

# Team Connect 360 feedback

**Team Report for:  
Example Team Connect 360 Team  
22 December 2020**



## Structure of the report

**Background Information.** This Team Connect Report provides you with new and invaluable insights into your 'team profile' - addressing both your internal dynamics and your external relationship with stakeholders.

**List of Respondents.** Team Members, Primary Stakeholder, Reports to the Team and Other Stakeholder groups.

**Summary profile.** Here your team's perceptions are compared with views of your Primary Stakeholder as well as other stakeholders. The results are profiled against the Five Disciplines of team effectiveness indicating how the team and its different stakeholders perceive its relative operating strengths and limitations.

**Detailed Feedback Data.** This provides a breakdown of the specific activities which your team and stakeholders rated. This analysis 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.

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

**Next Steps.** How to optimise the value of this feedback exercise to translate the analysis into specific priorities for improvement.

## Background Information

The report outlines clearly the areas where you as a team need to develop to be more effective in delivering the best service to the organisation.

This provides a solid framework that can be used to focus external consultants or team coaches on where they can add the most value.

The Team Connect 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 over 50 leadership teams in more than twenty countries. This new questionnaire builds 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 your team to be successful you need a clear directive on what is required from the stakeholders you serve. This includes a clear purpose and defined success criteria by which your performance as a team will be assessed. It will be for your primary stakeholder (individual/ team/group that the team report into) to define your primary objectives and for you to negotiate the final terms. In addition, your other stakeholders (peers, teams, reports, clients, customers, and suppliers) will have an influence on how you as a team are expected to perform and the way your success will be measured.

The responses to the questions in this section focus on the extent to which those objectives are clearly defined and mutually agreed with the people and groups you serve.

### Section 2 - Team Tasks

Having ascertained what your stakeholders require, you need to jointly clarify how you will execute it. To be effective, you have to create a collective endeavour that is both challenging/ compelling/rewarding and can only be achieved by all of you working together.

In this section the responses show how well you have created this joint endeavour and how aligned you all are in your stated purpose, goals and values. The data will also show to what extent the roles, responsibilities, accountabilities and processes serve the achievement of goals, and the fulfilment of the team's role in the organisation.

## Background Information (continued)

### Section 3 - Team Relationships

Team Relationships focuses on how to achieve more as a collective unit rather than as separate individuals. This requires you to maximise the different skills, experiences, specialisms and styles within your team so you can generate new thinking and actions for the benefit of your stakeholders. The data will indicate how well you work together as team members to achieve the shared endeavour – including the nature of leadership and where your behaviours and patterns get in the way of joint effectiveness.

### Section 4 - Stakeholder Relationships

Your team will only make a difference to the organisation when you collectively connect and engage with all your stakeholders. These stakeholders need to be managed effectively in order to achieve your purpose, objectives and commission. The data in this section will demonstrate how well you as a team relate to, and provide leadership for, these individuals and groups.

### Section 5 – Team Learning

If you as a team are to make the best of your skills and resources you need to take time to reflect on your individual and joint performance. You need to review what you are collectively learning from your successes and failures and how you can use this learning to enhance your performance in the future. In this section respondents are telling you how well you as a team are capturing the learning for the benefit of organisation, as well as how it nurtures and encourages the learning and development of each team member.

\*For more detailed information about the theoretical underpinnings of this model, see: Hawkins, P (2011) Leadership Team Coaching: Developing Collective Transformational Leadership. London: Kogan Page (second edition 2014).

For illustrations of the model in team coaching practice in many different countries and sectors, see: Hawkins P, Editor, (2014) "Leadership Team Coaching in Practice", Kogan Page.

# List of Respondents

## Team Members

Sam Appleby  
Toni Hernandez  
Fran Moore  
Chris Smith

## Primary Stakeholders

JP Chappell  
Liz Mckenzie

## Team Reports

Patricia (Financial Controller) Arket  
Francois (IT) Bille  
Rakesh (Accountant) Dutt  
Andy (Sales) Jones  
Sanjay (IT) Kapoor  
Georgy (Sales) Money  
Anne (Sales) Other

## Stakeholder 1

Joe (Head of Ops) Pitt

## Stakeholder 2

Jane (Customer) Hopkins  
Bob (Customer) Turner

## Stakeholder 3

Cilla (MD of Deliver Me ITeC Logisitcs) Bird  
Graham (Supplier) Keane  
William (Supplier) Major

