

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

Report prepared for: Pat Sample
Leadership and Membership in Teams
Presented by SYMLOG Consulting Group
March 19, 2009

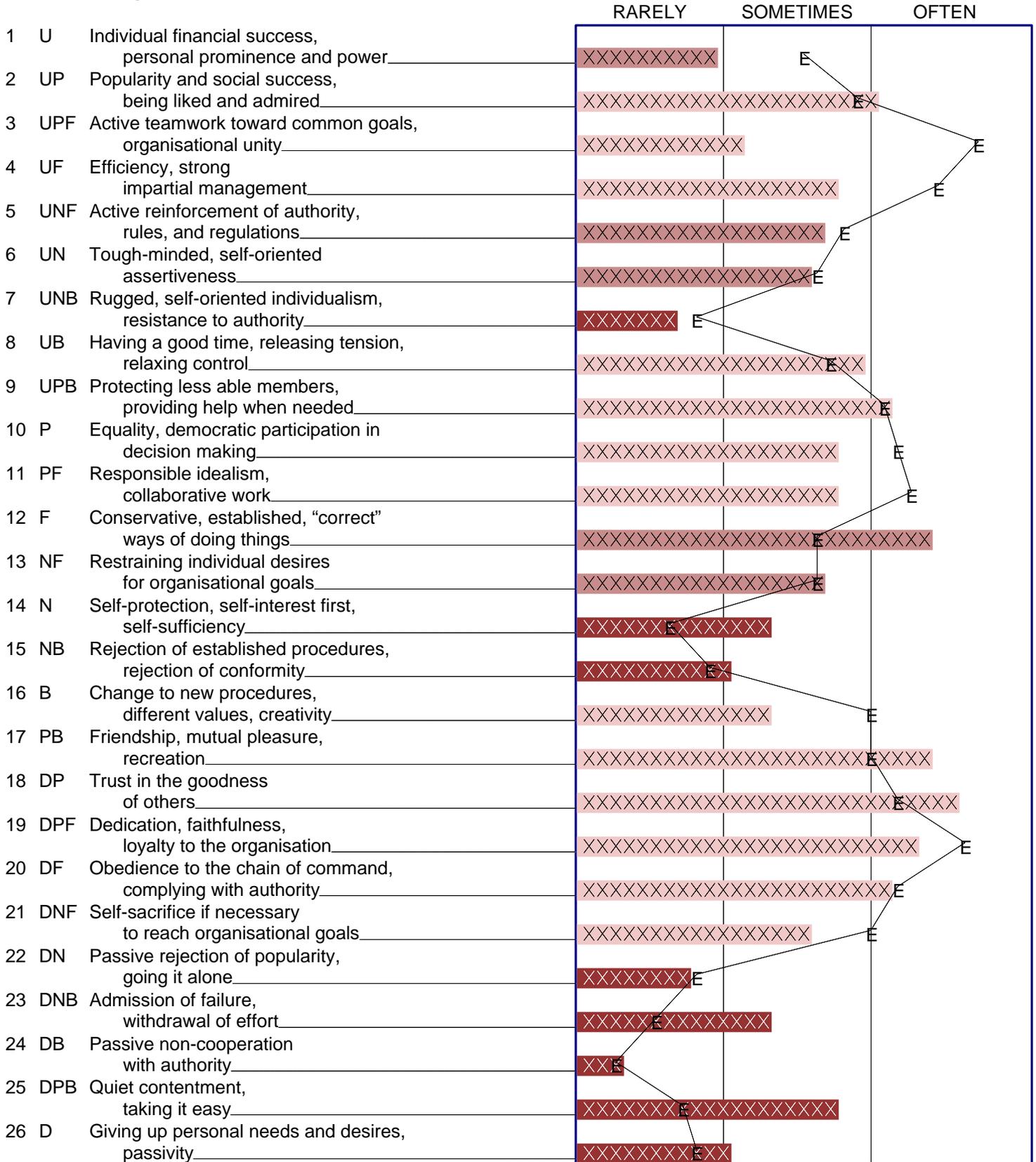
This bargraph is accompanied by a *Synopsis* and a *Bales Report*. The *Bales Report* is a comprehensive analysis comparing the results of this bargraph with research norms.

Report prepared for: Pat Sample

Type: PF
 Ratings: 12

Final Location: 0.1U 5.2P 2.9F

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



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

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 organisations in the public and private sectors.

