

Module 9: Create an Enviably Team Culture

You're catching up with an old friend, Harley, who has a new position. *"I love my new job!"* Harley exclaims. *"The culture is just fantastic."* What do you think Harley means?

Most of us strive to find a good team culture, yet defining exactly what that means isn't always easy.

In this module, you'll learn some common culture types, and how to assess your own culture objectively. You'll also discover how to overhaul a toxic team culture in favour of a positive one that leverages individuals' strengths.

Click on the first lesson below or the *"Start eLearning"* button above to begin.



What Is Team Culture and Why Does It Matter?



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Module 9: Completed

What Is Team Culture and Why Does It Matter?



Introduction

The term *“team culture”* is a popular buzzword. It’s a selling point for numerous companies, and you’ve likely heard businesses say, *“We’ve got a great culture here!”* or job applicants asking, *“What’s the culture like?”*

But what exactly is team culture? The concept can be challenging to grasp, but we tend to know a great workplace culture when we see one. Often, we’ll look at several well-known companies as examples—pointing to their supportive environments, strong values, inspiring missions, and attractive employee rewards and perks.

But still, how do we define “team culture,” and why is it so important? In this lesson, we’ll unpack those answers. First, you’ll learn what team culture is and how it can be strong or weak. Then, you’ll learn why creating a strong culture matters.





What is Team Culture and Why Does it Matter?

Watch the video to learn what team culture is, how it can be strong or weak, and why creating a strong culture matters.

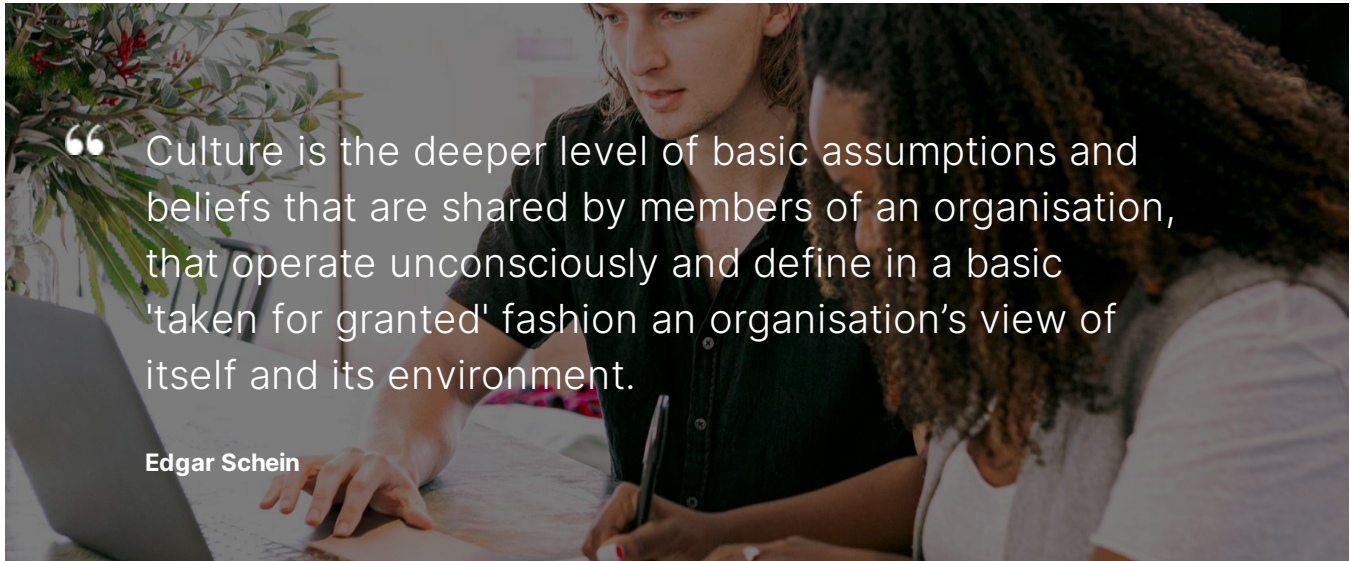
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What Is Team Culture?

To start, what is team culture? At its core, team culture encompasses the complex set of shared **behaviours, practices, beliefs, values,** and **attitudes** of an organisation. It's based on how people within a company think and act, and it can be summed up as the way things are typically done.

Habitual and consistent practices will determine a team's culture. And those practices are based on a set of behaviours that are encouraged and accepted or discouraged and rejected. For example, a culture based on innovation encourages creativity and risk-taking while a culture based on structure and control encourages consistency and uniformity.

Simply put, culture is the way a company does business, and it gives employees behavioural direction—letting them know what's expected of them and what they can expect in return.



Strong and Weak Team Cultures

Regardless of whether or not you focus on your team culture, every company has one. It's based on your social and psychological environment. And, depending on how much effort you put into understanding, creating, and enforcing that culture, you can decide whether it's **strong** or **weak**. Expand the two rows below to learn more.

Strong Team Cultures —

A strong team culture happens when there's an alignment between what you say and what you do. In these workplaces, an organisation's environment lines up with its goals. There's an overarching sense of cohesion as employees act consistently with their company's mission, values, vision, and strategy.

Much like a compass, a strong team culture helps employees navigate through the workplace—guiding their behaviour, actions, and decisions. Within these environments, team members understand their company vision and strategy, they agree with those practices, and they're

committed to upholding them. Employees don't question what's expected of them, and because of that, they can operate with a high level of trust, autonomy, and efficiency.

Weak Team Cultures —

When a culture is weak, it works against business goals—leading to a break between what an organisation practices and what it preaches. Within these workplaces, managers and team members tend to either disagree with, feel uncommitted to, or not understand their company's core values and goals. And, as a result, there's a disconnect among staff members about what's expected, which makes behaviours unpredictable and prone to personal preferences.

In weak cultures, employees tend to feel unmotivated (since there's no common purpose), collaboration becomes difficult (since everyone has vastly different approaches), and customers tend to have inconsistent experiences. As a result, these organisations often require precise rules and ongoing overhead to ensure that employees are guided in the right direction.



Team culture isn't what you say—it's what you do. It's based on action and how a company actually does things. When a culture is strong, a team's actions are uniform and consistent with its organisation's vision and mission. When a culture is weak, those actions are scattered and unpredictable.

4 Benefits of a Strong Culture

A strong culture positively shapes employee performance and expectations. It brings clarity and dependability into the workplace, and that leads to several benefits:

1

Less need for detailed rules. Rather than questioning—*"How are things done around here?"*—employees working within a strong culture understand expectations. They recognise the vision they're working toward, they acknowledge their roles, and they know how to conduct themselves. And, because of that

understanding, there's little need to create strict policies and procedures for every employee action.

2

Builds brand identity. Organisations with strong team cultures have well-defined missions, strategies, and goals. They know what sets them apart from the competition. And, by living up to those guiding principles, these companies build reliable brand identities and personalities. The public knows what to expect from these businesses, and that allows people to develop a strong sense of trust in and loyalty to them.

3

Increases employee engagement. Companies operating under a weak team culture can cause employees to question their work's purpose and where they fit in. When a culture is strong, however, employees know what they're working toward, they understand how to reach those business goals, and they're more likely to feel connected to their coworkers. And all of those factors combined help to boost employee engagement and give staff members a sense of workplace purpose and belonging.

4

Attracts and retains the right talent. When a culture is strong, there's clarity around how a company runs its business and what that organisation expects from its employees. That information helps to attract ideal candidates by serving as a pre-screening mechanism that makes the hiring process more successful. Then, once in the door, those same hired employees are more likely to feel satisfied with their work and stay on board, since reality will line up with their initial expectations.





What Is This Company's Culture?

You work at a clothing store with the motto, *"The customer is our first priority."* However, employees aren't meeting that standard. Staff members tend to treat customers poorly—ignoring people waiting in line, not offering assistance, and appearing rude when asked for help.

Based on that information, what's this team's culture?



Despite the current employee actions, this team's culture is still based on the motto, *"The customer is our*

first priority.”

- The culture is a mix between the goal of making the customer a priority and the tendency to treat customers poorly.
- Regardless of the motto, the team culture is based on the employee actions of treating customers poorly.

SUBMIT

Summary

Team culture builds community within an organisation. It's the way people in a company think and act. And it's made up of a group's shared **behaviours, practices, rules, beliefs, values, and attitudes.**

A team culture is **strong** when employee actions match your organisation's mission, values, and strategy. A team culture is **weak** when those practices are either not apparent to your staff or employees agree not to follow them. Simply put, culture is based on what you do. And the more employee actions are in line with your organisational goals, the stronger your team culture will be.

When a team culture is strong, it leads to several benefits, such as less need for detailed rules, a powerful brand identity, increased employee engagement, and a

higher likelihood of attracting and retaining the right talent—thus making a strong team culture a goal that's well worth striving toward.



