

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

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

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

Rating question: **In general, what kinds of values need to be shown by your team in the future in order to be most effective?**

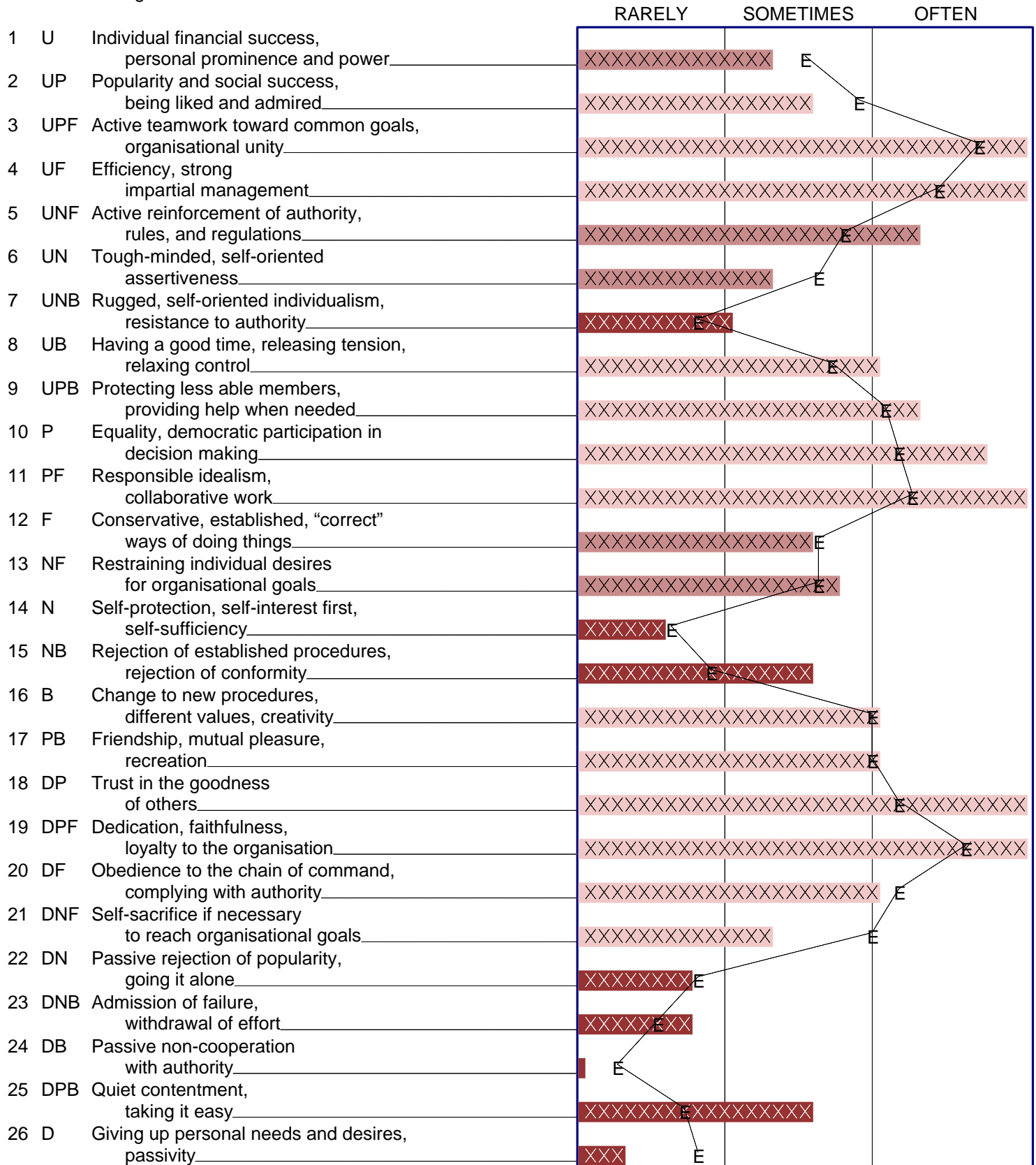
Report prepared for: Sample Team

Type: UPF
Ratings: 6

Final Location: 3.3U 8.8P 6.2F

the bar of Xs = the average rating on each item

E = the optimum location for most effective teamwork



Rating question: **In general, what kinds of values need to be shown by your team in the *future* in order to be most effective?**

Bargraph Synopsis on: *FTM

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

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

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

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

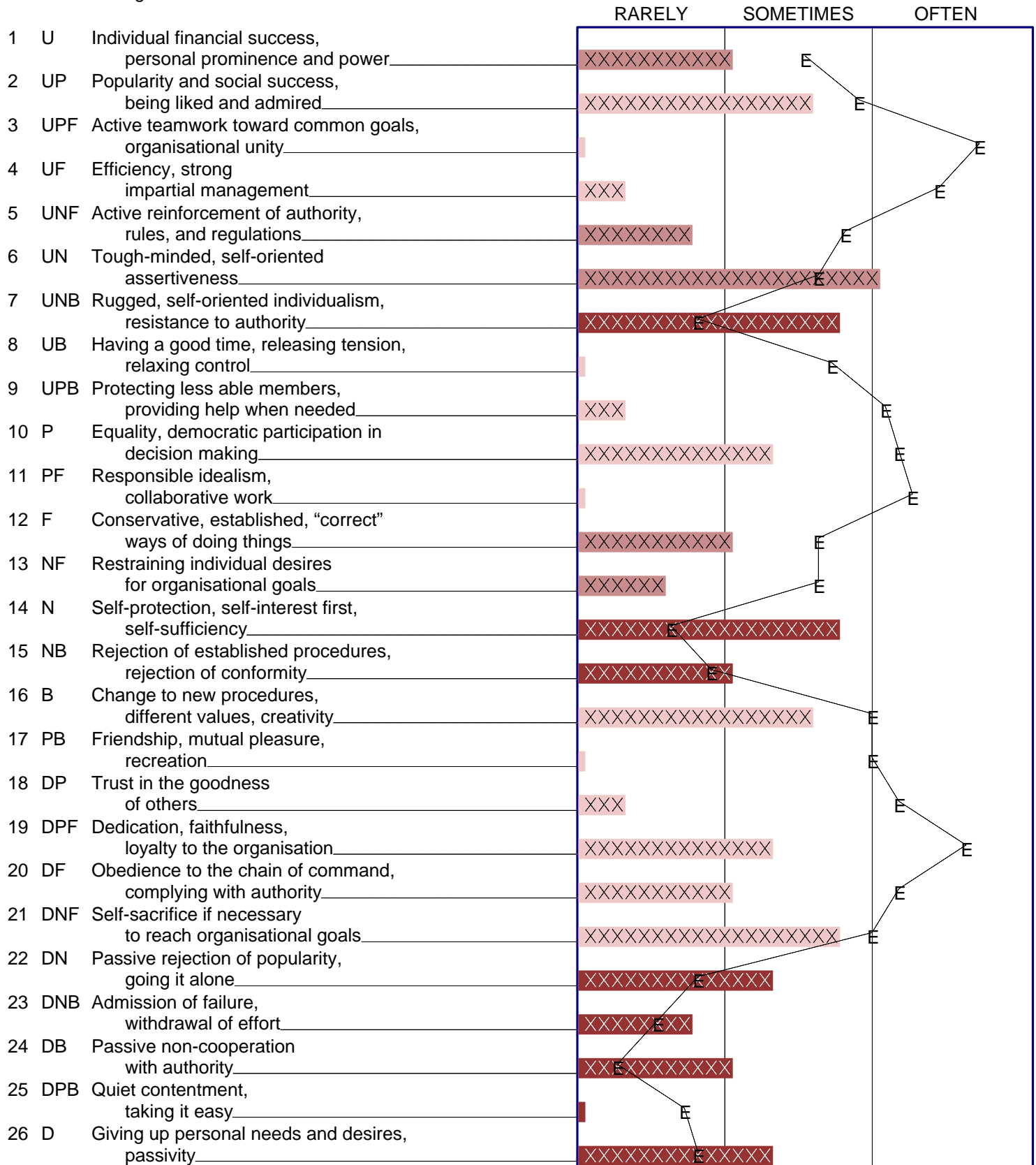
Rating question: **In general, what kinds of values do members of your team show in behaviour when the team is *least* productive?**

Report prepared for: **Sample Team**

Type: N
Ratings: 6

Final Location: 0.7D 5.6N 0.2F

the bar of Xs = the average rating on each item

E = the *optimum* location for most effective teamwork

Rating question: **In general, what kinds of values do members of your team show in behaviour when the team is *least* productive?**

Bargraph Synopsis on: *LEP

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			close	over	under
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4	UF	Efficiency, strong impartial management			X
8	UB	Having a good time, releasing tension, relaxing control			X
9	UPB	Protecting less able members, providing help when needed			X
10	P	Equality, democratic participation in decision making			X
11	PF	Responsible idealism, collaborative work			X
16	B	Change to new procedures, different values, creativity			X
17	PB	Friendship, mutual pleasure, recreation			X
18	DP	Trust in the goodness of others			X
19	DPF	Dedication, faithfulness, loyalty to the organisation			X
20	DF	Obedience to the chain of command, complying with authority			X
21	DNF	Self-sacrifice if necessary to reach organisational goals	X		
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24	DB	Passive non-cooperation with authority			X
25	DPB	Quiet contentment, taking it easy	X		
26	D	Giving up personal needs and desires, passivity			X

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

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

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

Rating question: **In general, what kinds of values would be ideal for you to show in order to be most effective?**

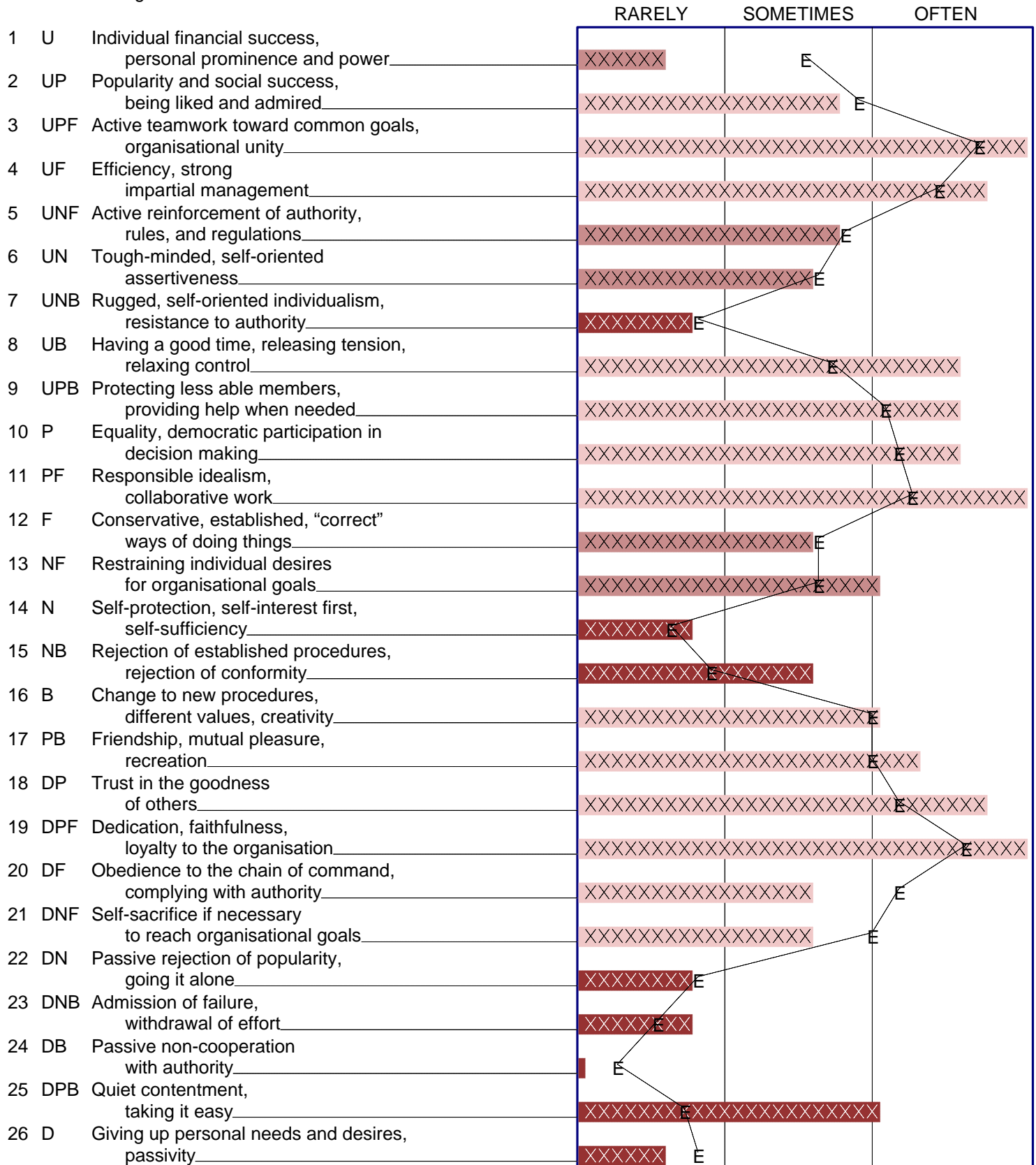
Report prepared for: **Sample Team**

Type: PF
Ratings: 6

Final Location: 2.8U 9.2P 4.6F

the bar of Xs = the average rating on each item

E = the optimum location for most effective teamwork



Rating question: **In general, what kinds of values would be ideal for you to show in order to be most effective?**

Bargraph Synopsis on: *EFF

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Comparison of bargraph profile with *optimum* for effective teamwork

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

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

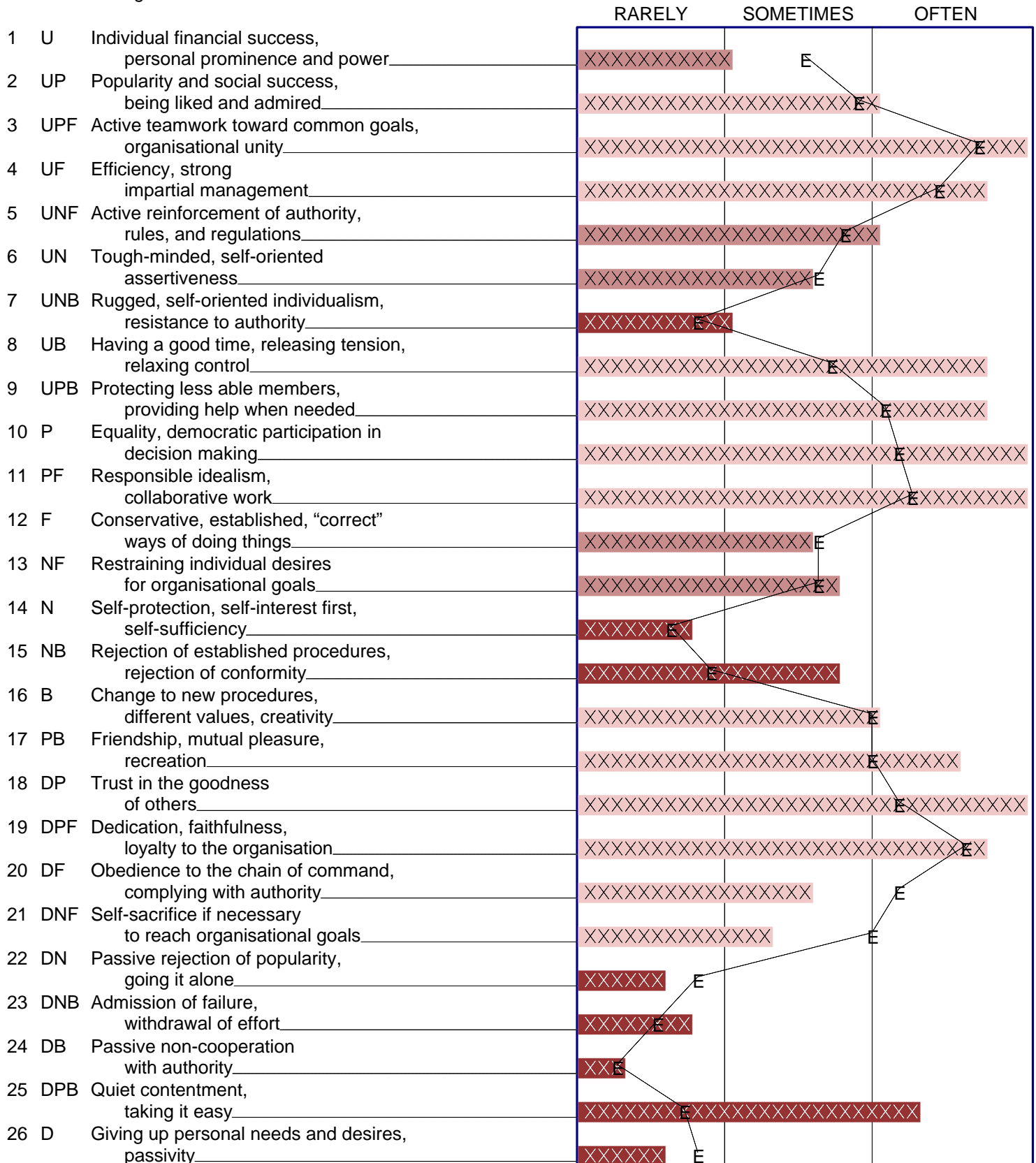
This bargraph is accompanied by a *Synopsis*, which highlights its main characteristics.

Report prepared for: Sample Team

Type: UP
Ratings: 6

Final Location: 4.0U 10.4P 2.8F

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



Rating question: **In general, what kinds of values do you wish to show in your own behaviour, whether or not you are actually able to do so?**

Bargraph Synopsis on: *WSH

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Comparison of bargraph profile with *optimum* for effective teamwork

Item			close	over	under
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4	UF	Efficiency, strong impartial management	X		
8	UB	Having a good time, releasing tension, relaxing control		X	
9	UPB	Protecting less able members, providing help when needed		X	
10	P	Equality, democratic participation in decision making		X	
11	PF	Responsible idealism, collaborative work		X	
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18	DP	Trust in the goodness of others		X	
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24	DB	Passive non-cooperation with authority	X		
25	DPB	Quiet contentment, taking it easy		X	
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Bargraph
Individual and Organisational Values
Based on the average of all ratings made on: *EXP

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

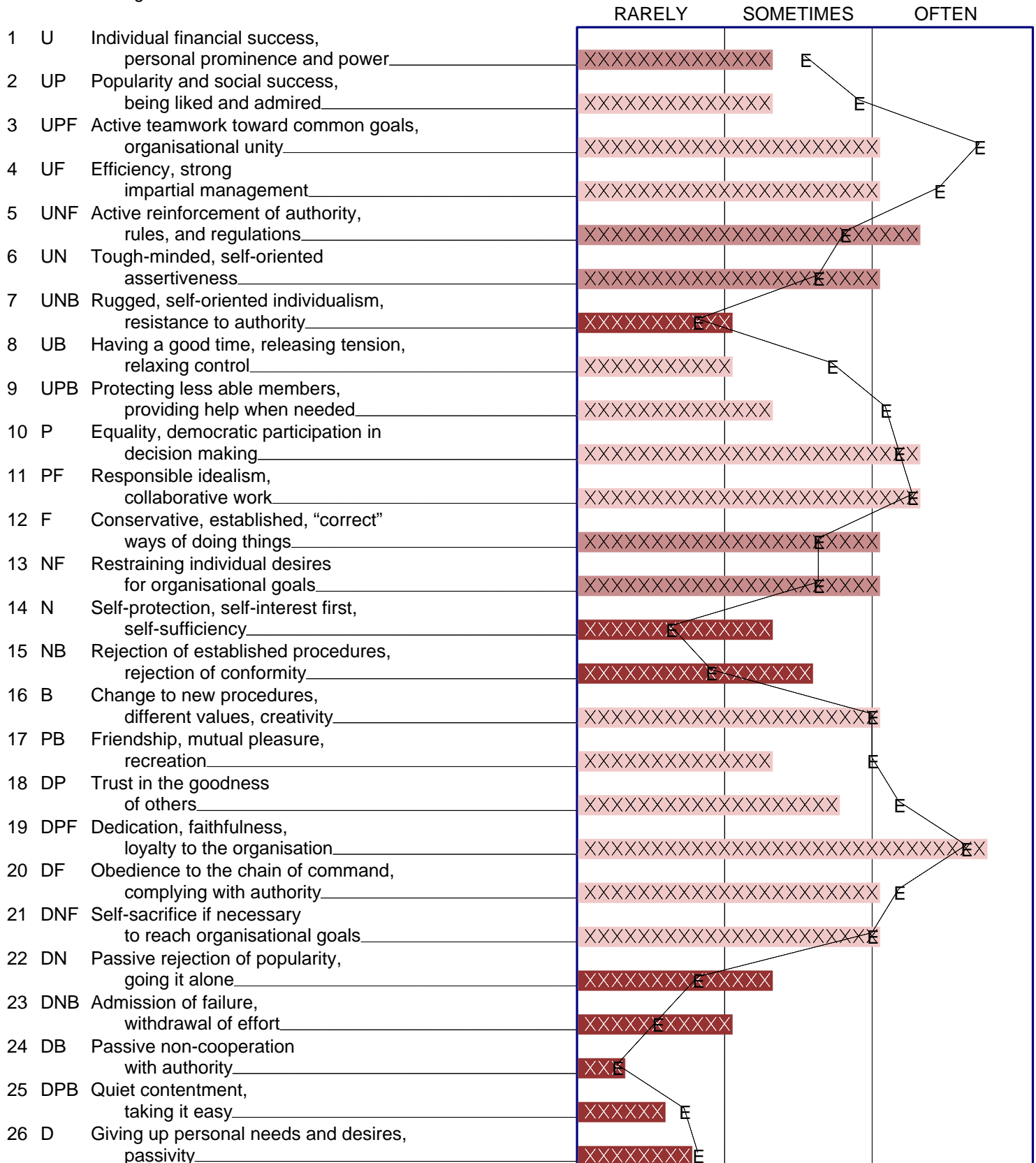
This bargraph is accompanied by a *Synopsis*, which highlights its main characteristics.

Report prepared for: Sample Team

Type: F
Ratings: 6

Final Location: 1.2U 0.8P 7.6F

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



Rating question: **In general, what kinds of values do you *expect* others will rate you as showing in your behaviour?**

Bargraph Synopsis on: *EXP

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Comparison of bargraph profile with *optimum* for effective teamwork

Item			close	over	under
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3	UPF	Active teamwork toward common goals, organisational unity			X
4	UF	Efficiency, strong impartial management			X
8	UB	Having a good time, releasing tension, relaxing control			X
9	UPB	Protecting less able members, providing help when needed			X
10	P	Equality, democratic participation in decision making	X		
11	PF	Responsible idealism, collaborative work	X		
16	B	Change to new procedures, different values, creativity	X		
17	PB	Friendship, mutual pleasure, recreation			X
18	DP	Trust in the goodness of others			X
19	DPF	Dedication, faithfulness, loyalty to the organisation	X		
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13	NF	Restraining individual desires for organisational goals	X		
Values Which Almost Always Interfere with Teamwork					
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22	DN	Passive rejection of popularity, going it alone			X
23	DNB	Admission of failure, withdrawal of effort			X
24	DB	Passive non-cooperation with authority	X		
25	DPB	Quiet contentment, taking it easy	X		
26	D	Giving up personal needs and desires, passivity	X		

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

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

This bargraph is not accompanied by any type of interpretative report. Individualised reports detailing the significance of this bargraph and giving suggestions for increasing effective performance are available from the SYMLOG Consulting Group.

