The 4C Diagnostic
Your Culture & Team Dynamics Report

Confidential Main Report

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Introduction

This report provides a clear view of how your organisation really operates, not just what is intended, but what is experienced day to day. It examines:

- your **organisational culture**: how values, priorities, and behaviours are perceived across the business,
- your **team dynamics**: how effectively people work together beneath the surface.

Culture is not judged as right or wrong. It is interpreted in relation to your strategic goals, values, and context, to assess whether it enables or constrains performance.

Team dynamics, however, indicate organisational health and show how reliably the culture is translated into action.

High-performing teams typically operate at or above a 70% threshold across these dimensions.

Table 1

TRAIT	DEFINITION
Decision-Making	How decisions are made and who participates
Information Sharing	How openly information moves across your teams
Conflict Resolution	How disagreements and tensions are managed
Communication	Clarity and effectiveness of interactions
Goal Setting	How clearly objectives are defined and communicated
Feedback	Openness to giving and receiving constructive input
Adaptability	Ability to effectively respond and adapt to change
Accountability	Clarity around ownership and responsibilities
Trust	Psychological safety, reliability, and mutual confidence
Innovation	Encouragement of creativity and openness to new ideas

Organisational Culture

It reflects shared assumptions, values, and behavioural norms that shape everyday actions — often unconsciously.

There is no "right" or "wrong" culture. Each cultural orientation (See Table 2)) offers strengths and risks.

What matters is whether the prevailing culture is **aligned with the organisation's goals, context, and stage of development**.

Cultural misalignment does not show up as conflict first — it shows up as **slowed execution, silos, and inconsistent outcomes**.

Table 2

	WHAT IT MEANS	STRENGTHS	POSSIBLE RISKS
CONTROL	Valuing structure, clear processes, and stability.	Reliability, clarity, predictability.	Rigid, resistant to change.
CONNECT	Emphasising relationships, collaboration, and trust.	Team cohesion, morale, unity.	Reduced accountability, less measurable outcomes.
CREATE	Encouraging innovation, adaptability, and creativity.	Agility, openness to new ideas.	Potential instability, unclear roles.
COMPETE	Focusing on achievement, ambition, and performance.	High motivation, clear objectives.	Burnout, internal competition.

Team Dynamics

In the 4C Model, dynamics describe how the culture is enacted in everyday interactions and ways of working.

They capture the quality of collaboration, clarity, consistency, and consolidation across teams and functions.

Unlike culture, dynamics indicate organisational health — how reliably intentions translate into action.

Across organisations, a **benchmark of 70%** reflects dynamics that are sufficiently robust to sustain performance and change.

The table 3 below explains each dynamic in more detail and how it operates in practice.

Table 3

	WHAT IT MEANS	WHEN STRONG	WHEN WEAK
COLLABORATION	Effectiveness of teamwork and cooperation.	High trust, openness, productivity.	Silos, mistrust, lack of communication.
CLARITY	Clear understanding of roles, goals, and expectations.	Aligned goals, clear roles, efficiency.	Ambiguity, frustration, wasted effort.
CONSOLIDATION	Sense of unity, shared purpose, and collective identity.	Cohesion, resilience, strong identity.	Resistance to change, fragmentation.
CONSISTENCY	Predictability and alignment of practices and behaviours.	Reliability, smooth operations, trust.	Confusion, inconsistent performance, doubt.

How to Read This Report

A Guide for Executive Interpretation

- ✓ Start with the overall profiles.
- ✓ Look for patterns, not isolated scores.
- ✓ Pay attention to variation.
- ✓ Use benchmarks as orientation, not judgement.
- ✓ Read the report as a decision tool.

How to Read the Charts and Visuals

Important metrics:

- **Averages (AV):** hows the overall perception across the organisation.
- **Standard Deviation (STD):** shows how aligned people are.
  - Lower STD = shared experience
  - Higher STD = mixed or fragmented experience
- **Profiles:** group people who experience the organisation in similar ways. Larger profiles represent more of the workforce. (See Table 4)

Table 4
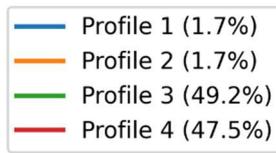
— Profile 1 (1.7%) — Profile 2 (1.7%) — Profile 3 (49.2%) — Profile 4 (47.5%)	**Example:** **Profile 1 (1.7%):** Represents 1.7% of your organisation **Profile 3 (49.2%):** Represents 49.2% of your organisation

Radar Charts

Culture radar charts show how different profiles experience the four culture dimensions (Control, Connect, Create, Compete).

Use them to:

- ✓ see dominant cultural tendencies,
- ✓ compare profiles,
- ✓ spot where perceptions diverge.

Dynamics radar charts follow the same format but show the four dynamics (Collaboration, Clarity, Consolidation, Consistency).

Use them to:

- ✓ assess overall team health,
- ✓ see whether performance is balanced or uneven,
- ✓ compare profiles quickly.

Bar Charts (Dynamics)

Bar charts show how consistent the experience is within each dynamic.

- ▪ The bar shows the overall average.
- ▪ The dots show how many people share similar views. (the bigger the dot, the bigger the group)
- ▪ A wide spread of dots signals misalignment.

Heatmaps

Heatmaps help you spot pressure points fast.

- ▪ **Darker areas** indicate higher disagreement.
- ▪ **Lighter areas** indicate stronger alignment.

As a guide:
- ▪ STD above 15 suggests notable misalignment
- ▪ STD below 15 indicates strong agreement

You will see:

- ▪ **Culture heatmaps** (what is valued),
- ▪ **Dynamics heatmaps** (how work actually happens),
- ▪ **Diversity heatmaps** (where experiences differ by group).

Your Culture HEATMAP Results

CULTURE HEATMAP

Overall, the traits with the most pronounced misalignment are Information Sharing, Goal Setting, Innovation, while Adaptability demonstrates the strongest consensus.
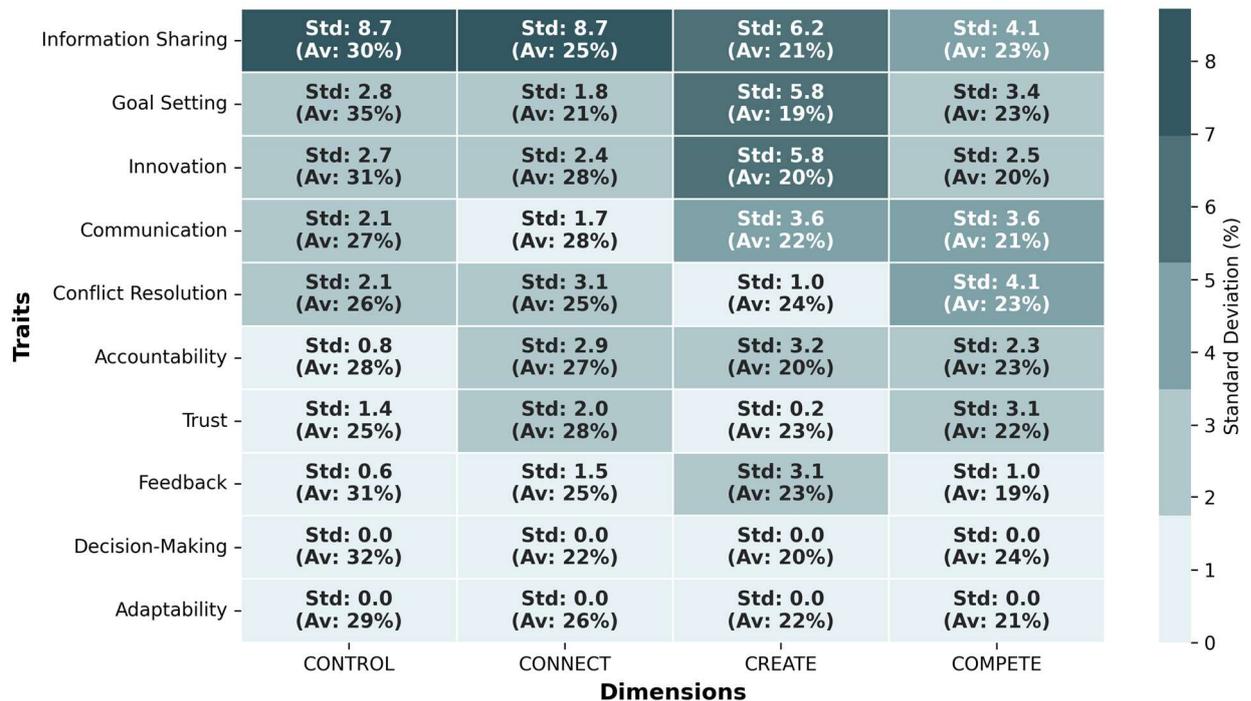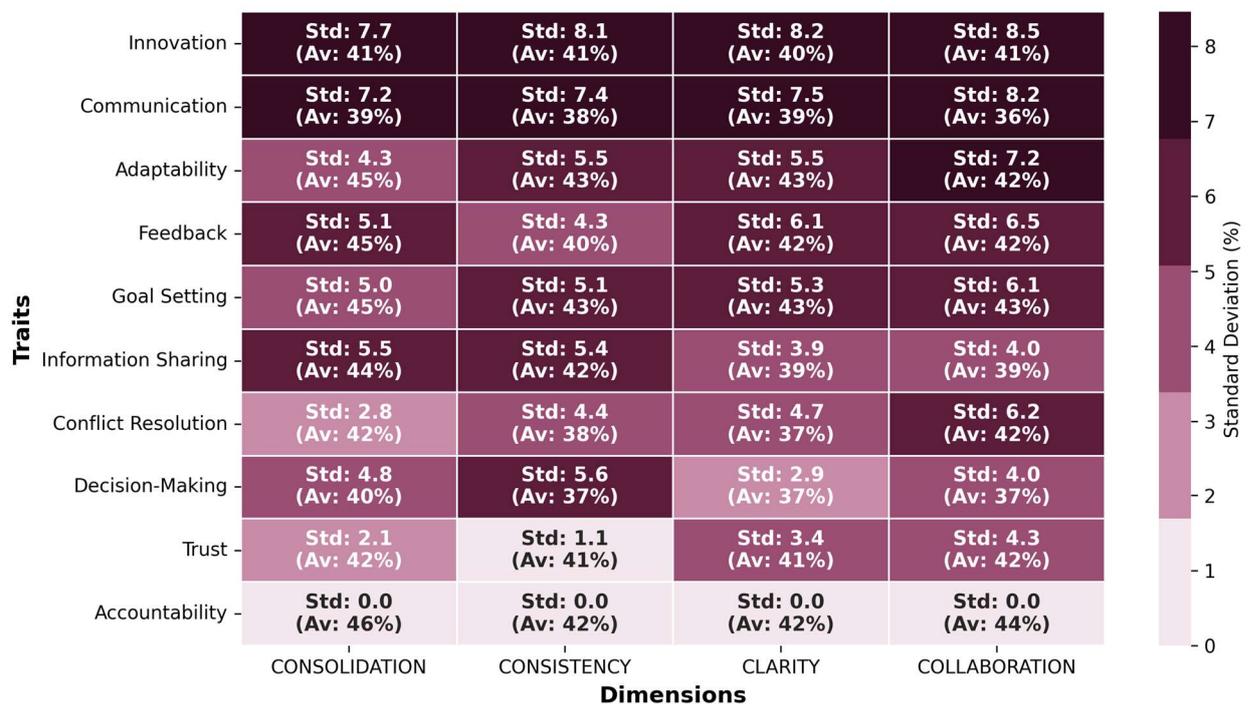
Across all traits, the CREATE dimension is the most dispersed, whereas the CONTROL dimension exhibits strong consensus.

Where to start

• Information Sharing shows only moderate variability across dimensions.
• Goal Setting shows only moderate variability across dimensions.
• Innovation shows only moderate variability across dimensions.

The highest misalignment is observed in Information Sharing's CONNECT dimension, with a standard deviation of 8.7% and an average score of 25.5%. The strongest consensus is evident in Decision-Making's CONTROL dimension, where variability is only 0.0% with an average score of 32.5%.

Culture Heatmap

Traits	CONTROL	CONNECT	CREATE	COMPETE
Information Sharing	Std: 8.7 (Av: 30%)	Std: 8.7 (Av: 25%)	Std: 6.2 (Av: 21%)	Std: 4.1 (Av: 23%)
Goal Setting	Std: 2.8 (Av: 35%)	Std: 1.8 (Av: 21%)	Std: 5.8 (Av: 19%)	Std: 3.4 (Av: 23%)
Innovation	Std: 2.7 (Av: 31%)	Std: 2.4 (Av: 28%)	Std: 5.8 (Av: 20%)	Std: 2.5 (Av: 20%)
Communication	Std: 2.1 (Av: 27%)	Std: 1.7 (Av: 28%)	Std: 3.6 (Av: 22%)	Std: 3.6 (Av: 21%)
Conflict Resolution	Std: 2.1 (Av: 26%)	Std: 3.1 (Av: 25%)	Std: 1.0 (Av: 24%)	Std: 4.1 (Av: 23%)
Accountability	Std: 0.8 (Av: 28%)	Std: 2.9 (Av: 27%)	Std: 3.2 (Av: 20%)	Std: 2.3 (Av: 23%)
Trust	Std: 1.4 (Av: 25%)	Std: 2.0 (Av: 28%)	Std: 0.2 (Av: 23%)	Std: 3.1 (Av: 22%)
Feedback	Std: 0.6 (Av: 31%)	Std: 1.5 (Av: 25%)	Std: 3.1 (Av: 23%)	Std: 1.0 (Av: 19%)
Decision-Making	Std: 0.0 (Av: 32%)	Std: 0.0 (Av: 22%)	Std: 0.0 (Av: 20%)	Std: 0.0 (Av: 24%)
Adaptability	Std: 0.0 (Av: 29%)	Std: 0.0 (Av: 26%)	Std: 0.0 (Av: 22%)	Std: 0.0 (Av: 21%)

Dimensions (x-axis) / **Traits** (y-axis) / **Standard Deviation (%)** (color scale 0–8)

Where to Focus Within the Culture Heatmap

Do not look at averages alone.
A culture area may appear strong, but high variation means people experience it very differently — a common source of confusion and tension.

Focus on three signals:

- ✓ Highest variation across traits – points to a lack of shared understanding.
- ✓ Look for the dimension with similar STD (high or low): shows a stable pattern in how that area is experienced.
- ✓ Low averages with low variation: indicates clear agreement on what is currently not experienced.

These patterns help you understand what your culture looks like, and where your team may need more clarity, connection, or cultural alignment.

Your Dynamics HEATMAP Results

DYNAMICS HEATMAP

Overall, the traits with the most pronounced misalignment are Innovation, Communication, Adaptability, while Accountability demonstrates the strongest consensus.

Across all traits, the COLLABORATION dimension is the most dispersed, whereas the CONSOLIDATION dimension exhibits strong consensus.

Where to start

• Innovation shows only moderate variability across dimensions.
• Communication shows only moderate variability across dimensions.
• Adaptability shows only moderate variability across dimensions.

The highest misalignment is observed in Innovation's COLLABORATION dimension, with a standard deviation of 8.5% and an average score of 41.1%. The strongest consensus is evident in Accountability's CONSOLIDATION dimension, where variability is only 0.0% with an average score of 46.2%.

Team Dynamics Heatmap

Traits	CONSOLIDATION	CONSISTENCY	CLARITY	COLLABORATION
Innovation	Std: 7.7 (Av: 41%)	Std: 8.1 (Av: 41%)	Std: 8.2 (Av: 40%)	Std: 8.5 (Av: 41%)
Communication	Std: 7.2 (Av: 39%)	Std: 7.4 (Av: 38%)	Std: 7.5 (Av: 39%)	Std: 8.2 (Av: 36%)
Adaptability	Std: 4.3 (Av: 45%)	Std: 5.5 (Av: 43%)	Std: 5.5 (Av: 43%)	Std: 7.2 (Av: 42%)
Feedback	Std: 5.1 (Av: 45%)	Std: 4.3 (Av: 40%)	Std: 6.1 (Av: 42%)	Std: 6.5 (Av: 42%)
Goal Setting	Std: 5.0 (Av: 45%)	Std: 5.1 (Av: 43%)	Std: 5.3 (Av: 43%)	Std: 6.1 (Av: 43%)
Information Sharing	Std: 5.5 (Av: 44%)	Std: 5.4 (Av: 42%)	Std: 3.9 (Av: 39%)	Std: 4.0 (Av: 39%)
Conflict Resolution	Std: 2.8 (Av: 42%)	Std: 4.4 (Av: 38%)	Std: 4.7 (Av: 37%)	Std: 6.2 (Av: 42%)
Decision-Making	Std: 4.8 (Av: 40%)	Std: 5.6 (Av: 37%)	Std: 2.9 (Av: 37%)	Std: 4.0 (Av: 37%)
Trust	Std: 2.1 (Av: 42%)	Std: 1.1 (Av: 41%)	Std: 3.4 (Av: 41%)	Std: 4.3 (Av: 42%)
Accountability	Std: 0.0 (Av: 46%)	Std: 0.0 (Av: 42%)	Std: 0.0 (Av: 42%)	Std: 0.0 (Av: 44%)

Dimensions

Where to Focus Within the Dynamics Heatmap

Each dynamics dimension can reach **100% on its own**, so a high average does not always mean the experience is consistent. **Alignment matters as much as strength.**

To interpret the heatmap effectively:

- ✓ High variation – people experience this dynamic very differently, often leading to inconsistent behaviours or confusion.
- ✓ Low average with low variation – clear agreement that this dynamic is weak and consistently missing.
- ✓ Similar variation across traits (high or low STD) – shows a stable pattern in how this dynamic is experienced.
- ✓ Compare variability across dimensions – the most uneven dimension often deserves attention before the weakest one.

These patterns make it easier to see where to start and how to guide improvement in the team's daily working experience.

Your Culture Overview

Your team's overall cultural orientation leans most towards CONTROL (average score: 29.9%), which suggests that they experience a structured environment with clear processes and top-down decision-making.
The second most dominant culture is CONNECT with an average score of 26.0%. This indicates that they perceive a culture of collaboration and a like-family atmosphere that puts people first.

Total Average Culture Profile
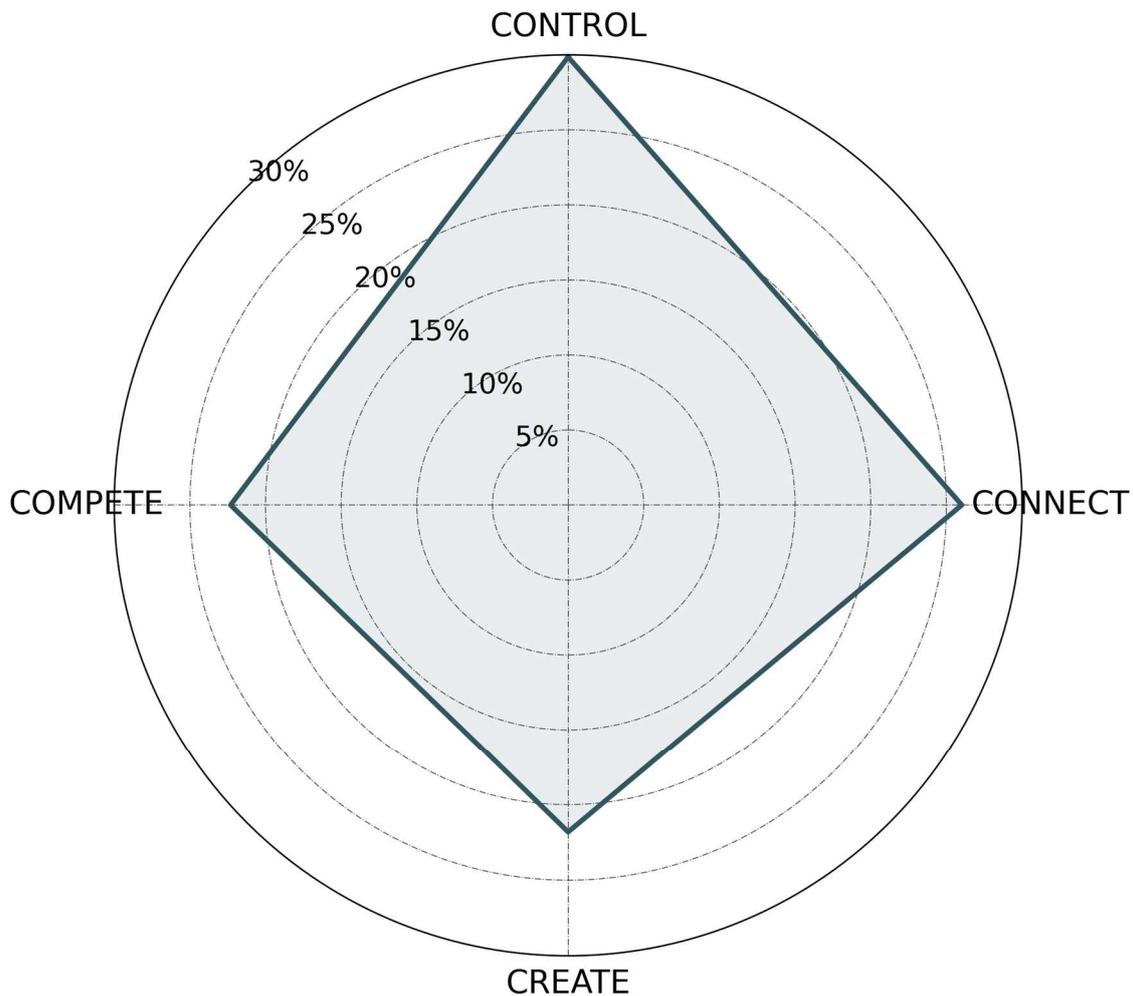
Your main representative profiles for culture

Profile 1 (100.0% of your team) is strongest in CONTROL (score: 29.9%), reflecting a structured, hierarchical culture with clear processes and top-down direction.

All Traits - Culture Representative Profiles
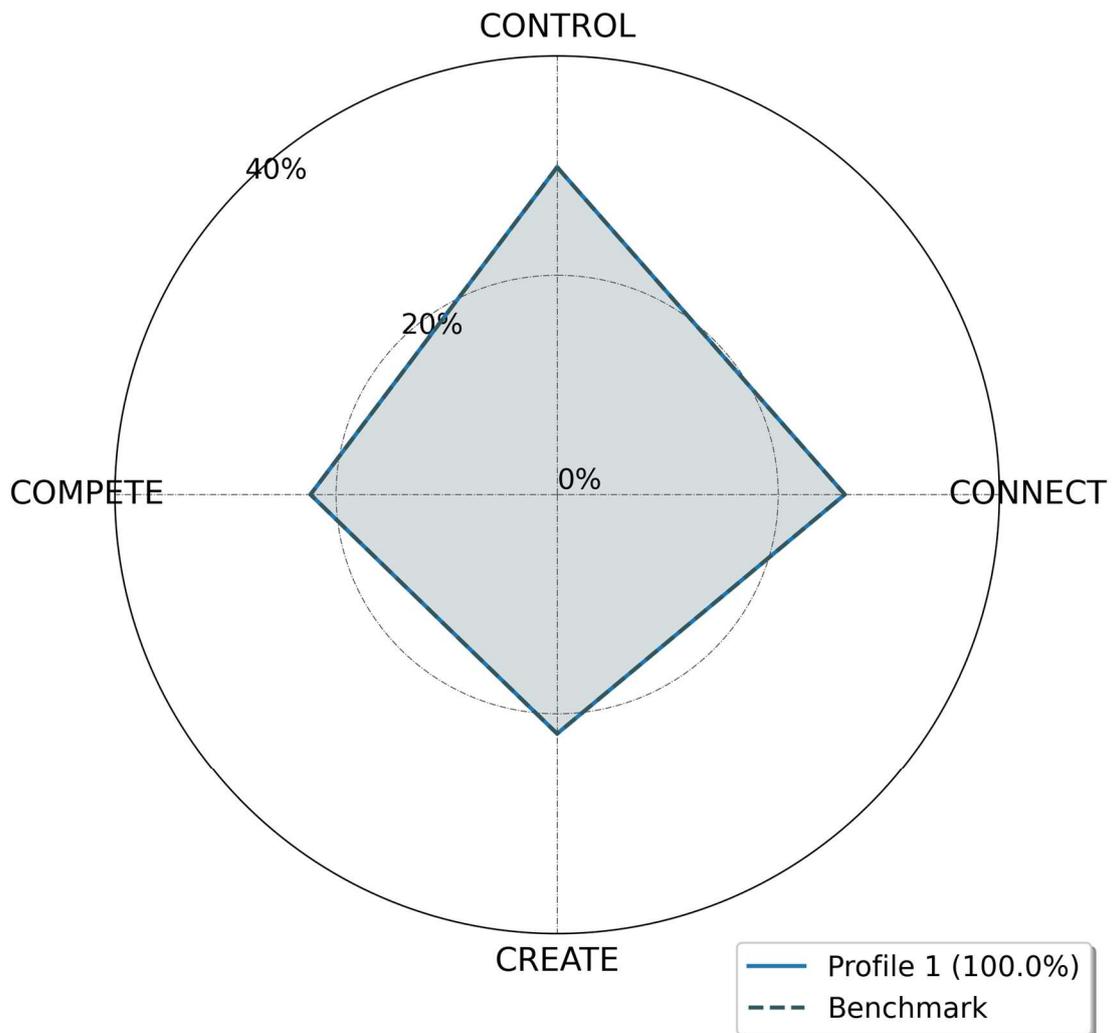
Your Team Dynamics Overview

The most prominent dynamics in your team are CONSOLIDATION (average score: 43.3%) and COLLABORATION (average score: 41.3%).
On the other hand, CLARITY appears to be the least developed dynamic (average score: 40.8%).
This might be an area to reflect on, especially if it relates to challenges the team is currently facing.

Total Average Dynamics Profile

Dynamic	Percentage
CONSOLIDATION	43.3%
CONSISTENCY	41.0%
CLARITY	40.8%
COLLABORATION	41.3%
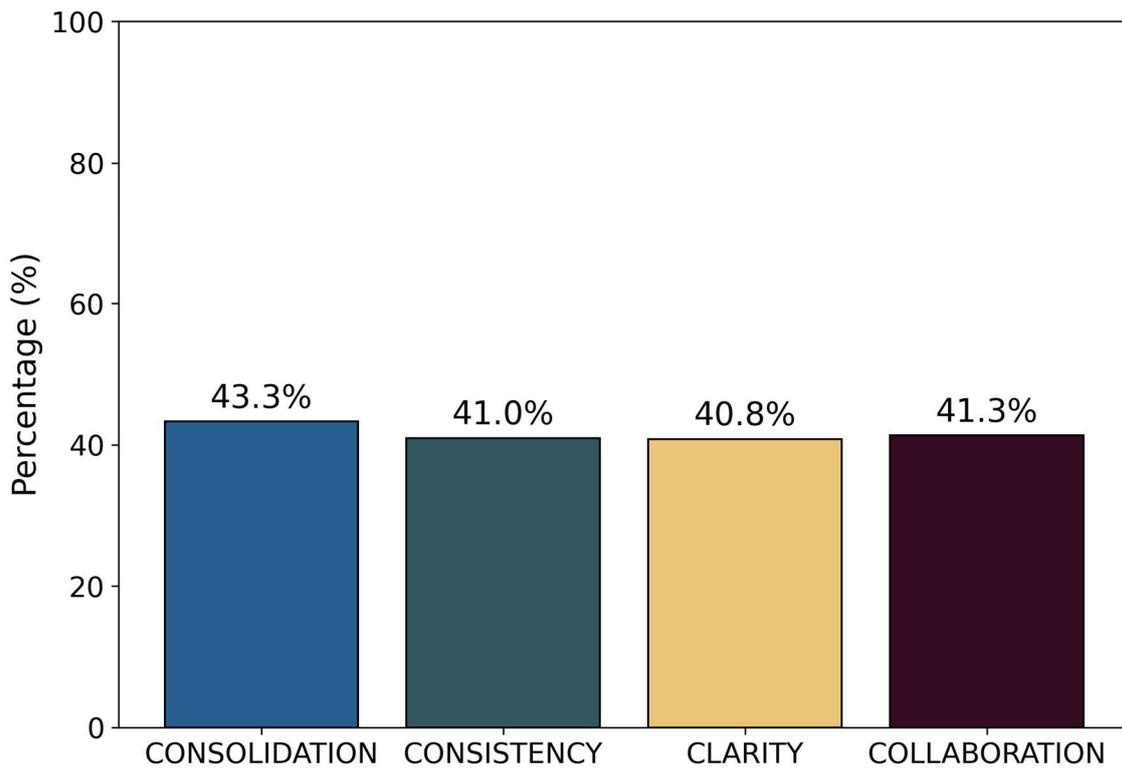
Your main representative profiles for Dynamics

Profile 1 (98.1% of your team) scores highest in CONSOLIDATION (42.7%, below team average by 0.6%), and lowest in CLARITY (40.1%, below team average by 0.8%).

Profile 2 (0.6% of your team) scores highest in CLARITY (100.0%, above team average by 59.2%), and lowest in CONSOLIDATION (81.8%, above team average by 38.5%).

Profile 3 (0.6% of your team) scores highest in COLLABORATION (81.8%, above team average by 40.4%), and lowest in CONSISTENCY (33.8%, below team average by 7.2%).

Profile 4 (0.6% of your team) scores highest in CONSOLIDATION (100.0%, above team average by 56.7%), and lowest in CLARITY (81.5%, above team average by 40.7%).

The biggest contrast between the two most dominant profiles is in CLARITY, with a difference of 59.9%.

All Traits - Dynamics Representative Profiles (Bar Chart)

All Traits - Dynamics Representative Profiles

Your Demographic Overview

Diversity HEATMAPS (Culture)

Diversity Heatmap — Culture

Demographic Category	CONTROL	CONNECT	CREATE	COMPETE
Age	Std: 1.7 (Av: 29%)	Std: 1.5 (Av: 26%)	Std: 1.3 (Av: 21%)	Std: 0.2 (Av: 22%)
Gender	Std: 1.3 (Av: 29%)	Std: 0.7 (Av: 26%)	Std: 0.7 (Av: 21%)	Std: 1.0 (Av: 22%)
Department	Std: 3.2 (Av: 29%)	Std: 2.4 (Av: 26%)	Std: 2.1 (Av: 21%)	Std: 1.9 (Av: 22%)
Tenure	Std: 1.9 (Av: 29%)	Std: 1.9 (Av: 26%)	Std: 1.3 (Av: 21%)	Std: 1.0 (Av: 22%)
Position	Std: 2.6 (Av: 29%)	Std: 1.9 (Av: 26%)	Std: 1.5 (Av: 21%)	Std: 0.7 (Av: 22%)

Dimensions

Trait Diversity Heatmap | Culture

Trait	Age	Gender	Department	Tenure	Position
Information Sharing	CONTROL 2.1%	CONTROL 5.0%	CREATE 4.1%	CONNECT 4.2%	CONNECT 5.6%
Adaptability	CONNECT 1.4%	CONTROL 2.2%	CONTROL 5.9%	CONTROL 5.0%	CONTROL 4.9%
Feedback	CONNECT 3.1%	COMPETE 2.4%	CONNECT 4.6%	CONTROL 3.7%	CONTROL 3.8%
Goal Setting	CONTROL 3.1%	CONNECT 2.7%	CONTROL 5.0%	CONTROL 2.9%	CONNECT 3.0%
Decision-Making	CONNECT 3.0%	CONNECT 1.3%	CONTROL 5.7%	CONTROL 3.4%	CONNECT 3.2%
Innovation	CONNECT 2.0%	CREATE 2.2%	CONTROL 5.0%	CONTROL 3.7%	CONTROL 2.9%
Communication	CONTROL 2.7%	CONTROL 1.6%	CONTROL 4.6%	CONTROL 3.2%	CONTROL 3.6%
Accountability	CONNECT 1.3%	CONTROL 2.0%	CREATE 3.8%	CONNECT 3.3%	CONNECT 5.1%
Conflict Resolution	CREATE 2.5%	CONTROL 1.9%	CONTROL 4.6%	CONTROL 3.1%	CONTROL 3.1%
Trust	CONTROL 1.7%	COMPETE 2.3%	CONTROL 4.1%	CONNECT 1.6%	CONNECT 3.6%

Diversity Category

Diversity HEATMAPS (Dynamics)
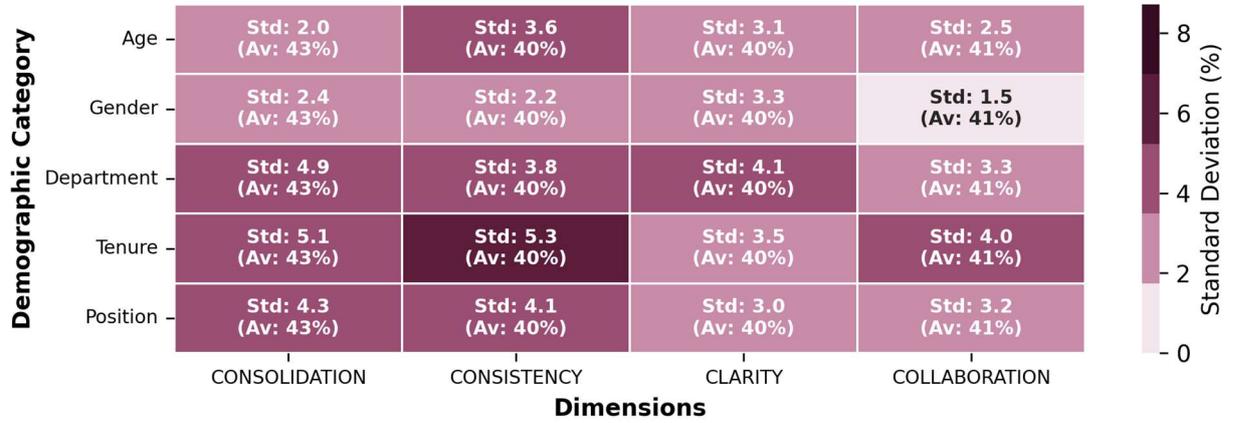
Diversity Heatmap — Dynamics

Demographic Category	CONSOLIDATION	CONSISTENCY	CLARITY	COLLABORATION
Age	Std: 2.0 (Av: 43%)	Std: 3.6 (Av: 40%)	Std: 3.1 (Av: 40%)	Std: 2.5 (Av: 41%)
Gender	Std: 2.4 (Av: 43%)	Std: 2.2 (Av: 40%)	Std: 3.3 (Av: 40%)	Std: 1.5 (Av: 41%)
Department	Std: 4.9 (Av: 43%)	Std: 3.8 (Av: 40%)	Std: 4.1 (Av: 40%)	Std: 3.3 (Av: 41%)
Tenure	Std: 5.1 (Av: 43%)	Std: 5.3 (Av: 40%)	Std: 3.5 (Av: 40%)	Std: 4.0 (Av: 41%)
Position	Std: 4.3 (Av: 43%)	Std: 4.1 (Av: 40%)	Std: 3.0 (Av: 40%)	Std: 3.2 (Av: 41%)

Dimensions

Trait Diversity Heatmap | Dynamics

Trait	Age	Gender	Department	Tenure	Position
Decision-Making	CONSISTENCY 5.0%	CLARITY 5.2%	CONSOLIDATION 7.7%	CONSOLIDATION 7.7%	CONSOLIDATION 5.7%
Conflict Resolution	CONSISTENCY 5.0%	CONSOLIDATION 4.5%	CONSISTENCY 7.2%	CONSISTENCY 6.5%	COLLABORATION 4.9%
Innovation	CONSOLIDATION 3.6%	CLARITY 3.5%	COLLABORATION 7.2%	CONSOLIDATION 6.1%	CONSISTENCY 6.8%
Feedback	CLARITY 3.7%	CONSOLIDATION 4.5%	CONSOLIDATION 7.0%	CONSISTENCY 4.8%	CONSISTENCY 5.5%
Accountability	CLARITY 5.1%	CONSISTENCY 3.6%	CLARITY 5.0%	CONSISTENCY 5.9%	CONSISTENCY 4.8%
Adaptability	CONSISTENCY 3.3%	COLLABORATION 2.1%	CONSOLIDATION 6.6%	CONSISTENCY 6.4%	CONSISTENCY 6.1%
Trust	CONSISTENCY 4.4%	CONSISTENCY 2.9%	CONSOLIDATION 5.3%	CONSISTENCY 5.8%	CONSOLIDATION 5.7%
Goal Setting	CLARITY 4.4%	CLARITY 4.0%	CONSOLIDATION 6.0%	CONSOLIDATION 4.7%	CONSOLIDATION 4.7%
Communication	CONSOLIDATION 2.1%	CLARITY 4.5%	CONSOLIDATION 7.4%	COLLABORATION 5.0%	CONSISTENCY 4.7%
Information Sharing	CONSISTENCY 4.9%	CLARITY 3.6%	CONSOLIDATION 5.6%	CONSISTENCY 4.6%	COLLABORATION 4.7%

Diversity Category

Demographics for All Traits

Culture - All Traits (Age)

20-35 (79.5%): highest in CONTROL (score: 29.5%), lowest in COMPETE (score: 22.4%).

36-50 (17.3%): highest in CONTROL (score: 32.6%), lowest in CREATE (score: 19.2%).

51-65 (3.2%): highest in CONNECT (score: 34.1%), lowest in CREATE (score: 20.4%).

The largest gap in perception between groups is in CONTROL with a difference of 9.7%. The second largest gap is in CONNECT with a difference of 8.5%.

Dynamics - All Traits (Age)

Legend:
- 20-35 (79.5%)
- 36-50 (17.3%)
- 51-65 (3.2%)
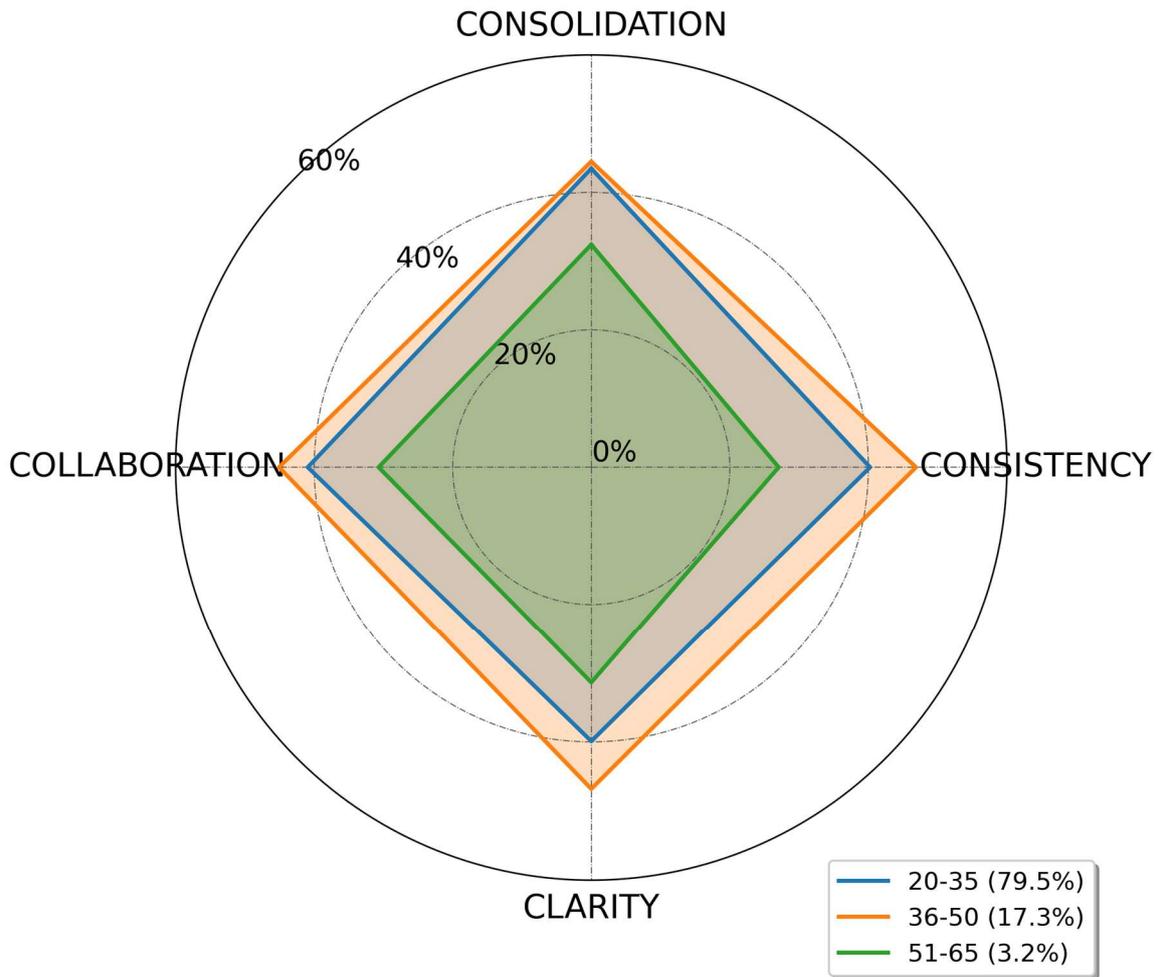
20-35 (79.5%): highest in CONSOLIDATION (score: 43.5%), lowest in CLARITY (score: 39.9%).

36-50 (17.3%): highest in CONSISTENCY (score: 46.9%), lowest in CONSOLIDATION (score: 44.5%).

51-65 (3.2%): highest in CONSOLIDATION (score: 32.4%), lowest in CONSISTENCY (score: 27.1%).

The largest gap in perception between groups is in CONSISTENCY with a difference of 19.8%. The second largest gap is in CLARITY with a difference of 15.4%.

Culture - All Traits (Gender)
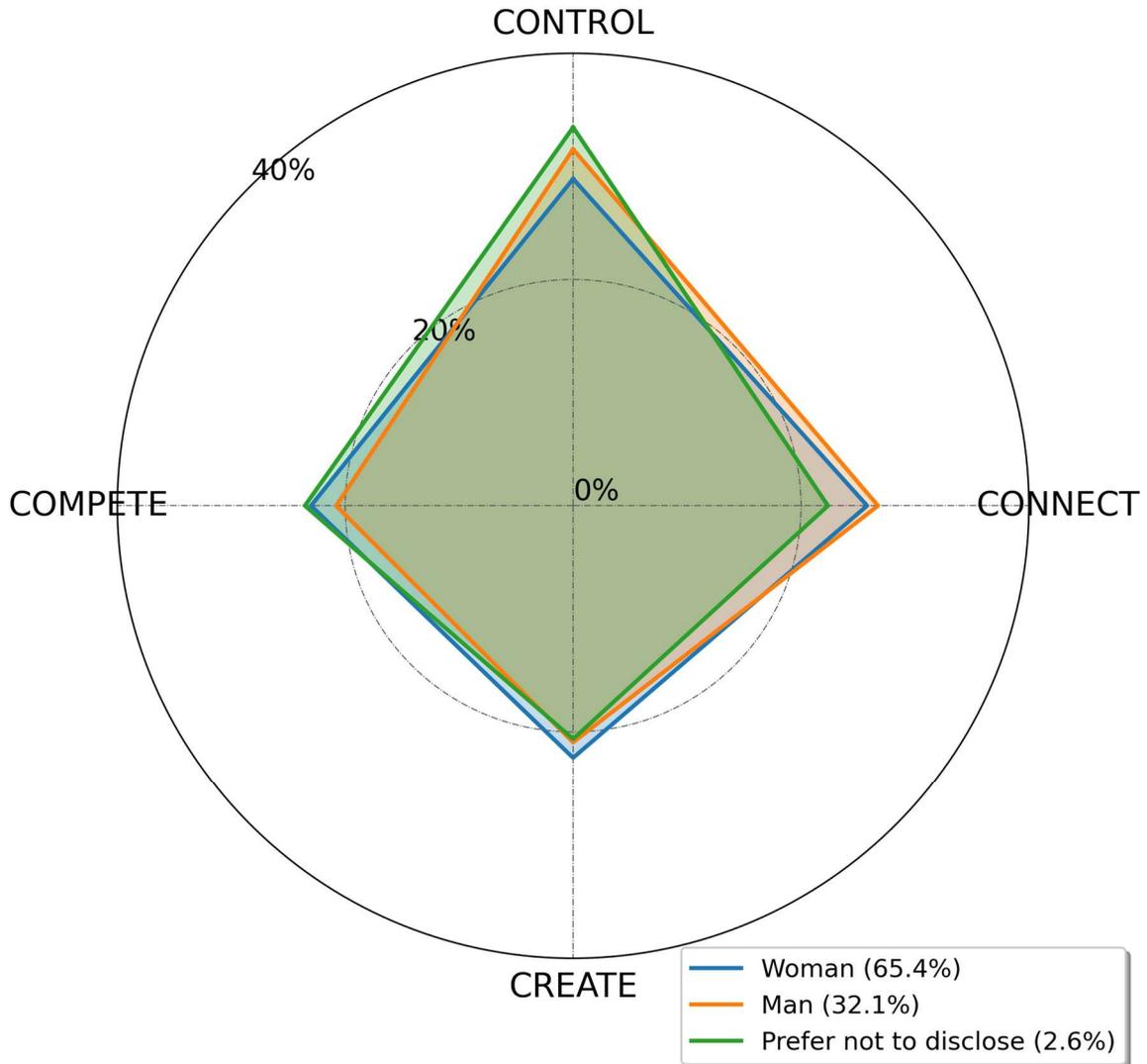
Man (32.1%): highest in CONTROL (score: 31.5%), lowest in COMPETE (score: 20.8%).

Prefer not to disclose (2.6%): highest in CONTROL (score: 33.5%), lowest in CREATE (score: 20.6%).

Woman (65.4%): highest in CONTROL (score: 28.9%), lowest in CREATE (score: 22.3%).

The largest gap in perception between groups is in CONTROL with a difference of 4.6%. The second largest gap is in CONNECT with a difference of 4.4%.

Dynamics - All Traits (Gender)
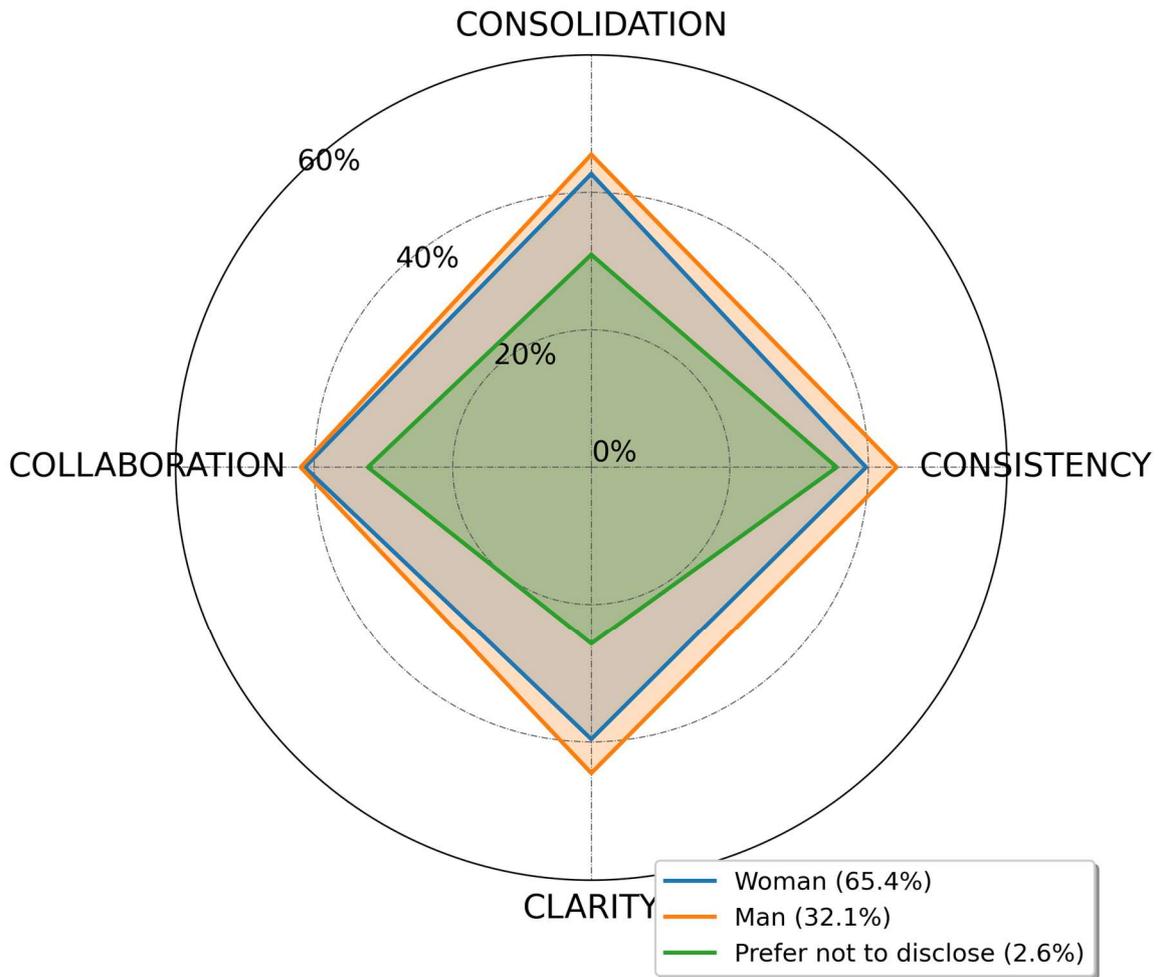
Man (32.1%): highest in CONSOLIDATION (score: 45.5%), lowest in COLLABORATION (score: 42.0%).

Prefer not to disclose (2.6%): highest in CONSISTENCY (score: 35.4%), lowest in CLARITY (score: 25.8%).

Woman (65.4%): highest in CONSOLIDATION (score: 42.7%), lowest in CLARITY (score: 39.6%).

The largest gap in perception between groups is in CLARITY with a difference of 18.8%. The second largest gap is in CONSOLIDATION with a difference of 14.6%.

Culture - All Traits (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in CONTROL (score: 31.4%), lowest in CREATE (score: 20.8%).

Digital Transformation (2.6%): highest in CONNECT (score: 31.9%), lowest in CONTROL (score: 22.4%).

Finance (3.8%): highest in CONTROL (score: 29.5%), lowest in CREATE (score: 19.1%).

General Management and Administration (5.1%): highest in CONTROL (score: 31.9%), lowest in CREATE (score: 18.1%).

HR (5.8%): highest in CONTROL (score: 35.7%), lowest in CREATE (score: 18.3%).

Marketing (1.3%): highest in CONTROL (score: 37.4%), lowest in CONNECT (score: 16.8%).

Motor Unit (4.5%): highest in CONNECT (score: 28.7%), lowest in CONTROL (score: 22.8%).

Operations (31.4%): highest in CONTROL (score: 31.6%), lowest in CREATE (score: 21.0%).

Sales (39.1%): highest in CONTROL (score: 27.8%), lowest in COMPETE (score: 20.8%).

Training and Quality (3.8%): highest in CONTROL (score: 35.2%), lowest in

CREATE (score: 19.4%).

The largest gap in perception between groups is in CONNECT with a difference of 15.1%. The second largest gap is in CONTROL with a difference of 14.9%.

Dynamics - All Traits (Department)
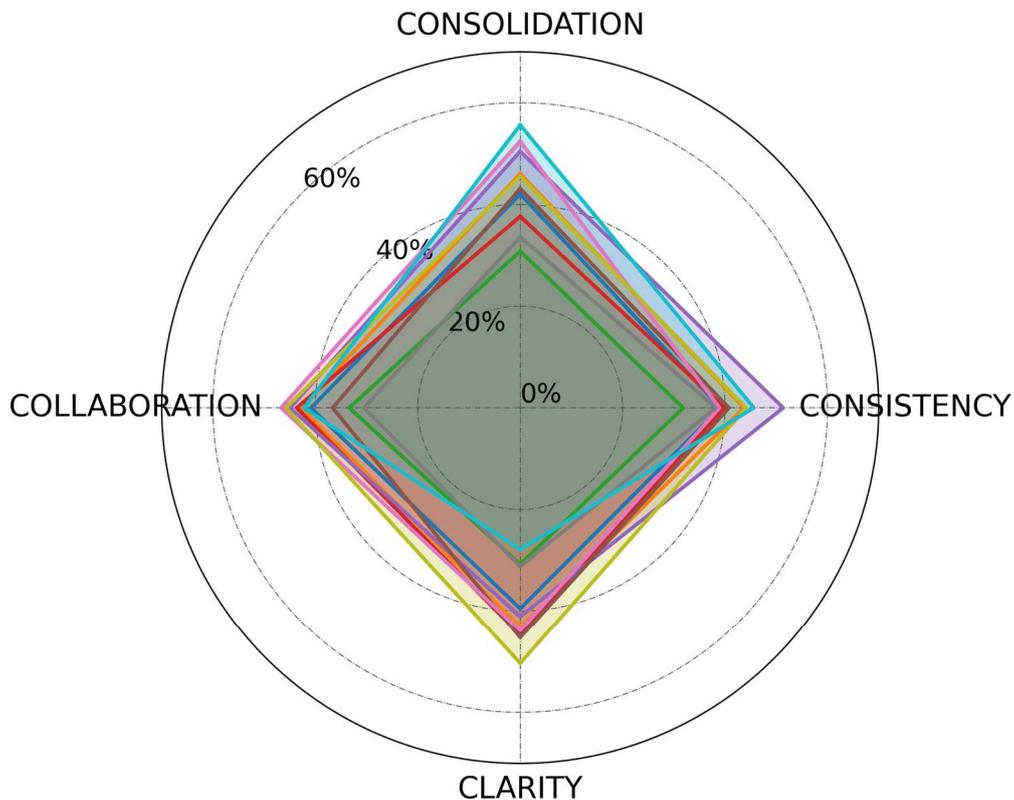
Digital Marketing (2.6%): highest in CONSISTENCY (score: 38.2%), lowest in COLLABORATION (score: 30.5%).

Digital Transformation (2.6%): highest in CLARITY (score: 50.4%), lowest in CONSISTENCY (score: 44.1%).

Finance (3.8%): highest in CLARITY (score: 45.3%), lowest in COLLABORATION (score: 36.6%).

General Management and Administration (5.1%): highest in CLARITY (score: 44.7%), lowest in CONSOLIDATION (score: 37.7%).

HR (5.8%): highest in COLLABORATION (score: 33.4%), lowest in CLARITY (score: 30.8%).

Marketing (1.3%): highest in CONSOLIDATION (score: 55.6%), lowest in CLARITY (score: 27.9%).

Motor Unit (4.5%): highest in CONSISTENCY (score: 51.4%), lowest in CLARITY

(score: 41.1%).
Operations (31.4%): highest in CONSOLIDATION (score: 46.0%), lowest in COLLABORATION (score: 42.9%).
Sales (39.1%): highest in CONSOLIDATION (score: 42.0%), lowest in CONSISTENCY (score: 39.1%).
Training and Quality (3.8%): highest in CONSOLIDATION (score: 52.4%), lowest in CONSISTENCY (score: 38.9%).
The largest gap in perception between groups is in CONSOLIDATION with a difference of 24.8%. The second largest gap is in CLARITY with a difference of 22.5%.

Culture - All Traits (Tenure)

Legend:
- 1-3 years (34.0%)
- Less than 1 year (24.4%)
- 5-10 years (16.0%)
- More than 10 years (13.5%)
- 3-5 years (12.2%)
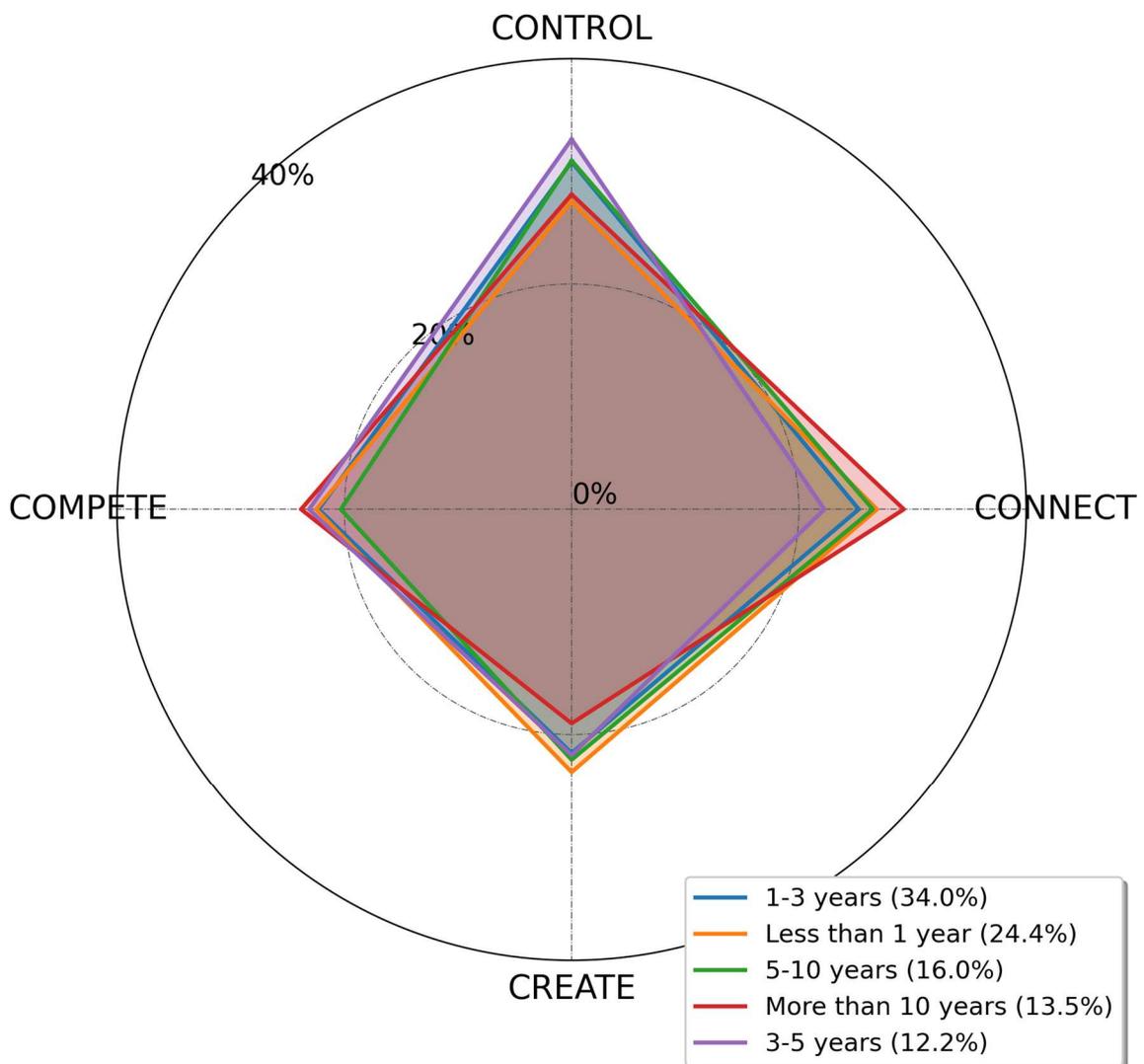
Less than 1 year (24.4%): highest in CONTROL (score: 27.3%), lowest in COMPETE (score: 22.5%).
1-3 years (34.0%): highest in CONTROL (score: 30.8%), lowest in CREATE (score:

21.6%).

3-5 years (12.2%): highest in CONTROL (score: 32.8%), lowest in CREATE (score: 21.8%).

5-10 years (16.0%): highest in CONTROL (score: 30.9%), lowest in COMPETE (score: 20.3%).

More than 10 years (13.5%): highest in CONNECT (score: 29.2%), lowest in CREATE (score: 19.0%).

The largest gap in perception between groups is in CONNECT with a difference of 7.0%. The second largest gap is in CONTROL with a difference of 5.5%.

Dynamics - All Traits (Tenure)
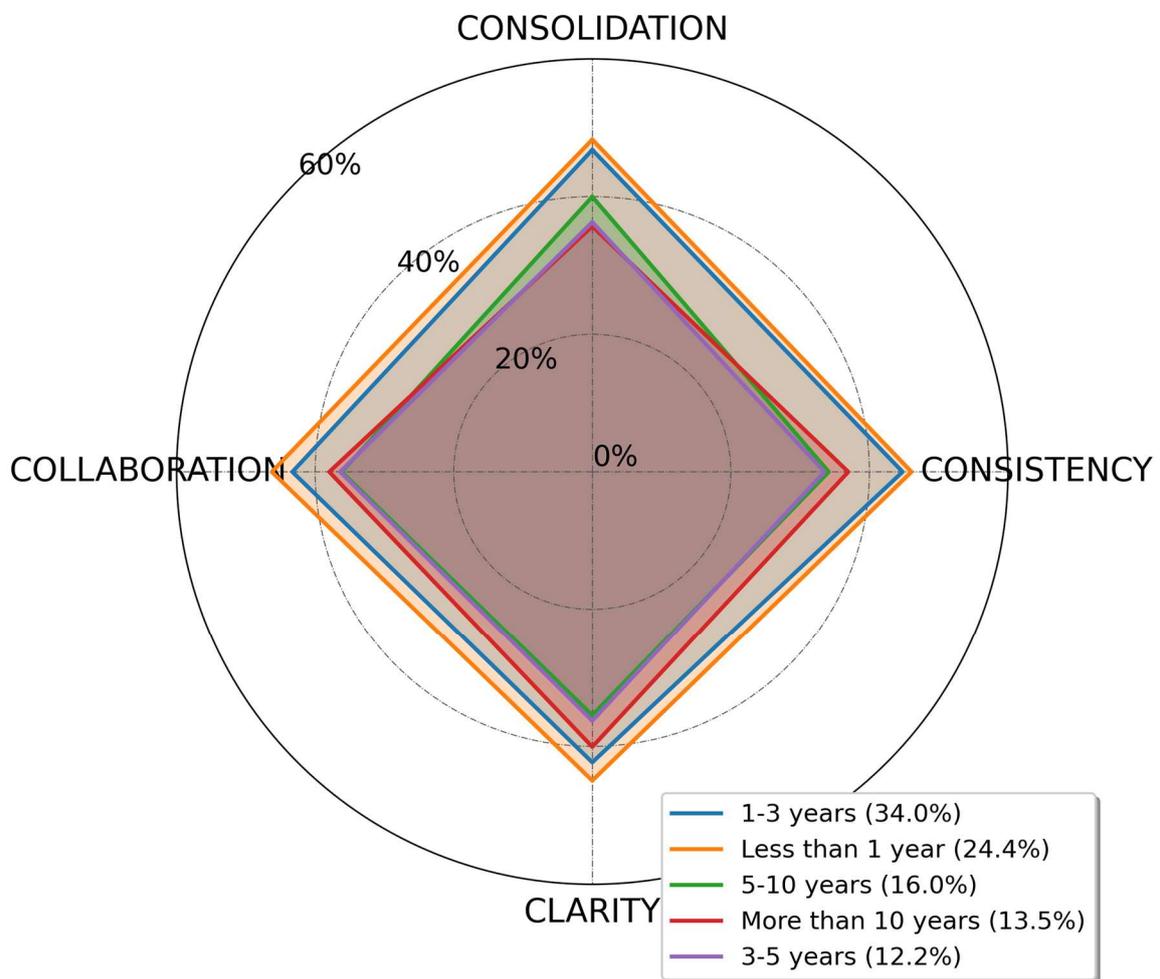
Less than 1 year (24.4%): highest in CONSOLIDATION (score: 48.3%), lowest in CLARITY (score: 45.0%).

1-3 years (34.0%): highest in CONSOLIDATION (score: 46.8%), lowest in CLARITY (score: 42.3%).

3-5 years (12.2%): highest in COLLABORATION (score: 36.4%), lowest in CONSISTENCY (score: 33.5%).

5-10 years (16.0%): highest in CONSOLIDATION (score: 40.0%), lowest in CONSISTENCY (score: 34.1%).

More than 10 years (13.5%): highest in CLARITY (score: 40.1%), lowest in CONSOLIDATION (score: 35.7%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 12.6%. The second largest gap is in CONSISTENCY with a difference of 12.6%.

Culture - All Traits (Position)
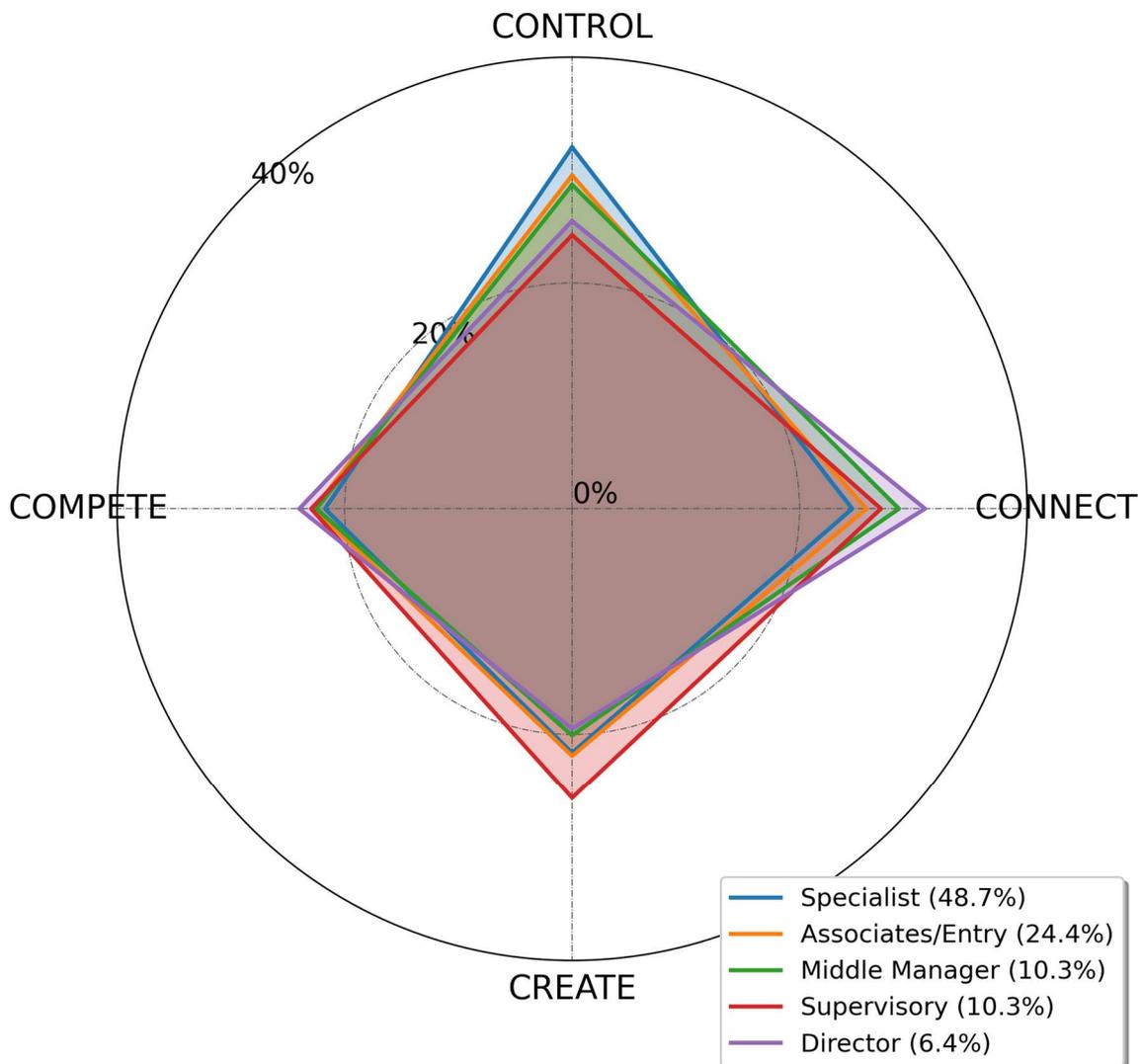
Associates/Entry (24.4%): highest in CONTROL (score: 29.5%), lowest in CREATE (score: 21.9%).

Director (6.4%): highest in CONNECT (score: 31.0%), lowest in CREATE (score: 19.5%).

Middle Manager (10.3%): highest in CONNECT (score: 28.7%), lowest in CREATE (score: 20.1%).

Specialist (48.7%): highest in CONTROL (score: 32.0%), lowest in CREATE (score: 21.6%).

Supervisory (10.3%): highest in CONNECT (score: 27.1%), lowest in COMPETE (score: 22.9%).

The largest gap in perception between groups is in CONTROL with a difference of 7.8%. The second largest gap is in CONNECT with a difference of 6.4%.

Dynamics - All Traits (Position)
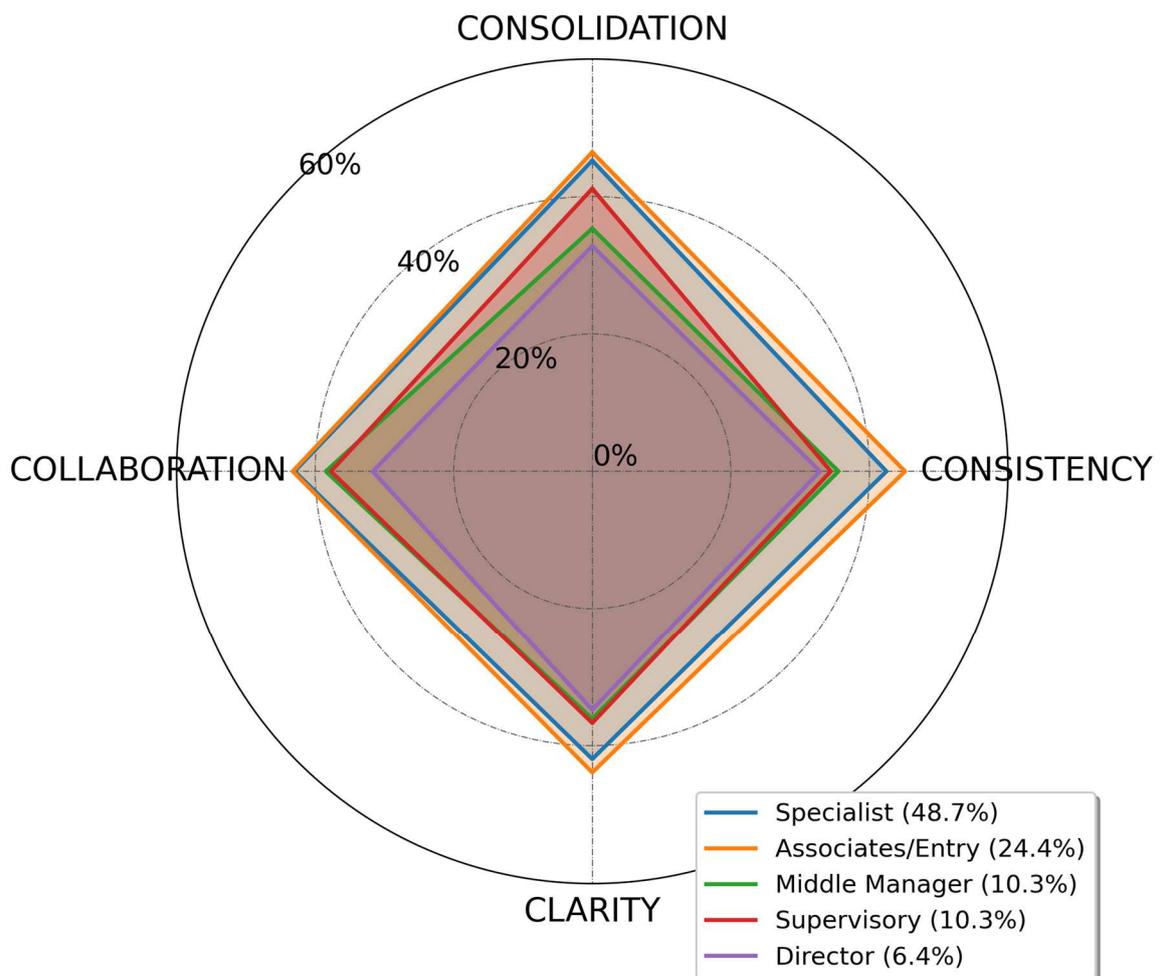
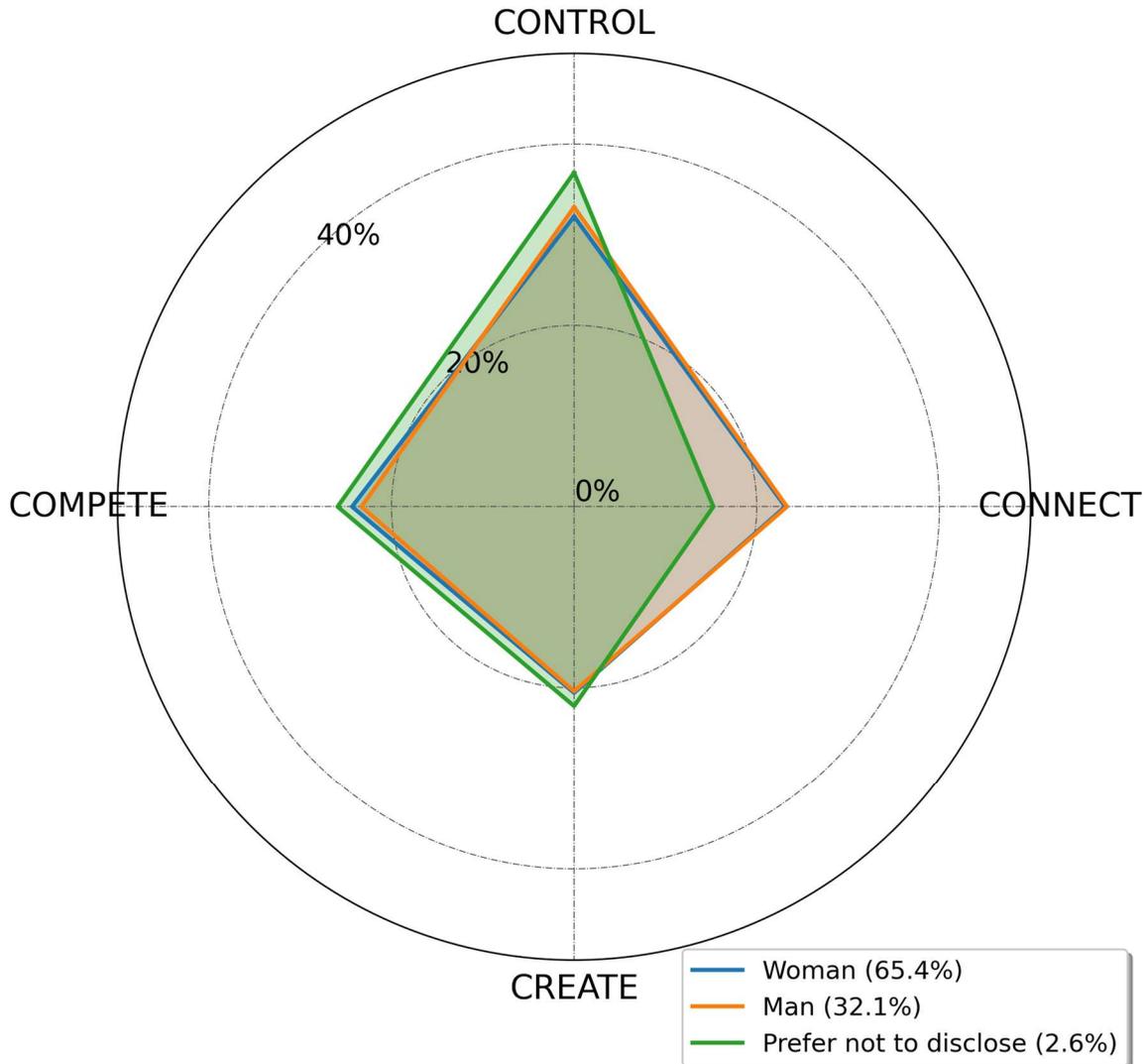

Associates/Entry (24.4%): highest in CONSOLIDATION (score: 46.4%), lowest in COLLABORATION (score: 43.2%).

