Individual Field Diagram
Individual and Organizational Values
Based only on the ratings made by: YOU

Report prepared for: Pat Sample
LEAD2 Program—Your Leadership Profile
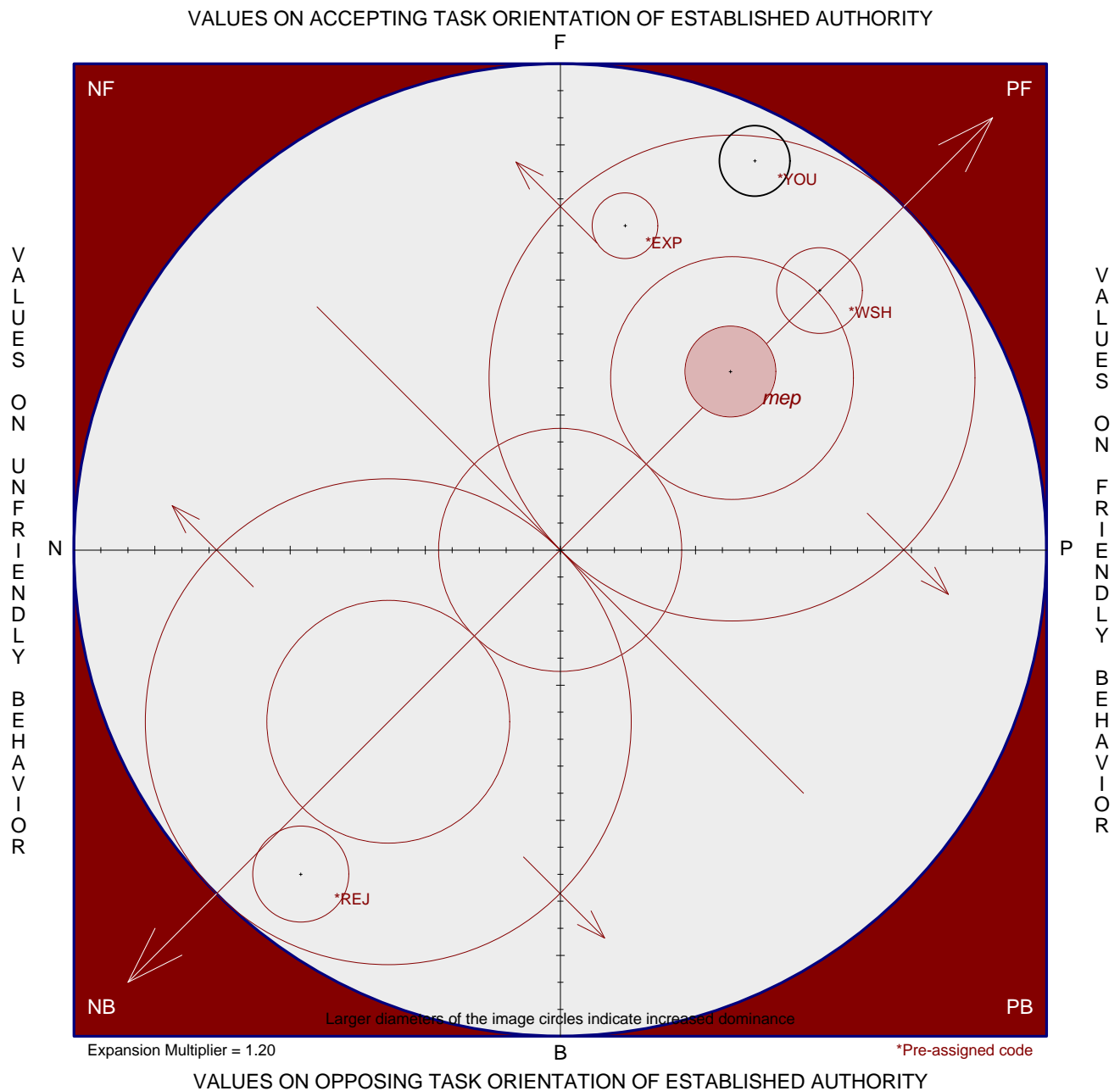Presented by: SYMLOG Consulting Group
August 1, 2003

Report prepared for: Pat Sample
LEAD2 Program—Your Leadership Profile
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	*REJ	4.0	U	9.6	N	12.0	B
	*WSH	2.0	U	9.6	P	9.6	F
	*EXP	2.0	D	2.4	P	12.0	F
Images of Persons	***YOU**	1.0	D	7.2	P	14.4	F

*Pre-assigned code

Report prepared for: Pat Sample
LEAD2 Program—Your Leadership Profile
Presented by: SYMLOG Consulting Group
August 1, 2003

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

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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

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 YOU

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: *REJ

General Description

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

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

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

Image of: *WSH

General Description

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

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

Image of: *EXP

General Description

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

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

Images of Persons as Rated by YOU

Image of: *YOU

General Description

As seen by the rater, the most characteristic values appear to be: *Conservative, established "correct" ways of doing things, responsible idealism, collaborative work.*

Members who approximate this type are concerned primarily with doing a good job and doing it right. They are neither dominant nor submissive, and are not much interested in cultivating friendly relationships with others. They are serious, thoughtful, self-controlled, and have little sense of 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.

