

Bargraph Individual and Organisational Values Based on the average of all ratings made on: *CRI

Report prepared for: Sample Group 1 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 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.

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		Report prepared fo	r: Sample Group 1
		Type: F Final Location: 1.3U 2.9P 7.6F	the bar of Xs = the average rating on each item
		Ratings: 10	E = the <i>optimum</i> location for most effective teamwork
			RARELY SOMETIMES OFTEN
1	U	Individual financial success,	
-		personal prominence and power	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
2	UP	Popularity and social success,	
2		being liked and admired	
3	UPF	Active teamwork toward common goals, organisational unity	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
4	UF	Efficiency, strong	
4	01	impartial management	
5	UNF	Active reinforcement of authority,	
Ŭ	0.11	rules, and regulations	
6	UN	Tough-minded, self-oriented	
		assertiveness	
7	UNB	Rugged, self-oriented individualism,	
		resistance to authority	
8	UB	Having a good time, releasing tension,	
-		relaxing control	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
9	UPB	Protecting less able members,	
10	р	providing help when needed Equality, democratic participation in	- XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
10	Р	decision making	
11	PF	Responsible idealism,	
		collaborative work	
12	F	Conservative, established, "correct"	
		ways of doing things	\sim
13	NF	Restraining individual desires	
		for organisational goals	
14	Ν	Self-protection, self-interest first,	
		self-sufficiency	
15	NB	Rejection of established procedures,	
40	п	rejection of conformity	
16	В	Change to new procedures, different values, creativity	
17	PB	Friendship, mutual pleasure,	
17	ч	recreation	
18	DP	Trust in the goodness	
		of others	
19	DPF	Dedication, faithfulness,	
		loyalty to the organisation	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
20	DF	Obedience to the chain of command,	
		complying with authority	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
21	DNF	Self-sacrifice if necessary	
~~		to reach organisational goals	
22	DN	Passive rejection of popularity,	
22	פואם	going it alone Admission of failure,	XXXXX E
23		withdrawal of effort	
24	DB	Passive non-cooperation	
- ·		with authority	
25	DPB	Quiet contentment,	
		taking it easy	
26	D	Giving up personal needs and desires,	
		nassivity	

Bargraph Synopsis on: *CRI

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 organisations 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 behaviours are important in determining how effective your group may be.

Comparison of bargraph profile with optimum for effective teamwork

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

Bales Report for the Bargraph on: *CRI

In reading the Bales Report, keep in mind that it is intended to assist you in understanding how others may perceive your group's behaviour, 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 organisation, was rated as showing various kinds of values in behaviour. 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 behaviour may need attention, each value listed below is accompanied by some thoughts of what might be done about it.

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

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

Your group or organisation, 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 organisation 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 organisation 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.

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

The values on relative equality in the current culture of your group or organisation is likely one of its greatest assets. Almost everybody knows that complete and literal equality is almost never realised 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 labour, 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.

18 DP Trust in the goodness of others (close)

It is not easy just to "decide" to have trust in others—in a team, in a group, or in the larger organisation. It depends on whether the members have in fact shown themselves to be trustworthy. Your group or organisation appears to have this bed rock foundation for team solidarity. Members may not talk very much about it, but the indications are that it is present and valued as fundamental.

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

This set of values depends upon the ability of members, and actually of the group and the organisation 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 organisations are capable of inspiring it. But it is a magical combination when dedication to the organisation exists and is justified. It satisfies deep longings, and elicits supreme efforts.

21 DNF Self-sacrifice if necessary to reach organisational goals (close)

Willingness to sacrifice self-interest on occasions of unusual stress for the organisation or the team is the acid test of dedication. It is of great value to effective teamwork, although it makes unusual demands, and is not equally important all the time and in all situations. Self-sacrifice should be called upon as seldom as possible. It should not be depended upon as a substitute for good leadership and good management. It is a value that is on the margin of dangerous dependence on scarce resources.

The current culture of your group or organisation appears to have values on self-sacrifice in about the optimum range, which probably also means, in most cases, that it is not called upon excessively. This frequency in the optimum range also probably means that the willingness of members has not been abused and worn out.

Your group, or organisation, may overemphasise:

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

In some task-oriented groups this value is necessary to preserve co-ordination, especially if communication is difficult and the situation is dangerous. But if these values are emphasised very strongly and throughout the organisation, 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 antagonising to some members of the group, and may lead to group polarisation.

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 organisation, may underemphasise:

3 UPF Active teamwork toward common goals, organisational unity (underemphasise)

This value is reinforced by purposeful democratic task leadership throughout the organisation. In principle, this kind of leadership can be shown to some extent by all members of the organisation. 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 organisation, 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 organisation, 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 happen unless those in authority act differently.

4 UF Efficiency, strong impartial management (underemphasise)

An organisation or group in which this value is deficient is likely to seem disorganised. 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 organisations, 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 neutraliser of disagreements and escalating arguments.

If these values are deficient in the organisation, it may be due to bad experiences with authoritarian management at particular levels or in particular groups which has provoked polarisation 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 organisation can participate in different ways, and need to participate, in good management.

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

It is important for management and for all group members to recognise the importance of the following functions: nurturance, therapy, teaching, training, as necessary aspects of effective leadership in any kind of organisation or group. If these functions are not performed by specialised task leadership, social-emotional leaders who perform these functions should definitely be provided and supported by the task leadership.

It is preferable if the two types of leadership can be combined in the same persons. However, a division of labour between the two types can be made to work, and is usually unavoidable to some extent. In either case, a strong coalition between these two types of leaders, if these functions are performed by different persons, is perhaps the most important single kind of relationship in the group or organisation so far as promoting effective teamwork is concerned.

Many groups have one or two members who seem to be especially sensitive to the needs of other members, and make special efforts to keep the group in a warm and happy mood. Since this is not always in line with maximum effort on the task, or may involve making exceptions from task responsibilities for particular members, the protectors are sometimes regarded as a nuisance or ignored by more rigid task-oriented members. This is not necessarily as obviously damaging as some other kinds of polarisation. However, it takes its toll in time.

11 PF Responsible idealism, collaborative work (underemphasise)

Idealism (the optimistic belief that high ideals can be realised) 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 organisation; or it may fail because individuals or groups within the organisation do not wish to share fairly with others.

If this set of values is low in the group or organisation, 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 organisation 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?

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

There may be a large number of reasons for a reluctance to change. There are always "vested interests" in favour of keeping things as they are. But almost all members and parts of the organisation, and not just some favoured few, are likely to have some of these vested interests—even those who are most dissatisfied. Change of any kind requires effort and tends to disturb everybody in the group or even the organisation as a whole sooner or later—changes in roles, changes in the attachments one has to particular persons, and changes in the targets of hostility as well.

Besides all these reasons, the champions of "creativity" in a given case may not be credible. Some persons who have a high value on creativity are not viewed as creative by others. Real creativity and more effective new procedures are usually hard to come by.

All these are reasons why values on change may be deficient. There are other reasons: anxiety, the need to conform, and fear of disapproval from authority. Nevertheless it is obvious that neither the situation nor conditions within the group always remain the same; some change is inevitable as well as desirable.

Perhaps the dilemma can not be solved on the abstract level. It may help to take things concretely one at a time. But questions of change need to be considered by the whole group, sometimes the whole organisation, since everybody is likely to be affected. Research has shown that the benefits of group decision over unilateral action are usually marked. In fact, some changes can only be brought about successfully by group decision.

17 PB Friendship, mutual pleasure, recreation (underemphasise)

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 organisation 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 organisation is chronically and seriously polarised, or if there are incompatibilities of personality and values of the kind that lead to polarisation. 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.

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 polarisation in most groups. Any values noted in this section may be necessary sometimes, but dangerous to teamwork.

Your group, or organisation, may overemphasise:

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

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 polarisation of "authoritarianism" versus "anti-authoritarianism" (with moral indignation on both sides). This is perhaps the most common polarisation in all kinds of groups and organisations, and one of the most dangerous, if allowed to escalate.

This polarisation 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, organisational unity" (3 UPF), "Responsible idealism, collaborative work" (11 PF), and "Dedication, faithfulness, loyalty to the organisation" (19 DPF).

12 F Conservative, established, "correct" ways of doing things (overemphasise)

All groups and organisations live, and struggle to some extent, with a somewhat unstable balance between maintaining established ways of doing things, and change (see 16 B versus 12 F). Fluctuation back and forth between these two poles is to be expected since both the external situation and internal conditions of the group or organisation are inherently unstable. Trouble is likely if either set of values becomes overemphasised and rigid.

If both sets of values are very highly emphasised, this may indicate an open conflict in the group or, at any rate, a state of high concern and possibly confusion. If the polarisation escalates, it is likely to turn into one of "Authoritarians" versus "Anti-authoritarians," and to become the focus of many other conflicts in the group.

Your group, or organisation, may underemphasise:

13 NF Restraining individual desires for organisational goals (underemphasise)

Probably no organisation or task group runs so smoothly that there are never times of urgency and stress. On such occasions individuals are inevitably put under pressure to give extraordinary effort. In groups with effective teamwork there are so many rewards and satisfactions connected with being a member of the group that temporary sacrifices are accepted with no great feeling of conflict. If there is not this willingness, it is probable that the general level of reward for group membership is too low, and this problem needs to be addressed as such. It is dangerous for a group, or especially for an organisation as a whole, to depend heavily on individual restraint for long periods, since even with the best of will in the beginning, the quality of life and general reward level in being a group member is undermined to the point where further sacrifice is rejected. A very low level of willingness to restrain individual desires may be the result.

The general cure, if one is possible, is to improve the general situation of the group or the organisation in its environment.

