

Individual Field Diagram
Individual and Organizational Values
Based only on the ratings made by: YOU

Report prepared for: Pat Sample
Leadership Development—Leading Diverse Groups
Presented by: SYMLOG Consulting Group
September 23, 2004

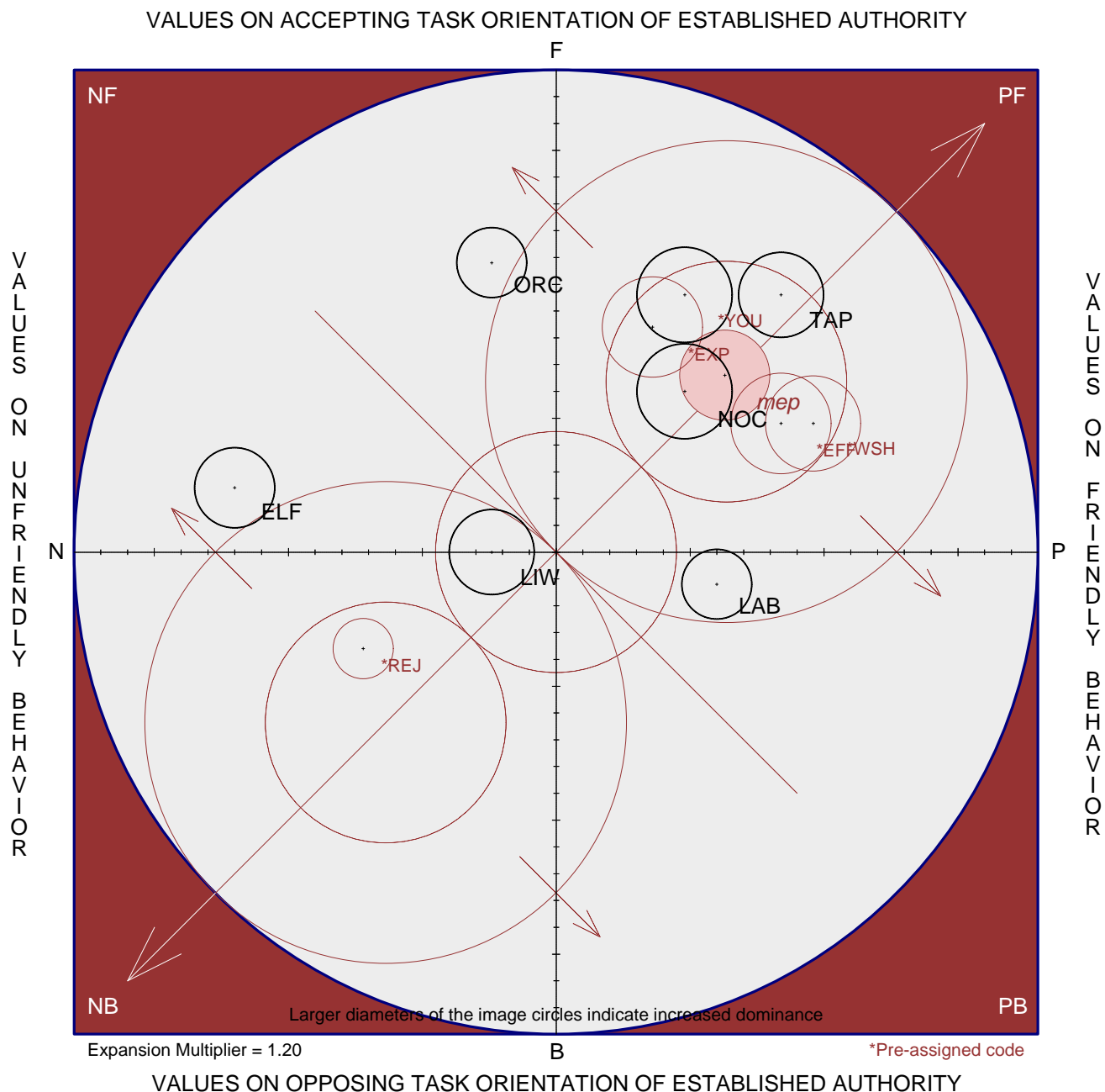
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The following field diagram displays the average location for each *concept*, and/or *person*, based on the ratings received.

	Code Name	Final Image Location					
Images of Concepts	*EXP	5.0	U	3.6	P	8.4	F
	*EFF	5.0	U	8.4	P	4.8	F
	*WSH	4.0	U	9.6	P	4.8	F
	*REJ	3.0	D	7.2	N	3.6	B
Images of Persons	*YOU	4.0	U	4.8	P	9.6	F
	NOC	4.0	U	4.8	P	6.0	F
	TAP	2.0	U	8.4	P	9.6	F
	LIW	2.0	U	2.4	N	0.0	F
	ELF	1.0	U	12.0	N	2.4	F
	LAB	1.0	D	6.0	P	1.2	B
	ORC	1.0	D	2.4	N	10.8	F

*Pre-assigned code

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Bales Report

About the Bales Report on the Field Diagram

This computer-generated report is written by Professor Robert F. Bales of Harvard University. It is based on the scientific literature, on his own research from 1945 to the present, and on continuing research by the SYMLOG Consulting Group in business teams and organizations.

The primary purpose of this report is educational. It is intended to help you learn and apply principles associated with polarization and unification in groups. The report uses, and illustrates, these principles by referring to *general abstract types* of personalities and group roles found, through research, in the same Field Diagram locations as the images you rated.

Research, however, depends heavily on averages and patterns. Your ratings are unique to you. For these reasons, you should not take any description or interpretation in this report as literally true of the real persons or concepts you rated and which are represented by a code name on the Field Diagram.

The author has written his comments from the perspective of the research-based “most effective” position located in the center of the Reference Circle in the upper right quadrant of the Field Diagram. If you made ratings on any concepts involving “wish,” “ideal,” “self,” “future,” or “most effective,” and the Field Diagram location for one or more of these concepts departs significantly (five or more units) from the center of the Reference Circle, there is reason to expect that your perceptions of group members will be different from the ratings these members would receive from a large population. These departures also make it possible that you will not find the interpretive commentaries quite accurate.

It is important to remember that your ratings are based on your perceptions and that all perceptions are subject to bias. Your perceptions of yourself and others are unique to you, your group, your particular situation in the group, and the situation of the group as a whole. The best opportunities to discover biases and adjust unusual perceptions probably occur in open discussion where all members of the group participate in a joint effort to improve their effectiveness.

Images of Concepts as Rated by YOU

The language of the report has been designed to describe *persons*, and types of persons. However, the characteristics associated with a *concept* may often be understood in a very useful concrete sense by description of the kind of person who might exemplify the concept. For purposes of this report, a *concept* is characterized by a description of the *kind of person* who might exemplify the concept.

Image of: *EFF, and *WSH

General Description

As seen by the rater, the most characteristic values appear to be: *Active teamwork toward common goals, popularity and social success.*

Members with these values are often called “natural democratic leaders.” They tend to identify themselves with an idealized authority, and need to have, or often actually have had in the past, a good model of benevolent authority to emulate. They strive to be ideal leaders—understanding, courageous, and competent across the board. Those who achieve this role often have multiple talents, high intelligence, high personality integration and balance of values. They are able to meet the many (partly conflicting) leadership needs of a variety of group members, and they may epitomize the wishes of many of the members.

How *EFF Might Relate to Effective Teamwork Values

The contribution to teamwork of a person rated as close as this one to the optimal location on the field diagram would be expected to be very substantial. The expected contribution to effective leadership also appears to be substantial, but might fall a little short of optimal emphasis on the task.

How *WSH Might Relate to Effective Teamwork Values

In a team that is actually "most effective," a person rated as this image is probably would be a very strong contributor. Although concern for group solidarity appears to be a little greater than for task performance, the concern for the task is not far below the optimum. Contribution to effective leadership would likely be very substantial.