People create culture. When defining your team culture, it's easy to point to the things your company has—such as the snacks in the break room—or the things your company says—such as the mission statement in your employee handbook. But culture is created by people, not by things or sayings. So, look around your office, notice how people are interacting with one another, and recognise the strategies staff members are following because those elements are the root of your company culture.

Now that we've defined team culture and understand its importance, let's explore some common types of team cultures. Click to continue.



Complete the content above before moving on.

Types of Team Cultures



Introduction

Culture is part of what separates one organisation from another—governing how employees behave, where priorities lie, and how organisations run. Some thrive on collaboration, while others value competition. Still, others chase innovation or define themselves by structure.

In this lesson, you'll learn what a culture type is and get introduced to a few of the most common. You'll also find out why no one "right" approach to culture exists, how each culture type has different values and benefits, and why many organisations adopt a fluid style.





Types of Team Cultures

In this video, you'll learn what a culture type is, which four types are most common, and how to identify each type based on its values, benefits, and drawbacks.

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What Is a Culture Type?

To start, what is a culture type? Regular employee practices, beliefs, and values will shape a company's culture—and that culture affects nearly every aspect of how an organisation runs its business.

No two companies are the same. Every organisation has a unique culture—but various overarching qualities exist between companies. **And those qualities determine a company's culture type.** A culture type allows you to categorise businesses into groups and, looking at similarities and differences, distinguish one organisation from another.

The Four Most Common Types of Team Culture

To differentiate between team cultures, you can generally place a company into one of four categories:

1

Adhocracy. An adhocracy follows an informal corporate structure and is based on innovation, change, and adaptability. Within these dynamic corporate cultures, business moves quickly. Employees are encouraged to take risks, flex their creative muscles, and experiment.

2

Hierarchical. A hierarchical culture is formal and highly structured. These organisations adopt a traditional top-down management approach with sharply defined corporate levels, and they're known for their consistency and uniformity.

3

Clan culture. A clan culture is modelled after a family. Above all else, this culture is committed to the team. It upholds an all-for-one, one-for-all mentality. And rather than encouraging employees to compete against one another, a clan culture prioritises cohesion, collaboration, and mentorship.

4

Market-driven. Market-driven cultures are goal-oriented and results-based. Of the four culture types, market-driven cultures are the most aggressive and capitalistic. These cultures are built on competition—both internal and external. And they prioritise achievement and concrete results.

There's No "Right" Culture

All of the above culture types promote some practices and inhibit others. Some focus on the team, while others prioritise the goal. Some require stability; others thrive on continual shake-ups.

Every company runs differently. And there's no right or wrong culture. Rather, the right culture for your business is the one that most closely fits with your priorities, strategy, and direction. So, when determining the "right" corporate culture, you'll need to look at your values as well as the pros and cons of each model. In the next section, we'll break down each of the four culture types by pointing to their unique values, benefits, and drawbacks.

Adhocracy

What Are the Values?

Informal adhocracies create a flexible and spontaneous working environment whereby conventional ideas are replaced with novel initiatives. As a result, these cultures value **creative thinking, innovation, and transformation.**

Such workplaces are committed to being on the cutting edge of industry developments, and they aspire to move quickly. They focus on the "new"—whether

that's a new strategy, a new product, or a new idea. And, to achieve that goal, these cultures prioritise individuality, adaptability, and imagination.

The Benefits —

The most obvious benefit of an adhocracy is innovation. These cultures thrive on creativity, and that can lead to **unconventional approaches** and **dynamic ideas**.

Compared to traditional business models, adhocracies are more likely to think toward the future. And that **forward-looking perspective** has two primary benefits. First, it means that **change is embraced**, rather than feared. For these companies, adaptability is second nature, and that boosts their success when faced with shifting business needs. Second, adhocracies are committed to **staying ahead of the curve**, and that reduces the likelihood that they'll be displaced by new competitors.

Finally, individual employees are also more likely to feel **empowered** in an adhocracy. They're encouraged to take the initiative, share their ideas, and play to their strengths. And, rather than needing to fit into a pre-established standard, employees are given agency.

The Drawbacks —

One of the primary drawbacks of an adhocracy is that it comes with inevitable **risks**. While creative risks can promote beneficial results, they can also lead to negative outcomes and **poor business decisions**. After all, not every original idea works, and untested initiatives can hurt a company just as much as they can help it.

Even more, when ideas don't work, there's also the added downside of **wasted time**. Employees may spend countless hours coming up with failed strategies—leading to a lot of thought without a lot of productive action.

Finally, with a strong emphasis on individuality, roles aren't always well-defined in adhocracies. That may result in a **disorganised workplace**, where obligations are vague, and responsibilities slip through the cracks.



What Are the Values?

Hierarchical corporate cultures adopt a fixed, pyramid-like structure in which there are several management layers between employees and leadership. This culture depends on **top-down control** and **stringent regulations**.

Organisations following the hierarchical style value **structure, procedure, and consistency**. There's little room for creativity under this framework, as pre-established procedures decide employee actions. And, to ensure that staff members adhere to those guidelines, these cultures prioritise **strict oversight** and **employee monitoring**.

The Benefits

Three core benefits of a hierarchical culture are that it's **predictable, stable, and low-risk**. Within this type of culture, employees are closely monitored and controlled, and that ensures

proper follow-through. And, rather than experimenting with new ideas, hierarchical organisations do *“what already works”* and adhere to identified best practices—thus making damaging surprises less likely.

Also, these cultures offer a **clear chain of command** and **career advancement path**. Communication is predictable, as employees know who’s responsible for what and to whom they need to report. Plus, because all roles follow a top-down structure, career advancement paths are well-defined. Opportunities are understood, and employees working within these organisations don’t need to ask: *“Where can I go next?”*

Finally, because hierarchical cultures focus on following routines and staying on track, companies tend to **operate smoothly** and **efficiently**. Rather than leaving employees scattered and questioning what needs to get done, formal roles and procedures answer those questions. Within a hierarchy, lines of decision-making and accountability are laid out, and that fosters smooth-flowing production.

The Drawbacks —

By promoting strict rules and regulations, hierarchical cultures can **stifle innovation and creativity**. Within these organisations, employees don’t have the freedom to devise new strategies, take risks, or make mistakes. As a result, innovative ideas are rarely created.

Also, caught in the red tape of strict policies and layers of organisational levels, hierarchical cultures can struggle when faced with changing business needs. Companies operating in these environments tend to **adapt slowly**, and that can spell disaster when new market demands or fresh competitors emerge.

Finally, hierarchical cultures may also experience **communication barriers**. These organisations depend on a top-down exchange of information. So, if any person along that vertical path doesn’t understand a message, delivers the wrong wording, or withholds information, it can lead to misinterpretation, confusion, and inaction.





Clan Culture

What Are the Values?

Clan cultures value **collaboration** over competition, **consensus** over disagreement, and **commonality** over individuality. These companies uphold a **tribe-like, nurturing** environment where employees work together toward **mutual goals**.

Believing that more heads are better than one, clan cultures prioritise the team above all else. And because of that ongoing teamwork, these cultures encourage an overall sense of “we-ness”—where staff members have a lot in common and work well together.

The Benefits

Topping the benefits list for clan cultures is **collaboration**. These companies thrive on creating friendly environments where employees are encouraged to share their thoughts, listen to others, and develop joined strategies.

Also, because clan cultures encourage team building and ongoing discussions, employees are likely to develop **strong relationships** with their fellow staff members, which causes **engagement** to increase.

Finally, because clan cultures promote a nurturing environment, they tend to have mentoring programs in place. Employees feel supported, as they're given opportunities to learn and develop. And, as a result, these programs not only **boost individual performance** but also foster **loyalty** among staff members.

The Drawbacks

A primary downside of clan cultures is that these family-like environments may unintentionally suffer from a **lack of diversity**. Companies adopting this style tend to encourage a tribe-like sameness to promote cohesion. That may cause them to attract and hire only those individuals who fit in with their pre-established teams.

Also, clan cultures can promote a **groupthink** mentality, which may **stifle innovation**. These organisations are committed to creating an agreeable environment. And, to maintain the peace, individuals may hesitate to share their unique perspectives.

Finally, because there's such a heightened emphasis on the team, companies with a clan culture may also prioritise employee needs over company needs—thus **negatively affecting business production**. Corporate priorities can fall by the wayside as organisations focus on team-building activities. With no sense of competition, employees may also become less productive.

Market-Driven





What Are the Values?

Market-driven cultures are **hard-driving**, **aggressive**, and **success-oriented**.

Organisations adopting this style go head-to-head with their competitors and prioritise winning control over the market. These companies value **results**, **competition**, and **achievement**—values that apply on an individual and company-wide level.

Internally, employees see one another as both colleagues and rivals, and they're encouraged to challenge one another. Externally, these companies strive to outperform their competitors and become industry leaders. Demanding leaders, to achieve those goals, often monitor employees closely.

