

# Team Connect 360 feedback



**Team Report for:**

Example Team

1st May 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

Jerry Mills  
Bryans Adams  
Jodie Quick  
Brendan Lewis  
Tracey Sharp  
William Price

## Primary Stakeholders

Bradley Johnson

## Team Reports

Claire Bones  
Sharon Billings  
Georgia Hall  
Lesley Sharpe  
Darren Buckley

## Stakeholder 1

Jon Rose  
Simon Burke  
Tony Hadley  
Jane Miles  
Fergus Campbell  
Tom Sandals  
June Franks  
Basil Green  
Steph Lawrence  
Richard Elliott  
David Carr  
Alison Ashton  
Richard Ely  
Jayne Hood  
Mark Lee  
Stephen Marsh  
Lindsey Walker  
Penny Cooper  
Sally Clarke



# List of Respondents

## Stakeholder 1

Tina Lai  
Helen Sadler  
Matthew Lloyd  
Debbie Monk-Cole  
Nick Aird  
Simon Harborne  
Rick Perry  
Wendy Roberts

## Stakeholder 2

Katie Evans  
Una Dobbs  
Ali Ahmed  
Chi Li  
Rak Patel  
Blair Bloor  
Gerry Goldberg  
Rory Burns

## Stakeholder 3

# Summary Profile

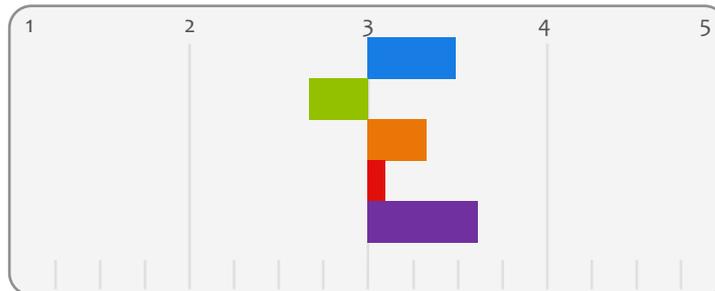
Familiarise yourself with the Five Disciplines for team effectiveness outlined in the Background Information on page 3. Preliminary questions to help your analysis of the data

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.



