

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

Report prepared for: Pat Sample
Leadership for Effective Teamwork
Presented by: SYMLOG Consulting Group
December 20, 2004

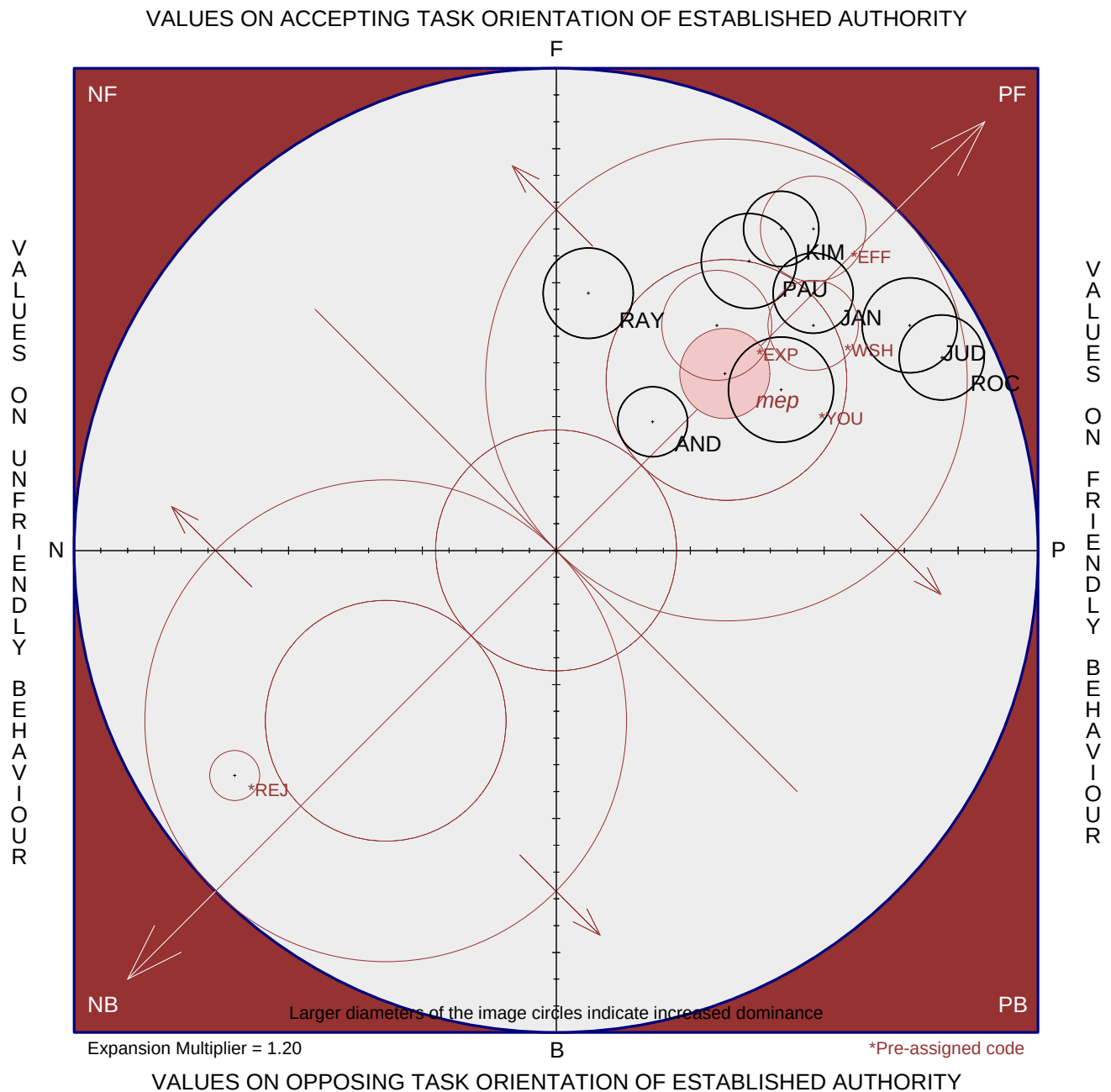
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The following field diagram displays the average location for each *concept*, and/or *person*, based on the ratings received.