Image of: *EXP

General Description

As seen by the rater, the most characteristic values appear to be: *Active teamwork toward task-oriented goals, efficiency, strong impartial management.*

Members rated in this location are usually perceived as leaders, perhaps not too popular, but certainly active and prominent, initiating many acts to the group as a whole and receiving many acts from specific individuals in return. Leaders of this kind act as communication and control centers, coordinating the task efforts of others, quite often making judgments of priority in case of conflicts. They may show outstanding competence, initiative, and persistence in structuring and performing the tasks of the group. However, they tend to be a little less concerned about being liked and tend not to show much interest in particular individuals in the group.

How *EXP Might Relate to Effective Teamwork Values

This person appears to fit the general description very well. But when considered as a candidate for leadership in an ideal "most effective team," it appears that this person is likely to show an overemphasis on hard-edged task values at the expense of values oriented to solidarity of the team. In the long run this can be damaging.

Image of: *REJ

General Description

As seen by the rater, the most characteristic values appear to be: *Admission of failure, withdrawal of effort.*

Members who act persistently according to these values usually also express alienation from other group members, especially from those in authority and their agents. Feelings of alienation may be expressed by frequently being late or absent, leaving early, withdrawing participation, showing discouragement and dejection, by absent mindedness, preoccupation, or persistently suggesting (even though mostly by silence) that group plans and procedures will fail.

How *REJ Might Relate to Effective Teamwork Values

This person is very close to exemplifying exactly the kinds of behavior and values that a “most effective task-oriented team” tends to reject—that is, the kinds they describe for their *reject* image. That they should tend to reject such a person is to be expected. In such a case other members of the group usually make some attempts to persuade the person to change; then they give up for lack of success.

Images of Persons as Rated by YOU

Image of: NOC

General Description

As seen by the rater, the most characteristic values appear to be: *Active teamwork toward common goals, organizational unity.*

Members with these values, tend to maintain a close average balance between: (1) moderately high activity—initiating many acts to the group as a whole and attracting many acts of initiation and response from individuals; (2) moderately high likeability—inspiring a justified liking from many others; and (3) a moderately high, but not aversive, emphasis on task accomplishment—but showing outstanding competence, initiative, and persistence in structuring and performing the tasks of the group, or in persuading and training other members to perform the various roles needed. This often includes educating and training others to replace themselves in a leadership role, and inducting such members into the role.

How NOC Might Relate to Effective Teamwork Values

As a candidate for most effective leadership, this person should be a “winner,” if the ratings are accurate. The image is placed almost exactly in the *optimal leadership location*, that is, the location that would be theoretically optimal in an ideal “most effective team.” This is the location in which a large population of group leaders and members, on the average, place the image of the *most effective leader* they have known, and also the location of the kinds of values they would *wish* to show in their behavior.

How Members Such as NOC Might Relate to Other Members

Less dominant members who are located near the optimal vector (PF), such as TAP, are likely to identify with somewhat more dominant members, such as NOC, and follow their leadership willingly. However, if any potential leader such as NOC (also quite near the mid-PF vector) places an emphasis on teamwork values that is too extreme, to the point of intolerance, such a potential leader may lose support. Additionally, potential leaders whose values, on the average, are near the optimal direction (mid-PF on the field diagram) but who are too weak or conflicted in their motivation (too close to the center of the field diagram) may also have trouble.

Members whose images are rated near the F direction, but still on the P side, such as *YOU, are probably members of the mainstream team, although they are on the “hard-edged” side (toward F or NF) of the optimal vector (mid-PF). They tend to introduce strains into the group by an emphasis on task efforts that, if continued over a long period, is too strong for normal team operation. Members such as NOC may find them hard to deal with, especially if any of them are very “far out” (toward the extreme vector limit of 18 vector units). Nevertheless, members near the optimal vector (mid-PF) will need to try to counterbalance and soften the extreme task emphasis toward a more friendly emphasis (more toward P) and to mediate between members such as *YOU (near F) and any more friendly and liberal factions in the group (near P).

Members whose images appear on the N (unfriendly) side, fairly near the F (task-oriented) vector, such as ORC, are likely to be impatient with the emphasis that members or leaders such as NOC give to building up and maintaining friendly interpersonal relationships, in contrast to conforming effort directed toward meeting task demands, or the demands of authority. Some conflict is very likely, and it can be very severe.

Members over a very broad range of authoritarian, negative, and anti-authoritarian values (whose images are near vectors or value directions that are located at an angular separation of more than 90 degrees from the optimal teamwork vector, mid-PF,) are very likely to react negatively to leaders in the optimal teamwork direction, such as NOC. In the present group, the following members probably would be included: ELF.

These members probably will act in opposition to NOC and in opposition to the mainstream team (or in opposition generally to any members in the PF quadrant of the field diagram). The opposition is likely to be chronic and may be very damaging to teamwork. However, it is not likely that there are many such opposed members in most task-oriented teams.

Members whose images are located in the PB quadrant of the field diagram, but still nearer P than B, such as LAB, are likely to be alienated by too much task pressure. They tend to prefer friendship and human support. Even members near the optimal leadership location, such as NOC, and members in the mainstream team may exert more task pressure than members such as LAB can tolerate easily. It is important for an optimal leader to try to avoid this potential conflict by special attention and efforts to maintain cooperation. The value gap is considerable, however, and even the best efforts may fail.

Any members such as LIW who are in a very conflicted and contradictory position (near the very center of the field diagram, and not dominant) are likely to present a puzzling dilemma to any members such as NOC. However, members such as LIW are also likely to be in a "swing voter" position on many of the major issues that may provoke conflict in the group. For this reason, an optimal leader probably should try to persuade such members to support teamwork values in the given case, even though the chances of much success, or of long lasting success, are rather small.

How an "Effective" Leader Might Relate to Members Such as NOC

Members such as NOC are in fact close to the optimal value location, unless they are too far out and extreme in their location, or too weak in their motivation (too close to the center of the field diagram).

Members who are near the optimal leadership vector (mid-PF) represent a great many very similar values. It is possible that there may be some competition for leadership among such members, but it is more likely that they will like each other and cooperate easily and well. They should try to share leadership as much as is practical.

The pressures put on the team for task performance by one or more leaders in the optimal location may be a little too high for sustained work without damaging side effects. Constant task performance at a level of highest possible effort tends to build up stress. Periods of relaxation and social activity that permit a build-up of friendly team solidarity should be introduced at optimal intervals. Such relief periods will help to provide a valuable reserve against periods of severe task demands.

Leaders who are failing to maintain and rebuild the necessary reserve for maximum effort probably can strengthen the solidarity of the team by slacking off on the task pressure whenever possible, moderating dominance, and leaning somewhat more toward the friendly side. A team with a reserve of solidarity can make extraordinary efforts on the task when unusual efforts are required.

Optimal leadership thus implies flexibility and fluctuation in the type of group activity and individual behavior on the part of such a leader over time, in order to maintain and restore an optimal balance of the many partially conflicting demands that are present in all groups. The optimal location on the field diagram should be understood to be an *average* location over longer time periods, and any advice to a member to try to approximate the optimum or most effective location on the field diagram should not be understood to imply a fixed, or constant, monotonous form of behavior.

Image of: *YOU

General Description

As seen by the rater, the most characteristic values appear to be: *Active teamwork toward task-oriented goals, efficiency, strong impartial management.*

Members rated in this location are usually perceived as leaders, perhaps not too popular, but certainly active and prominent, initiating many acts to the group as a whole and receiving many acts from specific individuals in return. Leaders of this kind act as communication and control centers, coordinating the task efforts of others, quite often making judgments of priority in case of conflicts. They may show outstanding competence, initiative, and persistence in structuring and performing the tasks of the group. However, they tend to be a little less concerned about being liked and tend not to show much interest in particular individuals in the group.

