GROUP DYNAMICS Q-SORT

USER'S MANUAL

Berkeley, CA
September 19, 1994
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1. What the Group Dynamics Q-Sort (GDQ) Can Do For You

Political analysts are busy people. The Group Dynamics Q-sort (GDQ) is intended to simplify, not to complicate your lives. We begin, therefore, by explaining exactly what the GDQ is and how it can help you in your on-going assessment work.

The GDQ consists of 100 pairs of opposing statements that describe possible attributes of leadership groups. Consider the following representative pair of statements (Item 63):

**Group members are convinced that the group leader possesses political skills that are critical for achieving group goals.**

**vs.**

**Group members harbor serious doubts about the leader’s effectiveness.**

Your task is to judge whether the upper or the lower statement better characterizes the group. You have a scale ranging from 1 (Top Statement is "Extremely Characteristic") to 9 (Bottom Statement is "Extremely Characteristic") to rate each pair of items. From the pattern of 100 judgments you make, we construct an overall picture of the leadership group.

It is important neither to "oversell" nor to "undersell" GDQ. To be sure, GDQ cannot deliver miracles. After doing a Q-sort, you will still not be clairvoyant. Nonetheless, many analysts have found Q-sorting leadership groups to be a highly informative and useful exercise. We itemize below the major reasons why they feel this way.

**Ten Themes**

The Q-sort helps analysts boil down their complex, sometimes contradictory, impressions of what makes a leadership group tick to a manageable small number of key themes which we call process-indicators. The ten key themes in the Q-sort are:
1. **How politically powerful is the group leader?** Does the leader control who belongs to the group or do group members possess independent bases of power? Do group members believe the leader possesses skills that are critical for achieving shared goals? Does the group leader impress others with his or her dynamism and energy?

2. **How divided is the group?** Do rival factions battle for dominance? Or do group members work harmoniously together to accomplish common goals?

3. **How rigid is the group?** Is the group willing to acknowledge past mistakes, to see events from the perspective of others, and to grapple in thoughtful ways with the trade-offs that governance requires? Or does the group have little tolerance for self-criticism, engage in self-righteous stereotyping of adversaries, and deny trade-offs (preferring to believe that everything on its wish list can be accomplished)?

4. **How corrupt is the group?** Are cronyism, nepotism, and patronage accepted as the price of doing business? Or do group members feel constrained by rules of law? When can these rules be bent depending on "who one is" or "whom one knows"?

5. **How accountable to democratic procedures is the group?** Is the group accustomed to answering to others for its policies? Do concerns for "how can we justify this policy to public opinion or legislators" loom large in the group's deliberations?

6. **How pessimistic is the group?** Is the group confident in its capacity to cope with challenges? Does the group believe in its legitimacy and right to govern?

7. **How intense is conformity pressure in the group?** What happens to group members who express unpopular views or arguments? Are they severely punished?
Are they tolerated (up to a point)? Or is playing the devil's advocate even encouraged as a way of improving the quality of decision making?

**8. How problem-focused and technocratic is the group?** Do group members work hard at their jobs? Are they accountable for performance (when key projects fail, do resignations follow)? Is there a no-nonsense, task-oriented feeling in groups meetings? Do technocrats or pork-barrelers "call the shots"?

**9. How centralized is authority in the group?** Does a small group make all decisions among themselves? Or does the group consult widely with a variety of actors? Is the group comfortable with fluid, power-sharing relationships?

**10. How coercive is the group?** Is the group prepared to do whatever it must do to acquire and maintain power, up to and including mass murder? Or is the group -- for moral or political reasons-- restrained in its pursuit and exercise of power?

**Types of Comparisons**

Once you complete a Q-sort of a group, we can summarize that group on each of the 10 process indicator scores. Analysts report that this information is useful by itself for writing reports. In addition, we can enter the Q-sort into our growing database and make a host of potentially useful comparisons:

**Across Time.** How has the leadership group changed? By comparing Q Sorts of the same group at different times (e.g., the Sandinista Directorate in 1989 and 1992; the Soviet Politburo in 1984, 1985, 1989, and 1991), we can quickly and efficiently identify historical continuities and discontinuities. Is the group leader stronger or weaker? Is the group more or less cohesive? Corrupt? Tolerant of dissent and other
viewpoints?

**Across Experts.** Do experts agree in their assessments of the group? What are the key points of agreement and disagreement within the expert community at a given time? Why do experts take the positions they do in their assessments? Analysts have often found it useful to discuss those Q-sort items that provoke the widest disagreement among them.

**Across Groups.** Which leadership groups from the past does this recently assessed group most resemble? These comparisons often identify a number of groups with Q-sort profiles similar to the group of current interest. Each historical analogy or precedent suggests a different "possible future" for the current group. We recommend follow-up analyses of each possible analogy, including: (a) listing key points of similarity and dissimilarity between the current group and similar groups from the past; (b) listing information on what happened to similar groups from the past (group fates).

In addition to searching for thought-provoking historical precedents, we recommend comparing Qsorts of leadership groups that compete for power within or across countries -- groups such as the leadership council of the African National Congress and the de Klerk cabinet in South Africa or the Nuhayyan and Maktum clans in the United Arab Emirates, or the ruling cliques in Armenia and Azerbaijan. These assessments highlight ways in which one group may be well positioned to take advantage of relative weaknesses in the other.

**Actual Groups to Ideal Type Patterns.** We can compare Qsorts of actual groups to
purposefully exaggerated ideal type patterns of group dynamics. These ideal types are described in detail later, but they include Absolutism (all power in one person), Kleptocracy (power based purely on corruption and patronage), Technocracy (power based purely on knowledge and skill), Groupthink (conformity pressures constrict policy analysis), Incipient Anarchy (group dissolves into warring factions), and Collective Madness (group completely loses contact with reality). We can inform analysts whenever an actual group begins to resemble one or more of these ideal types and list key points of similarity and dissimilarity between actual groups and any of the ideal types.

Group Fates and Scenario Generation

Analysts have had their fill of false promises of forecasting techniques. We shall not add to that dubious legacy here. Nonetheless, Q sorts of leadership groups by seasoned analysts often contain the seeds of future developments. We cannot specify when the seeds will sprout or exactly what form the new developments will take, but we can characterize patterns of group functioning that are associated with particular types of political outcomes. Consider three examples:

(a) the Q-sort assessments of the Yugoslav Collective Federal Presidency in February 1990 and of the USSR Council of the Federation in October of 1990 revealed extremely low scores on Leader Strength and high scores on Factionalism. These groups did not resemble any known viable national leaderships, but did resemble the ideal type Q-sort of Incipient Anarchy that characterizes groups on the verge of dissolving into warring factions;
(b) the Q-sort assessment of economic policy makers in Mexico in February 1990 revealed a homogeneous, intellectually high-powered, problem-focused and technocratic group that bore a marked resemblance to decision-making teams from the past -- such as the Marshall Plan group -- that were successful in crafting politically viable and economically sound policy programs. The Q-sort not only suggested that this group was serious about reaching a free-trade agreement, it also contained useful advice for trade negotiators: thorough technical preparation is critical in dealing with the Salinas team;

(c) the Q-sort assessment of the Thatcher Cabinet in September 1989 revealed a highly intelligent and hard-working leader who could be self-righteous, closed minded, and contemptuous of those who disagreed with her. The most similar ideal type was Groupthink which led to the prediction that the group would persist with failing policies. The most similar historical precedent was the LBJ Tuesday lunch group which escalated American involvement in the Vietnam War. This analysis suggested that the Thatcher group would persist with policies long after they became political liabilities, and that key members of the group (impressive people in their own right with independent power bases) would probably turn on the group leader if her political standing fell below a threshold point.

