU WERE A STUDENT THERE?

A. Less than 500 students	11
B. 500 to 999 students	9
C. 1,000 to 1,499 students	6
D. 1,500 to 4,900 students	13
E. 5,000 to 9,999 students	11
F. 10,000 students or more	19
G. I did not attend college	31

16. WHAT WAS YOUR SCHOLASTIC STANDING AS A COLLEGE UNDERGRADUATE STUDENT?

A. Upper 10% of my class	4
B. Upper 25% of my class	19
C. Middle 50% of my class	44
D. Lower 25% of my class	2
E. I did not attend college	31

17. WHILE YOU WERE AN UNDERGRADUATE IN COLLEGE, HOW MANY CLOSE FRIENDS DID YOU MAKE AMONG YOUR FELLOW STUDENTS?

A. No close personal friends	16
B. One close friend	6
C. Two close friends	4
D. Three close friends	6
E. Four or more close friends	37
F. I did not attend college	31

18. IN WHICH ONE OF THE FOLLOWING WERE YOU MOST SUCCESSFUL AS AN UNDERGRADUATE STUDENT IN COLLEGE?

A. Academic studies	30
B. Athletics	15
C. Fraternity, club, or other campus activities	9
D. Activities off campus	15
E. I did not attend college	31

19. WHICH ONE OF THESE AREAS OF UNDERGRADUATE STUDY DID YOU ENJOY MOST WHILE A STUDENT IN COLLEGE?

A. Creative and performing arts	-
B. Humanities and social sciences	6
C. Languages	-
D. Sciences and mathematics	13
E. Engineering	11
F. Business administration	39
G. Other (please specify):	-
H. I did not attend college	31

20. WHICH ONE OF THE FOLLOWING DO YOU FEEL IS THE MOST IMPORTANT THING THAT A PERSON SHOULD DERIVE FROM ATTENDING COLLEGE TODAY? (PLEASE ANSWER THIS EVEN IF YOU YOURSELF DID NOT ATTEND COLLEGE.)

A. Training for a profession	50
B. General cultural knowledge	26
C. Personal maturity	22
D. Social polish	2
E. Other (please specify)	-

21. TO WHAT EXTENT DID YOU PAY YOUR OWN WAY IN SCHOOL? (INDICATE ONE OR MORE.)

A. I paid most or all of my expenses while in high school	31
B. I paid most or all of my expenses while in college or trade school	31
C. I paid part of my expenses while in high school	15
D. I paid part of my expenses while in college or trade school	22
E. I never worked much while I was going to school	13
F. I quit school before I was old enough to work	4

(MULTIPLE ANSWERS)

22. WHAT WAS YOUR GENERAL IMPRESSION OF THE TEACHERS UNDER WHOM YOU STUDIED THROUGHOUT THE COURSE OF YOUR FORMAL EDUCATION?

A. I admired virtually all of them	7
B. I admired many of them	43
C. I admired some of them	44
D. I admired very few of them	4
E. I really did not admire any of them	2

23. WHICH ONE OF THE FOLLOWING BEST DESCRIBES YOUR  
CURRENT FEELING TOWARD THE FORMAL EDUCATION  
WHICH YOU RECEIVED?

- |  |    |
|--|----|
| A. It has proved to be very helpful<br>in life   | 48 |
| B. It has proved to be helpful for<br>the most part  | 46 |
| C. It was interesting at the time,<br>but it has not proved to be very<br>helpful since          | 6  |
| D. It was not very interesting at the<br>time, and it has not proved to be<br>very helpful since | -  |
| E. It was a way to mark time until<br>something better came along                                | -  |

## CONCERNING YOUR PARENTS, AND YOUR EARLY CHILDHOOD EXPERIENCE . . .

## 1. WHERE DID YOUR FATHER LIVE DURING MOST OF THE TIME HE WAS GROWING UP?

A. New England States (Me., Vt., N.H., Mass., Conn., R.I.)	-
B. Middle Atlantic States (N.Y., Pa., N.J.)	13
C. South Atlantic States (W.Va., Md., D.C., Del., Va., N.C., S.C., Ga., Fla.)	-
D. East North Central States (Wis., Mich., Ill., Ind., Ohio)	59
E. East South Central States (Ky., Tenn., Miss., Ala.)	6
F. West North Central States (N.Dak., S.Dak., Minn., Nebr., Iowa, Kans., Mo.)	4
G. West South Central States (Tex., Okla., Ark., La.)	2
H. Mountain States (Idaho, Mont., Wyo., Nev., Utah, Colo., Ariz., N.Mex.)	-
I. Pacific Coast States (Wash., Ore., Calif.)	-
J. Alaska or Hawaii	-
K. Overseas U.S. possession	-
L. In an English-speaking foreign country	5
M. In a non-English-speaking foreign country	11

## 2. IN WHAT SIZE COMMUNITY DID YOUR FATHER LIVE THROUGHOUT MOST OF HIS CHILDHOOD?

A. In a big metropolitan center or one of its suburbs	22
B. In a city of 100,000 to 500,000 population	11
C. In a city of 50,000 to 99,999 population	8
D. In a city of 15,000 to 49,999 population	9
E. In a town of 2,500 to 14,999 population	15
F. In a rural area, or in a village of less than 2,500 population	35

