



The Culture  
Factor

| G R O U P

## EXECUTIVE MATCH

**Jack Manager**  
**Demo Company**

The degree to which your behavior enables  
or hinders your optimal organizational culture

30.10.2023



The Culture  
Factor

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[www.theculturefactor.com](http://www.theculturefactor.com)

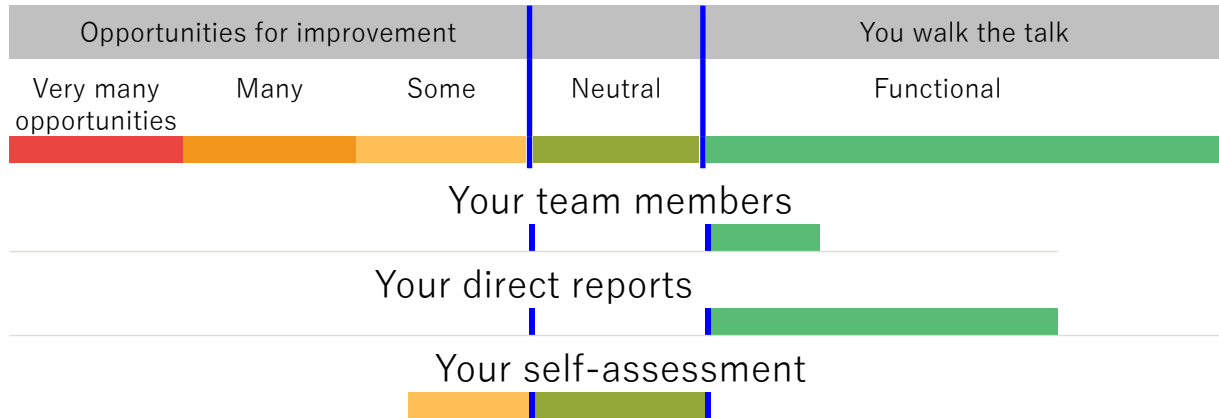
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# 1 RESULTS OVERVIEW

## YOUR ALIGNMENT INDEX

Degree to which you make the optimal culture happen according to

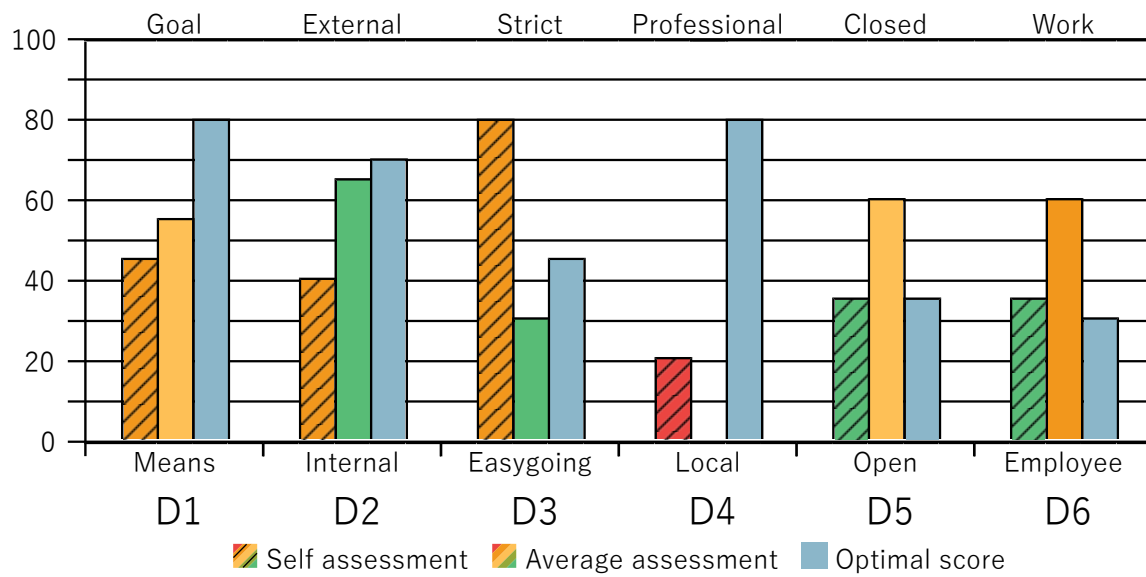


## RESPONDENTS (ABSOLUTE NUMBERS)

	Direct reports	Colleagues	Self-assessment
Jack Manager	4	4	1

## Your behavioral profile on the Multi-focus Model

The profile below gives an overview per dimension of how aligned your behavior is with the optimal culture (shown as a blue bar) of your organization. The first bar shows your own assessment. The second bar shows the assessment of those that evaluated you.



### Color codes

- 0 - 19: you walk the talk
- 20 - 24: neutral
- 25 - 29: some opportunities for improvement
- 30 - 39: opportunities for improvement
- 40 or more: very many opportunities for improvement
- Optimal score

### The dimensions of the Multi-focus Model

D1	organizational effectiveness	D4	Focus
D2	Customer orientation	D5	Approachability
D3	Control	D6	Management philosophy

## 2 YOUR PROFILE PER DIMENSION

The following pages provide more detailed feedback. For every dimension, your self-assessment, your assessment by your team members and by your direct reports are compared to the optimal culture of your organization.

Underneath each chart, the aspects of your behavior in line with the defined optimal culture are listed and highlighted with a green line on the side of the page, followed by opportunities for improvement which are highlighted with an orange line on the side of the page.

