



Executive Report

Confidential

Prepared exclusively for **XXXXXXXXXX**

Response Count: **XXX**

Date of Generation: **2026-XX-XX**

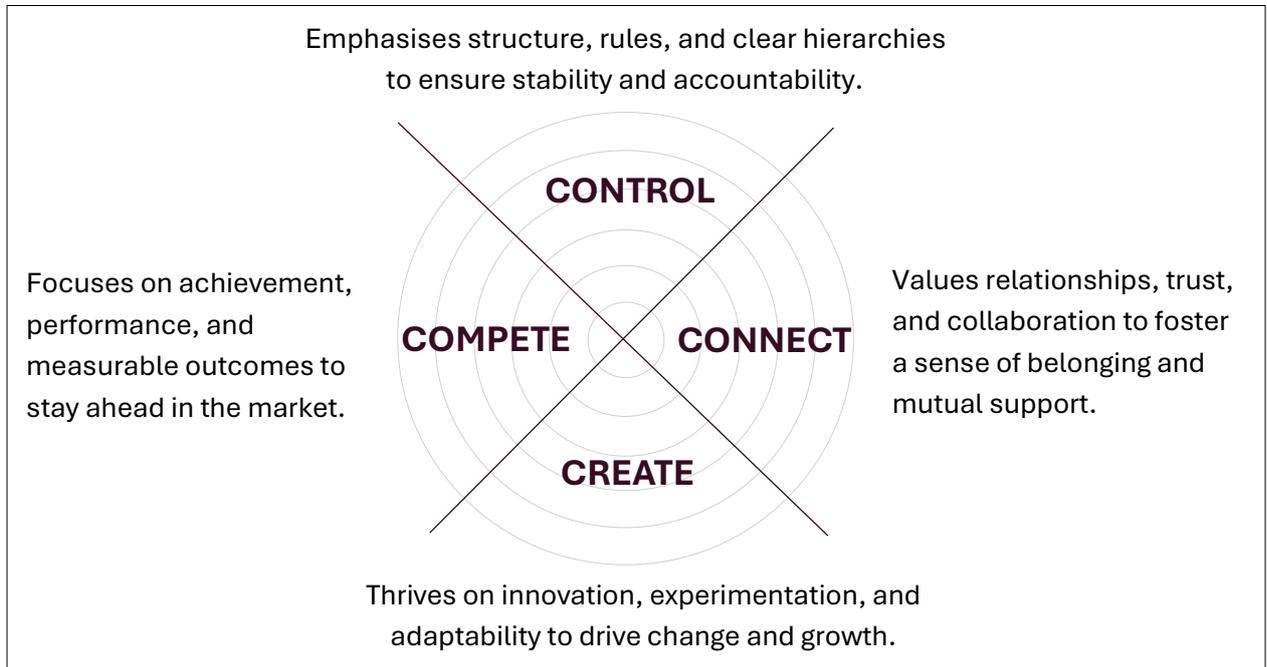
Context

XXXXXXXX is a commercially successful organisation preparing for leadership succession, a potential merger, and a push towards digital transformation. Despite strong market performance and employee loyalty, the company faces siloed working, informal conflict resolution, uneven accountability, and unclear ownership of strategy. This assessment identifies where culture and team dynamics are aligned and where critical misalignments could undermine transformation.