Rating question: **In general, what kinds of values do you tend to reject, either in yourself or in others?**

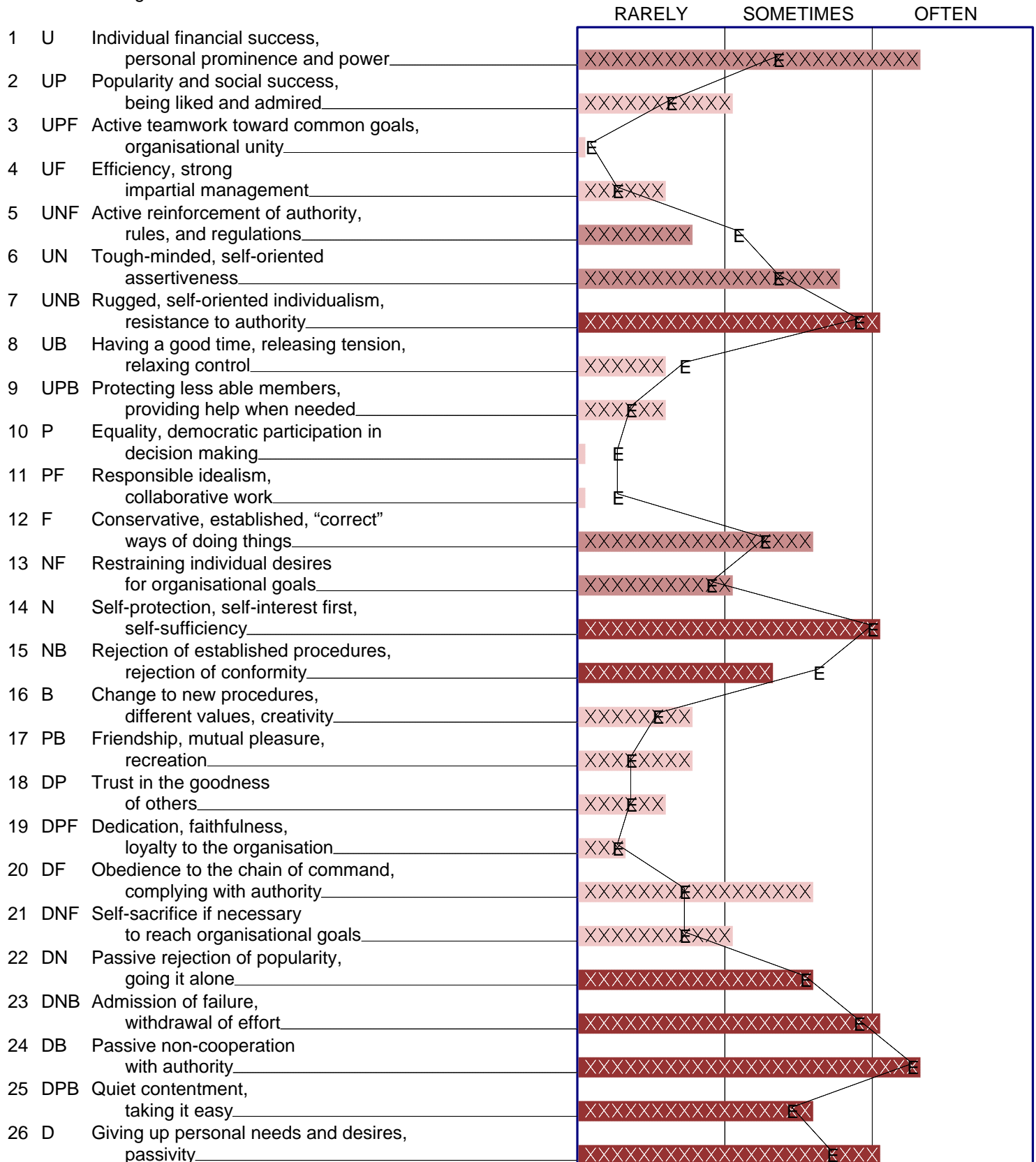
Report prepared for: Sample Team

Type: DNB
Ratings: 6

Final Location: 2.2D 7.0N 4.0B

the bar of Xs = the average rating on each item

E = the optimum location for most effective teamwork



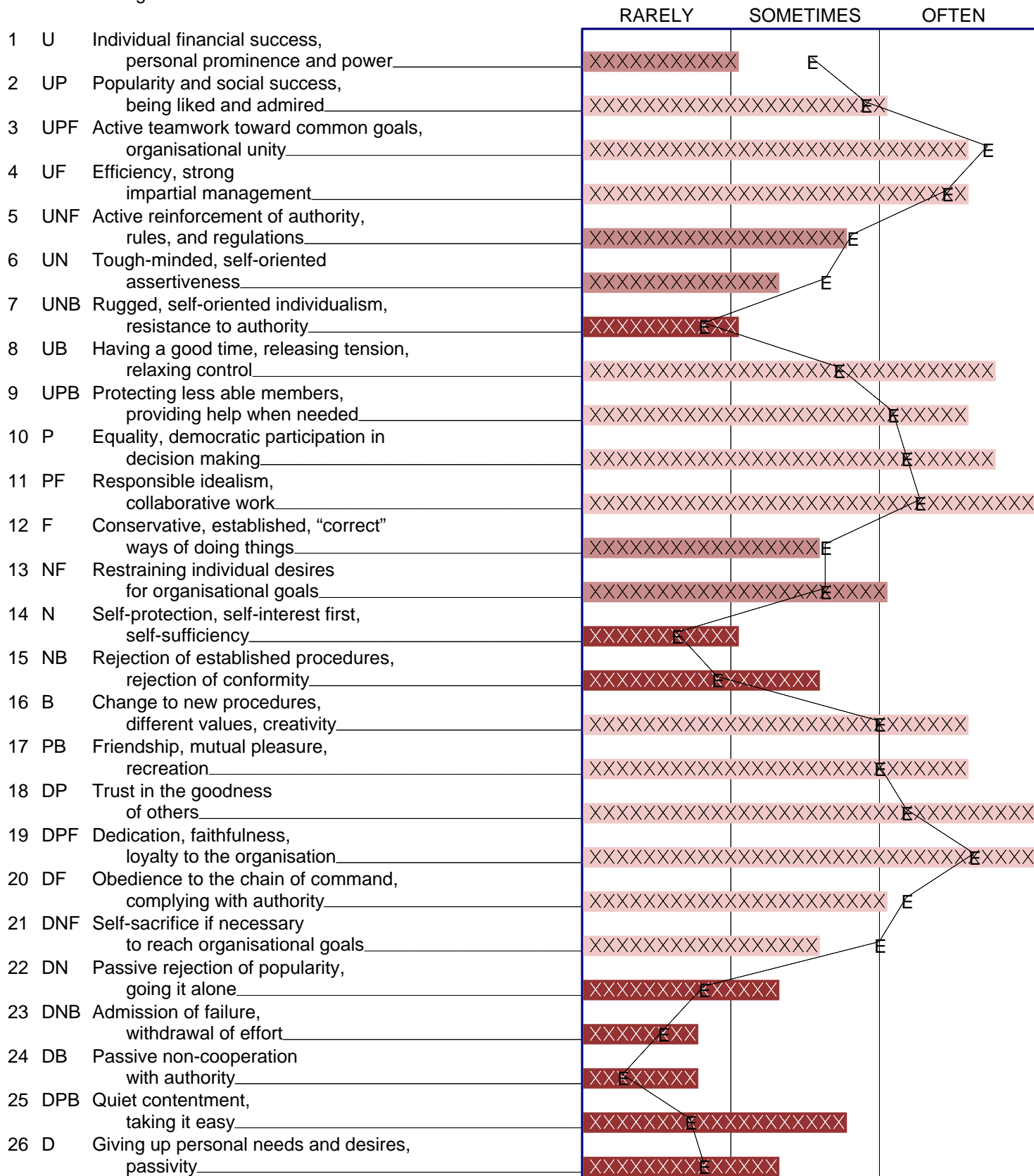
Bargraph
Individual and Organisational Values
Based on the average of all ratings made on: LAB

Report prepared for: Sample Team
Team Development—Optimising Team Performance
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.

Rating question: **In general, what kinds of values does this person show in his or her behaviour?****Report prepared for: Sample Team**Type: P
Ratings: 6

Final Location: 1.3U 8.8P 3.0F

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

Bargraph Synopsis on: LAB

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Bargraph Items

The length of the bars on the preceding bargraph indicate how frequently, on the average, you were rated for each of the 26 items. These values and their associated behaviours are important in determining how effective you may be as a group member.

Comparison of your profile with *optimum* for effective teamwork

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

Bales Report for the Bargraph on: LAB

In reading the Bales Report, keep in mind that it is intended to assist you in understanding how others may perceive your behaviour, and to consider ways in which you may be able to improve your effectiveness and that 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 your bargraph indicate how frequently, on the average, you were rated as showing each of the values in your behaviour. Your bargraph may indicate that you are 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.

The average response indicates you are *close* to the Normative Profile on:

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

You appear to place just about optimum emphasis on these values, according to the ratings of the other group members. Liking and admiration are the prime intrinsic rewards group members can give to each other. It is important that you give as well as receive these important rewards. A need to be admired that is too strong and a tendency to give admiration that is too weak can weaken group solidarity. When the exchange is mutual and egalitarian, it greatly strengthens the solidarity of the group. You are rated in the optimum range, which probably indicates that the interchange is mutual. When the mutual rewards are given for effective task performance, the combination is ideal for effective teamwork.

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

You are rated as exemplifying this ideal combination of values. The effective combination depends upon a circular linking of values that do not go together automatically, and in fact are often separated. In the ideal case, *team solidarity* is harnessed to the accomplishment of *tasks* that contribute effectively to the *organisation*. In return, the organisation distributes *rewards* back to the team and makes further *resources* available for building further *effective teamwork*. The successful linking of the elements of this reinforcing circle is a real achievement. It does not occur without active, intentional, and skilful leadership.

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

Members of your group, on the average, see you as showing 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 to all group members. If these values 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 you (and your group as well) also show strong values on equality and friendly behaviour.

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

You are seen as a member who exemplifies these values, and you probably help others to realise them as well. This set of values depends upon the ability of members, and actually of the group as a whole to "get out of themselves" and to give effort to a group that is larger and more vague in its outlines than they themselves. 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)

You are in just about the right place on these values. It is not easy to keep within the right range on issues of obedience. Most people feel that it is hard to give obedience. Hardly anybody really likes it. Many people feel that too much obedience is dangerous; and that unquestioning obedience, in particular, verges on immorality. At root, attitudes on these issues probably depend heavily on whether one feels that authority 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. You seem to have hit about the degree that most people think is best for effective teamwork.

The average response indicates you may *overemphasise*:

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

All groups which remain intact and effective tend to have periods of releasing tension. Accumulated antagonisms and anxieties are expressed indirectly or humorously in these periods. Ordinarily the group then swings back into friendly solidarity, and then on to a period of maximum work. If one or more members of the group tends to remain a long time in the phases of tension release, if the celebration has an air of hysteria or extreme emotionality, it may be a sign of serious problems in the group. If you as an individual are seen by others as unusually emotional, or prone to suggest, or to trip off, or to prolong these periods of tension release, it may be because you are more sensitive to some underlying problems or tensions in the group than others, or that somehow you are the person especially threatened.

The most likely problem is some chronic source of antagonism and anxiety which has not been acknowledged directly. It may be best to try to get the group to acknowledge the problem and confront it. It is a function of leadership to do this, even if the existing leadership is the source of the problem. If the existing leadership can not do this, it is up to emergent leadership; and the emergent leader for this purpose may be you.

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

This is an important value in nearly all groups, since it is very seldom the case that all members are up to maximum performance at all times. If the value is overemphasised, however, it may lead to the cultivation of dependency of some members, and the increasing of unfair burdens on others. If you are seen by other members as placing an overemphasis on protecting other members, it may be due to the fact that you are especially fearful of intolerant or impatient pressure from authority. It is important to consider whether you are unduly or unrealistically fearful, because of some unfortunate incidents in your past. On the other hand, your reactions may be realistic, and others may be insufficiently sensitive to the problems of those you feel need protection. If you know of a member of the group who could take the lead in the exploration and perhaps mediation of the conflict, it might be a good idea to approach such a mediator for help.

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

If you are seen by others as making insistently strong demands for equality no doubt there are reasons. But you should perhaps consider whether or not you are being realistic. This set of values is much easier to endorse in the abstract than to realise in actuality. Effective leadership usually requires that members acknowledge the right of some one or more members to exercise some special initiative and dominance in order to co-ordinate activities of the group, as well as to deal effectively with others of high status outside. Personality differences between group members are usually such that they never, in fact, all literally want to talk the same amount, all worry the same amount about the same problems, all take the same amount of responsibility for everything, and so on. In fact, there are probably no actual working groups anywhere in which complete equality is realised. A gentle gradient of dominance, with as much sharing of leadership as

practical, depending upon the problem and situation, is closer to a realisable ideal. Nevertheless, you should be satisfied that unnecessary dominance is not being forced upon group members, and if you are not, try to get the problem discussed in the group.

11 PF Responsible idealism, collaborative work (overemphasise)

This set of values is directly in line with the values characteristic of effective teamwork; a value on task accomplishment is balanced with a value on friendly and collaborative relationships with others, without excessive self-centred demands for individual prominence or status. Who could ask for more? However, these values can be overdone.

The problem is that an extremely high emphasis on this set of values may be an indicator of unrealism. If you are seen by other group members as overemphasising these values, you should perhaps consider whether you have a tendency not to see domination although it is a problem in the group, whether you tend to be too uncritical about authority, whether you tend to deny or overlook unfriendly behaviour of others, whether you tend to be over optimistic and to agree with everybody as often as possible, without enough regard for content. These traits are often irritating to more cynical and anti-authoritarian members, and if there are such members in the group, this may cause them to dislike or attack you. These members are often afraid of "group think"—a degree of unrealism for the sake of harmony that interferes with task performance or ignores external or internal dangers to the group.

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

Most effective group members usually show an approximate balance between these values and those shown on the bargraph as "Conservative, established, 'correct' ways of doing things" (12 F) even though these two sets of values tend to conflict with each other when it comes down to specific procedures. If the emphasis in favour of change is markedly strong for many members, it suggests that established procedures are in disarray.

If your individual bargraph alone shows an overemphasis on these values, it may be that you are motivated by a rejection of authority or by the demands of the present task, or by boredom and fatigue; but it may also be the case that you feel you have a better or more creative idea as to how things might be done. If this is the case, of course, you should try to get a hearing for your ideas.

This may be difficult, especially if you are in a conflict with authority in the group, or find the general atmosphere stifling and forbidding. There may be some one or more other members, however, who you feel are more likely to be sympathetic to your ideas. It may be possible to approach them for support. The most likely mediating values, in a conflict of new ideas with old, are those described as "Equality, democratic participation in decision making" (10 P).

17 PB Friendship, mutual pleasure, recreation (overemphasise)

It is obvious that recreation and task-oriented work often exclude each other within a short time period, and nearly all groups cycle back and forth from work to play, according to necessity and opportunity. A very strong emphasis in your bargraph on the values of friendship, mutual pleasure and recreation may be mostly a wishful fantasy, but is likely also to indicate stress connected with the tasks of the group, if not more serious alienation. In either case it is a sign of potential trouble which needs to be understood. If you feel that the group needs to give more time and attention to friendship, mutual pleasure, and recreation, you may be performing an important leadership function by initiating some activities in these directions.

It may also be the case that the task definitions of the group need to be modified. It is important that the task have as many elements of pleasure connected with it as possible. Job redesign may be a possibility.

Rating question: **In general, what kinds of values does this person show in his or her behaviour?**

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

This is a value very characteristic of effective teams. In extreme form, however, it may go along with an over submissiveness, a tendency to avoid taking the initiative, and not to communicate sufficiently to maintain good co-ordination. In particular personalities it may be associated with a tendency to be unrealistic about others. If other members see you as unusually high on this set of values, perhaps you should consider whether any of these tendencies are true of you, and whether you should take a more alert, less dependent, and more active role in the group.

The average response indicates you may *underemphasise*:

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

Probably not many people regard self-sacrifice without negative feelings. However, there are times in the life of most groups when unusual efforts and even some self-sacrifice is necessary if serious problems are to be averted. Most group members are willing to accept this if the sacrifice is not major, if they are convinced it is necessary, and if it is temporary. If the value is not accepted even to this extent, then it is probable that serious alienation exists. It is obviously important to understand in detail what is wrong.

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.

The average response indicates you may **overemphasise**:

none of the items.

You do not appear to overemphasise 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 you place too much emphasis on certain values and it may be worthwhile to explore this.

The average response indicates you may **underemphasise**:

1 U Individual financial success, personal prominence and power (*underemphasise*)

This set of values may be helpful in motivating effort so long as it is tied to accomplishment of the group goals and other effective teamwork values. If it is too low this may reflect a lack of motivation for any kind of effort. Or it may reflect an overemphasis on self effacing values or anonymous equality that may prevent the emergence of effective leadership. This may be dangerous, especially in emergencies.

As a general condition, for effective teamwork there needs to be enough possibility of reward through personal recognition, increase in power, money, and other kinds of individual reward, to motivate high individual effort. Is the group losing members? Are you or others becoming apathetic? Is there trouble in recruiting new members? It may be that there are insufficient opportunities for individual recognition within the group.

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 you are *high* on any of these values, they will surely be worth discussing as they generally indicate something of considerable importance needs to be changed.

The average response indicates you may *overemphasise*:

15 NB Rejection of established procedures, rejection of conformity (*overemphasise*)

If established procedures are failing to work on a large scale, then emergence of these values among a number of group members is to be expected. A “revolution” of sorts may be the best solution.

On the other hand, some individuals maintain these values as a part of their personality resulting from prior experiences. Their behaviour is likely to seem irritable, cynical, and uncooperative. They may seem to have negative attitudes toward the group as well as the task. They may criticise conventionality in general and may refuse to accept the conventional social roles of age, sex, occupation, social class, citizenship, and so on.

If you hold these attitudes and generally behave in this manner, it is likely that you will provoke and become part of a general polarisation of the group. There may be little that members of the present group can do to alleviate the problem, except to take off the pressure toward conformity and group participation and withdraw excessive attention from you. If you are willing to lower your profile, and allow the group to divert their attention to other issues, this may at least relieve the polarisation and allow others to work more effectively.

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

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

Sometimes, however, the emotional condition and behaviour is based in personality or physical condition or problems outside the group. It may be that there is not much that other group members can do except show support and perhaps urge outside help.

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

If many individuals within a group are high on this value, it is an indication the group may be in serious trouble, centring on the relationship with authority inside the group, outside the group, or both. Some individuals may show behaviour of this kind for value-based reasons. They may have a conviction that what is being required by authority is wrong, or that particular group goals or conventions are wrong. However, they may believe that one should be “civil” in disobedience—one should seriously advocate a different set of values, but that the resistance should be “non-violent.” It may be that what authority is demanding is disapproved in the larger society, that the individual would feel personal guilt in conforming.

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

Rating question: **In general, what kinds of values does this person show in his or her behaviour?**

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

If you are seen by other members as overemphasising passive non-cooperation with authority, perhaps it would be helpful to try to find a member of the group who is well liked and has some power in the group, who may be able to mediate in some way between you and authority.

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

In most task-oriented groups this value, if it is prominent at all, is mostly a matter of wishful fantasy—a desire to relax after a job well done. In fantasy, the group is felt to be friendly and protecting, resources are felt to be available, alienation from the task is not felt. A very high emphasis on these values in fantasy may be an indication of severe and protracted strain in the actual situation and need for relief. That may be the case with you. However, you will surely need to consider the possibility that you have simply not been putting in the effort and involvement that others have a right to expect.

Individuals in monotonous and unpleasant jobs or who see no hope of improvement may sometimes come to prefer their private fantasies to a change in the direction of more participation and teamwork with others. Job redesign may be a possible approach.

26 D Giving up personal needs and desires, passivity (*overemphasise*)

A high rating on this item description is probably an indication that the item is being interpreted as meaning a kind of self-sacrifice for group or organisational goals. This may be valued if the group is in an emergency and in need of strong centralised control. But continued emphasis on passivity can hardly add much to teamwork.

Isolated individuals may show this value for reasons based on their personality or special role in the group. The behaviour seems markedly introverted, passive, inexpressive, and uncommunicative. The individual may feel that any active effort, even any desire or feeling, will result in failure, frustration and pain. This conviction may result from repeated severe frustration. The individual may have “learned to be helpless” as the best mode of adjustment.

If this has been learned in the present group, there must be other members who are involved in teaching it, perhaps only unintentionally, by continual talking or other kinds of dominance. Over-talking by a few, and under-activity of others as a result, is a very common problem in groups; and sometimes it requires a direct confrontation of the over-talking members before they realise that they are dominating.

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

Report prepared for: Sample Team
Team Development—Optimising Team Performance
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.

Rating question: **In general, what kinds of values does this person show in his or her behaviour?****Report prepared for: Sample Team**

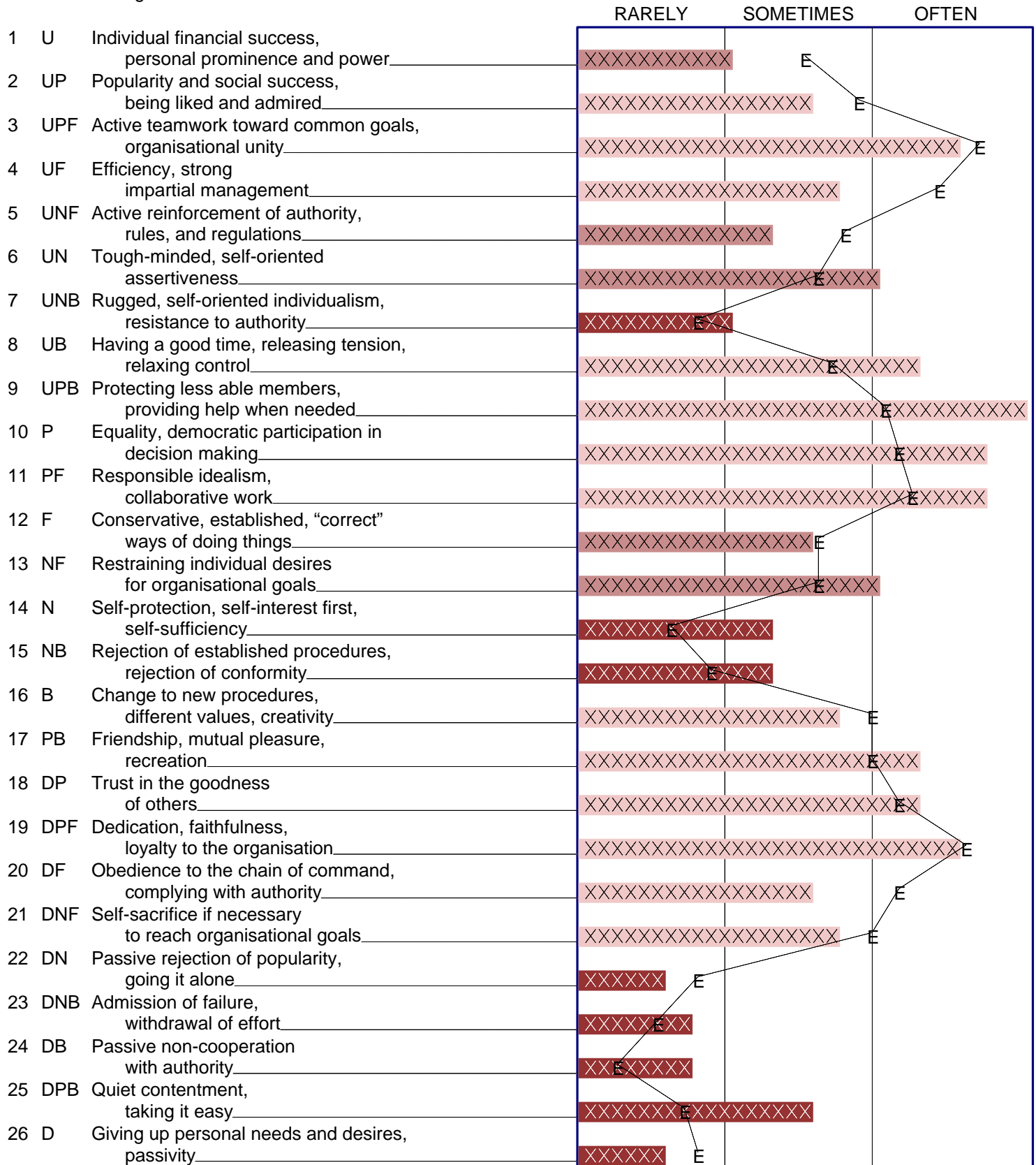
Type: P

Final Location: 2.8U 7.4P 2.4F

Ratings: 6

the bar of Xs = the average rating on each item

E = the optimum location for most effective teamwork



Bargraph Synopsis on: NOC

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, you were rated for each of the 26 items. These values and their associated behaviours are important in determining how effective you may be as a group member.

Comparison of your profile with *optimum* for effective teamwork

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

Bales Report for the Bargraph on: NOC

In reading the Bales Report, keep in mind that it is intended to assist you in understanding how others may perceive your behaviour, and to consider ways in which you may be able to improve your effectiveness and that 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 your bargraph indicate how frequently, on the average, you were rated as showing each of the values in your behaviour. Your bargraph may indicate that you are 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.

The average response indicates you are *close* to the Normative Profile on:

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

You appear to place just about optimum emphasis on these values, according to the ratings of the other group members. Liking and admiration are the prime intrinsic rewards group members can give to each other. It is important that you give as well as receive these important rewards. A need to be admired that is too strong and a tendency to give admiration that is too weak can weaken group solidarity. When the exchange is mutual and egalitarian, it greatly strengthens the solidarity of the group. You are rated in the optimum range, which probably indicates that the interchange is mutual. When the mutual rewards are given for effective task performance, the combination is ideal for effective teamwork.

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

You are rated as exemplifying this ideal combination of values. The effective combination depends upon a circular linking of values that do not go together automatically, and in fact are often separated. In the ideal case, *team solidarity* is harnessed to the accomplishment of *tasks* that contribute effectively to the *organisation*. In return, the organisation distributes *rewards* back to the team and makes further *resources* available for building further *effective teamwork*. The successful linking of the elements of this reinforcing circle is a real achievement. It does not occur without active, intentional, and skilful leadership.

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

Successful teamwork requires the ability to act in opposite ways at various times—ways that may seem logically inconsistent or conflicting. You can contribute to this vital flexibility. For optimum teamwork in most task-oriented teams there probably needs to be about an equal emphasis on change to new procedures, and on established, conservative, “correct” ways of doing things; but there is always a danger of getting overbalanced and stuck on one side or the other. You are in the optimum range with regard to values on change. If you have the flexibility to move back and forth between change and conservative stability, you can make important contributions to the progress and development of the group.

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

Who can doubt that friendship, mutual pleasure, and recreation are good for team solidarity? You are in the right range of emphasis on these important values. The problem for most teams 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 tend to become pre-emptive, and the teamwork eventually suffers. You can contribute to the vital flexibility needed for the group to be able to move back and forth around an optimum balance between these two competing sets of values.

18 DP Trust in the goodness of others (close)

It is not easy just to “decide” to have trust in others—in a team it depends for the most part on whether the members have in fact shown themselves to be trustworthy. However, it is also true that some members are fortunate in naturally tending toward a calm trust, as you apparently do. This is important in counteracting the tendency of some others to be generally distrustful. Trust is the bed rock foundation for team solidarity. Your contribution of trust to the team is important.

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

You are seen as a member who exemplifies these values, and you probably help others to realise them as well. This set of values depends upon the ability of members, and actually of the group as a whole to “get out of themselves” and to give effort to a group that is larger and more vague in its outlines than they themselves. 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)

The 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. But 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. You appear to have a value on self-sacrifice in about the optimum range. This may also be an indication that the leadership of your team is exercising good foresight and is not depending too heavily on self-sacrifice.

