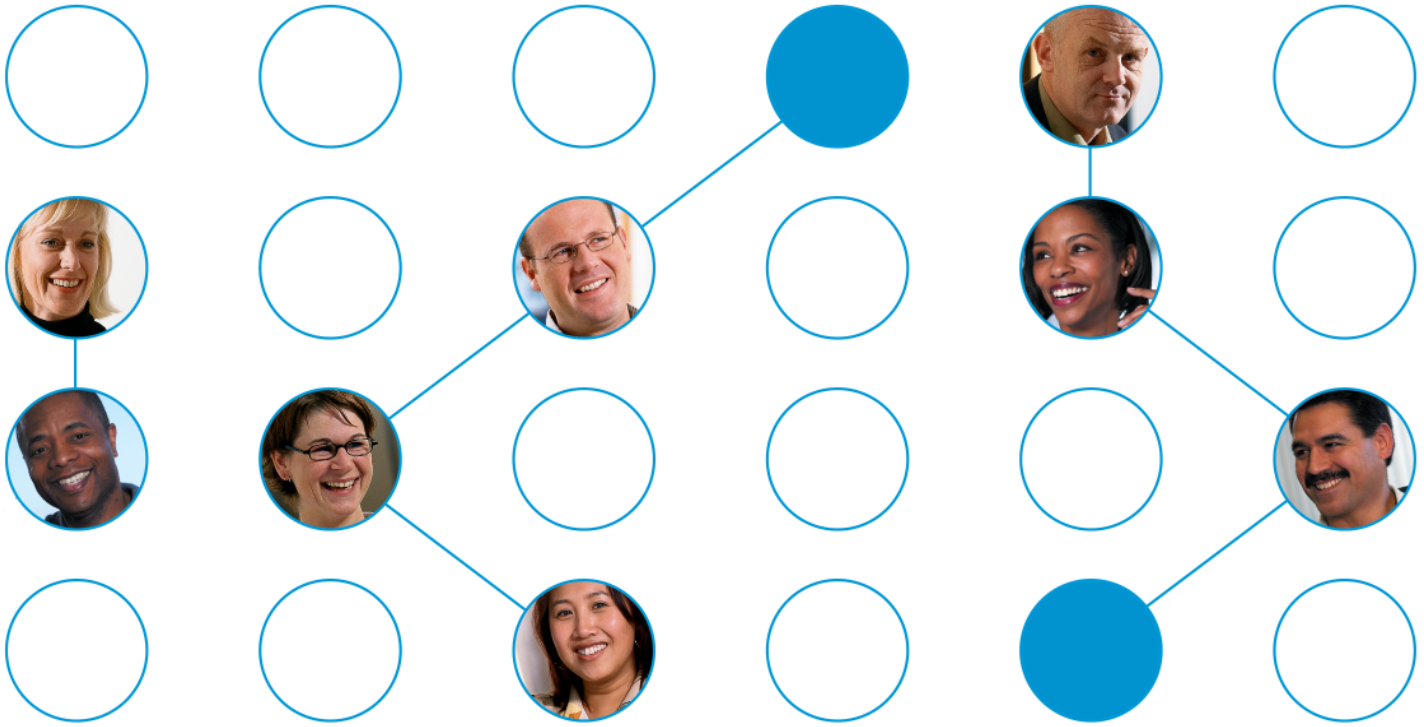
Classic Group Culture Report



ipb partners

Sample Report
(5 People)
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DiSC® Group Culture Report

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Just as individuals have unique styles, groups also tend to develop their own unique styles or cultures. This culture is an informal combination of behaviors, values, and attitudes that most people in the group take for granted. Put in the simplest terms, culture is "the way we do things." Although not everybody agrees with or flows with the culture, most group members feel the pressure that a culture exerts to act in a certain way. DiSC® does not address all elements of culture, but it helps you understand many important needs, goals, fears, emotions, and behaviors within your culture.

Why is group culture important?
Group culture has a large impact on the behavior, attitudes, and satisfaction of each group member. People who fit into the culture often feel right at home in the group. But for other people, the culture leads them to feel like strangers in a strange land. The environment makes them uncomfortable.

