

Master-Table 34

Properties of the four domains of functioning.  
 Functioning ensures that values are enduringly expressed in activities. Each domain of functioning is formed by conjoining purposes from four adjacent levels.  
 Adequate functioning sustains achievement and consolidates identity in organizations, while at the same time, affecting the communal identity.  
 See text for further details and explanation. See Master-Tables 35 and 36 for a related classification of organizations.

Tetrad No. (Levels)	Domain of Functioning	Function	Identity Relation and Communal Function	Social Process: Method Engagement	Special Work and Leadership	Communication and Desired Response	Failure is likely if:
4 (Ls 7-4)	<b>Vision</b>	To establish a framework of enduring values which inspire people and guide all work.	Defines identity and transforms the group because driven by ultimate values.	Personal: Reflective soul-searching which depends on: Spontaneous ownership.	Develop commitment, loyalty and enthusiasm in an open participative way, which requires: Transformative leadership.	Preaching the essence: what we want to be! leading to: Excitement.	Uninspiring Unintelligible Unfulfilling Dehumanized Woolly
3 (Ls 6-3)	<b>Culture</b>	To keep those values prominent which fit the social environment and maintain individuality.	Maintains identity and differentiates the group because driven by value systems.	Communal: Deliberate self-definition which depends on: Arduous self-indoctrination.	Use public relations to foster equal understanding and widespread adoption, which requires: Communicative leadership.	Coherent, correct current dissemination: what we have to be! leading to: Pride.	Incoherent Unenforced Superficial False Diffuse
2 (Ls 5-2)	<b>Growth</b>	To re-define endeavours so as to meet social needs and to bring benefits internally.	Supports identity and strengthens the group because driven by social values.	Disciplinary: Need-driven inquiry which depends on: Self-interested cooperation.	Use planners to stimulate ideas, to coordinate inquiry, and to evaluate possibilities, which requires: Strategic leadership.	Selective exploration in a holistic way: what we could be! leading to: Determination.	Impossible Simplistic Intrusive Comprehensive Data-driven
1 (Ls 4-1)	<b>Operation</b>	To maintain performance which efficiently produces valued outputs.	Solidifies identity and sustains the group because driven by principal objects.	Managerial: Pragmatic handling which depends on: Conscientious performance.	Exert management control to cost, program and monitor activities, which requires: Accountable leadership.	Briefing — terse but comprehensive: what we will do! leading to: Feeling in control.	Inefficient Uncoordinated Under-resourced Chaotic Inflexible