The average response indicates you may overemphasise:

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

All groups which remain intact and effective tend to have periods of releasing tension. Accumulated antagonisms and anxieties are expressed indirectly or humorously in these periods. Ordinarily the group then swings back into friendly solidarity, and then on to a period of maximum work. If one or more members of the group tends to remain a long time in the phases of tension release, if the celebration has an air of hysteria or extreme emotionality, it may be a sign of serious problems in the group. If you as an individual are seen by others as unusually emotional, or prone to suggest, or to trip off, or to prolong these periods of tension release, it may be because you are more sensitive to some underlying problems or tensions in the group than others, or that somehow you are the person especially threatened.

The most likely problem is some chronic source of antagonism and anxiety which has not been acknowledged directly. It may be best to try to get the group to acknowledge the problem and confront it. It is a function of leadership to do this, even if the existing leadership is the source of the problem. If the existing leadership can not do this, it is up to emergent leadership; and the emergent leader for this purpose may be you.

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

This is an important value in nearly all groups, since it is very seldom the case that all members are up to maximum performance at all times. If the value is overemphasised, however, it may lead to the cultivation of dependency of some members, and the increasing of unfair burdens on others. If you are seen by other members as placing an overemphasis on protecting other members, it may be due to the fact that you are especially fearful of intolerant or impatient pressure from authority. It is important to consider whether you are unduly or unrealistically fearful, because of some unfortunate incidents in your past. On the other hand, your reactions may be realistic, and others may be insufficiently sensitive to the problems of those you feel

need protection. If you know of a member of the group who could take the lead in the exploration and perhaps mediation of the conflict, it might be a good idea to approach such a mediator for help.

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

If you are seen by others as making insistently strong demands for equality no doubt there are reasons. But you should perhaps consider whether or not you are being realistic. This set of values is much easier to endorse in the abstract than to realise in actuality. Effective leadership usually requires that members acknowledge the right of some one or more members to exercise some special initiative and dominance in order to co-ordinate activities of the group, as well as to deal effectively with others of high status outside. Personality differences between group members are usually such that they never, in fact, all literally want to talk the same amount, all worry the same amount about the same problems, all take the same amount of responsibility for everything, and so on. In fact, there are probably no actual working groups anywhere in which complete equality is realised. A gentle gradient of dominance, with as much sharing of leadership as practical, depending upon the problem and situation, is closer to a realisable ideal. Nevertheless, you should be satisfied that unnecessary dominance is not being forced upon group members, and if you are not, try to get the problem discussed in the group.

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

This set of values is directly in line with the values characteristic of effective teamwork; a value on task accomplishment is balanced with a value on friendly and collaborative relationships with others, without excessive self-centred demands for individual prominence or status. Who could ask for more? However, these values can be overdone.

The problem is that an extremely high emphasis on this set of values may be an indicator of unrealism. If you are seen by other group members as overemphasising these values, you should perhaps consider whether you have a tendency not to see domination although it is a problem in the group, whether you tend to be too uncritical about authority, whether you tend to deny or overlook unfriendly behaviour of others, whether you tend to be over optimistic and to agree with everybody as often as possible, without enough regard for content. These traits are often irritating to more cynical and anti-authoritarian members, and if there are such members in the group, this may cause them to dislike or attack you. These members are often afraid of "group think"—a degree of unrealism for the sake of harmony that interferes with task performance or ignores external or internal dangers to the group.

The average response indicates you may *underemphasise*:

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

Leaders or team members who are deficient in this value are likely to seem disorganised to other group members who are likely to feel that their time and abilities are being wasted. Time is a precious resource in all groups, 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 and aimless procedure.

All team members need to participate in good management and to value it. If other members perceive you as deficient in these values, it may help to look into this in a frank discussion. You may have had bad experiences in the past due to authoritarian management, and are now oversensitive to any controls. Or it may be that the present management of the group needs to be modified.

Wider member participation of all members 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").

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

If other members of the group see you as deficient in this set of values, it may be because of a more general anti-authoritarian attitude on your part, which is not confined to relationships in the present group. However, even though this may be the case, it may well be that the conflict between you and authority in the present group has by now developed into a self-perpetuating circle, with provocation on both sides.

Once a polarisation of this kind has formed, it is very difficult to change. Even though authority may obtain literal obedience by sufficient show of force or threat of punishment, the disobedience tends only to go underground and continue in hidden resistance and evasion. The hidden resistance, in turn, is usually understood well enough by authority, and the conflict continues.

The best line of approach, if you really desire an improvement, may be to seek the help of some member of the group sufficiently close to you in feelings, who in turn is well liked and has some power in the group. Such a person may be able to act as a kind of mediator between you and the member or members with whom you are in conflict. It is important for you to try to soften the negative aspects of your feeling and behaviour, and to move in a friendly direction, at least toward the potential mediator, and to give the mediator something to work with. If the mediator in turn is able to obtain a similar movement on the part of authority, then the conflict may begin to soften.

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.

The average response indicates you may *overemphasise*:

none of the items.

You do not appear to overemphasise 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 you place too much emphasis on certain values and it may be worthwhile to explore this.

The average response indicates you may *underemphasise*:

1 U Individual financial success, personal prominence and power (*underemphasise*)

This set of values may be helpful in motivating effort so long as it is tied to accomplishment of the group goals and other effective teamwork values. If it is too low this may reflect a lack of motivation for any kind of effort. Or it may reflect an overemphasis on self effacing values or anonymous equality that may prevent the emergence of effective leadership. This may be dangerous, especially in emergencies.

As a general condition, for effective teamwork there needs to be enough possibility of reward through personal recognition, increase in power, money, and other kinds of individual reward, to motivate high individual effort. Is the group losing members? Are you or others becoming apathetic? Is there trouble in recruiting new members? It may be that there are insufficient opportunities for individual recognition within the group.

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

It is a sign of problems in the group if very much or very frequent active reinforcement of authority is needed. The attempt to deal with problem conditions in the group simply by direct exercise of authority and power almost inevitably creates negative reactions and escalating polarisation. If the group sees you as very negative about authority it may be because this has happened in your past experience, or is currently happening. In all groups, however, there are needs for the legitimate exercise of authority in appropriate degrees. A complete allergy to authority, whether legitimate or not, in the long run is incompatible with effective teamwork and high performance.

Moreover, there may be times, as a result of emergency threats from the outside, or emergency needs for internal co-ordination, when authority needs to be exercised strongly. If group members are allergic to all exercise of authority, they may be exposed to dangers. Existing authority may overestimate these dangers, others may underestimate them. A careful look at reality may be indicated.

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 you are *high* on any of these values, they will surely be worth discussing as they generally indicate something of considerable importance needs to be changed.

The average response indicates you may *overemphasise*:

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

Fear that survival of the group is severely threatened may bring out these values in many members. Some individuals, however, because of prior experiences, are threatened by any increase in friendliness, solidarity, and consensus in the group itself. They fear they may come to trust others too much, or that they will be drawn into mediocrity, or that they will be prevented from rising in status, or that they will incur obligations they do not wish to meet. Their behaviour seems unfriendly, negativistic, persistently in disagreement. Strong attempts to "bring them into the group" only increase the polarisation and make things worse.

If other members of the group see you as overemphasising this set of attitudes and behaviour, and you wish to moderate the polarisation, the most direct approach is simply to stop emphasising your desire to remain apart from the group—lower your profile, if possible, and suggest, or recognise, the importance of tolerating differences. If you can turn your attention, and that of the group, toward the overall task of the group, this will probably tend to neutralise the polarisation to some extent.

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

If many individuals within a group are high on this value, it is an indication the group may be in serious trouble, centring on the relationship with authority inside the group, outside the group, or both. Some individuals may show behaviour of this kind for value-based reasons. They may have a conviction that what is being required by authority is wrong, or that particular group goals or conventions are wrong. However, they may believe that one should be "civil" in disobedience—one should seriously advocate a different set of values, but that the resistance should be "non-violent." It may be that what authority is demanding is disapproved in the larger society, that the individual would feel personal guilt in conforming.

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

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

If you are seen by other members as overemphasising passive non-cooperation with authority, perhaps it would be helpful to try to find a member of the group who is well liked and has some power in the group, who may be able to mediate in some way between you and authority.

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

In most task-oriented groups this value, if it is prominent at all, is mostly a matter of wishful fantasy—a desire to relax after a job well done. In fantasy, the group is felt to be friendly and protecting, resources are felt to be available, alienation from the task is not felt. A very high emphasis on these values in fantasy may be an indication of severe and protracted strain in the actual situation and need for relief. That may be the case with you. However, you will surely need to consider the possibility that you have simply not been putting in the effort and involvement that others have a right to expect.

Individuals in monotonous and unpleasant jobs or who see no hope of improvement may sometimes come to prefer their private fantasies to a change in the direction of more participation and teamwork with others. Job redesign may be a possible approach.

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

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

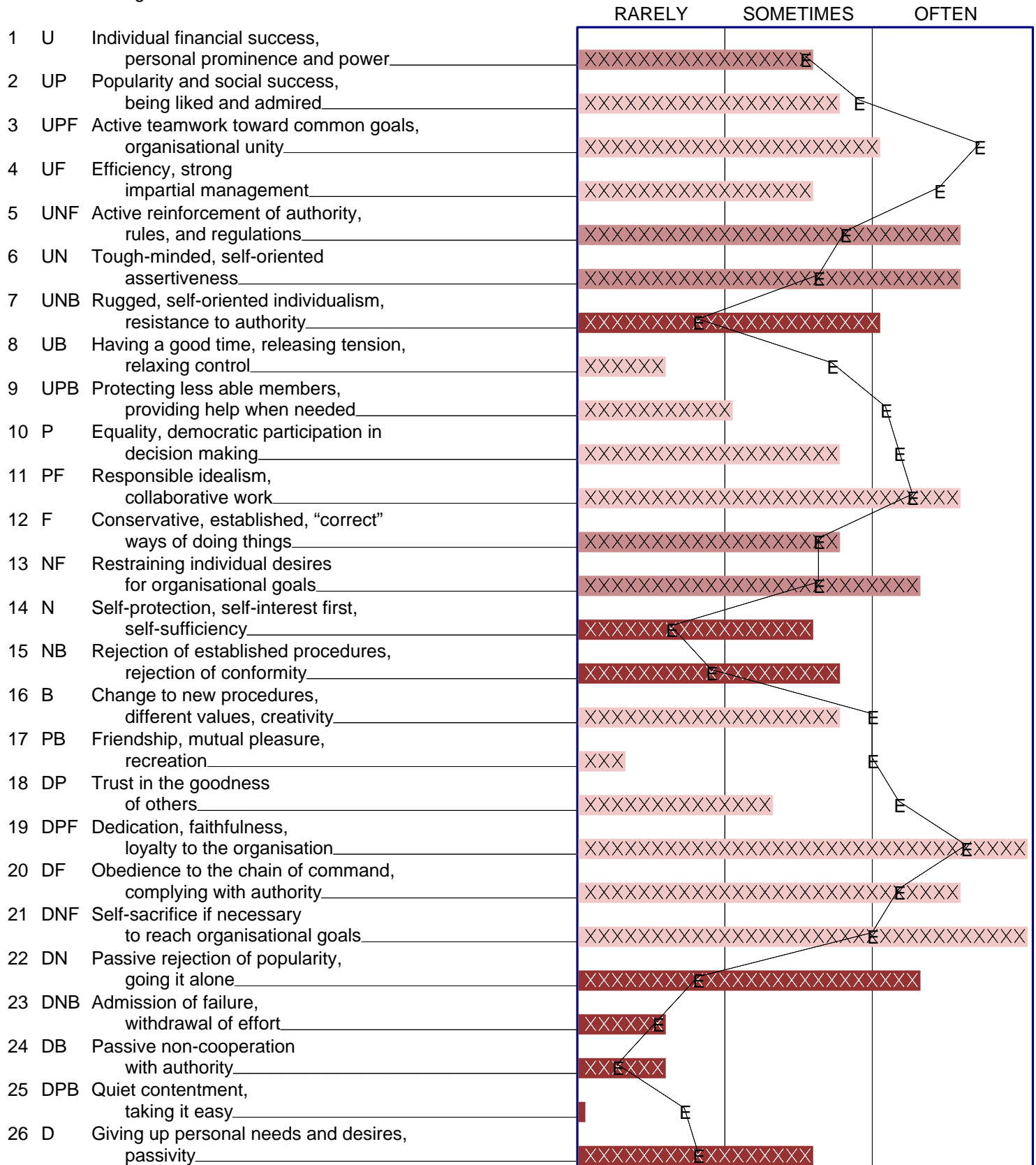
This bargraph is accompanied by a *Synopsis* and a *Bales Report*. The *Bales Report* is a comprehensive analysis comparing the results of this bargraph with research norms.

Rating question: **In general, what kinds of values does this person show in his or her behaviour?****Report prepared for: Sample Team**Type: F
Ratings: 6

Final Location: 0.5U 3.8N 10.2F

the bar of Xs = the average rating on each item

E = the optimum location for most effective teamwork



Bargraph Synopsis on: ORC

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, you were rated for each of the 26 items. These values and their associated behaviours are important in determining how effective you may be as a group member.

Comparison of your profile with *optimum* for effective teamwork

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

Bales Report for the Bargraph on: ORC

In reading the Bales Report, keep in mind that it is intended to assist you in understanding how others may perceive your behaviour, and to consider ways in which you may be able to improve your effectiveness and that 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 your bargraph indicate how frequently, on the average, you were rated as showing each of the values in your behaviour. Your bargraph may indicate that you are 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.

The average response indicates you are *close* to the Normative Profile on:

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

You appear to place just about optimum emphasis on these values, according to the ratings of the other group members. Liking and admiration are the prime intrinsic rewards group members can give to each other. It is important that you give as well as receive these important rewards. A need to be admired that is too strong and a tendency to give admiration that is too weak can weaken group solidarity. When the exchange is mutual and egalitarian, it greatly strengthens the solidarity of the group. You are rated in the optimum range, which probably indicates that the interchange is mutual. When the mutual rewards are given for effective task performance, the combination is ideal for effective teamwork.

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 necessary values. It has almost no undesirable side effects. Your values and your behaviour in this direction make a very significant contribution to the group.

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

Successful teamwork requires the ability to act in opposite ways at various times—ways that may seem logically inconsistent or conflicting. You can contribute to this vital flexibility. For optimum teamwork in most task-oriented teams there probably needs to be about an equal emphasis on change to new procedures, and on established, conservative, “correct” ways of doing things; but there is always a danger of getting overbalanced and stuck on one side or the other. You are in the optimum range with regard to values on change. If you have the flexibility to move back and forth between change and conservative stability, you can make important contributions to the progress and development of the group.

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

You are seen as a member who exemplifies these values, and you probably help others to realise them as well. This set of values depends upon the ability of members, and actually of the group as a whole to “get out of themselves” and to give effort to a group that is larger and more vague in its outlines than they themselves. 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)

You are in just about the right place on these values. It is not easy to keep within the right range on issues of obedience. Most people feel that it is hard to give obedience. Hardly anybody really likes it. Many people feel that too much obedience is dangerous; and that unquestioning obedience, in particular, verges on immorality. At root, attitudes on these issues probably depend heavily on whether one feels that authority 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. You seem to have hit about the degree that most people think is best for effective teamwork.

The average response indicates you may *overemphasise*:

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

Self-sacrifice for organisational goals is a value which an emergency may justify for many group members of good will; but it is likely to create strains that will undermine motivation severely if the demand is continued too long. If other group members see you as overemphasising this value, it may be that they feel you are trying to make them feel guilty or ashamed about not trying hard enough. For this reason, they may regard your behaviour as somewhat negative, and not justified by the real necessities of the situation. It may be they are wrong, and there is a real need for self-sacrifice. If the need is too prolonged, however, more effective and durable solutions than self-sacrifice will need to be found. You may be able to give strategic help in finding longer time solutions.

The average response indicates you may *underemphasise*:

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

Purposeful democratic task leadership is the kind of behaviour required to realise this value. Acceptance of group tasks and optimism about successful accomplishment, liking of other group members, as well as the acceptance of higher authority as good and just are attitudes which tend to reinforce these values. It is important to realise that all group members, and not just the designated leader, can contribute to teamwork by expressing these attitudes—unless, of course, real conditions make them inappropriate or impossible.

If you feel that external conditions need to be changed before the group can show more active teamwork, perhaps you can help by making your perceptions known, and helping in the discussion of them. The task may need to be redefined or redesigned so that successful accomplishment is possible; more training may be required; members may need to spend more time coming to appreciate and like each other. Higher authority outside the group may need to exercise better leadership.

4 UF Efficiency, strong impartial management (underemphasise)

Leaders or team members who are deficient in this value are likely to seem disorganised to other group members who are likely to feel that their time and abilities are being wasted. Time is a precious resource in all groups, 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 and aimless procedure.

All team members need to participate in good management and to value it. If other members perceive you as deficient in these values, it may help to look into this in a frank discussion. You may have had bad experiences in the past due to authoritarian management, and are now oversensitive to any controls. Or it may be that the present management of the group needs to be modified.

Wider member participation of all members 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").

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

Anxiety about adequate performance, especially if threats from the external situation and disapproval from authority are also expected, can make it very difficult to relax control. Performance tends to become obsessive and the need for perfection tends to increase the probability of mistakes.

If you are seen by other members as deficient in your ability to have a good time, to release tension, or relax control, you need to try to find the sources of anxiety, to do whatever can be done to reduce the anxiety, and to legitimise, by discussion and agreement, specific times, places, and activities for relaxing control, releasing tension, and having a good time. These occasions are also times when the friendly relationships between members are naturally repaired and strengthened and are needed by everybody and not just by you.

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

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 exceptions from task responsibilities for particular members, the protectors are sometimes regarded as a nuisance or ignored by the leader or more rigid task-oriented members. This is not necessarily a very visible polarisation, but it takes its toll in time.

If you are seen as by other members as deficient in the values you place on nurturance, therapy, teaching, and training, as necessary aspects of effective teamwork, it may be because you are unrealistically anxious about threats to the group from the outside, or the importance of immediate performance or production. You should consider, perhaps, if you are undermining the ability of the group to perform by neglecting these necessary functions of repair and maintenance. If these functions are not performed by the task leader of the group, there needs to be a social-emotional leader who performs them and who receives recognition and support for doing so. It is especially important that the task leader should recognise and support the social-emotional specialist as a co-leader of the group. The coalition between these two types of leaders, if these functions are performed by different persons, is perhaps the most important single relationship in the group making for effective teamwork.

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

There are many reasons why this set of values may be underemphasised. Some group members with an "individual survival mentality" (values shown on the bargraph as 1 U, 6 UN, 7 UNB, 14 N, for example), may 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 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; that others do not have the ability to solve them; that democratic participation in decision making is much too slow and likely to come out with the wrong answers.

Members who strongly hold these values opposing equality may not recognise the degree to which they are likely to threaten the integrity of the group and destroy effective teamwork. An overemphasis on the values opposing equality is almost certain to provoke polarisations, even between those who oppose equality, to fractionate the group, and ruin motivation to co-operate.

The basic solidarity and integrity of the team is the first essential for effective work in the long run. If the nature of the task does not permit this, it may be wiser to lower the level of aspiration, or to redefine or redesign the task, than to persist without the possibility of a viable team.

Without an appropriate and fair share in decision making for all, the group will be unable to develop legitimate and binding norms; and without these, the group will fractionate and work performance will

degenerate.

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. Friendship is a powerful reinforcer of team solidarity and, through this connection, of effective teamwork.

If you place a low value on friendship in the group, it may be because some of the conditions for its growth are absent, and you may not have experienced its rewards. Members of the group may not meet often enough; they may interact under the constraint of status differences that are too great; or they may not, in fact, share a common fate. But friendship also tends to suffer or fail to develop if the group is chronically polarised, or if there are incompatibilities of personality of the kind that are often associated with group polarisation.

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 polarisation, and a devaluation of friendliness in general among those who are more strongly work oriented. 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.

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

The most obvious reason that others may see you as low on trust in the goodness of others is that you may perceive that trust is not justified, and may in fact be dangerous. This is likely to be the case if you view the world as a jungle, and act mostly on values of individual survival. This tends to make the group a jungle too, of course, and those who hold on to trust do so for unrealistic reasons. For some kinds of teams, trust is essential, since members sometimes hold each other's lives in their hands. For most teams, effective teamwork depends to some extent on trust, and lack of trust is a corrosive factor which tends to result in multiplying problems.

There are no easy ways out. Real trust can only develop if there is an openness and willingness to allow others to repeatedly demonstrate trustworthiness, and to demonstrate trustworthiness yourself. Time is required. But in order to initiate this process, an open discussion about the reasons for distrust, and resolutions to change the relationship are usually required.

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.

The average response indicates you may **overemphasise**:

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

It is a great temptation to most people to react with these authoritarian values when things begin to go wrong in the group, or when an emergency threat appears from the outside. The great attraction 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.

The trouble is that 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. Other individuals 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 business oriented groups, as well as in the family, and one of the most dangerous if allowed to escalate.

The strategic set of moderating and mediating values are those of “Responsible idealism, collaborative work” (11 PF on the bargraph) and “Dedication, faithfulness, loyalty to the organisation” (19 DPF).

These values are often activated, and the polarisation held in check, by a friendly democratic leader of sufficient dominance to 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). If other members of the group see you as overemphasising authoritarian values, the most effective modification you can make is probably to move substantially toward more friendly democratic leadership, or at least to give strong support to others in the group who are leading in this pattern.

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

This is a “primitive” kind of value, recommending, as it does, the exercise of aggression with very little window dressing, and it has survival value for the most aggressive individual in “primitive” kinds of situations. But it is generally dangerous to effective teamwork. Individuals who live by this value sometimes function alone; sometimes they ally themselves with the agents of authority and act as “enforcers”; sometimes they ally themselves with the leaders of the revolution as “freedom fighters.” In all of these cases the effect is to escalate polarisation toward its most damaging form: “totalitarianism of the far right” versus “revolution of the far left.”

If other members of the group see you as overemphasising the values of tough-minded assertiveness, you should perhaps consider whether these attitudes are really necessary to your survival, or whether, perhaps, you have uncritically taken them over from some other person or group and are applying them unnecessarily in the present group. In most normal groups they will lead to conflict, or make conflict worse.

13 NF Restraining individual desires for organisational goals (*overemphasise*)

An emphasis on this set of values is a normal reaction to emergency. The danger is that it will become overemphasised, depended upon instead of more fundamental solutions, and retained past the point of reasonable ability to tolerate strain. If long continued, motivation will be eroded and other troubles will begin to appear as reactions to strain: fatigue, alienation from the group and the task, resentment against authority, and ultimately a crystallised polarisation of the most damaging type.

It is dangerous for members 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 in its environment. If the situational threat can not be removed, job redesign, redistribution of the loads, and the like should be considered.

The average response indicates you may *underemphasise*:

none of the items.

You do 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 you place 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 you are *high* on any of these values, they will surely be worth discussing as they generally indicate something of considerable importance needs to be changed.

The average response indicates you may *overemphasise*:

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

Some persons hold these values strongly because of earlier experience. In this case it may take very little to activate the behaviour. The behaviour has the aim of asserting the self in opposition to authority and conventionalism. It may include showing off, displaying the self as fascinating, amazing, shocking, unrestrained, spectacular. It may include showing contempt for “nice little girls and boys” who display submissive dependence on authority, at the same time attempting to provoke authority into over-reacting in their defence. A fear of being dependent and defenceless in the face of a threatening authority is often the underlying emotion.

If you are seen by other members of the group as overemphasising this kind of behaviour, it will probably not be a surprise to you, since one aim of the behaviour is usually to provoke a reaction; and you are probably watching closely to see that you get the reaction. It goes without saying that the effect is to disrupt the existing pattern of teamwork, and you will not be surprised if you receive many negative reactions and attempts are made to isolate you. Perhaps it is not really your desire to destroy teamwork once and for all, but to hold things up, in a way, until you have taught others the dangers of dependence on a bad authority. If you really desire to get out of the polarisation in which you are likely to be caught, the most strategic way, probably, is to start moving in a more friendly and positive direction where you will have more friends.

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

Fear that survival of the group is severely threatened may bring out these values in many members. Some individuals, however, because of prior experiences, are threatened by any increase in friendliness, solidarity, and consensus in the group itself. They fear they may come to trust others too much, or that they will be drawn into mediocrity, or that they will be prevented from rising in status, or that they will incur obligations they do not wish to meet. Their behaviour seems unfriendly, negativistic, persistently in disagreement. Strong attempts to “bring them into the group” only increase the polarisation and make things worse.

If other members of the group see you as overemphasising this set of attitudes and behaviour, and you wish to moderate the polarisation, the most direct approach is simply to stop emphasising your desire to remain apart from the group—lower your profile, if possible, and suggest, or recognise, the importance of tolerating differences. If you can turn your attention, and that of the group, toward the overall task of the group, this will probably tend to neutralise the polarisation to some extent.

15 NB Rejection of established procedures, rejection of conformity (*overemphasise*)

If established procedures are failing to work on a large scale, then emergence of these values among a number of group members is to be expected. A “revolution” of sorts may be the best solution.

On the other hand, some individuals maintain these values as a part of their personality resulting from prior

Rating question: **In general, what kinds of values does this person show in his or her behaviour?**

experiences. Their behaviour is likely to seem irritable, cynical, and uncooperative. They may seem to have negative attitudes toward the group as well as the task. They may criticise conventionality in general and may refuse to accept the conventional social roles of age, sex, occupation, social class, citizenship, and so on.

If you hold these attitudes and generally behave in this manner, it is likely that you will provoke and become part of a general polarisation of the group. There may be little that members of the present group can do to alleviate the problem, except to take off the pressure toward conformity and group participation and withdraw excessive attention from you. If you are willing to lower your profile, and allow the group to divert their attention to other issues, this may at least relieve the polarisation and allow others to work more effectively.

