

PREPARED FOR

On and Offshore Limited

Survey Team 1 · Findings & Recommended Intervention



TEAM CULTURAL HEALTH SCORE

Early stage

5 participants · 5 cultural backgrounds

D1 · Safety **75**D2 · Team dynamics **49**D3 · Conflict **17**D4 · Friction risk **47**

01

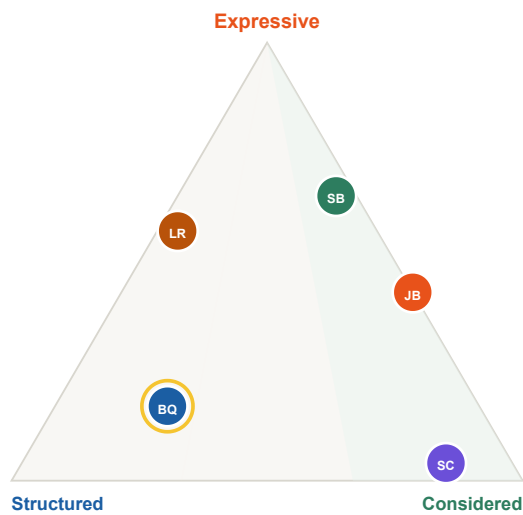
Executive Summary

Survey Team 1 is a five-person co-located unit with representation from England, Ireland, Scotland, the United States, and South Africa. On the surface, the team reports strong psychological safety and describes itself as functioning well. The data reveals a different picture: a Cultural Health Score of 51/100 indicates a team in early-stage development, carrying significant friction across three critical dimensions — feedback style, reasoning approach, and authority structure. The team's Cultural Intelligence score of 52/100 is partially buffering these gaps, but not enough to prevent daily misalignment.

The single most important finding is this: team members are consistently misreading each other's intent, particularly around urgency, decision authority, and directness. These misreadings are not interpersonal conflicts — they are predictable collisions between incompatible cultural operating systems. The commercial cost is visible in delayed decisions, rework, and the energy spent managing tension that should be spent on execution. This team is working harder than it needs to.

COMMUNICATION STYLE MAP

Team members plotted by their dominant communication style. ★ indicates the team leader.



Structured communicators are direct, task-focused, and linear. They process information sequentially and prefer explicit communication.

Expressive communicators are relational, animated, and story-led. They build trust through personal connection and read the room intuitively.

Considered communicators are attentive, indirect, and harmony-oriented. They listen deeply and process before speaking.

● Brendan ★ ● James ● Steven ● Sara
● Linde

COMMUNICATION STYLE DIVERSITY AND OPERATIONAL REALITY

The team spans three communication styles: Structured, Considered, and Expressive. This distribution creates predictable friction in day-to-day exchanges. A Structured communicator prioritises clarity and precision; a Considered communicator values harmony and reads between the lines; an Expressive communicator leads with conviction and expects real-time engagement. When these styles collide without translation, messages are systematically distorted.

The data shows this playing out in routine interactions. Urgency is stated but not heard. Requests are made but interpreted as optional. Directness is experienced as aggression by some and as necessary candour by others. These are not occasional misunderstandings — they are the team's baseline condition. The communication style mix is not the problem; the lack of shared protocols for translating across styles is.

PSYCHOLOGICAL SAFETY AND THE TRUST GRADIENT

The team's overall psychological safety score is 70/100, which is solid. Team leader Brendan Quinn scores higher at 79/100, suggesting he experiences more safety than the team average. This gap is meaningful. It indicates that what feels open and collaborative from the leader's position may feel more constrained further down the hierarchy.

The reflections surface a pattern: some team members feel able to make mistakes and recover; others describe feeling judged, silenced by louder voices, or reluctant to push back when they disagree. The safety is real, but it is unevenly distributed. The team is not operating as a unified psychological unit — it contains pockets of higher and lower trust, and those pockets correlate with cultural style alignment.

