

# FinxS® Team Culture Report (Project Team)



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.

A close-up photograph of a chessboard with alternating light and dark squares. Several chess pieces are visible: a white king, a black king, a white pawn, and a black pawn. The pieces are arranged in a way that suggests a game in progress. The background is slightly blurred, focusing attention on the pieces in the foreground.

**(Nazwa zespołu)**

Organization:

**(Organizacja)**

Date:

**21.04.2022**

## 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

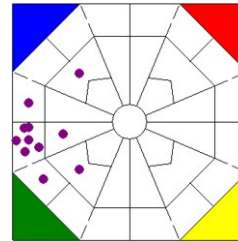
## TEAM CULTURES - TEAM TYPES

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.

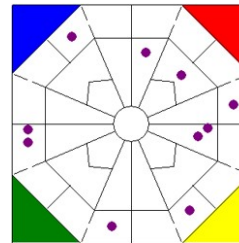
### Homogeneous teams:

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



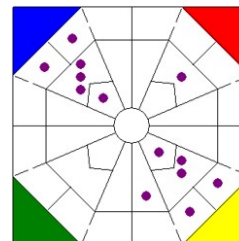
### Heterogeneous teams:

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



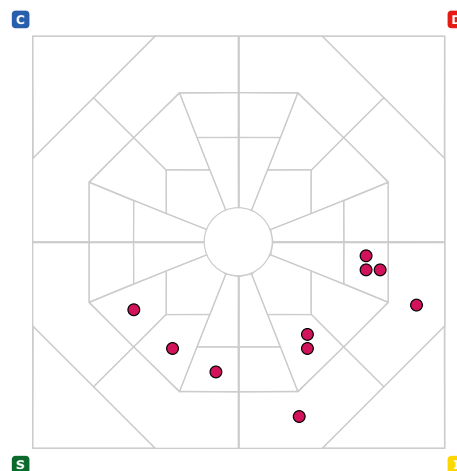
### Diverted teams:

- 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

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

### Team DISC culture in heterogeneous teams

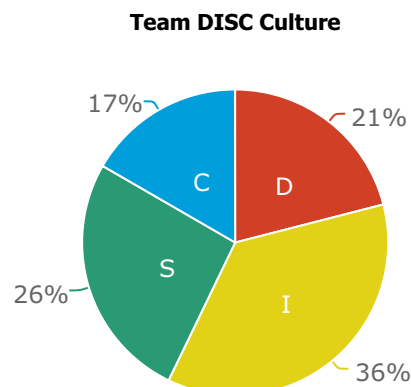
The amount of compromises made between the team members is especially high in heterogeneous teams. There are fewer team behaviors that are influenced and controlled by the team culture. The team behavior is less predictable and more dependent on which particular team member you communicate with.

### 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 on 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. The 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.

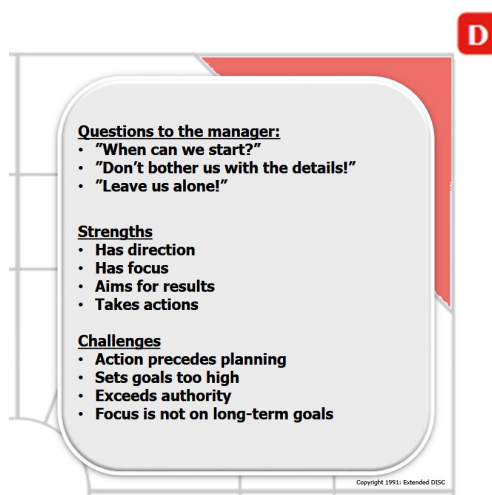


## TEAM CULTURES - D CULTURE

### 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 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 leave the power 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 useless meetings.

