FinxS® Team Culture Report

FinxS®

This report is based on the responses given in the Extended DISC® Behavioral Assessment Questionnaire. This assessment should not be the sole criterion for making decisions about this team. The purpose of this report is to provide supporting information both for the manager and the team members in team development.

Sample Team

Organization:

ABC Inc.

Date:

05.27.2021

DEFINITION OF CULTURE

Culture is a frame of reference that members of a group have found beneficial for survival in dealing with their particular common environment and have, therefore, retained and transmitted to successive generations.

Culture is shared by all or almost all members of the society. Older members pass on to the younger members the knowledge and respect of the culture. Culture structures one's perception of the world. Culture is the framework defining how you operate.

Culture defines:

- How you communicate
- What is appropriate and what is not
- How you relate to other people
- How you approach problems

Culture challenge

Culture brings safety, security, structure and continuity to its members. You know how to behave, what is allowed and what is not. You know how to survive. You know that the people you interact with share the same values, logic and reasoning. Belonging to a culture makes your life easier.

Very often, culture is also restrictive, inflexible, non-tolerant and non-accepting when it is challenged. Culture defends itself. Culture wants to develop at its own speed and not be influenced by other cultures. At the same time, culture defines what is appropriate, what is not appropriate and, therefore, what is not accepted. Culture defines how you are supposed to think - what is correct reasoning logic and what is not. Culture defines our **do's** and **don'ts**.

In organizational environment, a team culture is challenged by multiple "enemies", like the organizational culture (something that defines how the whole company behaves), other team cultures the team needs to get along with, and, sometimes, the team manager. Often the team existed before the manager and the manager tries to bring in elements the team culture considers as our **don'ts**.

Managing your team culture

Culture, by definition, is something that is born in time. It is based on the experiences, upbuilding and values of its members. Therefore, culture cannot be managed. It is not possible to decide what belongs, and what does not, to the culture.

Managing a team culture requires, among other things, understanding the team members and the story of each team member. The team's story (the culture of the team) is the sum of the stories of its members (the personal cultures of the team members)

Developing a team culture requires:

- understanding of each team member
- identifying the strengths of the team culture in its current/future environment
- identifying the challenges of the team culture in its current/future environment
- identifying the development needs
- identifying ways how to make the team culture accept the changes

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TEAM CULTURES - TEAM TYPES

The behavioral profiles of the team members defines many aspects of team culture. It plays an important role in how the team communicates, makes decisions, handles conflicts, shares responsibilities and many other team behavioral aspects.

It is important to pay attention to the different team types before further analyzing a team's culture.
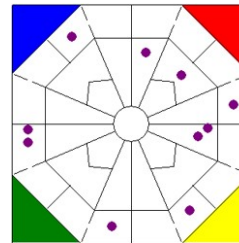
Homogeneous teams:

- One strong culture that everyone associates with fully
- Easy communication
- Less misunderstandings
- Reduced flexibility
- Difficulty sharing responsibilities
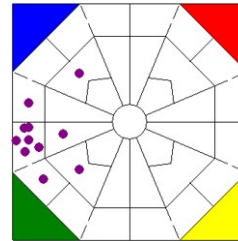
Heterogeneous teams:

- No one strong culture that everyone associates with fully
- Flexibility
- Multiple points of view
- Misunderstandings in communication
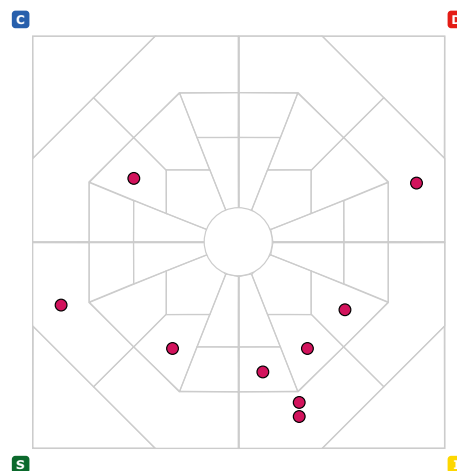- Differing points of view delay decision-making

Diverted teams:

- Divided in sub-cultures
- Delegation of responsibilities
- Multiple points of view
- Sub-teaming ("we" and "you")
- Power struggles (who's point of view wins)
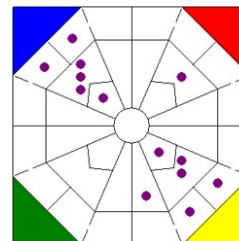
This Team?

