Team Connect 360
feedback

Team Report for:

SLT Newcom Ltd
06 April 2022

Structure of the report

Background Information. The Team Connect 360 Report provides new and invaluable insights into the team's 'profile' – addressing both internal dynamics and external relationship with stakeholders.

Summary Profile. Here the team's perceptions are compared with the views of both Primary and other Stakeholders. The results are profiled against the Five Disciplines of team effectiveness indicating how the team and its different stakeholder groups perceive the team's relative operating strengths and limitations.

Detailed Feedback Data. This provides a breakdown of the specific aspects that the team and stakeholders rated. This analysis will help pinpoint specific areas which may be helping to make progress or constraining the team's effectiveness. Open ended comments are also reported for each of the Five Disciplines.

Overall Performance. How the team and its stakeholders perceive its impact against a number of success criteria.

Next Steps. How to optimise the value of this feedback and translate the data into specific priorities for improvement.

Background Information

The report helps to identify areas where the team can develop and be more effective in how it delivers value to the organisation.

It also provides a solid framework that can be used to focus external consultants or team coaches in their interactions with the team.

The Team Connect 360 Questionnaire is based on the Five Disciplines model developed by Professor Peter Hawkins after many years of academic research into team effectiveness*. The first questionnaire, published in 2011, has been used successfully with many leadership teams in over 20 countries and continues to build and develop on the experience and feedback from those teams.

As with the Questionnaire, the data in the report is divided into 5 sections reflecting the 5 Disciplines model.

1. Stakeholder Expectations
2. Team Tasks
3. Team Relationships
4. Stakeholder Relationships
5. Team Learning

Section 1 – Stakeholder Expectations

For the team to be successful, it needs a clear understanding of why it was created, what it must deliver and for whom. This includes defined success criteria by which the team as a whole will be assessed.

It is for the team's Primary Stakeholders (typically those that the team reports into) to define its primary objectives and for the team to agree expected outcomes with them. In addition, other stakeholders (such as peers, reports, clients, customers and suppliers) will have often different and sometimes conflicting views and influence on how the team is expected to perform and the way success will be measured.

The responses to the questions in this section focus on the extent to which those expectations are clearly defined and mutually agreed with the people and groups the team serves.

Section 2 – Team Tasks

Having ascertained what the various stakeholders require, the team needs to translate those expectations into clear tasks and then organise their execution. To be effective, the team has to create a collective endeavour that is challenging, compelling, rewarding and can only be achieved by all team members working together.

Background Information (continued)

In this section, the responses show how well the team has created this collective endeavour and how aligned team members appear to be towards the stated goals and outcomes. The data will also show to what extent the roles, responsibilities, accountabilities and processes support the achievement of these goals and the fulfillment of the team's value creation for the organisation and stakeholder community.

Section 3 – Team Relationships

Team Relationships focuses on how to achieve more as a collective unit rather than as separate individuals. This requires the team to maximise the different skills, experiences, specialisms and styles within it to generate new thinking and actions for the benefit of stakeholders. The data will give indications of how well the team works together to achieve the shared endeavour – including the nature of leadership and where behaviours and patterns may be getting in the way of collective effectiveness.

Section 4 – Stakeholder Relationships

The team will only make a difference to its organisation and wider community when it collectively connects and engages with all stakeholders. These stakeholders need to be managed effectively in order to achieve the team's strategy and objectives. The data in this section demonstrates how well the team relates to, and provide leadership for, these various individuals and groups.

Section 5 – Team Learning

If the team is to make the best of its collective skills and resources, it needs to take time to reflect on individual and joint performance, reviewing what is collectively learnt from experiences and using this feedback to enhance future performance.

In this section, responses help the team to understand how well the team is capturing learning as well as how it nurtures and encourages the learning and development of every team member.

Summary Profile

Familiarise yourself with the Five Disciplines for team effectiveness outlined in the Background Information on page 3. Preliminary questions to help your analysis of the data

1. From looking at the summary results what do you see as the overall pattern
2. Where does the team see itself as being more or less effective
3. How does this compare to the other groups of stakeholders

The Next Steps section on page 21 will invite you to explore in depth the conclusions and actions from this report.

Stakeholder Expectations
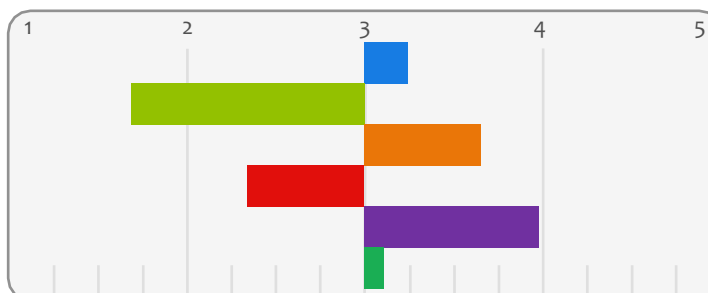
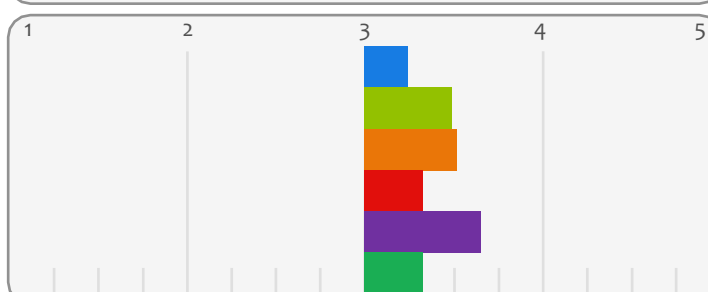| Mean |
| --- |
| 3.3 |
| 1.7 |
| 3.7 |
| 2.3 |
| 4.0 |
| 3.1 |

Team Tasks
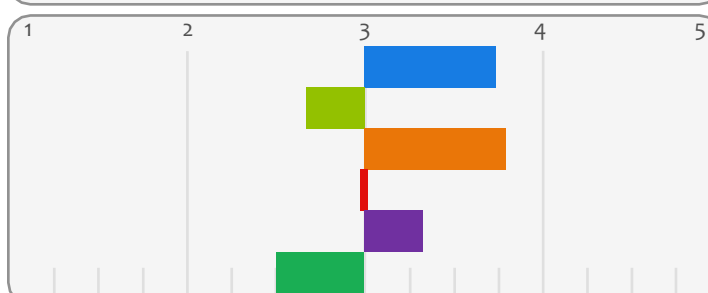
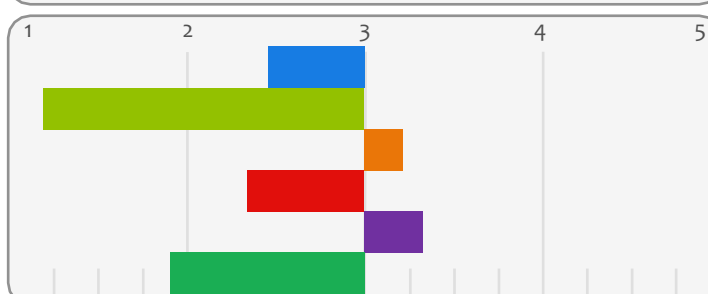| Mean |
| --- |
| 3.8 |
| 2.7 |
| 3.8 |
| 3.0 |
| 3.3 |
| 2.5 |