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

Report prepared for: Pat Sample
LEAD2 Program—Your Leadership Profile
Presented by: SYMLOG Consulting Group
August 1, 2003

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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	*IDL	1.6	U	7.9	P	8.2	F
Images of Persons	*ACT	1.2	U	6.0	P	8.2	F

*Pre-assigned code

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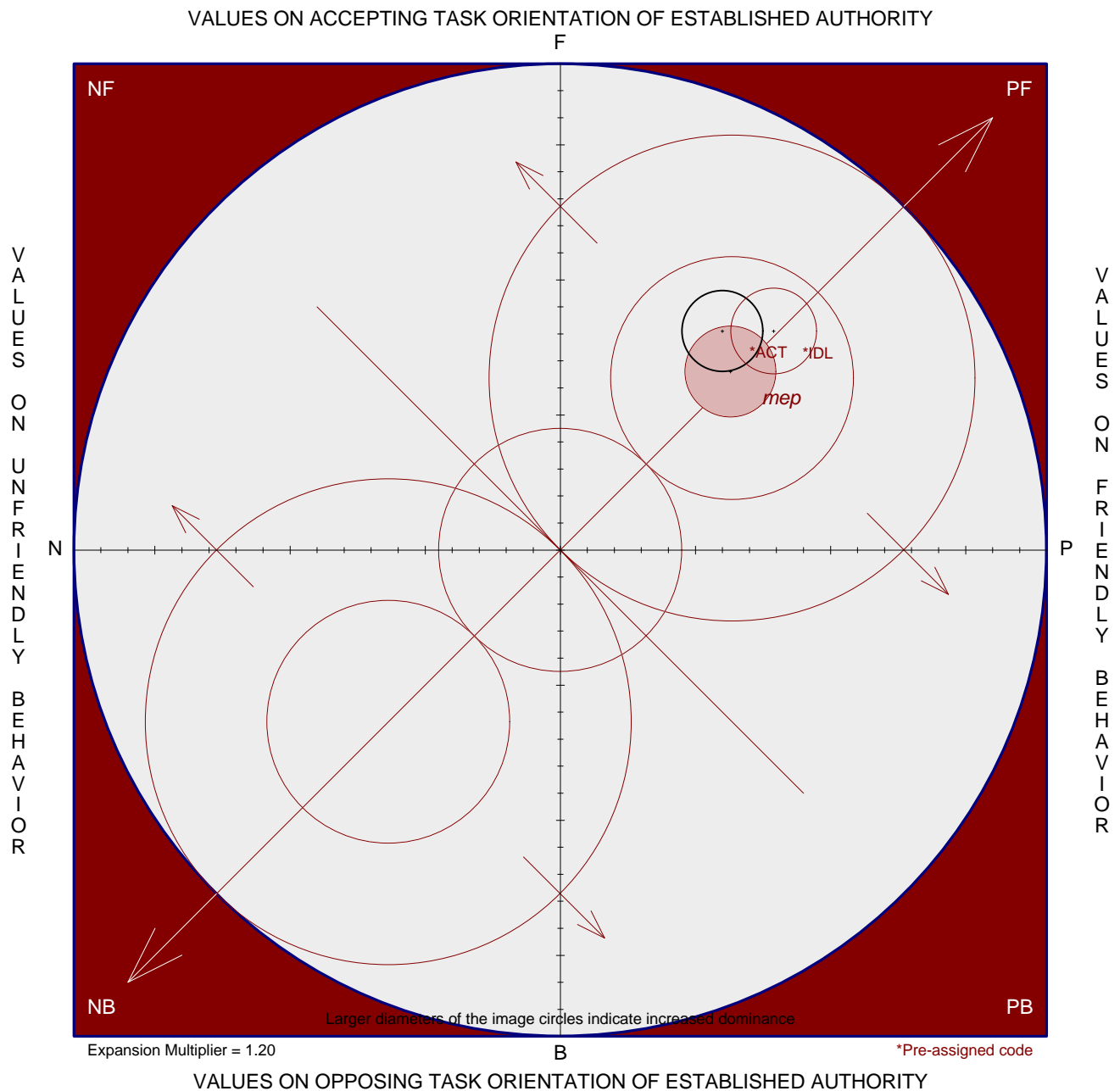VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

