EVERYTHING DiSC
A Wiley Brand

Group Culture Report

Sample Report

(17 People)
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Introduction

Just as individuals have unique styles, groups also tend to develop their own styles or cultures. This culture is an informal combination of behaviors, values, and attitudes that most people in the group take for granted.

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 priorities, 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 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. A number of 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 of the group

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.

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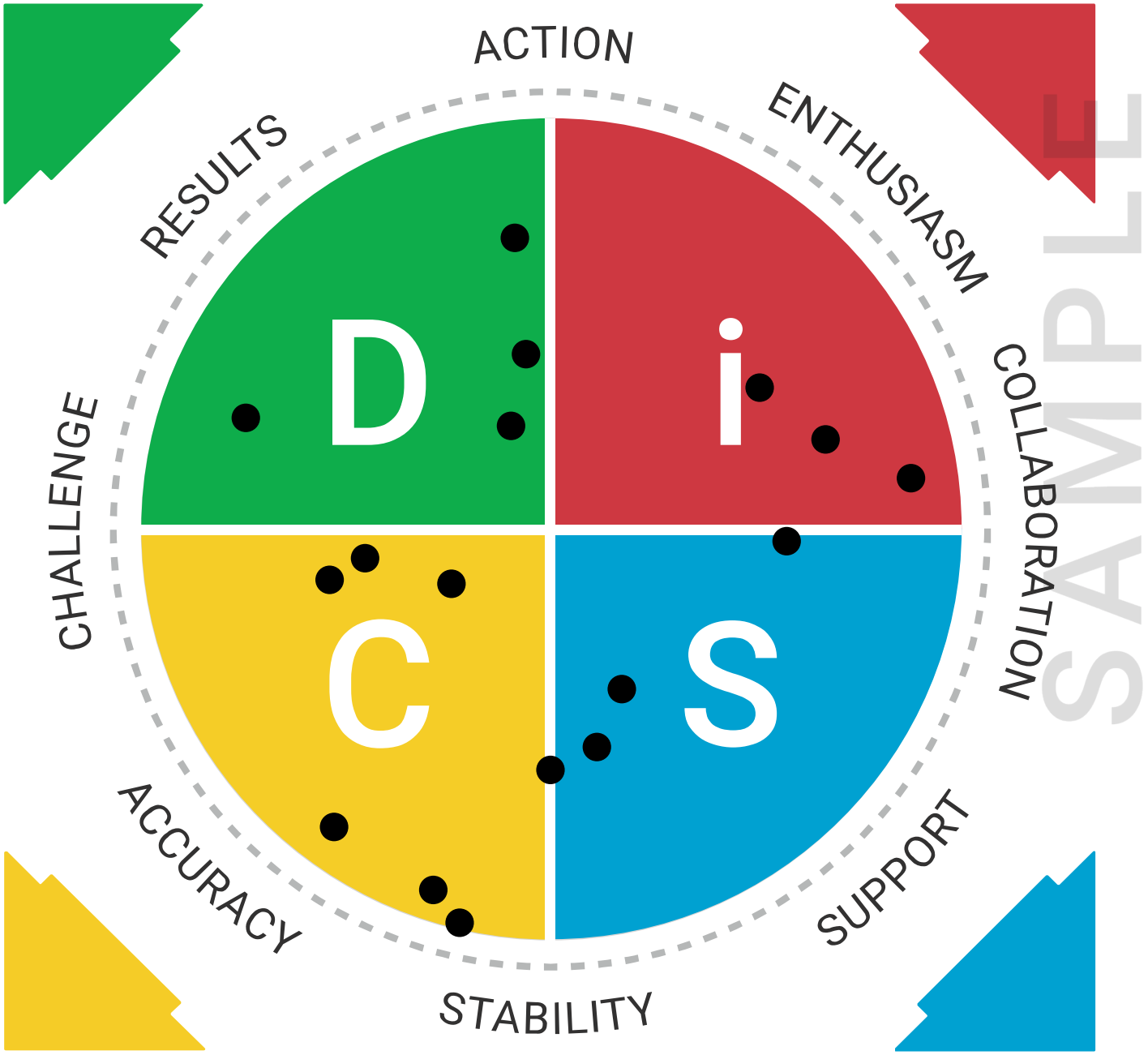
Group Map

The Everything DiSC® map below shows the distribution of DiSC® styles in your group. Each black dot represents one person. The percentages reflect the proportion of people who fall in each of the four DiSC regions.