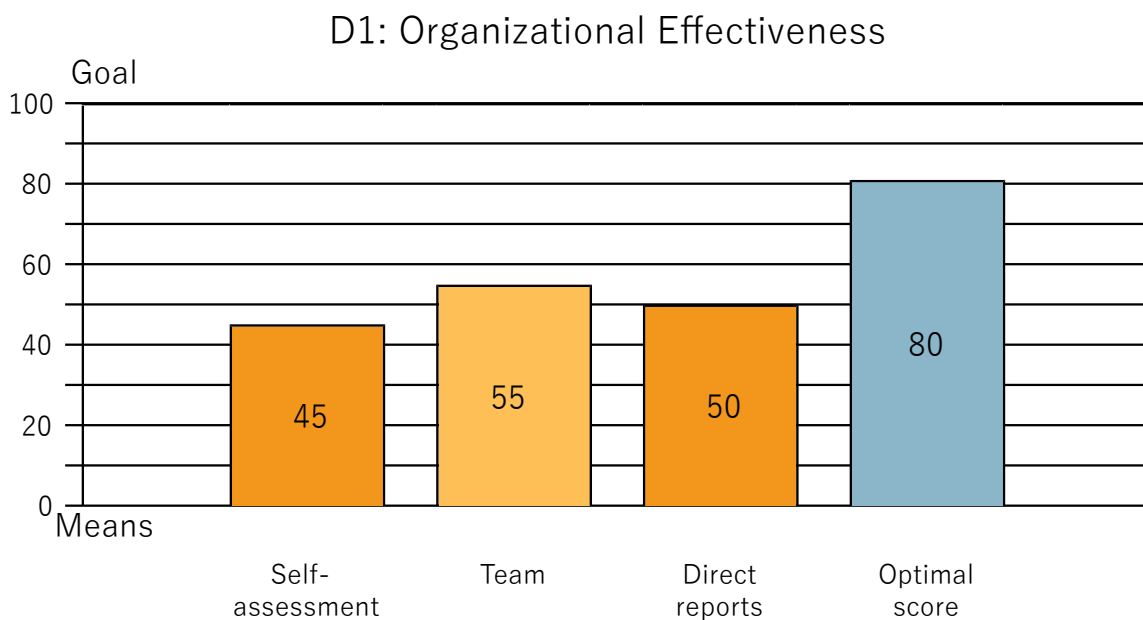
Statements can be shown even if the culture is aligned on a dimension level, as there may be a misalignment on an item level. The more asterisks shown next to a statement, the higher the impact of the change will be. These texts are generated using ONLY the feedback you received from others, not taking your self-assessment into account.

## 2.1 D1: Organizational Effectiveness

The means oriented versus goal oriented dimension is most closely connected with the effectiveness of the organization.

In a **means-oriented** culture, the way in which work has to be carried out matters most; people identify with the **“how”**.

In a **goal-oriented** culture, outcomes matter most. Employees strive to achieve internal goals and results, sometimes taking substantial risks; people identify with the **“what”**.



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## SCORE BREAKDOWN

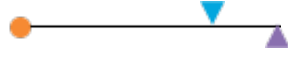
The chart below shows the assessments on the level of individual items. Focus your attention on those items where you can see the biggest differences - both between your own assessment and the assessment of others, as well as the difference between the assessments of team members and subordinates (if available). You can get to know yourself better by reflecting on why these differences exist.



## Jack Manager of Demo Company

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S/he will easily overturn  
delegation, if s/he is  
dissatisfied with the  
performance of one of his/  
her direct reports



S/he is good in delegating  
authority and responsibility  
by giving proper support

S/he often falters at  
decisive moments



S/he is decisive



## ASPECTS OF YOUR BEHAVIOR IN LINE WITH THE DEFINED OPTIMAL CULTURE

- 1 You are keen in coming up with suggestions for improvement regarding the whole organization.
- 2 You are positive towards constructive criticism by others about your own area of responsibility.
- 3 You are outspoken and you don't mind delivering bad news to your colleagues and direct reports.
- 4 You very rarely delegate authority in such a way that you have to subsequently undermine the authority you delegated.
- 5 You are constructive.

## HOW YOU CAN IMPROVE YOUR ALIGNMENT WITH THE OPTIMAL CULTURE

	Impact
1 Remain focused on the big picture instead of getting lost in details.	***
2 Compromise to ensure progress is made.	***
3 Become more decisive.	***
4 Show more initiative.	***
5 Tell the truth.	**
6 Avoid office politics.	**

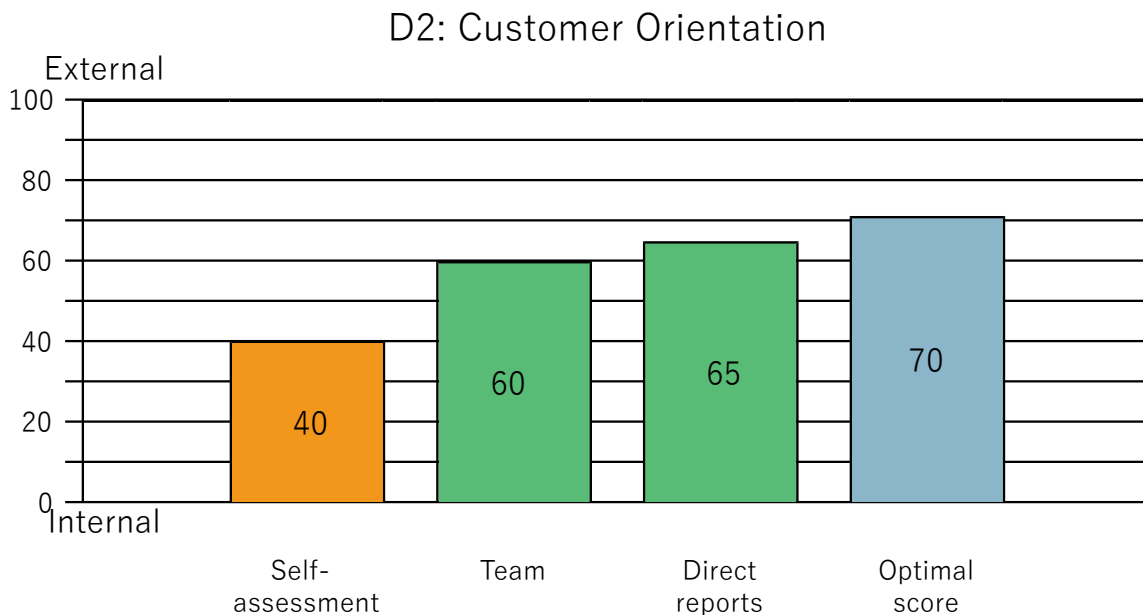
Functionality of your behavior can be improved to a  
 \*\*\* very high degree   \*\* high degree   \* considerable degree

## 2.2 D2: Customer Orientation

D2 is most closely connected with the way employees relate to customers of the organization, as well as to other stakeholders.