How *YOU Might Relate to Effective Teamwork Values

It appears that this person shows too much of a one-sided emphasis on task values at the expense of values on group solidarity to be the best leader for an ideal "most effective team." There appears to be a tendency to move very strongly in the task-oriented direction, and to neglect not only friendly values but also values that might relieve and balance a constrained conservatism.

How Members Such as *YOU Might Relate to Other Members

Members rated in the strict task-oriented sector (quite close to the F vector on the field diagram) such as ORC are likely to accept, in principle, the need for the kind of managerial leadership offered by *YOU. Some of them may even feel the task necessities more keenly. Nevertheless, they are apt to feel too much stress from task demands. There is also a lack of interpersonal satisfactions implicit in the values and managerial style of leaders such as *YOU. Members such as ORC, and those such as *YOU as well, are likely to show the effects of stress in obscure ways, including, perhaps, hidden oppositions, cross-currents of feeling, chronic anxiety, chronic irritation, and health-related problems.

Very task-oriented members who are not dominant, such as ORC may tend to react to the management style of leaders such as *YOU with obsessive compliance, a kind of literal, short sighted, repetitive behavior that is motivated more by a need to deal with anxiety than by a need to achieve the most effective results. The demands on their efforts that members such as ORC may feel, especially the more submissive of them, are likely to be near the margin of their tolerance, even though a part of the demands they feel may stem from their own personalities and values, and not from external sources.

Members such as NOC, TAP are likely to prefer a more balanced kind of leadership, one that gives more attention to team solidarity than does the managerial style of members such as *YOU; nevertheless, they are likely to conform reluctantly and accept the more stringent style of members such as *YOU if the latter are the leaders designated by authority.

Opposition to the management style and value direction of members such as *YOU is likely to come from members in nearly all other parts of the group, including members such as ELF, LAB, LIW. Opposition is probable among those whose values tend to be unfriendly, individualistic, and anti-authoritarian, or passive and resistant, as well as among those who tend toward more liberal values. In short, the risks of opposition to this kind of leadership are multiple and chronic if the group contains a great variety of members.

How an “Effective” Leader Might Relate to Members Such as *YOU

Members such as *YOU can probably share leadership functions with an optimal leader without too much friction, unless they are too extreme in their values (very far out in the F direction on the field diagram). An optimal leader can probably cooperate effectively with them, although the relationship may tend toward a utilitarian exchange rather than an easy friendship. Members such as *YOU may prefer to perform more strongly aversive task-oriented functions and the optimal leader may reciprocate by performing more team-oriented functions. If there is some tendency toward polarization in the group between a more “conservative” and a more “liberal” faction, the most natural and strategic function of the optimal leader is to mediate between these two factions.

Image of: LIW

General Description

As seen by the rater, the most characteristic values appear to be: *In the “swing area” and thus not possible for the author of this report to clearly assess.*

The final average of the ratings given in this case is very close to the center of all three of the major dimensions on the field diagram. None of the three dimensions is ultimately highlighted as a result of the ratings. For purposes of this report, the final average is ambiguous in its meaning. It may be that the impressions the raters had in mind were not very clear. Or, it may be that the impressions were actually clear, but were opposite in nature and had a tendency to cancel one another out as the ratings were averaged. Or, it may be that the impressions were formed from a source that shows conflicting or equivocal characteristics.

How LIW Might Relate to Effective Teamwork Values

The ratings of this person (or concept) are very close to the center of the field diagram. The implications are not clear. Perhaps the rater is confused, perhaps the person is confused, or gives out many ambiguous cues. Not much can be said without more information.

How Members Such as LIW Might Relate to Other Members

How do other group members react? In general, *all* members tend to find it difficult to deal with persons in this location (near the center of the field diagram, neither dominant nor submissive). No matter what approach others make, they are met with hesitation and confusion, if not actual disagreement. After a while most of the other members are apt to turn their attention elsewhere.

Nevertheless, persons in this area (called the “swing area”, all around the center of the field diagram) who appear to be undecided about an issue on which there is a polarization between two or more factions in the group, may be regarded as having a kind of “swing vote”. They may be the targets of concentrated efforts to persuade them to “swing” their “vote” one way or another, and so produce a majority of the group on one side or the other of the polarized issue.

How an “Effective” Leader Might Relate to Members Such as LIW

Members in a location such as that of LIW are not likely to be of much current help, either toward task accomplishment or group solidarity. A busy leader may be tempted to ignore them. However, they may be responsive to special attention, help, and persuasion. If the leader does not try to elicit their support, other members could do so. Rather than leave the matter to chance, the optimal leader should consider the possibilities, and if, for some reason, it does not appear very promising to try to help or persuade the member or members in the swing area one’s self, one may be able to solicit the help of some other group members who value teamwork and can work more effectively with a member in this ambiguous, indecisive location.

Image of: TAP

General Description

As seen by the rater, the most characteristic values appear to be: *Responsible idealism, collaborative work.*

Members seen in this location have a particular balance of values that is strategic in promoting teamwork. They usually show no excess of either dominance or submissiveness. They place about equal emphasis on task requirements and needs for group integration. They often show an altruistic concern not only for members of the team, or in-group, but also for the welfare of other individuals and groups. Others tend to describe them as sincerely "good." Their values meet precisely group needs for cooperative work within the group, and with other groups, with a minimum of unwanted side effects.

How TAP Might Relate to Effective Teamwork Values

This person appears to show the value balance and direction associated with most effective leadership, and is an excellent prospect for a "most effective team." However, there is a moderate deficiency in dominance, and active leadership is not very likely. Also, there may be a somewhat overstrong aversion to some values that are sometimes necessary, but are rejected strongly by this person because they do not conform to his or her ideals. But this individual is really an excellent prospect for leadership.

How Members Such as TAP Might Relate to Other Members

Members such as TAP are likely to be very responsive to the leadership of members such as NOC. Nevertheless, if the degree of commitment to teamwork values is very different, then even though they seem to be heading in the same value direction, there is a potential strain between them that may be damaging. This strain may appear between any members who are rather weakly motivated (as indicated by a location close to the center of the field diagram) and other members who are extremely strongly motivated and committed to the teamwork direction (as indicated by a location far out toward the outer extreme of the field diagram).

Members such as *YOU may be more single minded in their devotion to the more conservative aspects of the task than members such as TAP; and hence, members such as *YOU may put members such as TAP in a defensive position. Although the tendency of members such as TAP is generally to respond to such pressure by working harder, especially if there is a recognized need for special effort, they feel the strain nevertheless. Their resistance is likely to grow with time, and with increasing demands. There is a danger that if the pressure is too strong, their resistance may suddenly surge out of control without warning. Their cooperation may give way suddenly and unexpectedly, and they may join a more liberal faction, or even revolt more radically.

Members such as ORC, whether they are dominant or not, probably have values on the authoritarian side. They are likely to disapprove of members such as TAP, who, in turn, are likely to find members such as ORC difficult to get along with. The conflict may not be open, but it is almost sure to interfere with satisfaction, and probably with cooperation also.

Members across a broad spectrum of possible value positions, including members such as ELF, whether they appear as authoritarian (the NF directions on the field diagram) or anti-authoritarian (the NB and B directions), and whether they are dominant or submissive, are opposed in one way or another to mainstream teamwork values and the members who hold these values. The mainstream team (usually found mostly in the PF directions) is likely to include members such as TAP. Open conflict may be sporadic, and it may not center on the less dominant members such as TAP specifically, but the opposition is chronic.

There is at least a potential conflict between members such as LAB, whose values appear to be on the liberal side (toward the P and PB directions on the field diagram) and members such as TAP. As a result of such opposition it is common for the members such as TAP to be seen as more conservative than they really are, and the members such as LAB to be seen as more liberal than they really are. Since both sorts of members have values somewhere on the friendly side, however, the opposition is often not so extreme as the perceptions might indicate; and the opposing members are probably open to skillful mediation, teaching, training, and efforts to adjust.