Culture also has implications for the group as a whole. It affects such things as the pace at which work gets done, how outsiders are treated, the attention paid to details, or the risks that the group takes. These in turn influence the success of the group in meeting its goals.

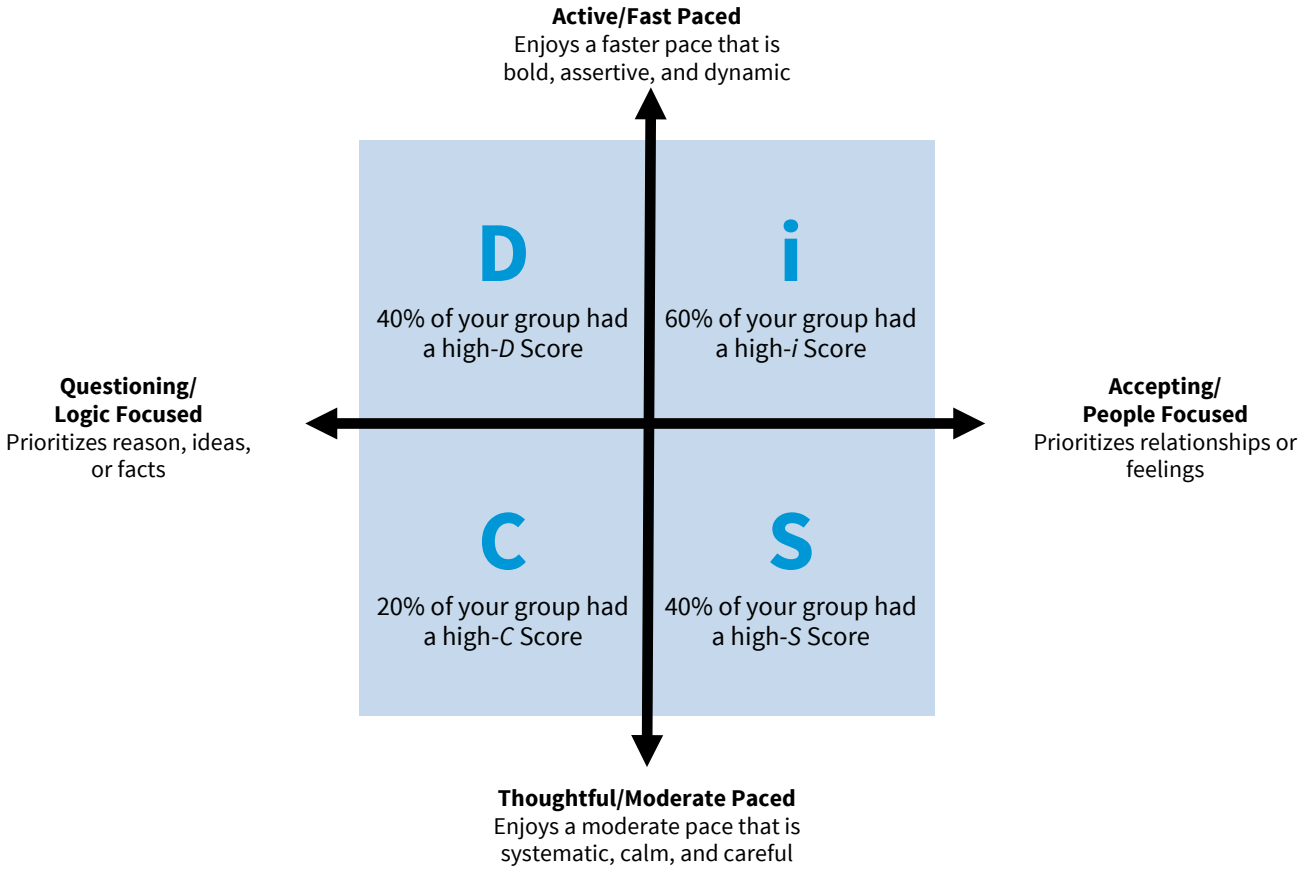
Where does group culture come from?
Group culture is not simply the average of all the people in the group. Many different factors determine group culture, such as

- The style of the group leaders
- The most pronounced styles within the group
- The type of work the group does
- The historical culture of the group
- The cohesion or tension within the group
- The goals and mission that the group faces

These are just some of the factors that help shape group culture. Understanding the origins of your culture may be important if you hope to change it or capitalize on its strengths.

