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

Report prepared for: Sample Group 1
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

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.

Bargraph of the average of all ratings made on: *CRI
Rating question: **In general, what kinds of values are *currently* shown in the interaction between your groups?**
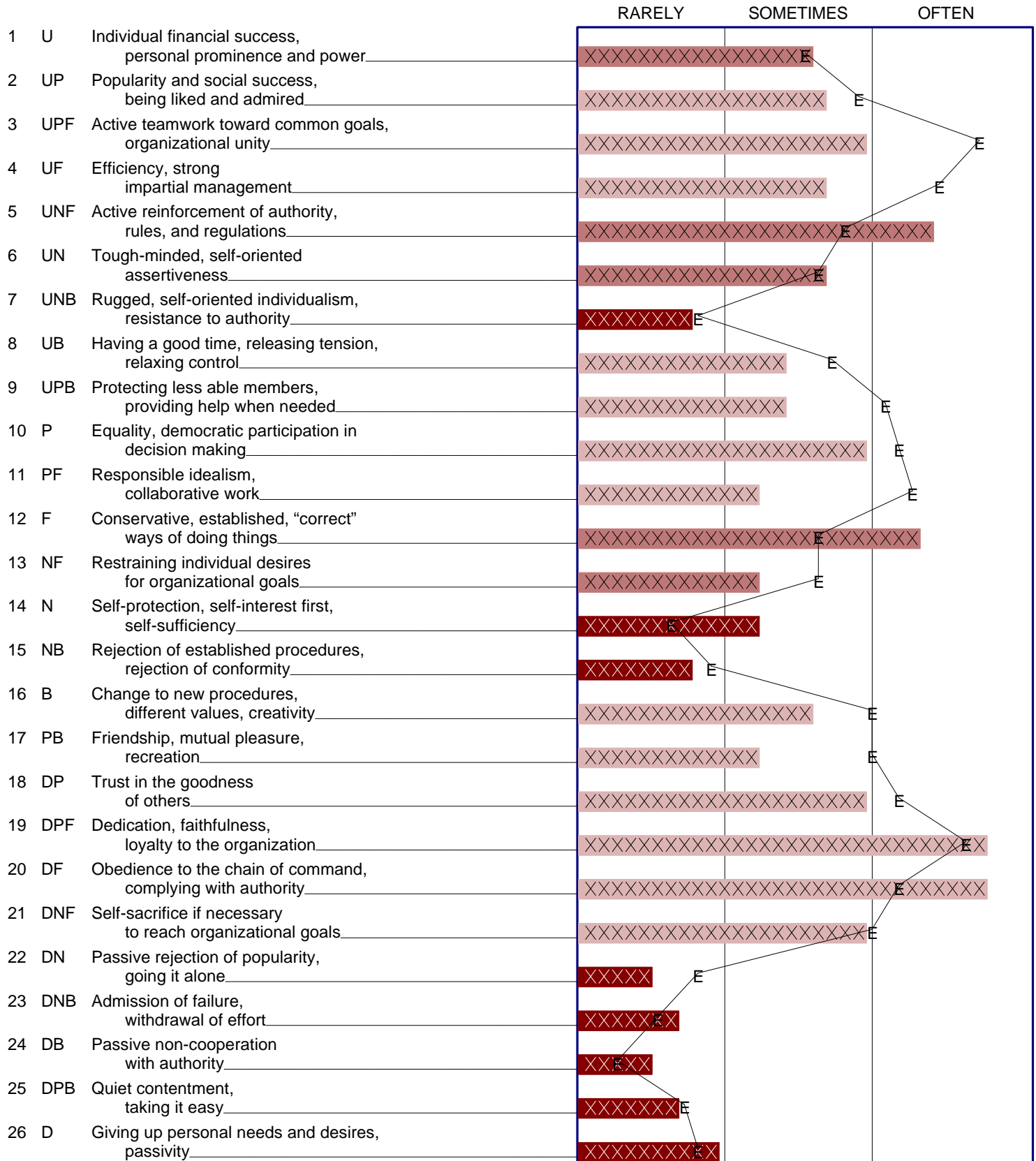Page 1

Report prepared for: Sample Group 1

Type: F   Final Location: 1.3U 2.9P 7.6F   the bar of Xs = the average rating on each item
Ratings: 10   E = the *optimum* location for most effective teamwork

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

Bargraph Synopsis on: *CRI

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

Bargraph Items

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

Comparison of bargraph profile with *optimum* for effective teamwork

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

Bales Report for the Bargraph on: *CRI

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

Values Contributing to Effective Teamwork

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Willingness to sacrifice self-interest on occasions of unusual stress for the organization 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 organization 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 organization, may *overemphasize:*

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

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

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

Your group, or organization, may *underemphasize:*

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

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

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

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

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

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

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

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

It is important for management and for all group members to recognize the importance of the following functions: nurturance, therapy, teaching, training, as necessary aspects of effective leadership in any kind of organization or group. If these functions are not performed by specialized 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 labor 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 organization 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 polarization. However, it takes its toll in time.

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

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

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

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

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

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

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

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

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

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

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

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

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

Values Which May Be Necessary Sometimes, But Dangerous

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

Your group, or organization, may *overemphasize:*

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

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

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

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

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

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

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

Your group, or organization, may *underemphasize:*

| 13 | NF | **Restraining individual desires for organizational goals** *(underemphasize)* |

Probably no organization or task group runs so smoothly that there are never times of urgency and stress. On such occasions individuals are inevitably put under pressure to give extraordinary effort. In groups with effective teamwork there are so many rewards and satisfactions connected with being a member of the group that temporary sacrifices are accepted with no great feeling of conflict. If there is not this willingness, it is probable that the general level of reward for group membership is too low, and this problem needs to be addressed as such.

It is dangerous for a group, or especially for an organization as a whole, to depend heavily on individual restraint for long periods, since even with the best of will in the beginning, the quality of life and general reward level in being a group member is undermined to the point where further sacrifice is rejected. A very low level of willingness to restrain individual desires may be the result.

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

Values Which Almost Always Interfere with Teamwork

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

Your group, or organization, may *overemphasize:*

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

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

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

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

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

Report prepared for: Sample Group 2
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

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 Group 2

Type: PF   Final Location: 2.2U 3.5P 8.0F   the bar of Xs = the average rating on each item
Ratings: 10   E = the *optimum* location for most effective teamwork

			RARELY	SOMETIMES	OFTEN

1 U   Individual financial success,
         personal prominence and power

2 UP   Popularity and social success,
         being liked and admired

3 UPF Active teamwork toward common goals,
         organizational unity

4 UF   Efficiency, strong
         impartial management

5 UNF Active reinforcement of authority,
         rules, and regulations

6 UN   Tough-minded, self-oriented
         assertiveness

7 UNB Rugged, self-oriented individualism,
         resistance to authority

8 UB   Having a good time, releasing tension,
         relaxing control

9 UPB Protecting less able members,
         providing help when needed

10 P   Equality, democratic participation in
         decision making

11 PF   Responsible idealism,
         collaborative work

12 F   Conservative, established, "correct"
         ways of doing things

13 NF   Restraining individual desires
         for organizational goals

14 N   Self-protection, self-interest first,
         self-sufficiency

15 NB   Rejection of established procedures,
         rejection of conformity

16 B   Change to new procedures,
         different values, creativity

17 PB   Friendship, mutual pleasure,
         recreation

18 DP   Trust in the goodness
         of others

19 DPF Dedication, faithfulness,
         loyalty to the organization

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

21 DNF Self-sacrifice if necessary
         to reach organizational goals

22 DN   Passive rejection of popularity,
         going it alone

23 DNB Admission of failure,
         withdrawal of effort

24 DB   Passive non-cooperation
         with authority

25 DPB Quiet contentment,
         taking it easy

26 D   Giving up personal needs and desires,
         passivity

Bargraph Synopsis on: *CRI

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

Bargraph Items

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

Comparison of bargraph profile with *optimum* for effective teamwork

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

Bales Report for the Bargraph on: *CRI

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

Values Contributing to Effective Teamwork

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

| 18 | DP | **Trust in the goodness of others** *(close)* |

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

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

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

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

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

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

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

Willingness to sacrifice self-interest on occasions of unusual stress for the organization 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 organization 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 organization, may *overemphasize:*

none of the items.

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

Your group, or organization, may *underemphasize:*

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

The average rating on these values for the organization 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 organization, these values tend to produce confidence and high personal involvement.

Behavior throughout the organization 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 behavior, this is an unfavorable sign of discontent. A readjustment of organizational arrangements as to status levels, access to resources, specialties, functional roles, rewards and recognition may need to be seriously considered.

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

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

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

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

There are many reasons why this set of values may be underemphasized in a group or organization. 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 organization and emphasize a strong authority as necessary, values shown as (5 UNF), (12 F), (13 NF), (21 DNF), for example, may feel that others do not realize the nature and seriousness of the problems confronting the group or organization. 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 recognize the degree to which these values are likely to threaten the integrity of the group or organization, and destroy effective teamwork. An overemphasis on the values opposing equality is almost certain to provoke polarizations.

A basic solidarity and integrity, of a team, a group, or the organization 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 organization 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 organization will be unable to develop legitimate and binding norms. Without these, the group or the organization as a whole will fractionate and work performance will degenerate.

Values Which May Be Necessary Sometimes, But Dangerous

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

Your group, or organization, may *overemphasize:*

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

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

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

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

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

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

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

Your group, or organization, may *underemphasize:*

none of the items.