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 minimised. 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 organisation, may overemphasise:

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

Fear that success, or even survival, of the group or the organisation 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 organisation 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 behaviour seems unfriendly, negativistic, persistently in disagreement. In these extreme cases, strong attempts to "bring them into the group" often only increase the polarisation 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 polarisation and concentrate on the task. If the success or survival of the group or the organisation is actually threatened, of course, then emergency steps may be needed.



Bargraph Individual and Organisational Values Based on the average of all ratings made on: *CRI

Report prepared for: Sample Group 2 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 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.

26 D

		Report prepared for: Sample Group 2		
		Type: PF Final Location: 2.2U 3.5P 8.0F	the bar of $Xs =$ the average rating on each item	
		Ratings: 10	E = the <i>optimum</i> location for most effective teamwork	
			RARELY SOMETIMES OFTEN	
1	U	Individual financial success,		
		personal prominence and power	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	
2	UP	Popularity and social success,		
•		being liked and admired		
3	UPF	Active teamwork toward common goals,		
4		organisational unity	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	
4	UF	Efficiency, strong impartial management	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	
5		Active reinforcement of authority,		
5	UNI	rules, and regulations		
6	UN	Tough-minded, self-oriented		
Ŭ	en.	assertiveness		
7	UNB	Rugged, self-oriented individualism,		
		resistance to authority	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	
8	UB	Having a good time, releasing tension,		
		relaxing control	XXXXXXXXXXXXXXXXXXXX	
9	UPB	Protecting less able members,		
		providing help when needed	- XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	
10	Р	Equality, democratic participation in		
		decision making	– ××××××××××××××××××××××××××××××××××××	
11	PF	Responsible idealism,		
10	F	collaborative work		
12	Г	Conservative, established, "correct" ways of doing things	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	
13	NF	Restraining individual desires		
10		for organisational goals		
14	Ν	Self-protection, self-interest first,		
		self-sufficiency	XXXXXXKXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	
15	NB	Rejection of established procedures,		
		rejection of conformity		
16	В	Change to new procedures,		
		different values, creativity	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	
17	PB	Friendship, mutual pleasure,		
40		recreation		
18	DP	Trust in the goodness of others		
10		Dedication, faithfulness,		
13		loyalty to the organisation		
20	DF	Obedience to the chain of command,		
		complying with authority		
21	DNF	Self-sacrifice if necessary		
		to reach organisational goals	_ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	
22	DN	Passive rejection of popularity,		
		going it alone		
23	DNB	Admission of failure,		
~ .		withdrawal of effort		
24	DB	Passive non-cooperation		
າ⊏	פפח	with authority Quiet contentment,		
20			XXXXXXX	
20	Б	taking it easy		

Report prepared for: Sample Group 2

Giving up personal needs and desires,

passivity_

Bargraph Synopsis on: *CRI

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Bargraph Items

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Comparison of bargraph profile with optimum for effective teamwork

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

Bales Report for the Bargraph on: *CRI

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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 organisation, was rated as showing various kinds of values in behaviour. 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 behaviour may need attention, each value listed below is accompanied by some thoughts of what might be done about it.

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

4 UF Efficiency, strong impartial management (close)

Members of your group or organisation, on the average, appear to show these values with just about the optimum degree of emphasis. It is an achievement to maintain this optimum, since these values are very important to the most effective teamwork, but they are not always immediately gratifying. If they are overemphasised, they may provoke negative reactions. If they are underemphasised, both team solidarity and task accomplishment are likely to suffer. These values on good management are most likely to have optimum effects if your group also shows strong values on equality and friendly behaviour.

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

Your group or organisation 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 organisation 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 organisation 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 socialised, 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 organisations as a whole, but the general value placed on recognising these needs and dealing with them realistically, as your group or organisation apparently does, is always important.

11 PF Responsible idealism, collaborative work (close)

If there is one set of values necessary to teamwork which can hardly be overemphasised, it is this one. It is a valuable support to every other teamwork value, and is right in the centre of the cluster of values necessary to effective teamwork. It is also strategically placed to help in the effective mediation of otherwise conflicting values, particularly the endemic conflict between more liberal and more conservative values. This set of values has almost no undesirable side effects. The lack of it is very hard to overcome, however. Your group appears to have it in the optimum range. This is a great asset.

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 organisation, 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 organisation 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 organisations 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.

17 PB Friendship, mutual pleasure, recreation (close)

Who can doubt that friendship, mutual pleasure, and recreation are good for team solidarity? The problem for most teams, groups, and organisations is to get the right balance between these values and the more task-oriented values. Very often in business groups, for many reasons, the task-oriented values (found mostly in the F direction) tend to become pre-emptive (over those in the P direction) and the teamwork eventually suffers.

Your group or organisation appears to have the vital flexibility needed (and the good fortune) to move back and forth around an optimum balance between these two competing sets of values. It is important to emphasise the need for a balance over time, since all groups appear to have an endemic tendency to cycle back and forth between these two types of emphasis over time, and are in danger of getting stuck in one condition of imbalance or the other.

18 DP Trust in the goodness of others (close)

It is not easy just to "decide" to have trust in others—in a team, in a group, or in the larger organisation. It depends on whether the members have in fact shown themselves to be trustworthy. Your group or organisation appears to have this bed rock foundation for team solidarity. Members may not talk very much about it, but the indications are that it is present and valued as fundamental.

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

This set of values depends upon the ability of members, and actually of the group and the organisation 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 organisations are capable of inspiring it. But it is a magical combination when dedication to the organisation exists and is justified. It satisfies deep longings, and elicits supreme efforts.

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

Most people feel that it is hard to give obedience, and hardly anybody really likes it. Many people feel that it is dangerous in any case, and that unquestioning obedience, in particular, verges on immorality. At root, these feelings about obedience probably depend heavily on whether one feels that the authority in question is generally good or generally bad.

Yet it is obvious that much of the co-ordination in any large organisation (where communication and consensus are far from perfect) depends heavily on a considerable degree of obedience to reasonable directives. This set of values in the current culture of your team, or group, or of the organisation as a whole, appears to be in about the optimum range. This speaks well for the organisation as well as for the teams and groups that make it up.

21 DNF Self-sacrifice if necessary to reach organisational goals (close)

Willingness to sacrifice self-interest on occasions of unusual stress for the organisation or the team is the acid test of dedication. It is of great value to effective teamwork, although it makes unusual demands, and is not equally important all the time and in all situations. Self-sacrifice should be called upon as seldom as possible. It should not be depended upon as a substitute for good leadership and good management. It is a value that is on the margin of dangerous dependence on scarce resources.

The current culture of your group or organisation appears to have values on self-sacrifice in about the optimum range, which probably also means, in most cases, that it is not called upon excessively. This frequency in the optimum range also probably means that the willingness of members has not been abused and worn out.

Your group, or organisation, may overemphasise:

none of the items.

Your group, or organisation, does not appear to overemphasise any of the values ordinarily associated with high teamwork performance to the point where conflict is produced. The averages, however, do not tell the whole story. One or more members may still feel that too much emphasis is placed on certain values, and it is worthwhile for the group to explore this.

Your group, or organisation, may underemphasise:

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

The average rating on these values for the organisation as a whole is apparently low, even though certain individuals or groups may enjoy these satisfactions. This may be a cause for envy and resentment. In moderate degrees and in appropriate distribution among individuals and groups throughout the organisation, these values tend to produce confidence and high personal involvement.

Behaviour throughout the organisation that is openly friendly, outgoing and extroverted tends to be a sign that there is an appropriate level and distribution of these values. If certain individuals or groups are deficient in these kinds of behaviour, this is an unfavourable sign of discontent. A readjustment of organisational arrangements as to status levels, access to resources, specialities, functional roles, rewards and recognition may need to be seriously considered.

3 UPF Active teamwork toward common goals, organisational unity (underemphasise)

This value is reinforced by purposeful democratic task leadership throughout the organisation. In principle, this kind of leadership can be shown to some extent by all members of the organisation. 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 organisation, 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 organisation, 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 happen unless those in authority act differently.

10 P Equality, democratic participation in decision making (underemphasise)

There are many reasons why this set of values may be underemphasised in a group or organisation. Some members with an "individual survival mentality," values shown on the bargraph as (1 U), (6 UN), (7 UNB), (14 N), for example, may actually hold the values of equality in contempt, as unrealistic, tender minded, and threatening to their individual freedom.

Members who are concerned with external threats to the group or organisation and emphasise a strong authority as necessary, values shown as (5 UNF), (12 F), (13 NF), (21 DNF), for example, may feel that others do not realise the nature and seriousness of the problems confronting the group or organisation. They may believe that others do not have the ability or the motivation to solve the problems, or that democratic participation in decision making is much too slow, and likely to come out with the wrong answers.

Members who hold these anti-equalitarian values strongly may not recognise the degree to which these values are likely to threaten the integrity of the group or organisation, and destroy effective teamwork. An overemphasis on the values opposing equality is almost certain to provoke polarisations.

A basic solidarity and integrity, of a team, a group, or the organisation as a whole, is essential for effective work in the long run. If the nature of the task does not permit this basic solidarity, it may be wiser to lower the level of aspiration, or to redefine or redesign the task, than to persist without the possibility of viable teamwork. If the composition of the group or organisation as a whole in terms of member personalities and values does not permit viable teamwork, perhaps recomposition of the group or the whole may need to be considered.

Without an appropriate and fair share in decision making for all, the group or organisation will be unable to develop legitimate and binding norms. Without these, the group or the organisation as a whole will fractionate and work performance will degenerate.

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 polarisation in most groups. Any values noted in this section may be necessary sometimes, but dangerous to teamwork.

