Team Dynamics Report

Athlete Assessments

February 27, 2019

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Introduction to the Team Dynamics Report

What is Team Dynamics and Culture?

This Team Dynamics Report assists you to better understand and develop how well your team functions and performs. It provides an overview of the combination of different behavioral styles within the team and has been created by plotting where each person falls within the DISC Behavioral Profiles. Just as individuals have their own unique profiles and associated behaviors, so too does a team develop its own unique culture.

Culture is defined simply as the "accepted and preferred behaviors within our team". Culture is the way or manner in which your team behaves, resulting in effective and productive outcomes or ineffective and unproductive outcomes. Culture is ultimately a function of your mix of differing DISC Styles, we call this your Team Dynamic.

All teams have a specific team dynamic and associated culture which will be appealing to some behavioral styles more than for others. Understanding how the team dynamic impacts the different behavioral styles enables the coach or leader to be more strategic about creating the "right" type of culture for the goals the team is attempting to achieve.

What Influences Culture?

The Team's culture is more than just the average of the different behavioral styles within the team. The following are the key factors which significantly impact the team culture:
1. The behavioral style of the coach, manager or leader.
2. The behavioral styles of the team's leaders or captains.
3. The "extreme" behavioral styles within the team.
4. The goals the team wants to achieve.
5. The team's previous culture and history.

Understanding the above factors, helps the coach or leaders to make changes to the team dynamic and subsequent culture, should it not be creating the results required.

The Team Dynamics results contained within this report do rely on interpretation and please discuss these results with your Consultant.

Within this report, we refer to the Adapted Style Dynamic and your Natural Style Dynamic patterns:
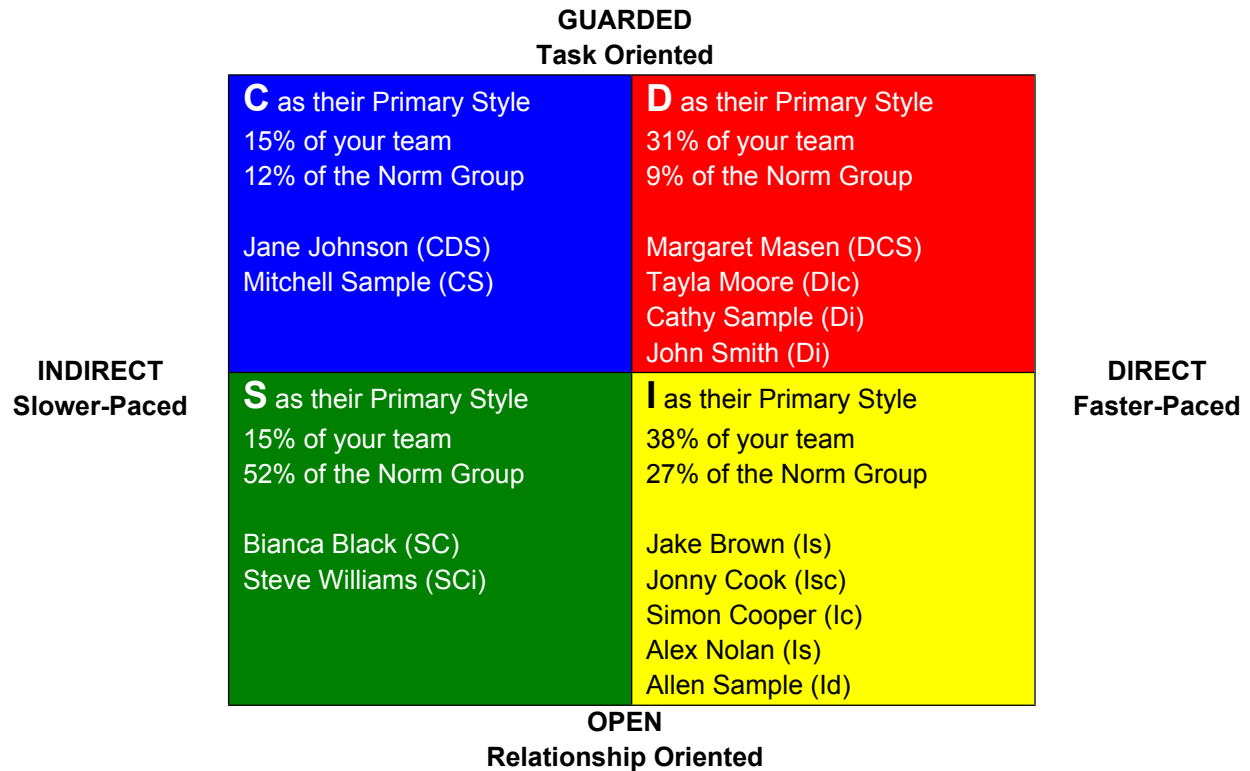
- **Adapted Style: This is the self-perception of the way people believe they behave in their current sporting environment and may not necessarily reflect the individual's "true style".**

- **Natural Style: This is the self-perception of the "true you" which are the instinctive behaviors displayed in various environments and often when either completely comfortable in their environment or alternatively, under stress and pressure.**

We've provided some additional resources and information regarding the background and theory of DISC at the end of this document for your easy reference. Also, for an individual's results, please refer to their personalized DISC Report (AthleteDISC for athletes, CoachDISC for coaches or the Sports ManagerDISC for team managers, sports administrators and other sports professionals).