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



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
	<b>D</b>
Ewa Przykładna	10%
Magdalena Przykładna	10%
Dorota Przykładna	0%
Jan Przykładny	0%
Tomasz Przykładny	20%

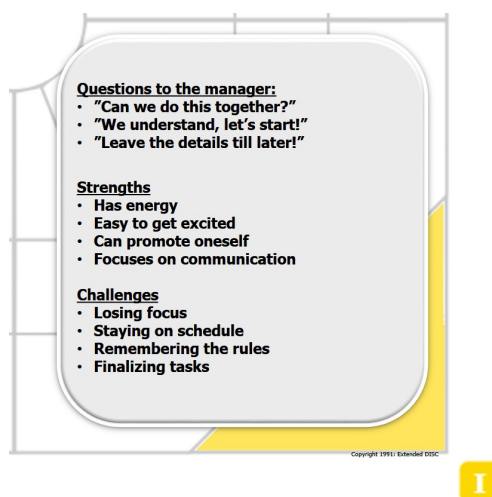
Person	Profile II
	<b>D</b>
Marcin Przykładny	0%
Dariusz Przykładny	45%
Karolina Różowa	30%
Ada Testowa	20%
Daniel Testowy	40%

## 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 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.



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

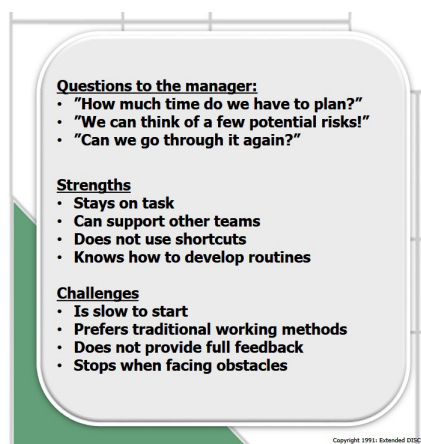
Person	Profile II
	<b>I</b>
Ewa Przykładna	65%
Magdalena Przykładna	20%
Dorota Przykładna	20%
Jan Przykładny	50%
Tomasz Przykładny	55%

Person	Profile II
	<b>I</b>
Marcin Przykładny	5%
Dariusz Przykładny	55%
Karolina Różowa	55%
Ada Testowa	65%
Daniel Testowy	55%

## 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.



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

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

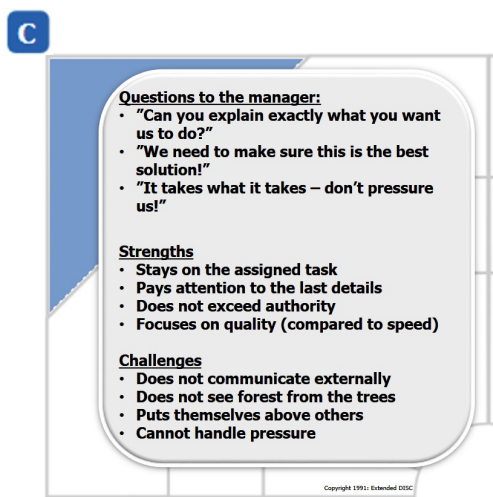
Person	Profile II
	<b>S</b>
Ewa Przykładna	25%
Magdalena Przykładna	70%
Dorota Przykładna	65%
Jan Przykładny	50%
Tomasz Przykładny	25%

Person	Profile II
	<b>S</b>
Marcin Przykładny	55%
Dariusz Przykładny	0%
Karolina Różowa	0%
Ada Testowa	0%
Daniel Testowy	0%

## 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.



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

The following table demonstrates how much each team member contributes to and prefers a C 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 C team culture would be the last option for this person requiring major effort and flexibility to adjust to it.

### Contribution to C culture

Person	Profile II
	<b>C</b>
Ewa Przykładna	0%
Magdalena Przykładna	0%
Dorota Przykładna	15%
Jan Przykładny	0%
Tomasz Przykładny	0%

Person	Profile II
	<b>C</b>
Marcin Przykładny	40%
Dariusz Przykładny	0%
Karolina Różowa	15%
Ada Testowa	15%
Daniel Testowy	5%



## TEAM DISC CULTURE IN PROJECT TEAMS

Every team forms its own culture that is a combination of the organization it belongs to and the individuals forming the team. A project team is different from all other teams as culture does not have much time to form. However, the team needs to quickly find the best ways to work. The following focuses on some of the most important aspects of different DISC project team cultures; communication, time consciousness, relationship expectations, conflict resolution and decision-making.