	Code Name	Final Image Location					
Images of Concepts	*EXP	7.0	U	6.0	P	8.4	F
	*EFF	6.0	U	9.6	P	12.0	F
	*WSH	3.0	U	9.6	P	8.4	F
	*REJ	6.0	D	12.0	N	8.4	B
Images of Persons	*YOU	6.0	U	8.4	P	6.0	F
	PAU	4.0	U	7.2	P	10.8	F
	JUD	4.0	U	13.2	P	8.4	F
	RAY	3.0	U	1.2	P	9.6	F
	ROC	2.0	U	14.4	P	7.2	F
	JAN	1.0	U	9.6	P	9.6	F
	KIM	0.0	U	8.4	P	12.0	F
	AND	1.0	D	3.6	P	4.8	F

*Pre-assigned code

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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: *WSH, and *EFF

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 *WSH Might Relate to Effective Teamwork Values

The image is located very close to the position of optimal leadership (mid-PF) but the person may tend to overshoot a little by trying too hard to be perfect. The hazard is that overemphasis, even in the "most effective direction," (PF), may reflect a tendency to suppress some of values in other directions (e.g., NF, N, NB, B, PB) to the point of intolerance.

An appropriate degree of emphasis on these values and behaviours plays an important part in an individual's adjustment to group operation. (Either overemphasis or underemphasis tends to be non optimal, and may be dangerous to teamwork.) Trying to suppress all expression of these values and behaviours almost surely will have damaging effects on group effectiveness, and will increase conflict with any group members who have important values in these directions.

How *EFF 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: *EXP

General Description

As seen by the rater, the most characteristic values appear to be: *Active teamwork toward task-oriented goals, efficiency, strong impartial management.*

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

How *EXP Might Relate to Effective Teamwork Values

This person appears to fit the general description very well. But when considered as a candidate for leadership in an ideal "most effective team," it appears that this person is likely to show an overemphasis on hard-edged task values at the expense of values oriented to solidarity of the team. In the long run this can be damaging.

Image of: *REJ

General Description

As seen by the rater, the most characteristic values appear to be: *Admission of failure, withdrawal of effort.*

Members who act persistently according to these values usually also express alienation from other group members, especially from those in authority and their agents. Feelings of alienation may be expressed by frequently being late or absent, leaving early, withdrawing participation, showing discouragement and dejection, by absent mindedness, preoccupation, or persistently suggesting (even though mostly by silence) that group plans and procedures will fail.

How *REJ Might Relate to Effective Teamwork Values

The ratings in this case are so extreme as to put their accuracy into special question. If the ratings are indeed accurate, this individual appears to be near the absolute extreme in the tendency to withdraw from both the task and the group. If such an individual were to appear in an average task-oriented group, it is doubtful that anybody in the group would have any idea what to do about it. They might try, but the problems are probably based in the personality or in problems of such an individual quite outside the group; and members of the group would not be likely either to understand it or be able to make much, if any, change in it.

Images of Persons as Rated by YOU

Image of: *YOU, and JUD

General Description

As seen by the rater, the most characteristic values appear to be: *Active teamwork toward common goals, popularity and social success.*

Members with these values are often called “natural democratic leaders.” They tend to identify themselves with an idealised authority, and need to have, or often actually have had in the past, a good model of benevolent authority to emulate. They strive to be ideal leaders—understanding, courageous, and competent across the board. Those who achieve this role often have multiple talents, high intelligence, high personality integration and balance of values. They are able to meet the many (partly conflicting) leadership needs of a variety of group members, and they may epitomise the wishes of many of the members.

How *YOU Might Relate to Effective Teamwork Values

The contribution to teamwork of a person rated as close as this one to the optimal location on the field diagram would be expected to be very substantial. The expected contribution to effective leadership also appears to be substantial, but might fall a little short of optimal emphasis on the task.

How JUD Might Relate to Effective Teamwork Values

Even in an ideal “most effective team” a person accurately rated this far out toward the edge of the field diagram might appear to present a possible problem for other team members because the emphasis on friendly behaviour probably is perceived to be very much stronger than that of most of the others. Although the task emphasis is quite adequate, the contribution to effective leadership could be hampered by conflicts with some other less positive members.

How Members Such as *YOU, and JUD Might Relate to Each Other

Members whose images are close to the same friendly direction on the field diagram as those of *YOU, and JUD are generally very compatible with each other and tend to be overtly friendly. A possible exception is any of them who may have a considerable number of conflicting values on the unfriendly side. (Such a member is likely to be close to the centre of the field diagram.)

How Members Such as *YOU, and JUD Might Relate to Other Members

Group members in the friendly sectors near the P direction, such as ROC, sometimes tend to idealise members such as *YOU, and JUD who may be closer to the optimal leadership position. The former kinds of members tend to confer informal authority upon leaders of this type (“natural democratic leaders”) and to follow them willingly. This tends to increase and reinforce the motivation of those who have such followers. These relationships work strongly in the direction of improved teamwork, unless the members such as *YOU, and JUD compete with each other for leadership, or with the optimal leader. This is not very likely unless they are rather weak on values of friendship.