# Summary Profile

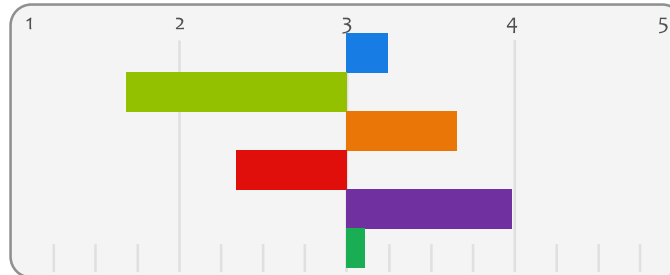
Familiarise yourself with the Five Disciplines for team effectiveness outlined in the Background Information on page 3. Preliminary questions to help your analysis of the data

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.



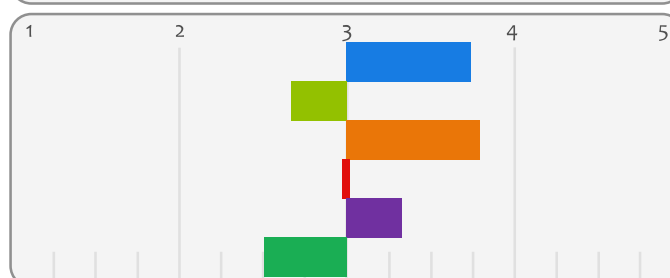
## Stakeholder Expectations



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



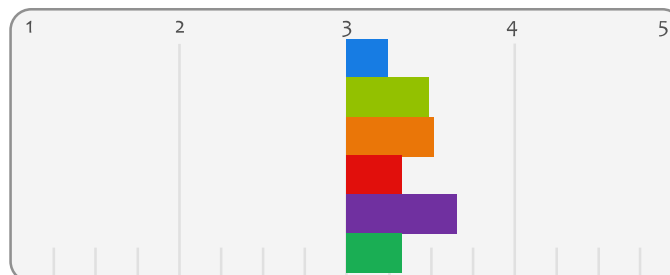
## Team Tasks



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



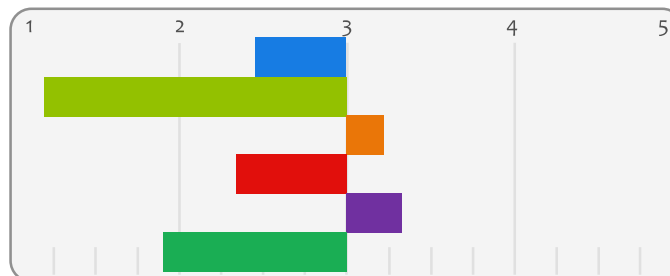
## Team Relationships



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



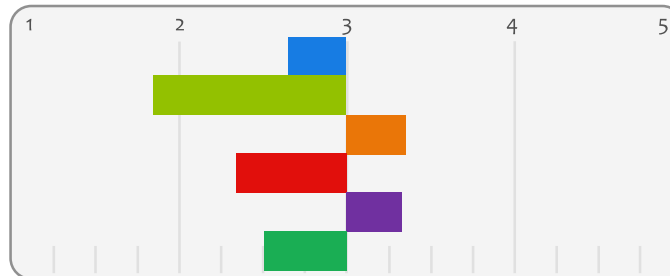
## Stakeholder Relationships



| 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  |

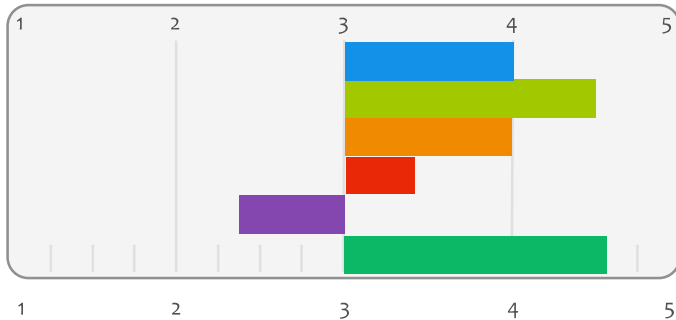
# Detailed Feedback Data

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.

Your team has a clear understanding of the expectations of its different stakeholders



Distribution of responses from each feedback group.