The Benefits —

The most apparent benefit of market-driven cultures is that these companies tend to be **competitive players**. They aren't satisfied with second-best, and leaders will set challenging goals, push their employees to set their sights high, and continue driving ahead until their organisation reaches a top rank in its respective market.

Also, this strong emphasis on winning can help to **unify employees**. With a common achievement goal, market-driven cultures function much like a sports team competing against an arch-rival. In this case, the goal to win is the glue that holds employees together.

Finally, market cultures tend to be highly **productive**. For these companies, work is about results. Every action is expected to lead to a tangible, beneficial outcome as these workplaces prioritise "getting the job done" above all else.

The Drawbacks —

Critics of market-driven cultures argue that, despite having a unified goal, employees may end up working in a **hostile environment**. That can happen because of the strong emphasis on peer-to-peer competition. Within these cultures, employees may feel pitted against one another, which can promote dishonesty and unpleasant relations.

Also, the cutthroat environment and emphasis on individual achievement may also **stifle teamwork and collaboration**. To gain personal recognition, employees may keep ideas to themselves and avoid opportunities for collaborative discussions.

Finally, a market-driven culture can lead to **employee burnout**. With ongoing competition and stretch goals acting as organisational staples, employees may end up feeling overworked, overstressed, and overwhelmed.

Cultural Identity Is Fluid

While each of the above culture types is strictly defined, your company's identity doesn't need to be as clear-cut. Many organisations have hybrid cultures.

For example, your development team may operate under an adhocracy, while the accounting team may take on a hierarchical approach. Or you may choose a market-driven approach but decide to incorporate clan culture elements to improve employee camaraderie.

Simply put, every company is unique. And based on your organisation's size, industry, goals, and development stage, you can take aspects from any one or several of the four primary culture types.



Determine the Culture Type

Based on what you've learned, can you match each culture type below with the correct description?

SUBMIT

Summary

Culture types allow you to group companies into categories based on their similarities and differences. There are four primary culture types, but there is no “right” culture or one-size-fits-all approach. Some companies are **adhocracies** that value innovation and creativity, while others follow a **hierarchical** strategy and value structure and consistency. And some companies are **clan cultures** that value collaboration and consensus, while others are **market-driven** organisations that value competition and profitable results.

Each of the four culture types has its benefits and drawbacks, and successful companies can fall into any one of those four categories. When choosing your culture type, keep in mind that you can operate under one of these cultures, or create a unique, custom blend—pulling aspects from each culture type that appeals to you.



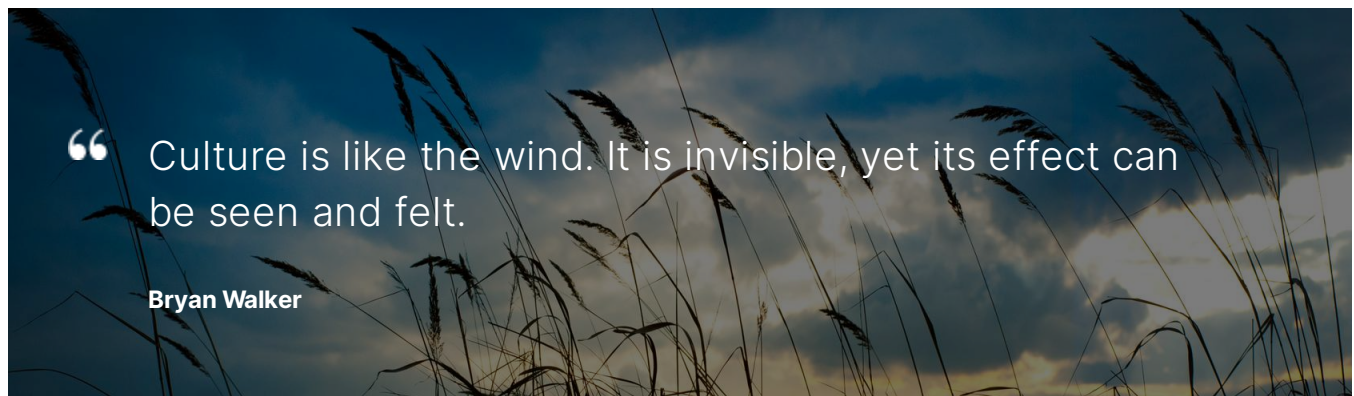
Culture can change. What benefits are most important to you as a company? What drawbacks are you comfortable managing? If you're currently using a culture type that doesn't suit those answers, you can make steady changes and adopt a new style. Culture is not static. You can make changes. So, continue to explore these four cultures and then decide where your company values lie.

In the next lesson, you'll apply your newly acquired knowledge of culture types to assess your own company's culture.



Complete the content above before moving on.

Assessing Your Team Culture



What's Your Culture Like?

When asked to define our team's culture, many of us struggle to deliver a concrete answer. So, we give vague descriptions: *"We have a great culture!"* or *"Our culture is toxic."* But those responses don't offer much insight into what's happening behind the scenes.

The truth is, culture is tricky to describe. It covers many unwritten and unspoken rules—including how employees behave, interact, and approach projects. Without understanding those dynamics, you won't understand how your team works.

So, how can you get past the vague descriptions and understand your team's culture? In this lesson, you'll learn why it's worth understanding your team's culture as well as how to conduct that assessment with the right approach and strategies.

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Assessing Your Team Culture

In this video, you'll learn why you should understand your team's culture as well as how to conduct that assessment.

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Team Culture: Why It's Worth Understanding

Influenced by the behaviours, beliefs, values, and attitudes of your employees, your team's culture defines *"how things are done."* It's highly valuable information, as it allows you to:

1

Understand how people work. Culture lays the groundwork for how people approach tasks, handle difficult situations, and interact with one another. Understand those approaches, and you'll gain a deeper understanding of how employees work—information that you can then use to anticipate future actions.



2

Understand team morale. Assessing your team's culture gives you insight into a group's general mood. It helps you understand employee happiness, participation, and engagement levels—details that often separate thriving teams from struggling teams.

3

Reveal obstacles. Define your team's culture, and you'll bring obstacles to light. For example, if your culture fosters unhealthy competition, you might find deeper problems such as stifled collaboration, information withholding, and employee distrust. Discover those issues, and you can take the first step toward solving them.

4

Identify next steps. By being aware of your current culture, you can identify which employee behaviours are beneficial and which are harmful. Armed with that information, you can then choose logical next steps for how to enhance your culture going forward.

The Right Approach

So, how can you get an accurate assessment of your team's culture? Before diving into strategies, you'll need to start with the right approach—one that removes biases and keeps you open to subtleties. Click through this step-by-step interaction to learn three tips.

Tip 1

Be an Impartial Observer

First, take on an impartial perspective. Often, leaders make the mistake of assessing a team's culture from their point of view. The result is that they let their hopes, preconceived ideas, and biases get in the way of what's actually there.

So, put aside your judgments and assumptions and take on the perspective of an outsider. Ask yourself: *"If I were a prospective employee, customer, or business partner, what conclusions would I make?"*

Tip 2

Watch for Emotions

Next, as you go about your assessment, watch out for emotions, as they indicate what someone truly feels and values. Consider the following questions:

- What excites your employees?
- What seems to frustrate them?
- What's the general mood of your team? Are they enjoying themselves, or do they seem frustrated?

Also, be mindful of conflicting expressions. For example, if an employee says they enjoy collaborating with others, but they make unhappy expressions during meetings, then there's likely a deeper problem.

Tip 3

Observe What Isn't There

Finally, as you observe and speak with your team, be mindful of what isn't there. What don't you notice that you should? What topics do your employees consistently fail to bring up?

For example, if your company values creativity, but you see no signs of personal expression, that's something to note. Or, if you prioritise customers, but your employees never mention them during conversations, that information reveals a potential discrepancy.

Summary

When assessing your team's culture, start with the right approach. Take on the role of an **impartial observer**, **watch out for emotions**, and—just as you observe what's there—**be mindful of what isn't there**.

How to Assess Your Team Culture

Now that you're prepared with the right approach, what strategies can you follow to gather accurate information? To bring your culture into focus, you'll need to collect evidence—and that can be done in several ways. Expand the rows below for three common techniques.

Participate in a Culture Walk —

Take a walk around your company. What physical signs of culture do you notice? Consider some of the following questions:

- **What's on the walls?** Are they bare, or do you see pictures hanging? If so, what do those images represent?
- **What's on the desks?** Have employees added their own sense of personal style to their workplaces, or are things kept uniform?

- **Are people using common spaces?** Is the kitchen or break room always empty? Do you have a pool table that's collecting dust? Or do people use those resources?
- **Where is everyone?** Are team members working in closed-door offices, collaborative spaces, or a combination of both?
- **What's the chatter level?** Do you hear employees interacting with one another, or are they keeping to themselves? Do those interactions seem positive or negative?
- **What are people talking about?** Are employees joking with one another and having honest conversations? Or do you hear people gossiping and complaining?