How would you classify this team - is it more homogeneous or heterogeneous or perhaps diverted?

YOUR TEAM DISC CULTURE

Every team is unique! Team culture is always a combination of compromises between the individual cultures of the team members. The more team members have similar behavioral traits, the more the team culture reflects the preferences of those team members.

Before focusing on your team DISC culture, pay attention to your team type. Interpretation of your team culture depends very much on the team type.

Team DISC culture in homogeneous teams

It is easier to define and identify the team culture in a homogenenous team. There are fewer compromises needed with similar behavioral traits reinforcing each other. You can expect the team to behave in a predictable way, regardless of the situation or team member you communicate with.

**Team DISC culture in heterogeneous teams**

The amount of compromises made between the team members is especially high in heterogeneous teams. There are fewer team behaviors that are influenced and controlled by the team culture. The team behaviour is less predictable and more dependent on which particular team member you communicate with.

Team DISC culture in diverted teams

If the team is diverted, it is always advisable to investigate if there are two sub-cultures within the team that are stronger than the overall team culture. There are often some compromises made between the team members in a diverted team that define the overall team culture. At the same time, there are aspects that the team has (sometimes silently) accepted for which they will make no compromises, but the two sub-teams will have different cultures relating to those aspects.

Your Team Culture

The below chart describes how the four main behavioral traits (D, I, S and C) influence your team culture. The bigger the percentage, the stronger the influence this trait has on your team culture. If any trait has a percentage higher than 50%, it means this trait very strongly influences the team culture, and there are very few compromises the team members have had to make. Traits that have a percentage above 15% (but below 50%) mean the team culture is a combination of multiple DISC traits. Traits that have a percentage below 15% have, in reality, no influence on the team culture.
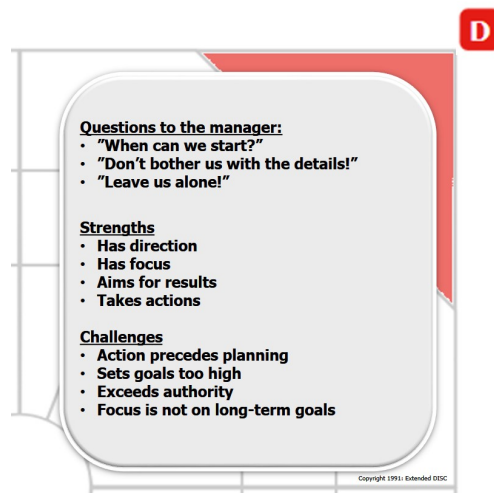
Your Team DISC Culture
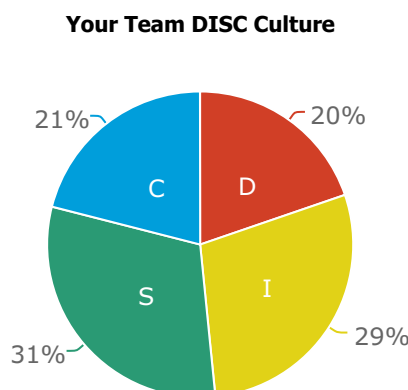
TEAM CULTURES - D CULTURE

Typical of a team with dominant D -culture

A dominant D -culture team prefers to focus on tasks in a faster paced environment. D -culture teams emphasize hard values, results, and change. The team tends to show clear direction, minimize chatter, and take care of their own projects. Teamwork is valued only if there is a clear purpose, and it helps the individual team members accomplish their personal goals. Its action focus keeps the team moving forward. The team is more competitive and likely to be individually focused on achieving personal goals. The team members may even believe the team exists to support them in achieving their own goals. A D -culture team tends to be independent and decisive. However, an abundance of D -styles means many of the team members prefer to be in control and find it difficult to entrust the control to the team. Natural preferences of team members for ordering others around and not listening well to each other can create power struggles and conflict. Others may find the D -culture to be blunt and insensitive. The team members themselves appreciate the directness and absence of purposeless meetings.