The relationship between members such as LIW, whose values appear to be more or less confused and conflicted, and members such as TAP is likely to be largely inert. Members such as TAP may not be dominant enough to take the initiative in trying to improve the relationship, and those such as LIW are generally near dead center in their motivation. An optimal leader may be able to take some friendly initiative and encourage members, such as TAP who are probably closely associated with the leadership, to join in a persuasive effort aimed at bringing members such as LIW into more active cooperation.

How an “Effective” Leader Might Relate to Members Such as TAP

The main problems for teamwork, if any, in relation to members such as TAP may arise if any of them are so extreme in their ideological purity—in their attempt to be perfect and altruistic—that they antagonize other members who are less extreme. If there are any members of the group who tend to be cynical and somewhat negative in their attitudes toward authority or conventional goodness, this problem can arise.

The conflict, if any, may be relieved if the perfectionist can be persuaded to “back off” from the position of impossible ideological purity and exaggerated seriousness. One should also try to moderate the attacks of the extreme objectors, but a direct counter-attack on the objectors is likely only to antagonize them further. A direct attempt to defend the member or members being attacked (or to defend their protector) is likely only to antagonize the objectors more. One should look for a more subtle and indirect approach.

One possibility for an optimal leader is to attempt to distract attention from the polarization by change to a different kind of group activity—such as a period of recess or friendly sociability—and to work separately and privately with each of the conflicting factions. In periods of active conflict it may be useful to obtain the help of a good joker. An optimal leader may be able to provide humorous relief himself or herself, but effective humor in a tense situation depends absolutely on accurate self insight, and a deep understanding of the psychological undercurrents of the given situation.

Image of: ORC

General Description

As seen by the rater, the most characteristic values appear to be: *Conservative, established, “correct” ways of doing things, restraining individual desires.*

Members of this type try to avoid seeming dominant in their interpersonal manner, but their general demeanor of restraint and emphasis on doing things correctly, according to the rules, tends to make them seem (to more liberal other members) to be both somewhat aversive and somewhat dominant. They seem to be constantly concerned about the demands of the task and with the threat that the group may fail in the task and thereby incur the disapproval of authority. They seem to be insistent on calling attention to rules, limitations, contracts, requirements, accountability.

How ORC Might Relate to Effective Teamwork Values

This person would probably not be chosen by the members of a “most effective team.” There is a long chance, perhaps, that there is some critically important job in a particular group for which a disliked person could be tolerated in return for performing some needed, though unpleasant, function. Even so, friction and polarization are likely to result.

How Members Such as ORC Might Relate to Other Members

Although getting along on a formal basis with other members such as NOC, TAP is not out of the question for members such as ORC, provided these others are firm members of the mainstream team, there is not likely to be real acceptance of them or their values. In the view of members such as ORC, members such as NOC, TAP are too liberal in their inclinations; they do not have enough respect for authority and cannot be trusted to follow the rules and keep the group out of trouble. When these differences become evident in relation to a live issue, members such as ORC tend to reject members such as NOC, TAP, and join with other more authoritarian members in a dissident faction, if possible.

If members such as *YOU are authorized managers of the group, their leadership will probably be accepted by members such as ORC, unless this leadership is in conflict with a superior authority (such as an authority external to the group). The bureaucratic definitions of the relationship do not call for friendship, but rather, loyalty to the superior authority. Members such as ORC understand these expectations, and do as they are expected to do; although as individual persons they may have some contrary inclinations.

From the point of view of members such as ORC, members such as ELF are extremely aversive—their behavior and values are anti-authoritarian and run perversely counter to task accomplishment. The relationship is almost sure to be one of conflict. If members such as ELF are dominant, their attack is likely to center on the managers and leaders of the group; members such as ORC will support their superiors, who are likely to be among those attacked. If members such as ELF are not so dominant, the conflict may be hidden to some extent, and only break out into the open on occasion. In any case, the problem is chronic and severe.

Members such as ORC, themselves very task-oriented, tend to be intolerant of any behavior or values that are opposed to the demands of authority and the task. Members such as LAB are on the friendly side; some of them may be quite friendly in an interpersonal sense, but they are generally resistant in relation to task demands, and are prone to oppose any exercise of authority on the part of leaders or managers of the group. The stage is set, then, for confrontation and conflict. It may be hidden to some extent because of the reluctance of members such as LAB to show unfriendly behavior; but since the underlying feelings on both sides are likely to be strong, it can erupt suddenly, bitterly, and without warning. Either side may act first, each side is typically tense and ready to explode in anger against the other side.

Members such as LIW, who are rated near the center of the field diagram, are difficult for the rater to understand, almost by definition. They are certainly not seen as being of much help, if any, in the work of the group. Members such as ORC are not likely to accept them with any enthusiasm, although they may not act against them immediately since they are not very visible. Mutual rejection and avoidance most of the time is the likely relationship.

How an “Effective” Leader Might Relate to Members Such as ORC

If the ratings are accurate, it is not likely that members such as ORC can be changed very much. If these members remain in the group, an optimal leader will probably have to work within the constraints of their strong tendencies toward conformity to authority.

It may be that the indirect approach of trying to change or reshape the norms of the group in such a way as to redefine the content of what is *actually* required by authority, or by conformity to the norms of the present

group, will be more effective than trying to change the interpersonal relations of these members in some more direct way.

This indirect approach may not be feasible or desirable, however. The leader may be left with the problem of minimizing the participation and influence of members such as ORC, insulating them from the negative attitudes of other members as much as possible.

There are likely to be some issues on which the position of members such as ORC is appropriate, or on which they can be accommodated in some special way that is not a general interference to other members or to teamwork. On these occasions, an optimal leader should be ready to support and defend their position. It is not optimal to form inflexible negative attitudes toward them or their positions, even though they continue to provoke negative feelings in others.

Image of: ELF

General Description

As seen by the rater, the most characteristic values appear to be: *Self-protection, self-interest first, self-sufficiency.*

The behavior of these members seems unfriendly and persistently negativistic, though not dominant in manner. The underlying premise seems to be that the world is a dangerous and competitive place, and that other persons are more likely to be a threat than to be helpful. To protect one's self, one must be on guard, wily, ready to shift and evade subtle attacks, always in a position to move and take independent action. One must provide security for one's self by stockpiling one's own resources, hiding them if possible, keeping others away from these supplies, and by displaying threats if they come too close. One must preserve one's own freedom of movement at all costs, avoiding commitment and avoiding hampering dependence.

How ELF Might Relate to Effective Teamwork Values

The general description above is rather extreme, and this individual seems to be a rather extreme example of the traits described there. In addition to the fact that the behavior is extremely unfriendly and opposed to teamwork, there are indications of a considerable conflict between a grim authoritarianism and a determined anti-authoritarianism. Almost any team would suffer if they had such a member.

How Members Such as ELF Might Relate to Other Members

Members such as ELF (if the ratings are accurate) are essentially loners against the world, unable or unwilling to live in harmony with others of almost any kind. In the present group they are opposed to essentially all members also, but particularly those who belong to the mainstream team and who value teamwork and social solidarity. They are against moderate liberals, conservatives, and authoritarians as well as the mainstream team.

How an "Effective" Leader Might Relate to Members Such as ELF

There is obviously something wrong somewhere—either in the person's relations within the group, in his or her external situation, as a more or less chronic state of the personality, or possibly all of these. In order to approach the problem sensibly, the leader may need more information. It may be that a session in private with the individual will give some clues. Very possibly some kind of counseling will be indicated. If relations in the group are an important or primary source of the problem, an optimal leader may be able to help. One will need to explore the problem with at least some of the other members, and try to find ways of dealing with it.