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How do I know my group's DiSC culture?
Just as you learn to read individuals' styles, you can also learn to read the DiSC® style of a group. Does your group culture have more of a focus on logic (*C* and *D* styles) or a focus on people (*i* and *S* styles)? Does your group culture have a slower, thoughtful, and cautious pace (*S* and *C* styles) or does it have a faster, active, bold pace (*D* and *i* styles)?

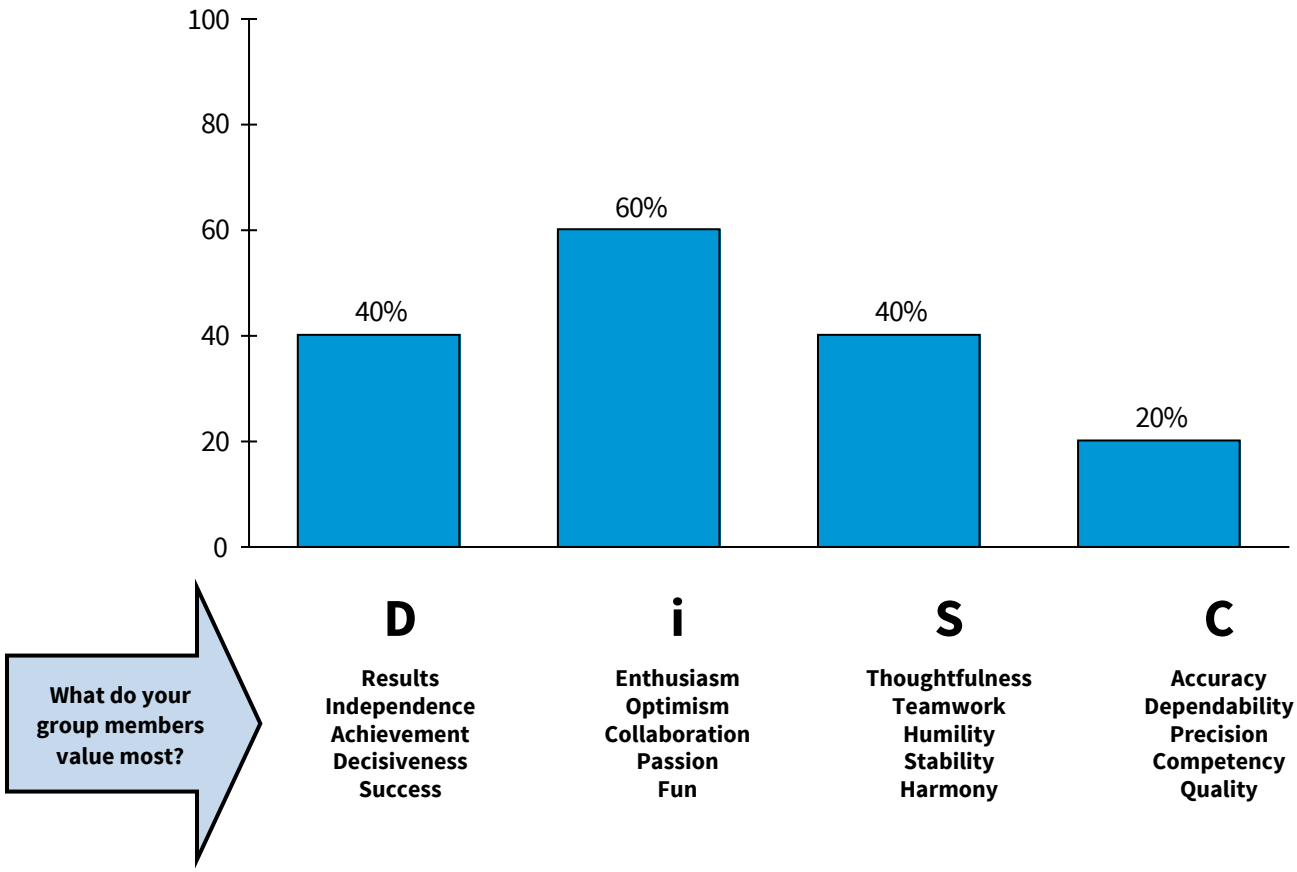


NOTE: Because group members can be classified in more than one category, the percentages here may not equal 100%

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What is important in your group?

