# FinxS® Team Culture Report (Virtual Team)

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This report is based on the responses given in the Extended DISC® Behavioural 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.

# (Group Name)

Organisation:

## (Organisation)

Date:

**21.06.2021**

## DEFINITION OF CULTURE

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.

At the same time, 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 when culture defines what is appropriate, it also defines what is not appropriate and, therefore, not accepted. Culture defines how you are supposed to think - what is correct reasoning logic and what is not. Culture defines our **we do's** and **we don't do's**.

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 your team needs to get along with, and, sometimes, the team manager. It is often the case that the team was there before the manager and the manager tries to bring in elements the team culture considers as **we don't do's**.

### 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 to our culture and what does not belong.

Managing a team culture requires, first of all, 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
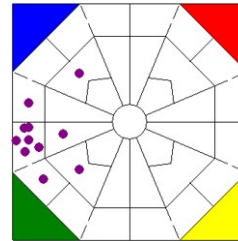- identifying ways how to make the team culture accept the changes

## TEAM CULTURES - TEAM TYPES

The behavioural profile of the team members defines to a great extend 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 behavioural aspects.

Before more deeply analysing a team's culture, it is important to pay attention to the different team types.
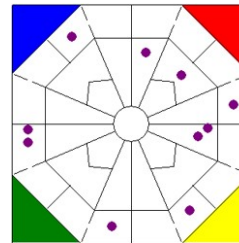
**Homogeneous teams:**

- One strong culture that everyone associates with fully
- Easy communication
- Less misunderstandings
- Reduced flexibility
- Difficulty to share 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 into 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.

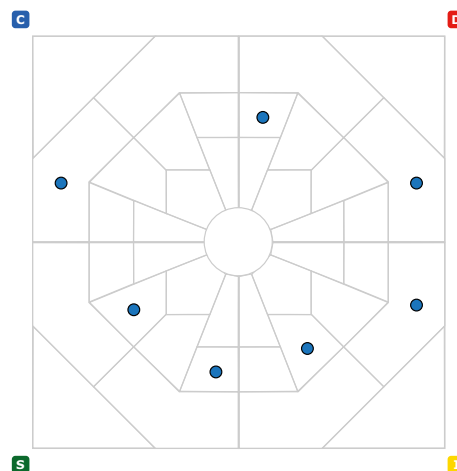Before focusing on your team DISC culture, pay attention to your team type. Interpretation of your team culture depends very much on the team type.

### 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 behavioural 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.
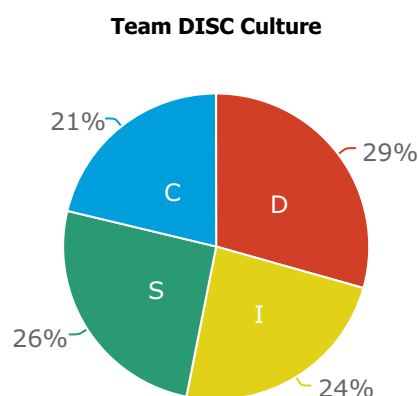
### Team DISC culture in heterogeneous teams

The amount of compromises made between the team members is especially high in heterogeneous teams. There are fewer team behaviours 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 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 behavioural 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.
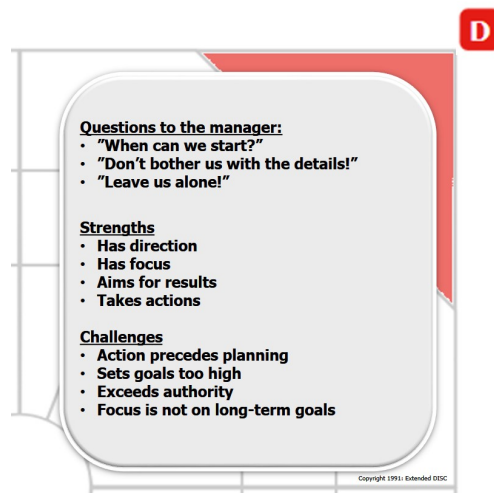
**Team DISC Culture**

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## TEAM CULTURES - D CULTURE

5

**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 emphasise hard values, results, and change. The team tends to show clear direction, minimise 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.