Distribution of Responses

| Mean | 1 | 2 | 3 | 4 | 5 | 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          |

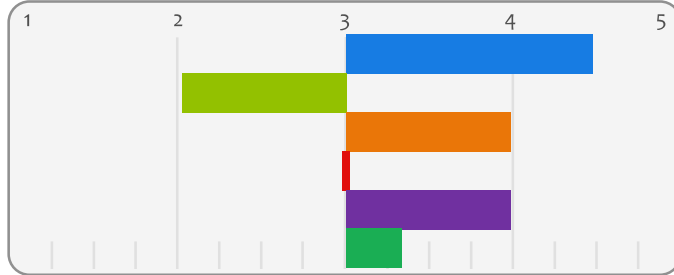
**Rating scale:**  
 1 = strongly disagree  
 2 = disagree  
 3 = in between  
 4 = agree  
 5 = strongly agree

Number of 'cannot say' responses for each feedback group



# Stakeholder Expectations

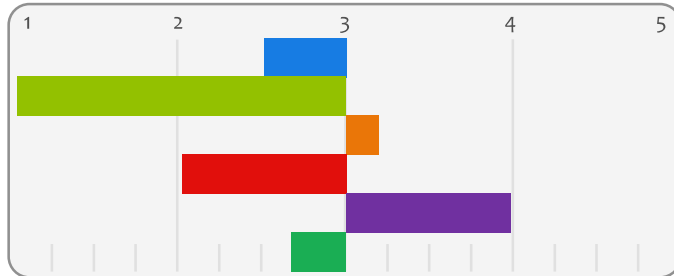
Your team has a clear understanding of the expectations of its different stakeholders



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 |

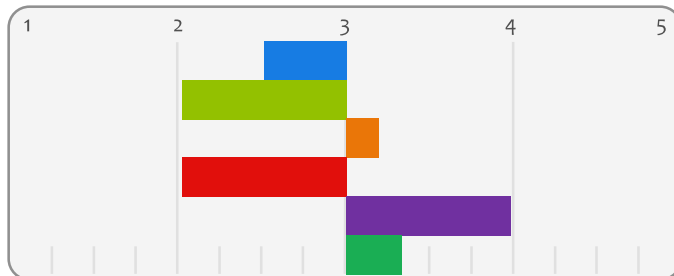
Your team conducts reviews with its stakeholders to agree any changes in expectations



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 |

Your team has a clear purpose 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 |

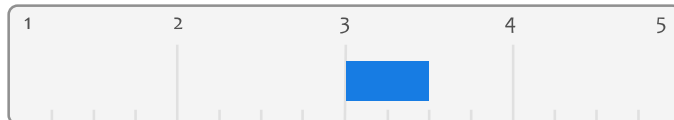
Your team regularly spends time discussing and agreeing the scope of its activities based on the expectations of the stakeholders



Distribution of Responses

| Mean | Cannot Say |   |   |   |   |   |
|------|------------|---|---|---|---|---|
| 3.3  | 0          | 1 | 1 | 2 | 0 | 0 |

Your team displays genuine commitment to the overall purpose and what it needs to deliver for its stakeholders



Distribution of Responses

| Mean | Cannot Say |   |   |   |   |   |
|------|------------|---|---|---|---|---|
| 3.5  | 0          | 0 | 2 | 2 | 0 | 0 |





# Stakeholder Expectations

## Open-ended Comments

**Q** For a team to be successful it needs a clear directive on what is required from the stakeholders it serves. This includes a clear purpose and defined success criteria by which the performance of the team will be assessed - this is what we call "The Commission".

Your team's key stakeholders - sponsors, reports, customers and suppliers - are likely to have different requirements and expectations of your team. Please comment on how you see your team defining, negotiating and executing the expectations and requirements the different stakeholder groups your team serves.

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.

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.

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.

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.

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.

Don't know.

We often host customers and suppliers.



# Stakeholder Expectations

## Open-ended Comments Continued

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.

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.

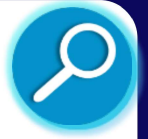
They've been a great customer to work with, recently a bit more disorganised and unclear of what they want from us.

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.

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

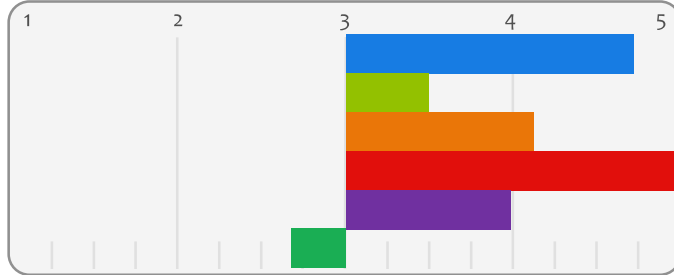
They have been good suppliers and I have enjoyed working with them. I have always liked their work ethos. However, lately they have become a bit disorganised and not really as attentive and responsive as they were. They don't seem to have the same interest or desire to understand our problems with their products. I've discussed this with Chris but not making any difference. I am now looking at other suppliers who could deliver a better service.