When assessing your group's culture, you also may want to think about the things that your group values the most. What type of behaviors does it reward? What does it encourage? The qualities and behaviors that your groups values often reflect the makeup of the group members. Consequently, you may find that your group pays the most attention to those things that are important to people with a high-*i* style.



NOTE: Because group members can be classified in more than one category, the percentages here may not equal 100%

A large percentage of your group members have high scores in the *i* style. People with the *i* style tend to place a high value on enthusiasm and collaboration. On the other hand, those with a high-*C* style tend to value accuracy and personal competence. People with a high-*D* style often find that results and independence are very important to them at work. Those with a high-*S* style frequently report that cooperation and thoughtfulness are top priorities.

The following pages describe each of the four DiSC® cultures. Read through these descriptions and decide which ones, if any, describe your group as a whole. Some groups find that a blend of two DiSC styles describes their culture best. On the other hand, some groups find that none of the DiSC styles really describe their culture. Or even beyond this, some groups find that there are important subgroups that each have their own DiSC culture.

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The percentage of your group members (40%) who have high scores on the Dominance style is **somewhat lower** than the average group taking this online profile (53%). Although unlikely, consider if this style describes your group culture. The hallmarks of a *D* culture are quick decisions, direct answers, and a competitive atmosphere. This culture values solid results and powerful growth. Trust is given to those who are direct and straightforward. People who thrive in this setting tend to be hard-driving individuals who relish challenges and the thrill of victory. Interpersonal communication, however, may suffer in this culture, and those who are less assertive may feel overwhelmed. In addition, such a culture may struggle with high turnover and a stressful environment.

The D Culture Encourages:	**The D Culture Frowns Upon:**
Independence	Oversensitivity
Decisiveness	Hesitation
Directness	Overanalysis
Victory	Foot-dragging
Results	Weakness

Advantages of the D Culture:	**Drawbacks of the D Culture:**
Offers a dynamic and engaging environment	Leads to tension and burnout
Makes decisions without wasting time	Fails to spend time on thorough analysis
Drives toward results	Overwhelms those who are less aggressive
Provides opportunities to prove oneself	Creates power struggles that lead to poor decisions
Rewards determination and persistence	Takes too many risks
Pushes continually for new accomplishments	Overemphasizes status
Encourages innovation	Discourages teamwork because of competitiveness
Gives straightforward feedback	Provides feedback without considering feelings

Issues to Consider

If you have a *D* culture, your group may want to think about the following questions:

- What are the advantages and drawbacks of the *D* culture for your group?
- How does the *D* culture support and inhibit the success of your group?
- Does your group take the time to calculate risks?
- Does the group waste time with power struggles?
- Does status get in the way of good decision making?
- Could feedback be given in a more constructive way?

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The *D* culture offers benefits and challenges for people with each of the four DiSC® styles.

High-D individuals (40% of Your Group)
High-*D* individuals embrace this culture's aggressive pace. They see the environment as ideal for achieving their goals and moving their careers forward. Their desire to win every encounter is based not only on what they believe is best for themselves, but for the organization as well. In this way, their determination earns them the respect of colleagues, who may look to them for leadership. However, their assertiveness makes them prime for conflicts with peers, especially those who share their high-*D* tendencies.

High-i individuals (60% of Your Group)
People who are high in *i* appreciate the speed with which their ideas are implemented and the enthusiasm that the environment cultivates. In addition, their energetic approach to projects is a great benefit to the organization. The organization, however, may not be as exuberant in recognizing their great work as the high-*i* expects. The organization simply expects exceptional results.

High-S individuals (40% of Your Group)
High-*S* people often find a niche as a sympathetic ear among the hard-charging negotiations and constant striving of this culture. These individuals help the organization by applying their people skills whenever they can. However, they may often feel hurt and stressed in a setting that they believe is cold and harsh.