Director (6.4%): highest in CLARITY (score: 34.8%), lowest in COLLABORATION (score: 31.7%).

Middle Manager (10.3%): highest in COLLABORATION (score: 38.5%), lowest in CONSOLIDATION (score: 35.3%).

Specialist (48.7%): highest in CONSOLIDATION (score: 45.2%), lowest in CLARITY (score: 42.0%).

Supervisory (10.3%): highest in CONSOLIDATION (score: 41.1%), lowest in

CONSISTENCY (score: 34.4%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 13.6%. The second largest gap is in CONSISTENCY with a difference of 12.3%.

Your In-depth Results

Decision-Making

Culture

• Profile 1 (100.0% of your team) scores highest in CONTROL (32.5%) and lowest in CREATE (20.5%).

• The largest variability is observed in the CONTROL dimension, achieving scores as high as 32.5%.
• In contrast, CREATE scores the lowest at 20.5%, indicating significant disparity in practices.

Decision-Making - Culture Representative Profiles
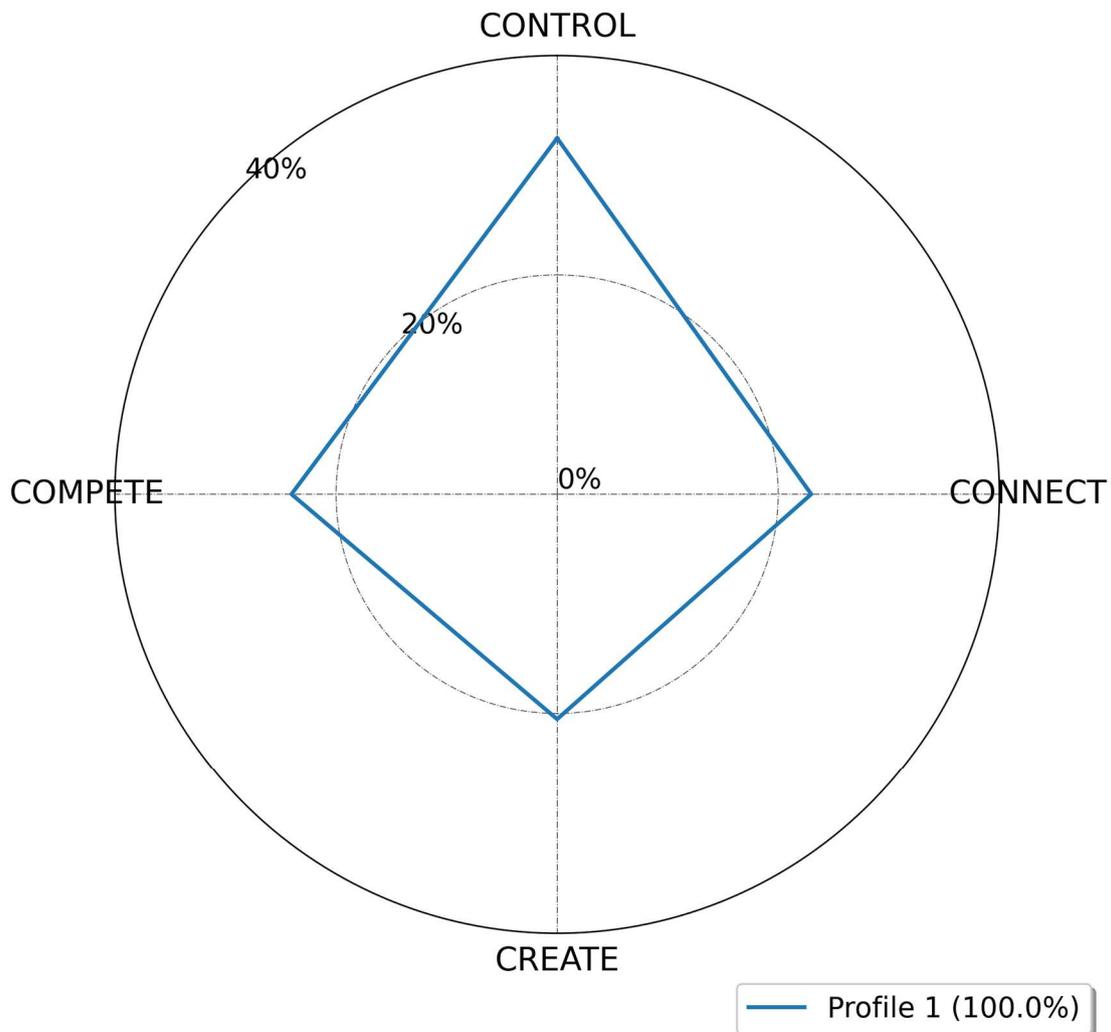
Dynamics

By Profile

• Profile 1 (98.7% of your team) scores highest in CONSOLIDATION (40.3%) and lowest in CONSISTENCY (36.9%).
• Profile 2 (0.6% of your team) scores highest in CONSOLIDATION (100.0%) and lowest in CLARITY (5.0%).
• Profile 3 (0.6% of your team) scores highest in COLLABORATION (75.0%) and lowest in CLARITY (20.0%).

• The largest variability is observed in the CONSOLIDATION dimension, achieving scores as high as 100.0%.
• In contrast, CLARITY scores the lowest at 5.0%, indicating significant disparity in practices.

Decision-Making - Dynamics Representative Profiles
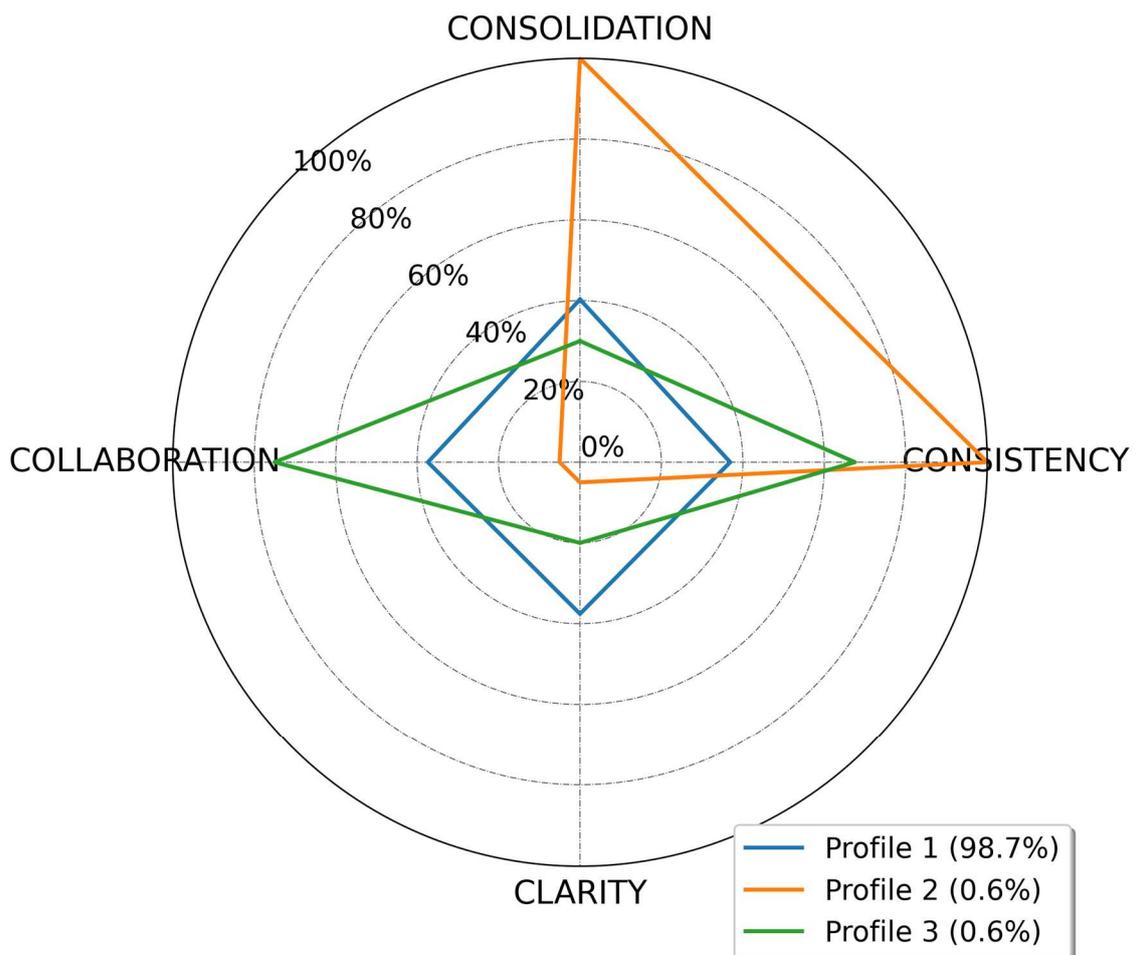
By Dimension

CONSOLIDATION: overall average is 40.6%, ranging from 2.5% to 100.0% (gap: 97.5%). CONSISTENCY: overall average is 37.5%, ranging from 2.5% to 100.0% (gap: 97.5%). CLARITY: overall average is 37.2%, ranging from 2.5% to 100.0% (gap: 97.5%). COLLABORATION: overall average is 37.4%, ranging from 2.5% to 100.0% (gap: 97.5%).

In Decision-Making dynamics, the largest discrepancy is in CONSOLIDATION (gap: 97.5%), suggesting an area for improvement, while CONSOLIDATION shows high alignment (gap: 97.5%).

Decision-Making - Team Dynamics Distribution
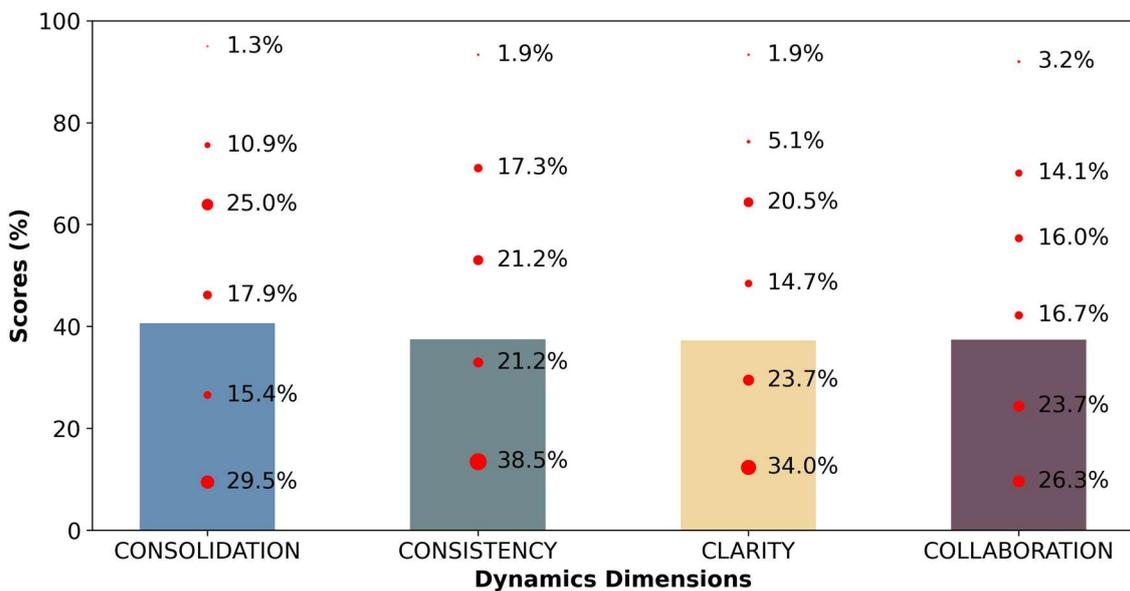
Diversity

Culture - Decision-Making (Age)
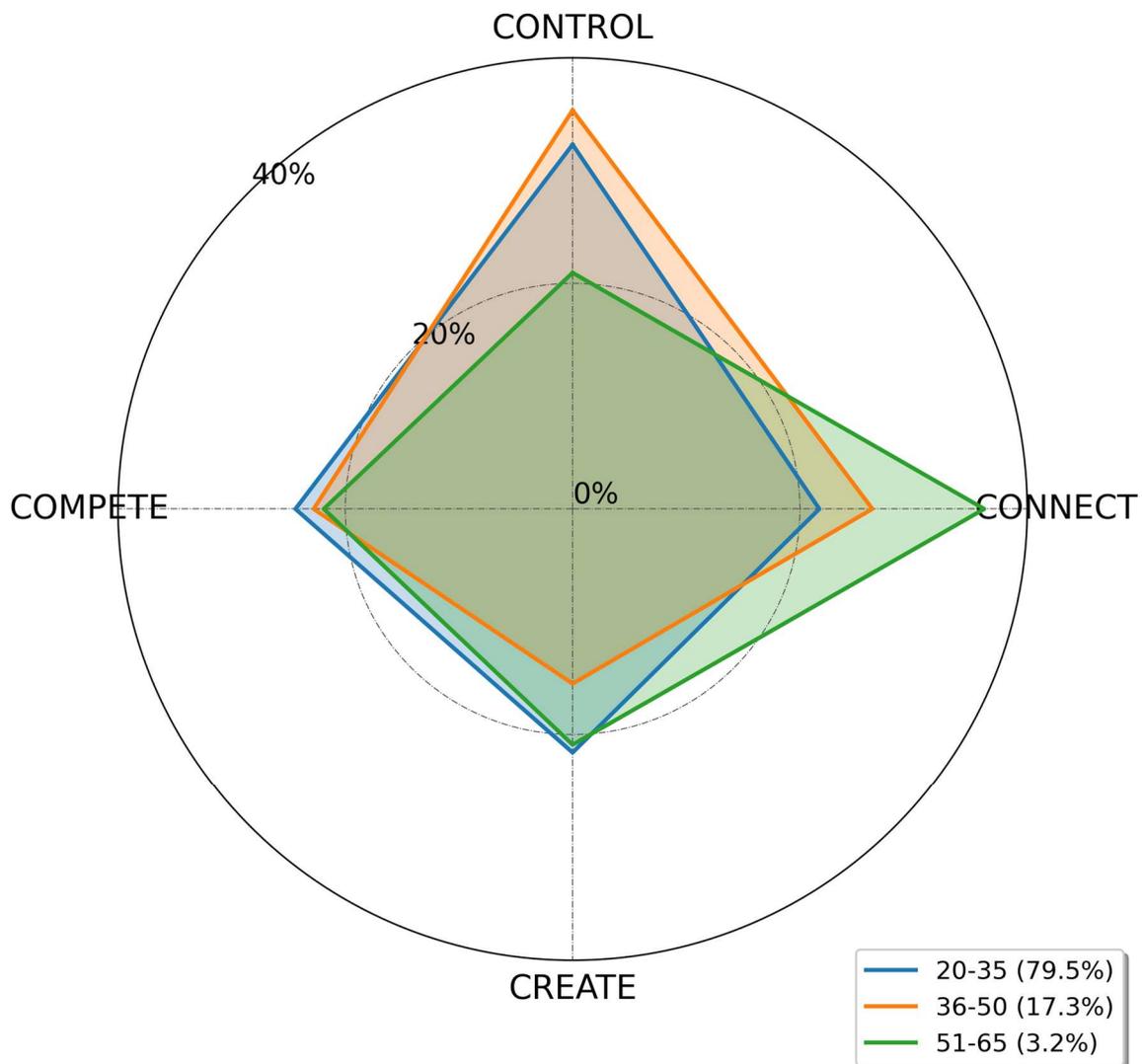
20-35 (79.5%): highest in CONTROL (score: 32.3%), lowest in CREATE (score: 21.6%).

36-50 (17.3%): highest in CONTROL (score: 35.3%), lowest in CREATE (score: 15.5%).

51-65 (3.2%): highest in CONNECT (score: 36.2%), lowest in CREATE (score: 20.9%).

The largest gap in perception between groups is in CONNECT with a difference of 14.5%. The second largest gap is in CONTROL with a difference of 14.4%.

Dynamics - Decision-Making (Age)
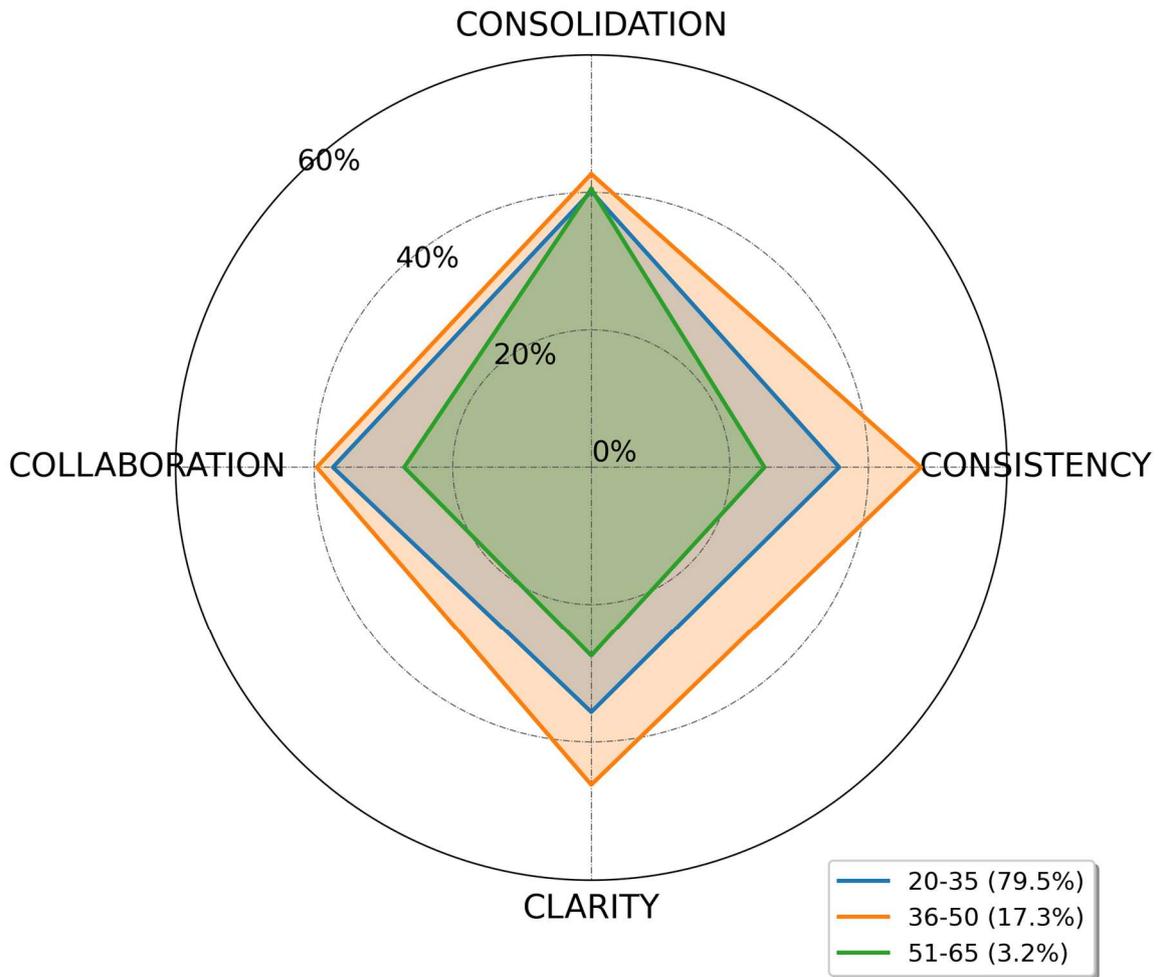
20-35 (79.5%): highest in CONSOLIDATION (score: 40.2%), lowest in CLARITY (score: 35.7%).

36-50 (17.3%): highest in CONSISTENCY (score: 47.6%), lowest in COLLABORATION (score: 39.6%).

51-65 (3.2%): highest in CONSOLIDATION (score: 40.5%), lowest in CONSISTENCY (score: 25.0%).

The largest gap in perception between groups is in CONSISTENCY with a difference of 22.6%. The second largest gap is in CLARITY with a difference of 18.7%.

Culture - Decision-Making (Gender)

Man (32.1%): highest in CONTROL (score: 33.0%), lowest in CREATE (score: 20.4%).

Prefer not to disclose (2.6%): highest in CONTROL (score: 36.9%), lowest in CONNECT (score: 15.2%).

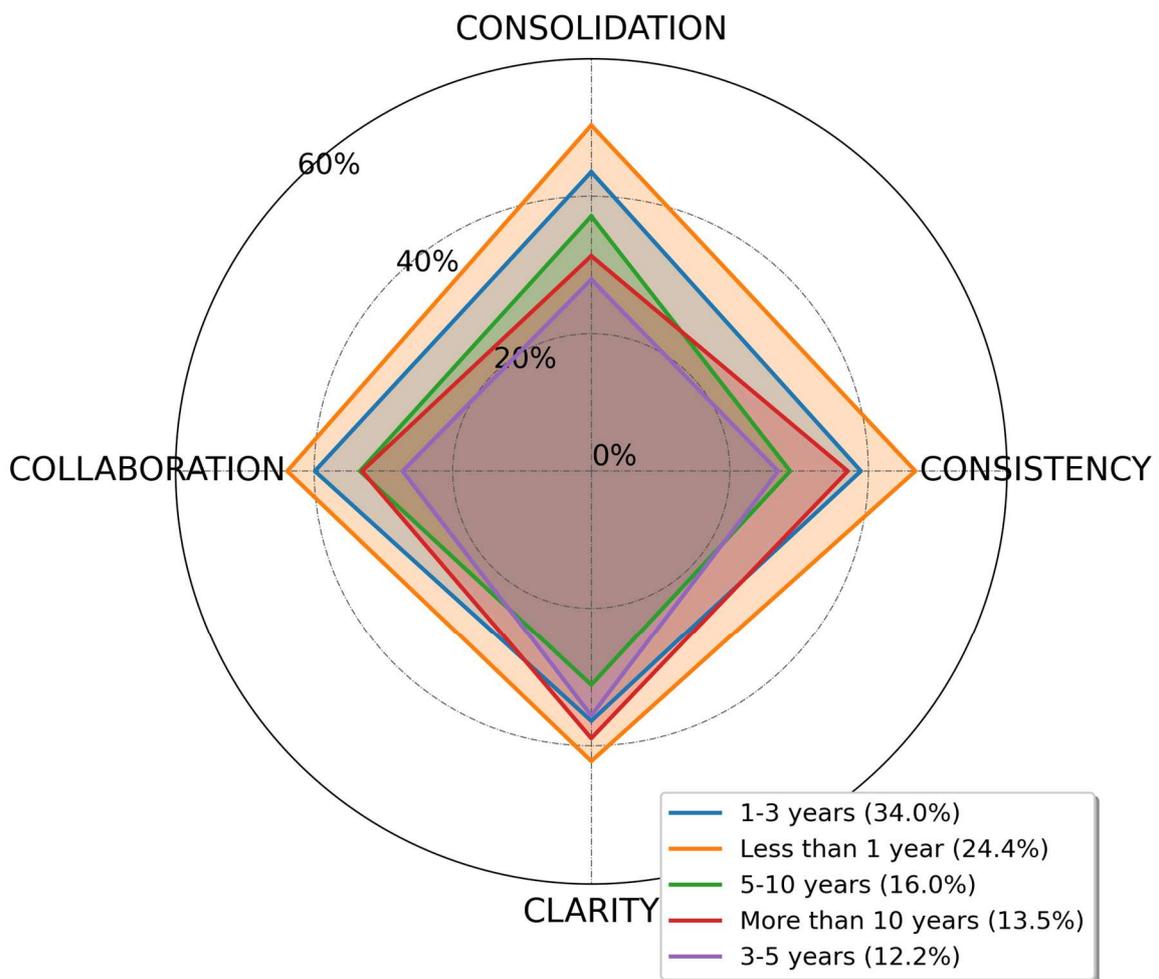Woman (65.4%): highest in CONTROL (score: 32.0%), lowest in CREATE (score: 20.5%).

The largest gap in perception between groups is in CONNECT with a difference of 8.1%. The second largest gap is in CONTROL with a difference of 4.8%.

Dynamics - Decision-Making (Gender)
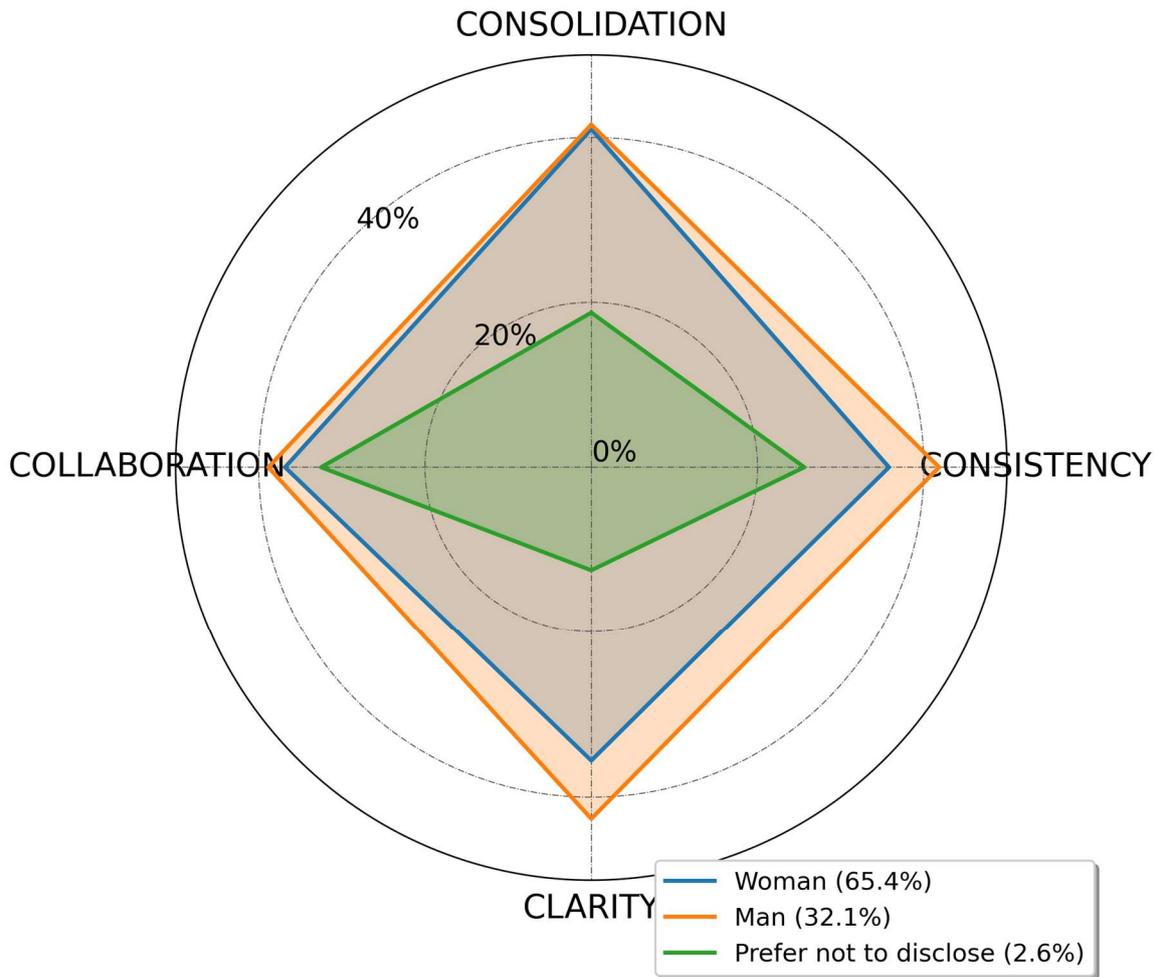
Man (32.1%): highest in CLARITY (score: 42.6%), lowest in COLLABORATION (score: 38.9%).

Prefer not to disclose (2.6%): highest in COLLABORATION (score: 32.5%), lowest in CLARITY (score: 12.5%).

Woman (65.4%): highest in CONSOLIDATION (score: 41.0%), lowest in CLARITY (score: 35.6%).

The largest gap in perception between groups is in CLARITY with a difference of 30.1%. The second largest gap is in CONSOLIDATION with a difference of 22.8%.

Culture - Decision-Making (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in CONTROL (score: 48.1%), lowest in CREATE (score: 15.9%).

Digital Transformation (2.6%): highest in CONNECT (score: 40.4%), lowest in CREATE (score: 15.7%).

Finance (3.8%): highest in COMPETE (score: 37.8%), lowest in CREATE (score: 17.6%).

General Management and Administration (5.1%): highest in CONTROL (score: 33.5%), lowest in COMPETE (score: 18.2%).

HR (5.8%): highest in CONTROL (score: 47.7%), lowest in CREATE (score: 13.0%).

Marketing (1.3%): highest in COMPETE (score: 33.1%), lowest in CREATE (score: 19.1%).

Motor Unit (4.5%): highest in CONNECT (score: 34.0%), lowest in CREATE (score: 18.0%).

Operations (31.4%): highest in CONTROL (score: 30.7%), lowest in CREATE (score: 21.1%).

Sales (39.1%): highest in CONTROL (score: 32.2%), lowest in CONNECT (score: 22.1%).

Training and Quality (3.8%): highest in CONTROL (score: 41.8%), lowest in

CREATE (score: 16.0%).

The largest gap in perception between groups is in CONTROL with a difference of 25.6%. The second largest gap is in CONNECT with a difference of 24.4%.

Dynamics - Decision-Making (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)
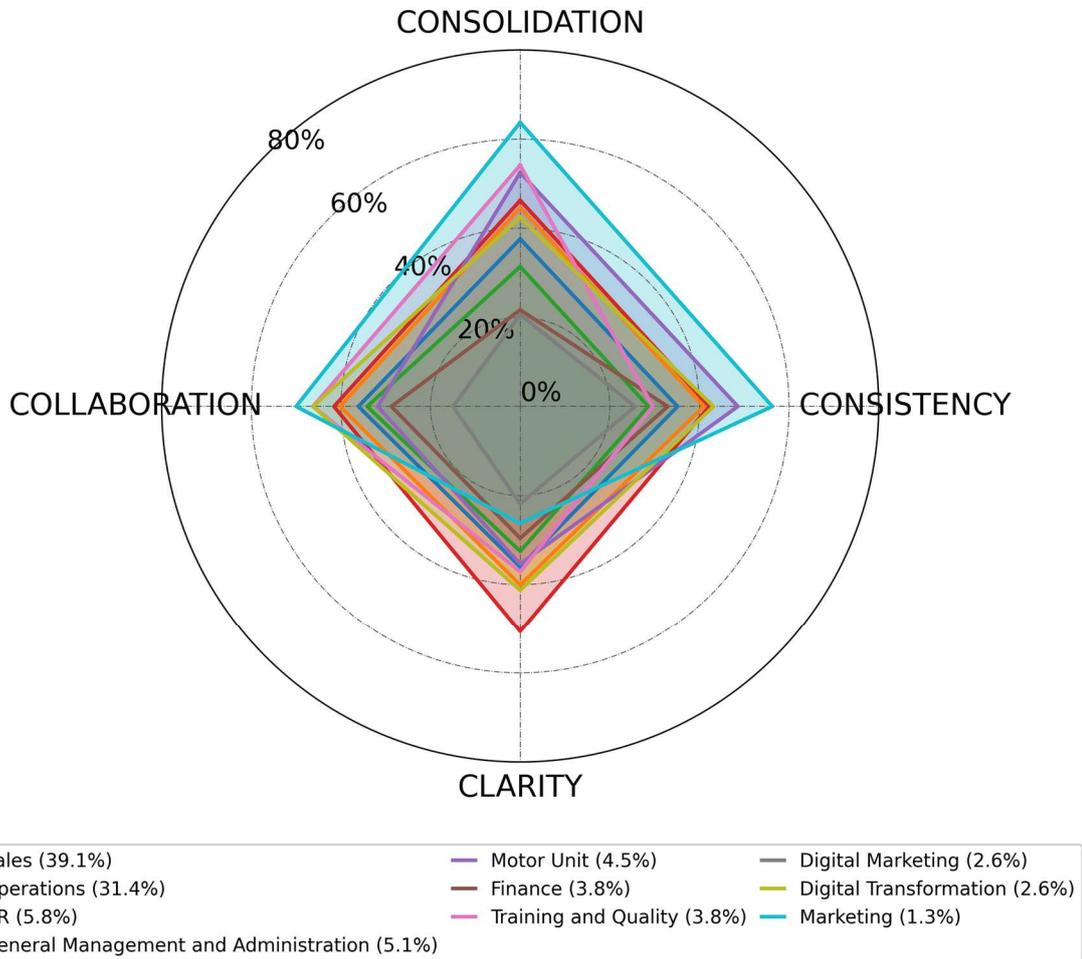
Digital Marketing (2.6%): highest in CONSISTENCY (score: 25.6%), lowest in COLLABORATION (score: 15.0%).

Digital Transformation (2.6%): highest in COLLABORATION (score: 46.2%), lowest in CLARITY (score: 41.2%).

Finance (3.8%): highest in CONSISTENCY (score: 32.9%), lowest in CONSOLIDATION (score: 21.7%).

General Management and Administration (5.1%): highest in CLARITY (score: 50.6%), lowest in COLLABORATION (score: 41.6%).

HR (5.8%): highest in COLLABORATION (score: 34.2%), lowest in CONSISTENCY (score: 28.6%).

Marketing (1.3%): highest in CONSOLIDATION (score: 63.8%), lowest in CLARITY (score: 26.2%).

Motor Unit (4.5%): highest in CONSOLIDATION (score: 52.5%), lowest in COLLABORATION (score: 31.8%).

Operations (31.4%): highest in CONSOLIDATION (score: 44.6%), lowest in CLARITY (score: 40.1%).

Sales (39.1%): highest in CONSOLIDATION (score: 37.6%), lowest in CONSISTENCY (score: 35.1%).

Training and Quality (3.8%): highest in CONSOLIDATION (score: 54.2%), lowest in CONSISTENCY (score: 29.6%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 43.1%. The second largest gap is in COLLABORATION with a difference of 35.0%.

Culture - Decision-Making (Tenure)
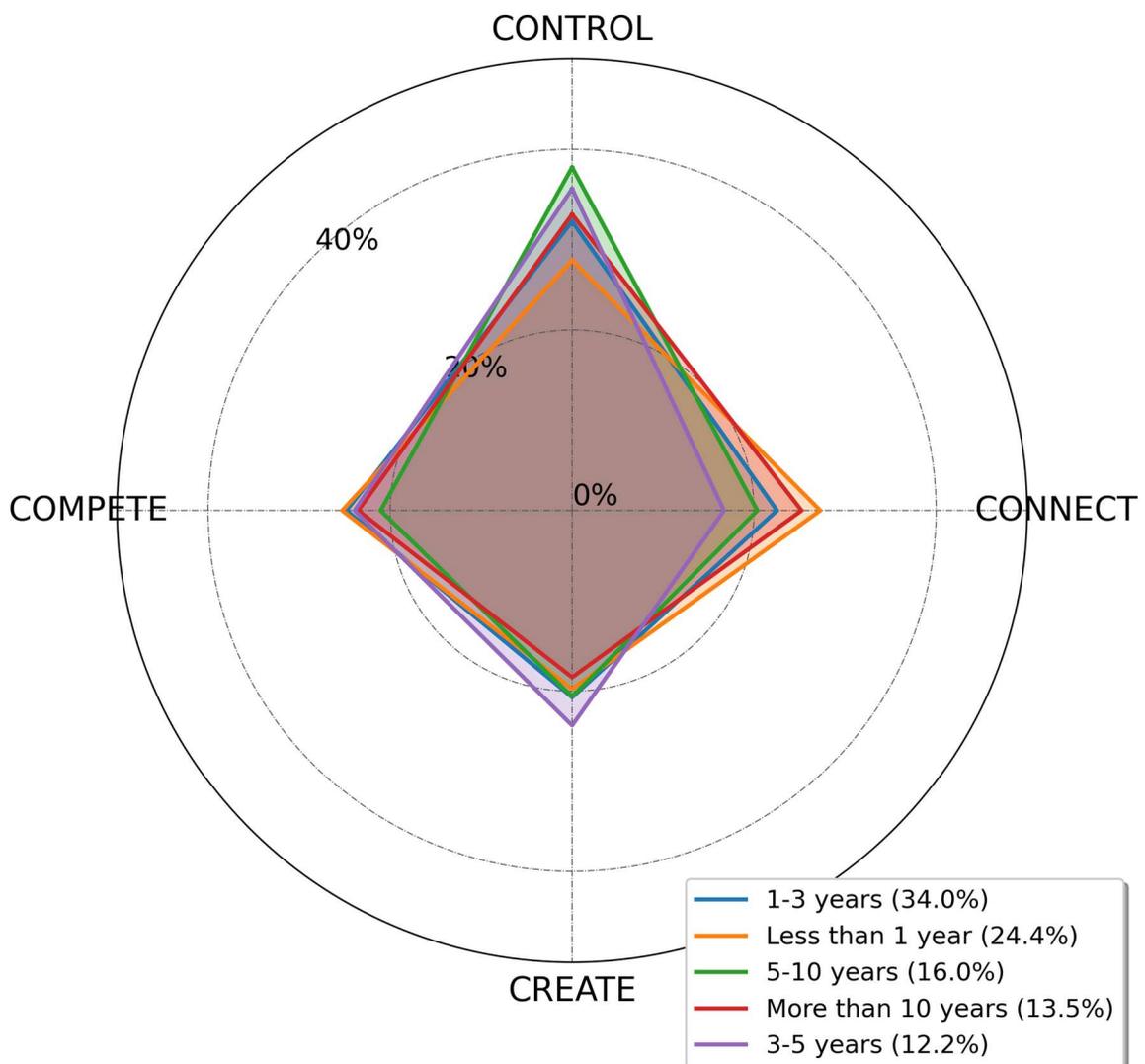
Less than 1 year (24.4%): highest in CONTROL (score: 27.7%), lowest in CREATE (score: 19.7%).

1-3 years (34.0%): highest in CONTROL (score: 32.0%), lowest in CREATE (score: 20.7%).

3-5 years (12.2%): highest in CONTROL (score: 35.6%), lowest in CONNECT (score: 16.7%).

5-10 years (16.0%): highest in CONTROL (score: 38.0%), lowest in CONNECT (score: 20.4%).

More than 10 years (13.5%): highest in CONTROL (score: 32.8%), lowest in CREATE (score: 18.5%).

The largest gap in perception between groups is in CONNECT with a difference of 10.6%. The second largest gap is in CONTROL with a difference of 10.3%.

Dynamics - Decision-Making (Tenure)

Less than 1 year (24.4%): highest in CONSOLIDATION (score: 50.3%), lowest in CLARITY (score: 42.2%).

1-3 years (34.0%): highest in CONSOLIDATION (score: 43.5%), lowest in CLARITY (score: 36.4%).

3-5 years (12.2%): highest in CLARITY (score: 35.7%), lowest in CONSISTENCY (score: 27.0%).

5-10 years (16.0%): highest in CONSOLIDATION (score: 37.1%), lowest in CONSISTENCY (score: 28.7%).

More than 10 years (13.5%): highest in CLARITY (score: 38.9%), lowest in

CONSOLIDATION (score: 31.3%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 22.4%. The second largest gap is in CONSISTENCY with a difference of 19.8%.

Culture - Decision-Making (Position)
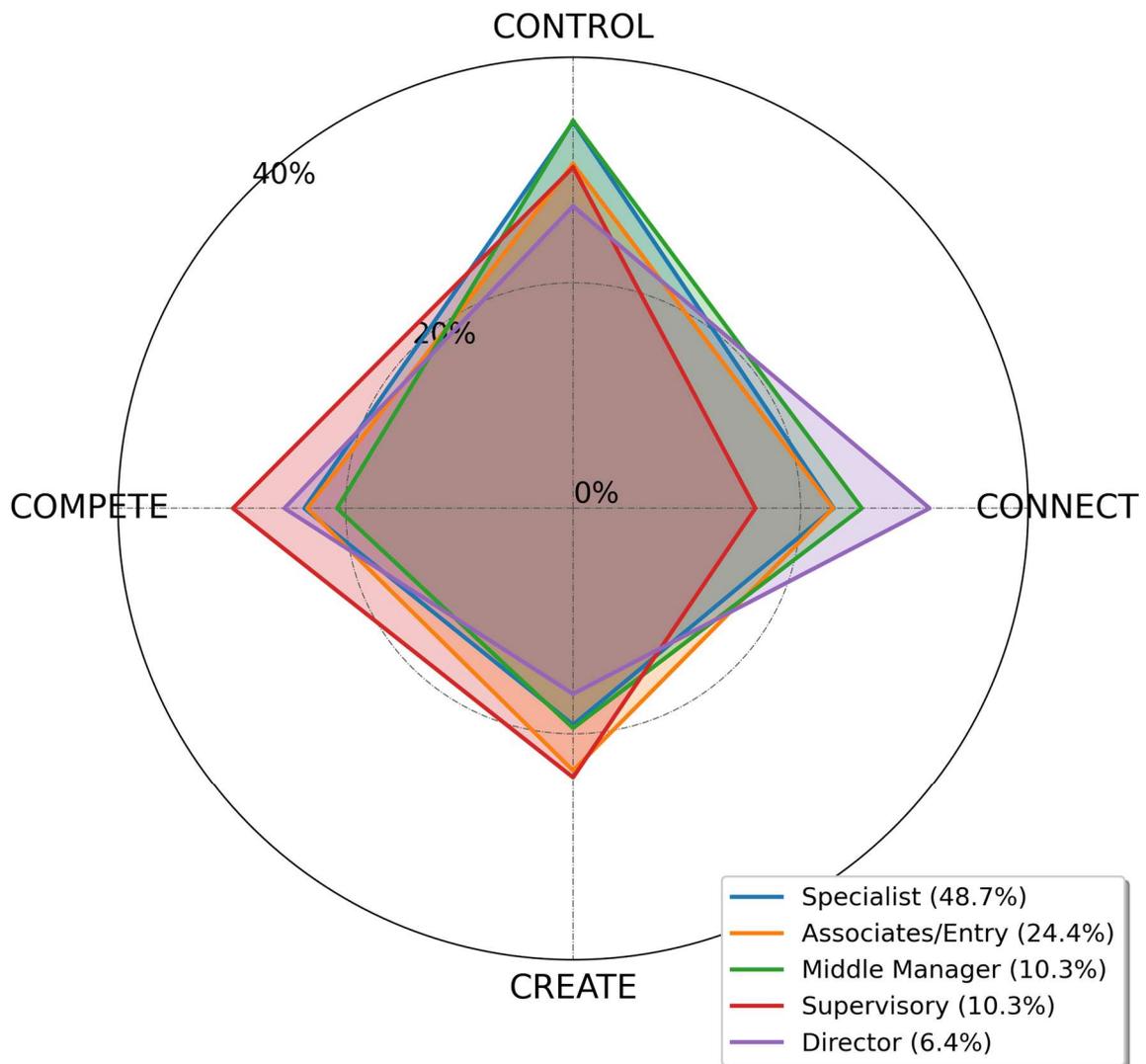
Associates/Entry (24.4%): highest in CONTROL (score: 30.5%), lowest in CONNECT (score: 22.9%).

Director (6.4%): highest in CONNECT (score: 31.3%), lowest in CREATE (score: 16.5%).

Middle Manager (10.3%): highest in CONTROL (score: 34.3%), lowest in CREATE (score: 19.5%).

Specialist (48.7%): highest in CONTROL (score: 34.3%), lowest in CREATE (score: 19.2%).

Supervisory (10.3%): highest in CONTROL (score: 30.2%), lowest in CONNECT

(score: 16.0%).

The largest gap in perception between groups is in CONNECT with a difference of 15.3%. The second largest gap is in COMPETE with a difference of 9.2%.

Dynamics - Decision-Making (Position)
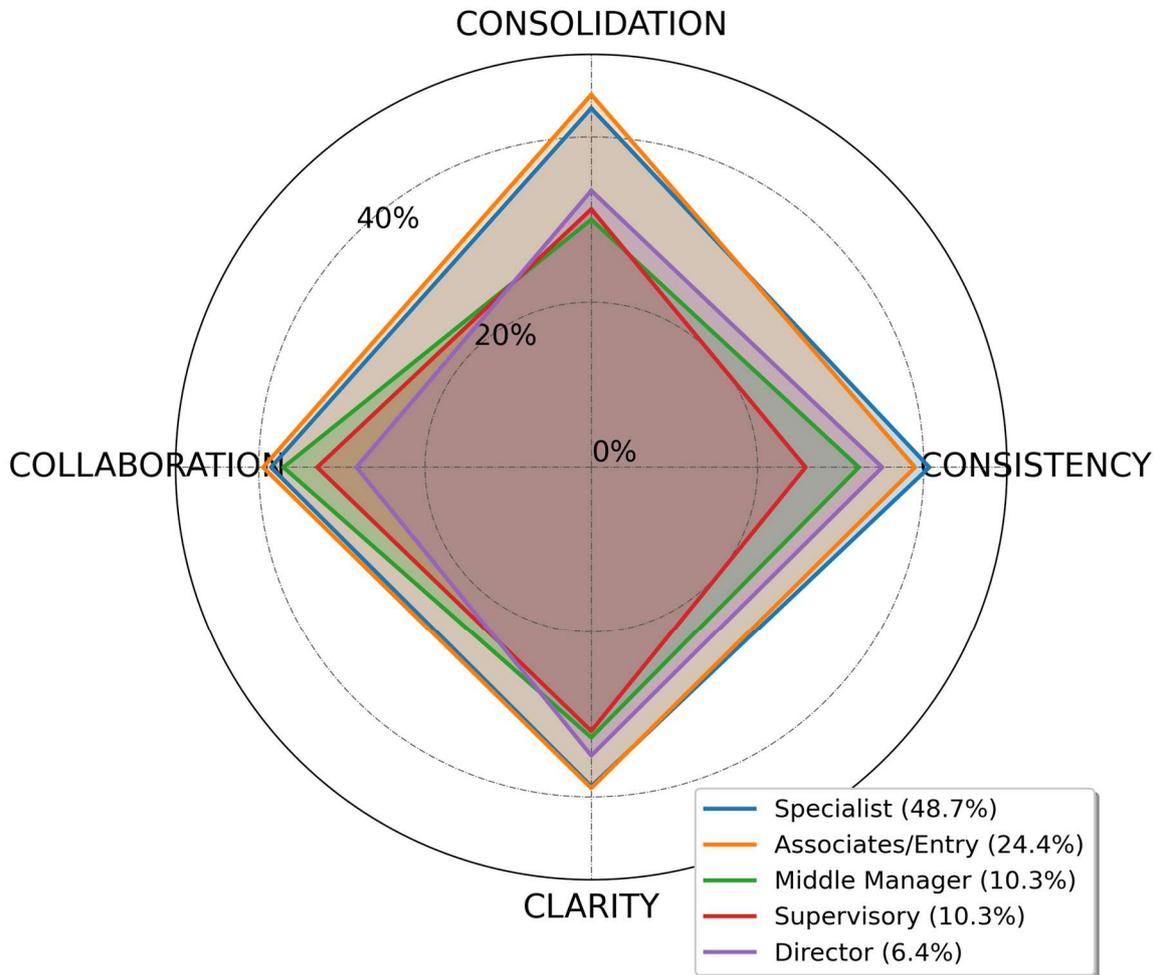
Associates/Entry (24.4%): highest in CONSOLIDATION (score: 45.1%), lowest in CONSISTENCY (score: 38.9%).

Director (6.4%): highest in CONSISTENCY (score: 35.0%), lowest in COLLABORATION (score: 28.2%).

Middle Manager (10.3%): highest in COLLABORATION (score: 37.0%), lowest in CONSOLIDATION (score: 30.0%).

Specialist (48.7%): highest in CONSOLIDATION (score: 43.5%), lowest in COLLABORATION (score: 38.5%).

Supervisory (10.3%): highest in COLLABORATION (score: 33.0%), lowest in CONSISTENCY (score: 25.8%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 15.1%. The second largest gap is in CONSISTENCY with a difference of 14.9%.

Information Sharing

Culture

• Profile 1 (51.9% of your team) scores highest in CONTROL (38.4%) and lowest in CONNECT (18.2%).
• Profile 2 (2.6% of your team) scores highest in CREATE (54.1%) and lowest in CONNECT (6.3%).
• Profile 3 (45.5% of your team) scores highest in CONNECT (34.8%) and lowest in CREATE (16.8%).

• The largest variability is observed in the CREATE dimension, achieving scores as high as 54.1%.
• In contrast, CONNECT scores the lowest at 6.3%, indicating significant disparity in practices.

Information Sharing - Culture Representative Profiles
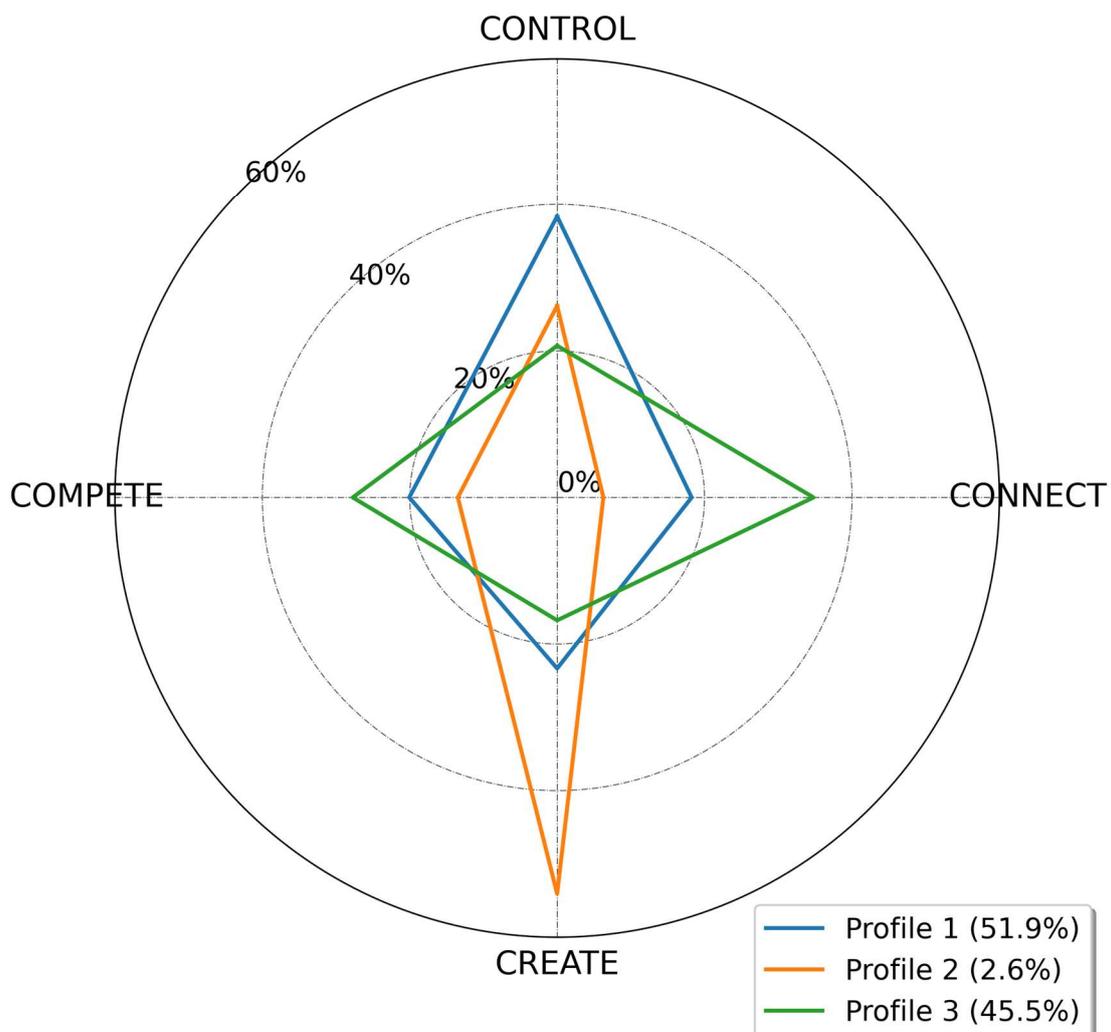
Dynamics

By Profile

• Profile 1 (97.4% of your team) scores highest in CONSOLIDATION (45.0%) and lowest in COLLABORATION (38.9%).
• Profile 2 (1.3% of your team) scores highest in CLARITY (63.8%) and lowest in CONSISTENCY (7.5%).
• Profile 3 (0.6% of your team) scores highest in CONSISTENCY (67.5%) and lowest in CONSOLIDATION (2.5%).
• Profile 4 (0.6% of your team) scores highest in CONSOLIDATION (75.0%) and lowest in CONSISTENCY (5.0%).

• The largest variability is observed in the CONSOLIDATION dimension, achieving scores as high as 75.0%.
• In contrast, CONSOLIDATION scores the lowest at 2.5%, indicating significant disparity in practices.

Information Sharing - Dynamics Representative Profiles
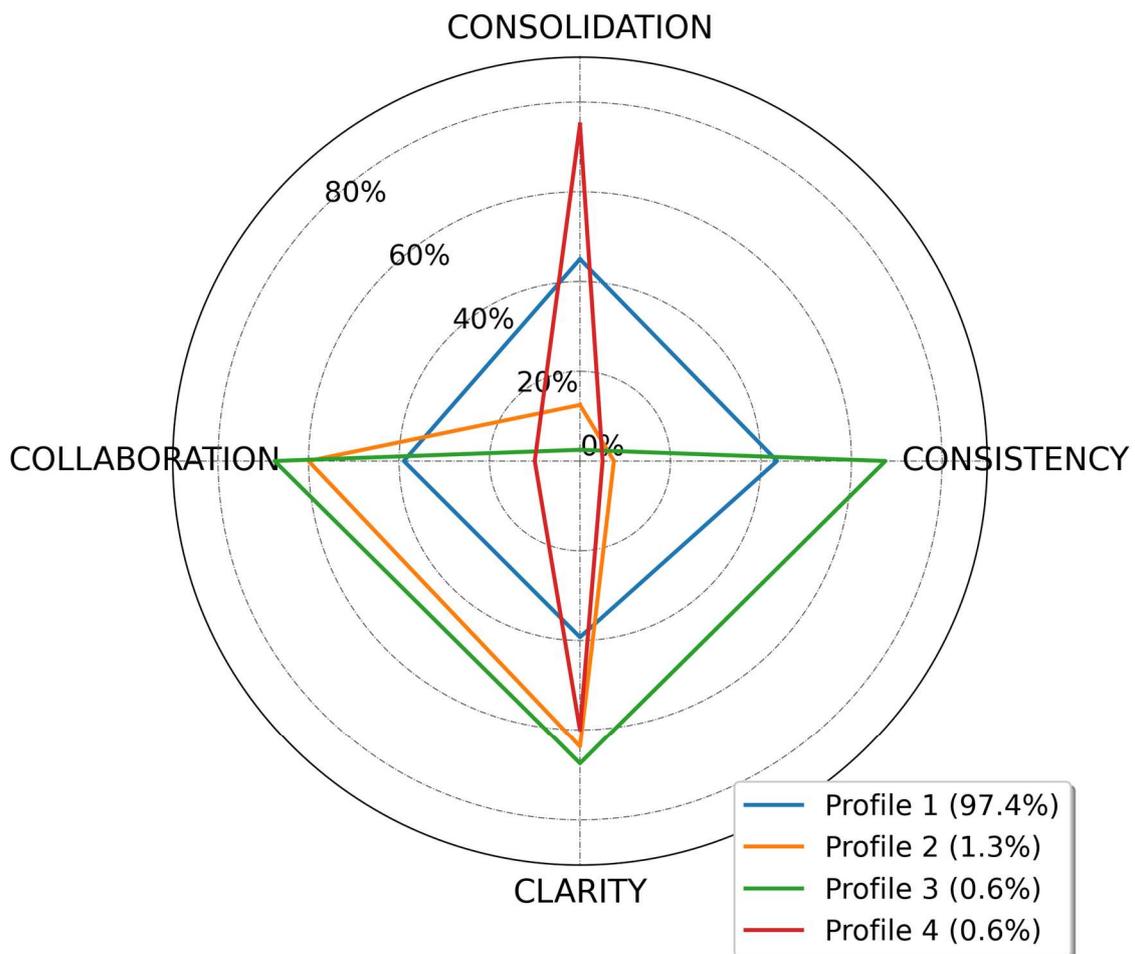
By Dimension

CONSOLIDATION: overall average is 44.5%, ranging from 2.5% to 100.0% (gap: 97.5%). CONSISTENCY: overall average is 43.0%, ranging from 2.5% to 100.0% (gap: 97.5%). CLARITY: overall average is 39.9%, ranging from 2.5% to 100.0% (gap: 97.5%). COLLABORATION: overall average is 39.2%, ranging from 2.5% to 100.0% (gap: 97.5%).

In Information Sharing dynamics, the largest discrepancy is in CONSOLIDATION (gap: 97.5%), suggesting an area for improvement, while CONSOLIDATION shows high alignment (gap: 97.5%).

Information Sharing - Team Dynamics Distribution
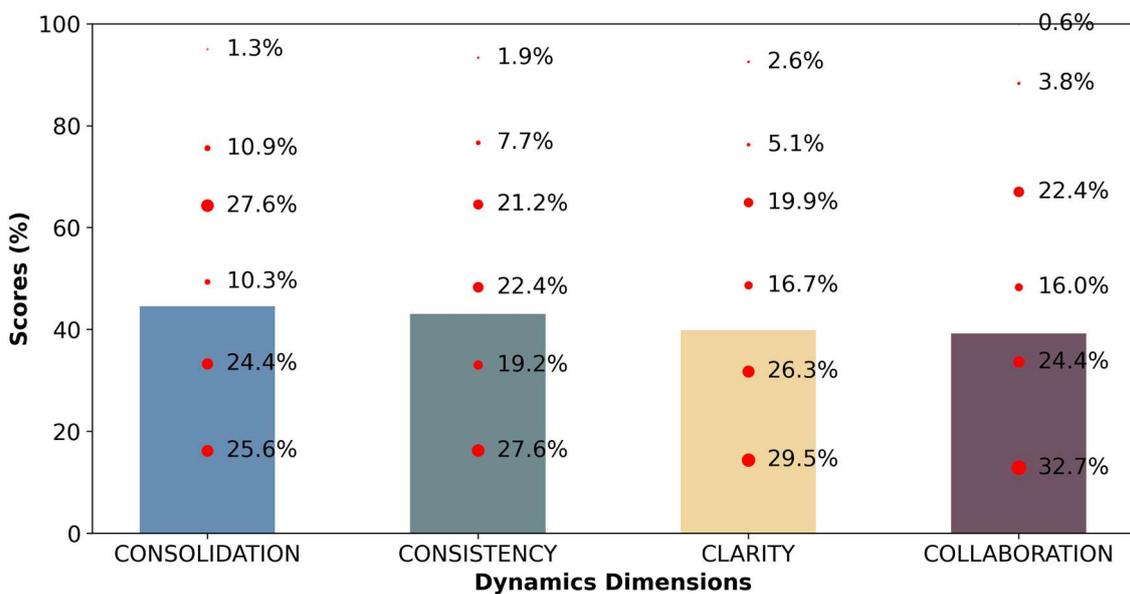
Culture - Information Sharing (Age)
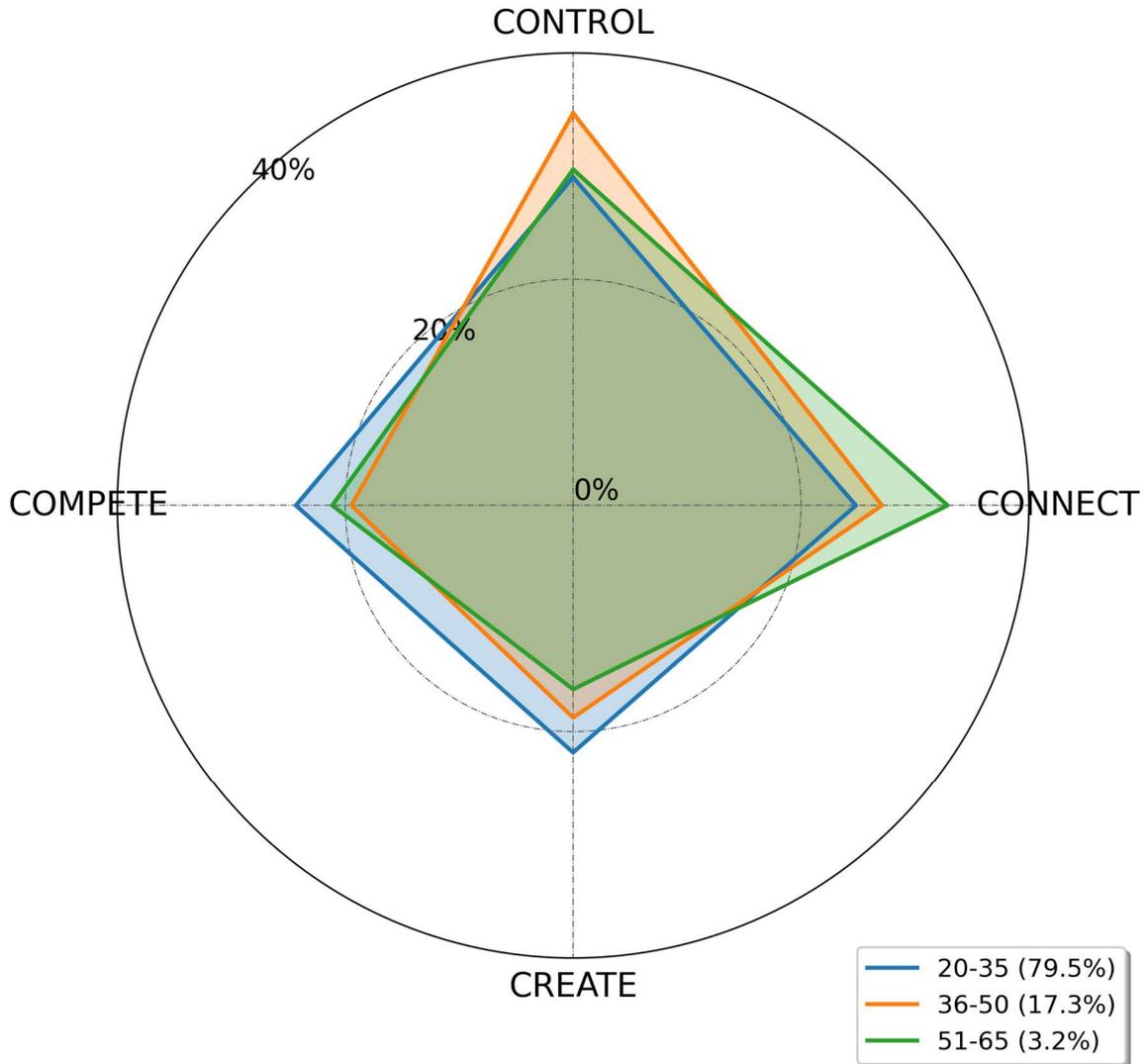
20-35 (79.5%): highest in CONTROL (score: 29.0%), lowest in CREATE (score: 21.8%).

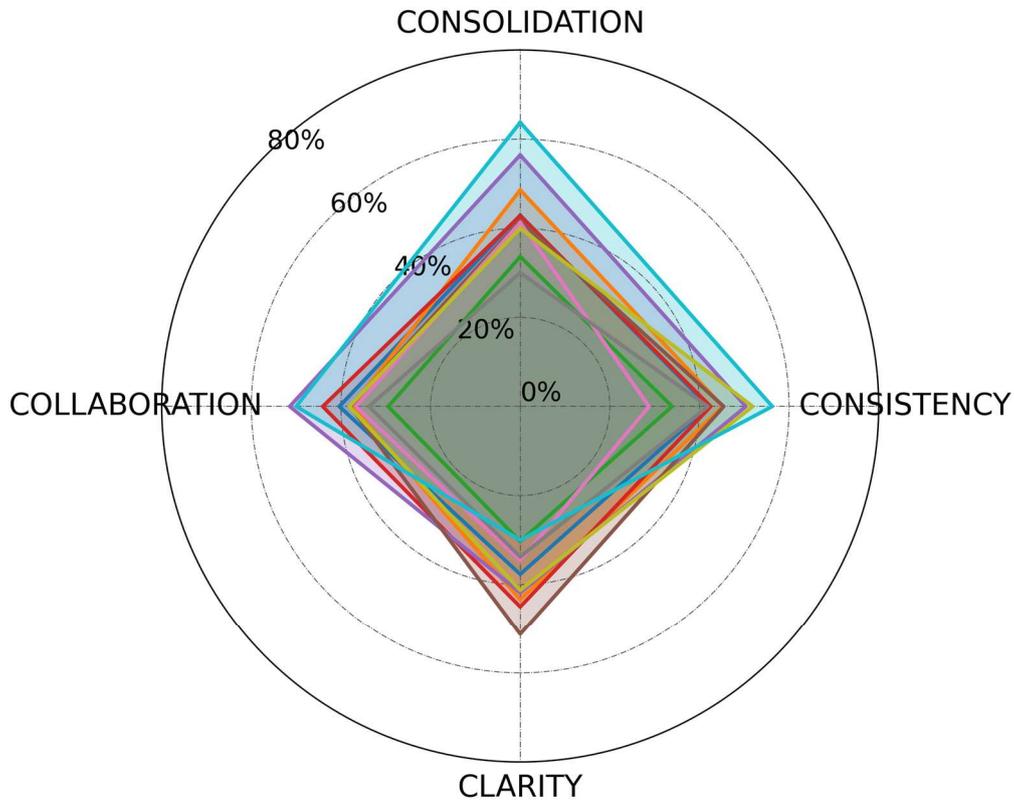36-50 (17.3%): highest in CONTROL (score: 34.7%), lowest in CREATE (score: 18.8%).

51-65 (3.2%): highest in CONNECT (score: 32.9%), lowest in CREATE (score: 16.3%).

The largest gap in perception between groups is in CONNECT with a difference of 8.0%. The second largest gap is in CONTROL with a difference of 5.7%.

Dynamics - Information Sharing (Age)
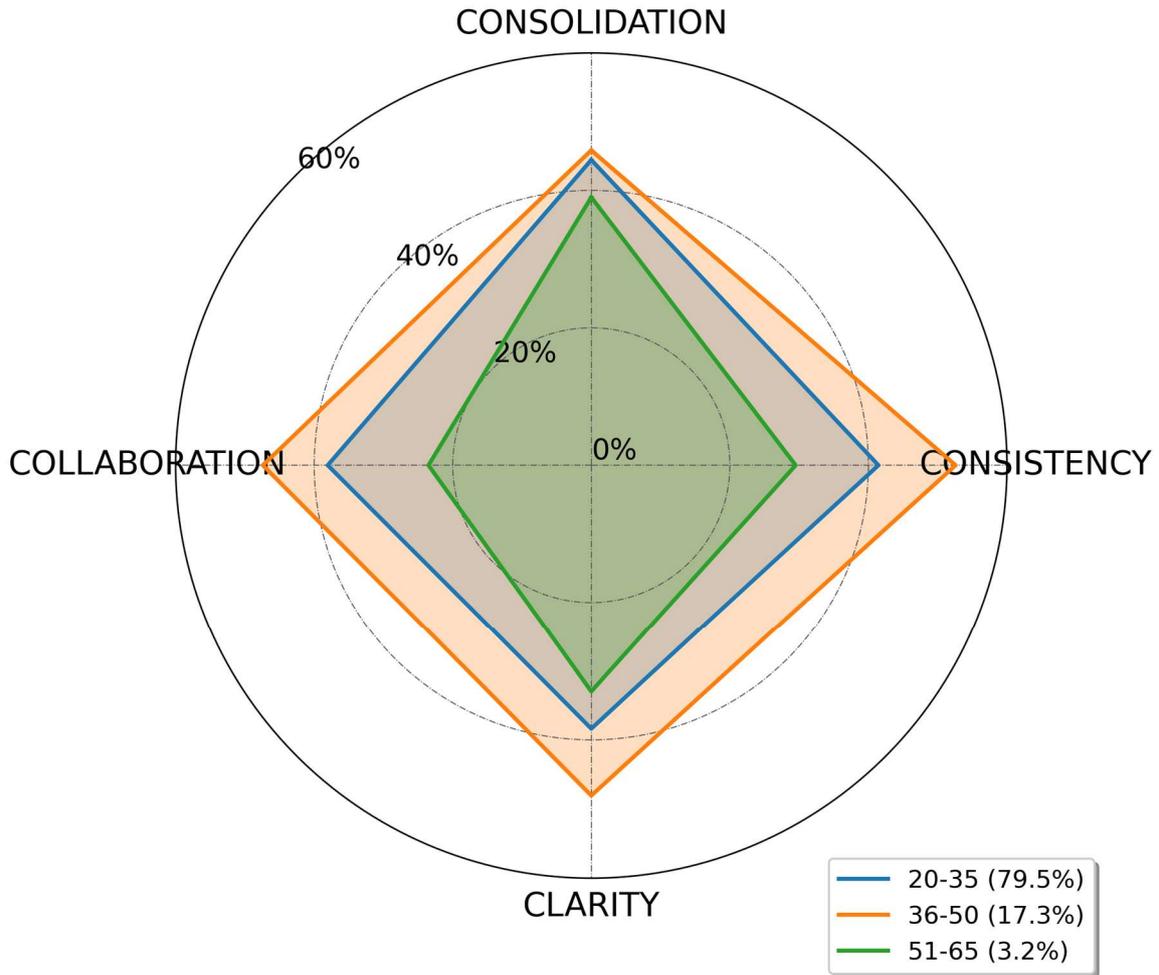
20-35 (79.5%): highest in CONSOLIDATION (score: 44.4%), lowest in COLLABORATION (score: 38.0%).

36-50 (17.3%): highest in CONSISTENCY (score: 52.6%), lowest in CONSOLIDATION (score: 45.8%).

51-65 (3.2%): highest in CONSOLIDATION (score: 39.0%), lowest in COLLABORATION (score: 23.5%).

The largest gap in perception between groups is in COLLABORATION with a difference of 23.9%. The second largest gap is in CONSISTENCY with a difference of 23.1%.

Culture - Information Sharing (Gender)
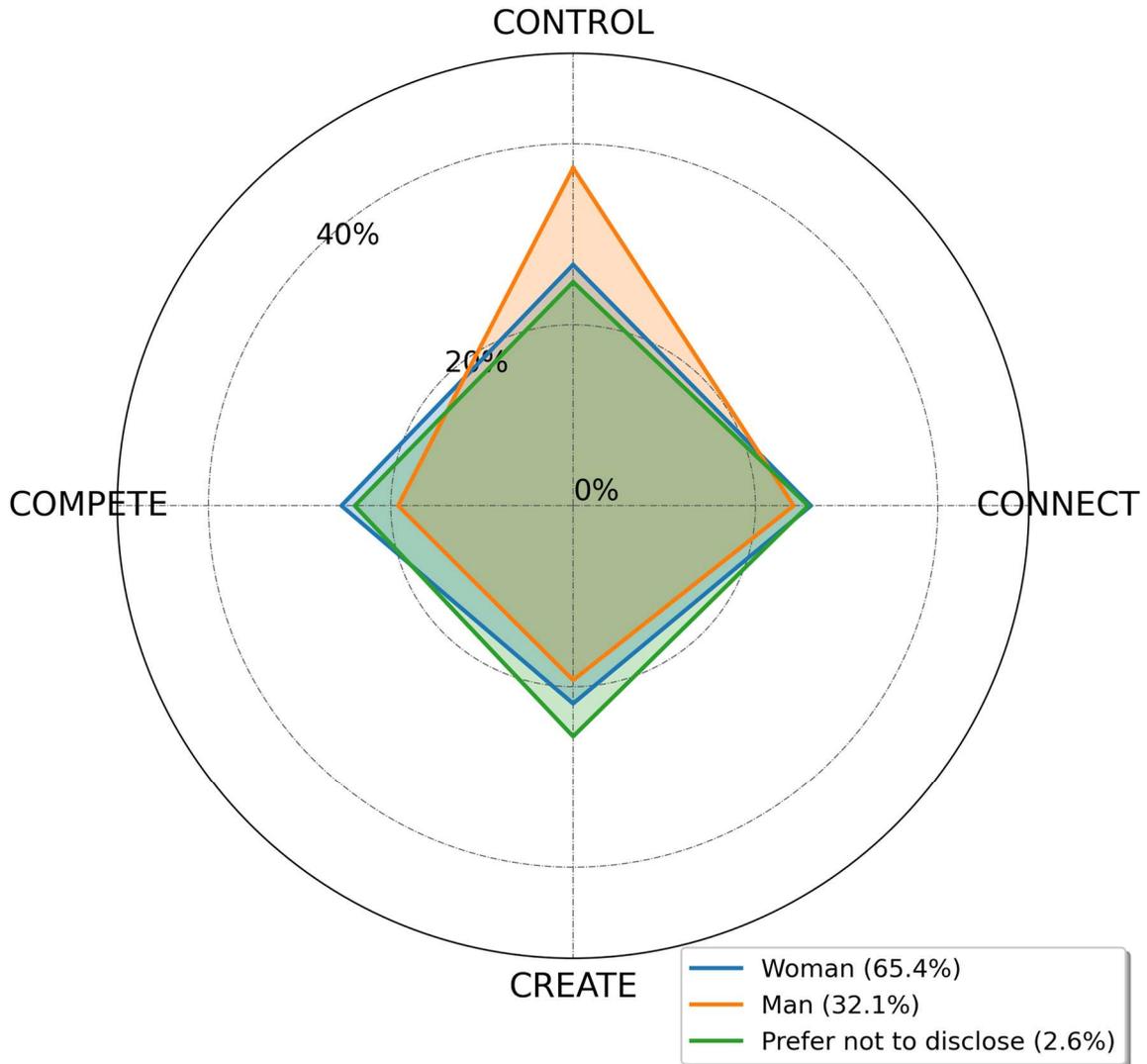
Man (32.1%): highest in CONTROL (score: 37.3%), lowest in COMPETE (score: 19.2%).
Prefer not to disclose (2.6%): highest in CONNECT (score: 25.8%), lowest in COMPETE (score: 23.9%).
Woman (65.4%): highest in CONTROL (score: 26.6%), lowest in CREATE (score: 21.9%).
The largest gap in perception between groups is in CONTROL with a difference of 12.6%. The second largest gap is in CREATE with a difference of 6.2%.