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

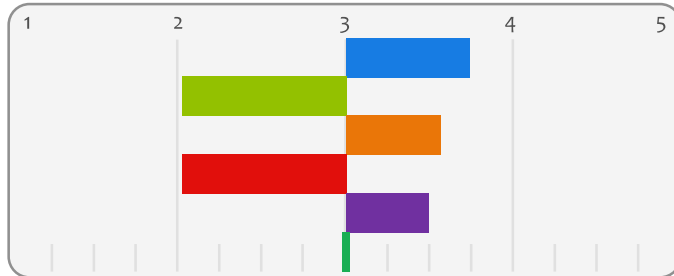
Your team has a clear and agreed sense of its purpose



Distribution of Responses

| Mean | 1 | 2 | 3 | 4 | 5 | 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          |

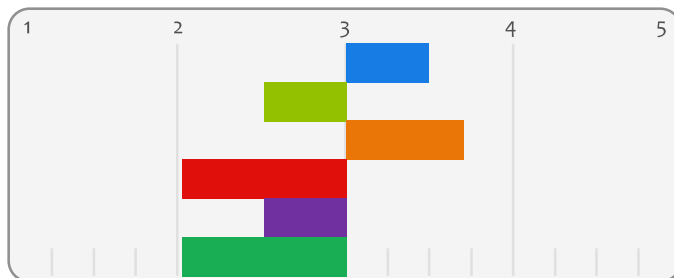
Your team has a well-developed strategy



Distribution of Responses

| Mean | 1 | 2 | 3 | 4 | 5 | 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          |

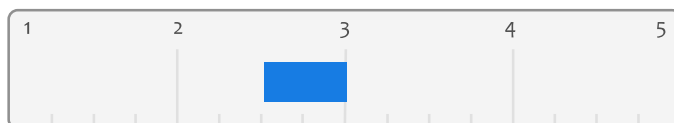
Your team has clear objectives and collective team Key Performance Indicators



Distribution of Responses

| Mean | 1 | 2 | 3 | 4 | 5 | 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          |

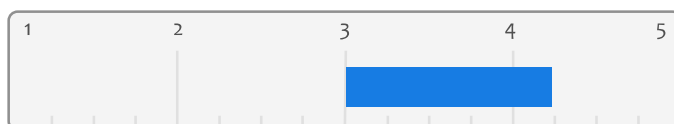
Your team has put in place the practical systems and processes to deliver its strategy



Distribution of Responses

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

Your team operates with clear individual and team roles and responsibilities



Distribution of Responses

| Mean | 1 | 2 | 3 | 4 | 5 | Cannot Say |
|------|---|---|---|---|---|------------|
| 4.3  | 0 | 0 | 1 | 1 | 2 | 0          |



## Team Tasks

### Open-ended Comments

**Q** Having confirmed what its key stakeholders require, the team has to clarify how it will execute this commission. It has to create a collective endeavour that the whole team finds compelling and will be delivered most successfully by the team working together.

**Please comment on how you see your team creating a shared endeavour i.e. how clear and aligned are your team's stated values, purpose, strategy, objectives, targets - and how well your team manages its systems, processes and roles to deliver the required results**

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.

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

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 past performance but are not putting in the effort to build systems that would make the work with my team much easier.

It's 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.

We regularly see how we are performing against our KPIs

We all know the company's KPI's.

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

KPIs published and displayed in all work areas.

The reason I joined Newcom was the nature of the business, its plans for growth and the exciting



## Team Tasks

### Open-ended Comments Continued

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.

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.

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.

They have always been a very demanding and direct customer which we quite like because we know where we stand. Lately they've not been as 'aligned' and we now get different messages and orders are not filed correctly. We're also now not getting paid on time and while years ago as a start up they would come and explain their payment difficulties this is not happening lately.

Newcom has been a great company to 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.