The image on the right describes typical aspects of a D -culture team.

Questions to the manager:
- "When can we start?"
- "Don't bother us with the details!"
- "Leave us alone!"

Strengths
- Has direction
- Has focus
- Aims for results
- Takes actions

Challenges
- Action precedes planning
- Sets goals too high
- Exceeds authority
- Focus is not on long-term goals

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The following table demonstrates how much each team member contributes to and prefers a D team culture. 100% means it is the only natural team culture, and adjusting to any other culture would require significant compromises from the person. 0%, on the other hand, means a D team culture would be the last option for this person requiring major effort and flexibility to adjust to it.

Contribution to D culture

Person	Profile II
	D
Ande Acirema	35%
Henry Hunter	0%
Mary Jones	20%
IS Sample	0%
SC Sample	0%

Person	Profile II
	D
Sarah Sample	0%
Stephen Sampleship	80%
Sally Smith	0%
James Taylor	15%

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TEAM CULTURES - I CULTURE

Typical of a team with dominant I -culture

A dominant I -culture team tends to move quickly, using its high energy and ability to foster collaborative approaches. The people-focused culture thrives on networking and interactions. Frequent casual gatherings and meetings are commonplace. The I -culture is more focused on openness and people, often creating a positive team atmosphere. Team members generate creative ideas and are able to sell their ideas well by using their positiveness, communication skills and charisma. Team members in an I -culture are more likely to be frustrated by day-to-day routine and structure. The abundance of I -styles results in a culture where team members are speaking more than listening. New and more exciting ideas are likely to take precedence over staying the course. Details and focusing on tasks may get got lost, causing disorganization. The team may focus so much on the positives that it does not analyze the risks of negative outcomes.

The image on the right describes typical aspects of an I Culture team.

Questions to the manager:
- "Can we do this together?"
- "We understand, let's start!"
- "Leave the details till later!"

Strengths
- Has energy
- Easy to get excited
- Can promote oneself
- Focuses on communication

Challenges
- Losing focus
- Staying on schedule
- Remembering the rules
- Finalizing tasks

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I
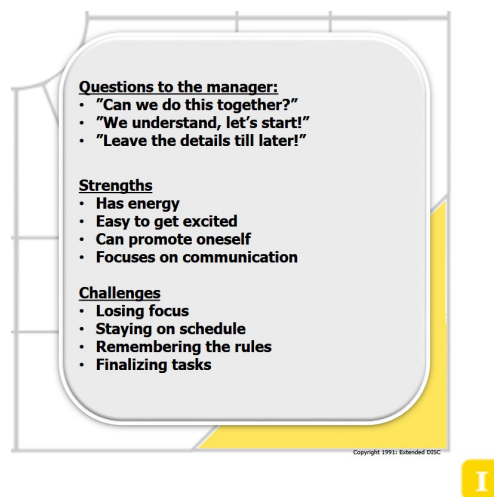
The following table demonstrates how much each team member contributes to and prefers an I team culture. 100% means it is the only natural team culture, and adjusting to any other culture would require significant compromises from the person. 0%, on the other hand, means an I team culture would be the last option for this person requiring major effort and flexibility to adjust to it.

Contribution to I culture

Person	Profile II
	I
Ande Acirema	45%
Henry Hunter	50%
Mary Jones	55%
IS Sample	50%
SC Sample	0%

Person	Profile II
	I
Sarah Sample	55%
Stephen Sampleship	20%
Sally Smith	20%
James Taylor	0%

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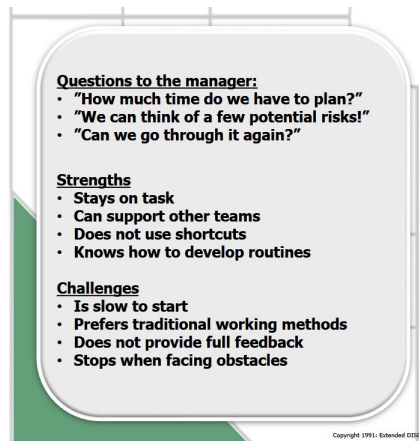
TEAM CULTURES - S CULTURE

