

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

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

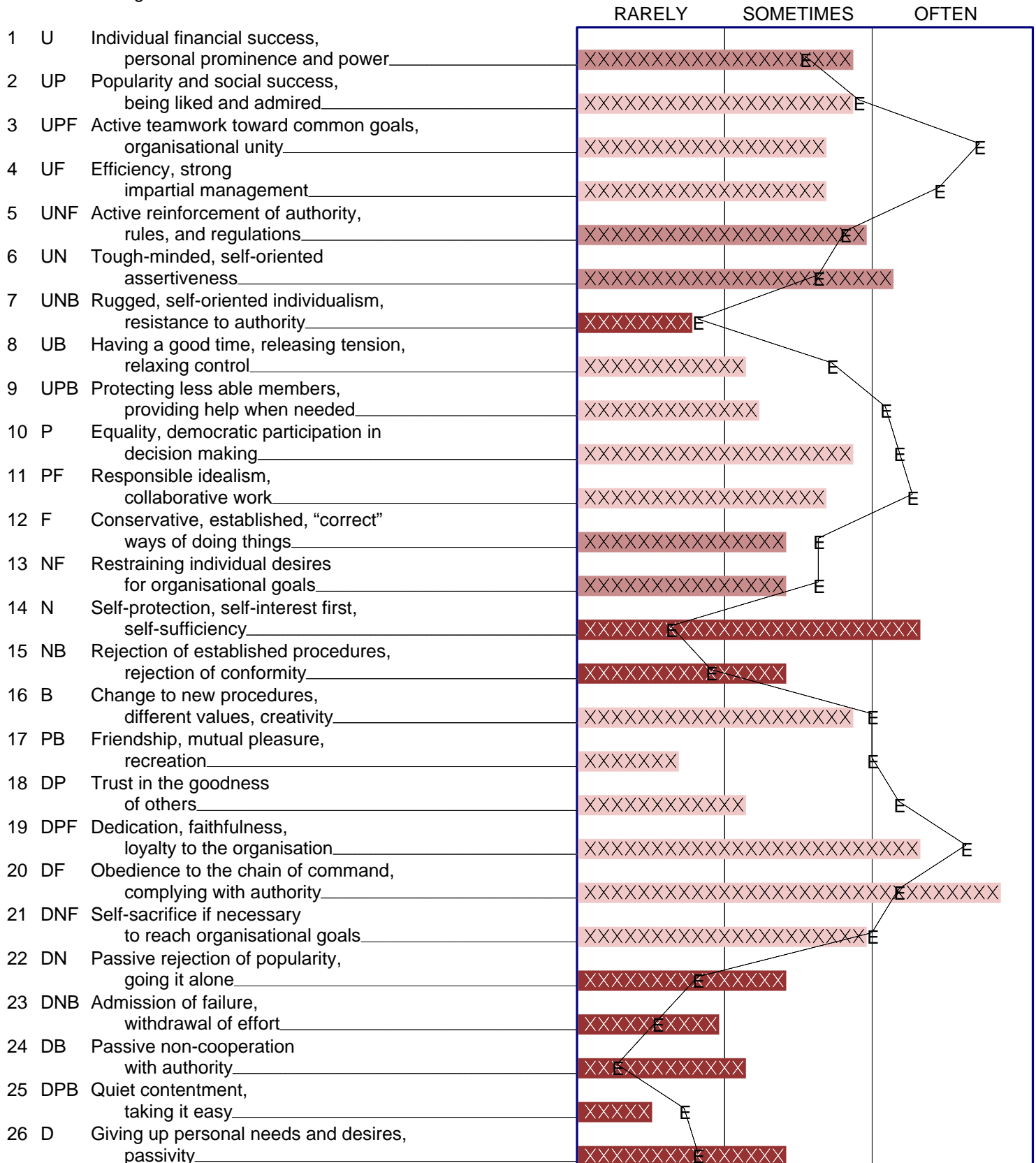
This bargraph is accompanied by a *Synopsis* and a *Bales Report*. The *Bales Report* is a comprehensive analysis comparing the results of this bargraph with research norms.

Report prepared for: Sample Team

Type: F
 Ratings: 10

Final Location: 0.5U 1.2N 6.0F

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



Bargraph Synopsis on: *CTM

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

Bales Report for the Bargraph on: *CTM

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

Values Contributing to Effective Teamwork

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

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

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

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

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

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

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

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

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

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

This set of values depends upon the ability of members, and actually of the group and the organisation as a whole, to "get out of themselves" and to give effort to a group and its purposes that is larger and more vague in its outlines than they themselves are as individuals or smaller groups. Rewards in return for these efforts are necessarily somewhat delayed, and do not always arrive. Not all individuals are capable of strong loyalty, and not all organisations are capable of inspiring it. But it is a magical combination when

dedication to the organisation exists and is justified. It satisfies deep longings, and elicits supreme efforts.

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

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

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

Your group, or organisation, may *overemphasise*:

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

In some task-oriented groups this value is necessary to preserve co-ordination, especially if communication is difficult and the situation is dangerous. But if these values are emphasised very strongly and throughout the organisation, they may encourage "blind obedience" which may lead to unrealistic assessment of task demands, repetitive or obsessional task performance, and the like. Uncritical attitudes about authority are likely to be antagonising to some members of the group, and may lead to group polarisation.

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

Your group, or organisation, may *underemphasise*:

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

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

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

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

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

Rating question: **In general, what kinds of values does your team *currently* show in behaviour?**

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

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

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 may increase the probability of mistakes. The need for periodic release and relaxation is obvious.

If particular groups or the organisation as a whole is deficient in this value there is a 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.

It is a contradiction in terms, of course, to try to decide and control everything about when and how to relax control. If you are well supplied with jokers, consider yourselves lucky, (unless they are really insufferable).

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

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

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

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

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

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

The expectation of fairness may fail for more than one reason, however. It may fail because fairness is

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prevented by conditions outside the group or organisation; or it may fail because individuals or groups within the organisation do not wish to share fairly with others.

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

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

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

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

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

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

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

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

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

Values Which May Be Necessary Sometimes, But Dangerous

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

Your group, or organisation, may *overemphasise*:

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

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

Initially, a show of tough-minded values tends to activate a polarisation and conflict between persons with group-oriented values (“Equalitarians”) versus persons with individualistic anti-social values (“Rugged Individualists”). This is bad enough in any organisation, but unfortunately it has a tendency to turn into an even worse polarisation, involving most or all members of the organisation.

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

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

Unfortunately, this alternative is hard to realise and strategically unstable if it does develop. The “Equalitarians” tend to polarise against the “Authoritarians.” Both of these clusters of persons tend to polarise against the “Revolutionary Opposition.” The Revolutionary Opposition in turn, tends to polarise against both the Authoritarians and the Equalitarians.

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

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

Your group, or organisation, may *underemphasise*:

none of the items.

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

Values Which Almost Always Interfere with Teamwork

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

Your group, or organisation, may *overemphasise*:

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

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

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

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

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

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

On the other hand, some individuals maintain these values as 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 and the organisation as a whole, as well as toward more specific work goals or tasks. They may criticise conventionality in general and may refuse to accept one or more of the conventional social roles of age, sex, occupation, social class, citizenship, and so on.

If these attitudes and behaviour are very general and largely personality based, there may be little that members of the group or organisation can do to alleviate the problem, so long as the disaffected members remain in the group, except to take off the pressure toward conformity and group participation and to withdraw excessive attention. This at least may relieve the polarisation and allow others to work more effectively, but this is an inefficient solution.

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

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

Rating question: **In general, what kinds of values does your team *currently* show in behaviour?**

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

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

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

If the organisation average on this value is high, it is an indication of serious trouble, of course, centring on the relationship with authority inside particular groups, outside the organisation, or both. Some particular 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, if the lack of co-operation is passive, it may be that they believe one should be "civil" in disobedience—one should seriously advocate a different set of values, but that the resistance should be "non-violent."

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

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

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

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

A high average rating on these values may be an indication that the item description of the value is being interpreted to mean a kind of self-sacrifice for group or organisational goals. This may be the case if the group or the organisation is in an emergency and many members feel that strong centralised control and self-sacrifice are needed to deal with the crisis. If this is the case, however, an emphasis on these values nevertheless carries the risk of introducing an authoritarian mode of operation in the group or organisation which is likely to be injurious to effective teamwork in more normal times.

But ratings on these values may be high for quite a different reason. Individuals may show these values for reasons based on their personality or special role in the group, or badly frustrating experiences. If this is the case the corresponding behaviour will likely seem to be uninvolved, introverted, passive, inexpressive, and uncommunicative. Individuals who show this kind of behaviour 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 or organisation, there must be other members who have been involved in teaching it. Their part in the problem needs to be considered as well.

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Report prepared for: Sample Team
Team Development—Team Scan
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December 20, 2004

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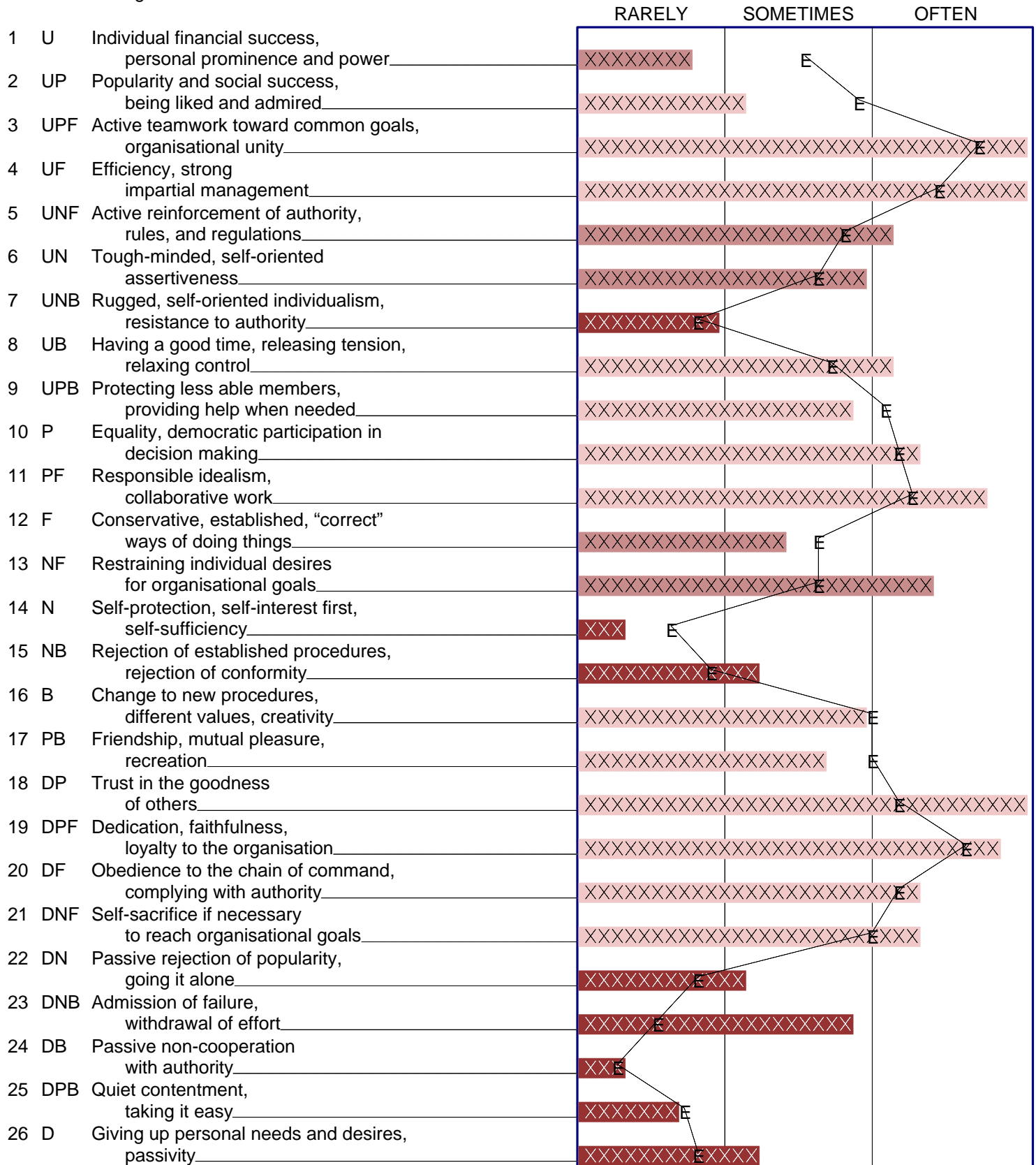
Report prepared for: Sample Team