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

Values Which Almost Always Interfere with Teamwork

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

Your group, or organization, may *overemphasize:*

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

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

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

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

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

Report prepared for: Sample Group 1
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

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

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

Report prepared for: Sample Group 1

Type: PF   Final Location: 2.1U 4.9P 10.8F

Ratings: 10

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

			RARELY	SOMETIMES	OFTEN

1 U   Individual financial success,
        personal prominence and power

2 UP   Popularity and social success,
        being liked and admired

3 UPF Active teamwork toward common goals,
        organizational unity

4 UF   Efficiency, strong
        impartial management

5 UNF Active reinforcement of authority,
        rules, and regulations

6 UN   Tough-minded, self-oriented
        assertiveness

7 UNB Rugged, self-oriented individualism,
        resistance to authority

8 UB   Having a good time, releasing tension,
        relaxing control

9 UPB Protecting less able members,
        providing help when needed

10 P   Equality, democratic participation in
        decision making

11 PF   Responsible idealism,
        collaborative work

12 F   Conservative, established, "correct"
        ways of doing things

13 NF   Restraining individual desires
        for organizational goals

14 N   Self-protection, self-interest first,
        self-sufficiency

15 NB   Rejection of established procedures,
        rejection of conformity

16 B   Change to new procedures,
        different values, creativity

17 PB   Friendship, mutual pleasure,
        recreation

18 DP   Trust in the goodness
        of others

19 DPF Dedication, faithfulness,
        loyalty to the organization

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

21 DNF Self-sacrifice if necessary
        to reach organizational goals

22 DN   Passive rejection of popularity,
        going it alone

23 DNB Admission of failure,
        withdrawal of effort

24 DB   Passive non-cooperation
        with authority

25 DPB Quiet contentment,
        taking it easy

26 D   Giving up personal needs and desires,
        passivity

Bargraph Synopsis on: *FUI
Rating question: **In general, what kinds of values need to be shown in the interaction between your groups in the *future* in order to be most effective?**

Page 2

Bargraph Synopsis on: *FUI

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

Bargraph Items

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

Comparison of bargraph profile with *optimum* for effective teamwork

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

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

Report prepared for: Sample Group 1
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

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

Bargraph of the average of all ratings made on: *LPI
Rating question: **In general, what kinds of values do members of your groups show when your interaction is**
*least productive***?**

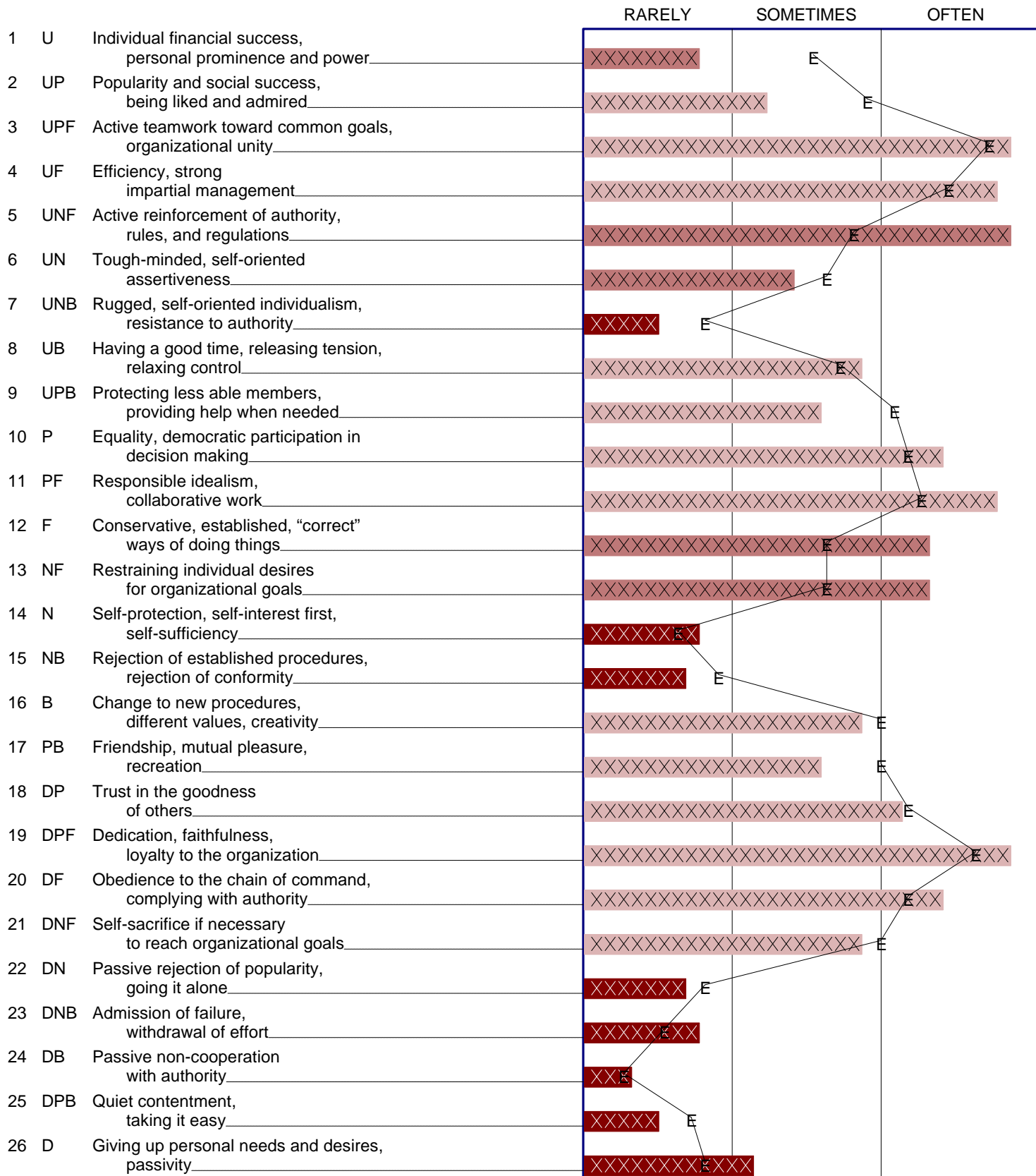### Report prepared for: Sample Group 1

Type: Ø   Final Location: 0.6U 1.6N 3.1B   the bar of Xs = the average rating on each item
Ratings: 10   E = the *optimum* location for most effective teamwork

			RARELY	SOMETIMES	OFTEN

1 U Individual financial success,
      personal prominence and power

2 UP Popularity and social success,
      being liked and admired

3 UPF Active teamwork toward common goals,
      organizational unity

4 UF Efficiency, strong
      impartial management

5 UNF Active reinforcement of authority,
      rules, and regulations

6 UN Tough-minded, self-oriented
      assertiveness

7 UNB Rugged, self-oriented individualism,
      resistance to authority

8 UB Having a good time, releasing tension,
      relaxing control

9 UPB Protecting less able members,
      providing help when needed

10 P Equality, democratic participation in
      decision making

11 PF Responsible idealism,
      collaborative work

12 F Conservative, established, "correct"
      ways of doing things

13 NF Restraining individual desires
      for organizational goals

14 N Self-protection, self-interest first,
      self-sufficiency

15 NB Rejection of established procedures,
      rejection of conformity

16 B Change to new procedures,
      different values, creativity

17 PB Friendship, mutual pleasure,
      recreation

18 DP Trust in the goodness
      of others

19 DPF Dedication, faithfulness,
      loyalty to the organization

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

21 DNF Self-sacrifice if necessary
      to reach organizational goals

22 DN Passive rejection of popularity,
      going it alone

23 DNB Admission of failure,
      withdrawal of effort

24 DB Passive non-cooperation
      with authority

25 DPB Quiet contentment,
      taking it easy

26 D Giving up personal needs and desires,
      passivity

Version authorized by R. F. Bales.   08/07/03 10:47 SAMPLE Sample Group 1 X0060003 SYMNET 3.50 Basic Internet Edition

Bargraph Synopsis on: *LPI

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

Bargraph Items

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

Comparison of bargraph profile with *optimum* for effective teamwork

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

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

Report prepared for: Sample Group 1
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

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

Bargraph of the average of all ratings made on: *EFI
Rating question: **In general, what kinds of values would be ideal for *you* to show in order for the interaction between your groups to be *most effective*?**

Report prepared for: Sample Group 1

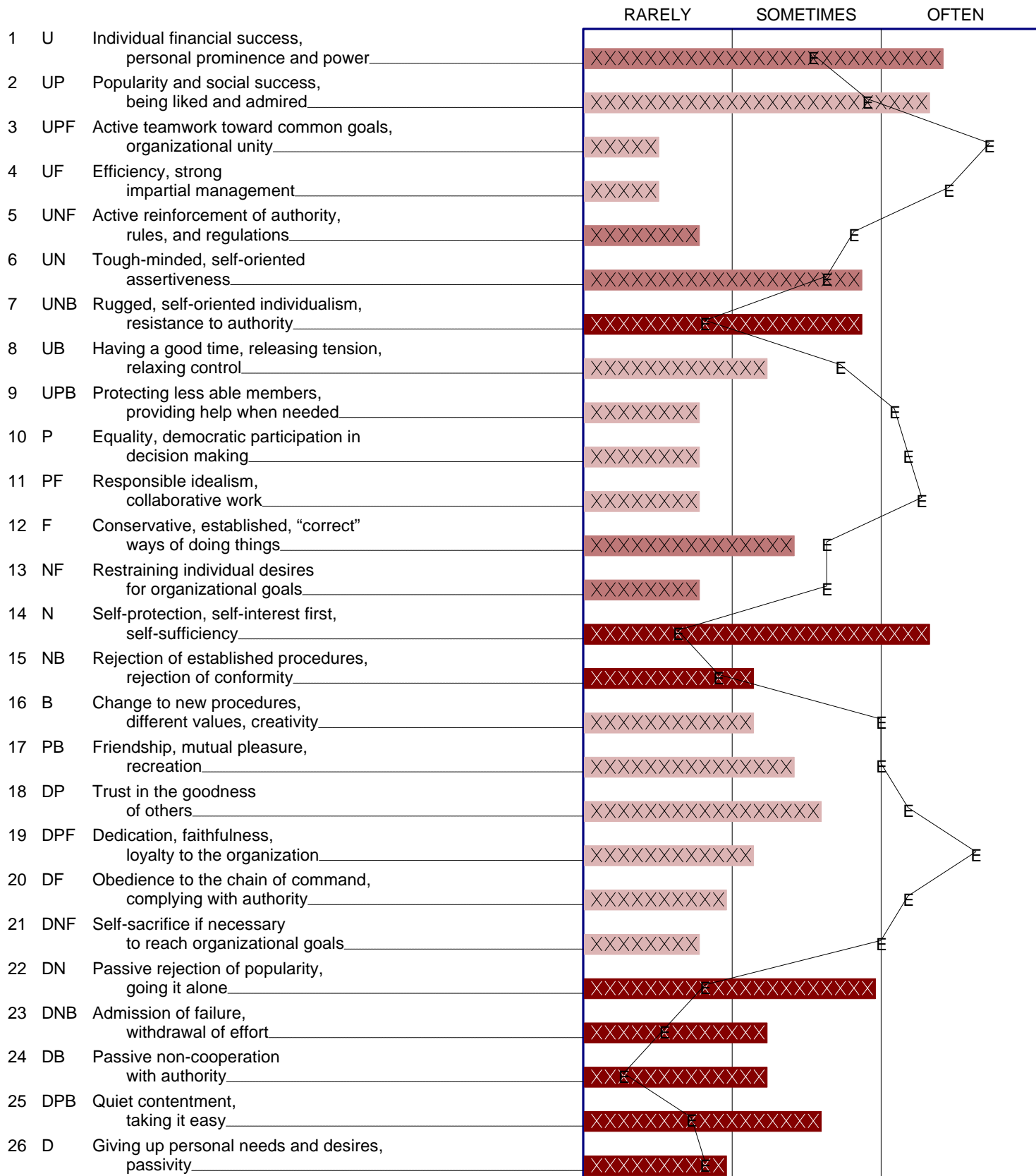Type: UPF   Final Location: 3.3U 4.6P 8.9F   the bar of Xs = the average rating on each item
Ratings: 10   E = the *optimum* location for most effective teamwork