3. WHERE DID YOUR MOTHER LIVE DURING MOST OF THE TIME SHE WAS GROWING UP?

A. New England States (Me., Vt., N.H., Mass., Conn., R.I.)	2
B. Middle Atlantic States (N.Y., Pa., N.J.)	11
C. South Atlantic States (W.Va., Md., D.C., Del., Va., N.C., S.C., Ga., Fla.)	-
D. East North Central States (Wis., Mich., Ill., Ind., Ohio)	63
E. East South Central States (Ky., Tenn., Miss., Ala.)	4
F. West North Central States (N.Dak., S.Dak., Minn., Nebr., Iowa, Kans., Mo.)	2
G. West South Central States (Tex., Okla., Ark., La.)	2
H. Mountain States (Idaho, Mont., Wyo., Nev., Utah, Colo., Ariz., N.Mex.)	-
I. Pacific Coast States (Wash., Ore., Calif.)	-
J. Alaska or Hawaii	-
K. Overseas U.S. possession	-
L. In an English-speaking foreign country	7
M. In a non-English-speaking foreign country	9

4. IN WHAT SIZE COMMUNITY DID YOUR MOTHER LIVE THROUGHOUT MOST OF HER CHILDHOOD?

A. In a big metropolitan center or one of its suburbs	17
B. In a city of 100,000 to 500,000 population	7
C. In a city of 50,000 to 99,999 population	9
D. In a city of 15,000 to 49,999 population	9
E. In a town of 2,500 to 14,999 population	17
F. In a rural area, or in a village of less than 2,500 population	41



## 5. HOW MUCH FORMAL SCHOOLING DID YOUR FATHER COMPLETE?

A. 0 - 5 grades	14
B. 6 - 8 grades	39
C. Some high school	15
D. High school graduate	13
E. Some college	15
F. College graduate	2
G. Post graduate study	-
H. Master's degree	-
I. Post master's study	-
J. Doctorate	-
K. Professional degree (M.D., D.D.S., LL.B., etc.)	2

## 6. HOW MUCH FORMAL SCHOOLING DID YOUR MOTHER COMPLETE?

A. 0 - 5 grades	6
B. 6 - 8 grades	29
C. Some high school	22
D. High school graduate	30
E. Some college	7
F. College graduate	4
G. Post graduate study	-
H. Master's degree	-
I. Post master's study	-
J. Doctorate	-
K. Professional degree (M.D., D.D.S., LL.B., etc.)	2

7. WHAT WAS YOUR FATHER'S MAJOR OCCUPATION AT THE TIME OF HIS PEAK EARNING POWER?

A. Manual worker (such as construction worker, machine operator, farm laborer, etc.)	26
B. Clerical (such as stock clerk, sales clerk, office worker, etc.)	4
C. Semiprofessional or skilled technical (such as draftsman, lab technician, electrician, etc.)	7
D. Field sales (other than manager)	4
E. Lower ranks of management	4
F. Middle ranks of management	6
G. Top management	7
H. Small business proprietor or farm operator	26
I. Owner of a medium-to-large business	10
J. Government or military	6
K. Professional, typically requiring a bachelor's or master's degree (such as teacher, engineer, accountant, etc.)	-
L. Professional, typically requiring a Ph.D. or advanced professional degree (such as doctor, lawyer, professor, etc.)	-
M. Other (please specify):	-

8. IN GENERAL, HOW SATISFIED WAS YOUR FATHER WITH THE ORGANIZATION(S) FOR WHICH HE WORKED?

A. He was always very satisfied	6
B. He was satisfied most of the time	40
C. He was satisfied some of the time	7
D. He was frequently dissatisfied	6
E. My father was self-employed	37
F. Other (please specify):	4

Unknown, father deceased  
(2 dealers)

9. HOW WOULD YOU DESCRIBE YOUR MOTHER AND FATHER  
AS PARENTS?

A. They were the kind of parents that I have wanted my children to have	56
B. For the most part, they were good parents, but there are still ways in which I feel that I have been a better parent than they	33
C. They were too permissive, and did not require that I do many of the things I should have done	2
D. They were too strict, and demanded too much of their children	-
E. I hope I have been a better parent to my own children than my parents were to me	9

10. HOW ACTIVE WERE YOUR PARENTS IN COMMUNITY AFFAIRS?

A. They were very active	7
B. They were moderately active	30
C. They were active on special occasions	19
D. They were seldom active	24
E. They were almost never active	20

11. WHICH ONE OF THE FOLLOWING WAS MOST CHARACTERISTIC  
OF YOUR FATHER WHILE YOU WERE GROWING UP?

- |  |    |
|--|----|
| A. He was a strict person, with strong moral convictions                           | 35 |
| B. He was a strict person, but not highly moralistic                               | 7  |
| C. He was average in strictness and moral outlook                                  | 23 |
| D. He was easygoing, and flexible in his outlook                                   | 26 |
| E. He did not take much interest in his children, or in their personal development | 7  |
| E. I really do not know, for my father passed away while I was still very young    | 2  |

12. WHICH ONE OF THE FOLLOWING WAS MOST CHARACTERISTIC  
OF YOUR MOTHER WHILE YOU WERE GROWING UP?

- |   |    |
|---|----|
| A. She was a rather formal sort of person   | 6  |
| B. She was well-meaning, but overly possessive so far as I myself was concerned                         | 7  |
| C. She was a person whose primary concern was always the care and well-being of her family              | 80 |
| D. She was a person whose outside interests seemed to conflict at times with her interest in her family | 7  |
| E. She was somewhat moody and unpredictable   | -  |
| F. I really do not know, for my mother passed away while I was still very young                         | -  |