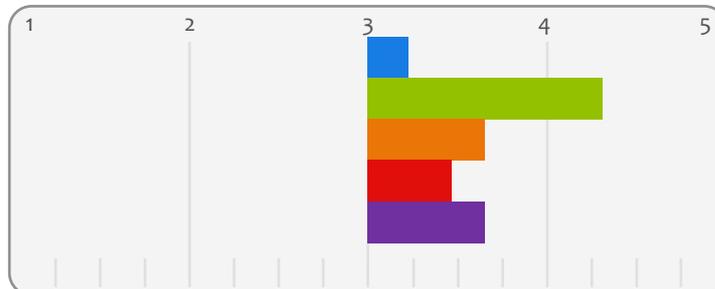
## Stakeholder Expectations



Mean
3.5
2.7
3.3
3.1
3.6



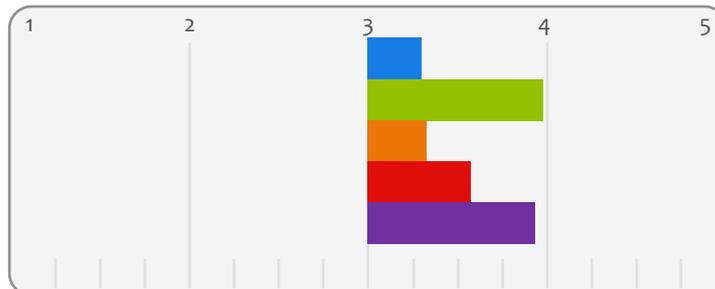
## Team Tasks



Mean
3.2
4.3
3.7
3.5
3.7



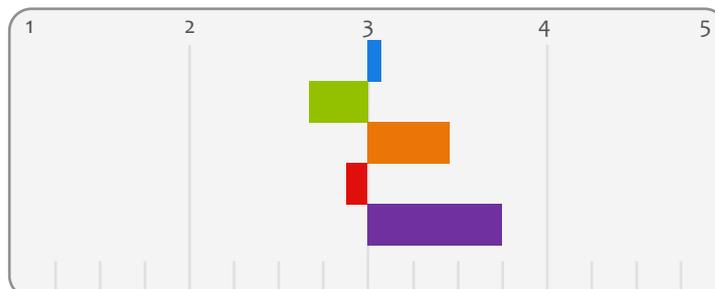
## Team Relationships



Mean
3.3
4.0
3.3
3.6
4.0



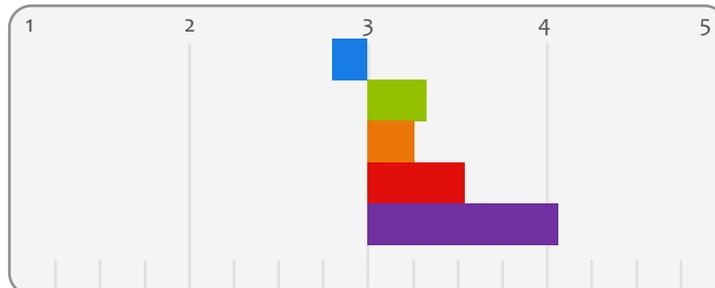
## Stakeholder Relationships



Mean
3.1
2.7
3.5
2.9
3.8



## Team Learning



Mean
2.8
3.3
3.3
3.6
4.1

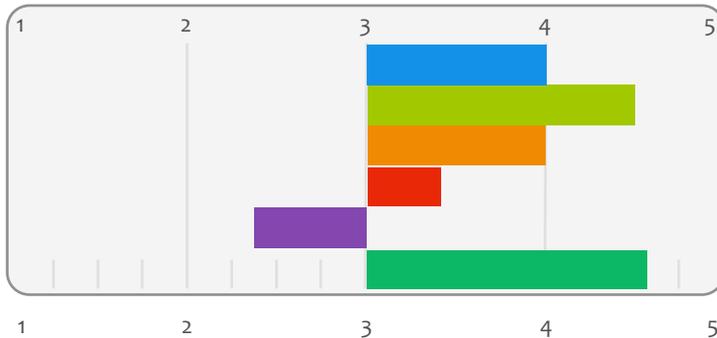
# Detailed Feedback Data

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	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

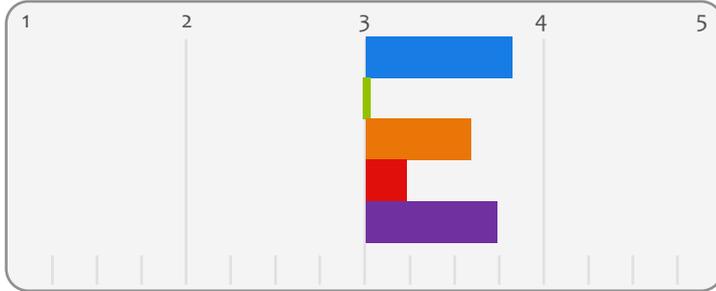
Number of 'cannot say' responses for each feedback group

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



# Stakeholder Expectations

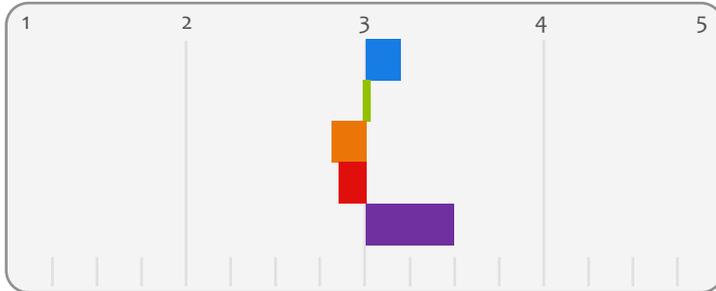
Your team has a clear understanding of the expectations of its different stakeholders



Distribution of Responses

Mean	Cannot Say					
3.8	0	0	2	3	1	0
3.0	0	0	1	0	0	0
3.6	0	0	2	3	0	0
3.2	1	4	9	12	0	1
3.8	0	2	1	2	3	0