Team Relationships

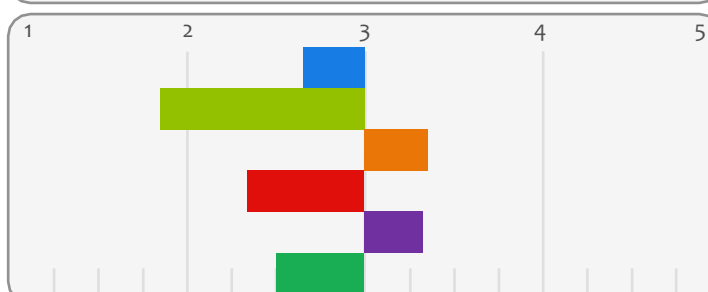| Mean |
| --- |
| 3.3 |
| 3.5 |
| 3.5 |
| 3.3 |
| 3.7 |
| 3.3 |

Stakeholder Relationships

Mean
2.5
1.2
3.2
2.3
3.3
1.9

Team Learning

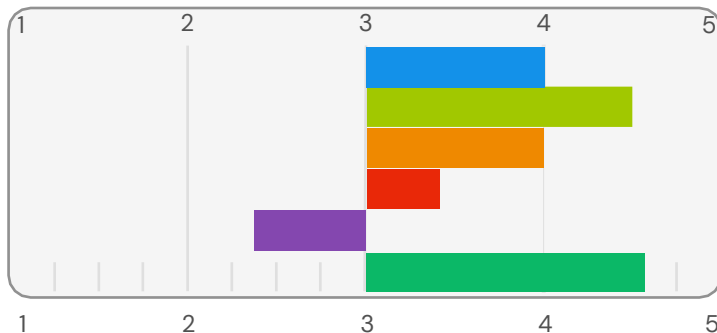| Mean |
| --- |
| 2.7 |
| 1.8 |
| 3.4 |
| 2.3 |
| 3.3 |
| 2.5 |

Detailed Feedback Data

This provides a breakdown of the specific activities which the team and others rated. This feedback will pinpoint the particular issues which are helping make progress or constraining the team's effectiveness. Open ended comments are also reported for each of the Five Disciplines.

Interpreting the Results

In this section you will see a series of graphs showing the ratings given for each statement across the Team Connect questionnaire, summarised by the different feedback groups.

Distribution of responses from each feedback group.

The Team has a clear understanding of the expectations of its different stakeholders

Distribution of Responses

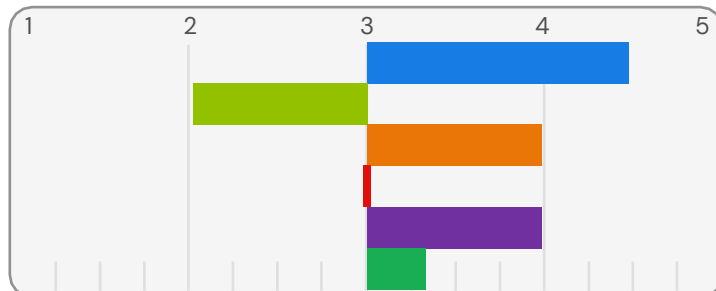| Mean					Cannot Say
4.0	0	0	4	2	4	0
4.5	0	0	0	5	5	0
4.0	0	0	4	4	4	5
3.4	0	0	5	3	0	2
2.3	0	3	1	0	0	0
4.6	0	0	0	2	3	0

Rating scale:

1 = strongly disagree
2 = disagree
3 = in between
4 = agree
5 = strongly agree

Number of 'cannot say' responses for each feedback group

Stakeholder Expectations

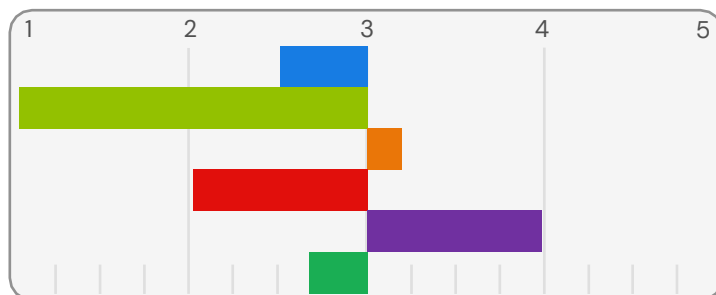### The Team has a clear understanding of the expectations of its different stakeholders

Distribution of Responses

Mean						Cannot Say
4.5	0	0	0	2	2	0
2.0	0	2	0	0	0	0
4.0	1	0	0	2	3	1
3.0	0	0	1	0	0	0
4.0	0	0	1	0	1	0
3.3	0	0	2	1	0	0

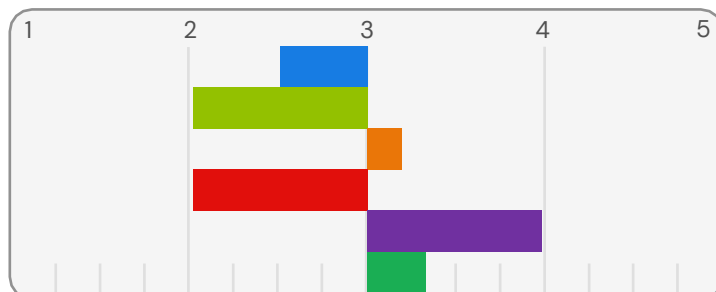### The Team conducts reviews with its stakeholders to agree any changes in expectations

Distribution of Responses

Mean						Cannot Say
2.5	0	2	2	0	0	0
1.0	2	0	0	0	0	0
3.2	1	0	2	1	1	2
2.0	0	1	0	0	0	0
4.0	0	0	0	2	0	0
2.7	1	0	1	1	0	0