Bargraph Items

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

Comparison of your profile with *optimum* for effective teamwork

Item **close over under**

Values Contributing to Effective Teamwork

| | | | | |
|----|-----|---|---|---|
| 2 | UP | Popularity and social success, being liked and admired | X | |
| 3 | UPF | Active teamwork toward common goals, organisational unity | | X |
| 4 | UF | Efficiency, strong impartial management | | X |
| 8 | UB | Having a good time, releasing tension, relaxing control | X | |
| 9 | UPB | Protecting less able members, providing help when needed | X | |
| 10 | P | Equality, democratic participation in decision making | | X |
| 11 | PF | Responsible idealism, collaborative work | | X |
| 16 | B | Change to new procedures, different values, creativity | | X |
| 17 | PB | Friendship, mutual pleasure, recreation | X | |
| 18 | DP | Trust in the goodness of others | X | |
| 19 | DPF | Dedication, faithfulness, loyalty to the organisation | X | |
| 20 | DF | Obedience to the chain of command, complying with authority | X | |
| 21 | DNF | Self-sacrifice if necessary to reach organisational goals | | X |

Values Which May Be Necessary Sometimes, But Dangerous

| | | | | |
|----|-----|---|---|---|
| 1 | U | Individual financial success, personal prominence and power | | X |
| 5 | UNF | Active reinforcement of authority, rules, and regulations | X | |
| 6 | UN | Tough-minded, self-oriented assertiveness | X | |
| 12 | F | Conservative, established, "correct" ways of doing things | | X |
| 13 | NF | Restraining individual desires for organisational goals | X | |

Values Which Almost Always Interfere with Teamwork

| | | | | |
|----|-----|--|---|---|
| 7 | UNB | Rugged, self-oriented individualism, resistance to authority | X | |
| 14 | N | Self-protection, self-interest first, self-sufficiency | | X |
| 15 | NB | Rejection of established procedures, rejection of conformity | X | |
| 22 | DN | Passive rejection of popularity, going it alone | X | |
| 23 | DNB | Admission of failure, withdrawal of effort | | X |
| 24 | DB | Passive non-cooperation with authority | X | |
| 25 | DPB | Quiet contentment, taking it easy | | X |
| 26 | D | Giving up personal needs and desires, passivity | X | |

Bales Report for the Bargraph on: *ACT

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

Values Contributing to Effective Teamwork

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

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

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

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

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

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

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

Your values appear to be in the healthy and realistic range with regard to the importance of mutual aid. All groups have some input of new members, who need to be socialised, educated or trained, and brought up to speed. All individuals have periods when they are not in the best shape and need some kind of extra support or special help. The extent of these needs varies a good deal over time, individuals, groups, and situations; but it is always important to place a general value on recognising these needs and dealing with them realistically, as you apparently do.

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

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

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

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

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

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

You are seen as a member who exemplifies these values, and you probably help others to realise them as well. This set of values depends upon the ability of members, and actually of the group as a whole to “get out of themselves” and to give effort to a group that is larger and more vague in its outlines than they themselves. Rewards in return for these efforts are necessarily somewhat delayed, and do not always arrive. Not all individuals are capable of strong loyalty, and not all organisations are capable of inspiring it. But it is a magical combination when dedication to the organisation exists and is justified. It satisfies deep longings, and elicits supreme efforts.

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

You are in just about the right place on these values. It is not easy to keep within the right range on issues of obedience. Most people feel that it is hard to give obedience. Hardly anybody really likes it. Many people feel that too much obedience is dangerous; and that unquestioning obedience, in particular, verges on immorality. At root, attitudes on these issues probably depend heavily on whether one feels that authority is generally good or generally bad. Yet it is obvious that much of the co-ordination in any large organisation (where communication and consensus are far from perfect) depends heavily on a considerable degree of obedience to reasonable directives. You seem to have hit about the degree that most people think is best for effective teamwork.

The average response indicates you may *overemphasise*:

none of the items.

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

The average response indicates you may *underemphasise*:

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

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

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

4 UF Efficiency, strong impartial management (underemphasise)

Leaders or team members who are deficient in this value are likely to seem disorganised to other group members who are likely to feel that their time and abilities are being wasted. Time is a precious resource in all groups, since even getting the members assembled and ready to work takes a frustrating amount of time and energy. Good management can help avoid losses due to poor preparation and aimless procedure.

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

Wider member participation of all members in the functions of management is the strategic cure in many cases (activation of the values shown on the bargraph as 10 P "Equality, democratic participation in decision making").

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

There are many reasons why this set of values may be underemphasised. Some group members with an "individual survival mentality" (values shown on the bargraph as 1 U, 6 UN, 7 UNB, 14 N, for example), may hold the values of equality in contempt, as unrealistic, tender minded, and threatening to their individual freedom. Members who are concerned with external threats to the group and emphasise a strong authority as necessary (values shown as 5 UNF, 12 F, 13 NF, 21 DNF, for example) may feel that others do not realise the nature and seriousness of the problems; that others do not have the ability to solve them; that democratic participation in decision making is much too slow and likely to come out with the wrong answers.

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

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

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

11 PF Responsible idealism, collaborative work (underemphasise)

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 realised) 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?

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

There are always “vested interests” in favour of keeping things as they are. But almost all members, and not just some favoured few, are likely to have some of these vested interests—even those who are most dissatisfied. Change of any kind requires effort and tends to disturb everybody in the group sooner or later. It requires changes in role, changes in the attachments one has to particular persons, and changes in the targets of hostility as well.

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

Probably the dilemma of change versus no change can not be solved on the abstract level. It may help to take proposals for concrete specific changes one at a time. Questions of change need to be considered by the whole group, however, since everybody is likely to be affected, and the benefits of group decision over unilateral action are marked. In fact, some changes can only be brought about successfully by group decision.