## 13. WHO WAS YOUR MOTHER'S FAVORITE CHILD?

A. My brother	7
B. My sister	9
C. I was	15
D. My mother was impartial	59
E. I was an only child	4
F. My mother passed away while her children were all very young	6

14. DID YOUR PARENTS LIVE TOGETHER ALL OF THE TIME  
THAT YOU WERE GROWING UP?

A. Yes	81
B. No, because they separated	4
C. No, because they were divorced	4
D. No, because one passed away	9
E. No, because they both passed away	2

15. DURING MOST OF YOUR CHILDHOOD, WITH WHOM DID YOU  
RESIDE?

A. With both of my parents	83
B. With my mother	7
C. With my father	4
D. With relatives	4
E. With foster parents or non-relatives	-
F. In a children's home or institution	2

16. AS YOU RECALL, WHICH ONE OF THE FOLLOWING DESCRIBES  
BEST THE KIND OF UPBRINGING WHICH YOU RECEIVED?

- |  |    |
|--|----|
| A. I was more-or-less permitted to run free  | 5  |
| B. I enjoyed plenty of freedom, but my parents<br>were still very much interested in what I<br>was doing                     | 52 |
| C. I enjoyed complete freedom at times, but at<br>other times I was restricted in my actions<br>by the desires of my parents | 30 |
| D. My parents watched everything I did, but at<br>least they tried to be fair about it                                       | 13 |
| E. My parents' constant supervision was a source<br>of concern to me, and at times it resulted in<br>conflict between us     | -  |

17. FOR COMMENDABLE BEHAVIOR AS A CHILD, HOW WERE YOU  
USUALLY REWARDED?

- |                                      |    |
|--------------------------------------|----|
| A. I was praised                     | 61 |
| B. I was given some kind of present  | 4  |
| C. I was allowed a special privilege | 4  |
| D. I received no special recognition | 31 |
| E. Other (please specify):           | -  |

18. DURING YOUR LATE TEENS HOW OFTEN DID YOU GET INTO  
DISAGREEMENTS OR ARGUMENTS WITH YOUR PARENTS?

- |                          |    |
|--------------------------|----|
| A. Never                 | 7  |
| B. Rarely                | 56 |
| C. Sometimes             | 33 |
| D. Often                 | 4  |
| E. Practically every day | -  |

19. HOW DID YOUR PARENTS FEEL ABOUT THE SUBJECT OF YOUR CAREER?

- |  |    |
|--|----|
| A. They had very strong feelings and outlined what they wanted me to do                | 4  |
| B. They were interested and helped me to plan what I wanted to do                      | 59 |
| C. They were interested, but they really did not appreciate what it was I wanted to do | 18 |
| D. They displayed little or no interest in my career aspirations                       | 17 |
| E. They actively opposed my doing what I wanted to do                                  | 2  |

20. WHERE DID YOU LIVE DURING MOST OF THE TIME YOU WERE GROWING UP?

- |   |    |
|---|----|
| A. New England States (Me., Vt., N.H., Mass., Conn., R.I.)                    | -  |
| B. Middle Atlantic States (N.Y., Pa., N.J.)                                   | 5  |
| C. South Atlantic States (W.Va., Md., D.C., Del., Va., N.C., S.C., Ga., Fla.) | -  |
| D. East North Central States (Wis., Mich., Ill., Ind., Ohio)                  | 83 |
| E. East South Central States (Ky., Tenn., Miss., Ala.)                        | 4  |
| F. West North Central States (N.Dak., S.Dak., Minn., Nebr., Iowa, Kans., Mo.) | 2  |
| G. West South Central States (Tex., Okla., Ark., La.)                         | 2  |
| H. Mountain States (Idaho, Mont., Wyo., Nev., Utah, Colo., Ariz., N.Mex.)     | -  |
| I. Pacific Coast States (Wash., Ore., Calif.)                                 | 2  |
| J. Alaska or Hawaii   | -  |
| K. Overseas U.S. possession   | -  |
| L. In an English-speaking foreign country                                     | -  |
| M. In a non-English-speaking foreign country                                  | 2  |

21. IN WHAT SIZE COMMUNITY DID YOU LIVE THROUGHOUT MOST OF YOUR CHILDHOOD?

A. In a big metropolitan center or one of its suburbs	43
B. In a city of 100,000 to 500,000 population	9
C. In a city of 50,000 to 99,999 population	6
D. In a city of 15,000 to 49,999 population	7
E. In a town of 2,500 to 14,999 population	17
F. In a rural area, or in a village of less than 2,500 population	18

22. IN ALL, HOW MANY TIMES DID YOUR FAMILY MOVE FROM ONE CITY TO ANOTHER DURING THE FIRST EIGHTEEN YEARS OF YOUR LIFE?

A. Not at all	55
B. Once	18
C. Two to three times	17
D. Four to five times	6
E. Six to nine times	4
F. Ten or more times	-