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

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

Sometimes, however, the emotional condition and behaviour is based in personality or physical condition or problems outside the group. It may be that there is not much that other group members can do except show support and perhaps urge outside help.

26 D Giving up personal needs and desires, passivity (*overemphasise*)

A high rating on this item description is probably an indication that the item is being interpreted as meaning a kind of self-sacrifice for group or organisational goals. This may be valued if the group is in an emergency and in need of strong centralised control. But continued emphasis on passivity can hardly add much to teamwork.

Isolated individuals may show this value for reasons based on their personality or special role in the group. The behaviour seems markedly introverted, passive, inexpressive, and uncommunicative. The individual may feel that any active effort, even any desire or feeling, will result in failure, frustration and pain. This conviction may result from repeated severe frustration. The individual may have "learned to be helpless" as the best mode of adjustment.

If this has been learned in the present group, there must be other members who are involved in teaching it, perhaps only unintentionally, by continual talking or other kinds of dominance. Over-talking by a few, and under-activity of others as a result, is a very common problem in groups; and sometimes it requires a direct confrontation of the over-talking members before they realise that they are dominating.

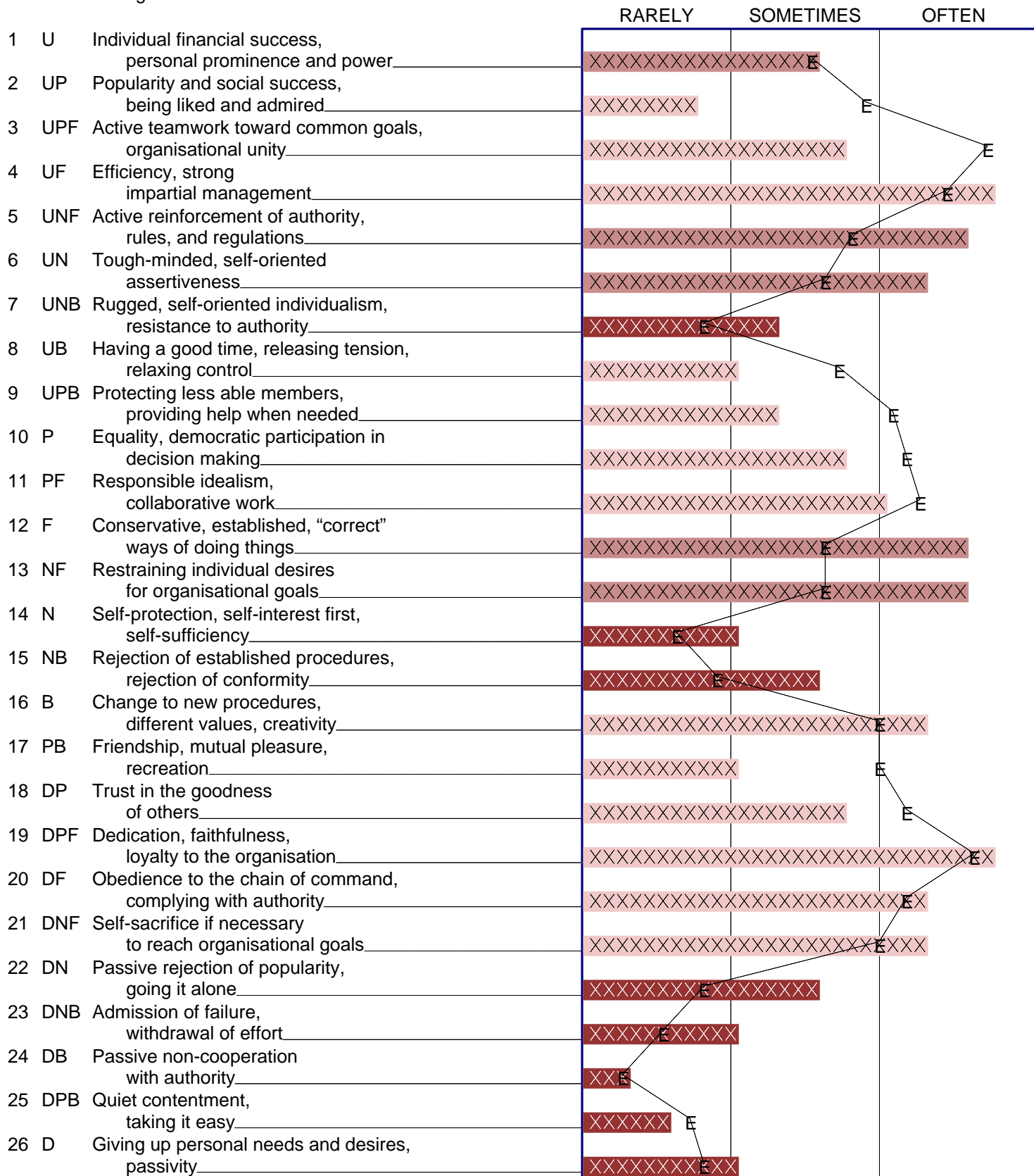
Bargraph
Individual and Organisational Values
Based on the average of all ratings made on: ELF

Report prepared for: Sample Team
Team Development—Optimising Team Performance
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.

Rating question: **In general, what kinds of values does this person show in his or her behaviour?****Report prepared for: Sample Team**Type: F
Ratings: 6

Final Location: 1.2U 1.8N 9.0F

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

Bargraph Synopsis on: ELF

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, you were rated for each of the 26 items. These values and their associated behaviours are important in determining how effective you may be as a group member.

Comparison of your profile with *optimum* for effective teamwork

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

Bales Report for the Bargraph on: ELF

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Values Contributing to Effective Teamwork

The length of the bars of x's on your bargraph indicate how frequently, on the average, you were rated as showing each of the values in your behaviour. Your bargraph may indicate that you are 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.

The average response indicates you are *close* to the Normative Profile on:

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

Members of your group, on the average, see you as showing 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 to all group members. If these values 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 you (and your group as well) also show strong values on equality and friendly behaviour.

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 necessary values. It has almost no undesirable side effects. Your values and your behaviour in this direction make a very significant contribution to the group.

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

Successful teamwork requires the ability to act in opposite ways at various times—ways that may seem logically inconsistent or conflicting. You can contribute to this vital flexibility. For optimum teamwork in most task-oriented teams there probably needs to be about an equal emphasis on change to new procedures, and on established, conservative, “correct” ways of doing things; but there is always a danger of getting overbalanced and stuck on one side or the other. You are in the optimum range with regard to values on change. If you have the flexibility to move back and forth between change and conservative stability, you can make important contributions to the progress and development of the group.

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

You are seen as a member who exemplifies these values, and you probably help others to realise them as well. This set of values depends upon the ability of members, and actually of the group as a whole to “get out of themselves” and to give effort to a group that is larger and more vague in its outlines than they themselves. 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)

You are in just about the right place on these values. It is not easy to keep within the right range on issues of obedience. Most people feel that it is hard to give obedience. Hardly anybody really likes it. Many people feel that too much obedience is dangerous; and that unquestioning obedience, in particular, verges on immorality. At root, attitudes on these issues probably depend heavily on whether one feels that authority 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. You seem to have hit about the degree that most people think is best for effective teamwork.

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

The 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. But 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. You appear to have a value on self-sacrifice in about the optimum range. This may also be an indication that the leadership of your team is exercising good foresight and is not depending too heavily on self-sacrifice.

The average response indicates you may *overemphasise*:

none of the items.

You do 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 you place too much emphasis on certain values, and it is worthwhile for you to explore this.

The average response indicates you may *underemphasise*:

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

Although if these values are given too much emphasis they may interfere with optimum task performance, in moderate degrees they tend to produce confidence and high personal involvement in the group. The receiving of appreciation, liking, and praise is an important source of reward and satisfaction to most group members. Every member of the group needs to be able to give these rewards. If others think you underemphasise these values it may be because you are failing to give these rewards. You need to be able to do so, even though you may feel that you do not receive sufficient appreciation yourself. If you feel that you are not receiving a fair amount of appreciation, perhaps letting others know how you feel might help.

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

Purposeful democratic task leadership is the kind of behaviour required to realise this value. Acceptance of group tasks and optimism about successful accomplishment, liking of other group members, as well as the acceptance of higher authority as good and just are attitudes which tend to reinforce these values. It is important to realise that all group members, and not just the designated leader, can contribute to teamwork by expressing these attitudes—unless, of course, real conditions make them inappropriate or impossible.

If you feel that external conditions need to be changed before the group can show more active teamwork, perhaps you can help by making your perceptions known, and helping in the discussion of them. The task may need to be redefined or redesigned so that successful accomplishment is possible; more training may be required; members may need to spend more time coming to appreciate and like each other. Higher authority outside the group may need to exercise better leadership.

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

Anxiety about adequate performance, especially if threats from the external situation and disapproval from authority are also expected, can make it very difficult to relax control. Performance tends to become obsessive and the need for perfection tends to increase the probability of mistakes.

If you are seen by other members as deficient in your ability to have a good time, to release tension, or relax control, you need to try to find the sources of anxiety, to do whatever can be done to reduce the anxiety, and to legitimise, by discussion and agreement, specific times, places, and activities for relaxing control, releasing tension, and having a good time. These occasions are also times when the friendly relationships between members are naturally repaired and strengthened and are needed by everybody and not just by you.

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

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 exceptions from task responsibilities for particular members, the protectors are sometimes regarded as a nuisance or ignored by the leader or more rigid task-oriented members. This is not necessarily a very visible polarisation, but it takes its toll in time.

If you are seen as by other members as deficient in the values you place on nurturance, therapy, teaching, and training, as necessary aspects of effective teamwork, it may be because you are unrealistically anxious about threats to the group from the outside, or the importance of immediate performance or production. You should consider, perhaps, if you are undermining the ability of the group to perform by neglecting these necessary functions of repair and maintenance. If these functions are not performed by the task leader of the group, there needs to be a social-emotional leader who performs them and who receives recognition and support for doing so. It is especially important that the task leader should recognise and support the social-emotional specialist as a co-leader of the group. The coalition between these two types of leaders, if these functions are performed by different persons, is perhaps the most important single relationship in the group making for effective teamwork.

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

There are many reasons why this set of values may be underemphasised. Some group members with an "individual survival mentality" (values shown on the bargraph as 1 U, 6 UN, 7 UNB, 14 N, for example), may 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 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; that others do not have the ability to solve them; that democratic participation in decision making is much too slow and likely to come out with the wrong answers.

Members who strongly hold these values opposing equality may not recognise the degree to which they are likely to threaten the integrity of the group and destroy effective teamwork. An overemphasis on the values opposing equality is almost certain to provoke polarisations, even between those who oppose equality, to fractionate the group, and ruin motivation to co-operate.

The basic solidarity and integrity of the team is the first essential for effective work in the long run. If the nature of the task does not permit this, it may be wiser to lower the level of aspiration, or to redefine or redesign the task, than to persist without the possibility of a viable team.

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

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. Friendship is a powerful reinforcer of team solidarity and, through this connection, of effective teamwork.

If you place a low value on friendship in the group, it may be because some of the conditions for its growth are absent, and you may not have experienced its rewards. Members of the group may not meet often enough; they may interact under the constraint of status differences that are too great; or they may not, in fact, share a common fate. But friendship also tends to suffer or fail to develop if the group is chronically polarised, or if there are incompatibilities of personality of the kind that are often associated with group polarisation.

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 polarisation, and a devaluation of friendliness in general among those who are more strongly work oriented. 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.

18 DP Trust in the goodness of others (underemphasise)

The most obvious reason that others may see you as low on trust in the goodness of others is that you may perceive that trust is not justified, and may in fact be dangerous. This is likely to be the case if you view the world as a jungle, and act mostly on values of individual survival. This tends to make the group a jungle too, of course, and those who hold on to trust do so for unrealistic reasons. For some kinds of teams, trust is essential, since members sometimes hold each other's lives in their hands. For most teams, effective teamwork depends to some extent on trust, and lack of trust is a corrosive factor which tends to result in multiplying problems.

There are no easy ways out. Real trust can only develop if there is an openness and willingness to allow others to repeatedly demonstrate trustworthiness, and to demonstrate trustworthiness yourself. Time is required. But in order to initiate this process, an open discussion about the reasons for distrust, and resolutions to change the relationship are usually required.

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.

The average response indicates you may **overemphasise**:

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

It is a great temptation to most people to react with these authoritarian values when things begin to go wrong in the group, or when an emergency threat appears from the outside. The great attraction 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.

The trouble is that 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. Other individuals 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 business oriented groups, as well as in the family, and one of the most dangerous if allowed to escalate.

The strategic set of moderating and mediating values are those of “Responsible idealism, collaborative work” (11 PF on the bargraph) and “Dedication, faithfulness, loyalty to the organisation” (19 DPF).

These values are often activated, and the polarisation held in check, by a friendly democratic leader of sufficient dominance to 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). If other members of the group see you as overemphasising authoritarian values, the most effective modification you can make is probably to move substantially toward more friendly democratic leadership, or at least to give strong support to others in the group who are leading in this pattern.

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

This is a “primitive” kind of value, recommending, as it does, the exercise of aggression with very little window dressing, and it has survival value for the most aggressive individual in “primitive” kinds of situations. But it is generally dangerous to effective teamwork. Individuals who live by this value sometimes function alone; sometimes they ally themselves with the agents of authority and act as “enforcers”; sometimes they ally themselves with the leaders of the revolution as “freedom fighters.” In all of these cases the effect is to escalate polarisation toward its most damaging form: “totalitarianism of the far right” versus “revolution of the far left.”

If other members of the group see you as overemphasising the values of tough-minded assertiveness, you should perhaps consider whether these attitudes are really necessary to your survival, or whether, perhaps, you have uncritically taken them over from some other person or group and are applying them unnecessarily in the present group. In most normal groups they will lead to conflict, or make conflict worse.

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

All groups live with a somewhat unstable balance between maintaining established ways of doing things, and change. Our Effective Teamwork Norm shows "Change to new procedures, different values, creativity" (16 B on the bargraph) to be somewhat more highly valued. But fluctuation back and forth between these two poles is to be expected since both the external situation and internal conditions of the group are inherently unstable. Trouble is likely if either set of values becomes overemphasised and rigid.

If both sets of values are very high on your bargraph, this may indicate a potential polarisation for you in the group; you may get caught on either side of the struggle if the group polarises on this issue.

If other members see you as very high on the conservative, correct side, but low on the side of favouring change, it may be that you are showing some rigidity, due to anxiety, or some ideological attachment to conservatism. It seems unlikely that the changing problems of group life can be solved by an ideologically rigid attachment either to conservatism or to change.

13 NF Restraining individual desires for organisational goals (overemphasise)

An emphasis on this set of values is a normal reaction to emergency. The danger is that it will become overemphasised, depended upon instead of more fundamental solutions, and retained past the point of reasonable ability to tolerate strain. If long continued, motivation will be eroded and other troubles will begin to appear as reactions to strain: fatigue, alienation from the group and the task, resentment against authority, and ultimately a crystallised polarisation of the most damaging type.

It is dangerous for members 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 in its environment. If the situational threat can not be removed, job redesign, redistribution of the loads, and the like should be considered.

The average response indicates you may underemphasise:

none of the items.

You do 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 you place 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 you are *high* on any of these values, they will surely be worth discussing as they generally indicate something of considerable importance needs to be changed.

The average response indicates you may *overemphasise*:

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

Some persons hold these values strongly because of earlier experience. In this case it may take very little to activate the behaviour. The behaviour has the aim of asserting the self in opposition to authority and conventionalism. It may include showing off, displaying the self as fascinating, amazing, shocking, unrestrained, spectacular. It may include showing contempt for "nice little girls and boys" who display submissive dependence on authority, at the same time attempting to provoke authority into over-reacting in their defence. A fear of being dependent and defenceless in the face of a threatening authority is often the underlying emotion.

If you are seen by other members of the group as overemphasising this kind of behaviour, it will probably not be a surprise to you, since one aim of the behaviour is usually to provoke a reaction; and you are probably watching closely to see that you get the reaction. It goes without saying that the effect is to disrupt the existing pattern of teamwork, and you will not be surprised if you receive many negative reactions and attempts are made to isolate you. Perhaps it is not really your desire to destroy teamwork once and for all, but to hold things up, in a way, until you have taught others the dangers of dependence on a bad authority. If you really desire to get out of the polarisation in which you are likely to be caught, the most strategic way, probably, is to start moving in a more friendly and positive direction where you will have more friends.

15 NB Rejection of established procedures, rejection of conformity (*overemphasise*)

If established procedures are failing to work on a large scale, then emergence of these values among a number of group members is to be expected. A "revolution" of sorts may be the best solution.

On the other hand, some individuals maintain these values as a part of their personality resulting from prior experiences. Their behaviour is likely to seem irritable, cynical, and uncooperative. They may seem to have negative attitudes toward the group as well as the task. They may criticise conventionality in general and may refuse to accept the conventional social roles of age, sex, occupation, social class, citizenship, and so on.

If you hold these attitudes and generally behave in this manner, it is likely that you will provoke and become part of a general polarisation of the group. There may be little that members of the present group can do to alleviate the problem, except to take off the pressure toward conformity and group participation and withdraw excessive attention from you. If you are willing to lower your profile, and allow the group to divert their attention to other issues, this may at least relieve the polarisation and allow others to work more effectively.

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

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

Sometimes, however, the emotional condition and behaviour is based in personality or physical condition or problems outside the group. It may be that there is not much that other group members can do except show support and perhaps urge outside help.

23 DNB Admission of failure, withdrawal of effort (overemphasise)

If other members of the group see you as emphasising admission of failure with regard to some particular issues or procedures, it may simply mean that you are ahead of the crowd, and that the group would do well to admit failure and take a different tack.

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

Some of these possible causes, if recognised, can be modified or removed. You may be able to be of real help to the group, and to yourself, by pointing them out and trying to get the group to do something about them. If the causes are not actually based in the present group, however, there may be little that other group members can do except provide support.

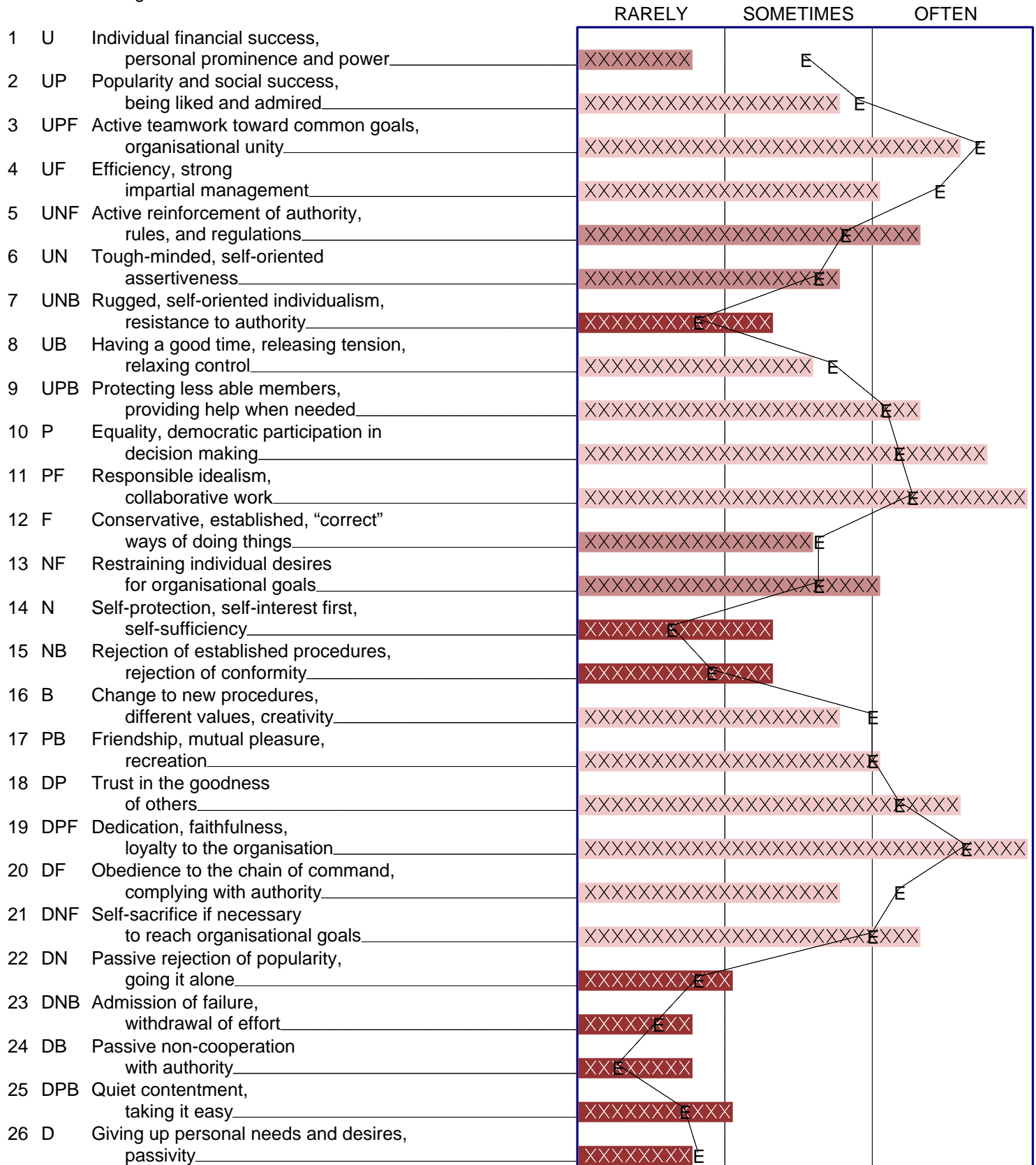
Bargraph
Individual and Organisational Values
Based on the average of all ratings made on: TAP

Report prepared for: Sample Team
Team Development—Optimising Team Performance
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.

Rating question: **In general, what kinds of values does this person show in his or her behaviour?****Report prepared for: Sample Team**Type: PF
Ratings: 6

Final Location: 1.5U 5.6P 6.2F

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

Bargraph Synopsis on: TAP

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, you were rated for each of the 26 items. These values and their associated behaviours are important in determining how effective you may be as a group member.

Comparison of your profile with *optimum* for effective teamwork

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

Bales Report for the Bargraph on: TAP

In reading the Bales Report, keep in mind that it is intended to assist you in understanding how others may perceive your behaviour, and to consider ways in which you may be able to improve your effectiveness and that 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 your bargraph indicate how frequently, on the average, you were rated as showing each of the values in your behaviour. Your bargraph may indicate that you are 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.

The average response indicates you are *close* to the Normative Profile on:

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

You appear to place just about optimum emphasis on these values, according to the ratings of the other group members. Liking and admiration are the prime intrinsic rewards group members can give to each other. It is important that you give as well as receive these important rewards. A need to be admired that is too strong and a tendency to give admiration that is too weak can weaken group solidarity. When the exchange is mutual and egalitarian, it greatly strengthens the solidarity of the group. You are rated in the optimum range, which probably indicates that the interchange is mutual. When the mutual rewards are given for effective task performance, the combination is ideal for effective teamwork.

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

You are rated as exemplifying this ideal combination of values. The effective combination depends upon a circular linking of values that do not go together automatically, and in fact are often separated. In the ideal case, *team solidarity* is harnessed to the accomplishment of *tasks* that contribute effectively to the *organisation*. In return, the organisation distributes *rewards* back to the team and makes further *resources* available for building further *effective teamwork*. The successful linking of the elements of this reinforcing circle is a real achievement. It does not occur without active, intentional, and skilful leadership.

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

You are seen in the optimum range on these values. Apparently you have the ability to relax and recover from periods of more intense work. This ability is needed by all members, 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. You probably perform a valuable function for your group in helping it to get all the way around this circle of phases.

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

Your values appear 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, and situations; but it is always important to place a general value on recognising these needs and dealing with them realistically, as you apparently do.

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

Successful teamwork requires the ability to act in opposite ways at various times—ways that may seem logically inconsistent or conflicting. You can contribute to this vital flexibility. For optimum teamwork in most task-oriented teams there probably needs to be about an equal emphasis on change to new procedures, and on established, conservative, “correct” ways of doing things; but there is always a danger of getting overbalanced and stuck on one side or the other. You are in the optimum range with regard to values on change. If you have the flexibility to move back and forth between change and conservative stability, you can make important contributions to the progress and development of the group.

17 PB Friendship, mutual pleasure, recreation (close)

Who can doubt that friendship, mutual pleasure, and recreation are good for team solidarity? You are in the right range of emphasis on these important values. The problem for most teams 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 tend to become pre-emptive, and the teamwork eventually suffers. You can contribute to the vital flexibility needed for the group to be able to move back and forth around an optimum balance between these two competing sets of values.

18 DP Trust in the goodness of others (close)

It is not easy just to “decide” to have trust in others—in a team it depends for the most part on whether the members have in fact shown themselves to be trustworthy. However, it is also true that some members are fortunate in naturally tending toward a calm trust, as you apparently do. This is important in counteracting the tendency of some others to be generally distrustful. Trust is the bed rock foundation for team solidarity. Your contribution of trust to the team is important.

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

You are seen as a member who exemplifies these values, and you probably help others to realise them as well. This set of values depends upon the ability of members, and actually of the group as a whole to “get out of themselves” and to give effort to a group that is larger and more vague in its outlines than they themselves. 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)

The 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. But 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. You appear to have a value on self-sacrifice in about the optimum range. This may also be an indication that the leadership of your team is exercising good foresight and is not depending too heavily on self-sacrifice.

The average response indicates you may overemphasise:

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

If you are seen by others as making insistently strong demands for equality no doubt there are reasons. But you should perhaps consider whether or not you are being realistic. This set of values is much easier to endorse in the abstract than to realise in actuality. Effective leadership usually requires that members acknowledge the right of some one or more members to exercise some special initiative and dominance in order to co-ordinate activities of the group, as well as to deal effectively with others of high status outside.