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

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

Values Which May Be Necessary Sometimes, But Dangerous

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

The average response indicates you may *overemphasise*:

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

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

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

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

The average response indicates you may *underemphasise*:

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

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

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

Values Which Almost Always Interfere with Teamwork

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

The average response indicates you may *overemphasise*:

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

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

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

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

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

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

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

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

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

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

putting in the effort and involvement that others have a right to expect.

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

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

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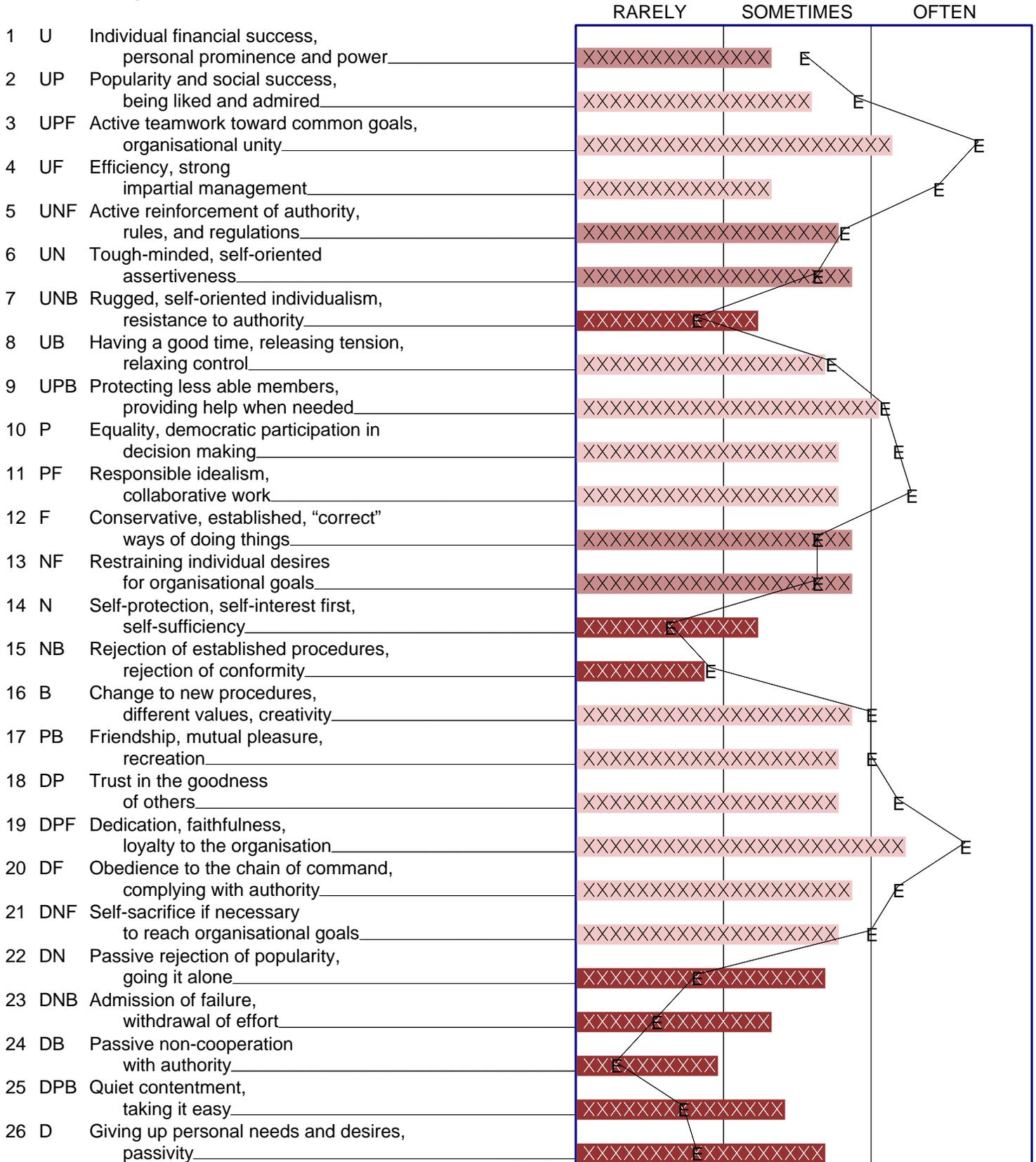
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Report prepared for: Pat Sample

Type: Ø
 Ratings: 13

Final Location: 0.1U 2.3P 2.9F

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



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

Bargraph Synopsis on: *CTM

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

Bargraph Items

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

Comparison of bargraph profile with *optimum* for effective teamwork

Item **close over under**

Values Contributing to Effective Teamwork

| | | | | |
|----|-----|---|---|---|
| 2 | UP | Popularity and social success, being liked and admired | X | |
| 3 | UPF | Active teamwork toward common goals, organisational unity | | X |
| 4 | UF | Efficiency, strong impartial management | | X |
| 8 | UB | Having a good time, releasing tension, relaxing control | X | |
| 9 | UPB | Protecting less able members, providing help when needed | X | |
| 10 | P | Equality, democratic participation in decision making | | X |
| 11 | PF | Responsible idealism, collaborative work | | X |
| 16 | B | Change to new procedures, different values, creativity | X | |
| 17 | PB | Friendship, mutual pleasure, recreation | X | |
| 18 | DP | Trust in the goodness of others | | X |
| 19 | DPF | Dedication, faithfulness, loyalty to the organisation | | X |
| 20 | DF | Obedience to the chain of command, complying with authority | X | |
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Values Which May Be Necessary Sometimes, But Dangerous