In an **internally driven** culture employees take for granted that business ethics and honesty matters most when it comes to dealing with the outside world. Because of this belief, they perceive that they know best what is good for the customer and the world at large.

In a **very externally driven** culture the only emphasis is on meeting the customer's requirements. Results and a pragmatic approach to achieving results for customers matter most in this culture, sometimes at the expense of ethical practices.

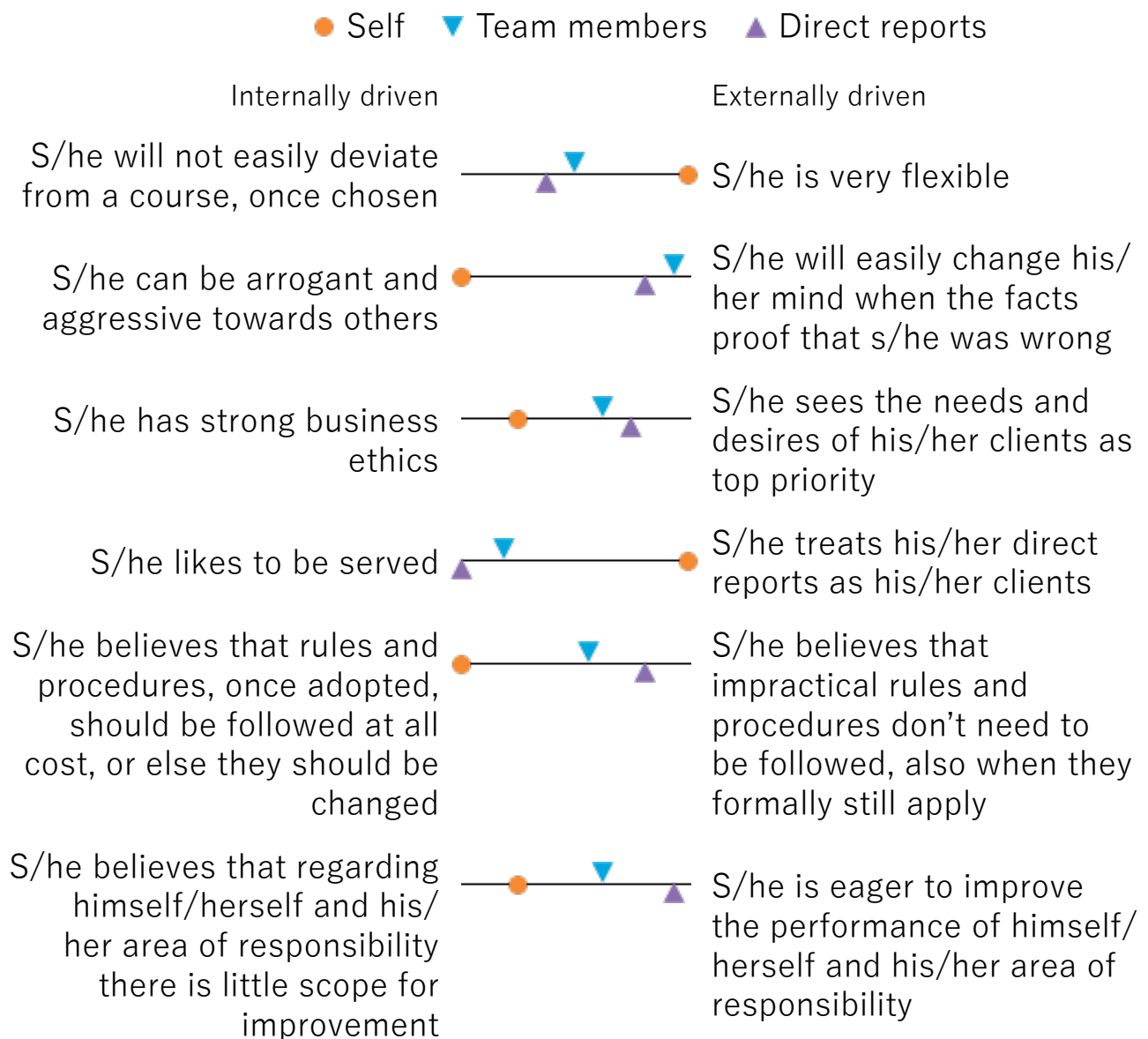


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## ASPECTS OF YOUR BEHAVIOR IN LINE WITH THE DEFINED OPTIMAL CULTURE

- 1 You are rather easy-going regarding business ethics.

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- 2 You are rather pragmatic about complying with impracticable rules and procedures even if they still formally apply.

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- 3 You are eager to improve yourself and the group you are responsible for.

## HOW YOU CAN IMPROVE YOUR ALIGNMENT WITH THE OPTIMAL CULTURE

Impact

- |   |   |     |
|---|---|-----|
| 1 | Treat your direct reports more as your clients instead of requiring them to accommodate to your personal needs and desires. | *** |
| 2 | Be more flexible.   | *   |