Rating question: **In general, what kinds of values does this person show in his or her behaviour?**

Personality differences between group members are usually such that they never, in fact, all literally want to talk the same amount, all worry the same amount about the same problems, all take the same amount of responsibility for everything, and so on. In fact, there are probably no actual working groups anywhere in which complete equality is realised. A gentle gradient of dominance, with as much sharing of leadership as practical, depending upon the problem and situation, is closer to a realisable ideal. Nevertheless, you should be satisfied that unnecessary dominance is not being forced upon group members, and if you are not, try to get the problem discussed in the group.

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

This set of values is directly in line with the values characteristic of effective teamwork; a value on task accomplishment is balanced with a value on friendly and collaborative relationships with others, without excessive self-centred demands for individual prominence or status. Who could ask for more? However, these values can be overdone.

The problem is that an extremely high emphasis on this set of values may be an indicator of unrealism. If you are seen by other group members as overemphasising these values, you should perhaps consider whether you have a tendency not to see domination although it is a problem in the group, whether you tend to be too uncritical about authority, whether you tend to deny or overlook unfriendly behaviour of others, whether you tend to be over optimistic and to agree with everybody as often as possible, without enough regard for content. These traits are often irritating to more cynical and anti-authoritarian members, and if there are such members in the group, this may cause them to dislike or attack you. These members are often afraid of "group think"—a degree of unrealism for the sake of harmony that interferes with task performance or ignores external or internal dangers to the group.

The average response indicates you may *underemphasise*:

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

Leaders or team members who are deficient in this value are likely to seem disorganised to other group members who are likely to feel that their time and abilities are being wasted. Time is a precious resource in all groups, 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 and aimless procedure.

All team members need to participate in good management and to value it. If other members perceive you as deficient in these values, it may help to look into this in a frank discussion. You may have had bad experiences in the past due to authoritarian management, and are now oversensitive to any controls. Or it may be that the present management of the group needs to be modified.

Wider member participation of all members 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").

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

If other members of the group see you as deficient in this set of values, it may be because of a more general anti-authoritarian attitude on your part, which is not confined to relationships in the present group. However, even though this may be the case, it may well be that the conflict between you and authority in the present group has by now developed into a self-perpetuating circle, with provocation on both sides.

Once a polarisation of this kind has formed, it is very difficult to change. Even though authority may obtain literal obedience by sufficient show of force or threat of punishment, the disobedience tends only to go underground and continue in hidden resistance and evasion. The hidden resistance, in turn, is usually understood well enough by authority, and the conflict continues.

Rating question: **In general, what kinds of values does this person show in his or her behaviour?**

The best line of approach, if you really desire an improvement, may be to seek the help of some member of the group sufficiently close to you in feelings, who in turn is well liked and has some power in the group. Such a person may be able to act as a kind of mediator between you and the member or members with whom you are in conflict. It is important for you to try to soften the negative aspects of your feeling and behaviour, and to move in a friendly direction, at least toward the potential mediator, and to give the mediator something to work with. If the mediator in turn is able to obtain a similar movement on the part of authority, then the conflict may begin to soften.

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.

The average response indicates you may **overemphasise**:

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

It is a great temptation to most people to react with these authoritarian values when things begin to go wrong in the group, or when an emergency threat appears from the outside. The great attraction 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.

The trouble is that 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. Other individuals 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 business oriented groups, as well as in the family, and one of the most dangerous if allowed to escalate.

The strategic set of moderating and mediating values are those of “Responsible idealism, collaborative work” (11 PF on the bargraph) and “Dedication, faithfulness, loyalty to the organisation” (19 DPF).

These values are often activated, and the polarisation held in check, by a friendly democratic leader of sufficient dominance to 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). If other members of the group see you as overemphasising authoritarian values, the most effective modification you can make is probably to move substantially toward more friendly democratic leadership, or at least to give strong support to others in the group who are leading in this pattern.

The average response indicates you may **underemphasise**:

1 U Individual financial success, personal prominence and power (*underemphasise*)

This set of values may be helpful in motivating effort so long as it is tied to accomplishment of the group goals and other effective teamwork values. If it is too low this may reflect a lack of motivation for any kind of effort. Or it may reflect an overemphasis on self effacing values or anonymous equality that may prevent the emergence of effective leadership. This may be dangerous, especially in emergencies.

As a general condition, for effective teamwork there needs to be enough possibility of reward through personal recognition, increase in power, money, and other kinds of individual reward, to motivate high individual effort. Is the group losing members? Are you or others becoming apathetic? Is there trouble in recruiting new members? It may be that there are insufficient opportunities for individual recognition within the group.

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 you are *high* on any of these values, they will surely be worth discussing as they generally indicate something of considerable importance needs to be changed.

The average response indicates you may *overemphasise*:

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

Some persons hold these values strongly because of earlier experience. In this case it may take very little to activate the behaviour. The behaviour has the aim of asserting the self in opposition to authority and conventionalism. It may include showing off, displaying the self as fascinating, amazing, shocking, unrestrained, spectacular. It may include showing contempt for “nice little girls and boys” who display submissive dependence on authority, at the same time attempting to provoke authority into over-reacting in their defence. A fear of being dependent and defenceless in the face of a threatening authority is often the underlying emotion.

If you are seen by other members of the group as overemphasising this kind of behaviour, it will probably not be a surprise to you, since one aim of the behaviour is usually to provoke a reaction; and you are probably watching closely to see that you get the reaction. It goes without saying that the effect is to disrupt the existing pattern of teamwork, and you will not be surprised if you receive many negative reactions and attempts are made to isolate you. Perhaps it is not really your desire to destroy teamwork once and for all, but to hold things up, in a way, until you have taught others the dangers of dependence on a bad authority. If you really desire to get out of the polarisation in which you are likely to be caught, the most strategic way, probably, is to start moving in a more friendly and positive direction where you will have more friends.

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

Fear that survival of the group is severely threatened may bring out these values in many members. Some individuals, however, because of prior experiences, are threatened by any increase in friendliness, solidarity, and consensus in the group itself. They fear they may come to trust others too much, or that they will be drawn into mediocrity, or that they will be prevented from rising in status, or that they will incur obligations they do not wish to meet. Their behaviour seems unfriendly, negativistic, persistently in disagreement. Strong attempts to “bring them into the group” only increase the polarisation and make things worse.

If other members of the group see you as overemphasising this set of attitudes and behaviour, and you wish to moderate the polarisation, the most direct approach is simply to stop emphasising your desire to remain apart from the group—lower your profile, if possible, and suggest, or recognise, the importance of tolerating differences. If you can turn your attention, and that of the group, toward the overall task of the group, this will probably tend to neutralise the polarisation to some extent.

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

If many individuals within a group are high on this value, it is an indication the group may be in serious trouble, centring on the relationship with authority inside the group, outside the group, or both. Some individuals may show behaviour of this kind for value-based reasons. They may have a conviction that what is being required by authority is wrong, or that particular group goals or conventions are wrong. However,

Rating question: **In general, what kinds of values does this person show in his or her behaviour?**

they may believe that one should be “civil” in disobedience—one should seriously advocate a different set of values, but that the resistance should be “non-violent.” It may be that what authority is demanding is disapproved in the larger society, that the individual would feel personal guilt in conforming.

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

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

If you are seen by other members as overemphasising passive non-cooperation with authority, perhaps it would be helpful to try to find a member of the group who is well liked and has some power in the group, who may be able to mediate in some way between you and authority.

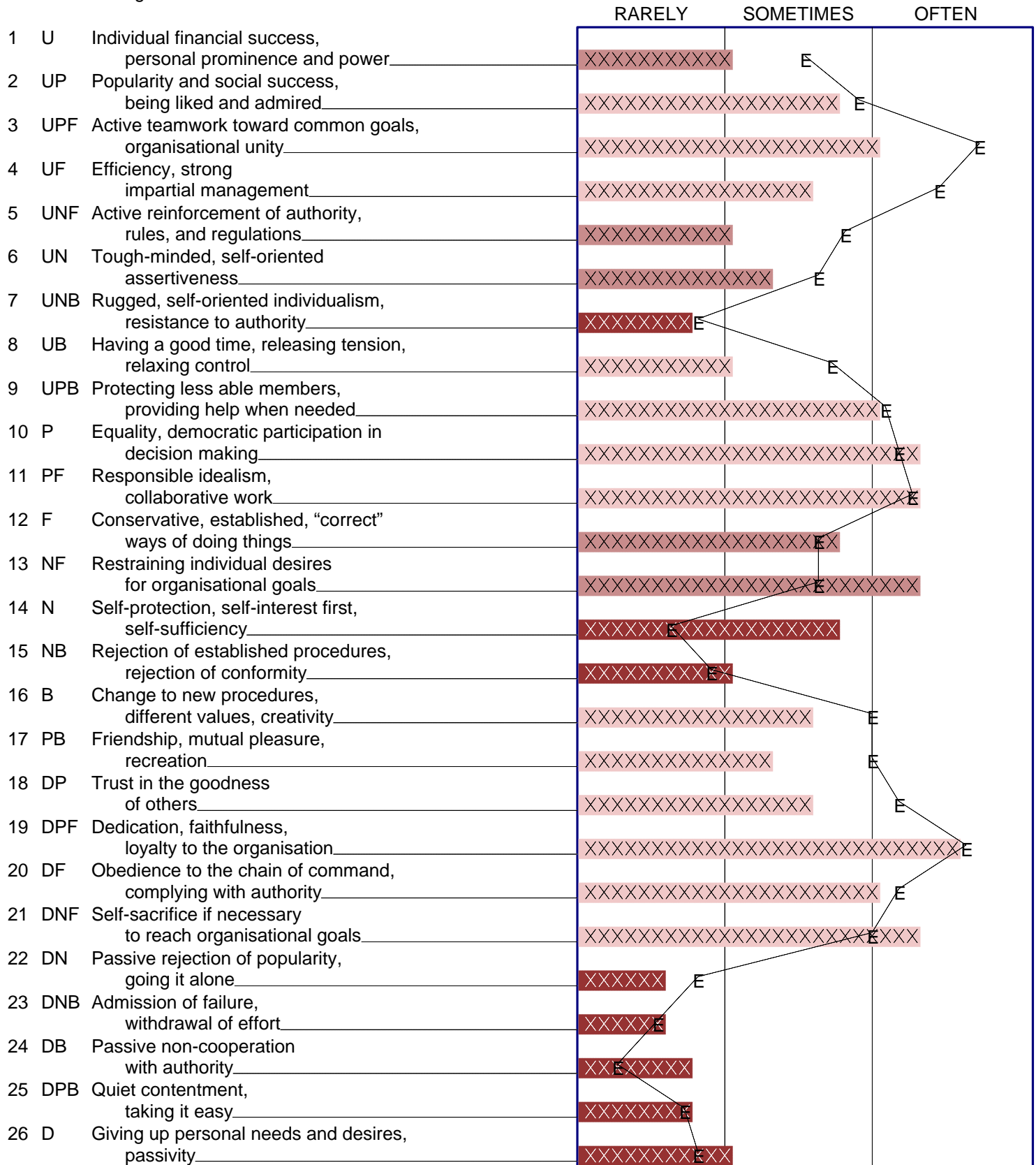
Bargraph
Individual and Organisational Values
Based on the average of all ratings made on: LIW

Report prepared for: Sample Team
Team Development—Optimising Team Performance
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.

Rating question: **In general, what kinds of values does this person show in his or her behaviour?****Report prepared for: Sample Team**Type: PF
Ratings: 6

Final Location: 0.3U 4.0P 6.4F

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

Bargraph Synopsis on: LIW

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, you were rated for each of the 26 items. These values and their associated behaviours are important in determining how effective you may be as a group member.

Comparison of your profile with *optimum* for effective teamwork

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

Bales Report for the Bargraph on: LIW

In reading the Bales Report, keep in mind that it is intended to assist you in understanding how others may perceive your behaviour, and to consider ways in which you may be able to improve your effectiveness and that 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 your bargraph indicate how frequently, on the average, you were rated as showing each of the values in your behaviour. Your bargraph may indicate that you are 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.

The average response indicates you are *close* to the Normative Profile on:

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

You appear to place just about optimum emphasis on these values, according to the ratings of the other group members. Liking and admiration are the prime intrinsic rewards group members can give to each other. It is important that you give as well as receive these important rewards. A need to be admired that is too strong and a tendency to give admiration that is too weak can weaken group solidarity. When the exchange is mutual and egalitarian, it greatly strengthens the solidarity of the group. You are rated in the optimum range, which probably indicates that the interchange is mutual. When the mutual rewards are given for effective task performance, the combination is ideal for effective teamwork.

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

Your values appear 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, and situations; but it is always important to place a general value on recognising these needs and dealing with them realistically, as you apparently do.

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

Your value on equality may be one of the group's great assets. You probably know as well as anybody that complete and literal equality is almost never realised. But you probably also know what is not always so apparent: that if there is no desire to move toward equality, and repeatedly back toward it after stress, there is no recovery from the disintegrating effects of task pressures and individualistic desires. Mutual desires for equality are the magnets of team solidarity. Your concern for these values contribute greatly to more significant participation and team solidarity.

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 necessary values. It has almost no undesirable side effects. Your values and your behaviour in this direction make a very significant contribution to the group.

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

You are seen as a member who exemplifies these values, and you probably help others to realise them as well. This set of values depends upon the ability of members, and actually of the group as a whole to “get out of themselves” and to give effort to a group that is larger and more vague in its outlines than they themselves. 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)

You are in just about the right place on these values. It is not easy to keep within the right range on issues of obedience. Most people feel that it is hard to give obedience. Hardly anybody really likes it. Many people feel that too much obedience is dangerous; and that unquestioning obedience, in particular, verges on immorality. At root, attitudes on these issues probably depend heavily on whether one feels that authority 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. You seem to have hit about the degree that most people think is best for effective teamwork.

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

The 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. But 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. You appear to have a value on self-sacrifice in about the optimum range. This may also be an indication that the leadership of your team is exercising good foresight and is not depending too heavily on self-sacrifice.

The average response indicates you may *overemphasise*:

none of the items.

You do 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 you place too much emphasis on certain values, and it is worthwhile for you to explore this.

The average response indicates you may *underemphasise*:

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

Purposeful democratic task leadership is the kind of behaviour required to realise this value. Acceptance of group tasks and optimism about successful accomplishment, liking of other group members, as well as the acceptance of higher authority as good and just are attitudes which tend to reinforce these values. It is important to realise that all group members, and not just the designated leader, can contribute to teamwork by expressing these attitudes—unless, of course, real conditions make them inappropriate or impossible.

If you feel that external conditions need to be changed before the group can show more active teamwork, perhaps you can help by making your perceptions known, and helping in the discussion of them. The task may need to be redefined or redesigned so that successful accomplishment is possible; more training may be required; members may need to spend more time coming to appreciate and like each other. Higher authority outside the group may need to exercise better leadership.

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

Leaders or team members who are deficient in this value are likely to seem disorganised to other group members who are likely to feel that their time and abilities are being wasted. Time is a precious resource in all groups, 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 and aimless procedure.

All team members need to participate in good management and to value it. If other members perceive you as deficient in these values, it may help to look into this in a frank discussion. You may have had bad experiences in the past due to authoritarian management, and are now oversensitive to any controls. Or it may be that the present management of the group needs to be modified.

Wider member participation of all members 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").

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

Anxiety about adequate performance, especially if threats from the external situation and disapproval from authority are also expected, can make it very difficult to relax control. Performance tends to become obsessive and the need for perfection tends to increase the probability of mistakes.

If you are seen by other members as deficient in your ability to have a good time, to release tension, or relax control, you need to try to find the sources of anxiety, to do whatever can be done to reduce the anxiety, and to legitimise, by discussion and agreement, specific times, places, and activities for relaxing control, releasing tension, and having a good time. These occasions are also times when the friendly relationships between members are naturally repaired and strengthened and are needed by everybody and not just by you.

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

There are always "vested interests" in favour of keeping things as they are. But almost all members, 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 sooner or later. It requires changes in role, changes in the attachments one has to particular persons, and changes in the targets of hostility as well.

Besides all that, real creativity and more effective new procedures are usually hard to come by. Many people have a high value on creativity who are not viewed as creative by others. If the high value a person or subgroup places on creativity is believed by others to be mostly self-serving, their claims are likely to be devalued. All these are reasons why values on change may be deficient. There are others which trace to anxiety, the need to conform, and fear of disapproval from authority. Nevertheless it is obvious that neither the situation nor conditions within the group remain always the same; some change is inevitable as well as desirable.

Probably the dilemma of change versus no change can not be solved on the abstract level. It may help to take proposals for concrete specific changes one at a time. Questions of change need to be considered by the whole group, however, since everybody is likely to be affected, and the benefits of group decision over unilateral action are 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. Friendship is a powerful reinforcer of team solidarity and, through this connection, of effective teamwork.

If you place a low value on friendship in the group, it may be because some of the conditions for its growth are absent, and you may not have experienced its rewards. Members of the group may not meet often enough; they may interact under the constraint of status differences that are too great; or they may not, in fact, share a common fate. But friendship also tends to suffer or fail to develop if the group is chronically polarised, or if there are incompatibilities of personality of the kind that are often associated with group polarisation.

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 polarisation, and a devaluation of friendliness in general among those who are more strongly work oriented. 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.

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

The most obvious reason that others may see you as low on trust in the goodness of others is that you may perceive that trust is not justified, and may in fact be dangerous. This is likely to be the case if you view the world as a jungle, and act mostly on values of individual survival. This tends to make the group a jungle too, of course, and those who hold on to trust do so for unrealistic reasons. For some kinds of teams, trust is essential, since members sometimes hold each other's lives in their hands. For most teams, effective teamwork depends to some extent on trust, and lack of trust is a corrosive factor which tends to result in multiplying problems.

There are no easy ways out. Real trust can only develop if there is an openness and willingness to allow others to repeatedly demonstrate trustworthiness, and to demonstrate trustworthiness yourself. Time is required. But in order to initiate this process, an open discussion about the reasons for distrust, and resolutions to change the relationship are usually required.

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.

The average response indicates you may **overemphasise**:

13 NF Restraining individual desires for organisational goals (*overemphasise*)

An emphasis on this set of values is a normal reaction to emergency. The danger is that it will become overemphasised, depended upon instead of more fundamental solutions, and retained past the point of reasonable ability to tolerate strain. If long continued, motivation will be eroded and other troubles will begin to appear as reactions to strain: fatigue, alienation from the group and the task, resentment against authority, and ultimately a crystallised polarisation of the most damaging type.

It is dangerous for members 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 in its environment. If the situational threat can not be removed, job redesign, redistribution of the loads, and the like should be considered.

The average response indicates you may **underemphasise**:

1 U Individual financial success, personal prominence and power (*underemphasise*)

This set of values may be helpful in motivating effort so long as it is tied to accomplishment of the group goals and other effective teamwork values. If it is too low this may reflect a lack of motivation for any kind of effort. Or it may reflect an overemphasis on self effacing values or anonymous equality that may prevent the emergence of effective leadership. This may be dangerous, especially in emergencies.

As a general condition, for effective teamwork there needs to be enough possibility of reward through personal recognition, increase in power, money, and other kinds of individual reward, to motivate high individual effort. Is the group losing members? Are you or others becoming apathetic? Is there trouble in recruiting new members? It may be that there are insufficient opportunities for individual recognition within the group.

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

It is a sign of problems in the group if very much or very frequent active reinforcement of authority is needed. The attempt to deal with problem conditions in the group simply by direct exercise of authority and power almost inevitably creates negative reactions and escalating polarisation. If the group sees you as very negative about authority it may be because this has happened in your past experience, or is currently happening. In all groups, however, there are needs for the legitimate exercise of authority in appropriate degrees. A complete allergy to authority, whether legitimate or not, in the long run is incompatible with effective teamwork and high performance.

Rating question: **In general, what kinds of values does this person show in his or her behaviour?**

Moreover, there may be times, as a result of emergency threats from the outside, or emergency needs for internal co-ordination, when authority needs to be exercised strongly. If group members are allergic to all exercise of authority, they may be exposed to dangers. Existing authority may overestimate these dangers, others may underestimate them. A careful look at reality may be indicated.

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 you are *high* on any of these values, they will surely be worth discussing as they generally indicate something of considerable importance needs to be changed.

The average response indicates you may *overemphasise*:

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

Fear that survival of the group is severely threatened may bring out these values in many members. Some individuals, however, because of prior experiences, are threatened by any increase in friendliness, solidarity, and consensus in the group itself. They fear they may come to trust others too much, or that they will be drawn into mediocrity, or that they will be prevented from rising in status, or that they will incur obligations they do not wish to meet. Their behaviour seems unfriendly, negativistic, persistently in disagreement. Strong attempts to "bring them into the group" only increase the polarisation and make things worse.

If other members of the group see you as overemphasising this set of attitudes and behaviour, and you wish to moderate the polarisation, the most direct approach is simply to stop emphasising your desire to remain apart from the group—lower your profile, if possible, and suggest, or recognise, the importance of tolerating differences. If you can turn your attention, and that of the group, toward the overall task of the group, this will probably tend to neutralise the polarisation to some extent.

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

If many individuals within a group are high on this value, it is an indication the group may be in serious trouble, centring on the relationship with authority inside the group, outside the group, or both. Some individuals may show behaviour of this kind for value-based reasons. They may have a conviction that what is being required by authority is wrong, or that particular group goals or conventions are wrong. However, they may believe that one should be "civil" in disobedience—one should seriously advocate a different set of values, but that the resistance should be "non-violent." It may be that what authority is demanding is disapproved in the larger society, that the individual would feel personal guilt in conforming.

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

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

If you are seen by other members as overemphasising passive non-cooperation with authority, perhaps it would be helpful to try to find a member of the group who is well liked and has some power in the group, who may be able to mediate in some way between you and authority.

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

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

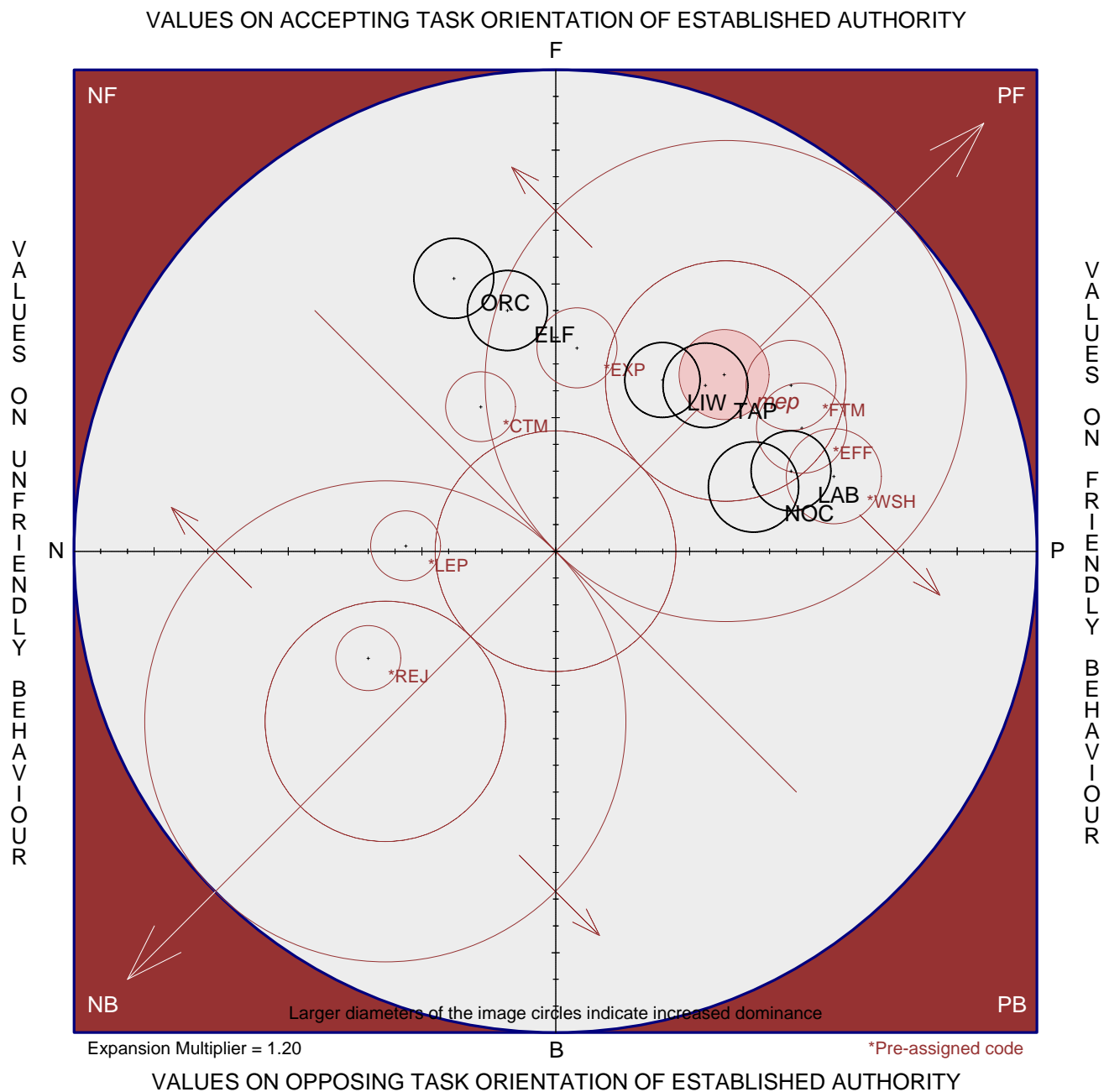
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December 20, 2004

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	*WSH	4.0	U	10.4	P	2.8	F
	*FTM	3.3	U	8.8	P	6.2	F
	*EFF	2.8	U	9.2	P	4.6	F
	*EXP	1.2	U	0.8	P	7.6	F
	*LEP	0.7	D	5.6	N	0.2	F
	*CTM	1.3	D	2.8	N	5.4	F
	*REJ	2.2	D	7.0	N	4.0	B
Images of Persons	NOC	2.8	U	7.4	P	2.4	F
	TAP	1.5	U	5.6	P	6.2	F
	LAB	1.3	U	8.8	P	3.0	F
	ELF	1.2	U	1.8	N	9.0	F
	ORC	0.5	U	3.8	N	10.2	F
	LIW	0.3	U	4.0	P	6.4	F

*Pre-assigned code

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004



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: *WSH

General Description

According to the average received from all raters, the most characteristic values appear to be: *Popularity and social success, teamwork toward social solidarity.*

Members with these values show active, friendly, outgoing social behaviour. They tend to be confident and to feel highly involved, strong and able to lead the group toward goals of equality and integrated teamwork. Usually, however, they have more interest in receiving liking and admiration from a friendly group than in structuring and performing the demanding tasks of the group. Their activity tends to be “political” and “social” in nature. They tend to attract attention, to be well liked, and are often successful in “popular elections” of any kind. They may be better “liked” than an optimal leader.