The Group-Fate feature allows analysts to add information to the file on what has happened to leadership groups since they were last assessed via Q-Sort. This information falls into four categories: "Current Status of the Group", "Changes in the Workings of the Group", "Political Economic Strategies and their Effectiveness", and "Commentary"
(specific Group-fate questions can be found in the Appendix). The group-fate feature also
allows analysts to access group fates that have already been entered into the files of particular
past groups--information that can be useful in judging the plausibility of possible futures for
groups of current interest. It turned out, for example, that the unsuccessful Lithuanian
leadership of President Landsbergis (February, 1991) strongly resembled three historical
precedents which, according to the group fate information, "pursued failing lines of policy
despite numerous warnings" (the Thatcher cabinet of 1989, the Chamberlain cabinet of 1938,
and the LBJ Tuesday lunch group of 1965).

We do not, of course, claim that the group-fate feature permits accurate point
predictions of political outcomes. The group-fate feature does, however, open up the exciting
possibilities of keeping systematic track of when Q-sort assessments prove predictively useful,
of when they do not, of identifying the causes of predictive successes and failures, and of
improving future forecasting performance.

Summary Remarks

GDQ has become part of the institutional memory of the Office of Leadership
Analysis -- a repository of information on group dynamics in a wide range of cultures and
historical periods that analysts can readily access and use in writing reports. The software
system described in this manual allows you to tap into this institutional memory: you can do
a Q-sort, file it, retrieve old Q sorts, and highlight key themes in Q-sorts by computing
process-indicator scores and generating bargraphs. You can also compare your Q-sort to 12
ideal-type patterns of group dynamics. Perhaps most important, you can now compare your
Q-sort to other actual groups in the database and note particular similarities and differences
between your Q-sort and these potential historical analogies. Using the group fate feature, you can summon information on what happened to these groups from the past -- information that may help you in generating or eliminating forecasting scenarios for groups in the present.
2. Getting Started

Where do I begin?

Click the Public Application icon, then double click the GDQ icon. Use the left button on the mouse to perform all clicks. You will see the main window, called GDQ Service.

GDQ Service. Below is a list of the main options in GDQ Service.

File: This option is for managing files and has eight suboptions:

1) New to start a new Q-Sort.

2) Open to open a Q-Sort that has already been stored in your working directory.

3) Close to close a Q-Sort.

4) Save for saving a Q-Sort with Group ID information and a file name in your working directory.

5) Save as for saving a Q-Sort without Group ID and a filename in your working directory.

6) Delete for deleting a Q-Sort from your working directory.

7) Print to print the Q-Sort items.

8) Exit to exit the program.

Database: This option is for retrieving Q-sorts and managing group fate information. It has three suboptions.

1) Retrieve for retrieving a Q-sort from the database.

2) Group Fates for inputing group fates or examining group fates in the database.
3) **Save** for saving a Q-sort in the database.

**Analysis:** This option is for analyzing Q-Sorts and has four suboptions:

1) **Process Indicator Scores** lists and defines the 10 process indicator scores.

2) **Ideal Type Information** lists and defines the 12 ideal type patterns of group dynamics.

3) **Comparison to ideal types** allows you to compare your Q-sort to the ideal patterns of groups. You can obtain correlations between your Q-sort and each of the 12 ideal types. You can also perform item analyses to identify those items that best capture key similarities and differences between your Q-Sort and any ideal type. Finally, you can obtain bargraphs that allow you to compare your Q-sort with any ideal type on the 10 process indicator scores.

4) **Comparison to database Q sorts** allows you to compare your Q-sort with the 12 most similar actual groups in the database. This feature computes correlations between your Q-sort and Q-sorts of the 12 most similar groups. It also performs item analyses to identify those items that capture key similarities and differences between your Q-Sort and any of these 12 groups. Finally, it generates bargraphs that compare your Q-sort with Q-sorts of similar groups on the 10 process indicator scores.

**Doing a new Q-Sort**

To do a new Q-sort, click "File", then "New". You will see 100 boxes that represent Q-sort items. Below the boxes is a bargraph which consists of 9 columns representing categories into which you will place the items.
We recommend that you do a new Q-Sort in two phases. First, you should put items into whatever category you judge appropriate, without worrying about any prescribed category limits. Then you can fine-tune your responses and check whether your Q-Sort is reasonably close to the recommended distribution (shown with columns).

Assigning items to categories

To begin, put the cursor on any of the 100 boxes and click the mouse. For example, suppose you click item number "1". A window labelled "Category Choice" will appear. The window displays the statements for Item 1 and a box called Category with numbers from 1 to 9. If you believe that the upper statement is more characteristic of the group, you should use categories 1, 2, 3, or 4. Category 1 is for "Extremely Characteristic" upper statements, Category 2 is for "Highly Characteristic" upper statements, Category 3 is for "Quite Characteristic" upper statements, and Category 4 is for "Slightly Characteristic" upper statements. If you believe the lower statement is more characteristic of the group, you should use categories 6, 7, 8, or 9. Category 6 is for "Slightly Characteristic" lower statements, Category 7 is for "Quite Characteristic" lower statements, Category 8 is for "Highly Characteristic" lower statements, and Category 9 is for "Extremely Characteristic" lower statements. If you feel neither statement is at all characteristic of the group, you should assign the item to Category 5.

To summarize, the 9 categories are labelled as follows:

1 = Top Statement is Extremely Characteristic

2 = Top Statement is Highly Characteristic

3 = Top Statement is Quite Characteristic
4 = Top Statement is Slightly Characteristic
5 = Neither Top nor Bottom Statement is Characteristic
6 = Bottom Statement is Slightly Characteristic
7 = Bottom Statement is Quite Characteristic
8 = Bottom Statement is Highly Characteristic
9 = Bottom Statement is Extremely Characteristic

Each category is initially set to 5, which means that the black ball will appear beside number 5. If you think that the top statement of Item 1 is "Quite" characteristic of the group, put the cursor on the ball next to number 3, and double click the mouse. (An alternative method is to click number 3, followed by "OK"). The box for Item 1 will now appear inside the third column of the bargraph.