Type: PF
Ratings: 10

Final Location: 0.9U 4.0P 7.7F

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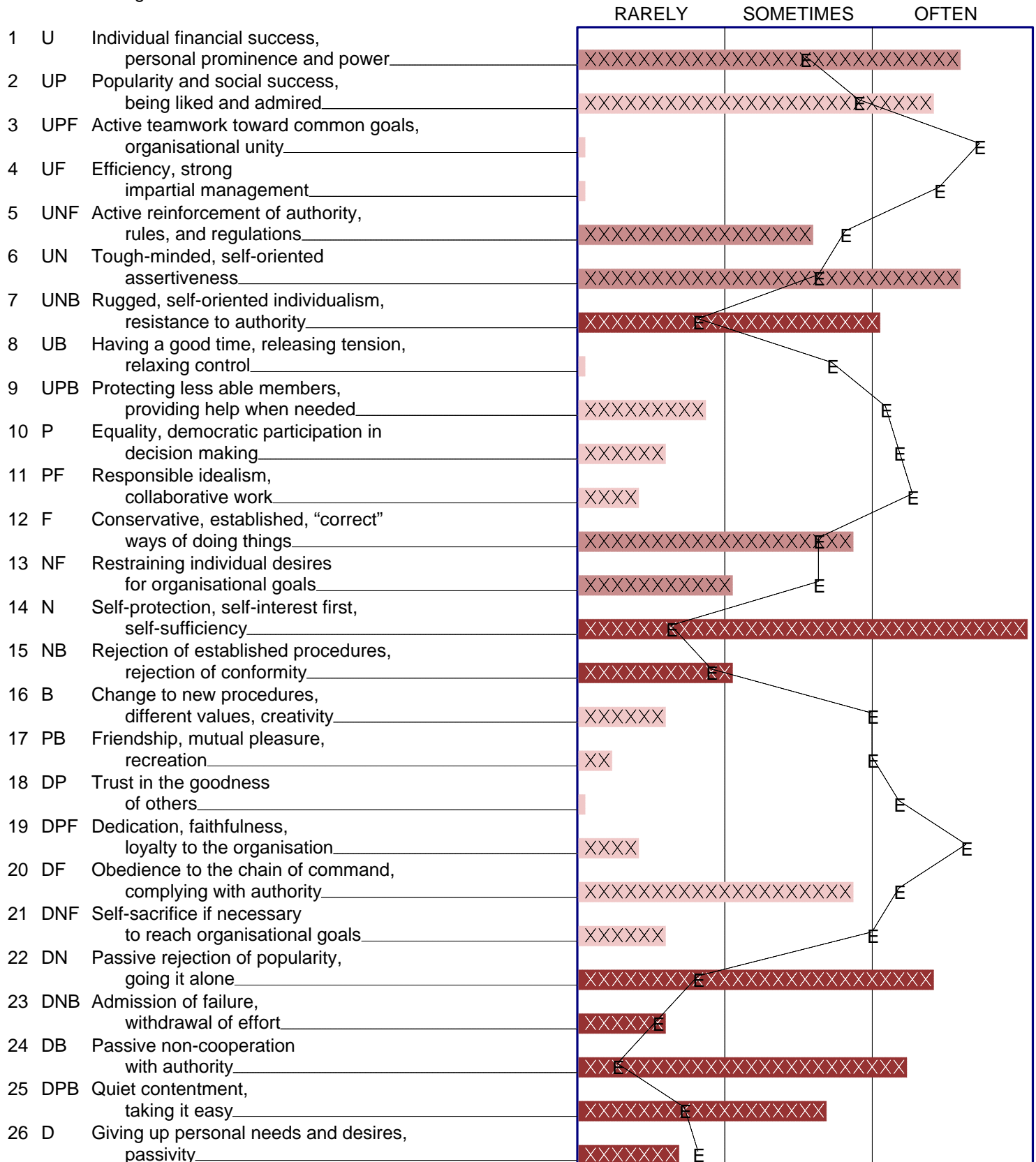
Report prepared for: Sample Team

Type: N
Ratings: 9

Final Location: 1.1U 6.5N 1.2B

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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?**