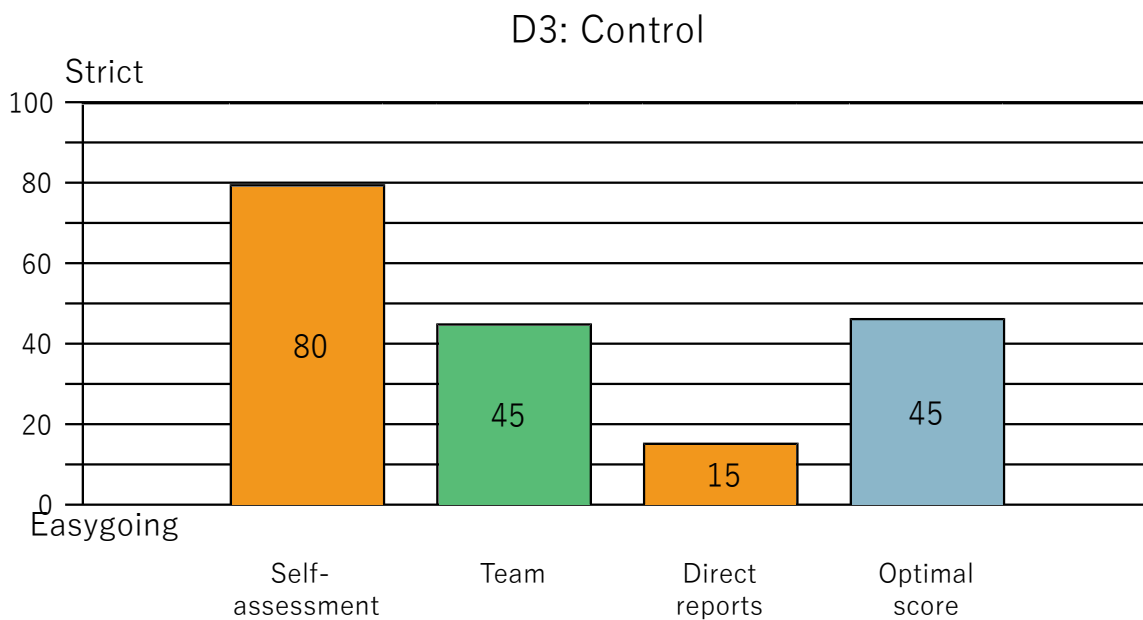
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## 2.3 D3: Control

This dimension refers to the amount of **internal structuring, control and discipline**.

A **very easygoing** culture has loose internal structure, little control and discipline, and lacks predictability; people improvise and there are a lot of surprises.

In a **very strict** work discipline, there is a great deal of internal control. People tend to be very cost conscious, punctual, and serious.



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## ASPECTS OF YOUR BEHAVIOR IN LINE WITH THE DEFINED OPTIMAL CULTURE

No relevant characteristics have been identified.

## HOW YOU CAN IMPROVE YOUR ALIGNMENT WITH THE OPTIMAL CULTURE

Impact

- |   | Impact |
|---|--------|
| 1 Create a more cheerful place to work in.  | *      |
| 2 Ensure that meetings organized by you are perceived to be very useful.  | *      |
| 3 Become more cost conscious and act accordingly also relating to your own expenses.  | *      |
| 4 Give subordinates more detailed instructions, or in the case of senior managers reporting to you, assist them in developing standards allowing them to control the effectiveness and efficiency of their own actions. | *      |

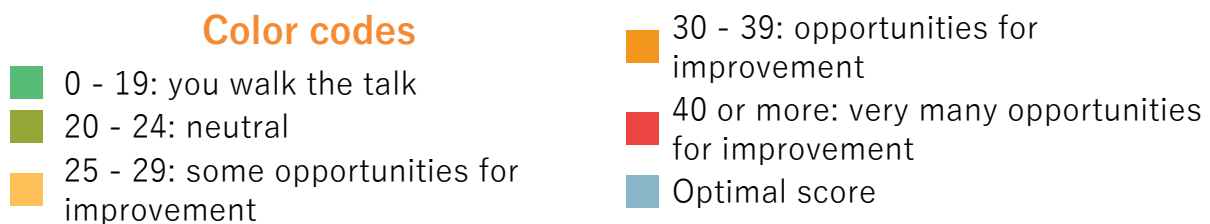
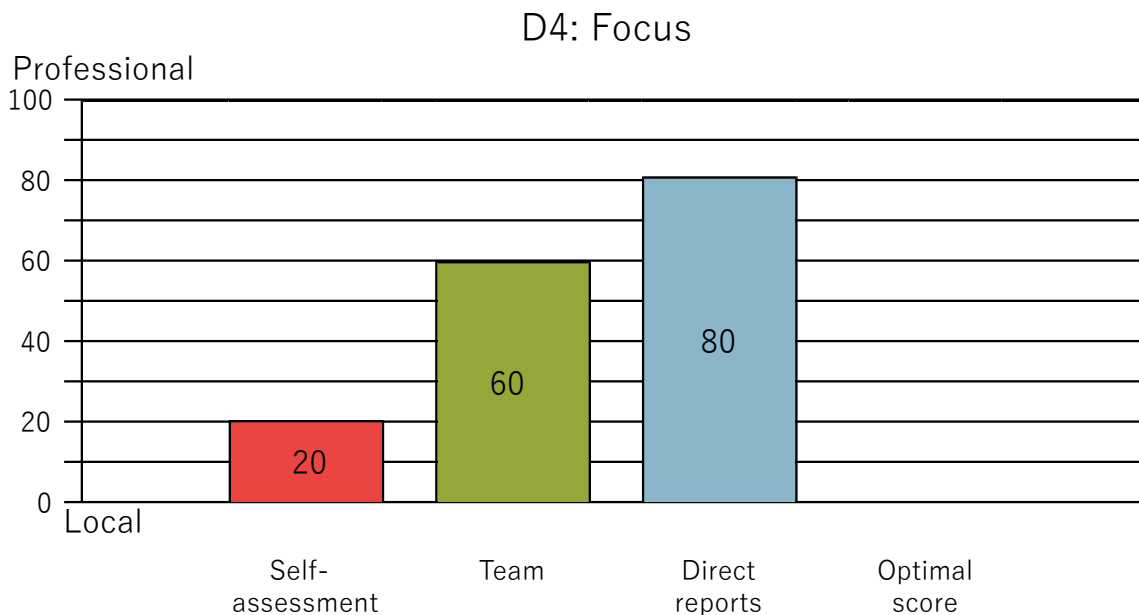
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## 2.4 D4: Focus

In a local company, employees identify with the boss and/or the unit in which they work. In a professional organization, employees identify with the profession and/or the content of the job.

In a **very local** culture, employees are very short-term oriented and internally focused. There is strong social control and pressure to be like everybody else.