On the other hand, if the behavior is chronic and extreme: if the content of what the person says seems to be

“extreme,” very “far right” or “far left,” or a contradictory combination of both; if the person is suspicious of many others and hostile toward them; then one may guess that the problem is deeply seated in the personality, and cannot be dealt with in the ordinary task-oriented group. Outside help will probably be required.

Image of: LAB

General Description

As seen by the rater, the most characteristic values appear to be: *Friendship, mutual pleasure, recreation, equality, democratic participation.*

Individuals who receive ratings of this kind tend to be friendly and flexible in changing back and forth from talking to listening. They are generally unconcerned with status differences, and are not afraid of disagreement. They seem to have a favorable self picture and show self confidence without bothersome self defenses. They appear to appreciate and enjoy others, and assume others will feel the same about them. Their amount of participation, especially when the focus is on the task, is usually moderate. They do not show much concern about task problems, although they are not often actively in opposition to task pressures.

How LAB Might Relate to Effective Teamwork Values

This person is probably not a good example of friendly equalitarianism. The image may be quite close to the center of the field diagram, which may indicate that there are too many values and traits on the unfriendly side that interfere with friendly behavior. Although perhaps not impossible as a prospect for a “most effective team” this person is certainly not a strong prospect. The emphasis on task work is below par, and the behavior is low on dominance. These traits tend to interfere with effective contribution.

How Members Such as LAB Might Relate to Other Members

There is some probability that members such as LAB would not be fully acceptable to all members of an actual “most effective team.” Members such as NOC, *YOU, TAP would probably make up most of such a team. Members such as LAB may, in fact, be part of a more liberal and less task-oriented faction that has split off from the mainstream part of the team (if any), or that is moving toward a split.

Some of the more conservative members, in turn, may themselves be splitting off from the most effective locations (away from the optimal PF direction on the field diagram) toward a more authoritarian position and may be the targets of hostility from the liberal faction. More conservative task-oriented members may well be irritated with members such as LAB—this probability increases as task problems become more important and demanding.

Members such as ORC are perceived to have values on the authoritarian side. They will probably tend to reject members such as LAB as unrealistic and not task-oriented—not sufficiently responsible and hard working. Members such as LAB in turn will most probably tend to reject members such as ORC as too demanding, and too disapproving. The opposition is likely to be strong and chronic.

Members such as ELF who have attitudes and values that appear to be either on the negative side, or on the anti-authoritarian side (or both), are very likely to oppose members such as LAB. Members such as LAB tend to want strong group solidarity, equality among all members, tender-minded concern for others, and general conformity to democratic group norms. Unfriendly, individualistic, and anti-authoritarian members are likely to find these desires and values threatening and confining. The polarization is likely to be strong and chronic.

There is no particular reason to expect any active relationship between members such as LIW and members such as LAB. Friendship is not likely. There is little similarity of values. Neither side has anything to offer the

other in a utilitarian exchange. There is no coalition that the two sides seem likely to form in opposition to some third party. It seems most likely that the relationship will be inert.

How an “Effective” Leader Might Relate to Members Such as LAB

Members such as LAB are probably capable of more effective contribution to the task, with some additional motivation, training, and persuasion. There is nothing unusual about the fact that they are attracted to friendly behavior and friendly values. A liking for friends, indeed an over-exclusive emphasis on friendly acceptance of peers, is a normal phase in the development of most individuals. It is also a normal part of group and team development (and a periodic phase in normal problem solving and decision making). Healthy groups return periodically to this gratifying and reassuring state in order to “mend fences” and restore solidarity in preparation for further task efforts.

However, there may be several members, or a cluster of members, who normally and habitually wish to realize the values of friendship and equality to the maximum. They are not willing or able to balance these values with the values and demands of task achievement, and with other pressures which make complete equality and constant friendly interaction difficult or impossible.

If there are a number of members such as LAB it is important for optimal team formation that they do not develop a self reinforcing peer group that is resistant to the task, and become polarized in relation to more task-oriented members. If this is allowed to happen, the individual members of the cluster will tend to be held in place (continue to show the same values, and the same behavior) by their subgroup solidarity and opposition to authority.

It may be appropriate and wise, if such a subgroup has already formed, to afford these members some kind of recognition and visibility as a subgroup, in the attempt to soften their polarized opposition. It then becomes possible to mediate between that subgroup and the more task-oriented parts of the group.

The problem, in such a case, is not simply one of providing for individual development and appropriate training of the particular members of such a subgroup. It is one in which the dynamics of the group as a whole probably must be recognized and dealt with by the formation or negotiation of new group norms. It is a problem of new “relations between subgroups.” Open discussion of the problem in the whole group is probably necessary if new group norms are to be developed.

In such a meeting of the total group, the need for greater unity of norms may be brought into clear view, and the value positions of the various persons and subgroups may be expressed. A meeting or meetings are needed, in which the conditions are present for negotiations aimed at more unity and the formation of new general group norms. One may expect that the more conservative task-oriented side of the polarization, as well as the more liberal side, is probably exerting pressures that are somewhat exaggerated; and it is possible that a skillfully led public discussion of the issues may reduce some of the exaggeration.

Bargraph
Individual and Organizational Values
Based only on the ratings made by: YOU

Report prepared for: Pat Sample
Leadership Development—Leading Diverse Groups
Presented by: SYMLOG Consulting Group
September 23, 2004

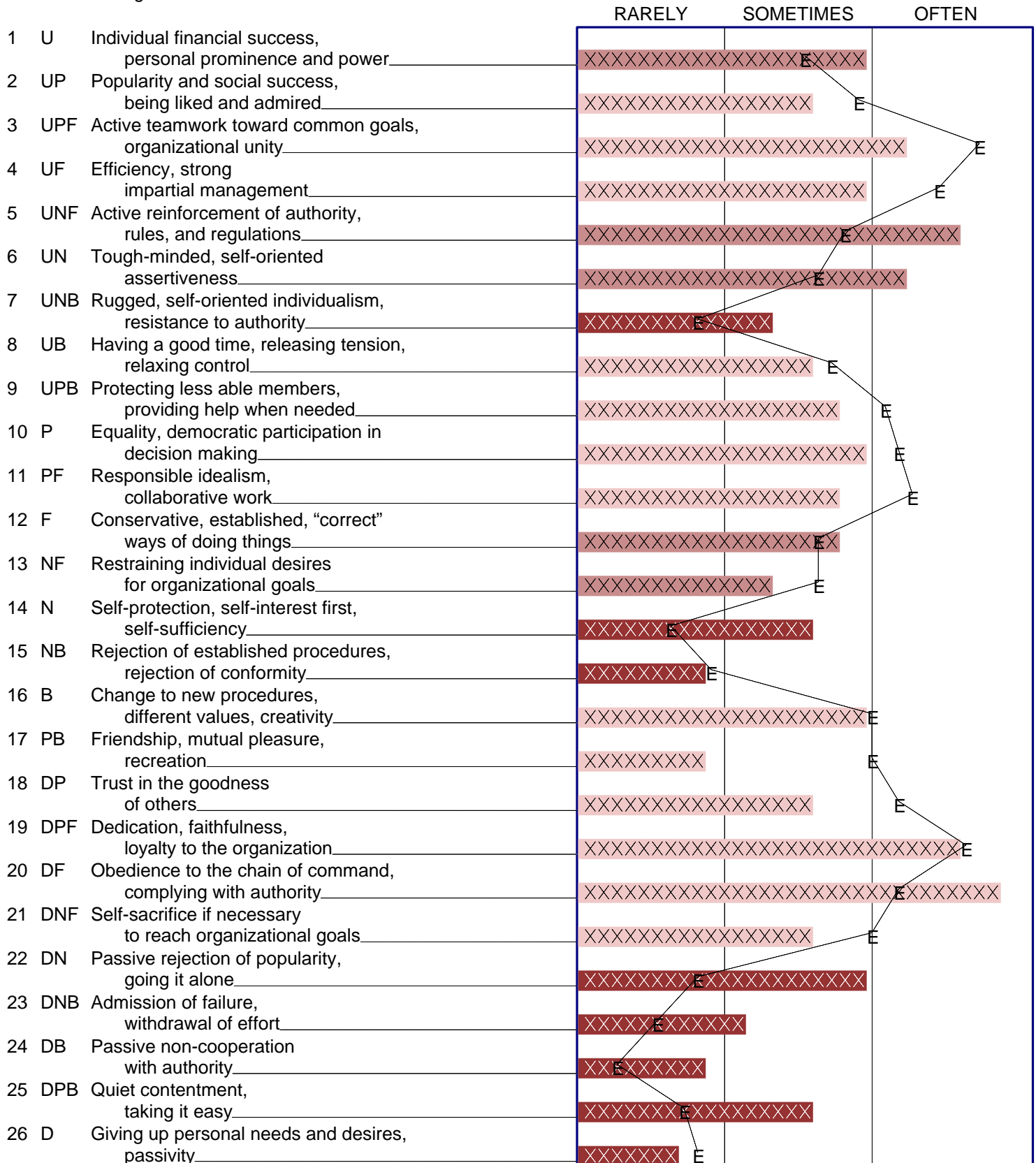
This bargraph is accompanied by a *Synopsis* and a *Bales Report*. The *Bales Report* is a comprehensive analysis comparing the results of this bargraph with research norms.