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Values Which Almost Always Interfere with Teamwork

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| 7 | UNB | Rugged, self-oriented individualism, resistance to authority | X | |
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| 25 | DPB | Quiet contentment, taking it easy | | X |
| 26 | D | Giving up personal needs and desires, passivity | | X |

Bales Report for the Bargraph on: *CTM

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

Values Contributing to Effective Teamwork

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

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

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

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

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

Your group or organisation 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 organisation 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 organisation 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 socialised, educated or trained, and brought up to speed. All individuals have periods when they are not in the best shape and need some kind of extra support or special help. The extent of these needs varies a good deal over time, individuals, groups, situations, and even over organisations as a whole, but the general value placed on recognising these needs and dealing with them realistically, as your group or organisation apparently does, is always important.

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

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

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

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

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 organisations 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 organisation 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 emphasise 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.

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

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

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

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

Your group, or organisation, may *overemphasise*:

none of the items.

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

is worthwhile for the group to explore this.

Your group, or organisation, may *underemphasise*:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Values Which May Be Necessary Sometimes, But Dangerous

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

Your group, or organisation, may *overemphasise*:

none of the items.

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

Your group, or organisation, may *underemphasise*:

none of the items.

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

Values Which Almost Always Interfere with Teamwork

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

Your group, or organisation, may *overemphasise*:

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

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

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

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

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

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

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

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

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

If this value is emphasised by many in the group or organisation it may mean that certain goals or procedures are believed to have failed and that the group is searching for alternatives. It does not necessarily mean that a mood of pessimism is rampant in the whole organisation, although this is not impossible.

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

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

Some of these possible causes, if recognised, can be modified or removed. Present members probably can not do much about personality based causes in the case of particular individuals, except to provide support and try to find help outside the group.

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

If the organisation average on this value is high, it is an indication of serious trouble, of course, centring on the relationship with authority inside particular groups, outside the organisation, or both. Some particular individuals may show behaviour of this kind for value-based reasons. They may have a conviction that what is being required by authority is wrong, or that particular group goals or conventions are wrong. However, if the lack of co-operation is passive, it may be that they believe one should be "civil" in disobedience—one should seriously advocate a different set of values, but that the resistance should be "non-violent."

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

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

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

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

In most task-oriented groups, if this value is perceived to be overemphasised, it is often due to the perception of hard workers who are complaining that others seem to be having a good time at their expense ("goofing off"). In the eyes of the complainers the individuals who are relaxing are perceived to feel that the group and the organisation are friendly and protecting whether they work or not, and that unlimited resources are available to support their leisure. The complainers resent the unfairness.

Whether or not the perceptions are accurate and justified, a very high emphasis on these values may be a real indication of severe and protracted strain in the actual situation and need for relief. In particular, individuals in monotonous and unpleasant jobs, or those who see no hope of improvement may sometimes come to prefer their private fantasies to a change in the direction of more participation and teamwork with others. Job redesign may be a possible approach.

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

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

But ratings on these values may be high for quite a different reason. Individuals may show these values for reasons based on their personality or special role in the group, or badly frustrating experiences. If this is the case the corresponding behaviour will likely seem to be uninvolved, introverted, passive, inexpressive, and

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

uncommunicative. Individuals who show this kind of behaviour may feel that any active effort, even any desire or feeling, will result in failure, frustration and pain. This conviction may result from repeated severe frustration. The individual may have "learned to be helpless" as the best mode of adjustment.

If this has been learned in the present group or organisation, there must be other members who have been involved in teaching it. Their part in the problem needs to be considered as well.

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

Report prepared for: Pat Sample
Leadership and Membership in Teams
Presented by SYMLOG Consulting Group
March 19, 2009