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'NATURAL' Team Dynamics Results

Natural Styles within the Four Quadrant DISC Model – Plot of Primary Results

The below graph shows each person's primary style within the four quadrant DISC model. This is their 'Natural Styles'. Next to each person's name we have also provided their primary and secondary DISC preferences.

GUARDED
Task Oriented

C as their Primary Style 15% of your team 12% of the Norm Group Jane Johnson (CDS) Mitchell Sample (CS)	**D** as their Primary Style 31% of your team 9% of the Norm Group Margaret Masen (DCS) Tayla Moore (DIc) Cathy Sample (Di) John Smith (Di)
S as their Primary Style 15% of your team 52% of the Norm Group Bianca Black (SC) Steve Williams (SCi)	**I** as their Primary Style 38% of your team 27% of the Norm Group Jake Brown (Is) Jonny Cook (Isc) Simon Cooper (Ic) Alex Nolan (Is) Allen Sample (Id)

INDIRECT **Slower-Paced** (left side)

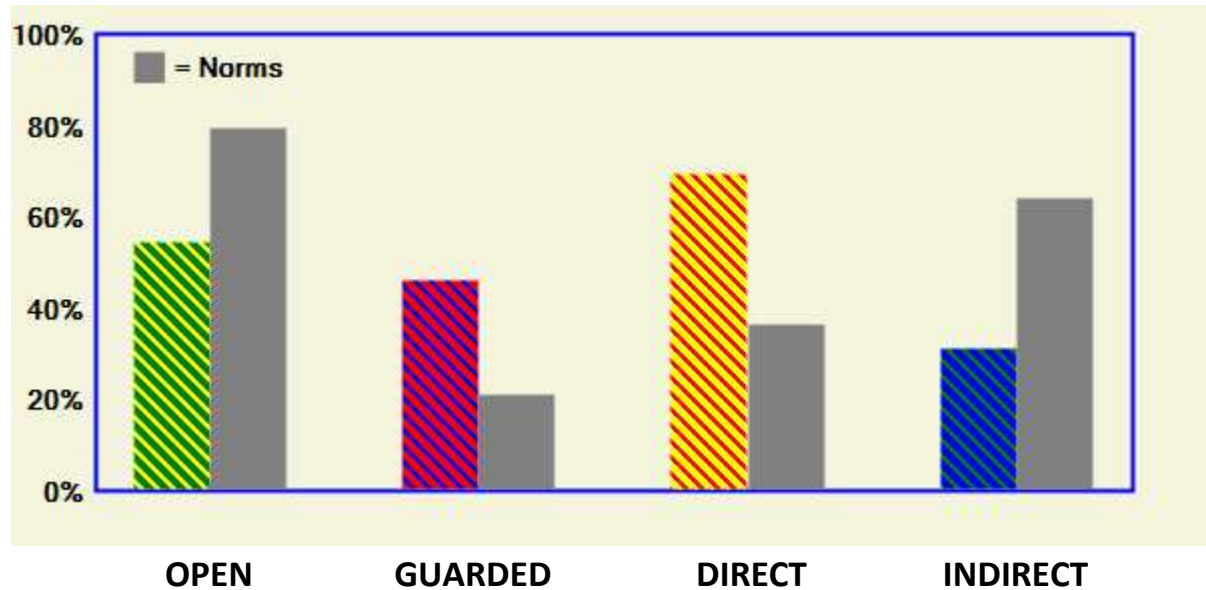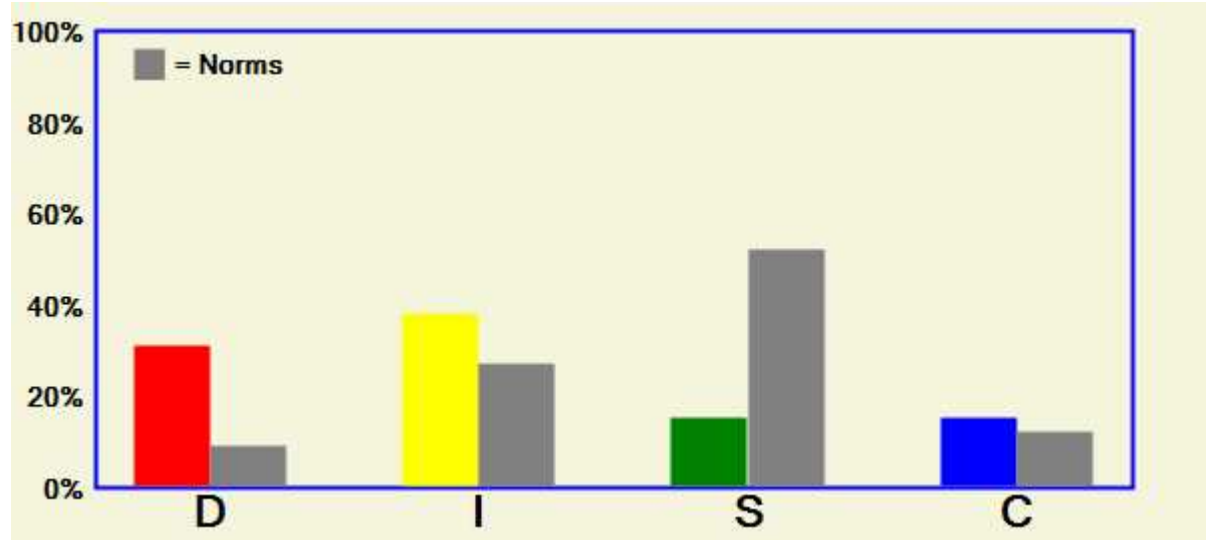**DIRECT** **Faster-Paced** (right side)