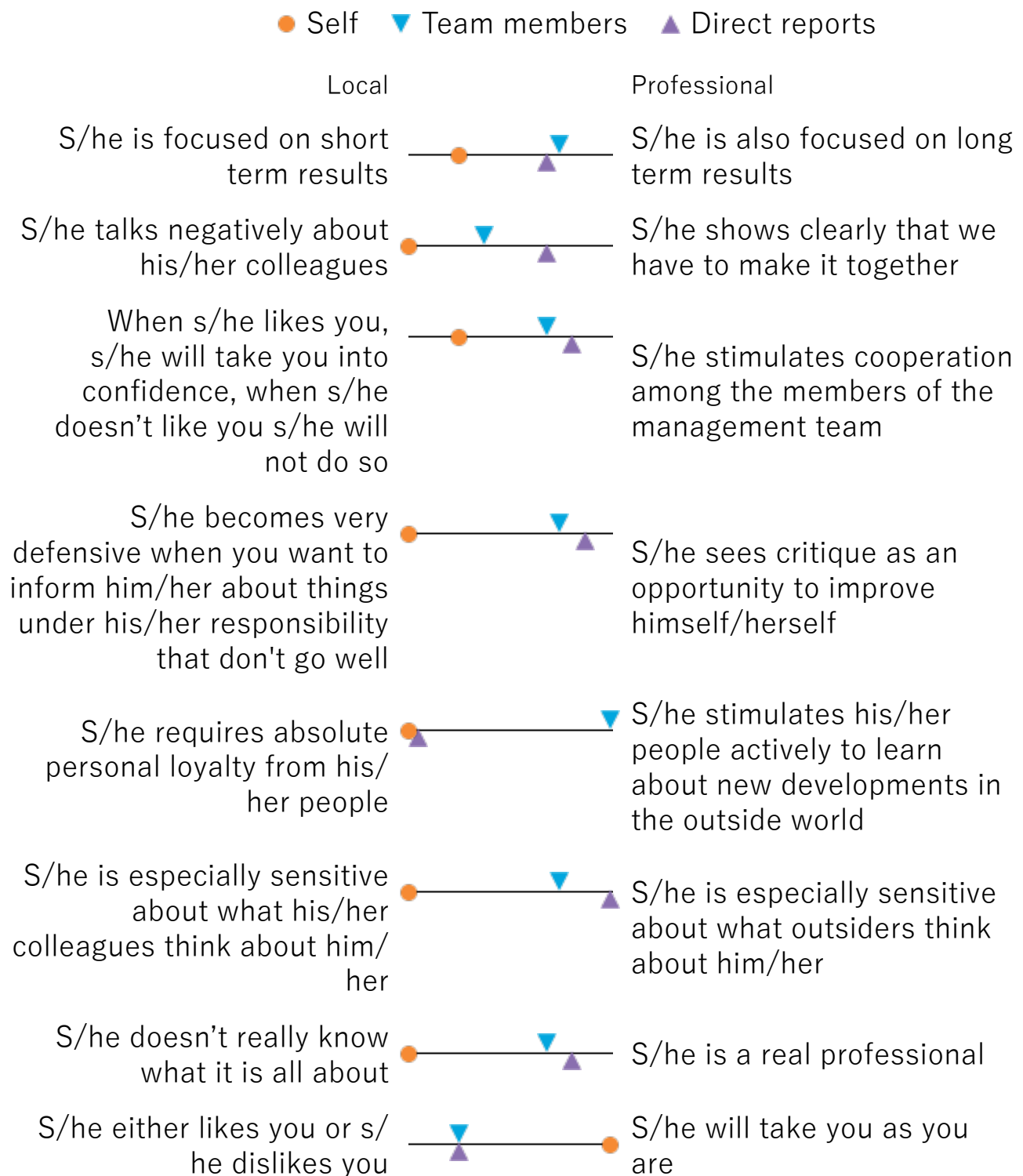
A **very professional** culture encourages people to be long-term oriented and to go out into the world to learn about the latest developments, and creates a diverse work place. Such a culture also enables positive cooperation between different departments and function groups.





## SCORE BREAKDOWN

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## Jack Manager of Demo Company

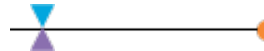
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One day s/he may wipe the floor with you in public and the next day s/he may invite you cordially for lunch



You don't need to be on guard with him/her

It is us against the rest of the world including those people working elsewhere; at least that is how s/he behaves



S/he shows in word and deed that we need each other irrespective of our rank, function and location within our organization

## ASPECTS OF YOUR BEHAVIOR IN LINE WITH THE DEFINED OPTIMAL CULTURE

- 1 You are focused on long-term results, not short-term results.
- 2 You are open to critique as an opportunity to improve yourself.
- 3 You are sensitive about what outsiders think about us.

## HOW YOU CAN IMPROVE YOUR ALIGNMENT WITH THE OPTIMAL CULTURE

	Impact
1 Take people more as they are.	***
2 Show more in word and deed that we all need each other inside the organization irrespective of function, gender, age, and rank.	**
3 Stop talking negatively about your colleagues.	*
4 Show more clearly that we have to make it together.	*
5 Become more of a real professional by showing that you know what the organization is really all about.	*