**D**

**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** |
| Ellen Barnes | 70% |
| Denise Jackson | 0% |
| Mary Jones | 20% |
| Steve Jones | 85% |

| Person | Profile II |
|---|---|
|  | **D** |
| Sandy Lee | 0% |
| David Lee | 10% |
| Monica Martin | 45% |

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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 ends up with a culture where all are speaking more than listening. New and more exciting ideas are more likely to take precedence over staying the course. Details and focus on tasks may get got lost, causing disorganisation. The team may focus so much on the positives that it does not analyse 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
- Finalising tasks

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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** |
| Ellen Barnes | 30% |
| Denise Jackson | 0% |
| Mary Jones | 55% |
| Steve Jones | 0% |

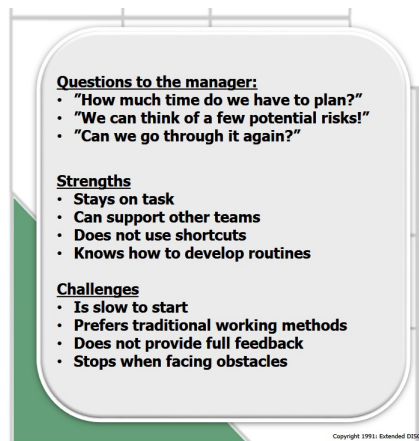| Person | Profile II |
|---|---|
| | **I** |
| Sandy Lee | 5% |
| David Lee | 20% |
| Monica Martin | 55% |

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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 who strongly values teamwork. An S -culture team tends to be more amiable and easy-going. Team members prefer steady routines and comfortable and supportive relationships. They are seen as dependable; the team executes diligently once team members have agreed upon tasks and are provided clear guidelines. The team tends to be a bit slow to get started because the team members want to be sure about having the right direction. Once going, the team tends to move more methodically towards its goal. The team does what it promises it will do, and it will tend to do it correctly. Carefully accepting new ideas and not being able to critically assess their own team are some of the challenges to 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 emphasise 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**
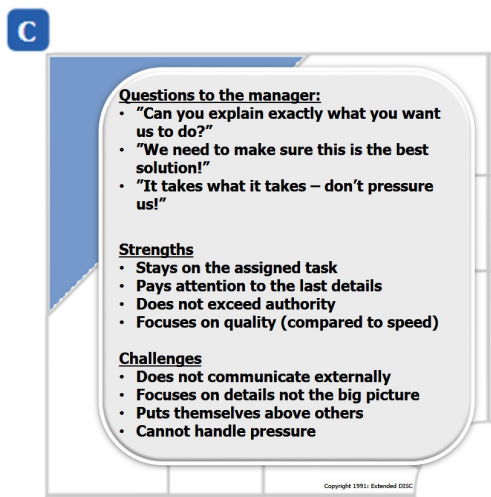
| Person | Profile II |
|---|---|
| | **S** |
| Ellen Barnes | 0% |
| Denise Jackson | 15% |
| Mary Jones | 25% |
| Steve Jones | 5% |

| Person | Profile II |
|---|---|
| | **S** |
| Sandy Lee | 55% |
| David Lee | 70% |
| Monica Martin | 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 analyse 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 paralysed, in the data.



**C**

**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
- Focuses on details not the big picture
- Puts themselves above others
- Cannot handle pressure

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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 |
| --- | --- |
| | **C** |
| Ellen Barnes | 0% |
| Denise Jackson | 85% |
| Mary Jones | 0% |
| Steve Jones | 10% |

| Person | Profile II |
| --- | --- |
| | **C** |
| Sandy Lee | 40% |
| David Lee | 0% |
| Monica Martin | 0% |

## TEAM DISC CULTURE IN VIRTUAL TEAMS

From a team culture point of view, virtual teams are a challenge. The team members seldom meet each other (if ever). They often come with very different cultural backgrounds, belong to other virtual or traditional teams, and communication and other traditional team formation activities are left to the minimum. The following focuses on some of the most important aspects and challenges of different DISC virtual team cultures; building rapport, information sharing, engagement, cooperation, and role clarity.
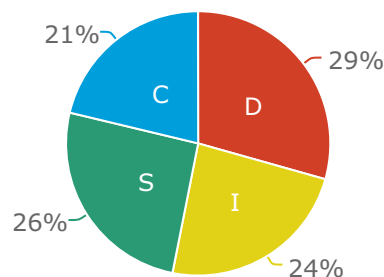
### TEAM CULTURE IN A C VIRTUAL TEAM

- "I don't need to know them as a person, just what they are supposed to do"
- Information is shared when it is part of the task description
- "This is a task as any task; no special engagement is needed"
- "It is obvious that we cannot do our own work unless we co-operate"
- "I know what I am supposed to do - I am not responsible for others"