Your group, or organisation, may overemphasise:

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

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 polarisation of "authoritarianism" versus "anti-authoritarianism" (with moral indignation on both sides). This is perhaps the most common polarisation in all kinds of groups and organisations, and one of the most dangerous, if allowed to escalate.

This polarisation 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, organisational unity" (3 UPF), "Responsible idealism, collaborative work" (11 PF), and "Dedication, faithfulness, loyalty to the organisation" (19 DPF).

12 F Conservative, established, "correct" ways of doing things (overemphasise)

All groups and organisations live, and struggle to some extent, with a somewhat unstable balance between maintaining established ways of doing things, and change (see 16 B versus 12 F). Fluctuation back and forth between these two poles is to be expected since both the external situation and internal conditions of the group or organisation are inherently unstable. Trouble is likely if either set of values becomes overemphasised and rigid.

If both sets of values are very highly emphasised, this may indicate an open conflict in the group or, at any rate, a state of high concern and possibly confusion. If the polarisation escalates, it is likely to turn into one of "Authoritarians" versus "Anti-authoritarians," and to become the focus of many other conflicts in the group.

Your group, or organisation, may underemphasise:

none of the items.

Your group, or organisation, does not appear to underemphasise 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.

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 minimised. 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 organisation, may overemphasise:

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

Fear that success, or even survival, of the group or the organisation 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 organisation 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 behaviour seems unfriendly, negativistic, persistently in disagreement. In these extreme cases, strong attempts to "bring them into the group" often only increase the polarisation 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 polarisation and concentrate on the task. If the success or survival of the group or the organisation is actually threatened, of course, then emergency steps may be needed.



Bargraph Individual and Organisational Values Based on the average of all ratings made on: *FUI

Report prepared for: Sample Group 1 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

This bargraph is accompanied by a *Synopsis*, which highlights its main characteristics.

		Report prepared forType: PFFinal Location: 2.1U 4.9P 10.8FRatings: 10	r: Sample Group 1 the bar of Xs = the average rating on each item E = the <i>optimum</i> location for most effective teamwork
			RARELY SOMETIMES OFTEN
1	U	Individual financial success, personal prominence and power	XXXXXXXX E
2	UP	Popularity and social success, being liked and admired	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
3	UPF	Active teamwork toward common goals, organisational unity	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
4	UF	Efficiency, strong impartial management	
5	UNF	Active reinforcement of authority, rules, and regulations	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
6	UN	Tough-minded, self-oriented assertiveness	
7	UNB	Rugged, self-oriented individualism, resistance to authority	
8	UB	Having a good time, releasing tension, relaxing control	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
9		Protecting less able members, providing help when needed	
10	Ρ	Equality, democratic participation in decision making	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
11	PF	Responsible idealism, collaborative work	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
12	F	Conservative, established, "correct" ways of doing things	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
13	NF	Restraining individual desires for organisational goals	
14	Ν	Self-protection, self-interest first, self-sufficiency	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
15	NB	Rejection of established procedures, rejection of conformity	
16	В	Change to new procedures, different values, creativity	
17	PB	Friendship, mutual pleasure, recreation	
18	DP	Trust in the goodness of others	
19	DPF	Dedication, faithfulness, loyalty to the organisation	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
20	DF	Obedience to the chain of command,	
21	DNF	complying with authority Self-sacrifice if necessary	
22	DN	to reach organisational goals Passive rejection of popularity,	
23	DNB	going it alone Admission of failure,	
24	DB	withdrawal of effort Passive non-cooperation	
25	DPB	with authority Quiet contentment,	
26	D	taking it easy Giving up personal needs and desires, passivity	
		1	

Bargraph Synopsis on: *FUI

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 organisations 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 behaviours are important in determining how effective your group may be.

Comparison of bargraph profile with optimum for effective teamwork

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



Bargraph Individual and Organisational Values Based on the average of all ratings made on: *LPI

Report prepared for: Sample Group 1 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

This bargraph is accompanied by a *Synopsis*, which highlights its main characteristics.

		Report prepared for:	Sample Group 1
		Type: Ø Final Location: 0.6U 1.6N 3.1B	the bar of $Xs =$ the average rating on each item
		Ratings: 10	E = the <i>optimum</i> location for most effective teamwork
			RARELY SOMETIMES OFTEN
1	U	Individual financial success,	
		personal prominence and power	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
2	UP	Popularity and social success,	
		being liked and admired	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
3	UPF	Active teamwork toward common goals,	
		organisational unity	XXXXX
4	UF	Efficiency, strong	
		impartial management	XXXXX
5	UNF	Active reinforcement of authority,	
		rules, and regulations	XXXXXXXX E
6	UN	Tough-minded, self-oriented	
		assertiveness	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
7	UNB	Rugged, self-oriented individualism,	
		resistance to authority	
8	UB	Having a good time, releasing tension,	
		relaxing control	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
9	UPB	Protecting less able members,	
		providing help when needed	- XXXXXXXX E
10	Р	Equality, democratic participation in	
		decision making	
11	PF	Responsible idealism,	
		collaborative work	XXXXXXXX E
12	F	Conservative, established, "correct"	
		ways of doing things	XXXXXXXXXXXXXXX
13	NF	Restraining individual desires	
		for organisational goals	XXXXXXXX E
14	N	Self-protection, self-interest first,	
4 -		self-sufficiency	
15	NB	Rejection of established procedures,	
40	-	rejection of conformity	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
16	в	Change to new procedures,	
47		different values, creativity	
17	PB	Friendship, mutual pleasure,	
40		recreation	
18	DP	Trust in the goodness of others	
10			XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
19	DPF	Dedication, faithfulness, loyalty to the organisation	
20	DF	Obedience to the chain of command,	- XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
20	DF	complying with authority	XXXXXXXXXX
21		Self-sacrifice if necessary	
21	DINF	to reach organisational goals	
າາ	DN	Passive rejection of popularity,	
22		going it alone	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
22	DNR	Admission of failure,	
20		withdrawal of effort	xxxxxxxxxxxx
24	DB	Passive non-cooperation	
<u>~</u> -7		with authority	XXXXXXXXXXX
25	DPR	Quiet contentment,	
20		taking it easy	XXXXXXX
26	D	Giving up personal needs and desires,	
20	2	passivity	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
		P0001111y	

Report prepared for: Sample Group 1

Bargraph Synopsis on: *LPI

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 organisations 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 behaviours are important in determining how effective your group may be.

Comparison of bargraph profile with optimum for effective teamwork

ltem	1		close	over under
Valu	ues Contributing to Effective Teamw	ork		
2 3 4 8 9 10 11 16 17 18 19 20 21	UP Popularity and social success, b UPF Active teamwork toward common UF Efficiency, strong impartial man UB Having a good time, releasing to UPB Protecting less able members, p P Equality, democratic participation PF Responsible idealism, collaborat B Change to new procedures, diff PB Friendship, mutual pleasure, ref DP Trust in the goodness of others DPF Dedication, faithfulness, loyalty DF Obedience to the chain of common DNF Self-sacrifice if necessary to reason	on goals, organisational unity agement ension, relaxing control providing help when needed on in decision making tive work erent values, creativity creation to the organisation nand, complying with authority ach organisational goals	Х	X X X X X X X X X X X X X X
1 5 6 12 13	U Individual financial success, per UNF Active reinforcement of authorit UN Tough-minded, self-oriented as F Conservative, established, "corr NF Restraining individual desires for	rsonal prominence and power y, rules, and regulations sertiveness rect" ways of doing things	X X	x x x
Valu	ues Which Almost Always Interfere w	vith Teamwork		
7 14 15 22 23 24 25	UNB Rugged, self-oriented individual N Self-protection, self-interest first NB Rejection of established proced DN Passive rejection of popularity, DNB Admission of failure, withdrawal DB Passive non-cooperation with a DPB Quiet contentment, taking it eas	t, self-sufficiency lures, rejection of conformity going it alone l of effort uthority	Х	X X X X X X
26	D Giving up personal needs and c		Х	



Bargraph Individual and Organisational Values Based on the average of all ratings made on: *EFI

Report prepared for: Sample Group 1 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

This bargraph is accompanied by a *Synopsis*, which highlights its main characteristics.

		Report prepared for Type: UPF Final Location: 3.3U 4.6P 8.9F Ratings: 10	br: Sample Group 1 the bar of Xs = the average rating on each item E = the <i>optimum</i> location for most effective teamwork
		Raings. 10	RARELY SOMETIMES OFTEN
1 2	U UP	Individual financial success, personal prominence and power Popularity and social success,	XXXXXXXXXXXXXXXX
3	UPF	being liked and admired Active teamwork toward common goals,	
4	UF	organisational unity	
5		impartial management Active reinforcement of authority,	
5	UNF	rules, and regulations	
6	UN	Tough-minded, self-oriented assertiveness	xxxxxxxxxxxxxxxx
7	UNB	Rugged, self-oriented individualism, resistance to authority	XXXXX E
8	UB	Having a good time, releasing tension, relaxing control	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
9 10		Protecting less able members, providing help when needed Equality, democratic participation in	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
		decision making	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
	PF	Responsible idealism, collaborative work	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
12	F	Conservative, established, "correct" ways of doing things	XXXXXXXXXXXXXXXXXXXXX
13	NF	Restraining individual desires for organisational goals	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
14	Ν	Self-protection, self-interest first, self-sufficiency	XXXXXXK
15	NB	Rejection of established procedures, rejection of conformity	XXXXXXXEXX
16	В	Change to new procedures, different values, creativity	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
17	PB	Friendship, mutual pleasure, recreation	
18	DP	Trust in the goodness of others	
19	DPF	Dedication, faithfulness, loyalty to the organisation	
20	DF	Obedience to the chain of command, complying with authority	
21	DNF	Self-sacrifice if necessary to reach organisational goals	
22	DN	Passive rejection of popularity, going it alone	XXXXXXXX
23	DNB	Admission of failure, withdrawal of effort	
24	DB	Passive non-cooperation with authority	
25	DPB	Quiet contentment,	
26	D	taking it easy Giving up personal needs and desires,	

passivity

Bargraph Synopsis on: *EFI

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Comparison of bargraph profile with optimum for effective teamwork

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



Bargraph Individual and Organisational Values Based on the average of all ratings made on: *FUI

Report prepared for: Sample Group 2 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

This bargraph is accompanied by a *Synopsis*, which highlights its main characteristics.