Image of: *FTM

General Description

According to the average received from all raters, the most characteristic values appear to be: *Active teamwork toward common goals, popularity and social success.*

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

Image of: *EFF

General Description

According to the average received from all raters, the most characteristic values appear to be: *Responsible idealism, collaborative work, equality, democratic participation.*

Members of this kind tend to be good, practical, stable and dependable. They are friendly, but not warmly so. They tend to assume that persons in authority are benevolent and they themselves are responsive in turn. They are concerned with doing a good job. They believe in fairness, justice, and altruism, both within the group and between groups. They are usually happy to follow leaders who represent their ideal of benevolent authority, but they tend not to assume leadership themselves. They generally tend to assume the best about others, and to look for the best. In some instances they may be uncritical.

Image of: *EXP

General Description

According to the average received from all raters, the most characteristic values appear to be: *Conservative, established, “correct” ways of doing things.*

Behaviour of members perceived in this way tends to be constrained to conventional assumptions, with unquestioning literal acceptance of the task just as it has been defined by authority, without any flexibility, or allowance for context, without sufficient regard for side effects. Members of this kind seem to be strictly analytical, task-oriented, persistent, and impersonal. They have little or no sense of humour, little or no ability to see themselves as others see them, or to get any distance on themselves. They tend to be “glued” to the task requirements. They want to have things well defined, highly organised, and under control so that when their behaviour is later reviewed by authority, as they expect that it will be, no legal fault can be found.

Image of: *CTM

General Description

According to the average received from all raters, the most characteristic values appear to be: *Restraining individual desires for organisational goals.*

Members rated highly in this direction are likely to show behaviour that is persistently legalistic, a pervasive desire always to be right (even though such persons may try hard not to be dominant). Insistence on restraint is often interpreted by others as an attempt to make one's self a conspicuous example of goodness. One may be so insistent on being perfect that others are made to feel guilty and resentful. It is difficult to recommend or exemplify value based restraint without giving the impression that one thinks that he or she is right and others are wrong. That in fact is the impression that these members tend to give.

Image of: *LEP

General Description

According to the average received from all raters, the most characteristic values appear to be: *Self-protection, self-interest first, self-sufficiency.*

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

Image of: *REJ

General Description

According to the average received from all raters, the most characteristic values appear to be: *Admission of failure, withdrawal of effort.*

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

Images of Persons as Rated by Members of Your Group

Image of: NOC

General Description

According to the average received from all raters, the most characteristic values appear to be: *Equality, democratic participation in decision making, social idealism, collaboration.*

Persons who are rated in this way tend to be confident and friendly without being dominant, well related to other people and psychologically well adjusted. They are easy to talk to in conversation. They keep a comfortable balance in talking and listening. They usually are able and ready for serious discussion, fair-minded and unprejudiced, but their natural inclination is more toward promoting satisfying relationships with others than toward intellectual discussion or meeting task demands.

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

Members such as NOC are accessible to leadership, but there is still an important gap between their concerns and values and those of an optimal leader. They are more likely to focus on increasing the satisfactions of group membership. An optimal leader will probably have to devote some special persuasive and educative effort to eliciting their most effective task performance. This should not be too difficult, however. The relationship with them can easily be warm and friendly.

Some members who stress very strongly the values of equality may be too anxious or even obtrusive in their extreme efforts to be friendly, and to maintain a friendly facade in the group at all costs. (The images of such members will tend to be seen extremely “far out” in the P direction, toward the border of the field diagram.) These efforts can discourage efforts of the group to make a realistic evaluation of all reasonable alternatives in problem solving and decision making, since such efforts may involve some disagreement or conflict. An optimal leader will need to make any such members aware of these potentially hampering effects on realistic discussion, and try to persuade or help them to be more tolerant of others who are not so concerned about maintaining friendship, group agreement, and strict equality.

Image of: LAB

General Description

According to the average received from all raters, the most characteristic values appear to be: *Responsible idealism, collaborative work, equality, democratic participation.*

Members of this kind tend to be good, practical, stable and dependable. They are friendly, but not warmly so. They tend to assume that persons in authority are benevolent and they themselves are responsive in turn. They are concerned with doing a good job. They believe in fairness, justice, and altruism, both within the group and between groups. They are usually happy to follow leaders who represent their ideal of benevolent authority, but they tend not to assume leadership themselves. They generally tend to assume the best about others, and to look for the best. In some instances they may be uncritical.

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

Members such as LAB are quite close to the optimum. An optimal leader is likely to form easy and friendly relationships with them. However, they may need some urging and perhaps additional training in order to perform at the highest level.

In the case of a member whose image appears very far out on the friendly side, the attempt to be friendly and acceptable may occasionally be so extreme as to be obtrusive. If this is the case, it is important that such a member be made aware that he or she may be provoking polarisation by trying too hard to be perfect, putting others “in the shade,” discouraging legitimate disagreement about alternative solutions to problems, and being too disapproving of any expression of values that may be important to particular individuals, even though such values do not contribute directly to teamwork. An optimal leader may need to make any members who appear to be intolerant in these ways more aware of the reasons the disapproved others behave as they do. Members such as LAB may need to be persuaded to be more reasonable and tolerant in their expectations of others.

Image of: TAP

General Description

According to the average received from all raters, the most characteristic values appear to be: *Responsible idealism, collaborative work.*

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

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

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

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

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

Image of: LIW

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.

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

It probably will not be hard for an optimal leader to get along with members such as LIW, but such members are often not very flexible in response to changes in job requirements, or in adjusting to different situational pressures, or in sensing and doing anything about the fluctuating social and emotional needs of the group. It may help to explain to them in explicit and logical terms just what changes in their behaviour are needed and why. They are usually willing to try to conform, but find it difficult to change. They may not have the capability, and will probably want to be very sure that doing anything differently is approved by authority, and that it will improve task performance.

Image of: ELF, and ORC

General Description

According to the average received from all raters, the most characteristic values appear to be: *Conservative, established, "correct" ways of doing things, restraining individual desires.*

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

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

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

It may be that the indirect approach of trying to change or reshape the norms of the group in such a way as to redefine the content of what is *actually* required by authority, or by conformity to the norms of the present group, will be more effective than trying to change the interpersonal relations of these members in some more direct way.

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

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

Individual Field Diagram
Individual and Organisational Values
Based only on the ratings made by: LAB

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

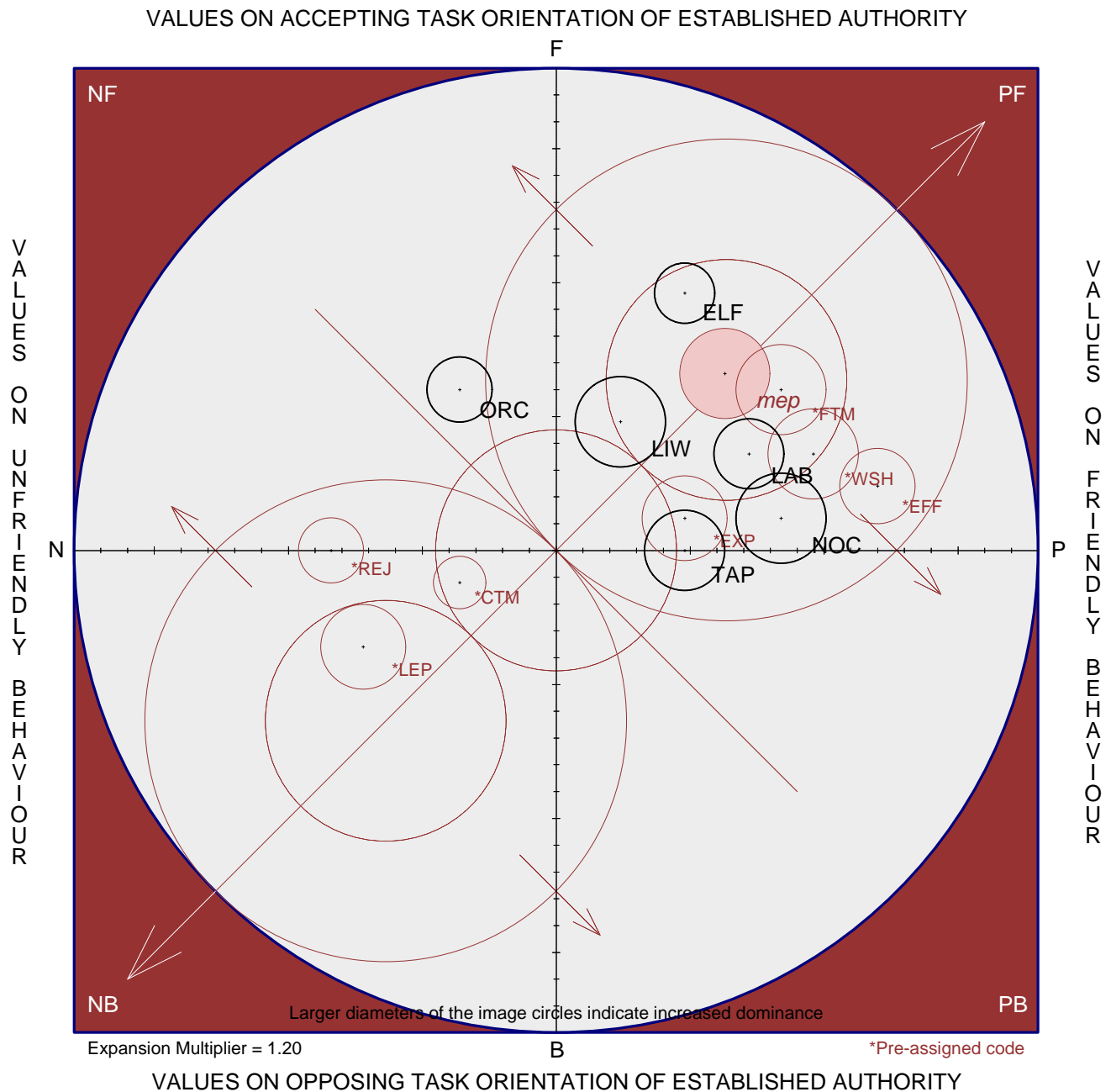
Report prepared for: Sample Team
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Presented by: SYMLOG Consulting Group
December 20, 2004

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	*FTM	3.0	U	8.4	P	6.0	F
	*WSH	3.0	U	9.6	P	3.6	F
	*EXP	2.0	U	4.8	P	1.2	F
	*LEP	2.0	U	7.2	N	3.6	B
	*EFF	0.0	U	12.0	P	2.4	F
	*REJ	2.0	D	8.4	N	0.0	F
	*CTM	5.0	D	3.6	N	1.2	B
Images of Persons	NOC	3.0	U	8.4	P	1.2	F
	LIW	3.0	U	2.4	P	4.8	F
	TAP	1.0	U	4.8	P	0.0	F
	LAB	1.0	D	7.2	P	3.6	F
	ORC	2.0	D	3.6	N	6.0	F
	ELF	3.0	D	4.8	P	9.6	F

*Pre-assigned code

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004



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 LAB

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: *FTM, and *WSH

General Description

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

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

Image of: *EXP, and *EFF

General Description

As seen by the rater, the most characteristic values appear to be: *Equality, democratic participation in decision making, social idealism, collaboration.*

Persons who are rated in this way tend to be confident and friendly without being dominant, well related to other people and psychologically well adjusted. They are easy to talk to in conversation. They keep a comfortable balance in talking and listening. They usually are able and ready for serious discussion, fair-minded and unprejudiced, but their natural inclination is more toward promoting satisfying relationships with others than toward intellectual discussion or meeting task demands.

Image of: *LEP

General Description

As seen by the rater, 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.

Image of: *CTM

General Description

As seen by the rater, the most characteristic values appear to be: *Giving up, non-involvement, passivity.*

The behaviour characteristic of this value position is inhibited, introverted, passive, and uncommunicative. The person may show almost no participation, little physical movement, few non-verbal signs of interest or feeling, no initiative with regard either to the task or social activities of the group.

Image of: *REJ

General Description

As seen by the rater, the most characteristic values appear to be: *Passive rejection of popularity, going it alone.*

The behaviour of these kinds of members tends to be introverted, unresponsive, depressed, sad, and resentful. One way of dealing with a lack of popularity, or a loss of popularity, is to reject it as not desirable in the first place (sour grapes). Attitudes of this kind may include a tendency to devalue physical attractiveness and to disapprove and avoid any kind of behaviour that might be interpreted as aimed at improving social status or personal acceptability, such as acquiring attractive clothes, cars, houses, and other possessions that may assist popularity. On the contrary, the person may do things to demean the self, or to make the self unattractive. However, "sour grapes" may be a trivial explanation of the causes. More information is needed.

Images of Persons as Rated by LAB

Image of: NOC

General Description

As seen by the rater, the most characteristic values appear to be: *Popularity and social success, teamwork toward social solidarity.*

Members with these values show active, friendly, outgoing social behaviour. They tend to be confident and to feel highly involved, strong and able to lead the group toward goals of equality and integrated teamwork. Usually, however, they have more interest in receiving liking and admiration from a friendly group than in structuring and performing the demanding tasks of the group. Their activity tends to be “political” and “social” in nature. They tend to attract attention, to be well liked, and are often successful in “popular elections” of any kind. They may be better “liked” than an optimal leader.

Image of: LIW

General Description

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

Members rated in this location are usually perceived as leaders, perhaps not too popular, but certainly active and prominent, initiating many acts to the group as a whole and receiving many acts from specific individuals in return. Leaders of this kind act as communication and control 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: TAP

General Description

As seen by the rater, the most characteristic values appear to be: *Equality, democratic participation in decision making, social idealism, collaboration.*

Persons who are rated in this way tend to be confident and friendly without being dominant, well related to other people and psychologically well adjusted. They are easy to talk to in conversation. They keep a comfortable balance in talking and listening. They usually are able and ready for serious discussion, fair-minded and unprejudiced, but their natural inclination is more toward promoting satisfying relationships with others than toward intellectual discussion or meeting task demands.

Image of: LAB

General Description

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

Members of this kind tend to be good, practical, stable and dependable. They are friendly, but not warmly so. They tend to assume that persons in authority are benevolent and they themselves are responsive in turn. They are concerned with doing a good job. They believe in fairness, justice, and altruism, both within the group and between groups. They are usually happy to follow leaders who represent their ideal of benevolent authority, but they tend not to assume leadership themselves. They generally tend to assume the best about others, and to look for the best. In some instances they may be uncritical.

Image of: ELF

General Description

As seen by the rater, the most characteristic values appear to be: *Obedience to the chain of command, dedication, faithfulness, loyalty to the organisation.*

Members of this kind are usually more interested in the particular technical aspects of the group tasks for which they are responsible than in relationships with others. They tend to be submissive; they dislike having to pay attention to problems of power and authority, as well as to problems of maintaining friendly relations. They tend to be impersonal, non emotional, and do not have much of a sense of humour. However, they are often very effective workers on the area of the task on which they concentrate.

Image of: ORC

General Description

As seen by the rater, the most characteristic values appear to be: *Self-sacrifice if necessary to reach organisational goals.*

Although group membership nearly always requires some self-sacrifice, the members of this kind seem to volunteer to be martyred, and carry the emphasis on self-sacrifice to an extreme. Such persons work hard, but are so hard working that they seem to be self-punishing. They are obedient, but express resentment about having to be obedient. They volunteer to serve, but feel they are exploited. They feel dependent and powerless. They tend to feel overcome with self-pity and resentment.

Individual Field Diagram
Individual and Organisational Values
Based only on the ratings made by: NOC

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

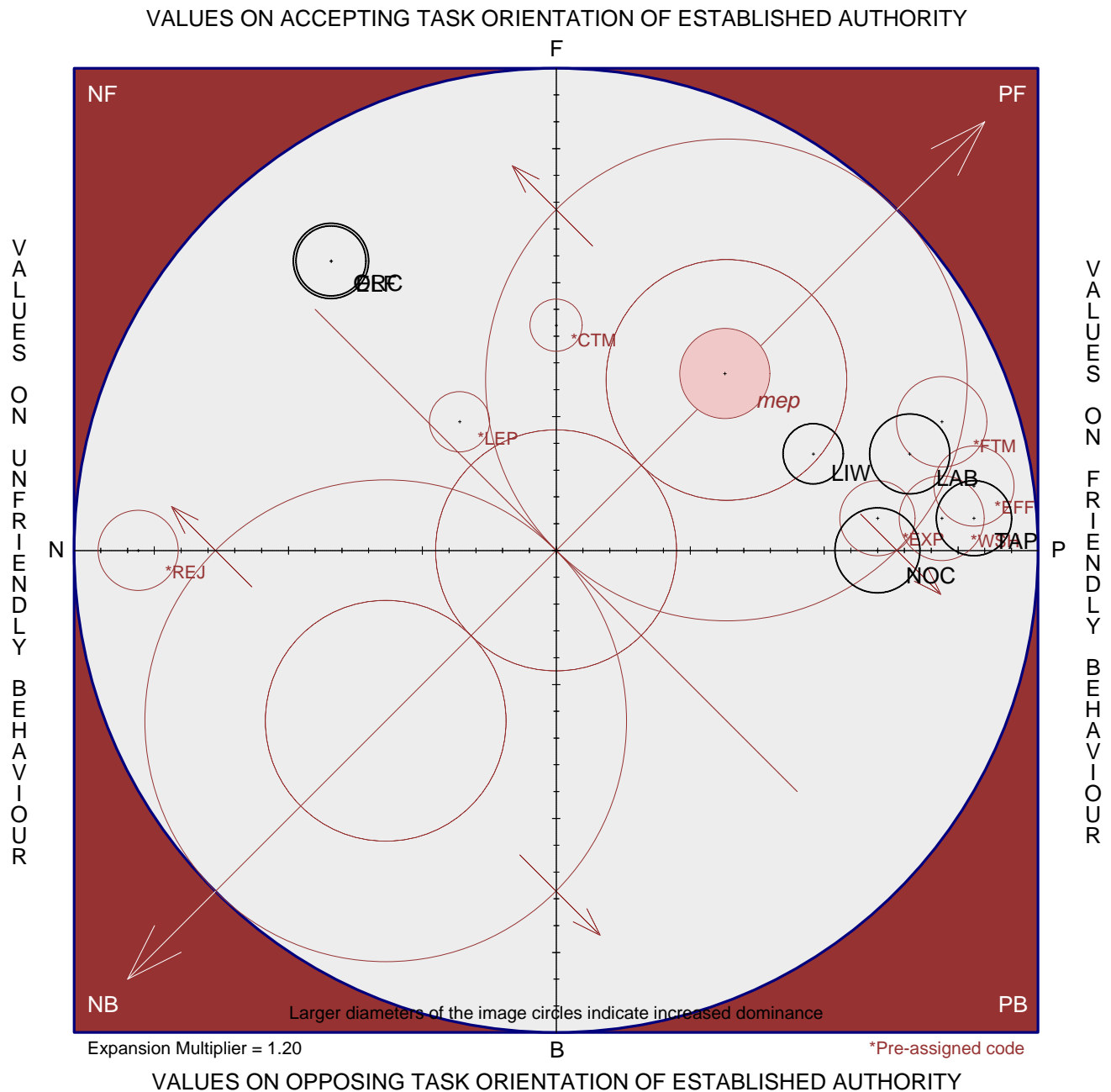
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Images of Concepts as Rated by NOC

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: *FTM

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

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

Image of: *EXP, *EFF, and *WSH

General Description

As seen by the rater, the most characteristic values appear to be: *Equality, democratic participation in decision making, social idealism, collaboration.*

Persons who are rated in this way tend to be confident and friendly without being dominant, well related to other people and psychologically well adjusted. They are easy to talk to in conversation. They keep a comfortable balance in talking and listening. They usually are able and ready for serious discussion, fair-minded and unprejudiced, but their natural inclination is more toward promoting satisfying relationships with others than toward intellectual discussion or meeting task demands.

Image of: *REJ

General Description

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

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

Image of: *CTM

General Description

As seen by the rater, the most characteristic values appear to be: *Obedience to the chain of command, complying with authority, self-sacrifice if necessary.*

Members who receive these ratings generally seem markedly constrained, both in the sense of dutiful submissiveness and in the sense of showing little emotion. They appear to be somewhat unfriendly, if anything, and often in conflict. They are cautious, task-oriented, and concerned with the reactions of those in authority. They often work very hard, or at least tend toward a repetitive and obsessional approach to their work, and often make it evident that they are wearing themselves out to please authority.

Image of: *LEP

General Description

As seen by the rater, the most characteristic values appear to be: *Self-sacrifice if necessary to reach organisational goals.*

Although group membership nearly always requires some self-sacrifice, the members of this kind seem to volunteer to be martyred, and carry the emphasis on self-sacrifice to an extreme. Such persons work hard, but are so hard working that they seem to be self-punishing. They are obedient, but express resentment about having to be obedient. They volunteer to serve, but feel they are exploited. They feel dependent and powerless. They tend to feel overcome with self-pity and resentment.

Images of Persons as Rated by NOC

Image of: NOC, LAB, and TAP

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Image of: ORC, and ELF

General Description

As seen by the rater, the most characteristic values appear to be: *Restraining individual desires for organisational goals.*

Members rated highly in this direction are likely to show behaviour that is persistently legalistic, a pervasive desire always to be right (even though such persons may try hard not to be dominant). Insistence on restraint is often interpreted by others as an attempt to make one's self a conspicuous example of goodness. One may be so insistent on being perfect that others are made to feel guilty and resentful. It is difficult to recommend or exemplify value based restraint without giving the impression that one thinks that he or she is right and others are wrong. That in fact is the impression that these members tend to give.

Image of: LIW

General Description

As seen by the rater, the most characteristic values appear to be: *Dedication, faithfulness, trust in the goodness of others.*

Members of this kind tend to be gentle and friendly, good, practical, stable and dependable. They take their responsibilities seriously and are concerned with doing a good job. They wish to contribute to fairness, justice, and integrity, both within the group and between groups. They are willing to follow faithfully leaders who represent their ideal of benevolent authority, but they tend not to assume leadership themselves. They expect authority to be benevolent, and in some instances may be uncritical. They generally tend to assume the best about others, and to look for the best.

Individual Field Diagram
Individual and Organisational Values
Based only on the ratings made by: ORC

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

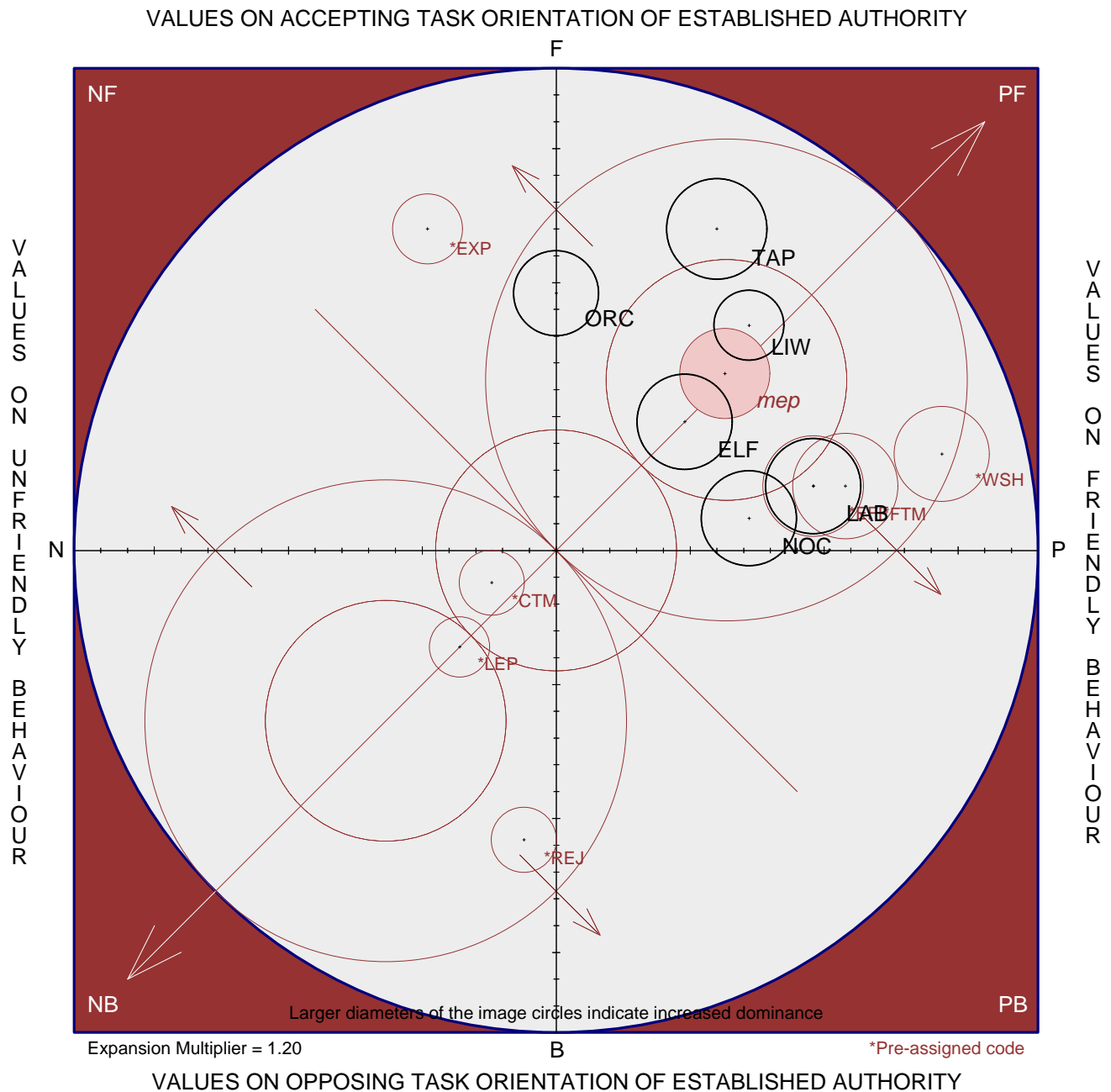
Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

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	*CTM	2.0	D	2.4	N	1.2	B
	*REJ	2.0	D	1.2	N	10.8	B
	*LEP	3.0	D	3.6	N	3.6	B
Images of Persons	TAP	5.0	U	6.0	P	12.0	F
	LAB	4.0	U	9.6	P	2.4	F
	NOC	4.0	U	7.2	P	1.2	F
	ELF	4.0	U	4.8	P	4.8	F
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	LIW	1.0	D	7.2	P	8.4	F

*Pre-assigned code

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004



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.

