Master-Table 32

Properties of the six types of direction.
Directions ensure that activity is constrained by chosen values. Each type is a dyad formed by combining two adjacent types of purpose.
They assume certain values are held and mediate their pressures in practice as well as dealing with crucial uncertainties affecting activity.
See text for details and explanation.

Dyad No. (Levels)	Type of Direction	Function	Pressures determining Content	Uncertainty to be Resolved	Specification is especially Needed:	Social Process Gaining Agreement Handling Objections	Some Consequences of Mishandling
6 (Ls 7 & 6)	Conviction	To stabilize a person's ethical stance in changing circumstances.	From experience & For socialization	How can activities accord with one's deepest values?	When explicitly working with values.	Meditation & Reflection	·Personal demoralization ·Organizations lose vitality ·Corruption develops ·Dogmatism thrives
5 (Ls 6 & 5)	Approach	To ensure adherents' correct participation in a community setting.	From the orthodoxy & For social integration	How can activities promote the orthodox view?	When dealing with new or complex social issues.	Exhortation & Education	·Group loses cohesion ·The domain malfunctions ·Social debate is weakened ·Zeal becomes disruptive
4 (Ls 5 & 4)	Mission	To unify participants' wholehearted efforts in an endeavour.	From popular demands & For a distinct identity	How can activities gain general social support?	When integrating a large complex organization.	Involvement & Inclusion or Exclusion	·Social antagonism grows ·Efforts are diffused ·Organization is hijacked ·The enterprise splits
3 (Ls 4 & 3)	Role	To identify a part's current contribution to the performance of a whole.	From functions & For relationships	How can activities interact with synergy?	When expectations of individuals in a system are not clear.	Networking & Negotiation	·Conflict is institutionalised ·Cooperation is neglected ·People get confused ·Work fails to get done
2 (Ls 3 & 2)	Policy	To coordinate leaders' independent decisions in a problematic situation.	From factions & For results	How can activities address the issues given the resources?	When controversy exists about what to aim for.	Debate & Consultation	·Controversy intensifies ·Efforts are fragmented ·Vicious circles develop ·Issues are avoided
1 (Ls 2 & 1)	Plan	To organize essential tasks and resource use in a time schedule.	From circumstances & For logic	How can activities produce results efficiently?	When implementation is long and complicated.	Teamwork & Analysis	·Resources are wasted ·Results are patchy ·Delays and dissatisfaction ·Disconnection from action

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