23. HOW MANY BROTHERS AND SISTERS DID YOU HAVE?

A. One	18
B. Two	20
C. Three	15
D. Four	22
E. Five	4
F. Six or more	17
G. I was an only child	4



24. HOW MANY OF YOUR BROTHERS AND SISTERS WERE OLDER THAN YOU?

A. One	28
B. Two	13
C. Three	13
D. Four	8
E. Five	2
F. Six or more	4
G. I was the oldest child	28
H. I was an only child	4

25. LOOKING BACK ON THE DAYS SPENT IN YOUR FAMILY OR CHILDHOOD HOME, HOW HAPPY WERE YOU?

A. Very happy	33
B. Quite happy most of the time	46
C. Neither very happy nor very unhappy	15
D. A little on the unhappy side	6
E. Very unhappy	-

26. WHICH ONE OF THE FOLLOWING STATEMENTS BEST DESCRIBES THE ECONOMIC CIRCUMSTANCES OF YOUR CHILDHOOD?

A. We were impoverished most of the time	-
B. We were poor, but we managed somehow	22
C. We fluctuated between being poor and being comfortable	31
D. We lived comfortably most of the time	41
E. We were well-to-do	6

27. IN WHAT SECTION OF TOWN DID YOUR FAMILY LIVE LONGEST WHILE YOU WERE GROWING UP?

A. We lived in one of the most exclusive sections	6
B. We lived in a good section, but not the best	29
C. We lived in an average section	48
D. We lived in one of the poorer sections	6
E. We lived in a rural area	11

28. DURING YOUR CHILDHOOD, HOW OFTEN DID YOU ATTEND CHURCH?

A. Every Sunday	57
B. At least three times each month	13
C. Once or twice monthly	19
D. On special occasions, such as Easter	7
E. Rarely	4
F. Never	-

29. AS A YOUNGSTER, HOW OFTEN WERE YOU A LEADER IN GROUP ACTIVITIES?

A. Almost always	9
B. Frequently	46
C. Occasionally	30
D. Never	11
E. As a rule, I tried to avoid membership in groups	4

## 30. HOW OLD WERE YOU WHEN YOU FIRST LEARNED TO SWIM?

A. Under ten	46
B. Ten to thirteen	33
C. Fourteen to sixteen	7
D. Seventeen or over	4
E. I never learned to swim	10

## 31. AS A TEENAGER, WITH WHICH ONE OF THE FOLLOWING AGE GROUPS DID YOU GET ALONG BEST?

A. People younger than yourself	-
B. People slightly younger than yourself	2
C. People your own age	54
D. People slightly older than yourself	40
E. People considerably older than yourself	4

## 32. AT WHAT AGE DID YOU OWN YOUR FIRST AUTOMOBILE?

A. Sixteen or younger	26
B. Seventeen to nineteen	39
C. Twenty to twenty-four	29
D. Twenty-five to twenty-nine	6
E. Thirty or over	-

## ON A FEW DIVERSE MATTERS OF PERSONAL OUTLOOK . . .

1. SOMETIMES TWO PEOPLE APPEAR TO POSSESS ABOUT THE SAME AMOUNTS OF SKILL AND TRAINING, BUT ONE IS STILL MORE SUCCESSFUL THAN THE OTHER. IN YOUR OPINION, WHICH ONE OF THE FOLLOWING BEST ACCOUNTS FOR THIS?
  - A. Differences in imagination, enterprise, and ingenuity 7
  - B. Differences in ambition, application, and persistence 82
  - C. Differences in intelligence, education, and experience 2
  - D. Differences in personality, presence, and poise 7
  - E. Differences in family background, social status, and personal contacts 2
  
2. WHAT DO YOU THINK OF A MAN WHO TRIES DIFFICULT THINGS, BUT WHO DOESN'T ALWAYS SUCCEED AT THEM?
  - A. I admire such a man for his initiative 39
  - B. I admire such a man for his persistence 55
  - C. I feel that such a man is to be more pitied than admired 4
  - D. I disapprove of such a man 2
  
3. IN YOUR OPINION, OF WHAT VALUE IS LUCK IN CONTRIBUTING TO A PERSON'S FINANCIAL SUCCESS?
  - A. It is very important 11
  - B. It is important 15
  - C. It is somewhat important 55
  - D. It is not very important 13
  - E. It is not at all important 6

4. SOME PEOPLE SAY THAT MOST NEW PRODUCTS ARE JUST A MEANS OF MOTIVATING PEOPLE TO SPEND MORE MONEY, WHILE OTHER PEOPLE SUGGEST THAT THEY ARE USUALLY IMPROVEMENTS OVER THE PRODUCTS WHICH THEY SUPPLANT. HOW DO YOU FEEL?
- |  |    |
|--|----|
| A. I believe that most new products are improvements   | 52 |
| B. I feel that some new products are improvements, but that others are merely a means of motivating people to spend more money | 48 |
| C. I believe that most new products are merely a means of motivating people to spend more money                                | -  |
5. WOULD YOU SAY THAT YOU ARE INCLINED TO TRY NEW PRODUCTS WHEN THEY FIRST COME OUT, OR THAT YOU ARE MORE LIKELY TO WAIT UNTIL OTHERS HAVE TRIED THEM FIRST?
- |   |    |
|---|----|
| A. As a rule, I like to try new products when they have first come out            | 13 |
| B. It depends on the product  | 70 |
| C. For the most part, I prefer to wait until others have tried new products first | 17 |
6. HOW OFTEN DO YOU TELL JOKES?
- |                 |    |
|-----------------|----|
| A. Frequently   | 13 |
| B. Occasionally | 63 |
| C. Rarely       | 24 |
| D. Almost never | -  |