Members whose images appear quite near the PF direction line (the optimal direction), such as *YOU, and JUD, are natural allies in leadership and teamwork with members such as AND, JAN. They probably will work together willingly and effectively. Possible exceptions are members of either set who are extremely motivated

(whose images appear close to the outer limits of the field diagram) in relation to members who are somewhat conflicted and weakly motivated (whose images appear close to the centre of the field diagram). Members in these widely separated locations may not have much in common, in spite of the similarity in overall average direction of their values (PF).

Members accurately rated to the F side of the optimal 45 degree PF direction line, in locations similar to PAU, RAY, KIM, are likely to feel that members such as *YOU, and JUD are too much concerned with team solidarity, and too little concerned with the task. The relationship is one of potential conflict. In such a case, there is a need for optimal mediating leadership. Whether such leadership can prevent damaging conflict is an open question, but this kind of opposition is very common. If the separation of the two members or groups of members is not too great, the conflict may be successfully contained.

How an “Effective” Leader Might Relate to Members Such as *YOU, and JUD

Optimal leaders usually find that members such as *YOU, and JUD are natural allies in leadership. Often they are core members of the team. They may actually supply more of the friendly teamwork elements to other members of the group than even an optimal leader is able to supply. Maintaining their co-operation and working with them to find the most effective roles in a co-operative division of labour between leaders is critically important. It may be important for an optimal leader, if there is a need, to take a mediating role and represent their values and point of view to more conservative members of the group, who may understand them less well, and like them less, than does an optimal leader. Members such as *YOU, and JUD may help to mediate between the members near the optimal location, and a still more liberal subgroup, if there is one. (Such a subgroup or perhaps only a single member, would appear in the PB quadrant.)

Image of: PAU

General Description

As seen by the rater, the most characteristic values appear to be: *Active teamwork toward task-oriented goals, efficiency, strong impartial management.*

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

How PAU Might Relate to Effective Teamwork Values

It appears that this person shows too much of a one-sided emphasis on task values at the expense of values on group solidarity to be the best leader for an ideal “most effective team.” There appears to be a tendency to move very strongly in the task-oriented direction, and to neglect not only friendly values but also values that might relieve and balance a constrained conservatism.

How Members Such as PAU Might Relate to Other Members

Members rated in the strict task-oriented sector (quite close to the F vector on the field diagram) such as RAY, KIM are likely to accept, in principle, the need for the kind of managerial leadership offered by PAU. Some of them may even feel the task necessities more keenly. Nevertheless, they are apt to feel too much stress from task demands. There is also a lack of interpersonal satisfactions implicit in the values and managerial style of leaders such as PAU. Members such as RAY, KIM, and those such as PAU as well, are

likely to show the effects of stress in obscure ways, including, perhaps, hidden oppositions, cross-currents of feeling, chronic anxiety, chronic irritation, and health-related problems.

Dominant members perceived as very task-oriented, such as RAY, are likely to compete with each other and with members such as PAU unless the utilitarian advantages of maintaining co-operation are very clear and stable. If there is indeed acceptance of a common authority, self-oriented utilitarian exchange is the principle basis of co-operation between members such as PAU in relation to members such as RAY. Even though this basis of co-operation is far from ideal for the promotion of teamwork, effective leadership should not neglect to utilise self-oriented utilitarian rewards of co-operation as much as possible, consistent with overall teamwork, since the motivating power of more ideal team-oriented values is small for members such as RAY, as well as for those such as PAU.

Very task-oriented members who are not dominant, such as KIM may tend to react to the management style of leaders such as PAU with obsessive compliance, a kind of literal, short sighted, repetitive behaviour that is motivated more by a need to deal with anxiety than by a need to achieve the most effective results. The demands on their efforts that members such as KIM may feel, especially the more submissive of them, are likely to be near the margin of their tolerance, even though a part of the demands they feel may stem from their own personalities and values, and not from external sources.

Members such as AND, JAN are likely to prefer a more balanced kind of leadership, one that gives more attention to team solidarity than does the managerial style of members such as PAU; nevertheless, they are likely to conform reluctantly and accept the more stringent style of members such as PAU if the latter are the leaders designated by authority.

It is very likely that group members with more democratic values, such as *YOU, JUD, ROC, even though they are still task-oriented, will feel overstressed by the managerial style of members such as PAU, and are likely to feel somewhat resentful, although they may strive to suppress the resentment and continue to co-operate. Members such as PAU, in turn, will find members such as *YOU, JUD, ROC too liberal for their easy acceptance.