### TEAM CULTURE IN A D VIRTUAL TEAM

- Trust is not trusted, everything must be agreed upon
- Information is shared if the provider benefits from it
- "I commit to this for as long as it serves my purpose"
- "We work together as long as something more important comes up"
- "The others are there for me"

**Your Virtual Team DISC Culture**

21% C
29% D
24% I
26% S

### TEAM CULTURE IN A S VIRTUAL TEAM

- "I trust everyone does their share and what was agreed"
- Much sharing, but mostly upon request or plan
- "This is my team, and I do anything for it"
- Everything is planned together but working can happen alone
- "I want to understand fully what is expected from me"

### TEAM CULTURE IN AN I VIRTUAL TEAM

- "I trust your word as much I trust mine"
- Much information, also non-relevant, is shared
- "As long as it feels good, I am happy to be here with a full heart"
- Let's do as much as possible together
- "I don't want to be limited by one too specific role"

In your virtual team, how do you take note of the pros and cons that come with your specific DISC team culture? Are you able to benefit from the different strengths within your team?

Organisation:      Date:

**(Organisation)**      **21.06.2021**

## BEHAVIOURAL COMPETENCES ASSOCIATED WITH TEAM DISC CULTURES IN VIRTUAL TEAMS

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

The table demonstrates how many team members receive each of the scores on the scale. "+5" indicates this is a natural behaviour 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 on 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 behaviour to become a strong element of the team culture).

Behavioural competences associated with a virtual team with strong D Culture.

| | -5 | -4 | -3 | -2 | -1 | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Clear and fact-based communication | | | | 1 | 3 | | 1 | 1 | | 1 | 0.71 |
| Goal-oriented motivation and influencing | | | 2 | | | | 1 | 1 | 2 | 1 | 1.71 |
| Taking strong action to defend own decision and opinion | | | | 1 | 1 | | 1 | 2 | 2 | | 1.86 |
| Goal-focused attitude towards work | | | 1 | | | 1 | 4 | | | 1 | 1.57 |
| Organiser and ensurer of the team's duties | | | | 2 | | 3 | | 1 | | 1 | 1.00 |

Behavioural competences associated with a virtual team with strong I Culture.

| | -5 | -4 | -3 | -2 | -1 | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Active sharing of positive information | | | | 2 | 1 | 1 | | 1 | | 2 | 1.43 |
| Encouraging, participating and involving communication | | | 1 | 2 | | | 2 | 1 | 1 | | 0.57 |
| Constantly coming up with new emotion based ideas | | | | 2 | | 2 | | 1 | | 2 | 1.71 |
| Building a team spirit to support each other in achieving the goals | | | | 3 | | 1 | | 1 | | 2 | 1.29 |
| Maintaining trust by communicating actively | | | | 2 | 2 | | | 1 | | 2 | 1.14 |

Behavioural competences associated with a virtuaö team with strong S Culture.

| | -5 | -4 | -3 | -2 | -1 | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Considerate and careful communication | | | 1 | 1 | 1 | 2 | | | 2 | | 0.57 |
| Repetitive talking about the same topic | | | 1 | 2 | 1 | 1 | 1 | | | 1 | 0.00 |
| Following policies and respecting agreements when making decisions | | | 2 | | 1 | 1 | 1 | 1 | 1 | | 0.43 |
| Following a step-by-step plan to achieve the goals | | 1 | 2 | | | 1 | 1 | 1 | | 1 | 0.14 |
| Focusing on team goal compared to personal preferences | | | 1 | 2 | 2 | | | 1 | | 1 | -0.14 |

Behavioural competences associated with a virtual team with a strong C Culture.

| | -5 | -4 | -3 | -2 | -1 | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Detailed and logical communication | | | 1 | 3 | | 1 | | 1 | | 1 | 0.00 |
| Very systematic and focused on the exact topic in hand | | | 2 | 1 | 1 | | 1 | 1 | | 1 | 0.14 |
| Making considered decisions based on detailed analysis | | | 1 | 3 | | 1 | | | 1 | 1 | 0.14 |
| Holding others accountable for compliance | | | | 3 | 2 | | | | | 2 | 0.29 |
| Debarring anything to interrupt focusing on task in hand | | | 2 | 1 | 1 | | 2 | | | 1 | 0.00 |

What DISC virtual team culture is your team strongest at? What actual behaviours stand out as the strongest behaviours for your team? On what aspects is your team heterogeneous and where are the biggest differences between team members?

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_____

_____