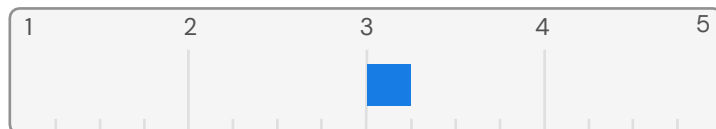### The Team has a clear vision and direction based on the expectations of its different stakeholders

Distribution of Responses

Mean						Cannot Say
2.5	1	1	1	1	0	0
2.0	0	2	0	0	0	0
3.2	1	0	2	1	1	2
2.0	0	1	0	0	0	0
4.0	0	0	0	2	0	0
3.3	0	1	0	2	0	0

The Team regularly spends time discussing and agreeing the scope of its activities based on the expectations of stakeholders
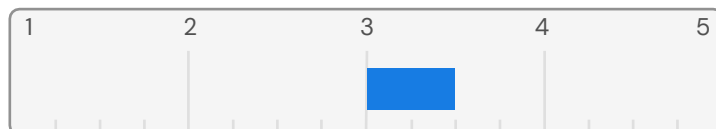

Distribution of Responses

Mean						Cannot Say
3.3	0	1	1	2	0	0

The Team displays genuine commitment to what it needs to deliver for each stakeholder in support of the overall strategy

Distribution of Responses

Mean						Cannot Say
3.5	0	0	2	2	0	0

Stakeholder Expectations

Comments

Q For a team to be successful, it needs a clear understanding of why it was created what it must deliver and for whom. This includes defined success criteria by which the team as a whole will be assessed.

The team's key Stakeholders – including sponsors, reports, customers and suppliers – are likely to have different requirements and expectations of the team.

Please comment on how you see this team defining, negotiating and executing the expectations and requirements of their different stakeholder groups.

I think we have lost our way as a team. We did have a clear vision and mandate but with the move to ITeC this has got confused. If you ask me whether I spend a lot of time on stakeholder requests, the answer is - "Yes - too much". There is a constant need to provide more and more detailed financial data to itec. This takes my time away from where we need to focus - how to build our business for growth. It also creates confusion, because we are told that ITec wants us to grow, but they won't let us get on with it. After that, we don't go seeking more stakeholder views - we just want to get our heads down and get on with the job of running this business.

We have our organisational targets as issued to us by ITeC.
We have not negotiated the targets, but they are based on our own projections.
Working towards the successful achievement of the ITeC targets is a primary focus for the team.
We don't have any expectations or requirements for stakeholder groups other than ITeC.

We've been pushed into a corner by ITeC.
They don't understand what we need in order to deliver the outstanding performance we're capable of.

The team has a very clear mandate from me (CEO of ITeC).
I can't comment on its understanding of other stakeholder groups, but it is their responsibility to effectively manage all their key stakeholders.

From my perspective as CFO there has been little evidence on how the Newcom LT is addressing the financial targets set by ITeC. I have no idea of other stakeholders.

I am not sure I have a complete view of how the team interacts with its stakeholders. But I do not see it having a very good relationship with ITeC management. Whenever they talk about ITeC they look frustrated and tired. The leadership team has also become a lot more remote from us, it's just not a happy place to work anymore.

Stakeholder Expectations

Open-ended Comments Continued

We often host customers and suppliers.
We get feedback reports from customers and suppliers.

I think the LT is doing what it can to work out how to build a business within ITeC. The ITeC management is very demanding and the relationships are not what they need to be, but I am not sure what more we can expect from them, it is early days.

Don't know.

I see Newcom still wrapped up in it's previous incarnation and not engaging with the new owners to understand how and what the Newcom leadership needs to deliver now.

The Newcom team are very attentive to what we need as a long term customer regularly checking if the products they've supplied are working well and if any alterations are needed.

The Newcom Team have always been very collaborative and worked with us to meet our changing needs, although recently I have noticed the Team seem a little under pressure and less organised.

They seem to have done well in the past but seem to have lost some direction and connection within the network

They have been good customers and I have enjoyed providing our services to them and liked their work ethos. However, lately they have become a bit disorganised and don't seem to have the same interest or desire to explain their problems and how we can help them.
I've discussed this with Chris but not making any difference.

We've always had a good working relationship with Newcom although lately that's not been as clear and very little engagement since the merger.
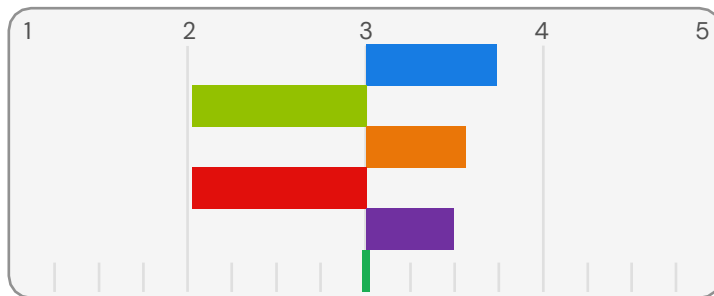
Team Tasks

The Team has a clear and agreed sense of why it was created, what it must deliver and for whom
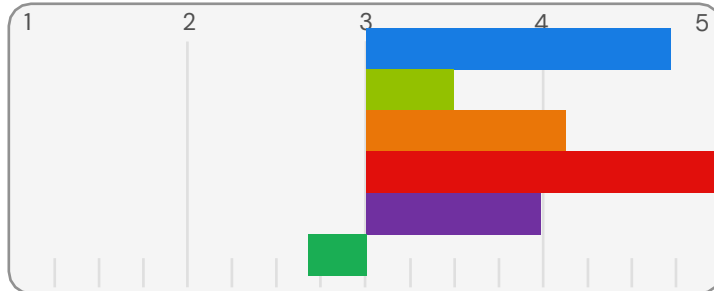
Distribution of Responses

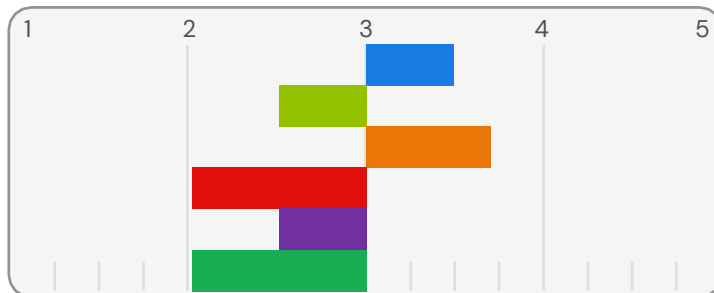| Mean					Cannot Say
4.8	0	0	0	1	3	0
3.5	0	0	1	1	0	0
4.1	1	0	0	2	4	0
5.0	0	0	0	0	1	0
4.0	0	0	0	2	0	0
2.7	1	0	1	1	0	0