BEHAVIOURAL FRICTION ZONES AND THE COST OF MISALIGNMENT

Three scales carry significant friction: feedback style, reasoning approach, and authority structure. The feedback style spread is 75 points, which is severe. At one end of the spectrum are team members who expect direct, explicit feedback delivered in the moment; at the other end are members who expect feedback to be softened, contextualised, and delivered privately. When a direct communicator gives correction in a meeting, a high-context receiver experiences it as a public attack. When a Considered communicator raises a concern indirectly, a low-context receiver misses the signal entirely.

The reasoning approach spread is 51 points, and it shows up in how decisions are made. Some team members want to explore options, surface perspectives, and build consensus; others want to move quickly, make a call, and execute. The authority structure spread is 57 points, creating tension around who makes decisions and when. The data identifies a hidden friction pattern between two high-context communicators from different cultural backgrounds — both are reading meaning into tone, silence, and implication that the other did not intend. This is the most dangerous type of misalignment because neither party realises it is happening.

CULTURAL INTELLIGENCE AND FRICTION ABSORPTION

This is where the commercial argument becomes clear. The team's CQ score of 52/100 is partially buffering the style spreads, but it is not sufficient. On feedback style, the CQ buffer reduces the effective penalty from severe to moderate, but the friction remains real. On reasoning approach and authority structure, the team is exposed. A team with wide style spreads and low CQ is carrying unmanaged friction cost every day — decisions take longer, trust erodes incrementally, and energy is spent managing tension rather than driving outcomes.

A team with the same spreads and high CQ has converted that diversity into a capability. They recognise style differences before they become conflicts. They translate across communication modes. They negotiate working agreements that fit the actual people in the room. This team is not there yet. The difference in practice is this: the current team spends 30% of its energy managing friction it does not name; a high-CQ version of this team would spend that energy on execution.

BEHAVIOURAL PREFERENCES — TEAM HEAT MAP

Each cell shows an individual's score on a given scale (0 = far left pole, 100 = far right pole). Rows with an orange dot have a spread above 35 points — indicating live friction. Blue cells lean toward the left pole; orange toward the right.