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

Members such as PAU can probably share leadership functions with an optimal leader without too much friction, unless they are too extreme in their values (very far out in the F direction on the field diagram). An optimal leader can probably co-operate effectively with them, although the relationship may tend toward a utilitarian exchange rather than an easy friendship. Members such as PAU may prefer to perform more strongly aversive task-oriented functions and the optimal leader may reciprocate by performing more team-oriented functions. If there is some tendency toward polarisation in the group between a more “conservative” and a more “liberal” faction, the most natural and strategic function of the optimal leader is to mediate between these two factions.

Image of: RAY

General Description

As seen by the rater, the most characteristic values appear to be: *Efficiency, strong impartial management, active teamwork toward task-oriented goals.*

Individuals who show these values prominently often function in a formal leadership role. Their manner seems to be assertive, “businesslike,” and strictly impersonal. They tend to take a strong initiative in leading the group toward task-oriented goals, and emphasise active teamwork, but they are not actively friendly. They may not be able to “unbend” and show more relaxed friendly behaviour even at times when the pressure is off and there are good opportunities to do so. They tend to assume that all members automatically accept the

goals set by external authority as the common goals, or if not, that they should.

How RAY Might Relate to Effective Teamwork Values

This person appears to be extremely single minded in concern for task-oriented values. The emphasis on task demands and the lack of concern for friendliness combine to create an impression that is likely to be aversive to most members of an ideal "most effective team." (It is true that in some very hard driving teams most of the group members may be grouped nearby in similar locations. This may make open conflict in the team less likely, but it also strongly suggests that the team may be mining its resources of health and solidarity, and that the norms of the team as a whole may need to be reformulated.)

How Members Such as RAY Might Relate to Other Members

Even members of the mainstream team, probably including most of the members, will tend to dislike the stringent managerial leadership that may be offered by members such as RAY. Their managerial style tends to lack warmth, and typically does not inspire spontaneous liking. The task demands of such managers tend to exceed any rewards they may give in the form of friendly behaviour. They tend to neglect the needs of the group for teambuilding, especially for "time out" for team members to air their gripes, to have a good time, and to re-establish friendly relations. Tensions between such managers themselves, and between them and other group members, tend to build up and to spread between members.

In spite of the absence of much, if any, emphasis on the part of leaders such as RAY on building and maintaining group solidarity, other task-oriented members, perhaps especially those who are less dominant, such as PAU, KIM, may accept and support the kind of leadership offered so long as they see it as necessary to reach very demanding goals that are very important to them. The basis for solidarity among the members who accept their leadership, however, is not mutual liking, but acceptance of authority, and the mutual instrumental advantage of working together to reach specific goals. Otherwise, the relationships tend to be fragile and full of tensions.

How an "Effective" Leader Might Relate to Members Such as RAY

Members such as RAY may be valuable for the managerial functions they perform, but they are marginal to the optimal teamwork position because of their lack of friendliness, and in the more extreme cases because of their overly strong and narrow concentration on the task. An optimal leader can probably co-operate with them, but maintaining co-operation may cost some effort, and will probably not start spontaneously on a very friendly basis. Careful cultivation of a special relationship based on their particular interests and concerns may succeed in warming up the relationship a little bit. If there is a more friendly liberal faction in the group, an optimal leader will try to help the members in that faction understand and get along with more conservative and managerial leaders, such as RAY and vice versa. An optimal leader is typically in a position to mediate between two such factions.

Image of: ROC

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 ROC Might Relate to Effective Teamwork Values

This person may be too extreme in the emphasis on maximising friendliness to get along easily with the majority of team members. And yet, paradoxically, the task emphasis is close to optimal. The real problem appears to be that the person has an over-strong aversion to some of the values that some of the more conservative task-oriented members would be likely to feel are important, even though these values are not strictly friendly, or team-oriented.

How Members Such as ROC Might Relate to Other Members

Members such as ROC probably find it easy to identify with more dominant members such as *YOU, JUD, and to accept them as leaders. In turn, the latter tend to find members such as ROC supportive, and to recruit them as fellow workers, helpers, and friends. They tend to give members such as ROC attention and encouragement, to reward them for successful performance, and present them with further challenges to development. The direction of their further development may depend, however, on whether the more dominant leaders promote more effective task performance, or whether, on the contrary, they tend to encourage behaviour oriented primarily to popularity.

Members such as ROC and those such as AND, JAN are basically compatible, in spite of some differences. They are probably members of the mainstream team, provided the group is an effectively performing group in relation to tasks. However, they can probably be taught and coached to perform at a little higher level on the task without damage to teamwork.

Members such as ROC probably find it hard to accept and co-operate effectively with members such as PAU, RAY, KIM who, from the point of view of members such as ROC, tend to be too conventional, too cold and rigid. Members such as PAU, RAY, KIM, in turn, find members such as ROC not enough concerned with the task, and too liberal. Nevertheless, the gap in personality and values between these potentially polarised factions is probably not too large for an optimal leader to overcome by carefully teaching them how to get along with each other, by understanding mediation of the value differences between them, and by skilful integration of the different functions they may perform.