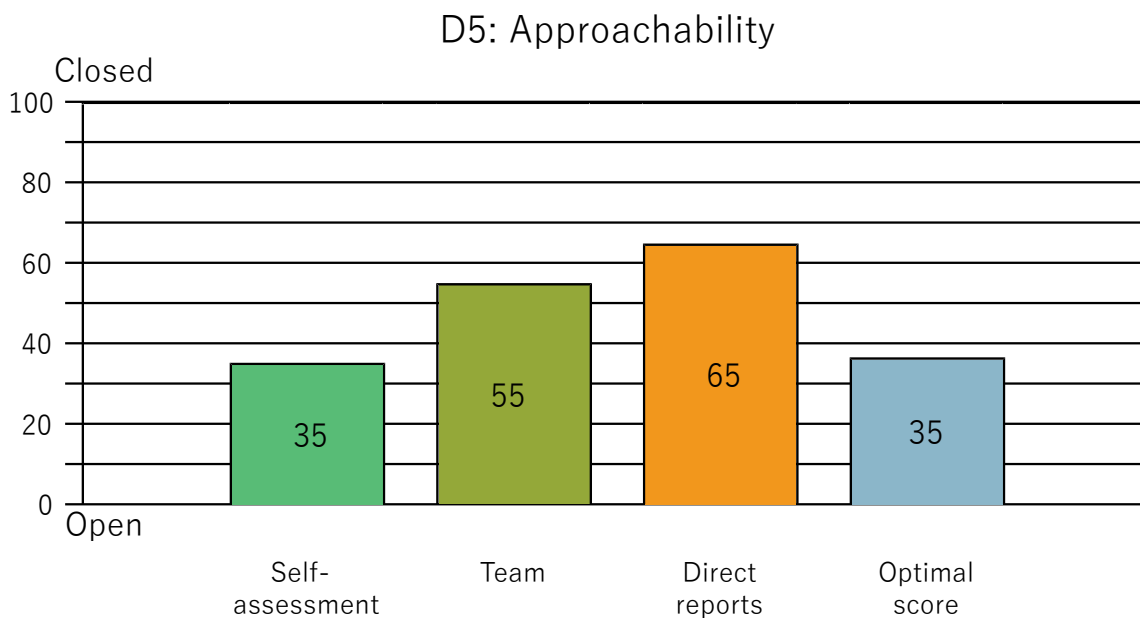
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## 2.5 D5: Approachability

This dimension relates to the openness of an organization.

In an **open** culture, newcomers feel immediately welcomed; people are open to both insiders and outsiders. There is a shared belief that almost anyone fits in the organization.

In a **closed** culture, secrecy prevails. As a result, information travels slowly. This type of culture could be considered functional in service of protecting intellectual property or other information that should not leak out “to the street”. In a closed culture, a person must earn his or her stripes before being accepted.

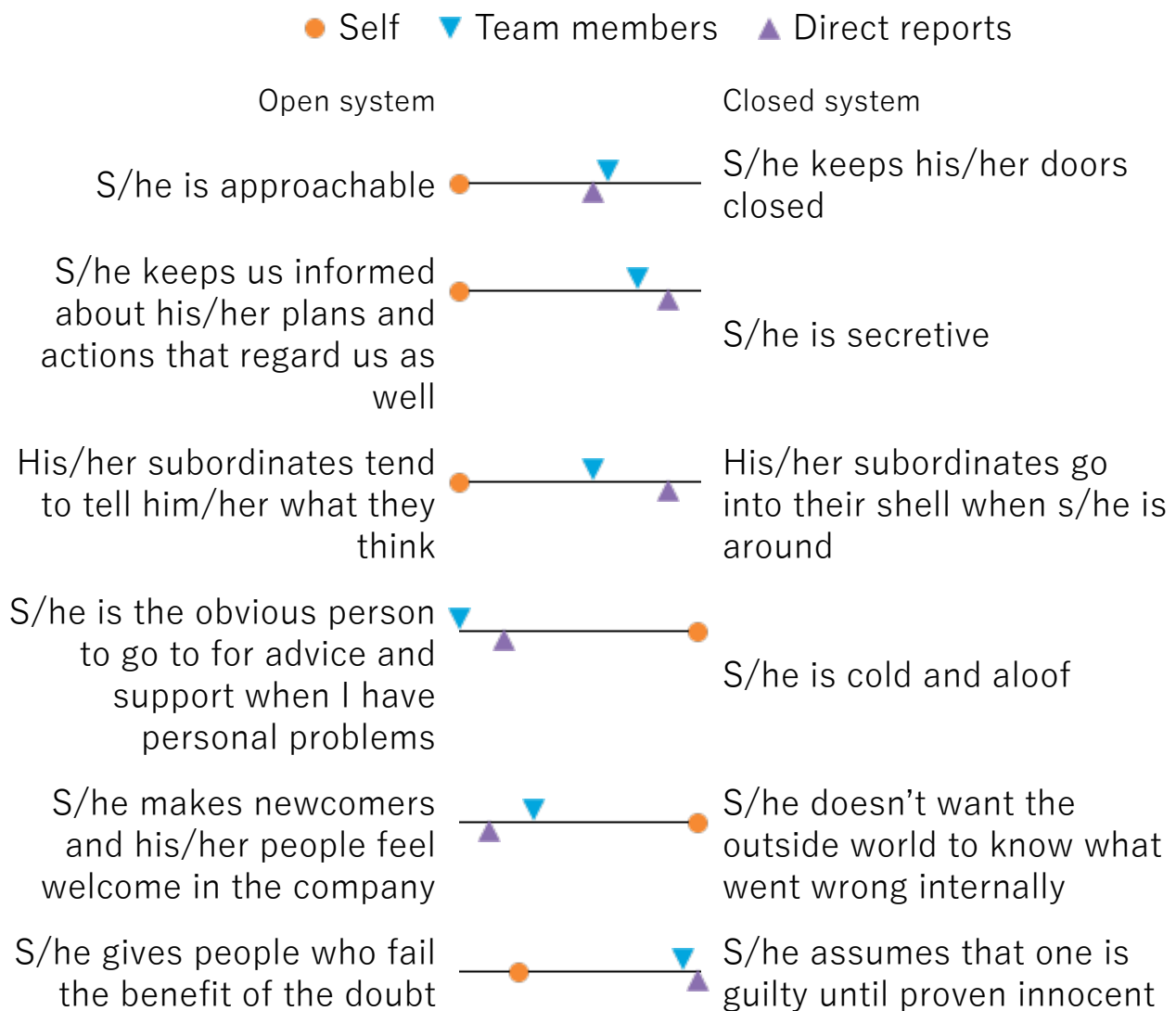


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## ASPECTS OF YOUR BEHAVIOR IN LINE WITH THE DEFINED OPTIMAL CULTURE

No relevant characteristics have been identified.