Typical of a team with dominant S -culture

A dominant S -culture team is considerate and reliable that strongly values teamwork. An S -culture team tends to be amiable and easy-going. Team members prefer steady routines and comfortable and supportive relationships. They are seen as dependable. The team executes diligently once the team members have agreed upon tasks and are provided clear guidelines. The team tends to be slow to get started because the team members want to be sure about moving to the right direction. Once it starts, the team tends to move methodically toward its goal. The team does what it promises, and tends to do it correctly. Carefully accepting new ideas and not being able to critically assess their own team are some of the challenges to the members of a S -culture team. They naturally exhibit humility and prefer to listen to each other's viewpoints over speaking up. Each member is more often on the receiving end of information, but each tends not to provide it. The team is more likely to struggle with difficult decisions and emphasize the team's accomplishment over any individual's.

Questions to the manager:
- "How much time do we have to plan?"
- "We can think of a few potential risks!"
- "Can we go through it again?"

Strengths
- Stays on task
- Can support other teams
- Does not use shortcuts
- Knows how to develop routines

Challenges
- Is slow to start
- Prefers traditional working methods
- Does not provide full feedback
- Stops when facing obstacles

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The image on the left describes typical aspects of a S -culture team.

S

The following table demonstrates how much each team member contributes to and prefers an S team culture. 100% means it is the only natural team culture, and adjusting to any other culture would require significant compromises from the person. 0%, on the other hand, means S team culture would be the last option for this person requiring major effort and flexibility to adjust to it.

Contribution to S culture

Person	Profile II
	S
Ande Acirema	20%
Henry Hunter	50%
Mary Jones	25%
IS Sample	50%
SC Sample	50%

Person	Profile II
	S
Sarah Sample	25%
Stephen Sampleship	0%
Sally Smith	65%
James Taylor	35%

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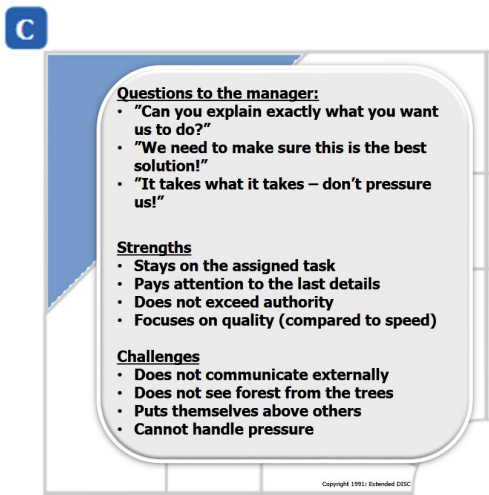
TEAM CULTURES - C CULTURE

Typical of a team with dominant C -culture

A dominant C -culture team is more likely to focus on quality and perfectionism. Due to the desire to fully understand its processes and products, others often come to this team for problem-solving and expertise. A C - culture team tends to be more diplomatic and reserved, wanting to move cautiously. The team members may not spend as much time together as a team, finding that working alone is often a more logical and effective way to get things done. The team tends to proceed carefully and slowly, wanting to analyze all data, avoid mistakes, and follow instructions. The team's strengths include developing systems, acting as an internal controller, and staying focused on issues. A C -culture team tends to be more resistant to new and unproven concepts. Its high standards may lead to a refusal to be more flexible and less rigid; mistakes and outside-the-box thinking are less acceptable. The team members may focus so much on what's in front of them that they lose sight of the big picture. In their quest for perfection, they may get stuck, even paralyzed, in the data.

Questions to the manager:
- "Can you explain exactly what you want us to do?"
- "We need to make sure this is the best solution!"
- "It takes what it takes – don't pressure us!"

Strengths
- Stays on the assigned task
- Pays attention to the last details
- Does not exceed authority
- Focuses on quality (compared to speed)

Challenges
- Does not communicate externally
- Does not see forest from the trees
- Puts themselves above others
- Cannot handle pressure

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The image on the left describes typical aspects of a C - culture team.

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Contribution to C culture

Person	Profile II
	C
Ande Acirema	0%
Henry Hunter	0%
Mary Jones	0%
IS Sample	0%
SC Sample	50%

Person	Profile II
	C
Sarah Sample	20%
Stephen Sampleship	0%
Sally Smith	15%
James Taylor	50%