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

Members such as ROC 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 ROC may need to be persuaded to be more reasonable and tolerant in their expectations of others.

Image of: AND, and JAN

General Description

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

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

How AND Might Relate to Effective Teamwork Values

This person appears to be headed in the “most effective” direction with a close balance between task concern and friendly concern. However, the motivation appears to be somewhat weak. There is a lack of sufficient emphasis on either the task or on friendliness. (The image may be quite close to the centre of the field diagram.) The degree of dominance is also deficient. The person may have conflicting values that restrain effort. Nevertheless, this person would add strength to a “most effective team.”

How JAN Might Relate to Effective Teamwork Values

This person appears to represent an extreme example of a maximum emphasis on the virtues of altruism and co-operative work—an optimal balance between task work and maintenance of friendly behaviour. The problem for “effectiveness” is that the position is probably so extreme that it tends to suppress even the necessary and useful amount of emphasis on certain other values that do not conform strictly to the extreme position. This value position may be too constraining, so “ideologically pure” that in practice it turns out to appear “intolerant,” and so may tend to provoke polarisation, even in a “most effective team.”

How Members Such as AND, and JAN Might Relate to Each Other

Members such as AND, and JAN tend to be compatible and co-operative, even if not warmly attracted to each other. There is some potential conflict between any of them who may be “too pure” and “too good” (far out toward the border of the field diagram) and any others of them who may be quite conflicted and weak in their motivation toward teamwork (not far out from the centre of the field diagram). This strain, however, between the “too good” and the “not quite good enough,” is likely to be suppressed because their common values call for co-operation, if not friendship.

How Members Such as AND, and JAN Might Relate to Other Members

Members such as *YOU, JUD, ROC may be somewhat more “liberal” and devoted to friendly behaviour than members such as AND, and JAN, who tend to be earnest, sincere, and dedicated, but not necessarily very friendly in a warm or demonstrative way. Members such as AND, and JAN may feel a degree of discomfort with members such as *YOU, JUD, ROC if those members show less devotion to the task, and to the task leadership. Nevertheless, there is a large degree of similarity in values, and none of the members involved is beyond the bounds of effective co-operation.

Members such as PAU, RAY, KIM may be more single minded in their devotion to the more conservative aspects of the task than members such as AND, and JAN; and hence, members such as PAU, RAY, KIM may put members such as AND, and JAN in a defensive position. Although the tendency of members such as AND, and JAN is generally to respond to such pressure by working harder, especially if there is a recognised

need for special effort, they feel the strain nevertheless. Their resistance is likely to grow with time, and with increasing demands. There is a danger that if the pressure is too strong, their resistance may suddenly surge out of control without warning. Their co-operation may give way suddenly and unexpectedly, and they may join a more liberal faction, or even revolt more radically.

How an “Effective” Leader Might Relate to Members Such as AND, and JAN

The main problems for teamwork, if any, in relation to members such as AND, and JAN may arise if any of them are so extreme in their ideological purity—in their attempt to be perfect and altruistic—that they antagonise other members who are less extreme. If there are any members of the group who tend to be cynical and somewhat negative in their attitudes toward authority or conventional goodness, this problem can arise.

The conflict, if any, may be relieved if the perfectionist can be persuaded to “back off” from the position of impossible ideological purity and exaggerated seriousness. One should also try to moderate the attacks of the extreme objectors, but a direct counter-attack on the objectors is likely only to antagonise them further. A direct attempt to defend the member or members being attacked (or to defend their protector) is likely only to antagonise the objectors more. One should look for a more subtle and indirect approach.

One possibility for an optimal leader is to attempt to distract attention from the polarisation by change to a different kind of group activity—such as a period of recess or friendly sociability—and to work separately and privately with each of the conflicting factions. In periods of active conflict it may be useful to obtain the help of a good joker. An optimal leader may be able to provide humorous relief himself or herself, but effective humour in a tense situation depends absolutely on accurate self insight, and a deep understanding of the psychological undercurrents of the given situation.

Image of: KIM

General Description

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

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

How KIM Might Relate to Effective Teamwork Values

The ratings indicate that as a candidate for a “most effective team” this person is probably so rigid in single minded emphasis on the task as to make it likely that most members would not want to have much to do with him or her. If the behaviour were more dominant it would almost surely provoke the opposition of more liberal members; but as dominance is not marked, perhaps it is more likely that the person will be semi-isolated.