Dynamics - Information Sharing (Gender)
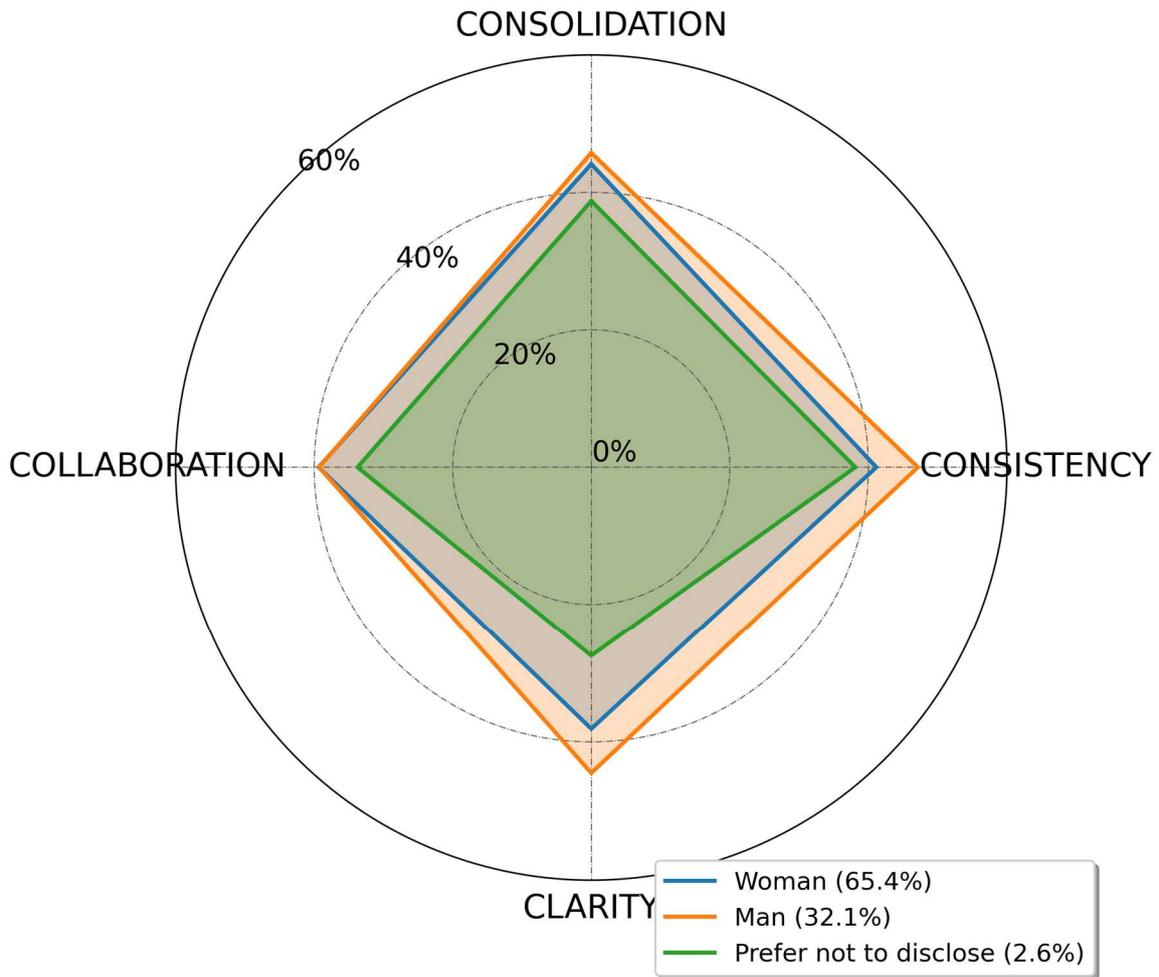
Man (32.1%): highest in CONSISTENCY (score: 47.1%), lowest in COLLABORATION (score: 39.3%).

Prefer not to disclose (2.6%): highest in CONSOLIDATION (score: 38.8%), lowest in CLARITY (score: 27.5%).

Woman (65.4%): highest in CONSOLIDATION (score: 44.1%), lowest in CLARITY (score: 38.1%).

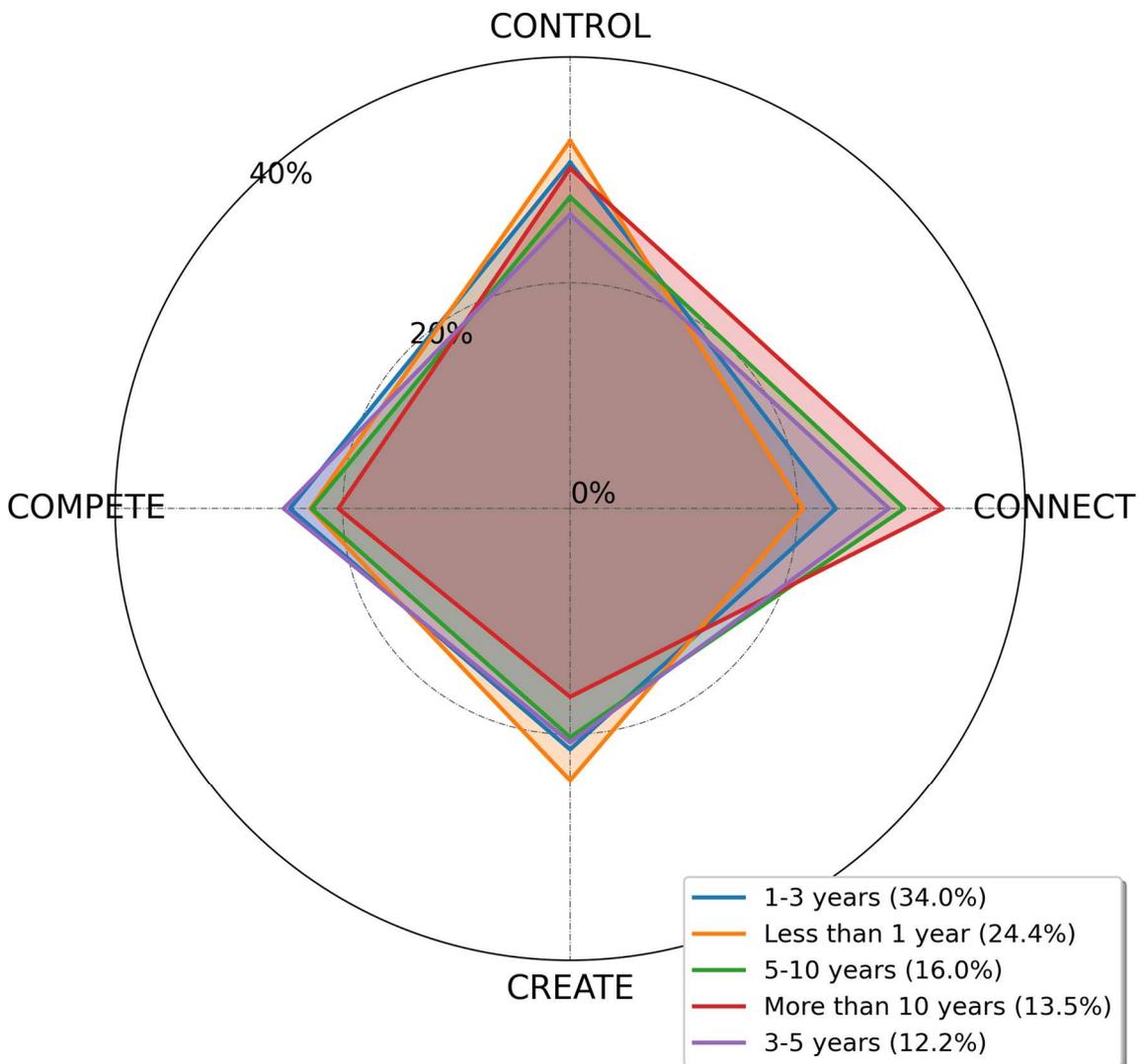The largest gap in perception between groups is in CLARITY with a difference of 17.0%. The second largest gap is in CONSISTENCY with a difference of 9.0%.

Culture - Information Sharing (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in COMPETE (score: 30.2%), lowest in CONNECT (score: 18.8%).

Digital Transformation (2.6%): highest in CREATE (score: 32.2%), lowest in COMPETE (score: 21.4%).

Finance (3.8%): highest in CONTROL (score: 30.6%), lowest in CREATE (score: 18.3%).

General Management and Administration (5.1%): highest in CONTROL (score: 37.9%), lowest in CREATE (score: 15.2%).

HR (5.8%): highest in CONTROL (score: 34.2%), lowest in CREATE (score: 14.7%).

Marketing (1.3%): highest in CONTROL (score: 48.8%), lowest in COMPETE (score: 12.8%).

Motor Unit (4.5%): highest in CONTROL (score: 34.4%), lowest in CREATE (score: 15.1%).

Operations (31.4%): highest in CONTROL (score: 31.5%), lowest in CREATE (score: 20.4%).

Sales (39.1%): highest in CONTROL (score: 26.8%), lowest in COMPETE (score: 22.3%).

Training and Quality (3.8%): highest in CONNECT (score: 34.1%), lowest in

CREATE (score: 12.3%).

The largest gap in perception between groups is in CONTROL with a difference of 26.4%. The second largest gap is in CREATE with a difference of 20.0%.

Dynamics - Information Sharing (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in CONSISTENCY (score: 41.9%), lowest in CONSOLIDATION (score: 30.0%).

Digital Transformation (2.6%): highest in CONSISTENCY (score: 51.9%), lowest in COLLABORATION (score: 38.1%).

Finance (3.8%): highest in CLARITY (score: 51.2%), lowest in COLLABORATION (score: 37.9%).

General Management and Administration (5.1%): highest in CLARITY (score: 45.0%), lowest in CONSISTENCY (score: 42.5%).

HR (5.8%): highest in CONSISTENCY (score: 33.9%), lowest in COLLABORATION (score: 29.4%).

Marketing (1.3%): highest in CONSOLIDATION (score: 63.8%), lowest in CLARITY (score: 30.0%).

Motor Unit (4.5%): highest in CONSOLIDATION (score: 56.4%), lowest in CLARITY (score: 41.8%).

Operations (31.4%): highest in CONSOLIDATION (score: 48.6%), lowest in COLLABORATION (score: 37.6%).
Sales (39.1%): highest in CONSOLIDATION (score: 42.9%), lowest in CLARITY (score: 37.7%).
Training and Quality (3.8%): highest in CONSOLIDATION (score: 41.2%), lowest in CONSISTENCY (score: 28.8%).
The largest gap in perception between groups is in CONSOLIDATION with a difference of 33.8%. The second largest gap is in CONSISTENCY with a difference of 27.5%.

Culture - Information Sharing (Tenure)

Less than 1 year (24.4%): highest in CONTROL (score: 32.6%), lowest in CONNECT (score: 20.5%).
1-3 years (34.0%): highest in CONTROL (score: 30.7%), lowest in CREATE (score: 21.3%).

3-5 years (12.2%): highest in CONNECT (score: 28.0%), lowest in CREATE (score: 20.7%).

5-10 years (16.0%): highest in CONNECT (score: 29.4%), lowest in CREATE (score: 20.3%).

More than 10 years (13.5%): highest in CONNECT (score: 32.8%), lowest in CREATE (score: 16.7%).

The largest gap in perception between groups is in CONNECT with a difference of 12.3%. The second largest gap is in CREATE with a difference of 7.4%.

Dynamics - Information Sharing (Tenure)
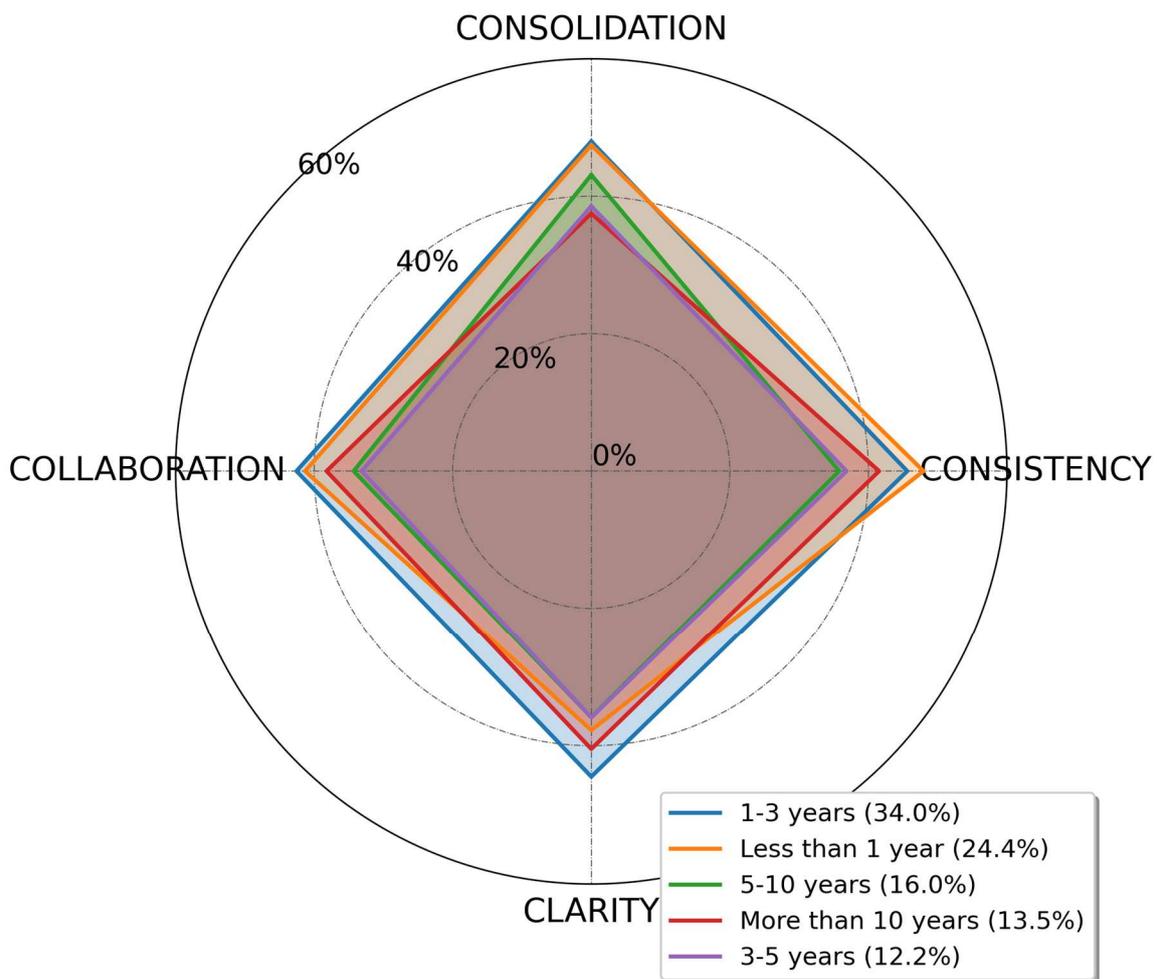
Less than 1 year (24.4%): highest in CONSISTENCY (score: 48.0%), lowest in CLARITY (score: 37.8%).

1-3 years (34.0%): highest in CONSOLIDATION (score: 48.0%), lowest in COLLABORATION (score: 42.5%).

3-5 years (12.2%): highest in CONSOLIDATION (score: 38.6%), lowest in COLLABORATION (score: 33.2%).

5-10 years (16.0%): highest in CONSOLIDATION (score: 43.1%), lowest in COLLABORATION (score: 34.3%).

More than 10 years (13.5%): highest in CONSISTENCY (score: 41.5%), lowest in

CONSOLIDATION (score: 37.5%).

The largest gap in perception between groups is in CONSISTENCY with a difference of 12.2%. The second largest gap is in CONSOLIDATION with a difference of 10.5%.

Culture - Information Sharing (Position)

Legend:
- Specialist (48.7%)
- Associates/Entry (24.4%)
- Middle Manager (10.3%)
- Supervisory (10.3%)
- Director (6.4%)
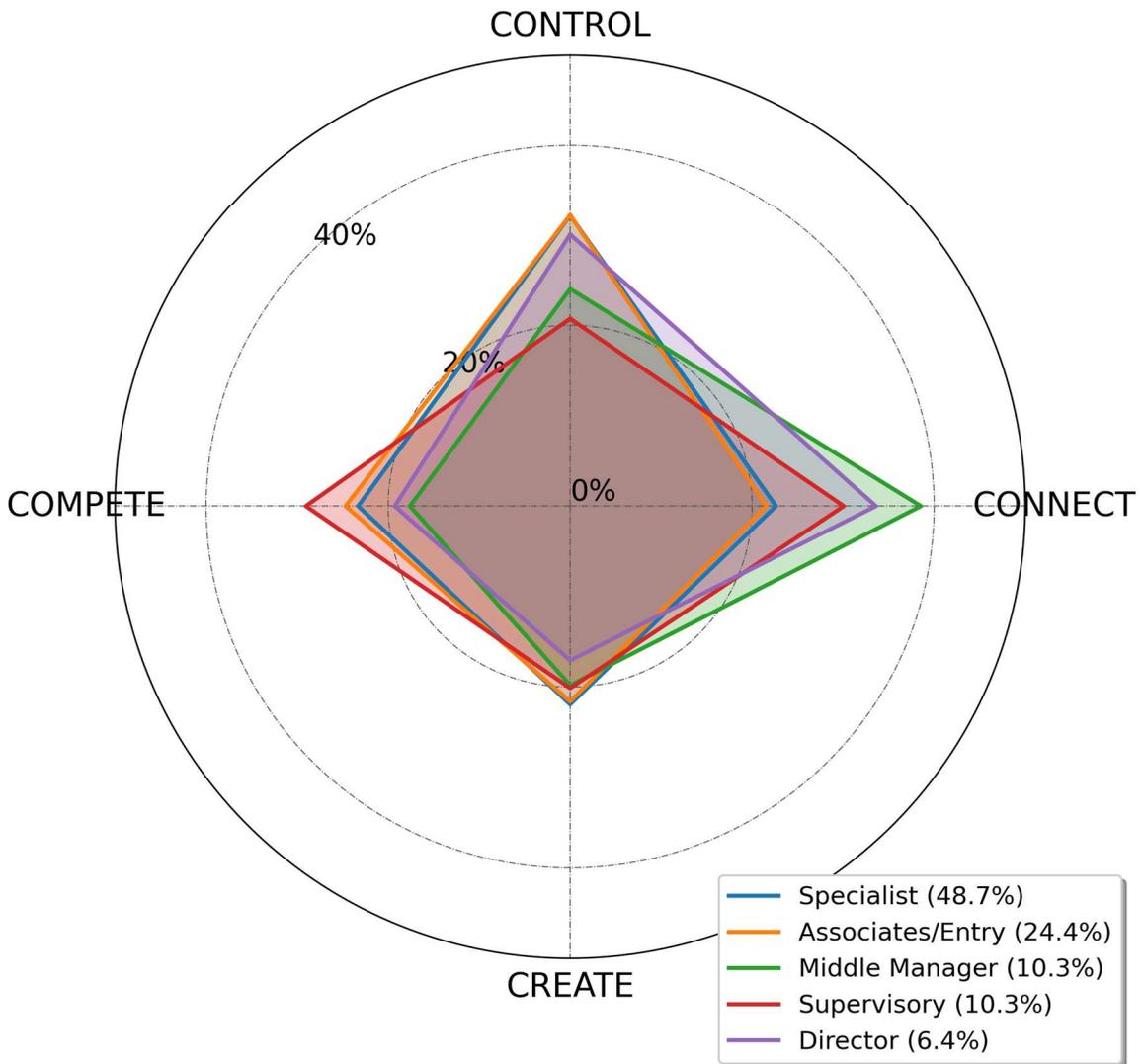
Associates/Entry (24.4%): highest in CONTROL (score: 32.2%), lowest in CONNECT (score: 21.6%).

Director (6.4%): highest in CONNECT (score: 33.6%), lowest in CREATE (score: 17.1%).

Middle Manager (10.3%): highest in CONNECT (score: 38.5%), lowest in COMPETE (score: 17.6%).

Specialist (48.7%): highest in CONTROL (score: 32.1%), lowest in CREATE (score: 21.9%).

Supervisory (10.3%): highest in CONNECT (score: 30.1%), lowest in CREATE

(score: 20.1%).

The largest gap in perception between groups is in CONNECT with a difference of 17.0%. The second largest gap is in COMPETE with a difference of 11.4%.

Dynamics - Information Sharing (Position)
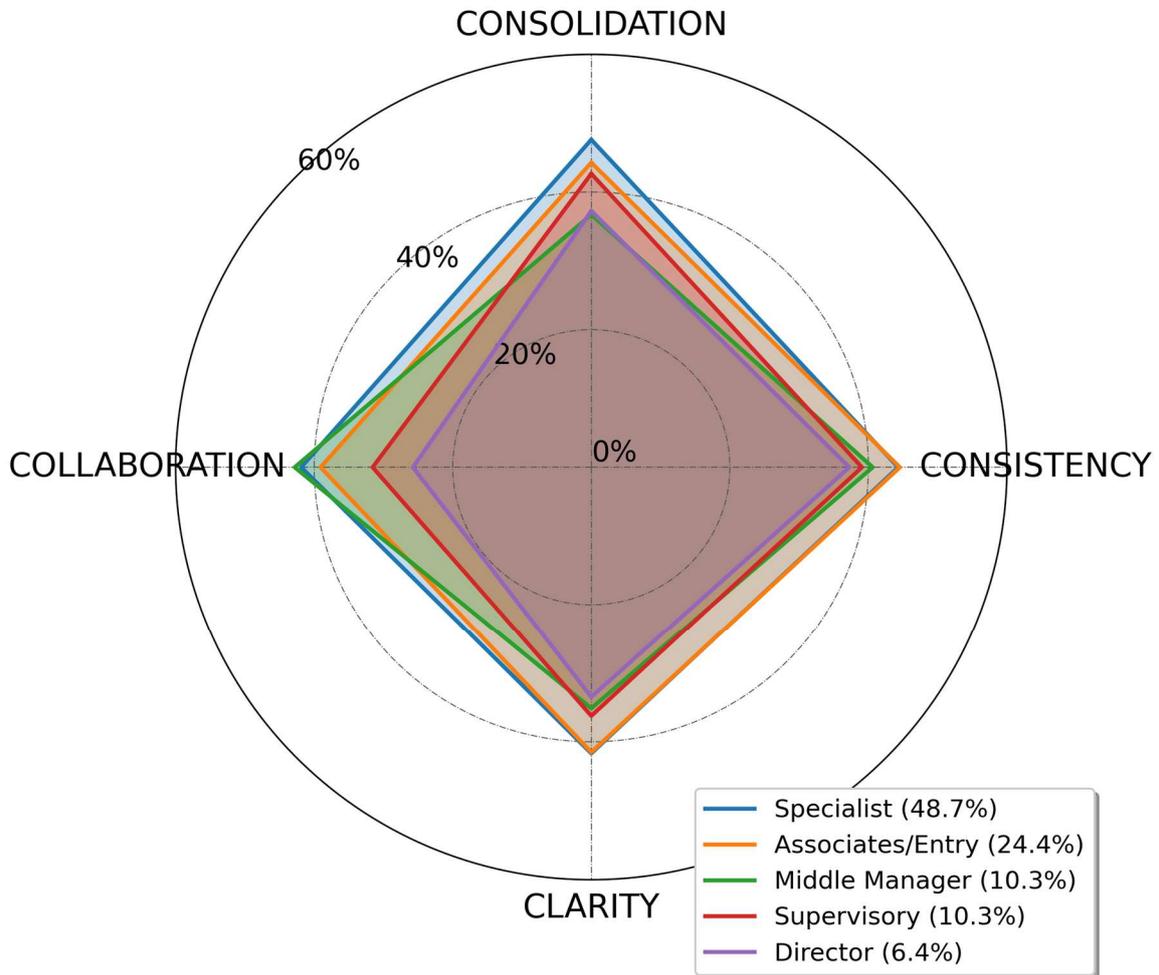
Associates/Entry (24.4%): highest in CONSISTENCY (score: 44.5%), lowest in COLLABORATION (score: 39.1%).

Director (6.4%): highest in CONSOLIDATION (score: 37.2%), lowest in COLLABORATION (score: 25.8%).

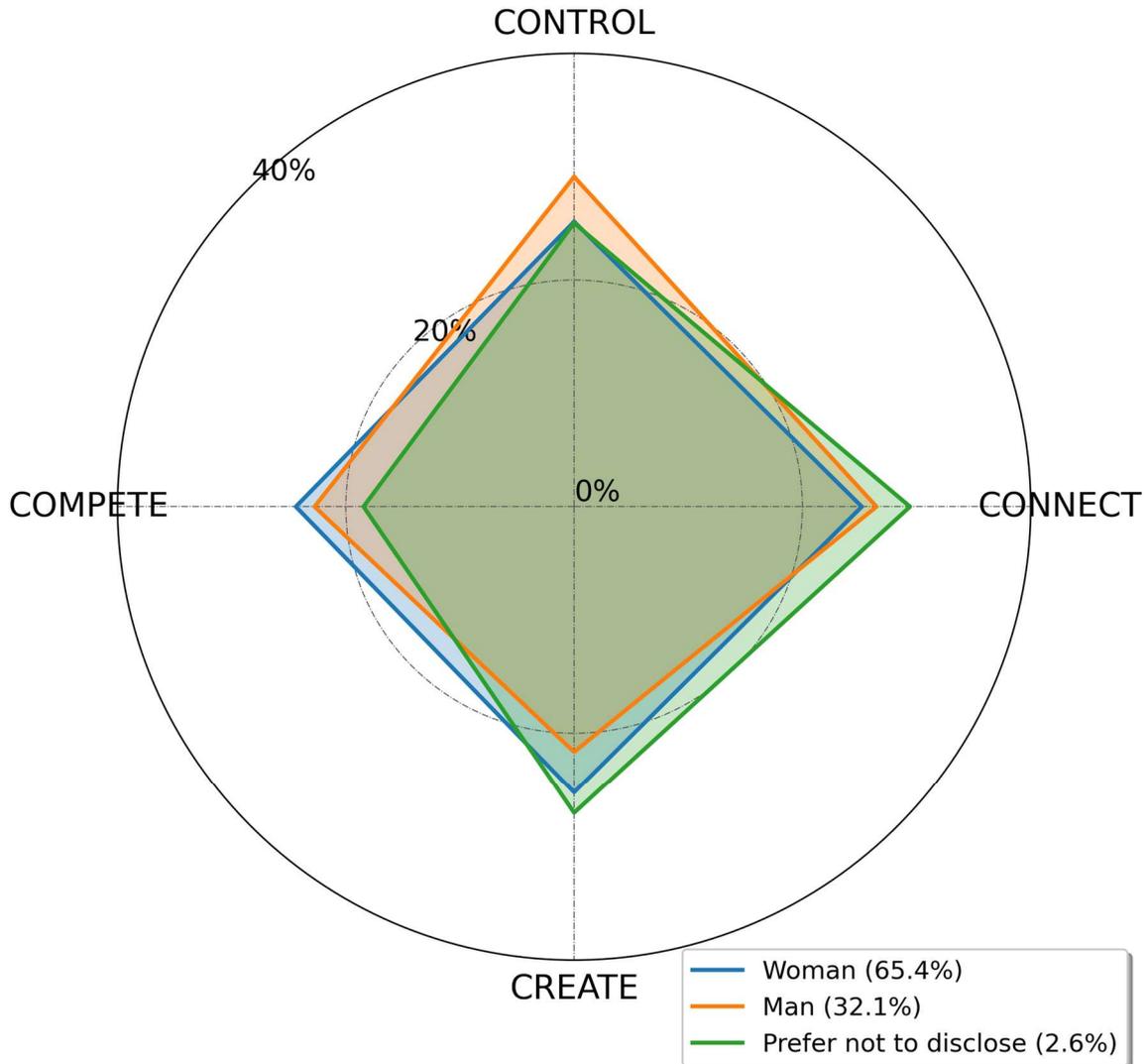Middle Manager (10.3%): highest in COLLABORATION (score: 42.8%), lowest in CLARITY (score: 35.2%).

Specialist (48.7%): highest in CONSOLIDATION (score: 47.6%), lowest in CLARITY (score: 41.7%).

Supervisory (10.3%): highest in CONSOLIDATION (score: 42.7%), lowest in COLLABORATION (score: 31.6%).

The largest gap in perception between groups is in COLLABORATION with a difference of 17.1%. The second largest gap is in CONSOLIDATION with a difference of 10.9%.

Conflict Resolution

Culture

• Profile 1 (94.2% of your team) scores highest in CONTROL (26.8%) and lowest in COMPETE (22.7%).
• Profile 2 (5.1% of your team) scores highest in COMPETE (38.1%) and lowest in CONNECT (14.3%).
• Profile 3 (0.6% of your team) scores highest in COMPETE (52.9%) and lowest in CONTROL (5.9%).

• The largest variability is observed in the COMPETE dimension, achieving scores as high as 52.9%.
• In contrast, CONTROL scores the lowest at 5.9%, indicating significant disparity in practices.

Conflict Resolution - Culture Representative Profiles
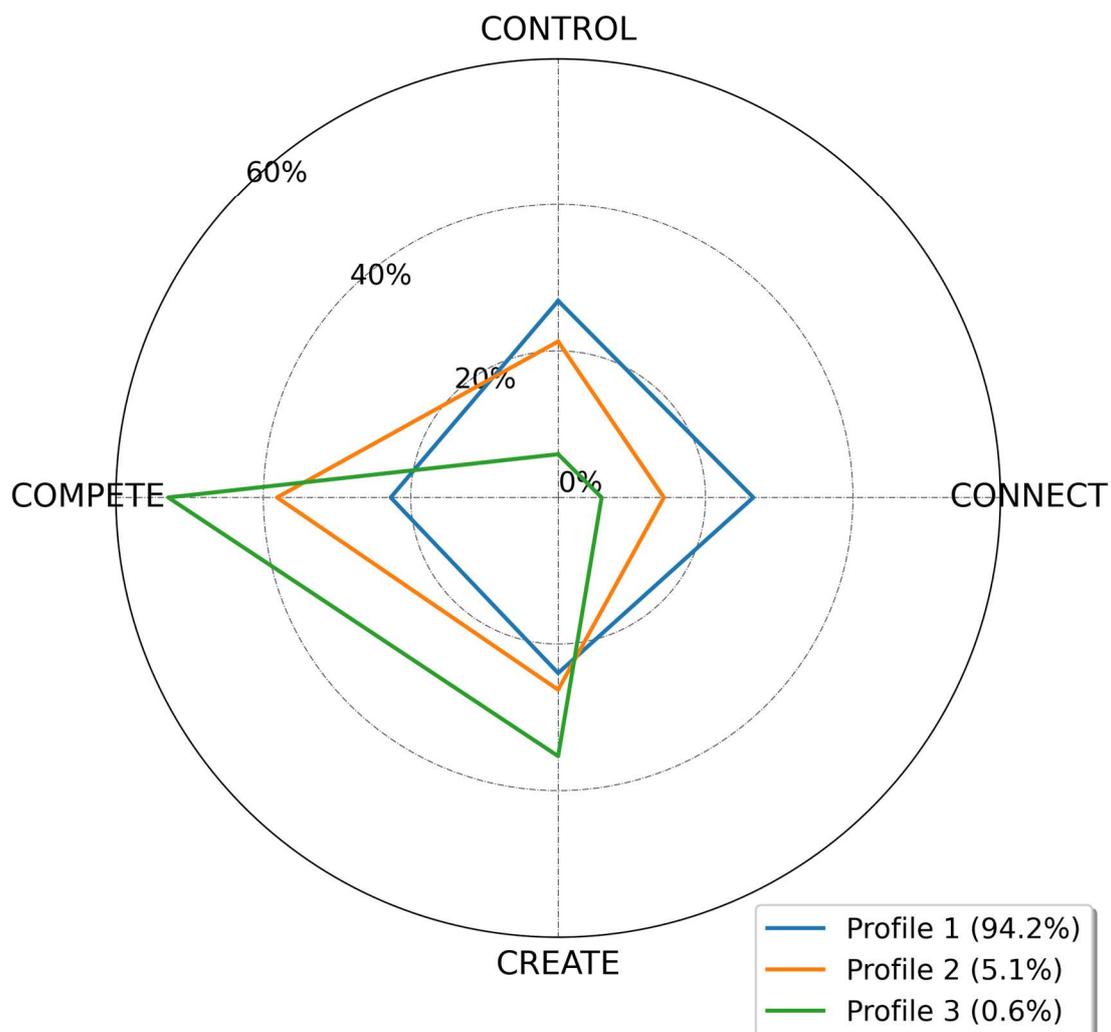
Dynamics

By Profile

• Profile 1 (98.1% of your team) scores highest in CONSOLIDATION (42.6%) and lowest in CLARITY (37.8%).
• Profile 2 (0.6% of your team) scores highest in CONSISTENCY (80.0%) and lowest in CONSOLIDATION (15.0%).
• Profile 3 (0.6% of your team) scores highest in CLARITY (90.0%) and lowest in CONSISTENCY (15.0%).
• Profile 4 (0.6% of your team) scores highest in COLLABORATION (90.0%) and lowest in CONSISTENCY (10.0%).

• The largest variability is observed in the CLARITY dimension, achieving scores as high as 90.0%.
• In contrast, CONSISTENCY scores the lowest at 10.0%, indicating significant disparity in practices.

Conflict Resolution - Dynamics Representative Profiles
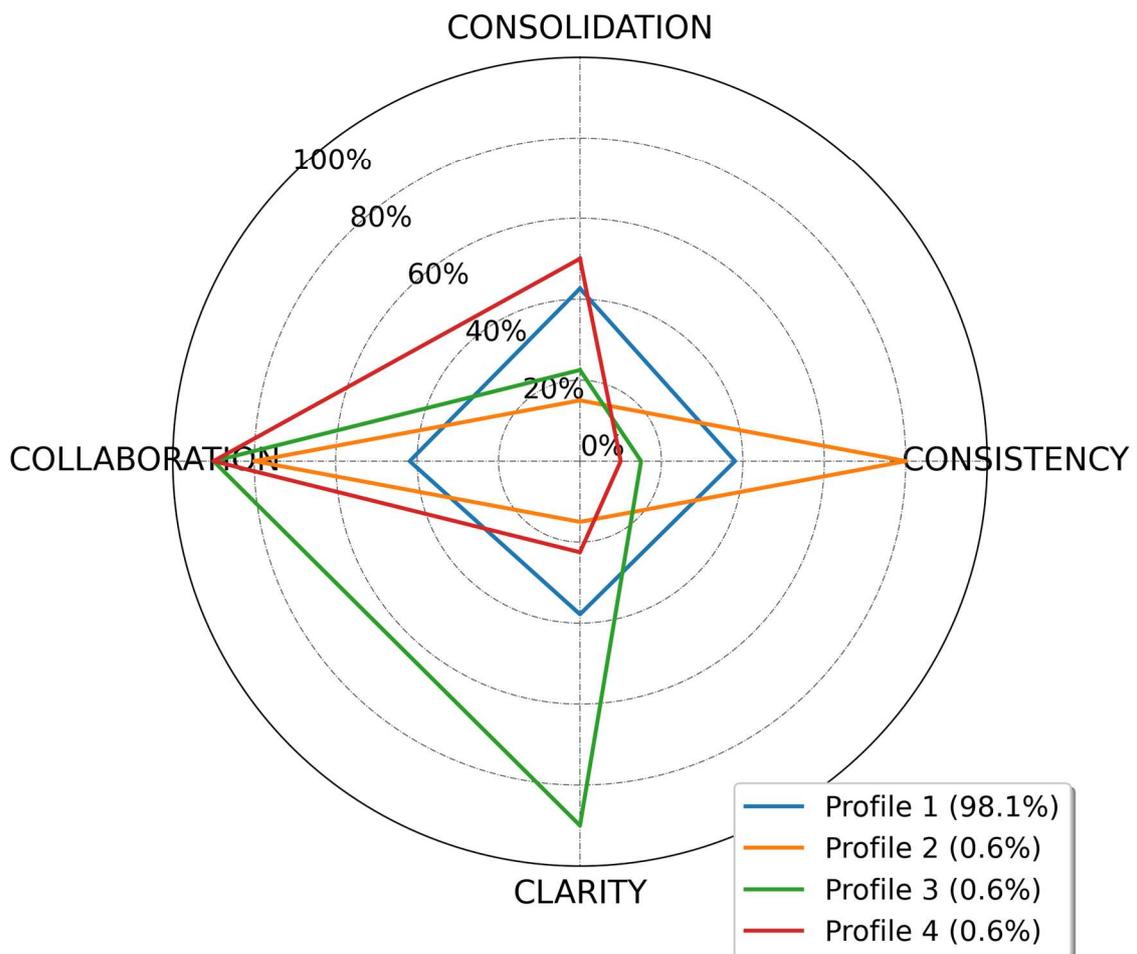
By Dimension

CONSOLIDATION: overall average is 42.4%, ranging from 2.5% to 100.0% (gap: 97.5%). CONSISTENCY: overall average is 38.0%, ranging from 2.5% to 100.0% (gap: 97.5%). CLARITY: overall average is 37.9%, ranging from 2.5% to 100.0% (gap: 97.5%). COLLABORATION: overall average is 42.7%, ranging from 2.5% to 100.0% (gap: 97.5%).

In Conflict Resolution dynamics, the largest discrepancy is in CONSOLIDATION (gap: 97.5%), suggesting an area for improvement, while CONSOLIDATION shows high alignment (gap: 97.5%).

Conflict Resolution - Team Dynamics Distribution
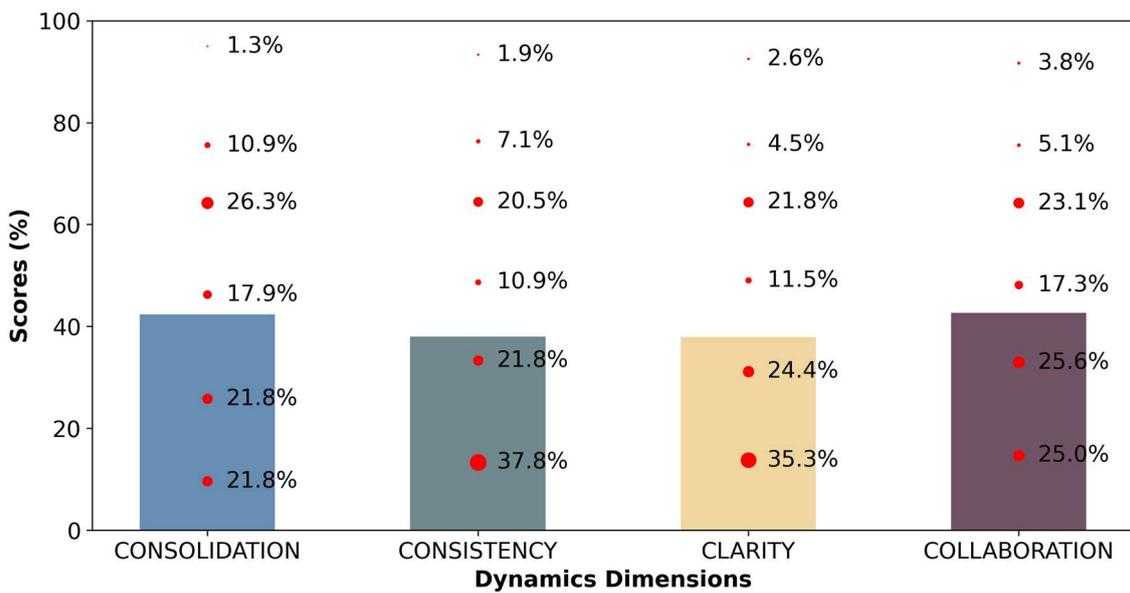
Diversity

Culture - Conflict Resolution (Age)
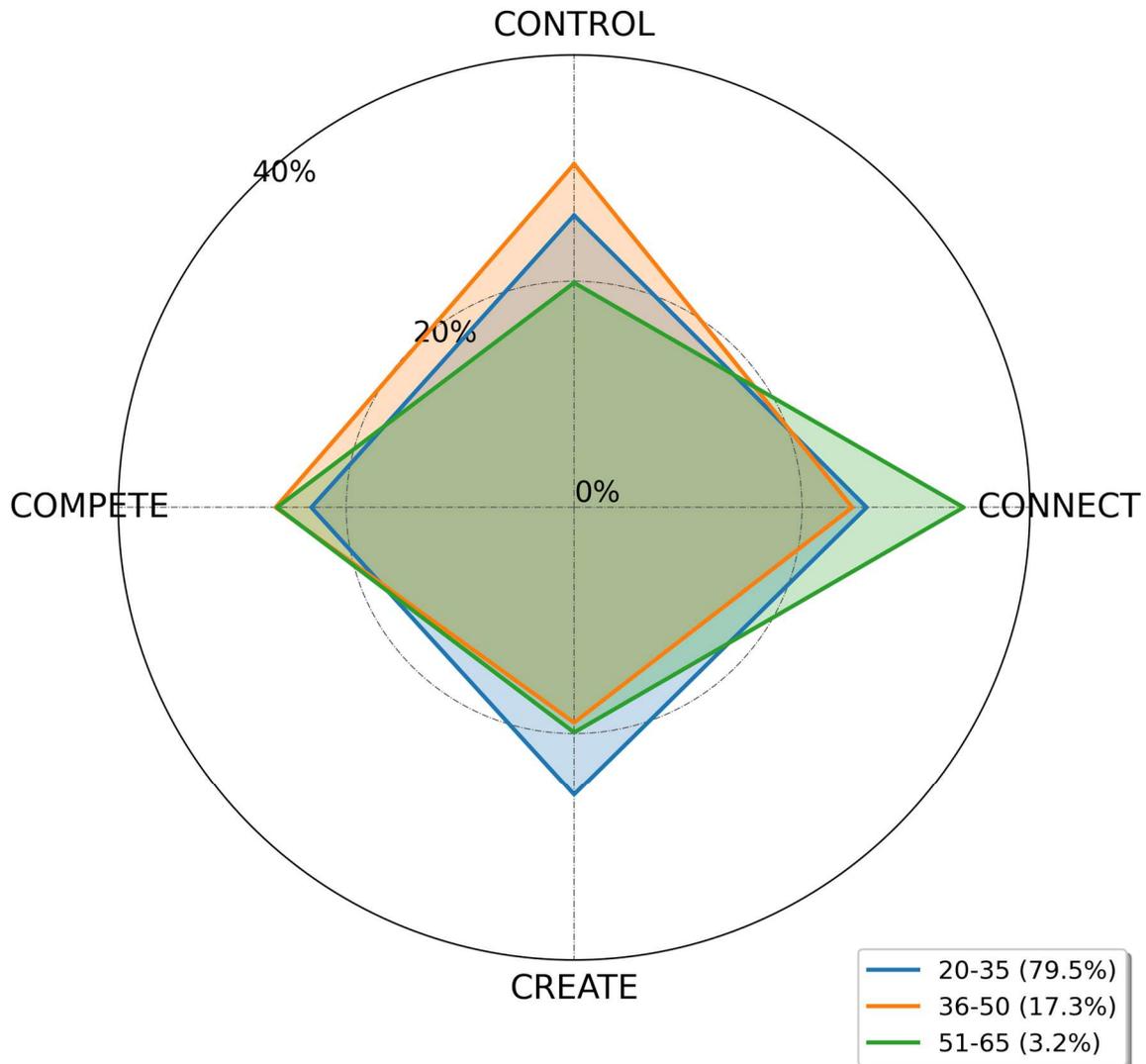
20-35 (79.5%): highest in CONTROL (score: 25.8%), lowest in COMPETE (score: 23.1%).

36-50 (17.3%): highest in CONTROL (score: 30.4%), lowest in CREATE (score: 19.0%).

51-65 (3.2%): highest in CONNECT (score: 34.2%), lowest in CONTROL (score: 19.9%).

The largest gap in perception between groups is in CONTROL with a difference of 10.5%. The second largest gap is in CONNECT with a difference of 9.8%.

Dynamics - Conflict Resolution (Age)

Legend:
- 20-35 (79.5%)
- 36-50 (17.3%)
- 51-65 (3.2%)
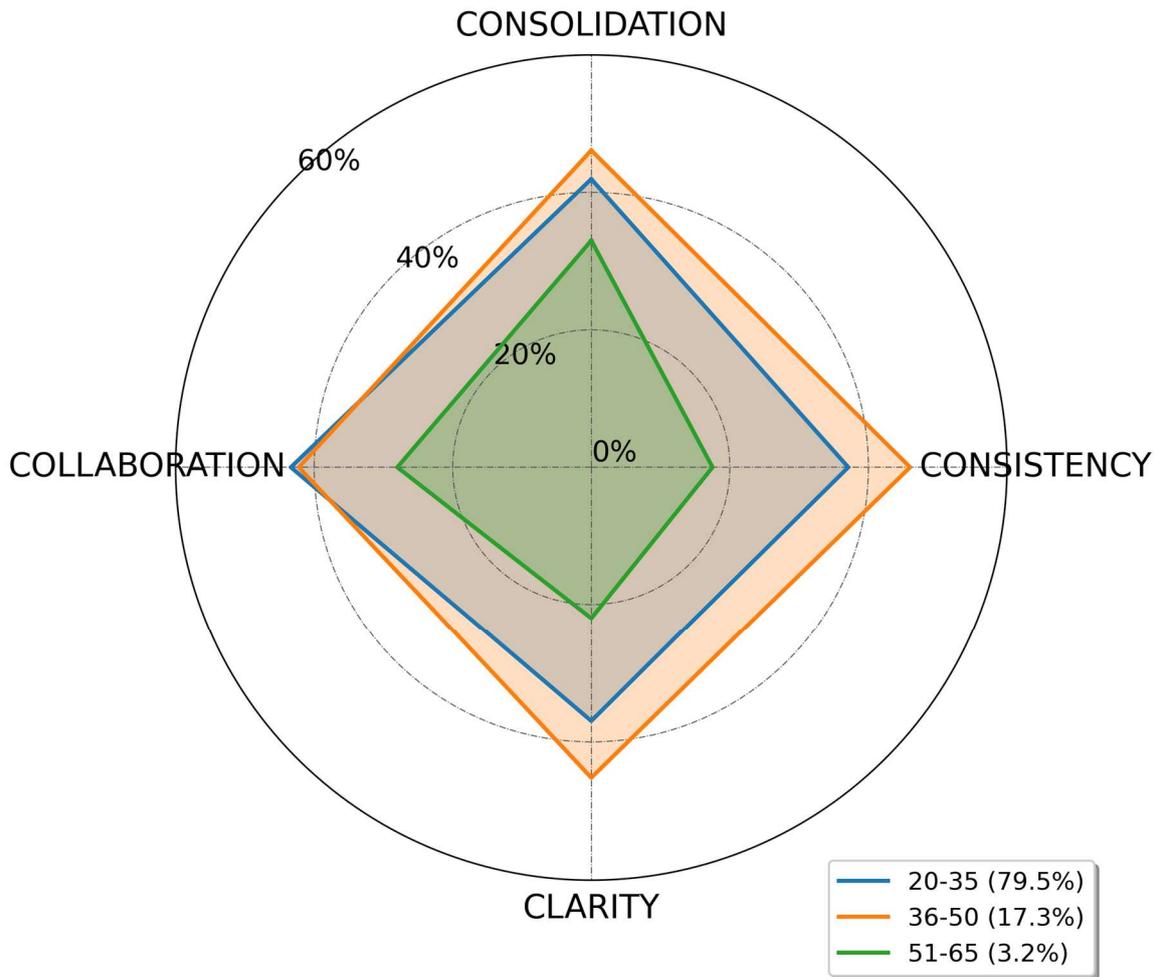
20-35 (79.5%): highest in COLLABORATION (score: 43.4%), lowest in CLARITY (score: 37.0%).

36-50 (17.3%): highest in CONSOLIDATION (score: 46.1%), lowest in COLLABORATION (score: 42.2%).

51-65 (3.2%): highest in CONSOLIDATION (score: 33.0%), lowest in CONSISTENCY (score: 17.5%).

The largest gap in perception between groups is in CONSISTENCY with a difference of 28.5%. The second largest gap is in CLARITY with a difference of 23.2%.

Culture - Conflict Resolution (Gender)

Man (32.1%): highest in CONTROL (score: 29.1%), lowest in CREATE (score: 21.7%).

Prefer not to disclose (2.6%): highest in CONNECT (score: 29.4%), lowest in COMPETE (score: 18.4%).

Woman (65.4%): highest in CREATE (score: 25.3%), lowest in COMPETE (score: 24.4%).

The largest gap in perception between groups is in COMPETE with a difference of 5.9%. The second largest gap is in CREATE with a difference of 5.4%.

Dynamics - Conflict Resolution (Gender)
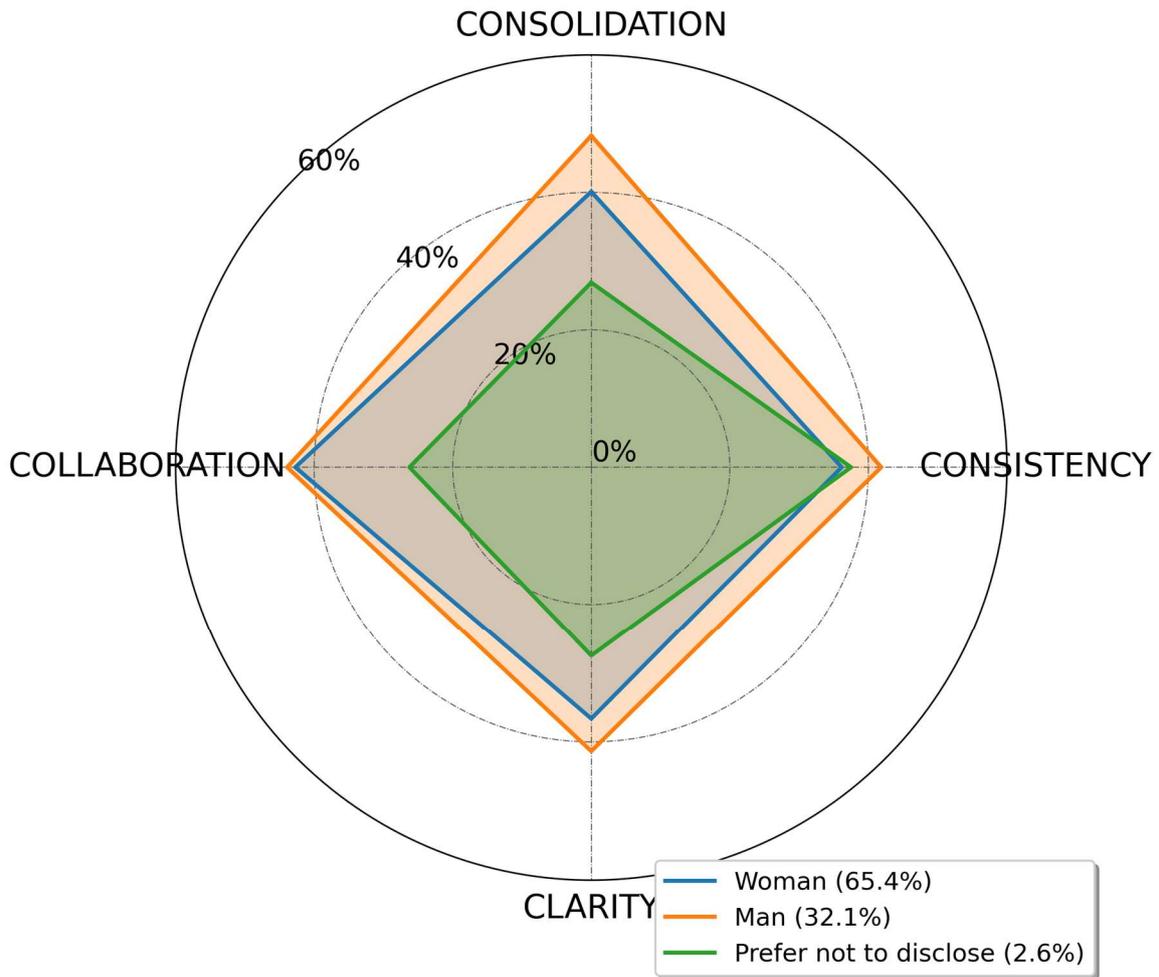
Man (32.1%): highest in CONSOLIDATION (score: 48.2%), lowest in CLARITY (score: 41.4%).

Prefer not to disclose (2.6%): highest in CONSISTENCY (score: 37.5%), lowest in COLLABORATION (score: 26.2%).

Woman (65.4%): highest in COLLABORATION (score: 42.7%), lowest in CONSISTENCY (score: 36.2%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 21.4%. The second largest gap is in COLLABORATION with a difference of 17.6%.

Culture - Conflict Resolution (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in CONNECT (score: 30.2%), lowest in CONTROL (score: 19.8%).

Digital Transformation (2.6%): highest in CONNECT (score: 33.7%), lowest in CONTROL (score: 18.3%).

Finance (3.8%): highest in COMPETE (score: 28.9%), lowest in CREATE (score: 17.1%).

General Management and Administration (5.1%): highest in CONTROL (score: 33.4%), lowest in CREATE (score: 12.8%).

HR (5.8%): highest in COMPETE (score: 25.2%), lowest in CONTROL (score: 24.7%).

Marketing (1.3%): highest in CONTROL (score: 36.0%), lowest in CONNECT (score: 12.7%).

Motor Unit (4.5%): highest in CREATE (score: 31.9%), lowest in CONTROL (score: 20.6%).

Operations (31.4%): highest in CONTROL (score: 29.0%), lowest in CONNECT (score: 22.6%).

Sales (39.1%): highest in CREATE (score: 27.5%), lowest in COMPETE (score: 21.7%).

Training and Quality (3.8%): highest in CONTROL (score: 40.3%), lowest in CREATE (score: 17.3%).

The largest gap in perception between groups is in CONTROL with a difference of 22.0%. The second largest gap is in CONNECT with a difference of 21.0%.

Dynamics - Conflict Resolution (Department)

Sales (39.1%)
Operations (31.4%)
HR (5.8%)
General Management and Administration (5.1%)
Motor Unit (4.5%)
Finance (3.8%)
Training and Quality (3.8%)
Digital Marketing (2.6%)
Digital Transformation (2.6%)
Marketing (1.3%)
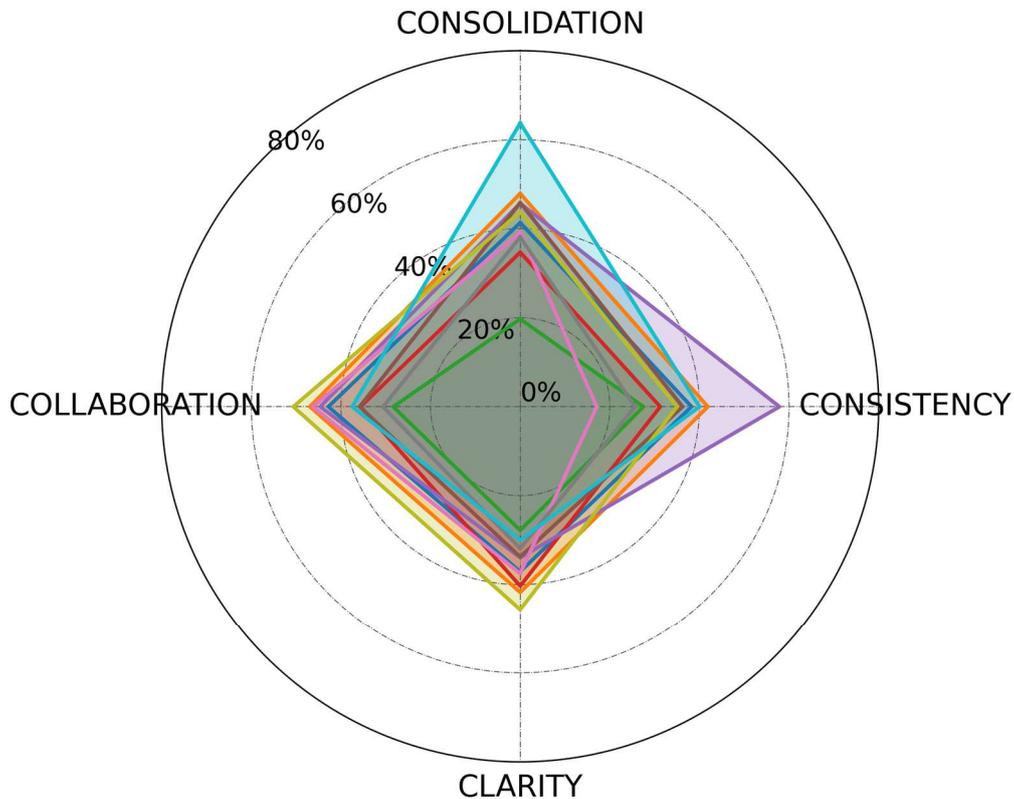
Digital Marketing (2.6%): highest in CONSOLIDATION (score: 38.1%), lowest in CONSISTENCY (score: 25.6%).

Digital Transformation (2.6%): highest in COLLABORATION (score: 50.6%), lowest in CONSISTENCY (score: 35.0%).

Finance (3.8%): highest in CONSOLIDATION (score: 45.8%), lowest in CLARITY (score: 33.8%).

General Management and Administration (5.1%): highest in CLARITY (score: 40.3%), lowest in CONSISTENCY (score: 31.2%).

HR (5.8%): highest in COLLABORATION (score: 28.3%), lowest in CONSOLIDATION (score: 19.7%).

Marketing (1.3%): highest in CONSOLIDATION (score: 63.8%), lowest in CLARITY (score: 30.0%).

Motor Unit (4.5%): highest in CONSISTENCY (score: 57.9%), lowest in CLARITY

(score: 33.9%).
Operations (31.4%): highest in CONSOLIDATION (score: 47.9%), lowest in CLARITY (score: 41.7%).
Sales (39.1%): highest in COLLABORATION (score: 42.8%), lowest in CLARITY (score: 37.1%).
Training and Quality (3.8%): highest in COLLABORATION (score: 46.2%), lowest in CONSISTENCY (score: 17.1%).
The largest gap in perception between groups is in CONSOLIDATION with a difference of 44.0%. The second largest gap is in CONSISTENCY with a difference of 40.8%.

Culture - Conflict Resolution (Tenure)
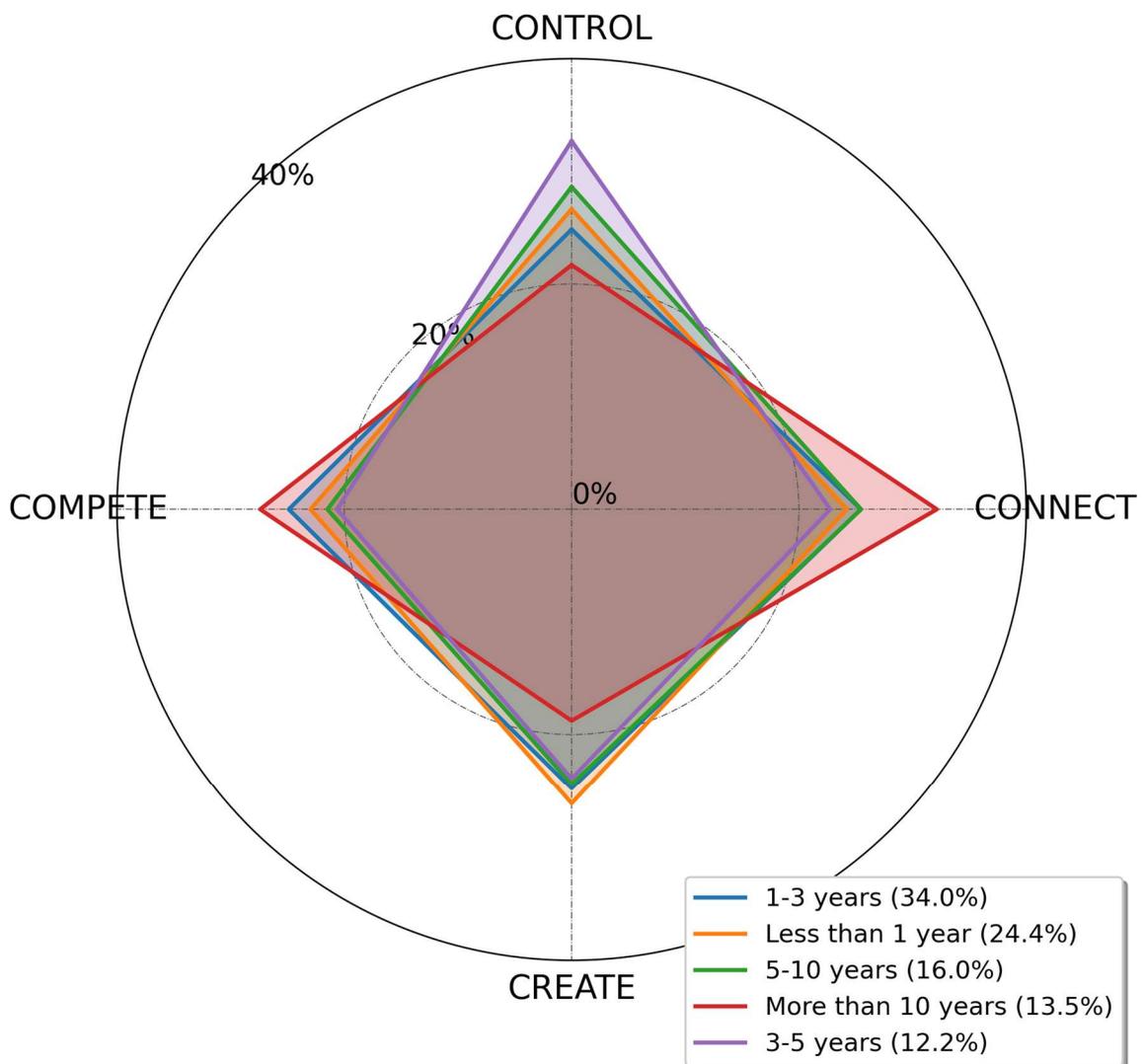
Less than 1 year (24.4%): highest in CONTROL (score: 26.6%), lowest in COMPETE (score: 23.0%).
1-3 years (34.0%): highest in CONNECT (score: 25.5%), lowest in CREATE (score:

24.8%).

3-5 years (12.2%): highest in CONTROL (score: 32.7%), lowest in COMPETE (score: 20.6%).

5-10 years (16.0%): highest in CONTROL (score: 28.6%), lowest in COMPETE (score: 21.5%).

More than 10 years (13.5%): highest in CONNECT (score: 32.1%), lowest in CREATE (score: 18.8%).

The largest gap in perception between groups is in CONTROL with a difference of 11.0%. The second largest gap is in CONNECT with a difference of 9.4%.

Dynamics - Conflict Resolution (Tenure)
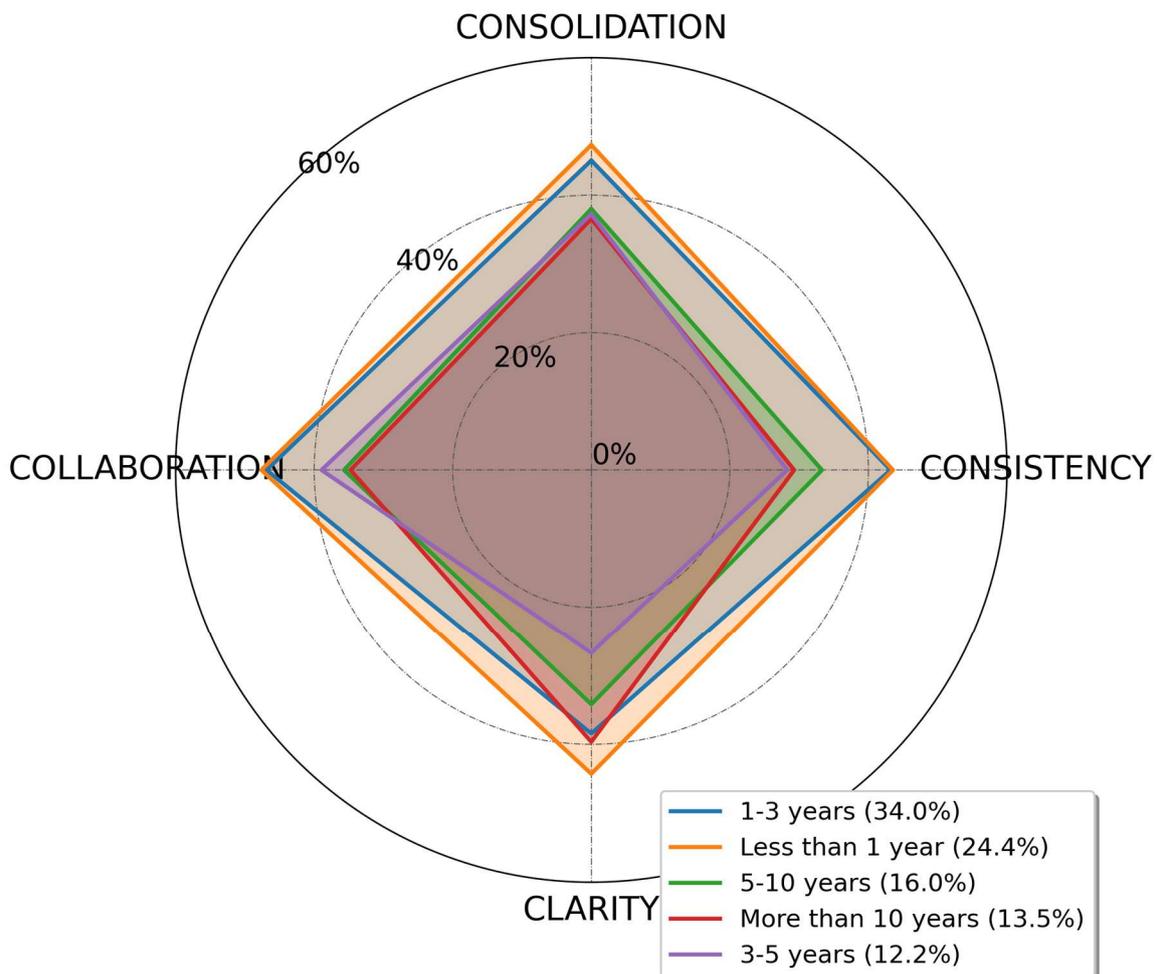
Less than 1 year (24.4%): highest in COLLABORATION (score: 47.6%), lowest in CONSISTENCY (score: 43.6%).

1-3 years (34.0%): highest in COLLABORATION (score: 46.9%), lowest in CLARITY (score: 38.4%).

3-5 years (12.2%): highest in COLLABORATION (score: 38.9%), lowest in CLARITY (score: 26.7%).

5-10 years (16.0%): highest in CONSOLIDATION (score: 38.0%), lowest in CONSISTENCY (score: 33.3%).

More than 10 years (13.5%): highest in CLARITY (score: 39.6%), lowest in CONSISTENCY (score: 29.3%).

The largest gap in perception between groups is in CLARITY with a difference of 17.6%. The second largest gap is in CONSISTENCY with a difference of 15.3%.

Culture - Conflict Resolution (Position)
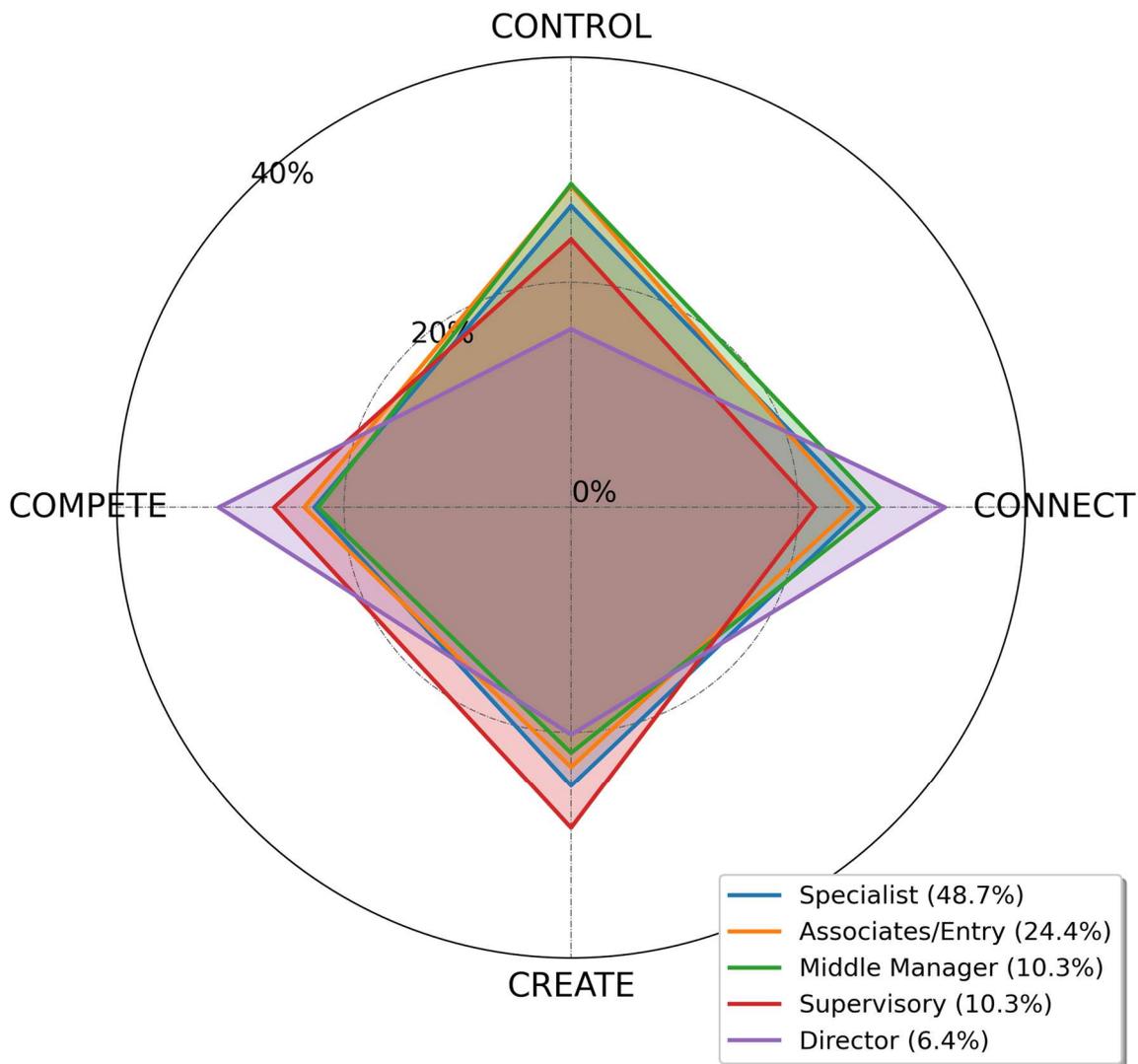
Associates/Entry (24.4%): highest in CONTROL (score: 28.6%), lowest in CREATE (score: 23.1%).

Director (6.4%): highest in CONNECT (score: 32.9%), lowest in CONTROL (score: 15.8%).

Middle Manager (10.3%): highest in CONTROL (score: 28.7%), lowest in CREATE (score: 21.8%).

Specialist (48.7%): highest in CONTROL (score: 26.8%), lowest in COMPETE (score: 22.6%).

Supervisory (10.3%): highest in CREATE (score: 28.5%), lowest in CONNECT

(score: 21.5%).

The largest gap in perception between groups is in CONTROL with a difference of 12.9%. The second largest gap is in CONNECT with a difference of 11.4%.