The Team has a well-developed strategy

Distribution of Responses

Mean					Cannot Say
3.8	0	1	1	0	2	0
2.0	1	0	1	0	0	0
3.6	1	0	1	4	1	0
2.0	0	1	0	0	0	0
3.5	0	0	1	1	0	0
3.0	0	1	1	1	0	0

The Team has clear objectives and collective team Key Performance Indicators

Distribution of Responses

Mean					Cannot Say
3.5	0	1	0	3	0	0
2.5	0	1	1	0	0	0
3.7	0	1	2	2	2	0
2.0	0	1	0	0	0	0
2.5	0	1	1	0	0	0
2.0	1	0	1	0	0	1

The Team has put in place the practical systems and processes to deliver its strategy

Distribution of Responses

Mean					Cannot Say
2.5	0	2	2	0	0	0

The Team operates with clear individual and team roles and responsibilities

Distribution of Responses

Mean					Cannot Say
4.3	0	0	1	1	2	0

Team Tasks

Comments

> Q Having ascertained what the various stakeholders require, the team needs to translate those expectations into clear tasks and then organise their execution. To be effective, the team has to create a collective endeavour that is challenging, compelling, rewarding and can only be achieved by all team members working together.
>
> Please comment on how you see the team creating a shared endeavour i.e. how clear and aligned their stated values, purpose, strategy, objectives, targets are – and how well the team manages its systems, processes and roles to deliver the required results.

We have been a successful team delivering outstanding results, but now it seems ITeC are blindly preventing us doing what we're good at.

We have strong alignment around our values and purpose.
We understand our objectives and targets.
We have strong well managed in-house systems and processes.
We understand our respective roles.
We experience difficulty in aligning and integrating with the systems and processes of our parent company.

We know what we have to do to run this business but the interference from Itec is stifling. Our new systems and processes for achieving the strategy are now having to be replaced by those of ITec and they don't really apply to us. This is slowing us down from achieving growth in Net Work markets.

Its a corporate requirement that all parts of the business publish and review performance against KPI's. The corporate Mission, Vision and Values are displayed at every site.

This team is failing to deliver against critical financial targets.

As CFO I don't see there being a shared objective to meet their financial targets. They seem to have strong personal values and a clarity of what they want based on their pat performance but are not putting in the effort to build systems that would make the work with my team much easier.

We did have a clear purpose and endeavour and well set out strategy to achieve it, but I don't see how this is now being acted on. The team seems absorbed in internal ITeC stuff. We are constantly being asked to produce new stats for the ITeC Board and that takes us away from our main job. So I think the strategy has got a bit lost.

We all know the company's KPI's.

Team Tasks

Open-ended Comments Continued

We regularly see how we are performing against our KPIs

The reason I joined Newcom was the nature of the business, its plans for growth and the exciting nature of the Net Work product. I think the LT's vision and plans for the business are still strong, but it just needs to get ITeC on our side.

Mission, vision and values published and displayed in all work areas.
KPIs published and displayed in all work areas.

The team is not refocusing on what it needs to now deliver. While there is a strong ethical and values driven purpose there is not a clear alignment with what the company has to now achieve. There is not enough attention given to pulling together to put new systems and processes in place to deliver required results.

Newcom has always been focused on customer needs so I assume they have a clear strategy and aligned purpose. They always meet their targets and delivery objectives. Its production systems and processes are excellent.

The Team appear to be well aligned from what I see at our regular client meetings, however, just lately, I have noticed some reluctance to discuss development ideas for their products.

A year ago I would have rated them much more positively but the team seems to have lost its way and although still very approachable they aren't as co-ordinated as they were under Tony and John. This is a shame as the Network product has been great and we've been proud to be a key supplier.

Newcom has been a great company to do business with and you always had the sense that they 'spoke with one voice', more lately there seems to be a disconnection and we get different messages.

I always admired Newcom for its spirit and commitment to its values, principles and targets. Since the acquisition they seem to have lost this focus.
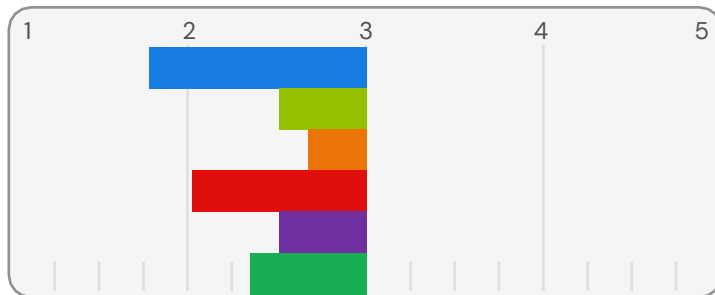
Team Relationships

The Team draws on the right mix of people and skills to achieve its goals
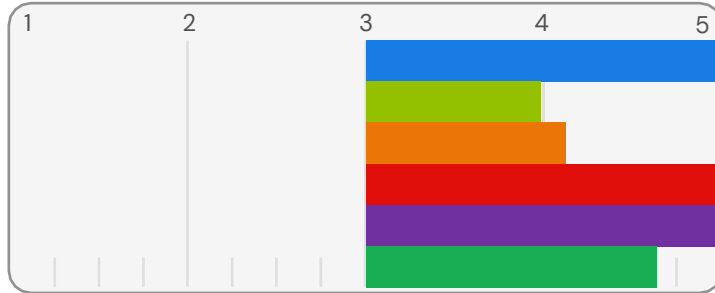
Distribution of Responses

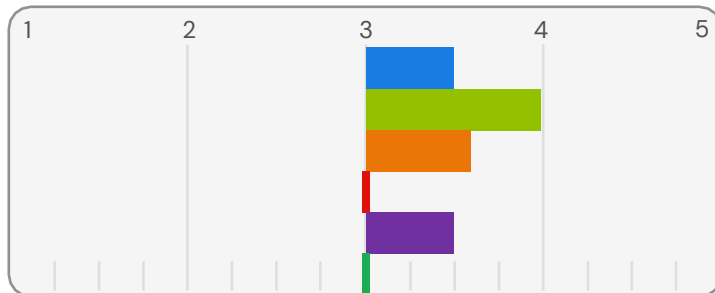| Mean						Cannot Say
5.0	0	0	0	0	4	0
4.0	0	0	0	2	0	0
4.1	0	1	0	3	3	0
5.0	0	0	0	0	1	0
5.0	0	0	0	0	2	0
4.7	0	0	0	1	2	0