The GDQ program functions best if there are only a certain number of items in each category. The columns in the histogram vary in height because they are designed to hold a fixed number of items in each category. Category 1 should ideally have 5 items; Category 2, 8 items; Category 3, 12 items; Category 4, 16 items; Category 5, 18 items; Category 6, 16 items; Category 7, 12 items; Category 8, 8 items; Category 9, 5 items.

Although asking analysts to place certain numbers of items in each category creates extra work, it adds to the quality of the final product (especially to the quality of the cross-analyst, cross-time, and cross-group comparisons we can make). Research reveals that when experts rate groups, large individual differences in "judgmental" style emerge. Some judges are extremely confident and assign a lot of "Extremely Characteristic" ratings to items, whereas other judges are most comfortable using the middle categories. When we compare two analysts who have sharply contrasting styles of judgment, we might conclude they disagree a great deal when, in fact, they are in fundamental agreement—they just have different personal thresholds for saying that something is characteristic of something else. The Q-Sort solves this problem by asking analysts to use the rating scale in a standardized way and to assign a set number of items to each category.
These numerical goals for item placements are not mandatory. The program will work if you assign "too many" items to some categories and "too few" items to other categories. We recommend however that you try not to deviate too much from the prescribed distribution. As a rule of thumb, construct your Q-sort so that no more than 10 items are out of place across all categories.

Correcting item placements

You can make corrections in two ways. If you want to change the placements of an item before you double clicked the item's number, simply click the new category number. If you want to change placement after you have double clicked and the item box has been moved, put the cursor on the box representing that item in the bargraph and click the mouse. The item window will reappear, and you can then reassign it to another category. Continue assigning items to categories until you have moved all 100 items into the bargraph. This completes the first phase.

Opening an existing Q-sort

To examine or modify a Q-sort on your working directory (such as a Q-sort that you didn't have time to finish in one session), click "File", then "Open". An Open Window will appear. Search for the filename in the File box and double click on the filename. Alternatively, type the name of the desired Q-sort in the file name box, then click "OK".
3. Fine-Tuning a Q-Sort

The number of items placed in each category after the initial phase will usually not conform to the ideal distribution. Therefore, it is usually necessary to resort some items so that the item assignments at least approximately match the heights of the columns in the bargraph.

The second phase

Begin with the extreme categories. These categories have the greatest influence on the Q-Sort, so it is important to insure that items in these categories are correctly classified. Start with Categories 1, 2, and 3. Make sure that all items belong in these categories. And, whenever appropriate, move items across categories to achieve the "correct" number of items in each category. Then go on to Categories 9, 8, and 7, and do the same. Don’t worry as much about the items in the middle categories. If the number of items in each category is approximately correct, the analysis will still be valid and informative.

Moving items

To examine the items in a category, click the mouse on the number at the base of the column. A window called Display Items will appear. Items are shown in the large box on the left. If you click categories 1 through 4, only the top statements (labelled T) are displayed. If you click category 5, both statements are shown. If you click categories 6 through 9, only the bottom statements (labelled B) are shown.

Category numbers and item numbers appear in the upper right corner. The category number just reminds you which category you are examining, and the item number tells you which item is currently activated.
"Move Up" and "Move Down" are options for placing items into the next higher or next lower categories. Items can only be moved up or down one category at a time. For example, an item in Category 7 can be moved to either Category 8 or Category 6. "Continue" confirms any changes and returns you to the bargraph display. "Cancel" cancels all previous moves up or down.

When you finish moving items or if you want to see how many items remain in the category, click "Continue". The category display window will disappear, and the bargraph will reappear. If you change your mind about an item placement, click "Cancel" instead of "Continue". The window display will vanish and the bargraph will reappear. No changes will have been made.

Suppose you have too many items in Category 1. To list all items in Category 1, click the box labelled 1. The top statement for each item pair (labelled T) will appear. Use the scroll bar on the right to view all of the items. The black bar identifies which item is activated. Suppose you want to move an item into Category 2. Put the black bar on any line of that item and click "Move Up" once. That item will vanish from the item display, but the move does not actually take place until you click "Continue". You can move several items up or down before you click "Continue". (Note: Items in Category 1 can only be moved up, and items in Category 9 can only be moved down.)

Suppose you don't have enough items in Category 1. To list all of the items in Category 2, click number 2. Scroll through and decide which items are "Extremely Characteristic" rather than "Highly Characteristic" of the group. Click each item that you want to move, followed by "Move Down". When you have moved all of the desired items, click
"Continue".

Suppose you want to move items from Category 5. In Category 5, both the top and the bottom statements will appear. If the top statement is more characteristic of the group, you can move the item into Category 4. Put the cursor or the black bar on any line of the item and click "Move Down". If the bottom statement is more characteristic of the group, move the item into Category 6 by clicking "Move Up".

**A short cut**

There is a quick way to move items without displaying them. Put the cursor on any item in the bargraph and click the mouse. A window containing that item will appear. You can reassign the item to another category by double clicking the black ball next to the desired category. There is no need to begin reassignments at the top of the column. You can choose any item in a column for reassignment, even if that item creates a gap between items.
4. Saving, Deleting, Printing a Q-Sort in the Working Directory

Saving a Q-Sort in the working directory

To save a new Q-sort in your working directory, move the mouse to the upper left corner of the screen and click "File", then "Save as". A window called Save as-Q-sort ID will appear. Here, you will be asked to provide the following identifying information about the leadership group:

a) Political Entity specifies the relevant country;

b) Time Period identifies the time for which the Q-Sort characterization holds;

c) Group Type specifies the type of group which was assessed (e.g., top political leadership, military command, economic advisors,...);

d) Source specifies the source of the information on which the Q-Sort was based.

Suppose you have just finished a Q-sort on the British cabinet. The appropriate label for "Political Entity" would be United Kingdom. Type United Kingdom in the box. Then, move the cursor to the next row, "Time Period", by placing the mouse anywhere in the "Time Period" box and clicking. If you prefer to use the keyboard, push the "Tab" key. If the assessment is current, type today’s date in the box (include month and year). If the assessment is historical, type in the time period that your Q-Sort assessment covers. "Group Type" for the British cabinet would be Top Political Leadership. "Source" refers to the information you drew upon for the Q-sort. It might refer to a book, interviews, embassy reports, etc. If you are basing the Q-sort on your own expert opinion without regard to any particular source, type "Expert Judgment" in the box.

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If you notice mistakes or omissions, simply move the cursor to that box, and click the mouse. Then begin typing or deleting. When you finish, click "OK".

Labelling a file

After you have provided the Group ID information and clicked "OK", a Save as window will appear. In the box beside "File Name", type the file name you would like to assign to this Q-sort. A filename can have no more than 8 characters, and the extension should always be QST for Q-sort. For example, a Q-sort of the British Cabinet might be given the filename, BRITCAB.QST. Suppose you want to know whether a particular filename has already been used for a Q-Sort. It is easy to browse through your working directory. You may change your working directory by selecting a different drive and/or a different subdirectory.