Your Culture Snapshot

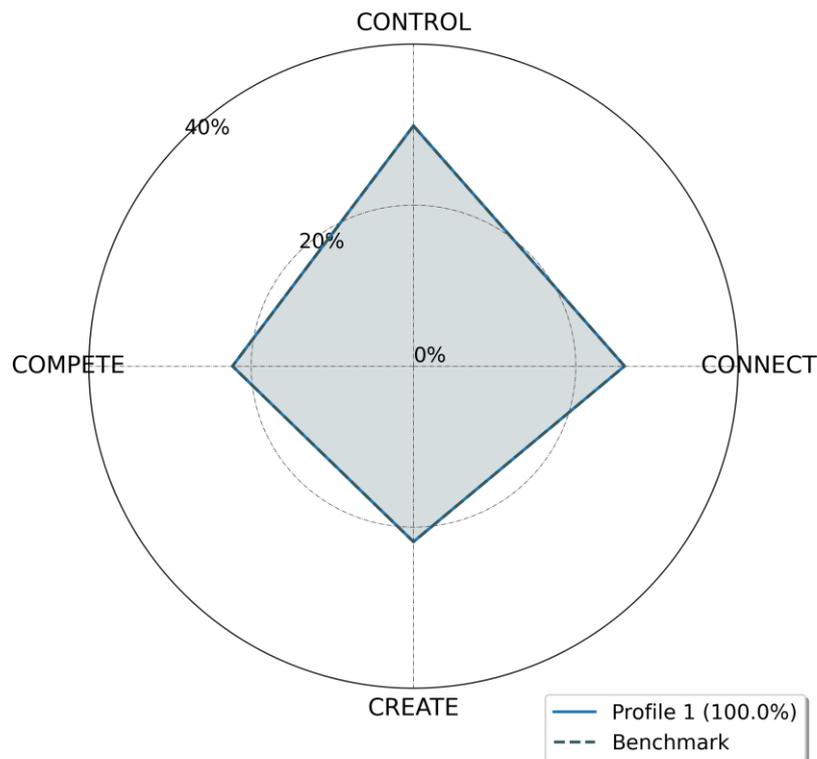
There's no ideal culture — only the one being shaped right now.

The key question: Is this the culture you want to build?



When averaging all traits together, the organisation presents a single, unified culture profile dominated by Control — indicating a shared perception of structured, hierarchical processes.

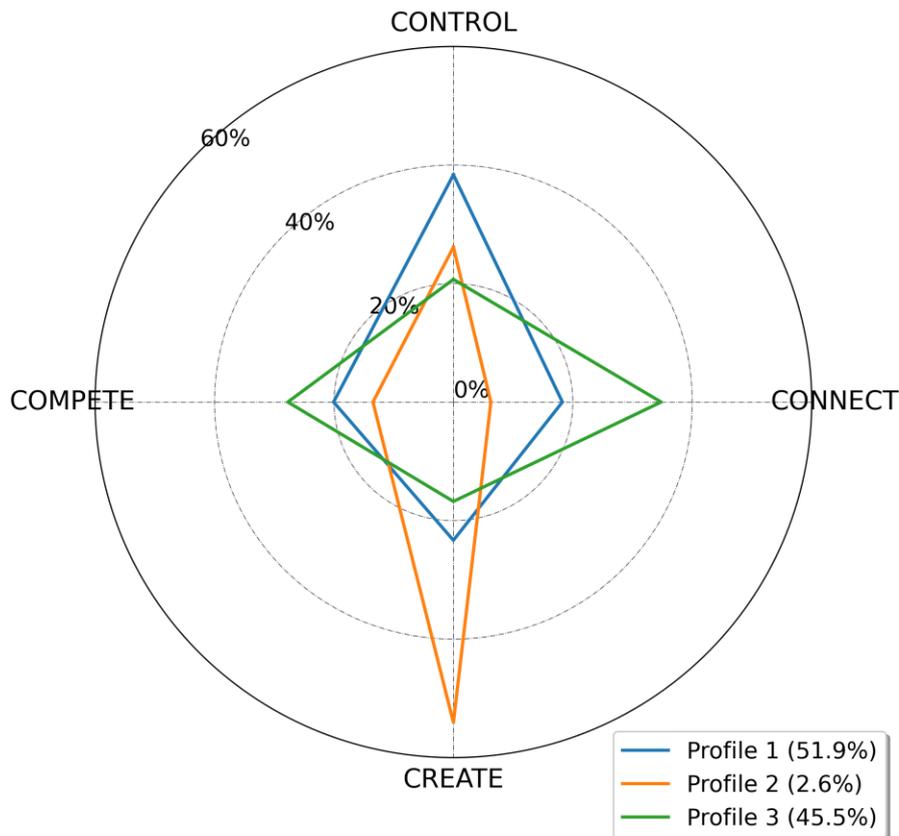
All Traits - Culture Representative Profiles



However, trait-by-trait analysis reveals significant hidden misalignments:

- **Information Sharing** has the **highest standard deviation** in culture (8.7%).
 - Half the organisation sees it as “Control” (structured, formal, top-down), while the other half sees it as “Connect” (relational, informal, trust-based).
 - This disconnect is directly relevant to XXXXXXXX’s silo and communication challenges – leaders may believe they are fostering open, relational sharing, while many employees perceive controlled and selective communication.