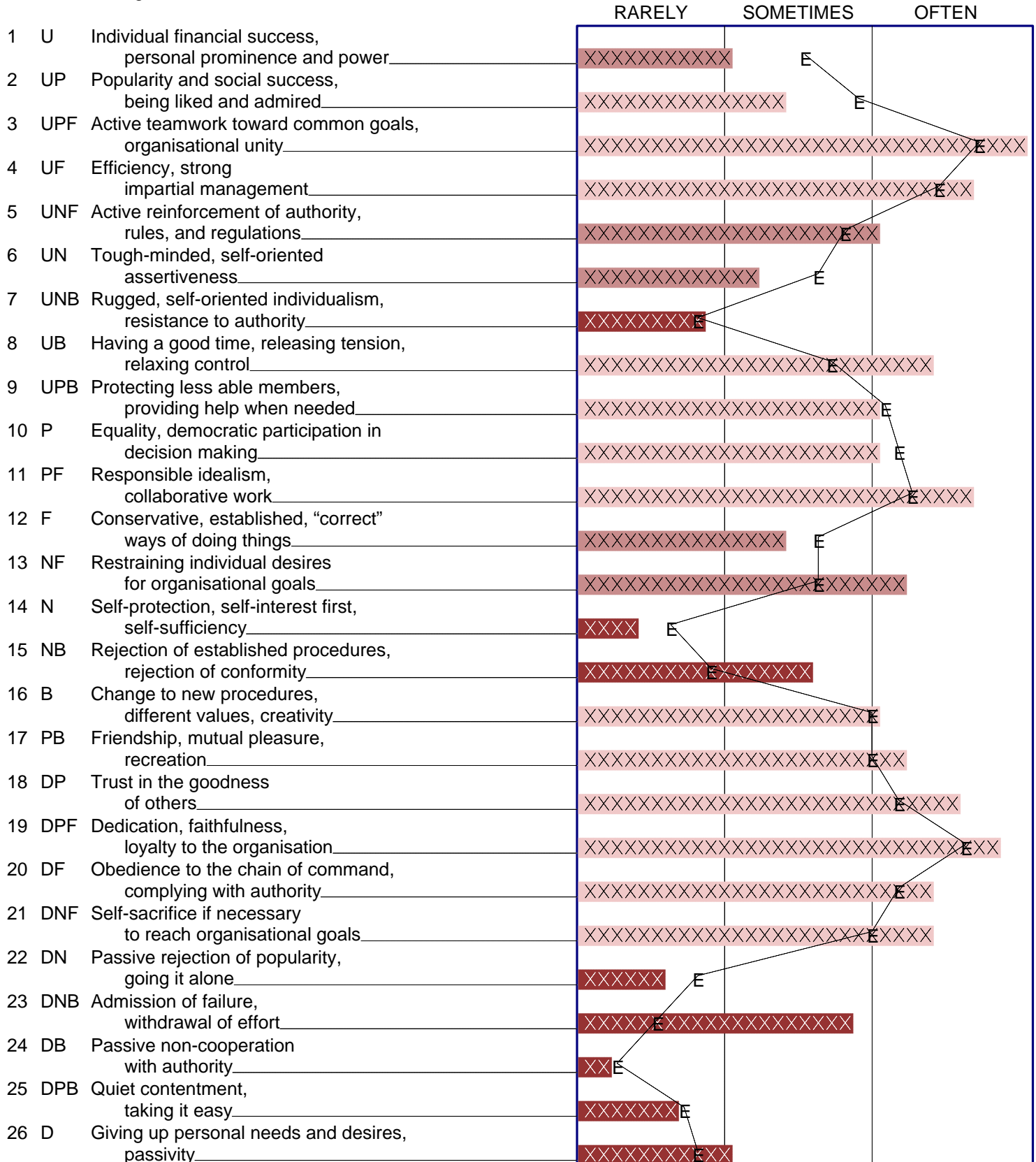
Report prepared for: Sample Team

Type: PF
Ratings: 9

Final Location: 1.4U 5.2P 6.3F

the bar of Xs = the average rating on each item

E = the optimum location for most effective teamwork



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

Bargraph Synopsis on: *EFF

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		

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

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

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

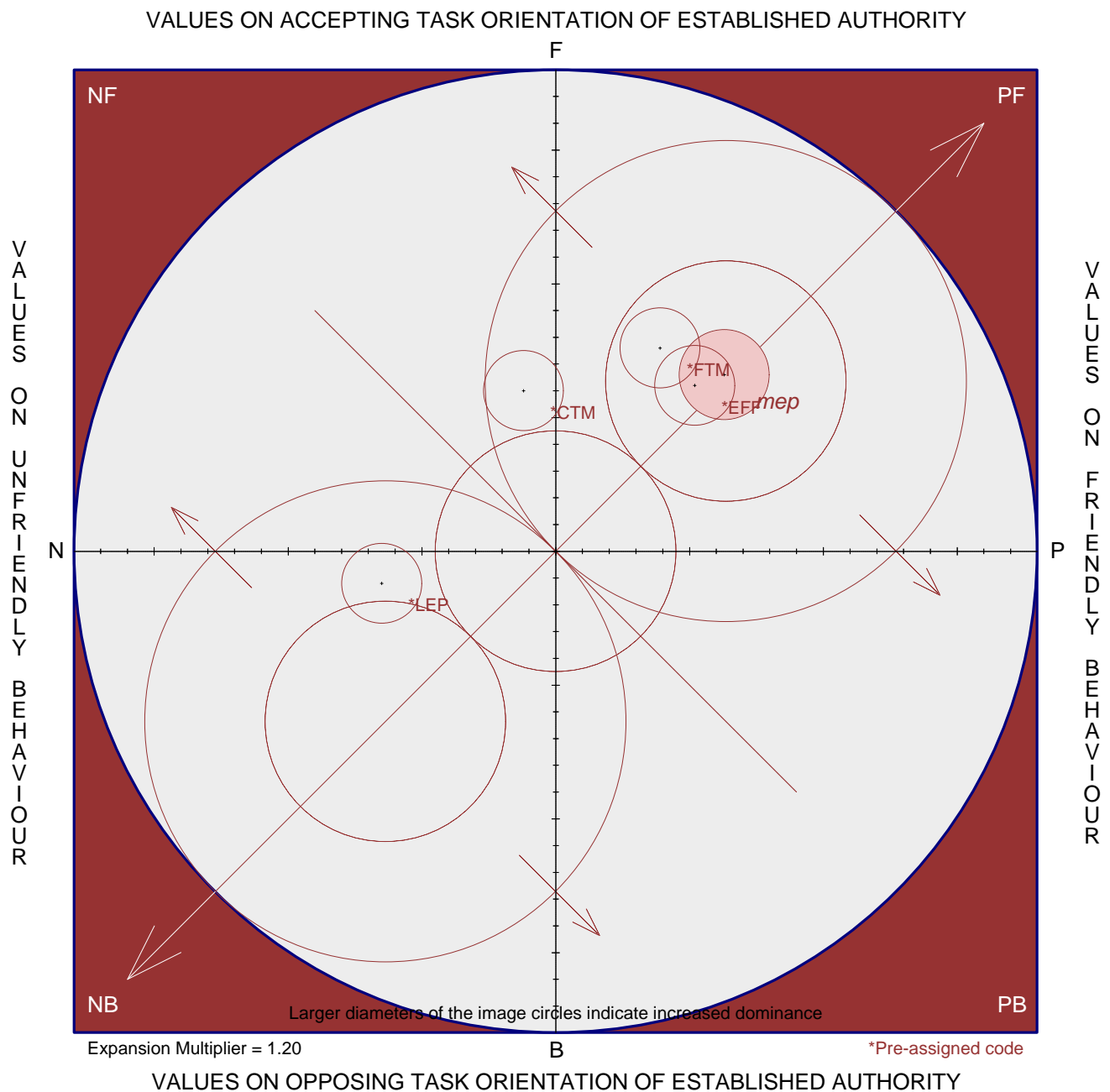
The following field diagram displays the average location for each *concept*, and/or *person*, based on the ratings received.

	Code Name	Final Image Location					
Images of Concepts	*EFF	1.4	U	5.2	P	6.3	F
	*LEP	1.1	U	6.5	N	1.2	B
	*FTM	0.9	U	4.0	P	7.7	F
	*CTM	0.5	U	1.2	N	6.0	F

Images of Persons

*Pre-assigned code

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



Bales Report

About the Bales Report on the Field Diagram

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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 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: *EFF

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.

Image of: *FTM

General Description

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

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

Image of: *CTM

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.

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.

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

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

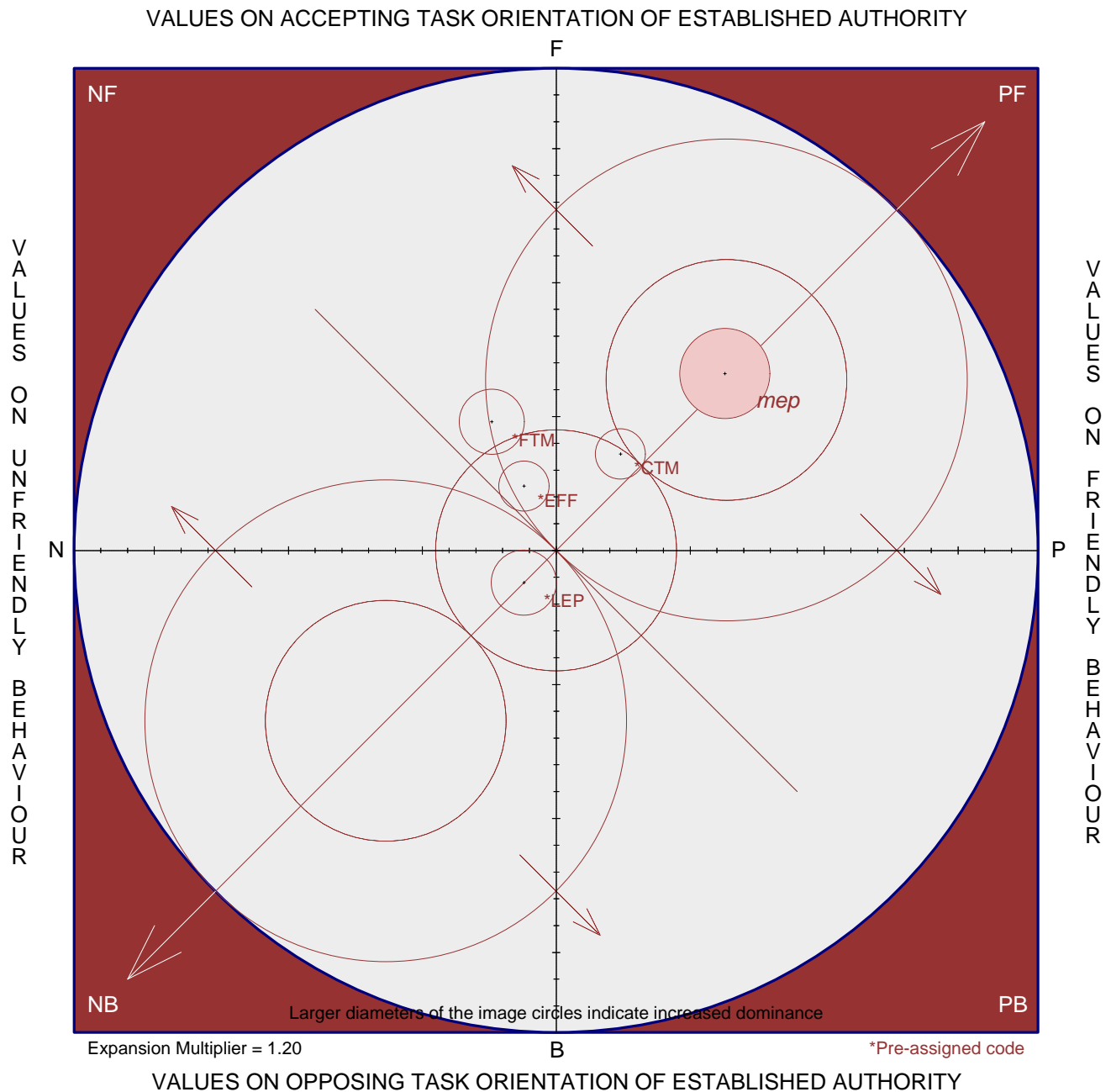
Report prepared for: Sample Team
Team Development—Team Scan
Presented by: SYMLOG Consulting Group
December 20, 2004

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	*LEP	2.0	D	1.2	N	1.2	B
	*FTM	2.0	D	2.4	N	4.8	F
	*EFF	6.0	D	1.2	N	2.4	F
	*CTM	6.0	D	2.4	P	3.6	F
Images of Persons							

*Pre-assigned code

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



Bales Report

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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 PGM

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Image of: *EFF, *LEP, and *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: *FTM

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: PSF

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

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

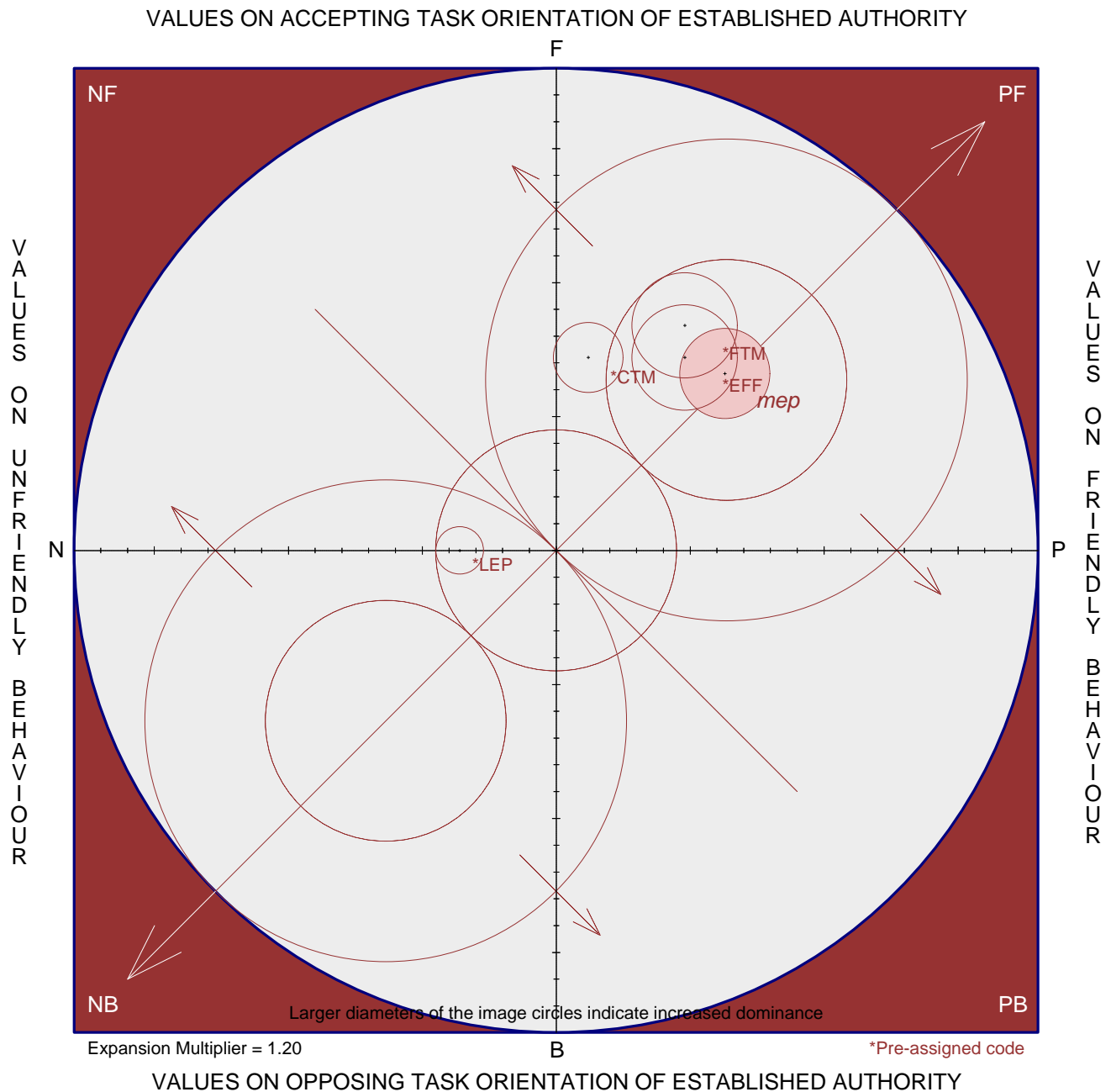
The following field diagram displays the average location for each *concept*, and/or *person*, based on the ratings received.