If the name that you select has already been assigned to another Q-sort, a warning message will appear. This message asks you if you want to overwrite the file already stored on the computer. If so, click "Yes". The original file will be erased, and the new file will be stored with the name you just selected. If you prefer to give the current Q-sort a different name, click "No" and assign the Q-Sort a new filename.

Saving a change in an existing Q-sort

If you are working on an existing Q-sort with Group ID information and a filename, click "Save", rather than "Save as". The Q-sort will be stored in your working directory.

Suppose you make changes on a Q-Sort and you would like to store the changes as another Q-Sort with a different filename. Click "Save as", and the Group ID information box will appear. After the Group ID information has been provided, click "OK" and then give the
Q-Sort a new filename.

**Saving a Q-sort in the database**

To save a Q-sort in the database, click "Database," then "Save as". If you have not provide the Group ID information, you will need to do so. If Group ID information is identical to the Group ID information assigned to another Q-sort in the database, a message will appear, and you will be asked if you want to overwrite the Q-sort in the database. If *Yes*, a message box will appear. This box reminds you that permission is required for modifying Q sorts in the database. If you don’t have permission, click "Cancel".

**Deleting a Q-Sort in the working directory**

Click "File", then "Delete". Specify the name of the file to be deleted by double clicking the filename in the Files box. The file will then be deleted from the hard disk.

**Printing the items in a Q-Sort**

Click "Print" under File, and a print window will appear. First, decide whether you want the most characteristic statement from each item (Single) or both characteristic and uncharacteristic statements (Pair). Click the black ball beside the desired option. Next, decide which categories you want to print. The default option is to print all of the categories, but this is a quite long list. If you are interested in the "Extremely Characteristic" statements, deactivate Categories 2, 3, 4, 5, 6, 7, and 8. If you would also like to see the "Highly Characteristic" statements, deactivate Categories 3, 4, 5, 6, and 7, and keep categories 2 and 8. After making your selections, click "OK".
5. Analyzing a Q-Sort

Process indicator scores

Process indicator scores is the first option under Analysis. This option lists and defines 10 scores that summarize key themes in your Q-Sort. These definitions are also given in the Appendix. Scores range from 1 to 9. We consider scores greater than 6 to be distinctively high, and scores lower than 4 to be distinctively low. If you want a copy of the process indicator scores, click "Print". If you want to create a file with the 10 process indicator scores for your Q-Sort, click "Save", and a window will appear. In the space labelled "Save as filename", write the name of the file that will contain the process indicator scores. For example, if you wanted to save process indicator scores for the British cabinet, you might label the file, BRITCAB.PI (for British Cabinet, Process indicator scores). This file could be useful if you want to display the scores graphically using another graphics package. Remember that this option creates a file with 10 process indicator scores; it does not contain the 100 Q-Sort items. You can not open this file in the GDQ program.

Ideal type information

To get information about ideal types, click "Analysis", followed by "Ideal type information". You will get a list of the 12 ideal types and definitions of each. If you want to print the definitions of the ideal types, click "Print".

Comparing a Q-Sort to the ideal types

This option provides you with correlations between your Q-Sort and each of the 12 ideal types. If you want to print the correlations, click "Print". If you would like to find out which items capture key similarities and differences between your group and an ideal type,
click "Item". A window called **Q-sort Items** will appear. We recommend item analyses on ideal types that have correlations of .3 or greater with your Q-Sort. There are two item analyses for each ideal type: **Similar** and **Dissimilar**. The option, "**Similar**", displays the key similarities in item placement between your Q-Sort and the ideal type Q-Sort. To be listed, these items must pass two tests: (a) they received extreme ratings (1, 2, 3 or 7, 8, and 9) in both your Q-Sort and the ideal type Q-Sort, and (b) the ratings were either identical or differed by only 1 category. The option, "**Dissimilar**", displays items that show key differences between your Q-Sort and the ideal type Q-Sort (differences in item placements of 6 or more). If you would like to see similar or dissimilar items for your group and any ideal type, click the appropriate boxes. Then click "**Print**".

**Graphical Displays**

This option allows you to see the process indicator scores for your group and also gives you the opportunity to compare your group’s scores with those of each of ideal type. "**View**" allows you to see the selected graphs before printing. By default, all of the graphs are shown. You can print any graphs you wish by clicking "**Print**". The options, "**Next**" and "**Previous**", give you the next and previous graphs, respectively. When finished, click "**Cancel**". If you want to print all of the graphs without viewing them, click "**Print All**".

**Comparing a Q-Sort to similar Q- Sorts in the database**

This option gives you the opportunity to assess the degree to which, and the ways in which, your Q-sort resembles the 12 most highly correlated groups in the database. GDQ provides a list of correlations between your group and the 12 most highly correlated groups in the database. (Correlations are based on the 100 items.) If you want to see which items
capture the key similarities and differences between your group and any of the database
groups, click "Item". A window will appear, and you can select the groups for which you
would like to see the most similar and/or most dissimilar items. Use the mouse to make your
selections, then click "Print".

If you would like to see graphs that show you how your group compares to any of the
12 most highly correlated groups, click "Graph". Use the mouse to make your selections.
We recommend that you generate graphs for those groups having correlations of .3 or greater
with your Q-sort.

If you want to find out what happened to any of the database groups, click "Fate". A
window called Q-sort Fate appears. For each of the 12 groups that are most highly correlated
with your Q-sort, you will be given information about the Political Entity, the Time Period,
the Group Type, and the Source for the database group. Then, if group fate information is
available, you will be given a set of statements that characterize the changes in the group
since the original assessment and the time that the update was performed. To read about all
12 most highly-correlated groups, use the scroll bar on the right. To get a copy of the group
fate information, click "Print".
6. Using Q-sorts in the Database

Exploring Q-sorts in the database

To see a list of the Q-sorts that are stored in the database, click "Database", followed by "Retrieve". A window that lists Q-sorted groups will appear. As you scroll down the list, the time period, group type, and source of the information will also be shown for each group in other boxes.

Loading a Q-sort from the database into the GDQ program

To load one of the database Q-sorts into the GDQ program, click "Database", followed by "Retrieve", and then select the Q-sort of interest. When you are done, click "OK". You can then analyze the Q-sort, view relevant graphs, compare the Q-sort to other Q-sorts in the database, read about the group's fate, or print out items, as explained in the earlier sections.
7. Group Fates

Exploring group fates

Click "Database", followed by "Retrieve", then select the Q-sort of interest. A histogram with 100 sorted items will appear. Click "Database", again, followed by "Group Fates". A Q-sort Fate window will appear with identifying information for the Q-sort you have selected. To read about the group’s fate, click "Display". If you want a copy of the information, click "Print".