PRIMARY D STYLE
24%

PRIMARY i STYLE
18%



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PRIMARY C STYLE
41%

PRIMARY S STYLE
18%

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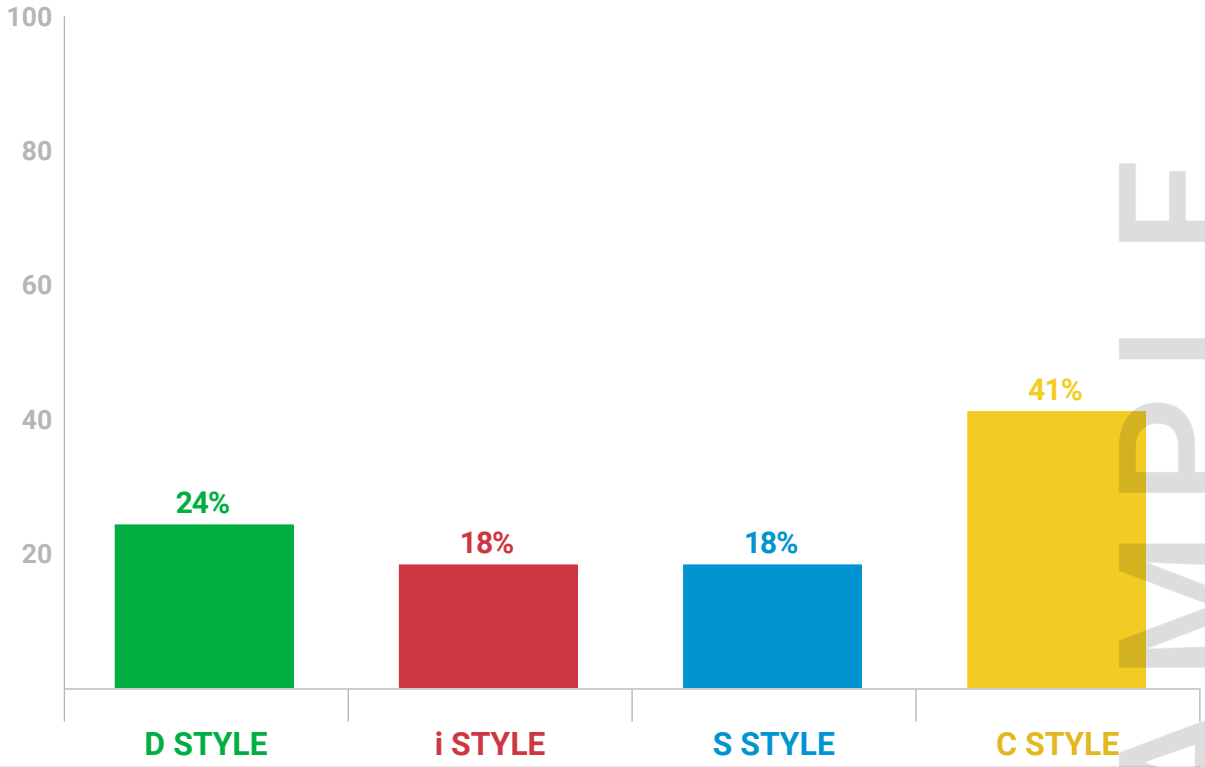
Your DiSC® Culture

When assessing your group's culture, you also may want to think about the things that your group values the most. What types of behaviors does it reward? What does it encourage? The qualities and behaviors that your group values often reflect the makeup of the group members. The graph below shows what percentage of your group has each DiSC® style as their primary style, and the priorities that correspond to each of these group styles.