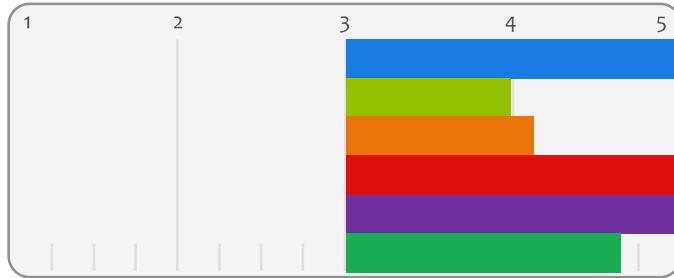
I always admired Newcom for its spirit and commitment to its values, principles and targets. Since the acquisition they seem to have lost this focus.

A year ago I would have rated this 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 although becoming a little dated. We're not sure we'll take the next update.



# Team Relationships

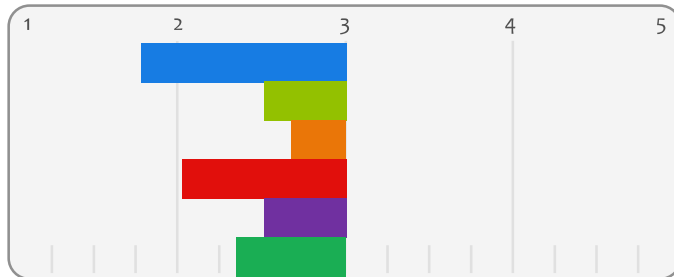
Your team draws on the right mix of people and skills to achieve its goals



Distribution of Responses

| Mean | 1 | 2 | 3 | 4 | 5 | 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          |

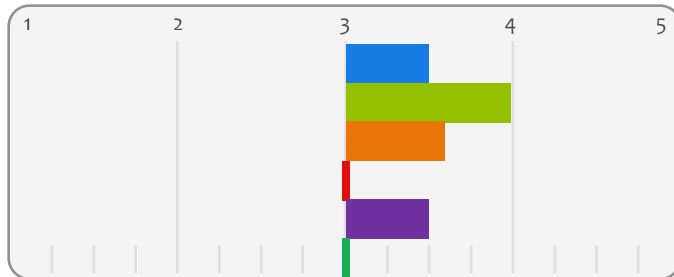
Your team members are actively engaged - leaving meetings feeling more aligned, focused and motivated



Distribution of Responses

| Mean | 1 | 2 | 3 | 4 | 5 | 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          |

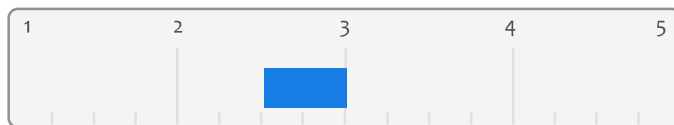
Your team members take on leadership within the team when appropriate



Distribution of Responses

| Mean | 1 | 2 | 3 | 4 | 5 | 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          |

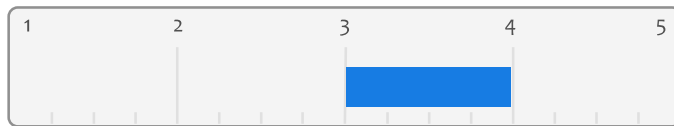
Your team manages differences constructively to resolve any conflict



Distribution of Responses

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

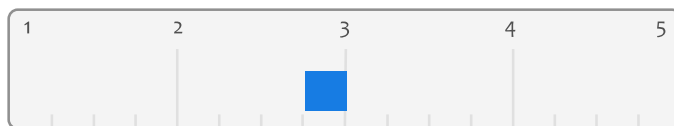
Your team engages the talents and energies of all team members to generate new thinking and innovative ideas



Distribution of Responses

| Mean | 1 | 2 | 3 | 4 | 5 | Cannot Say |
|------|---|---|---|---|---|------------|
| 4.0  | 0 | 1 | 0 | 1 | 2 | 0          |

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



Distribution of Responses

| Mean | 1 | 2 | 3 | 4 | 5 | Cannot Say |
|------|---|---|---|---|---|------------|
| 2.8  | 0 | 2 | 1 | 1 | 0 | 0          |



## Team Relationships

### Open-ended Comments

**Q This section focuses on the internal relationships of the team - how the members work together to deliver the results. The team needs to maximise its different skills, experiences, specialisms and styles to generate new thinking and action for the benefit of its stakeholders.**

**Please comment on how you see your team working as a collaborative unit - when you function well and how you could do better. What is the nature of the leadership within your team?**

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.

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.

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.