Providing group fate information

To input group fate information, click "Database", followed by "Retrieves", then select the Q-sort of interest. After that, click "Database" again, followed by "Group Fates". The Q-sort ID information will be shown at the top of the window. Type in the month and year of the group fate update. Then click the box labelled "1" under Current Status of the Group, and answer the questions. A check mark will appear in the box underneath the number when you have completed the question. Continue down and click each number under Changes in the Workings of the Group and Political-Economic Strategies and their Effectiveness. Finally, click the box labelled "Commentary". Write up to 2,000 characters describing the changes in the group and, if you wish, elaborating on any of the previous questions. When you are done, click "OK".
8. Exiting the Program

How do I exit GDQ?

To exit the program, click "File", followed by "Exit". If you have a Q-sort that is still loaded in the GDQ program, a message will appear, and you will be asked if you wish to save the Q-Sort. If so, click "Yes", and the Q-Sort is automatically saved. If Group ID information and a filename have not been assigned, those boxes will also appear. Otherwise, click "No", and exit the program.
9. Technical Information

Operating System: OS/2 Version 2.1

Programming Language: IBM C/C++ (32 Bit)

Presentation Manager Toolkit for OS/2 Version 2.0, GPF PM Version 2.1

Notes for the System Administrator:

Four steps are necessary to load and install GDQ and the database on the network.

1. To setup GDQ, copy the GDQ.EXE file into a subdirectory (e.g., C:\GDQ\BIN) on the server. Then copy GDQUFX.DLL to a subdirectory where all other DLL files are stored (e.g., C:\LANDDLL) on the server. Next, copy the utility files, including GDQ.DBI into a subdirectory called C:\GDQ\DATABASE. Then create a working directory to store the Q-sort files (e.g., C:\GDQ\QSORT). Finally, create a public application called GDQ using the network services where you can specify the path for the GDQ program, the name of the GDQ program, the four parameters for the GDQ program (for more information, see the README file), as well as the working directory.

2. Create a GDQ database on the SQL server, and name the database ‘gdqdb’. Create a table called 'GDQSORTS' within the database. To do this, use the parameters specified in GDQTABLE.QRY. Then create a table index with parameters specified in GDQTABLE.QRY (for more information, see GDQREAD.ME). Use a text editor to read the GDQSORTS.DBI file and make sure these are the files to be loaded in the database. Use the GDQIN.CMD file to upload the Q-rorsts from GDQSORTS.DBI into the GDQ database on the SQL server.

3. Test the client machines. Click the GDQ icon on a client machine. Read a database
Q-sort to make sure the database has been setup correctly.

4. Convert any Q-sorts and put into the database, if desired. GDQCVT is used to convert old Q-sorts into the format for GDQ Version 2.1. Make the conversion by issuing the command "GDQCVT". Click the file, then click convert. Load the file into GDQ and save it.

Relevant Files

READ.ME

GDQ.exe takes four parameters. If no parameter is specified, GDQ.exe will still run, but you will not be able to access the Q-sort database. The following is a generic command line:

GDQ.exe /s servername /u username /p password /d dbname

The four DLL files, DBNMPP.DLL, MSHELP.DLL, PDBLIB.DLL, and GDQUFX.DLL must be copied to a LAN’s DLL subdirectory. These files are necessary for running the GDQ program. If the first three DLL files are already accessible from a SQL’s DLL subdirectory, you only need to come GDQUFX.DLL to an appropriate subdirectory.

GDQREAD.ME

There are two categories of utility files to be used with the GDQ program. The first category contains a set of SQL statement query files with the extension .QRY. These files must be loaded in the ISQL utility program to execute. Check the reference manual for details regarding this utility program. The generic format is:

isql /s servername /u username /p password < queryfile > outfile

GDQTABLE.QRY: Creates a Q-sort table to be used by the GDQ program.
GDQINDEX.QRY: Creates a Q-sort table index after the table is created.
GDQDELEL.QRY: Deletes all Q-sort group data from the Q-sort table.
GDQID.QRY: Query all of the Q-sort IDs in the GDQ database table.

In the above query files, the name of the database is assumed to be ‘gdqdb’. You may need to modify the parameters in the two command files to make sure that they are compatible with your SQL server and database configuration.

The second category contains two command files: GDQIN.CMD and GDQOUT.CMD.

GDQIN.CMD: Bulk copies all of the Q-sort group data contained in an ascii file into the GDQ database table.

GDQOUT.CMD: Bulk copies all of the Qsorts from the GDQ database table into an ascii file.

You should initially use GDQIN.CMD to upload all Q-sort files contained in an ascii file (e.g., GDQSORTS.DBI) to the SQL server. You may then use GDQOUT.CMD to download all the Q-sort group data into an ascii file (e.g., GDQSORTS.DBO). Edit the Q-sort data file, and use GDQIN.CMD to upload the modified data contained in the input file (e.g., GDQSORTS.DBI) into the GDQ database table.

GDQIN.CMD

/bcp gdqdb..gdqsorts in gdqsorts.dbi /c /t @\n /t #EOR#\n /U sa /P /S ilqsa

The above utility command sends a set of Q-sort group data into the SQL server. Here is an explanation of the parameters. ’bcp’ is the bulk copy command. ’gdqdb..gdqsorts’ specifies database ’gdqdb’ and its Q-sort table ’gdqsorts’. ’in’ indicates a ’send’ bulk copy operation. ’gdqsorts.dbi’ is the name of the file containing the Q-sort group data. ’/c’ indicates character
datatype copy operation. '/t @\n' means a table column is ended with terminator '@\n' (i.e., '@' followed by a new line character '/n'). '/r #EOR#\n' means a group record (table row) is ended with terminator '#EOR#\n' (i.e., '#EOR#' followed by two new line characters '\n\n'). Finally, '/u sa' means that the username is 'sa', and '/p' is 'ilqsa'.

You may make necessary changes to the parameters in the command line to reconfigure your bulk copy operation.

Press Ctrl and C to cancel this bulk copy operation. Press any other key to continue.

**GDQOUT.CMD:**

```
bcp gdqdb..gdqsorts out gdqsorts.dbo /c /t @\n /r #EOR#\n /U sa /P /S ilqsa
```

The above utility command bulk copies Q-sort group data from the SQL server. 'bcp' is the bulk copy command. 'gdqdb..gdqsorts' specifies database 'gdqdb' and its Q-sort table 'gsqsorts'. 'out' indicates a 'receive' bulk copy operation. 'gdqsorts.dbo' is the name of the file receiving the Q-sort data. '/c' indicates character datatype copy operation. '/t @\n' means a table column is ended with terminator '@\n' (i.e. '@' followed by a new line character '\n'). '/r #EOR#\n' means a group record (table row) is ended with terminator '#EOR#\n\n'). Finally, '/u sa' means the username is 'sa'. '/p ' means the password is empty, and '/s ilqsa' means the servername is 'ilqsa'.