		Type: UPF Final Location: 3.6U 7.3P 11.5F Ratings: 9	the bar of Xs = the average rating on each item E = the <i>optimum</i> location for most effective teamwork
			RARELY SOMETIMES OFTEN
1	U	Individual financial success, personal prominence and power	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
2	UP	Popularity and social success, being liked and admired	XXXXXXXXX
3	UPF	Active teamwork toward common goals, organisational unity	
4	UF	Efficiency, strong impartial management	
5	UNF	Active reinforcement of authority, rules, and regulations	
6	UN	Tough-minded, self-oriented	
7	UNB	assertiveness Rugged, self-oriented individualism,	
8	UB	resistance to authority Having a good time, releasing tension,	
9	UPB	relaxing control Protecting less able members,	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
10		providing help when needed Equality, democratic participation in	
	PF	decision making Responsible idealism,	
		collaborative work	
12	F	Conservative, established, "correct" ways of doing things	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
13	NF	Restraining individual desires for organisational goals	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
14	Ν	Self-protection, self-interest first, self-sufficiency	XXXXXX
15	NB	Rejection of established procedures, rejection of conformity	
16	В	Change to new procedures, different values, creativity	
17	PB	Friendship, mutual pleasure, recreation	
18	DP	Trust in the goodness	
19	DPF	of others Dedication, faithfulness,	
20	DF	loyalty to the organisation Obedience to the chain of command,	
21	DNF	complying with authoritySelf-sacrifice if necessary	
	DN	to reach organisational goals Passive rejection of popularity,	
		Admission of failure,	XXXX E
		withdrawal of effort	
	DB	Passive non-cooperation with authority	
25	DPB	Quiet contentment, taking it easy	
26	D	Giving up personal needs and desires, passivity	

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Comparison of bargraph profile with optimum for effective teamwork

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



Bargraph Individual and Organisational Values Based on the average of all ratings made on: *LPI

Report prepared for: Sample Group 2 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

This bargraph is accompanied by a *Synopsis*, which highlights its main characteristics.

	Report prepared for: Sample Group 2				
		Type: NB Final Location: 1.8D 5.2N 5.9B Ratings: 9	the bar of Xs = the average rating on each item E = the <i>optimum</i> location for most effective teamwork		
		Kaungs. 9	RARELY SOMETIMES OFTEN		
1	U	Individual financial success,			
		personal prominence and power	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX		
2	UP	Popularity and social success,			
•		being liked and admired			
3	UPF	Active teamwork toward common goals,	XXXX E		
4	UF	organisational unity Efficiency, strong			
7	01	impartial management	XXXX E		
5	UNF	Active reinforcement of authority,			
		rules, and regulations			
6	UN	Tough-minded, self-oriented			
7		assertiveness	XXXXXXXXXXXXX É		
7	UNB	Rugged, self-oriented individualism, resistance to authority	××××××××××××××××××××××××××××××××××××××		
8	UB	Having a good time, releasing tension,			
Ũ	00	relaxing control			
9	UPB	Protecting less able members,			
		providing help when needed			
10	Р	Equality, democratic participation in			
	DC	decision making			
11	PF	Responsible idealism, collaborative work			
12	F	Conservative, established, "correct"			
12	•	ways of doing things			
13	NF	Restraining individual desires			
		for organisational goals			
14	Ν	Self-protection, self-interest first,			
45		self-sufficiency			
15	NB	Rejection of established procedures, rejection of conformity			
16	в	Change to new procedures,			
10	5	different values, creativity			
17	PB	Friendship, mutual pleasure,			
		recreation			
18	DP	Trust in the goodness			
40		of others			
19	DPF	Dedication, faithfulness, loyalty to the organisation			
20	DF	Obedience to the chain of command,			
	2.	complying with authority			
21	DNF	Self-sacrifice if necessary			
		to reach organisational goals			
22	DN	Passive rejection of popularity,			
00		going it alone			
23	DNR	Admission of failure, withdrawal of effort			
24	DB	Passive non-cooperation			
<u>-</u> -T		with authority			
25	DPB	Quiet contentment,			
		taking it easy			
26	D	Giving up personal needs and desires,			
		passivity	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX		

Bargraph Synopsis on: *LPI

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 organisations 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 behaviours are important in determining how effective your group may be.

Comparison of bargraph profile with optimum for effective teamwork

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

26 D Giving up personal needs and desires, passivity

Х



Bargraph Individual and Organisational Values Based on the average of all ratings made on: *EFI

Report prepared for: Sample Group 2 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

This bargraph is accompanied by a *Synopsis*, which highlights its main characteristics.

		Report prepared for: Sample Group 2 Type: UPF Final Location: 3.1U 6.5P 9.7F the bar of Xs = the average rating on each item Ratings: 9 E = the optimum location for most effective teamwork				
		rtaings. 9		RARELY	SOMETIMES	OFTEN
1	U		and power	XXXXXXXXXX	X E	
2	UP	Popularity and social suc being liked and admi			XXX E	
3	UPF	Active teamwork toward organisational unity_			 ×××××××××××	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
4	UF	Efficiency, strong impartial management			 ×××××××××××××	
5	UNF	Active reinforcement of a	uthority,			
6	UN	rules, and regulations Tough-minded, self-orien			XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	(XXXX
0	UN	assertiveness			XXXXXXXX	
7	UNB	Rugged, self-oriented ind resistance to authorit	у			
8	UB	Having a good time, relear relaxing control	asing tension,		XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	XXXX
9	UPB	Protecting less able mem providing help when			 ×××××××××××	、
10	Ρ	Equality, democratic part				
11	PF	decision making Responsible idealism,		_	××××××××××××× 	<× E
4.0	-	collaborative work			××××××××××××××××××××××××××××××××××××××	XXXXXXXXXXXX
12	F	Conservative, established ways of doing things.		*****	XXXXXXX	XX
13	NF	Restraining individual des	sires			
14	N	for organisational goa Self-protection, self-intered			XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	
		self-sufficiency				
15	NB	Rejection of established	procedures, y			
16	в	Change to new procedure		_		
		different values, crea	tivity		XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	¥××
17	PB	Friendship, mutual please	Jre,			
18	DP	recreation Trust in the goodness				
		of others			×××××××××××××××××××××××××××××××××××××××	XXXXX
19	DPF	Dedication, faithfulness,				
20	DF	loyalty to the organisa Obedience to the chain o				XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
	2.	complying with autho			XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	XXXXX
21	DNF	Self-sacrifice if necessary				
22	DN	to reach organisation Passive rejection of popu	•		XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	<u>XXXXXXX</u>
22		going it alone	lanty,			
23	DNB	Admission of failure, withdrawal of effort_				
24	DB	Passive non-cooperation with authority				
25	DPB	Quiet contentment,				
26	П	taking it easy Giving up personal needs	and desires			
20		passivity			\mathbf{x}	

Bargraph Synopsis on: *EFI

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 organisations 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 behaviours are important in determining how effective your group may be.