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

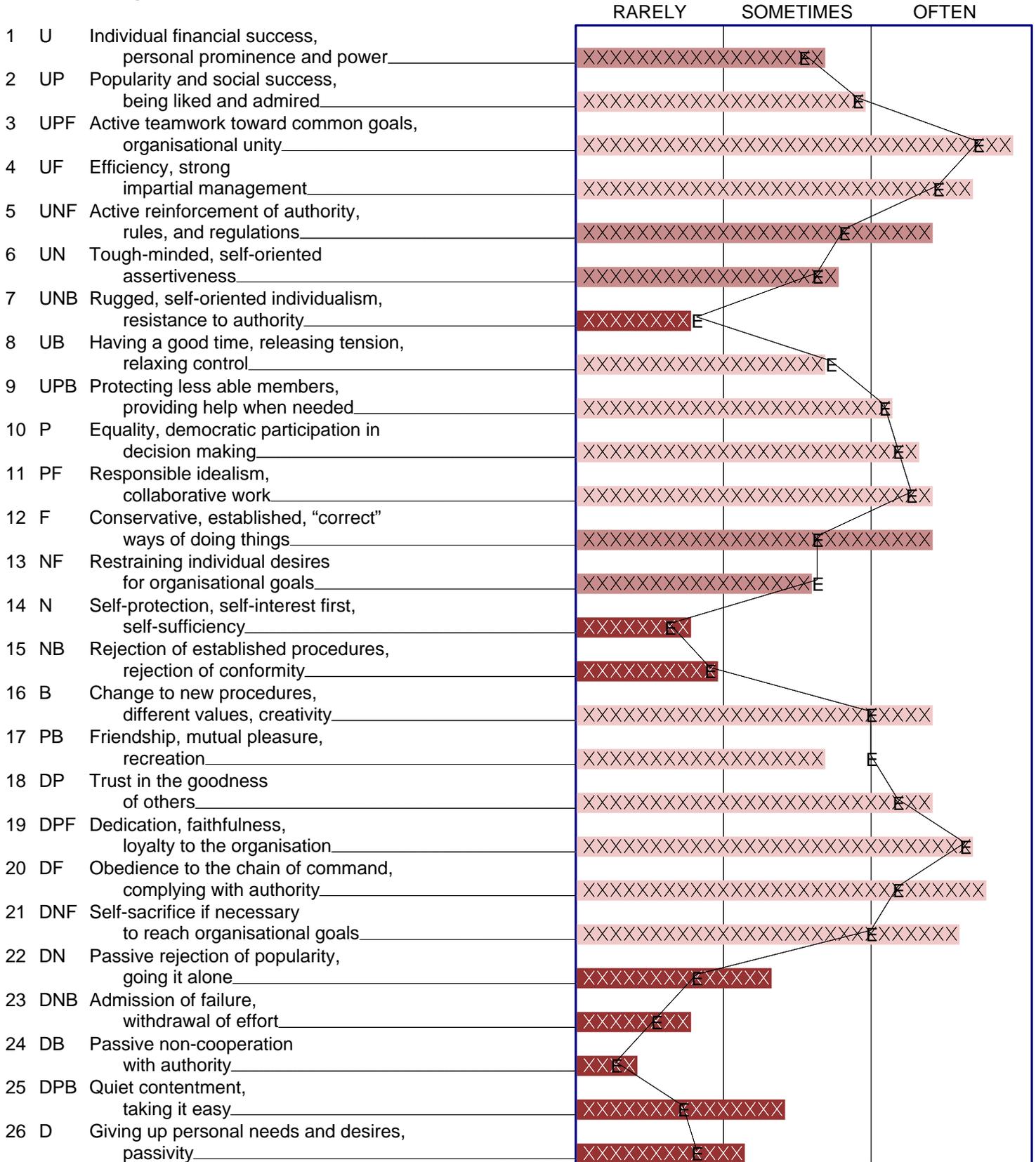
Rating question: **In general, what kinds of values would be *ideal* for this person to show in order to be most effective?**

Report prepared for: Pat Sample

Type: PF
Ratings: 12

Final Location: 1.7U 5.6P 8.1F

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



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

Report prepared for: Pat Sample
Leadership and Membership in Teams
Presented by SYMLOG Consulting Group
March 19, 2009

