

# Contents

<i>List of Figures</i>	x
<i>Preface</i>	xiii
<b>Part 1: Theory and Methods</b>	
1. Overview of the SYMLOG System	3
2. Dynamic Fields in Social Interaction Systems	29
<b>Part 2: Values</b>	
3. The Centrality of Values	85
4. A Factor Analytic Approach to Values	107
5. The Intercorrelation Space	119
<b>Part 3: Overt Interaction</b>	
6. Observational Beginnings	155
7. Interaction and Systemic Emergents	183
8. Systemic Emergents and <i>Effectiveness</i>	225
<b>Part 4: Effectiveness</b>	
9. The Mystery of <i>Most Effective Values</i>	259
10. Can There Be an <i>Optimum Value Profile</i> ?	287
11. Reprise	301
<i>Appendices</i>	
A. The Intercorrelation Space	307
B. Wordings of the Rating Questions for Nineteen Selected Images	327
C. Average Value Frequency Profiles for Nineteen Selected Images	329
D. Biographical Background	331
<i>Bibliography</i>	341
<i>Index of Names</i>	367
<i>Index of Topics</i>	371

# List of Figures

1.1	An Example Field Diagram	6
1.2	A Sample SYMLOG Consulting Group Rating Form, Individual and Organizational Values	8
1.3	SYMLOG Cube Diagram	9
1.4	Individual and Organizational Values, Listed by Number and Vector	10
1.5	Bargraph: Average of Ratings on All Group Members	24
2.1	Group Average Field Diagram of a Self-analytic Group	31
2.2	Bargraph of the Average of Ratings by Group Members on TED	41
2.3	Scatterplot Field Diagram of 1000 Ratings on <i>Values that You Wish to Show in Your Own Behavior</i> (WSH)	51
2.4	Scatterplot Field Diagram of 1000 Ratings on <i>Values that You Tend to Reject</i> (REJ)	52
2.5	Bargraph of 1000 Ratings on <i>Values that You Wish to Show in Your Own Behavior</i> (WSH)	54
2.6	Bargraph of 1000 Ratings on <i>Values that You Tend to Reject</i> (REJ)	55
2.7	Bargraph of 1000 Ratings on <i>Values that Are Currently Shown in the Culture of Your Organization</i> (CUR)	57
2.8	Scatterplot Field Diagram of 1000 Ratings on <i>Values that Are Currently Shown in the Culture of Your Organization</i> (CUR)	59
2.9	The Value Area Overlay	61
2.10	Scatterplot Field Diagram of 1000 Ratings on <i>Values that Would Be Ideal for this Person to Show in Order to Be Most Effective</i> (IDL)	63
2.11	Scatterplot Field Diagram of 1000 Ratings on <i>Values that You Actually Show in Your Behavior</i> (SLF)	66
2.12	Value Area Density Chart for the Scatterplot Field Diagram of 1000 Ratings on <i>Values that Are Currently Shown in the Culture of Your Organization</i> (CUR)	70
2.13	Table of Comparative Area Density Profiles Showing the Percentage of the Total Number of Images in Each of the Value Areas of the Field	73

3.1	Bargraph of 1000 Ratings on <i>Values that this Person Shows in His or Her Behavior</i> (OTM)	94
3.2	Bargraph of 1000 Ratings on <i>Values that Would Be Ideal for this Person to Show in Order to Be Most Effective</i> (IDL)	95
6.1	Set of Categories Used for Direct Observation of the Interaction Process	165
6.2	Average Ratings Received on Liking, Disliking, and Ideas, by Men of each Basic Initiating Rank (BIR), According to Their Feedback Ratio	169
6.3	Mean Profile of N Individuals, by Group Size	175
6.4	Trends in Status-Consensus for High and Low Groups, with Two Measures of Status-Consensus, <i>Rho</i> and <i>W</i>	179
8.1	Profile of a <i>Satisfied</i> and <i>Dissatisfied</i> Group on Case Discussion Task	226
8.2	Elementary Steps in Building a Group Decision	230
8.3	Number of Instances in which Runs Longer than a Given Length Occur, Compared to a Chance Model	232
8.4	Percentage of Deviation of IPA Categories from Meeting Mean, by Subperiods of Time	234
8.5	Relative Frequency of Acts by Type in Each of Three Time Periods Based upon Twenty-two Sessions	239
8.6	Interaction Profile for the Average of All Interactions for Large Numbers of Small Discussion Groups	240
8.7	A Comparison of a Speaker's First Act with His Next Act	241
8.8	Rank Ordered Series of Total Acts Initiated, Compared with Harmonic Distribution for Groups of Sizes Three through Eight	247
8.9	Acts Initiated and Received in Groups of Sizes Two through Eight	249
8.10	Composite Profiles of Twenty-three Top Men on <i>Idea</i> Ranking and Twenty-three Top Men on <i>Liked</i> Ranking for the Same Sessions	253
8.11	Characteristics of Interaction between Top-Ranking Men on <i>Ideas</i> (I) and Top-Ranking Men on Being <i>Liked</i> (L)	254
9.1	Scatterplot Field Diagram of 1000 Ratings on <i>Values that Would Be Ideal for You to Show in Order to Be Most Effective</i> (EFF)	260

9.2	Scatterplot Field Diagram of 1000 Ratings on <i>Values that Would Be Ideal for this Person to Show in Order to Be Most Effective</i> (IDL)	262
9.3	Scatterplot Field Diagram of 1000 Ratings on <i>Values that Need to Be Shown by Your Team in the Future in Order to Be Most Effective</i> (FTM)	264
9.4	Scatterplot Field Diagram of 1000 Ratings on <i>Values that Need to Be Shown in the Culture of Your Organization in the Future in Order to Be Most Effective</i> (FUT)	265
9.5	Group Average Field Diagram of Locations of Nineteen Important Reference Images	269
9.6	Value Disagreement Field Diagram for the Rating Question EFF: <i>Values that Would Be Ideal for You to Show in Order to Be Most Effective</i>	273
C.1	Comparison Table of Mean Endorsements from Bargraph Profiles on Each of the Twenty-six Value Items for Nineteen Selected Images and the SCG Optimum	329