As you might imagine, some of these answers are circumstantial. For example, if there's a pressing deadline, you might notice a quieter office with people keeping to themselves. But you might see the opposite if you're kicking off a new project. So, keep these culture walks regular, so you can spot patterns, which are the most revealing signs of your culture in action.

Conduct Group Interviews —

Beyond what you can readily see, what do your employees think? To answer that question, gather team members into small groups and conduct interviews. This strategy reveals not only what your team members think, but also how they behave and interact with one another.

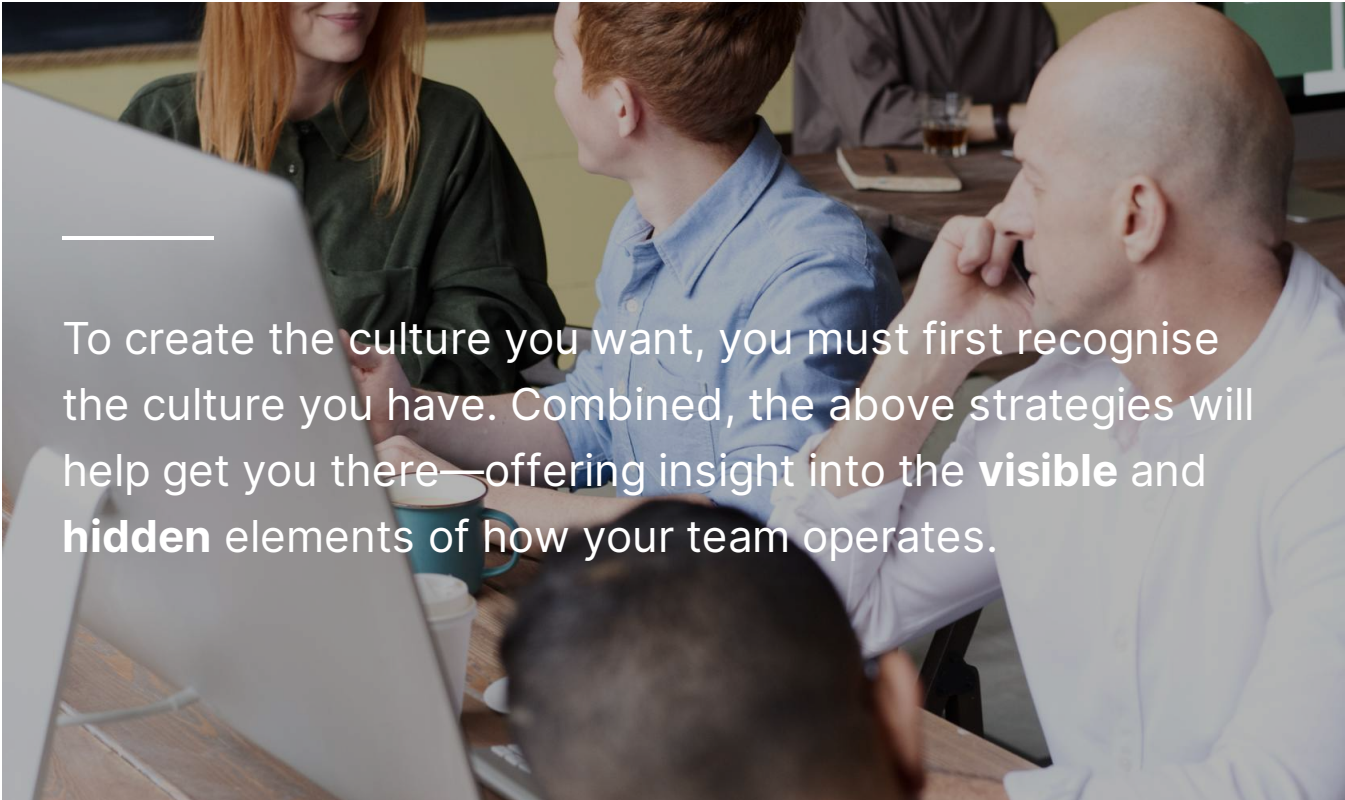
When following this technique, keep your questions indirect, as it's often challenging to put culture into words. So, rather than asking, *"What's our culture like?"* consider some of the following, open-ended questions:

- How would you describe our workplace to a friend?
- If we hired someone you knew, what would you tell them before they started?
- What do you love about your job?
- What do you find challenging about your job?
- Do you feel like your opinions matter?
- Are you comfortable speaking up?
- Do you have what you need to do your job well?
- Do you trust your fellow team members? What about our company's leadership?
- What's one thing you would change about our team?

Use Anonymous Surveys

Finally, because team members may hold back during group interviews, you should also conduct anonymous surveys. While you can use a generic survey when following this step, it's often best to come up with your own questions, as that will keep the assessment relevant to your team. When developing the survey questions, focus on three areas:

1. What group interview questions do you need more clarity on?
2. Where do you sense team members aren't being totally honest? Ask those questions again in this anonymous forum.
3. What new questions came up during your culture walk and interviews? Add them to the list.



—————

To create the culture you want, you must first recognise the culture you have. Combined, the above strategies will help get you there—offering insight into the **visible** and **hidden** elements of how your team operates.

Check Your Understanding



Check your knowledge by answering the question below...

Alice is conducting a culture assessment of her team. Based on what you've learned, which of the following strategies should she use—and which ones should she avoid? Select all correct answers from the list below:

-
- Be an impartial observer
 - Focus on employee actions, not emotions

Interview people in groups

Interview people separately

SUBMIT

Summary

Your team's culture involves several moving parts, and those parts are often difficult to put into words. Still, culture is worth understanding, as it gives you insight into how people work together as well as how they feel about that work. It also helps to reveal obstacles, which you can then use to guide your next steps.

To assess your team's culture, start out with the right approach. Take on the perspective of an impartial observer, watch out for emotions, and observe what isn't there—just as much as you observe what is there. Then, kick off your assessment by participating in a **culture walk** and taking note of what you see. Also, **conduct group interviews** to gather information about what your team members think and how they interact with one another. Finally, use **anonymous surveys** to reveal any hidden elements you hadn't yet considered. That will give you a full picture of what's happening both in front of and behind the scenes.



Assess culture frequently. Over time, your team's culture is likely to evolve—for better or for worse. New projects come up, veteran team members leave, and new members join. So, be on

the lookout for those small changes and assess your culture regularly. When it comes to frequency, it's always better to err on the side of caution than it is to be caught off guard.

You've learned how to evaluate your culture. But what if you discover a culture detrimental to the team? Learn how to turn a negative culture around in the next lesson.



Complete the content above before moving on.

Transforming a Negative Team Culture



Introduction

Many of us are familiar with negative team cultures. Within these groups, team members are unmotivated, dissatisfied, and anxious. They force half-hearted smiles as they undermine and criticise one another. They gossip, complain, and mutter under their breath: *"I hate this place."*

Unsurprisingly, no one wants to work within these cultures. They're miserable for employees, harmful to individual productivity, and detrimental to overall team performance. But what do you do if you're already leading one of these toxic teams? How can you take the reins and turn that work environment around?

In this lesson, you'll find out how to transform a negative team culture. First, you'll learn how to spot the symptoms of such cultures. Then, you'll learn how to turn these cultures around with the right transformation process.





Transforming a Negative Team Culture

In this video, you'll learn about the top signs of a negative team culture as well as how to improve those dynamics with the right improvement process.

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Symptoms of a Negative Culture

So, how can you tell whether or not you're working within a negative team culture?

There are several telltale signs to spot—all of which can have a detrimental impact on employee and organisational success.

Below is a list of several of those symptoms. As you scroll down the list, check off all the items that remind you of your current workplace:



Top-down communication. How is information shared across your organisation? Does it only move from upper management downward? Do managers and executives rarely solicit input from others?

Unhappy team members. On average, are your team members dissatisfied with their jobs? Do you see instances of frustration, stress, anxiety, disappointment, sadness, and burnout?

Favouritism. Do some employees benefit from your company policies more than others? Is everyone treated equally, or are certain team members prone to receiving more attention than others?

Fear of speaking up. Are employees afraid to speak their minds? Do they keep ideas, issues, and thoughts to themselves?

No team camaraderie. Do employees avoid working together? Are they prone to criticising or complaining about one another?

Unhealthy competition. Do employees take their competitive spirit too far? For example, do you see people withholding critical information, undermining one another, or attempting to sabotage their colleagues?

Suspicion and mistrust. Do team members distrust their colleagues and managers? Do you notice an overall lack of honesty and transparency?

Socially harmful behaviours. Are employees prone to ostracising and gossiping about one another? What about spreading rumours or bullying? Overall, is there an underlying lack of empathy and compassion?