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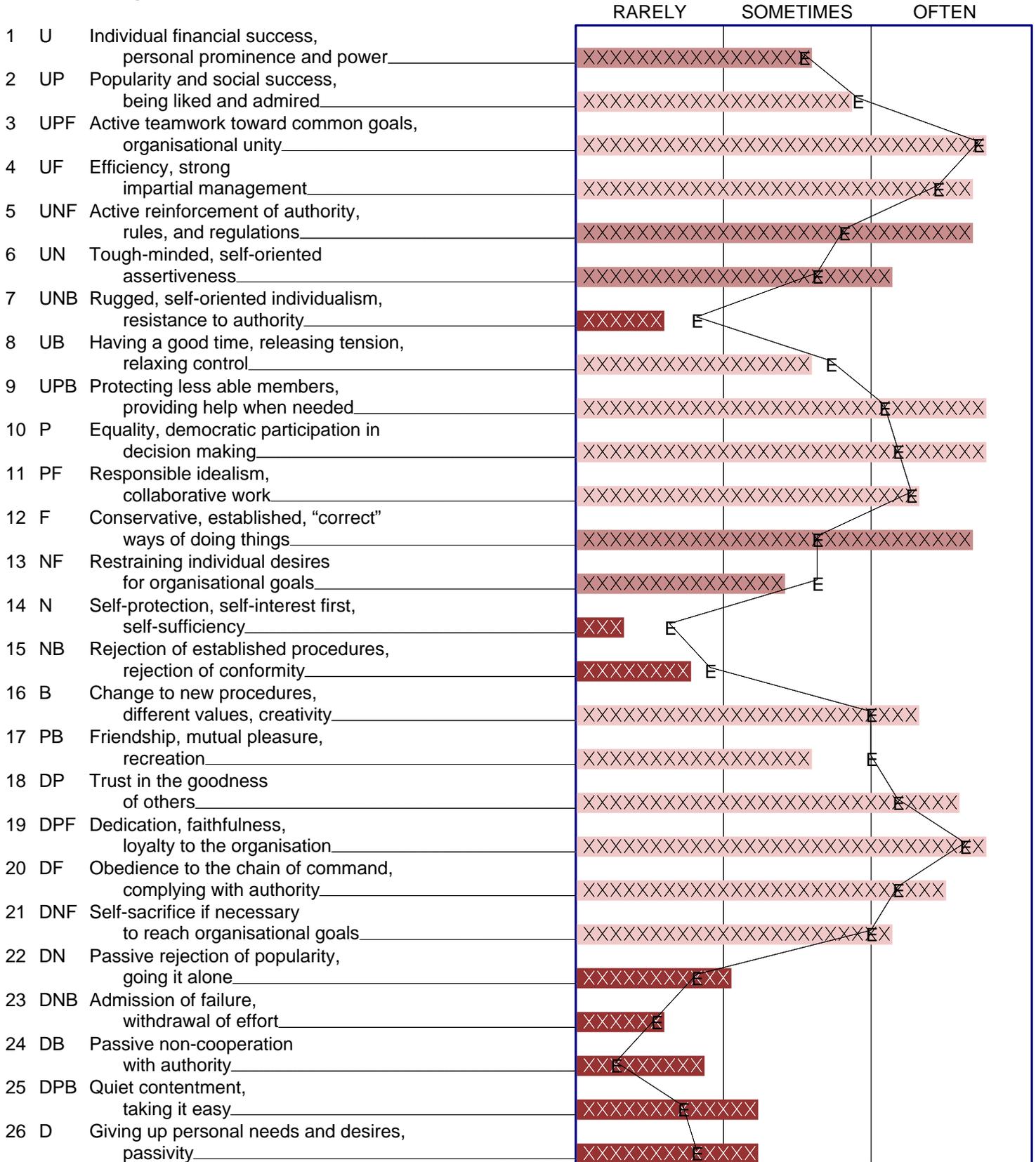
Rating question: **In general, what kinds of values need to be shown by your team in the future in order to be most effective?**

Report prepared for: Pat Sample

Type: PF
Ratings: 13

Final Location: 2.5U 7.3P 7.8F

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



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

Report prepared for: Pat Sample
Leadership and Membership in Teams
Presented by SYMLOG Consulting Group
March 19, 2009

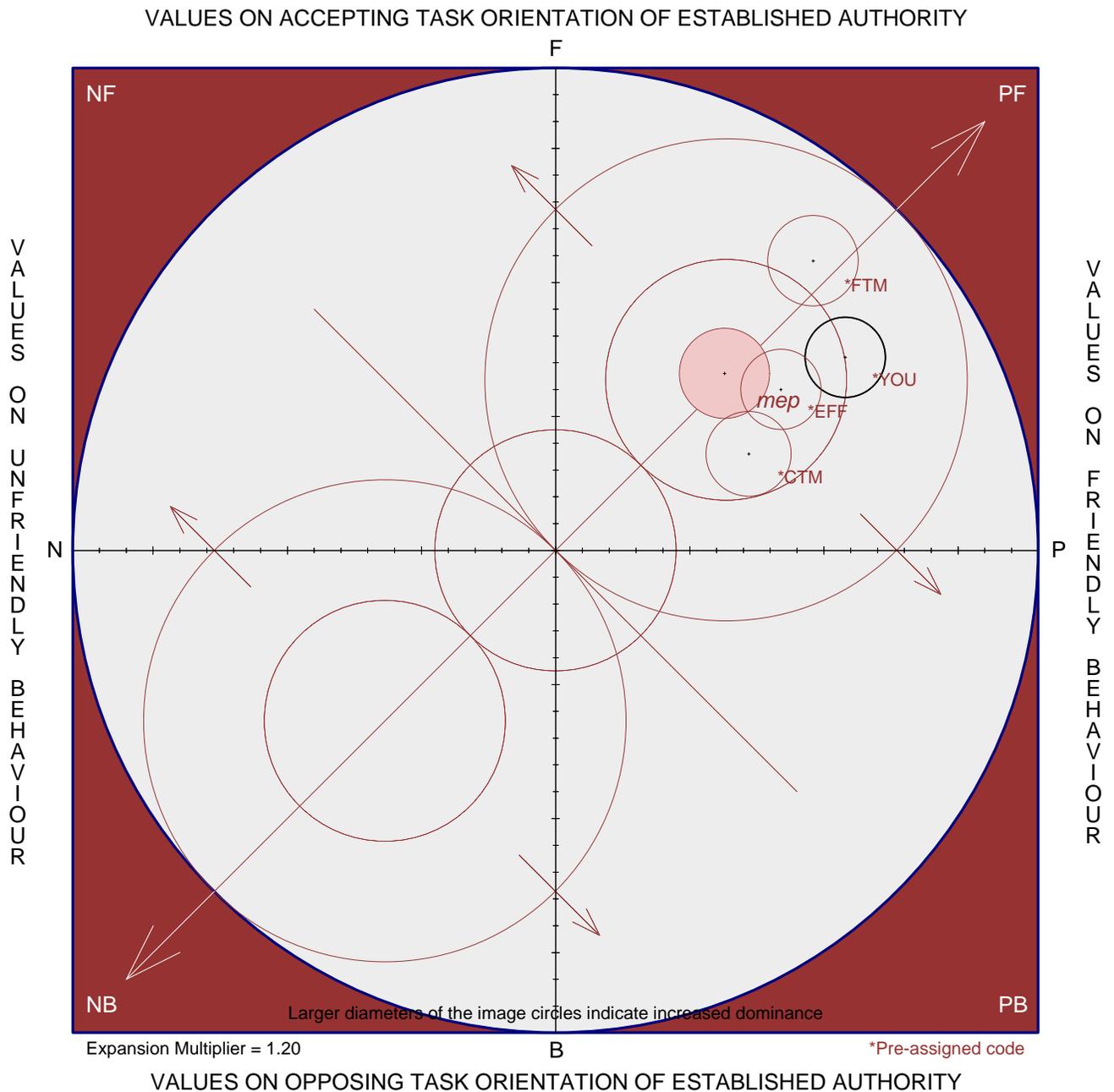
Report prepared for: Pat Sample
Leadership and Membership in Teams
Presented by SYMLOG Consulting Group
March 19, 2009