How Members Such as KIM Might Relate to Other Members

Although members such as *YOU, JUD, ROC, as well as those such as KIM, may be part of the mainstream team, they are likely to seem too liberal to members such as KIM and not enough concerned with the hard

exacting work of the task. Co-operation between these two sorts of members is possible, but is most likely to take place through the linking and mediating efforts of an optimal leader.

The relationships between members such as KIM and those such as AND, JAN are likely to be co-operative in a businesslike way, mostly focused on the task; but there may be some mild friendships as well. The friendships will help the general tone of the group if they occur, but whether they occur or not is more or less accidental.

Members such as PAU, RAY are likely to be prominent, even though somewhat marginal, in a mainstream team, perhaps functioning in an appointed position of leadership or management. Members such as KIM, who are also strongly task-oriented but less dominant, are likely to accept such leadership or management without much question. However, they may not have much enthusiasm in relation to this kind of leadership. They are likely to co-operate with some feeling of strain and feel a lack of appreciation and support.

How an "Effective" Leader Might Relate to Members Such as KIM

It probably will not be hard for an optimal leader to get along with members such as KIM, but such members are often not very flexible in response to changes in job requirements, or in adjusting to different situational pressures, or in sensing and doing anything about the fluctuating social and emotional needs of the group. It may help to explain to them in explicit and logical terms just what changes in their behaviour are needed and why. They are usually willing to try to conform, but find it difficult to change. They may not have the capability, and will probably want to be very sure that doing anything differently is approved by authority, and that it will improve task performance.

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

Report prepared for: Pat Sample
Leadership for Effective Teamwork
Presented by: SYMLOG Consulting Group
December 20, 2004

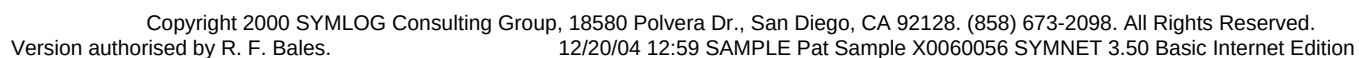
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	Code Name	Final Image Location					
Images of Concepts	*IDL	2.2	U	8.8	P	6.2	F
Images of Persons	*ACT	2.1	U	1.2	P	9.8	F

*Pre-assigned code

VALUES ON ACCEPTING 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 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 Members of Your Group

The language of the report has been designed to describe *persons*, and types of persons. However, the characteristics associated with a *concept* may often be understood in a very useful concrete sense by description of the kind of person who might exemplify the concept. For purposes of this report, a *concept* is characterised by a description of the *kind of person* who might exemplify the concept.

Image of: *IDL

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.

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: *Conservative, established, "correct" ways of doing things.*

Behaviour of members perceived in this way tends to be constrained to conventional assumptions, with unquestioning literal acceptance of the task just as it has been defined by authority, without any flexibility, or allowance for context, without sufficient regard for side effects. Members of this kind seem to be strictly analytical, task-oriented, persistent, and impersonal. They have little or no sense of humour, little or no ability to see themselves as others see them, or to get any distance on themselves. They tend to be "glued" to the task requirements. They want to have things well defined, highly organised, and under control so that when their behaviour is later reviewed by authority, as they expect that it will be, no legal fault can be found.

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

Careful cultivation of a special relationship with individuals such as *ACT, based on the particular interests and concerns of the individual, may warm up the relationship a little. This may succeed in making small bits of progress toward change possible, or at least it may soften the conflict that such individuals may have with others. If there is a more liberal faction in the group, an optimal leader will try to help the members in that faction understand and get along with these more conservative and conventional members, and vice versa. An optimal leader is typically in a position to mediate between two such factions.

It is very difficult to change the way single individuals in a group behave, unless others also change in some congruent and supportive way. This may be particularly true of members such as *ACT who tend to be conventional and somewhat rigid. The more effective key to change of such individuals may be to take a longer-term and more indirect approach of shaping and re-shaping the group norms in general so that the desired behaviour is made conventional. Members such as *ACT may then be drawn toward the desired behaviour through their fundamental tendencies toward conformity.

Individuals differ in their tendencies toward conformity to group norms, acceptance of authority, conventionality, in rationality, in their needs for achievement, for power and dominance, and in many other ways. It is critically important, as an aspect of optimal leadership, to plan carefully, to shape the norms, and arrange the rewards so that, so far as possible, the needs of all members, with their differing tendencies, are accommodated and brought toward a sufficient degree of convergence on values and behaviours. If the many factors cannot be made to converge sufficiently at the level of the general group norms, some individuals will seek their rewards by deviant behaviour.

Unfortunately, a stable convergence of all the divergent influences is never completely achieved. New solutions must be worked out and re-established, again and again.