Dynamics - Conflict Resolution (Position)
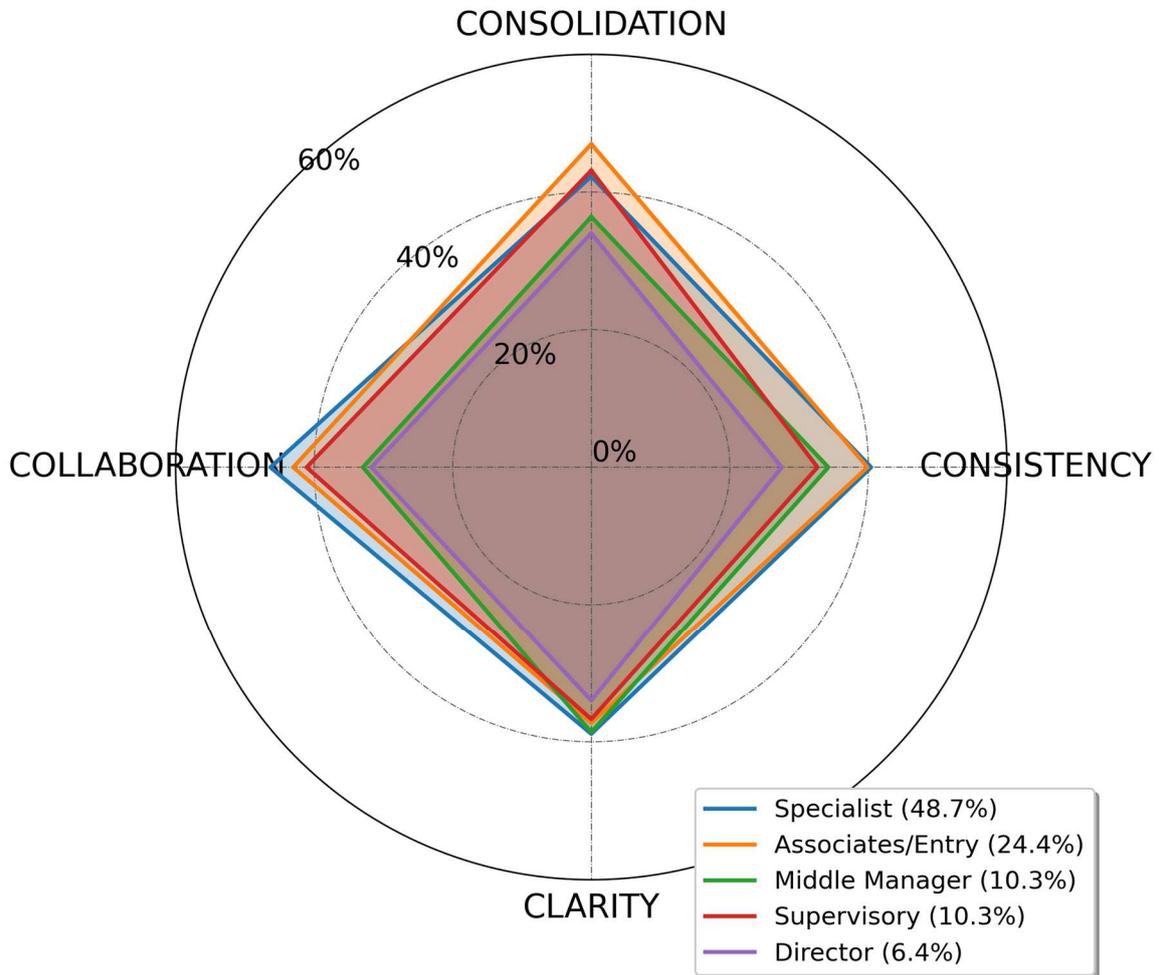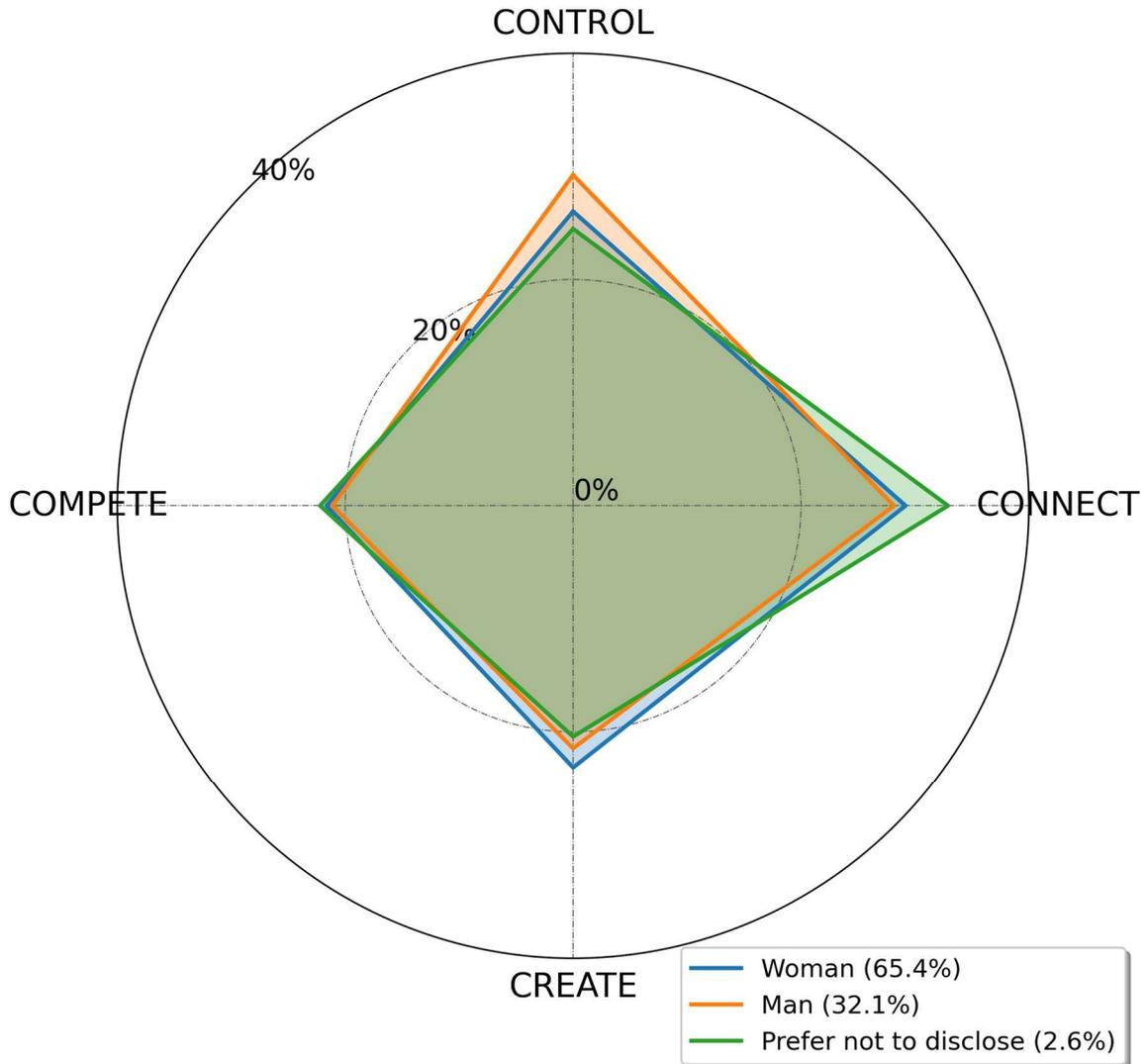

Associates/Entry (24.4%): highest in CONSOLIDATION (score: 47.0%), lowest in CLARITY (score: 37.3%).

Director (6.4%): highest in CONSOLIDATION (score: 34.0%), lowest in CONSISTENCY (score: 27.5%).

Middle Manager (10.3%): highest in CLARITY (score: 38.6%), lowest in COLLABORATION (score: 33.0%).

Specialist (48.7%): highest in COLLABORATION (score: 46.3%), lowest in CLARITY (score: 38.8%).

Supervisory (10.3%): highest in CONSOLIDATION (score: 43.1%), lowest in CONSISTENCY (score: 32.7%).

The largest gap in perception between groups is in COLLABORATION with a difference of 14.6%. The second largest gap is in CONSOLIDATION with a difference of 13.0%.

Communication

Culture

• Profile 1 (98.7% of your team) scores highest in CONNECT (29.1%) and lowest in COMPETE (21.3%).
• Profile 2 (0.6% of your team) scores highest in CREATE (66.7%) and lowest in CONTROL (10.0%).
• Profile 3 (0.6% of your team) scores highest in COMPETE (64.3%) and lowest in CONTROL (7.1%).

• The largest variability is observed in the CREATE dimension, achieving scores as high as 66.7%.
• In contrast, CONTROL scores the lowest at 7.1%, indicating significant disparity in practices.

Communication - Culture Representative Profiles
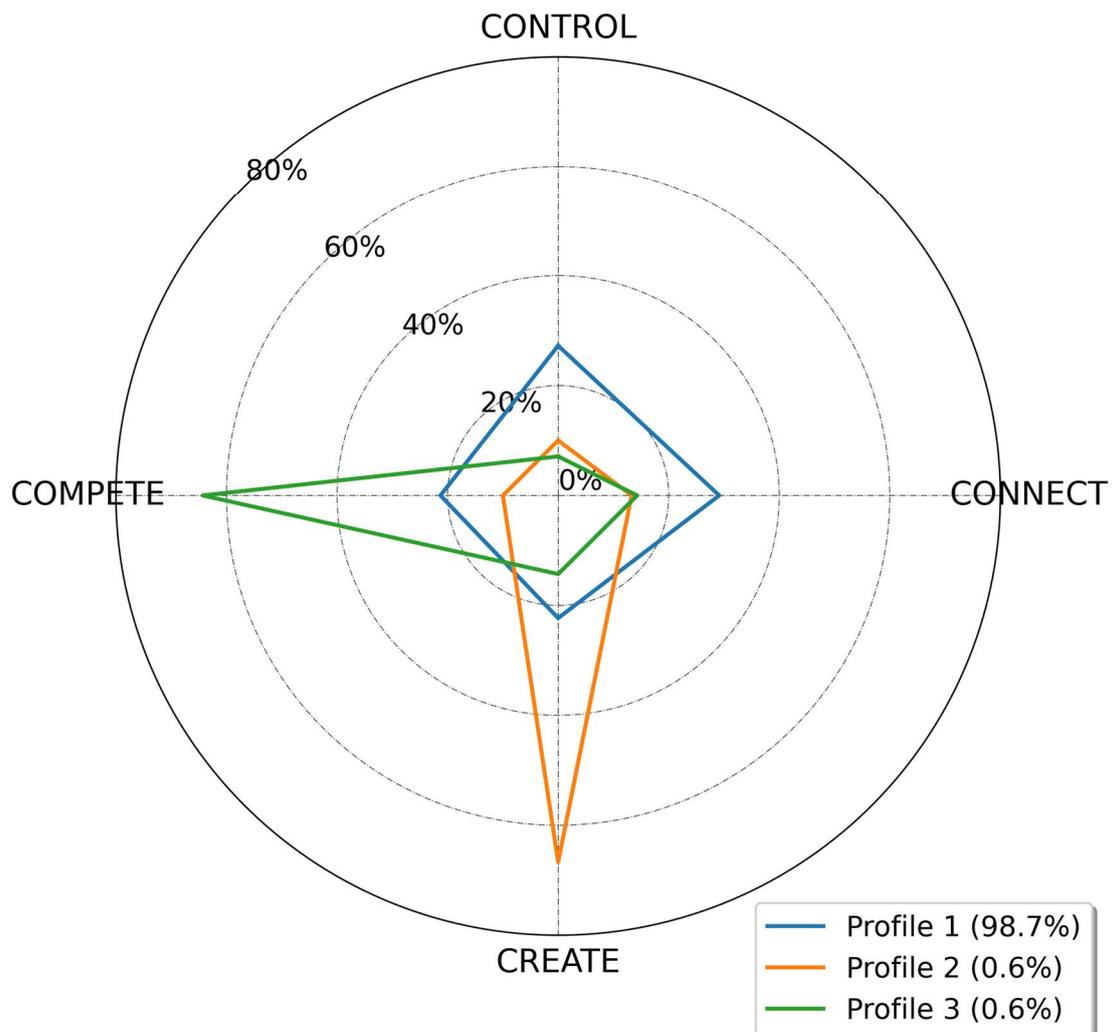
Dynamics

By Profile

• Profile 1 (97.4% of your team) scores highest in CLARITY (38.6%) and lowest in COLLABORATION (35.6%).
• Profile 2 (1.3% of your team) scores highest in CONSOLIDATION (95.0%) and lowest in CONSOLIDATION (95.0%).
• Profile 3 (0.6% of your team) scores highest in CONSOLIDATION (75.0%) and lowest in CONSISTENCY (22.5%).
• Profile 4 (0.6% of your team) scores highest in COLLABORATION (90.0%) and lowest in CONSOLIDATION (15.0%).

• The largest variability is observed in the CONSOLIDATION dimension, achieving scores as high as 95.0%.
• In contrast, CONSOLIDATION scores the lowest at 15.0%, indicating significant disparity in practices.

Communication - Dynamics Representative Profiles
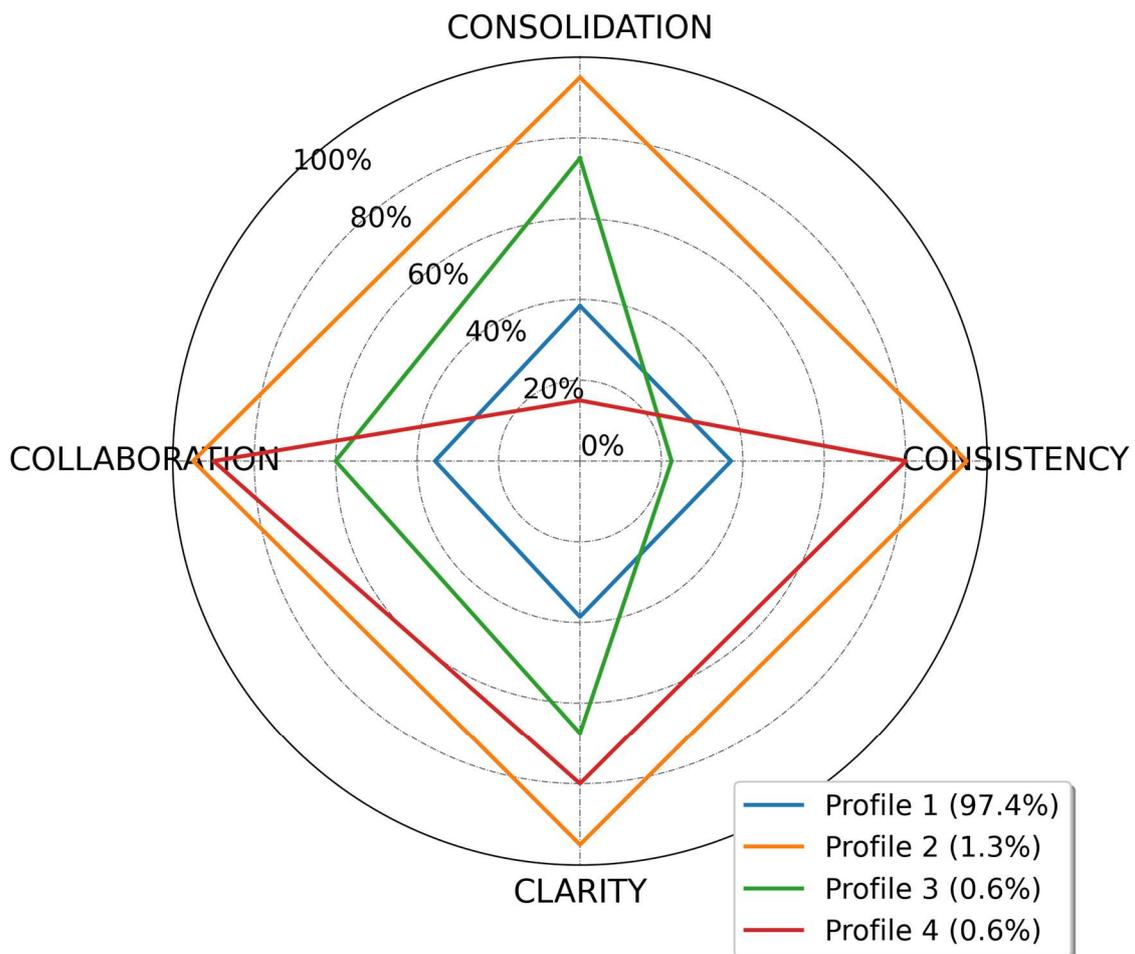
By Dimension

CONSOLIDATION: overall average is 39.2%, ranging from 2.5% to 100.0% (gap: 97.5%). CONSISTENCY: overall average is 38.0%, ranging from 5.0% to 100.0% (gap: 95.0%). CLARITY: overall average is 39.8%, ranging from 2.5% to 100.0% (gap: 97.5%). COLLABORATION: overall average is 36.9%, ranging from 2.5% to 100.0% (gap: 97.5%).

In Communication dynamics, the largest discrepancy is in CONSOLIDATION (gap: 97.5%), suggesting an area for improvement, while CONSISTENCY shows high alignment (gap: 95.0%).

Communication - Team Dynamics Distribution
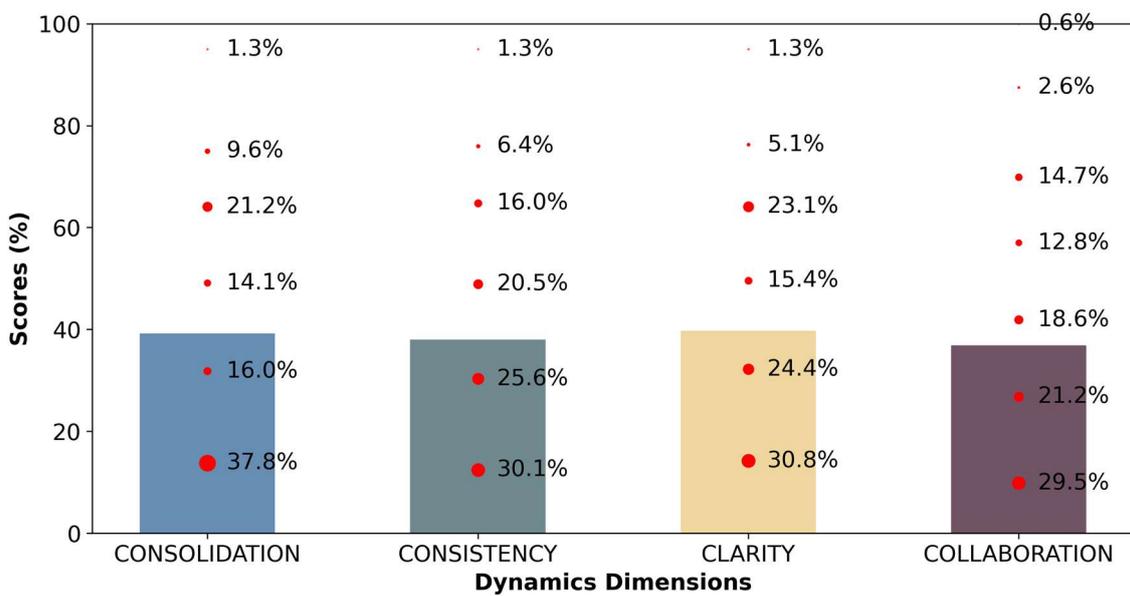
Diversity

Culture - Communication (Age)
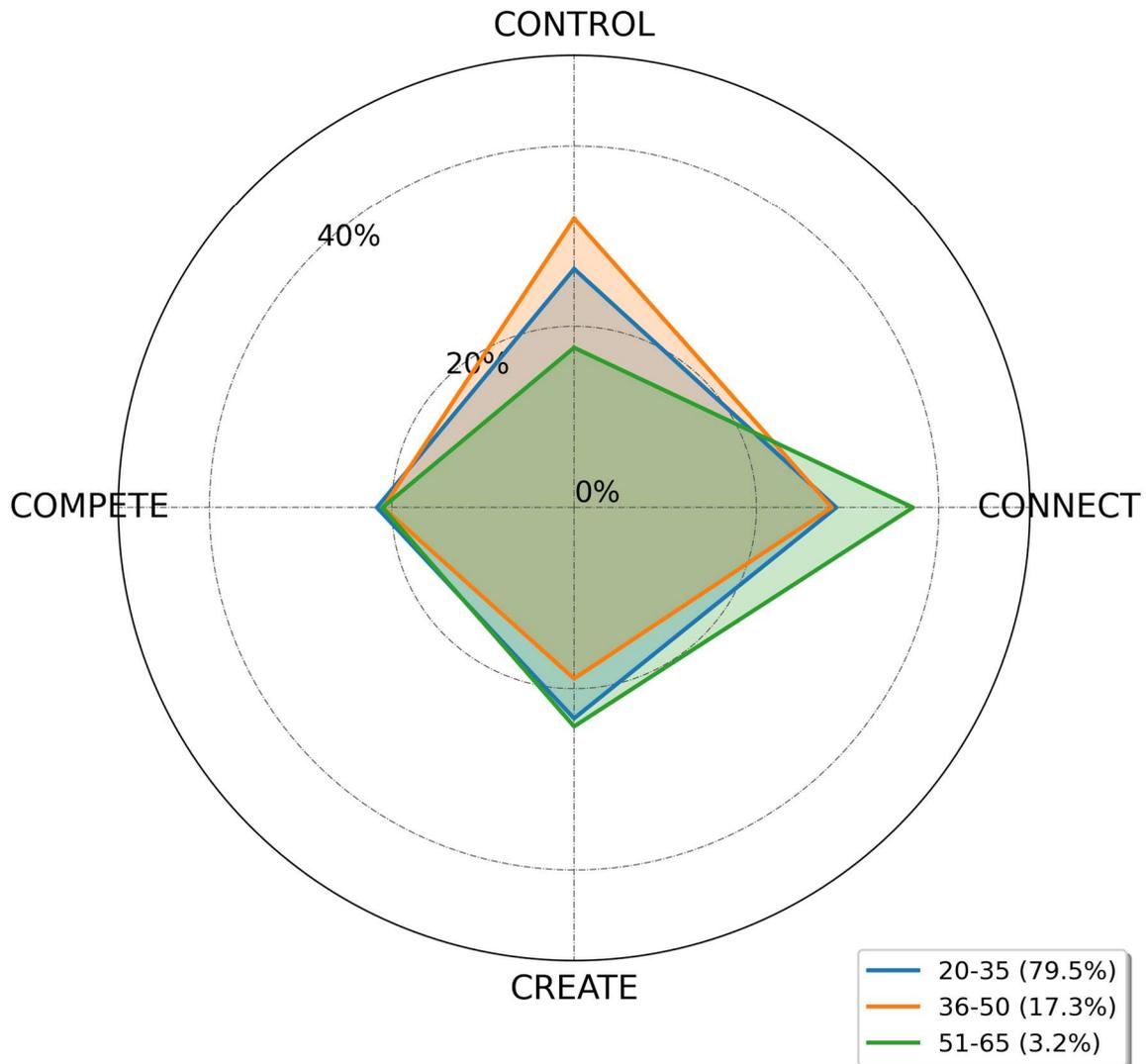
20-35 (79.5%): highest in CONNECT (score: 28.8%), lowest in COMPETE (score: 21.6%).

36-50 (17.3%): highest in CONTROL (score: 31.9%), lowest in CREATE (score: 18.9%).

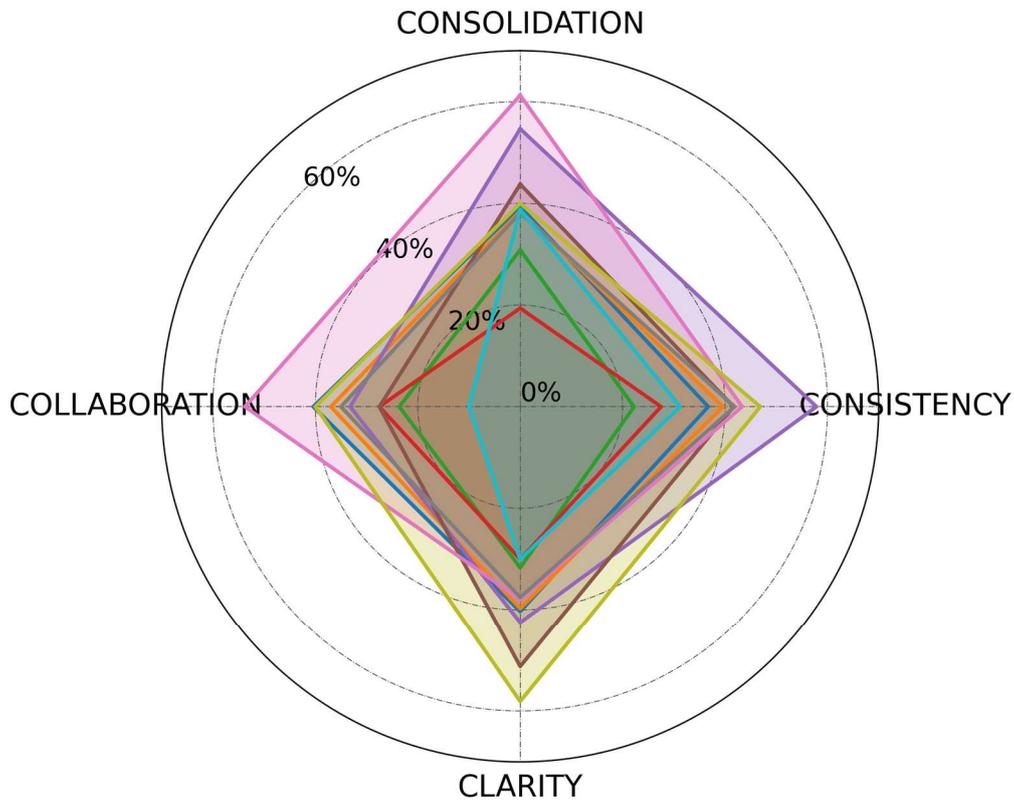51-65 (3.2%): highest in CONNECT (score: 37.2%), lowest in CONTROL (score: 17.6%).

The largest gap in perception between groups is in CONTROL with a difference of 14.3%. The second largest gap is in CONNECT with a difference of 8.9%.

Dynamics - Communication (Age)
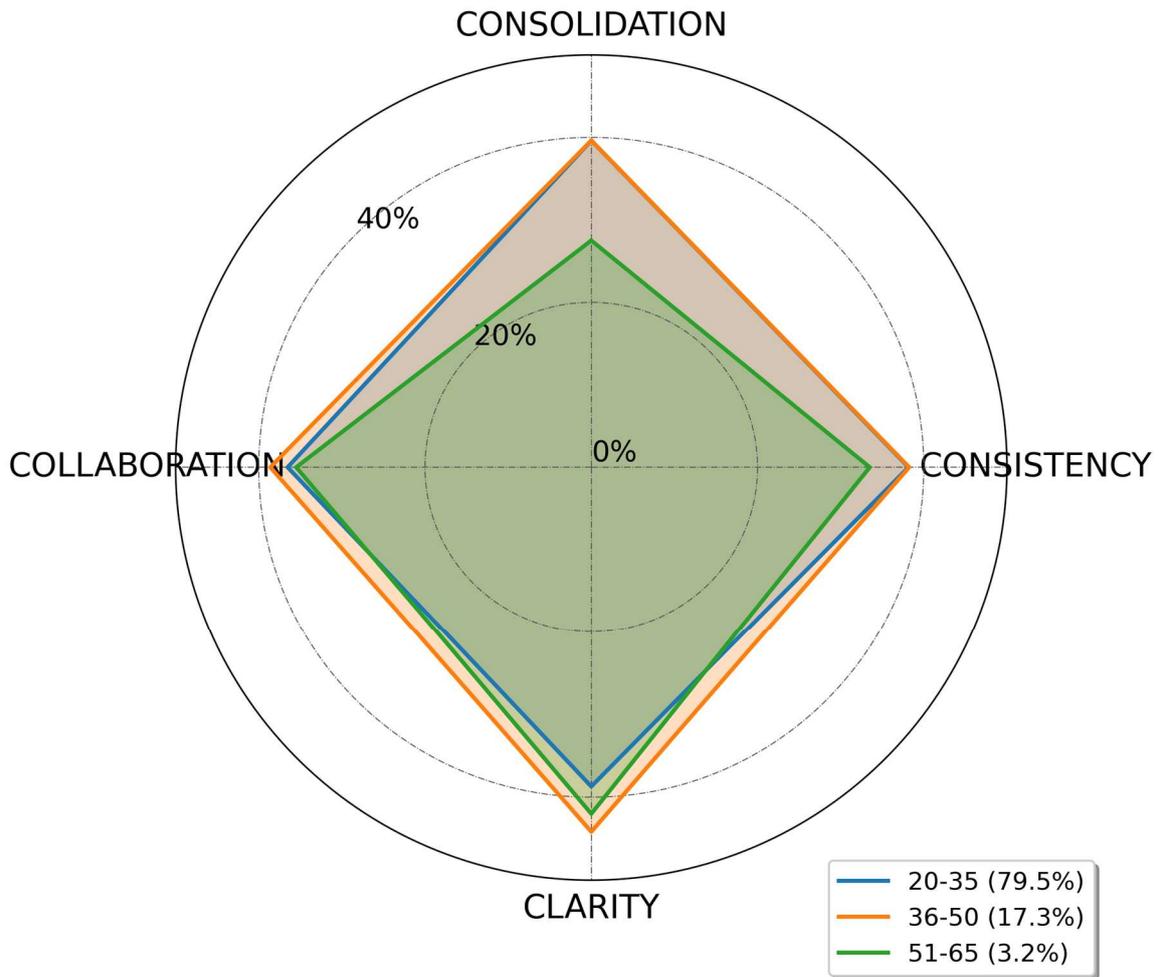
20-35 (79.5%): highest in CONSOLIDATION (score: 39.6%), lowest in COLLABORATION (score: 36.5%).

36-50 (17.3%): highest in CLARITY (score: 44.2%), lowest in CONSISTENCY (score: 38.2%).

51-65 (3.2%): highest in CLARITY (score: 42.0%), lowest in CONSOLIDATION (score: 27.5%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 12.1%. The second largest gap is in CLARITY with a difference of 5.5%.

Culture - Communication (Gender)

Man (32.1%): highest in CONTROL (score: 29.2%), lowest in COMPETE (score: 21.1%).

Prefer not to disclose (2.6%): highest in CONNECT (score: 32.9%), lowest in CREATE (score: 20.4%).

Woman (65.4%): highest in CONNECT (score: 29.2%), lowest in COMPETE (score: 21.6%).

The largest gap in perception between groups is in CONTROL with a difference of 4.8%. The second largest gap is in CONNECT with a difference of 4.7%.

Dynamics - Communication (Gender)
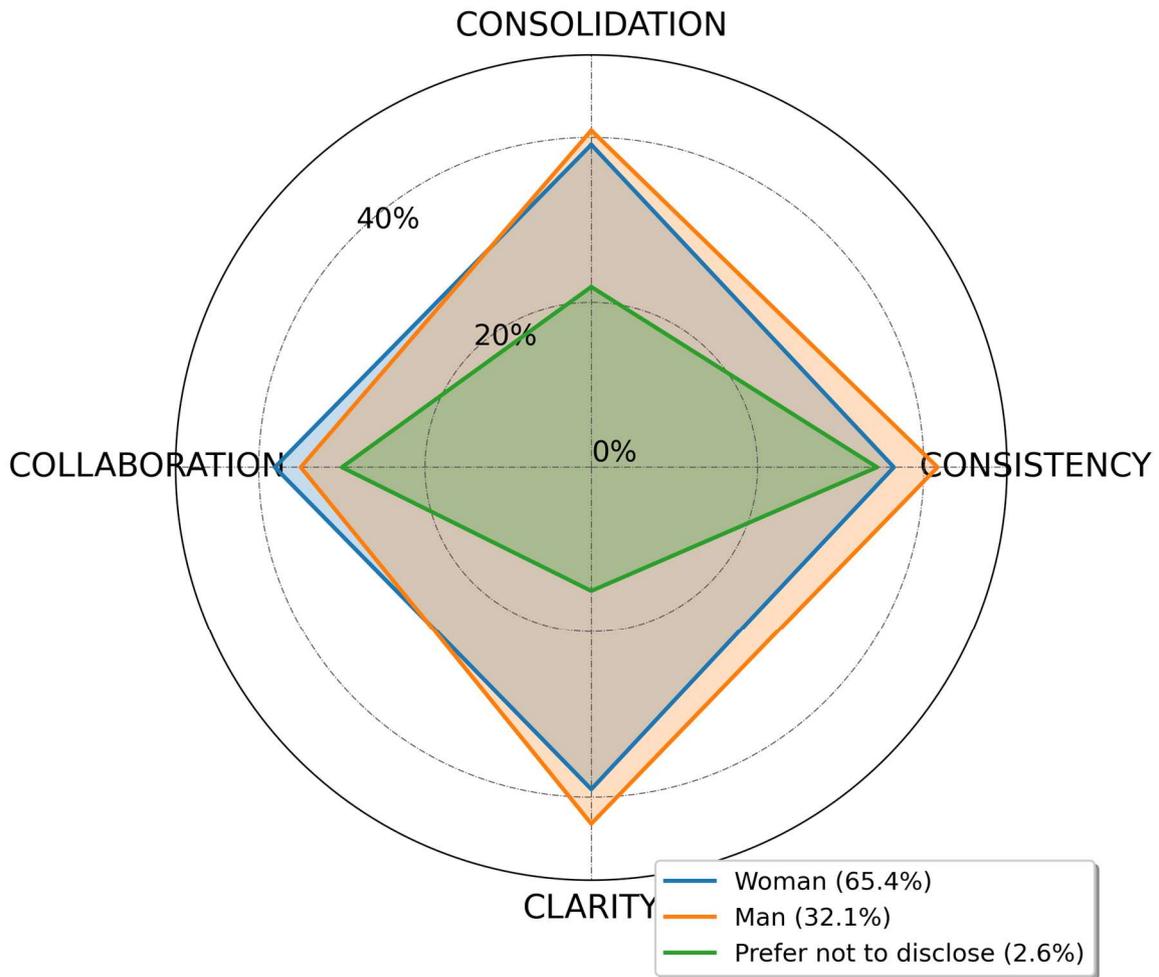
Man (32.1%): highest in CLARITY (score: 43.2%), lowest in COLLABORATION (score: 35.0%).

Prefer not to disclose (2.6%): highest in CONSISTENCY (score: 34.4%), lowest in CLARITY (score: 15.0%).

Woman (65.4%): highest in CONSOLIDATION (score: 39.1%), lowest in CONSISTENCY (score: 36.4%).

The largest gap in perception between groups is in CLARITY with a difference of 28.2%. The second largest gap is in CONSOLIDATION with a difference of 19.0%.

Culture - Communication (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)
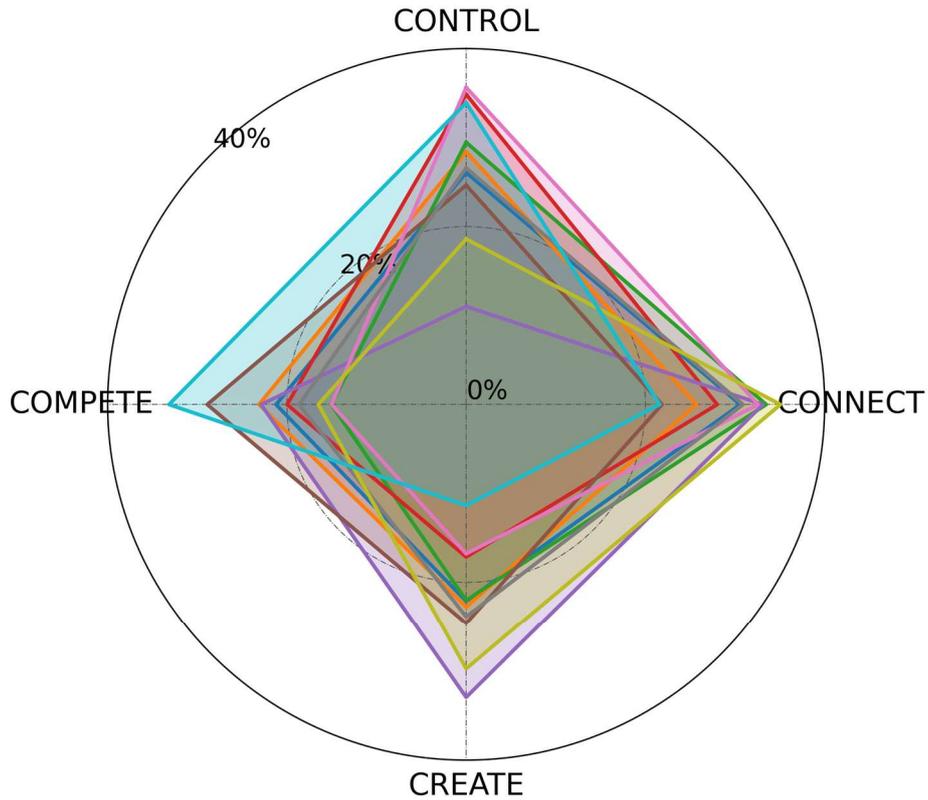
Digital Marketing (2.6%): highest in CONNECT (score: 30.9%), lowest in COMPETE (score: 18.6%).

Digital Transformation (2.6%): highest in CONNECT (score: 35.1%), lowest in COMPETE (score: 16.5%).

Finance (3.8%): highest in COMPETE (score: 28.9%), lowest in CONNECT (score: 21.8%).

General Management and Administration (5.1%): highest in CONTROL (score: 34.9%), lowest in CREATE (score: 17.1%).

HR (5.8%): highest in CONNECT (score: 33.5%), lowest in COMPETE (score: 15.0%).

Marketing (1.3%): highest in CONTROL (score: 33.9%), lowest in CREATE (score: 11.3%).

Motor Unit (4.5%): highest in CONNECT (score: 33.1%), lowest in CONTROL (score: 11.0%).

Operations (31.4%): highest in CONTROL (score: 28.4%), lowest in CREATE (score: 22.8%).

Sales (39.1%): highest in CONNECT (score: 30.6%), lowest in COMPETE (score: 21.2%).

Training and Quality (3.8%): highest in CONTROL (score: 35.6%), lowest in COMPETE (score: 15.0%).

The largest gap in perception between groups is in CONTROL with a difference of 24.6%. The second largest gap is in CREATE with a difference of 21.6%.

Dynamics - Communication (Department)

Digital Marketing (2.6%): highest in CONSISTENCY (score: 41.9%), lowest in COLLABORATION (score: 35.0%).

Digital Transformation (2.6%): highest in CLARITY (score: 58.1%), lowest in CONSOLIDATION (score: 40.0%).

Finance (3.8%): highest in CLARITY (score: 51.2%), lowest in COLLABORATION (score: 27.5%).

General Management and Administration (5.1%): highest in CLARITY (score: 30.0%), lowest in CONSOLIDATION (score: 19.4%).

HR (5.8%): highest in CLARITY (score: 31.7%), lowest in CONSISTENCY (score: 22.2%).

Marketing (1.3%): highest in CONSOLIDATION (score: 38.8%), lowest in COLLABORATION (score: 10.0%).

Motor Unit (4.5%): highest in CONSISTENCY (score: 57.9%), lowest in

COLLABORATION (score: 33.2%).
Operations (31.4%): highest in CLARITY (score: 39.7%), lowest in
COLLABORATION (score: 37.0%).
Sales (39.1%): highest in COLLABORATION (score: 40.4%), lowest in
CONSISTENCY (score: 36.7%).
Training and Quality (3.8%): highest in CONSOLIDATION (score: 61.2%), lowest in
CLARITY (score: 37.9%).
The largest gap in perception between groups is in COLLABORATION with a
difference of 43.8%. The second largest gap is in CONSOLIDATION with a
difference of 41.9%.

Culture - Communication (Tenure)
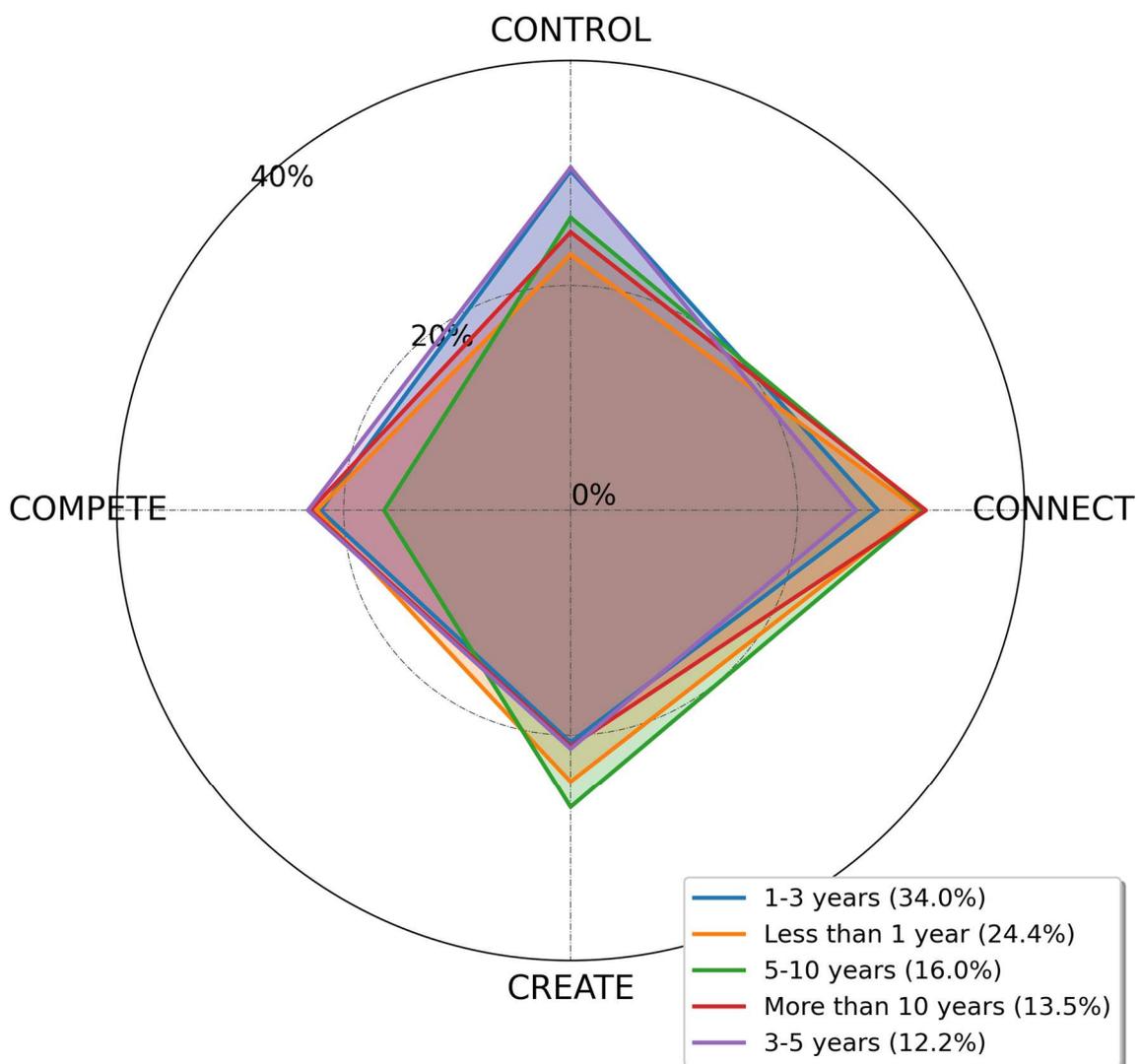
Less than 1 year (24.4%): highest in CONNECT (score: 30.7%), lowest in
COMPETE (score: 22.4%).
1-3 years (34.0%): highest in CONTROL (score: 30.2%), lowest in CREATE (score:

20.6%).

3-5 years (12.2%): highest in CONTROL (score: 30.5%), lowest in CREATE (score: 21.2%).

5-10 years (16.0%): highest in CONNECT (score: 31.1%), lowest in COMPETE (score: 16.4%).

More than 10 years (13.5%): highest in CONNECT (score: 31.3%), lowest in CREATE (score: 21.0%).

The largest gap in perception between groups is in CONTROL with a difference of 7.7%. The second largest gap is in COMPETE with a difference of 6.7%.

Dynamics - Communication (Tenure)
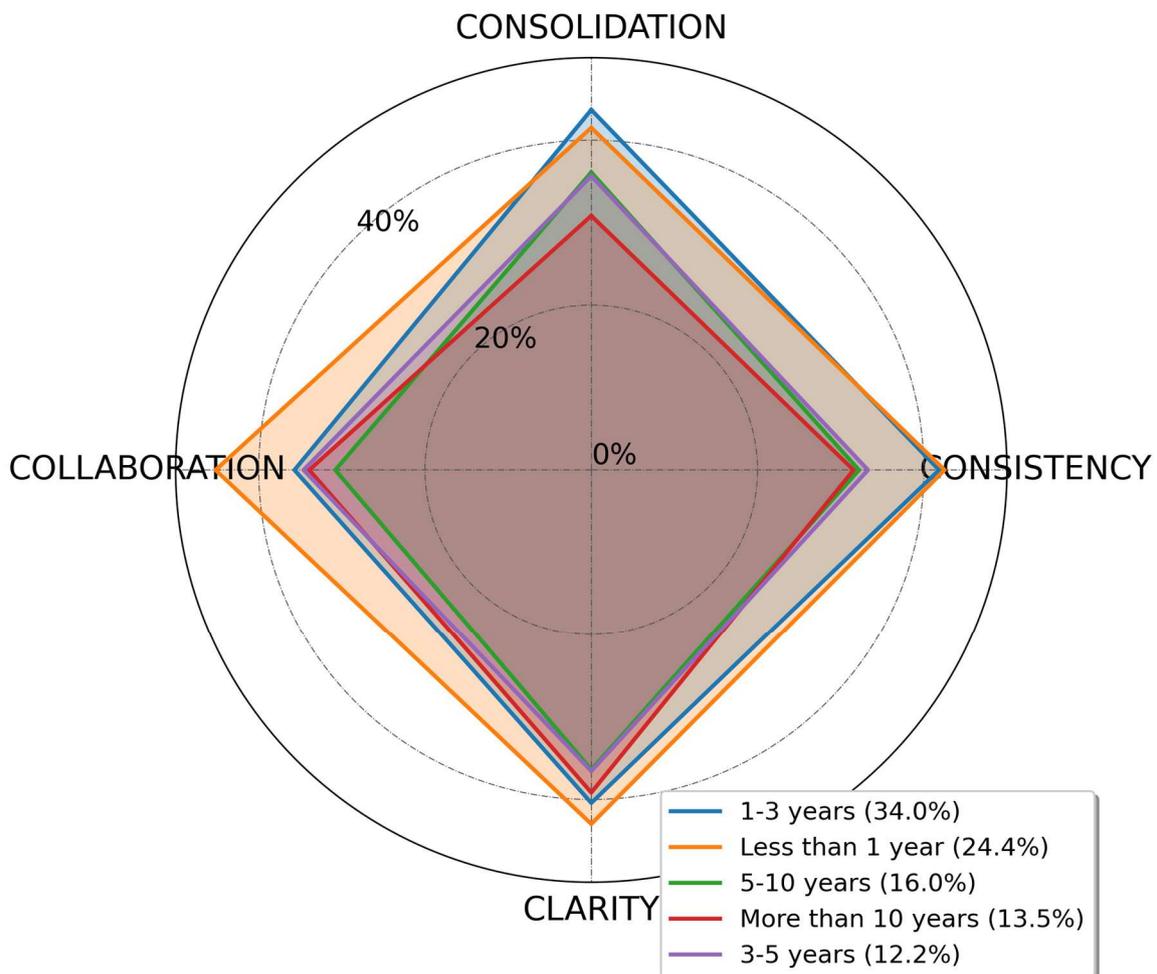
Less than 1 year (24.4%): highest in COLLABORATION (score: 45.2%), lowest in CONSOLIDATION (score: 41.5%).

1-3 years (34.0%): highest in CONSOLIDATION (score: 43.7%), lowest in COLLABORATION (score: 35.7%).

3-5 years (12.2%): highest in CLARITY (score: 36.6%), lowest in CONSISTENCY (score: 33.3%).

5-10 years (16.0%): highest in CLARITY (score: 36.4%), lowest in COLLABORATION (score: 30.8%).

More than 10 years (13.5%): highest in CLARITY (score: 39.2%), lowest in CONSOLIDATION (score: 30.8%).

The largest gap in perception between groups is in COLLABORATION with a difference of 14.4%. The second largest gap is in CONSOLIDATION with a difference of 12.8%.

Culture - Communication (Position)
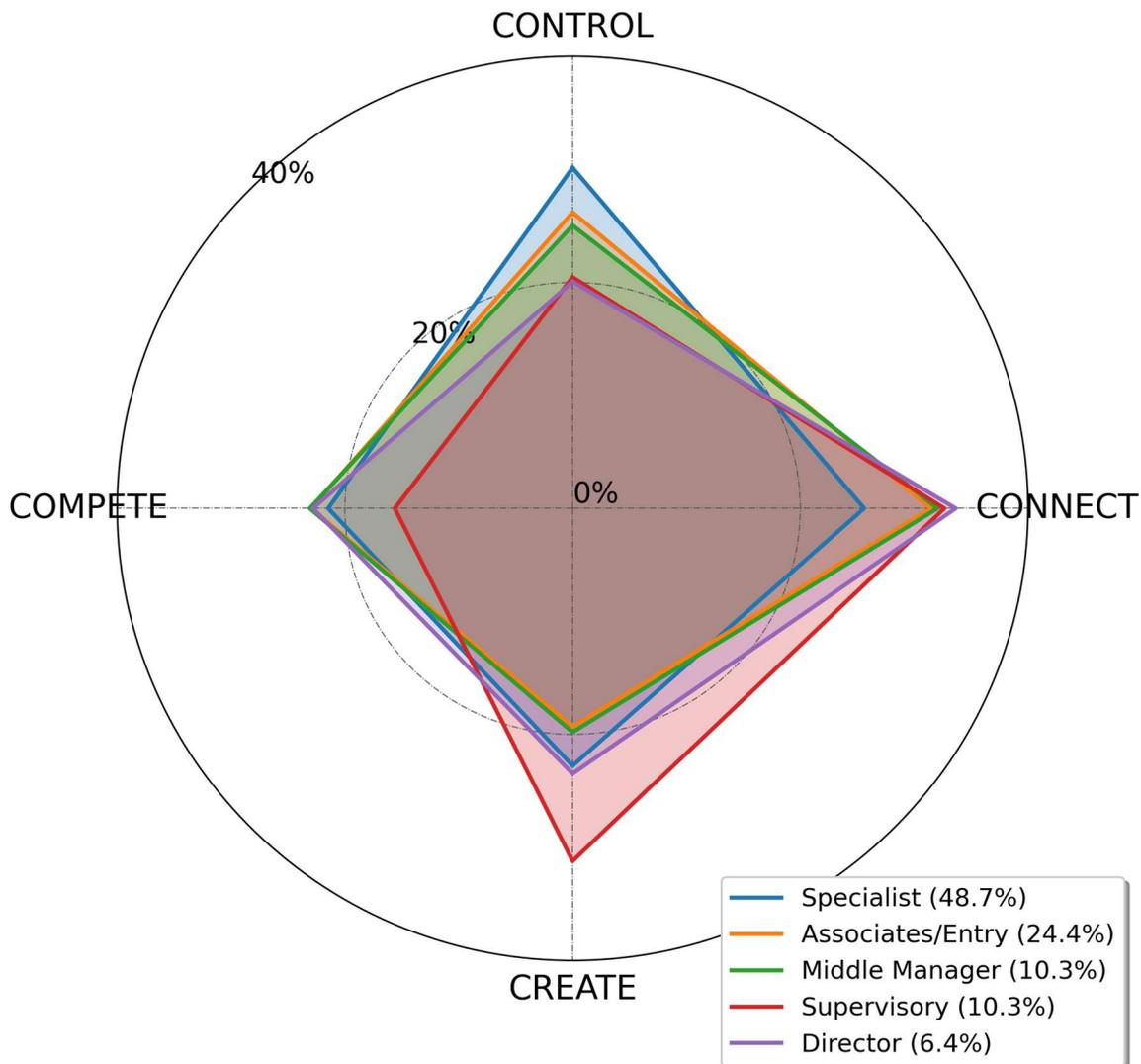
Associates/Entry (24.4%): highest in CONNECT (score: 31.5%), lowest in CREATE (score: 19.3%).

Director (6.4%): highest in CONNECT (score: 33.6%), lowest in CONTROL (score: 20.1%).

Middle Manager (10.3%): highest in CONNECT (score: 32.1%), lowest in CREATE (score: 19.8%).

Specialist (48.7%): highest in CONTROL (score: 30.1%), lowest in COMPETE (score: 21.5%).

Supervisory (10.3%): highest in CONNECT (score: 32.7%), lowest in COMPETE (score: 15.6%).

The largest gap in perception between groups is in CREATE with a difference of 11.9%. The second largest gap is in CONTROL with a difference of 10.1%.

Dynamics - Communication (Position)
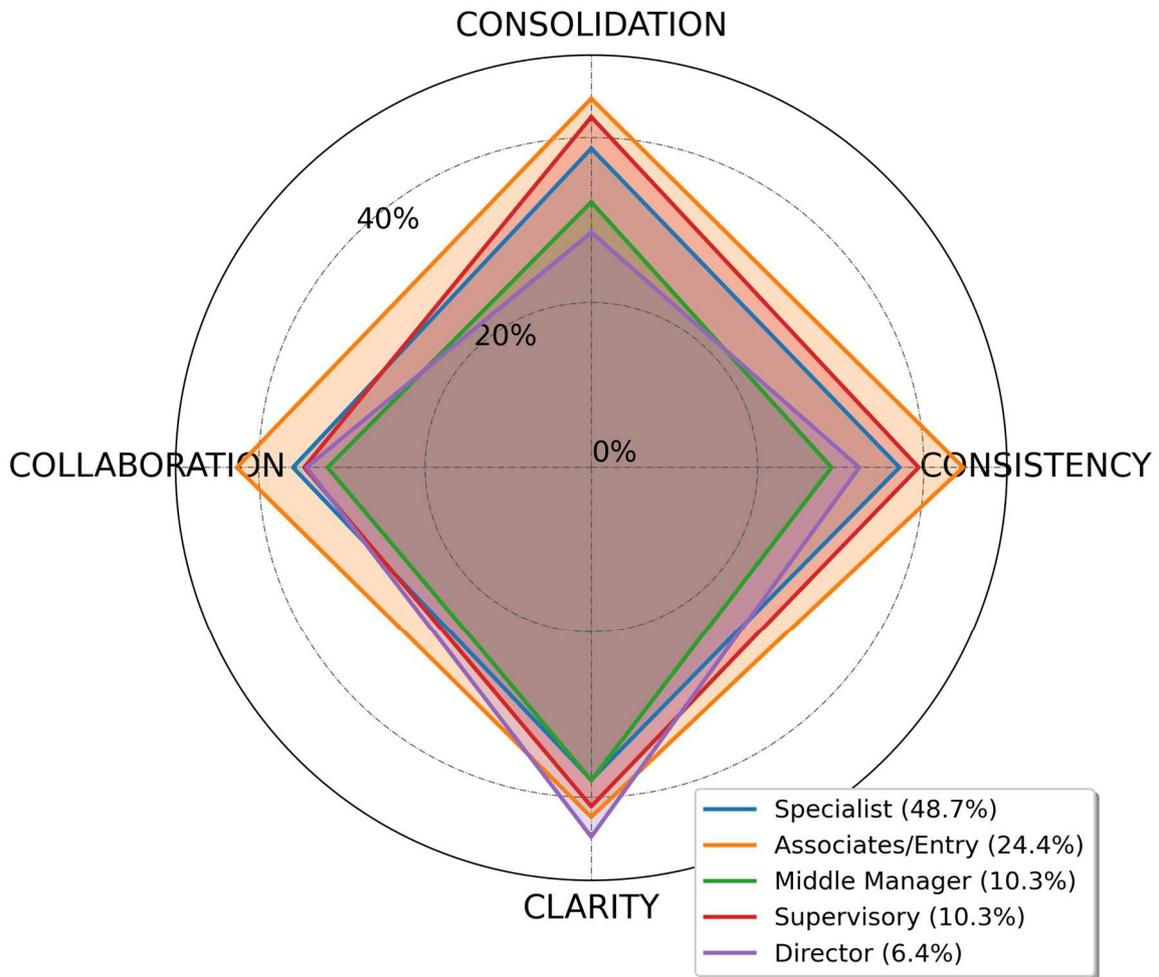
Associates/Entry (24.4%): highest in CONSOLIDATION (score: 44.7%), lowest in CLARITY (score: 42.4%).

Director (6.4%): highest in CLARITY (score: 44.8%), lowest in CONSOLIDATION (score: 28.5%).

Middle Manager (10.3%): highest in CLARITY (score: 38.0%), lowest in CONSISTENCY (score: 28.9%).

Specialist (48.7%): highest in CONSOLIDATION (score: 38.7%), lowest in COLLABORATION (score: 35.9%).

Supervisory (10.3%): highest in CONSOLIDATION (score: 42.5%), lowest in COLLABORATION (score: 34.5%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 16.2%. The second largest gap is in CONSISTENCY with a difference of 15.8%.

Goal Setting

Culture

• Profile 1 (96.2% of your team) scores highest in CONTROL (36.4%) and lowest in CREATE (18.6%).
• Profile 2 (3.2% of your team) scores highest in CREATE (51.1%) and lowest in COMPETE (13.1%).
• Profile 3 (0.6% of your team) scores highest in COMPETE (58.5%) and lowest in CONNECT (4.9%).

• The largest variability is observed in the COMPETE dimension, achieving scores as high as 58.5%.
• In contrast, CONNECT scores the lowest at 4.9%, indicating significant disparity in practices.

Goal Setting - Culture Representative Profiles
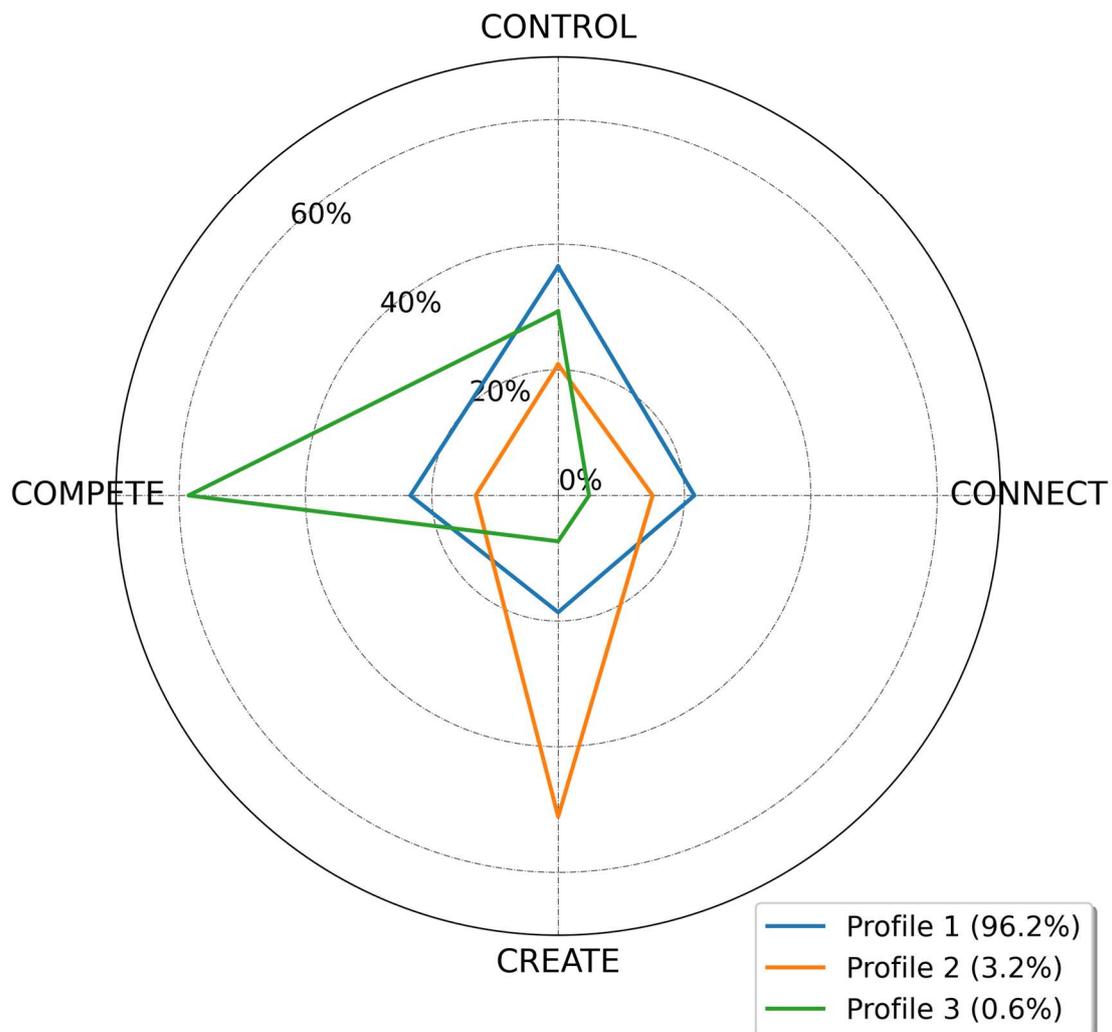
Dynamics

By Profile

• Profile 1 (98.1% of your team) scores highest in CONSOLIDATION (45.3%) and lowest in COLLABORATION (42.7%).

• Profile 2 (0.6% of your team) scores highest in CLARITY (80.0%) and lowest in CONSOLIDATION (2.5%).

• Profile 3 (0.6% of your team) scores highest in CONSISTENCY (90.0%) and lowest in CONSOLIDATION (15.0%).

• Profile 4 (0.6% of your team) scores highest in COLLABORATION (90.0%) and lowest in CONSISTENCY (15.0%).

• The largest variability is observed in the CONSISTENCY dimension, achieving scores as high as 90.0%.

• In contrast, CONSOLIDATION scores the lowest at 2.5%, indicating significant disparity in practices.

Goal Setting - Dynamics Representative Profiles
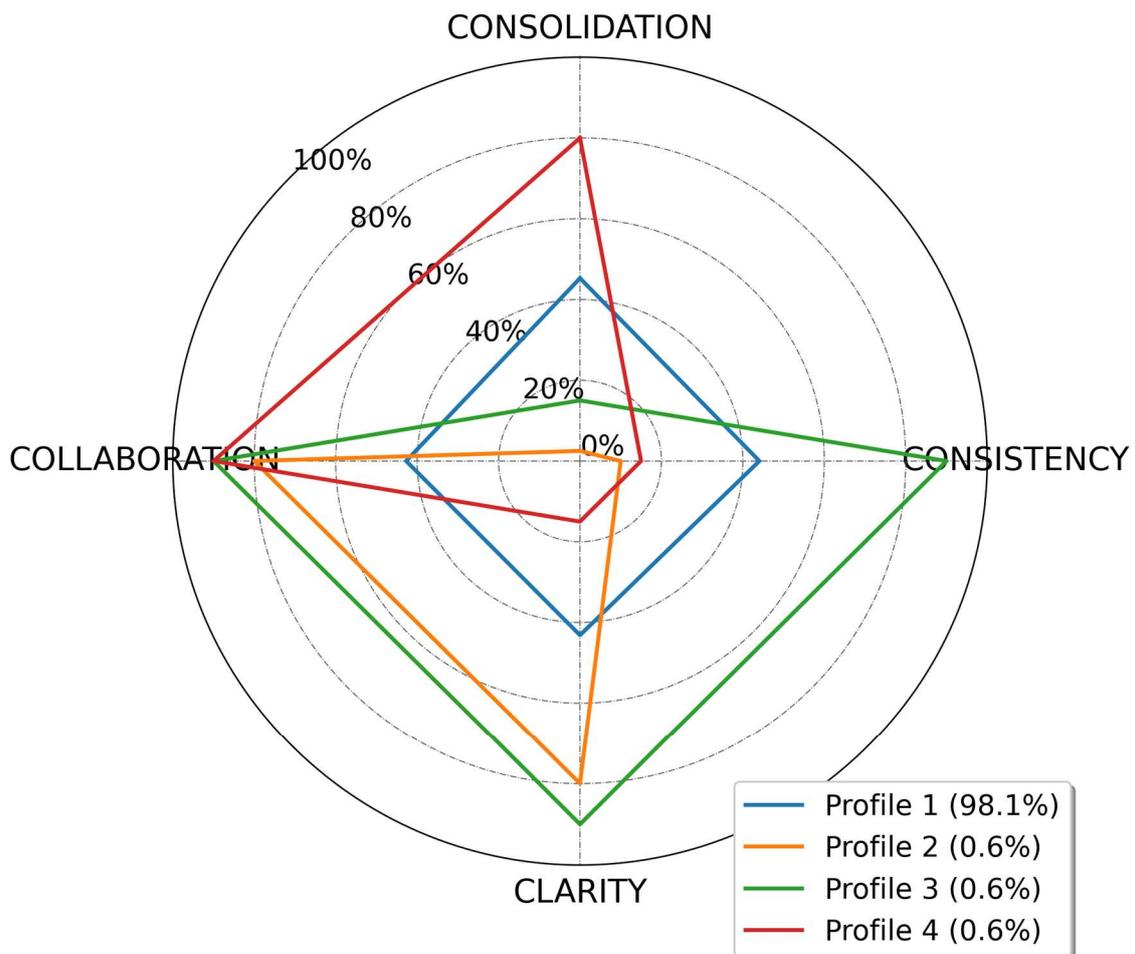
By Dimension

CONSOLIDATION: overall average is 45.0%, ranging from 2.5% to 100.0% (gap: 97.5%). CONSISTENCY: overall average is 43.9%, ranging from 2.5% to 100.0% (gap: 97.5%). CLARITY: overall average is 43.5%, ranging from 2.5% to 100.0% (gap: 97.5%). COLLABORATION: overall average is 43.5%, ranging from 5.0% to 100.0% (gap: 95.0%).

In Goal Setting dynamics, the largest discrepancy is in CONSOLIDATION (gap: 97.5%), suggesting an area for improvement, while COLLABORATION shows high alignment (gap: 95.0%).

Goal Setting - Team Dynamics Distribution
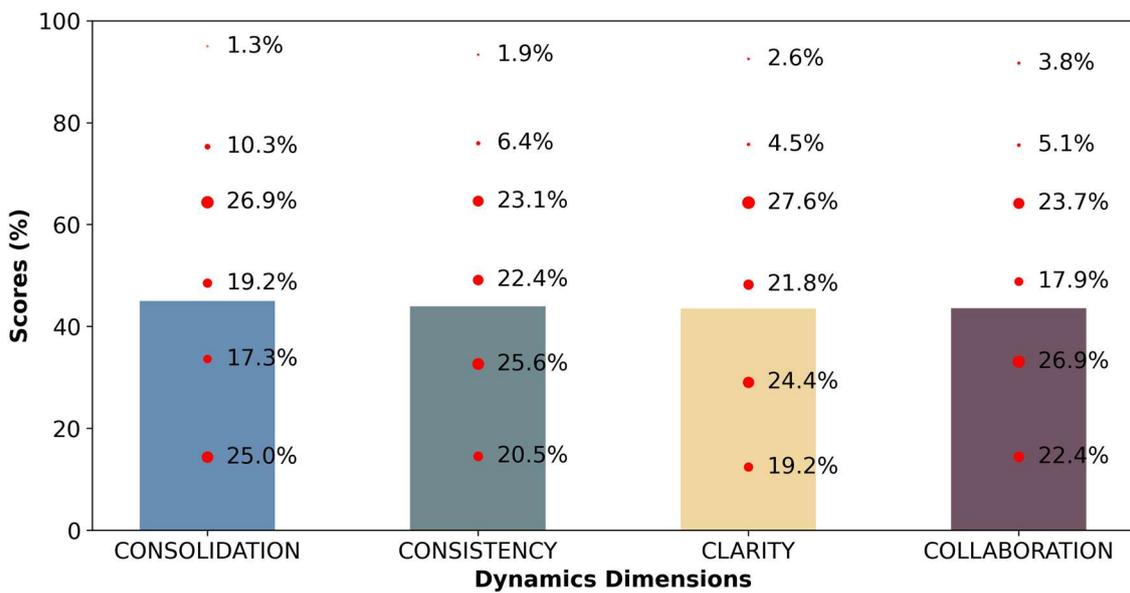
Diversity

Culture - Goal Setting (Age)
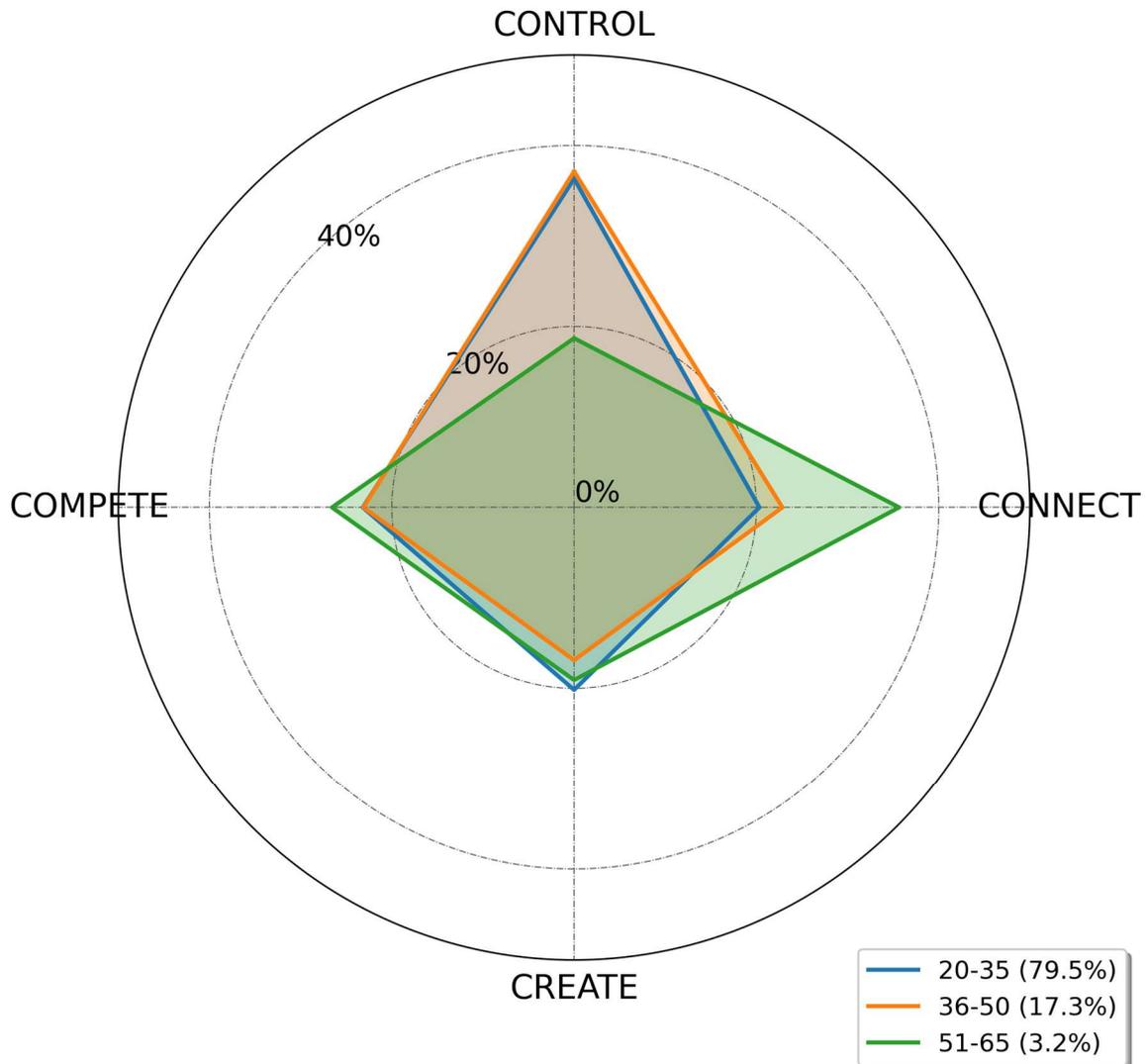
20-35 (79.5%): highest in CONTROL (score: 36.3%), lowest in CREATE (score: 20.2%).

36-50 (17.3%): highest in CONTROL (score: 37.1%), lowest in CREATE (score: 16.9%).

51-65 (3.2%): highest in CONNECT (score: 35.7%), lowest in CONTROL (score: 18.7%).

The largest gap in perception between groups is in CONTROL with a difference of 18.4%. The second largest gap is in CONNECT with a difference of 15.3%.

Dynamics - Goal Setting (Age)
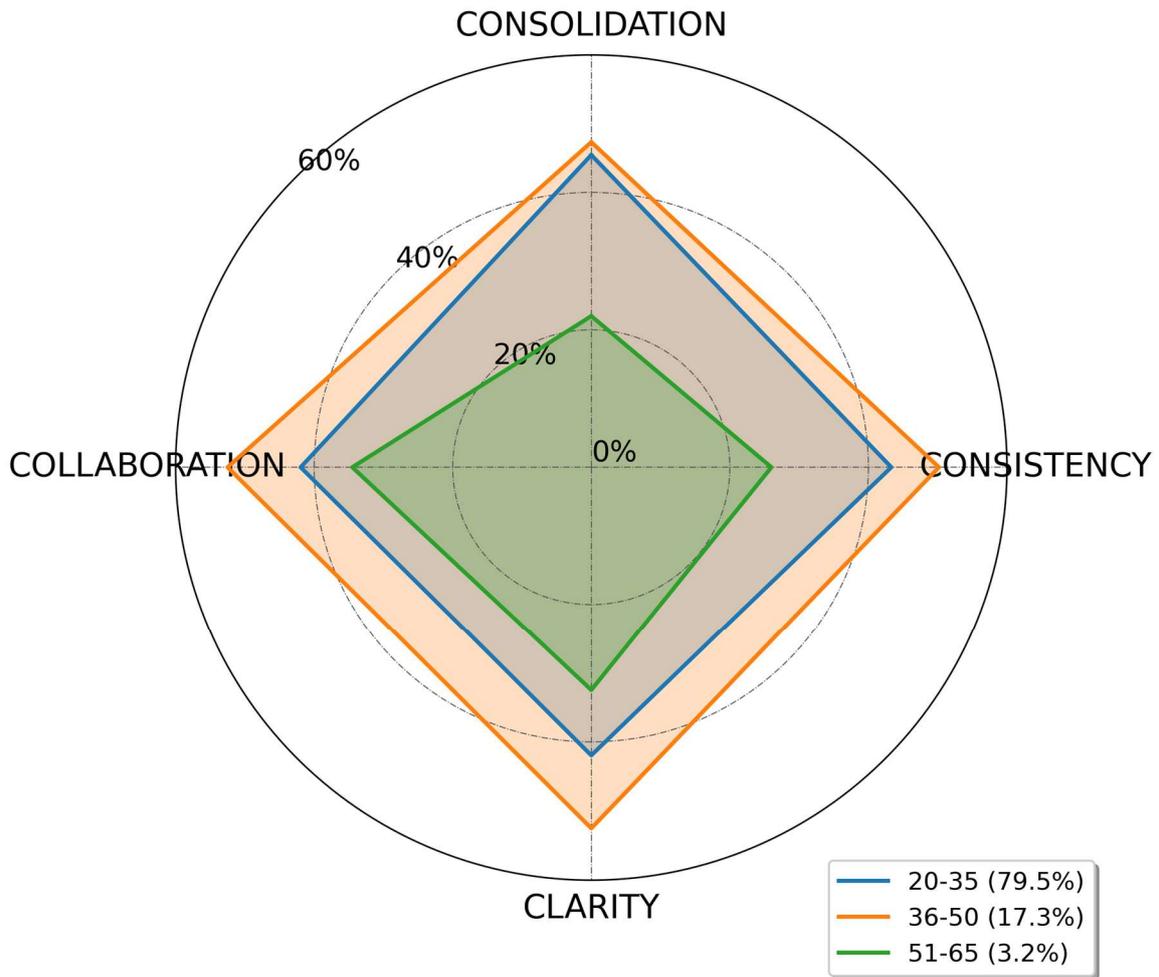
20-35 (79.5%): highest in CONSOLIDATION (score: 45.4%), lowest in CLARITY (score: 42.0%).