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Images of Concepts as Rated by ORC

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: *EFF, *FTM, and *WSH

General Description

As seen by the rater, the most characteristic values appear to be: *Popularity and social success, teamwork toward social solidarity.*

Members with these values show active, friendly, outgoing social behaviour. They tend to be confident and to feel highly involved, strong and able to lead the group toward goals of equality and integrated teamwork. Usually, however, they have more interest in receiving liking and admiration from a friendly group than in structuring and performing the demanding tasks of the group. Their activity tends to be “political” and “social” in nature. They tend to attract attention, to be well liked, and are often successful in “popular elections” of any kind. They may be better “liked” than an optimal leader.

Image of: *EXP

General Description

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

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

Image of: *CTM

General Description

As seen by the rater, the most characteristic values appear to be: *Giving up, non-involvement, passivity.*

The behaviour characteristic of this value position is inhibited, introverted, passive, and uncommunicative. The person may show almost no participation, little physical movement, few non-verbal signs of interest or feeling, no initiative with regard either to the task or social activities of the group.

Image of: *LEP

General Description

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

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

Image of: *REJ

General Description

As seen by the rater, the most characteristic values appear to be: *Passive non-cooperation with authority.*

The central feature of this kind of behaviour is to avoid doing what is required or desired by authority, but also to avoid punishment by being as inconspicuous or passive about it as possible. Sometimes fear of failure, or general anxiety about one's ability to perform satisfactorily is the primary cause. Hesitating, backing off, blushing, turning away, are signs of momentary behaviour in this direction. However, there may be causes related to values.

Images of Persons as Rated by ORC

Image of: NOC, and LAB

General Description

As seen by the rater, the most characteristic values appear to be: *Popularity and social success, teamwork toward social solidarity.*

Members with these values show active, friendly, outgoing social behaviour. They tend to be confident and to feel highly involved, strong and able to lead the group toward goals of equality and integrated teamwork. Usually, however, they have more interest in receiving liking and admiration from a friendly group than in structuring and performing the demanding tasks of the group. Their activity tends to be “political” and “social” in nature. They tend to attract attention, to be well liked, and are often successful in “popular elections” of any kind. They may be better “liked” than an optimal leader.

Image of: ELF

General Description

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

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

Image of: TAP

General Description

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

Members rated in this location are usually perceived as leaders, perhaps not too popular, but certainly active and prominent, initiating many acts to the group as a whole and receiving many acts from specific individuals in return. Leaders of this kind act as communication and control 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: LIW

General Description

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

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

Image of: ORC

General Description

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

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

Individual Field Diagram
Individual and Organisational Values
Based only on the ratings made by: ELF

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

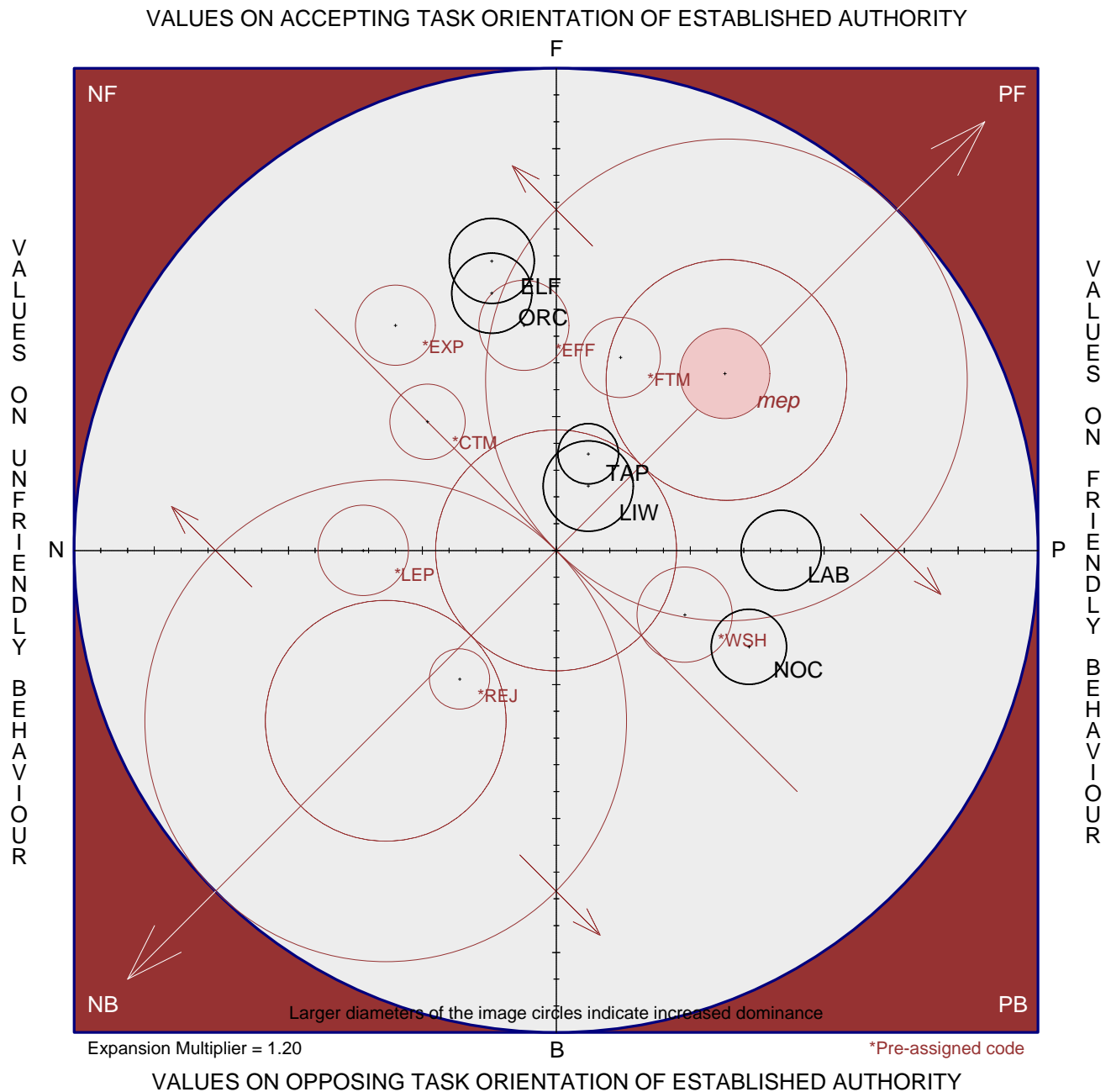
Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

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	*CTM	0.0	U	4.8	N	4.8	F
	*REJ	3.0	D	3.6	N	4.8	B
Images of Persons	LIW	3.0	U	1.2	P	2.4	F
	ELF	2.0	U	2.4	N	10.8	F
	LAB	1.0	U	8.4	P	0.0	F
	ORC	1.0	U	2.4	N	9.6	F
	NOC	0.0	U	7.2	P	3.6	B
	TAP	3.0	D	1.2	P	3.6	F

*Pre-assigned code

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004



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Images of Concepts as Rated by ELF

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Image of: *EFF

General Description

As seen by the rater, the most characteristic values appear to be: *Efficiency, strong impartial management, active reinforcement of authority.*

These values tend to be attributed to individuals, often those in formal leadership roles, who seem to be assertive, businesslike, strictly impersonal, and somewhat abrasive. Related traits may include a tendency to be insensitive to individual differences among members, a preference for receiving loyalty from group members rather than liking, an identification of the self with a rational plan, an attitude that there is a "right" and "correct" way to accomplish the tasks prescribed by authority (the self or a higher authority), a devotion to precise standards of achievement, and an expectation of total commitment and efficiency from group

members.

Image of: *LEP

General Description

As seen by the rater, the most characteristic values appear to be: *Tough minded, self-oriented assertiveness.*

Behaviour of this kind seems to be domineering, aggressive, and threatening to other group members. Dominant, hostile members typically feel contempt for weakness, sensitivity, and tenderness. They will not admit to such tendencies in themselves, and tend to ridicule and attack others who are sensitive and trusting. They believe that "survival of the fittest" is the "law of the jungle," that violence is necessary for survival, and that those who are weak and tender minded deserve to be "weeded out."

Image of: *WSH

General Description

As seen by the rater, the most characteristic values appear to be: *Protecting less able members, providing help when needed.*

Persons of this type are distinguished by a tendency to give others emotional support by behaviour that is active, entertaining, sociable, smiling and warm. Nurturance is often shown toward group members who are emotionally constrained or not fully able to perform the tasks of the group, by expressions of concern for their comfort and welfare. Persons who show leadership in this direction are often seen as good parents. They try to keep the emotional tone of the group (or at least the atmosphere of support in a more submissive dependent subgroup) on the warm and friendly side. They may be especially valuable in helping less mature persons, or those who have had disabling experiences of any kind, and who are in the early stages of learning, training, or recovery.

Image of: *FTM

General Description

As seen by the rater, 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: *CTM, and *EXP

General Description

As seen by the rater, the most characteristic values appear to be: *Restraining individual desires for organisational goals.*

Members rated highly in this direction are likely to show behaviour that is persistently legalistic, a pervasive desire always to be right (even though such persons may try hard not to be dominant). Insistence on restraint is often interpreted by others as an attempt to make one's self a conspicuous example of goodness. One may be so insistent on being perfect that others are made to feel guilty and resentful. It is difficult to recommend or exemplify value based restraint without giving the impression that one thinks that he or she is right and others are wrong. That in fact is the impression that these members tend to give.

Image of: *REJ

General Description

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

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

Images of Persons as Rated by ELF

Image of: LIW

General Description

As seen by the rater, the most characteristic values appear to be: *Personal dominance, prominence, and power, individual financial success.*

Members perceived in this way may desire to be envied, perhaps feared, as superior to others. They may talk a great deal about themselves, or about individuals or groups in powerful positions, and associate themselves with powerful people if possible. They may talk about possessions to impress others, and suggest that they themselves have high status and power. They may show an absorbing interest in their own physical strength, activity, endurance, etc., or in great wealth, powerful modern technology, weapons, or symbols of national greatness, grandeur, and invincibility. They may show a strong desire to overcome and defeat others, to be "number one." They may be very active and dominant in physical ways, talk a lot, ignore and interrupt others.

Image of: LAB

General Description

As seen by the rater, the most characteristic values appear to be: *Equality, democratic participation in decision making, social idealism, collaboration.*

Persons who are rated in this way tend to be confident and friendly without being dominant, well related to other people and psychologically well adjusted. They are easy to talk to in conversation. They keep a comfortable balance in talking and listening. They usually are able and ready for serious discussion, fair-minded and unprejudiced, but their natural inclination is more toward promoting satisfying relationships with others than toward intellectual discussion or meeting task demands.

Image of: ORC, and ELF

General Description

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

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

Image of: NOC

General Description

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

These members appear to have a high value on affection and liking. They react so easily and positively that they attract jokes and expressions of friendliness from others. They tend to form special pair relationships, or to become a part of a friendship group within which they receive the special support they need. Such a friendship group, however, may tend to be self enclosed, and not task-oriented. The members share liberally, and provide emotional support and warmth to each other. The wish to receive and give support may be so strong in some cases that it leads to a general identification with underprivileged people of various kinds, and to a desire to help. In some cases, however, this desire may be mostly fantasy, and may lead to little realistic action.

Image of: TAP

General Description

As seen by the rater, the most characteristic values appear to be: *Giving up, non-involvement, passivity.*

The behaviour characteristic of this value position is inhibited, introverted, passive, and uncommunicative. The person may show almost no participation, little physical movement, few non-verbal signs of interest or feeling, no initiative with regard either to the task or social activities of the group.

Individual Field Diagram
Individual and Organisational Values
Based only on the ratings made by: TAP

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

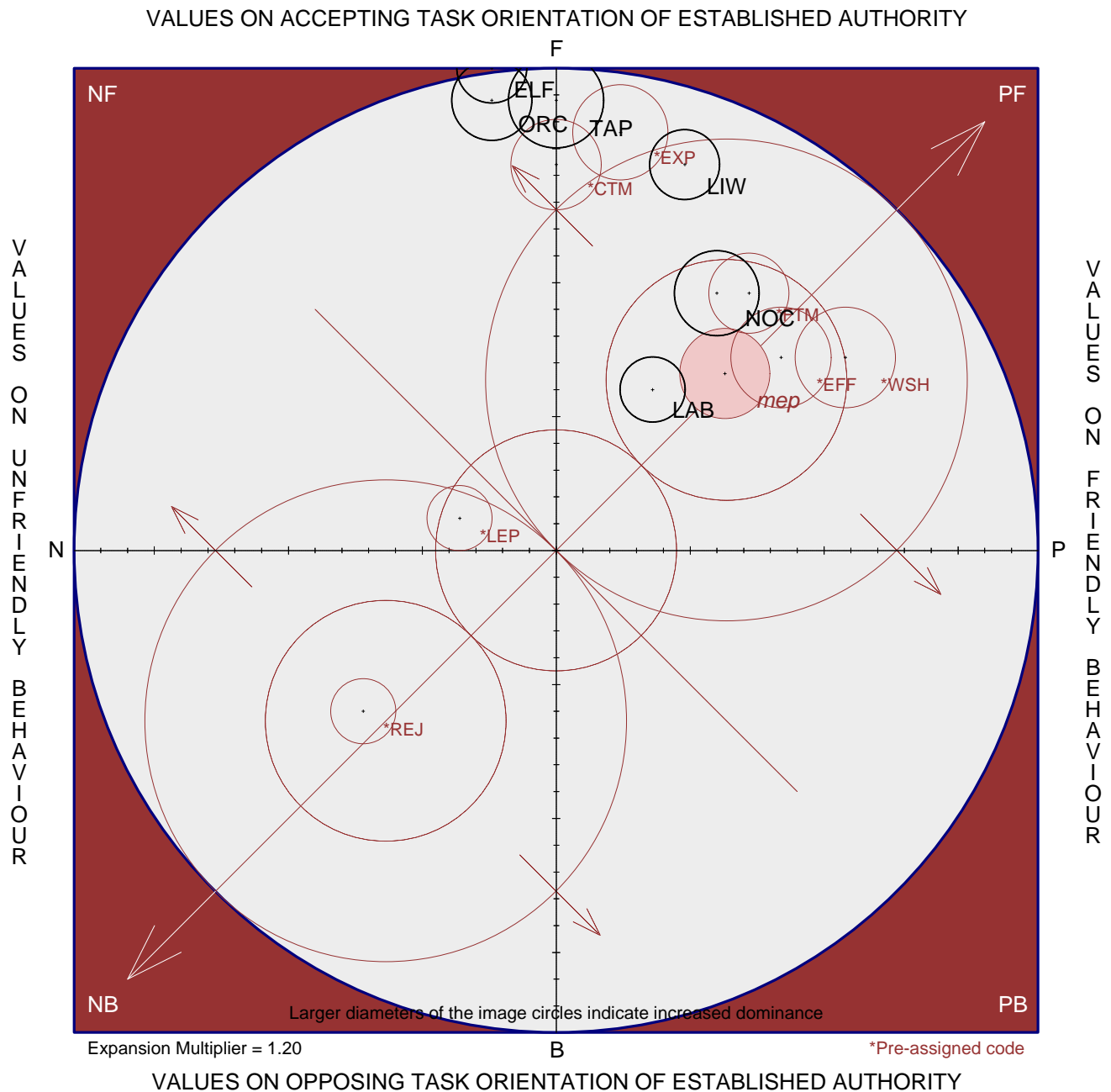
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Images of Concepts as Rated by TAP

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: *WSH

General Description

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

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

Image of: *EFF

General Description

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

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

Image of: *EXP

General Description

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

Individuals who show these values prominently often function in a formal leadership role. Their manner seems to be assertive, “businesslike,” and strictly impersonal. They tend to take a strong initiative in leading the group toward task-oriented goals, and emphasise active teamwork, but they are not actively friendly. They may not be able to “unbend” and show more relaxed friendly behaviour even at times when the pressure is off and there are good opportunities to do so. They tend to assume that all members automatically accept the goals set by external authority as the common goals, or if not, that they should.

Image of: *CTM

General Description

As seen by the rater, the most characteristic values appear to be: *Efficiency, strong impartial management, active reinforcement of authority.*

These values tend to be attributed to individuals, often those in formal leadership roles, who seem to be assertive, businesslike, strictly impersonal, and somewhat abrasive. Related traits may include a tendency to be insensitive to individual differences among members, a preference for receiving loyalty from group members rather than liking, an identification of the self with a rational plan, an attitude that there is a “right” and “correct” way to accomplish the tasks prescribed by authority (the self or a higher authority), a devotion to precise standards of achievement, and an expectation of total commitment and efficiency from group members.

Image of: *FTM

General Description

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

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

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General Description

As seen by the rater, the most characteristic values appear to be: *Giving up, non-involvement, passivity.*

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

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

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General Description

As seen by the rater, the most characteristic values appear to be: *Efficiency, strong impartial management, active reinforcement of authority.*

These values tend to be attributed to individuals, often those in formal leadership roles, who seem to be assertive, businesslike, strictly impersonal, and somewhat abrasive. Related traits may include a tendency to be insensitive to individual differences among members, a preference for receiving loyalty from group members rather than liking, an identification of the self with a rational plan, an attitude that there is a "right" and "correct" way to accomplish the tasks prescribed by authority (the self or a higher authority), a devotion to precise standards of achievement, and an expectation of total commitment and efficiency from group members.

Image of: NOC, and LIW

General Description

As seen by the rater, 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: ORC, and ELF

General Description

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

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

Image of: LAB

General Description

As seen by the rater, the most characteristic values appear to be: *Obedience to the chain of command, dedication, faithfulness, loyalty to the organisation.*

Members of this kind are usually more interested in the particular technical aspects of the group tasks for which they are responsible than in relationships with others. They tend to be submissive; they dislike having to pay attention to problems of power and authority, as well as to problems of maintaining friendly relations. They tend to be impersonal, non emotional, and do not have much of a sense of humour. However, they are often very effective workers on the area of the task on which they concentrate.

Individual Field Diagram
Individual and Organisational Values
Based only on the ratings made by: LIW

Report prepared for: Sample Team
Team Development—Optimising Team Performance
Presented by: SYMLOG Consulting Group
December 20, 2004

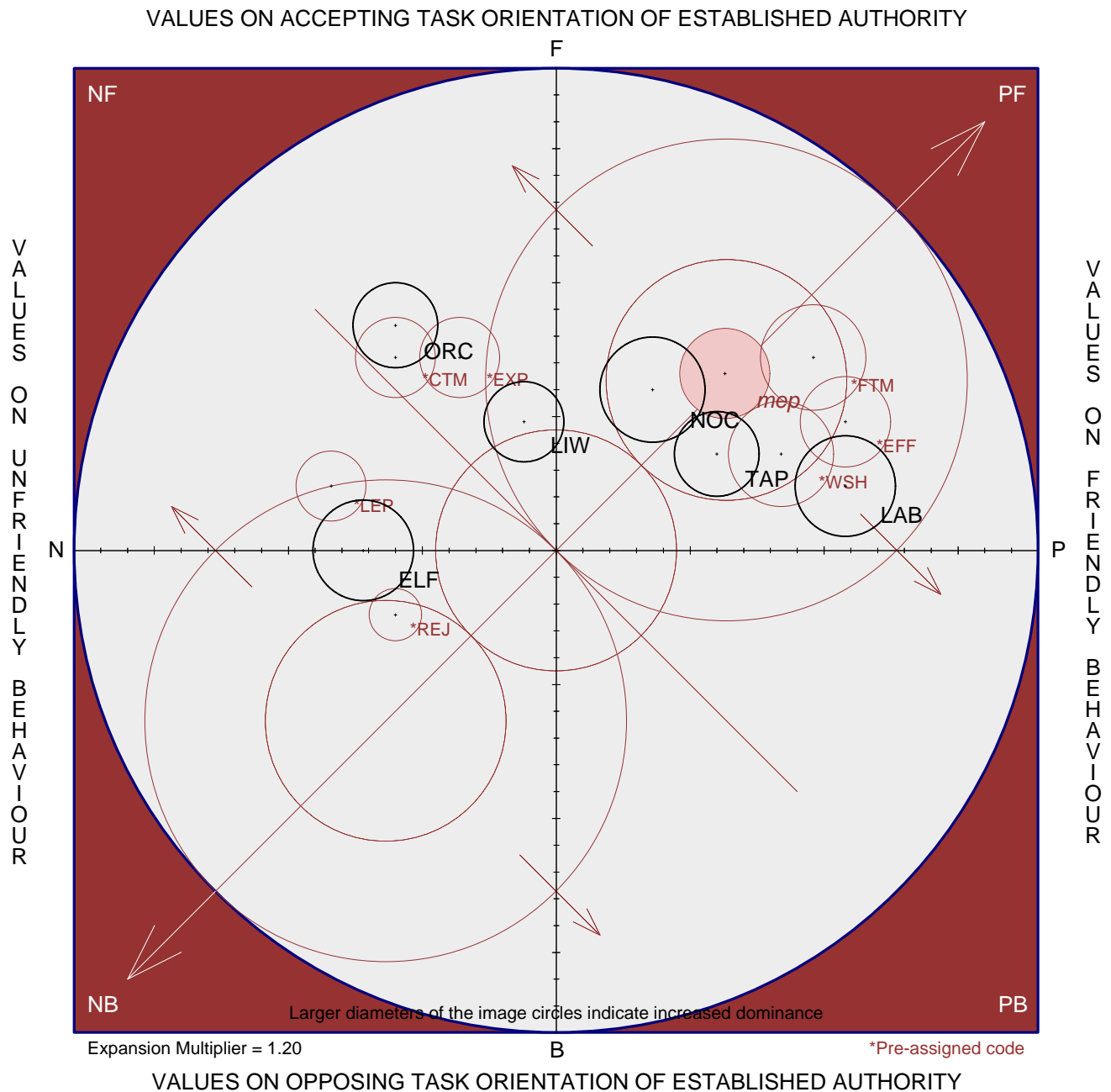
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December 20, 2004

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	*FTM	6.0	U	9.6	P	7.2	F
	*WSH	6.0	U	8.4	P	3.6	F
	*EFF	3.0	U	10.8	P	4.8	F
	*CTM	1.0	U	6.0	N	7.2	F
	*EXP	1.0	U	3.6	N	7.2	F
	*LEP	1.0	D	8.4	N	2.4	F
	*REJ	5.0	D	6.0	N	2.4	B
Images of Persons	NOC	6.0	U	3.6	P	6.0	F
	LAB	5.0	U	10.8	P	2.4	F
	ELF	5.0	U	7.2	N	0.0	F
	ORC	2.0	U	6.0	N	8.4	F
	TAP	2.0	U	6.0	P	3.6	F
	LIW	1.0	U	1.2	N	4.8	F

*Pre-assigned code

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Bales Report

About the Bales Report on the Field Diagram

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

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: *WSH, and *EFF

General Description

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

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

Image of: *FTM

General Description

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

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

Image of: *CTM, and *EXP

General Description

As seen by the rater, the most characteristic values appear to be: *Restraining individual desires for organisational goals.*

Members rated highly in this direction are likely to show behaviour that is persistently legalistic, a pervasive desire always to be right (even though such persons may try hard not to be dominant). Insistence on restraint is often interpreted by others as an attempt to make one's self a conspicuous example of goodness. One may be so insistent on being perfect that others are made to feel guilty and resentful. It is difficult to recommend or exemplify value based restraint without giving the impression that one thinks that he or she is right and others are wrong. That in fact is the impression that these members tend to give.

Image of: *LEP

General Description

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

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

Image of: *REJ

General Description

As seen by the rater, the most characteristic values appear to be: *Passive rejection of popularity, going it alone.*

The behaviour of these kinds of members tends to be introverted, unresponsive, depressed, sad, and resentful. One way of dealing with a lack of popularity, or a loss of popularity, is to reject it as not desirable in the first place (sour grapes). Attitudes of this kind may include a tendency to devalue physical attractiveness and to disapprove and avoid any kind of behaviour that might be interpreted as aimed at improving social status or personal acceptability, such as acquiring attractive clothes, cars, houses, and other possessions that may assist popularity. On the contrary, the person may do things to demean the self, or to make the self unattractive. However, "sour grapes" may be a trivial explanation of the causes. More information is needed.