You may make necessary changes to the parameters in the command line to reconfigure this bulk copy operation.

Press Ctrl and C to cancel this bulk operation. Press any other key to continue.
10. Appendices

1. Instructions

Welcome to the Group Dynamics Q-Sort!

The Group Dynamics Q-Sort consists of 100 pairs of statements that describe the variety of ways in which political leadership groups function. The items cover such key assessment issues as: Is the group leader in solid control? Is he open- or closed-minded? Are rival factions competing for influence? Is the group corrupt? Is the group accountable to other sources of power?

To start a Q-Sort, click the menu "File" and then "New" after clicking "Cancel" to leave these instructions. To view an item, point the mouse directly at one of the 100 numbered boxes at the top of the screen and click. If you clicked Box 63, the following item would appear:

**Group members are convinced that the leader possesses political skills that are critical for achieving group goals**

vs.

**Group members harbor serious doubts about the leader’s effectiveness.**

Your task is to judge whether the top or bottom statement is more characteristic of the leadership group you have in mind. If you believe the top statement is extremely characteristic, you should click '1'; if you believe the bottom statement is extremely characteristic, you should click '9'. If you believe neither statement captures what is going on in the group, click '5'.
1 = Top Statement is Extremely Characteristic
2 = Top Statement is Highly Characteristic
3 = Top Statement is Quite Characteristic
4 = Top Statement is Slightly Characteristic
5 = Neither Top nor Bottom Statement is Characteristic
6 = Bottom Statement is Slightly Characteristic
7 = Bottom Statement is Quite Characteristic
8 = Bottom Statement is Highly Characteristic
9 = Bottom Statement is Extremely Characteristic

After clicking the appropriate number, click "OK". The designated box will move from the top of the screen into one of the 9 columns in the bargraph (depending on which rating you assigned). You can now use the mouse to rate other items.

The bargraph display will gradually fill up with item boxes. Do not worry if the height of the boxes exceeds that of the columns. The program will continue to accept your input. The bargraph columns exist simply to remind you to spread out your ratings across the full 1 to 9 scale.

If you spread out your ratings approximately as the bargraph recommends -- so the height of the your piled boxes roughly parallels the height of the bargraph columns -- it will enhance the quality of the feedback we can later provide you. We can more readily compare your Q-Sort description of the group to other experts' descriptions of the same group (if available) as well as to other groups in the database. Do not however spend a lot of time
worrying about getting an exact fit. If the height of your boxes sometimes falls a few short of the column heights and sometimes a few above the column heights, we will still be able to make all of the desired comparisons.
Process Indicator Scores

Process-indicator scales serve to highlight key themes running through a Q-sort of a group. These scales perform this function by identifying items that address common issues and then combining the scores assigned to these items. Process-indicator scales can be particularly helpful in summarizing Q-sort assessments. One can boil down 100 item scores to 10 scale scores.

We consider scale scores greater than 6 to be distinctively high and scale scores lower than 4 to be distinctively low. We list below the 10 process-indicator scale scores for your Q-sort assessment. To assist your interpretation of the results, we list definitions of each process-indicator scale below the scores.

1. Leadership Strength (LST): A high score is diagnostic of a leader with a great deal of personal energy and dynamism who has successfully consolidated power in the group. A low score indicates a leader who has lost virtually all control and who may well be on the verge of either resignation or being deposed.

2. Factionalism (FAC): A high score is diagnostic of a deeply divided group whose members devote much more time to struggling with each other than they devote to solving external problems. A low score indicates a cohesive group whose members share well-defined goals and work harmoniously together.

3. Rigidity (RIG): A high score is diagnostic of a group culture that discourages flexible, trade-off reasoning and encourages rigid adherence to doctrine and self-righteousness. A low score indicates the opposite style of group decision making.

4. Corruption (COR): A high score is diagnostic of a group culture in which
nepotism, cronyism and inefficiency are so widely accepted that they are taken for granted. A low score indicates a leadership group in which members feel constrained by external accountability checks and demonstrate a genuine concern for identifying and implementing policies for the general good of society.

5. **Democratic Polity (DEM):** A high score is diagnostic of a leadership group that is accountable to other political actors and to legal or constitutional authorities. A low score indicates a group that is oblivious to public opinion and shows little respect for legal norms or legislative accountability.

6. **Pessimism (PSM):** A high score is diagnostic of a leadership group that has lost hope in its capacity to control events and even to survive politically. A low score indicates an optimistic group that shows little doubt in both its legitimacy and its ability to cope effectively with new challenges.

7. **Conformity (CON):** A high score is diagnostic of a group culture in which conformity pressures have become so intense that the group has become increasingly detached from reality and slow to recognize the shortcomings of its policies. A low score indicates a group that is tolerant of vigorous debate and self-critical policy analysis.

8. **Task-Oriented (T-O):** A high score is diagnostic of a group that devotes a great deal of energy to solving specific problems and that places high value on technical-scientific knowledge in making decisions. A low score indicates a group that lives in a world of abstractions, avoids taking on specific problems, and subordinates technical-scientific considerations to other concerns -- be they ideological, religious, or simply expediency.

9. **Centralization-of-Authority (COA):** A high score is diagnostic of a group that
has centralized virtually all decision-making authority in itself and is minimally accountable
to other political actors and institutions. A low score indicates a group that has learned to
work within a pluralistic political system in which power is diffused across a variety of actors
and institutions.

10. Coercion (CRN): A high score is diagnostic of a group that is capable of doing
virtually anything to maintain or expand its hold on power -- up to and including mass
murder. A low score indicates a group that, for moral, cultural, or political reasons, is
constrained in its exercise of power.
**Ideal Types**

Ideal types represent extreme (deliberately exaggerated) forms that leadership group dynamics can take. It is very rare that any actual group will perfectly resemble an ideal type. Nonetheless, most groups do resemble some ideal types to some degree. This information can be useful in sharpening our thinking about the group. At present, there are twelve ideal types in the Q-sort database. We list below definitions of each of the twelve ideal types.

1. **Absolutism**: In this ideal type, authority and power are totally centralized in the group leader who claims to be the embodiment of the will of the people and of all political wisdom. Although ideal types are not based on any one historical case, it would be surprising if the regimes of Stalin, Mao, and Kim Il Sung did not fit this pattern of group functioning very well.

2. **Kleptocracy**: The defining features of this ideal type are an obsessive concern among members of the leadership group with enriching themselves and their key supporters, an absence of institutional and legal constraints on the leadership group, and an interest in technical/rational problems of governance only insofar as such problems impinge on fairly immediate prospects for self- and group-aggrandizement. There is no commitment, however, to the notion that kleptocratic power be centralized in the hands of one super-patron -- although that often is the case (e.g., Papa Doc Duvalier, Ferdinand Marcos).