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.

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

We seem to have dropped into being just another supplier. They previously would have been pushing and working with us to get materials sourced and delivered on time as well as squeezing us for the lowest price. This was tough but fun to work with. Now it's rather flat and they're no longer demanding.

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.

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

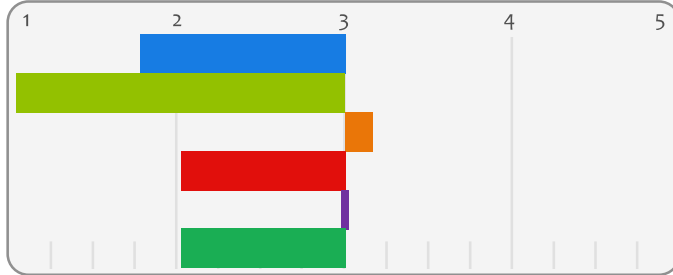
Well they used to be fantastic - didn't matter who I spoke to about product issues they all seemed to be on the same page. However now they're a bit like headless chickens and that has dented my confidence in them and their forthcoming products.



# Stakeholder Relationships



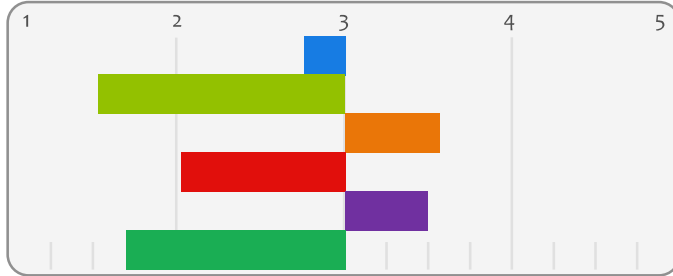
Your team communicates effectively with its stakeholders to engage and have influence



Distribution of Responses

| Mean | 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 |

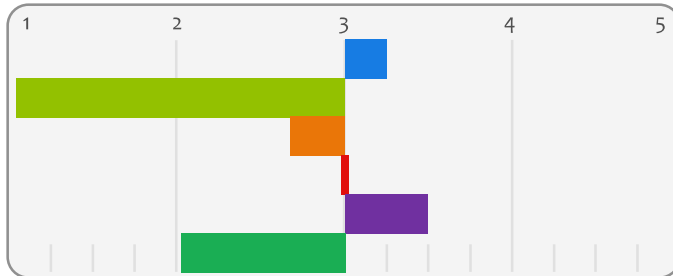
Your team displays a real insight into the needs of the organisation and what is becoming important to each stakeholder



Distribution of Responses

| Mean | 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 |

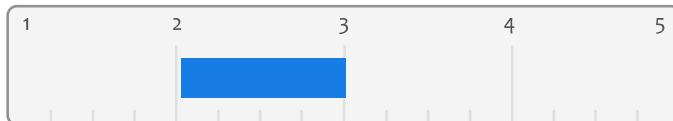
Your team seeks feedback from its different stakeholder groups at appropriate intervals



Distribution of Responses

| Mean | 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 |

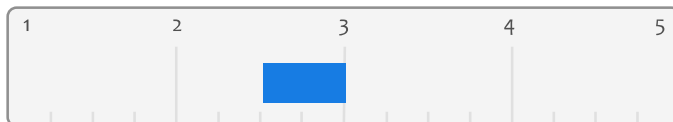
Your team distributes responsibility for their stakeholder relationships amongst its members



Distribution of Responses

| Mean | Cannot Say |   |   |   |   |   |
|------|------------|---|---|---|---|---|
| 2.0  | 1          | 2 | 1 | 0 | 0 | 0 |

Your team ensures that each team member represents the whole team when engaging with its stakeholders



Distribution of Responses

| Mean | Cannot Say |   |   |   |   |   |
|------|------------|---|---|---|---|---|
| 2.5  | 0          | 2 | 2 | 0 | 0 | 0 |



## Stakeholder Relationships

### Open-ended Comments

**Q Teams can only make a real difference to the organisation through connecting and engaging effectively with all their stakeholders.**

**Please comment on how you see your team managing the relationship with your stakeholder groups. What you do well and what could be improved?**

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

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.

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.

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.

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.

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

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.



## Stakeholder Relationships

### Open-ended Comments Continued

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.

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.

They're not as demanding and stretching as they used to be. We don't have the same conversations about what materials are new on the market. Would be great if they could find that again.

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

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.