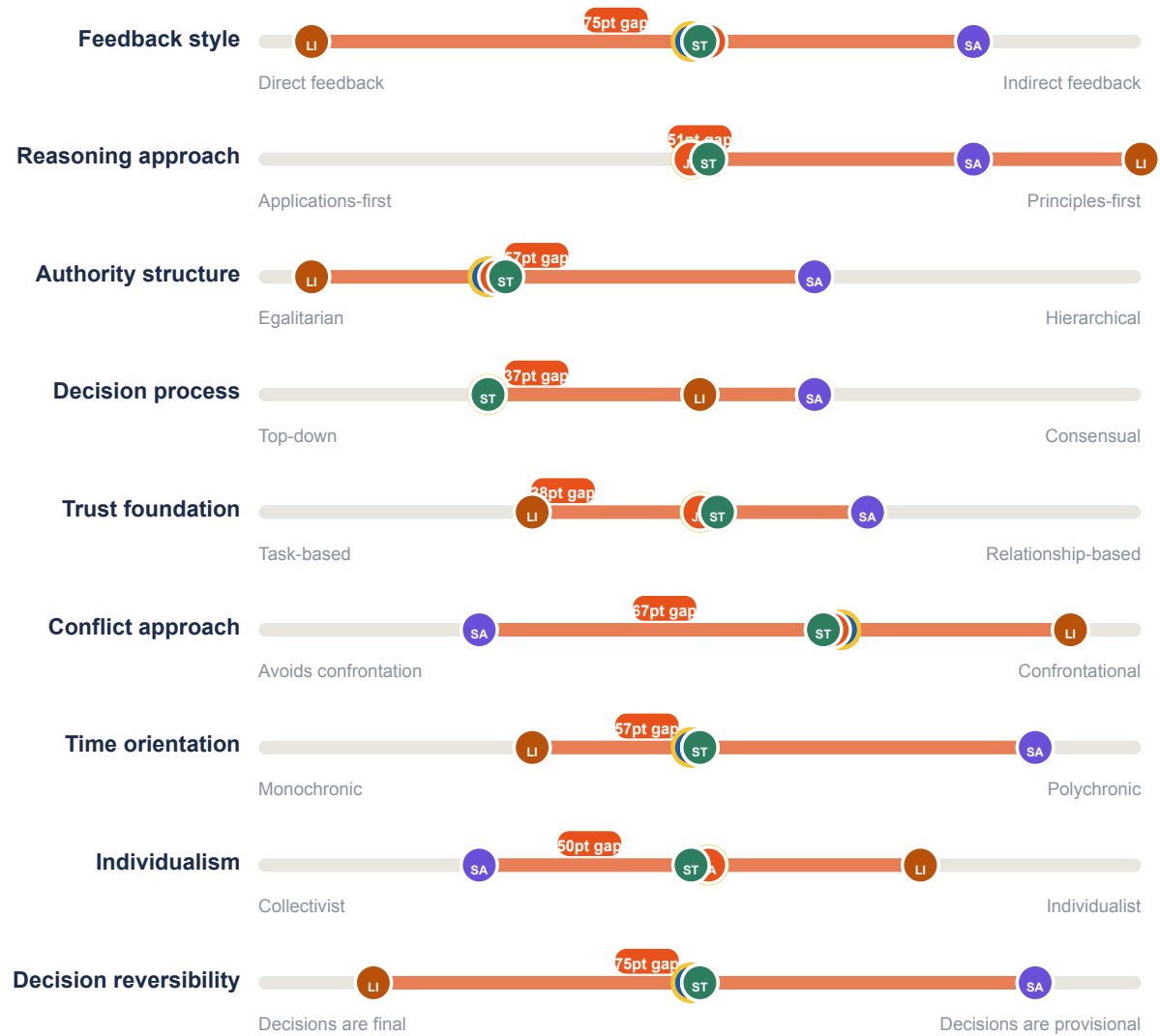
Scale	BQ	JB	SB	SC	LR
Feedback style	49	51	50	81	6
Reasoning approach	49	49	51	81	100
Authority structure	26	27	28	63	6
Decision process	26	26	26	63	50
Trust foundation	50	50	52	69	31
Conflict approach	66	65	64	25	92
Time orientation	49	50	50	88	31
Individualism	51	51	49	25	75
Decision reversibility	49	50	50	88	13

Low pole High pole friction

Brendan ★ James Steven Sara Linde

FRICITION GAP ANALYSIS — SCALES WITH SIGNIFICANT DIVERGENCE

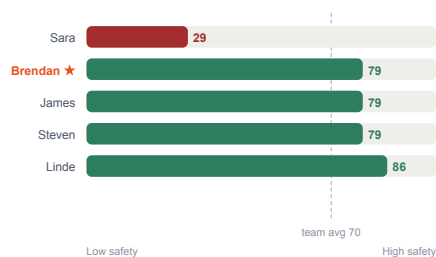
The orange bar shows the gap between the lowest and highest scoring team members on each scale. The wider the gap, the greater the risk of misalignment in day-to-day working.



● Brendan ★
 ● James
 ● Steven
 ● Sara
 ● Linde

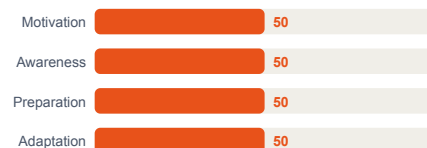
PSYCHOLOGICAL SAFETY — INDIVIDUAL SCORES

Scores below 50 indicate people are holding back in this team.



CULTURAL INTELLIGENCE — TEAM AVERAGES

Four dimensions of cross-cultural capability.