## HOW YOU CAN IMPROVE YOUR ALIGNMENT WITH THE OPTIMAL CULTURE

Impact

- |   |  |     |
|---|--|-----|
| 1 | Give people who fail the benefit of the doubt, unless they commit the same error repeatedly.           | *** |
| 2 | Keep all those to whom it matters properly informed about your intentions, plans, and decisions taken. | **  |
| 3 | Stimulate subordinates to tell you what is really on their mind.                                       | **  |
| 4 | Become more approachable.  | *   |
| 5 | Refer people with personal problems to those who can help them professionally.                         | *   |

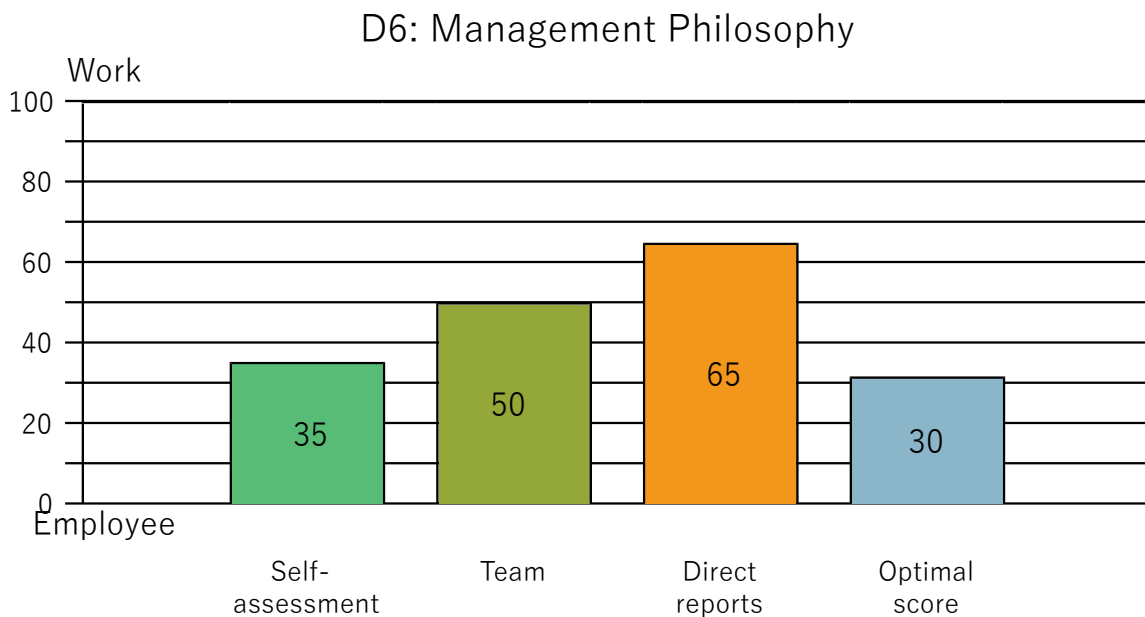
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## 2.6 D6: Management Philosophy

Employee orientation opposes a concern for people to a concern for completing the job, whatever the price may be.

In a **very employee-oriented** culture, people feel that personal problems are taken into account by management and that the organization takes co-responsibility for the welfare of its employees, sometimes at the expense of the work.

In a **very work-oriented** culture, there is intense pressure to perform the task, even at the expense of employees' well-being.