3. **Competitive Oligarchy**: Here we see a blending of two contradictory patterns of political group dynamics: tendencies toward authoritarianism (concentration of power in a small number of persons) and tendencies toward factionalism and power struggles among the most influential political actors. Historical prototypes include the Soviet Politburo in the
mid-1950s and in the mid-1960s.

4. **Cohesive Oligarchy**: Here the autonomous power-brokers who make up the leadership group agree on ground rules that constrain competition for influence and scarce resources. Cohesive oligarchies may arise because group members share religious or cultural values (e.g., Confucianist political cultures) or because group members perceive the costs of uncontrolled in-fighting as prohibitive (e.g., groups that confront powerful opposition movements, insurgencies, or foreign adversaries). A common foe or shared goal has been known to transform collections of squabbling rivals into cohesive, even spirited, groups.

5. **Stable Democratic Polity**: The leadership group works within well-established and widely accepted legal or constitutional constraints of a democratic political system (the group is accountable to a legislature and, ultimately, the electorate). The group represents the interests of a broad cross-section of society and, for the moment at least, does not confront serious challenges to its authority or legitimacy.

6. **Groupthink**: Groupthink refers to the build-up of intense pressures for in-group conformity and unanimity--pressures that can prevent the leadership group from dispassionately appraising the pro's and con's of different policies and can lead the group, on occasion, to act in rash, ill-considered ways. Intolerance for dissent (even when expressed discreetly in private) is a hallmark of groupthink.

7. **Incipient Anarchy**: Leadership groups may come apart for many reasons. For instance, oligarchies that fail to work out ground rules for intra-group political competition face the serious risk that factional politics will deteriorate into plots, conspiracies, and even civil war (Chad or Lebanon in the late 1970's). Kleptocracies may mismanage the affairs of
state so severely that even traditional patron-client ties begin to disintegrate (e.g., Haiti). Democratic governments may postpone economically necessary but politically painful reforms so long that violent seizure of power--by the military or armed insurrectionists--appears inevitable. Whatever the ultimate causes of the collapse of authority, this ideal type focuses on the political psychological symptoms. What do leadership groups in political systems on the verge of anarchy look like?

8. Technocracy: This type of leadership group consists of people with considerable experience and expertise in the policy domains they manage. There is a pragmatic (as opposed to ideological) approach to problems, a receptivity to technical-scientific solutions, and an insensitivity to the impact of policies on traditional concerns and constituencies (a potentially critical blindspot).

9. Multiple Advocacy: The group leader encourages thorough analysis of the pro's and con's of policy options in a forum that encourages free expression of arguments and counterarguments. The leader, however, maintains control over who makes the final decision. This element of central control and the self-conscious effort to raise standards of argumentation differentiate policy debates in multiple advocacy systems from what goes on in competitive oligarchies.

10. Group in Systemic Crisis: This ideal type focuses more on the political and economic environment confronting the leadership group than on properties of the group per se. The group confronts enormous domestic political, economic, and foreign policy challenges. The coping responses to the mounting stress include increased factionalism and rigidity of thought.
11. **Demoralized Group**: This pattern of group dynamics may arise in leadership groups that are beset by intractable social and economic problems and that are increasingly unpopular and politically isolated. Indeed, the situation may have gotten so bad that no one wants to take charge. Group members take only a perfunctory interest in their official duties and psychologically withdraw from the tasks of governance.

12. **Collective Madness**: Leadership groups under extraordinary stress and the influence of bizarre personalities occasionally become totally detached from reality (a particularly well-documented case is the fantasy world into which Hitler and some key associates slipped in April, 1945). This ideal type can be thought of as a pathological consequence of combining a totalitarian leadership style with groupthink, exceptional stress, and a "borderline personality" leader. The group can be expected to "act out" the ideological impulses of its most extreme members.
Process Indicator Scores for Ideal Types

1. Absolutism

Leadership Strength (LST) 7.1
Factionalism (FAC) 4.0
Rigidity (RIG) 7.6
Corruption (COR) 6.5
Democratic Polity (DEM) 2.2
Pessimism (PSM) 4.8
Conformity (CON) 7.7
Task-Orientation (T-O) 3.9
Centralization of Authority (COA) 8.3
Coercion (CRN) 7.8

2. Kleptocracy

Leadership Strength (LST) 4.4
Factionalism (FAC) 6.0
Rigidity (RIG) 6.5
Corruption (COR) 8.6
Democratic Polity (DEM) 2.2
Pessimism (PSM) 5.6
Conformity (CON) 6.8
Task-Orientation (T-O) 3.2
Centralization of Authority (COA) 7.9
Coercion (CRN) 6.3

3. Competitive Oligarchy

Leadership Strength (LST) 3.1
Factionalism (FAC) 6.7
Rigidity (RIG) 6.2
Corruption (COR) 6.8
Democratic Polity (DEM) 2.6
Pessimism (PSM) 4.8
Conformity (CON) 5.9
Task-Orientation (T-O) 3.9
Centralization of Authority (COA) 7.9
Coercion (CRN) 7.0

4. Cohesive Oligarchy

Leadership Strength (LST) 6.5
Factionalism (FAC) 2.9  
Rigidity (RIG) 7.1  
Corruption (COR) 5.6  
Democratic Polity (DEM) 3.6  
Pessimism (PSM) 3.0  
Conformity (CON) 7.5  
Task-Orientation (T-O) 5.1  
Centralization of Authority (COA) 7.9  
Coercion (CRN) 7.0  

5. Stable Democratic Polity  
Leadership Strength (LST) 6.0  
Factionalism (FAC) 4.9  
Rigidity (RIG) 3.6  
Corruption (COR) 3.0  
Democratic Polity (DEM) 8.6  
Pessimism (PSM) 3.2  
Conformity (CON) 4.0  
Task-Orientation (T-O) 6.6  
Centralization of Authority (COA) 2.5  
Coercion (CRN) 2.0  

6. Groupthink  
Leadership Strength (LST) 6.1  
Factionalism (FAC) 3.2  
Rigidity (RIG) 8.3  
Corruption (COR) 5.5  
Democratic Polity (DEM) 4.1  
Pessimism (PSM) 3.8  
Conformity (CON) 8.5  
Task-Orientation (T-O) 4.0  
Centralization of Authority (COA) 6.8  
Coercion (CRN) 5.7  

7. Incipient Anarchy  
Leadership Strength (LST) 2.9  
Factionalism (FAC) 7.3  
Rigidity (RIG) 5.5  
Corruption (COR) 6.1  
Democratic Polity (DEM) 3.6  
Pessimism (PSM) 8.2
Conformity (CON) 5.2
Task-Orientation (T-O) 3.6
Centralization of Authority (COA) 5.6
Coercion (CRN) 6.0