36-50 (17.3%): highest in CLARITY (score: 52.5%), lowest in CONSOLIDATION (score: 47.3%).

51-65 (3.2%): highest in COLLABORATION (score: 34.5%), lowest in CONSOLIDATION (score: 22.0%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 25.3%. The second largest gap is in CONSISTENCY with a difference of 24.2%.

Culture - Goal Setting (Gender)

Legend:
- Woman (65.4%)
- Man (32.1%)
- Prefer not to disclose (2.6%)
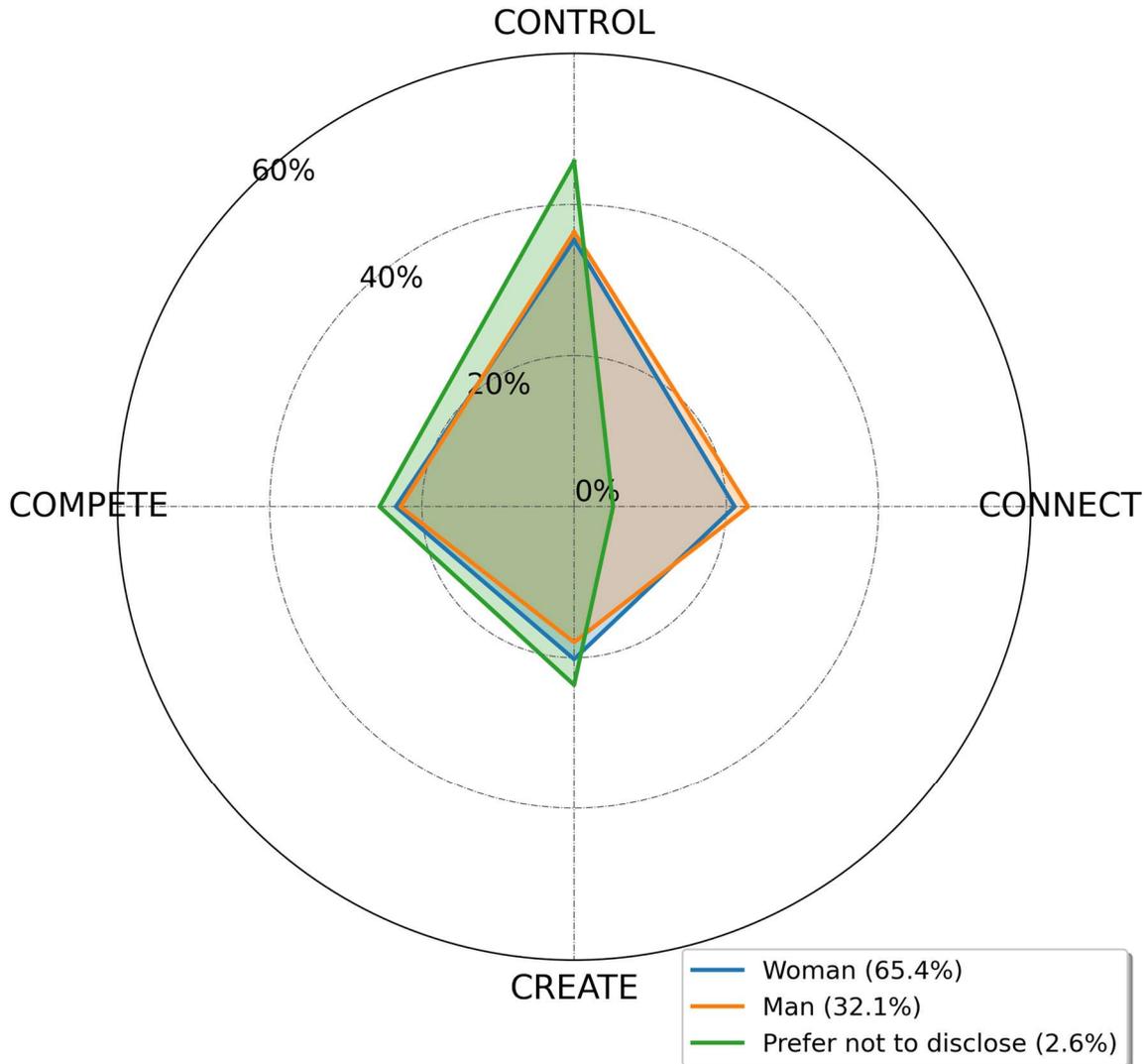
Man (32.1%): highest in CONTROL (score: 36.4%), lowest in CREATE (score: 18.0%).

Prefer not to disclose (2.6%): highest in CONTROL (score: 45.7%), lowest in CONNECT (score: 5.1%).

Woman (65.4%): highest in CONTROL (score: 35.3%), lowest in CREATE (score: 20.2%).

The largest gap in perception between groups is in CONNECT with a difference of 17.7%. The second largest gap is in CONTROL with a difference of 10.4%.

Dynamics - Goal Setting (Gender)
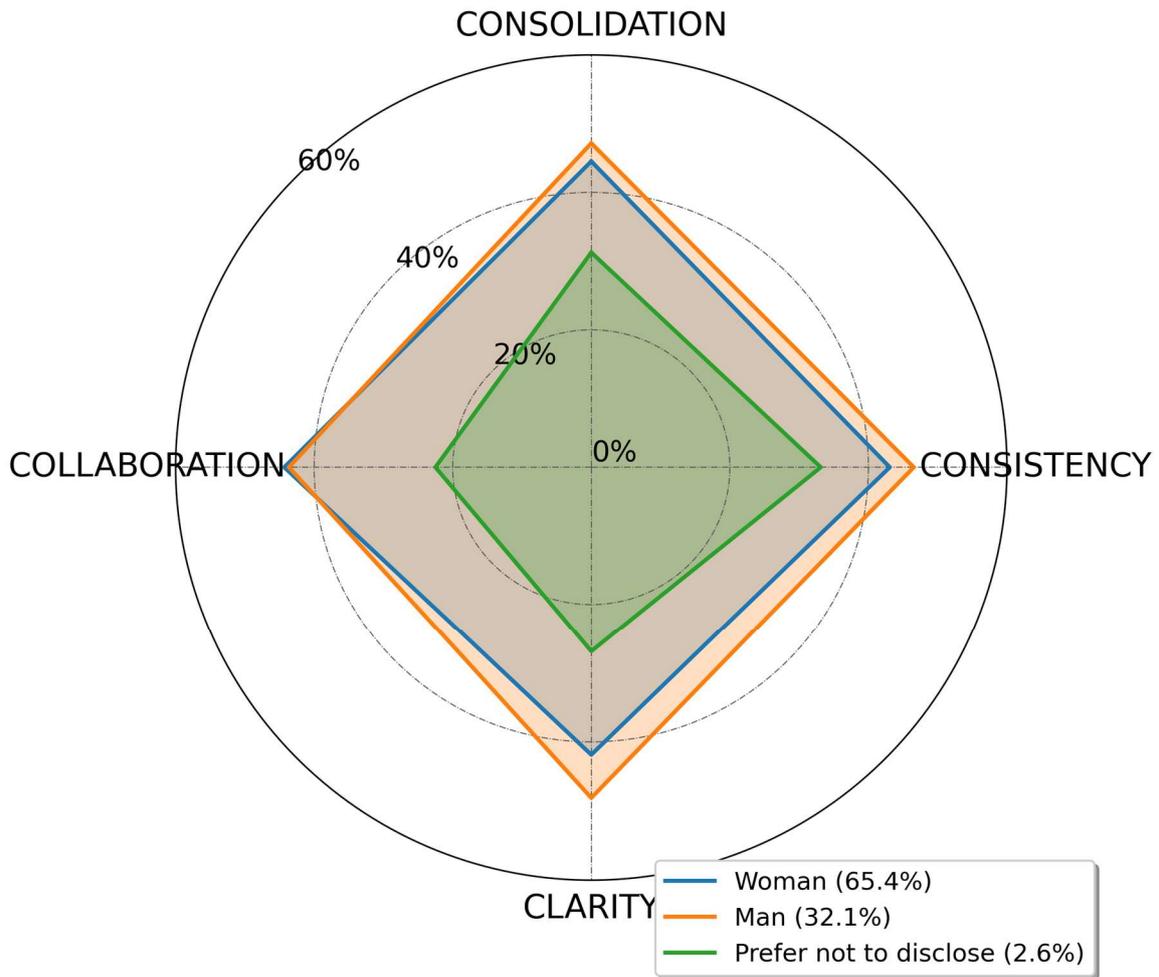
Man (32.1%): highest in CLARITY (score: 48.1%), lowest in COLLABORATION (score: 43.6%).

Prefer not to disclose (2.6%): highest in CONSISTENCY (score: 33.1%), lowest in COLLABORATION (score: 22.5%).

Woman (65.4%): highest in CONSOLIDATION (score: 44.5%), lowest in CLARITY (score: 41.9%).

The largest gap in perception between groups is in COLLABORATION with a difference of 21.8%. The second largest gap is in CLARITY with a difference of 21.2%.

Culture - Goal Setting (Department)
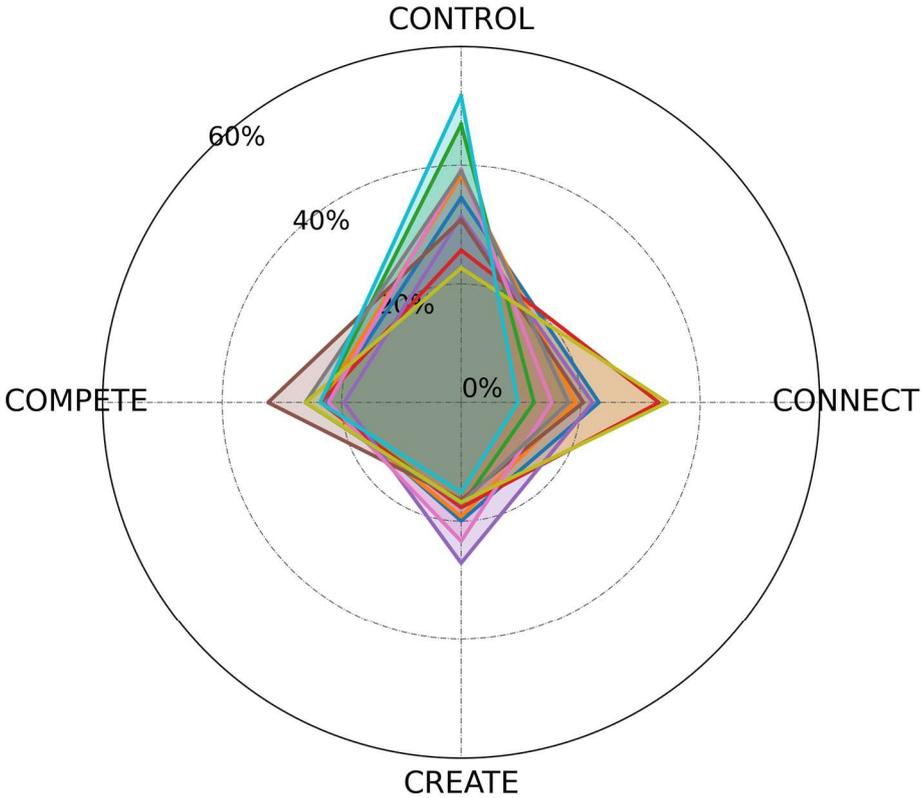
Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in CONTROL (score: 39.0%), lowest in CREATE (score: 17.0%).

Digital Transformation (2.6%): highest in CONNECT (score: 34.5%), lowest in CREATE (score: 16.8%).

Finance (3.8%): highest in COMPETE (score: 32.3%), lowest in CREATE (score: 16.4%).

General Management and Administration (5.1%): highest in CONNECT (score: 33.1%), lowest in CREATE (score: 17.7%).

HR (5.8%): highest in CONTROL (score: 46.9%), lowest in CONNECT (score: 12.2%).

Marketing (1.3%): highest in CONTROL (score: 51.7%), lowest in CONNECT (score: 9.5%).

Motor Unit (4.5%): highest in CONTROL (score: 31.4%), lowest in COMPETE (score: 19.6%).

Operations (31.4%): highest in CONTROL (score: 38.3%), lowest in CONNECT (score: 19.2%).

Sales (39.1%): highest in CONTROL (score: 34.5%), lowest in CREATE (score: 20.0%).

Training and Quality (3.8%): highest in CONTROL (score: 39.3%), lowest in CONNECT (score: 15.2%).

The largest gap in perception between groups is in CONTROL with a difference of 29.0%. The second largest gap is in CONNECT with a difference of 25.0%.

Dynamics - Goal Setting (Department)
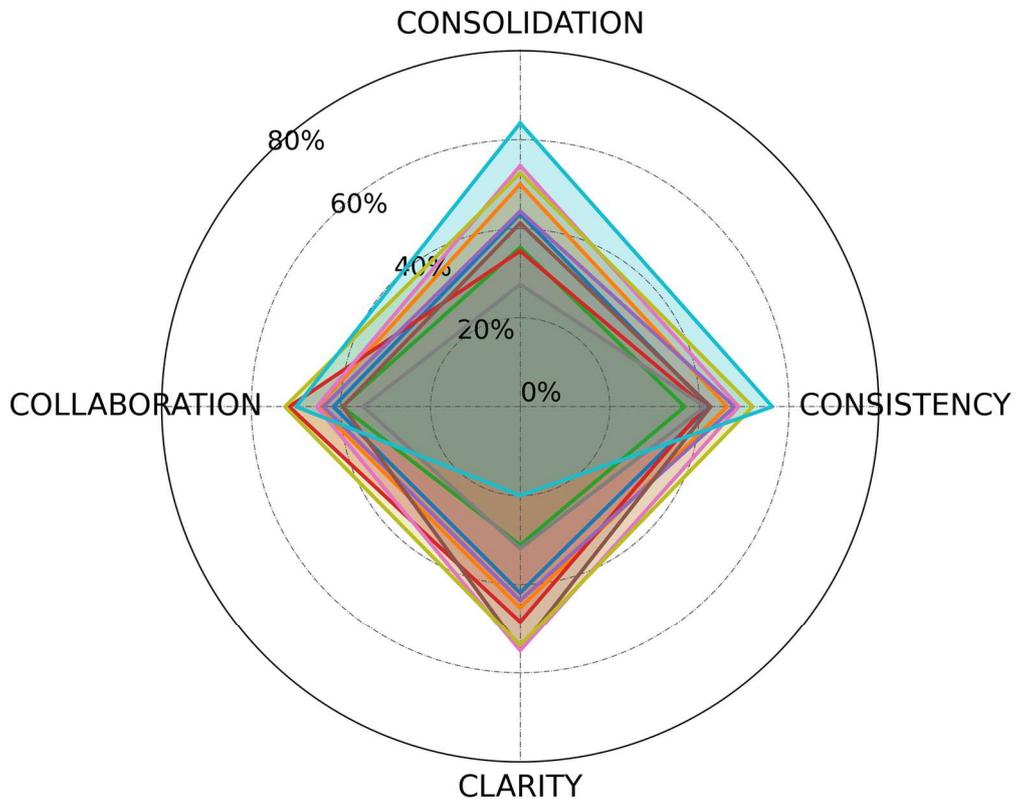
Digital Marketing (2.6%): highest in CONSISTENCY (score: 41.2%), lowest in CONSOLIDATION (score: 27.5%).

Digital Transformation (2.6%): highest in CLARITY (score: 53.8%), lowest in CONSISTENCY (score: 51.9%).

Finance (3.8%): highest in CLARITY (score: 54.6%), lowest in COLLABORATION (score: 39.6%).

General Management and Administration (5.1%): highest in COLLABORATION (score: 51.6%), lowest in CONSOLIDATION (score: 35.0%).

HR (5.8%): highest in COLLABORATION (score: 39.7%), lowest in CLARITY (score: 31.1%).

Marketing (1.3%): highest in CONSOLIDATION (score: 63.8%), lowest in CLARITY (score: 20.0%).

Motor Unit (4.5%): highest in CONSISTENCY (score: 47.9%), lowest in CLARITY

(score: 43.6%).
Operations (31.4%): highest in CONSOLIDATION (score: 50.0%), lowest in COLLABORATION (score: 45.2%).
Sales (39.1%): highest in CONSOLIDATION (score: 43.3%), lowest in COLLABORATION (score: 41.7%).
Training and Quality (3.8%): highest in CLARITY (score: 55.0%), lowest in COLLABORATION (score: 45.4%).
The largest gap in perception between groups is in CONSOLIDATION with a difference of 36.2%. The second largest gap is in CLARITY with a difference of 35.0%.

Culture - Goal Setting (Tenure)

Legend:
- 1-3 years (34.0%)
- Less than 1 year (24.4%)
- 5-10 years (16.0%)
- More than 10 years (13.5%)
- 3-5 years (12.2%)
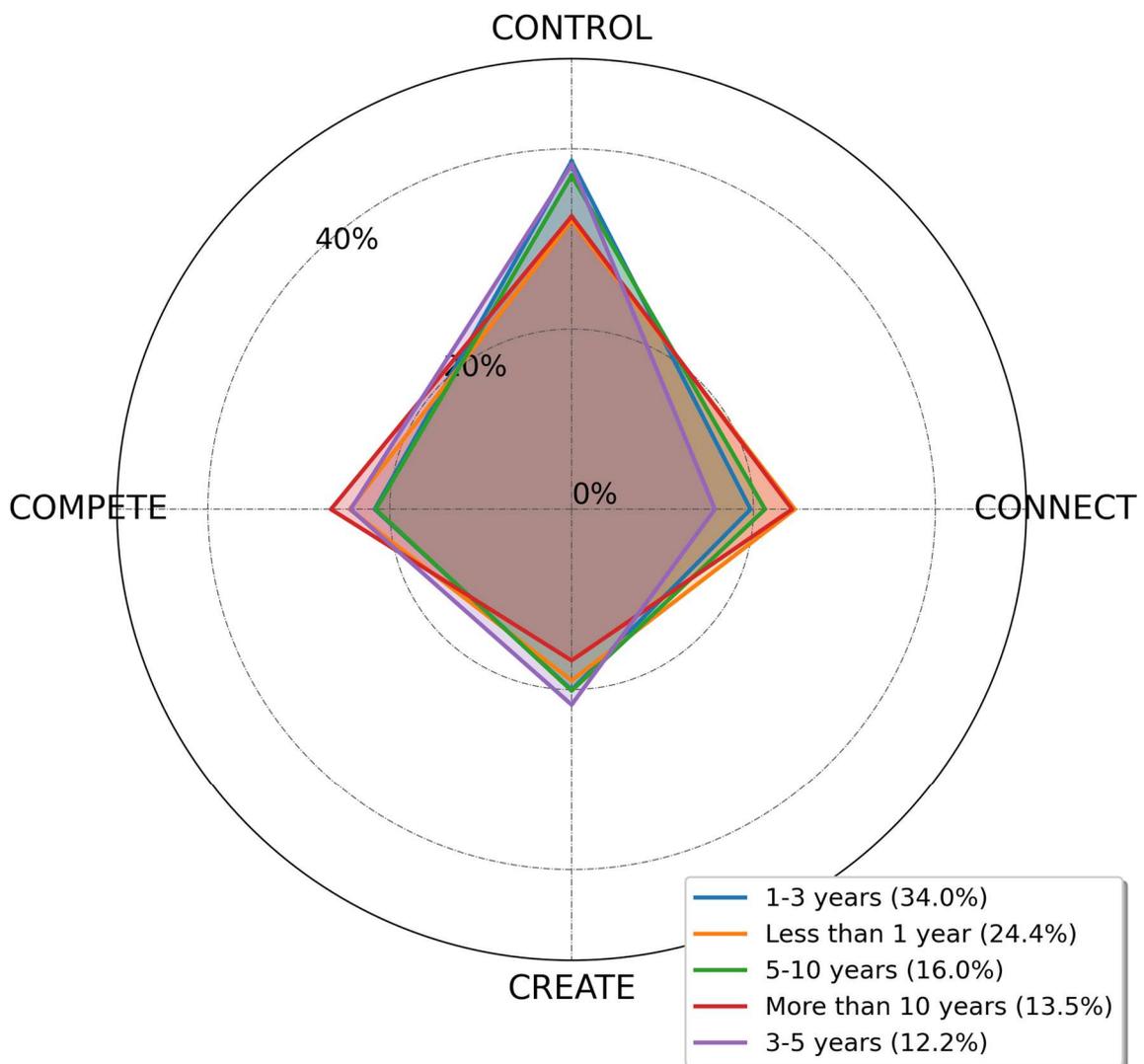
Less than 1 year (24.4%): highest in CONTROL (score: 32.0%), lowest in CREATE (score: 19.0%).
1-3 years (34.0%): highest in CONTROL (score: 38.6%), lowest in CONNECT

(score: 19.7%).

3-5 years (12.2%): highest in CONTROL (score: 38.2%), lowest in CONNECT (score: 15.8%).

5-10 years (16.0%): highest in CONTROL (score: 37.0%), lowest in CREATE (score: 20.1%).

More than 10 years (13.5%): highest in CONTROL (score: 32.5%), lowest in CREATE (score: 16.8%).

The largest gap in perception between groups is in CONNECT with a difference of 8.8%. The second largest gap is in CONTROL with a difference of 6.6%.

Dynamics - Goal Setting (Tenure)
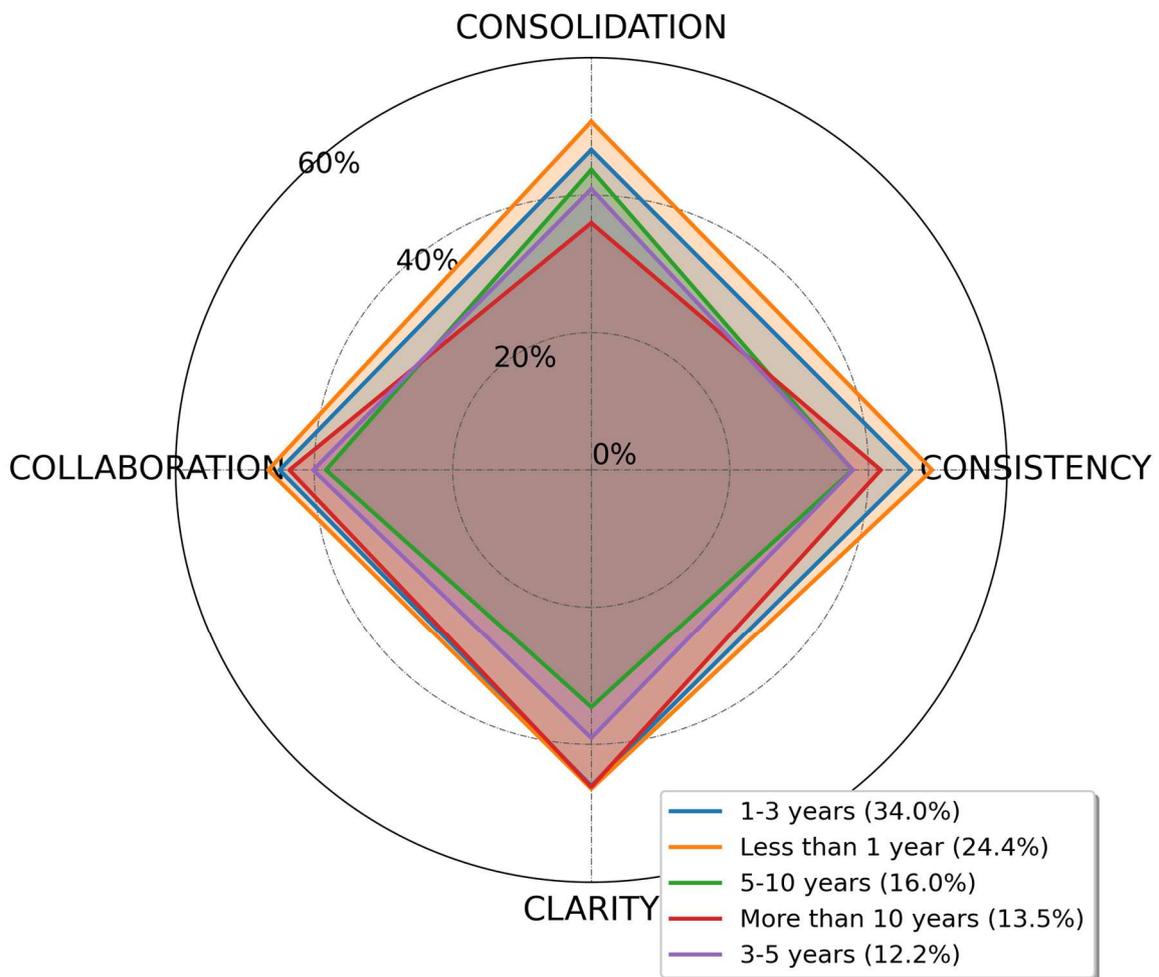
Less than 1 year (24.4%): highest in CONSOLIDATION (score: 50.7%), lowest in CLARITY (score: 46.4%).

1-3 years (34.0%): highest in CONSOLIDATION (score: 46.6%), lowest in COLLABORATION (score: 45.0%).

3-5 years (12.2%): highest in CONSOLIDATION (score: 40.9%), lowest in CONSISTENCY (score: 37.8%).

5-10 years (16.0%): highest in CONSOLIDATION (score: 43.7%), lowest in CLARITY (score: 34.6%).

More than 10 years (13.5%): highest in CLARITY (score: 46.2%), lowest in CONSOLIDATION (score: 36.0%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 14.8%. The second largest gap is in CLARITY with a difference of 11.8%.

Culture - Goal Setting (Position)
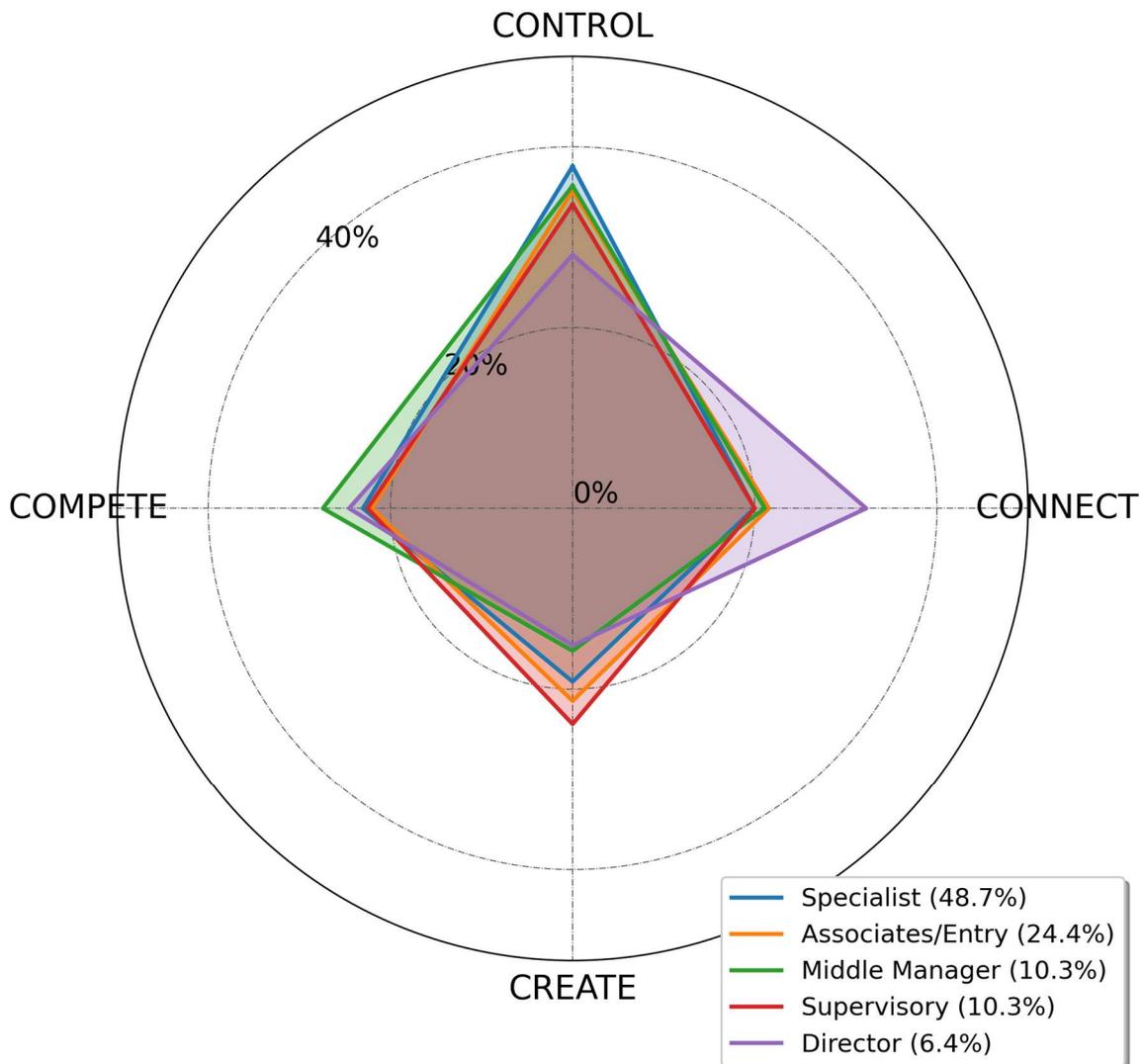
Associates/Entry (24.4%): highest in CONTROL (score: 35.1%), lowest in CREATE (score: 21.3%).

Director (6.4%): highest in CONNECT (score: 32.2%), lowest in CREATE (score: 15.2%).

Middle Manager (10.3%): highest in CONTROL (score: 35.7%), lowest in CREATE (score: 15.8%).

Specialist (48.7%): highest in CONTROL (score: 37.8%), lowest in CREATE (score: 19.2%).

Supervisory (10.3%): highest in CONTROL (score: 33.7%), lowest in CONNECT (score: 20.0%).

The largest gap in perception between groups is in CONNECT with a difference of 12.3%. The second largest gap is in CONTROL with a difference of 9.8%.

Dynamics - Goal Setting (Position)

Legend:
- Specialist (48.7%)
- Associates/Entry (24.4%)
- Middle Manager (10.3%)
- Supervisory (10.3%)
- Director (6.4%)
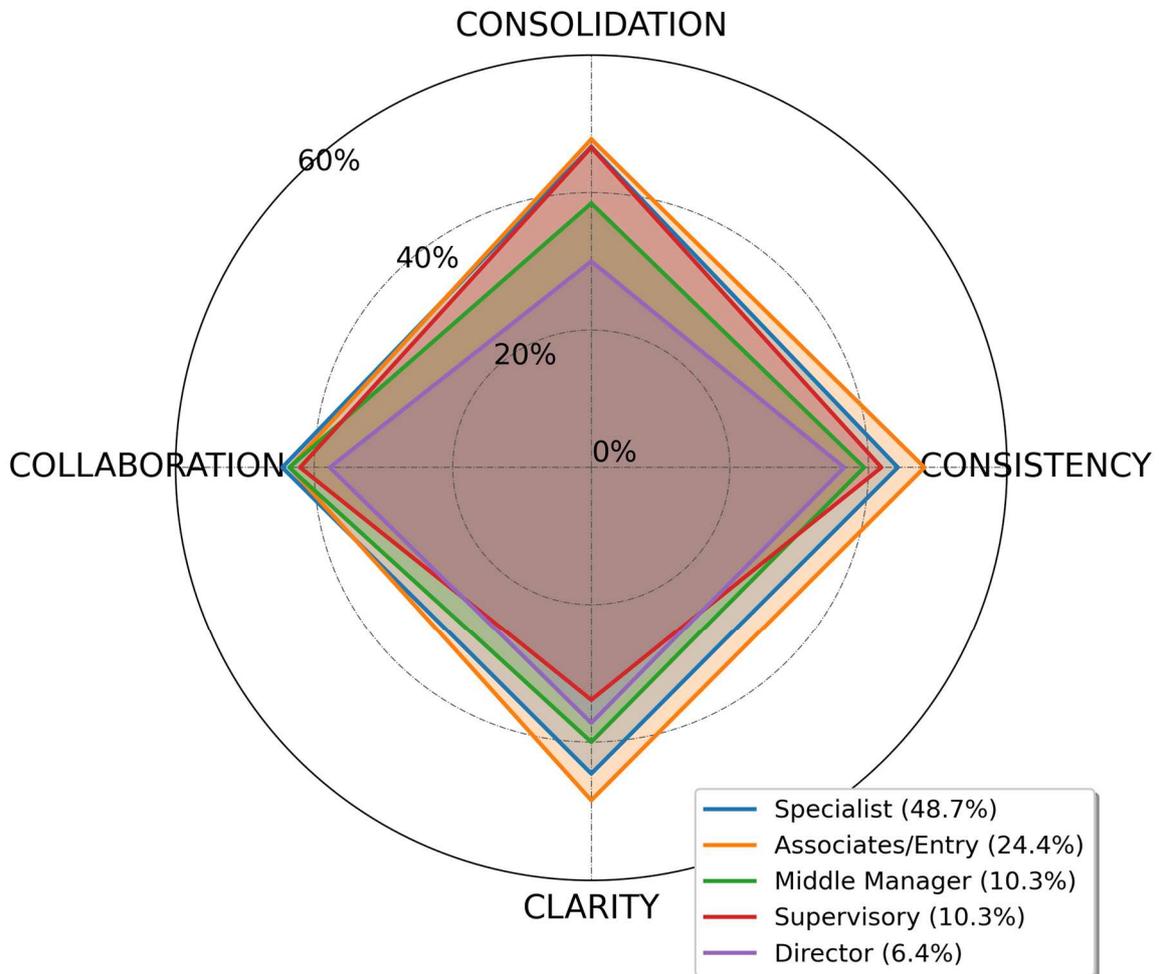
Associates/Entry (24.4%): highest in CLARITY (score: 48.4%), lowest in COLLABORATION (score: 43.6%).

Director (6.4%): highest in COLLABORATION (score: 37.8%), lowest in CONSOLIDATION (score: 30.0%).

Middle Manager (10.3%): highest in COLLABORATION (score: 43.6%), lowest in CONSOLIDATION (score: 38.4%).

Specialist (48.7%): highest in CONSOLIDATION (score: 46.7%), lowest in CONSISTENCY (score: 44.2%).

Supervisory (10.3%): highest in CONSOLIDATION (score: 46.6%), lowest in CLARITY (score: 33.9%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 17.8%. The second largest gap is in CLARITY with a difference of 14.5%.

Feedback

Culture

• Profile 1 (99.4% of your team) scores highest in CONTROL (31.2%) and lowest in COMPETE (20.1%).
• Profile 2 (0.6% of your team) scores highest in CREATE (61.5%) and lowest in CONNECT (7.7%).

• The largest variability is observed in the CREATE dimension, achieving scores as high as 61.5%.
• In contrast, CONNECT scores the lowest at 7.7%, indicating significant disparity in practices.

Feedback - Culture Representative Profiles
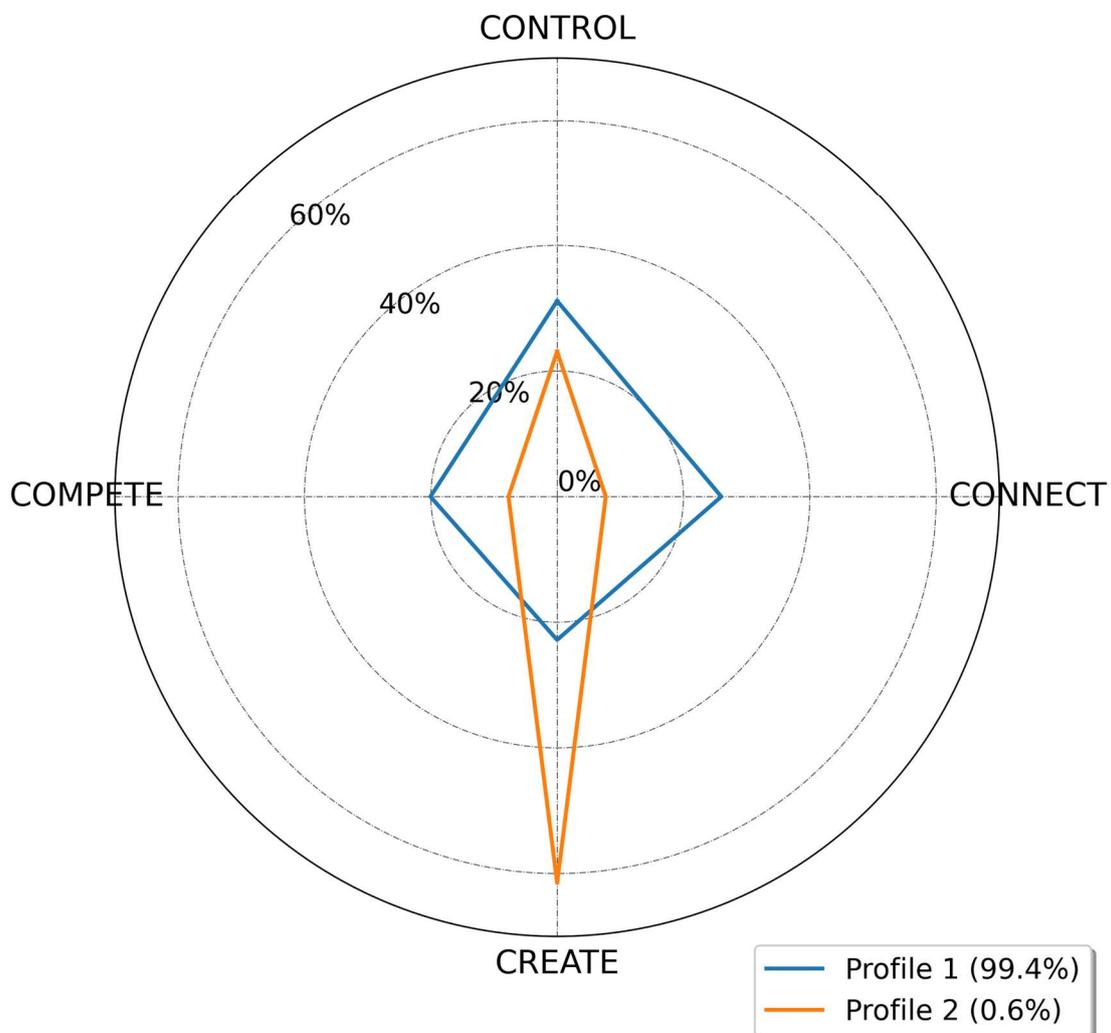
Dynamics

By Profile

• Profile 1 (97.4% of your team) scores highest in CONSOLIDATION (44.6%) and lowest in CONSISTENCY (40.7%).

• Profile 2 (0.6% of your team) scores highest in CONSISTENCY (80.0%) and lowest in COLLABORATION (15.0%).

• Profile 3 (0.6% of your team) scores highest in CLARITY (100.0%) and lowest in CONSISTENCY (7.5%).

• Profile 4 (1.3% of your team) scores highest in CONSOLIDATION (75.0%) and lowest in COLLABORATION (7.5%).

• The largest variability is observed in the CLARITY dimension, achieving scores as high as 100.0%.

• In contrast, CONSISTENCY scores the lowest at 7.5%, indicating significant disparity in practices.

Feedback - Dynamics Representative Profiles

Legend:
- Profile 1 (97.4%)
- Profile 2 (0.6%)
- Profile 3 (0.6%)
- Profile 4 (1.3%)
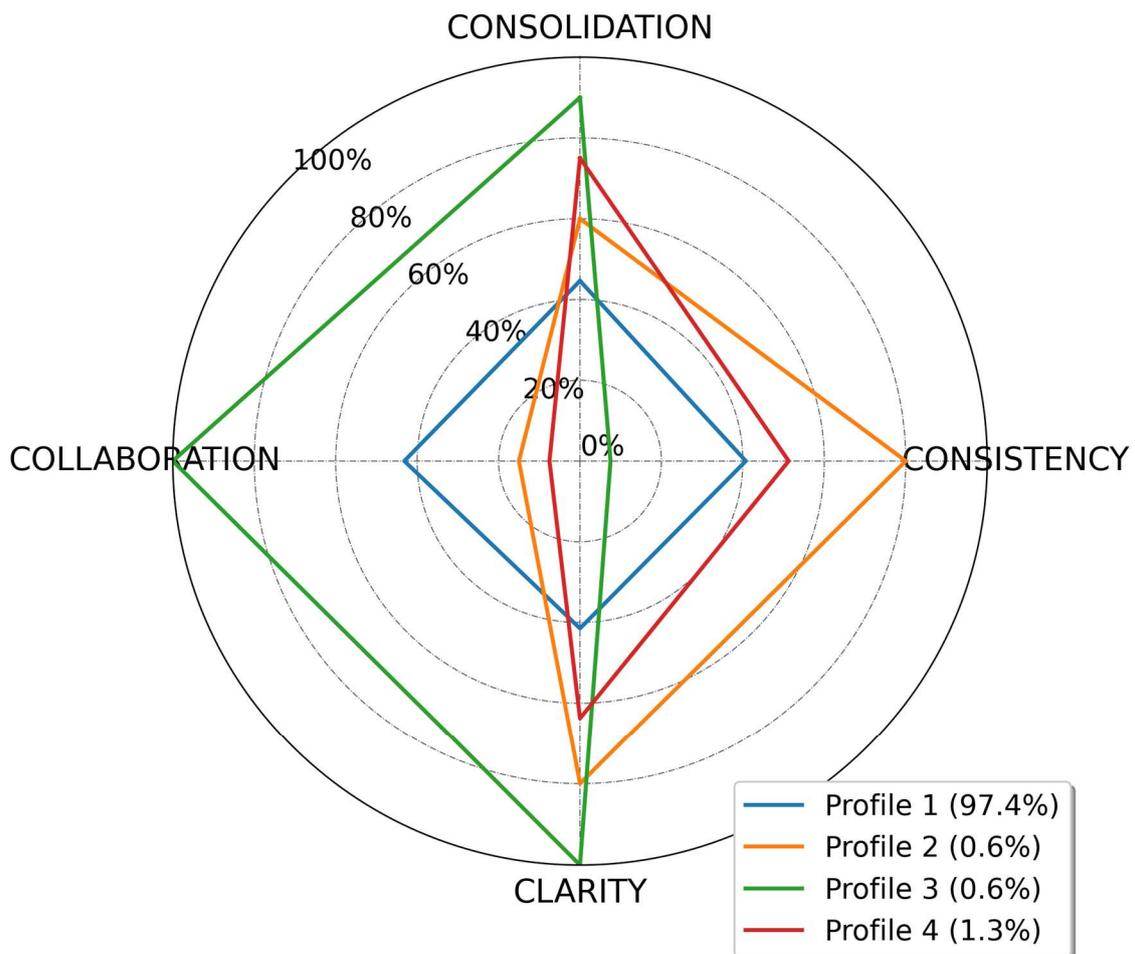
By Dimension

CONSOLIDATION: overall average is 45.4%, ranging from 5.0% to 100.0% (gap: 95.0%). CONSISTENCY: overall average is 40.9%, ranging from 2.5% to 100.0% (gap: 97.5%). CLARITY: overall average is 42.4%, ranging from 5.0% to 100.0% (gap: 95.0%). COLLABORATION: overall average is 42.9%, ranging from 5.0% to 100.0% (gap: 95.0%).

In Feedback dynamics, the largest discrepancy is in CONSISTENCY (gap: 97.5%), suggesting an area for improvement, while CONSOLIDATION shows high alignment (gap: 95.0%).

Feedback - Team Dynamics Distribution
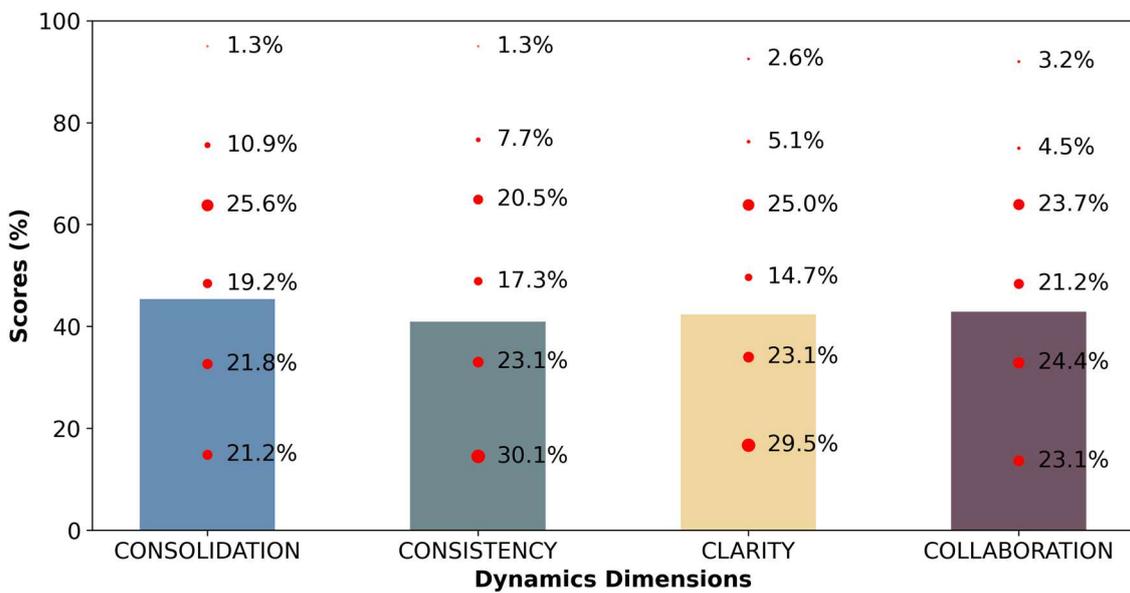
Diversity

Culture - Feedback (Age)
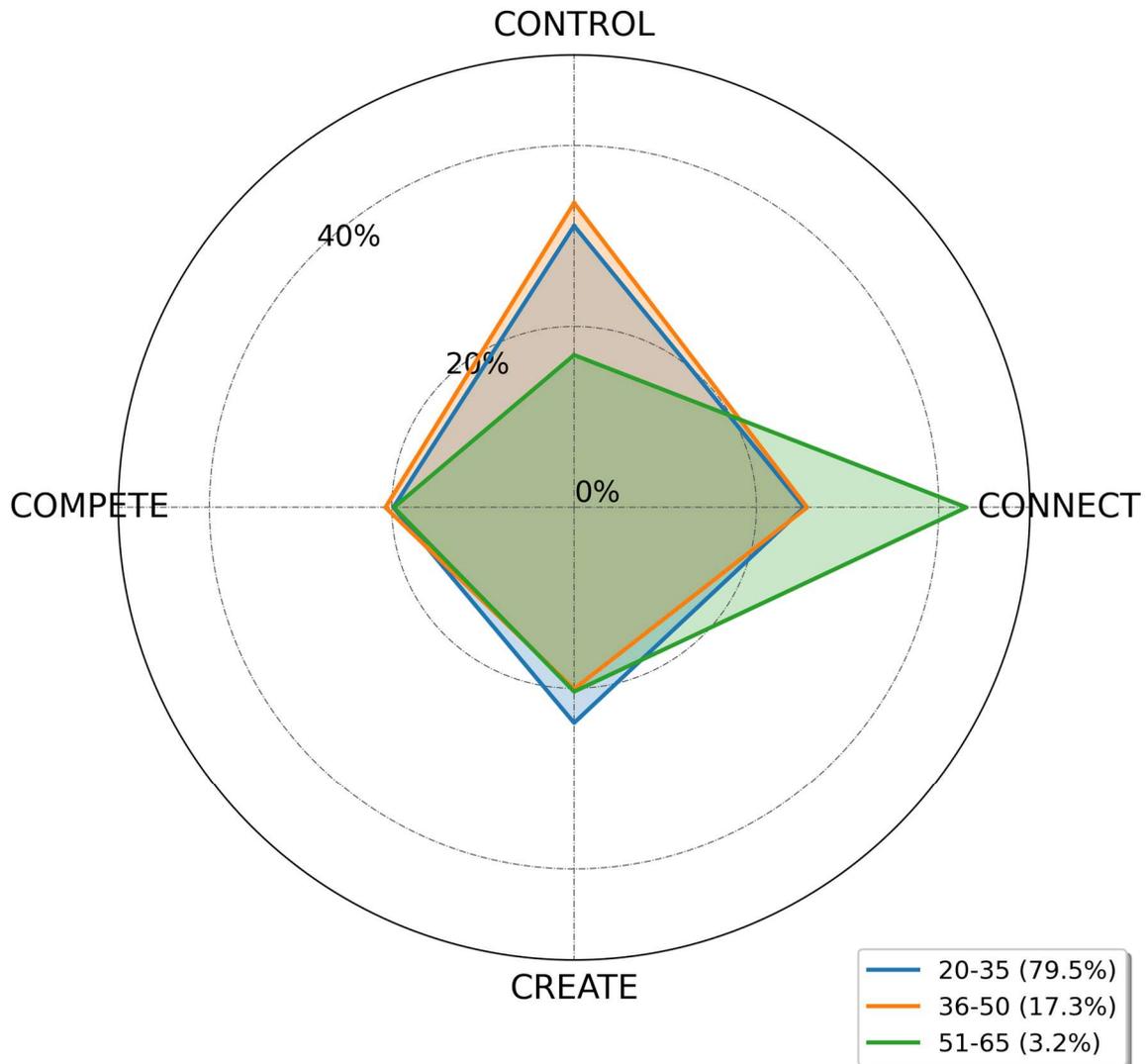
20-35 (79.5%): highest in CONTROL (score: 31.1%), lowest in COMPETE (score: 19.8%).

36-50 (17.3%): highest in CONTROL (score: 33.6%), lowest in CREATE (score: 20.1%).

51-65 (3.2%): highest in CONNECT (score: 43.0%), lowest in CONTROL (score: 16.8%).

The largest gap in perception between groups is in CONNECT with a difference of 17.8%. The second largest gap is in CONTROL with a difference of 16.8%.
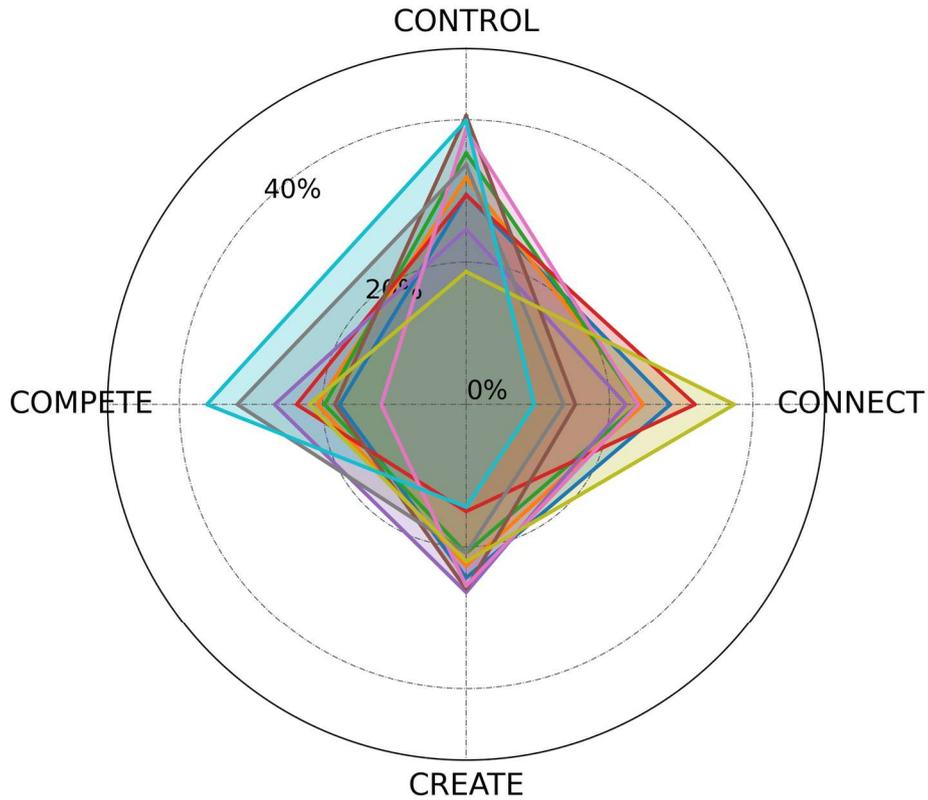
Dynamics - Feedback (Age)

Legend:
- 20-35 (79.5%)
- 36-50 (17.3%)
- 51-65 (3.2%)
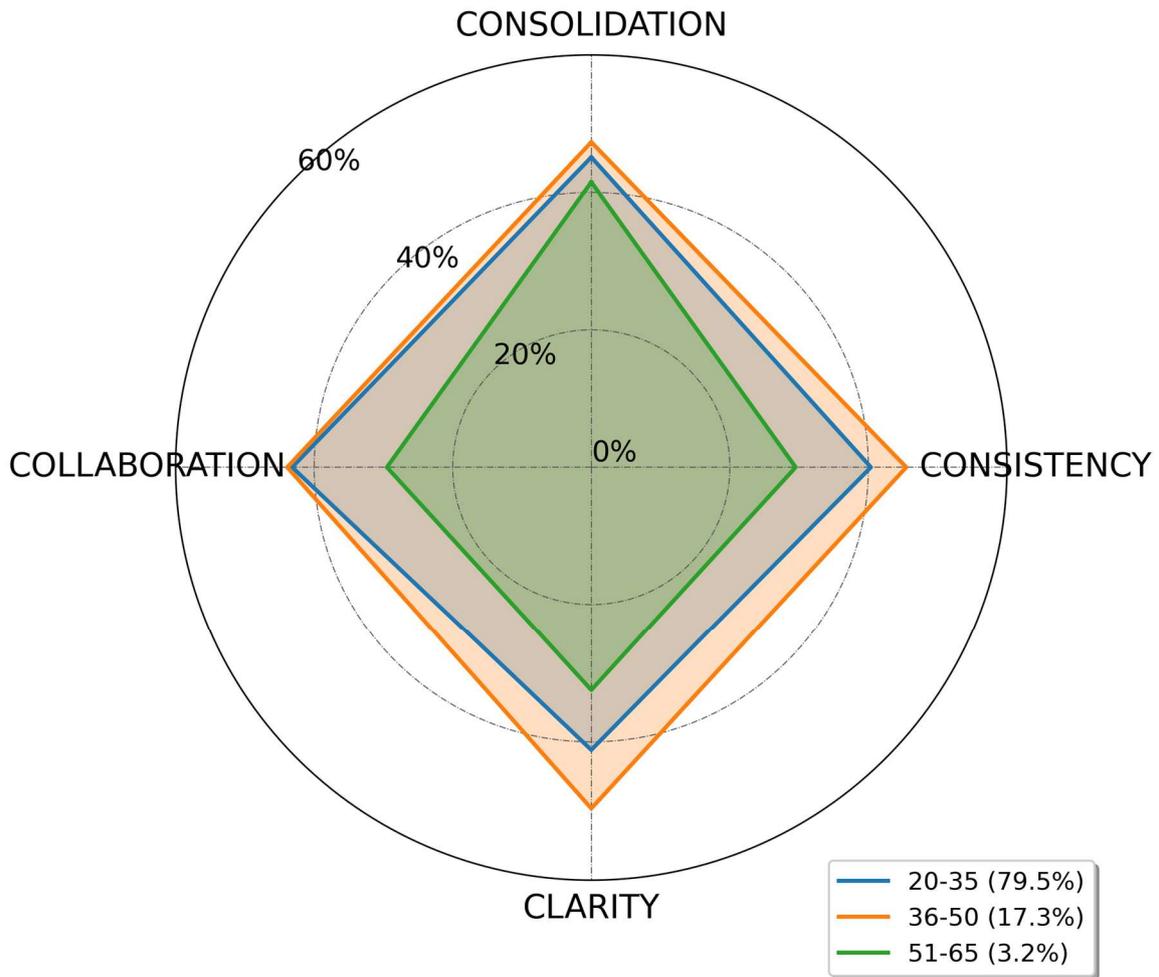
20-35 (79.5%): highest in CONSOLIDATION (score: 45.1%), lowest in CONSISTENCY (score: 40.4%).

36-50 (17.3%): highest in CLARITY (score: 49.6%), lowest in COLLABORATION (score: 43.9%).

51-65 (3.2%): highest in CONSOLIDATION (score: 41.5%), lowest in CONSISTENCY (score: 29.5%).

The largest gap in perception between groups is in CLARITY with a difference of 17.1%. The second largest gap is in CONSISTENCY with a difference of 16.0%.

Culture - Feedback (Gender)
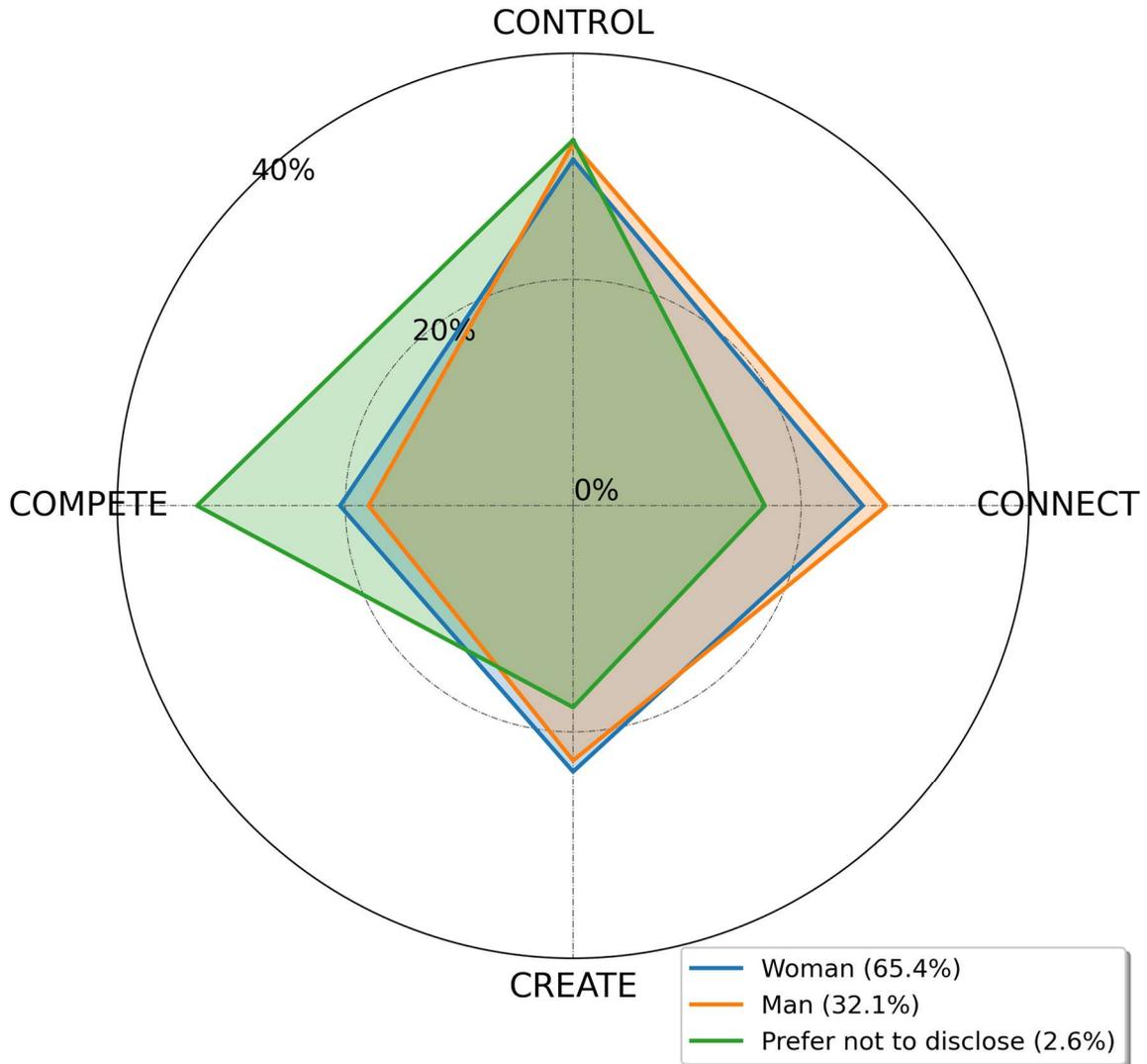
Man (32.1%): highest in CONTROL (score: 32.0%), lowest in COMPETE (score: 17.9%).

Prefer not to disclose (2.6%): highest in COMPETE (score: 33.0%), lowest in CONNECT (score: 16.8%).

Woman (65.4%): highest in CONTROL (score: 30.6%), lowest in COMPETE (score: 20.5%).

The largest gap in perception between groups is in COMPETE with a difference of 15.1%. The second largest gap is in CONNECT with a difference of 10.7%.

Dynamics - Feedback (Gender)
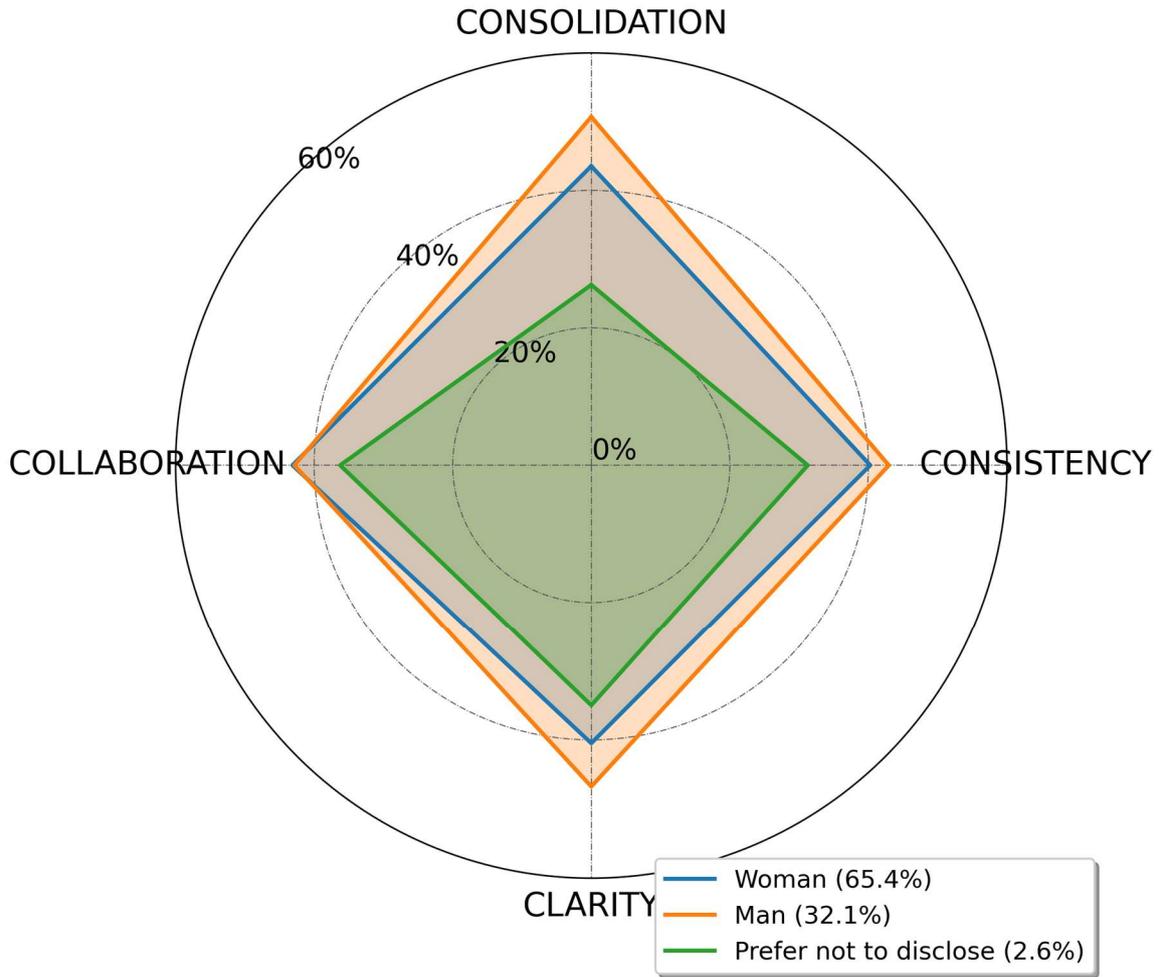
Man (32.1%): highest in CONSOLIDATION (score: 50.7%), lowest in COLLABORATION (score: 42.9%).

Prefer not to disclose (2.6%): highest in COLLABORATION (score: 36.2%), lowest in CONSOLIDATION (score: 26.2%).

Woman (65.4%): highest in CONSOLIDATION (score: 43.5%), lowest in CONSISTENCY (score: 40.3%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 24.5%. The second largest gap is in CLARITY with a difference of 11.8%.

Culture - Feedback (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in CONTROL (score: 33.7%), lowest in CONNECT (score: 13.6%).

Digital Transformation (2.6%): highest in CONNECT (score: 37.4%), lowest in CONTROL (score: 18.6%).

Finance (3.8%): highest in CONTROL (score: 40.5%), lowest in CONNECT (score: 15.2%).

General Management and Administration (5.1%): highest in CONNECT (score: 31.9%), lowest in CREATE (score: 15.0%).

HR (5.8%): highest in CONTROL (score: 35.3%), lowest in COMPETE (score: 19.7%).

Marketing (1.3%): highest in CONTROL (score: 39.9%), lowest in CONNECT (score: 9.5%).

Motor Unit (4.5%): highest in COMPETE (score: 26.7%), lowest in CONNECT (score: 22.3%).

Operations (31.4%): highest in CONTROL (score: 31.9%), lowest in COMPETE (score: 20.7%).

Sales (39.1%): highest in CONTROL (score: 29.5%), lowest in COMPETE (score: 17.7%).

Training and Quality (3.8%): highest in CONTROL (score: 38.6%), lowest in COMPETE (score: 11.8%).

The largest gap in perception between groups is in CONNECT with a difference of 27.9%. The second largest gap is in COMPETE with a difference of 24.3%.

Dynamics - Feedback (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in CONSISTENCY (score: 41.2%), lowest in CONSOLIDATION (score: 28.8%).

Digital Transformation (2.6%): highest in CLARITY (score: 58.1%), lowest in CONSISTENCY (score: 30.0%).

Finance (3.8%): highest in CONSOLIDATION (score: 52.5%), lowest in COLLABORATION (score: 40.4%).

General Management and Administration (5.1%): highest in CLARITY (score: 48.4%), lowest in CONSISTENCY (score: 43.4%).

HR (5.8%): highest in COLLABORATION (score: 36.4%), lowest in CONSISTENCY (score: 29.2%).

Marketing (1.3%): highest in COLLABORATION (score: 50.0%), lowest in CONSOLIDATION (score: 7.5%).

Motor Unit (4.5%): highest in CONSISTENCY (score: 52.1%), lowest in

COLLABORATION (score: 40.4%).
Operations (31.4%): highest in CONSOLIDATION (score: 48.0%), lowest in COLLABORATION (score: 42.6%).
Sales (39.1%): highest in CONSOLIDATION (score: 44.8%), lowest in CONSISTENCY (score: 37.7%).
Training and Quality (3.8%): highest in CONSOLIDATION (score: 61.2%), lowest in CONSISTENCY (score: 42.9%).
The largest gap in perception between groups is in CONSOLIDATION with a difference of 53.8%. The second largest gap is in CLARITY with a difference of 31.9%.

Culture - Feedback (Tenure)
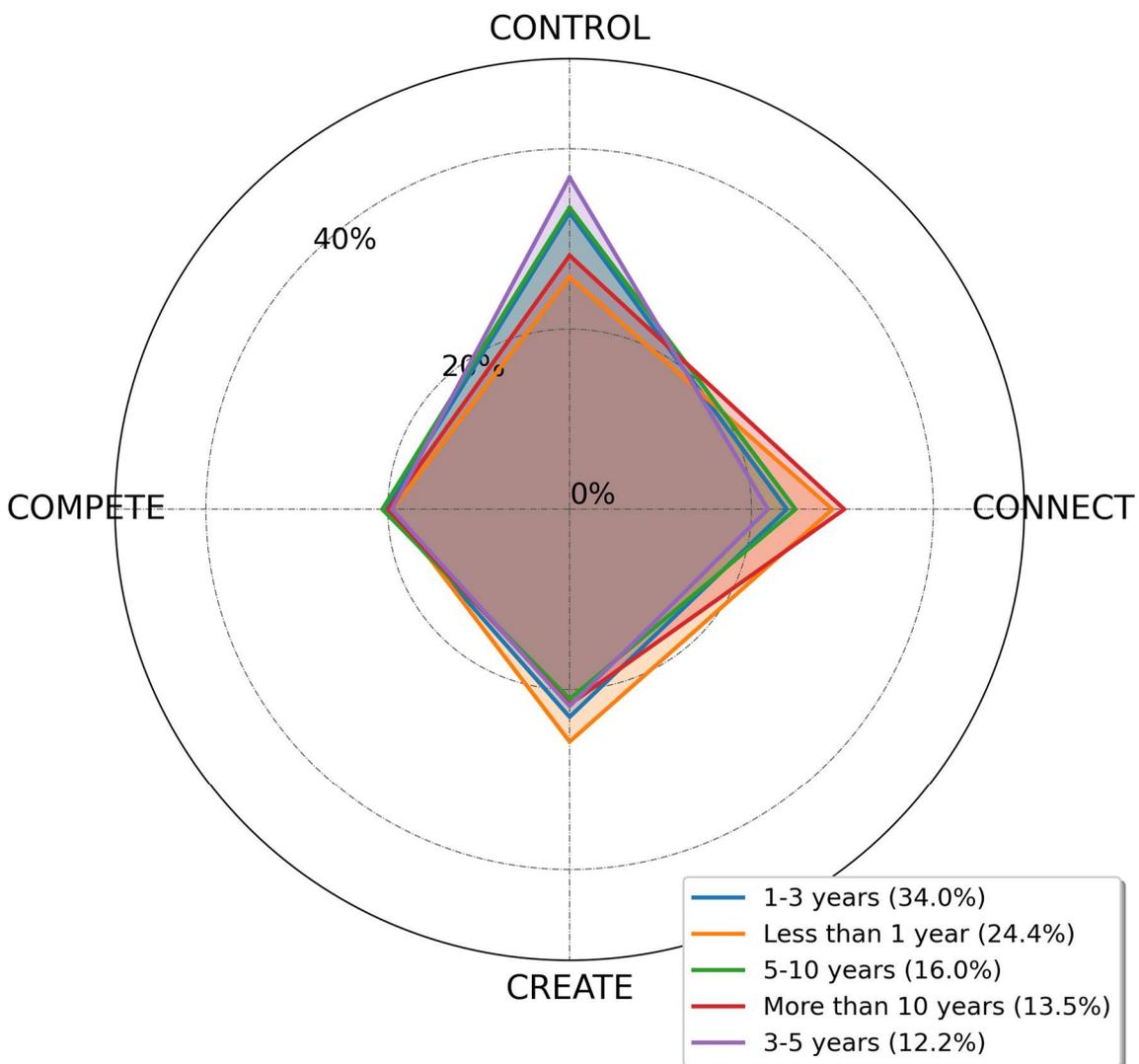
Less than 1 year (24.4%): highest in CONNECT (score: 28.9%), lowest in COMPETE (score: 19.5%).
1-3 years (34.0%): highest in CONTROL (score: 32.9%), lowest in COMPETE

(score: 20.2%).

3-5 years (12.2%): highest in CONTROL (score: 36.8%), lowest in COMPETE (score: 19.6%).

5-10 years (16.0%): highest in CONTROL (score: 33.5%), lowest in COMPETE (score: 20.6%).

More than 10 years (13.5%): highest in CONNECT (score: 30.2%), lowest in COMPETE (score: 20.0%).

The largest gap in perception between groups is in CONTROL with a difference of 11.0%. The second largest gap is in CONNECT with a difference of 8.4%.

Dynamics - Feedback (Tenure)
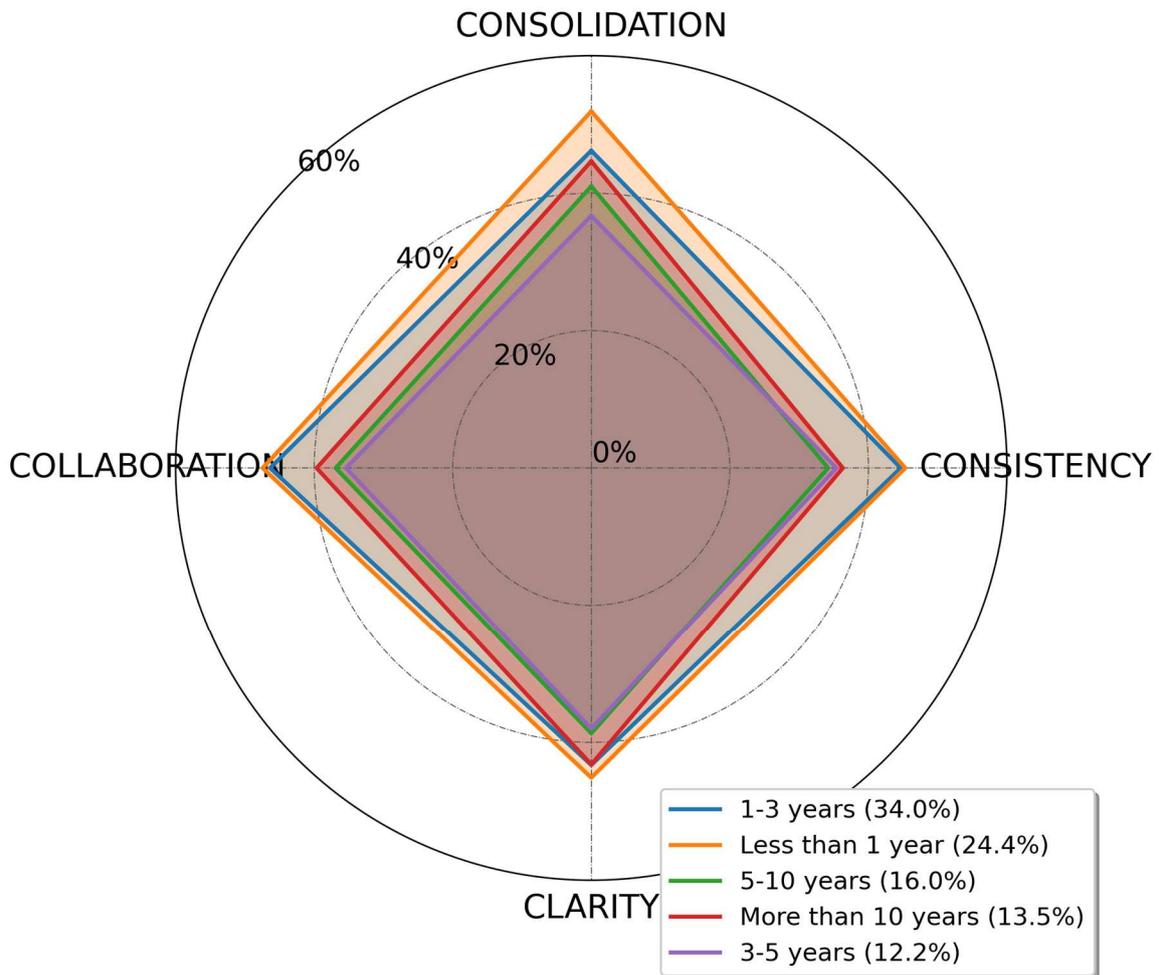
Less than 1 year (24.4%): highest in CONSOLIDATION (score: 51.9%), lowest in CLARITY (score: 45.1%).