7. HOW OFTEN DO YOU FIND THAT YOUR FIRST IMPRESSION OF A PERSON IS THE RIGHT ONE?

A. Almost always	20
B. Often	58
C. Occasionally	22
D. Rarely	-
E. Almost never	-

8. FROM YOUR EXPERIENCE WITH PEOPLE, WHICH ONE OF THE FOLLOWING MOST NEARLY DESCRIBES YOUR FEELINGS ABOUT PEOPLE?

A. There is much good in everyone	24
B. There is some good in almost everyone	68
C. People are about as good as they feel they have to be	6
D. A surprising number of people are both thoughtless and unreliable	2
E. Most people are basically self-centered and mean	-

9. HOW OFTEN DO PEOPLE TELL YOU THEIR TROUBLES?

A. Virtually never	-
B. Not very often	9
C. About as often as they confide in others	41
D. Quite often; a lot of people seem to want to tell me their troubles	44
E. Frequently; almost everyone I know seems to come to me with his troubles	6

10. WHICH ONE OF THE FOLLOWING BEST DESCRIBES YOUR  
WILLINGNESS TO BEAR A RISK?

A. I hardly ever bear a risk	2
B. I sometimes bear a risk	29
C. I often bear a risk	56
D. I am a gambler at heart	13
E. I do not bear risks	-

**IN CONCLUSION, A FEW BASIC FACTS ABOUT YOURSELF, YOUR  
FAMILY, AND YOUR HOME . . .**

**1. What is your present age?**

A. Under 25 years of age	-
B. 25 - 34 years of age	-
C. 35 - 44 years of age	31
D. 45 - 54 years of age	43
E. 55 - 64 years of age	17
F. 65 - 74 years of age	7
G. 75 years of age or older	2

**2. WHAT IS YOUR PRESENT MARITAL STATUS?**

A. Never married	-
B. Married	91
C. Remarried, following divorce	7
D. Remarried, following widower status	2
E. Widower	-
F. Separated or divorced	-

**3. HOW OLD WERE YOU WHEN YOU FIRST MARRIED?**

A. Less than 18 years of age	-
B. 18 - 20 years of age	18
C. 21 - 25 years of age	59
D. 26 - 29 years of age	17
E. 30 years of age or older	6
F. Never married	-



## 4. HOW MANY CHILDREN HAVE YOU?

A. None	4
B. One	9
C. Two	30
D. Three	26
E. Four	11
F. Five	9
G. Six or more	11

## 5. OTHER THAN YOUR WIFE AND CHILDREN, DO YOU HAVE ANY OTHER RELATIVES OR IN-LAWS PRESENTLY LIVING WITH YOU IN YOUR HOUSEHOLD?

A. No	96
B. Yes, one	4
C. Yes, two or more	-
D. Never married	-

## 6. IF YOU WERE EVER A MEMBER OF THE ARMED FORCES, PLEASE INDICATE FOR HOW LONG A PERIOD OF TIME YOU SERVED ON ACTIVE DUTY.

A. Less than 1 year	-
B. One or two years	28
C. Three or four years	40
D. Five years or more	4
E. Never served on active duty	28

7. IF YOU HAVE SERVED ON ACTIVE DUTY WITH THE MILITARY, WHAT WAS YOUR STATUS WITH REGARD TO RANK DURING THIS PERIOD? (PLEASE EXCLUDE ANY SUBSEQUENT PROMOTIONS RECEIVED WHILE A MEMBER OF THE NATIONAL GUARD OR THE RESERVE.)

A. Served entire period as an enlisted man	25
B. Entered as an enlisted man, and released as a non-commissioned or a warrant officer	17
C. Entered as an enlisted man, and released as a commissioned officer	17
D. Served entire period as a non-commissioned or a warrant officer	2
E. Entered as a non-commissioned or a warrant officer, and released as a commissioned officer	2
F. Served entire period as a commissioned officer	9
G. Never served on active duty	28

8. IN RECENT YEARS, WHAT HAS BEEN YOUR GENERAL STATE OF HEALTH?

A. Excellent	59
B. Good	37
C. Fair	4
D. Poor	-
E. Sometimes good, and sometimes not-so-good	-

9. PLEASE INDICATE THE NUMBER OF TIMES DURING YOUR ADULTHOOD THAT YOU HAVE EXPERIENCED AN ILLNESS WHICH HAS INCAPACITATED YOU FOR A PERIOD OF ONE MONTH OR LONGER.