	Code Name	Final Image Location					
Images of Concepts	*EFF	6.0	U	4.8	P	7.2	F
	*FTM	6.0	U	4.8	P	8.4	F
	*CTM	1.0	D	1.2	P	7.2	F
	*LEP	7.0	D	3.6	N	0.0	F

Images of Persons

*Pre-assigned code

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



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Images of Concepts as Rated by PSF

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Image of: *EFF, and *FTM

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: *CTM

General Description

As seen by the rater, 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: *LEP

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: LLY

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

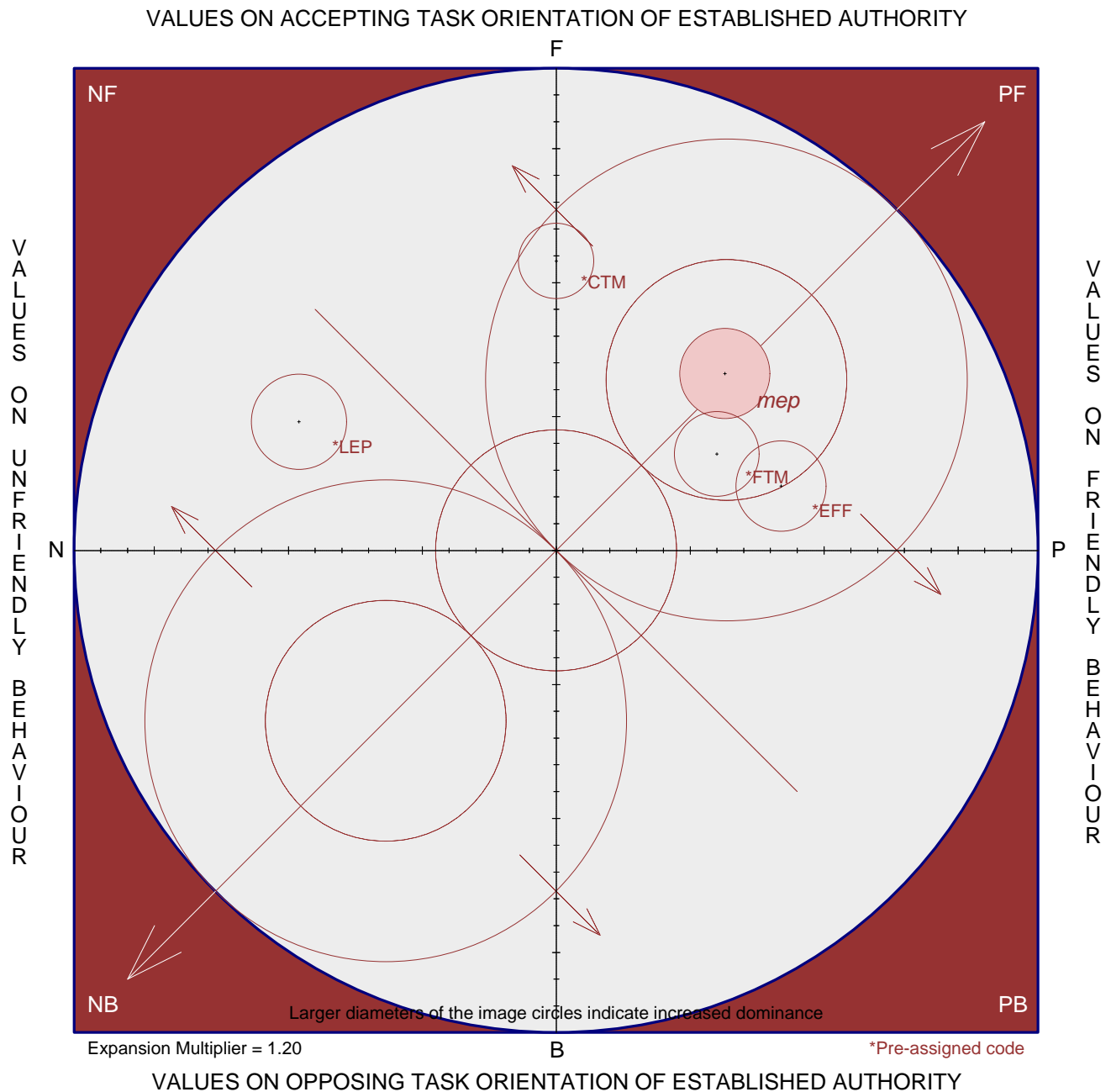
Report prepared for: Sample Team
Team Development—Team Scan
Presented by: SYMLOG Consulting Group
December 20, 2004

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	*LEP	4.0	U	9.6	N	4.8	F
	*EFF	3.0	U	8.4	P	2.4	F
	*FTM	2.0	U	6.0	P	3.6	F
	*CTM	0.0	U	0.0	P	10.8	F
Images of Persons							

*Pre-assigned code

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



Bales Report

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Images of Concepts as Rated by LLY

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Image of: *EFF

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: *LEP

General Description

As seen by the rater, the most characteristic values appear to be: *Active reinforcement of authority, rules, and regulations.*

Persons who approve these values strongly, and act on them, tend to be seen as dominating, authoritarian, moralistic, disapproving, and controlling. They tend to identify themselves with authority, to feel that they *are* the authority, that they have the right and responsibility to punish others for wrongdoing or lack of discipline. They tend to feel they are perfect, and blame others for their own faults. They often feel that they are heroes who are defending the group from external or internal threats, and in particular perhaps, threats from external authorities they feel to be bad.

Image of: *FTM

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: *CTM

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: 895

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

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

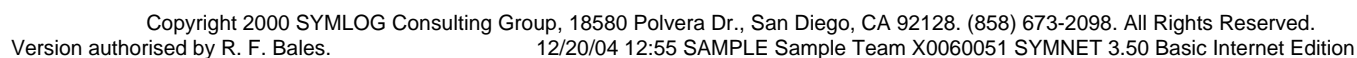
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	*CTM	1.0	D	2.4	N	4.8	F	
	*LEP	2.0	D	13.2	N	2.4	F	

Images of Persons

*Pre-assigned code

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY



Bales Report

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Images of Concepts as Rated by 895

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Image of: *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: *FTM

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: *CTM

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: *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.

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

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

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

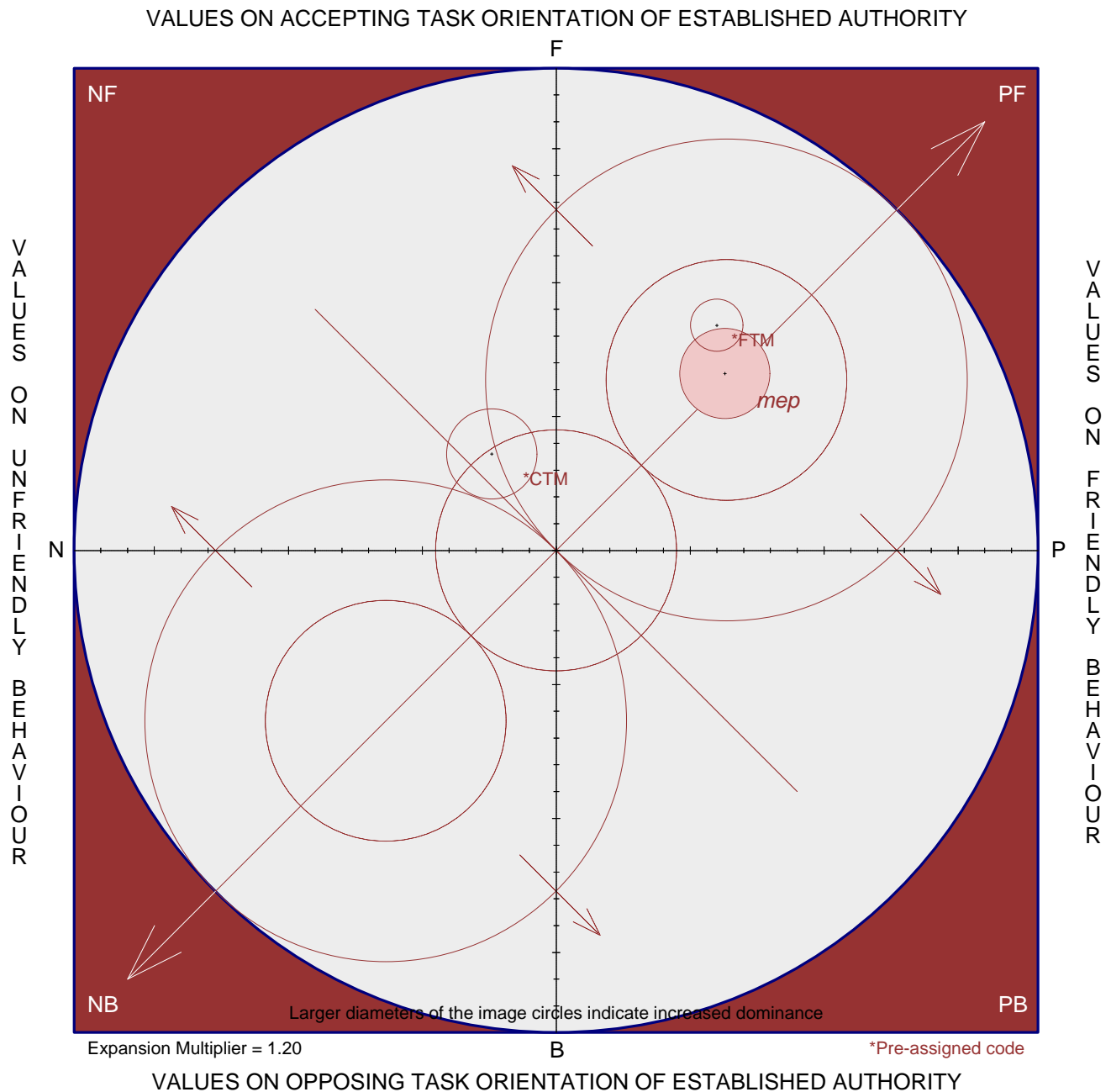
The following field diagram displays the average location for each *concept*, and/or *person*, based on the ratings received.

	Code Name	Final Image Location					
Images of Concepts	*CTM	3.0	U	2.4	N	3.6	F
	*FTM	5.0	D	6.0	P	8.4	F

Images of Persons

*Pre-assigned code

Report prepared for: Sample Team
Team Development—Team Scan
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December 20, 2004



Bales Report

About the Bales Report on the Field Diagram

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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 SWR

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: *CTM

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: *FTM

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: JHI

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Team Development—Team Scan
Presented by: SYMLOG Consulting Group
December 20, 2004