		RARELY	SOMETIMES	OFTEN

1   U   Individual financial success,
        personal prominence and power

2   UP   Popularity and social success,
         being liked and admired

3   UPF   Active teamwork toward common goals,
          organizational unity

4   UF   Efficiency, strong
         impartial management

5   UNF   Active reinforcement of authority,
          rules, and regulations

6   UN   Tough-minded, self-oriented
         assertiveness

7   UNB   Rugged, self-oriented individualism,
          resistance to authority

8   UB   Having a good time, releasing tension,
         relaxing control

9   UPB   Protecting less able members,
          providing help when needed

10   P   Equality, democratic participation in
         decision making

11   PF   Responsible idealism,
          collaborative work

12   F   Conservative, established, "correct"
         ways of doing things

13   NF   Restraining individual desires
          for organizational goals

14   N   Self-protection, self-interest first,
         self-sufficiency

15   NB   Rejection of established procedures,
          rejection of conformity

16   B   Change to new procedures,
         different values, creativity

17   PB   Friendship, mutual pleasure,
          recreation

18   DP   Trust in the goodness
          of others

19   DPF   Dedication, faithfulness,
           loyalty to the organization

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

21   DNF   Self-sacrifice if necessary
           to reach organizational goals

22   DN   Passive rejection of popularity,
          going it alone

23   DNB   Admission of failure,
           withdrawal of effort

24   DB   Passive non-cooperation
          with authority

25   DPB   Quiet contentment,
           taking it easy

26   D   Giving up personal needs and desires,
         passivity

Bargraph Synopsis on: *EFI

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

Bargraph Items

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

Comparison of bargraph profile with *optimum* for effective teamwork

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

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

Report prepared for: Sample Group 2
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

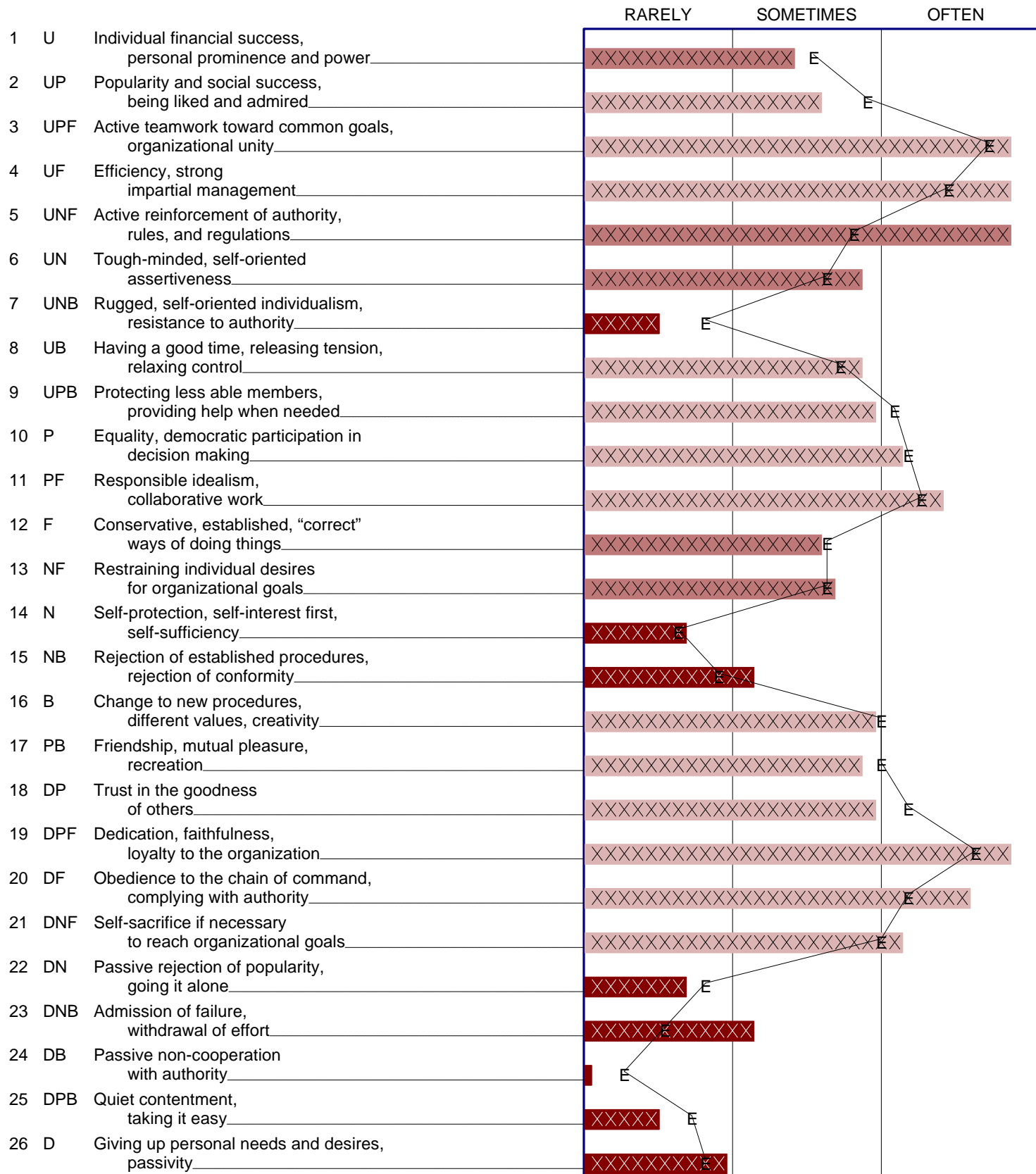This bargraph is accompanied by a *Synopsis,* which highlights its main characteristics.

Bargraph of the average of all ratings made on: *FUI
Rating question: **In general, what kinds of values need to be shown in the interaction between your groups in the *future* in order to be most effective?**

Report prepared for: Sample Group 2

Type: UPF   Final Location: 3.6U 7.3P 11.5F
Ratings: 9

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

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

Bargraph Synopsis on: *FUI

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

Page 2

Bargraph Synopsis on: *FUI

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

Bargraph Items

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

Comparison of bargraph profile with *optimum* for effective teamwork

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

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

Report prepared for: Sample Group 2
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