THE CURRENT COST OF UNMANAGED FRICTION

The friction is showing up in three places: decision speed, rework, and relational strain. Decisions that should take one conversation are taking three because the first two were based on misaligned assumptions. Work is being redone because urgency was stated but not received, or because a request was interpreted as a suggestion. Trust is being eroded incrementally — not through major breaches, but through the accumulation of small misreadings that leave people feeling misunderstood, overridden, or dismissed.

The retention risk is real. Team members who feel consistently unheard or judged will disengage first and leave second. The data shows early warning signs: references to feeling silenced by louder voices, to being misunderstood despite clarity, to tension in the office that has not resolved. These are not yet crises, but they are leading indicators. Left unaddressed, this friction compounds.

THE UPSIDE IF FRICTION IS RESOLVED

If this team learns to translate across its style differences, it becomes significantly more capable. Decisions accelerate because the team has shared protocols for surfacing concerns, testing assumptions, and moving to action. Rework declines because communication is designed for the receiver, not just the sender. Trust deepens because team members experience being understood even when they disagree.

The diversity that is currently a cost becomes an advantage. A team with Structured, Considered, and Expressive communicators can adapt to a wider range of stakeholders, clients, and operational contexts than a monocultural team. But only if they can first translate across their own internal differences. The prize is not harmony — it is operational fluency at speed.

WHY NOW IS THE RIGHT MOMENT

The team is at 51/100 on the Cultural Health Scale — early stage, but not yet in crisis. This is the ideal intervention window. The friction is visible enough to be named, but the relationships are not yet damaged. The team has sufficient psychological safety to engage in the work, and the leader scores high enough to model the change.

Waiting will not make this easier. Friction compounds. Misreadings harden into narratives. The longer the team operates without shared cultural protocols, the more entrenched the current patterns become. The team is ready now, and the window is open.

TIER: Standard full workshop — the friction pattern in this team is real, specific, and addressable. The recommended intervention is a single full-day workshop with a structured follow-up programme.

THE WORKSHOP

The workshop is a full day divided into three phases: diagnostic, friction work, and agreements. The diagnostic phase makes the data visible to the full team — not as a report delivered by the consultant, but as a shared map that the team builds together. Each member sees where they sit on the key scales and what that means for how they send and receive communication. The friction work phase addresses the three scales where the spread is largest and the cost is highest: feedback style, reasoning approach, and authority structure. The team works through real scenarios from their own experience, practising translation across styles in real time.

The agreements phase is where the work becomes operational. The team negotiates a set of shared working protocols — not generic best practices, but specific commitments tailored to this team's actual style mix. These might include how urgency is signalled, how feedback is delivered, how decisions are tested before the team commits, and how the team handles disagreement when reasoning styles collide. Participants leave with a shared cultural map, a set of negotiated working agreements, and a common language for surfacing friction early. The goal is not to eliminate style differences but to make them visible and manageable.

THE SIX-MONTH COACHING AND ADVISORY PROGRAMME

The workshop creates the foundation; the coaching sustains it. I recommend monthly one-to-one sessions with Brendan Quinn over six months, plus quarterly check-ins with the full team. The coaching focuses on three things: sustaining the workshop commitments as the team encounters new friction, building Brendan's capacity to hold the cultural conversation independently, and adapting the working agreements as the team evolves.

The quarterly team sessions serve as calibration points. The team reviews what is working, what has slipped, and what new friction has emerged. These sessions are short, focused, and diagnostic — they prevent backsliding and ensure the workshop commitments remain live. By the end of six months, the team operates with cultural fluency as a baseline capability, not as a special project.

WHAT MAKES THIS DIFFERENT FROM STANDARD TRAINING

Most team development programmes address generic competencies: communication, collaboration, trust. This programme addresses the actual gaps in this actual team. The data is specific, so the workshop is specific. Participants spend the day on problems they recognise — the meeting where urgency was missed, the decision that took three rounds when it should have taken one, the feedback conversation that felt like an attack. The work is not theoretical; it is operational.