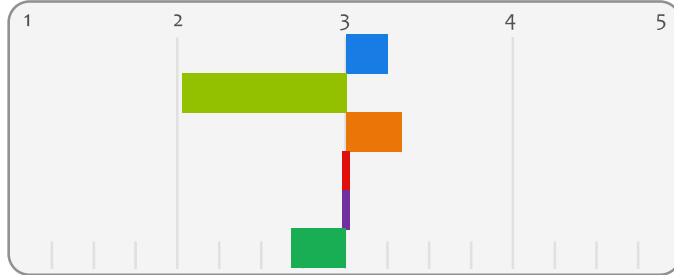
Big fall off in attention from this time last year. They seem more self-interested than in us as customers.

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



# Team Learning

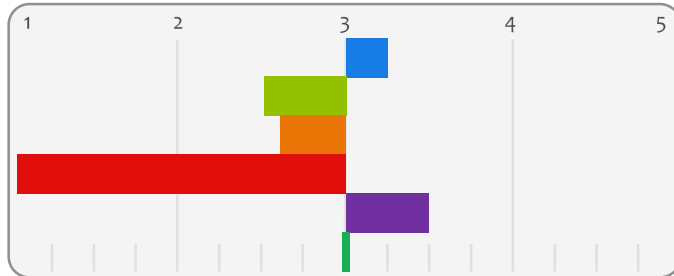
Your team generates individual and team learning from its successes and failures on a regular basis



Distribution of Responses

| Mean | 1 | 2 | 3 | 4 | 5 | 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          |

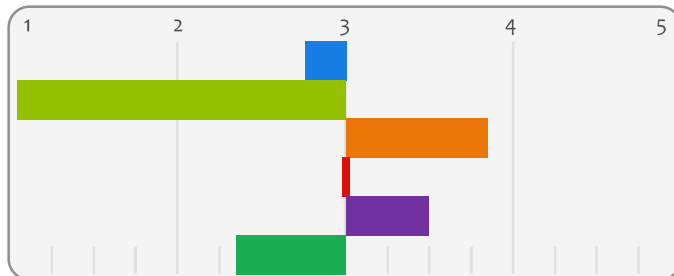
Your team conducts regular reviews to explore what is and isn't working for the team and in its stakeholder relationships



Distribution of Responses

| Mean | 1 | 2 | 3 | 4 | 5 | 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          |

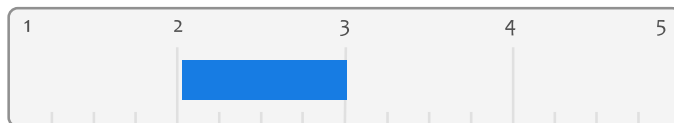
Your team finds creative solutions in adapting quickly to change



Distribution of Responses

| Mean | 1 | 2 | 3 | 4 | 5 | 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          |

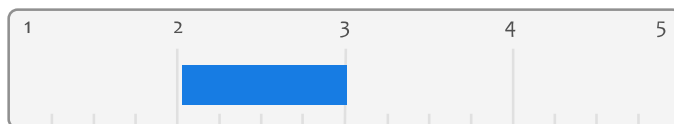
Your team uses regular feedback, challenge and support from within and outside the team to support collective development



Distribution of Responses

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

Your team uses the leaving and joining of team members as a learning experience



Distribution of Responses

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



## Team Learning

### Open-ended Comments

**Q** If a team is to make the best of its skills and resources it needs to take time to reflect on its own performance. It needs to review what it is learning and be aware of how it can use this knowledge to further to enhance its leadership and performance, for the benefit of itself and the whole organisation.

**Please comment on how you see your team capturing its collective learning - from successes and failures, how you collectively nurture and encourage the learning and development of each team member. How well is your team growing and maturing?**

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

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.

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.

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

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.



## Team Learning

### Open-ended Comments Continued

Not sure.

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...

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.

Again there is disconnect between how they work to deliver the Net Work product which they are all passionate about and their capability to adjust to the new organisational structure.

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're used to getting. They would push us for what we wanted next and frequently would rather arrogantly exclaim that they knew what we needed before we did. However that's stopped and they're becoming just like any other service provider which is a shame.