1-3 years (34.0%): highest in COLLABORATION (score: 46.4%), lowest in CLARITY (score: 43.3%).

3-5 years (12.2%): highest in CLARITY (score: 38.0%), lowest in CONSISTENCY (score: 35.4%).

5-10 years (16.0%): highest in CONSOLIDATION (score: 41.0%), lowest in CONSISTENCY (score: 34.2%).

More than 10 years (13.5%): highest in CONSOLIDATION (score: 44.6%), lowest in CONSISTENCY (score: 36.3%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 15.2%. The second largest gap is in COLLABORATION with a difference of 12.0%.

Culture - Feedback (Position)
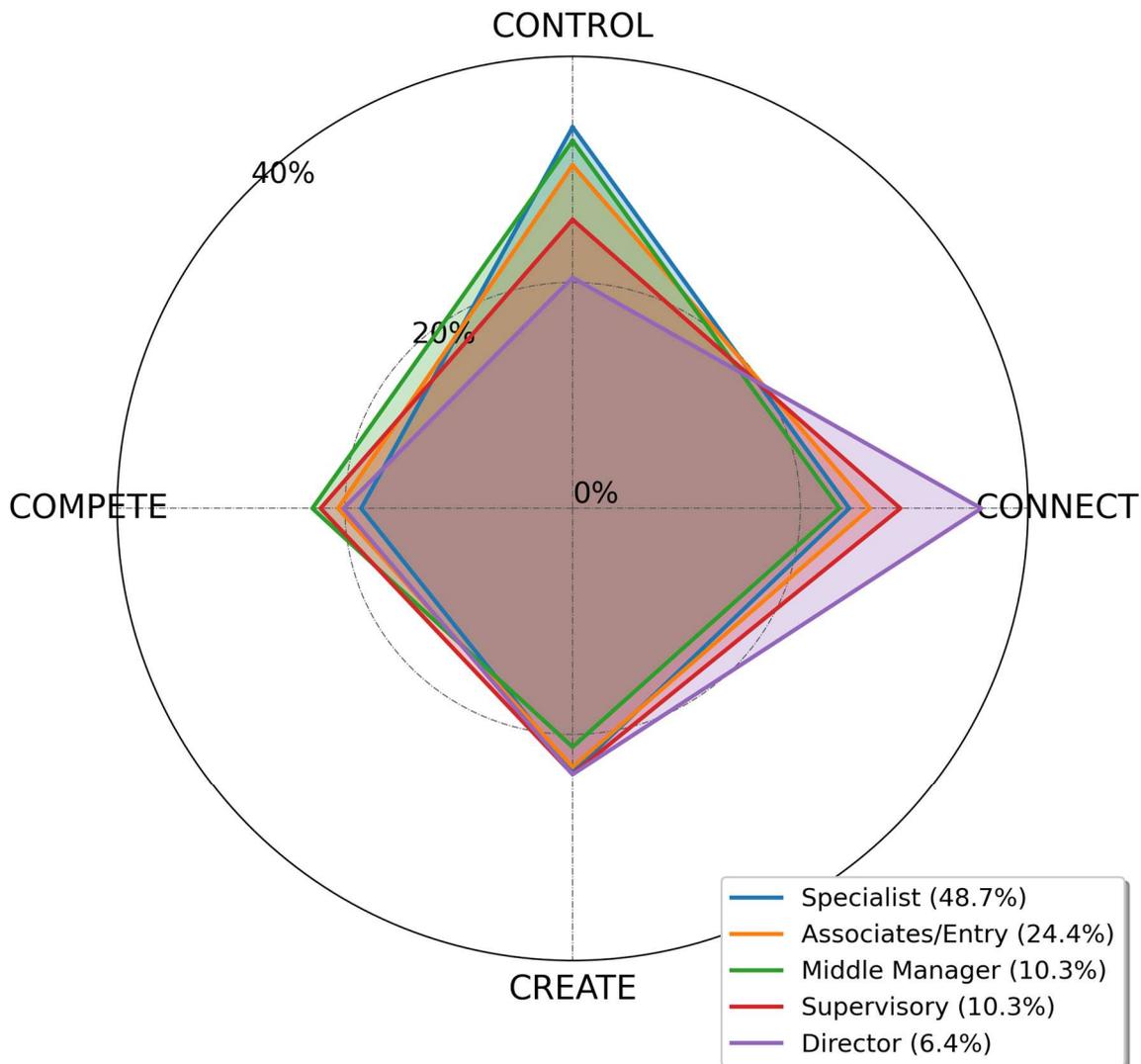
Associates/Entry (24.4%): highest in CONTROL (score: 30.4%), lowest in COMPETE (score: 20.6%).

Director (6.4%): highest in CONNECT (score: 35.9%), lowest in COMPETE (score: 20.1%).

Middle Manager (10.3%): highest in CONTROL (score: 32.5%), lowest in CREATE (score: 21.1%).

Specialist (48.7%): highest in CONTROL (score: 33.7%), lowest in COMPETE (score: 18.6%).

Supervisory (10.3%): highest in CONNECT (score: 28.8%), lowest in COMPETE (score: 22.1%).

The largest gap in perception between groups is in CONTROL with a difference of 13.3%. The second largest gap is in CONNECT with a difference of 12.5%.

Dynamics - Feedback (Position)
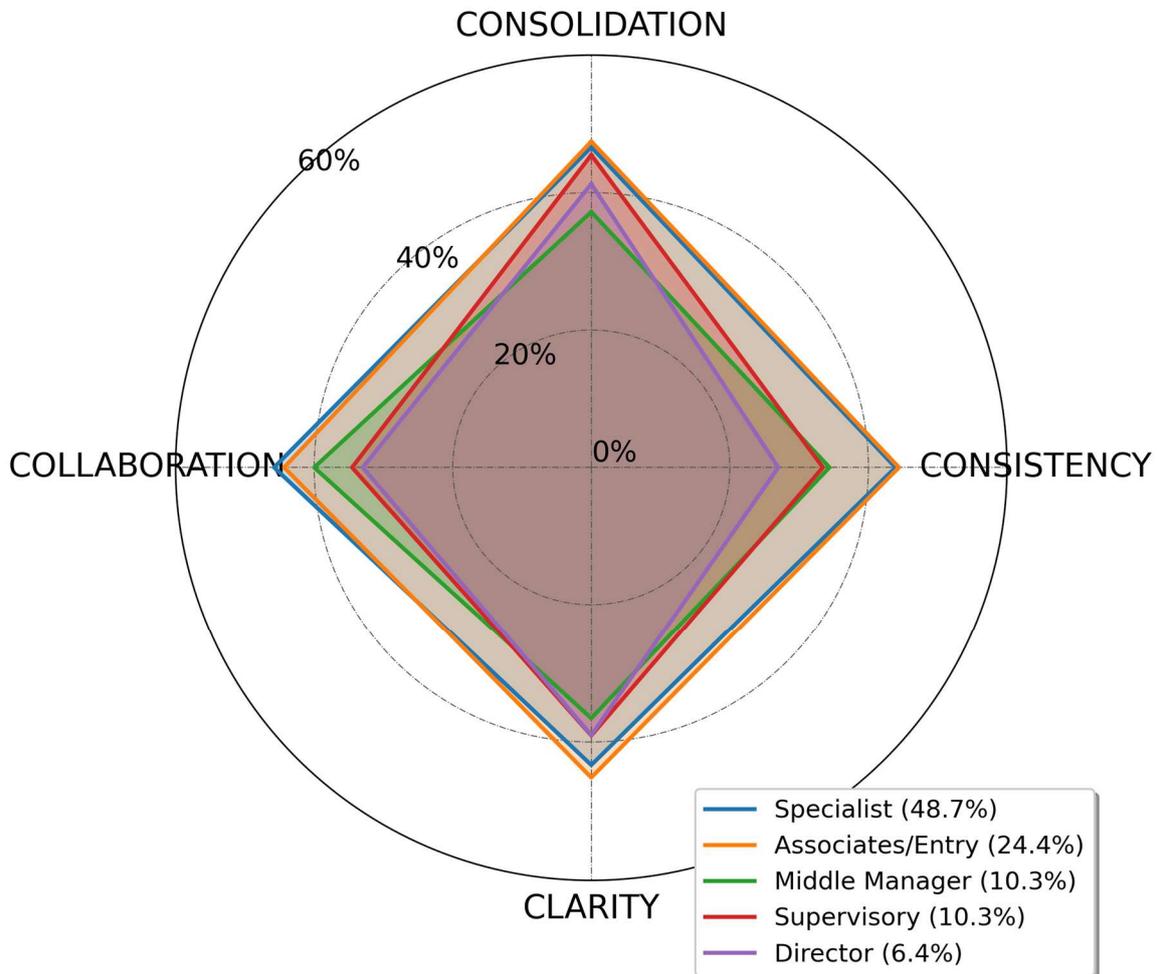
Associates/Entry (24.4%): highest in CONSOLIDATION (score: 47.4%), lowest in COLLABORATION (score: 44.3%).

Director (6.4%): highest in CONSOLIDATION (score: 41.2%), lowest in CONSISTENCY (score: 27.0%).

Middle Manager (10.3%): highest in COLLABORATION (score: 40.0%), lowest in CONSISTENCY (score: 34.4%).

Specialist (48.7%): highest in CONSOLIDATION (score: 46.6%), lowest in CLARITY (score: 43.3%).

Supervisory (10.3%): highest in CONSOLIDATION (score: 45.5%), lowest in CONSISTENCY (score: 33.4%).

The largest gap in perception between groups is in CONSISTENCY with a difference of 17.4%. The second largest gap is in COLLABORATION with a difference of 12.8%.

Adaptability

Culture

• Profile 1 (100.0% of your team) scores highest in CONTROL (30.0%) and lowest in COMPETE (21.0%).

• Profiles show minor variability across dimensions, with CONTROL achieving the highest scores at 30.0%.
• COMPETE, however, scores slightly lower at 21.0%, suggesting near alignment in practices.

Adaptability - Culture Representative Profiles
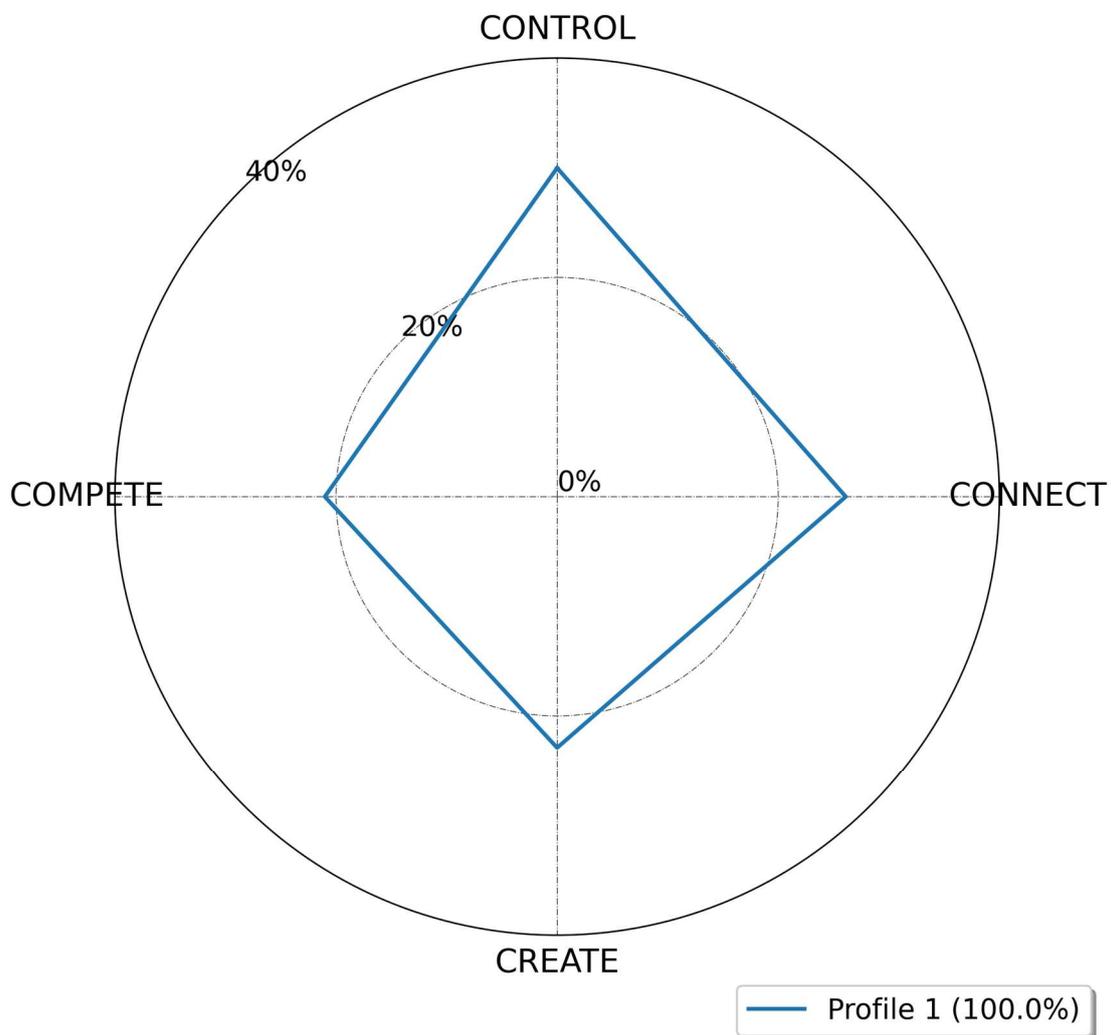
Dynamics

By Profile

• Profile 1 (98.1% of your team) scores highest in CONSOLIDATION (45.3%) and lowest in COLLABORATION (41.4%).
• Profile 2 (0.6% of your team) scores highest in CLARITY (100.0%) and lowest in CONSOLIDATION (7.5%).
• Profile 3 (0.6% of your team) scores highest in COLLABORATION (90.0%) and lowest in CONSISTENCY (10.0%).
• Profile 4 (0.6% of your team) scores highest in COLLABORATION (90.0%) and lowest in CLARITY (15.0%).

• The largest variability is observed in the CLARITY dimension, achieving scores as high as 100.0%.
• In contrast, CONSOLIDATION scores the lowest at 7.5%, indicating significant disparity in practices.

Adaptability - Dynamics Representative Profiles
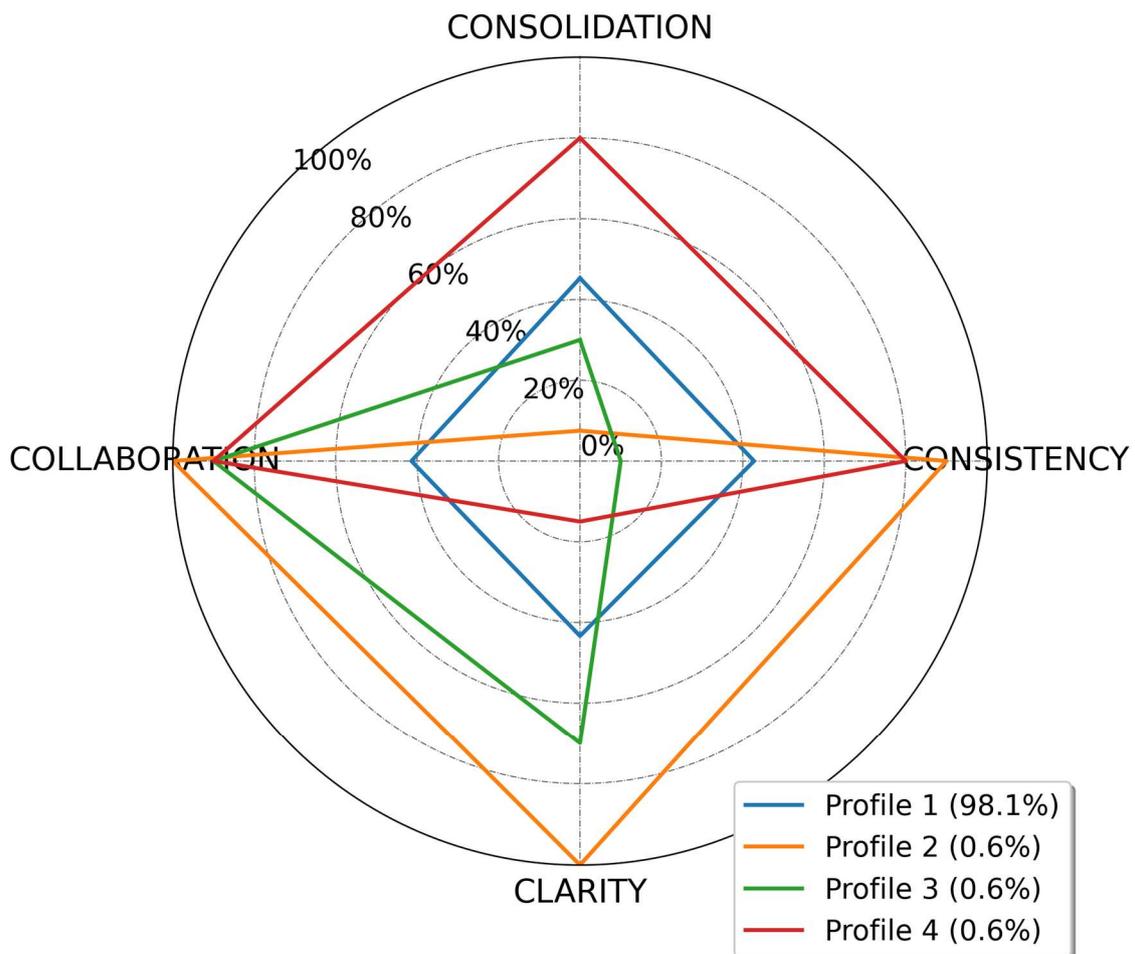
By Dimension

CONSOLIDATION: overall average is 45.2%, ranging from 2.5% to 100.0% (gap: 97.5%). CONSISTENCY: overall average is 43.1%, ranging from 2.5% to 100.0% (gap: 97.5%). CLARITY: overall average is 43.7%, ranging from 2.5% to 100.0% (gap: 97.5%). COLLABORATION: overall average is 42.4%, ranging from 2.5% to 100.0% (gap: 97.5%).

In Adaptability dynamics, the largest discrepancy is in CONSOLIDATION (gap: 97.5%), suggesting an area for improvement, while CONSOLIDATION shows high alignment (gap: 97.5%).

Adaptability - Team Dynamics Distribution
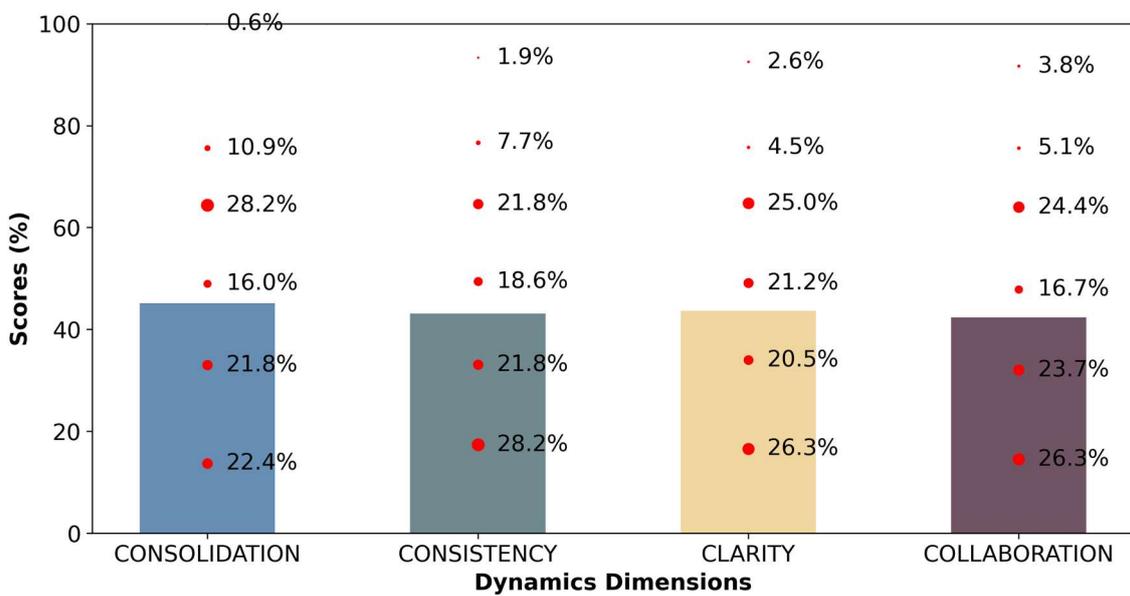
Culture - Adaptability (Age)
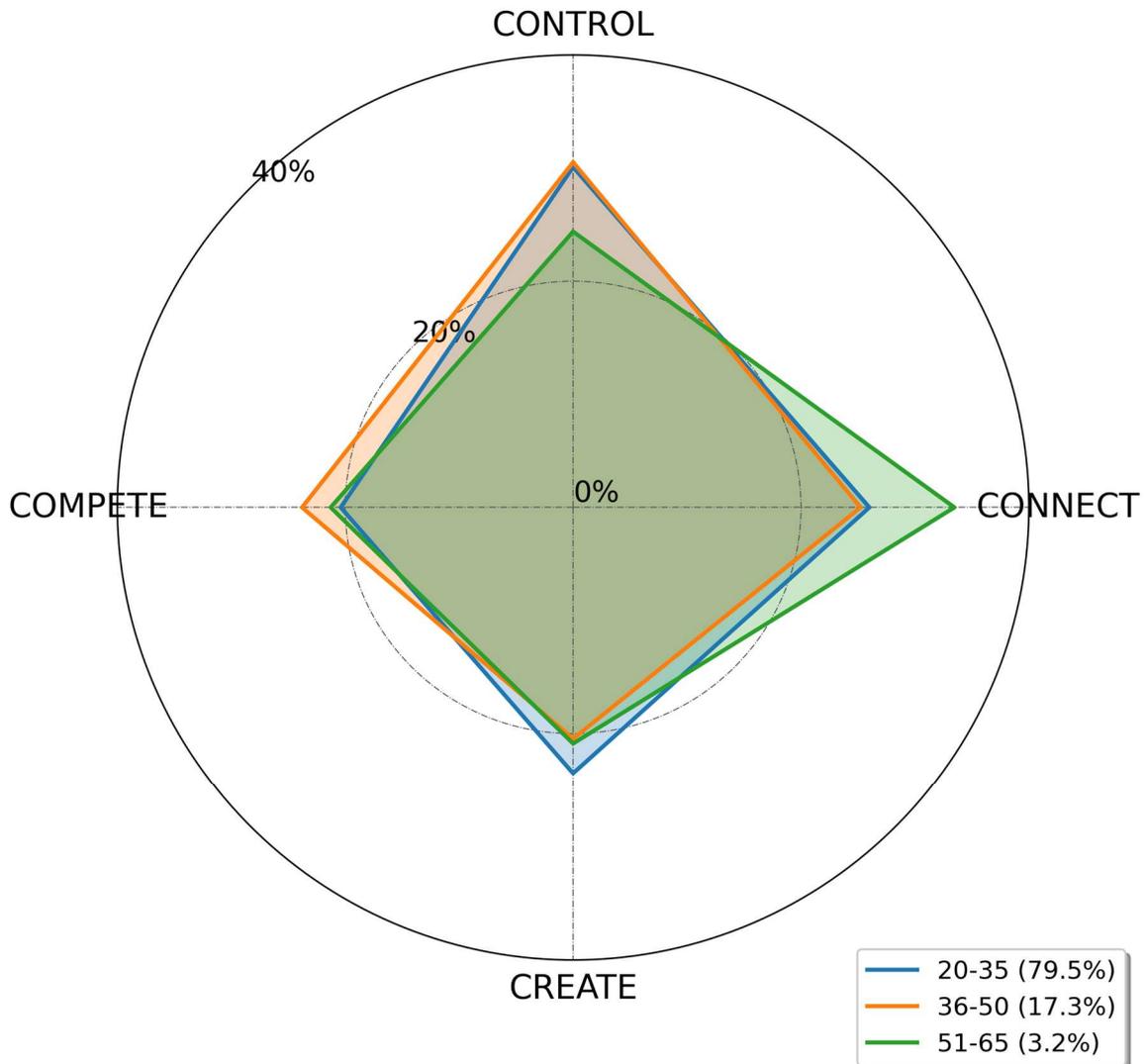
20-35 (79.5%): highest in CONTROL (score: 30.1%), lowest in COMPETE (score: 20.4%).

36-50 (17.3%): highest in CONTROL (score: 30.5%), lowest in CREATE (score: 20.5%).

51-65 (3.2%): highest in CONNECT (score: 33.5%), lowest in CREATE (score: 20.9%).

The largest gap in perception between groups is in CONNECT with a difference of 8.2%. The second largest gap is in CONTROL with a difference of 6.1%.
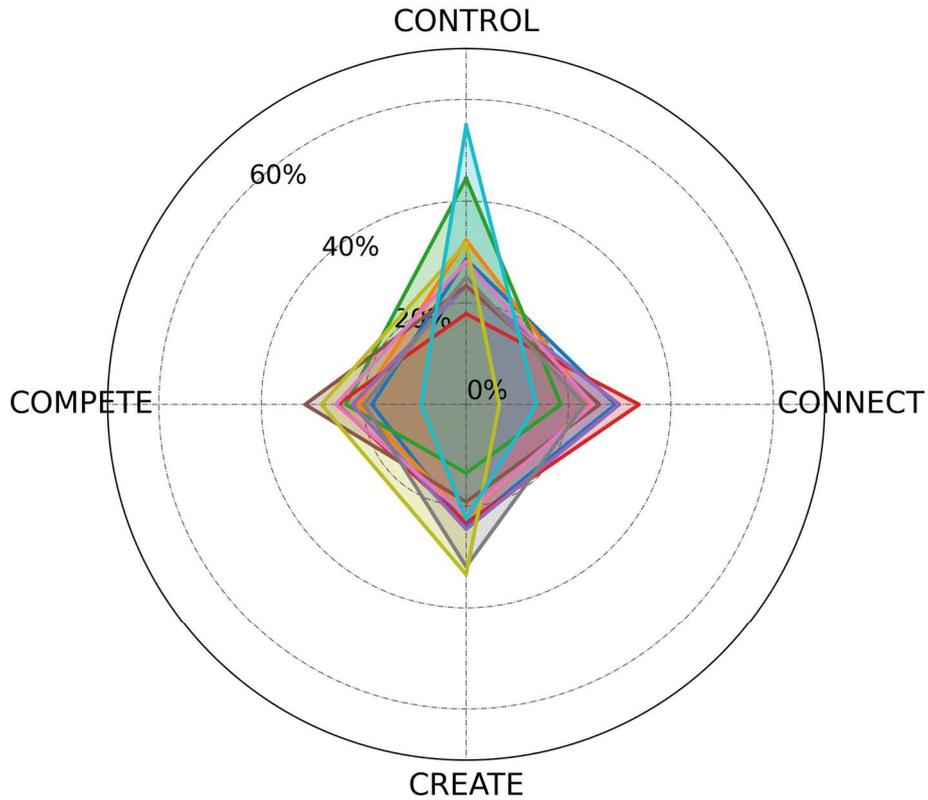
Dynamics - Adaptability (Age)
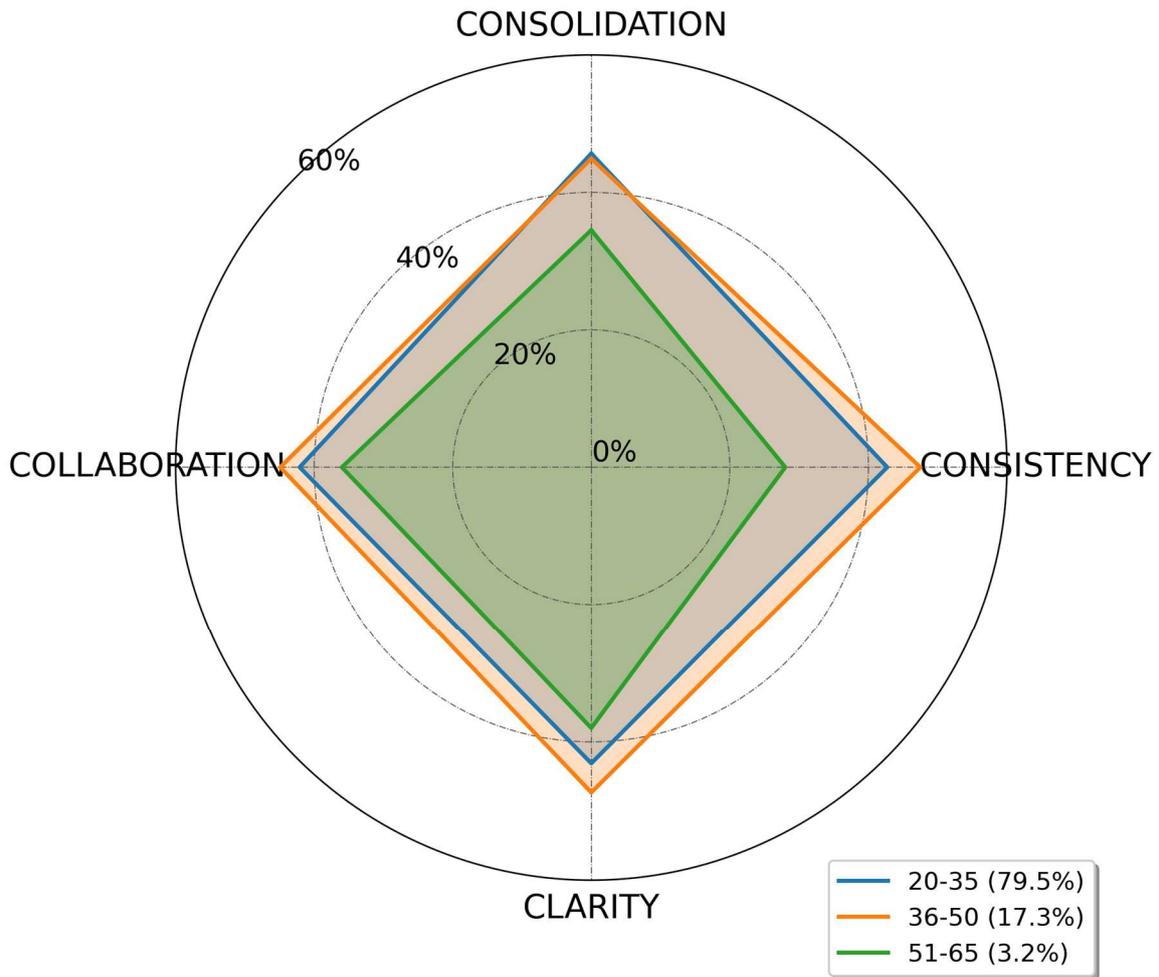
20-35 (79.5%): highest in CONSOLIDATION (score: 45.6%), lowest in COLLABORATION (score: 42.1%).

36-50 (17.3%): highest in CONSISTENCY (score: 47.5%), lowest in CONSOLIDATION (score: 44.9%).

51-65 (3.2%): highest in CLARITY (score: 38.0%), lowest in CONSISTENCY (score: 28.0%).

The largest gap in perception between groups is in CONSISTENCY with a difference of 19.5%. The second largest gap is in CONSOLIDATION with a difference of 11.1%.

Culture - Adaptability (Gender)
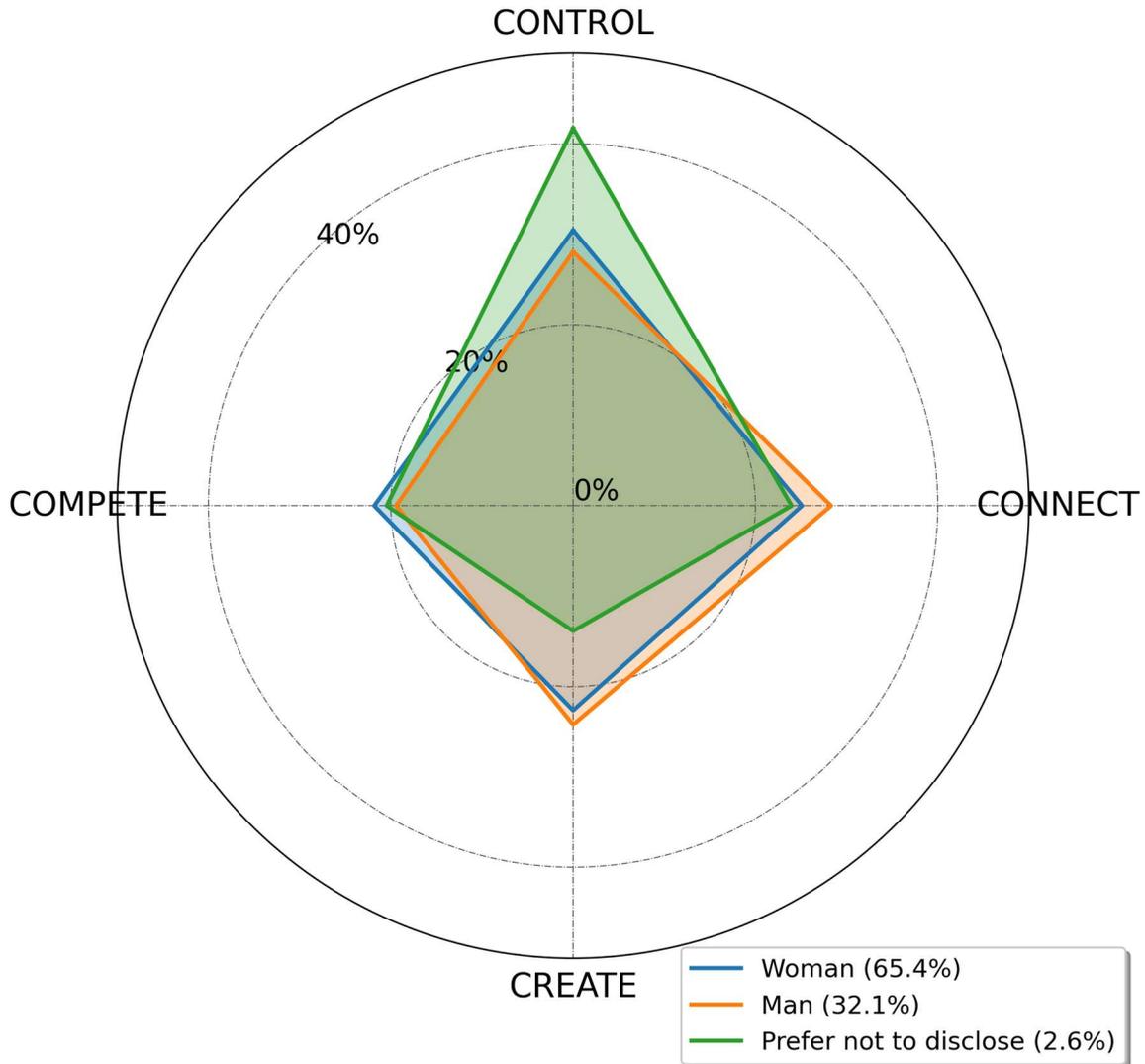
Man (32.1%): highest in CONNECT (score: 28.3%), lowest in COMPETE (score: 19.4%).

Prefer not to disclose (2.6%): highest in CONTROL (score: 41.7%), lowest in CREATE (score: 13.8%).

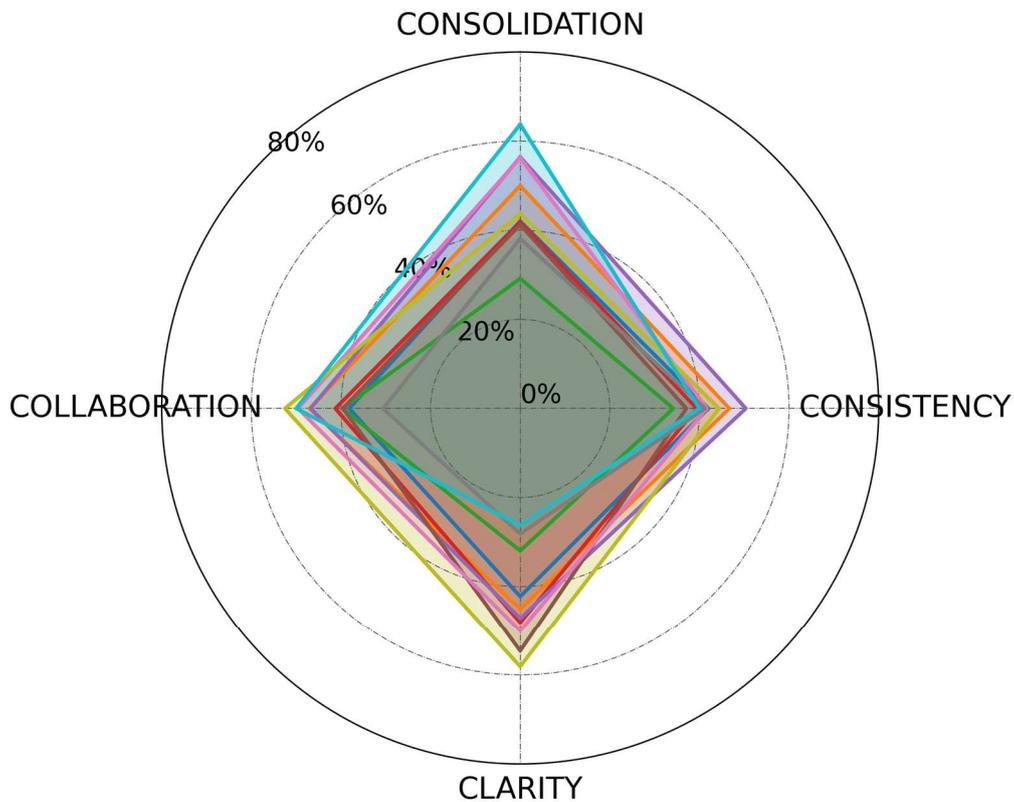Woman (65.4%): highest in CONTROL (score: 30.5%), lowest in COMPETE (score: 21.8%).

The largest gap in perception between groups is in CONTROL with a difference of 13.6%. The second largest gap is in CREATE with a difference of 10.3%.

Dynamics - Adaptability (Gender)
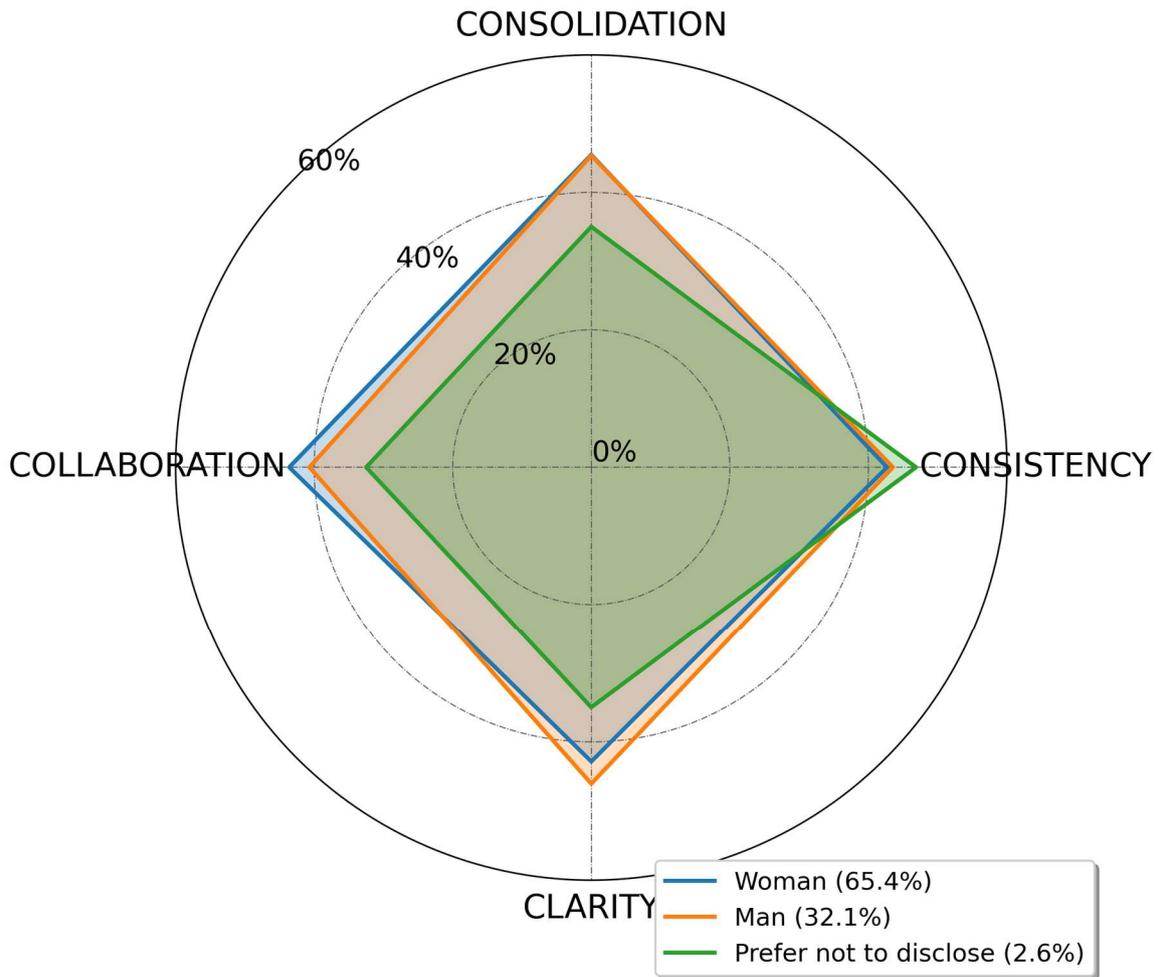
Man (32.1%): highest in CLARITY (score: 46.0%), lowest in COLLABORATION (score: 40.7%).

Prefer not to disclose (2.6%): highest in CONSISTENCY (score: 46.9%), lowest in COLLABORATION (score: 32.5%).

Woman (65.4%): highest in CONSOLIDATION (score: 45.5%), lowest in CONSISTENCY (score: 42.7%).

The largest gap in perception between groups is in COLLABORATION with a difference of 11.1%. The second largest gap is in CLARITY with a difference of 11.0%.

Culture - Adaptability (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in CREATE (score: 31.9%), lowest in COMPETE (score: 19.9%).

Digital Transformation (2.6%): highest in CREATE (score: 33.4%), lowest in CONNECT (score: 6.5%).

Finance (3.8%): highest in COMPETE (score: 31.4%), lowest in CREATE (score: 19.2%).

General Management and Administration (5.1%): highest in CONNECT (score: 33.8%), lowest in CONTROL (score: 17.8%).

HR (5.8%): highest in CONTROL (score: 44.5%), lowest in CREATE (score: 13.5%).

Marketing (1.3%): highest in CONTROL (score: 54.9%), lowest in COMPETE (score: 8.8%).

Motor Unit (4.5%): highest in CONNECT (score: 29.9%), lowest in COMPETE (score: 22.2%).

Operations (31.4%): highest in CONTROL (score: 32.3%), lowest in COMPETE (score: 21.1%).

Sales (39.1%): highest in CONNECT (score: 29.2%), lowest in COMPETE (score: 18.4%).

Training and Quality (3.8%): highest in CONTROL (score: 28.1%), lowest in

CREATE (score: 21.8%).

The largest gap in perception between groups is in CONTROL with a difference of 37.0%. The second largest gap is in CONNECT with a difference of 27.3%.

Dynamics - Adaptability (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in CONSISTENCY (score: 41.2%), lowest in CLARITY (score: 28.1%).

Digital Transformation (2.6%): highest in CLARITY (score: 58.1%), lowest in CONSOLIDATION (score: 43.8%).

Finance (3.8%): highest in CLARITY (score: 54.6%), lowest in CONSISTENCY (score: 37.1%).

General Management and Administration (5.1%): highest in CLARITY (score: 48.1%), lowest in CONSISTENCY (score: 39.4%).

HR (5.8%): highest in COLLABORATION (score: 39.7%), lowest in CONSOLIDATION (score: 29.2%).

Marketing (1.3%): highest in CONSOLIDATION (score: 63.8%), lowest in CLARITY (score: 26.2%).

Motor Unit (4.5%): highest in CONSOLIDATION (score: 56.4%), lowest in COLLABORATION (score: 46.8%).

Operations (31.4%): highest in CONSOLIDATION (score: 50.0%), lowest in CLARITY (score: 45.1%).

Sales (39.1%): highest in CLARITY (score: 42.2%), lowest in COLLABORATION (score: 38.2%).

Training and Quality (3.8%): highest in CONSOLIDATION (score: 56.2%), lowest in CONSISTENCY (score: 41.7%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 34.6%. The second largest gap is in CLARITY with a difference of 31.9%.

Culture - Adaptability (Tenure)
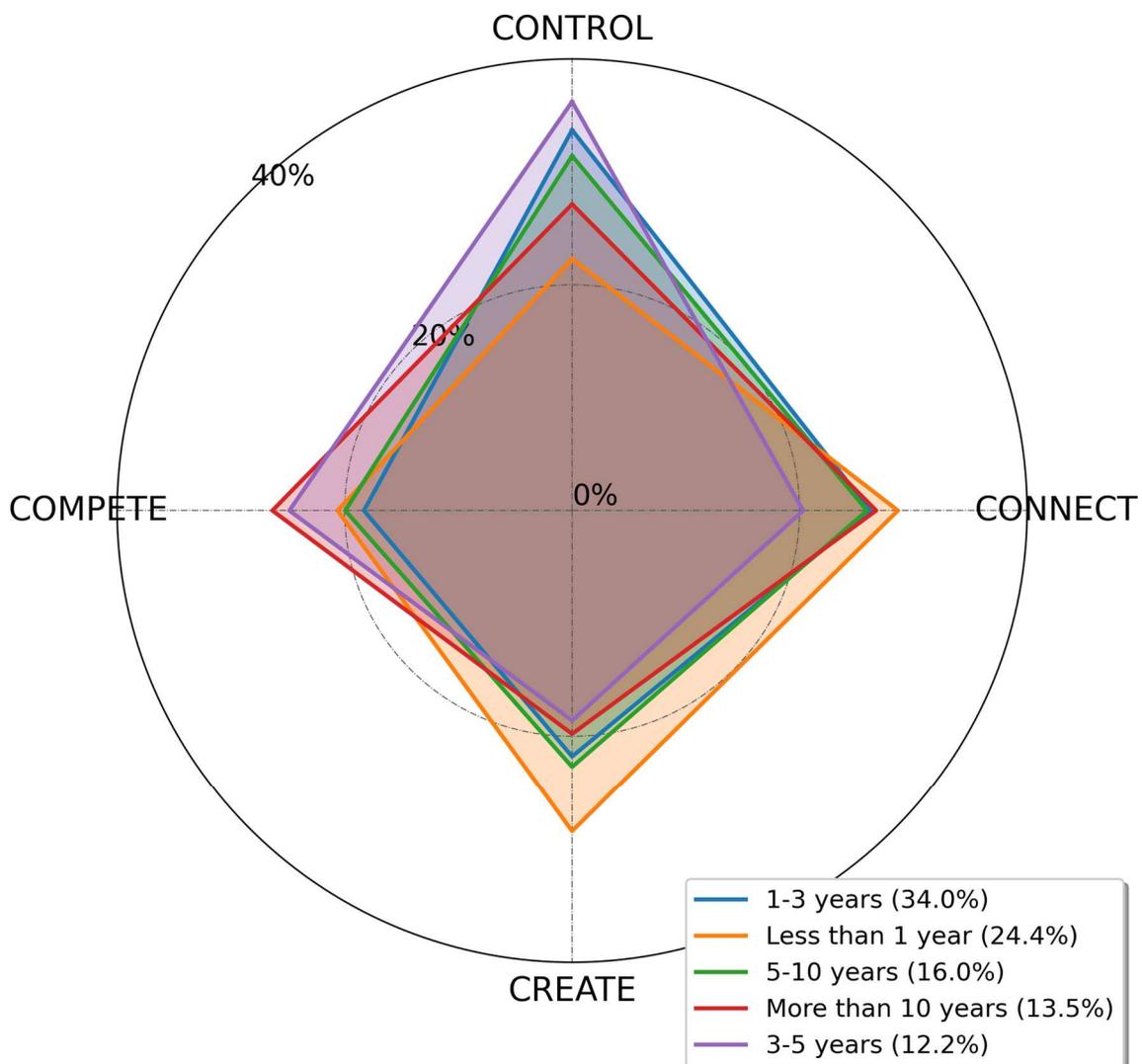
Less than 1 year (24.4%): highest in CONNECT (score: 28.6%), lowest in COMPETE (score: 20.6%).

1-3 years (34.0%): highest in CONTROL (score: 33.7%), lowest in COMPETE (score: 18.3%).

3-5 years (12.2%): highest in CONTROL (score: 36.2%), lowest in CREATE (score: 18.6%).

5-10 years (16.0%): highest in CONTROL (score: 31.4%), lowest in COMPETE (score: 19.9%).

More than 10 years (13.5%): highest in CONTROL (score: 27.1%), lowest in CREATE (score: 19.8%).

The largest gap in perception between groups is in CONTROL with a difference of 13.9%. The second largest gap is in CREATE with a difference of 9.8%.

Dynamics - Adaptability (Tenure)
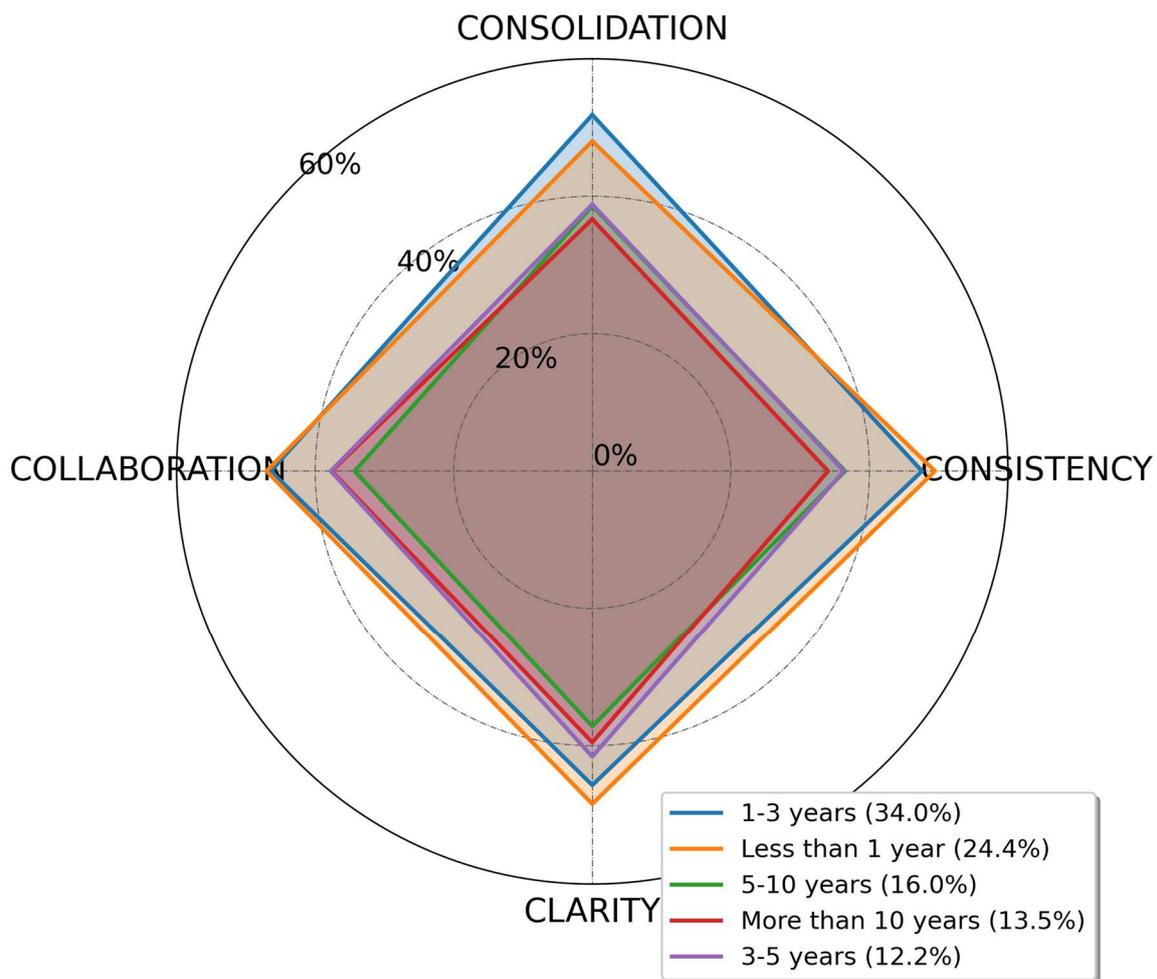
Less than 1 year (24.4%): highest in CONSISTENCY (score: 49.5%), lowest in COLLABORATION (score: 47.0%).

1-3 years (34.0%): highest in CONSOLIDATION (score: 51.8%), lowest in CLARITY (score: 45.7%).

3-5 years (12.2%): highest in CLARITY (score: 41.6%), lowest in CONSISTENCY (score: 36.3%).

5-10 years (16.0%): highest in CONSOLIDATION (score: 38.6%), lowest in COLLABORATION (score: 34.3%).

More than 10 years (13.5%): highest in CLARITY (score: 39.5%), lowest in

CONSISTENCY (score: 34.0%).

The largest gap in perception between groups is in CONSISTENCY with a difference of 15.4%. The second largest gap is in CONSOLIDATION with a difference of 15.2%.

Culture - Adaptability (Position)
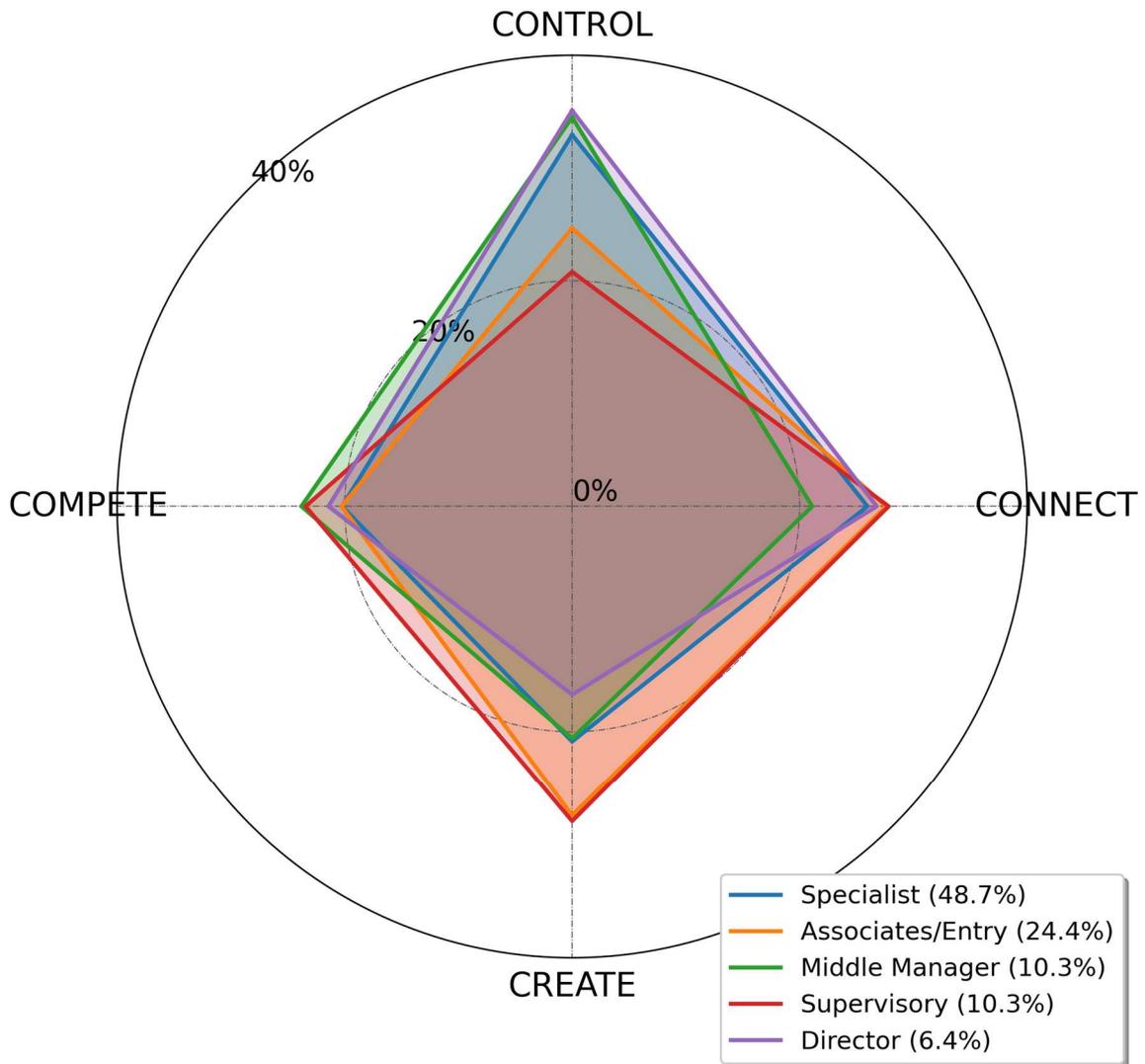
Associates/Entry (24.4%): highest in CONNECT (score: 27.6%), lowest in COMPETE (score: 20.3%).

Director (6.4%): highest in CONTROL (score: 35.1%), lowest in CREATE (score: 16.7%).

Middle Manager (10.3%): highest in CONTROL (score: 34.5%), lowest in CREATE (score: 20.6%).

Specialist (48.7%): highest in CONTROL (score: 32.9%), lowest in COMPETE (score: 20.2%).

Supervisory (10.3%): highest in CREATE (score: 28.0%), lowest in CONTROL

(score: 20.8%).

The largest gap in perception between groups is in CONTROL with a difference of 14.3%. The second largest gap is in CREATE with a difference of 11.3%.

Dynamics - Adaptability (Position)
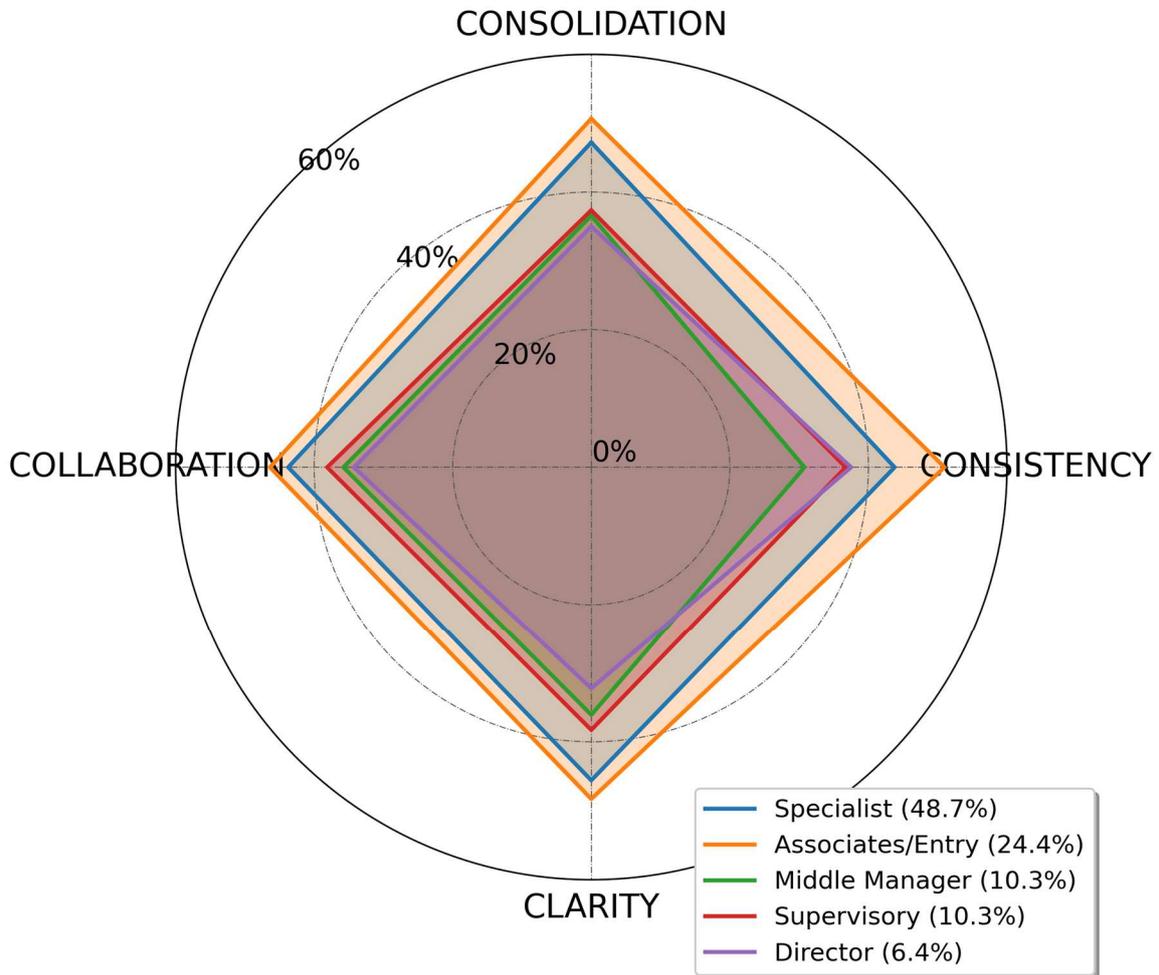
Associates/Entry (24.4%): highest in CONSISTENCY (score: 51.0%), lowest in COLLABORATION (score: 46.4%).

Director (6.4%): highest in CONSISTENCY (score: 37.5%), lowest in CLARITY (score: 32.2%).

Middle Manager (10.3%): highest in CONSOLIDATION (score: 36.6%), lowest in CONSISTENCY (score: 30.8%).

Specialist (48.7%): highest in CONSOLIDATION (score: 47.2%), lowest in COLLABORATION (score: 43.8%).

Supervisory (10.3%): highest in CLARITY (score: 38.3%), lowest in CONSISTENCY (score: 36.7%).

The largest gap in perception between groups is in CONSISTENCY with a difference of 20.2%. The second largest gap is in CLARITY with a difference of 16.0%.

Accountability

Culture

• Profile 1 (98.1% of your team) scores highest in CONTROL (28.7%) and lowest in CREATE (20.6%).
• Profile 2 (1.3% of your team) scores highest in COMPETE (42.7%) and lowest in CONNECT (7.6%).
• Profile 3 (0.6% of your team) scores highest in CREATE (60.0%) and lowest in CONNECT (5.0%).

• The largest variability is observed in the CREATE dimension, achieving scores as high as 60.0%.
• In contrast, CONNECT scores the lowest at 5.0%, indicating significant disparity in practices.

Accountability - Culture Representative Profiles
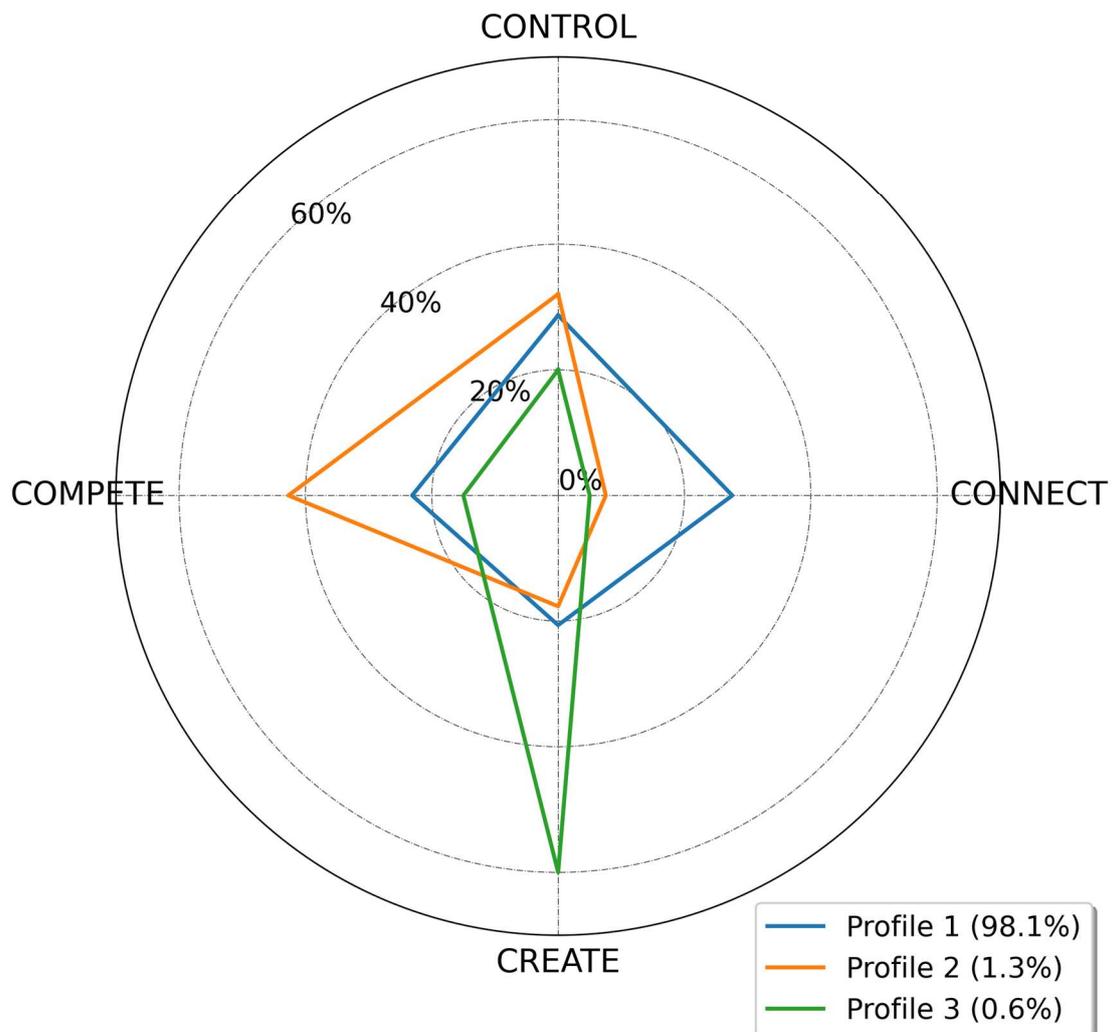
Dynamics

By Profile

• Profile 1 (100.0% of your team) scores highest in CONSOLIDATION (46.2%) and lowest in CLARITY (42.1%).

• Profiles show minor variability across dimensions, with CONSOLIDATION achieving the highest scores at 46.2%.
• CLARITY, however, scores slightly lower at 42.1%, suggesting near alignment in practices.

Accountability - Dynamics Representative Profiles
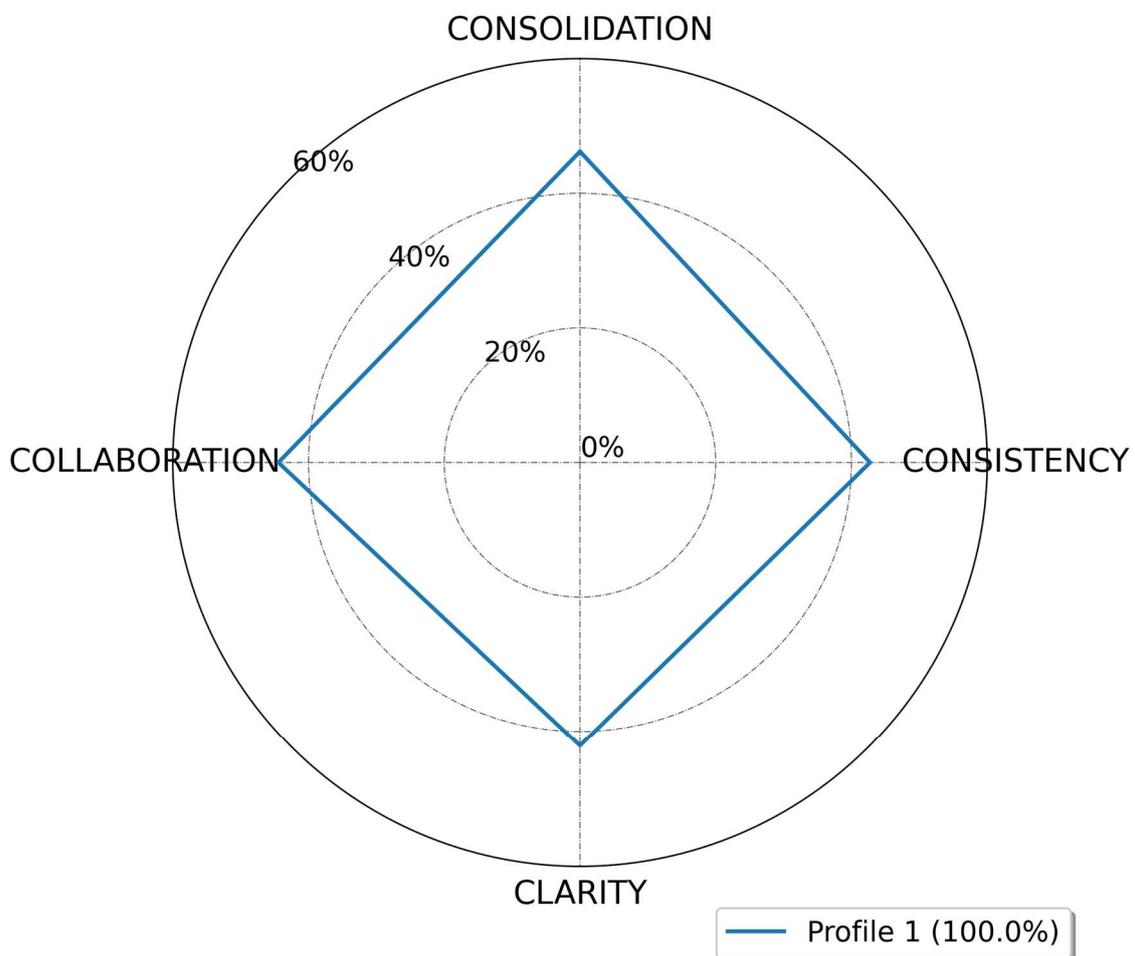
By Dimension

CONSOLIDATION: overall average is 46.2%, ranging from 5.0% to 100.0% (gap: 95.0%). CONSISTENCY: overall average is 42.7%, ranging from 2.5% to 100.0% (gap: 97.5%). CLARITY: overall average is 42.1%, ranging from 5.0% to 100.0% (gap: 95.0%). COLLABORATION: overall average is 44.4%, ranging from 5.0% to 100.0% (gap: 95.0%).

In Accountability dynamics, the largest discrepancy is in CONSISTENCY (gap: 97.5%), suggesting an area for improvement, while CONSOLIDATION shows high alignment (gap: 95.0%).