OPEN
Relationship Oriented

Note the various percentages of your team compared to the 'Norm Group' in each quadrant. (The Norm Group is the average of a normal, regular population of people.) Things to look for:

- How closely does your team plot to the Norm Group? Do you have a predominance or under-representation of any particular DISC style?
- If so, what are the likely consequences?
- Also look to the section at the back of this document for 'Tension Among the Styles'. Consider how different people within the team work well together, or not so?

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Natural Styles – Plot of Primary Results

The below bar graphs show the distribution of the team compared to the 'Norm Group' regarding their natural DISC style and the combined levels of being Open, Guarded, Direct and Indirect.

OPEN   GUARDED   DIRECT   INDIRECT

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Natural Styles – Behavioral Pattern View

Below each person is plotted within the 8 zones of the Behavioral Diamond. Plots on the outer edges of the diamond identify that one factor (DISC) of the style will dominate the other three. As you move towards the center of the diamond two and eventually three traits combine to moderate the intensity of the style descriptors within a specific behavioral zone. +The plus sign indicates that the preceding style score is higher, moving you closer to that style zone (i.e. CD+S: The D score is stronger than in CDS so it plots closer to the D behavioral zone).

Data, Fact & Analysis Based. Precise & Accurate Trusts in the Value of Structure, Standards & Order. Sees the value of "Rules".

Efficient, Analytical, Organized, Factual, Aware of the Consequences of their Actions, Practical and Innovative.

Assertive, Results Focused, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead.

Balances & Values Data & Diplomacy, Mindful of the "Rules". Will be Task Focused, Dislikes Confusion and Ambiguity.

Both Assertive and Persuasive, Likely to embrace New Concepts, Often a Mover and a Shaker, Can be very outgoing with High Energy and Engaging Effort.

Very Patient & Favors Stability and Structure. Not a Risk Taker, Likes to operate at a Steady, Even Pace.

Very Outgoing & Persuasive, Very People Oriented, Quite Optimistic Outlook, Strong Communication Skills, Likes to have Variety in their day.

Supportive & Persuasive, Good Team Player, Creates Good Will & provides Good Customer Service.

Behavioral Diamond with plots: JaJo, CaSa, JoSm, MaMa, TaMo, MiSa, StWi, SiCo, JoCo, BiBl, AlSa, AlNo, JaBr

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'ADAPTED' Team Dynamics Results