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

| | Code Name | Final Image Location | | | | | |
|--------------------|-----------|----------------------|---|------|---|------|---|
| Images of Concepts | *FTM | 3.0 | U | 9.6 | P | 10.8 | F |
| | *CTM | 2.0 | U | 7.2 | P | 3.6 | F |
| | *EFF | 1.0 | U | 8.4 | P | 6.0 | F |
| Images of Persons | *YOU | 1.0 | U | 10.8 | P | 7.2 | F |

*Pre-assigned code

Report prepared for: Pat Sample
Leadership and Membership in Teams
Presented by SYMLOG Consulting Group
March 19, 2009



Bales Report

About the Bales Report on the Field Diagram

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

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

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

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

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

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

Image of: *FTM

General Description

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

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

themselves in a leadership role, and inducting such members into the role.

How *FTM Might Relate to Effective Teamwork Values

The person rated in this rather extreme location appears to be trying much too hard to be perfect. Although the values are aimed in precisely in the “most effective” direction (mid-PF), efforts to realise these values, because the efforts are so extreme, and continuous, may seem to others, even members in a “most effective team,” to be an intolerant determination to suppress any values that are not strictly teamwork values. Some of these values are nevertheless likely to be important to some degree to most individuals, even within the team.

Image of: *EFF, and *CTM

General Description

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

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

How *EFF, and *CTM Might Relate to Effective Teamwork Values

This person appears to be an excellent prospect for a “most effective team”—close to the optimum in all important aspects, except for a somewhat low emphasis on both dominance and task orientation. Preferences seem to be on the friendly side rather than on the side of strongest feasible task effort, but the imbalance is not great.

Images of Persons as Rated by YOU

Image of: *YOU

General Description

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

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

How *YOU Might Relate to Effective Teamwork Values

This person is probably strong on democratic values, but still fairly close to the optimum on task emphasis. There is a small probability that the emphasis on friendliness could be strong enough in some teams to provoke polarisation, but this is unlikely if the team is actually "most effective" in its general composition. The lack of dominance also reduces this possibility. This person would probably add some flexibility to a team that aspires to be "most effective."

How an "Effective" Leader Might Relate to Members Such as *YOU

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

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

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

Report prepared for: Pat Sample
Leadership and Membership in Teams
Presented by SYMLOG Consulting Group
March 19, 2009