	D STYLE	i STYLE	S STYLE	C STYLE
What do your group members value most?	Results Action Challenge	Enthusiasm Action Collaboration	Support Stability Collaboration	Accuracy Stability Challenge

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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 may find that none of the DiSC styles fully describes their culture. Or even beyond this, some groups find important subgroups that each have their own DiSC culture.

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The D Culture

The percentage of your group members **(24%)** whose dots fall in the Dominance region is about the same as the average group taking this profile (25%). 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 may suffer in this culture, however, and those who are less assertive may feel overwhelmed. In addition, such a culture may sometimes struggle with high turnover and a stressful environment.

THE D CULTURE REWARDS

- Independence
- Decisiveness
- Directness
- Victory
- Results

THE D CULTURE CRITICIZES

- Oversensitivity
- Hesitation
- Over-analysis
- Foot-dragging
- Weakness

ADVANTAGES OF THE D CULTURE

- Offers a dynamic and engaging environment
- Makes decisions without wasting time
- Drives toward results
- Provides opportunities to prove oneself
- Rewards determination and persistence
- Continually pushes for new accomplishments
- Encourages innovation
- Gives straightforward feedback

DRAWBACKS OF THE D CULTURE

- Leads to tension and burnout
- Fails to spend time on thorough analysis
- Overwhelms those who are less aggressive
- Creates power struggles that lead to poor decisions
- Takes too many risks
- Overemphasizes status
- Discourages teamwork because of competitiveness
- Provides feedback without considering feelings

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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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Working in the D Culture

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

PEOPLE IN THE D REGION
24% of your group

People in the D region tend to 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 is likely to earn them the respect of colleagues, who may look to them for leadership. However, their assertiveness makes them prone to conflicts with peers, especially those who share their D tendencies.

PEOPLE IN THE i REGION
18% of your group

People in the i region may appreciate the speed with which their ideas are implemented and the enthusiasm that the environment cultivates. In addition, their energetic approach to projects can be a great benefit to the organization. The organization, however, may not be as exuberant in recognizing their work as people in the i region expect. The organization simply expects exceptional results.

PEOPLE IN THE S REGION
18% of your group

People in the S region often find a niche as a sympathetic ear among the hard-charging negotiations and constant striving of this culture. They tend to help the organization by applying their people skills whenever they can. However, they may often feel hurt and stressed in a setting that they see as cold or harsh.

PEOPLE IN THE C REGION
41% of your group

People in the C region may appreciate that business is at the forefront in this culture. They're 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, these individuals can be a great asset to organizations with this culture. Still, they may encounter difficulties with the hectic pace and immediate results that this environment demands.

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ISSUES TO CONSIDER

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

- How do people who aren't in the D region feel about this culture? What are their frustrations and challenges?
- How does the group listen to those in the other regions?
- How do people in the D region respond to those who don't share their style?
- How open is your culture to the i, S, and C styles? How do they bring balance to your group?
  - Do people in the i region feel that they get the personal recognition they deserve?
  - Do people in the S region feel like they get feedback that is too cold and insensitive?
  - Do people in the C region feel that they are given time to think concepts through and make the right decisions?

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The i Culture

The percentage of your group members **(18%)** whose dots fall in the i region is slightly lower than the average group taking this profile (26%). The hallmarks of an i culture are an energetic atmosphere, an optimistic approach, and plenty 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 who aren't as people-oriented may be frustrated with the emphasis on group activities and social niceties. In addition, poor planning and low tolerance for routine tasks may sometimes prevent such a culture from actually implementing any bold ideas.