Comparison of bargraph profile with optimum for effective teamwork

UP Popularity and social success, being liked and admired UPF Active teamwork toward common goals, organisational unity UF Efficiency, strong impartial management UB Having a good time, releasing tension, relaxing control	X		Ň
UPF Active teamwork toward common goals, organisational unity UF Efficiency, strong impartial management			
 UPB Protecting less able members, providing help when needed P Equality, democratic participation in decision making PF Responsible idealism, collaborative work B Change to new procedures, different values, creativity PB Friendship, mutual pleasure, recreation DP Trust in the goodness of others DPF Dedication, faithfulness, loyalty to the organisation DF Obedience to the chain of command, complying with authority DNF Self-sacrifice if necessary to reach organisational goals 	X X X X X X X	x x x x	X
es Which May Be Necessary Sometimes, But Dangerous			
 U Individual financial success, personal prominence and power UNF Active reinforcement of authority, rules, and regulations UN Tough-minded, self-oriented assertiveness F Conservative, established, "correct" ways of doing things NF Restraining individual desires for organisational goals 	Х	X X X	Х
es Which Almost Always Interfere with Teamwork			
 UNB Rugged, self-oriented individualism, resistance to authority N Self-protection, self-interest first, self-sufficiency NB Rejection of established procedures, rejection of conformity DN Passive rejection of popularity, going it alone DNB Admission of failure, withdrawal of effort DB Passive non-cooperation with authority DPB Quiet contentment, taking it easy 	X X X X X X X X		
	 P Equality, democratic participation in decision making PF Responsible idealism, collaborative work B Change to new procedures, different values, creativity PB Friendship, mutual pleasure, recreation DP Trust in the goodness of others DPF Dedication, faithfulness, loyalty to the organisation DGE Obedience to the chain of command, complying with authority DNF Self-sacrifice if necessary to reach organisational goals s Which May Be Necessary Sometimes, But Dangerous U Individual financial success, personal prominence and power UNF Active reinforcement of authority, rules, and regulations UNT Tough-minded, self-oriented assertiveness F Conservative, established, "correct" ways of doing things NF Restraining individual desires for organisational goals s Which Almost Always Interfere with Teamwork UNB Rugged, self-oriented individualism, resistance to authority N Self-protection, self-interest first, self-sufficiency NB Rejection of established procedures, rejection of conformity N Passive rejection of popularity, going it alone DNB Admission of failure, withdrawal of effort DP Passive non-cooperation with authority DP Passive non-cooperation with authority 	P Equality, democratic participation in decision making X PF Responsible idealism, collaborative work X B Change to new procedures, different values, creativity X PB Friendship, mutual pleasure, recreation X DP Trust in the goodness of others X DPF Dedication, faithfulness, loyalty to the organisation X DVF Self-sacrifice if necessary to reach organisational goals X s Which May Be Necessary Sometimes, But Dangerous X UV Individual financial success, personal prominence and power X UVF Active reinforcement of authority, rules, and regulations X UNT Tough-minded, self-oriented assertiveness X F Conservative, established, "correct" ways of doing things X NF Restraining individual desires for organisational goals X s Which Almost Always Interfere with Teamwork X UNB Rugged, self-oriented individualism, resistance to authority X NS Rejection of established procedures, rejection of conformity X ND Passive rejection of popularity, going it alone X	P Equality, democratic participation in decision making X PF Responsible idealism, collaborative work X B Change to new procedures, different values, creativity X PB Friendship, mutual pleasure, recreation X DP Trust in the goodness of others X DP Trust in the goodness of others X DPF Dedication, faithfulness, loyalty to the organisation X DPF Dedication, faithfulness, loyalty to the organisational goals X DPF Self-sacrifice if necessary to reach organisational goals X s Which May Be Necessary Sometimes, But Dangerous X UNF Active reinforcement of authority, rules, and regulations X UN Tough-minded, self-oriented assertiveness X UN Tough-minded, self-oriented assertiveness X S Which Almost Always Interfere with Teamwork X UNB Rugged, self-oriented individualism, resistance to authority X NS Self-protection, self-interest first, self-sufficiency X NB Resizerion of established procedures, rejection of conformity X N



Scatterplot Field Diagram Individual and Organisational Values Distribution of the individual ratings made on: *CRI

Report prepared for: Sample Group 1 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

Report prepared for: Sample Group 1 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

F NF PF VALUES VALUES O N O N UNFRIENDLY FRIENDLY Ρ Ν BEHAVHOUR BEHAV-OUR NB PΒ Larger diameters of the image circles indicate increased dominance Expansion Multiplier = 1.20 В *Pre-assigned code VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY



Scatterplot Field Diagram Individual and Organisational Values Distribution of the individual ratings made on: *FUI

Report prepared for: Sample Group 1 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004 Report prepared for: Sample Group 1 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

F NF PF VALUES VALUES O N O N UNFRIENDLY FRIENDLY Ρ Ν BEHAVHOUR BEHAV-OUR NB PΒ Larger diameters of the image circles indicate increased dominance Expansion Multiplier = 1.20 В *Pre-assigned code VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY



Scatterplot Field Diagram Individual and Organisational Values Distribution of the individual ratings made on: *CRI

Report prepared for: Sample Group 2 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

Report prepared for: Sample Group 2 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

F NF PF VALUES VALUES O N O N UNFRIENDLY FRIENDLY Ρ Ν BEHAVHOUR BEHAVIOUR NB PΒ Larger diameters of the image circles indicate increased dominance Expansion Multiplier = 1.20 В *Pre-assigned code VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY



Scatterplot Field Diagram Individual and Organisational Values Distribution of the individual ratings made on: *FUI

Report prepared for: Sample Group 2 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004 Report prepared for: Sample Group 2 Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

F NF PF VALUES VALUES O N O N UNFRIENDLY FRIENDLY Ρ Ν BEHAVHOUR BEHAVIOUR NB PΒ Larger diameters of the image circles indicate increased dominance Expansion Multiplier = 1.20 В *Pre-assigned code VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY



Bargraph Individual and Organisational Values Based on the average of all ratings made on: *CRI

Report based on ratings from all groups combined Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 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 based on ratings from all groups combined