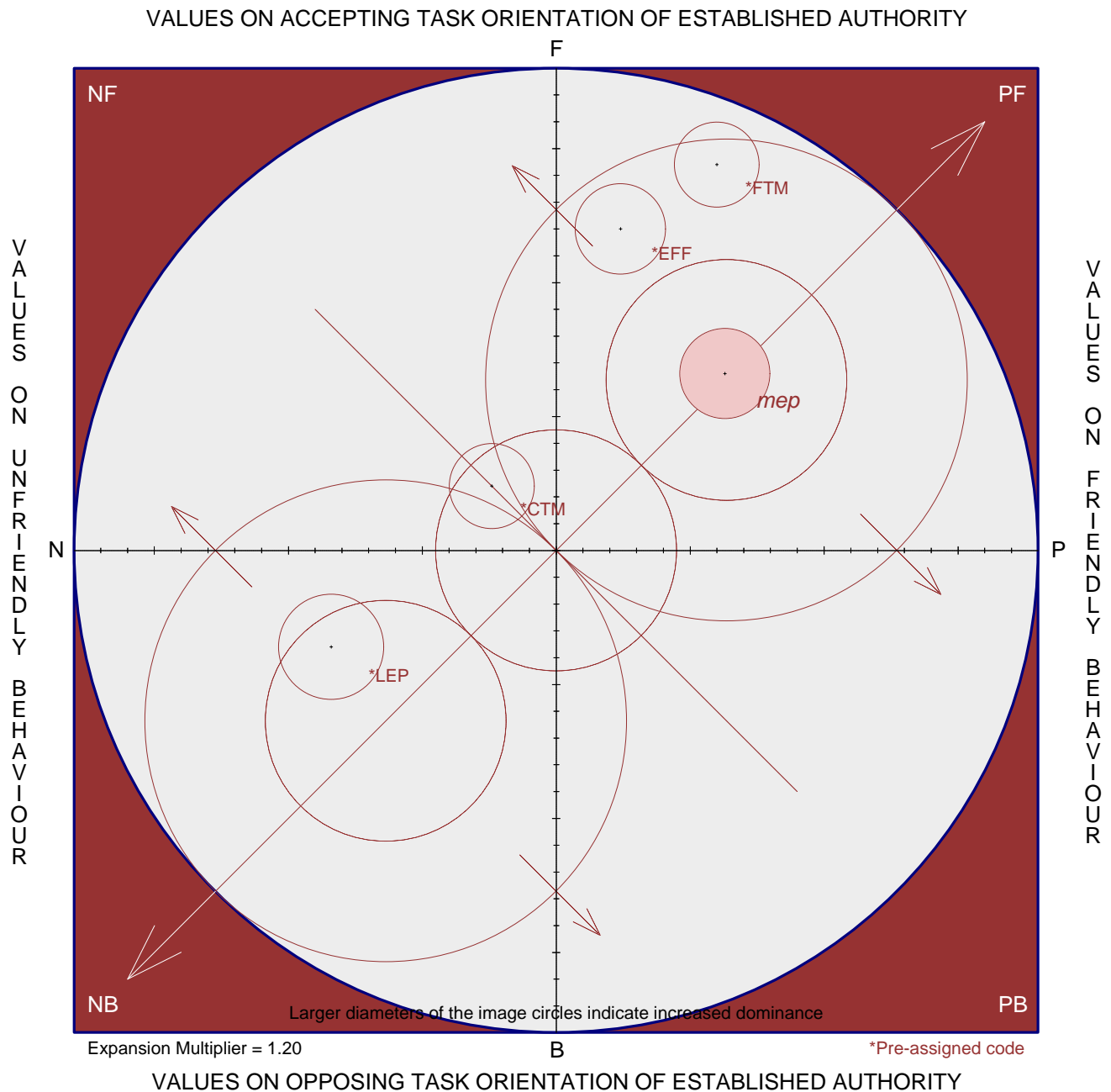
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Team Development—Team Scan
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December 20, 2004

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	*EFF	3.0	U	2.4	P	12.0	F
	*FTM	2.0	U	6.0	P	14.4	F
	*CTM	2.0	U	2.4	N	2.4	F
Images of Persons							

*Pre-assigned code

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Images of Concepts as Rated by JHI

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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 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: *LEP

General Description

As seen by the rater, the most characteristic values appear to be: *Rugged, self-oriented individualism, resistance to authority.*

These values are often shown by actual or symbolic attacks ridiculing submissive dependence and conventionality on the part of other group members. There are constant attempts to display the self as fascinating, amazing, shocking, unrestrained, spectacular, and mysterious—to attract attention and admiration by extravagant and egocentric mannerisms, dress, or speech. The implication is that other group members, or at least certain ones of them, are colourless, spineless “wimps.”

A companion theme seems to be to show that one is powerful and independent, that one cannot be controlled by established authority, that those in authority are ineffective—unable to punish deviance, unable to defend themselves, unable to protect group members who are submissive and dependent on authority. Revolutionary or heretical political, social, or religious values are sometimes displayed as a part of the self picture. The rebel implicitly presents himself or herself as a better leader, and looks for submissive recruits who are also alienated from the main group.

Image of: *CTM

General Description

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

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

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.

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

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Team Development—Team Scan
Presented by: SYMLOG Consulting Group
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Team Development—Team Scan
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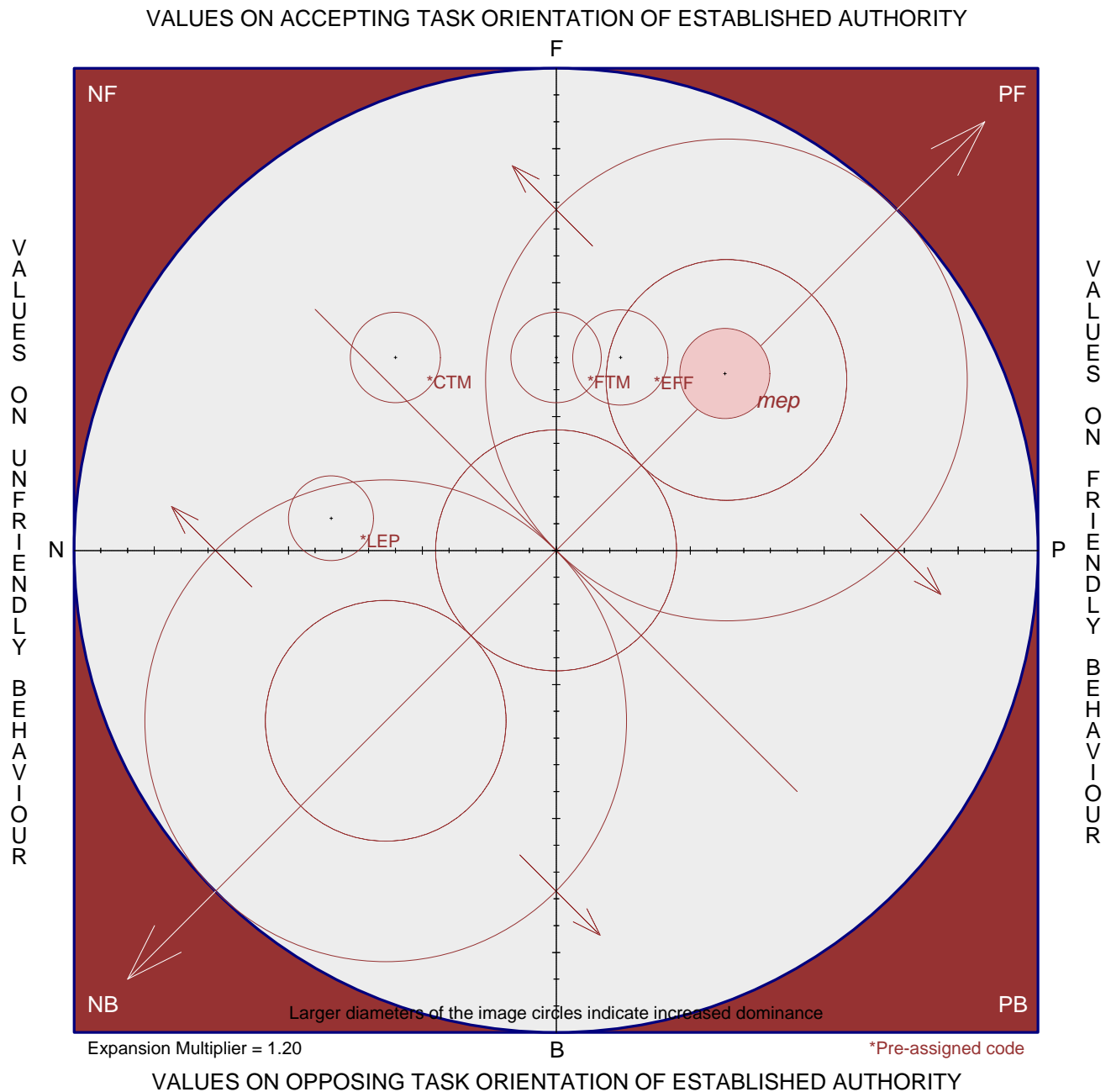
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	*CTM	3.0	U	6.0	N	7.2	F
	*LEP	2.0	U	8.4	N	1.2	F

Images of Persons

*Pre-assigned code

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Team Development—Team Scan
Presented by: SYMLOG Consulting Group
December 20, 2004



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Images of Concepts as Rated by SDW

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Image of: *EFF

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: *FTM

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: *CTM

General Description

As seen by the rater, the most characteristic values appear to be: *Active reinforcement of authority, rules, and regulations.*

Persons who approve these values strongly, and act on them, tend to be seen as dominating, authoritarian, moralistic, disapproving, and controlling. They tend to identify themselves with authority, to feel that they *are* the authority, that they have the right and responsibility to punish others for wrongdoing or lack of discipline. They tend to feel they are perfect, and blame others for their own faults. They often feel that they are heroes who are defending the group from external or internal threats, and in particular perhaps, threats from external authorities they feel to be bad.

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.

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

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December 20, 2004

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Team Development—Team Scan
Presented by: SYMLOG Consulting Group
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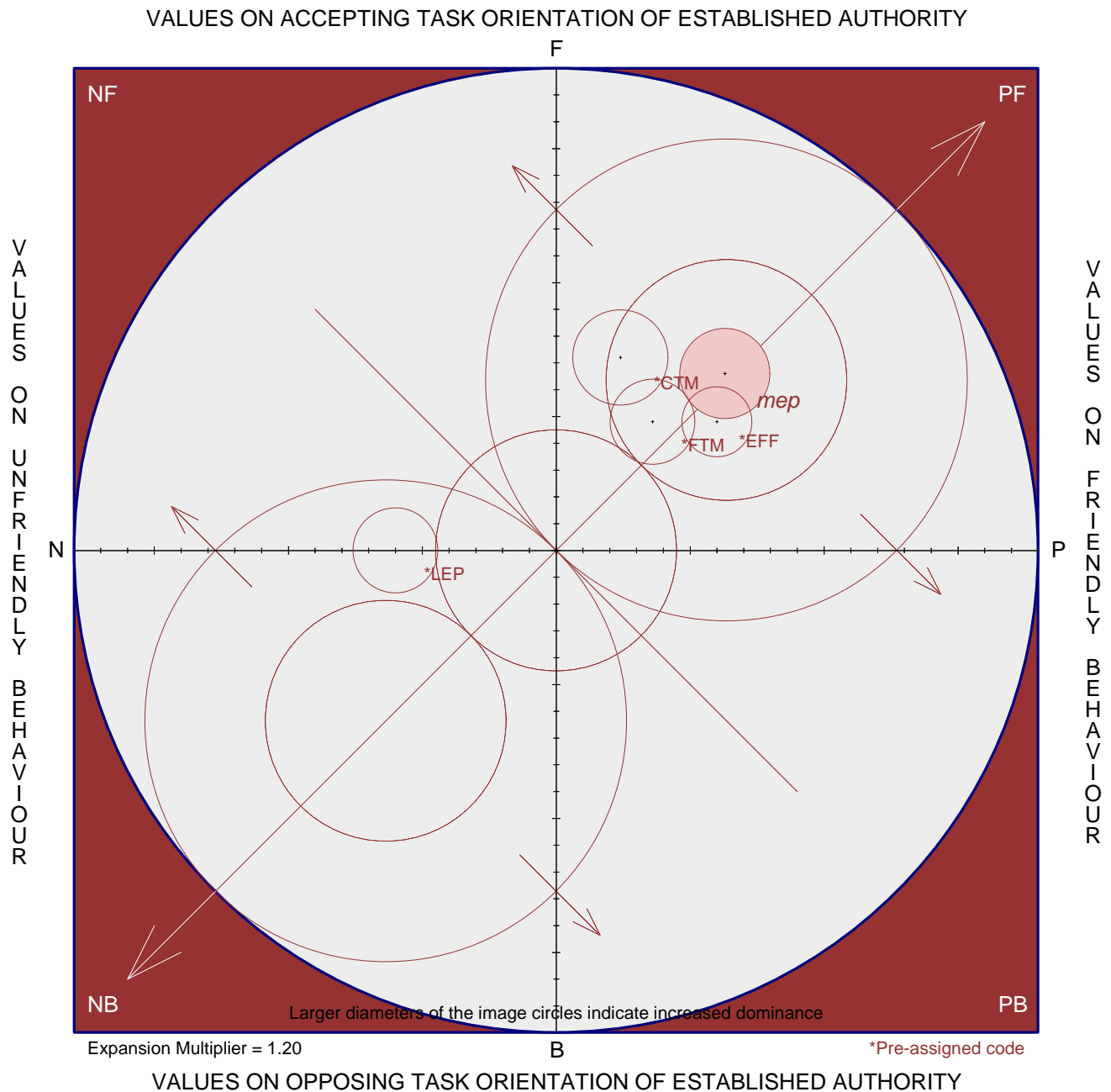
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	*LEP	2.0	U	6.0	N	0.0	F
	*FTM	2.0	U	3.6	P	4.8	F
	*EFF	1.0	D	6.0	P	4.8	F

Images of Persons

*Pre-assigned code

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Image of: *CTM

General Description

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in the group.