Information Sharing - Culture Representative Profiles

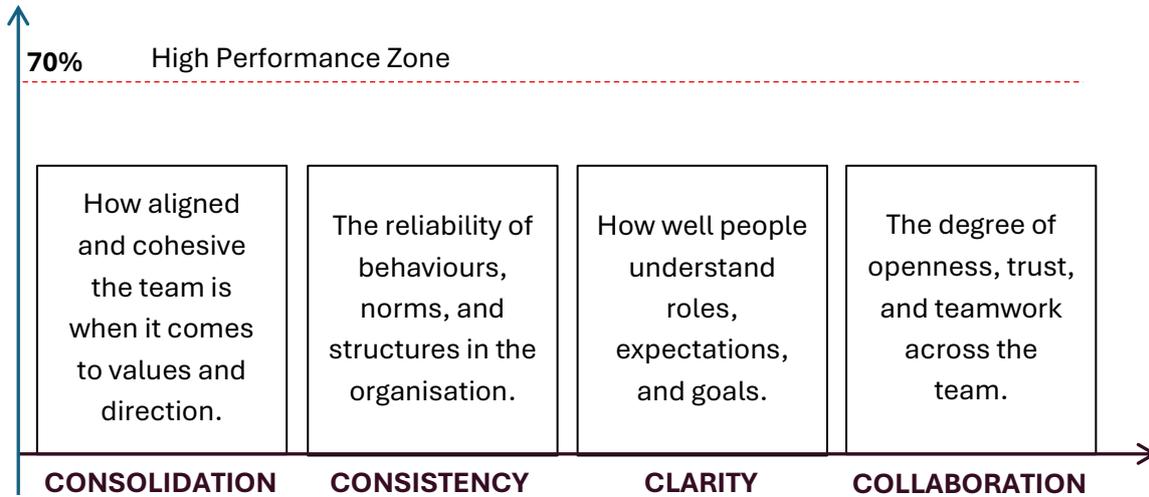


- **Goal Setting** and **Innovation** also show notable variability, meaning there is no consistent view on how objectives are set or how new ideas are supported. This variability could slow change initiatives and digital adoption.
- **Decision-Making** and **Adaptability** have **0 in standard deviation**, showing strong agreement. However, both are anchored in **Control**, meaning adaptability and decisions are perceived as **top-down**—potentially limiting agility, empowerment, and innovation.

Implication: While the Control dominance provides clarity and order, without balancing Connect/Create perspectives, it risks reinforcing dependency on senior leadership, slowing innovation, and preventing proactive collaboration.