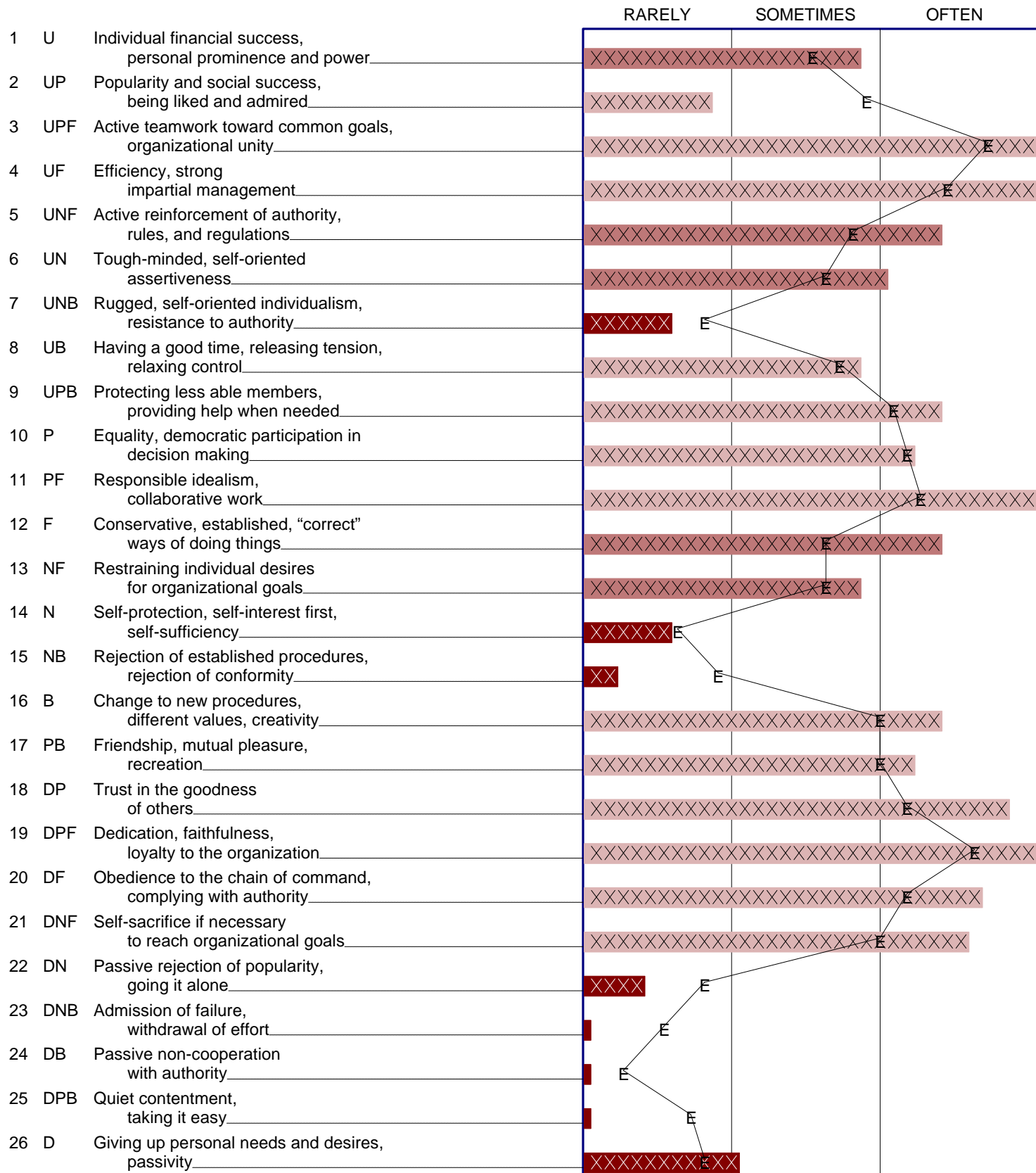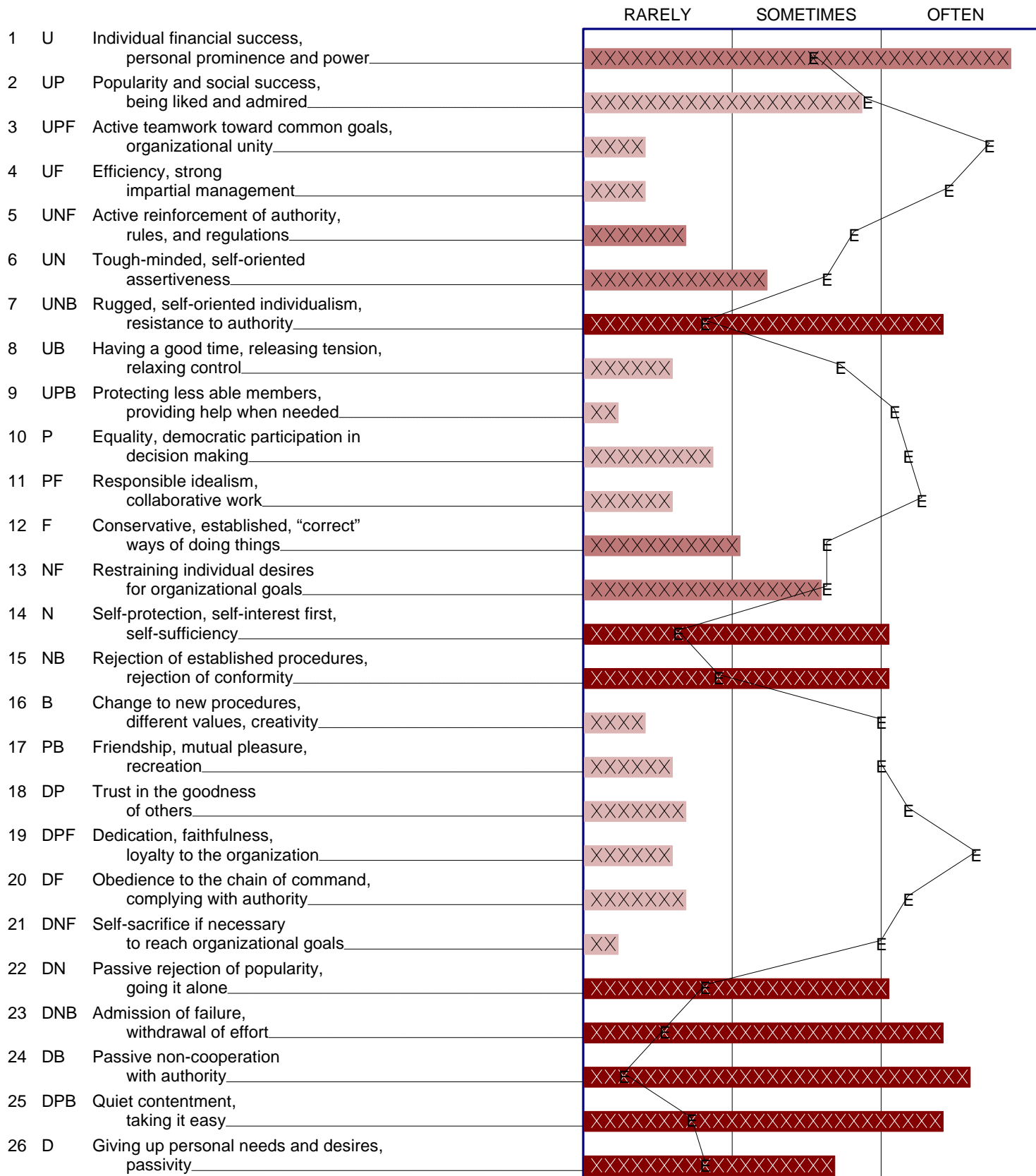This bargraph is accompanied by a *Synopsis,* which highlights its main characteristics.

Bargraph of the average of all ratings made on: *LPI
Rating question: **In general, what kinds of values do members of your groups show when your interaction is *least productive*?**

Report prepared for: Sample Group 2

Type: NB   Final Location: 1.8D 5.2N 5.9B   the bar of Xs = the average rating on each item
Ratings: 9   E = the *optimum* location for most effective teamwork

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

Bargraph Synopsis on: *LPI

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

Bargraph Items

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

Comparison of bargraph profile with _optimum_ for effective teamwork

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

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

Report prepared for: Sample Group 2
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

This bargraph is accompanied by a *Synopsis,* which highlights its main characteristics.
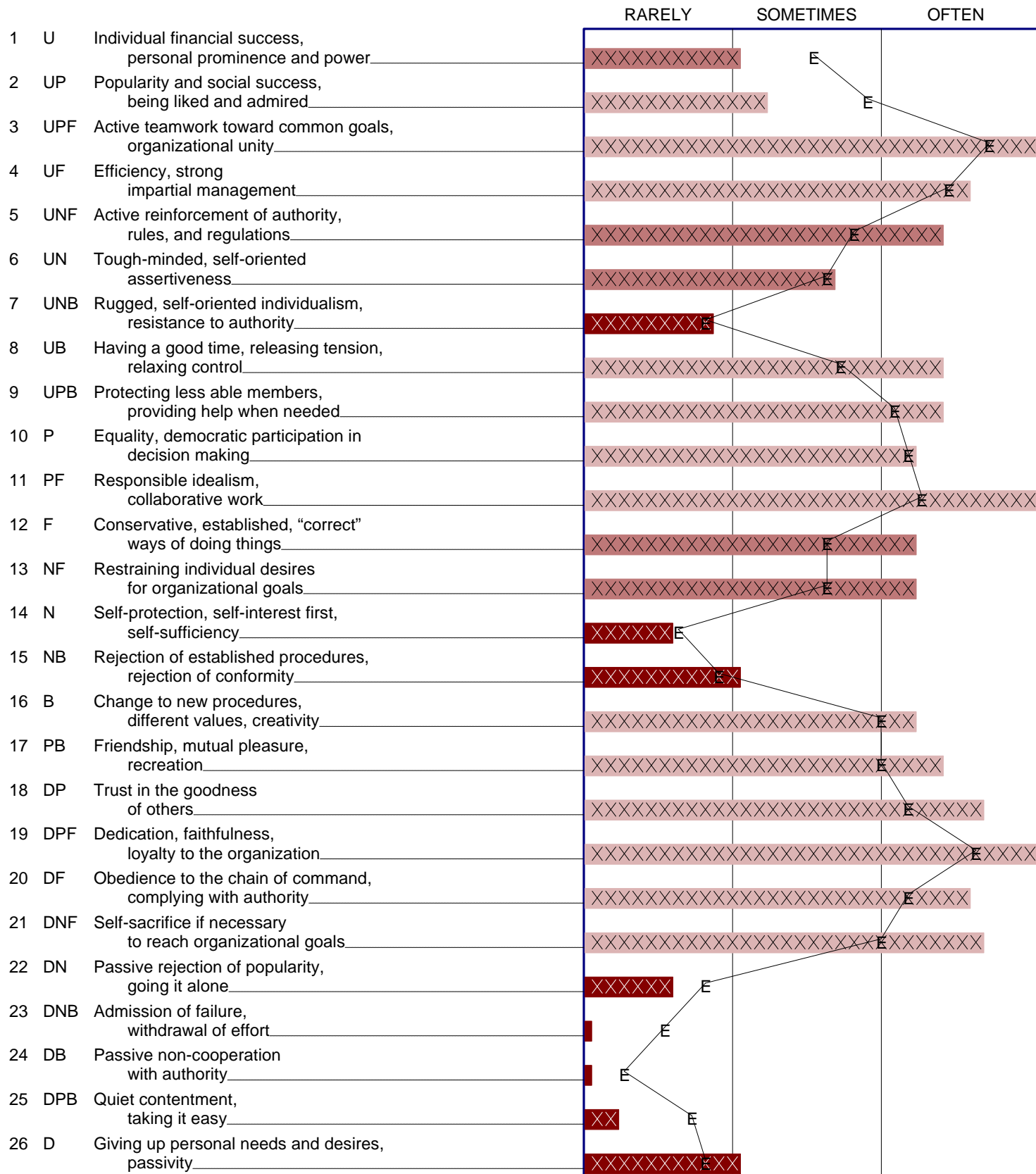
Bargraph of the average of all ratings made on: *EFI
Rating question: **In general, what kinds of values would be ideal for *you* to show in order for the interaction between your groups to be *most effective*?**

Report prepared for: Sample Group 2

Type: UPF   Final Location: 3.1U 6.5P 9.7F   the bar of Xs = the average rating on each item
Ratings: 9   E = the *optimum* location for most effective teamwork

		RARELY	SOMETIMES	OFTEN

1   U   Individual financial success,
          personal prominence and power

2   UP   Popularity and social success,
          being liked and admired

3   UPF   Active teamwork toward common goals,
          organizational unity

4   UF   Efficiency, strong
          impartial management

5   UNF   Active reinforcement of authority,
          rules, and regulations

6   UN   Tough-minded, self-oriented
          assertiveness

7   UNB   Rugged, self-oriented individualism,
          resistance to authority

8   UB   Having a good time, releasing tension,
          relaxing control

9   UPB   Protecting less able members,
          providing help when needed

10   P   Equality, democratic participation in
          decision making

11   PF   Responsible idealism,
          collaborative work

12   F   Conservative, established, "correct"
          ways of doing things

13   NF   Restraining individual desires
          for organizational goals

14   N   Self-protection, self-interest first,
          self-sufficiency

15   NB   Rejection of established procedures,
          rejection of conformity

16   B   Change to new procedures,
          different values, creativity

17   PB   Friendship, mutual pleasure,
          recreation

18   DP   Trust in the goodness
          of others

19   DPF   Dedication, faithfulness,
          loyalty to the organization

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

21   DNF   Self-sacrifice if necessary
          to reach organizational goals

22   DN   Passive rejection of popularity,
          going it alone

23   DNB   Admission of failure,
          withdrawal of effort

24   DB   Passive non-cooperation
          with authority

25   DPB   Quiet contentment,
          taking it easy

26   D   Giving up personal needs and desires,
          passivity

Bargraph Synopsis on: *EFI

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

Bargraph Items

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

Comparison of bargraph profile with *optimum* for effective teamwork

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

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

Report prepared for: Sample Group 1
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