Accountability - Team Dynamics Distribution
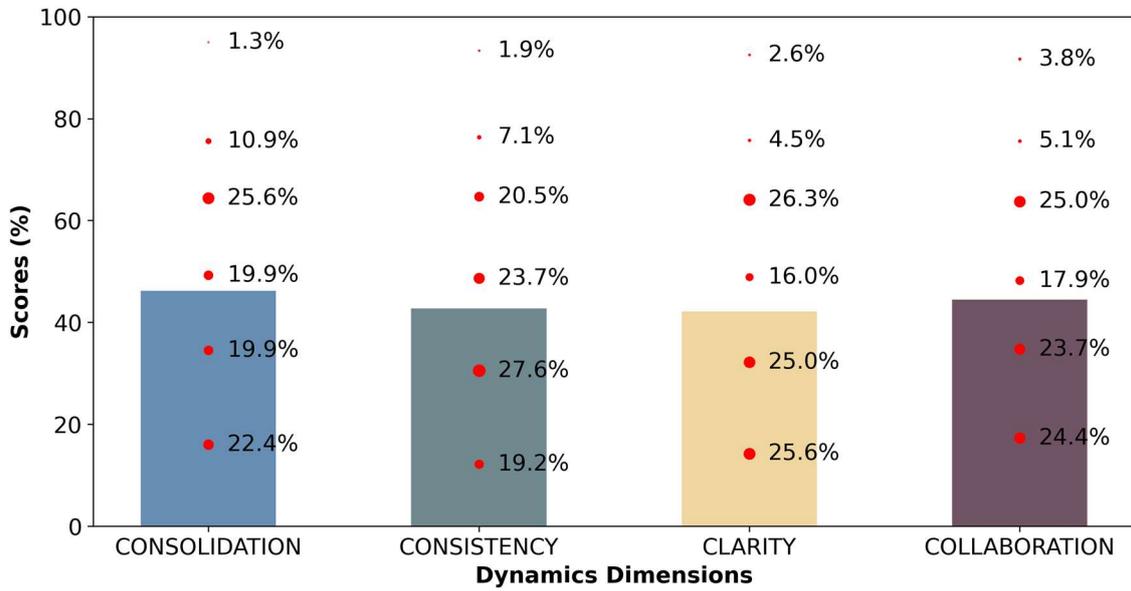
Diversity

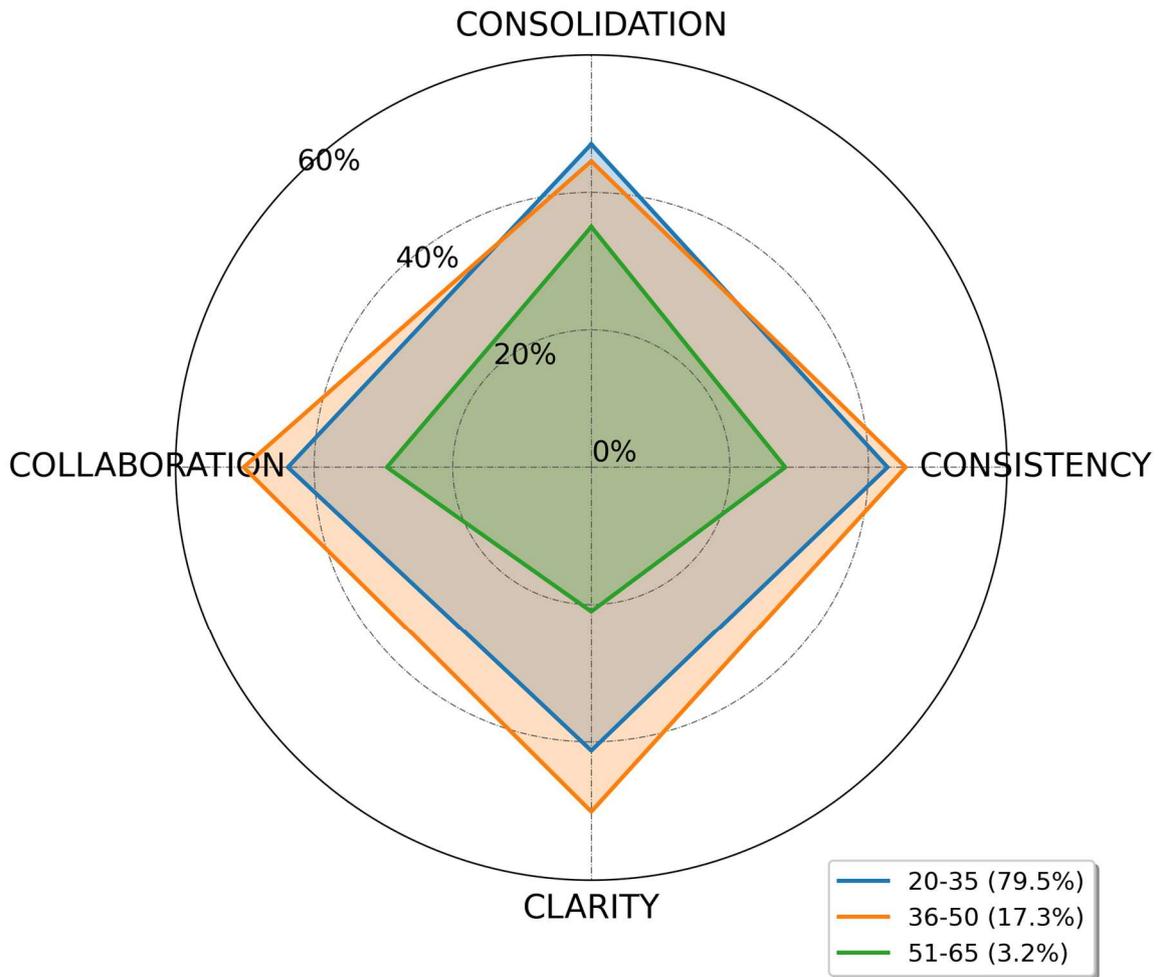### Culture - Accountability (Age)
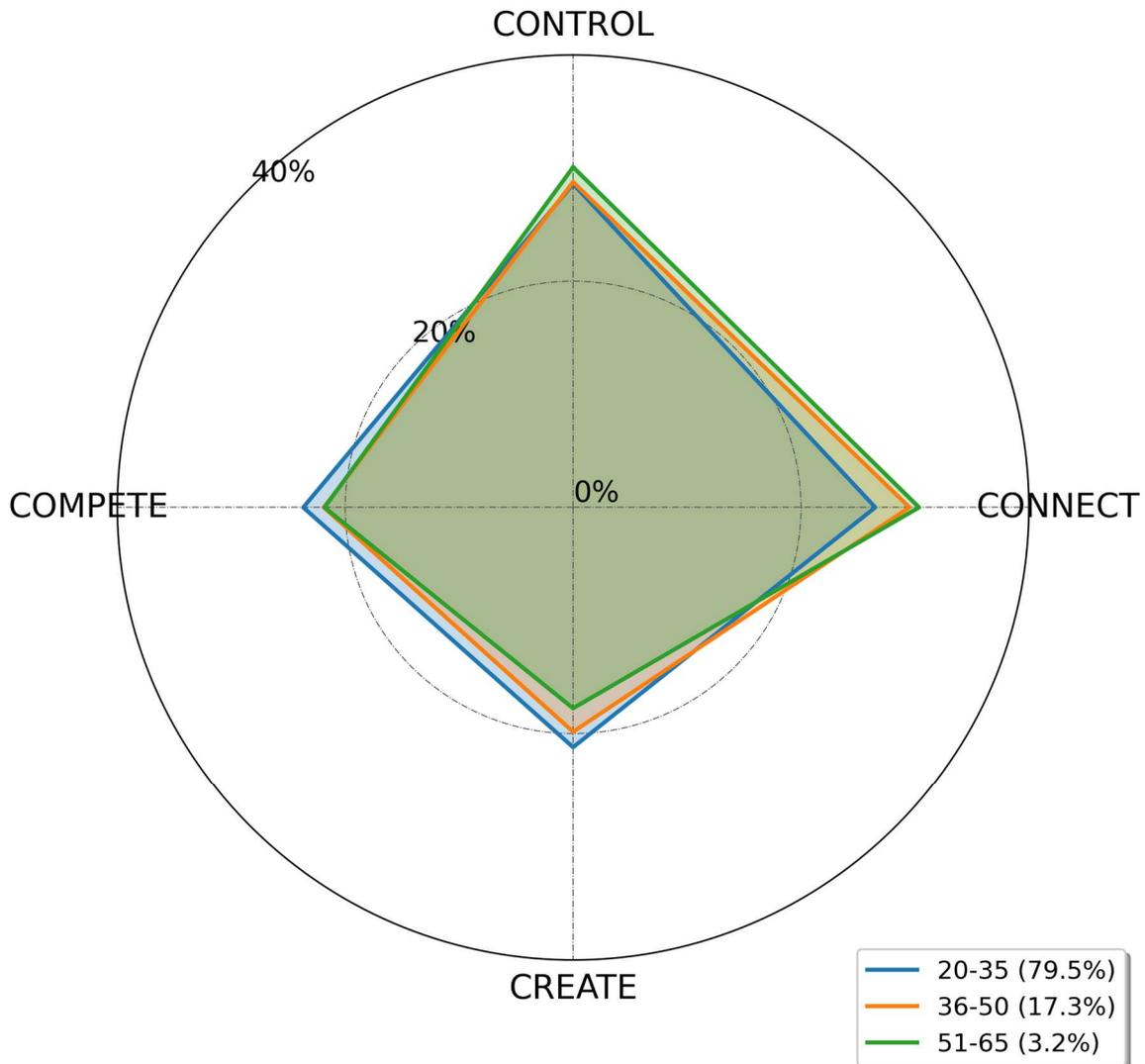
20-35 (79.5%): highest in CONTROL (score: 28.6%), lowest in CREATE (score: 21.2%).

36-50 (17.3%): highest in CONNECT (score: 29.5%), lowest in CREATE (score: 19.8%).

51-65 (3.2%): highest in CONNECT (score: 30.4%), lowest in CREATE (score: 17.8%).

The largest gap in perception between groups is in CONNECT with a difference of 3.8%. The second largest gap is in CREATE with a difference of 3.4%.

Dynamics - Accountability (Age)

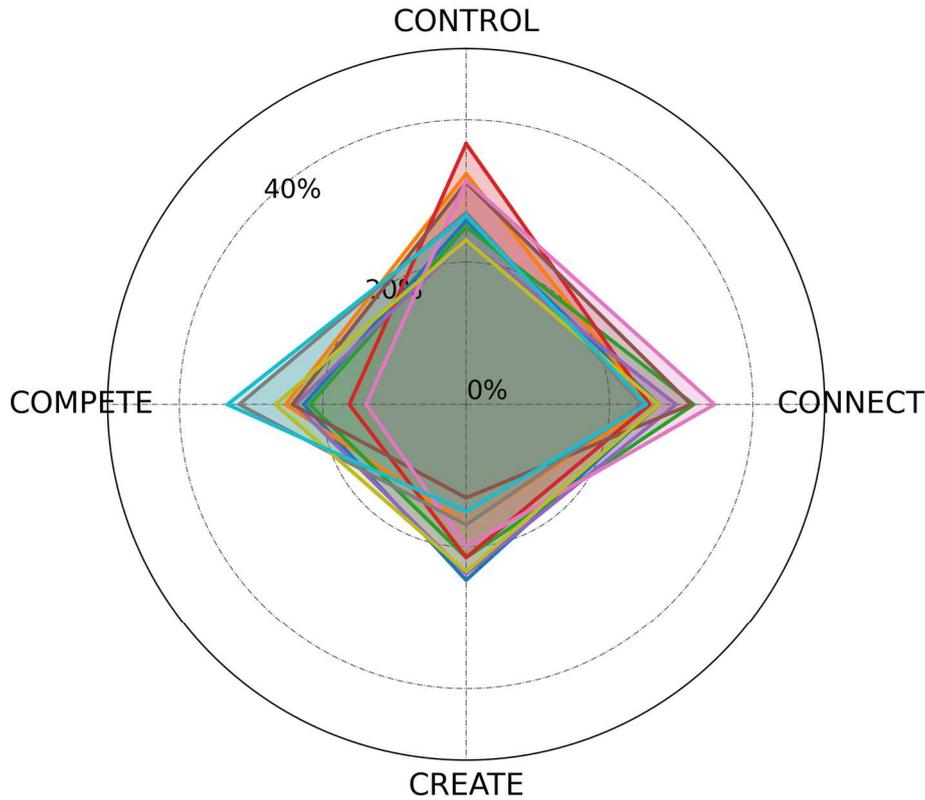20-35 (79.5%): highest in CONSOLIDATION (score: 47.0%), lowest in CLARITY (score: 41.3%).

36-50 (17.3%): highest in COLLABORATION (score: 50.2%), lowest in CONSOLIDATION (score: 44.5%).

51-65 (3.2%): highest in CONSOLIDATION (score: 35.0%), lowest in CLARITY (score: 21.0%).

The largest gap in perception between groups is in CLARITY with a difference of 29.1%. The second largest gap is in COLLABORATION with a difference of 20.7%.

Culture - Accountability (Gender)

Legend:
- Woman (65.4%)
- Man (32.1%)
- Prefer not to disclose (2.6%)
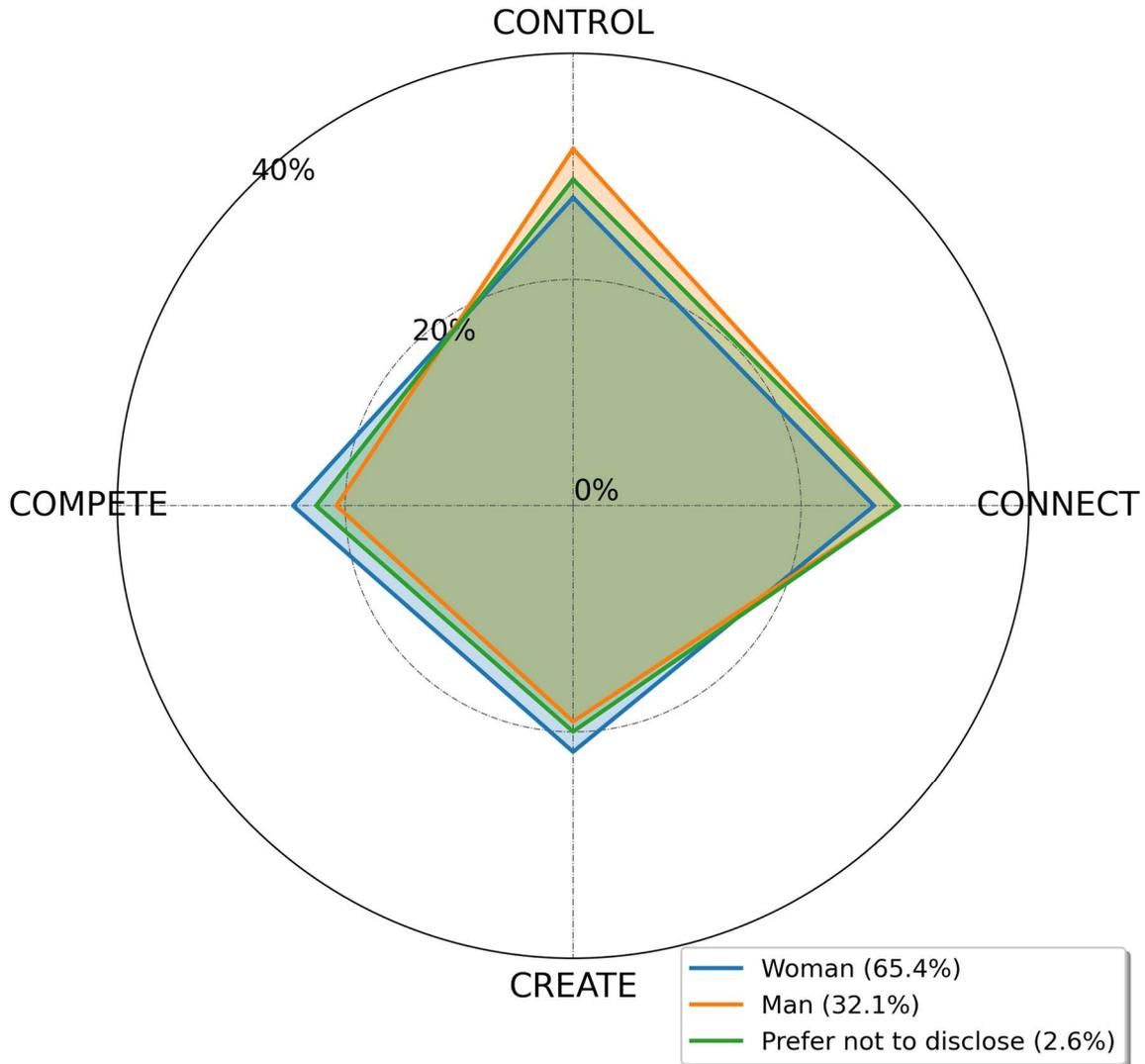
Man (32.1%): highest in CONTROL (score: 31.6%), lowest in CREATE (score: 19.1%).

Prefer not to disclose (2.6%): highest in CONTROL (score: 28.9%), lowest in CREATE (score: 20.0%).

Woman (65.4%): highest in CONTROL (score: 27.2%), lowest in CREATE (score: 21.8%).

The largest gap in perception between groups is in CONTROL with a difference of 4.3%. The second largest gap is in COMPETE with a difference of 3.8%.

Dynamics - Accountability (Gender)
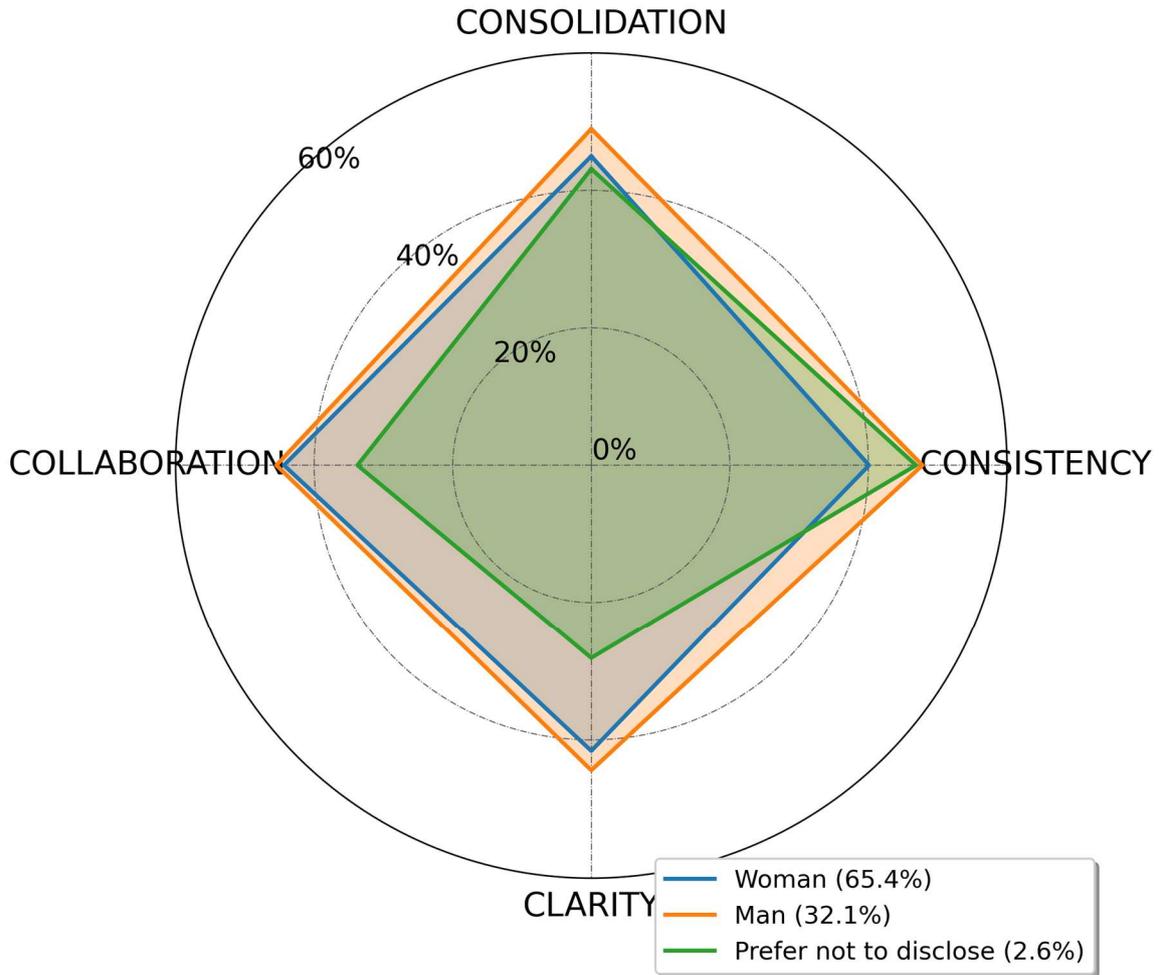
Man (32.1%): highest in CONSOLIDATION (score: 49.0%), lowest in CLARITY (score: 44.4%).

Prefer not to disclose (2.6%): highest in CONSISTENCY (score: 46.9%), lowest in CLARITY (score: 28.1%).

Woman (65.4%): highest in CONSOLIDATION (score: 45.0%), lowest in CONSISTENCY (score: 40.1%).

The largest gap in perception between groups is in CLARITY with a difference of 16.3%. The second largest gap is in COLLABORATION with a difference of 11.7%.

Culture - Accountability (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in COMPETE (score: 31.6%), lowest in CREATE (score: 16.9%).

Digital Transformation (2.6%): highest in CONNECT (score: 26.9%), lowest in CONTROL (score: 23.1%).

Finance (3.8%): highest in CONNECT (score: 31.4%), lowest in CREATE (score: 13.1%).

General Management and Administration (5.1%): highest in CONTROL (score: 36.6%), lowest in COMPETE (score: 16.3%).

HR (5.8%): highest in CONNECT (score: 31.7%), lowest in CREATE (score: 21.5%).

Marketing (1.3%): highest in COMPETE (score: 33.3%), lowest in CREATE (score: 15.1%).

Motor Unit (4.5%): highest in CONNECT (score: 29.3%), lowest in CONTROL (score: 23.1%).

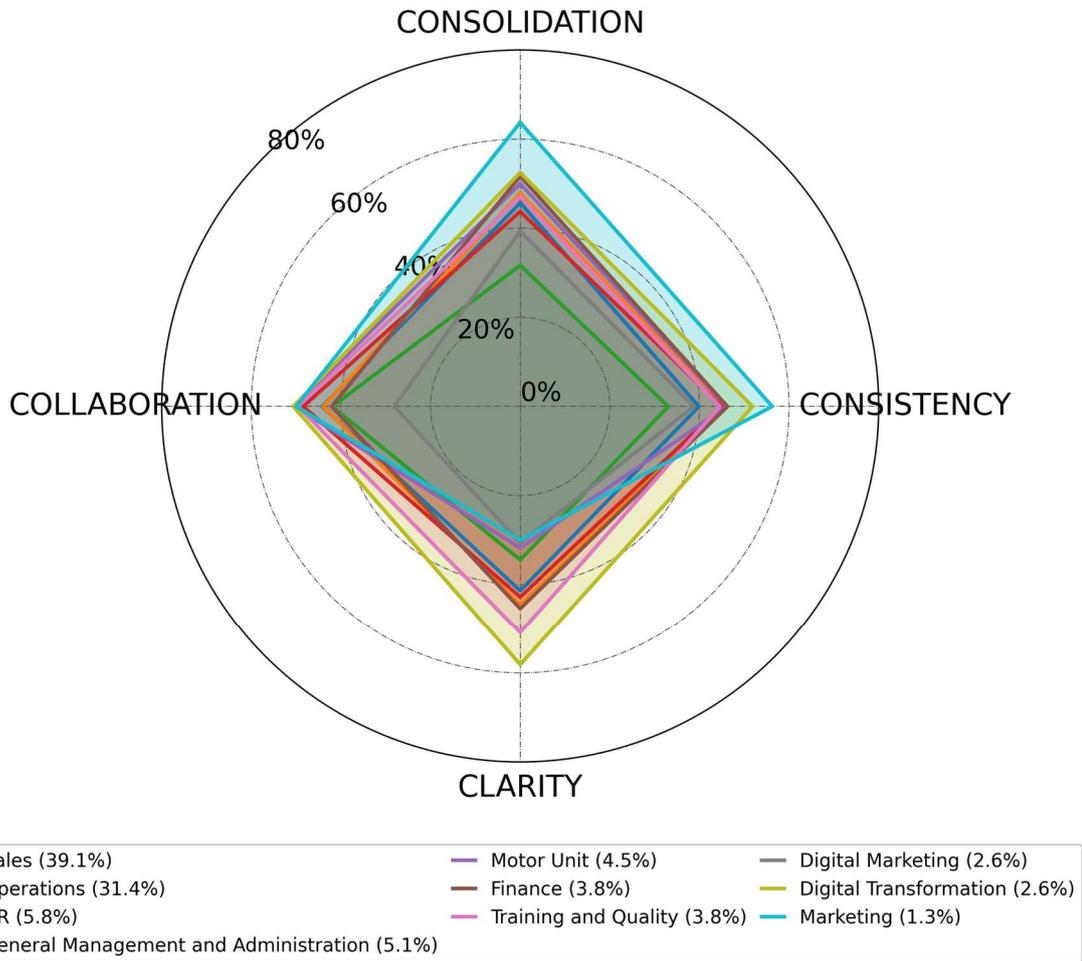Operations (31.4%): highest in CONTROL (score: 32.4%), lowest in CREATE (score: 16.9%).

Sales (39.1%): highest in CONNECT (score: 26.9%), lowest in COMPETE (score: 22.6%).

Training and Quality (3.8%): highest in CONNECT (score: 34.6%), lowest in

COMPETE (score: 14.0%).

The largest gap in perception between groups is in COMPETE with a difference of 19.3%. The second largest gap is in CONTROL with a difference of 13.5%.

Dynamics - Accountability (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in CONSOLIDATION (score: 39.4%), lowest in COLLABORATION (score: 28.1%).

Digital Transformation (2.6%): highest in CLARITY (score: 58.1%), lowest in COLLABORATION (score: 50.6%).

Finance (3.8%): highest in CONSOLIDATION (score: 51.7%), lowest in COLLABORATION (score: 42.1%).

General Management and Administration (5.1%): highest in COLLABORATION (score: 48.4%), lowest in CLARITY (score: 42.8%).

HR (5.8%): highest in COLLABORATION (score: 41.9%), lowest in CONSOLIDATION (score: 31.7%).

Marketing (1.3%): highest in CONSOLIDATION (score: 63.8%), lowest in CLARITY (score: 30.0%).

Motor Unit (4.5%): highest in COLLABORATION (score: 50.4%), lowest in CLARITY (score: 31.8%).
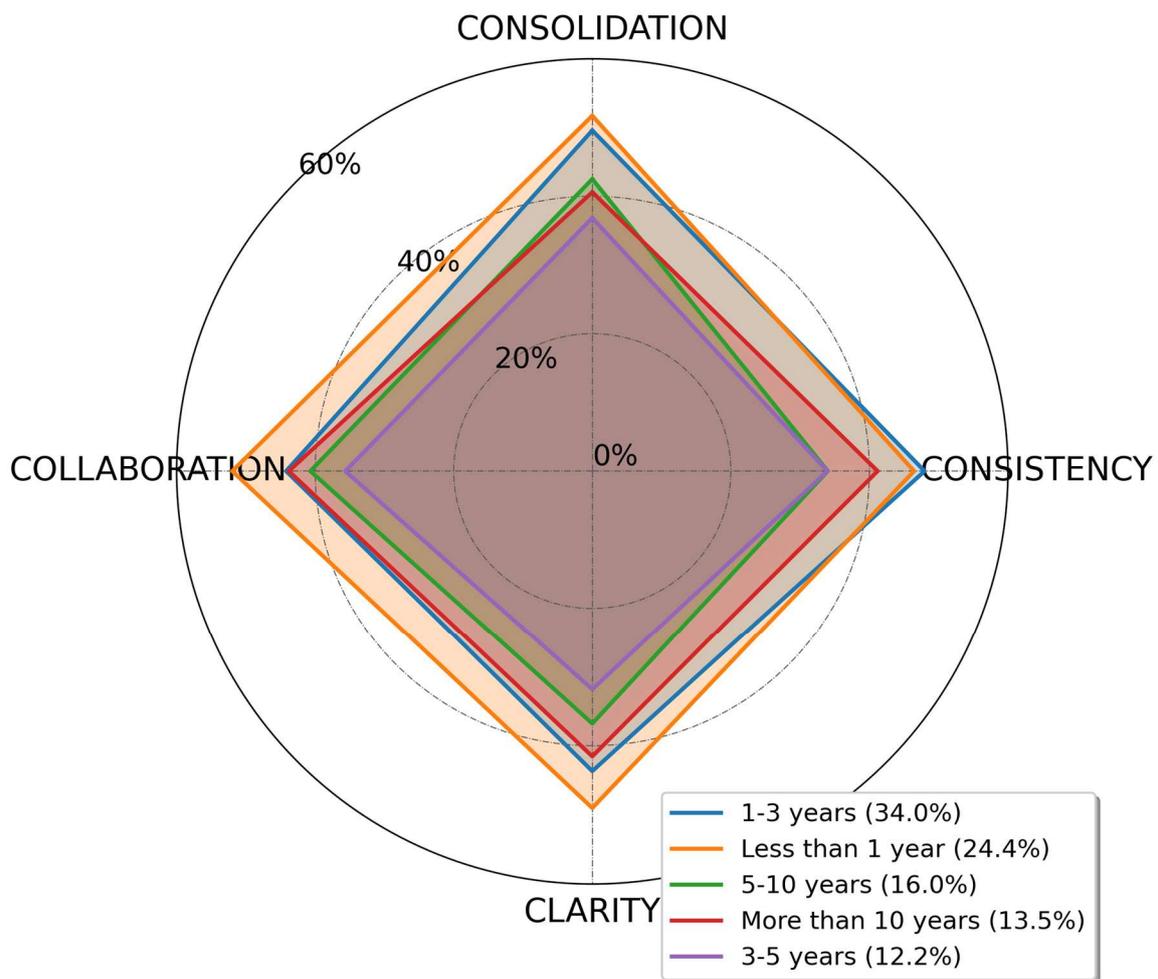
Operations (31.4%): highest in CONSOLIDATION (score: 47.9%), lowest in COLLABORATION (score: 44.0%).

Sales (39.1%): highest in CONSOLIDATION (score: 45.7%), lowest in CONSISTENCY (score: 39.9%).

Training and Quality (3.8%): highest in CLARITY (score: 50.8%), lowest in CONSISTENCY (score: 44.6%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 32.1%. The second largest gap is in CLARITY with a difference of 28.1%.

Culture - Accountability (Tenure)
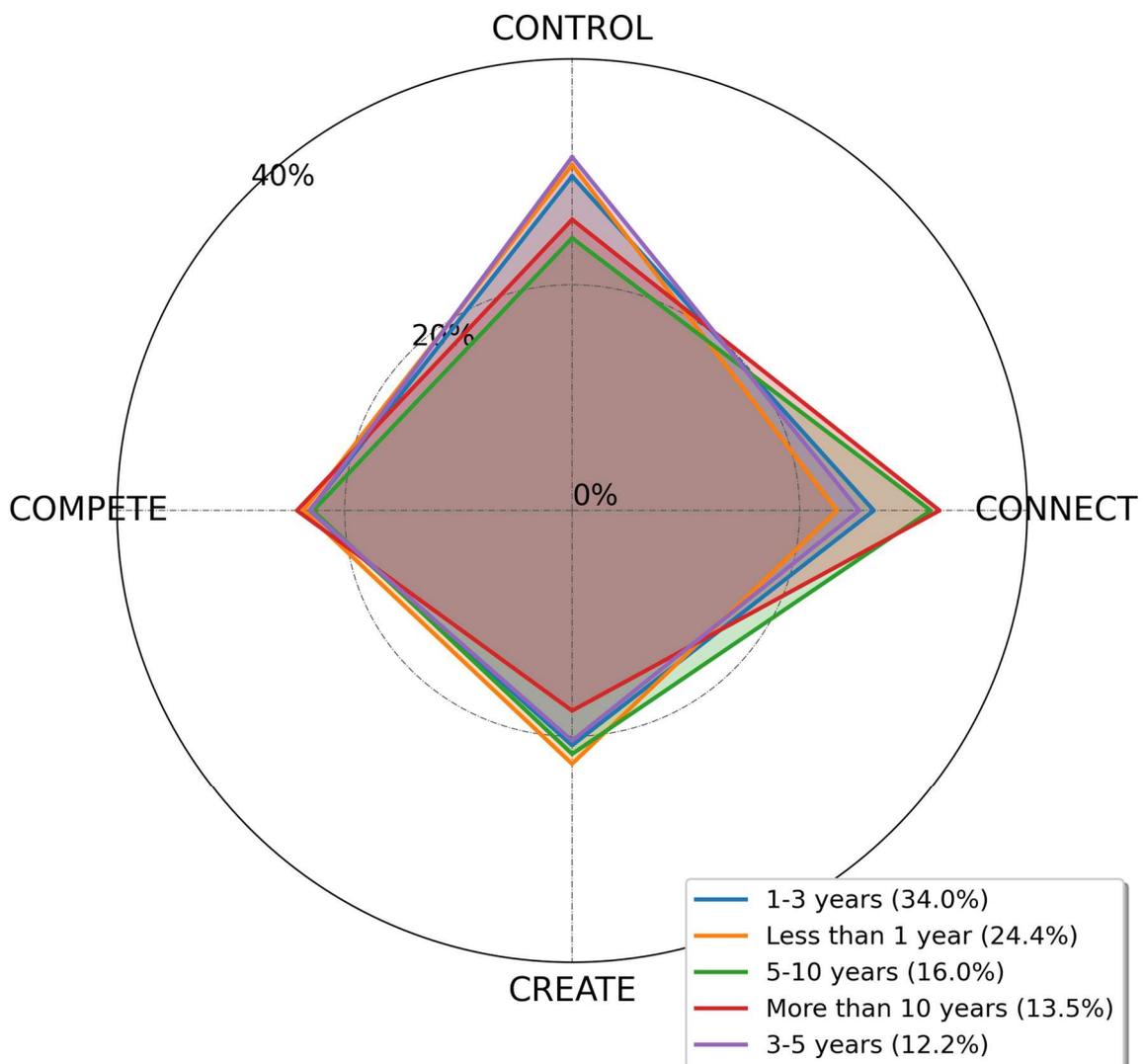
Less than 1 year (24.4%): highest in CONTROL (score: 30.6%), lowest in CREATE (score: 22.4%).

1-3 years (34.0%): highest in CONTROL (score: 29.6%), lowest in CREATE (score: 20.8%).

3-5 years (12.2%): highest in CONTROL (score: 31.3%), lowest in CREATE (score: 20.4%).

5-10 years (16.0%): highest in CONNECT (score: 31.5%), lowest in CREATE (score: 21.6%).

More than 10 years (13.5%): highest in CONNECT (score: 32.3%), lowest in CREATE (score: 17.7%).

The largest gap in perception between groups is in CONNECT with a difference of 9.0%. The second largest gap is in CONTROL with a difference of 7.2%.

Dynamics - Accountability (Tenure)

Less than 1 year (24.4%): highest in COLLABORATION (score: 52.0%), lowest in CONSISTENCY (score: 46.4%).

1-3 years (34.0%): highest in CONSOLIDATION (score: 49.6%), lowest in CLARITY (score: 43.7%).

3-5 years (12.2%): highest in CONSOLIDATION (score: 36.8%), lowest in CLARITY (score: 31.8%).

5-10 years (16.0%): highest in CONSOLIDATION (score: 42.5%), lowest in CONSISTENCY (score: 34.0%).

More than 10 years (13.5%): highest in COLLABORATION (score: 43.8%), lowest in

CONSOLIDATION (score: 40.6%).

The largest gap in perception between groups is in CLARITY with a difference of 17.2%. The second largest gap is in COLLABORATION with a difference of 16.3%.

Culture - Accountability (Position)
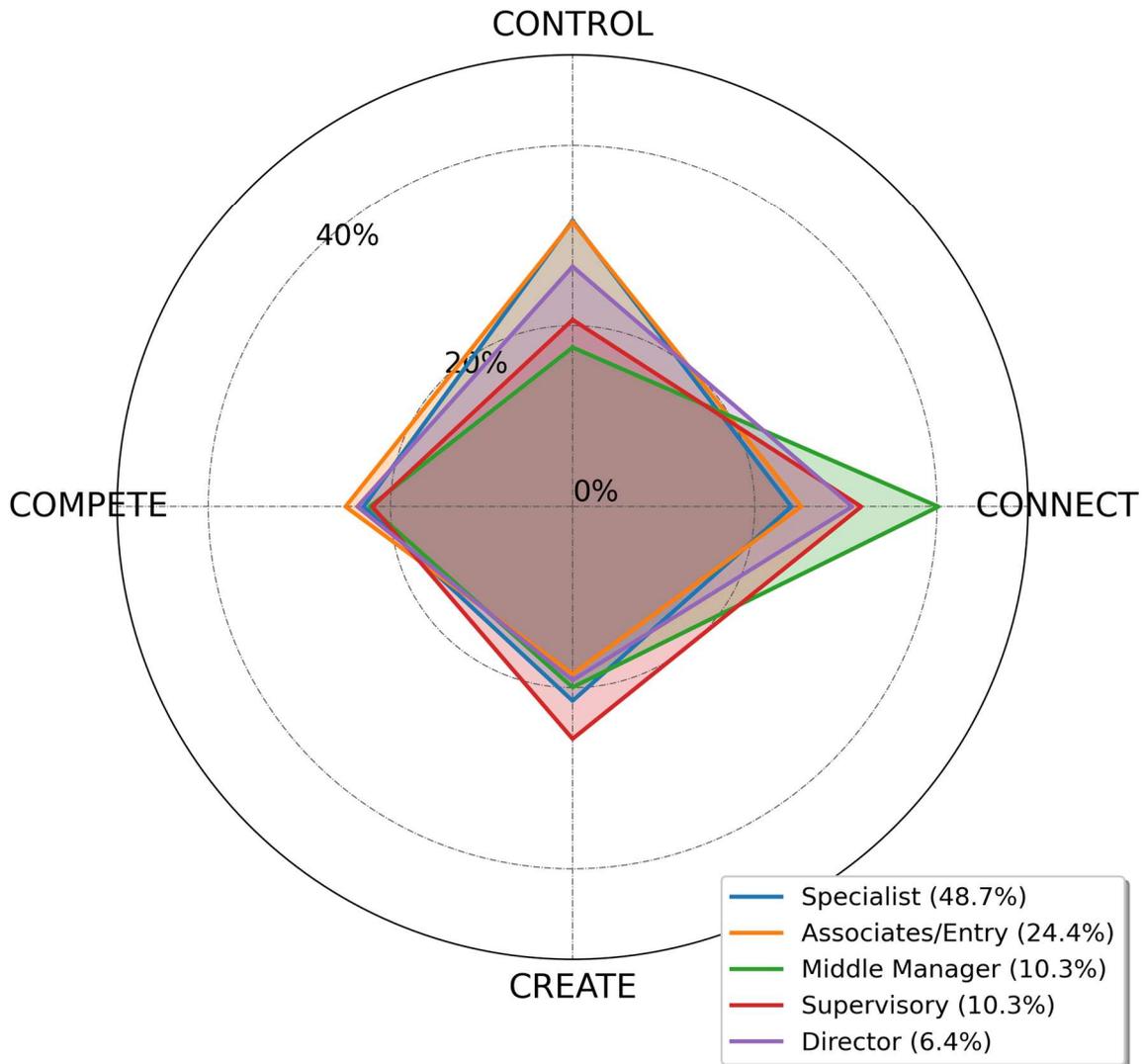
Associates/Entry (24.4%): highest in CONTROL (score: 31.5%), lowest in CREATE (score: 18.5%).

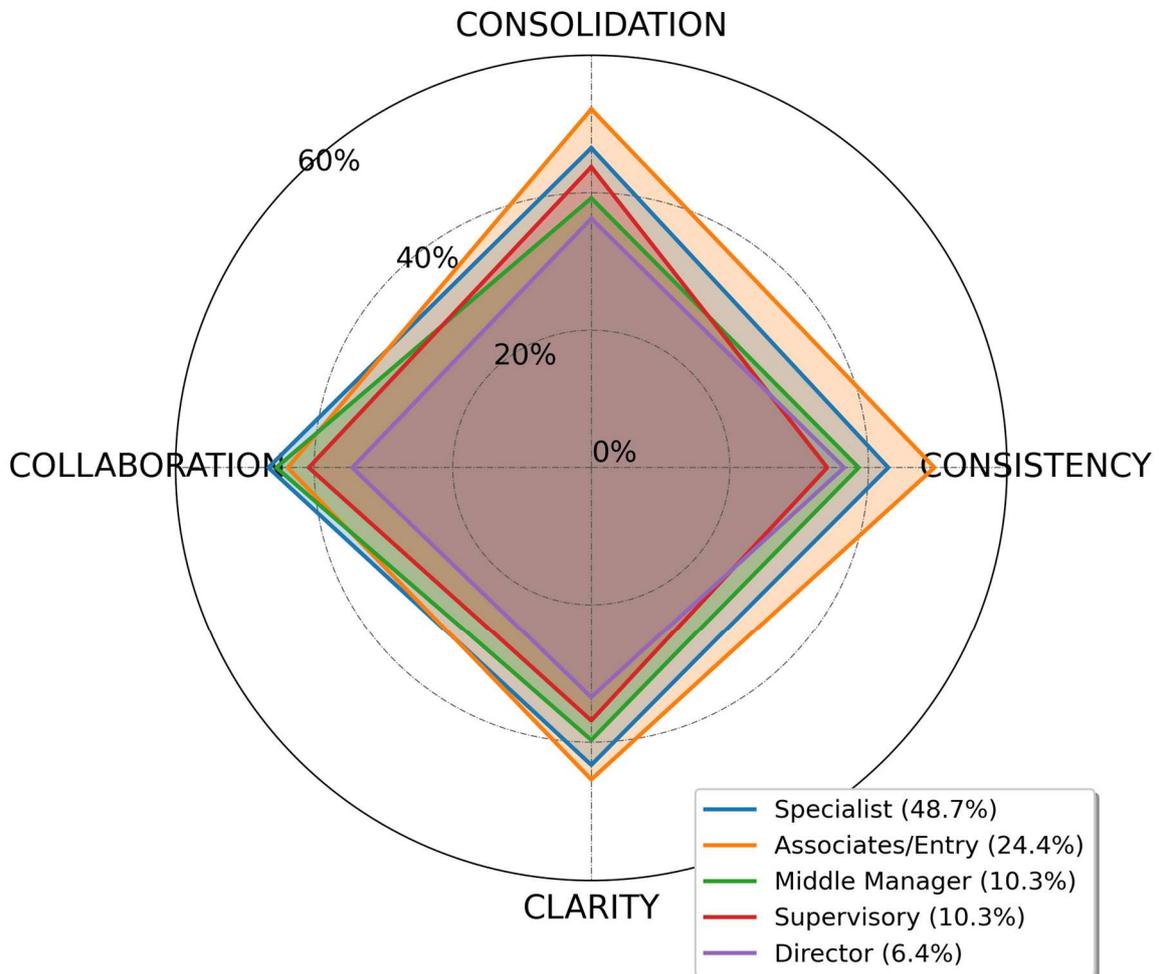Director (6.4%): highest in CONNECT (score: 30.7%), lowest in CREATE (score: 19.2%).

Middle Manager (10.3%): highest in CONNECT (score: 40.2%), lowest in CONTROL (score: 17.6%).

Specialist (48.7%): highest in CONTROL (score: 31.6%), lowest in CREATE (score: 21.4%).

Supervisory (10.3%): highest in CONNECT (score: 31.7%), lowest in CONTROL (score: 20.6%).

The largest gap in perception between groups is in CONNECT with a difference of 16.1%. The second largest gap is in CONTROL with a difference of 14.0%.

Dynamics - Accountability (Position)

Associates/Entry (24.4%): highest in CONSOLIDATION (score: 52.2%), lowest in COLLABORATION (score: 43.8%).

Director (6.4%): highest in CONSISTENCY (score: 36.5%), lowest in CLARITY (score: 33.5%).

Middle Manager (10.3%): highest in COLLABORATION (score: 45.5%), lowest in CONSISTENCY (score: 38.6%).

Specialist (48.7%): highest in COLLABORATION (score: 46.6%), lowest in CONSISTENCY (score: 42.9%).

Supervisory (10.3%): highest in CONSOLIDATION (score: 43.8%), lowest in CONSISTENCY (score: 34.1%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 15.9%. The second largest gap is in CONSISTENCY with a difference of 15.5%.

Trust

Culture

• Profile 1 (99.4% of your team) scores highest in CONNECT (28.8%) and lowest in COMPETE (22.5%).
• Profile 2 (0.6% of your team) scores highest in COMPETE (60.9%) and lowest in CONNECT (4.3%).

• The largest variability is observed in the COMPETE dimension, achieving scores as high as 60.9%.
• In contrast, CONNECT scores the lowest at 4.3%, indicating significant disparity in practices.

Trust - Culture Representative Profiles
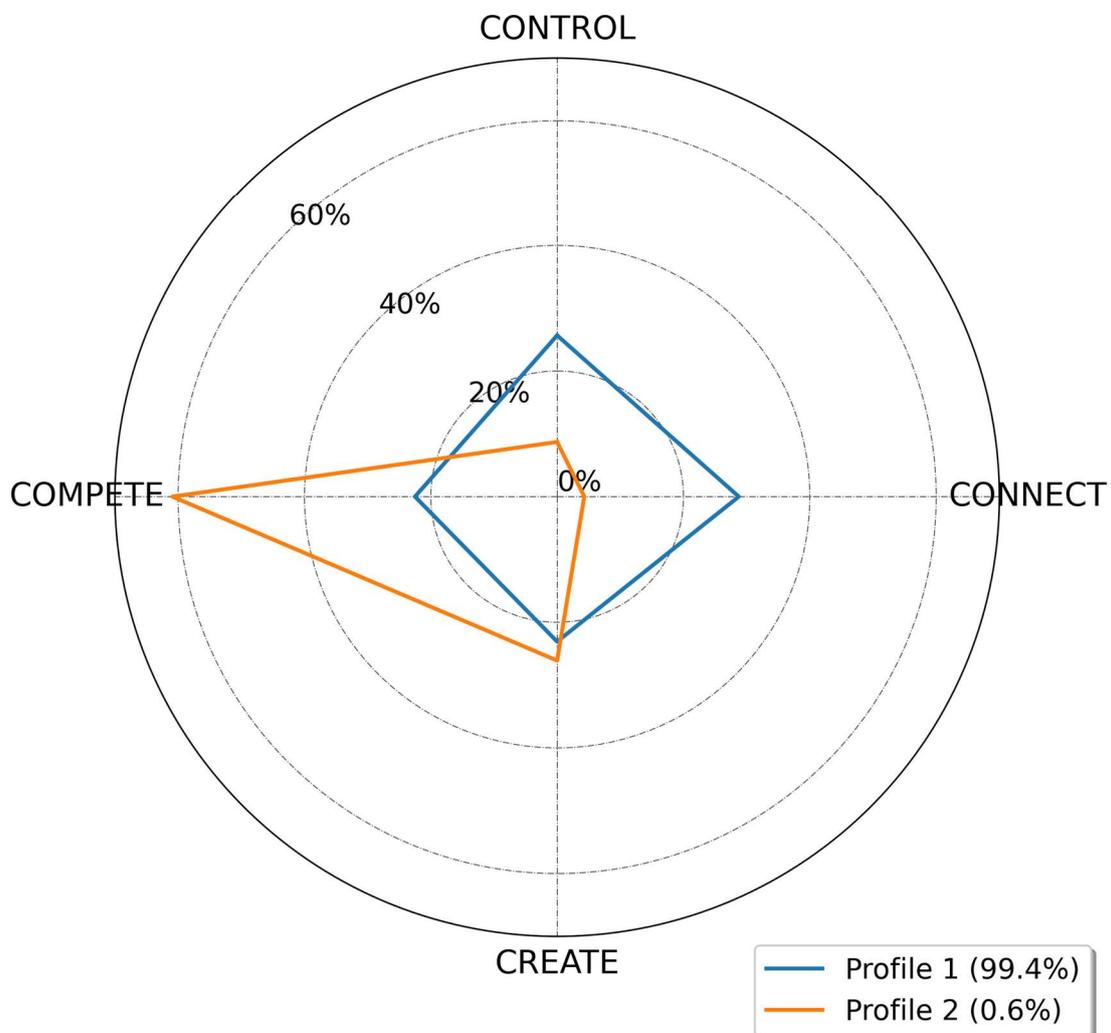
Dynamics

By Profile

• Profile 1 (98.7% of your team) scores highest in CONSOLIDATION (43.2%) and lowest in CLARITY (41.3%).

• Profile 2 (0.6% of your team) scores highest in COLLABORATION (90.0%) and lowest in CONSOLIDATION (30.0%).

• Profile 3 (0.6% of your team) scores highest in COLLABORATION (67.5%) and lowest in CLARITY (10.0%).

• The largest variability is observed in the COLLABORATION dimension, achieving scores as high as 90.0%.

• In contrast, CLARITY scores the lowest at 10.0%, indicating significant disparity in practices.

Trust - Dynamics Representative Profiles
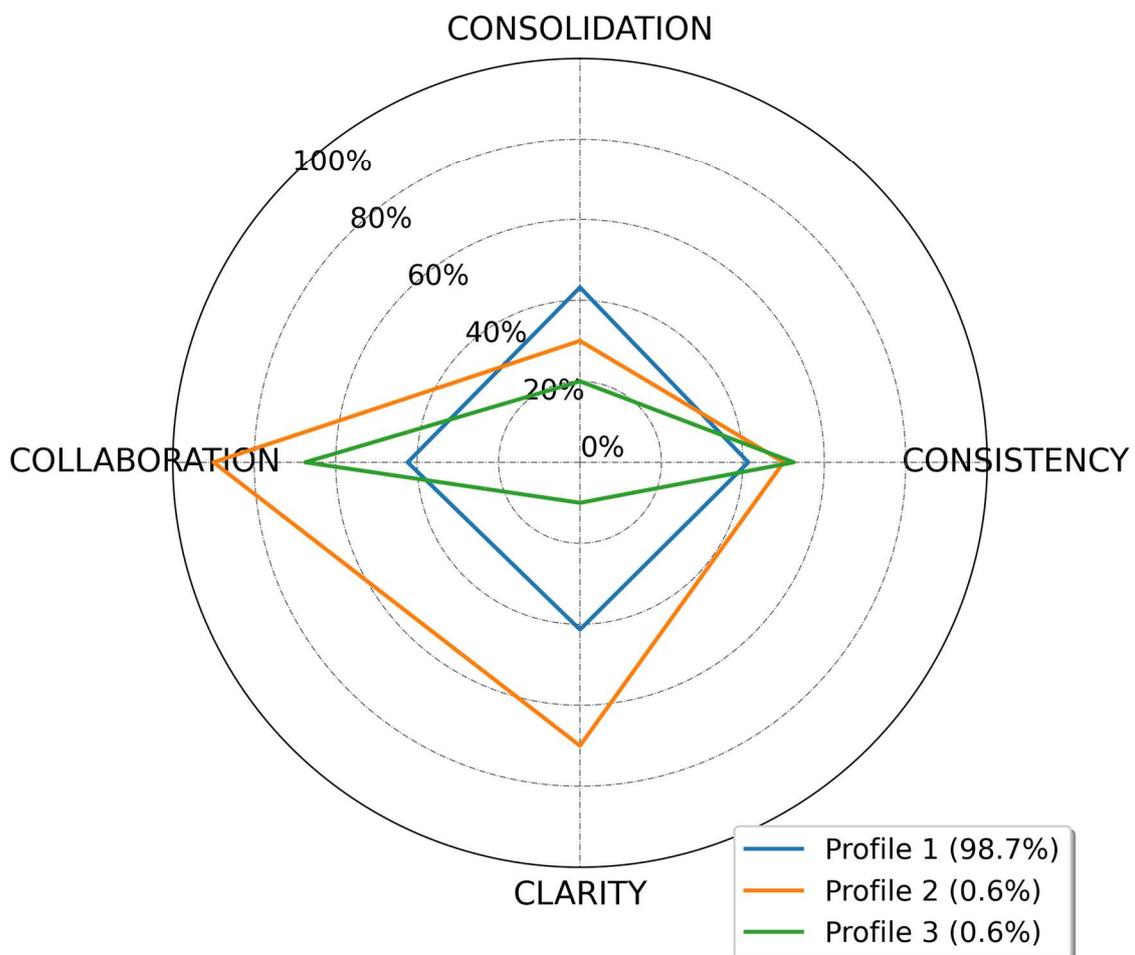
By Dimension

CONSOLIDATION: overall average is 43.0%, ranging from 2.5% to 100.0% (gap: 97.5%). CONSISTENCY: overall average is 41.5%, ranging from 5.0% to 100.0% (gap: 95.0%). CLARITY: overall average is 41.3%, ranging from 2.5% to 100.0% (gap: 97.5%). COLLABORATION: overall average is 42.8%, ranging from 2.5% to 100.0% (gap: 97.5%).
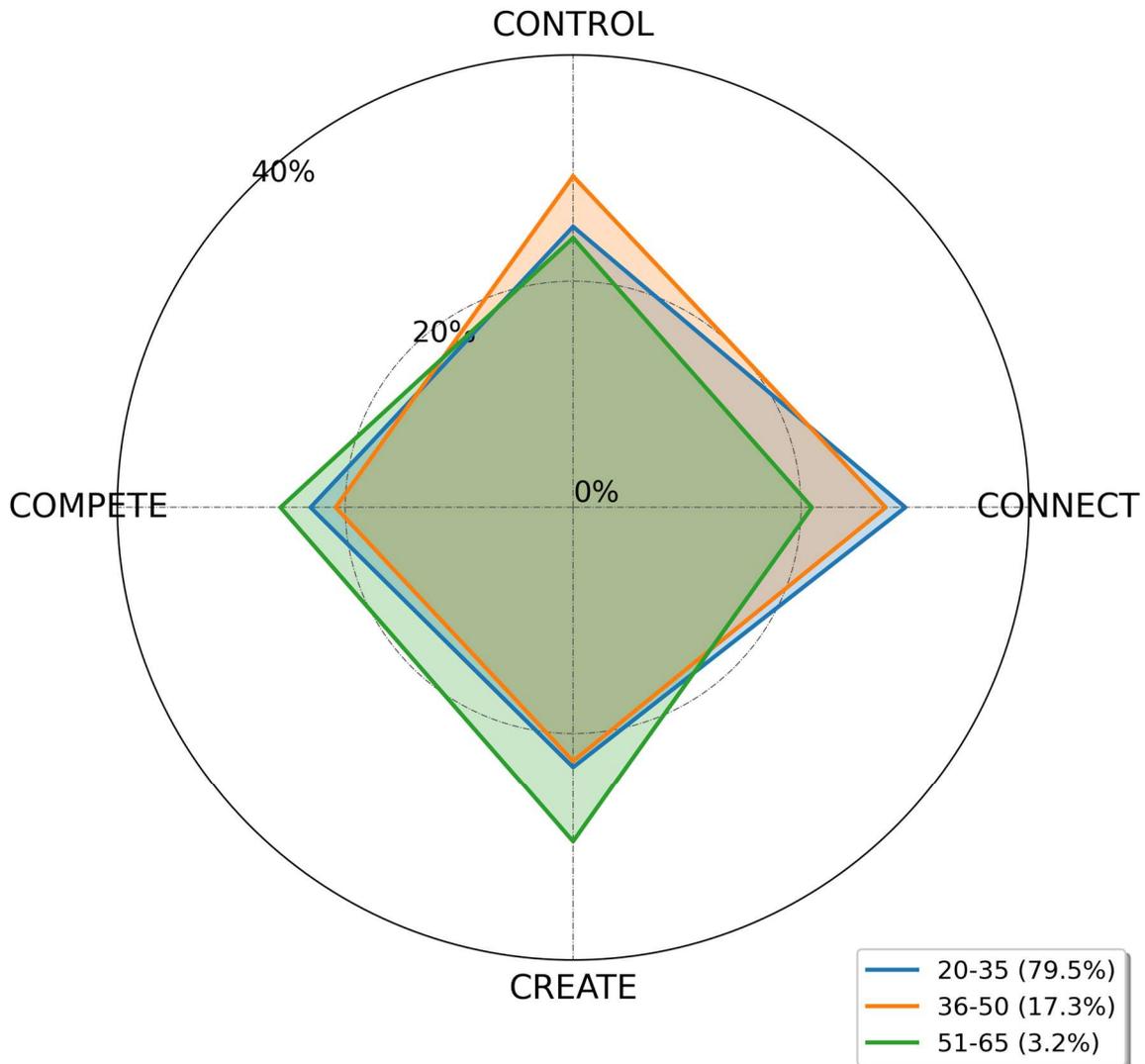
In Trust dynamics, the largest discrepancy is in CONSOLIDATION (gap: 97.5%), suggesting an area for improvement, while CONSISTENCY shows high alignment (gap: 95.0%).

Trust - Team Dynamics Distribution
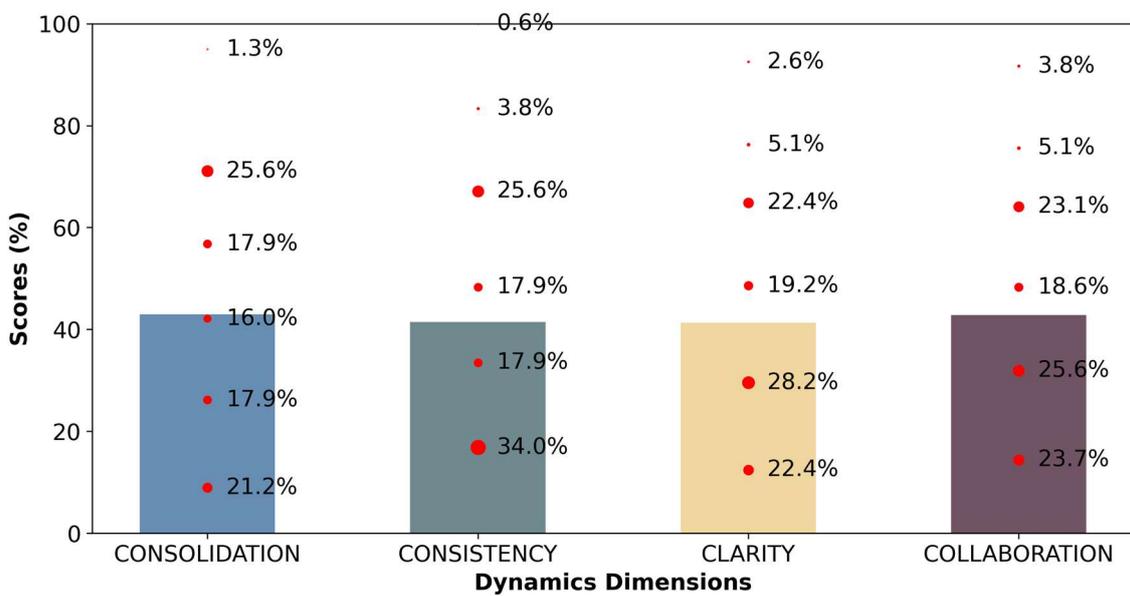
Diversity
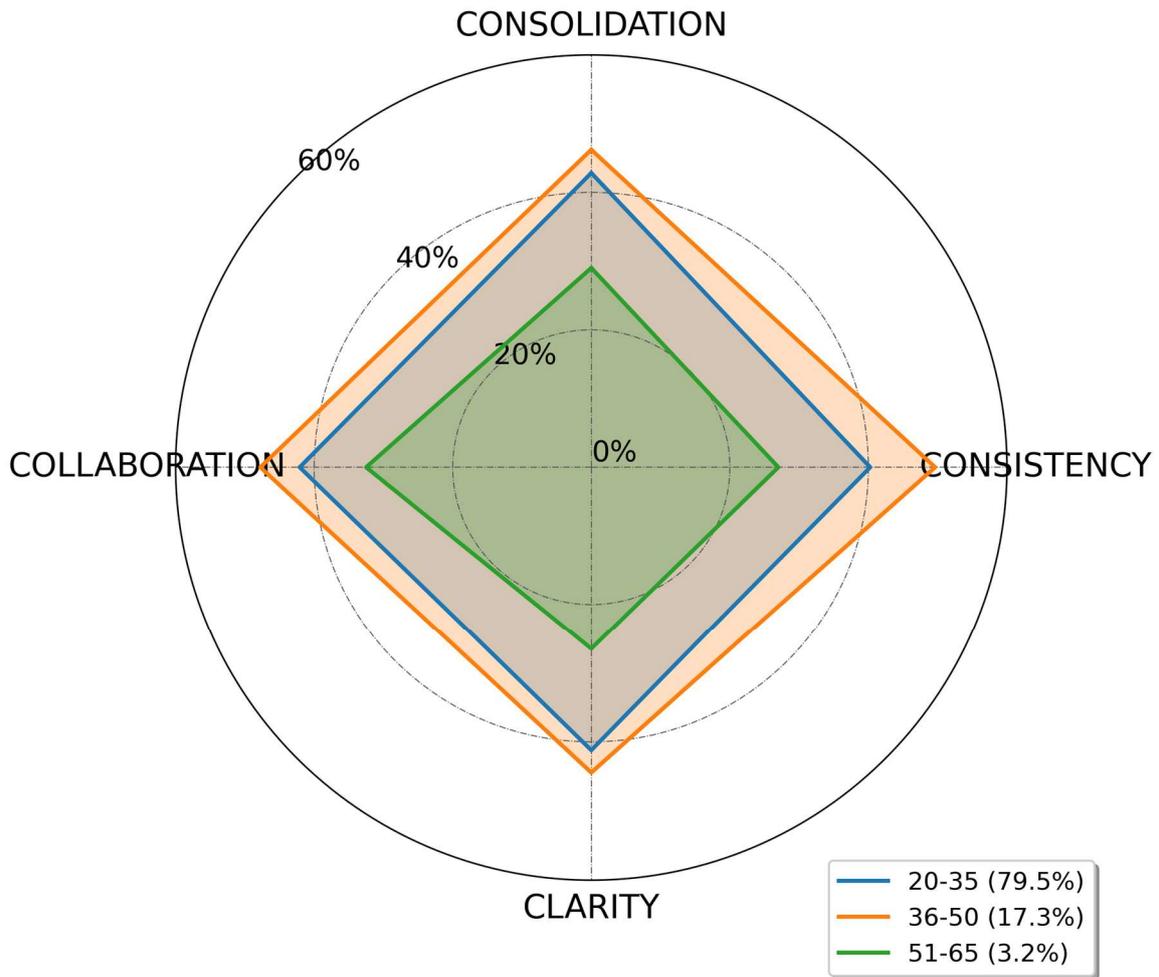
Culture - Trust (Age)

20-35 (79.5%): highest in CONNECT (score: 29.2%), lowest in CREATE (score: 23.0%).

36-50 (17.3%): highest in CONTROL (score: 29.3%), lowest in COMPETE (score: 20.8%).

51-65 (3.2%): highest in CREATE (score: 29.6%), lowest in CONNECT (score: 21.0%).

The largest gap in perception between groups is in CONNECT with a difference of 8.2%. The second largest gap is in CREATE with a difference of 7.1%.
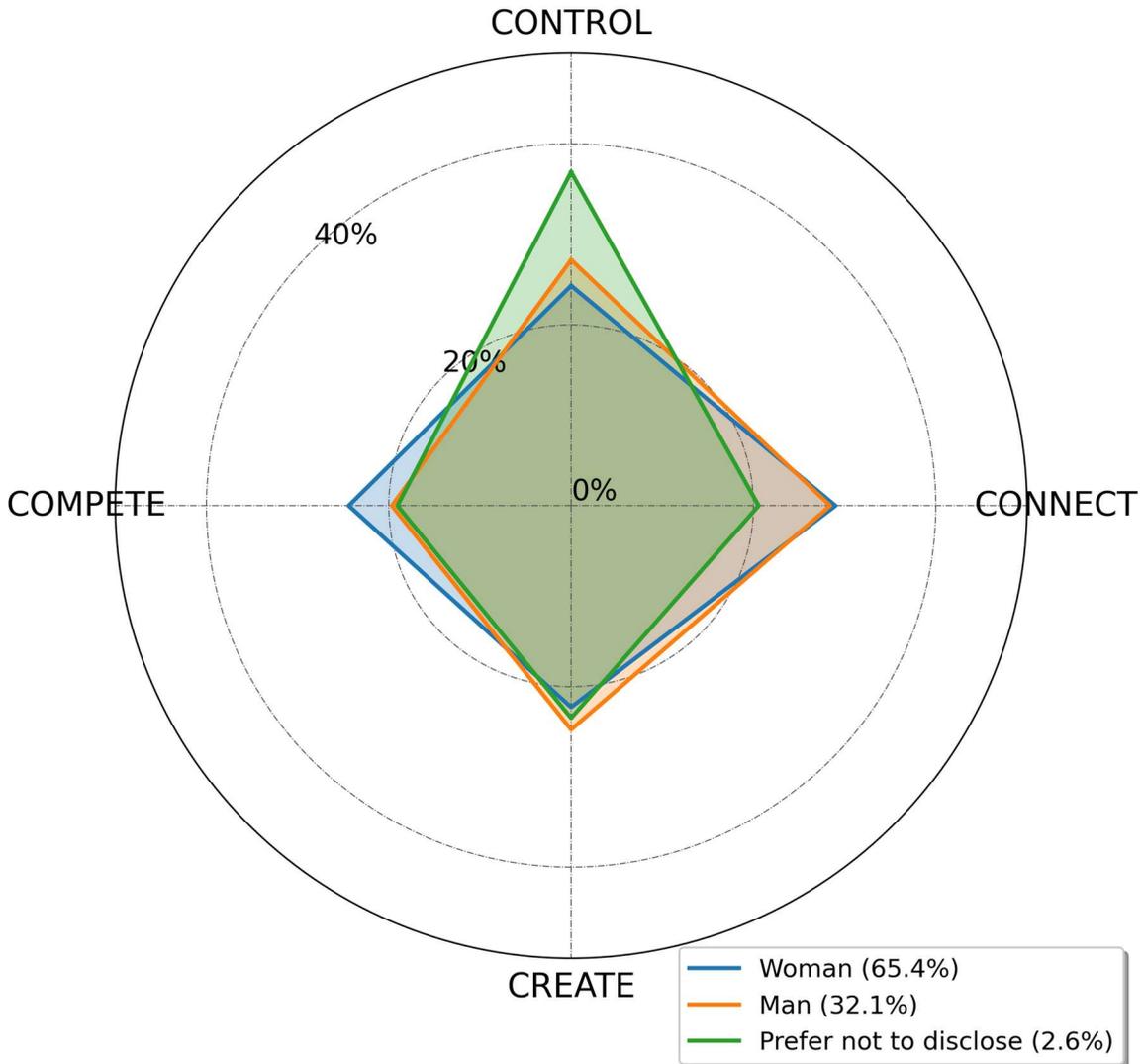
Dynamics - Trust (Age)

20-35 (79.5%): highest in CONSOLIDATION (score: 42.8%), lowest in CONSISTENCY (score: 40.3%).

36-50 (17.3%): highest in CONSISTENCY (score: 49.6%), lowest in CLARITY (score: 44.4%).

51-65 (3.2%): highest in COLLABORATION (score: 32.5%), lowest in CLARITY (score: 26.5%).

The largest gap in perception between groups is in CONSISTENCY with a difference of 22.6%. The second largest gap is in CLARITY with a difference of 17.9%.

Culture - Trust (Gender)

Man (32.1%): highest in CONNECT (score: 28.4%), lowest in COMPETE (score: 19.7%).

Prefer not to disclose (2.6%): highest in CONTROL (score: 36.9%), lowest in COMPETE (score: 19.1%).

Woman (65.4%): highest in CONNECT (score: 29.0%), lowest in CREATE (score: 22.3%).

The largest gap in perception between groups is in CONTROL with a difference of 12.6%. The second largest gap is in CONNECT with a difference of 8.4%.
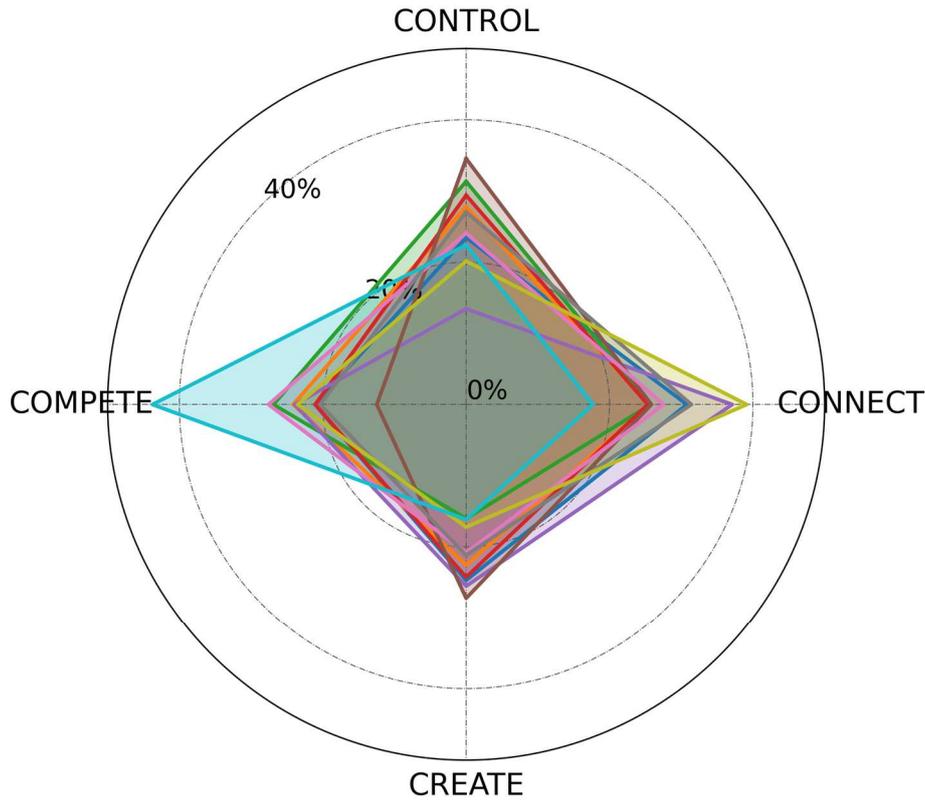
Dynamics - Trust (Gender)
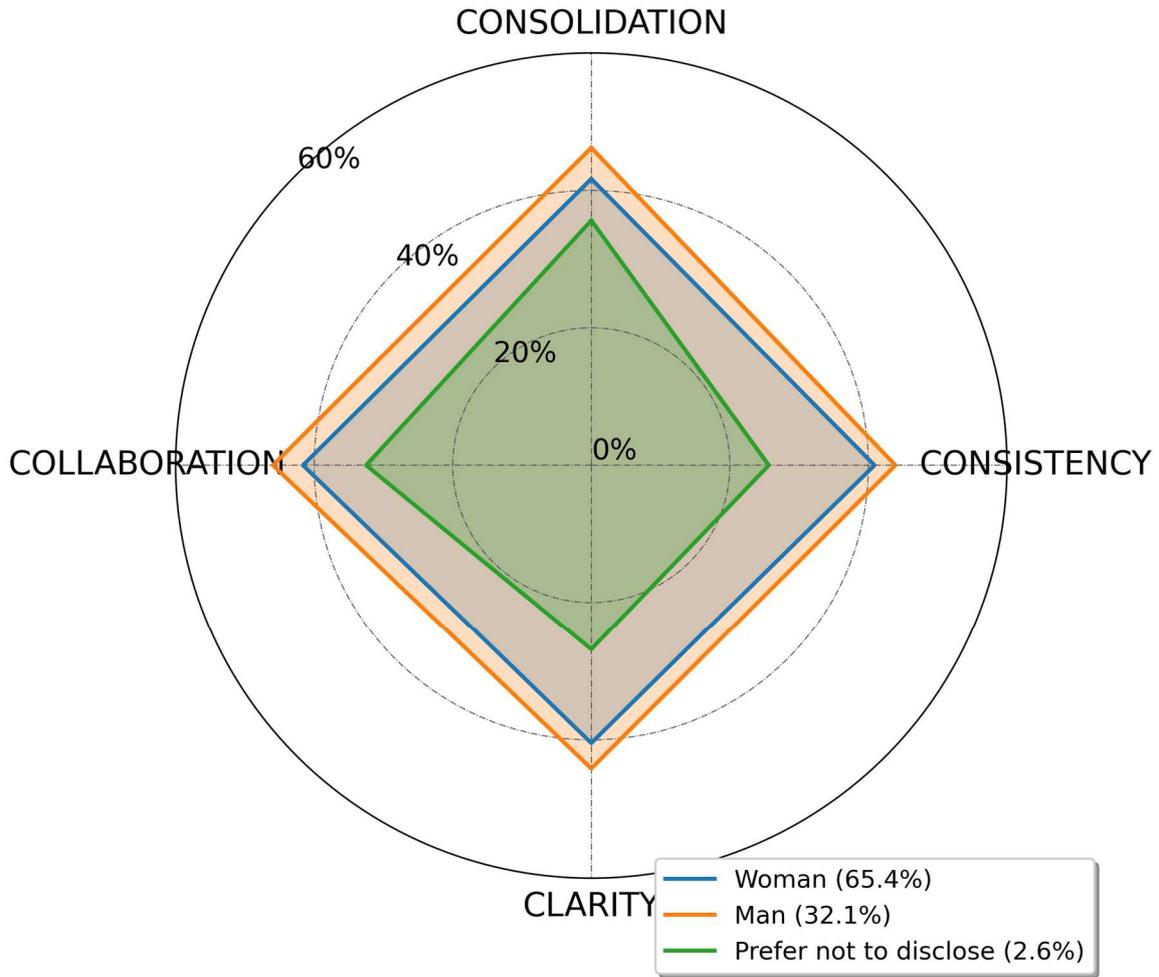
Man (32.1%): highest in CONSOLIDATION (score: 46.2%), lowest in CONSISTENCY (score: 43.9%).

Prefer not to disclose (2.6%): highest in CONSOLIDATION (score: 35.6%), lowest in CONSISTENCY (score: 25.6%).

Woman (65.4%): highest in CONSOLIDATION (score: 41.7%), lowest in CLARITY (score: 40.5%).

The largest gap in perception between groups is in CONSISTENCY with a difference of 18.3%. The second largest gap is in CLARITY with a difference of 17.3%.

Culture - Trust (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in CONNECT (score: 31.4%), lowest in COMPETE (score: 20.4%).

Digital Transformation (2.6%): highest in CONNECT (score: 39.1%), lowest in CREATE (score: 17.2%).

Finance (3.8%): highest in CONTROL (score: 34.5%), lowest in COMPETE (score: 12.5%).

General Management and Administration (5.1%): highest in CONTROL (score: 29.4%), lowest in COMPETE (score: 21.1%).

HR (5.8%): highest in CONTROL (score: 31.3%), lowest in CREATE (score: 16.0%).

Marketing (1.3%): highest in COMPETE (score: 43.8%), lowest in CREATE (score: 16.1%).

Motor Unit (4.5%): highest in CONNECT (score: 37.1%), lowest in CONTROL (score: 13.4%).

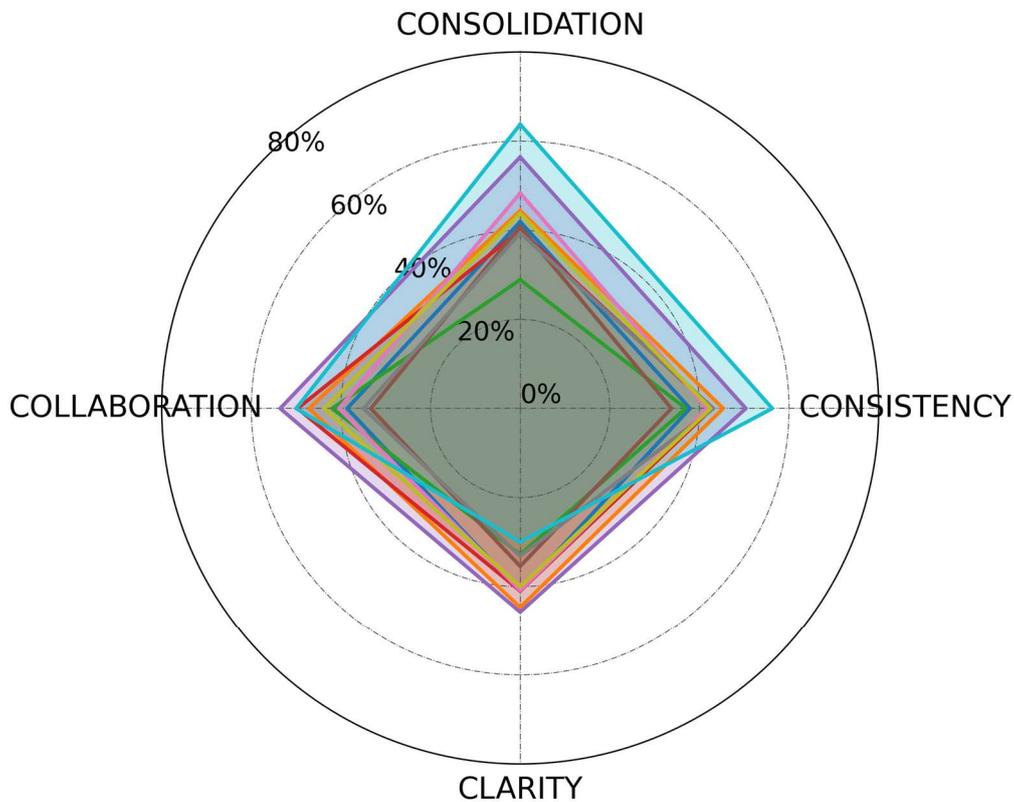Operations (31.4%): highest in CONTROL (score: 27.8%), lowest in CREATE (score: 22.6%).