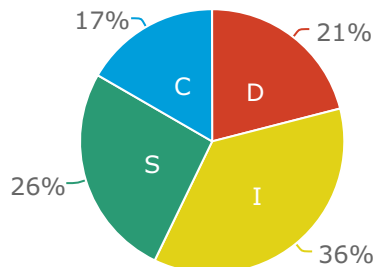
### TEAM CULTURE IN A C PROJECT TEAM

- Once everything is clear, additional communication will slow things down
- "It takes what it takes, we do nothing unnecessary"
- "I am a resource needed for the team, as are all the other resources"
- "Facts fight, people solve them"
- A decision is the rule set by the person authorized to make the rules

### TEAM CULTURE IN A D PROJECT TEAM

- Communication is about what happens next and who does what
- "We are here only for a short time, and we have a job to do"
- "I don't need to know you. I just need to work with you."
- Issues are addressed immediately and a solution must be found
- A decision is a compromise defined by the strongest team member

Your Project Team DISC Culture



### TEAM CULTURE IN AN S PROJECT TEAM

- Everyone is considered equally important and must have a say in each topic
- Project plan is respected, but the team cannot be urged
- "We started the journey together, and we will finish it together"
- If a problem is not worth talking, better to forget it
- A decision is what everyone agrees with

### TEAM CULTURE IN AN I PROJECT TEAM

- Talk precedes, coincides and follows action
- The more enjoyable the journey is, the longer it takes
- "We appreciate differences, but assume everyone to be like we are"
- Occasionally, things may get emotional, but sharing of viewpoints usually helps
- A decision is the solution we get most excited about

In your project team, what pros and cons come with your specific project team culture? Are you able to benefit from the different strengths within your team?

**BEHAVIORAL COMPETENCES ASSOCIATED WITH TEAM DISC CULTURES IN PROJECT TEAMS**

A group of people building a specific type of culture within their team also exercise a particular type of behavior in their daily work. When observing the behavior, we can make assumptions about the team culture. This section of the report examines the different DISC project team cultures and demonstrates how they manifest in the team's behavior. The behavior is illustrated by selecting five behavioral competences for each of the different D, I, S and C Project Team Cultures.

The table demonstrates how many team members receive each of the scores on the scale. "+5" indicates this is a natural behavior to the team member, and "-5" means this is not natural, requiring a lot of energy to exercise. The average at the right end of the scale shows the team average for each competence. You can pay attention to the average (the higher it is, the stronger the team is with this competence). Also, the distribution of the team members along the scale (the wider the distribution, the more different the team members are, making it more difficult for this behavior to become a strong element of the team culture).

Behavioral competences associated with a project team with strong D Culture.

	-5	-4	-3	-2	-1	1	2	3	4	5	
Being a goal-oriented leader in a project team				2	3	1			4		1,00
Active expression of own opinions and ideas			2	1			1	2	3	1	1,70
Decision-making in crisis situations		3			3	1	3				-0,80
Finding new, creative but logical solutions			1	5	1				3		-0,20
Being a demanding goal-setter		3			3	3	1				-1,00

Behavioral competences associated with a project team with strong I Culture.

	-5	-4	-3	-2	-1	1	2	3	4	5	
Motivating the project members to get started				2		1	1	2	1	3	2,40
Emphasizing positive issues during the project				1	1		4		1	3	2,40
Discussing and listening during the project						4		3		3	2,80
Creating a positive bond between team members						3	2		4	1	2,80
Selling the project to outsiders			2		1	1			2	4	2,20

Behavioral competences associated with a project team with strong S Culture.

	-5	-4	-3	-2	-1	1	2	3	4	5	
Completing each task in a systematic, pre-planned way			3	1	2		1	3			-0,20
Participating in implementing the project routines			1	5			1		1	2	0,30
Planning of the daily project tasks			3	3		2		1	1		-0,60
Being a participative and talkative doer					1	5	1			3	2,10
Working steadily and closely with people				1	3	3				3	1,30

Behavioral competences associated with a project team with a strong C Culture.

	-5	-4	-3	-2	-1	1	2	3	4	5	
Setting up a detailed project plan			1	6		2	1				-1,10
Steady and exact following of the project instructions		2	4			2		1	1		-1,10
Seeking of new details		1		6				3			-0,70
Assuming of a distant, expert role			2	6		2					-1,60
Being an accurate and demanding emphasize of quality			1	7	2						-1,90

With what DISC project team culture is your team strongest? What actual behaviors stand out as the strongest behaviors for your team? With what aspects is your team heterogeneous, and where are the biggest differences between team members?

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