Report prepared for: Sample Group 1
Organizational Development—Integrating Groups
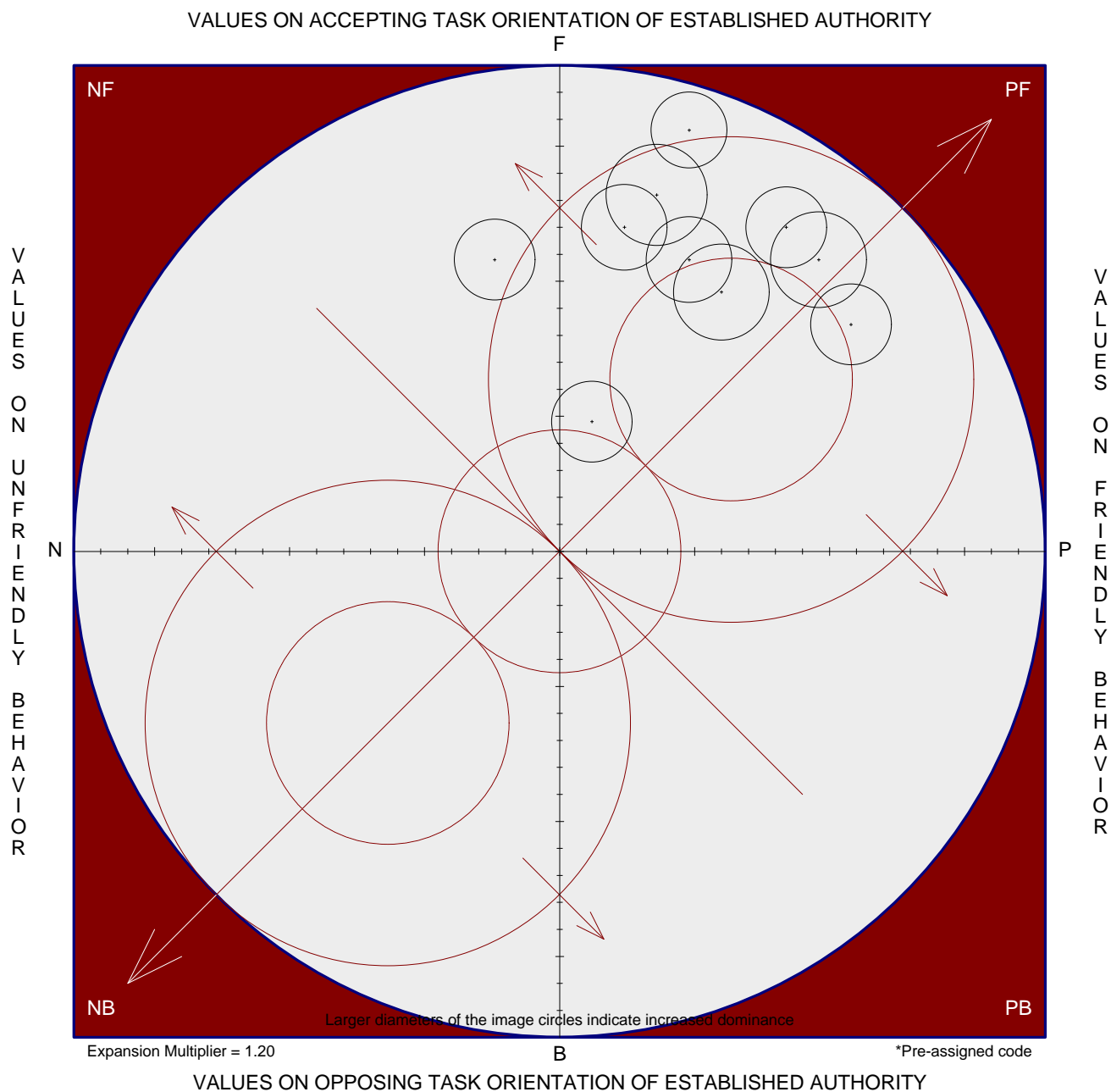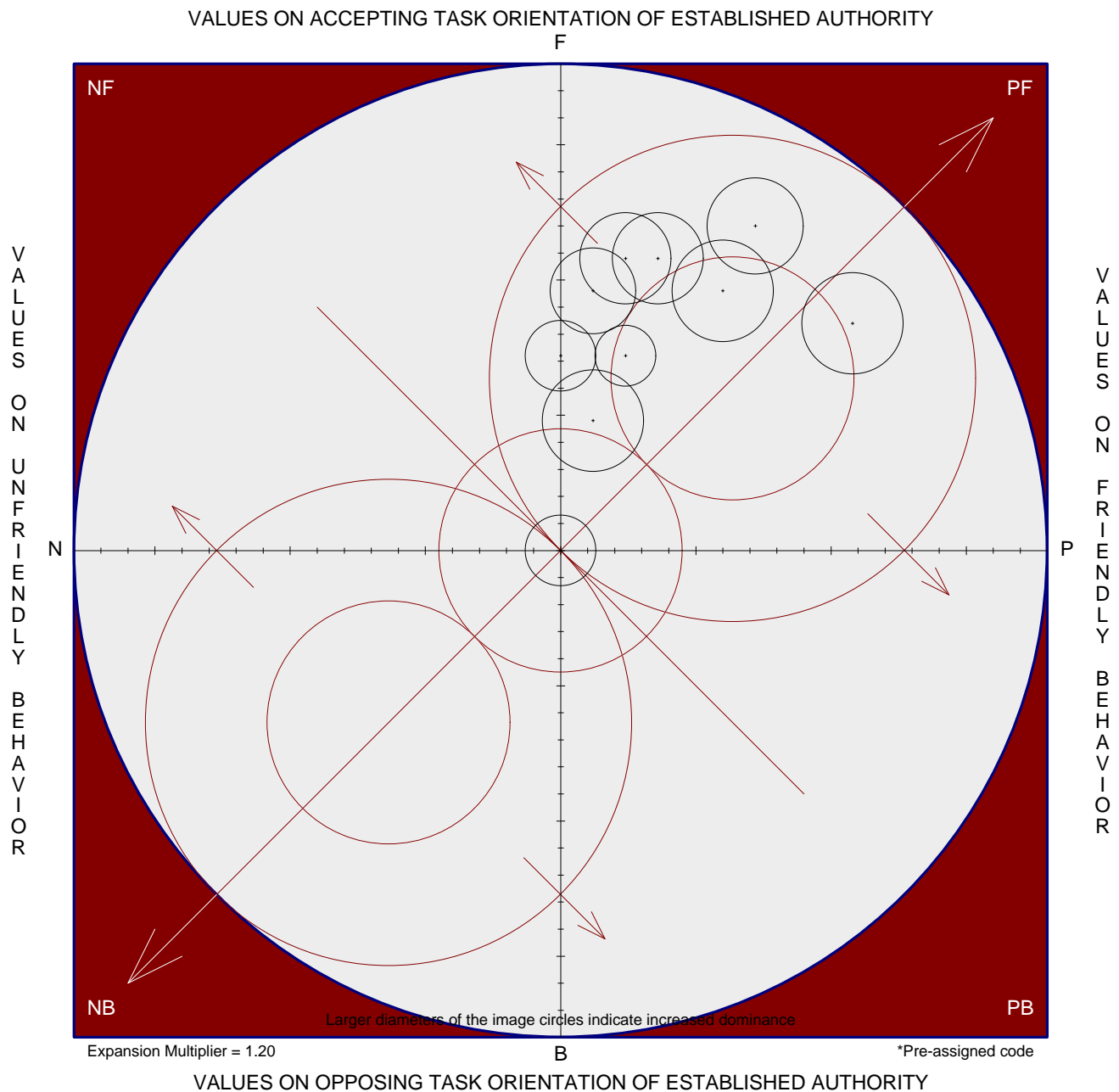Presented by: SYMLOG Consulting Group
August 1, 2003

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

Larger diameters of the image circles indicate increased dominance

Expansion Multiplier = 1.20   *Pre-assigned code

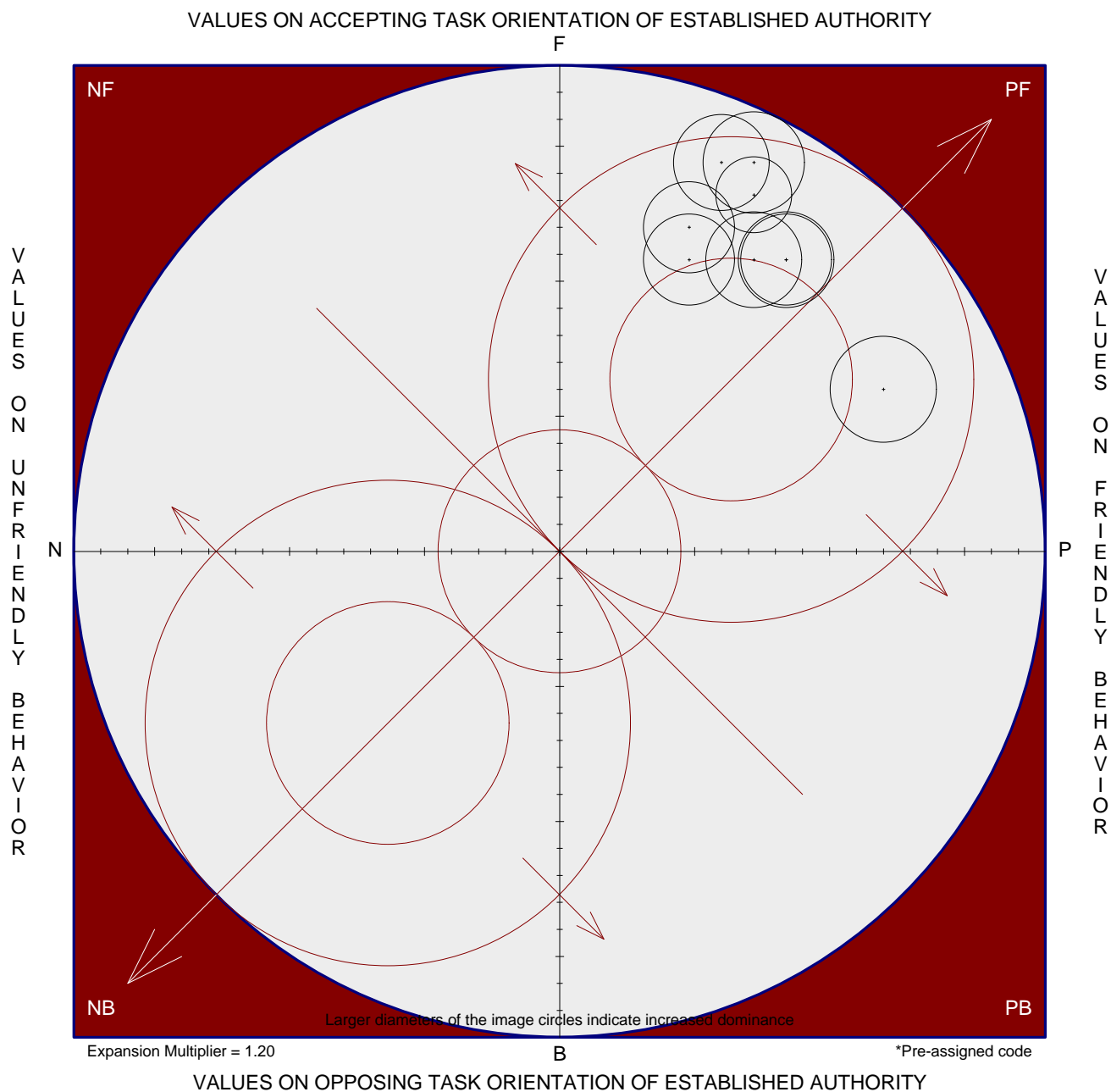VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