Sales (39.1%): highest in CONNECT (score: 30.8%), lowest in COMPETE (score: 21.1%).

Training and Quality (3.8%): highest in COMPETE (score: 27.6%), lowest in

CREATE (score: 20.8%).

The largest gap in perception between groups is in COMPETE with a difference of 31.3%. The second largest gap is in CONNECT with a difference of 21.4%.

Dynamics - Trust (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in CONSISTENCY (score: 43.1%), lowest in CLARITY (score: 33.1%).

Digital Transformation (2.6%): highest in CONSOLIDATION (score: 43.8%), lowest in CLARITY (score: 40.0%).

Finance (3.8%): highest in CONSOLIDATION (score: 40.8%), lowest in COLLABORATION (score: 33.3%).

General Management and Administration (5.1%): highest in COLLABORATION (score: 49.7%), lowest in CONSOLIDATION (score: 40.0%).

HR (5.8%): highest in COLLABORATION (score: 41.9%), lowest in CONSOLIDATION (score: 28.9%).

Marketing (1.3%): highest in CONSOLIDATION (score: 63.8%), lowest in CLARITY (score: 30.0%).

Motor Unit (4.5%): highest in CONSOLIDATION (score: 56.4%), lowest in CLARITY (score: 45.7%).

Operations (31.4%): highest in COLLABORATION (score: 47.1%), lowest in CONSOLIDATION (score: 44.4%).

Sales (39.1%): highest in CONSOLIDATION (score: 41.9%), lowest in CONSISTENCY (score: 37.9%).

Training and Quality (3.8%): highest in CONSOLIDATION (score: 48.3%), lowest in COLLABORATION (score: 40.4%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 34.9%. The second largest gap is in CONSISTENCY with a difference of 22.5%.

Culture - Trust (Tenure)
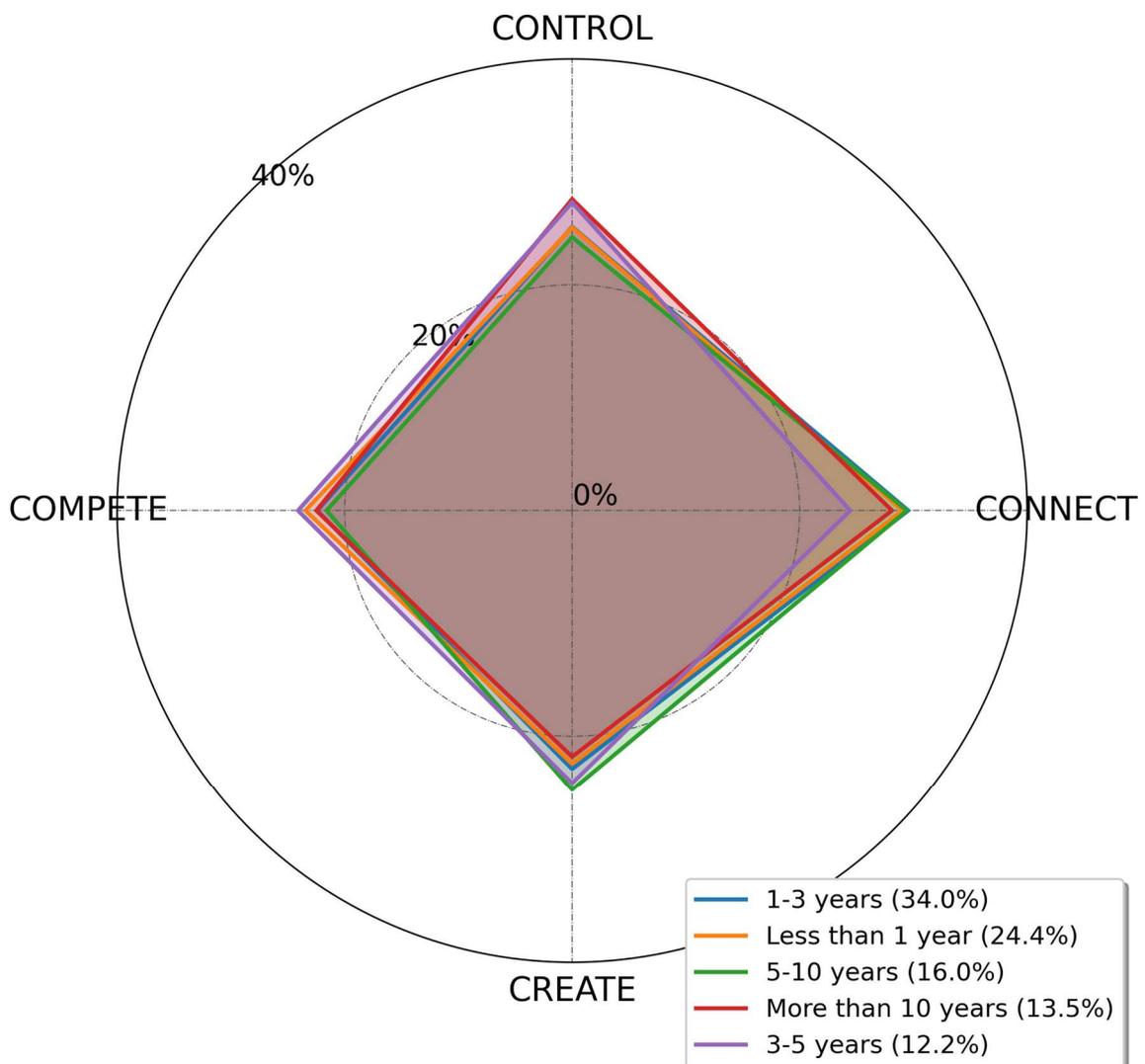
Less than 1 year (24.4%): highest in CONNECT (score: 29.1%), lowest in CREATE (score: 22.4%).

1-3 years (34.0%): highest in CONNECT (score: 29.5%), lowest in COMPETE (score: 22.4%).
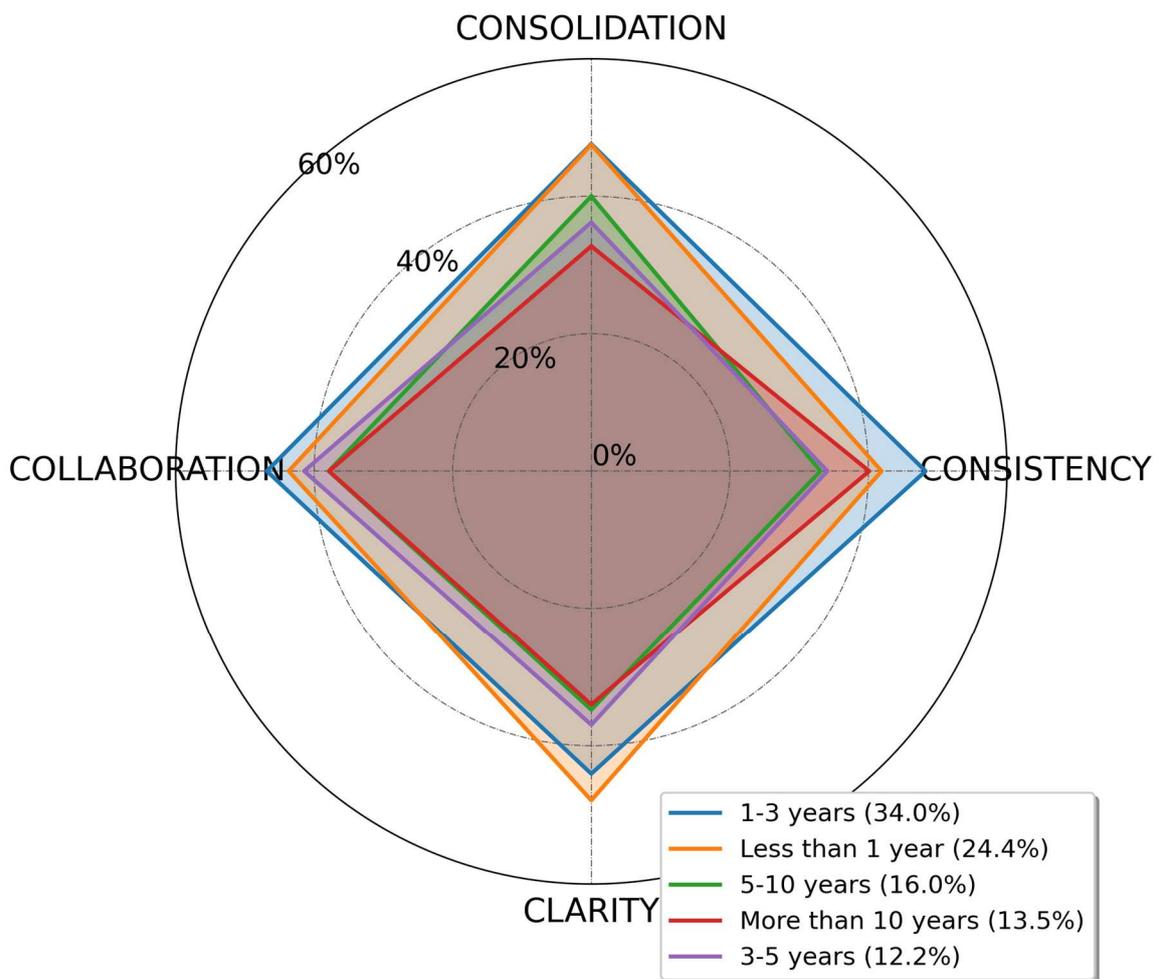
3-5 years (12.2%): highest in CONTROL (score: 27.3%), lowest in COMPETE (score: 24.1%).

5-10 years (16.0%): highest in CONNECT (score: 29.4%), lowest in COMPETE (score: 21.6%).

More than 10 years (13.5%): highest in CONNECT (score: 28.1%), lowest in CREATE (score: 21.8%).

The largest gap in perception between groups is in CONNECT with a difference of 5.1%. The second largest gap is in CONTROL with a difference of 3.4%.

Dynamics - Trust (Tenure)

Less than 1 year (24.4%): highest in CLARITY (score: 47.9%), lowest in CONSISTENCY (score: 41.9%).

1-3 years (34.0%): highest in CONSISTENCY (score: 48.3%), lowest in CLARITY (score: 44.1%).

3-5 years (12.2%): highest in COLLABORATION (score: 41.4%), lowest in CONSISTENCY (score: 34.1%).
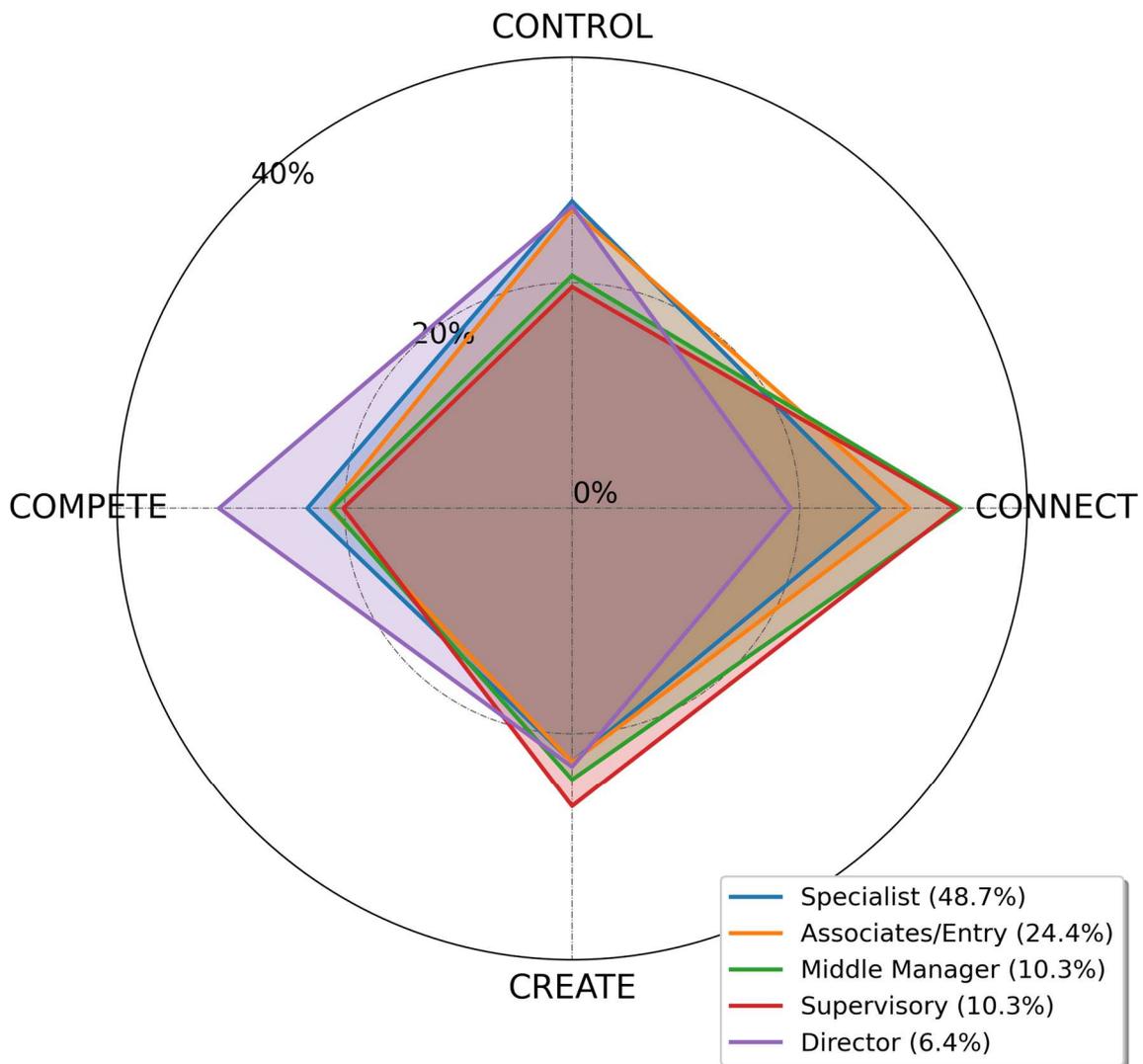
5-10 years (16.0%): highest in CONSOLIDATION (score: 40.0%), lowest in CONSISTENCY (score: 33.1%).

More than 10 years (13.5%): highest in CONSISTENCY (score: 40.1%), lowest in

CONSOLIDATION (score: 32.7%).

The largest gap in perception between groups is in CONSISTENCY with a difference of 15.2%. The second largest gap is in CONSOLIDATION with a difference of 14.9%.

Culture - Trust (Position)

Associates/Entry (24.4%): highest in CONNECT (score: 29.7%), lowest in COMPETE (score: 21.3%).

Director (6.4%): highest in COMPETE (score: 31.0%), lowest in CONNECT (score: 19.2%).

Middle Manager (10.3%): highest in CONNECT (score: 34.1%), lowest in CONTROL (score: 20.6%).

Specialist (48.7%): highest in CONTROL (score: 27.2%), lowest in CREATE (score: 22.5%).

Supervisory (10.3%): highest in CONNECT (score: 33.8%), lowest in CONTROL

(score: 19.6%).

The largest gap in perception between groups is in CONNECT with a difference of 14.9%. The second largest gap is in COMPETE with a difference of 10.9%.

Dynamics - Trust (Position)
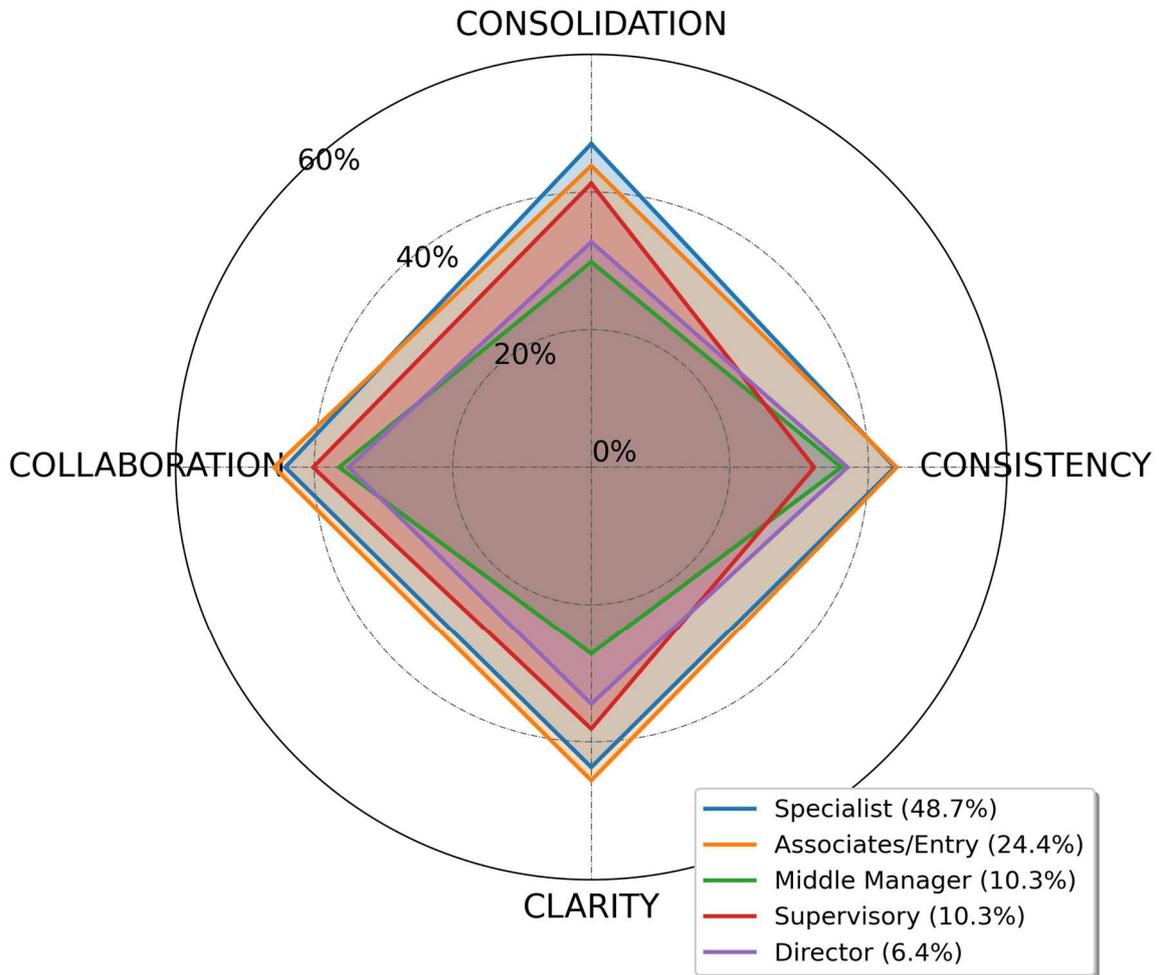
Associates/Entry (24.4%): highest in COLLABORATION (score: 45.8%), lowest in CONSOLIDATION (score: 43.8%).

Director (6.4%): highest in CONSISTENCY (score: 37.0%), lowest in CONSOLIDATION (score: 32.8%).

Middle Manager (10.3%): highest in COLLABORATION (score: 36.4%), lowest in CLARITY (score: 27.2%).

Specialist (48.7%): highest in CONSOLIDATION (score: 47.0%), lowest in CLARITY (score: 43.7%).

Supervisory (10.3%): highest in CONSOLIDATION (score: 41.2%), lowest in CONSISTENCY (score: 32.2%).

The largest gap in perception between groups is in CLARITY with a difference of 18.4%. The second largest gap is in CONSOLIDATION with a difference of 17.2%.

Innovation

Culture

• Profile 1 (97.4% of your team) scores highest in CONTROL (31.7%) and lowest in CREATE (19.6%).
• Profile 2 (0.6% of your team) scores highest in CREATE (72.7%) and lowest in COMPETE (4.5%).
• Profile 3 (0.6% of your team) scores highest in COMPETE (46.2%) and lowest in CREATE (2.6%).
• Profile 4 (1.3% of your team) scores highest in CREATE (52.2%) and lowest in CONTROL (13.0%).

• The largest variability is observed in the CREATE dimension, achieving scores as high as 72.7%.
• In contrast, CREATE scores the lowest at 2.6%, indicating significant disparity in practices.

### Innovation - Culture Representative Profiles
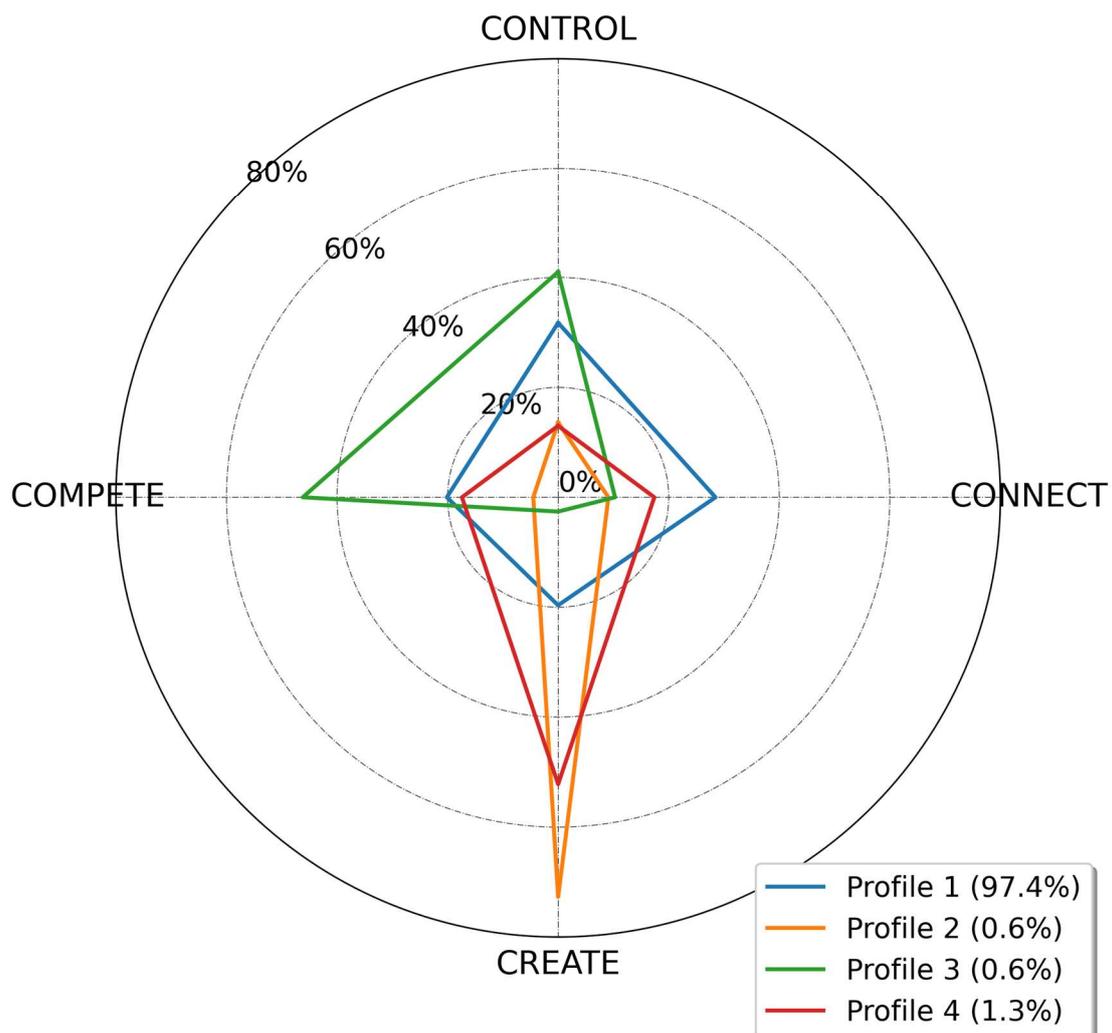
Dynamics

By Profile

• Profile 1 (96.8% of your team) scores highest in CONSOLIDATION (40.5%) and lowest in CLARITY (39.1%).

• Profile 2 (1.9% of your team) scores highest in CONSISTENCY (93.3%) and lowest in CONSOLIDATION (90.0%).

• Profile 3 (0.6% of your team) scores highest in CONSISTENCY (80.0%) and lowest in COLLABORATION (22.5%).

• Profile 4 (0.6% of your team) scores highest in COLLABORATION (90.0%) and lowest in CONSOLIDATION (5.0%).

• The largest variability is observed in the CONSISTENCY dimension, achieving scores as high as 93.3%.

• In contrast, CONSOLIDATION scores the lowest at 5.0%, indicating significant disparity in practices.

### Innovation - Dynamics Representative Profiles
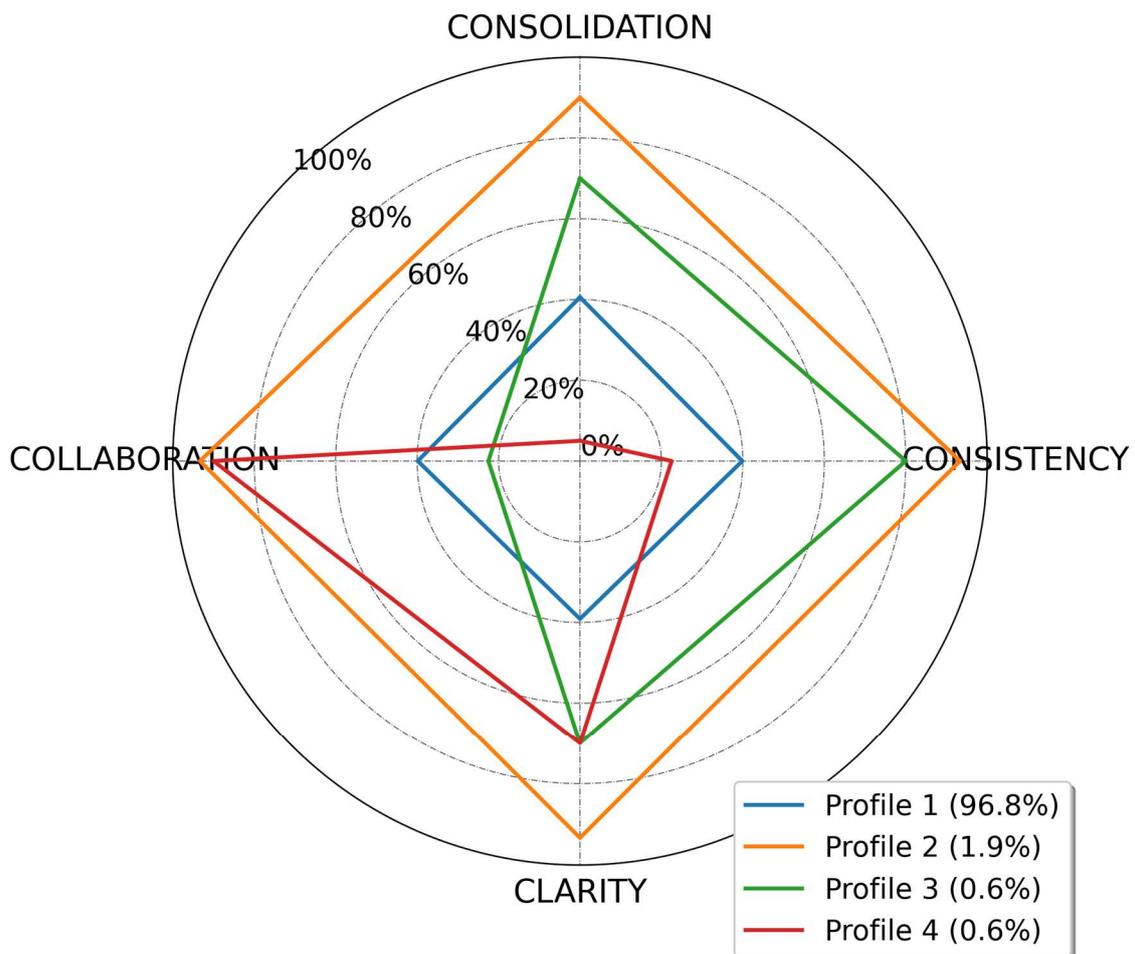
By Dimension

CONSOLIDATION: overall average is 41.5%, ranging from 2.5% to 100.0% (gap: 97.5%). CONSISTENCY: overall average is 41.0%, ranging from 2.5% to 100.0% (gap: 97.5%). CLARITY: overall average is 40.5%, ranging from 2.5% to 100.0% (gap: 97.5%). COLLABORATION: overall average is 41.1%, ranging from 2.5% to 100.0% (gap: 97.5%).
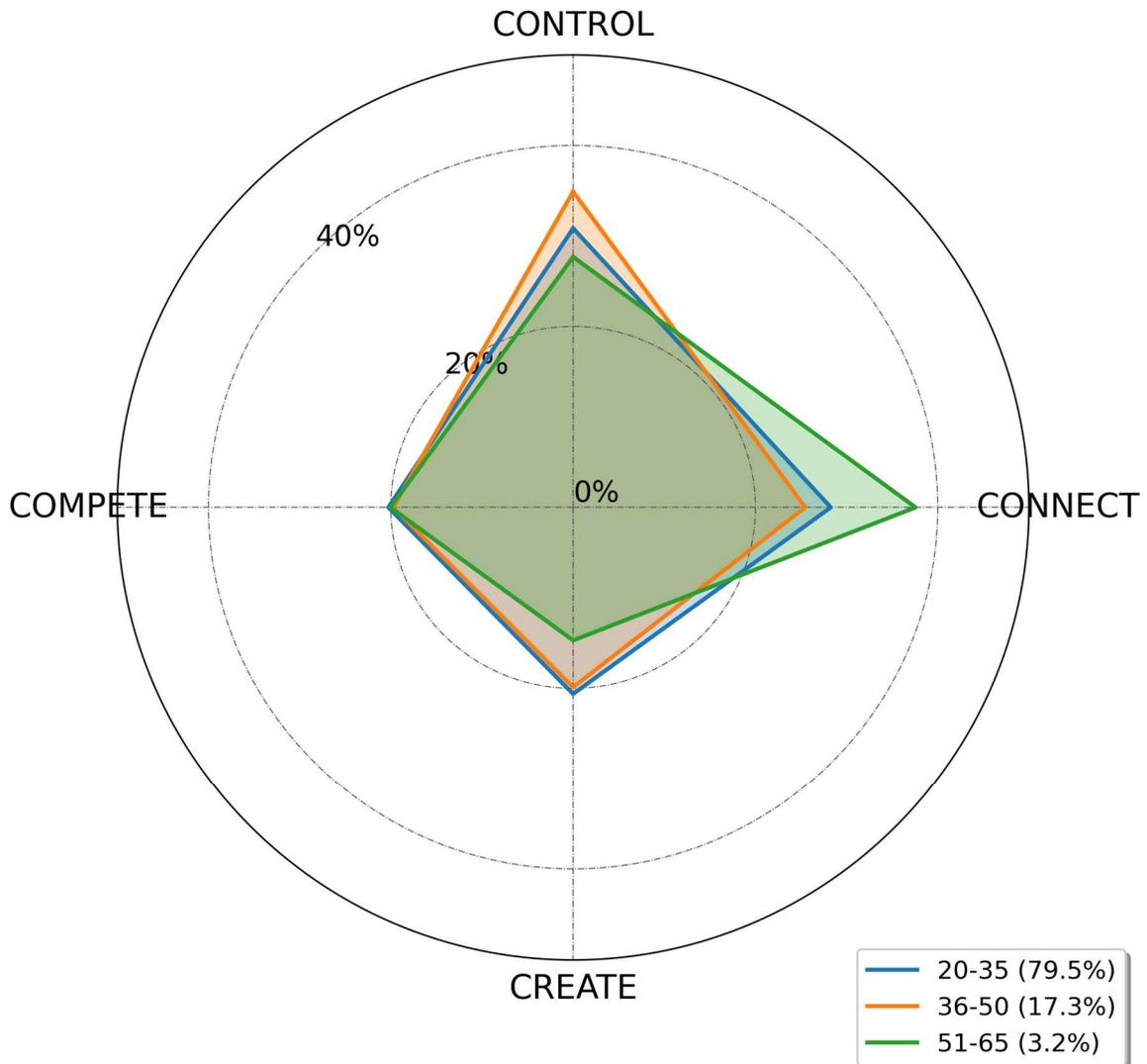
In Innovation dynamics, the largest discrepancy is in CONSOLIDATION (gap: 97.5%), suggesting an area for improvement, while CONSOLIDATION shows high alignment (gap: 97.5%).

Innovation - Team Dynamics Distribution
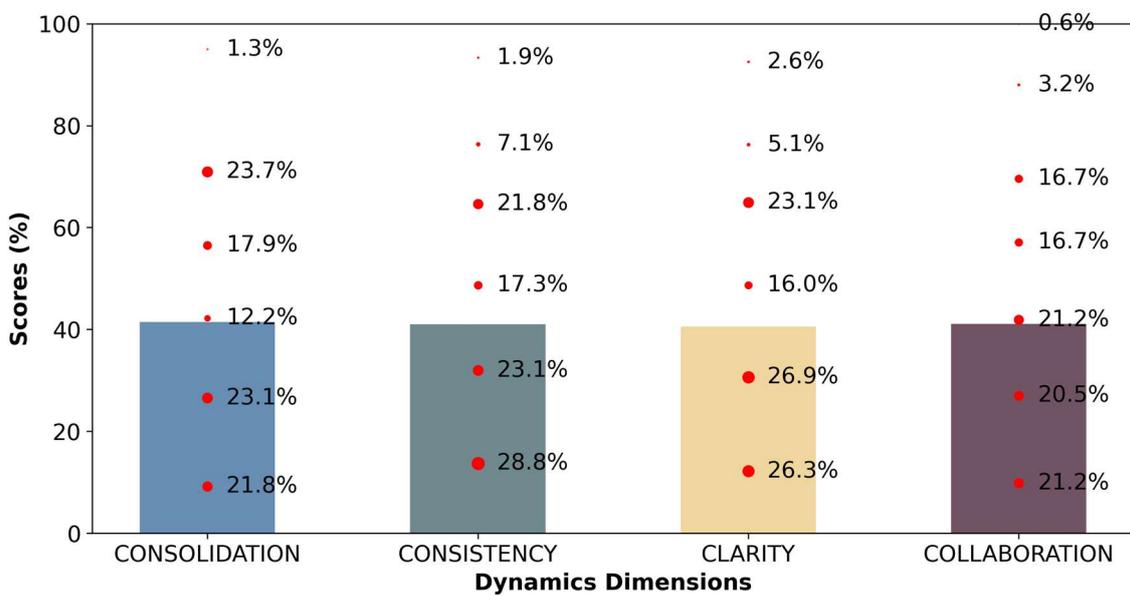
## Diversity

Culture - Innovation (Age)

20-35 (79.5%): highest in CONTROL (score: 30.8%), lowest in COMPETE (score: 20.3%).

36-50 (17.3%): highest in CONTROL (score: 34.9%), lowest in COMPETE (score: 19.7%).

51-65 (3.2%): highest in CONNECT (score: 37.6%), lowest in CREATE (score: 14.7%).

The largest gap in perception between groups is in CONNECT with a difference of 12.1%. The second largest gap is in CONTROL with a difference of 7.2%.

Dynamics - Innovation (Age)

Legend:
- 20-35 (79.5%)
- 36-50 (17.3%)
- 51-65 (3.2%)
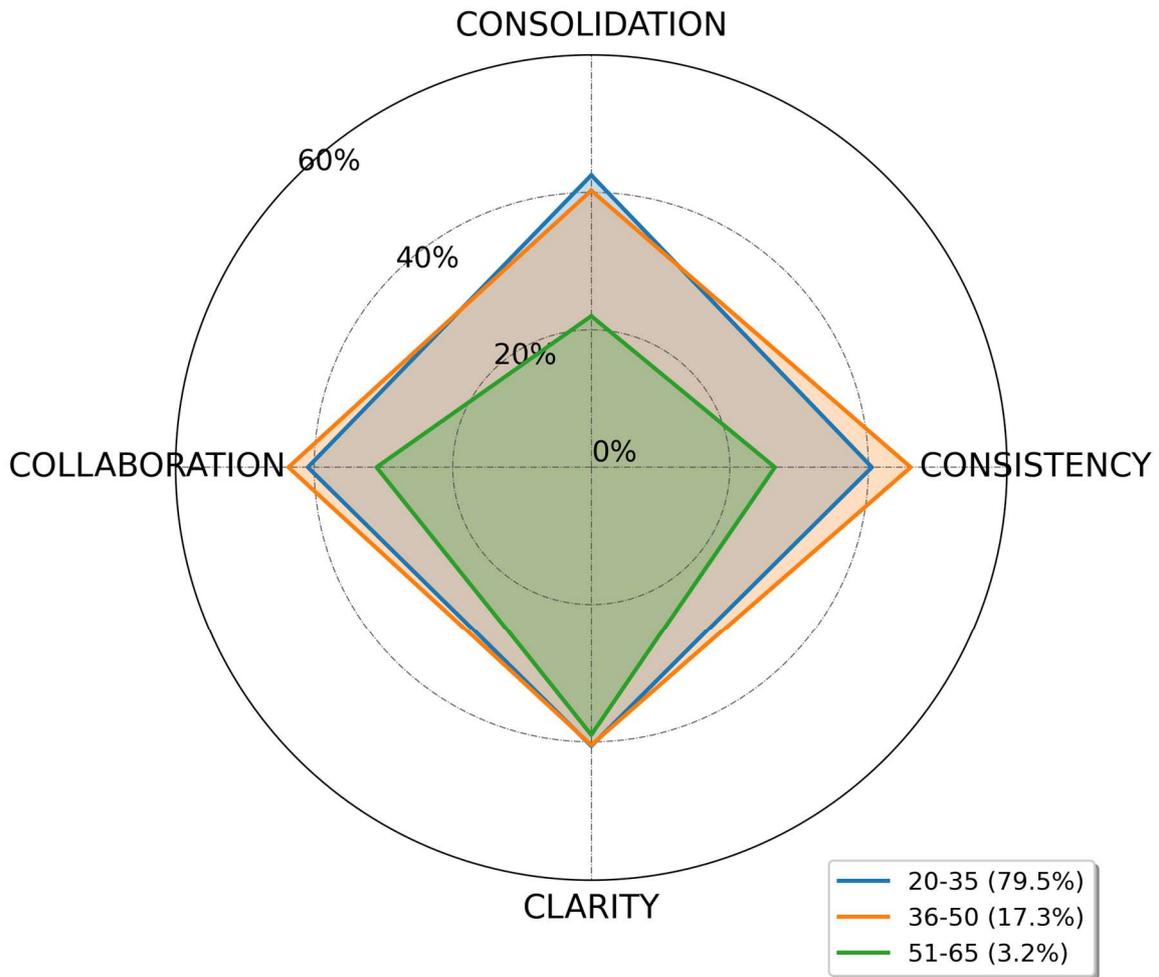
20-35 (79.5%): highest in CONSOLIDATION (score: 42.5%), lowest in CONSISTENCY (score: 40.5%).

36-50 (17.3%): highest in CONSISTENCY (score: 46.1%), lowest in CONSOLIDATION (score: 40.3%).

51-65 (3.2%): highest in CLARITY (score: 39.0%), lowest in CONSOLIDATION (score: 22.0%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 20.5%. The second largest gap is in CONSISTENCY with a difference of 19.6%.

Culture - Innovation (Gender)
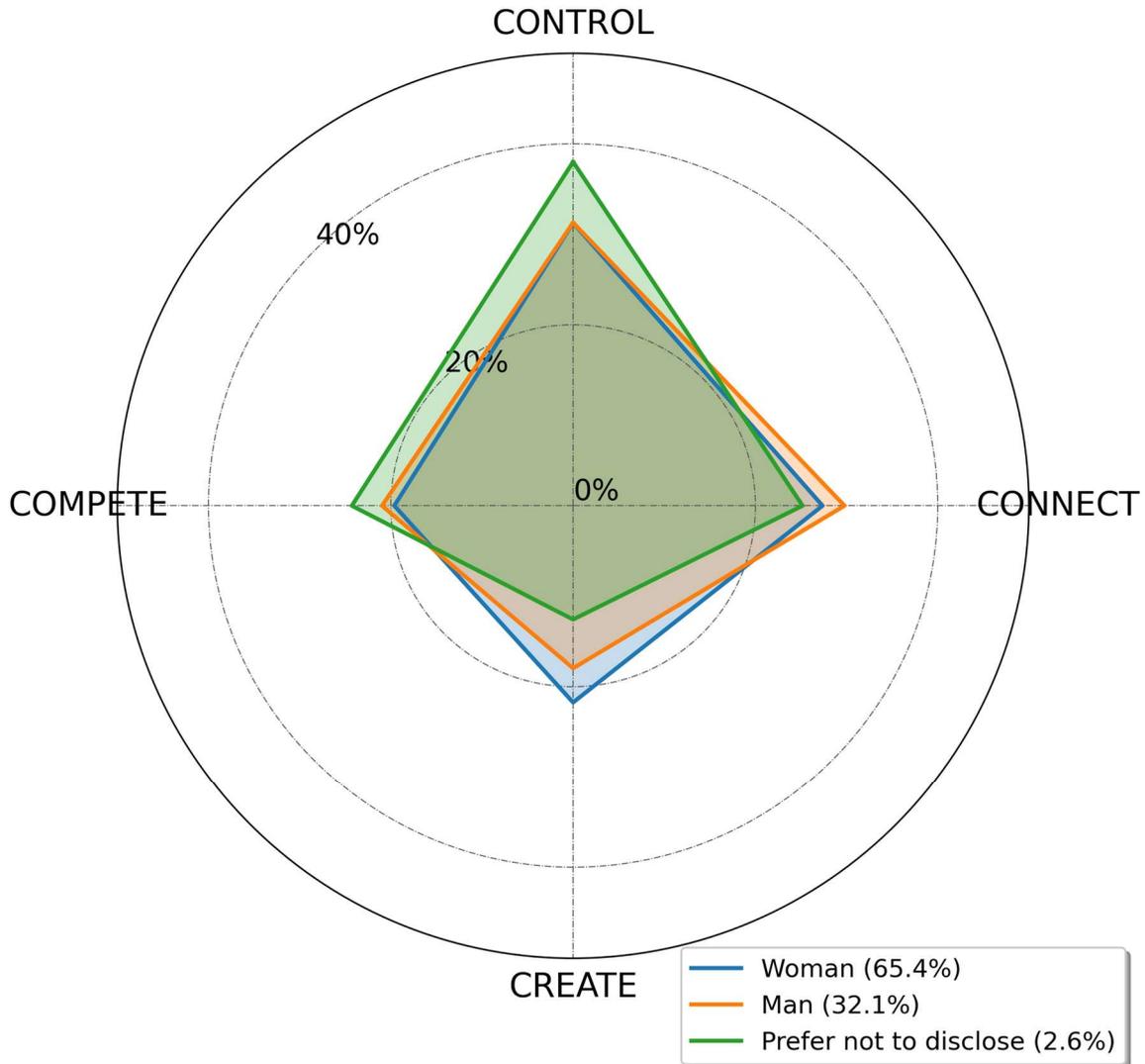
Man (32.1%): highest in CONTROL (score: 31.3%), lowest in CREATE (score: 18.0%).

Prefer not to disclose (2.6%): highest in CONTROL (score: 38.0%), lowest in CREATE (score: 12.6%).

Woman (65.4%): highest in CONTROL (score: 31.3%), lowest in COMPETE (score: 19.6%).

The largest gap in perception between groups is in CREATE with a difference of 9.2%. The second largest gap is in CONTROL with a difference of 6.7%.
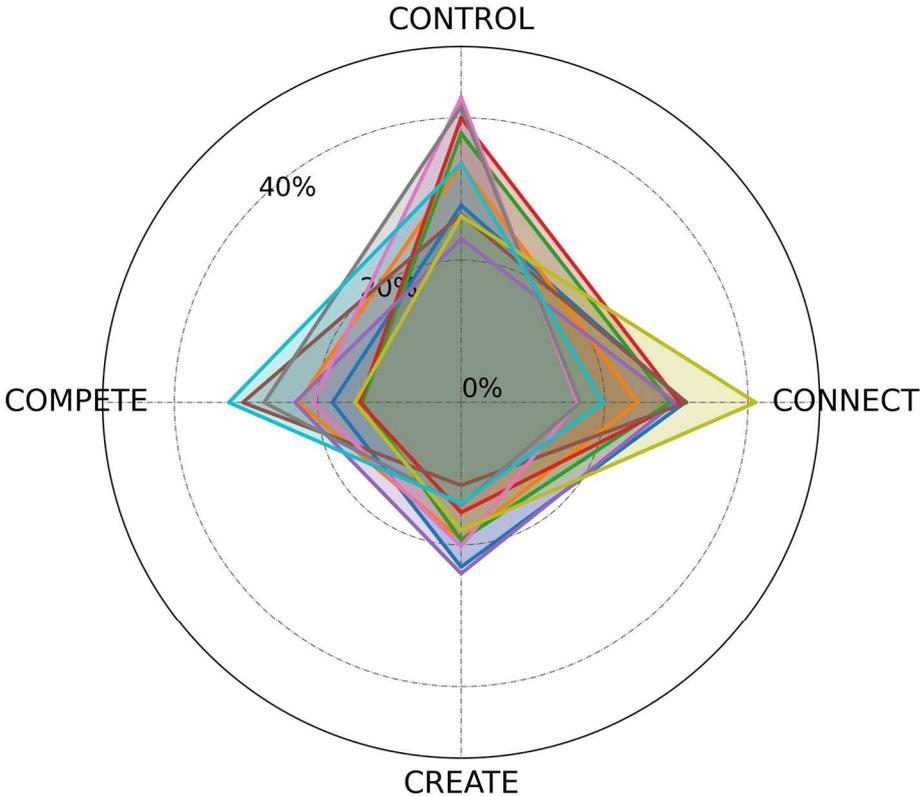
Dynamics - Innovation (Gender)
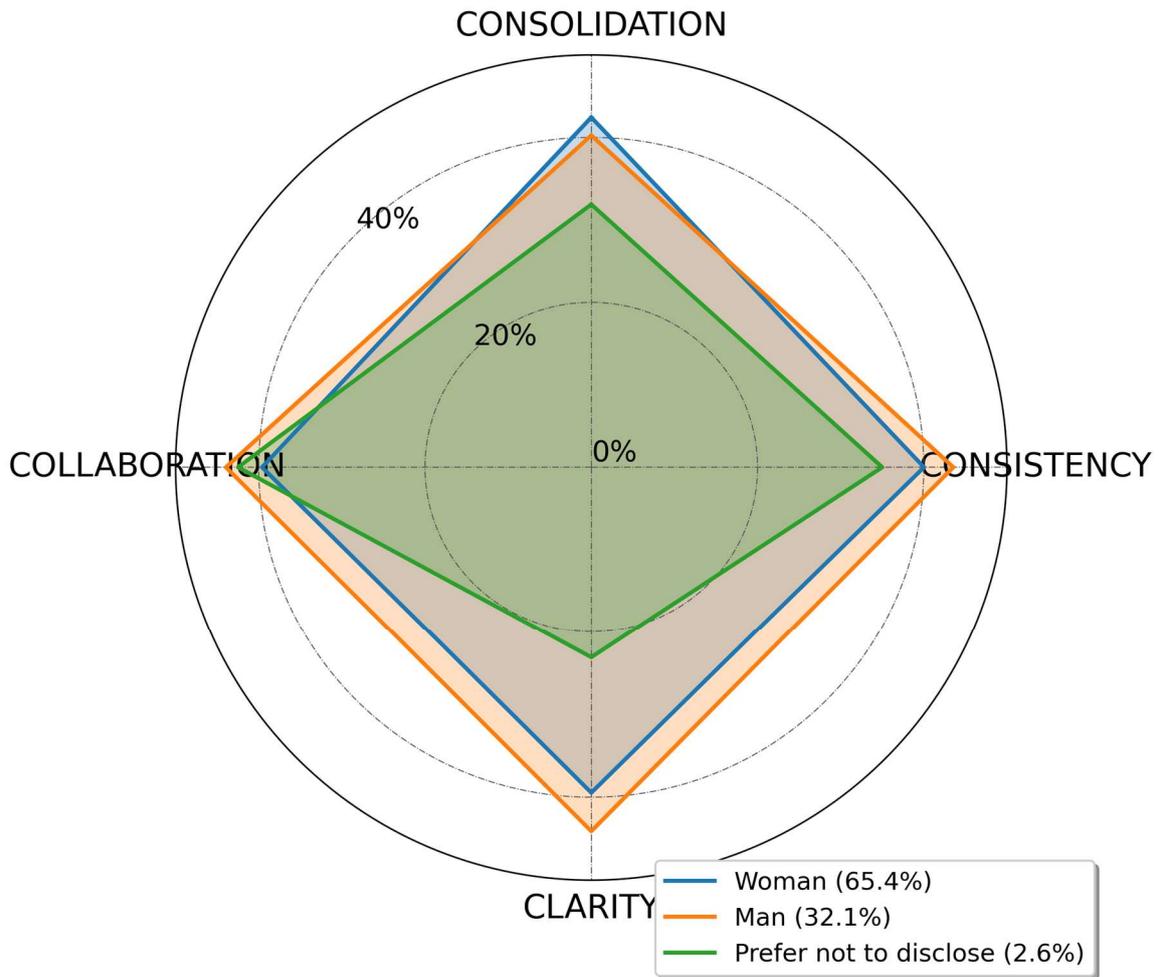
Man (32.1%): highest in CLARITY (score: 44.1%), lowest in CONSOLIDATION (score: 40.2%).

Prefer not to disclose (2.6%): highest in COLLABORATION (score: 42.5%), lowest in CLARITY (score: 23.1%).

Woman (65.4%): highest in CONSOLIDATION (score: 42.4%), lowest in CLARITY (score: 39.5%).

The largest gap in perception between groups is in CLARITY with a difference of 21.0%. The second largest gap is in CONSOLIDATION with a difference of 10.6%.

Culture - Innovation (Department)

Legend:
- Sales (39.1%)
- Operations (31.4%)
- HR (5.8%)
- General Management and Administration (5.1%)
- Motor Unit (4.5%)
- Finance (3.8%)
- Training and Quality (3.8%)
- Digital Marketing (2.6%)
- Digital Transformation (2.6%)
- Marketing (1.3%)

Digital Marketing (2.6%): highest in CONTROL (score: 41.5%), lowest in CREATE (score: 14.4%).

Digital Transformation (2.6%): highest in CONNECT (score: 41.1%), lowest in COMPETE (score: 14.8%).

Finance (3.8%): highest in CONNECT (score: 31.4%), lowest in CREATE (score: 11.7%).

General Management and Administration (5.1%): highest in CONTROL (score: 40.0%), lowest in COMPETE (score: 14.1%).

HR (5.8%): highest in CONTROL (score: 37.8%), lowest in COMPETE (score: 13.8%).

Marketing (1.3%): highest in CONTROL (score: 33.6%), lowest in CREATE (score: 14.2%).

Motor Unit (4.5%): highest in CONNECT (score: 29.8%), lowest in CONTROL (score: 23.0%).

Operations (31.4%): highest in CONTROL (score: 33.5%), lowest in CREATE (score: 19.2%).

Sales (39.1%): highest in CONNECT (score: 31.2%), lowest in COMPETE (score: 17.9%).

Training and Quality (3.8%): highest in CONTROL (score: 42.8%), lowest in CONNECT (score: 16.2%).

The largest gap in perception between groups is in CONNECT with a difference of 24.8%. The second largest gap is in CONTROL with a difference of 19.8%.

Dynamics - Innovation (Department)
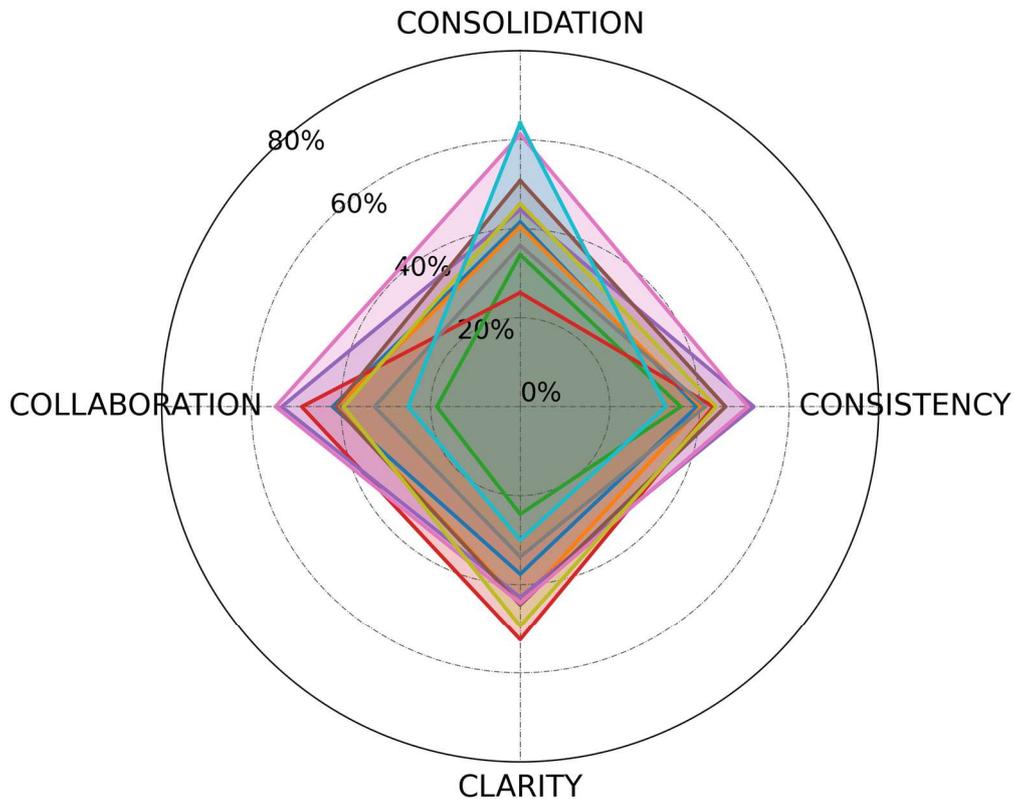
Digital Marketing (2.6%): highest in CONSISTENCY (score: 41.2%), lowest in COLLABORATION (score: 32.5%).

Digital Transformation (2.6%): highest in CLARITY (score: 49.4%), lowest in COLLABORATION (score: 39.4%).

Finance (3.8%): highest in CONSOLIDATION (score: 50.8%), lowest in COLLABORATION (score: 41.2%).

General Management and Administration (5.1%): highest in CLARITY (score: 52.5%), lowest in CONSOLIDATION (score: 25.6%).

HR (5.8%): highest in CONSISTENCY (score: 35.8%), lowest in COLLABORATION (score: 18.6%).

Marketing (1.3%): highest in CONSOLIDATION (score: 63.8%), lowest in COLLABORATION (score: 25.0%).

Motor Unit (4.5%): highest in COLLABORATION (score: 53.2%), lowest in

CLARITY (score: 42.9%).

Operations (31.4%): highest in CLARITY (score: 44.2%), lowest in CONSISTENCY (score: 40.4%).

Sales (39.1%): highest in COLLABORATION (score: 41.9%), lowest in CLARITY (score: 37.6%).

Training and Quality (3.8%): highest in CONSOLIDATION (score: 61.2%), lowest in CLARITY (score: 44.2%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 38.1%. The second largest gap is in COLLABORATION with a difference of 36.0%.

Culture - Innovation (Tenure)
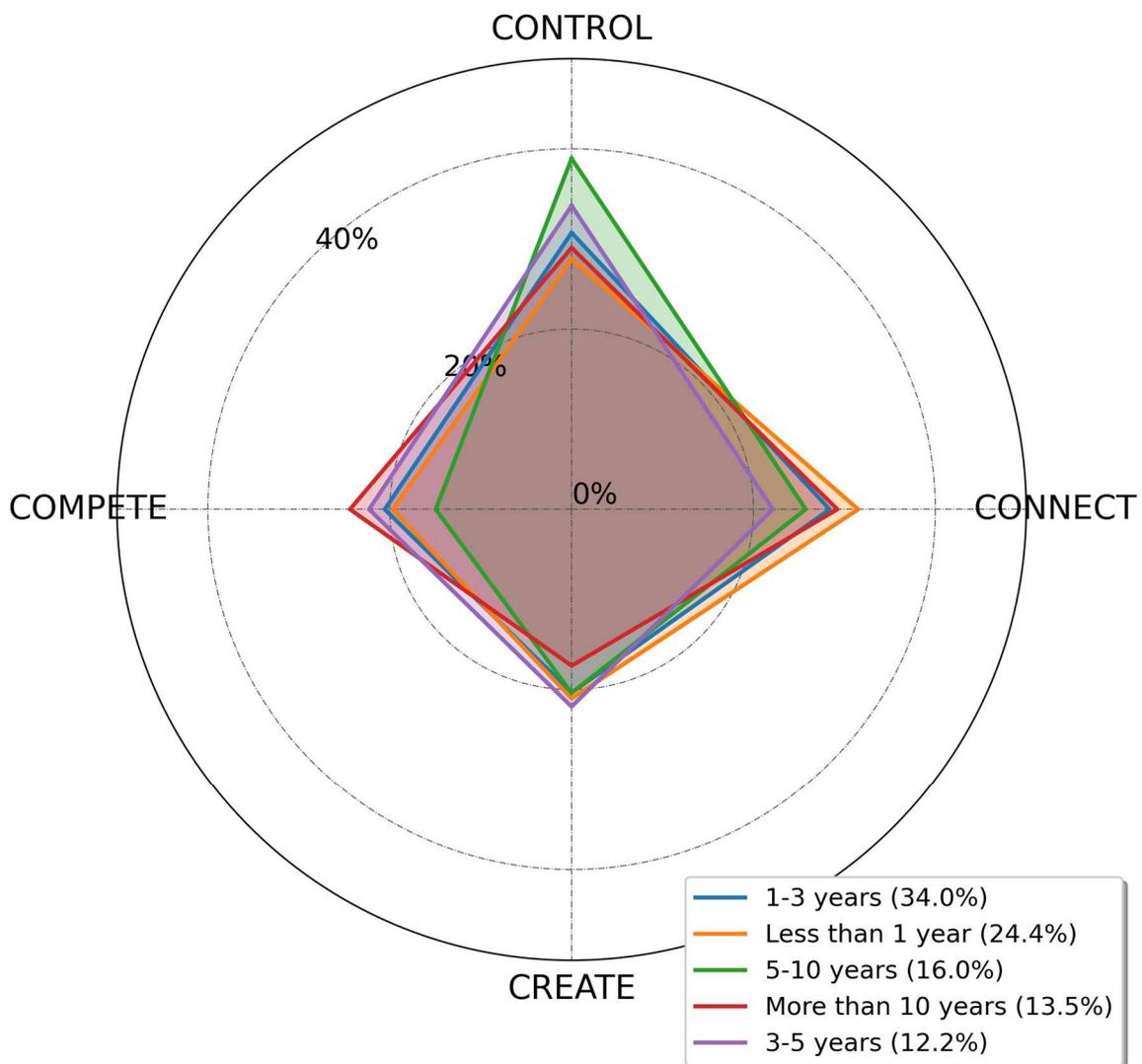
Less than 1 year (24.4%): highest in CONNECT (score: 31.5%), lowest in COMPETE (score: 19.7%).

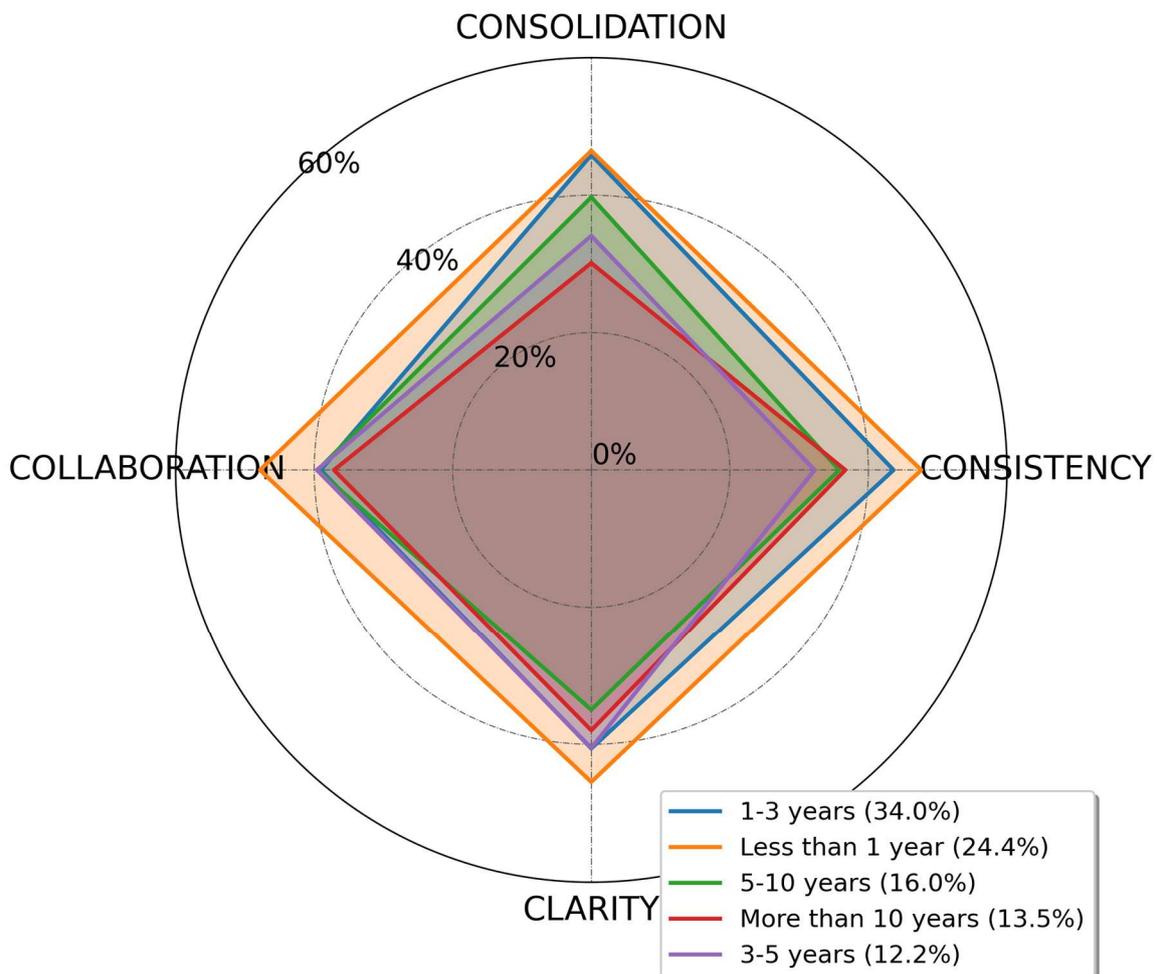1-3 years (34.0%): highest in CONTROL (score: 30.7%), lowest in CREATE (score:

20.4%).

3-5 years (12.2%): highest in CONTROL (score: 33.7%), lowest in CREATE (score: 21.9%).

5-10 years (16.0%): highest in CONTROL (score: 38.9%), lowest in COMPETE (score: 14.9%).

More than 10 years (13.5%): highest in CONNECT (score: 29.2%), lowest in CREATE (score: 17.4%).

The largest gap in perception between groups is in CONTROL with a difference of 11.1%. The second largest gap is in COMPETE with a difference of 9.4%.

Dynamics - Innovation (Tenure)

Less than 1 year (24.4%): highest in COLLABORATION (score: 47.8%), lowest in CLARITY (score: 45.5%).

1-3 years (34.0%): highest in CONSOLIDATION (score: 45.8%), lowest in COLLABORATION (score: 39.1%).

3-5 years (12.2%): highest in CLARITY (score: 40.5%), lowest in CONSISTENCY (score: 32.2%).

5-10 years (16.0%): highest in CONSOLIDATION (score: 39.7%), lowest in CLARITY (score: 35.0%).

More than 10 years (13.5%): highest in CLARITY (score: 38.0%), lowest in CONSOLIDATION (score: 30.1%).
The largest gap in perception between groups is in CONSOLIDATION with a difference of 16.3%. The second largest gap is in CONSISTENCY with a difference of 15.4%.

Culture - Innovation (Position)
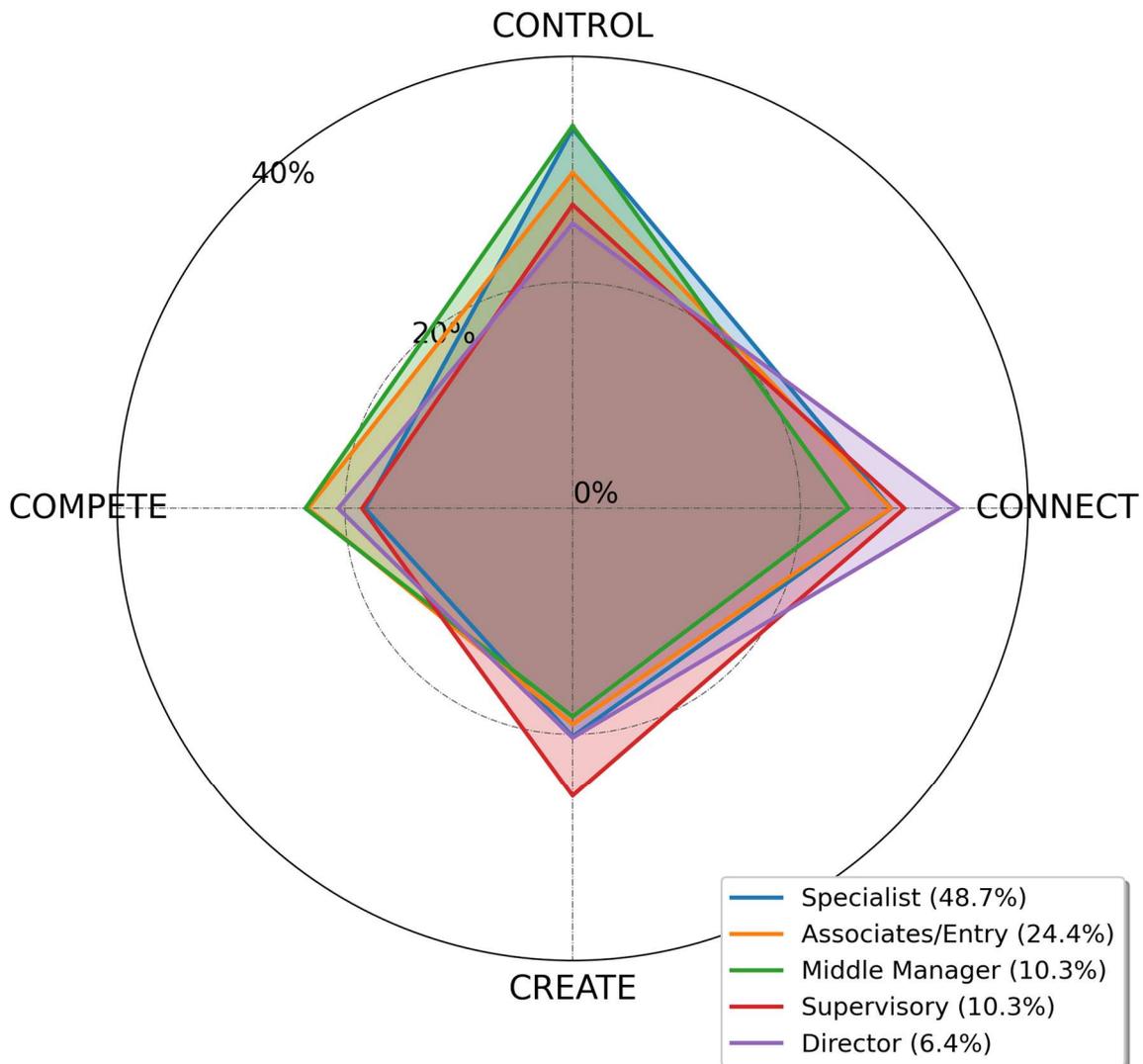
Associates/Entry (24.4%): highest in CONTROL (score: 29.7%), lowest in CREATE (score: 19.1%).
Director (6.4%): highest in CONNECT (score: 33.9%), lowest in CREATE (score: 20.3%).
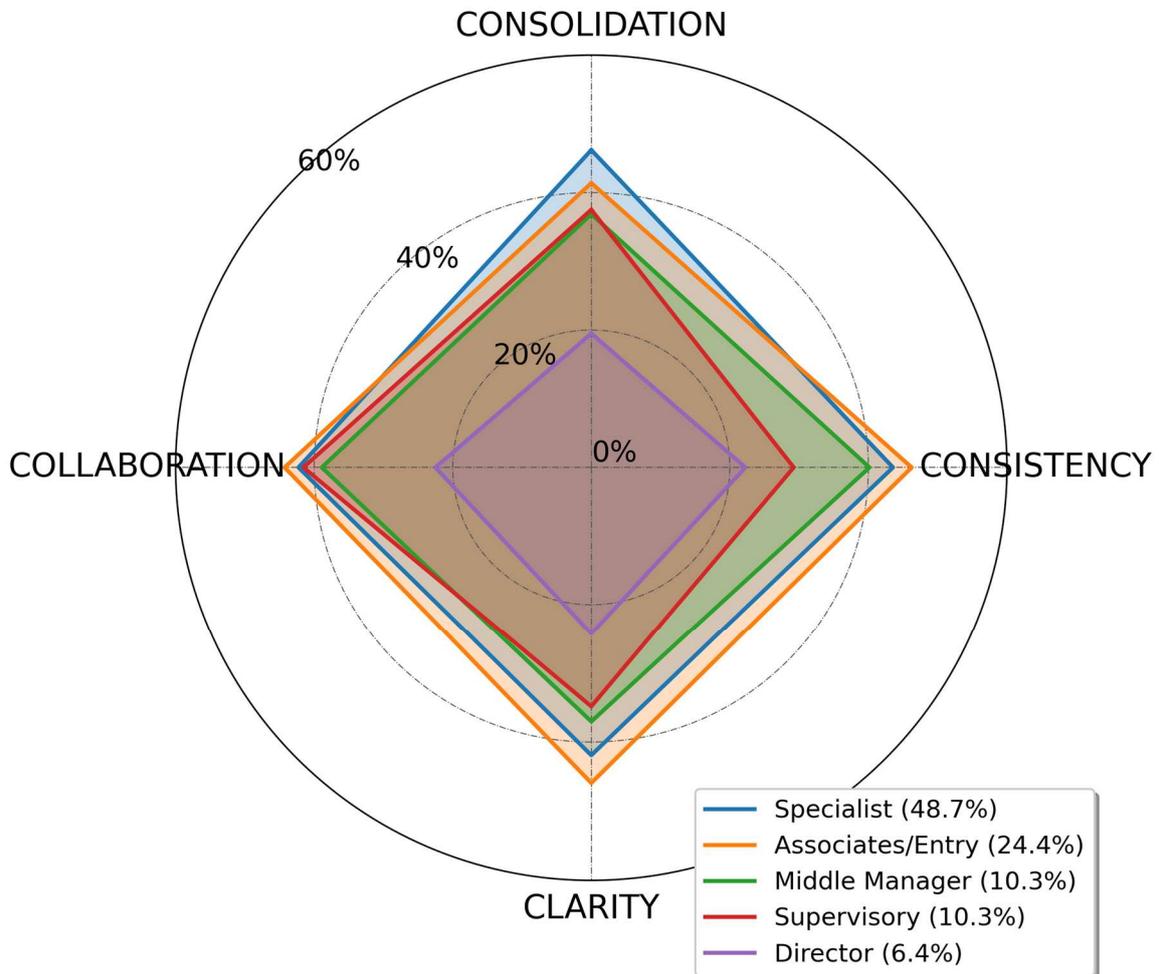Middle Manager (10.3%): highest in CONTROL (score: 33.8%), lowest in CREATE (score: 18.4%).
Specialist (48.7%): highest in CONTROL (score: 33.6%), lowest in COMPETE (score: 18.2%).

Supervisory (10.3%): highest in CONNECT (score: 29.1%), lowest in COMPETE (score: 18.5%).

The largest gap in perception between groups is in CONNECT with a difference of 9.6%. The second largest gap is in CONTROL with a difference of 8.6%.

Dynamics - Innovation (Position)

Associates/Entry (24.4%): highest in CONSISTENCY (score: 46.2%), lowest in CONSOLIDATION (score: 41.4%).

Director (6.4%): highest in CLARITY (score: 24.2%), lowest in CONSOLIDATION (score: 19.5%).

Middle Manager (10.3%): highest in CONSISTENCY (score: 40.2%), lowest in CONSOLIDATION (score: 36.9%).

Specialist (48.7%): highest in CONSOLIDATION (score: 46.2%), lowest in CLARITY (score: 41.9%).

Supervisory (10.3%): highest in COLLABORATION (score: 41.6%), lowest in CONSISTENCY (score: 29.2%).

The largest gap in perception between groups is in CONSOLIDATION with a difference of 26.7%. The second largest gap is in CONSISTENCY with a difference of 24.0%.

Next Steps

If these insights resonate, Synthosys can support you in turning them into action.

We work with leaders and teams to:

- strengthen leadership effectiveness,

- improve team dynamics and collaboration,

- align culture with strategic goals,

- and build resilient, high-performing organisations.

Support ranges from **focused leadership coaching** to **team and culture interventions** informed by the 4C Model.

To explore next steps, contact us at:
📩 info@synthosys.co.uk