RARELY SOMETIMES OFTEN 1 U Individual financial success, bigging liked and admired. Design liked and admired. 2 UP Popularity and social success, bigging liked and admired. Design liked and admired. Design liked and admired. 3 UPF Active teamwork toward common goals, organisational unity. E E 4 UF Efficiency, strong impartial management. Design liked and admired. E 5 UNF Active reinforcement of authority, rules, and regulations. E E 6 UN Tough-minded, self-oriented assertiveness. E E 7 UNB Rugged, self-oriented individualism, releasing tension,			Type: F Final Location: 1.8U 3.2P 7.8F Ratings: 20	the bar of Xs = the average rating on each item E = the <i>optimum</i> location for most effective teamwork
Personal prominence and power XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX			5	RARELY SOMETIMES OFTEN
2 UP Popularity and social success, being liked and admired 3 UFF Active teamwork toward common goals, organisational unity	1	U		VVVVVVVVVVV K V
 being liked and admired 3 UPF Active teamwork toward common goals, organisational unity 4 UF Efficiency, strong 5 UNF Active reinforcement of authority, inpatial management 6 UN Tough-minded, self-oriented assertiveness 7 UNB Rugged, self-oriented individualism, resistance to authority, receistance to authority, receistance to authority 8 UB Having a good time, releasing tension, relaxing control. 9 UPB Protecting less able members, providing help when needed. 10 P Equality, democratic participation in decision making 11 PF Responsible idealism, collaborative work. 12 F Conservative, established, "correct" ways of doing things. 13 NF Restraining individual desires for organisational goals 14 N Self-protection, self-interest first, self-sufficiency 15 NB Rejection of established procedures, different values, creativity. 16 B Change to new procedures, different values, creativity. 17 PB Friendship, mutual pleasure, recreation 18 DP Trust in the goodness of others. 19 DFF Obedication, faithfulness, loyalty to the organisation. 20 DF Obedication, faithfulness, loyalty to the organisation. 21 DNF Self-sacrifice if necessary to reach organisation. 22 DN Passive rejection of opularity, going it alone. 23 DNB Admission of failure, with authority. 24 DB Passive non-cooperation with authority. 25 DPB Quiet contentiment, taking it easy 25 DPB Quiet contentiment, taking it easy 26 DF Protecti contentinent, taking it easy 27 DF Self-sacrifice if necessary 28 DP Passive non-cooperation with authority. 29 DFS Dedict contentiment, taking it easy 20 DF Obedict contentiment, taking it easy 20 DF Obedic contentiment, taking it easy 21 DFS effective contentiment, taking it easy 22 DFS Quiet contentiment, taking it easy 	2	UP		· · · · · · · · · · · · · · · · · · ·
a UF Efficiency, strong Impartial management. 5 UNF Active reinforcement of authority, Impartial management. 6 UN Tough-minded, self-oriented Impartial management. 7 UNB Rugged, self-oriented individualism, Impartial management. 8 UB Having a good time, releasing tension, Impartial management. 9 UPB Protecting less able members, Impartial management. 10 P Equality, democratic participation in Idecision making. 11 PF Responsible idealism, Impartial management. 12 F Conservative, established, "correct" Impartial management. 13 NF Restraining Individual desires Impartial management. 14 N Self-protection, self-interest first, Impartial management. 15 NB Rejection of established procedures, Impartial management. 16 B Change to new procadures, Impartial management.<			being liked and admired	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
 4 UF Efficiency, strong impartial management. 5 UNF Active reinforcement of authority, rules, and regulations. 6 UN Tough-minded, self-oriented assertiveness. 7 UNB Ruged, self-oriented individualism, resistance to authority. 8 UB Having a good time, releasing tension, relaxing control. 9 UFB Protecting less able members, providing help when needed. 10 P Equality, democratic participation in decision making. 11 PF Responsible idealism, collaborative work. 12 F Conservative, established, "correct" ways of doing things. 13 NF Restraining Individual desires for organisational goals. 14 N Self-protection, self-interest first, self-sufficiency. 15 NB Rejection of established procedures, rejection of conformity. 16 B Change to new procedures, of different values, creativity. 17 PB Friendship, mutual pleasure, recreation. 18 DP Trust in the goodness of others. 19 DFF Self-acerfic in dromand, complying with authority. 20 DF Obelence to the chain of command, complying with authority. 21 DNF Self-acerfic in dromand. 22 DN Passive rejection of popularity. 23 DNB Admission of failure, with dwaling of effort. 23 DNB Admission of failure, with dwaling of effort. 24 DB Passive non-cooperation 25 DPB Quiet contentment, taking it easy. 25 DPB Quiet contentment, taking it easy. 	3	UPF		
impainial management xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx	4	UF	•	
rules, and regulations XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	т	01		
6 UN Tough-minded, self-oriented assertiveness 7 UNB Rugged, self-oriented individualism, resistance to authority. XXXXXXXX 8 UB Having a good time, releasing tension, relaxing control. XXXXXXXXX 9 UPB Protecting less able members, providing help when needed. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	5	UNF		
assertiveness. assertiveness. 7 UNB Rugged, self-oriented individualism, resistance to authority. 8 UB Having a good time, releasing tension, relaxing control. 9 UPB Protecting less able members, providing help when needed. 10 P Equality. democratic participation in decision making. 11 PF Responsible idealism, collaborative work. 12 F Conservative, established, "correct" ways of doing things. 13 NF Restraining individual desires for organisational goals. 14 N Self-protection, self-interest first, self-sufficiency. 15 NB Rejection of conformity. 16 B Change to new procedures, rejection of conformity. 17 PB Friendship, mutual pleasure, recreation. 18 DP Trust in the goodness of others. 19 DPF Dedication, faithfulness, logals. 20 DF Obedience to the chain of command, complying with authority. 21 DNP Sasive rejection of popularity, going it alone. 22 DN Pasive rejection of popularity, going it alone. 23 DNB Admission of failure, withatwhority. 24 DB Passive repection of popularity, going it alone. 25 DPB Quiet contentment, taking it easy.	6		-	
 7 UNB Rugged, self-oriented individualism, resistance to authority. 8 UB Having a good time, releasing tension, relaxing control. 9 UPB Protecting less able members, providing help when needed. 10 P Equality, democratic participation in decision making. 11 PF Responsible idealism, collaborative work. 12 F Conservative, established, "correct" ways of doing things. 13 NF Restraining individual desires for organisational goals. 14 N Self-protection, self-interest first, self-sufficiency. 15 NB Rejection of established procedures, rejection of conformity. 16 B Change to new procedures, recreation, mutual pleasure, recreation, faithfulness, loyalty to the organisation. 17 PB Friendship, mutual pleasure, recreation. 19 DPF Dedication, faithfulness, loyalty to the organisation. 20 DF Obedience to the chain of command, complying with authority. 21 DNF Self-sacrifice if necessary to reach organisational goals. 22 DN Passive rejection of popularity, going it alone. 23 DNB Admission of failure, with authority. 24 DB Passive ron-cooperation with authority. 25 DPB Quiet contentment, taking it easy. 26 D G Ving up personal needs and desires, 	0	UN	.	xxxxxxxxxxxxxxx
 8 UB Having a good time, releasing tension, relaxing control 9 UPB Protecting less able members, providing help when needed 10 P Equality, democratic participation in decision making 11 PF Responsible idealism, collaborative work 12 F Conservative, established, "correct" ways of doing things 13 NF Restraining individual desires for organisational goals 14 N Self-protection, self-interest first, self-sufficiency 15 NB Rejection of conformity 16 B Change to new procedures, different values, creativity 17 PB Friendship, mutual pleasure, recreation 19 DPF Dedication, faithfulness, loyally to the organisational goals 19 DPF Dedication, faithfulness, loyally to the organisational goals 20 DF Obedience to the chain of command, complying with authority. 21 DNF Self-sacrifice if necessary to treach organisational goals 22 DN Passive rejection of popularity, going it alone 23 DNB Admission of failure, withdrawal of effort. 24 DB Passive non-cooperation 25 DPB Quiet contentment, taking ti easy. 26 D Giving up personal needs and desires, 27 DPB Quiet contentment, taking it easy. 28 DP Restore and needs and desires, 29 DPB Quiet contentment, taking it easy. 20 DF Obediente network 21 DNF Self-sacrifice and the second to the se	7	UNB		
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 9 UPB Protecting less able members, providing help when needed 11 PF Responsible idealism, collaborative work 12 F Conservative, established, "correct" ways of doing things. 13 NF Restraining individual desires for organisational goals 14 N Self-protection, self-interest first, self-sufficiency. 15 NB Rejection of established procedures, rejection of conformity. 16 B Change to new procedures, different values, creativity. 17 PB Friendship, mutual pleasure, recreation. 18 DP Trust in the goodness of others. 19 DPF Dedication, faithfulness, loyalty to the organisational goals 20 DF Obedience to the chain of command, complying with authority. 21 DNF Self-sacrifice if necessary to reaching a doing doing. 22 DN Passive rejection of popularity, going it alone. 23 DNB Admission of failure, with authority. 24 DB Passive non-cooperation with authority. 25 DPB Quiet contentment, taking it easy. 26 D G Olving up personal needs and desires, 26 D G Wing up personal needs and desires, 26 D G Giving up personal needs and desires, 	8	UВ		7 XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
10 P Equality, democratic participation in decision making 11 PF Responsible idealism, ollaborative work 12 F Conservative, established, "correct" ways of doing things XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	9	UPB	-	
decision making			providing help when needed	- xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
11 PF Responsible idealism, collaborative work 12 F Conservative, established, "correct" ways of doing things 13 NF Restraining individual desires for organisational goals 14 N Self-protection, self-interest first, self-sufficiency 15 NB Rejection of conformity 16 B Change to new procedures, rejection of conformity 17 PB Friendship, mutual pleasure, recreation 18 DP Trust in the goodness of others 19 DPF Dedication, faithfulness, loyalty to the organisational goals 20 DF Obedience to the chain of command, complying with authority 21 DNF Self-sacrifice in necessary to reaction of gopularity, going it alone 22 DN Admission of failure, withdrawal of effort 24 DB Passive rejection of folure, withdrawal of effort 24 DB Quiet contentment, taking it easy 25 DPB Quiet contentment, taking it easy 26 D Giving up personal needs and desires,	10	Ρ		
collaborative work 12 F Conservative, established, "correct" ways of doing things. 13 NF Restraining individual desires for organisational goals 14 N Self-protection, self-interest first, self-sufficiency 15 NB Rejection of established procedures, rejection of conformity 16 B Change to new procedures, different values, creativity 17 PB Friendship, mutual pleasure, recreation 18 DP Trust in the goodness of others loyalty to the organisation 20 DF Obedication, faithfulness, loyalty to the organisational goals 21 DNF Self-sacrifice if necessary to reach organisational goals 22 DN Passive rejection of popularity, going it alone 23 DNB Admission of failure, withdrawal of effort with authority 24 DB Passive non-cooperation with authority 25 DPB Quiet contentment, taking it easy. 26 D Giving up personal needs and desires,	11	PF		
 ways of doing things 13 NF Restraining individual desires for organisational goals 14 N Self-protection, self-interest first, self-sufficiency 15 NB Rejection of established procedures, rejection of conformity 16 B Change to new procedures, different values, creativity 17 PB Friendship, mutual pleasure, recreation 18 DP Trust in the goodness of others 19 DPF Dedication, faithfulness, loyalty to the organisational complying with authority 21 DNF Self-sacrifice if necessary to reach organisational goals 22 DN Passive rejection of popularity, going it alone 23 DNB Admission of failure, withdrawal of effort 24 DB Passive non-cooperation with authority 25 DPB Quiet contentment, taking it easy 26 D Giving up personal needs and desires, 			collaborative work	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
 13 NF Restraining individual desires for organisational goals 14 N Self-protection, self-interest first, self-sufficiency 15 NB Rejection of established procedures, rejection of conformity 16 B Change to new procedures, different values, creativity 17 PB Friendship, mutual pleasure, recreation 18 DP Trust in the goodness of others 19 DPF Dedication, faithfulness, loyalty to the organisation 20 DF Obedience to the chain of command, complying with authority 21 DNF Self-sacrifice if necessary to reach organisational goals 22 DN Passive rejection of popularity, going it alone 23 DNB Admission of failure, withdrawal of effort 24 DB Passive non-cooperation with authority 25 DPB Quiet contentment, taking it easy. 26 D Giving up personal needs and desires, 	12	F		
for organisational goals 14 N Self-sufficiency 15 NB Rejection of established procedures, rejection of conformity 16 B Change to new procedures, different values, creativity 17 PB 18 DP 19 DPF Dedication, faithfulness, loyalty to the organisation 20 DF Obedience to the chain of command, complying with authority. 21 DNF 22 DN Passive rejection of failure, withdrawal of effort 23 DNB Admission of failure, withdrawal of effort 24 DB Passive non-cooperation with authority. 25 DPB Quiet contentment, taking it easy. 26 D Giving up personal needs and desires,	13	NF		
self-sufficiency	10			XXXXXXXXXXXXX
15 NB Rejection of established procedures, rejection of conformity	14	Ν		
rejection of conformity	15	NB		
different values, creativity	10			XXXXXXXX
 17 PB Friendship, mutual pleasure, recreation 18 DP Trust in the goodness of others 19 DPF Dedication, faithfulness, loyalty to the organisation 20 DF Obedience to the chain of command, complying with authority 21 DNF Self-sacrifice if necessary to reach organisational goals 22 DN Passive rejection of popularity, going it alone 23 DNB Admission of failure, withdrawal of effort 24 DB Passive non-cooperation with authority 25 DPB Quiet contentment, taking it easy 26 D Giving up personal needs and desires, 	16	В		
recreation	17	חח		XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
 18 DP Trust in the goodness of others	17	ГD		××××××××××××××××××××××××××××××××××××××
 19 DPF Dedication, faithfulness, loyalty to the organisation	18	DP		
loyalty to the organisation XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	40			
 20 DF Obedience to the chain of command, complying with authority	19	DPF		******
 21 DNF Self-sacrifice if necessary to reach organisational goals	20	DF		
 to reach organisational goals	~ 1			XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
 22 DN Passive rejection of popularity, going it alone	21	DNF		××××××××××××××××××××××××××××××××××××××
 23 DNB Admission of failure, withdrawal of effort	22	DN		
 withdrawal of effort				XXXXXXX
 24 DB Passive non-cooperation with authority	23	DNB		
25 DPB Quiet contentment, taking it easy	24	DB		
taking it easy XXXXXXX 26 D Giving up personal needs and desires,			with authority	
26 D Giving up personal needs and desires,	25	DPB		
	26	D		
			• • •	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Bargraph Synopsis on: *CRI

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 organisations 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 behaviours are important in determining how effective your group may be.