A. Never	79
B. Once	13
C. Twice	6
D. Three times	2
E. Four times	-
F. Five times or more	-

10. HOW MANY HOURS EACH WEEK OF PHYSICAL EXERCISE HAVE YOU AVERAGED DURING THE PAST TWELVE MONTHS?

A. None	2
B. Less than one hour each week	4
C. One or two hours	33
D. Three or four hours	24
E. Five or six hours	20
F. Seven hours or more	17

11. IN WHAT KIND OF PHYSICAL EXERCISE DO YOU ENGAGE  
THE MOST?

A. Calisthenics	24
B. Walking	33
C. Jogging	4
D. Sports	72
E. Other (please specify):	15
Work around home and yard (5 dealers)	
Farm work (1 dealer)	
Bicycling (1 dealer)	
Exercycle (1 dealer)	
No forms of exercise (1 dealer)	

(MULTIPLE ANSWERS)

12. ABOUT HOW MANY OUT-OF-STATE TRIPS HAVE YOU TAKEN  
DURING THE PAST TWELVE MONTHS?

A. None	4
B. 1 or 2	35
C. 3 or 4	39
D. 5 or 6	16
E. Other (please specify):	6
eight (1 dealer)	
ten (1 dealer)	
fifteen (1 dealer)	

13. WHAT HAS BEEN THE REASON FOR THE MAJORITY OF  
THESE OUT-OF-STATE TRIPS?

A. Pleasure	72
B. Family visits	4
C. Military duty	-
D. Business transactions	20
E. Professional or trade association meetings	28
F. Management development conferences of seminars	9
G. Other (please specify):	-
H. I have not taken any out-of-state trips during the past twelve months	4

(MULTIPLE ANSWERS)

14. AT WHAT AGE DO YOU EXPECT TO RETIRE?

A. 54 years of age or younger	11
B. 55 - 59 years of age	19
C. 60 - 61 years of age	9
D. 62 - 64 years of age	17
E. 65 - 69 years of age	22
F. 70 years of age or older	22

15. WHICH ONE OF THE FOLLOWING BEST DESCRIBES YOUR  
FEELING TOWARDS THE PROSPECT OF YOUR RETIREMENT?

- |  |    |
|--|----|
| A. I am looking forward to my retirement   | 10 |
| B. There are some aspects of retirement to which I am looking forward; and others, to which I am not | 18 |
| C. Like everything else in life, I hope to take my retirement in stride                              | 31 |
| D. Frankly, I am not looking forward to my retirement  | 10 |
| E. I have not yet thought about the prospect of my retirement  | 31 |

16. WHICH ONE OF THE FOLLOWING BEST DESCRIBES THE  
KIND OF ACTIVITY IN WHICH YOU WOULD LIKE MOST  
TO ENGAGE ONCE YOU HAVE RETIRED?

- |   |    |
|---|----|
| A. Striking out along new, but less hectic, paths of business endeavor                | 22 |
| B. Entering into active politics  | -  |
| C. Performing unpaid community or volunteer work                                      | 2  |
| D. Traveling extensively  | 22 |
| E. Pursuing my favorite sporting activities-- golfing, tennis, hunting, fishing, etc. | 39 |
| F. Engaging in hobbies and puttering around the house                                 | 7  |
| G. Just "taking it easy"  | 4  |
| H. Other (please specify):  | 4  |
| Semi-active in dealership<br>(2 dealers)  |    |

17. GENERALLY SPEAKING, WHICH ONE OF THE FOLLOWING  
BEST DESCRIBES YOUR PRESENT POLITICAL POSTURE?

A. I consider myself to be a Republican	47
B. I consider myself to be an Independent, but on most issues I lean toward the Republicans	34
C. I consider myself to be an Independent, with leanings toward neither of the two major U.S. political parties	9
D. I consider myself to be an Independent, but on most issues I lean toward the Democrats	6
E. I consider myself to be a Democrat	4
F. Other (please specify):	-
G. I am not a U.S. citizen	-

NUMBER ANSWERING: 53

18. HAVE YOU EVER PERFORMED VOLUNTEER SERVICE ON  
BEHALF OF A POLITICAL PARTY? (INDICATE ONE  
OR MORE.)

A. I have worked on behalf of a political party at the local level	28
B. I have worked on behalf of a political party at the state level	11
C. I have worked on behalf of a political party at the national level	4
D. I have never performed volunteer service on behalf of a political party	67

(MULTIPLE ANSWERS)

19. FOR WHOM DID YOU VOTE IN THE U.S. PRESIDENTIAL  
ELECTION OF 1960?

A. John F. Kennedy	26
B. Richard M. Nixon	74
C. Other (please specify):	-
D. I did not vote in this election	-

NUMBER ANSWERING: 53

20. FOR WHOM DID YOU VOTE IN THE U.S. PRESIDENTIAL  
ELECTION OF 1964?

A. Barry M. Goldwater	66
B. Lyndon B. Johnson	32
C. Other (please specify):	-
D. I did not vote in this election	2

NUMBER ANSWERING: 53

21. FOR WHOM DID YOU VOTE IN THE U.S. PRESIDENTIAL  
ELECTION OF 1968?

A. Hubert H. Humphrey	15
B. Richard M. Nixon	81
C. George C. Wallace	2
D. Other (please specify):	-
E. I did not vote in this election	2



22. AS OF THIS TIME, FOR WHICH ONE OF THE FOLLOWING  
POSSIBLE U.S. PRESIDENTIAL CANDIDATES WOULD YOU  
LIKE MOST TO VOTE IN 1972?