The follow-up is also different. Standard training ends with the workshop. This programme includes structured coaching and team check-ins because behaviour change requires reinforcement. The goal is

not to deliver a workshop and leave — it is to build the team's capacity to manage its own cultural friction independently. By the end of the programme, the team owns the tools, the language, and the protocols. They no longer need me.

1

BTQ Cultural Assessment

Completed. Data collected, analysed and presented in this report. Team has a shared baseline and common language for the work ahead.

2

Workshop — Two-day intensive

Surfacing cultural difference explicitly, building psychological safety, and establishing shared working protocols. The team leaves with written agreements they own.

3

Coaching & Advisory — Six months

Monthly team sessions to review how agreements are holding. Individual coaching for the team leader. The work embeds rather than fading after the workshop.

4

Follow-up Assessment

A second BTQ Cultural Assessment at the end of the programme. The same questions, the same team — a measurable comparison showing what has changed.

05

What Success Looks Like

COMMUNICATION AND COLLABORATION AFTER RESOLUTION

When the friction is resolved, the team operates with a shared cultural map. Team members recognise style differences before they escalate and use a common language to surface misalignment early. A Structured communicator opening a meeting says explicitly how much context they need; a Considered communicator raising a concern states clearly whether they are flagging a risk or blocking a decision. Directness is no longer experienced as aggression because the team has negotiated what direct feedback looks like in this specific group.

Meetings change visibly. Decisions are tested from multiple reasoning styles before the team commits. The loudest voice no longer wins by default — the team has protocols for ensuring that Considered communicators are given space to contribute, and that Expressive communicators are not penalised for their pace. Misunderstandings still happen, but they are surfaced and corrected in real time rather than compounding into resentment.

THE LEADER OPERATING WITH BICULTURAL FLUENCY

Brendan Quinn leads differently. He opens decisions by naming the reasoning approach the team will use and why. He adjusts his feedback style depending on the receiver — direct and immediate with those who prefer it, private and contextualised with those who need it. He no longer assumes that clarity on his end equals understanding on theirs.

When friction surfaces, he names it as a style difference rather than a performance issue. He models the behaviour he wants from the team — adjusting his communication, testing his assumptions, asking explicitly rather than inferring. He becomes the team's cultural translator, not because he solves every misalignment, but because he makes the invisible visible and gives the team permission to do the same.

WHAT THE TEAM BECOMES CAPABLE OF

The team makes decisions faster because concerns are surfaced earlier and tested more rigorously. Diverse perspectives are no longer lost to silence or overshadowed by volume — they are actively solicited and integrated. The team stops spending energy managing unspoken tension and redirects that energy toward execution. Retention risk declines because team members feel understood and valued, not despite their differences but because of them.

The team becomes capable of operating across a wider range of cultural contexts than it could before. It can adapt its communication style to match clients, stakeholders, or operational partners without losing internal cohesion. The diversity that was once a friction cost is now a strategic asset — but only because the team learned to manage it explicitly.

51

HEALTH SCORE TODAY

71

TARGET AFTER
WORKSHOP

86

TARGET END OF
PROGRAMME

A PERSONAL NOTE

The data from Survey Team 1 reveals a group that is working harder than it needs to. The friction is real, and it is costing the team speed, clarity, and trust. But the friction is also solvable. The team has sufficient psychological safety to engage in the work, and the leader has the credibility to model the change. What is missing is not goodwill or effort — it is a shared set of protocols for translating across the team's cultural diversity. The reflections show a team that wants to work well together and knows something is not quite right. That awareness is the starting point.

I will be in contact within two business days to discuss these findings and answer any questions. The intervention outlined here is designed specifically for this team's friction pattern, and I am confident it will deliver measurable improvement in decision speed, communication clarity, and team cohesion. The window to address this is open now. To discuss further: brendan@brendanthomasquinn.com · brendanthomasquinn.com Brendan Thomas Quinn



Brendan Thomas Quinn

Cross-Cultural Consultant · Barcelona & Worldwide

brendanthomasquinn.com

brendan@brendanthomasquinn.com

+34 623 195 980