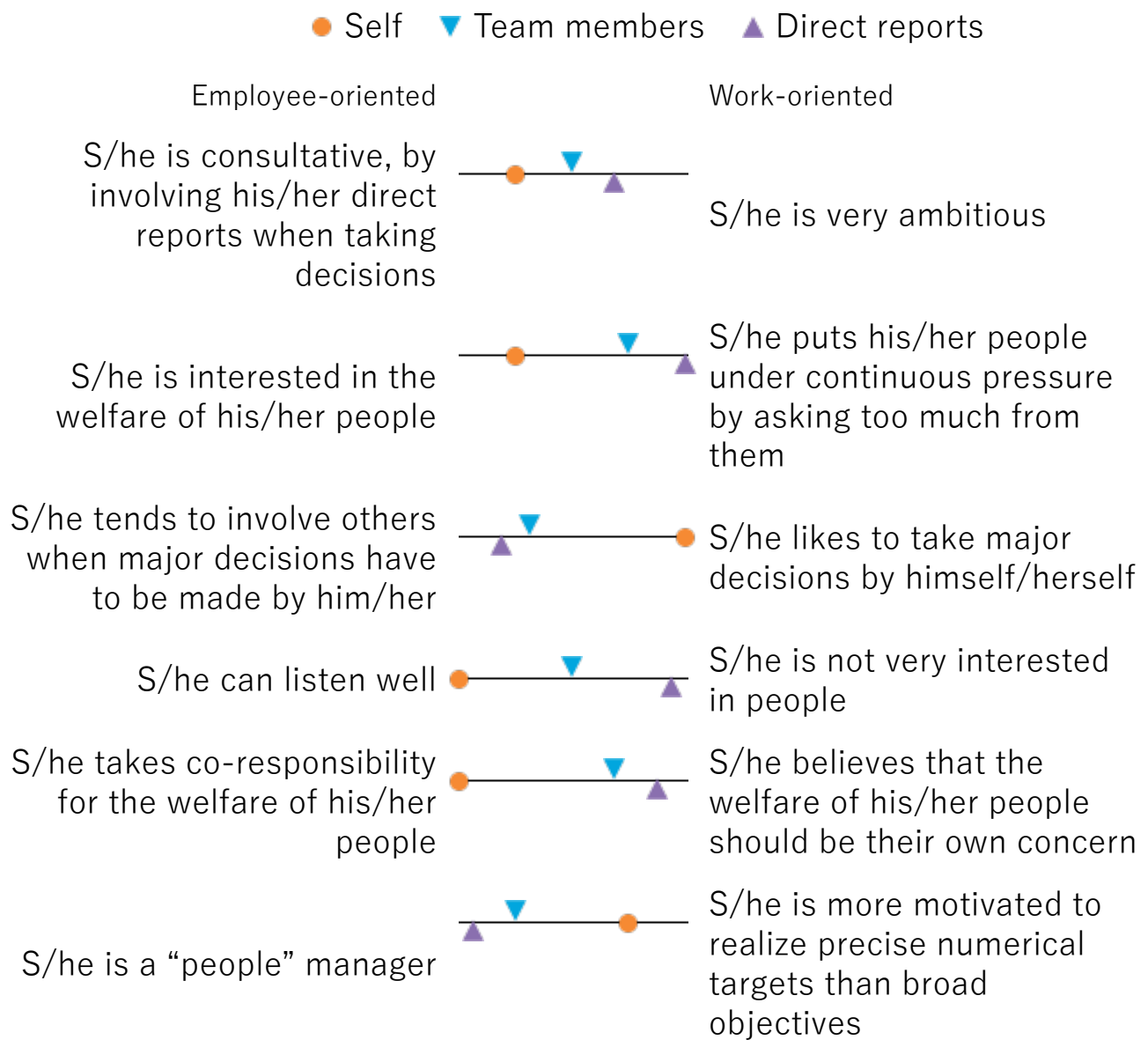


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## ASPECTS OF YOUR BEHAVIOR IN LINE WITH THE DEFINED OPTIMAL CULTURE

- 1 You are successful as a people manager.

## HOW YOU CAN IMPROVE YOUR ALIGNMENT WITH THE OPTIMAL CULTURE

Impact

- |   |  |     |
|---|--|-----|
| 1 | Put people under less pressure and instead allow them to identify with the goals and objectives of your organization, inducing them to work productively without being continuously told to do so. | *** |
| 2 | Develop better listening skills.   | **  |
| 3 | Take more co-responsibility for the welfare of your people.  | **  |
| 4 | Become more consultative by involving your direct reports in the decision making process.  | *   |
| 5 | Attenuate the realization of your ambitions if this would happen at the cost of others.  | *   |

Functionality of your behavior can be improved to a

\*\*\* very high degree   \*\* high degree   \* considerable degree

### 3 PERCEPTION DIFFERENCES

#### 3.1 Discrepancies between your self-image and how you are perceived

Unlike yourself, the people you work with don't think you are

		Direct reports	Team members
1	very cool and aloof.	***	***
2	very keen to treat your direct reports as your clients instead of requiring them to accommodate to your personal needs and desires.	***	***
3	very co-operative also with those not under your responsibility.	***	***
4	very sensitive about what your colleagues think about the organization.	***	***
5	very arrogant and aggressive towards others.	***	***
6	very rigid regarding changing your mind, even when the facts prove that you were wrong.	***	***
7	very focused on the big picture instead of getting lost in details.	***	***
8	very good in compromising in order to ensure progress is made.	***	***
9	very weak in delegating authority so that you often have to subsequently undermine the authority you delegated.	***	***
10	very successful in keeping all those, to whom it matters, properly informed.	***	***

Direct reports/team members disagree with you to a

\*\*\* very high degree   \*\* high degree   \* considerable degree

## 3.2 Perception differences among the people you work with

Below you will find characteristics about which the people you work with disagree strongly among themselves when describing you.

1 Jack Manager talks negatively about their colleagues	Jack Manager shows clearly that we have to make it together
--	---

2 Jack Manager is very flexible	Jack Manager will not easily deviate from a course, once chosen
---------------------------------	---

### BIGGEST DISAGREEMENT AMONG ONLY YOUR DIRECT REPORTS WHO HAVE DESCRIBED YOU

3 Jack Manager is cold and aloof	Jack Manager is the obvious person to go to for advice and support when I have personal problems
----------------------------------	--

4 Jack Manager can be arrogant and aggressive towards others	Jack Manager will easily change their mind when the facts prove that they are wrong
--	---

### BIGGEST DISAGREEMENT AMONG ONLY YOUR TEAM MEMBERS WHO HAVE DESCRIBED YOU

5 Jack Manager can listen well	Jack Manager is not very interested in people
--------------------------------	---

6 Jack Manager is more motivated to realize precise numerical targets than broad objectives	Jack Manager is a “people” manager
---	------------------------------------

7 Jack Manager keeps us informed about their plans and actions that concern us as well	Jack Manager is secretive
--	---------------------------

8 The meetings Jack Manager organizes are seen as very useful	The meetings Jack Manager organizes are seen as a waste of time
---	---

9 Jack Manager has a practical approach	Jack Manager can be so focused on details that they lose sight of the big picture
---	---

## Jack Manager of Demo Company

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It probably will never happen that everybody will give exactly the same description when describing somebody else. Everybody has a somewhat different perception of the same "other", even if one would have exactly the same kind of interaction with different colleagues, which is highly unlikely. Therefore we will only show here different perceptions of you, if the differences among your team members describing you are bigger than 50 out of 100 points. Differences arise not only because people perceive each other differently, but also because you may behave differently vis-à-vis different colleagues. This may be explained by the fact that the content of the job requires a different type of interaction. It may also be caused by the fact that you prefer one or more of the team members over others and the other way round.

### Summary

Of a total of 44 statements, strong disagreement has been found among your **team members** regarding 27 statements.

The level of disagreement is very high. There should be reason for concern. Please find out what has caused such an excessive disagreement about you.

Of a total of 44 statements, strong disagreement has been found among your **direct reports** regarding 2 statements.

The level of disagreement is normal. There should be no reason for concern.

## 4 GENERAL RECOMMENDATIONS

If you are pleased with the picture of you presented in this report, please still try to take advantage of all the information presented above. If you are displeased, try not to be defensive. Instead, acknowledge your strengths and weaknesses and try to become even more effective.

At the same time, we acknowledge that the information presented here may not always give a fully accurate picture. Each of us is too complex to be captured in whatever picture is made of us. Therefore, feel free to ignore what, according to you, is incorrect. At the same time also underline what, according to you, is very accurate. After you have done this, ask your spouse, best friend, team members and/or coach to give you feedback about the results of your corrections and look for confirmation and lessons to be learned.

## WORKSHEET

In the coming three months, discuss action points with your coach.

Start doing

Stop doing

Continue doing

## Disclaimer

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