## Overall Performance

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

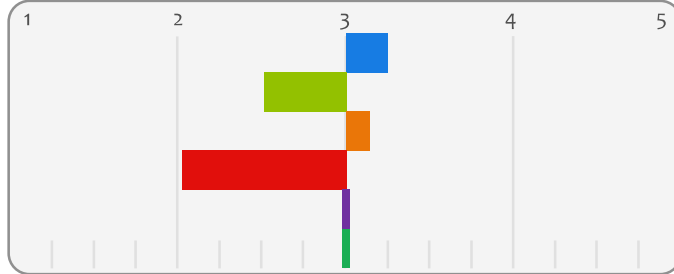
Again, check the pattern of your team perceptions vs the perceptions of the Primary Stakeholder, reports to the team, as well as those of your other stakeholders.

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

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

# Overall Performance

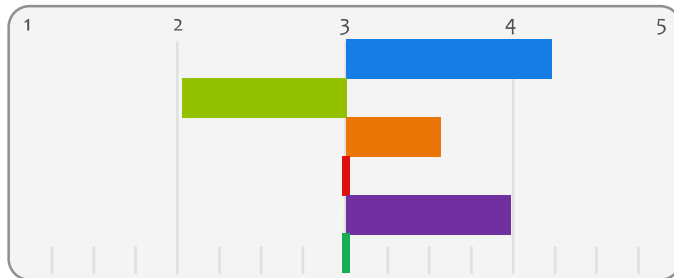
**Productivity** to get things done quickly and efficiently



Distribution of Responses

| Mean | Cannot Say | 1 | 2 | 3 | 4 | 5 |
|------|------------|---|---|---|---|---|
| 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 |

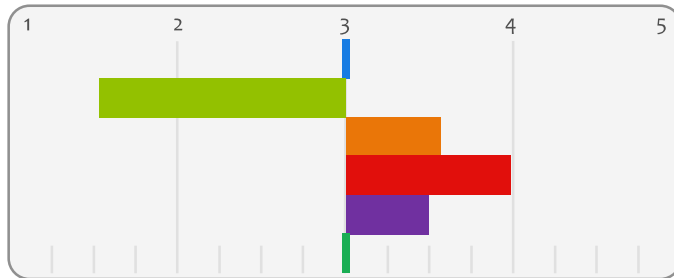
**Innovation** to help rethink problems and identify solutions



Distribution of Responses

| Mean | Cannot Say | 1 | 2 | 3 | 4 | 5 |
|------|------------|---|---|---|---|---|
| 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 |

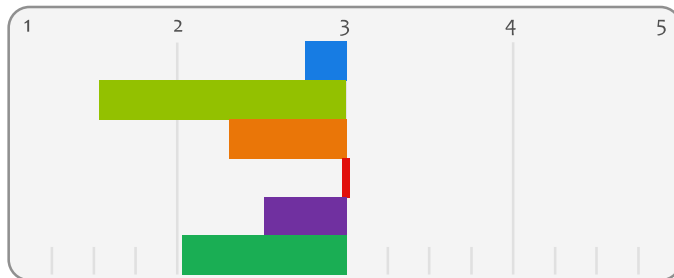
**Resilience** to overcome tough and difficult challenges



Distribution of Responses

| Mean | Cannot Say | 1 | 2 | 3 | 4 | 5 |
|------|------------|---|---|---|---|---|
| 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 |

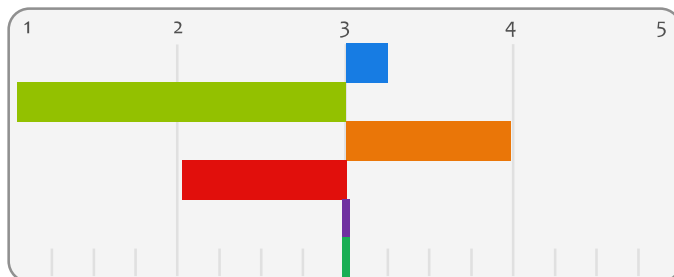
**Collaboration** with other work groups and business areas



Distribution of Responses

| Mean | Cannot Say | 1 | 2 | 3 | 4 | 5 |
|------|------------|---|---|---|---|---|
| 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 | 1 | 2 | 3 | 4 | 5 |
|------|------------|---|---|---|---|---|
| 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

## Open-ended Comments

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

Stand up to ITeC.

Resume control and ownership of our business strategy.

Stand up more strongly to constant interference from above.

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

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

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

Involve us more

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.

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

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

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

Technically the Newcom team are highly effective and productive however regarding their business



## Overall Performance

### Open-ended Comments Continued

integration there is little evidence of that same attitude.

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....