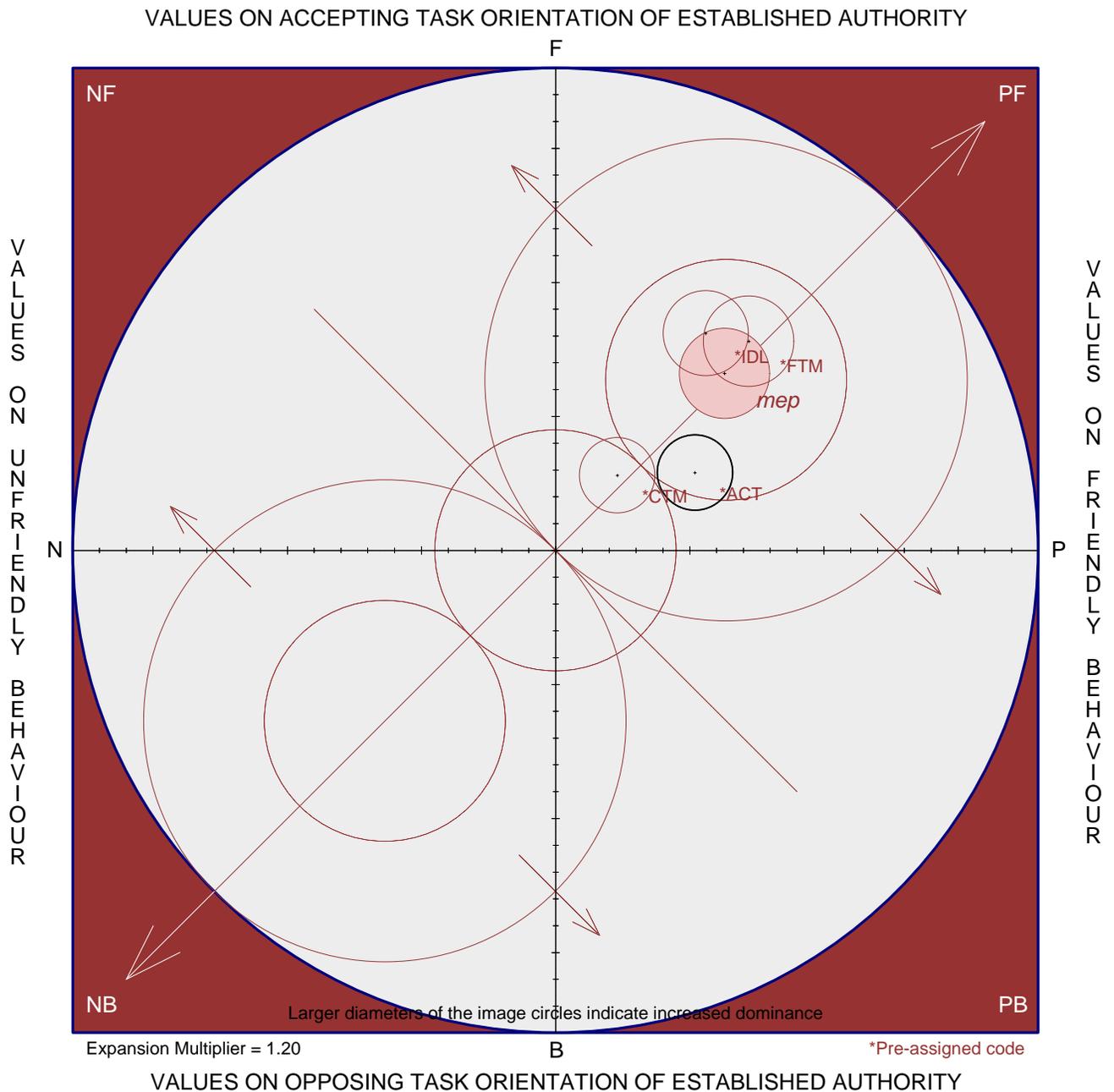
Report prepared for: Pat Sample
Leadership and Membership in Teams
Presented by SYMLOG Consulting Group
March 19, 2009

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| | Code Name | Final Image Location | | | | | |
|--------------------|-----------|----------------------|---|-----|---|-----|---|
| Images of Concepts | *FTM | 2.5 | U | 7.3 | P | 7.8 | F |
| | *IDL | 1.7 | U | 5.6 | P | 8.1 | F |
| | *CTM | 0.1 | U | 2.3 | P | 2.9 | F |
| Images of Persons | *ACT | 0.1 | U | 5.2 | P | 2.9 | F |

*Pre-assigned code

Report prepared for: Pat Sample
Leadership and Membership in Teams
Presented by SYMLOG Consulting Group
March 19, 2009



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Image of: *CTM

General Description

According to the average received from all raters, the most characteristic values appear to be: *In the "swing area" and thus not possible for the author of this report to clearly assess.*

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

How *CTM Might Relate to Effective Teamwork Values

The ratings of this person (or concept) are very close to the centre of the field diagram. The implications are not clear. Perhaps the rater is confused, perhaps the person is confused, or gives out many ambiguous cues. Not much can be said without more information.

Image of: *FTM

General Description

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

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

How *FTM Might Relate to Effective Teamwork Values

This person appears to show the value balance and direction associated with most effective leadership, and is an excellent prospect for a "most effective team." However, there is a moderate deficiency in dominance, and active leadership is not very likely. Also, there may be a somewhat over-strong aversion to some values that are sometimes necessary, but are rejected strongly by this person because they do not conform to his or her ideals. But this individual is really an excellent prospect for leadership.

Image of: *IDL

General Description

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

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

How *IDL Might Relate to Effective Teamwork Values

This person would probably be accepted in a "most effective team." He or she is not very likely to prove to be a "most effective leader" because of a lack of sufficient dominance, and because the values and behaviour are probably too far on the "hard edged" conservative side. The values of this kind of member probably fit best in a team already well unified, during periods when it is under strong task pressure. However, as a member, this person would not likely be of much help in building and re-building the morale and solidarity of the team.

Images of Persons as Rated by Members of Your Group

Image of: *ACT

General Description

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

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

How *ACT Might Relate to Effective Teamwork Values

This person is a good prospect for membership in a “most effective team,” but probably not as a “most effective leader.” Dominance appears to be too low for active leadership. The task emphasis is also a little low, and probably the emphasis on friendly behaviour is not strong enough. In short, the role this person is likely to play is a little weak in all three of these important respects.

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

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

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