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

Report prepared for: Sample Group 1
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

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

Report prepared for: Sample Group 1
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

F

NF

PF

V A L U E S   O N   U N F R I E N D L Y   B E H A V I O R

N

P

V A L U E S   O N   F R I E N D L Y   B E H A V I O R

Larger diameters of the image circles indicate increased dominance

NB

PB

Expansion Multiplier = 1.20

B

*Pre-assigned code

VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

SYMLOG®
CONSULTING GROUP

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

Report prepared for: Sample Group 2
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

Rating question: **In general, what kinds of values are *currently* shown in the interaction between your groups?**

Report prepared for: Sample Group 2
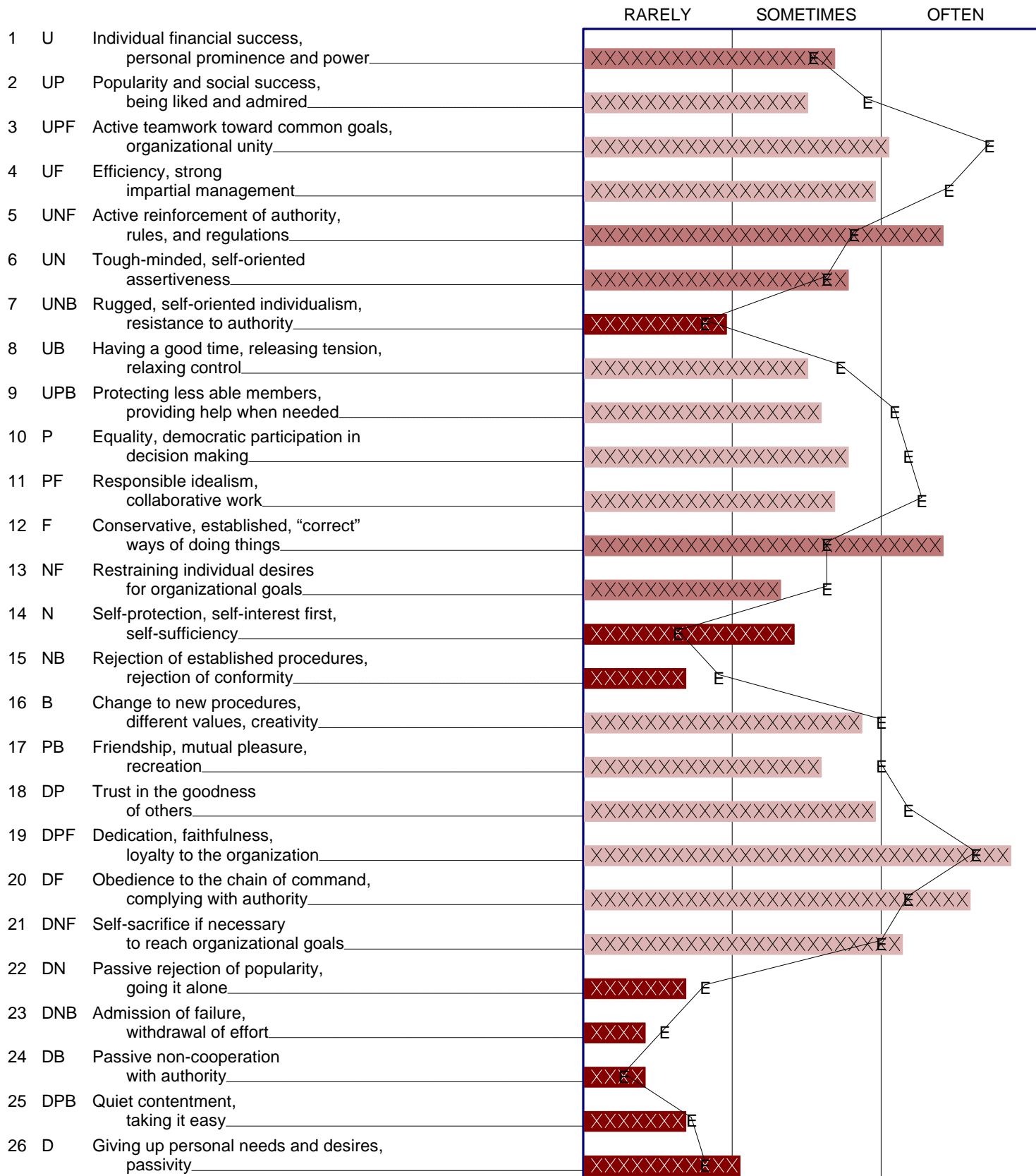Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

F

NF

PF

VALUES ON UNFRIENDLY BEHAVIOR

VALUES ON FRIENDLY BEHAVIOR

N

P

NB

PB

Larger diameters of the image circles indicate increased dominance

Expansion Multiplier = 1.20

B

*Pre-assigned code

VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

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

Report prepared for: Sample Group 2
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

Report prepared for: Sample Group 2
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

F

NF

PF

V A L U E S   O N   U N F R I E N D L Y   B E H A V I O R

V A L U E S   O N   F R I E N D L Y   B E H A V I O R

N

P

NB

PB

Larger diameters of the image circles indicate increased dominance

B

Expansion Multiplier = 1.20

*Pre-assigned code

VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

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

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

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

Rating question: **In general, what kinds of values are *currently* shown in the interaction between your groups?**

Report based on ratings from all groups combined

Type: F　　　　　　Final Location: 1.8U 3.2P 7.8F　　　　　　the bar of Xs = the average rating on each item
Ratings: 20　　　　　　　　　　　　　　　　　　　　　　　E = the *optimum* location for most effective teamwork

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

Bargraph Synopsis on: *CRI

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

Bargraph Items

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

Comparison of bargraph profile with *optimum* for effective teamwork

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

Bales Report for the Bargraph on: *CRI

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

Values Contributing to Effective Teamwork

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Willingness to sacrifice self-interest on occasions of unusual stress for the organization 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 organization 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 organization, may *overemphasize:*

none of the items.

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

Your group, or organization, may *underemphasize:*

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

The average rating on these values for the organization 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 organization, these values tend to produce confidence and high personal involvement.

Behavior throughout the organization 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 behavior, this is an unfavorable sign of discontent. A readjustment of organizational arrangements as to status levels, access to resources, specialties, functional roles, rewards and recognition may need to be seriously considered.

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

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

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

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

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

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

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

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

It is important for management and for all group members to recognize the importance of the following functions: nurturance, therapy, teaching, training, as necessary aspects of effective leadership in any kind of organization or group. If these functions are not performed by specialized 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 labor 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 organization 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 polarization. However, it takes its toll in time.

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

There are many reasons why this set of values may be underemphasized in a group or organization. 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 organization and emphasize a strong authority as necessary, values shown as (5 UNF), (12 F), (13 NF), (21 DNF), for example, may feel that others do not realize the nature and seriousness of the problems confronting the group or organization. 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 recognize the degree to which these values are likely to threaten the integrity of the group or organization, and destroy effective teamwork. An overemphasis on the values opposing equality is almost certain to provoke polarizations.

A basic solidarity and integrity, of a team, a group, or the organization 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 organization 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 organization will be unable to develop legitimate and binding norms. Without these, the group or the organization as a whole will fractionate and work

performance will degenerate.

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

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

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

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

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

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

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

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

Values Which May Be Necessary Sometimes, But Dangerous

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

Your group, or organization, may *overemphasize:*

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

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

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

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

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

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

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

Your group, or organization, may *underemphasize:*

none of the items.