High-C individuals (20% of Your Group)
These individuals like that business is at the forefront in this culture. They are pleased that achieving goals is a top priority and that time is not spent on small talk. With their dedication to resolving the details and analyzing the consequences, people high in *C* are a great asset to organizations with this culture. Still, high-*C* individuals may encounter difficulties with the hectic pace and immediate results that this environment demands.

Issues to Consider

If you have a *D* culture, group members may want to think about the following questions:

- How do the low-*D*'s in your group feel about this culture? What are their frustrations and challenges?
- How does the group listen to those with a low-*D*?
- How do the high-*D*'s in your group respond to those who are low-*D*'s?
- How open is your culture to the *i*, *S*, and *C* styles? How do they bring balance to your group?
    - Do the high-*i*'s feel that they get the personal recognition they deserve?
    - Do the high-*S*'s feel like they get feedback that is too cold and insensitive?
    - Do the high-*C*'s feel that they are given time to think concepts through and make the right decisions?

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The percentage of your group members (60%) who have high scores on the Influencing style is **somewhat higher** than the average group taking this online profile (45%). Consider if this style describes your group culture. The hallmarks of an *i* culture are an energetic atmosphere, a focus on innovation, and lots of time spent in meetings or socializing. This culture values effective teamwork and creative approaches to problems. Trust is given to those who are open and expressive. People who excel in this setting tend to be charismatic individuals with keen social skills. However, those individuals who are not as people-oriented may be frustrated with the emphasis on group activities and social niceties. In addition, poor planning and haphazard attention to details may prevent such a culture from actually implementing any bold ideas.

The i Culture Encourages:	**The i Culture Frowns Upon:**
Creativity	Rulemaking
Enthusiasm	Caution
Optimism	Overanalysis
Collaboration	Introversion
Passion	Insensitivity

Advantages of the i Culture:	**Drawbacks of the i Culture:**
Fosters creativity through high energy	Changes direction too frequently
Provides a fun and optimistic atmosphere	Avoids tending to the details
Encourages collective brainstorming	Glosses over potential risks
Promotes frequent informal communication	Holds too many meetings
Excels at promoting ideas	Spends too much time socializing
Cultivates self-starters	Lacks clear guidelines
Provides spontaneous recognition of good work	Exerts pressure to be extroverted and energized
Offers a warm and caring environment	Exhibits spotty planning

Issues to Consider

If you have an *i* culture, your group may want to think about the following questions:

- What are the advantages and drawbacks of the *i* culture for your group?
- How does the *i* culture support or inhibit the success of your group?
- Does your group waste too much time socializing?
- Is your group as organized and efficient as it needs to be?
- Does your group follow through on ideas and innovations?

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The *i* culture offers benefits and challenges for people with each of the four DiSC® styles.

High-D individuals (40% of Your Group)
High-*D* individuals probably appreciate the fast pace and exciting developments that this culture encourages. Their eagerness to tackle new challenges keeps the cycle of creativity moving, which inspires their colleagues and benefits the organization. However, they may grow impatient with prolonged meetings, and the culture's emphasis on people's feelings may strike them as inappropriate or even counterproductive.

High-i individuals (60% of Your Group)
The high-*i* person may find no better fit than this culture. These individuals thrive on energetic approaches and constant interaction with peers, both of which are in abundance in this environment. This culture's priorities suit these energetic people to such a high degree that their natural zeal propels the organization forward. But flaws, such as disorganization and spotty planning, can be magnified when a high-*i* person is active in this setting.

High-S individuals (40% of Your Group)
People who are high in *S* are likely to respond well to the recognition that they receive in this culture. And although they may not be the most vocal in group settings, they still like the fact that social graces are appreciated in this environment. These individuals focus on steady performance and avoid calling attention to themselves, which allows the organization to function more effectively. Still, the speed of change in this culture may be too much for the high-*S* sometimes, and their need for direction is likely to go unmet.

High-C individuals (20% of Your Group)
High-*C* individuals gain satisfaction in this culture by embracing the value of their work. In fact, their efforts are essential to the organization's structure, because they maintain order in an otherwise frantic environment. Although they may be seen as cynical, they undertake the research, analysis, and detail-oriented tasks that others avoid. However, they may become annoyed at the lack of clear guidelines and rules in this culture. They also may resent the pressure to be extroverted and energetic.