Adapted Styles within the Four Quadrant DISC Model – Plot of Primary Results

The below graphs show each person's primary style within the four quadrant DISC model. This is their 'Adapted Styles'. Next to each person's name we have also provided their primary and secondary DISC preferences.
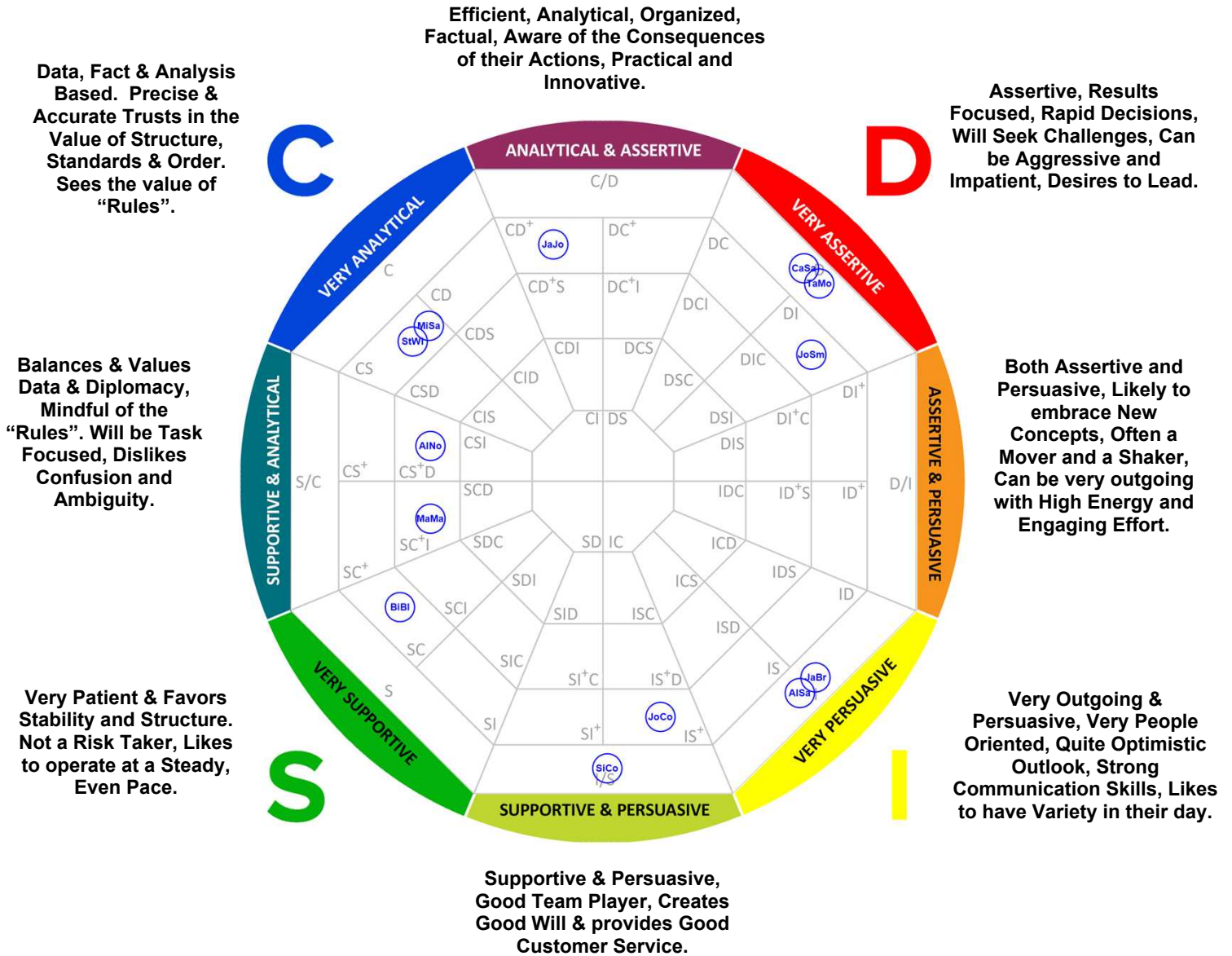
<div align="center">

GUARDED
Task Oriented

C as their Primary Style 31% of your team 32% of the Norm Group Jane Johnson (CD) Alex Nolan (CSd) Mitchell Sample (Cs) Steve Williams (Cs)	**D** as their Primary Style 23% of your team 9% of the Norm Group Tayla Moore (D) Cathy Sample (D) John Smith (Di)
S as their Primary Style 15% of your team 26% of the Norm Group Bianca Black (SC) Margaret Masen (SCi)	**I** as their Primary Style 31% of your team 33% of the Norm Group Jake Brown (I) Jonny Cook (IS) Simon Cooper (IS) Allen Sample (I)

OPEN
Relationship Oriented

</div>

INDIRECT
Slower-Paced

DIRECT
Faster-Paced

Look to how the above differs to the corresponding 'Natural' Graph:
- Are there significant shifts?
- Have a few people adapted or many?
- Is there a common theme with any adaptations?
- Consider what is likely to be driving these adaptations?
- What are the likely impacts of these adaptations?

Adapted Styles – Plot of Primary Results

The below bar graph shows the distribution of the team compared to the 'Norm Group' regarding their adapted DISC style and the combined levels of being Open, Guarded, Direct and Indirect.