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*ACT   *IDL

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Larger diameters of the image circles indicate increased dominance

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VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

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Images of Concepts as Rated by Members of Your Group

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Image of: *IDL

General Description

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

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

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

Report prepared for: Pat Sample
LEAD2 Program—Your Leadership Profile
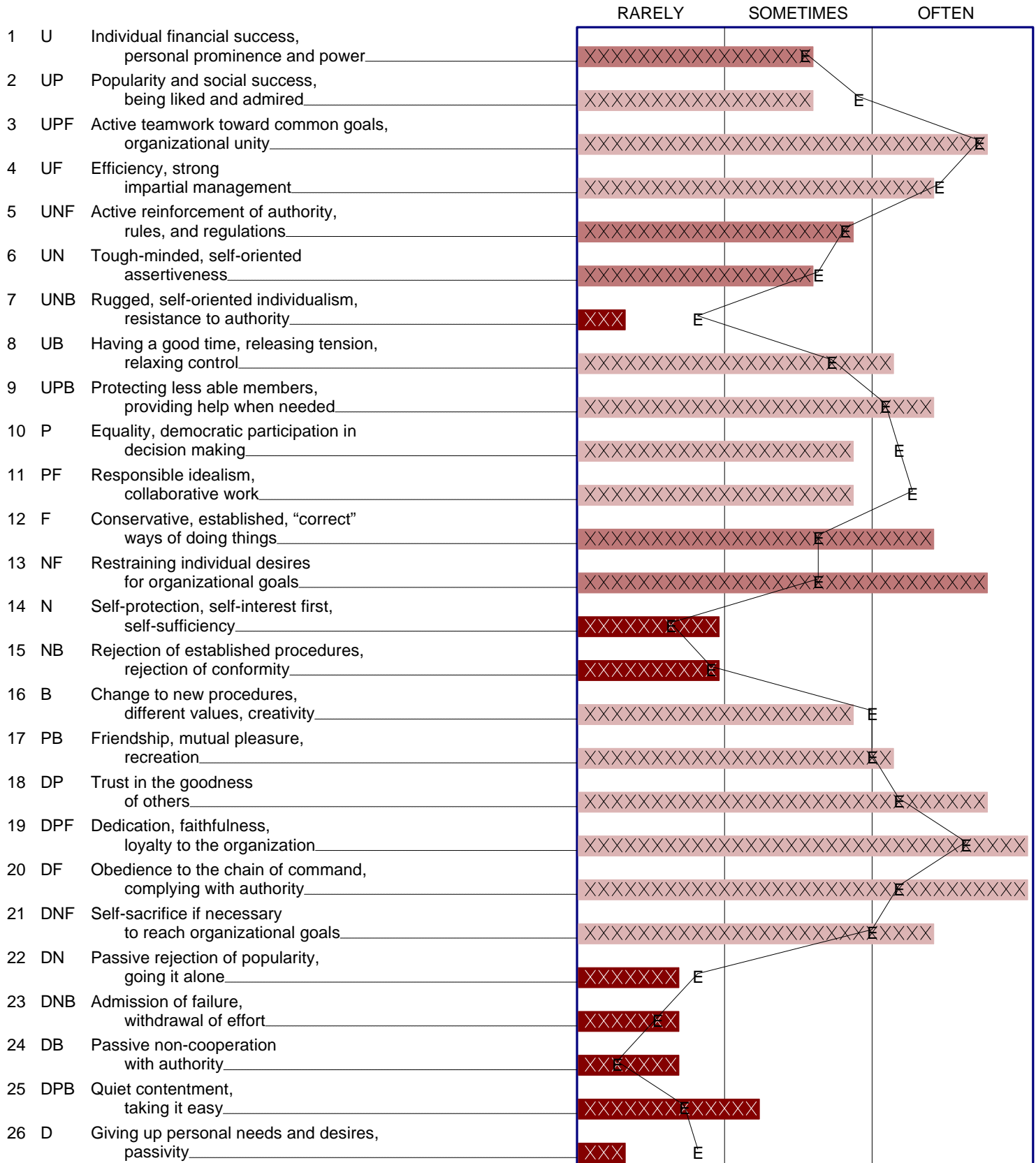Presented by: SYMLOG Consulting Group
August 1, 2003

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: Pat Sample

Type: PF   Final Location: 1.2U 6.0P 8.2F   the bar of Xs = the average rating on each item
Ratings: 5   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: *ACT
Rating question: **In general, what kinds of values does this person *actually* show in behavior?**

Page 2

Bargraph Synopsis on: *ACT

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

Comparison of your profile with *optimum* for effective teamwork

Item			*close*	over	under
Values Contributing to Effective Teamwork					
2	UP	Popularity and social success, being liked and admired	X		
3	UPF	Active teamwork toward common goals, 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: *ACT

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

Values Contributing to Effective Teamwork

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

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

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

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

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

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

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

Members of your group, on the average, see you as showing these values with just about the optimum degree of emphasis. It is an achievement to maintain this optimum, since these values are very important to the most effective teamwork; but they are not always immediately gratifying to all group members. If these values are 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 you (and your group as well) also show strong values on equality and friendly behavior.