Report prepared for: Pat Sample

Type: F
 Ratings: 7

Final Location: 1.6U 1.0P 5.3F

the bar of Xs = the average rating on each item
 E = the optimum location for most effective teamwork



Rating question: **In general, what kinds of values does this person show in his or her behavior?**
(question asked for each group member)

Bargraph Synopsis on: Your Group

This synopsis compares the results of the bargraph with research norms on personal and group effectiveness. It is based on the scientific literature and research by Professor Robert F. Bales, conducted over more than forty years, on groups in a wide variety of organizations in the public and private sectors.

Bargraph Items

The length of the bars on the preceding bargraph indicate how frequently, on the average, your group was rated for each of the 26 items. These values and their associated behaviors are important in determining how effective your group may be.

Comparison of bargraph profile with *optimum* for effective teamwork

Item			close	over	under
Values Contributing to Effective Teamwork					
2	UP	Popularity and social success, being liked and admired	X		
3	UPF	Active teamwork toward common goals, organizational unity			X
4	UF	Efficiency, strong impartial management			X
8	UB	Having a good time, releasing tension, relaxing control	X		
9	UPB	Protecting less able members, providing help when needed	X		
10	P	Equality, democratic participation in decision making	X		
11	PF	Responsible idealism, collaborative work			X
16	B	Change to new procedures, different values, creativity	X		
17	PB	Friendship, mutual pleasure, recreation			X
18	DP	Trust in the goodness of others			X
19	DPF	Dedication, faithfulness, loyalty to the organization	X		
20	DF	Obedience to the chain of command, complying with authority		X	
21	DNF	Self-sacrifice if necessary to reach organizational goals			X
Values Which May Be Necessary Sometimes, But Dangerous					
1	U	Individual financial success, personal prominence and power	X		
5	UNF	Active reinforcement of authority, rules, and regulations		X	
6	UN	Tough-minded, self-oriented assertiveness		X	
12	F	Conservative, established, "correct" ways of doing things	X		
13	NF	Restraining individual desires for organizational goals	X		
Values Which Almost Always Interfere with Teamwork					
7	UNB	Rugged, self-oriented individualism, resistance to authority			X
14	N	Self-protection, self-interest first, self-sufficiency			X
15	NB	Rejection of established procedures, rejection of conformity	X		
22	DN	Passive rejection of popularity, going it alone			X
23	DNB	Admission of failure, withdrawal of effort			X
24	DB	Passive non-cooperation with authority			X
25	DPB	Quiet contentment, taking it easy			X
26	D	Giving up personal needs and desires, passivity	X		

Rating question: **In general, what kinds of values does this person show in his or her behavior?**
(question asked for each group member)

Bales Report for the Bargraph on: Your Group

In reading the Bales Report, keep in mind that it is intended to assist you in understanding how others may perceive your group's behavior, and to consider ways to improve the effectiveness of your group. Effective teamwork will not take the place of knowing how to do the job. Poor teamwork, however, can prevent effective final performance on the task. And, it can also prevent individuals from gaining satisfaction in being a member of the group.

Values Contributing to Effective Teamwork

The length of the bars of x's on the bargraph indicate how frequently, on the average, your group, or organization, was rated as showing various kinds of values in behavior. Your bargraph may indicate that your group is perceived to show some values to a greater or lesser extent than the Normative Profile. In order to give a better idea of what kind of behavior may need attention, each value listed below is accompanied by some thoughts of what might be done about it.

Your group, or organization, is *close* to the Normative Profile on:

2 UP Popularity and social success, being liked and admired (*close*)

Your group or organization, on the average, appears to place about the optimum emphasis on these values. Mutual liking and admiration are the prime intrinsic rewards group members can give to each other. When the exchange is mutual and equalitarian, it greatly strengthens the solidarity of the group. When the rewards are given for effective task performance, the combination is ideal for effective teamwork.

8 UB Having a good time, releasing tension, relaxing control (*close*)

Your group or organization is fortunate in being able to relax and recover from periods of more intense work. This ability is needed by all groups, probably without exception, but not all have it. Realistic problem solving and work inevitably create some interpersonal tensions and other emotional strains.

Release of these tensions requires periodic turning away from the task, but allows the team to regain perspective, distribute interpersonal rewards, and rebuild its solidarity for renewed task efforts.

Your group or organization is apparently able to get all the way around this circle of phases within its interaction time while the members are together. This is the normal metabolism and cycling expression of emotions in healthy groups.

9 UPB Protecting less able members, providing help when needed (*close*)

Your group or organization appears to be in the healthy and realistic range with regard to the importance of mutual aid. All groups have some input of new members, who need to be socialized, educated or trained, and brought up to speed. All individuals have periods when they are not in the best shape and need some kind of extra support or special help. The extent of these needs varies a good deal over time, individuals, groups, situations, and even over organizations as a whole, but the general value placed on recognizing these needs and dealing with them realistically, as your group or organization apparently does, is always important.

10 P Equality, democratic participation in decision making (*close*)

The values on relative equality in the current culture of your group or organization is likely one of its greatest assets. Almost everybody knows that complete and literal equality is almost never realized in fact. But if there is no desire to move toward it, and repeatedly back toward it after stress, and after the necessary division of labor, and other pressures against it, there is no recovery from the disintegrating effects of task pressures and individualistic desires. Mutual desires for greater equality are the magnets of team solidarity.

Rating question: **In general, what kinds of values does this person show in his or her behavior?**
(question asked for each group member)

16 B Change to new procedures, different values, creativity (close)

Successful teamwork requires the ability to relate potentially conflicting values to each other in a larger perspective including all important values. It requires tempering and trading off their relative emphasis according to the needs of the time, of the group, of the larger organization, and of the external situation. It even sometimes requires one to act in ways that seem opposite to each other—ways that may seem logically inconsistent, and even conflicting.

Your group or organization appears to have this vital flexibility. The Most Effective Profile of frequencies is not achieved or approximated in very short time periods, but is the result of appropriate flexibility over longer time periods. For optimum teamwork in most task-oriented teams, groups, and organizations there probably needs to be about an equal emphasis over time on change to new procedures (16 B) and on established, conservative, “correct” ways of doing things (12 F). But there is always a danger of getting overbalanced and stuck on one side or the other.