Issues to Consider

If you have an *i* culture, group members may want to think about the following questions:

- How do the low-*i*'s in your group feel about this culture? What are their frustrations and challenges?
- How does the group listen to those with a low-*i*?
- How do the high-*i*'s in your group respond to those who are low-*i*'s?
- How open is your culture to the *D*, *S*, and *C* styles? How do they bring balance to your group?
    - Do the high-*D*'s feel that too much time is wasted socializing?
    - Do the high-*S*'s feel like they have enough structure and stability?
    - Do the high-*C*'s feel that important details are ignored and analysis is undervalued?

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The percentage of your group members (40%) who have high scores on the Steadiness style is **somewhat higher** than the average group taking this online profile (30%). Consider if this style describes your group culture. The hallmarks of an *S* culture are stability, predictability, and friendliness. This culture values strong teamwork and a manageable work-life balance. Trust is given to those who are sincere and considerate. People who thrive in this setting tend to be polite individuals who avoid conflict and include everyone in the group's victories. People in this culture naturally support each other and rely on a systematic approach to work. However, such a culture may lag in innovation or in its willingness to take on bold challenges.

The S Culture Encourages:	**The S Culture Frowns Upon:**
Cooperation	Aggressiveness
Loyalty	Pushiness
Humility	Disruptiveness
Thoughtfulness	Nonconformity
Team focus	Erratic behavior

Advantages of the S Culture:	**Drawbacks of the S Culture:**
Commits to getting the job done right	Fails to challenge ideas
Provides a relaxed atmosphere	Lacks a competitive edge
Works toward dependable and reliable results	Avoids tough decisions to spare feelings
Promotes feelings of comfort and security	Inhibits change and stifles innovation
Cultivates work-life balance	Avoids giving constructive criticism
Encourages a strong sense of duty	Struggles with indecisiveness
Allows a high level of teamwork	Does not encourage strong individual accomplishment
Fosters polite, tactful behavior	Creates resentment that brews beneath the surface

Issues to Consider

If you have an *S* culture, your group may want to think about the following questions:

- What are the advantages and drawbacks of the *S* culture for your group?
- How does the *S* culture support and inhibit the success of your group?
- Does your group take enough risks? Does it avoid changes even when they are needed?
- Does the group avoid making necessary but tough decisions just because they might upset others?
- Do people have enough incentive to push themselves for more extraordinary results?

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The *S* culture offers benefits and challenges for people with each of the four DiSC® styles.

High-D individuals (40% of Your Group)
High-*D* individuals strive to get results in this culture. Their preference for action provokes them to make bold decisions and take daring risks. Such adventurous behavior can benefit the organization, which otherwise may struggle to move forward. However, others may regard their assertive behavior as rude or pushy. High-*D*'s, on the other hand, may feel that the environment is too "touchy-feely." Further, the slow-paced, orderly culture often seems dull to the high-*D* individual, who may look elsewhere for challenges.

High-i individuals (60% of Your Group)
People high in *i* supply much of the excitement in this culture. They bring enthusiasm to projects and coordinate the social activities that bond colleagues. In this way, they build a sense of community. Others, however, may get frustrated that high-*i*'s aren't as organized and reliable in their habits. At the same time, high-*i* people are likely to become bored at the laidback atmosphere that this culture encourages, and they may be overt with their frustrations about this.

High-S individuals (40% of Your Group)
The high-*S* person appreciates the comforting routine that this culture provides. These individuals respond well to the security of the environment, and they look forward to the process of collaboration that is a large part of this culture. The organization comes to depend upon their loyalty and ever-increasing knowledge base. However, the downside is that they tend not to be challenged to improve their performance, accept new responsibilities, take chances, or make major changes.

High-C individuals (20% of Your Group)
These individuals like the fact that detailed-oriented tasks and analytical skills are respected in this culture. They seldom feel pressure to rush through projects in this environment, and they are pleased that they are allowed to play to their strengths regularly. In addition, they benefit the organization by ensuring that each concept is as refined and coherent as possible. However, they may be seen by some as cold. High-*C*'s, in turn, may feel that the group is too sensitive and soft in its decision making.