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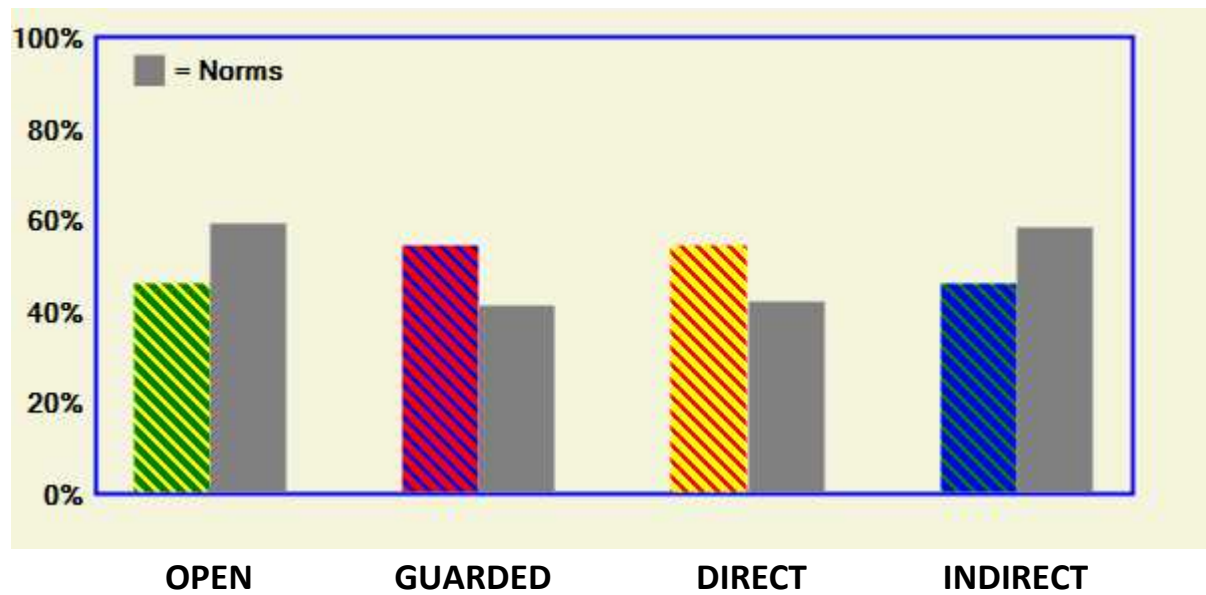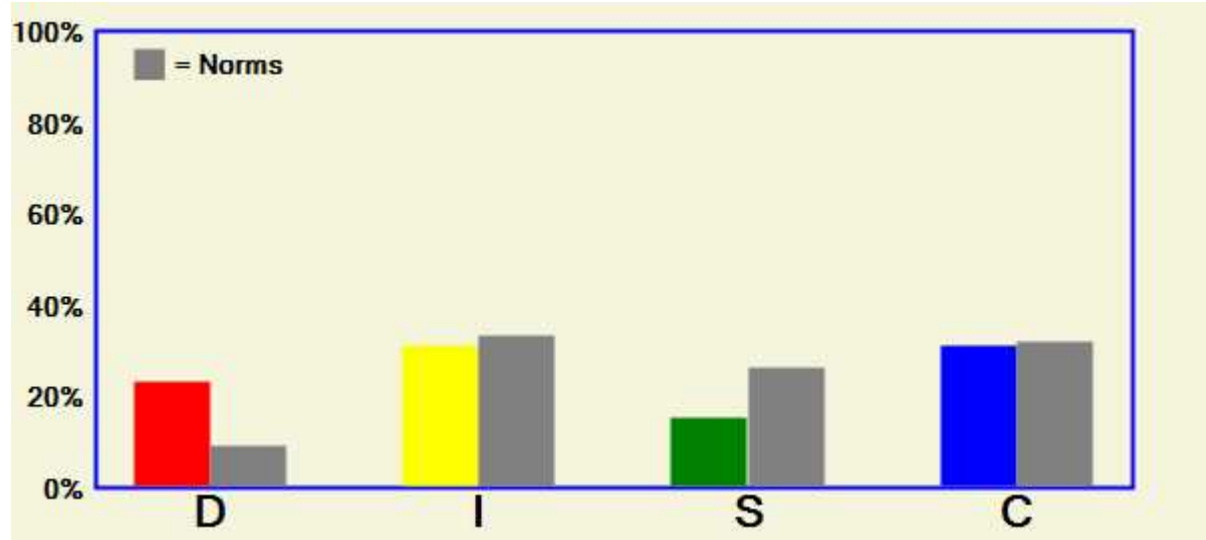
Adapted Styles – Behavioral Pattern View

Below each person is plotted within the 8 zones of the Behavioral Diamond in their adapted style.

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Efficient, Analytical, Organized, Factual, Aware of the Consequences of their Actions, Practical and Innovative.

Assertive, Results Focused, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead.