Your Team Dynamics Snapshot

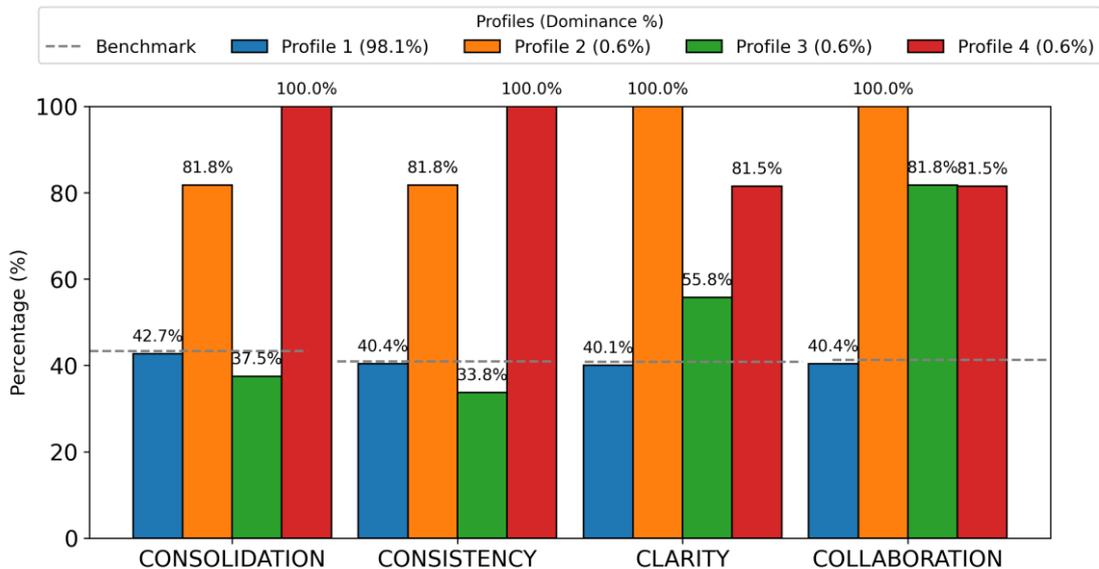
This chart captures how your team experiences key workplace dynamics. These insights reveal strengths and tensions in how your team works today. **High-performing teams usually score 70% across those 4 dimensions.** The question is: **Do these dynamics reflect the way you want your team to operate?**



Dynamics scores are **low across all four dimensions – Consolidation, Consistency, Clarity, and Collaboration** – averaging around **40%**, with **high variability** in many traits.

98.7% of your team shows a strong orientation towards CONSOLIDATION. The weakest dynamic across all profiles is CLARITY, and the largest gap among profiles is in CONSISTENCY (66.2%).

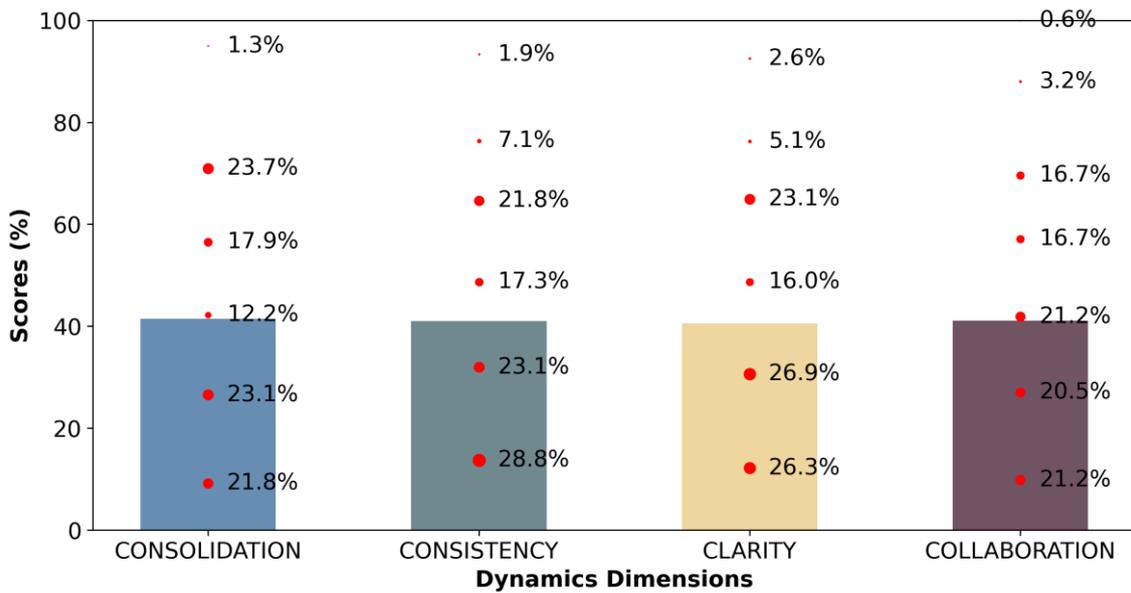
All Traits - Dynamics Representative Profiles (Bar Chart)



Key findings:

- **Highest misalignments:**
 - Innovation (Collaboration dimension, Std 8.5%) – some see innovation as thriving; others see little to none.