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

Report prepared for: Pat Sample
Leadership for Effective Teamwork
Presented by: SYMLOG Consulting Group
December 20, 2004

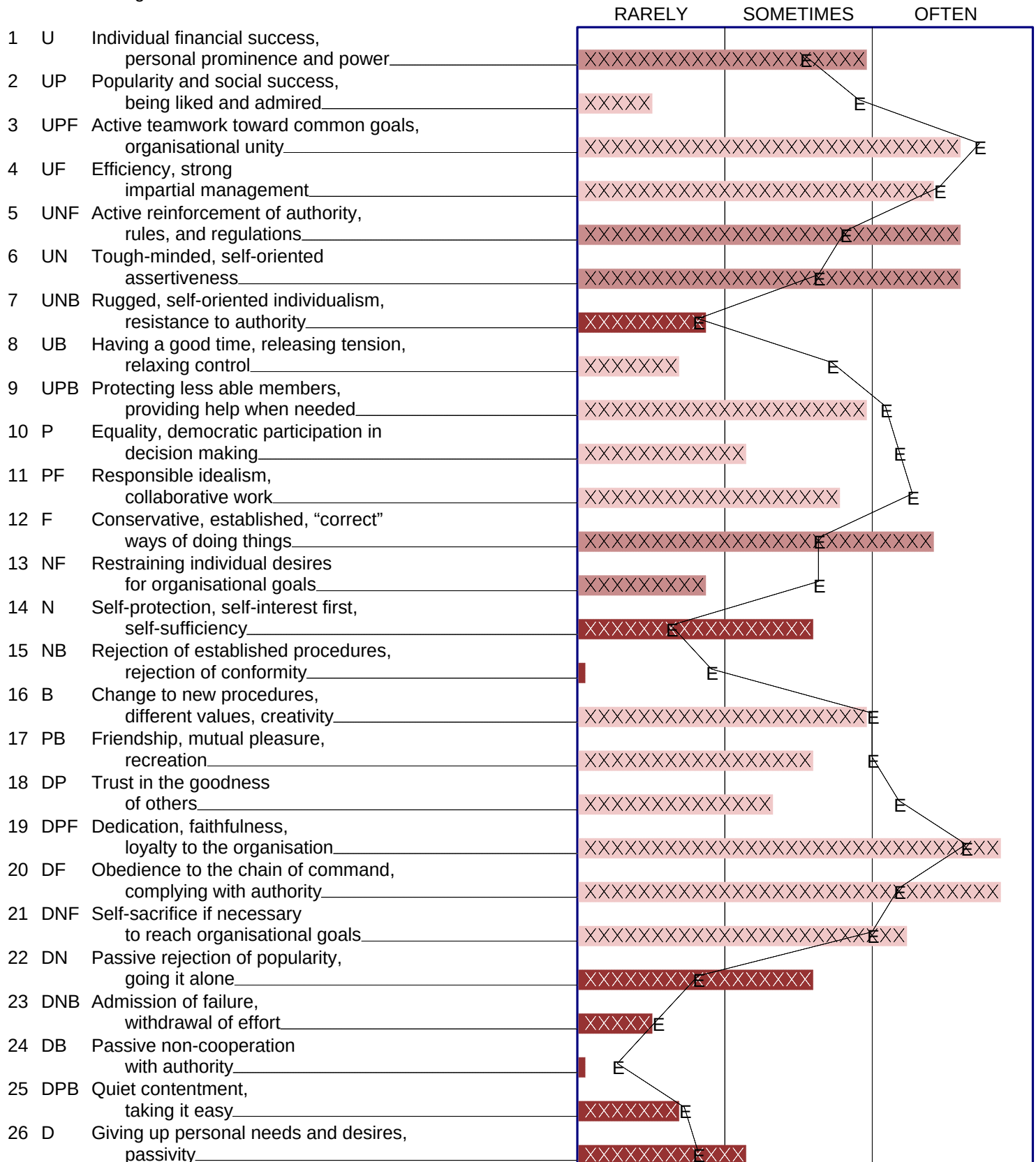
This bargraph is accompanied by a *Synopsis* and a *Bales Report*. The *Bales Report* is a comprehensive analysis comparing the results of this bargraph with research norms.

Report prepared for: Pat Sample

Type: F
Ratings: 7

Final Location: 2.1U 1.2P 9.8F

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 his or her 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		

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

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:

3 UPF Active teamwork toward common goals, organisational 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 *organisation*. In return, the organisation 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 skilful 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 overemphasised, they may provoke negative reactions. If they are underemphasised, 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 behaviour.

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.

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.

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

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.