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Reference Material – The DISC Cultures

The four Cultural Styles measured by the DISC model are:
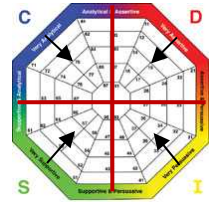
1. Dominance Culture

The Dominance Culture is one which values assertively dealing with the PROBLEMS they encounter. Teams which have more Dominant style individuals (or leaders) actively pursue and attack problems, creating an aggressive, results-focused and fast-paced approach to achieving results. (Teams with a "low D" culture are more reserved and conservative in tackling difficult, problematic and confrontational issues. Therefore these "low D" cultures are conflict averse preferring harmony and good relationships in order to achieve results.) **When more team members plot in the upper right "D" Dominant quadrant of the behavioral diamond a strong Dominant Style Culture is apparent and they typically exhibit a more assertive, direct, guarded and results oriented behavioral style.**

The "D" Culture Values:	The "D" Culture does <u>not</u> Value:
• **Independence**	• **Sensitiveness**
• **Winning**	• **Emotional displays**
• **Rapid Action**	• **Being "friends"**
• **Decisiveness**	• **Detailed analysis**
• **Direct communication and action**	• **Hesitation to take action**

2. Influence Culture

The Influence Culture is one which values making personal connections with the PEOPLE they encounter. Teams which have more Influencing style individuals (or leaders) are outgoing, seek personal connections and enjoy frequent interactions with others. (Teams with more "low I" members are more introverted, more reserved and less inclined to initiate new personal connections and interactions with others.) **Teams whose integrated plot is in the lower right "I" Influence/Extroversion quadrant of the behavioral diamond will typically exhibit a more people oriented, direct but open behavioral style.**

The "I" Culture Values:	The "I" Culture does <u>not</u> Value:
• **Creativity**	• **Detailed analysis**
• **Enthusiasm**	• **Stagnant environments**
• **Communication**	• **Cautious approaches**
• **New Ideas**	• **Negativity**
• **Social interactions**	• **Rules**

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3. Steadiness Culture

The Steadiness Culture is one which values dealing with people and tasks in a considered and careful manner. Teams which have more Steady style members (or leaders) exhibit a great deal of patience and prefer stable, focused and consistent workloads preferring not to frequently shift gears or alter direction mid-stream. These teams also highly value building relationships and being sensitive to other team member needs, often preferring to great team players rather than the stars on the team. (Teams with more "low S" members exhibit strong urgency and low patience, preferring a fast-paced, rapid fire, multi-tasked agenda, offering active, change-oriented and spontaneous options.) **Teams whose integrated plot is in the lower left "S" Steadiness/Patient quadrant of the behavioral diamond typically exhibit a more indirect but open, patient and team-focused behavioral style**.

The "S" Culture Values:	The "S" Culture does not Value:
• **Relationships and teamwork**	• **Risk taking**
• **Trust and respect**	• **Aggressive action**
• **One-on-one communication**	• **Constant change**
• **Patience**	• **Disharmony**
• **Well thought out actions**	• **Fast decision making**

4. Conscientious or Compliance Culture

The Conscientious (Compliance) Culture is one which values team members paying attention to the RULES, details, accuracy of information and data. Teams which have more "high C" members (or leaders) insist on accuracy, reliable facts, precision and high standards. There is a distinct focus on the task at hand and doing this according to their best possible efforts. (Teams with more "low C" members tend to question the rules, can be quite independent, opinionated and may favor emotional persuasion over logical data.) **Teams plotting in the upper left "C" Conscientious/Compliant quadrant typically exhibit a more indirect and guarded, data focused detailed and analytical behavioral style.**

The "C" Culture Values:	The "C" Culture does not Value:
• **Task focused approach**	• **Unstructured action**
• **Respect for team rules**	• **Small talk**
• **Analysis of details**	• **Socializing**
• **Logical decision making**	• **Emotional actions**
• **Structure and Frameworks**	• **Errors and mistakes**

Behavioral Pattern View

The Behavioral Pattern View (also sometimes referred to as the Behavioral Diamond) is another way of viewing the DISC Team Dynamics results within the eight behavioral zones.

THE SCORING LEGEND

D is for Dominance: How you deal with Problems
I is for Influence/Extroversion: How you deal with Other People
S is for Steadiness/Patience: How you deal with your Activity Level and Pace
C is for Conscientious/Compliance/Structure: How you deal with the "Organization's Rules" as well as the focus on details, accuracy and precision

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● = **Natural** Behavioral Style

★ = **Adapted** Behavioral Style

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Overview of the Behavioral Pattern View (Behavioral Diamond)

The Behavioral Diamond is particularly useful for understanding the team dynamics within a team or group of people. It has eight behavioral zones and each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see people with this style.