19 DPF Dedication, faithfulness, loyalty to the organization (close)

This set of values depends upon the ability of members, and actually of the group and the organization as a whole, to “get out of themselves” and to give effort to a group and its purposes that is larger and more vague in its outlines than they themselves are as individuals or smaller groups. Rewards in return for these efforts are necessarily somewhat delayed, and do not always arrive. Not all individuals are capable of strong loyalty, and not all organizations are capable of inspiring it. But it is a magical combination when dedication to the organization exists and is justified. It satisfies deep longings, and elicits supreme efforts.

Your group, or organization, may overemphasize:

20 DF Obedience to the chain of command, complying with authority (overemphasize)

In some task-oriented groups this value is necessary to preserve coordination, especially if communication is difficult and the situation is dangerous. But if these values are emphasized very strongly and throughout the organization, they may encourage “blind obedience” which may lead to unrealistic assessment of task demands, repetitive or obsessional task performance, and the like. Uncritical attitudes about authority are likely to be antagonizing to some members of the group, and may lead to group polarization.

In such a case, a greater emphasis on values of “Equality, democratic participation in decision making” (see 10 P) is a logical antidote, if the situation permits it.

Your group, or organization, may underemphasize:

3 UPF Active teamwork toward common goals, organizational unity (underemphasize)

This value is reinforced by purposeful democratic task leadership throughout the organization. In principle, this kind of leadership can be shown to some extent by all members of the organization. Leadership should not be thought of as confined to members in formal positions of leadership. Acceptance of group tasks and optimism about successful accomplishment throughout all groups in the organization, liking of other group members, as well as the perception of higher authority as good and just, are attitudes which tend to reinforce these values.

If these attitudes are lacking anywhere in the organization, action may need to be taken so that new attitudes can develop. Specific group tasks may need to be redefined or redesigned so that successful accomplishment is possible; more training may be required; members of selected groups may need to spend more time coming to appreciate and like each other. But in particular they may need to more fully appreciate and like the leadership of higher authority outside the particular group. This will probably not

Rating question: **In general, what kinds of values does this person show in his or her behavior?**
(question asked for each group member)

happen unless those in authority act differently.

4 UF Efficiency, strong impartial management (*underemphasize*)

An organization or group in which this value is deficient is likely to seem disorganized. Some or many of the members will probably feel their time and abilities are being wasted. Time is a precious resource in all groups and organizations, since even getting the members assembled and ready to work takes a frustrating amount of time and energy. Good management can help avoid losses due to poor preparation, aimless procedure, and so on. A switch of attention to concrete planning for tasks is also sometimes the most effective mediator and neutralizer of disagreements and escalating arguments.

If these values are deficient in the organization, it may be due to bad experiences with authoritarian management at particular levels or in particular groups which has provoked polarization in the past. It may help to look into this and see whether the allergic reaction can be reduced.

Wider member participation in the functions of management is the strategic cure in many cases (activation of the values shown on the bargraph as 10 P: "Equality, democratic participation in decision making"). All members of the organization can participate in different ways, and need to participate, in good management.

11 PF Responsible idealism, collaborative work (*underemphasize*)

Idealism (the optimistic belief that high ideals can be realized) is very hard to achieve for persons whose experiences have been largely to the contrary. Collaboration is not attractive if one feels he or she is being "co-opted" into an enterprise that is largely to somebody else's benefit. Without basic "fairness" in the distribution of rewards, in other words, this set of values is in fact unrealistic, and will fail to enlist substantial support.

The expectation of fairness may fail for more than one reason, however. It may fail because fairness is prevented by conditions outside the group or organization; or it may fail because individuals or groups within the organization do not wish to share fairly with others.

If this set of values is low in the group or organization, it may be helpful to examine carefully whether responsible idealism and collaborative work are indeed rewarded fairly. Beyond that, however, is the important question as to whether sufficient resources and rewards are entering into the organization or group from the outside, so that, in fact, there are rewards to distribute. Will better teamwork produce rewards, or is some more fundamental change necessary?

17 PB Friendship, mutual pleasure, recreation (*underemphasize*)

Friendship tends to grow spontaneously if given half a chance. It requires interaction; it requires time together. It grows better when there is status equality, and it is powerfully stimulated by a common fate. Once established, it is a spontaneous source of mutual pleasure and recreation. It tends to be self-reinforcing, so long as the basic conditions for its growth are present.

If a low value is placed upon friendship, it may be because some of the conditions for its growth are absent. Members of the group or organization may not meet often enough; they may interact under the constraint of status differences that are too great; or they do not, in fact, share a common fate.

Friendship tends to suffer or fail if the group or organization is chronically and seriously polarized, or if there are incompatibilities of personality and values of the kind that lead to polarization. Friendship is a powerful reinforcer of team solidarity and, through this connection, of effective teamwork. If, in a particular group, there is a tendency for a small minority to spend too much time in friendly social interaction as an alternative to work, that may result in a devaluation of friendliness in general. However, if this is the case, there are probably deeper reasons for the disaffection of the minority that need to be faced up to and dealt with.

Rating question: **In general, what kinds of values does this person show in his or her behavior?**
(question asked for each group member)

18 DP Trust in the goodness of others (*underemphasize*)

The most obvious reason that trust in the goodness of others may be low in the group is that trust is not justified, and may in fact be dangerous. This is likely to be the case if many members of the group view the world as a jungle, and act mostly on values of individual survival. This tends to make the group a jungle too, of course, and those who hold on to trust do so for unrealistic reasons.

For some kinds of teams, trust is absolutely essential, since members sometimes hold each other's lives in their hands. For most teams, effective teamwork depends to some extent on trust, and lack of trust is a corrosive factor which tends to result in multiplying problems.

There are no easy ways out of a lack of trust. Real trust can only develop as a result of repeated demonstrations of trustworthiness.

21 DNF Self-sacrifice if necessary to reach organizational goals (*underemphasize*)

Probably not many people regard self-sacrifice without some negative feelings. Many are willing to accept it if it is not major, if they are convinced it is necessary, if it is temporary, and if they care about the success and survival of the group and the organization. If the value is not accepted even to this extent, then it is probable that serious alienation exists in the group, or even the organization as a whole. It is obviously important to understand in detail what is wrong.

Rating question: **In general, what kinds of values does this person show in his or her behavior?**
(question asked for each group member)

Values Which May Be Necessary Sometimes, But Dangerous

Our Normative Profile shows that certain values are approved *sometimes* but not if they are shown *often* and not if they are shown *rarely*. They may be needed as temporary emergency measures, but they are generally of the kind called "authoritarian" and have a dangerous potential for provoking polarization in most groups. Any values noted in this section may be necessary sometimes, but dangerous to teamwork.

Your group, or organization, may overemphasize:

5 UNF Active reinforcement of authority, rules, and regulations (*overemphasize*)

When things begin to go wrong in a group, or when an emergency threat appears from the outside, it is a great temptation to most people to react by showing these authoritarian values. The great attraction of these values is that they allow one to express aggression in a way that one feels is morally justified, since one is defending values on which order and safety depend. At the same time, one feels morally superior.

But individuals differ greatly in the values which they feel are most important to order and safety. Some individuals identify themselves with authority and give full vent to the temptation to lay down the law. Others spontaneously identify themselves as the victims of authority, and feel that safety requires opposition to authority. The result in most groups is a polarization of "authoritarianism" versus "anti-authoritarianism" (with moral indignation on both sides). This is perhaps the most common polarization in all kinds of groups and organizations, and one of the most dangerous, if allowed to escalate.

This polarization is most often strategically held in check by friendly democratic leadership of sufficient dominance to understand and deal with both sides. The values corresponding to this kind of mediating leadership are those of "Active teamwork toward common goals, organizational unity" (3 UPF), "Responsible idealism, collaborative work" (11 PF), and "Dedication, faithfulness, loyalty to the organization" (19 DPF).

6 UN Tough-minded, self-oriented assertiveness (*overemphasize*)

This is a "primitive" set of values, recommending, as it does, the exercise of aggression with very little window dressing. It may have survival value for the most aggressive individuals in "primitive" kinds of situations. But it is generally very dangerous to effective teamwork in established groups and organizations.