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

Values Which Almost Always Interfere with Teamwork

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

Your group, or organization, may *overemphasize:*

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

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

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

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

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

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

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

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

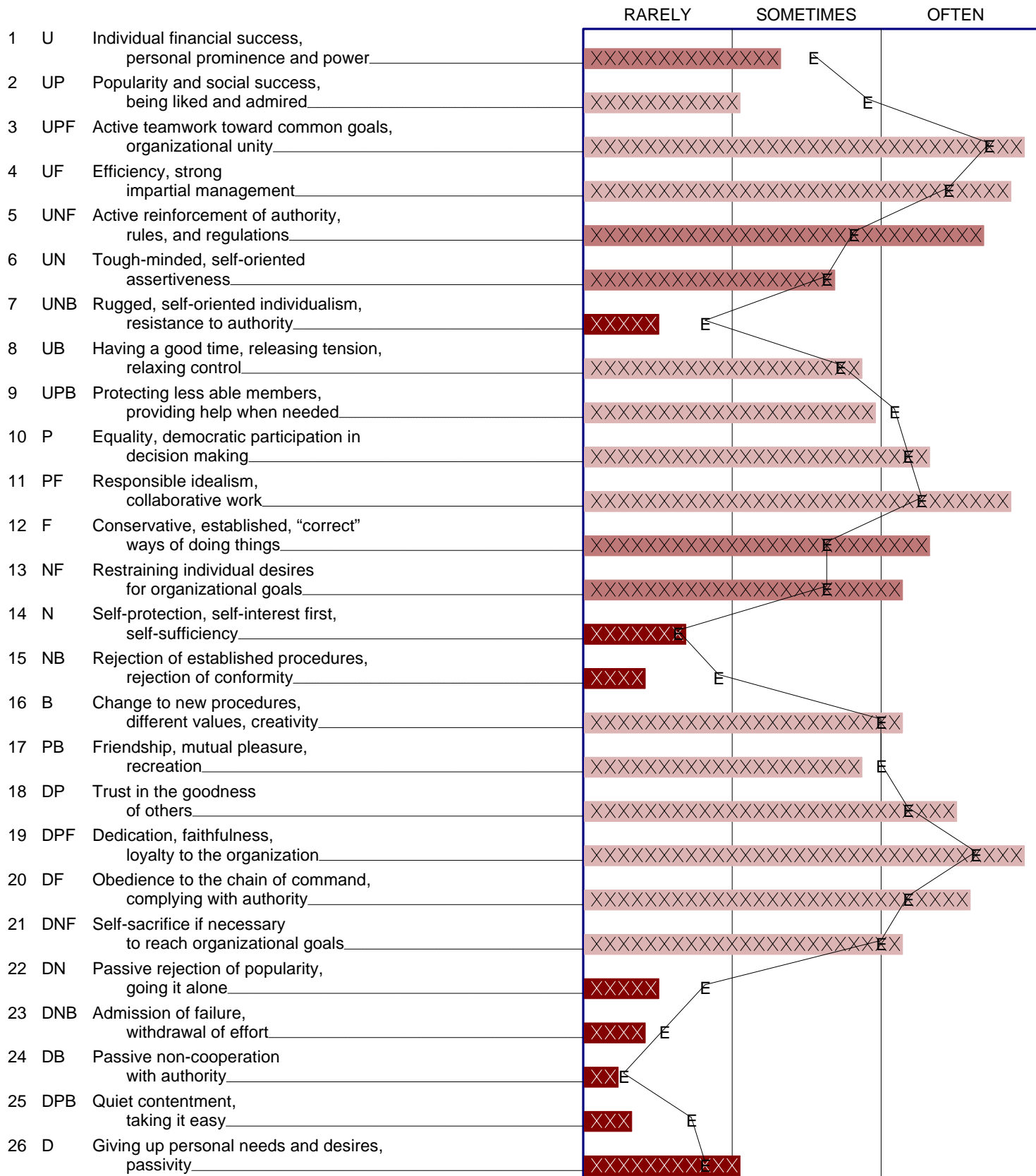## Report based on ratings from all groups combined

Type: PF   Final Location: 2.8U 6.1P 11.1F   the bar of Xs = the average rating on each item
Ratings: 19   E = the *optimum* location for most effective teamwork

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

Bargraph Synopsis on: *FUI

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

Bargraph Items

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

Comparison of bargraph profile with *optimum* for effective teamwork

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

SYMLOG®
CONSULTING GROUP

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

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

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

Rating question: **In general, what kinds of values do members of your groups show when your interaction is**
least productive?

Report based on ratings from all groups combined

Type: NB   Final Location: 0.5D 3.3N 4.4B   the bar of Xs = the average rating on each item
Ratings: 19   E = the *optimum* location for most effective teamwork

			RARELY	SOMETIMES	OFTEN

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

Version authorized by R. F. Bales.   08/07/03 10:48 SAMPLE aggregate X0060003 SYMNET 3.50 Basic Internet Edition

Bargraph Synopsis on: *LPI

Page 2

Rating question: **In general, what kinds of values do members of your groups show when your interaction is** *least productive*?

Bargraph Synopsis on: *LPI

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

Bargraph Items

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

Comparison of bargraph profile with *optimum* for effective teamwork

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

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

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

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 for the interaction between your groups to be *most effective*?**

Report based on ratings from all groups combined

Type: UPF   Final Location: 3.2U 5.5P 9.3F   the bar of Xs = the average rating on each item
Ratings: 19   E = the *optimum* location for most effective teamwork

			RARELY	SOMETIMES	OFTEN

1 U   Individual financial success, personal prominence and power

2 UP   Popularity and social success, being liked and admired

3 UPF Active teamwork toward common goals, organizational unity

4 UF   Efficiency, strong impartial management

5 UNF Active reinforcement of authority, rules, and regulations

6 UN   Tough-minded, self-oriented assertiveness

7 UNB Rugged, self-oriented individualism, resistance to authority

8 UB   Having a good time, releasing tension, relaxing control

9 UPB Protecting less able members, providing help when needed

10 P   Equality, democratic participation in decision making

11 PF   Responsible idealism, collaborative work

12 F   Conservative, established, "correct" ways of doing things

13 NF   Restraining individual desires for organizational goals

14 N   Self-protection, self-interest first, self-sufficiency

15 NB   Rejection of established procedures, rejection of conformity

16 B   Change to new procedures, different values, creativity

17 PB   Friendship, mutual pleasure, recreation

18 DP   Trust in the goodness of others

19 DPF Dedication, faithfulness, loyalty to the organization

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

21 DNF Self-sacrifice if necessary to reach organizational goals

22 DN   Passive rejection of popularity, going it alone

23 DNB Admission of failure, withdrawal of effort

24 DB   Passive non-cooperation with authority

25 DPB Quiet contentment, taking it easy

26 D   Giving up personal needs and desires, passivity

Bargraph Synopsis on: *EFI

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

Bargraph Items

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

Comparison of bargraph profile with *optimum* for effective teamwork

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

SYMLOG®
CONSULTING GROUP

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

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
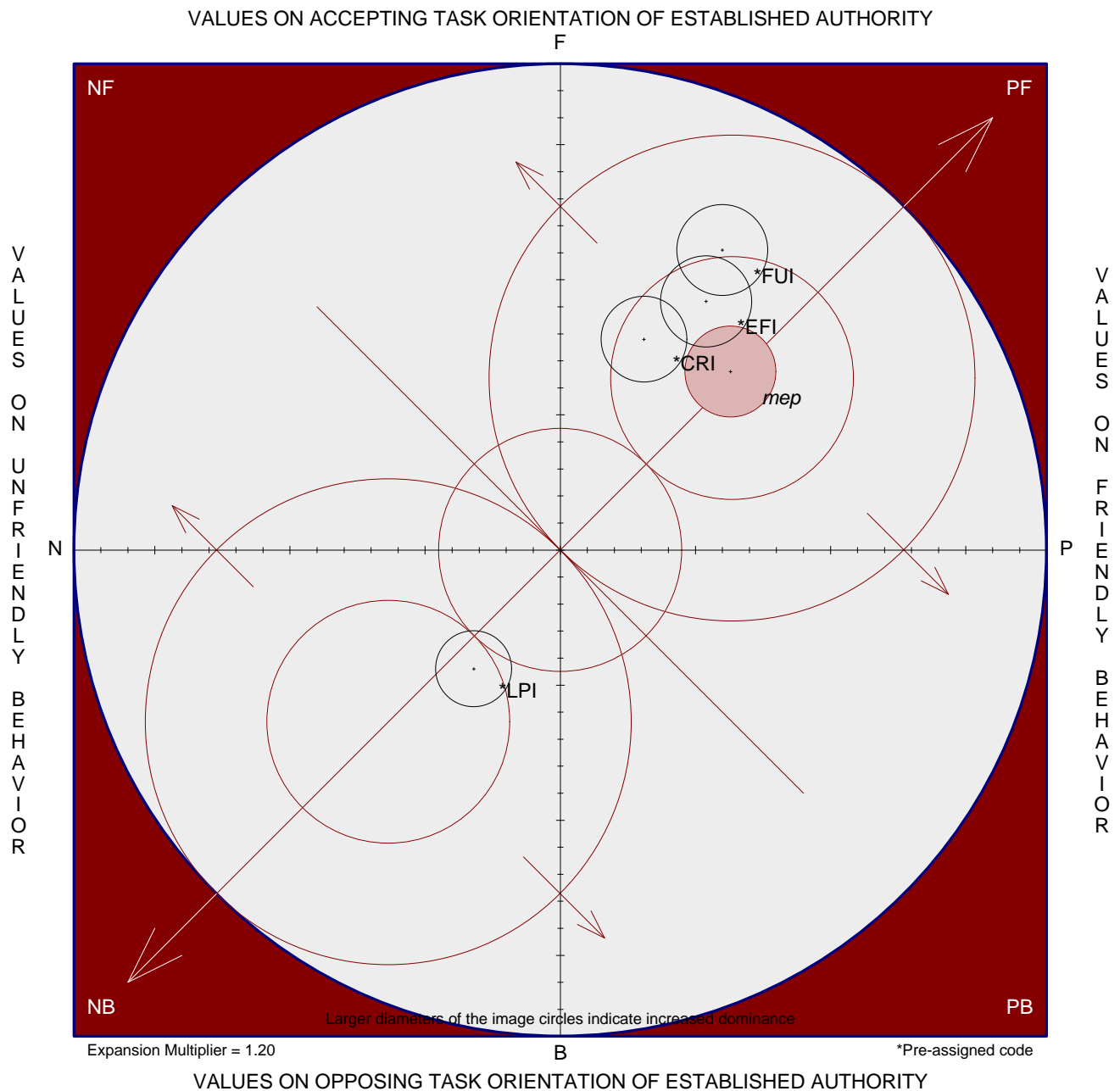Presented by: SYMLOG Consulting Group
August 1, 2003

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

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

	Code Name	Final Image Location					
Images of Concepts	*EFI	3.2	U	5.5	P	9.3	F
	*FUI	2.8	U	6.1	P	11.1	F
	*CRI	1.8	U	3.2	P	7.8	F
	*LPI	0.5	D	3.3	N	4.4	B

Images of Persons

*Pre-assigned code

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

Bales Report

About the Bales Report on the Field Diagram

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

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

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

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

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

Images of Concepts as Rated by 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 characterized by a description of the *kind of person* who might exemplify the concept.