Image of: *FTM, and *EFF

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: *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.

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Individual and Organisational Values
Based only on the ratings made by: GSM

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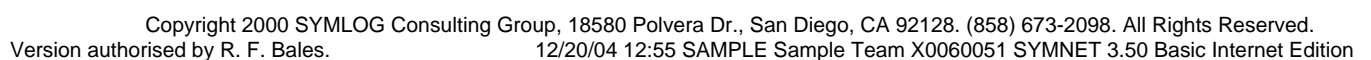
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Images of Persons

*Pre-assigned code

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY



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Image of: *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: *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: *CTM

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: *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.

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

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Team Development—Team Scan
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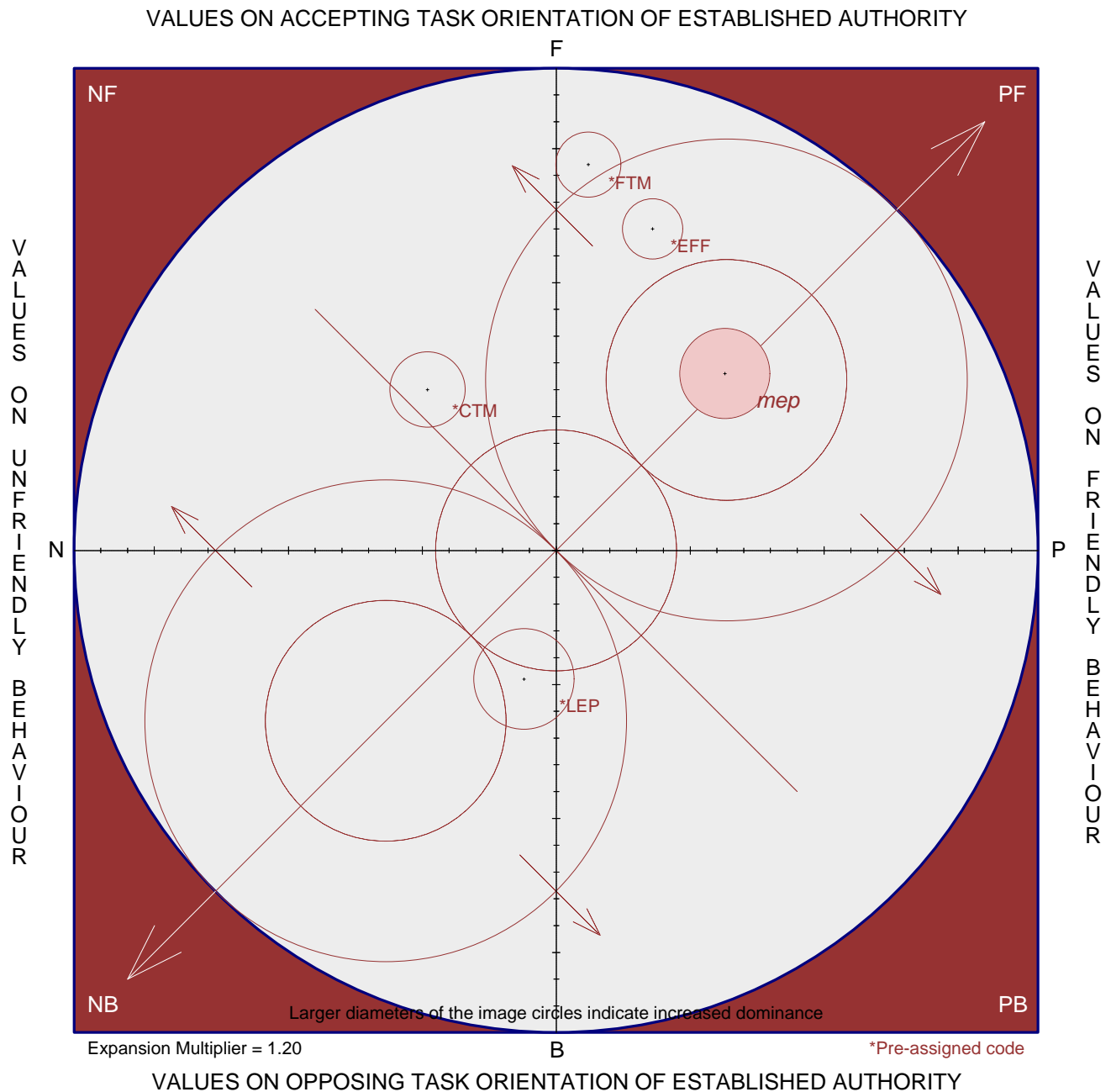
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Images of Persons

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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 MFP

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: *LEP

General Description

As seen by the rater, the most characteristic values appear to be: *Having a good time, releasing tension, relaxing control.*

Persons of this type are playful, expressive, dramatic, joking, or humorous. Sometimes they are ironic or even bitter. If there are suppressed hostilities and conflicts in the group that they are able to reveal with just the right humorous touch, they may succeed in shifting the feeling tone of the group in a positive direction. A joke or witty remark that produces a sudden shift in the self images or attitude sets of the listeners, and produces a laugh, may release the grip of negative feelings such as anger, fear, anxiety, depression, alienation, hopelessness, fatigue, frustration, and failure.

Image of: *CTM

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: *EFF, and *FTM

General Description

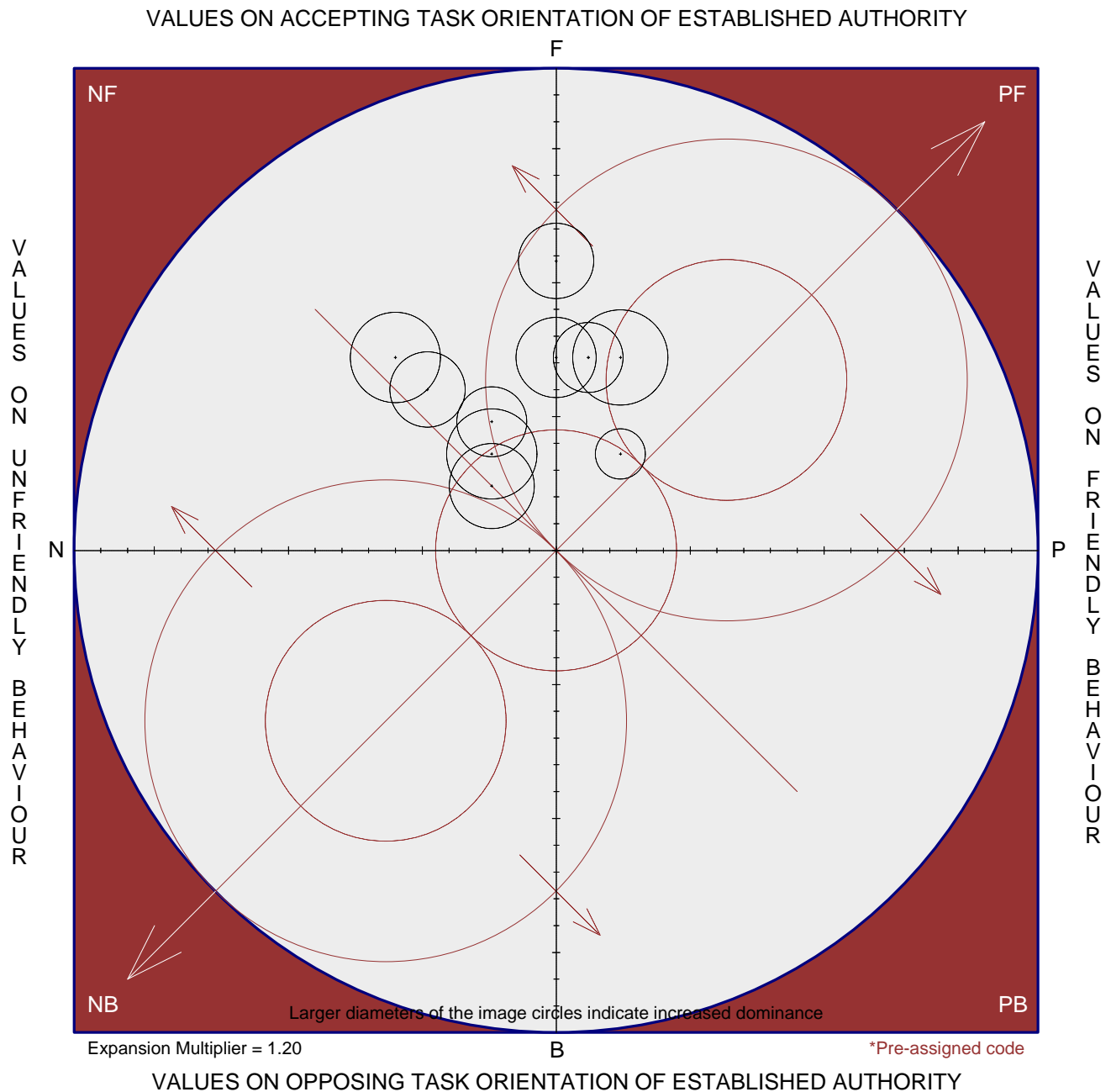
As seen by the rater, the most characteristic values appear to be: *Obedience to the chain of command, complying with authority, dedication, faithfulness, loyalty.*

Members who are rated as placing a marked emphasis on these values often seem to be inexpressive, as well as submissive. They suppress both positive and negative feelings. They may seem to lack a sense of humour, to maintain an impersonal and neutral attitude toward other members, to be very cautious in both speaking and working. They tend to remain silent a good deal of the time, and generally tend toward quiet hard working obedience.