Initially, a show of tough-minded values tends to activate a polarization and conflict between persons with group-oriented values ("equalitarians") versus persons with individualistic anti-social values ("rugged individualists"). This is bad enough in any organization, but unfortunately it has a tendency to turn into an even worse polarization, involving most or all members of the organization.

Individuals who live by these tough-minded values sometimes function alone. Sometimes they ally themselves with the agents of authority and act as "enforcers" and punishers. Sometimes they ally themselves with the leaders of an anti-authoritarian "revolution" as "freedom fighters." In either of these two latter cases of coalition, the effect, if the conflict continues, is to escalate polarization toward its most damaging form: "totalitarianism of the far right" versus "revolution of the far left."

Effective ways out of this stalemate have yet to be discovered. Logically, the most strategic mediating and moderating set of values is "Equality, democratic participation in decision making" (10 P).

Unfortunately, this alternative is hard to realize and strategically unstable if it does develop. The "equalitarians" tend to polarize against the "authoritarians." Both of these clusters of persons tend to polarize against the "revolutionary opposition." The revolutionary opposition in turn, tends to polarize against

Rating question: **In general, what kinds of values does this person show in his or her behavior?**
(question asked for each group member)

both the authoritarians and the equalitarians.

At the same time, each of the three clusters of participants in this unstable triangular struggle of power is tempted to form a coalition with one of the others in order to overcome the third. But each of these coalitions, if actually formed, is bound to be weak and conflict ridden, and any one of the coalitions may be broken and betrayed by one or the other of the members.

Another possible way out of the stalemate—domination from the outside, akin to military “pacification,” is also unstable. This may lead to the ultimate worst condition—elimination of one side or the other, or all three.

Your group, or organization, may *underemphasize*:

none of the items.

Your group, or organization, does not appear to underemphasize any of the values which are necessary at times but can become dangerous. The averages, however, do not tell the whole story. One or more members may still feel that your group places too little emphasis on certain values and it may be worthwhile to explore this.

Rating question: **In general, what kinds of values does this person show in his or her behavior?**
(question asked for each group member)

Values Which Almost Always Interfere with Teamwork

There are values which may serve the needs of particular individuals but which *interfere* with teamwork except under the most unusual and temporary conditions. In general they should be minimized. At the same time, if they exist, it is important to find the conditions which cause them, and deal with the causes if possible. If your group is *high* on any of these values, they will surely be worth discussion as they generally indicate something of considerable importance needs to be changed.

Your group, or organization, may overemphasize:

7 UNB Rugged, self-oriented individualism, resistance to authority (overemphasize)

Some persons hold these values strongly because of earlier experience. In this case it may take very little to activate the values and the corresponding behavior as well. But many persons may react in this way if authority is overemphasized in the group or organization.

The behavior corresponding to these values has the aim of asserting the self in opposition to authority and all forms of conventionalism. It may include showing off, displaying the self as fascinating, amazing, shocking, unrestrained, spectacular. Members who show these behaviors may also show open contempt for other members of the group or organization as "nice little girls and boys" who display submissive dependence on authority. At the same time, this behavior often has the intention of attempting to provoke authority into over-reacting in the defense of more submissive conventional members.

If enough members of the group or organization (but particularly those who represent authority) recognize what is going on, and discredit the over-reactions of both sides in the polarization, this unmasking may have a neutralizing effect.

14 N Self-protection, self-interest first, self-sufficiency (overemphasize)

Fear that success, or even survival, of the group or the organization is severely threatened may bring out these self-protective values in many members. Some individuals, however, because of prior experiences, and as a regular part of their personality, are threatened by any increase in friendliness, solidarity, and consensus in the group or organization itself.

They fear they may come to trust others too much, or that they will be drawn into mediocrity by joining with others, or that they will be prevented from rising in status by identifying themselves with the "common herd," or that they will incur obligations to others or the group that they do not wish to meet. Their behavior seems unfriendly, negativistic, persistently in disagreement. In these extreme cases, strong attempts to "bring them into the group" often only increase the polarization and make things worse.

If the problem is personality based and confined to one or a few individuals, it may help simply to withdraw excessive attention from them and from the polarization and concentrate on the task. If the success or survival of the group or the organization is actually threatened, of course, then emergency steps may be needed.

22 DN Passive rejection of popularity, going it alone (overemphasize)

These values are often inferred from behavior that seems depressed, sad, and resentful. Groups as a whole sometimes fall into this kind of mood, usually because of some loss. These moods are not very likely to develop into persisting values of a task-oriented group, however, unless the larger organization has lost most of its power to reward members, and members remain in the group only because they have no better

Rating question: **In general, what kinds of values does this person show in his or her behavior?**
(question asked for each group member)

alternative. If this is the case, major improvements in the quality of life in the organization may be needed.

Some individuals may show this behavior as a result of losing their role in the group, failure to attain social success, rejection by others, loss of importance or injury to their self-picture. If the reasons can be determined, it may become clear that steps can be taken to restore the self-picture and re-establish a rewarding role.

Sometimes, however, the problem is based in personality or physical condition and there is not much the present members of the group or organization can do except show support and perhaps urge outside help.

23 DNB Admission of failure, withdrawal of effort (*overemphasize*)

If this value is emphasized by many in the group or organization it may mean that certain goals or procedures are believed to have failed and that the group is searching for alternatives. It does not necessarily mean that a mood of pessimism is rampant in the whole organization, although this is not impossible.

On the other hand, some individuals or groups may show behavior that seems to indicate a feeling of alienation both from the task and from other group members: quitting the task, actually trying to leave the group, absenteeism, slow down of work, lack of participation, showing discouragement and dejection, absent-mindedness and preoccupation. The motivation may involve factors outside the group or in it, such as fatigue, standards of success set too high, failure or fear of failure, disagreement with the direction of group goals, conviction that the group goals are impossible, or that the means employed will fail.

Some of these possible causes, if recognized, can be modified or removed. Present members probably cannot do much about personality based causes in the case of particular individuals, except to provide support and try to find help outside the group.

24 DB Passive non-cooperation with authority (*overemphasize*)

If the organization average on this value is high, it is an indication of serious trouble, of course, centering on the relationship with authority inside particular groups, outside the organization, or both. Some particular individuals may show behavior of this kind for value-based reasons. They may have a conviction that what is being required by authority is wrong, or that particular group goals or conventions are wrong. However, if the lack of cooperation is passive, it may be that they believe one should be "civil" in disobedience—one should seriously advocate a different set of values, but that the resistance should be "non-violent."

It may be, in fact, that what authority is demanding is disapproved in the larger society, that the individual would feel personal guilt in conforming, and is "blowing the whistle." This possibility should not be dismissed lightly.

On the other hand, the position of the individual may be primarily personality based. It may be the result of a history or experience of injustice. Or it may be primarily a fear of failure in meeting task demands.

In any case it is important to understand the problem in order to find the best approach. Increased direct pressure from authority will probably only increase the problem.

25 DPB Quiet contentment, taking it easy (*overemphasize*)

In most task-oriented groups, if this value is perceived to be overemphasized, it is often due to the perception of hard workers who are complaining that others seem to be having a good time at their expense ("goofing off"). In the eyes of the complainers the individuals who are relaxing are perceived to feel that the group and the organization are friendly and protecting whether they work or not, and that unlimited resources are available to support their leisure. The complainers resent the unfairness.

Whether or not the perceptions are accurate and justified, a very high emphasis on these values may be a

Rating question: **In general, what kinds of values does this person show in his or her behavior?**
(question asked for each group member)

real indication of severe and protracted strain in the actual situation and need for relief. In particular, individuals in monotonous and unpleasant jobs, or those who see no hope of improvement may sometimes come to prefer their private fantasies to a change in the direction of more participation and teamwork with others. Job redesign may be a possible approach.