The Team members are actively engaged – leaving meetings feeling more aligned, focused and motivated

Distribution of Responses

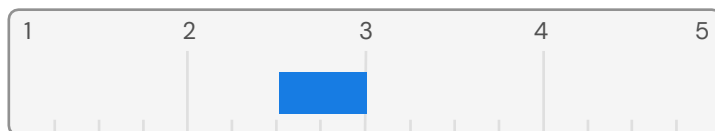| Mean						Cannot Say
1.8	2	1	1	0	0	0
2.5	0	1	1	0	0	0
2.7	2	0	3	0	1	1
2.0	0	1	0	0	0	0
2.5	0	1	1	0	0	0
2.3	0	2	1	0	0	0

The Team members take on leadership within the team when appropriate

Distribution of Responses

Mean						Cannot Say
3.5	0	0	2	2	0	0
4.0	0	0	0	2	0	0
3.6	0	1	2	0	2	2
3.0	0	0	1	0	0	0
3.5	0	0	1	1	0	0
3.0	0	1	1	1	0	0

The Team manages differences constructively to resolve any conflict

Distribution of Responses

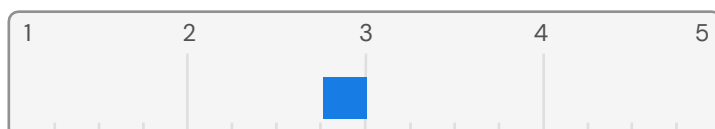| Mean						Cannot Say
2.5	1	1	1	1	0	0

The Team engages the talents and energies of all team members to generate new thinking and innovative ideas

Distribution of Responses

Mean						Cannot Say
4.0	0	1	0	1	2	0

The Team members hold each other accountable for their commitment to the team objectives

Distribution of Responses

Mean						Cannot Say
2.8	0	2	1	1	0	0

Team Relationships

Comments

Q **Team Relationships focuses on how to achieve more as a collective unit rather than as separate individuals. This requires the team to maximise the different skills, experiences, specialisms and styles within it to generate new thinking and actions for the benefit of stakeholders.**

Please comment on how you see the team working as a collaborative unit – when it functions well and how it could do better. How do you experience the team's collective leadership?

We collaborate very well on the design and development of new value adding products. We have a very good understanding of the emerging needs of our market.
We could perform at a higher level if we were allowed to be more autonomous.

We work at our best when we have full control.
Our ability to effectively lead Newcom is being constrained by ITeC.

We have reached a point where we don't seem to see eye-to-eye on things. What used to be a creative, focused team has turned into one that gets bogged down in endless discussions, all to no avail. The MD does his best to keep us on track but the energy has gone and there is constant bickering. Not at all like we used to be.

In the meetings I attended as CFO prior to the acquisition there was strong collaboration. This seems to have evaporated and on the occasions I have had to engage the team it is really only through the FD - who takes on leadership (on financial issues) but does so rather independently.

The team are failing to deliver against financial targets. There seems to be a collegiality in working together but not fully effective. However, there is a new team leader which may account for this.

I don't see the team.
Chris is their team leader.

We don't hear much good news coming from LT meetings nowadays. I feel sorry for them - it must be hard. But we need them to provide a clear sense of direction and a feeling that it's worth staying here. I don't think they are providing great leadership right now.
When I have presented at LT meetings recently there hasn't been a sense of strong collaboration within the team. Disagreements easily blow up and I'm not sure these are resolved very well.

I am not sure, but I don't see the LT working as well as it used to. There is not the same sense of 'can do' - of excitement about where we are heading. I feel that as individuals they are losing faith. They need to be stronger and work together to show strength within ITeC and to give hope to all of us.

Team Relationships

Open-ended Comments Continued

I don't often see the team. They meet behind closed doors.
Chris is the new team leader.

There is a strong connection within the team based on past working relationships. Under the new team leader that connection has not been capitalised on and while there is a good mix of skills and a diversity of working styles they are not working collaboratively. The personalities within the team are strong and capable - willing to take responsibility and leadership however, the team leader is not harnessing this energy to bring them together as a unit.

In customer planning meetings the team work really well together. There are quite a lot of differences between them in style and approach but they manage those really well. It is in the innovation business and they are creative people.

I have had more of a feeling lately we have become just another customer. Previously the Team would have been more proactive in working with us to ensure the products remain fit for purpose and consider any improvement requests that we made.

Under John & Tony they were a tightly knit unit but with a lot of internal licence, but recently I've heard some talk about them not pulling together well in the new corporate system

Well they used to be fantastic - didn't matter who I spoke to about their supply chain issues they all seemed to be on the same page. However now they're a bit like headless chickens and I'm not sure how we can provide the service they need.

It used to be such an easy atmosphere when I occasionally joined their team meetings, now it's tense and unconnected. The mix of people is great to deliver the product but not sure they're pulling together now to integrate with ITeC.
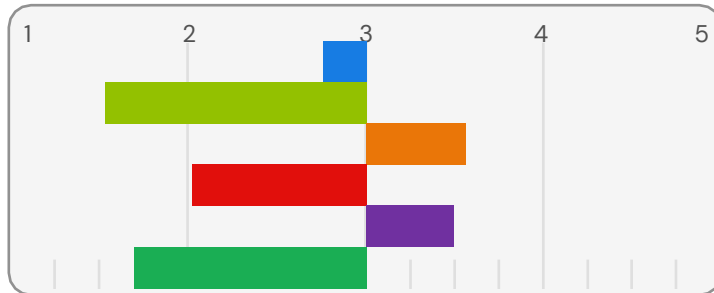
Stakeholder Relationships

The Team communicates effectively with its stakeholders to engage and partner with them
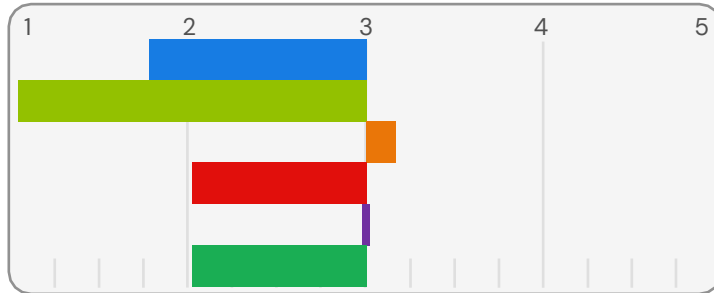
Distribution of Responses

| Mean	1	2	3	4	5	Cannot Say
1.8	1	3	0	0	0	0
1.0	2	0	0	0	0	0
3.2	1	1	1	2	1	1
2.0	0	1	0	0	0	0
3.0	0	1	0	1	0	0
2.0	1	1	1	0	0	0