Innovation - Team Dynamics Distribution



- Communication (Collaboration dimension, Std 8.2%) – large gap in how openly and effectively people work across functions.
- Goal Setting and Feedback also show high variation, indicating inconsistent expectations and uneven follow-up.
- **Accountability** – uniquely, it has 0 standard deviation across all four dynamics. While this indicates strong agreement, the average score is low, meaning everyone agrees accountability is weak. This links directly to the silo problem and lack of role clarity.
- **Collaboration** shows a scattered profile – some teams experience high collaboration, while others are isolated, suggesting collaboration is personality-driven rather than structurally embedded.

Implication: Beneath surface cohesion lies fragmentation – teams may “get along” but lack consistent systems, accountability, and peer-level problem-solving.

Demographic Insights

Perceptions vary sharply **by department, position level, and length of employment** — all highly relevant to XXXXXXXX's transformation challenges.

Department – The **highest standard deviations** in both culture and dynamics occur by department.

- Sales (40% of staff) and Operations (31%) lean strongly towards **Control**, reinforcing structured processes and hierarchy.
- Smaller groups (e.g., Digital Marketing, Transformation) lean more towards **Connect/Create**, favouring collaboration and innovation.
- This creates competing operating logics that can derail cross-departmental projects.

Position Level

- Directors and some managers perceive more **Connect** in culture — valuing relationships in information sharing.
- Associates and specialists perceive more **Control** — seeing information as managed and top-down.
- This disconnect can create **blind spots** where leaders overestimate relational openness, while staff experience restrictive communication.

Length of Employment

- Shows high variability in dynamics, especially **Consistency**.
- This suggests that employees' experience of processes, decisions, and communication differs significantly depending on their tenure.
- Those with longer service may navigate informal channels more effectively, while newer employees might lack access to the same information or established working norms — reinforcing uneven collaboration and execution.

Implication: These differences confirm that while values may be broadly shared, **the lived experience of culture and dynamics is inconsistent** — especially across departmental and seniority boundaries.

Demographic Insight Heatmaps

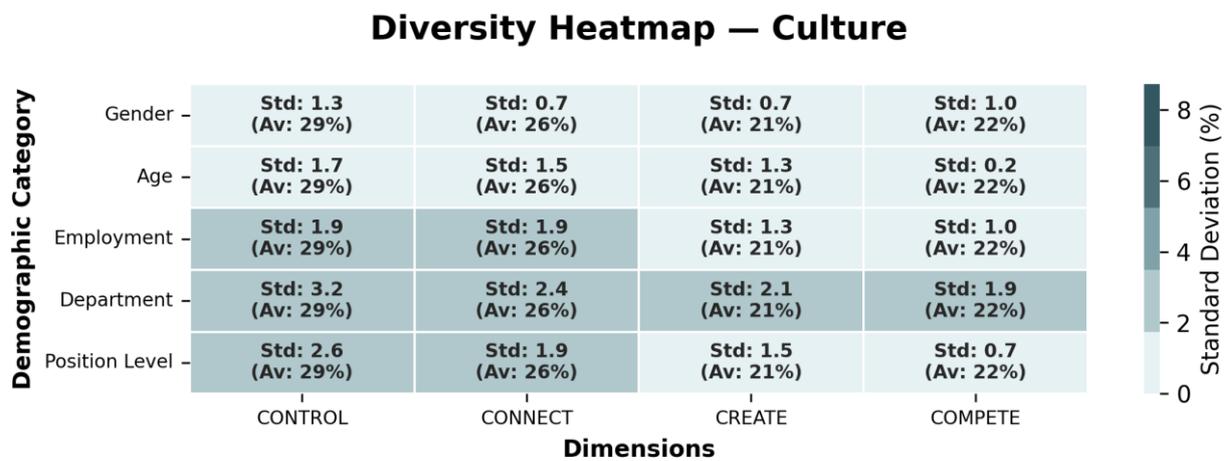
These heatmaps reveal how different groups experience your culture and dynamics.

They highlight perception gaps by gender, age, role, and employment type. Each cell shows **Average (Av)** and **Standard Deviation (Std)** — with darker shades signalling greater internal variation.