Image of: *EFI

General Description

According to the average received from all raters, the most characteristic values appear to be: *Active teamwork toward task-oriented goals, efficiency, strong impartial management.*

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

Image of: *CRI, and *FUI

General Description

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

Members who approximate this type are concerned primarily with doing a good job and doing it right. They are neither dominant nor submissive, and are not much interested in cultivating friendly relationships with others. They are serious, thoughtful, self-controlled, and have little sense of humor. 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 cooperation, or at least "loyalty." But they are not warm nor very equalitarian, and they tend to make decisions mostly in terms of what they see as the job demands.

Image of: *LPI

General Description

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

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

SYMLOG®
CONSULTING GROUP

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

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

F

NF

PF

V
A
L
U
E
S

O
N

U
N
F
R
I
E
N
D
L
Y

B
E
H
A
V
I
O
R

N

P

V
A
L
U
E
S

O
N

F
R
I
E
N
D
L
Y

B
E
H
A
V
I
O
R

NB

PB

Larger diameters of the image circles indicate increased dominance

Expansion Multiplier = 1.20

B

*Pre-assigned code

VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

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

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

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

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

F

NF

PF

V A L U E S   O N   U N F R I E N D L Y   B E H A V I O R

N

P

V A L U E S   O N   F R I E N D L Y   B E H A V I O R

Larger diameters of the image circles indicate increased dominance

NB

PB

Expansion Multiplier = 1.20

B

*Pre-assigned code

VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

SYMLOG®
CONSULTING GROUP

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

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
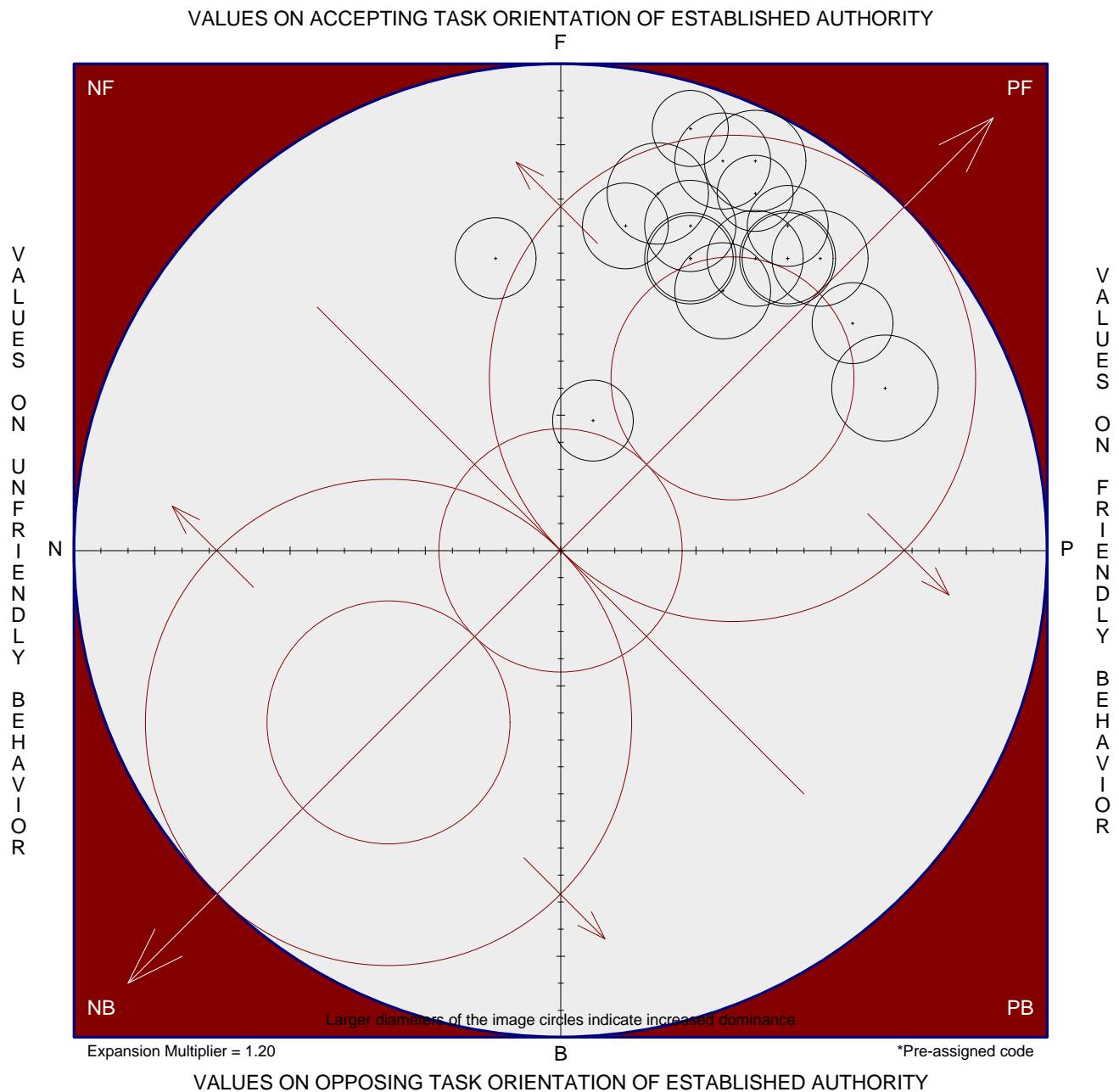Presented by: SYMLOG Consulting Group
August 1, 2003

Scatterplot Field Diagram of individual ratings made on: *LPI
Page 1
Rating question: **In general, what kinds of values do members of your groups show when your interaction is**
***least productive*?**

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

F

NF

PF

V A L U E S   O N   U N F R I E N D L Y   B E H A V I O R

N

P

V A L U E S   O N   F R I E N D L Y   B E H A V I O R

NB

PB

Larger diameters of the image circles indicate increased dominance

Expansion Multiplier = 1.20

B

*Pre-assigned code

VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

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

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
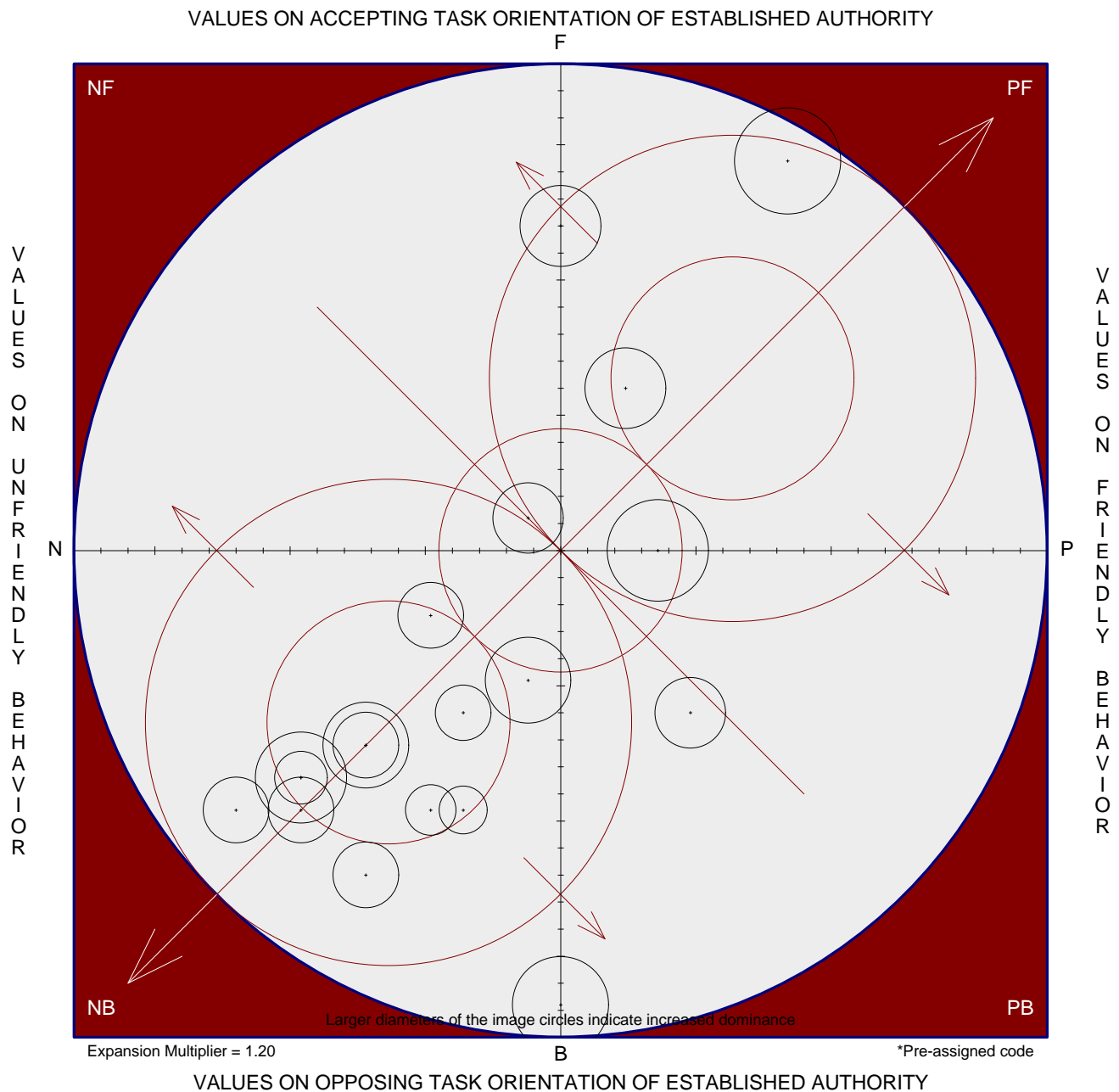Presented by: SYMLOG Consulting Group
August 1, 2003

Scatterplot Field Diagram of individual ratings made on: *EFI   Page 1
Rating question: **In general, what kinds of values would be ideal for *you* to show in order for the interaction
between your groups to be *most effective*?**

Report based on ratings from all groups combined
Organizational Development—Integrating Groups
Presented by: SYMLOG Consulting Group
August 1, 2003

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

F

NF

PF

V
A
L
U
E
S

O
N

U
N
F
R
I
E
N
D
L
Y

B
E
H
A
V
I
O
R

N

P

V
A
L
U
E
S

O
N

F
R
I
E
N
D
L
Y

B
E
H
A
V
I
O
R

Larger diameters of the image circles indicate increased dominance

NB

PB

Expansion Multiplier = 1.20

B

*Pre-assigned code

VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY