

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

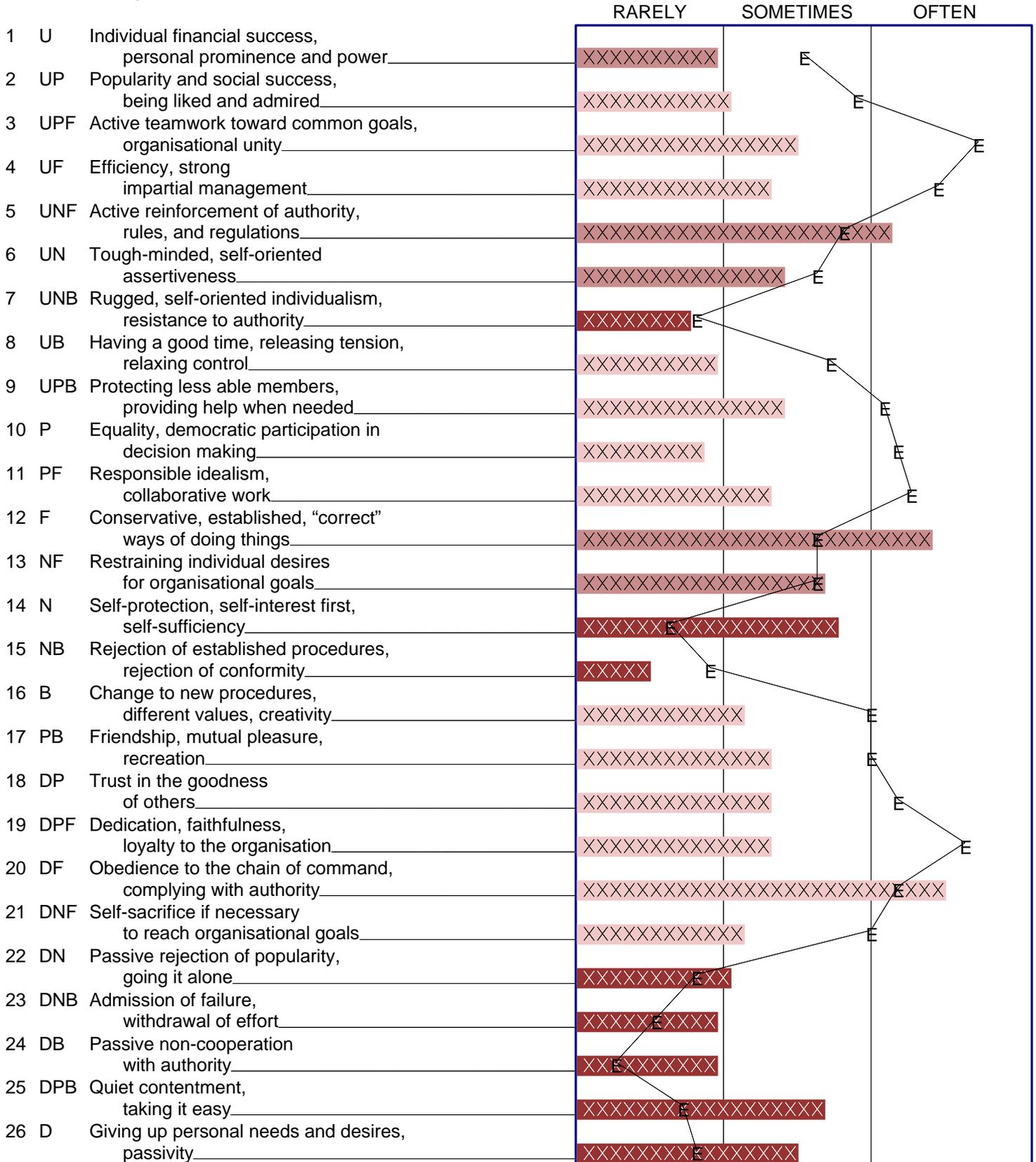
Report based on all ratings
Organisational Development—Organisational Culture Survey
Presented by: SYMLOG Consulting Group
December 20, 2004

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 based on all ratings

Type: F Final Location: 0.7D 0.4P 4.6F
 Ratings: 199

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



Bales Report for the Bargraph on: *CUR

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:

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.

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*:

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

The average rating on these values for the organisation as a whole is apparently low, even though certain individuals or groups may enjoy these satisfactions. This may be a cause for envy and resentment. In moderate degrees and in appropriate distribution among individuals and groups throughout the organisation, these values tend to produce confidence and high personal involvement.

Behaviour throughout the organisation that is openly friendly, outgoing and extroverted tends to be a sign that there is an appropriate level and distribution of these values. If certain individuals or groups are deficient in these kinds of behaviour, this is an unfavourable sign of discontent. A readjustment of organisational arrangements as to status levels, access to resources, specialities, functional roles, rewards

and recognition may need to be seriously considered.

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.

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 may increase the probability of mistakes. The need for periodic release and relaxation is obvious.

If particular groups or the organisation as a whole is deficient in this value there is a 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.

It is a contradiction in terms, of course, to try to decide and control everything about when and how to relax control. If you are well supplied with jokers, consider yourselves lucky, (unless they are really insufferable).

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

It is important for management and for all group members to recognise the importance of the following functions: nurturance, therapy, teaching, training, as necessary aspects of effective leadership in any kind of organisation or group. If these functions are not performed by specialised task leadership, social-emotional leaders who perform these functions should definitely be provided and supported by the task leadership.

It is preferable if the two types of leadership can be combined in the same persons. However, a division of labour between the two types can be made to work, and is usually unavoidable to some extent. In either case, a strong coalition between these two types of leaders, if these functions are performed by different persons, is perhaps the most important single kind of relationship in the group or organisation so far as promoting effective teamwork is concerned.

Many groups have one or two members who seem to be especially sensitive to the needs of other members, and make special efforts to keep the group in a warm and happy mood. Since this is not always in line with maximum effort on the task, or may involve making exceptions from task responsibilities for particular members, the protectors are sometimes regarded as a nuisance or ignored by more rigid task-oriented members. This is not necessarily as obviously damaging as some other kinds of polarisation. However, it takes its toll in time.

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.

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?

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

There may be a large number of reasons for a reluctance to change. There are always “vested interests” in favour of keeping things as they are. But almost all members and parts of the organisation, 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 or even the organisation as a whole sooner or later—changes in roles, changes in the attachments one has to particular persons, and changes in the targets of hostility as well.

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

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

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

17 PB Friendship, mutual pleasure, recreation (*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.

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

Friendship tends to suffer or fail if the group or organisation is chronically and seriously polarised, or if there are incompatibilities of personality and values of the kind that lead to polarisation. Friendship is a powerful reinforcer of team solidarity and, through this connection, of effective teamwork. If, in a particular group,

Rating question: **In general, what kinds of values are *currently* shown in the culture of your organisation?**

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

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.

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.

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

Probably not many people regard self-sacrifice without some negative feelings. Many are willing to accept it if it is not major, if they are convinced it is necessary, if it is temporary, and if they care about the success and survival of the group and the organisation. If the value is not accepted even to this extent, then it is probable that serious alienation exists in the group, or even the organisation as a whole. 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.

Your group, or organisation, may *overemphasise*:

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

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

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

Your group, or organisation, may *underemphasise*:

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

If these values are too low the following questions may be relevant: Is the group losing members? Are they becoming apathetic? Is there trouble in recruiting new members? These symptoms may reflect a lack of motivation for any kind of effort. Or they 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 justified reward through personal recognition, increase in power, money, and other kinds of individual reward, to motivate high individual effort, but not so much as to provoke excessive competitiveness.

Provided these values are moderate, and securely harnessed to values of effective teamwork, they may be helpful in motivating effort. But they will be disruptive unless they are made contingent on the accomplishment of group and organisational goals and values of effective teamwork.

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.

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.

Rating question: **In general, what kinds of values are *currently* shown in the culture of your organisation?**

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 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: *FUT

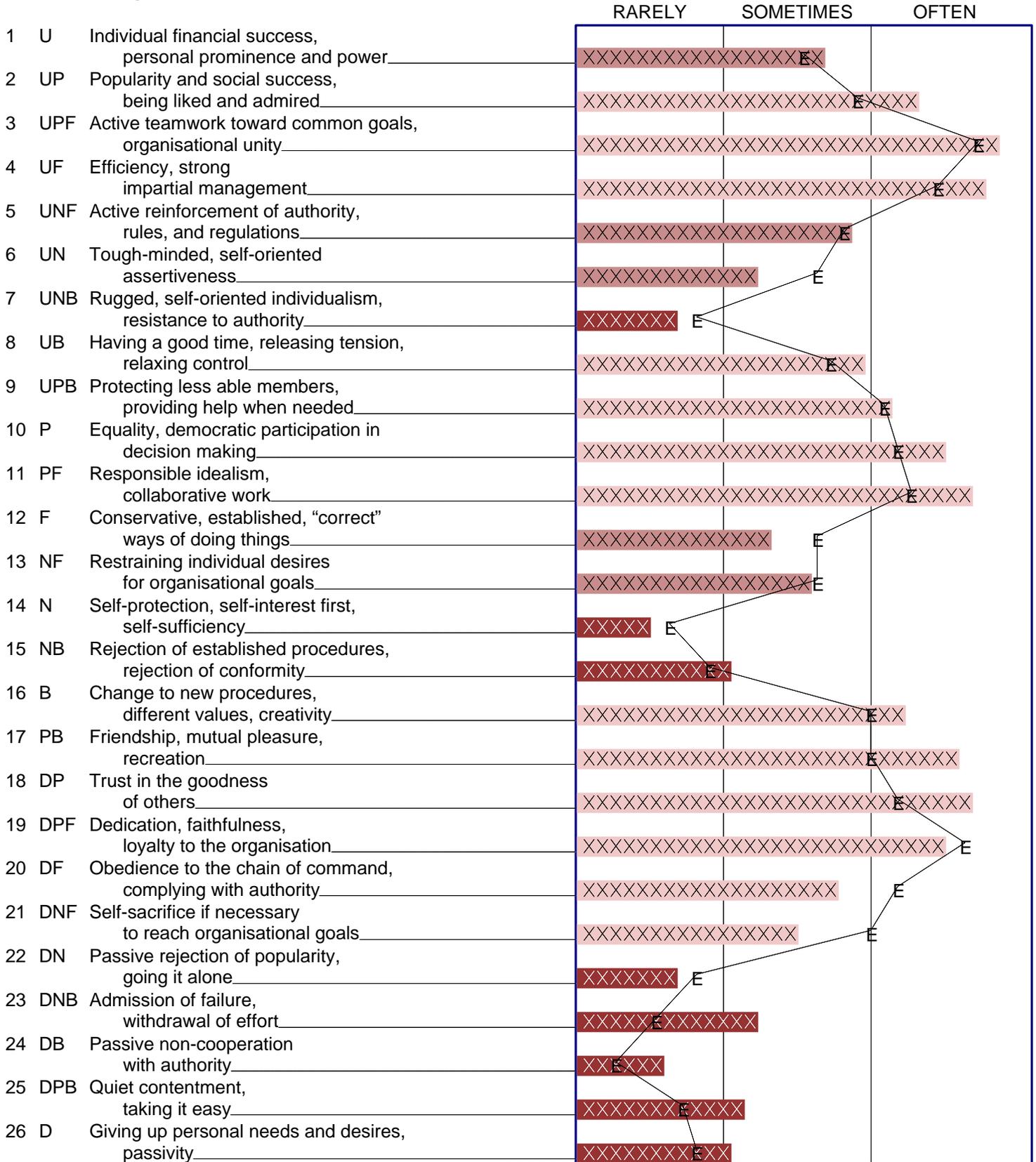
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Organisational Development—Organisational Culture Survey
Presented by: SYMLOG Consulting Group
December 20, 2004

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

Report based on all ratings

Type: PF Final Location: 2.9U 8.8P 4.2F
 Ratings: 178

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 need to be shown in the culture of your organisation in the *future* in order to be most effective?**

Bargraph Synopsis on: *FUT

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
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		

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

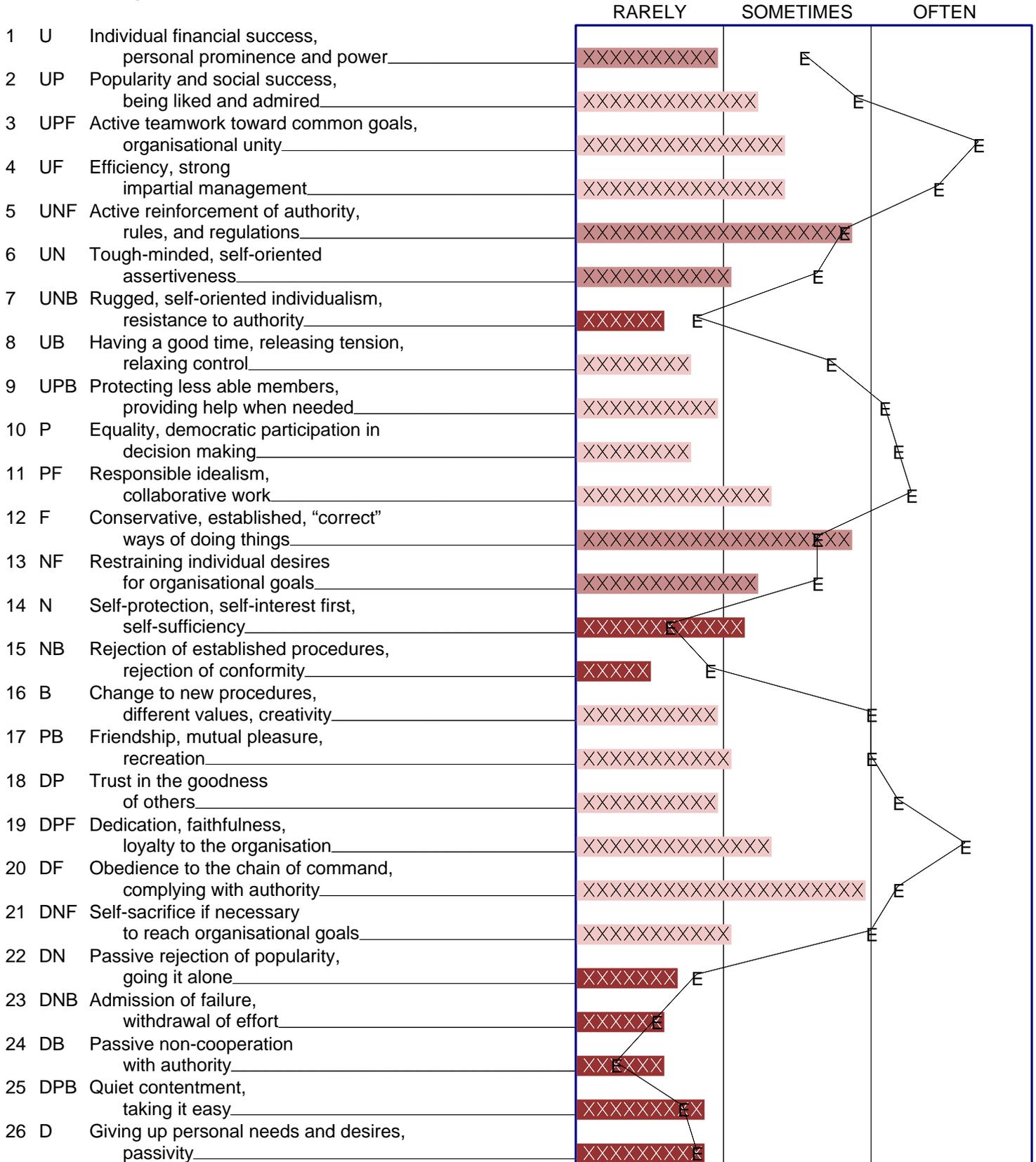
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Report based on all ratings

Type: F Final Location: 0.9U 1.0P 5.2F
 Ratings: 169

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 are members of your organisation actually rewarded for showing in behaviour now?**

Bargraph Synopsis on: *REW

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Bargraph Items

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Comparison of bargraph profile with *optimum* for effective teamwork

Item					<i>close</i>	<i>over</i>	<i>under</i>
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		

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

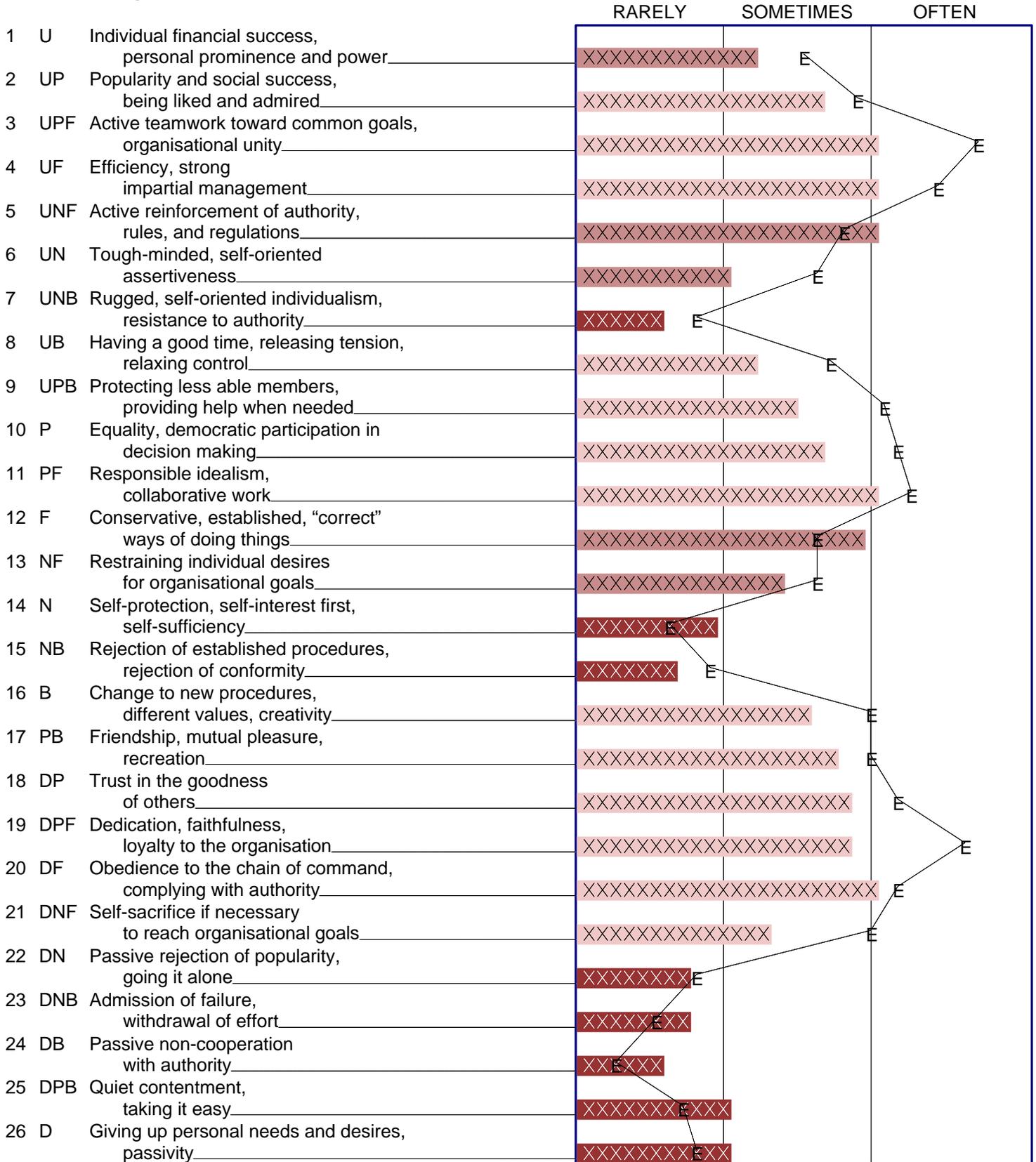
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Report based on all ratings

Type: PF Final Location: 1.4U 4.7P 5.5F
 Ratings: 165

the bar of Xs = the average rating on each item
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Rating question: **In general, what kinds of values do you expect your significant clients or customers would rate your organisation as showing toward them?**

Bargraph Synopsis on: *CXP

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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	
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	

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

Report based on all ratings
Organisational Development—Organisational Culture Survey
Presented by: SYMLOG Consulting Group
December 20, 2004

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December 20, 2004

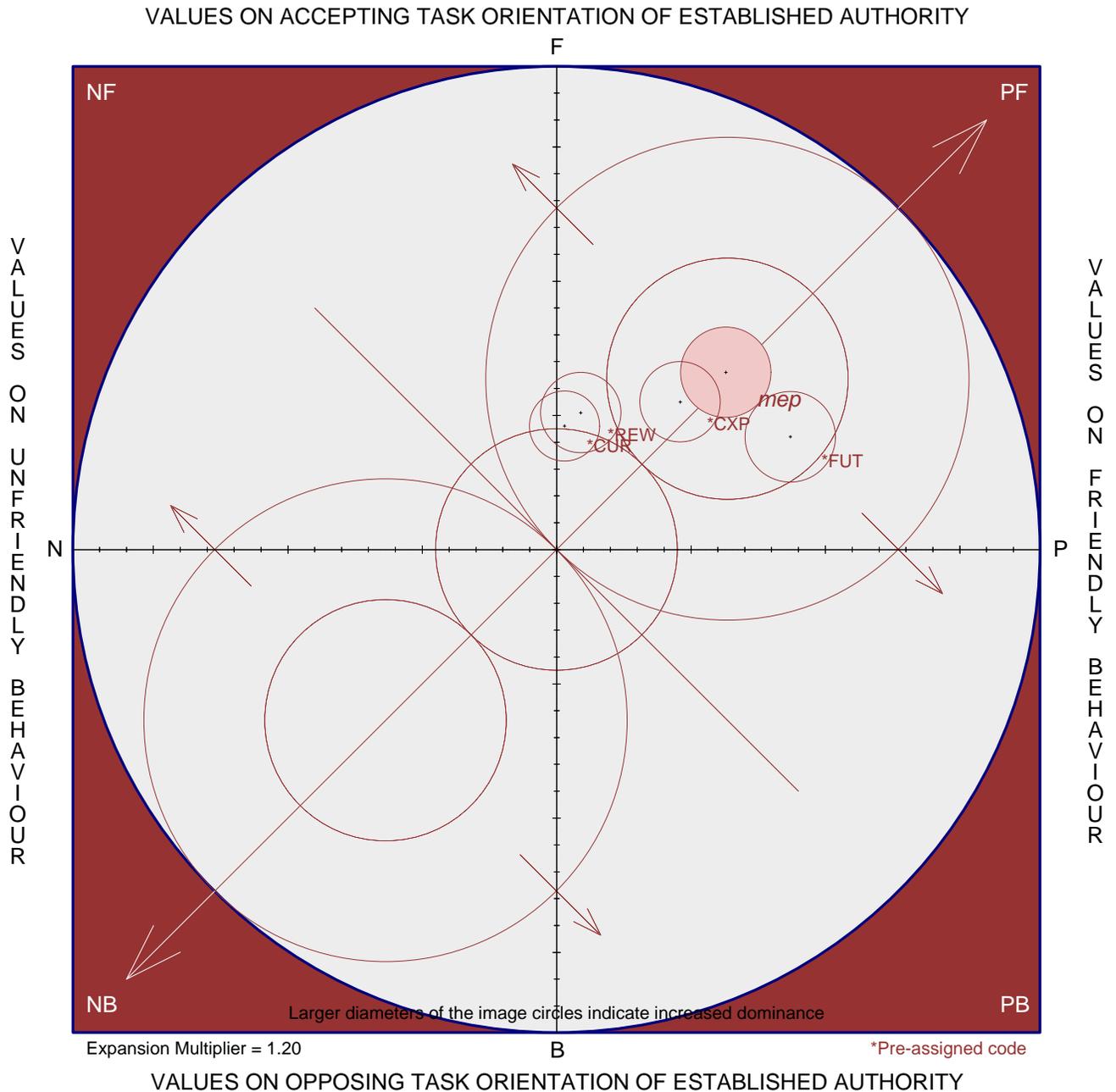
The following field diagram displays the average location for each *concept*, and/or *person*, based on the ratings received.

	Code Name	Final Image Location					
Images of Concepts	*FUT	2.9	U	8.8	P	4.2	F
	*CXP	1.4	U	4.7	P	5.5	F
	*REW	0.9	U	1.0	P	5.2	F
	*CUR	0.7	D	0.4	P	4.6	F

Images of Persons

*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 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: *FUT

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.

Image of: *CXP

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.

Image of: *CUR, and *REW

General Description

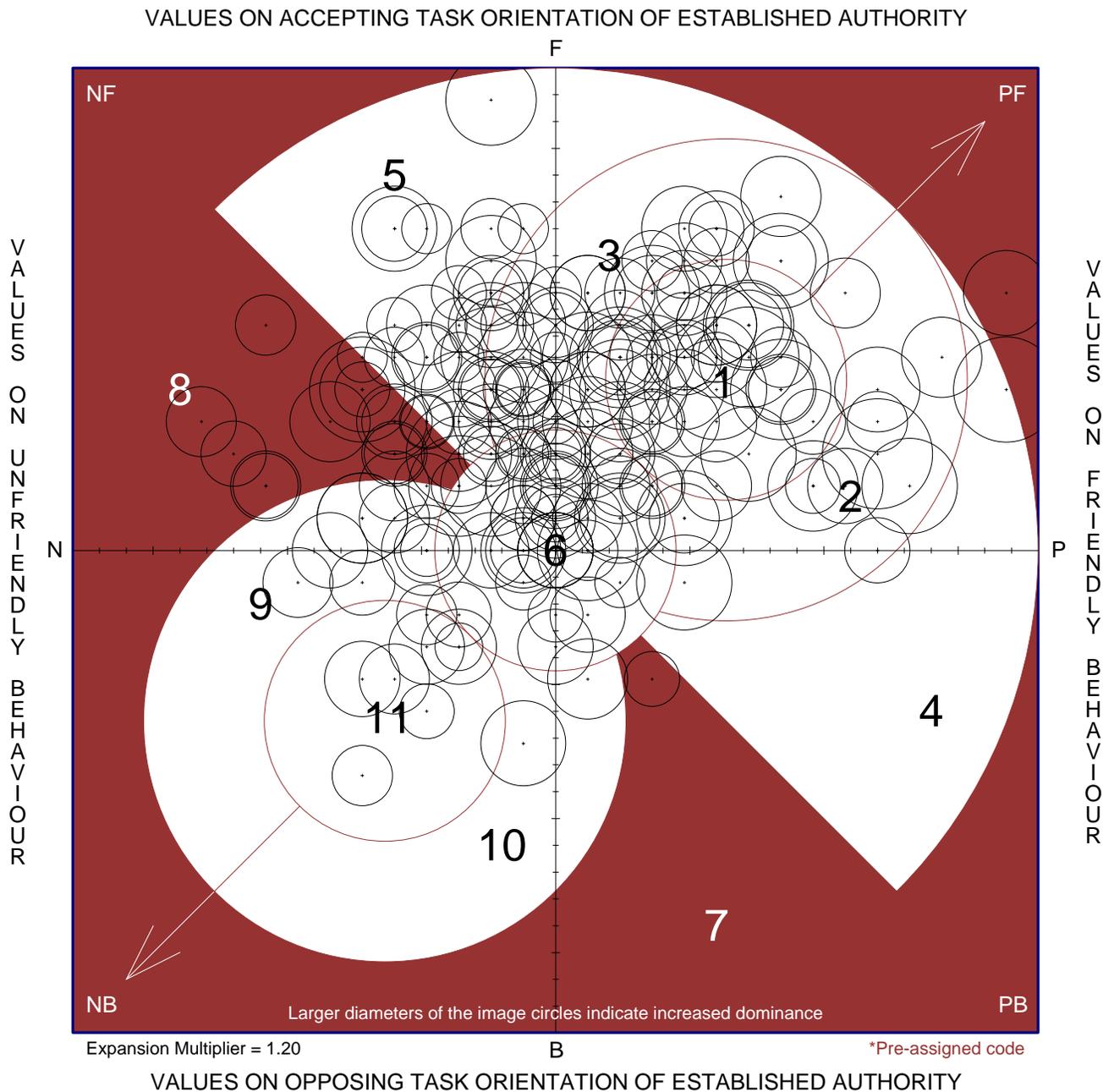
According to the average received from all raters, the most characteristic values appear to be: *Conservative, established, "correct" ways of doing things.*

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.

Scatterplot Field Diagram
Individual and Organisational Values
Distribution of the individual ratings made on: *CUR

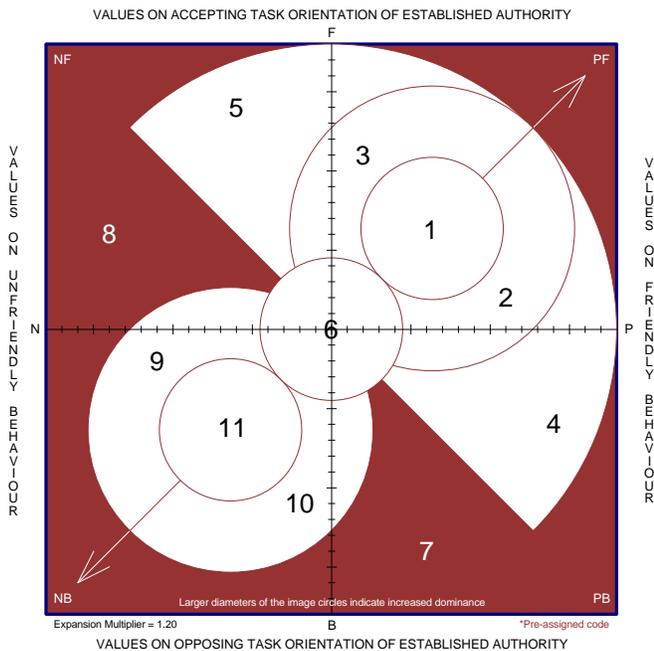
Report based on all ratings
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Value Orientation Overlay

Names of Areas



- 1 Most Effective Teamwork Core
- 2 Liberal Teamwork Side
- 3 Conservative Teamwork Side
- 4 Group-centred Wing
- 5 Authority-centred Wing
- 6 Swing Area
- 7 Libertarian Fringe
- 8 Individualistic Fringe
- 9 Anti-group Opposition
- 10 Anti-authority Opposition
- 11 Radical Opposition Core

Number of Ratings in Each Area: Observed Compared with Expected*

Name of image: *CUR

Total image circles in scatterplot: 199

H = "High"
 L = "Low"

AREA Number and Name	DOMINANCE LEVEL			AREA TOTAL	
	Dominant	Midrange	Submissive	Observed	Expected
1 Most Effective Teamwork Core	8 L	20 L	12 H	40 L	92
2 Liberal Teamwork Side	5 L	5 L	3	13 L	42
3 Conservative Teamwork Side	5 L	19	15 H	39	44
4 Group-centred Wing	1	1	0	2	4
5 Authority-centred Wing	2	5 H	12 H	19 H	4
6 Swing Area	5	18 H	23 H	46 H	13
7 Libertarian Fringe	0	0	1 H	1 H	0
8 Individualistic Fringe	2 H	6 H	10 H	18 H	0
9 Anti-group Opposition	3 H	4 H	4 H	11 H	0
10 Anti-authority Opposition	0	2 H	0	2 H	0
11 Radical Opposition Core	0	4 H	4 H	8 H	0
Totals Observed:		31 L	84	84 H	199
Norms Expected:		106	83	11	

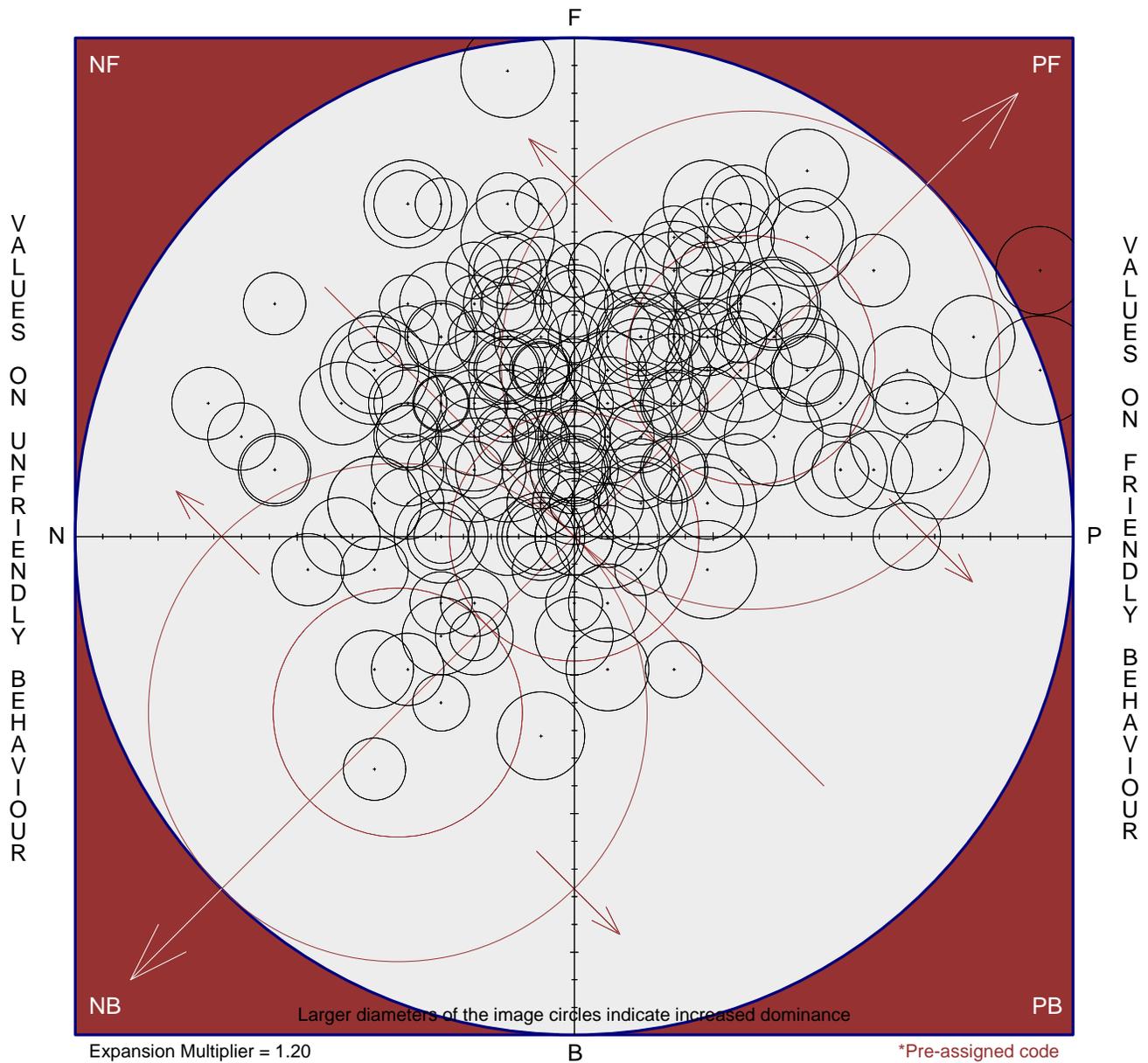
*The norm, or *expected* number, for each cell of the table has been computed as a percentage of the total N of a large normative population. For easier comparison with the raw numbers of the present *observed* data set, each percentage has been applied to the total N of the present data set to obtain an *expected* raw number for the cell. Comparison of the *observed* with the *expected* then permits a statistical judgement of the *observed* number as *high* (H), *low* (L), or *normal*. Those cells that are *high* or *low* are marked H or L. However, the *normative* numbers are displayed on the table only for the cells showing the AREA TOTAL.

Scatterplot Field Diagram
Individual and Organisational Values
Distribution of the individual ratings made on: *CUR

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VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY

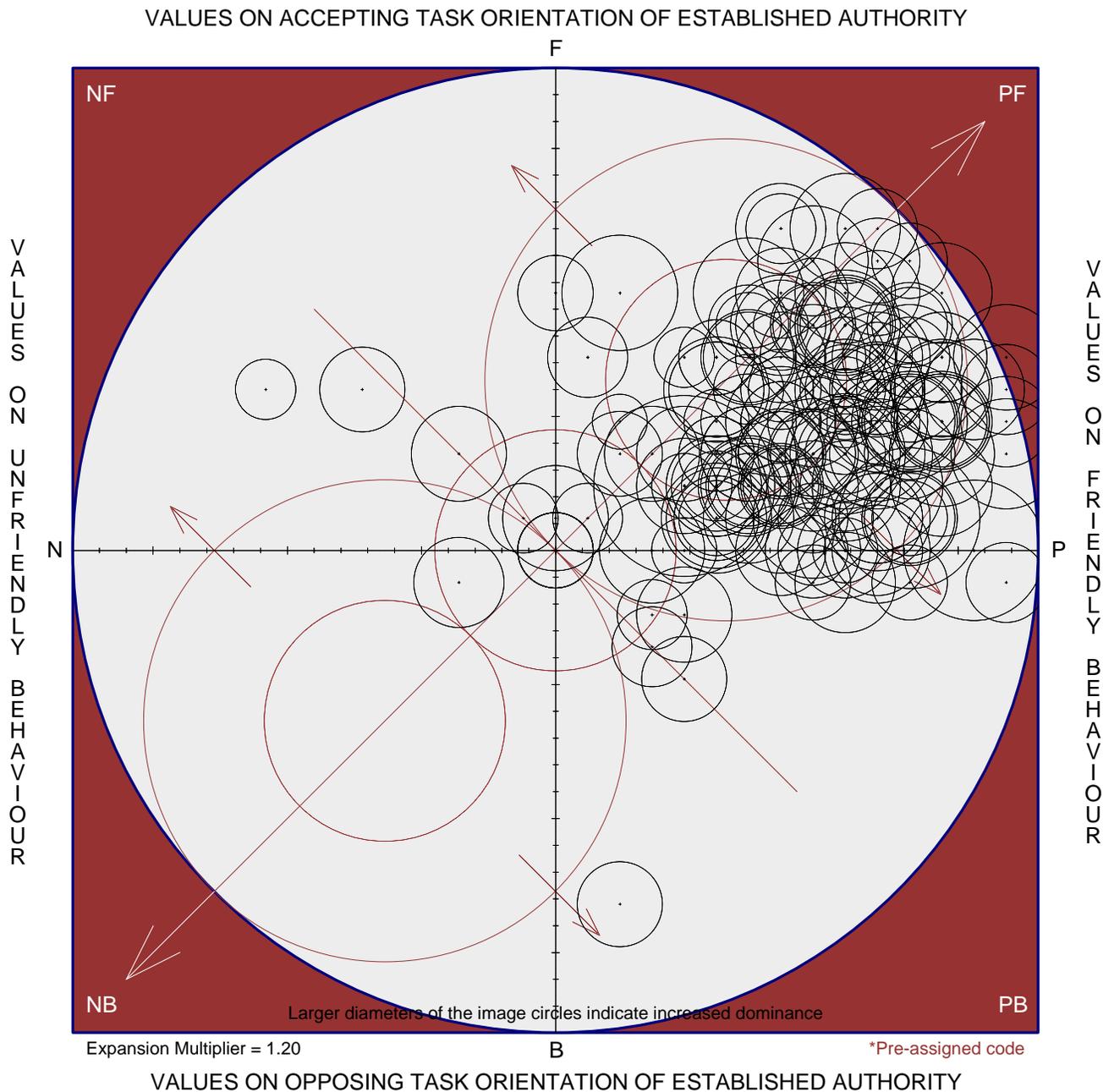


VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

Scatterplot Field Diagram
Individual and Organisational Values
Distribution of the individual ratings made on: *FUT

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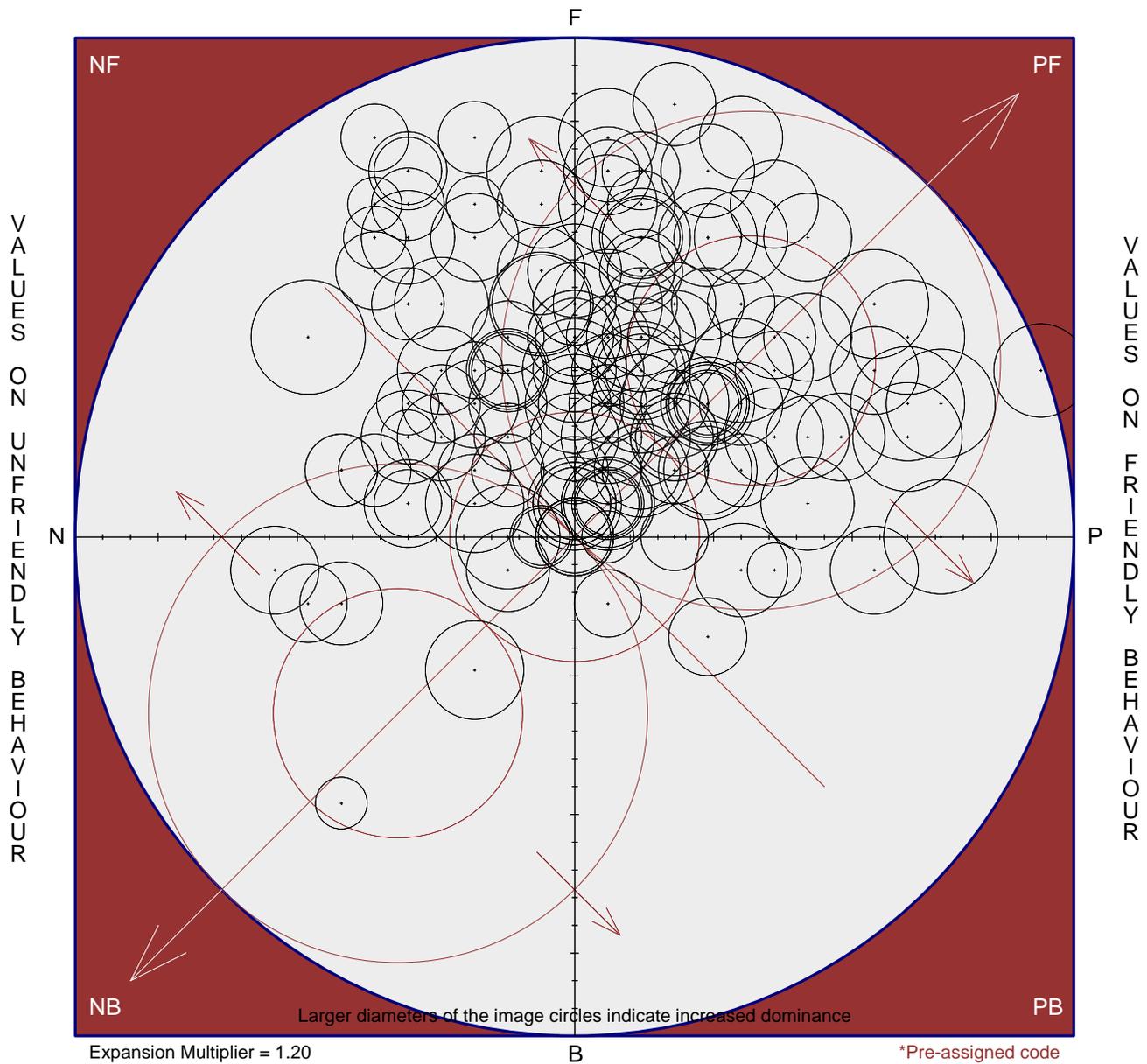


Scatterplot Field Diagram
Individual and Organisational Values
Distribution of the individual ratings made on: *REW

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VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY



VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

Scatterplot Field Diagram
Individual and Organisational Values
Distribution of the individual ratings made on: *CXP

Report based on all ratings
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