The Team displays a real insight into the needs of the organisation and what is important for each stakeholder – now and in the future

Distribution of Responses

| Mean	1	2	3	4	5	Cannot Say
2.8	0	1	3	0	0	0
1.5	1	1	0	0	0	0
3.6	0	2	0	4	1	0
2.0	0	1	0	0	0	0
3.5	0	0	1	1	0	0
1.7	2	0	1	0	0	0

The Team seeks feedback from its different stakeholder groups at appropriate intervals
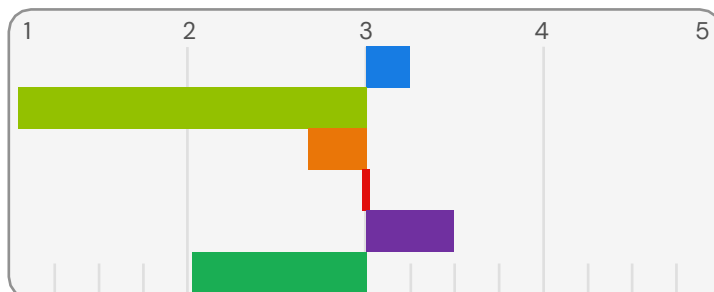
Distribution of Responses

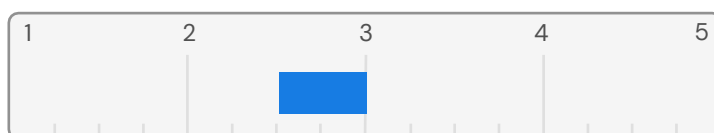| Mean	1	2	3	4	5	Cannot Say
3.3	0	1	2	0	1	0
1.0	2	0	0	0	0	0
2.7	2	1	0	3	0	1
3.0	0	0	1	0	0	0
3.5	0	0	1	1	0	0
2.0	1	1	1	0	0	0

The Team distributes responsibility for their stakeholder relationships amongst its members
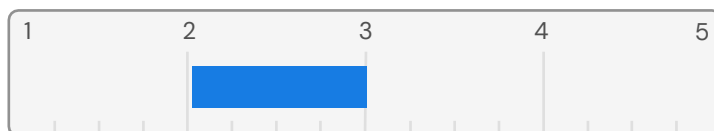
Distribution of Responses

Mean	1	2	3	4	5	Cannot Say
2.0	1	2	1	0	0	0

The Team ensures that each team member can effectively represent the whole team when engaging with stakeholders

Distribution of Responses

Mean	1	2	3	4	5	Cannot Say
2.5	0	2	2	0	0	0

Stakeholder Relationships

Comments

> **Q** The team will only make a difference to its organisation and wider community when it collectively connects and engages with all stakeholders. These stakeholders need to be managed effectively in order to achieve the team's strategy and objectives.
>
> Please comment on how you see the team managing relationships with its stakeholder groups. What it does well and what could be improved?

The main place where we connect is with the market. We know what they need and how to build better business with them. Regarding relationships with the business, I don't think we have a clear view about how best to influence them. I am sure we don't have one set way of saying things and trying to get what we want. All our communications upwards seem to be through Joe but I am not sure he has the clout to represent us. We need to be talking to JP, but he is in the U.S. all the time. Regarding our people, I know my own team is frustrated by the constant interference. I try to keep them upbeat but it's a tough job.

We have a very strong understanding of the wants and needs of our work force, suppliers and customers.
We are not familiar with being part of a much larger controlling organisation.

Historically we have managed our internal and external stakeholders very well.
However, we seem powerless to influence ITeC.

The team are failing to engage with the ITeC business, with me as CEO and the board.
It urgently needs to work with the ITeC business to deliver against its financial commitments.
However there does seem to be a good relationship with existing customers and suppliers. The staff also seem to be well connected with the team.

As CFO there has been little constructive relationship building around the finance challenges both systems and targets. They seem to be still caught in the past and working with a small business mentality. I'm vaguely aware that they may be in contact with other ITeC subsidiaries but this has not been developed in any effective way.

See above - I think the team needs to try to make some allies within the wider business, and to stand up and be strong where they get a lot of pressure from above. I feel we are getting isolated and inward looking. This is an exciting business and we should get up and tell people in ITeC and Arvo what they can gain from our success.

Not sure.

Stakeholder Relationships

Open-ended Comments Continued

See above - I think the LT has become quite inward looking. I don't think they have a good relationship with ITeC senior management. And if we are going to survive here they need to develop that. And they have stopped asking us for ideas - we used to have a very lively and creative atmosphere where people's opinions were asked for and taken on board. This has largely disappeared.

They conduct employee engagement surveys every year.
They could listen to our need for more resources.

I don't see the Newcom LT looking out to its relationship with internal stakeholders. It is very internally focused and still referring back to its privately owned status.
There is evidence that they have good relationships with longstanding customer and supplier stakeholders but this is not the experience I have.

I always felt customer service has always been a priority to Newcom, however, just lately I have the feeling they lack the time/focus previously spent and our review meetings have become less frequent.

They are excellent always attentive to our expectations and needs as significant customers. Don't know how they could improve on this.

Not nearly as engaged with us as they used to be - get back to the previous way of working together.

As a fellow subsidiary business of ITeC I've had little connection or interest from the leadership team. Prior to the acquisition I knew that they were a well connected business.
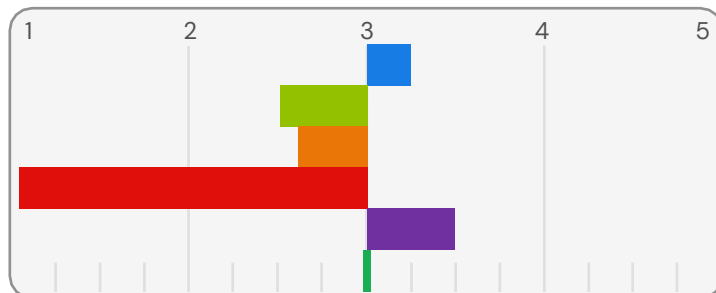
Team Learning