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

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

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

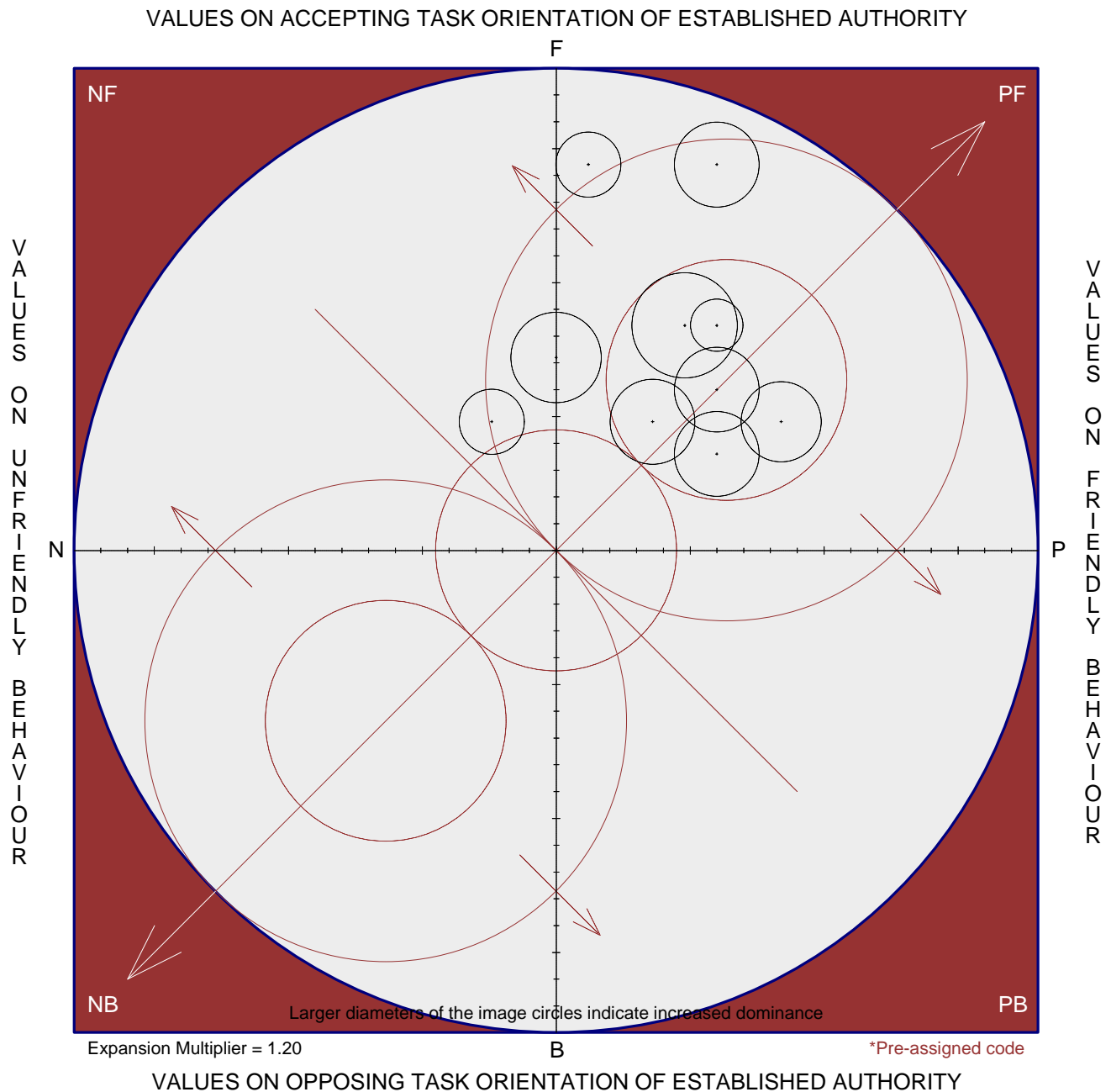


Scatterplot Field Diagram
Individual and Organisational Values
Distribution of the individual ratings made on: *FTM

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

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

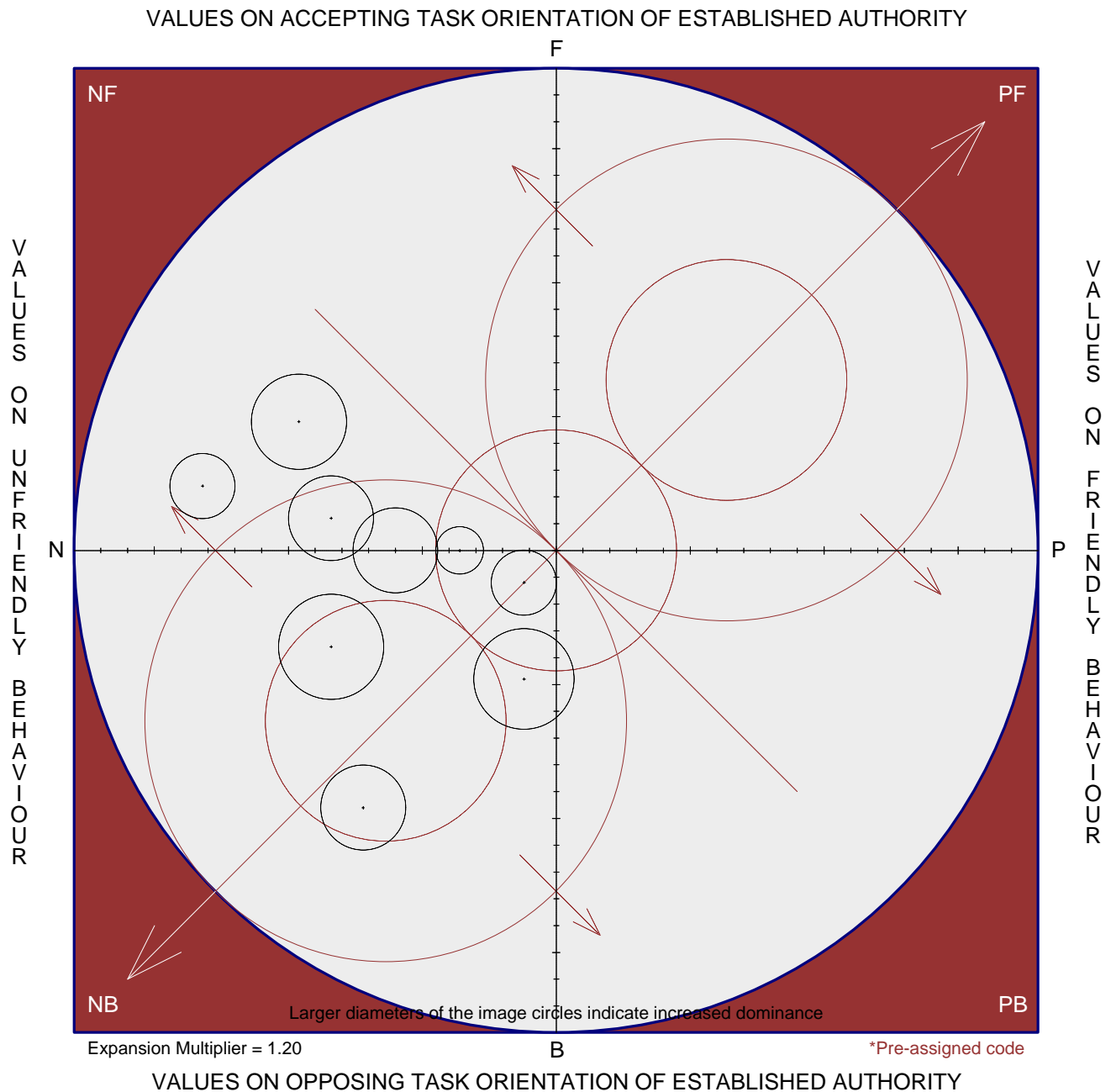
Report prepared for: Sample Team
Team Development—Team Scan
Presented by: SYMLOG Consulting Group
December 20, 2004



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

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

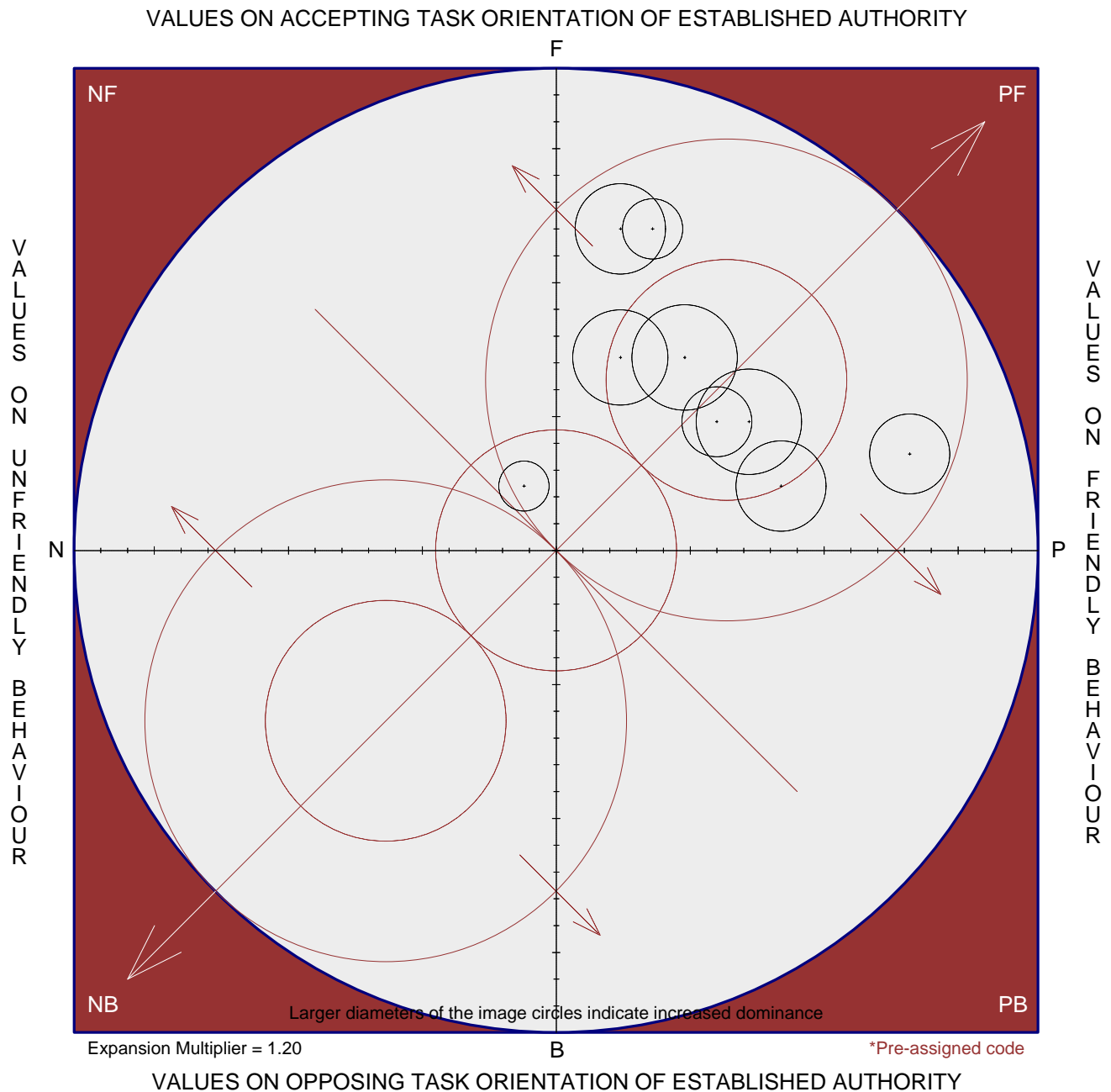
Report prepared for: Sample Team
 Team Development—Team Scan
 Presented by: SYMLOG Consulting Group
 December 20, 2004