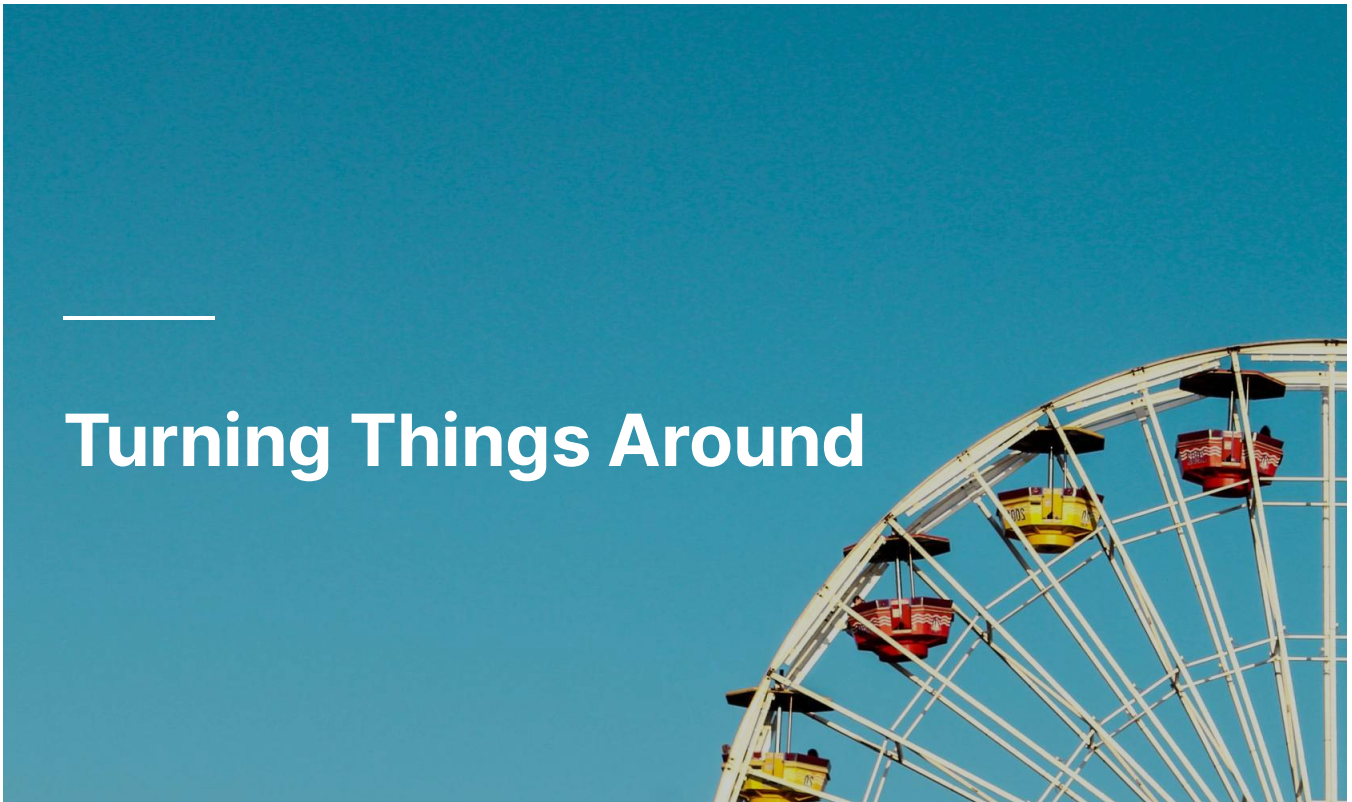
Unmotivated team members. Are employees bored and apathetic? Do they make careless mistakes, procrastinate, or avoid accountability and taking the initiative?

High turnover. How often do people leave your company? Do you notice a revolving door of short-term team members? Is that turnover above market rate?

How many of the above boxes did you check off?
Take note of that number, as the more boxes you
selected, the more likely it is that you need an
immediate culture overhaul.

Turning Things Around

No one wants to admit their team's culture is negative. But if that's the reality you're facing, then your team's **camaraderie**, **productivity**, **morale**, and **retention** will all suffer. And, as a leader, you cannot afford to let that happen.



So, for the success of your employees and your organisation, you must come to terms with the problems you're facing and commit to turning things around—taking control of your culture before it causes any more damage.

Transforming a Negative Team Culture

Of course, the next logical question is: *What does it take to transform a negative team culture into a positive one?*

To create lasting change, you'll need to diagnose the problem, plan your repairs, and put those repairs into action. Click through this step-by-step interaction to learn how that's done.

Step 1

Identify the Problems

Every company has its own challenges. So, before diving into your specific treatment plan, identify what problems plague your team.

When following this step, keep in mind that—while valuable—your opinion isn't enough. To gain the most accurate assessment, you'll need to hear from everyone. So, hold a team meeting, share that list of common symptoms, and ask your employees for their input. Then, come to a group consensus about which problems are most prominent for your group.

Step 2

Uncover the Cause

Once you've identified your culture problems, the next step is to uncover *why* those problems exist. A negative team culture cannot take root without a supportive foundation. So, dig a little deeper to determine what shared policies, values, and actions are supporting those toxic behaviours.

When uncovering these causes, you may come across some sensitive information. For example, poor team camaraderie might be the result of unfair policies. But it could also be the result of an ineffective leader or discriminatory beliefs. So, consider offering anonymous employee surveys to get the most honest answers. Then, based on those responses, determine what problematic behaviours you must address.

Step 3

Create a Repair Strategy

Now that you have an accurate diagnosis, you can tackle your culture problems head-on with relevant repair strategies. For example, if your team is experiencing a discrimination problem, you might hold a few sensitivity trainings and unconscious bias workshops.

While the strategies you choose will depend largely on your team's diagnosis, below is a list of some common antidotes you might consider:

- **Adjust company policies.** Look into your company policies with your team members to determine if any rules unfairly benefit one group over another. For example, do you offer maternal, but not paternal, leave? Or, are some teams allowed to work remotely, while others aren't? Be open to feedback and make adjustments wherever possible.
- **Encourage cooperation.** To improve team dynamics, create a culture of cooperation—not competition. Consider doling out more team-based assignments, praising employees for working together, and holding team-building activities to foster stronger relationships.
- **Build emotional intelligence.** To eliminate socially harmful behaviours (such as bullying and stereotyping), help your team members expand their emotional intelligence. To foster that development, provide your team members with resources such as workshops and training courses.
- **Transparent communication policies.** To reduce confusion and information-hoarding, encourage team members to be honest and open with one another. To enforce this policy, consider sharing weekly status reports and holding regular team-wide progress meetings.

Step 4

Implement Your Plan

Finally, compile your list of strategies and put your repair plan into action. When following this final step, **share your plan** with your team members, answer any questions, and make sure everyone is clear about the new expectations. For your plan to succeed, everyone must commit to upholding the same standards.

Also, if your plan is extensive, **don't try to fix everything at once**, or else you risk overwhelming your employees. Instead, tackle the biggest problems first. Then, once those strategies are in place, move on to the smaller elements of your repair strategy.

Overall, when following this final step, keep in mind that change takes time, energy, and persistence. So, **be patient** with your team members, continue to take stock of your progress, and adjust your efforts as needed. Give your plan time to take root, and you'll create lasting, long-term change.

Summary

To transform a negative team culture, follow four steps. First, face the truth by **identifying the problems** within your team and **uncovering the cause** of those issues. Then, **create a repair strategy** to address each concern. And finally, **implement that plan** by sharing it with your team members, prioritising strategies, and monitoring your progress over time.



Think you have what it takes to transform a negative team culture? Check your understanding by answering the question below:

You're managing a team that needs a serious culture overhaul. Based on what you've learned, which of the following strategies will help you transform that culture from negative to positive? **Select all answers that apply.**

- To identify culture problems, I should work independently—taking an overview approach of my team.
- I should use the exact same repair strategies as other high-performing teams.
- The repair strategies I choose should be based on my team's specific problems.
- Rather than implementing my repair plan all at once, I should tackle the biggest problems first.

SUBMIT

Summary

Negative team cultures have a detrimental impact on team camaraderie, productivity, morale, and retention. Within these cultures, you're likely to spot several telltale signs such as mistrust, gossiping, bullying, cutthroat competition, fear, and dissatisfaction.

To transform these cultures, first identify what specific problems your team is facing as well as what's causing those issues. Then, create a customised repair strategy that relates to your team's diagnosis. And finally, implement that plan by communicating expectations and setting universal standards.

Changing your organisational culture is a large undertaking. It takes time and commitment. But by following the above strategies and remaining patient, you'll start to see gradual improvements and—eventually—create a positive team culture that's worth bragging about.



Act quickly. The longer you allow a negative culture to persist within your team, the more widespread it will become. So, act quickly. Don't ignore culture problems or assume they'll go away on their own. Take action in the early stages, and you'll prevent issues from escalating.

Whether you're committed to turning a toxic culture around or just want practical tips to take your team from good to thriving, this next lesson will help. Continue to learn how to build—and reap the benefits of—a positive team culture.



Complete the content above before moving on.