Refer to the Behavioral Diamond shown on the previous page and note that the diamond is made up of eight sides of the diamond. **We refer to each of the sides of the diamond as 'zones'.** You will see that there are zones marked with the D for Dominance, I for Influence, S for Steadiness and C of Conscientiousness and there are four additional zones in between the D, I, S and C. These in between sides represent a mix of the two zones either side. For example, between the D zone and the I zone, the zone between these two, represents a D-I profile or between I and S, the I-S profile.

In simplest terms, when someone plots on the outer edges of the diamond, in one of the D, I, S or C zones, it identifies that one factor of the style that will dominate the other three. If they plot on the outer edge of the diamond on one of the in between zones, those two styles dominate the other two styles. As you move towards the center of the diamond two and eventually three traits combine to moderate the intensity of the style descriptors within a specific behavioral zone.

You might find it beneficial to further build your understanding and use of the Behavioral Diamond with example Bar Graphs overlaid. Note that the numbering system for the segments is designed for ease of recognition.

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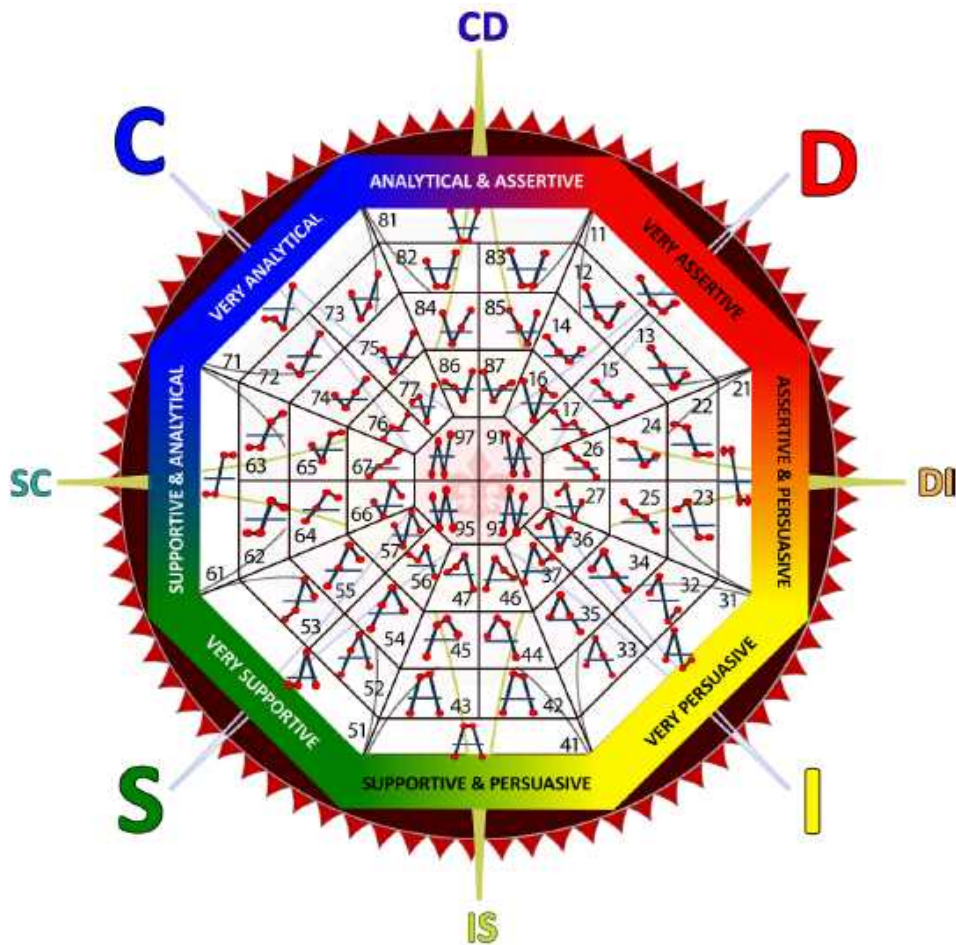
Firstly, let's start off at the "D" zone. This zone has the outer section numbered 11. If someone plots within this numbered 11 zone, it represents that they only have D above the 50% line in the bar graph. Directly below that section are sections 12 and 13, below that you'll see 14 and 15, and finally the last two sections in that pie shape are numbered 16 and 17. As you move towards the center of the diamond, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone.

Adjacent to the D zone is numbered 21 through 27. **Sitting between the D and the I zone, this area is the D-I zone. If someone plots within the 21 section, this represents both the D and the I above the 50% line and equal in value, both very high.**

Going to the next diamond zone, you have 31 to 37 **with 31 representing I above the 50% line**. Once again the only reason that the numbers are there is for identification. We actually chose this numbering scheme to ease the understanding of where someone's diamond position might be.

As you move towards the center, 12 and 13, 22 and 23, 32 and 33, and so forth you'll see that the graph represents two elements above the 50% line. Notice for example, 13 and 22 are both high D high I, but in 13 the delta between the D and I is greater than in 22 representing the closeness to the D-I zone.