A. Richard J. Daley	-
B. Mark Hatfield	4
C. Hubert H. Humphrey	2
D. Edward M. Kennedy	2
E. John V. Lindsay	4
F. Eugene J. McCarthy	-
G. George S. McGovern	2
H. Edward S. Muskie	8
I. Richard M. Nixon	56
J. Charles H. Percy	8
K. Ronald Reagan	2
L. Nelson A. Rockefeller	8
M. George C. Wallace	-
N. Other (please specify):	4
Undecided (2 dealers)	
O. I am not a U.S. citizen	-

NUMBER ANSWERING: 53

23. WHAT IS YOUR WIFE'S PRESENT AGE?

A. Under 25 years of age	-
B. 25 - 34 years of age	-
C. 35 - 44 years of age	48
D. 45 - 54 years of age	34
E. 55 - 64 years of age	9
F. 65 - 74 years of age	9
G. 75 years of age or older	-
H. I am a widower	-
I. I have never married	-

## 24. HOW OLD WAS YOUR WIFE WHEN SHE MARRIED YOU?

A. Less than 18 years of age	4
B. 18 - 20 years of age	31
C. 21 - 25 years of age	55
D. 26 - 29 years of age	6
E. 30 years of age or older	4
F. I have never married	-

## 25. WHERE DID YOUR WIFE LIVE DURING MOST OF THE TIME SHE WAS GROWING UP?

A. New England States (Me., Vt., N.H., Mass., Conn., R.I.)	-
B. Middle Atlantic States (N.Y., Pa., N.J.)	6
C. South Atlantic States (W.Va., Md., D.C., Del., Va., N.C., S.C., Ga., Fla.)	-
D. East North Central States (Wis., Mich., Ill., Ind., Ohio)	84
E. East South Central States (Ky., Tenn., Miss., Ala.)	2
F. West North Central States (N.Dak., S.Dak., Minn., Nebr., Iowa, Kans., Mo.)	2
G. West South Central States (Tex., Okla., Ark., La.)	2
H. Mountain States (Idaho, Mont., Wyo., Nev., Utah, Colo., Ariz., N.Mex.)	-
I. Pacific Coast States (Wash., Ore., Calif.)	2
J. Alaska or Hawaii	-
K. Overseas U.S. possession	-
L. In an English-speaking foreign country	2
M. In a non-English-speaking foreign country	-
N. I have never married	-

26. IN WHAT SIZE COMMUNITY DID YOUR WIFE LIVE  
THROUGHOUT MOST OF HER CHILDHOOD?

A. In a big metropolitan center or one of its suburbs	39
B. In a city of 100,000 to 500,000 population	15
C. In a city of 50,000 to 99,999 population	11
D. In a city of 15,000 to 49,999 population	11
E. In a town of 2,500 to 14,999 population	11
F. In a rural area, or in a village of less than 2,500 population	13
G. I have never married	-

27. WHAT WAS THE MAJOR OCCUPATION OF YOUR WIFE'S  
FATHER AT THE TIME OF HIS PEAK EARNING POWER?

A. Manual worker (such as construction worker, machine operator, farm laborer, etc.)	24
B. Clerical (such as stock clerk, sales clerk, office worker, etc.)	4
C. Semiprofessional or skilled technical (such as draftsman, lab technician, electrician, etc.)	11
D. Field sales (other than manager)	6
E. Lower ranks of management	2
F. Middle ranks of management	9
G. Top management	9
H. Small business proprietor or farm owner	14
I. Owner of a medium-to-large business	7
J. Government or military	4
K. Professional, typically requiring a bachelor's or master's degree (such as teacher, engineer, accountant, etc.)	2
L. Professional, typically requiring a Ph.D. or advanced professional degree (such as doctor, lawyer, professor, etc.)	2
M. Other (please specify):	6
Minister (2 dealers)	
Unknown, father deceased (1 dealer)	
N. I have never married	-

28. HOW MANY BROTHERS AND SISTERS DID YOUR WIFE  
HAVE?

A. One	28
B. Two	20
C. Three	22
D. Four	4
E. Five	4
F. Six or more	11
G. She was an only child	11
H. I have never married	-

29. HOW MUCH FORMAL SCHOOLING DID YOUR WIFE COMPLETE?

A. 0 - 5 grades	-
B. 6 - 8 grades	-
C. Some high school	9
D. High school graduate	35
E. Some college	34
F. College graduate	20
G. Post graduate study	-
H. Master's degree	2
I. Post master's study	-
J. Doctorate	-
K. Professional degree (M.D., D.D.S., LL.B., etc.)	-
L. I have never married	-

30. WHICH ONE OF THE FOLLOWING STATEMENTS BEST DESCRIBES  
THE ECONOMIC CIRCUMSTANCES OF YOUR WIFE'S CHILDHOOD?

- |  |    |
|--|----|
| A. Her family was impoverished most of the time                      | -  |
| B. Her family was poor, but they managed somehow                     | 13 |
| C. Her family fluctuated between being poor and<br>being comfortable | 22 |
| D. Her family lived comfortably most of the time                     | 54 |
| E. Her family was well-to-do   | 11 |
| F. I have never married  | -  |

31. IN WHAT SECTION OF TOWN DID YOUR WIFE'S FAMILY  
LIVE LONGEST WHILE SHE WAS GROWING UP?

- |  |    |
|--|----|
| A. They lived in one of the most exclusive<br>sections | 11 |
| B. They lived in a good section, but not<br>the best   | 33 |
| C. They lived in an average section                    | 43 |
| D. They lived in one of the poorer sections            | 4  |
| E. They lived in a rural area                          | 9  |
| F. I have never married                                | -  |