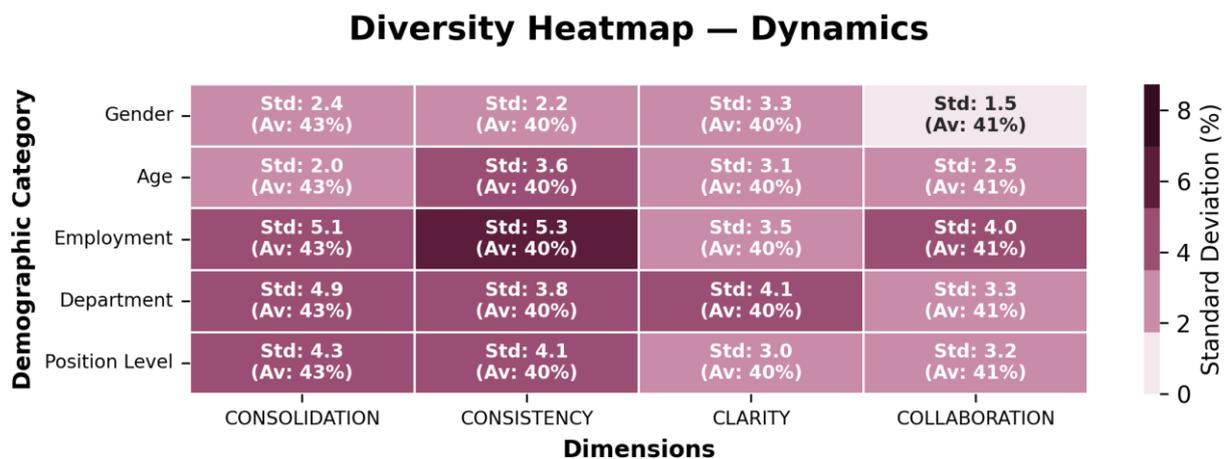
These differences may point to inclusion gaps or misalignment.

For deeper insights, refer to the trait-specific heatmaps in the full report.

Diversity heatmap - Culture



Diversity heatmap - Dynamics



Open Feedback – Key Insights

The open responses reinforce the main challenges already identified in the 4C assessment and point to priority areas for action:

1. **Structure & Consistency** – Strong demand for clear rules, defined roles, and stable decision-making processes applied equally across all departments.
2. **Fairness & Accountability** – Frequent concerns about favouritism, unequal treatment, and lack of merit-based recognition – especially outside sales roles.
3. **Collaboration & Alignment** – Calls to break down silos between departments, improve interdepartmental trust, and foster a more united organisational culture.
4. **Leadership Practices** – Need for improved communication, emotional intelligence, consistent coaching, and professional conflict resolution from managers.
5. **Workplace Climate** – Repeated mentions of gossip, toxic behaviours, and uneven application of policies harming morale and retention.
6. **Engagement & Retention** – Requests for competitive pay, recognition of all roles, more team bonding, and a balance between social cohesion and professional standards.

Starting Point

Several respondents explicitly stated that this 4C assessment itself should be the foundation for change. This reinforces the need for a **holistic approach** – addressing culture, dynamics, and leadership alignment together – to dismantle silos, build trust, and create a consistent employee experience across all functions.

Priority Focus Areas

Given XXXXXXXX's goals and challenges, three critical areas emerge:

1. **Information Sharing (Culture)** – Aligning how, when, and with whom information is shared to reduce silos and improve collaboration.
 - Build a shared, transparent process that bridges Control and Connect perceptions.
2. **Collaboration & Communication (Dynamics)** – Address high variability by embedding structured, organisation-wide collaboration mechanisms rather than relying on personal relationships.

3. **Accountability (Dynamics)** – Everyone agrees it is weak; strengthening it will support clearer roles, fairer expectations, and more reliable delivery.

Conclusion

XXXXXXXX's discipline and loyalty are strategic assets, but transformation will require closing the gap between perceived structure and intended collaboration. The biggest opportunity lies in addressing information sharing, collaboration, and accountability – areas that cut across culture, dynamics, and demographics. Aligning these will help break silos, prepare the organisation for leadership transition, and create a culture capable of sustaining digital and strategic growth.