Building a Positive Team Culture



And the “Best Place to Work” Award Goes to ...

What does it take to land on the coveted *“Best Place to Work”* list? No, it’s not about the snack selections, bean bag chairs, or air hockey tables in your office. It’s not even about the brightly coloured walls or full-service coffee bars. While all those perks are fun, they’re not enough to build a positive work environment.

A great workplace is about people. It’s one where colleagues are happy to see one another, where team members work together toward common goals, and where employees are supportive, engaged, and driven. In short, to create a positive workplace, you need a positive team culture.

So, what does it take to create such a culture? In this lesson, you’ll learn about the characteristics of a positive team culture as well as what benefits you can expect from that culture. Then, you’ll learn how to build such a culture within your team.





Building a Positive Team Culture

Watch this video to learn what characterises a positive team culture, what benefits you can expect from such a culture, and how to create that culture in your team.

[VIEW ON YOUTUBE >](#)

Characteristics of a Positive Team Culture

Your team's culture defines the underlying behaviours, rules, and beliefs of your employees. It's how people interact with one another and do business. And, depending on the team, those interactions can be positive or negative.

So, what characterises a positive team culture? Several factors are at play, but some of the most prominent ones are listed below. Flip the cards to learn about each:

Shared Vision

Every employee looks toward the same goal. They understand the company vision, and they know why their work holds meaning.

Frequent Communication

People don't keep things to themselves. They're comfortable speaking up, are eager to share information, and don't shy away from feedback.

Positive Relationships

Employees care for one another and develop compassionate, friendly, and inclusive relationships.

Trust and Respect

People are honest and confident in one another. Also, even when they disagree, employees still respect their colleagues and treat them with dignity.

Ownership

Every team member takes full responsibility for their actions. They feel accountable for their work, own up to their mistakes, and avoid placing blame.

Motivation

Employees are motivated and excited about their jobs. They take the initiative and are happy to go the extra mile.

Benefits of a Positive Team Culture

Unsurprisingly, when a team's culture aligns with all the above characteristics, the group experiences several benefits that are integral to success, including:

1

Less stress. Employees know what they're doing and why they're doing it, which means they can work with less confusion and self-doubt. Also, because people don't bully or undermine one another, employees can work without the stress of looking over their shoulders.

2

Heightened engagement. When exposed to a negative culture, employees tend to withdraw and detach themselves from their work. Create a positive culture, and you flip that script. In these cases, employees know their purpose, and they feel supported by others—resulting in happier, more invested team members.

3

Improved company performance. On an individual level, engaged employees are more likely to stay productive and put their best foot forward. On a team level, those employees also come together to collaborate—resulting in well-thought-out strategies and ideas.

4

Top talent recruitment. No one wants to work in a negative, unsupportive environment. So, if you hope to attract top talent, then you need a top culture to welcome those recruits—one where employees write positive reviews, show enthusiasm, and support their peers.

5

Stronger loyalty. Building a positive culture is one of the easiest ways to increase job satisfaction and talent retention. Help your employees feel like you're invested in their well-being, and they'll be happier and more loyal to you in return.



A positive team culture isn't just a bragging right or something fun to be a part of (though that's certainly true). Teams that fall under this category also accomplish more than others—with heightened engagement, collaboration, and satisfaction. That ultimately leads to the growth of your team and business.

Building a Positive Team Culture

While a positive team culture can sometimes feel like a “too good to be true” utopia, it's not unreachable. These cultures can be built at any company—regardless of your size, industry, or budget.

As long as you take the time to invest in the happiness and well-being of your employees, you can develop a winning culture. So, how's that done? Expand the rows below to learn about some well-known strategies:

Create Meaning —

In a positive team culture, every employee knows how their work contributes to the larger effort. They know their purpose and value. And that's a major contributing factor to ownership, engagement, and job satisfaction.

So, ask yourself: *"Does everyone understand the meaning behind their work?"* To make sure you can answer "yes," follow the practices below:

- **Reinforce your mission statement.** Write a mission statement that reflects your company's core drive. Then, consistently share and reinforce that statement so that everyone's on the same page.
- **Share company-wide goals.** Whenever a new company-wide goal is set, communicate that objective to your team. All employees should understand what your organisation hopes to achieve on a large scale.
- **Give context.** Provide each employee with information about how their role positively contributes to the team goal. Also, when doling out assignments, always explain why the task is important.

Prioritise Transparent Communication —

Given that frequent communication is a core component of a positive team culture, it's no surprise that "transparent communication" is on the list of strategies. Your employees must be kept in the loop, they must feel comfortable sharing their thoughts, and they must have opportunities to engage in open conversations.

Here are some strategies to help make that happen:

- **Be approachable.** Team members should feel comfortable speaking freely. So, hold regular check-ins, maintain an open-door policy, and encourage employees to speak honestly. Also, let your team members know that you welcome feedback—whether they submit that in person or anonymously.
- **Share updates.** Don't hide information from your team members—even if it's negative. Staying quiet will likely cause more problems down the line. So, get in the habit of keeping your employees well-informed about all news and updates.
- **Hold weekly meetings.** To prevent information gaps or knowledge-hoarding, hold weekly team meetings so that each employee can share what they're working on as well as any

challenges they're facing.

Foster Social Connections —

Help team members develop positive relationships by allowing them to connect on a personal level. You can facilitate those connections by encouraging employees to socialise beyond collaborating on work-related tasks.

Here are some ideas to get you started:

- **Schedule meal outings.** Consider holding a monthly potluck, a weekly team lunch, or an occasional Friday happy hour.
- **Celebrate milestones.** Is an employee's birthday coming up? What about your company anniversary? Or did your team just meet a big goal? Celebrate these milestones with a small party in the breakroom, and you're sure to lift people's spirits and get them socialising.
- **Organise team-building activities.** Whether it's an in-office game, a workshop, or a group excursion, team-building activities can make all the difference when it comes to fostering genuine relationships.

Promote Learning and Development —

If you want your team members to stay motivated, then you must allow them to continue learning and developing. Help your employees grow alongside your company, and they'll feel more valued and inspired to keep pushing.

To promote that learning and development, consider some of the following tips:

- **Education courses.** Support employees in their development by encouraging them to take skill-building workshops or e-learning courses.
- **Schedule frequent one-on-ones.** Take on the role of a mentor by scheduling regular one-on-one meetings with your employees. Be honest during these meetings and give your team members feedback. Be sure to reinforce positive behaviours, redirect poor behaviours, and ask your team members where they need help.

- **Encourage knowledge-sharing.** Encourage employees to use one another as resources and share knowledge. For example, you might pair junior and senior employees together for a day. Or, if an employee wants to learn a new skill, ask someone from that department to offer a training session.

“ Culture isn't just one aspect of the game, it is the game. In the end, an organisation is nothing more than the collective capacity of its people to create value.

Louis V. Gerstner, Jr.



Check your understanding by answering the question below...

Based on what you've learned, which of the following statements are true about creating a positive team culture? Select all correct responses.

- To avoid upsetting anyone, leaders should keep negative news and updates to themselves.
- Every employee should know how their work contributes to the larger team effort.
- Meetings should be held sparingly to avoid wasting time.
- Employees should receive regular feedback, even if that feedback is about poor performance.

SUBMIT

Summary

Positive team cultures allow employees to feel and perform at their best. Within these teams, employees have a shared vision, they communicate frequently, and they build positive relationships. They also trust and respect one another, feel a sense of ownership for their work, and are motivated by their jobs.

To build such a culture within your team, you must **create a sense of meaning** and prioritise **transparent communication**. You must also keep employees engaged by **promoting learning and development** and helping your team members **foster social connections**.

Follow those steps, and your team members likely will be happier, less stressed, and more loyal. Engagement will also increase, as will performance. And—soon—you'll find even more top talent knocking at your door.



Consistency is key. Creating a positive team culture is not a one-and-done deal. It requires ongoing effort and dedication. Let some of these best practices slip, and your culture may slip as well. So, practice consistency. It's the long-term, consistent efforts that pay off the most.

One way to develop positive culture is to shift focus from fixing flaws to spotlighting strengths. The next lesson explores strengths-based cultures and how you might benefit from the approach.



Complete the content above before moving on.

Creating a Strengths-Based Culture



Introduction

Within the workplace, we're all prone to asking ourselves: *"How can I be better?"* We aim for excellence. So, we try to be quick, but also precise and creative; structured and results-oriented, but also patient. It's an ambitious yet unrealistic dream.

People aren't chameleons. We all have our strengths and weaknesses. And no one is excellent at *everything*. Still, employees and managers have a habit of trying to fix flaws rather than embrace strong points.

But imagine what would happen if we switched our focus—highlighting where we excel, rather than where we fall short. That's the mindset of a strengths-based culture and, when applied correctly, it can yield numerous rewards for your team and your organisation. In this lesson, you'll learn more about what a strengths-based culture is and its benefits. Then, you'll learn how to build that culture within your organisation by following five steps.