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

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

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



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

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

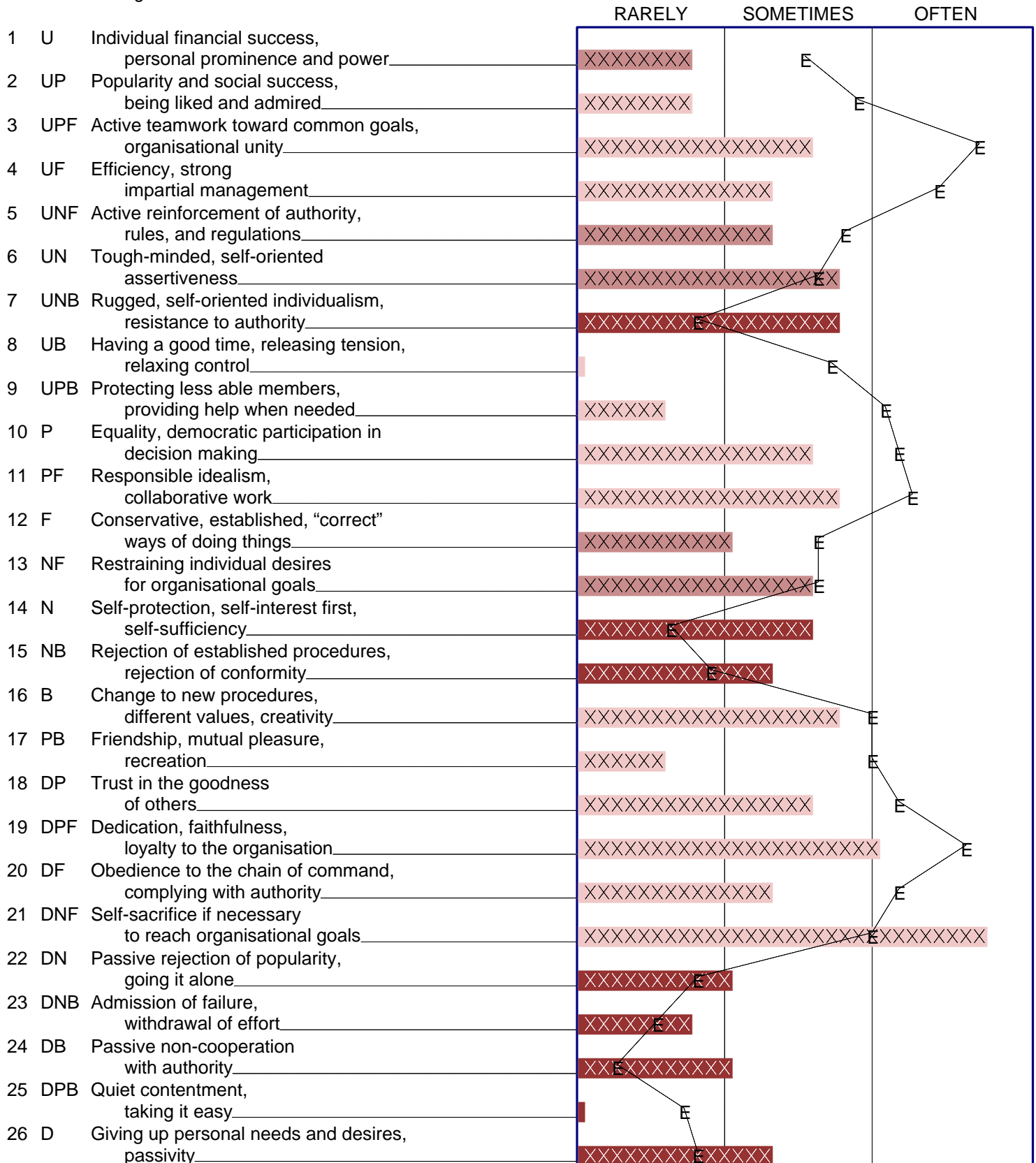
This bargraph is accompanied by a *Synopsis* and a *Bales Report*. The *Bales Report* is a comprehensive analysis comparing the results of this bargraph with research norms.

Report prepared for: Sample Team

Type: NF
 Ratings: 6

Final Location: 1.3D 2.8N 5.4F

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



Rating question: **In general, what kinds of values does your team *currently* show in behaviour?**

Bargraph Synopsis on: *CTM

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

Bales Report for the Bargraph on: *CTM

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

Values Contributing to Effective Teamwork

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

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

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

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

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

Your group, or organisation, 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 if the need or demand for it is continued too long, it is likely to create strains that will undermine motivation severely. If this value is emphasised very strongly at the time of the present assessment, it is probably an indication that the members feel the group or the organisation is in trouble.

More effective and durable solutions than self-sacrifice need to be found, in any case. It is a mistake to depend upon it too long.

Your group, or organisation, may *underemphasise*:

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

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

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

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

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

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

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

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

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

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

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 may increase the probability of mistakes. The need for periodic release and relaxation is obvious.

If particular groups or the organisation as a whole is deficient in this value there is a 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.

It is a contradiction in terms, of course, to try to decide and control everything about when and how to relax control. If you are well supplied with jokers, consider yourselves lucky, (unless they are really insufferable).

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

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

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

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

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

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

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

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

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

Without an appropriate and fair share in decision making for all, the group or organisation will be unable to

Rating question: **In general, what kinds of values does your team *currently* show in behaviour?**

develop legitimate and binding norms. Without these, the group or the organisation as a whole will fractionate and work performance will degenerate.

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

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

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

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

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

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

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

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

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

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

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

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

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

An organisation (or an intact group) is in some ways like a parent. The individual is usually, in many critical ways, dependent upon it. If the organisation is experienced as a good parent, it tends to inspire dedication, faithfulness, and loyalty. If it is experienced as a bad parent, it tends to inspire resentment, fear, alienation, and sometimes revolt.

It is also true that some individuals who have in fact experienced one or both parents as bad, or who have had other disappointments of a similar kind, enter the group prepared to transfer their negative attitudes onto other individuals, the group, or the parent organisation. If there are many such members, this may be the reason for the deficiency in this set of values in the group.

But it is also obvious that not all organisations or their agents in authority are like good parents. If this is the case, individuals and groups will surely want them to change, but it is usually far from clear how to bring this about. The given individual or group will probably need a great deal of support from other groups before effective action can be taken.

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

If there is a deficiency in this set of values it may be due to the number of persons in the group or organisation who have anti-authoritarian attitudes as a basic part of their personalities. It is highly likely, however, that if obedience and compliance with authority is actually an issue in an organisation or group, it is fuelled by an overemphasis on obedience on the part of authority.

Once a polarisation of this kind has formed, it is intractable. Even though obedience may be obtained by a sufficient show of force or threat of punishment, the disobedience tends only to go underground and continue in hidden resistance and evasion of multiple kinds.

The fundamental cure requires a reconstruction of the legitimacy of authority. This in turn requires a reconstruction of the solidarity of the whole group or organisation. Those in authority are only likely to be accepted again if they are able to change their conception as to the nature and limitations of authority. There needs to be a new "social contract" based on consensual values closer to those shown as 10 P on the bargraph ("Equality, democratic participation in decision making") and the other closely related values.

Values Which May Be Necessary Sometimes, But Dangerous

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

Your group, or organisation, may *overemphasise*:

none of the items.

Your group, or organisation, does 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 your group places too much emphasis on certain values and it may be worthwhile to explore this.

Your group, or organisation, may *underemphasise*:

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

If these values are too low the following questions may be relevant: Is the group losing members? Are they becoming apathetic? Is there trouble in recruiting new members? These symptoms may reflect a lack of motivation for any kind of effort. Or they 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 justified reward through personal recognition, increase in power, money, and other kinds of individual reward, to motivate high individual effort, but not so much as to provoke excessive competitiveness.

Provided these values are moderate, and securely harnessed to values of effective teamwork, they may be helpful in motivating effort. But they will be disruptive unless they are made contingent on the accomplishment of group and organisational goals and values of effective teamwork.

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

It is a sign of problems in a group or organisation if very frequent active reinforcement of authority is needed. The attempt to deal with problem conditions in a group simply by the direct exercise of authority and power almost inevitably creates negative reactions and escalating polarisation.

If the group is very negative about authority it may be because this has happened in the past or is currently happening. Most individuals have experienced negative reactions to authority in the past in any case, and are sensitised to any possible repetitions.

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

12 F Conservative, established, “correct” ways of doing things (*underemphasise*)

Obviously many tasks, probably most, that task-oriented teams in organisations work on, require co-ordination of various activities or “pieces” that must fit together properly so that the joint product will meet the demands of some kind of “external reality.” So there are always aspects of the task that need to be done “correctly,” and the correct ways of doing things tends to become established.

These ways are typically taught and maintained up to standard by persons in authority. But when those who teach over-do the exercise of authority, the learners are likely to turn negative toward authority and also to reject all kinds of “established” and “correct” ways of doing things. If the group or organisation in the present assessment is notably low on endorsement of “established and correct” ways of doing things, this may be the reason.

What is the cure? Put most simply, the teachers must become better teachers. What is required for effective teaching? At first the teacher must give more reward for a good relationship than for a good performance. The teacher’s demands for performance must be finely tuned to the level of ability and motivation of the learner, so that at any time the teacher requires only a little better performance than the learner can already give. As abilities increase, the teacher may inch up the requirements for achievement. Friendly acceptance and recognition are the rewards that must be given at every increase in achievement.

The demands for further achievement must never exceed the level that the learner’s motivation will bear. The motivation of the learner depends to an important degree upon the relationship to the teacher, and the teacher’s ability to give reward through acceptance and recognition. Learning does have its intrinsic rewards, of course, but these vary greatly by task and by stage of learning. Generally, intrinsic rewards are greatest when the ability to achieve is at, or periodically just below, the level of success, so that challenge is maintained.

Values Which Almost Always Interfere with Teamwork

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

Your group, or organisation, may *overemphasise*:

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 values and the corresponding behaviour as well. But many persons may react in this way if authority is overemphasised in the group or organisation.

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

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

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

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

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

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

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

If the organisation average on this value is high, it is an indication of serious trouble, of course, centring on the relationship with authority inside particular groups, outside the organisation, or both. Some particular 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, if

Rating question: **In general, what kinds of values does your team *currently* show in behaviour?**

the lack of co-operation is passive, it may be that they believe one should be “civil” in disobedience—one should seriously advocate a different set of values, but that the resistance should be “non-violent.”

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

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

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

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

A high average rating on these values may be an indication that the item description of the value is being interpreted to mean a kind of self-sacrifice for group or organisational goals. This may be the case if the group or the organisation is in an emergency and many members feel that strong centralised control and self-sacrifice are needed to deal with the crisis. If this is the case, however, an emphasis on these values nevertheless carries the risk of introducing an authoritarian mode of operation in the group or organisation which is likely to be injurious to effective teamwork in more normal times.

But ratings on these values may be high for quite a different reason. Individuals may show these values for reasons based on their personality or special role in the group, or badly frustrating experiences. If this is the case the corresponding behaviour will likely seem to be uninvolved, introverted, passive, inexpressive, and uncommunicative. Individuals who show this kind of behaviour 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 or organisation, there must be other members who have been involved in teaching it. Their part in the problem needs to be considered as well.