Issues to Consider

If you have an *S* culture, group members may want to think about the following questions:

- How do the low-*S*'s in your group feel about this culture? What are their frustrations and challenges?
- How does the group listen to those with a low-*S*?
- How do the high-*S*'s in your group respond to those who are low-*S*'s?
- How open is your culture to the *D*, *i*, and *C* styles? How do they bring balance to your group?
    - Do the high-*D*'s feel that the group moves too slowly and that people are too sensitive?
    - Do the high-*i*'s feel like they have enough excitement?
    - Do the high-*C*'s feel that the group makes decisions based on emotion?

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The percentage of your group members (20%) who have high scores on the Conscientious style is **much lower** than the average group taking this online profile (51%). Although very unlikely, consider if this style describes your group culture. The hallmarks of a *C* culture are quality, accuracy, and order. Such a culture values high standards, careful analysis, and diplomacy. This group prides itself on getting perfect results. The group is cynical toward new ideas, and trust usually has to be earned. Members are often loyal but only to those they respect. The culture values punctual, hardworking, and dependable members. The group, however, may miss opportunities because it spends so much time researching and analyzing. It may resist growth for fear of lowering its standards.

The C Culture Encourages:	**The C Culture Frowns Upon:**
Accuracy	Mistakes
Completeness	Illogical behavior
Attention to detail	Lateness
On-time performance	Spotty research
Dependability	Exaggerated enthusiasm

Advantages of the C Culture:	**Drawbacks of the C Culture:**
Calculates risks thoroughly	Overanalyzes
Delivers exceptional quality control	Misses opportunities due to excess caution
Makes decisions logically	Lacks outward excitement and energy
Pays attention to details	Stifles informal communication
Clarifies policies and expectations	Fails to foster a strong sense of community
Emphasizes reliability and precision	Ignores people's feelings
Respects people's rights	Feels critical, cold, or cynical to some
Provides well-defined goals	Closes itself off to outsiders

Issues to Consider

If you have a *C* culture, your group may want to think about the following questions:

- What are the advantages and drawbacks of the *C* culture for your group?
- How does the *C* culture support or inhibit the success of your group?
- Does your group take enough risks?
- Does the group spend too much time ensuring accuracy when it should be acting?
- Does the group attend to the emotional and social needs of its members?

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The *C* culture offers benefits and challenges for people with each of the four DiSC® styles.

High-D individuals (40% of Your Group)
Double checking and deep analysis will frustrate some high-*D* individuals. They will be itching to get things moving, but they will be forced to weigh the pros and cons and calculate risks. On the other hand, they will know where they stand at all times and may enjoy the task-oriented nature of the group. They may also like working with people who are willing to adapt and follow their lead.

High-i individuals (60% of Your Group)
Many high-*i* individuals will get bored with the repetitious assignments and continuous attention to details. They will need to work on developing organized, systematic procedures for putting their ideas into action. If high-*i* members aren't rigorous in their thinking, the group may be critical. Their socializing may be frowned upon, and they may feel that the group cares more about the task than it does about its people. On the other hand, the enthusiasm, optimism, and high energy of the high-*i* may be a rare and invaluable asset to the group.

High-S individuals (40% of Your Group)
Most high-*S* people will like the stability of the environment. And without the pressure to be extroverted and outgoing, they will most likely feel at ease. But because this group often expects people to work alone, some high-*S* people may feel lonely. The task-oriented nature of the group may leave them feeling like important emotions are ignored or dismissed.

High-C individuals (20% of Your Group)
People with a high-*C* style usually feel right at home in this environment. They like the reserved, businesslike culture that values quality and dependability. They enjoy the group's systematic approach and the lack of direct conflict. They may, however, feed into an overly analytical culture that doesn't take chances and resists change.

Issues to Consider

If you have a *C* culture, group members may want to think about the following questions:

- How do the low-*C*'s in your group feel about this culture? What are their frustrations and challenges?
- How does the group listen to those with a low-*C*?
- How do the high-*C*'s in your group respond to those who are low-*C*'s?
- How open is your culture to the *D*, *i*, and *S* styles? How do they bring balance to your group?
    - Do the high-*D*'s feel stifled by the slow pace of the group?
    - Do the high-*i*'s feel bored or bogged down in details?
    - Do the high-*S*'s feel isolated and socially unconnected?

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