Creating a Strengths-Based Culture

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What Is a Strengths-Based Culture?

A strengths-based culture encourages employees to play to their natural talents. Within these teams, managers follow two steps. First, they **discover where employees excel**. Then, they find ways for employees to **use those strengths** on the job.

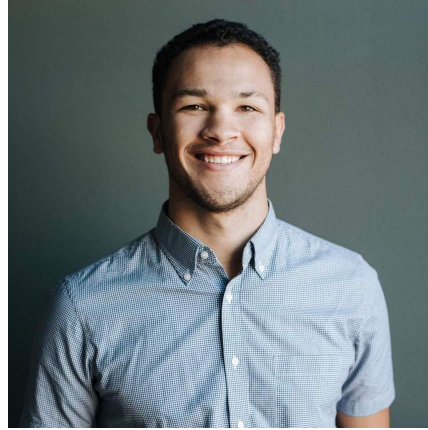
That doesn't mean team members will completely ignore other competencies. Rather, it means employees will align their primary focus to their strong points. Review the scenario below to see what that looks like in practice.

A Strengths-Based Culture in Action

A three-person sales team is working on their next presentation. Each team member has their strengths and weaknesses:



Martha is an **innovative** thinker with creative ideas, but she struggles with details and sales pitches.



Warren is a nervous presenter who's more of a realist than a creative type. He shines when he can **dive into details** and create road maps.



Dustin is excellent at **public speaking**, but he's not particularly detail-oriented or creative.

In this strengths-based culture, each employee is assigned a task that capitalises on their talents. And so, **Martha** starts the process by brainstorming and coming up with big ideas. Then, **Warren** takes the lead—giving those ideas structure by adding in needed details. And, finally, **Dustin** finishes strong by delivering an unflustered, hard-driving presentation.

“ If you spend your life trying to be good at everything, you will never be great at anything. While our society encourages us to be well-rounded, this approach inadvertently breeds mediocrity.

Benefits of a Strengths-Based Culture

A strengths-based culture encourages employees to direct their focus toward what's right, rather than what's wrong—and that results in several benefits:

1

Incremental employee growth. Skills can always be improved. Consider how a star athlete continues practicing, even if they're already the best. Encourage your employees to work within their strengths, and they'll continue practicing those skills—thus allowing them to move from *“great”* to *“excellent.”*

2

Elevated team-based work. A strengths-based approach means placing employees where they work best. Individually, each person leverages their talents to contribute a vital piece to the larger puzzle. And, together, those efforts lead to a well-rounded final product.

3

Heightened engagement. When employees work from a place of weakness, they're more likely to lose self-confidence and become upset with themselves. In a strengths-based culture, however, people experience less frustration and more praise—resulting in heightened happiness and engagement.

4

Boosted morale. As each employee showcases their talents, they become energised. They know their value, and they get to share that value with others. Plus, as they see their colleagues shining in different ways, they develop respect for their fellow team members. Combined, that boosts the overall trust and morale of your team.

Strengths-based cultures encourage employees to centre their focus and work within their talents. And, as each employee excels within those specialities, your team excels as a whole.

Building a Strengths-Based Culture

A strengths-based culture lays the foundation for a versatile, talented workforce. But what does it take to build such a culture? The key is to weave a strengths-based mentality throughout all organisational levels. Click through this step-by-step interaction to learn how that's done.

Step 1

Align Leadership

First, for a strengths-based culture to take hold, enlist the right people. Start at the top by aligning leadership with your initiative. Meet with department heads and team managers, communicate your goal of creating a strengths-based culture, and make sure everyone is committed to that mission.

This step is crucial because you need everyone on board, not just a few isolated teams or employees. And—since managers ultimately determine what their teams do—aligning that leadership lays the foundation for everyone else.

Step 2

Generate Company-Wide Awareness

Next, once leaders are on board, generate company-wide awareness. Create enthusiasm within your workforce by holding a company-wide meeting and sharing your commitment to discovering and capitalising on each person's strengths.

Then, encourage managers to speak with their team members in smaller groups so that they can reinforce that commitment and answer any questions.

Step 3

Assess Individual Strengths

Next, move down to the individual level by discovering where each employee shines. When approaching this step, be careful not to make assumptions. For example, that new intern on your team might not be a social media expert—despite the generational stereotypes.

To obtain an accurate assessment, follow these three strategies:

1. **Reflect on past performance.** Where have your team members excelled in the past? What strengths did they need to reach those results?
2. **Hold one-on-one meetings.** Meet with your team members individually. Ask them where they think their strengths lie. Do you agree with that assessment?
3. **Aptitude tests.** To get the most accurate picture, you might want to use an online aptitude test, as that will provide additional, unbiased insight into a person's uncovered potential.

Step 4

Assign Relevant Responsibilities

Once you've identified each person's strengths, put that knowledge into practice by assigning relevant responsibilities. There are two areas you'll want to consider:

1. **Work assignments.** A great leader knows how to get the best performance from everyone. So, consider what projects and assignments will make full use of each person's skills. When assigning those tasks, don't get bogged down by a person's official title. Be somewhat flexible so that you can help employees use their strengths to their full capacity.
1. **Project teams.** Based on what you know about your team members, consider how you can strategically partner people. Assemble project teams that—as a whole—represent a well-rounded, complementary group.

Tip: Your employees can't completely avoid their weaknesses. For example, a creative graphic designer still needs to check their work, even if they're not detail-oriented. The purpose of this step, therefore, is to direct your employees' primary attention—since you don't want team members wasting all their time in an area where they're unlikely to succeed.

Step 5

Provide Strengths-Based Development

Finally, take a strengths-based approach to employee development and performance management. This last step reinforces your full-circle commitment to recognising and strengthening each employee's natural skills.

To provide customised development, cover the following areas:

- **Regular performance reviews.** Hold regular one-on-one meetings with your employees to review performance. During these meetings, discuss how your team member's strengths have contributed to their success and consider where additional development is needed.
- **Provide strengths-specific opportunities.** Your employees need to grow their talents to stay competitive. So, help them learn by offering strengths-building opportunities. For example, you might set your team members up with workshop training, online courses, or new assignments to stretch their skills.
- **Career paths.** Meet with your employees to discuss their career paths. Where do your team members see themselves going and how can their strengths help them get there? This last step is crucial, as it gives you insight into how your employees want to continue growing and applying their skills.

Summary

To create a strengths-based culture within your organisation, follow five steps. First, **align leadership** with your mission and create **company-wide awareness**. Then, **assess individual strengths** and **assign relevant responsibilities**. Finally, encourage continuous growth by providing ongoing **strengths-based development**.



Check your understanding by answering the question below:

Based on what you've learned, which of the following statements are true about a strengths-based culture?

- Within a strengths-based culture, employees can't completely avoid their weaknesses.
- To stick, a strengths-based culture only needs a few isolated team members to get on board.
- Employees working within their strengths are naturally talented, so they don't need to waste time on skills development.

SUBMIT

Summary

A strengths-based culture recognises that, if we try to be great at everything, we often succeed at nothing. So, these cultures take a new approach. They encourage employees to specialise their skills by working in roles that play to their talents—resulting in boosted team performance.

To create a strengths-based culture, you'll want to follow five steps:

1. Align leadership
2. Generate company-wide awareness
3. Assess individual strengths
4. Assign relevant responsibilities
5. Provide strengths-based development

By following the above strategies, you'll take the first steps toward weaving a strengths-based culture into the fabric of your company—thus paving the way for elevated team-based work, heightened engagement, boosted morale, and incremental employee growth.