THE i CULTURE REWARDS

- Creativity
- Enthusiasm
- Optimism
- Collaboration
- Passion

THE i CULTURE CRITICIZES

- Rulemaking
- Caution
- Overanalysis
- Introversion
- Insensitivity

ADVANTAGES OF THE i CULTURE

- Fosters creativity through high energy
- Provides a fun and optimistic atmosphere
- Encourages collective brainstorming
- Promotes frequent informal communication
- Excels at promoting ideas
- Cultivates self-starters
- Provides spontaneous recognition of good work
- Offers a warm and caring environment

DRAWBACKS OF THE i CULTURE

- Changes direction frequently
- Avoids tending to repetitive or routine tasks
- Glosses over potential risks
- Holds too many meetings
- Spends too much time socializing
- Lacks clear guidelines
- Exerts pressure to be extroverted and energized
- Exhibits spotty planning

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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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Working in the i Culture

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

PEOPLE IN THE D REGION

24% of your group

People in the D region 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 unnecessary or even counterproductive.

PEOPLE IN THE i REGION

18% of your group

People in the i region may find no better fit than this culture. They tend to 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 may propel the organization forward. But flaws, such as disorganization and spotty planning, can be magnified when people in the i region are active in this setting.

PEOPLE IN THE S REGION

18% of your group

People in the S region are likely to respond well to the warmth and collaboration of 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. They tend to 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 them sometimes, and their need for concrete direction is likely to go unmet.

PEOPLE IN THE C REGION

41% of your group

People in the C region may 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're likely to 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 optimistic.

SAMPLE

ISSUES TO CONSIDER

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

- How do people who aren't in the i region feel about this culture? What are their frustrations and challenges?
- How does the group listen to those in the other regions?
- How do people in the i region respond to those who don't share their style?
- How open is your culture to the D, S, and C styles? How do they bring balance to your group?
  - Do people in the D region feel that too much time is wasted socializing?
  - Do people in the S region feel like they have enough structure and stability?
  - Do people in the C region feel that potential problems are ignored and analysis is undervalued?

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The S Culture

The percentage of your group members **(18%)** whose dot falls in the S region is slightly lower than the aver-age group taking this online profile (24%). 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 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 REWARDS

- Cooperation
- Loyalty
- Humility
- Thoughtfulness
- Team focus

THE S CULTURE CRITICIZES

- Aggressiveness
- Pushiness
- Disruptiveness
- Nonconformity
- Sudden change

ADVANTAGES OF THE S CULTURE

- Commits to getting the job done right
- Provides a relaxed atmosphere
- Works toward dependable and reliable results
- Promotes feelings of comfort and security
- Cultivates work-life balance
- Encourages a strong sense of duty
- Allows a high level of teamwork
- Fosters polite, tactful behavior

DRAWBACKS OF THE S CULTURE

- Fails to challenge ideas
- Lacks a competitive edge
- Avoids tough decisions to spare feelings
- Inhibits change and stifles innovation
- Avoids giving even constructive criticism
- Struggles with indecisiveness
- Discourages strong individual accomplishment
- Allows resentment to brew beneath the surface

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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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Working in the S Culture

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

PEOPLE IN THE D REGION

24% of your group

People in the D region strive to get results in this culture. Their preference for action may cause them to make bold decisions and take daring risks. Such adventurous behavior can benefit the organization, which otherwise may struggle to move forward decisively. However, their assertive behavior may be seen as rude or pushy. People in the D region, on the other hand, may feel that the environment is too "touchy-feely." Further, the calm, orderly culture often seems dull to them, and they may look elsewhere for challenges.

PEOPLE IN THE i REGION

18% of your group

People in the i region tend to supply much of the excitement in this culture. They can bring enthusiasm to projects and coordinate the social activities that bond colleagues and build a sense of community. Others, however, may get frustrated that they aren't as organized and reliable in their habits as the culture expects. At the same time, people in the i region are likely to become bored at the laidback atmosphere that this culture encourages.