The Team makes time to reflect and learn from individual and collective experiences on a regular basis
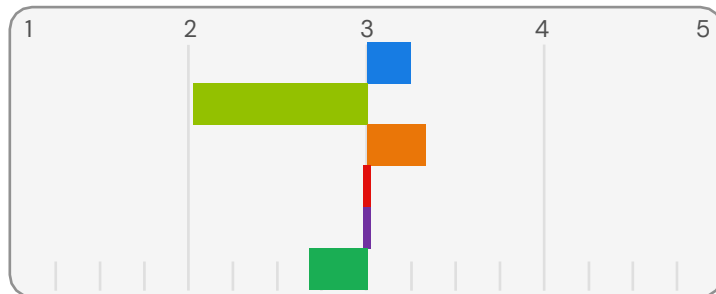
Distribution of Responses

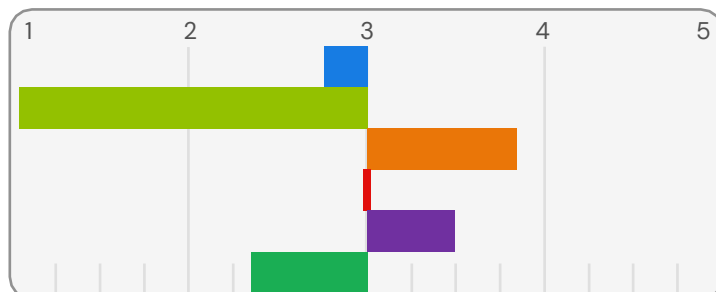| Mean						Cannot Say
3.3	0	0	3	1	0	0
2.0	0	2	0	0	0	0
3.3	0	1	3	1	1	1
3.0	0	0	1	0	0	0
3.0	0	0	2	0	0	0
2.7	0	1	2	0	0	0

The Team conducts regular reviews to explore what is and isn't working in the team and in its stakeholder relationships

Distribution of Responses

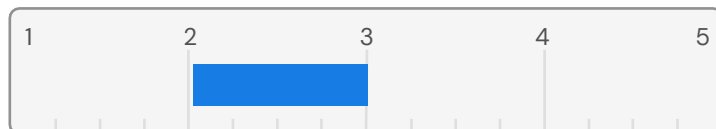| Mean						Cannot Say
3.3	0	1	1	2	0	0
2.5	0	1	1	0	0	0
2.6	1	2	1	0	1	2
1.0	1	0	0	0	0	0
3.5	0	0	1	1	0	0
3.0	0	1	0	1	0	1

The Team finds creative solutions in adapting quickly to change

Distribution of Responses

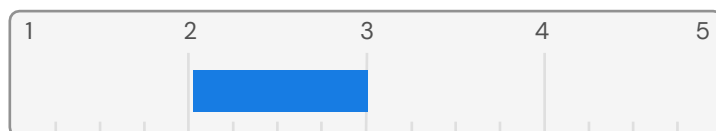| Mean						Cannot Say
2.8	2	0	0	1	1	0
1.0	2	0	0	0	0	0
3.9	0	1	2	1	3	0
3.0	0	0	1	0	0	0
3.5	0	0	1	1	0	0
2.3	1	1	0	1	0	0

The Team seeks and uses regular feedback, challenge and support from within and outside the team to support collective development

Distribution of Responses

Mean						Cannot Say
2.0	1	2	1	0	0	0

The Team uses the leaving and joining of team members as a collective learning experience

Distribution of Responses

Mean						Cannot Say
2.0	2	0	2	0	0	0

Team Learning

Comments

Q If the team is to make the best of its collective skills and resources, it needs to take time to reflect on individual and joint performance, reviewing what is collectively learnt from experiences and using this feedback to enhance future performance.

Please comment on how you see the team capturing learning – from successes and failures, how the team collectively nurtures and encourages the learning and development of each team member. How well is this team growing and maturing?

We regularly review our R&D pipeline.
We regularly review data on our competitors.
We regularly review our sales and marketing performance.
We all engage in personal CPD activities.
Our team is technically very strong however being part of a bigger organisation is new to us.

We hold regular review meetings.
We have personal CPD plans.
As a team we are starting to fall apart.

I am not really sure what is being asked in this section. We have a business to run and I don't think constant navel gazing is going to get us there. We are learning plenty but I am not sure that it is much use to the business right now.

As CFO I am not seeing this team developing under the weight of the new challenges of being part of a much larger system.

Pre-acquisition they demonstrated an agility and capability to change but this has since disappeared under the very different culture it is now part of.

I'm not close enough to understand how the team captures its learning but there is little evidence coming back up to me.

Despite months of underperformance, the team don't seem to be learning how to make their team and therefore the business unit work.

It's hard to say, since I am not a member of the team. But it would be good to see how the other ITeC businesses have coped with being taken over - I am not sure we are learning anything from them. And I don't see the LT members learning much from each other, unless its how to avoid each other...

Team Learning

Open-ended Comments Continued

The company always investigates problems and share the findings.
The team seem to be struggling with ITeC.

Not sure.

I find it hard to answer this. But I do feel that we had a fantastic learning culture before the takeover and this is getting a bit lost now. I have made several suggestions for change but I tend to be met by 'not sure that'll work nowadays'. I'm still optimistic but this does get me down a bit.

The team is in disarray the members are not pulling together and learning from the massive change that they are undergoing. There is the potential there given the capability of the individual team members but they need to rethink and look at what has worked in the past and what they can adapt to bring to this new situation.

Certainly they listen well to our needs as a key customer and are quick to adapt and learn from mistakes that have happened with us.

Still a good company to do business with but seems to have lost its way a bit since Tony & John left. Done a lot of business with Chris in the past but don't get the chance to talk to him now in his new role.

It appears that team is going through a difficult time and I don't see the old flair they had for agility and quick learning. Maturing from Start-Up to Corporate is not easy

They are still a creative bunch but not the same vitality and thirst for change that we came to expect. They would push us for what they wanted next and frequently demand we stretch to accommodate their needs which was challenging but exciting. However that's stopped and they're becoming rather predictable and safe but rather boring.

Overall Performance

This section reports back the feedback of overall team effectiveness against five overall performance criteria.

Again, check the pattern of the team perceptions vs the perceptions of the Primary Stakeholder, reports to the team, as well as those of your other stakeholders.

Is there a consistent pattern? Or is the team over-estimating its organisational impact? Alternatively, do others view the team's outcomes more positively than the team does itself?