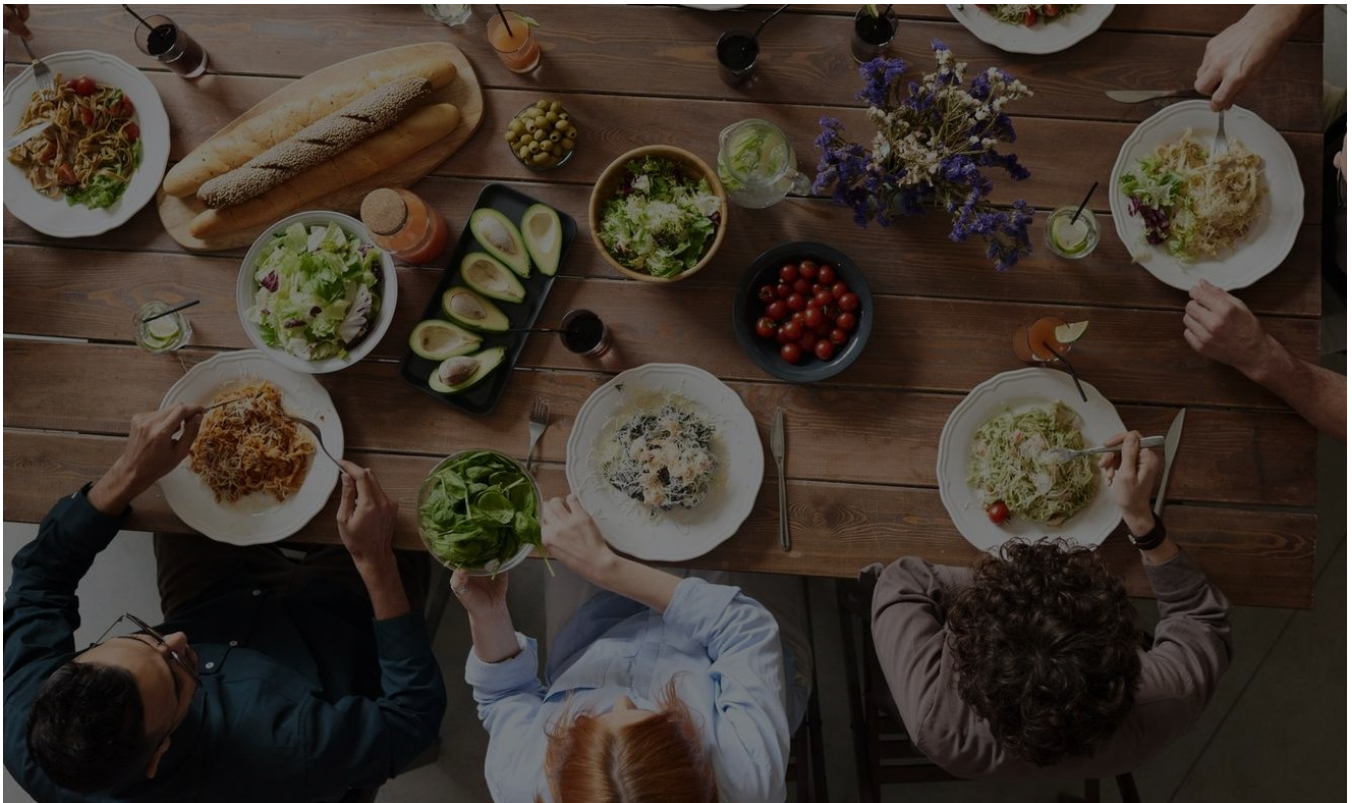
Culture change doesn't happen overnight. Creating a strengths-based culture takes time, commitment, and patience. For many, it's an entirely new way of thinking, and that requires some adjustments. So, be patient, start with a foundation, and then build up that strengths-based culture brick-by-brick.

Continue to the next lesson to review what you've learned about team culture.



Complete the content above before moving on.

Summary



Summary

The way a company does business—demonstrated through behaviours, practices, beliefs, and attitudes—defines its team culture. Strong cultures increase engagement, build identity, and attract talent. There is no single “right” culture—rather, different culture types have benefits and drawbacks. Assessing your own culture will help you

understand where your strengths and weaknesses lie—and can give you the tools to change it for the better.

Key Takeaways

As you take a look at your own culture, consider these tips:

- Assess culture frequently and impartially, using a variety of methods like culture walks and employee surveys.
- Don't be disheartened if your assessment reveals less-than-desirable aspects to your team culture. It's possible to transform negative elements into positive ones through strategic and committed practice improvements.
- Telltale signs of positive culture include motivation, respect, shared vision, and frequent communication.
- Positive work culture creates less stress, more engagement, and better performance. So it's worth investing time in—no matter where your baseline is.
- Try starting with a strengths-focused mindset. In this model, no one is “off the hook” for their weaknesses—but the *primary* focus is on their strong points.

You're now ready to build and support a strong team culture! Thank you for completing this module.

Next, check your knowledge!

Lesson 8 of 9

Knowledge Check



Module 9: Review Questions

Question

01/10

Within these workplaces, managers and team members tend to either disagree with, feel uncommitted to, or not understand their company's core values and goals.

- Strong culture
- Weak culture

Question

02/10

Within these environments, team members understand their company vision and strategy, they agree with those practices, and they're committed to upholding them.

Strong culture

Weak culture

Question

03/10

Team culture builds community within an organisation. It's the way people in a company _____.

- Interact
- Behave
- Work
- Think and act

Question

04/10

The four most common types of team culture are:

- Advocacy, Hierarchical, Corporate culture, Market-driven
- Adhocracy, Hierarchical, Clan culture, Sales-driven
- Adhocracy, Authoritative, Clan culture, Market-driven
- Adhocracy, Hierarchical, Clan culture, Market-driven

Question

05/10

Influenced by the behaviours, beliefs, values, and attitudes of your employees, your team's culture defines "_____."

- Why things are done
- How things are done
- When things are done
- Where things are done

Question

06/10

To create the culture you want, you must first _____ the culture you have.

- Understand
- Accept
- Recognise
- Ignore

Question

07/10

The longer you allow a negative culture to persist within your team, the more _____ it will become.

- Obvious
- Abusive
- Acceptable
- Widespread

Question

08/10

There are three billion working people on this planet, and only _____ of them report being happy at work.

- 40 percent
- 45 percent
- 50 percent
- 60 percent

Question

09/10

A strengths-based culture encourages employees to play to their

_____.

- Personal goals
- Own strengths
- Preferred tasks
- Natural talents

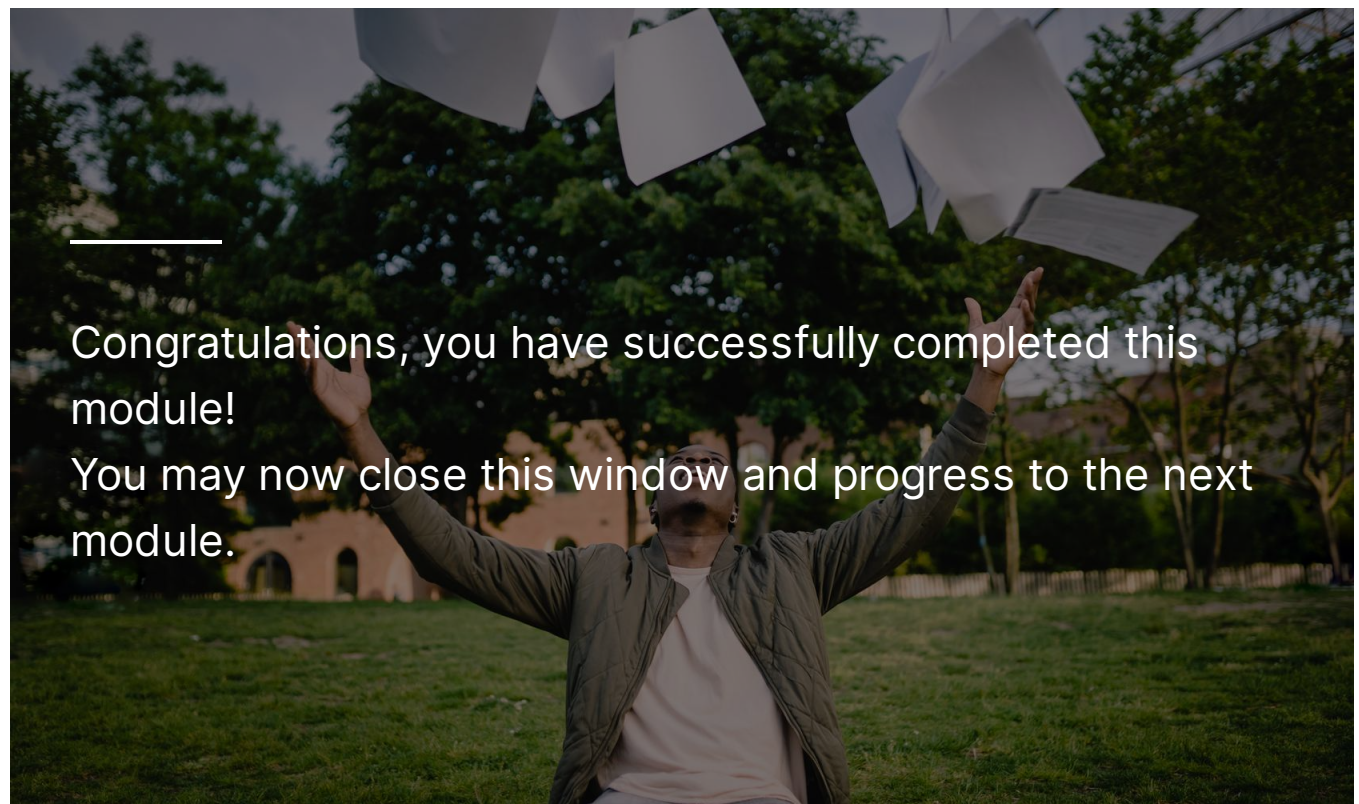
Question

10/10

There is no single “_____” culture—rather, different culture types have benefits and drawbacks.

- Wrong
- Right
- Perfect
- Preferred

Module 9: Completed



Congratulations, you have successfully completed this module!
You may now close this window and progress to the next module.