8. Technocracy

Leadership Strength (LST) 6.0
Factionalism (FAC) 4.0
Rigidity (RIG) 2.5
Corruption (COR) 2.8
Democratic Polity (DEM) 6.1
Pessimism (PSM) 3.8
Conformity (CON) 2.9
Task-Orientation (T-O) 7.9
Centralization of Authority (COA) 3.9
Coercion (CRN) 3.3

9. Multiple Advocacy

Leadership Strength (LST) 6.0
Factionalism (FAC) 4.2
Rigidity (RIG) 2.1
Corruption (COR) 3.5
Democratic Polity (DEM) 6.3
Pessimism (PSM) 3.2
Conformity (CON) 2.3
Task-Orientation (T-O) 7.5
Centralization of Authority (COA) 3.3
Coercion (CRN) 3.2

10. Group in Systemic Crisis

Leadership Strength (LST) 2.4
Factionalism (FAC) 6.8
Rigidity (RIG) 6.0
Corruption (COR) 6.4
Democratic Polity (DEM) 3.2
Pessimism (PSM) 7.8
Conformity (CON) 5.7
Task-Orientation (T-O) 3.3
Centralization of Authority (COA) 6.0
Coercion (CRN) 6.2
11. Demoralized Group

Leadership Strength (LST) 2.9
Factionalism (FAC) 6.1
Rigidity (RIG) 6.0
Corruption (COR) 7.6
Democratic Polity (DEM) 2.7
Pessimism (PSM) 8.0
Conformity (CON) 6.2
Task-Oriention (T-O) 3.3
Centralization of Authority (COA) 6.9
Coercion (CRN) 6.3

12. Collective Madness

Leadership Strength (LST) 5.1
Factionalism (FAC) 5.4
Rigidity (RIG) 7.6
Corruption (COR) 6.6
Democratic Polity (DEM) 2.8
Pessimism (PSM) 5.8
Conformity (CON) 7.5
Task-Oriention (T-O) 3.3
Centralization of Authority (COA) 7.2
Coercion (CRN) 7.8
Group Fate Questionnaire

Current Status of the Group

1. Was the group in power at the time of the original assessment?
   
   If Yes, is the group still in power?
   
   If Yes, has power been
   
   Greatly strengthened
   Somewhat strengthened
   Unaffected
   Somewhat weakened
   Greatly weakened
   Can’t say one way or another

   If No, did it lose power by
   
   Constitutional/Democratic means such as an election or legal dismissal
   Extraconstitutional means such as coup or revolution
   Mixture

   If No, is the group now in power?
   
   If Yes, did it achieve power by
   
   Constitutional/Democratic means such as an election or legal dismissal
   Extraconstitutional means such as coup or revolution
   Mixture

   If No, have its prospects for attaining power
   
   Improved
   Deteriorated
   Remained essentially unchanged
   Can’t say one way or the other
Changes in the Workings of the Group

1. Does the group still exist?

   If Yes, treat the questions in this section as though they apply today.
   If No, treat the questions in this section as though they apply to the month immediately prior to the group's dissolution.

2. Leader's Relation to Group: Has the position of the group leader vis-a-vis the group changed? Which of the following possibilities best captures what happened?

   The position of the group leader has been greatly strengthened
   The position of the group leader has been somewhat strengthened
   The position of the group leader has been somewhat weakened
   The position of the group leader has been greatly weakened
   The group leader has been deposed/assassinated/has died
   There has been no clear change in the position of the group leader
   Can't say one way or the other

3. Group Cohesiveness: How well has the group held together?

   Group unity is greatly weakened
   Group unity is somewhat weakened
   Group is about as united as before
   Group unity is somewhat strengthened
   Group unity is greatly strengthened
   Can't say one way or the other

4. Group Rigidity: Is the group more or less open to new ideas and self-criticism?

   The group is much more rigid
   The group is more rigid
   The group is neither more nor less rigid
   The group is more flexible
   The group is much more flexible
   Can't say one way or the other

5. Group Corruption: Is the group more or less corrupt?

   The group is much more corrupt
   The group is more corrupt
   The group is neither more nor less corrupt
The group is less corrupt
The group is much less corrupt
Can't say one way or the other

6. Democratic Accountability: Is the group more or less accountable to democratic rules and procedures?

The group is much more accountable to democratic procedures
The group is more accountable to democratic procedures
The group is neither more nor less democratically accountable
The group is less accountable to democratic procedures
The group is much less accountable to democratic procedures
Can't say one way or the other

7. Pessimism-Optimism: Is the group more or less optimistic about its future prospects?

The group is much more pessimistic
The group is more pessimistic
The group is neither more nor less pessimistic
The group is more optimistic
The group is much more optimistic
Can't say one way or the other

Political Economic Strategies and their Effectiveness

1. Economic Policy: How forcefully did the group pursue economic reform?

The group aggressively pursued economic reform even when it was unpopular
The group pursued economic reform moderately aggressively
The group failed to give due attention to economic issues
The group usually rejected economic reform when it carried a political price
The group has always rejected economic reform when it carried a political price
Not applicable
Can't say one way or the other

2. Attitudes Toward Markets: What stance did the group adopt toward markets?

The group pursued strongly pro-market policies
The group pursued moderately pro-market policies
The group cannot be classified as clearly pro-market or anti-market
The group pursued moderately anti-market policies
The group pursued strongly anti-market policies

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3. Economic Performance: What is the expert consensus on the impact of the group’s policies on the economy?

- A strongly negative impact
- A moderately negative impact
- Little or no impact
- Moderately positive impact
- Strongly positive impact
- Not applicable
- Can’t say one way or the other

4. Public Opinion: How would you characterize the group’s handling of public opinion?

- Extremely arrogant -- willing to run roughshod over opposition
- Moderately arrogant
- Neither arrogant nor prone to pander to public opinion
- Moderately prone to pander to public opinion
- Extremely prone to pander to public opinion
- Not applicable
- Can’t say one way or the other

5. Domestic Adversaries: How would you characterize the group’s handling of domestic political adversaries?

- Extremely confrontational
- Moderately confrontational
- A mixture of accommodative and confrontational
- Moderately accommodative
- Extremely accommodative
- Not applicable
- Can’t say one way or the other

6. Domestic Adversaries: How effectively did the group manage domestic political adversaries?

- Extremely effective
- Moderately effective
- Neither particularly effective nor ineffective
- Moderately ineffective
- Extremely ineffective
7. Foreign Adversaries: How would you characterize the group’s handling of foreign adversaries?

- Extremely confrontational
- Moderately confrontational
- A mixture of accommodative and confrontational
- Moderately accommodative
- Extremely accommodative
- Not applicable
- Can’t say one way or the other

8. Foreign Adversaries: How effectively did the group manage foreign adversaries?

- Extremely effective
- Moderately effective
- Neither particularly effective nor ineffective
- Moderately ineffective
- Extremely ineffective
- Not applicable
- Can’t say one way or the other

Commentary