PEOPLE IN THE S REGION

18% of your group

People in the S region tend to appreciate the comforting routine that this culture provides. They're likely to respond well to the security of the environment, and they may look forward to the collaboration that is a large part of this culture. The organization can come to depend upon their loyalty and follow-through. However, they may not be challenged to improve their performance, accept new responsibilities, take chances, or make major changes.

PEOPLE IN THE C REGION

41% of your group

People in the C region tend to appreciate the fact that precision and analytical skills are respected in this culture. They seldom feel pressure to rush through projects in this environment, and they're likely to appreciate its methodical approach. They get the opportunity to benefit the organization by ensuring refined and accurate outcomes. However, they may be seen as too cold. People in the C region, in turn, may feel that the group is too sensitive and accommodating when making decisions.

SAMPLE

ISSUES TO CONSIDER

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

- How do people who aren't in the S region feel about this culture? What are their frustrations and challenges?
- How does the group listen to those in the other regions?
- How do people in the S region respond to those who don't share their style?
- How open is your culture to the D, i, and C styles? How do they bring balance to your group?
  - Do people in the D region feel that the group moves too slowly and that people are too sensitive?
  - Do people in the i region feel like they have enough excitement?
  - Do people in the C region feel that the group makes decisions based on people's feelings rather than facts?

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The C Culture

The percentage of your group members **(41%)** whose dots all in the C region is somewhat higher than the average group taking this online profile (25%). 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 REWARDS

- Accuracy
- Completeness
- Attention to detail
- On-time performance
- Dependability

THE C CULTURE CRITICIZES

- Mistakes
- Illogical behavior
- Lateness
- Spotty research
- Exaggerated enthusiasm

ADVANTAGES OF THE C CULTURE

- Calculates risks thoroughly
- Delivers exceptional quality control
- Makes decisions logically
- Ensures accuracy
- Clarifies policies and expectations
- Emphasizes reliability and precision
- Respects people's rights
- Provides well-defined goals

DRAWBACKS OF THE C CULTURE

- Overanalyzes
- Misses opportunities due to excess caution
- Lacks outward excitement and energy
- Stifles informal communication
- Fails to foster a strong sense of community
- Ignores people's feelings
- Feels critical, cold, or cynical to some
- Closes itself off to outsiders

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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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Working in the C Culture

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

PEOPLE IN THE D REGION
24% of your group

The double checking and deep analysis typical of the C culture will frustrate some people in the D region. They may be itching to get things moving, but they're expected to weigh the pros and cons and calculate risks. On the other hand, they may appreciate the skeptical and task-oriented nature of the group. They may also like working with people who are willing to let them take the lead.

PEOPLE IN THE i REGION
18% of your group

Many people in the i region will get bored with the C culture's continuous attention to accuracy. They may be expected to develop organized, systematic procedures for putting their ideas into action. If they 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 people in the i region may be a rare and invaluable asset to the group.

PEOPLE IN THE S REGION
18% of your group

Most people in the S region 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 the culture often expects people to work alone, some people in the S region may miss the feeling of collaboration and team spirit. The fact-oriented nature of the group may leave them feeling like important emotions are ignored or dismissed.

PEOPLE IN THE C REGION
41% of your group

People in the C region usually feel right at home in this environment. They appreciate the reserved, businesslike culture that values quality and dependability. They share the group's systematic approach, and they probably support the lack of direct conflict. They may, however, feed into an overly analytical culture that doesn't take chances and resists change.

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ISSUES TO CONSIDER

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

- How do people who aren't in the C region feel about this culture? What are their frustrations and challenges?
- How does the group listen to those in the other regions?
- How do people in the C region respond to those who don't share their style?
- How open is your culture to the D, i, and S styles? How do they bring balance to your group?
  - Do people in the D region feel stifled by the systematic pace of the group?
  - Do people in the i region feel bored or criticized?
  - Do people in the S region feel isolated and socially unconnected?

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