32. ARE ANY OF YOUR CHILDREN CURRENTLY ATTENDING COLLEGE?

A. Yes, and one or more should receive a degree	35
B. Yes, but I doubt that any will receive a degree	4
C. No, because my college-age children are not interested in attending college at the present time	6
D. No, because I do not feel that college is a necessary part of my children's education	-
E. No, because my college-age children are not academically of college caliber	-
F. No, because my children are not now of college age	51
G. Other (please specify):	-
H. I have no children	4

33. HAVE ANY OF YOUR CHILDREN EVER ATTENDED COLLEGE PRIOR TO THE PRESENT TIME?

A. Yes, and one or more received a degree	37
B. Yes, but none received a degree	13
C. No, because my children were not interested in attending college at the time they were eligible to do so	2
D. No, because I did not feel that college was a necessary part of my children's education	-
E. No, because my children were not really qualified for college at the time they became of college age	-
F. No, because all of my children are now of college age or younger	44
G. Other (please specify):	-
H. I have no children	4

34. DO YOU HAVE ANY CHILDREN WHOM YOU HOPE WILL ATTEND COLLEGE WHEN THEY ARE OLD ENOUGH TO DO SO?

A. Yes, and I want one or more to obtain a degree	59
B. Yes, but I really do not care whether or not any obtains a degree	9
C. Yes, but I doubt that any will wish to attend college when old enough to do so	-
D. Yes, but I doubt that any of my children are academically of college caliber	-
E. No, because I do not believe that college is a necessary part of my children's education	-
F. No, because all of my children are now of college age or older	28
G. Other (please specify):	-
H. I have no children	4

35. WHICH ONE OF THE FOLLOWING HAS BEEN MOST IMPORTANT TO YOU IN CHOOSING A HOME FOR YOUR FAMILY?

A. Pleasantness of surroundings	55
B. Convenience to work, recreation, and shopping facilities	17
C. Neighbors of similar background and outlook	17
D. Quality of local schools	7
E. Cost alternatives of housing available in a given market	4
F. Other (please specify):	-



36. ABOUT HOW LONG HAVE YOU LIVED AT YOUR PRESENT ADDRESS?

A. 1 year or less	2
B. 2 - 5 years	24
C. 6 - 10 years	26
D. 11 - 19 years	31
E. 20 years or longer	17

37. DO YOU THINK THERE IS A POSSIBILITY THAT YOU MIGHT SOMEDAY MOVE FROM YOUR PRESENT FAMILY DWELLING TO SOME OTHER PLACE?

A. Yes, I do	46
B. No, I do not	30
C. I'm really not certain	24

38. IF YOU DO ANTICIPATE MOVING FROM YOUR PRESENT FAMILY DWELLING AT SOME POINT IN THE FUTURE, WHEN MIGHT YOU ESTIMATE THAT MOVE TO TAKE PLACE?

A. Within the next few months	2
B. Within the next one-to-two years	11
C. In three-to-four years	6
D. In five years' time or longer	15
E. After our children are grown and have left the household	18
F. At this point, my family and I do not anticipate moving from our present residence	48

39. WHATEVER YOUR INTENTIONS, SHOULD YOU EVENTUALLY  
MOVE AWAY FROM YOUR PRESENT FAMILY DWELLING, FOR  
WHICH ONE OF THE FOLLOWING REASONS MIGHT YOU BE  
MOST LIKELY TO MAKE THIS MOVE?

- |   |    |
|---|----|
| A. Such a move would probably be involuntary,<br>as a result of factors beyond our control  | 41 |
| B. We are somewhat dissatisfied with our<br>present residence, and could use something<br>more appropriate to our needs                     | 13 |
| C. Our present location is somewhat less than<br>ideal, and could be improved upon  | 4  |
| D. Both our present residence and its location<br>could stand improvement, and together these<br>two factors do provide incentive to move   | -  |
| E. We'd really like to live in another section<br>of the country, and we may well move there<br>if and when the opportunity to do so arises | 20 |
| F. We are renting our present facility, and<br>should like ultimately to move to a place<br>of our own                                      | -  |
| G. Other (please specify):  | 22 |
| Changing family needs (8 dealers)   |    |
| Cost of home upkeep (1 dealer)  |    |
| Deterioration in the quality of<br>our neighborhood (1 dealer)  |    |
| Desire to live on or near the<br>water (1 dealer)   |    |
| Desire to live on boat (1 dealer)   |    |

40. HOW IMPORTANT IS IT TO YOU TO LIVE NEAR  
YOUR PARENTS?

- |  |    |
|--|----|
| A. Very important  | -  |
| B. Important   | 4  |
| C. Somewhat important  | 26 |
| D. Not very important  | 19 |
| E. Not at all important  | 20 |
| F. One or both of my parents now<br>live within my own household | -  |
| G. Both of my parents are deceased                               | 31 |

41. ONCE YOUR CHILDREN HAVE BECOME OF AGE,  
DO YOU FEEL THAT THEY SHOULD BE ABLE TO  
CONTINUE TO COUNT ON YOU FOR FINANCIAL  
SUPPORT, SHOULD THEY BE IN NEED?

- |  |    |
|--|----|
| A. Yes, I do   | 11 |
| B. At times, perhaps, depending on<br>the nature of the need                         | 65 |
| C. Only in an emergency, or in the<br>event of some other unfortunate<br>development | 18 |
| D. No, I do not  | 2  |
| E. I have no children  | 4  |

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