

SYMLOG is a: "SYstem for the Multiple Level Observation of Groups".

SYMLOG is designed for anyone interested in greatly improving leadership, teamwork, and organizational effectiveness. The system includes a powerful assessment instrument that measures, details, displays, and provides concrete feedback regarding improving the performance of leaders, teams, and/or organizations. Worldwide.

SYMLOG is a scientifically designed measurement method (with its origins at Harvard) used to deal directly with everyday and long-term interactions that unify or polarize groups—interactions that contribute to sustained effectiveness and productivity and interactions that bring about tragic failure of leaders, groups, and organizations.

When you access SYMLOG, you gain a comprehensive theory of personality and group dynamics; a highly refined observation system; and, a set of precise tools for analyzing and improving effectiveness of people who live and work in groups of all kinds. Again, to make the point, worldwide.

Most importantly, when you use SYMLOG, you can be confident you are using the very best science and most advanced measurement methods available to promote values-based planned change at all levels of your organization.

The key to SYMLOG's power is its ability to measure and make available useful, valid, and reliable feedback regarding individual, team, and organizational effectiveness. The data collection and feedback method uses one comprehensive framework to assess and display values promoting or inhibiting effective performance at all levels of an organization. The observation and feedback system was developed through fifty years of rigorous research at Harvard University and over 60 other international universities.

The primary focus of our ongoing research is on understanding and promoting superior performance at every level of group activity. The current research base is made up of over 1,000,000 profiles drawn from seventeen languages in more than sixty countries. Our continuous research has generated a robust and unique "most effective profile" of individual and organizational values used to guide leadership and teamwork improvement on six continents.

The SYMLOG "most effective profile" is indeed widely used as a universal standard (benchmark) across languages, countries, and cultures to improve leadership and teamwork. No other assessment method has a universal standard that enables individuals, teams, and organizations to integrate their development objectives and measure the progress of their planned change efforts with the clarity of SYMLOG.

The results of a SYMLOG assessment are used to evaluate the current situation and to compare these results with what is needed in the future in order to be most effective. This future "most effective profile" has become the gold standard for all levels of values-based planned change in thousands of settings around the globe. SYMLOG is clearly the method of choice for professional efforts to improve performance.

Highly refined and comprehensive computer-generated reports (written by Harvard Professor Emeritus Robert. F. Bales) are produced from observations (ratings) made on

a twenty-six item set off individual and organizational values. The results of the assessment, and the accompanying reports, provide strategic guidance to organizational development, team building, and leadership training.

SYMLOG methods are especially powerful because they provide repeated measures to assess progress and to strategically adjust direction to keep development plans and action on track and moving towards multiple targets simultaneously.

Some further considerations regarding SYMLOG: Please consider this aphorism:

"You are measured:

- not by what you are, but by the perception of what you seem to be;
 - not by what you say, but how you are heard;
 - not by what you do, but how you appear to do it;
 - and, most importantly, not by what you intend, but by your actual effect on others."
- (Anonymous)

Essentially, SYMLOG easily and accurately measures and displays perceptions that greatly influence how people respond to you, each other in a group, your organization, and your products. The displays that result from SYMLOG ratings provide a compelling picture of what to do in order to optimize superior leadership, teamwork, and overall productivity. Basically, you will see the fault lines and disconnects in values and behavior that keep you, your team, and your organization from superior performance.

The cardinal sins of leadership

Groups often become chronically disabled through an abuse of power, the violation of trust, and the undermining of legitimate authority. These "cardinal sins of leadership" can be assessed and remedied. A SYMLOG assessment provides a picture of current leadership, and the degree to which these polarizing factors are at play in the situation. Effective leadership is a process used to overcome these polarizing tendencies and, as a result, optimize all levels of group performance.

Individual and organizational values are crucial to performance

Values are powerful mental constructs that can unify or polarize groups. People observe behavior and infer the values that are operating in what they see. People evaluate the behavior and act on what they perceive, not the intentions of the actor. It is generally the perception of value discrepancies over which people conflict, not the behavior shown by individuals.

When the perceived (inferred) values are seen as positive and shared among members, there is a powerful tendency to unify and work effectively together... improvement is continuous ... and performance is superior. When people perceive others showing (in behavior) values that appear to be strongly opposite or countervailing to their own, conflict occurs. If the conflict is not resolved, polarization becomes chronic, efforts to improve are blocked, and performance suffers.

The key to resolving acute conflict and promoting effective working relationships in groups is through leadership that indisputably demonstrates (in behavior) values perceived to support active teamwork toward common goals and organizational unity.

Definition determines action...Knowing what you are doing helps

Please consider that if you cannot define leadership, you cannot measure it. Accurate maps rely on accurate measurement and a “true north” to direct improvement efforts toward the desired targets. Most leadership development programs are conducted without a measurable definition of leadership and hence without clear and consistent maps to guide the development process.

Without the ability to assess the quality of the current leadership, leadership programs generally try to guide development efforts based on unsubstantiated inventories or lists of fairly vague personal attributes. Unfortunately, without targeted feedback that is data driven, leadership development efforts are generally aimless at best and counter-productive at worst.

Fortunately, SYMLOG observations and measurement take the mystery out of elusive concepts such as “values” and consistently provide valid, reliable, and accurate feedback for improving leadership, teamwork, and organizational effectiveness.

Please consider this definition of effective leadership and teamwork:

Effective leadership and teamwork is a process of social interaction that:

- tends to unify a diverse group of people;
- to work together toward common goals;
- through an elimination of scapegoating;
- a maximum use of mediation;
- and, the judicious use of power.

As a practical matter, effective leadership and teamwork unifies and balances diverse values (i.e., competing priorities) to yield optimum performance.

Effective leadership and teamwork is measured by the extent to which leaders and members perceive themselves and each other as primarily demonstrating, in behavior, a balanced set of values which promote active teamwork toward common goals and organizational unity while avoiding competing values which tend to polarize the group.

SYMLOG is the only method available to measure and display the dynamics of polarization and unification in groups. And, SYMLOG is the only method that provides a research-based universal standard against which to measure multiple levels of interaction to systematically and simultaneously improve leadership, teamwork, and organizational effectiveness.

We hope you will use the power of SYMLOG for your ongoing assessment and development needs.