What does this feedback indicate about the team's positioning and credibility within the organisation?
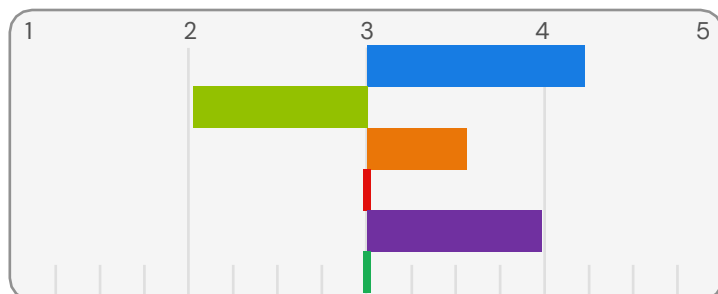
Overall Performance

Productivity to get things done quickly and efficiently
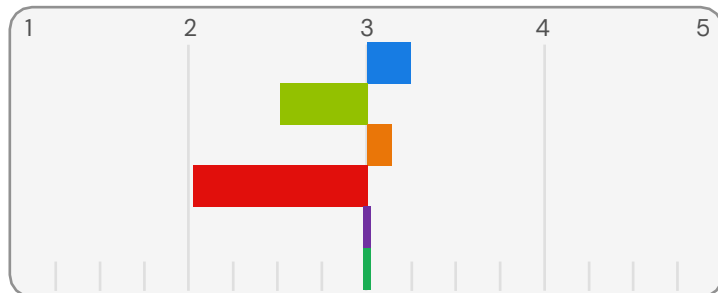
Distribution of Responses

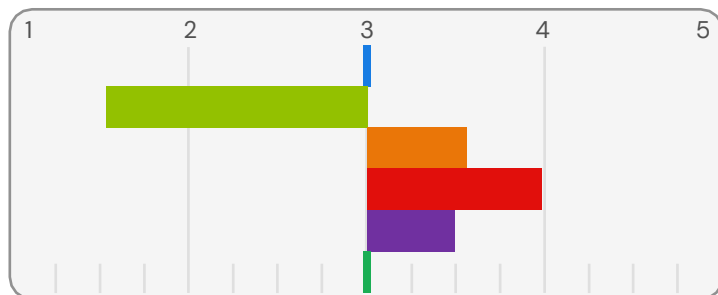| Mean						Cannot Say
3.3	0	0	3	1	0	0
2.5	0	1	1	0	0	0
3.1	0	0	6	1	0	0
2.0	0	1	0	0	0	0
3.0	0	0	2	0	0	0
3.0	0	0	3	0	0	0

Innovation to help rethink problems and identify solutions

Distribution of Responses

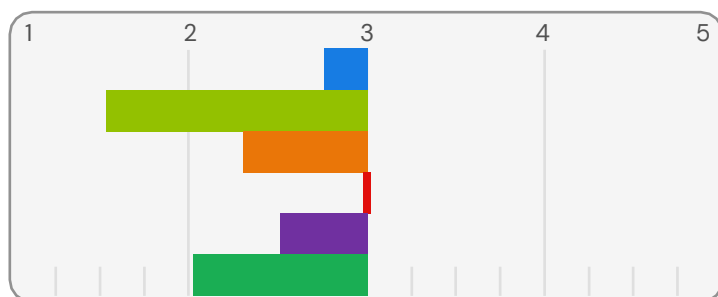| Mean						Cannot Say
4.3	0	0	0	3	1	0
2.0	0	2	0	0	0	0
3.6	0	0	3	4	0	0
3.0	0	0	1	0	0	0
4.0	0	0	0	2	0	0
3.0	0	0	3	0	0	0

Resilience to overcome tough and difficult challenges

Distribution of Responses

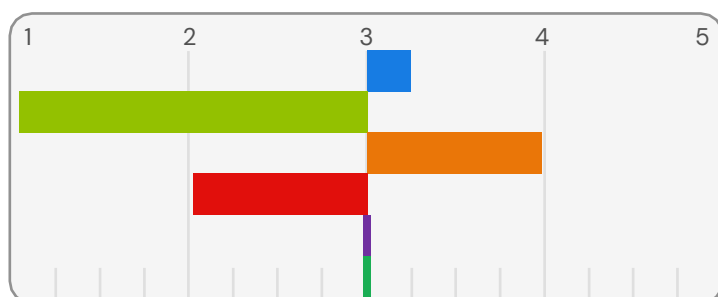| Mean						Cannot Say
3.0	0	0	4	0	0	0
1.5	1	1	0	0	0	0
3.6	0	0	3	4	0	0
4.0	0	0	0	1	0	0
3.5	0	0	1	1	0	0
3.0	0	0	3	0	0	0

Collaboration with other work groups and business areas

Distribution of Responses

Mean						Cannot Say
2.8	0	1	3	0	0	0
1.5	1	1	0	0	0	0
2.3	0	5	2	0	0	0
3.0	0	0	1	0	0	0
2.5	0	1	1	0	0	0
2.0	1	1	1	0	0	0

Adaptability to take on new and different challenges

Distribution of Responses

Mean						Cannot Say
3.3	0	0	3	1	0	0
1.0	2	0	0	0	0	0
4.0	0	0	0	7	0	0
2.0	0	1	0	0	0	0
3.0	0	0	2	0	0	0
3.0	0	0	3	0	0	0

Overall Performance

Comments

> **Q** **What one thing could the team do to improve its effectiveness?**

Stand up more strongly to constant interference from above.

Stand up to ITeC.

Resume control and ownership of our business strategy.

Face up to the change and work out with the ITeC finance team how to meet the new financial targets.

1. Deliver against its commitments
2. Fully engage with ITeC which has significant resources, capacity and expertise available to support Newcom.

Involve us more

Be seen more together as a team. Listen to what we need in order to get the job done.

Regain its sense of hope and determination to succeed

Come and talk to us!

Get out and talk to internal stakeholders and understand what is being required of it.

Can't say - they're brilliant to work with - the best supplier we have.

Get back to the quality of conversation we used to have.

Technically the Newcom team are highly effective and productive however regarding their business integration there is little evidence of that same attitude.

Get out and talk to colleagues to get support for this transition so it can rekindle that highly productive

Overall Performance

Open-ended Comments Continued

spirit

Rekindle that vitality and thirst for the next new thing.

Next Steps

How to optimise the value of this feedback report and translate the analysis into specific priorities for improvement.

1. What stands out as the key themes for the team and its organisational impact:

Stakeholder Expectations

Team Tasks

Team Relationships

Stakeholder Relationships

Team Learning

2. What do you think is unclear that you collectively need to find out more about:

3. Quick wins for the team would be:

4. Actions going forward to develop the team's effectiveness:

Continue…

Start…

Stop..

5. In my personal contribution to the team I need to:

Continue…..

Start…..

Stop….