Notice the pattern repeats itself throughout that "ring". **Let's now look at the areas or "rings" as we move towards the center.**
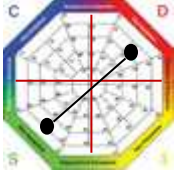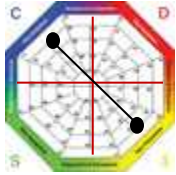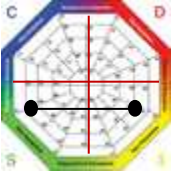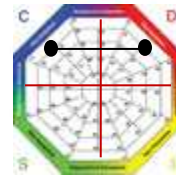
The next ring 14 and 15, 24 and 25, and so forth you see three elements above the 50% line. Note that the highest element corresponds to the main segment. In 14, 15, and 24 it is D. The other two elements are adjacent to the D on each side. This pattern repeats itself around the ring.

The last ring 16 and 17, 26 and 27, and so forth also have three elements of the 50% line. The difference is that you have one adjacent element and one across the diamond element. For example section 16 is DSC. The D and C are adjacent with the S across. As you look at the sections in the diamond you will see that the pattern repeats.
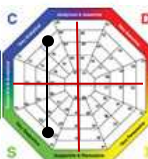
The center section represents what we call the conflicting graphs. Section 91 for example has D and S above the 50% line. Here you have task/people conflict and fast/slow conflict.

The diamond only represents 60 possible graph possibilities. A very small percentage of the total graphs possible. Also notice that the graphs only relate to elements above the 50% line and only in limited variations. The value of the Diamond is as a view to discern potential communications conflicts as well as identifying behavioral tendencies and how the team is balanced in their ability to accomplish goals. It has more resolution than the four quadrants model of DISC.

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Tension Among the Styles

Potential Tensions/Disconnects	Plot Points Example
Double Tensions of Patience vs. Urgency AND People versus Task *Pattern 1:* The High S's preferred Patient & Slower Pace with a Primary Focus on People can conflict with the High D's Sense of Urgency and a focus on Tasks and Results (and Now!).	 **High S vs. High D** *(Lower Left vs. Upper Right Quadrant)*
Double Tensions of Patience vs. Urgency AND People versus Task *Pattern 2:* The High C's lack of Urgency with a Primary Focus on Tasks/Results can conflict with the High I's higher Urgency with a Primary Focus on People.	 **High C+ High I** *(Upper Left vs. Lower Right Quadrant)*
Patience vs. Urgency Tensions: *The High S's innate Patience can conflict with the High I's Sense of Urgency.*	 **High S + High I** *(Lower Left vs. Lower Right Quadrant).*
Patience vs. Urgency Tensions: *The High C's focus on exercising Patience to assure accuracy and avoid errors can conflict with the High D's focus on Results, do it NOW solutions, and immediate action.*	 **High C + High D** *(Upper Left vs. Upper Right Quadrant)*

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Tension Among the Styles (continued)

Potential Tension(s)/Disconnects	Plot Points
People vs. Tasks Tensions *The High D's focus on Results, Tasks and Action can conflict with the High I's focus on other People, Feelings (and political correctness).*	 **High D + High I** *(Upper Right vs. Lower Right Quadrant)*
People vs. Tasks Tensions *The High C's focus on Data, Analysis, Accuracy and Precision can conflict with the High S's focus on other People, Teamwork, Personal Connection and a feeling of 'family'.*	 **High C + High S** *(Upper Left vs. Lower Left Quadrant).*

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Communication Plan with the DOMINANT Style

CHARACTERISTICS:	SO YOU…
Concerned with being #1	Show them how to win, new opportunities
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goal and boundaries, the support or get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like changes	Vary routine
Prefer to delegate	Look for opportunities to modify their workload focus
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, when appropriate, but give them parameters
Tendency towards conflict	If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a "personality" basis

Communication Plan with the INFLUENCING Style

CHARACTERISTICS	SO YOU…
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the "big picture"
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	Mention their accomplishments, progress and your other genuine appreciation

Communication Plan with the <u>S</u>TEADY Style

CHARACTERISTICS	SO YOU…
Concerned with stability	Show how your idea minimizes risk
Think logically	Show reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and/or one-two-three instructions as you personally "walk them through"
Want others to notice their patient perseverance	Compliment them for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest or needed support
Accommodate others	Allow them to provide support for others
Look for calmness and peace	Provide a relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate

Communication Plan with the <u>C</u>ONSCIENTIOUS Style

CHARACTERISTICS	SO YOU…
Concerned with aggressive approaches	Approach them in an indirect, nonthreatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Utilize caution	Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	When delegating, let them check procedures, and other progress and performance before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or "correct" answer, within available limits
Like to contemplate	Tell them "why" and "how"

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