Comparison of bargraph profile with optimum for effective teamwork

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

Bales Report for the Bargraph on: *CRI

In reading the Bales Report, keep in mind that it is intended to assist you in understanding how others may perceive your group's behaviour, 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 organisation, was rated as showing various kinds of values in behaviour. 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 behaviour may need attention, each value listed below is accompanied by some thoughts of what might be done about it.

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

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

Your group or organisation 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 organisation 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.

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 organisation, 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 organisation 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 organisations 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.

18 DP Trust in the goodness of others (close)

It is not easy just to "decide" to have trust in others—in a team, in a group, or in the larger organisation. It depends on whether the members have in fact shown themselves to be trustworthy. Your group or organisation appears to have this bed rock foundation for team solidarity. Members may not talk very much about it, but the indications are that it is present and valued as fundamental.

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

This set of values depends upon the ability of members, and actually of the group and the organisation 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 organisations are capable of inspiring it. But it is a magical combination when dedication to the organisation exists and is justified. It satisfies deep longings, and elicits supreme efforts.

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

Most people feel that it is hard to give obedience, and hardly anybody really likes it. Many people feel that it is dangerous in any case, and that unquestioning obedience, in particular, verges on immorality. At root, these feelings about obedience probably depend heavily on whether one feels that the authority in question is generally good or generally bad.

Yet it is obvious that much of the co-ordination in any large organisation (where communication and consensus are far from perfect) depends heavily on a considerable degree of obedience to reasonable directives. This set of values in the current culture of your team, or group, or of the organisation as a whole, appears to be in about the optimum range. This speaks well for the organisation as well as for the teams and groups that make it up.

21 DNF Self-sacrifice if necessary to reach organisational goals (close)

Willingness to sacrifice self-interest on occasions of unusual stress for the organisation or the team is the acid test of dedication. It is of great value to effective teamwork, although it makes unusual demands, and is not equally important all the time and in all situations. Self-sacrifice should be called upon as seldom as possible. It should not be depended upon as a substitute for good leadership and good management. It is a value that is on the margin of dangerous dependence on scarce resources.

The current culture of your group or organisation appears to have values on self-sacrifice in about the optimum range, which probably also means, in most cases, that it is not called upon excessively. This frequency in the optimum range also probably means that the willingness of members has not been abused and worn out.

Your group, or organisation, may overemphasise:

none of the items.

Your group, or organisation, does not appear to overemphasise any of the values ordinarily associated with high teamwork performance to the point where conflict is produced. The averages, however, do not tell the whole story. One or more members may still feel that too much emphasis is placed on certain values, and it is worthwhile for the group to explore this.

Your group, or organisation, may underemphasise:

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

The average rating on these values for the organisation as a whole is apparently low, even though certain individuals or groups may enjoy these satisfactions. This may be a cause for envy and resentment. In moderate degrees and in appropriate distribution among individuals and groups throughout the organisation, these values tend to produce confidence and high personal involvement.

Behaviour throughout the organisation that is openly friendly, outgoing and extroverted tends to be a sign

that there is an appropriate level and distribution of these values. If certain individuals or groups are deficient in these kinds of behaviour, this is an unfavourable sign of discontent. A readjustment of organisational arrangements as to status levels, access to resources, specialities, functional roles, rewards and recognition may need to be seriously considered.

3 UPF Active teamwork toward common goals, organisational unity (underemphasise)

This value is reinforced by purposeful democratic task leadership throughout the organisation. In principle, this kind of leadership can be shown to some extent by all members of the organisation. 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 organisation, 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 organisation, 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 happen unless those in authority act differently.

4 UF Efficiency, strong impartial management (underemphasise)

An organisation or group in which this value is deficient is likely to seem disorganised. 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 organisations, 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 neutraliser of disagreements and escalating arguments.

If these values are deficient in the organisation, it may be due to bad experiences with authoritarian management at particular levels or in particular groups which has provoked polarisation 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 organisation can participate in different ways, and need to participate, in good management.

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

It is important for management and for all group members to recognise the importance of the following functions: nurturance, therapy, teaching, training, as necessary aspects of effective leadership in any kind of organisation or group. If these functions are not performed by specialised task leadership, social-emotional leaders who perform these functions should definitely be provided and supported by the task leadership.

It is preferable if the two types of leadership can be combined in the same persons. However, a division of labour between the two types can be made to work, and is usually unavoidable to some extent. In either case, a strong coalition between these two types of leaders, if these functions are performed by different persons, is perhaps the most important single kind of relationship in the group or organisation so far as promoting effective teamwork is concerned.

Many groups have one or two members who seem to be especially sensitive to the needs of other members, and make special efforts to keep the group in a warm and happy mood. Since this is not always in line with maximum effort on the task, or may involve making exceptions from task responsibilities for

particular members, the protectors are sometimes regarded as a nuisance or ignored by more rigid task-oriented members. This is not necessarily as obviously damaging as some other kinds of polarisation. However, it takes its toll in time.

10 P Equality, democratic participation in decision making (underemphasise)

There are many reasons why this set of values may be underemphasised in a group or organisation. Some members with an "individual survival mentality," values shown on the bargraph as (1 U), (6 UN), (7 UNB), (14 N), for example, may actually hold the values of equality in contempt, as unrealistic, tender minded, and threatening to their individual freedom.

Members who are concerned with external threats to the group or organisation and emphasise a strong authority as necessary, values shown as (5 UNF), (12 F), (13 NF), (21 DNF), for example, may feel that others do not realise the nature and seriousness of the problems confronting the group or organisation. They may believe that others do not have the ability or the motivation to solve the problems, or that democratic participation in decision making is much too slow, and likely to come out with the wrong answers.

Members who hold these anti-equalitarian values strongly may not recognise the degree to which these values are likely to threaten the integrity of the group or organisation, and destroy effective teamwork. An overemphasis on the values opposing equality is almost certain to provoke polarisations.

A basic solidarity and integrity, of a team, a group, or the organisation as a whole, is essential for effective work in the long run. If the nature of the task does not permit this basic solidarity, it may be wiser to lower the level of aspiration, or to redefine or redesign the task, than to persist without the possibility of viable teamwork. If the composition of the group or organisation as a whole in terms of member personalities and values does not permit viable teamwork, perhaps recomposition of the group or the whole may need to be considered.

Without an appropriate and fair share in decision making for all, the group or organisation will be unable to develop legitimate and binding norms. Without these, the group or the organisation as a whole will fractionate and work performance will degenerate.

11 PF Responsible idealism, collaborative work (underemphasise)

Idealism (the optimistic belief that high ideals can be realised) 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 organisation; or it may fail because individuals or groups within the organisation do not wish to share fairly with others.

If this set of values is low in the group or organisation, 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 organisation 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 (underemphasise)

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 organisation 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 organisation is chronically and seriously polarised, or if there are incompatibilities of personality and values of the kind that lead to polarisation. 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.

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 polarisation in most groups. Any values noted in this section may be necessary sometimes, but dangerous to teamwork.

Your group, or organisation, may overemphasise:

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

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 polarisation of "authoritarianism" versus "anti-authoritarianism" (with moral indignation on both sides). This is perhaps the most common polarisation in all kinds of groups and organisations, and one of the most dangerous, if allowed to escalate.

This polarisation 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, organisational unity" (3 UPF), "Responsible idealism, collaborative work" (11 PF), and "Dedication, faithfulness, loyalty to the organisation" (19 DPF).

12 F Conservative, established, "correct" ways of doing things (overemphasise)

All groups and organisations live, and struggle to some extent, with a somewhat unstable balance between maintaining established ways of doing things, and change (see 16 B versus 12 F). Fluctuation back and forth between these two poles is to be expected since both the external situation and internal conditions of the group or organisation are inherently unstable. Trouble is likely if either set of values becomes overemphasised and rigid.

If both sets of values are very highly emphasised, this may indicate an open conflict in the group or, at any rate, a state of high concern and possibly confusion. If the polarisation escalates, it is likely to turn into one of "Authoritarians" versus "Anti-authoritarians," and to become the focus of many other conflicts in the group.

Your group, or organisation, may underemphasise:

none of the items.

Your group, or organisation, does not appear to underemphasise 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.

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 minimised. 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 organisation, may overemphasise:

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

Fear that success, or even survival, of the group or the organisation 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 organisation 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 behaviour seems unfriendly, negativistic, persistently in disagreement. In these extreme cases, strong attempts to "bring them into the group" often only increase the polarisation 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 polarisation and concentrate on the task. If the success or survival of the group or the organisation is actually threatened, of course, then emergency steps may be needed.



Bargraph Individual and Organisational Values Based on the average of all ratings made on: *FUI

Report based on ratings from all groups combined Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

This bargraph is accompanied by a *Synopsis*, which highlights its main characteristics.