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

You are seen in the optimum range on these values. Apparently you have the ability to relax and recover from periods of more intense work. This ability is needed by all members, probably without exception, but not all have it. Realistic problem solving and work inevitably create some interpersonal tensions and other emotional strains. Release of these tensions requires periodic turning away from the task, but allows the team to regain perspective, distribute interpersonal rewards, and rebuild its solidarity for renewed task efforts. You probably perform a valuable function for your group in helping it to get all the way around this circle of phases.

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

Your values appear to be in the healthy and realistic range with regard to the importance of mutual aid. All groups have some input of new members, who need to be 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, and situations; but it is always important to place a general value on recognizing these needs and dealing with them realistically, as you apparently do.

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

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

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

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

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

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

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

You are seen as a member who exemplifies these values, and you probably help others to realize them as well. This set of values depends upon the ability of members, and actually of the group as a whole to "get out of themselves" and to give effort to a group that is larger and more vague in its outlines than they themselves. Rewards in return for these efforts are necessarily somewhat delayed, and do not always arrive. Not all individuals are capable of strong loyalty, and not all 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)*

The 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. But self-sacrifice should be called upon as seldom as possible. It should not be depended upon as a substitute for good leadership and good management. It is a value that is on the margin of dangerous dependence on scarce resources. You appear to have a value on self-sacrifice in about the optimum range. This may also be an indication that the leadership of your team is exercising good foresight and is not depending too heavily on self-sacrifice.

The average response indicates you may *overemphasize:*

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

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

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 they may encourage "blind obedience" which may lead to unrealistic assessment of the strictness of task demands, repetitive or obsessive task performance that is not very effective, and the like. Uncritical attitudes toward authority are likely to be antagonizing to some members of the group, and may lead to group polarization.

If other members see you as unusually high on this set of values, perhaps you should consider whether the emphasis you place on obedience is really required by the situation, or whether you have a special need for it personally in order to feel safe; and whether you could not, in fact, take a more flexible attitude about it without dangerous consequences.

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

The average response indicates you may *underemphasize:*

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

If this set of values is low in your bargraph, it may be because you feel that the reward system is not fair. You may be right. On the other hand, you may be carrying feelings into the group that have actually originated elsewhere. 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.

However, it may be helpful for the group as a whole to examine carefully whether responsible idealism and collaborative work is indeed rewarded fairly in your group. 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 unrealistic and should fail to enlist substantial support. On the other hand, it may be that your idea of what is fair is somehow unrealistic or biased.

Beyond the question of fair distribution or rewards within the group, however, is the important question as to whether sufficient rewards are entering the group so that, in fact, there are enough rewards to distribute. Will better teamwork produce enough rewards, or is some more fundamental change necessary?

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.

The average response indicates you may *overemphasize:*

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

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

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

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

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

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

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

The general cure, if one is possible, is to improve the general situation of the group in its environment. If the situational threat can not be removed, job redesign, redistribution of the loads, and the like should be considered.

The average response indicates you may *underemphasize:*

none of the items.

You do 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 you place too little emphasis on certain values and it may be worthwhile to explore this.

Values Which Almost Always Interfere with Teamwork

There are values which may serve the needs of particular individuals but which *interfere* with teamwork except under the most unusual and temporary conditions. In general they should be 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 you are *high* on any of these values, they will surely be worth discussing as they generally indicate something of considerable importance needs to be changed.

The average response indicates you may *overemphasize:*

| 25 | DPB | Quiet contentment, taking it easy *(overemphasize)* |

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

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

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

Report prepared for: Pat Sample
LEAD2 Program—Your Leadership Profile
Presented by: SYMLOG Consulting Group
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This bargraph is not accompanied by any type of interpretive report. Individualized reports detailing the significance of this bargraph and giving suggestions for increasing effective performance are available from the SYMLOG Consulting Group.

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

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Type: PF   Final Location: 1.6U 7.9P 8.2F   the bar of Xs = the average rating on each item
Ratings: 5   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

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