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

The 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. 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 *overemphasise*:

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

In some task-oriented groups this value is necessary to preserve co-ordination, especially if communication is difficult and the situation is dangerous. But if these values are emphasised very strongly 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 antagonising to some members of the group, and may lead to group polarisation.

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 *underemphasise*:

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

Although if these values are given too much emphasis they may interfere with optimum task performance, in moderate degrees they tend to produce confidence and high personal involvement in the group. The receiving of appreciation, liking, and praise is an important source of reward and satisfaction to most group members. Every member of the group needs to be able to give these rewards. If others think you underemphasise these values it may be because you are failing to give these rewards. You need to be able to do so, even though you may feel that you do not receive sufficient appreciation yourself. If you feel that you are not receiving a fair amount of appreciation, perhaps letting others know how you feel might help.

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

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

Anxiety about adequate performance, especially if threats from the external situation and disapproval from authority are also expected, can make it very difficult to relax control. Performance tends to become obsessive and the need for perfection tends to increase the probability of mistakes.

If you are seen by other members as deficient in your ability to have a good time, to release tension, or relax control, you need to try to find the sources of anxiety, to do whatever can be done to reduce the anxiety, and to legitimise, by discussion and agreement, specific times, places, and activities for relaxing control, releasing tension, and having a good time. These occasions are also times when the friendly relationships between members are naturally repaired and strengthened and are needed by everybody and not just by you.

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?

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

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

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

If you place a low value on friendship in the group, it may be because some of the conditions for its growth are absent, and you may not have experienced its rewards. Members of the group may not meet often enough; they may interact under the constraint of status differences that are too great; or they may not, in fact, share a common fate. But friendship also tends to suffer or fail to develop if the group is chronically polarised, or if there are incompatibilities of personality of the kind that are often associated with group polarisation.

If, in a particular group, there is a tendency for a small minority to spend too much time in friendly social interaction as an alternative to work, that may result in a polarisation, and a devaluation of friendliness in general among those who are more strongly work oriented. However, if this is the case, there are probably deeper reasons for the disaffection of the minority that need to be faced up to and dealt with.

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

The most obvious reason that others may see you as low on trust in the goodness of others is that you may perceive that trust is not justified, and may in fact be dangerous. This is likely to be the case if you 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 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. Real trust can only develop if there is an openness and willingness to allow others to repeatedly demonstrate trustworthiness, and to demonstrate trustworthiness yourself. Time is required. But in order to initiate this process, an open discussion about the reasons for distrust, and resolutions to change the relationship are usually required.

Rating question: **In general, what kinds of values does this person *actually* show in his or her 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.

The average response indicates you may *overemphasise*:

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

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

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

The strategic set of moderating and mediating values are those of "Responsible idealism, collaborative work" (11 PF on the bargraph) and "Dedication, faithfulness, loyalty to the organisation" (19 DPF).

These values are often activated, and the polarisation held in check, by a friendly democratic leader of sufficient dominance to deal with both sides. The values corresponding to this kind of mediating leadership are those of "Active teamwork toward common goals, organisational unity" (3 UPF). If other members of the group see you as overemphasising authoritarian values, the most effective modification you can make is probably to move substantially toward more friendly democratic leadership, or at least to give strong support to others in the group who are leading in this pattern.

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

This is a "primitive" kind of value, recommending, as it does, the exercise of aggression with very little window dressing, and it has survival value for the most aggressive individual in "primitive" kinds of situations. But it is generally dangerous to effective teamwork. Individuals who live by this value sometimes function alone; sometimes they ally themselves with the agents of authority and act as "enforcers"; sometimes they ally themselves with the leaders of the revolution as "freedom fighters." In all of these cases the effect is to escalate polarisation toward its most damaging form: "totalitarianism of the far right" versus "revolution of the far left."

If other members of the group see you as overemphasising the values of tough-minded assertiveness, you should perhaps consider whether these attitudes are really necessary to your survival, or whether, perhaps, you have uncritically taken them over from some other person or group and are applying them unnecessarily in the present group. In most normal groups they will lead to conflict, or make conflict worse.

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

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*:

13 NF Restraining individual desires for organisational goals (*underemphasise*)

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

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

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.

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

These values are often inferred from behaviour that seems depressed, sad, and resentful. 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 emotional condition and behaviour is based in personality or physical condition or problems outside the group. It may be that there is not much that other group members can do except show support and perhaps urge outside help.

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

Report prepared for: Pat Sample
Leadership for Effective Teamwork
Presented by: SYMLOG Consulting Group
December 20, 2004

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: 6

Final Location: 2.2U 8.8P 6.2F

the bar of Xs = the average rating on each item

E = the *optimum* location for most effective teamwork