Report based on ratings from all groups combined

		Report based on ratings fr	rom all groups combined
		Type: PF Final Location: 2.8U 6.1P 11.1F	the bar of Xs = the average rating on each item E = the <i>optimum</i> location for most effective teamwork
		Ratings: 19	RARELY SOMETIMES OFTEN
1	U	Individual financial success,	
		personal prominence and power	XXXXXXXXXXXXXXX
2	UP	Popularity and social success,	
		being liked and admired	
3	UPF	Active teamwork toward common goals,	
		organisational unity	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
4	UF	Efficiency, strong	
		impartial management	
5	UNF	Active reinforcement of authority,	
		rules, and regulations	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
6	UN	Tough-minded, self-oriented	
		assertiveness	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
7	UNB	Rugged, self-oriented individualism,	
		resistance to authority	
8	UB	Having a good time, releasing tension,	
		relaxing control	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
9	UPB	Protecting less able members,	
40	-	providing help when needed	- XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
10	Ρ	Equality, democratic participation in	
		decision making	
11	PF	Responsible idealism, collaborative work	
12	F		XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
12	Г	Conservative, established, "correct" ways of doing things	
13	NF	Restraining individual desires	
13	INF	for organisational goals	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
14	N	Self-protection, self-interest first,	
17		self-sufficiency	
15	NB	Rejection of established procedures,	
		rejection of conformity	
16	в	Change to new procedures,	
		different values, creativity	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
17	PB	Friendship, mutual pleasure,	
		recreation	\mathbf{x}
18	DP	Trust in the goodness	
		of others	
19	DPF	Dedication, faithfulness,	
		loyalty to the organisation	
20	DF	Obedience to the chain of command,	
		complying with authority	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
21	DNF	Self-sacrifice if necessary	
		to reach organisational goals	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
22	DN	Passive rejection of popularity,	
~~~		going it alone	_XXXXX E
23	DNR	Admission of failure,	
04	חח	withdrawal of effort	
24	DB	Passive non-cooperation	
25	ססח	with authority Quiet contentment,	
20	ULD	taking it easy	
26	П	Giving up personal needs and desires,	
20		passivity	
		P4001111y	

# Bargraph Synopsis on: *FUI

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 organisations 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 behaviours are important in determining how effective your group may be.

## Comparison of bargraph profile with optimum for effective teamwork

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



Bargraph Individual and Organisational Values Based on the average of all ratings made on: *LPI

Report based on ratings from all groups combined Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

This bargraph is accompanied by a *Synopsis*, which highlights its main characteristics.

#### Report based on ratings from all groups combined

the bar of Xs = the average rating on each item Type: NB Final Location: 0.5D 3.3N 4.4B E = the optimum location for most effective teamwork Ratings: 19 RARELY SOMETIMES OFTEN U Individual financial success, personal prominence and power_ UP Popularity and social success, being liked and admired_ UPF Active teamwork toward common goals, organisational unity_ XXXX UF Efficiency, strong impartial management_ XXXX UNF Active reinforcement of authority, rules, and regulations_ XXXXXXXX Tough-minded, self-oriented UN assertiveness_ ******* UNB Rugged, self-oriented individualism, 7 resistance to authority_ UB Having a good time, releasing tension, 8 relaxing control_ XXXXXXXXXXX 4 UPB Protecting less able members, 9 providing help when needed_ XXXXX 10 P Equality, democratic participation in decision making_ XXXXXXXXXX 11 PF Responsible idealism, collaborative work XXXXXXX 12 F Conservative, established, "correct" ways of doing things_ ***** 13 NF Restraining individual desires for organisational goals_ Self-protection, self-interest first, 14 N self-sufficiency_ 15 NB Rejection of established procedures, rejection of conformity_ 16 B Change to new procedures, different values, creativity_ XXXXXXXX 17 PB Friendship, mutual pleasure, recreation_ XXXXXXXXXXX 18 DP Trust in the goodness of others_ ××××××××××××× 19 DPF Dedication, faithfulness, loyalty to the organisation_ XXXXXXXXXX 20 DF Obedience to the chain of command, complying with authority_ XXXXXXXXXX DNF Self-sacrifice if necessary 21 to reach organisational goals_ XXXXX 22 DN Passive rejection of popularity, going it alone_  $\times \times 
intersection \times 
interse$ DNB Admission of failure, 23 withdrawal of effort 24 DB Passive non-cooperation with authority_ 25 DPB Quiet contentment, taking it easy_  $\times\times\times\times\times\times\times\times\times$ Giving up personal needs and desires, 26 D passivity_ 

## Bargraph Synopsis on: *LPI

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 organisations in the public and private sectors.

## **Bargraph Items**

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## Comparison of bargraph profile with optimum for effective teamwork

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



Bargraph Individual and Organisational Values Based on the average of all ratings made on: *EFI

Report based on ratings from all groups combined Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

This bargraph is accompanied by a *Synopsis*, which highlights its main characteristics.

# Report based on ratings from all groups combined

		Report based on ratings f	rom all groups combined
		Type: UPF Final Location: 3.2U 5.5P 9.3F	the bar of Xs = the average rating on each item
		Ratings: 19	E = the <i>optimum</i> location for most effective teamwork
			RARELY SOMETIMES OFTEN
1	U	Individual financial success,	
		personal prominence and power	XXXXXXXXXXXXX
2	UP	Popularity and social success,	
		being liked and admired	
3	UPF	Active teamwork toward common goals,	
		organisational unity	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
4	UF	Efficiency, strong	
		impartial management	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
5	UNF	Active reinforcement of authority,	
		rules, and regulations	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
6	UN	Tough-minded, self-oriented	
_		assertiveness	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
7	UNB	Rugged, self-oriented individualism,	
		resistance to authority	
8	UB	Having a good time, releasing tension,	
		relaxing control	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
9	UPB	Protecting less able members,	
	_	providing help when needed	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
10	Р	Equality, democratic participation in	
	<b>DF</b>	decision making	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx ∉
11	PF	Responsible idealism,	
40	-	collaborative work	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
12	F	Conservative, established, "correct"	
40		ways of doing things	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
13	NF	Restraining individual desires	
		for organisational goals	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
14	N	Self-protection, self-interest first,	
45		self-sufficiency	
15	NB	Rejection of established procedures,	
40	Б	rejection of conformity	
16	в	Change to new procedures,	
17	PB	different values, creativity	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
17	FD	Friendship, mutual pleasure, recreation	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
10	DP	Trust in the goodness	
10	DF	of others	
10		Dedication, faithfulness,	
19	DET	loyalty to the organisation	
20	DF	Obedience to the chain of command,	
20		complying with authority	
21		Self-sacrifice if necessary	
21	DIN	to reach organisational goals	xxxxxxxxxxxxxxxxxxxxxx
22	DN	Passive rejection of popularity,	
~~	DI	going it alone	XXXXXX E
23	DNR	Admission of failure,	
20		withdrawal of effort	
24	DB	Passive non-cooperation	
- ·		with authority	
25	DPB	Quiet contentment,	
		taking it easy	
26	D	Giving up personal needs and desires,	
		passivity	

# Bargraph Synopsis on: *EFI

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 organisations 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 behaviours are important in determining how effective your group may be.

## Comparison of bargraph profile with optimum for effective teamwork

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



Group Average Field Diagram Individual and Organisational Values Based on ratings made by the Group

Report based on ratings from all groups combined Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

## Report based on ratings from all groups combined Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

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	*EFI	3.2	U	5.5	Р	9.3	F
0	*FUI	2.8	U	6.1	Ρ	11.1	F
	*CRI	1.8	U	3.2	Ρ	7.8	F
	*LPI	0.5	D	3.3	Ν	4.4	В

Images of Persons

# F NF PF VALUES VALUES *ÆÙ ¢rι O N mep O N UNFRIENDLY FRIENDLY Ρ Ν BEHAVHOUR BEHAVHOUR Ы NB PΒ Larger diameters of the image circles indicate increased dominance Expansion Multiplier = 1.20 в *Pre-assigned code VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

## **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 organisations.

The primary purpose of this report is educational. It is intended to help you learn and apply principles associated with polarisation 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 centre 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 centre 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 interpretative 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 Members of Your Group

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 characterised by a description of the *kind of person* who might exemplify the concept.

### Image of: *EFI

### **General Description**

According to the average received from all raters, 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 centres, co-ordinating the task efforts of others, quite often making judgements 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.

#### Image of: *CRI, and *FUI

#### **General Description**

According to the average received from all raters, the most characteristic values appear to be: *Conservative, established "correct" ways of doing things, responsible idealism, collaborative work.* 

Members who approximate this type are concerned primarily with doing a good job and doing it right. They are neither dominant nor submissive, and are not much interested in cultivating friendly relationships with others. They are serious, thoughtful, self-controlled, and have little sense of humour. They have generally identified with the demands or requirements of authority. They want to be able to approve what they do in terms of their own standards, but their own standards usually coincide with those set up by authority. Their conscientious workmanlike approach also extends to a feeling of obligation to maintain good and dependable relationships with others, and they believe in co-operation, or at least "loyalty." But they are not warm nor very equalitarian, and they tend to make decisions mostly in terms of what they see as the job demands.

#### Image of: *LPI

#### **General Description**

According to the average received from all raters, the most characteristic values appear to be: *Rejection of established procedures, rejection of conformity.* 

Members of this type will probably seem to be irritable, cynical, evasive, and uncooperative. They may seem to have negative attitudes toward the group as well as the task, and toward conventionality, and authority, in general. Although such members may not say much, they do not appear to be submissive but rather like a bomb with a slow burning fuse.



Scatterplot Field Diagram Individual and Organisational Values Distribution of the individual ratings made on: *CRI

Report based on ratings from all groups combined Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

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# F NF PF VALUES VALUES O N O N UNFRIENDLY FRIENDLY Ρ Ν BEHAVHOUR BEHAVHOUR NB PΒ Larger diameters of the image circles indicate increased dominance Expansion Multiplier = 1.20 В *Pre-assigned code VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

## VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

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Scatterplot Field Diagram Individual and Organisational Values Distribution of the individual ratings made on: *FUI

Report based on ratings from all groups combined Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004 Report based on ratings from all groups combined Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

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VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY



Scatterplot Field Diagram Individual and Organisational Values Distribution of the individual ratings made on: *LPI

Report based on ratings from all groups combined Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004 Report based on ratings from all groups combined Organisational Development—Integrating Groups Presented by: SYMLOG Consulting Group December 20, 2004

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Scatterplot Field Diagram Individual and Organisational Values Distribution of the individual ratings made on: *EFI

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### VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

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