Images of Persons as Rated by LIW

Image of: LAB

General Description

As seen by the rater, the most characteristic values appear to be: *Popularity and social success, teamwork toward social solidarity.*

Members with these values show active, friendly, outgoing social behaviour. They tend to be confident and to feel highly involved, strong and able to lead the group toward goals of equality and integrated teamwork. Usually, however, they have more interest in receiving liking and admiration from a friendly group than in structuring and performing the demanding tasks of the group. Their activity tends to be “political” and “social” in nature. They tend to attract attention, to be well liked, and are often successful in “popular elections” of any kind. They may be better “liked” than an optimal leader.

Image of: NOC

General Description

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

Members rated in this location are usually perceived as leaders, perhaps not too popular, but certainly active and prominent, initiating many acts to the group as a whole and receiving many acts from specific individuals in return. Leaders of this kind act as communication and control 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: ELF

General Description

As seen by the rater, the most characteristic values appear to be: *Tough minded, self-oriented assertiveness.*

Behaviour of this kind seems to be domineering, aggressive, and threatening to other group members. Dominant, hostile members typically feel contempt for weakness, sensitivity, and tenderness. They will not admit to such tendencies in themselves, and tend to ridicule and attack others who are sensitive and trusting. They believe that “survival of the fittest” is the “law of the jungle,” that violence is necessary for survival, and that those who are weak and tender minded deserve to be “weeded out.”

Image of: TAP

General Description

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

Members of this kind tend to be good, practical, stable and dependable. They are friendly, but not warmly so. They tend to assume that persons in authority are benevolent and they themselves are responsive in turn. They are concerned with doing a good job. They believe in fairness, justice, and altruism, both within the group and between groups. They are usually happy to follow leaders who represent their ideal of benevolent authority, but they tend not to assume leadership themselves. They generally tend to assume the best about others, and to look for the best. In some instances they may be uncritical.

Image of: LIW

General Description

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

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

Image of: ORC

General Description

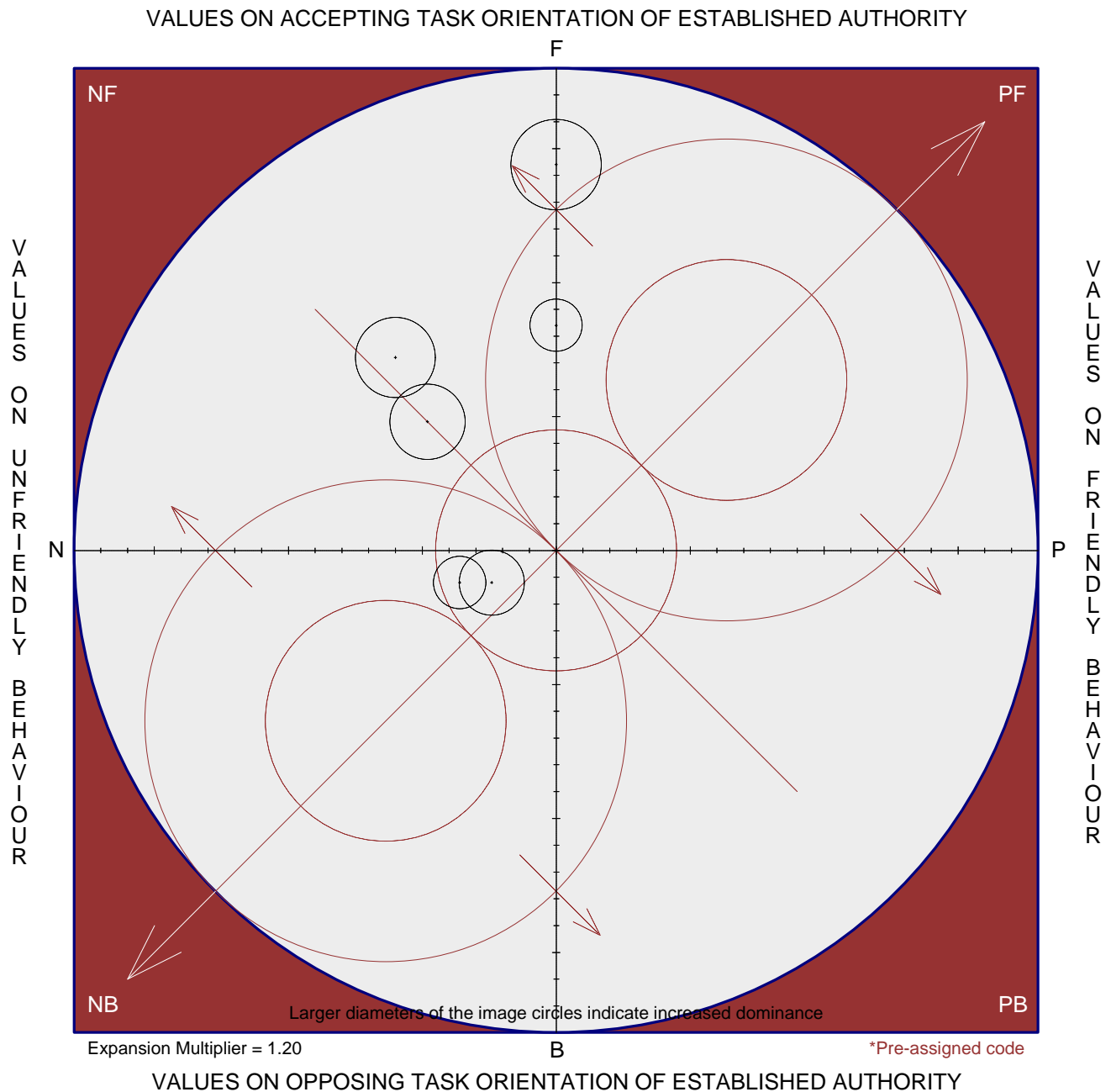
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Members rated highly in this direction are likely to show behaviour that is persistently legalistic, a pervasive desire always to be right (even though such persons may try hard not to be dominant). Insistence on restraint is often interpreted by others as an attempt to make one's self a conspicuous example of goodness. One may be so insistent on being perfect that others are made to feel guilty and resentful. It is difficult to recommend or exemplify value based restraint without giving the impression that one thinks that he or she is right and others are wrong. That in fact is the impression that these members tend to give.

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

Report prepared for: Sample Team
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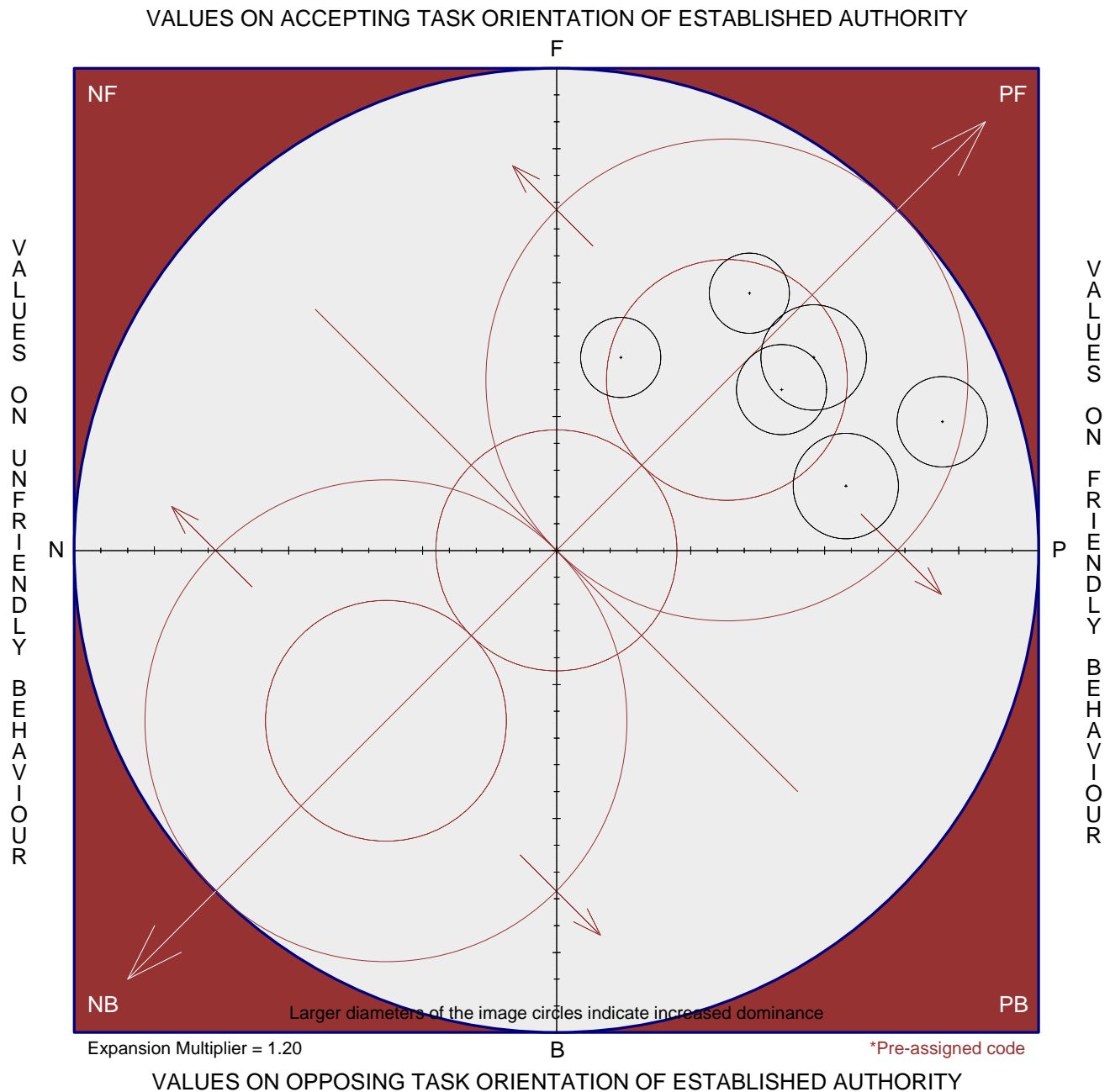


Scatterplot Field Diagram
Individual and Organisational Values
Distribution of the individual ratings made on: *FTM

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Rating question: **In general, what kinds of values need to be shown by your team in the future in order to be most effective?**

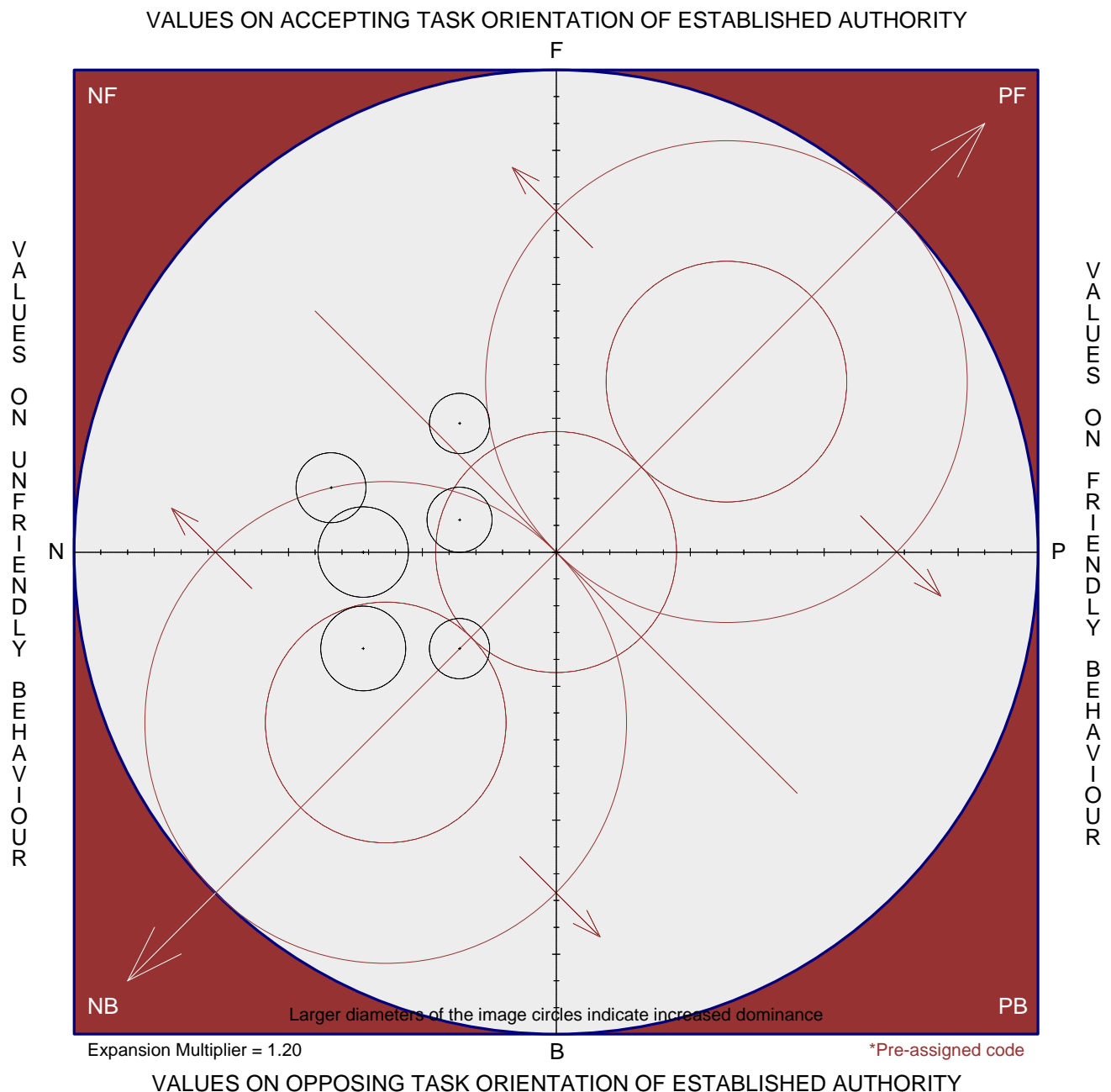
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Scatterplot Field Diagram
Individual and Organisational Values
Distribution of the individual ratings made on: *LEP

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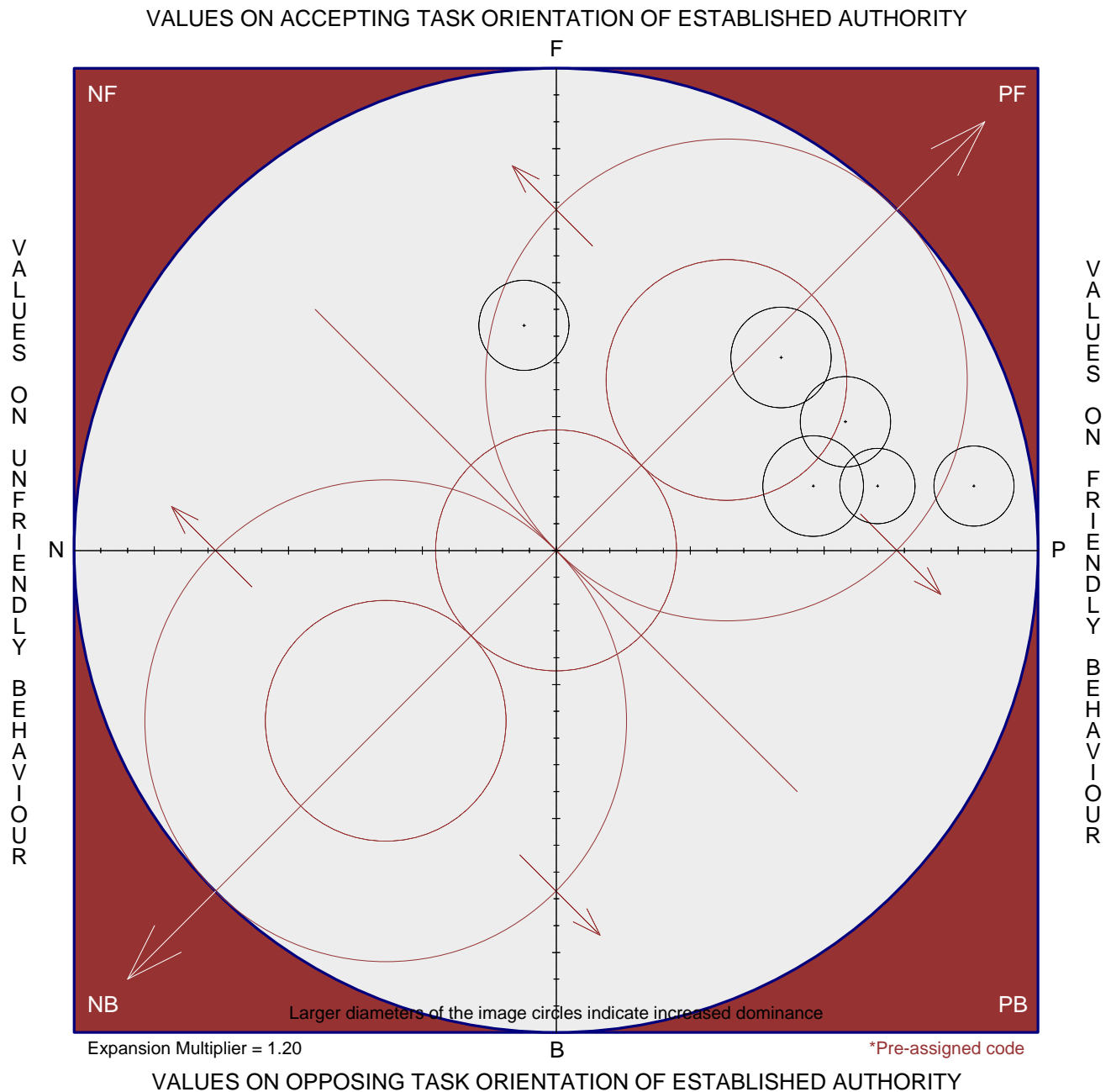
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Scatterplot Field Diagram
Individual and Organisational Values
Distribution of the individual ratings made on: *EFF

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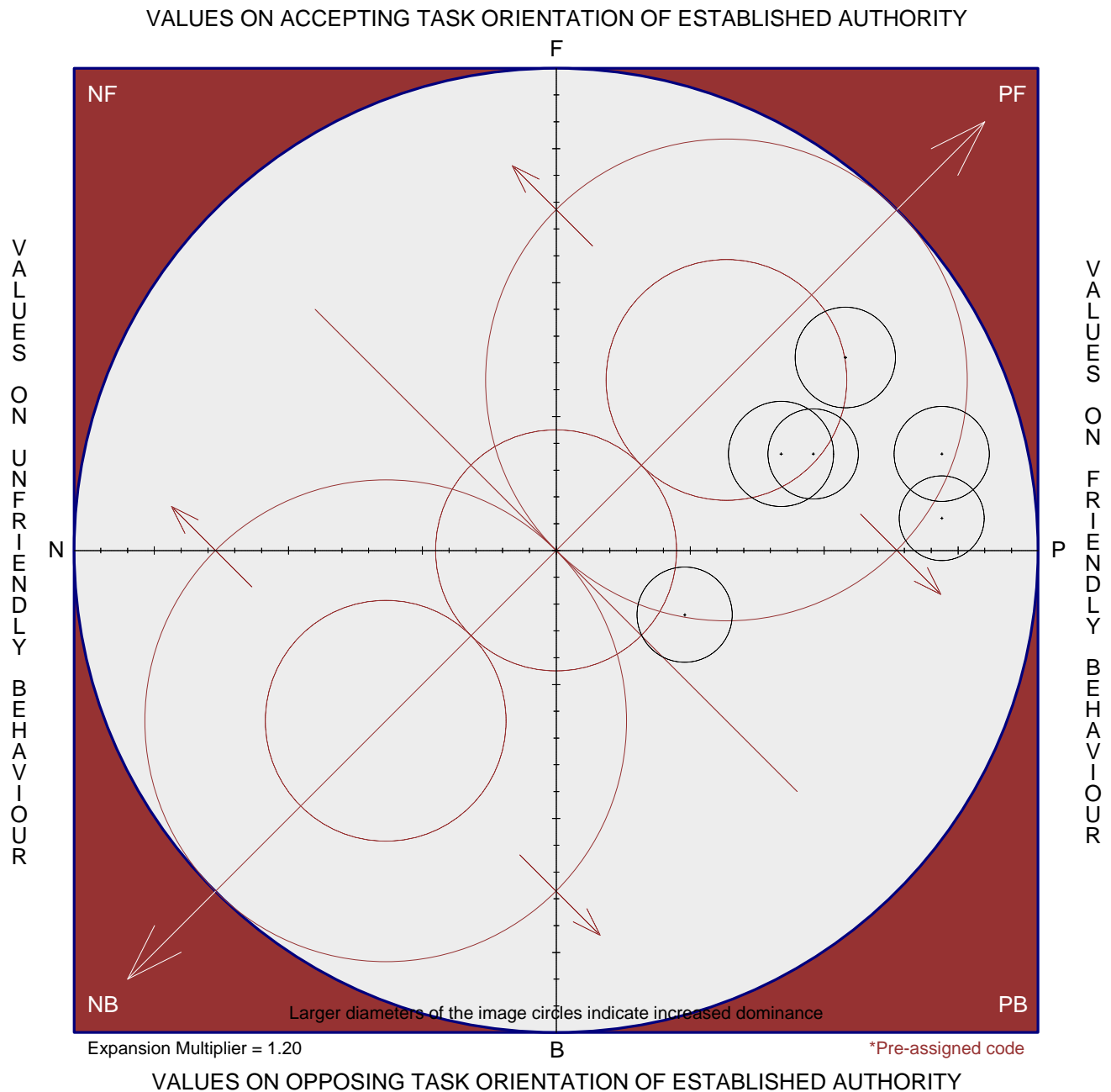
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Scatterplot Field Diagram
Individual and Organisational Values
Distribution of the individual ratings made on: *WSH

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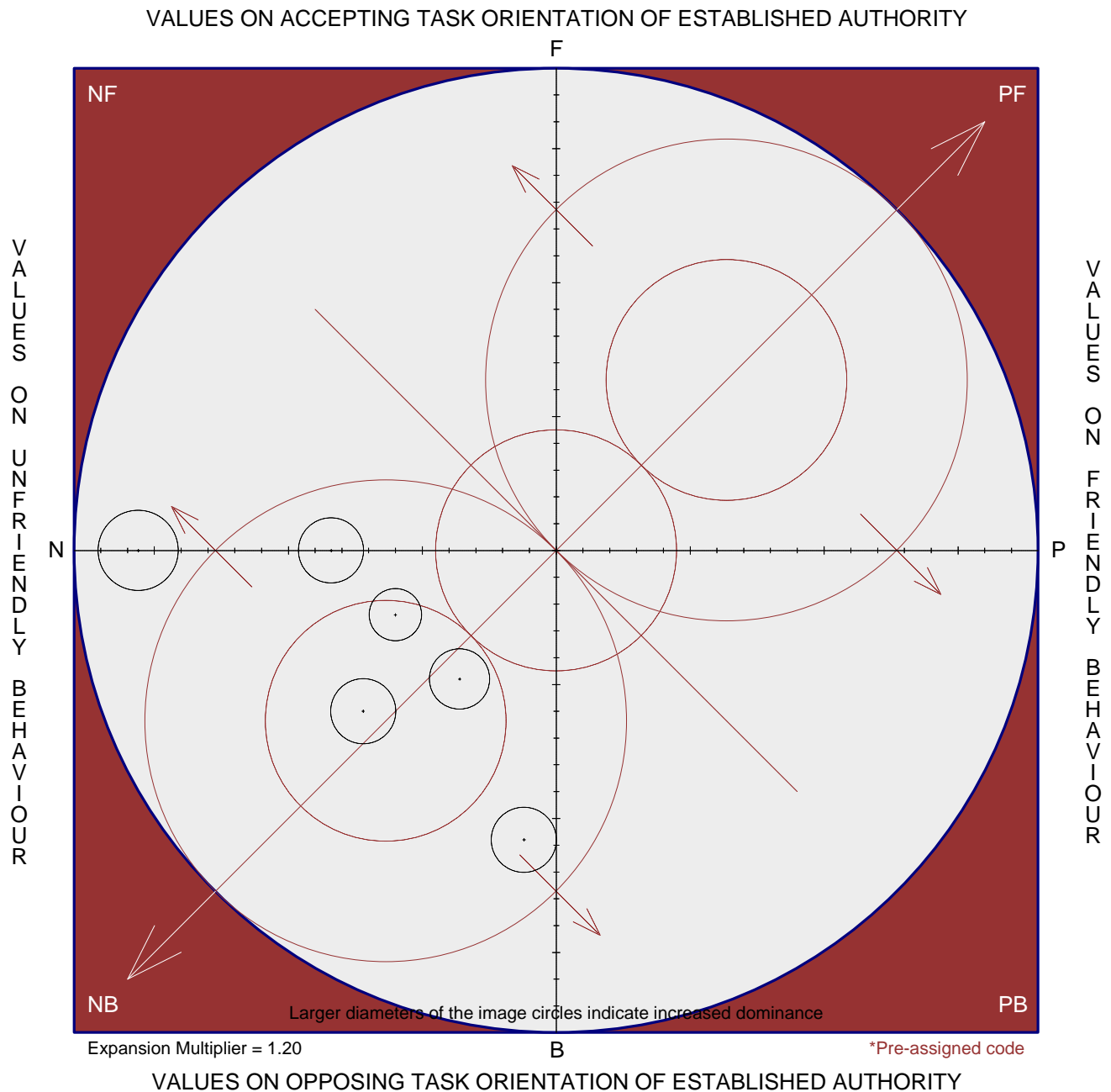
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Scatterplot Field Diagram
Individual and Organisational Values
Distribution of the individual ratings made on: *REJ

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

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