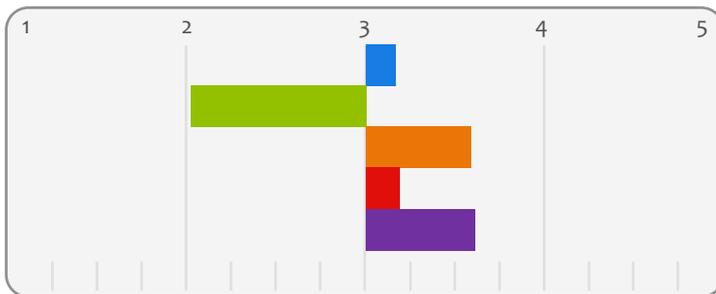
Your team conducts reviews with its stakeholders to agree any changes in expectations



Distribution of Responses

Mean	Cannot Say					
3.2	0	2	0	3	0	1
3.0	0	0	1	0	0	0
2.8	0	1	4	0	0	0
2.8	0	10	9	6	0	2
3.5	0	2	2	2	2	0

Your team has a clear purpose based on the expectations of its different stakeholders



Distribution of Responses

Mean	Cannot Say					
3.2	0	2	1	3	0	0
2.0	0	1	0	0	0	0
3.6	0	0	2	3	0	0
3.2	1	4	11	9	1	1
3.6	0	2	2	1	3	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					
3.2	0	3	0	2	1	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					
4.2	0	0	2	1	3	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.**

The Team has too many expectations on them so there can be a lack of focus on the key deliverables which dilutes the delivery and means they can flip flop around and waste time.

There needs to be better delegation to the Teams below, however there is a lack of capability to allow this in some areas.

There seems little negotiation with Stakeholders, which can often seem the "last in the line" and not present at the inception of initiatives. Seem to be on the back foot all the time.

As I'm new and not in a front line operational role I have limited experience to answer. I see a strong focus to drive the numbers in the right direction.

Expectations and success measures are very frequently discussed and reviewed and changed.



# Stakeholder Expectations

## Open-ended Comments Continued

Today we have not had a clear view of the Team's key stakeholders - we may have had individual ones - but we tend to approach these from an individual or function within the team perspective. There is a need to have a more holistic view.

It appears that special attention is paid to particular stakeholders that can influence personal gain for some of the PSOne and therefore respect is not given to stakeholders at a lower grade.

Each of us has our own way of executing on our stakeholder expectations and this leads to inconsistencies in service delivery. All teams should fully understand what the expectation is and how we bring consistency to our stakeholders.

The team is good at definition of the problem or requirement, however the execution is not always smooth - different styles/levels of sharing information, they are not always aligned as one team and approaches that were agreed yesterday are obsolete today, so there are always mixed messages that go out to leadership teams as well as to direct reports.

Stakeholder engagement I have seen is more in the transactional/daily operational run perspective and this needs to be lifted to a strategic/transformation level.

It is unclear how this is done.

Once a quarter the entire team co-locates to understand requirements, plan, negotiate and define the expected outcomes. During execution there is continual close co-operation and collaboration. It would be great to see this model rolled out across the rest of the area.

I think the team is doing a lot of work in this space and there needs to be more alignment across these two functions in particular.

Need to be more proactive in stating what will need to be done in the future.



## Stakeholder Expectations

### Open-ended Comments Continued

Not visible to me.

The team manages its own agenda which unfortunately extends the "Them and Us" silos.

It appears that the team are completely focused on meeting Operations performance targets, which is a good driver, but this is often done in isolation with insufficient communication with other stakeholders regarding how to support other groups to provide the most effective service for business groups.

I feel the team is addressing the needs of the bigger stakeholders, but not necessarily all stakeholders equally. There are smaller pockets of work which might have different needs and it isn't clear that is being addressed

It doesn't happen. Service Levels and Services delivered are not discussed with stakeholders.

Production services runs the risk of being at the end of the queue when it comes to direct interaction with stakeholders



## Stakeholder Expectations

### Open-ended Comments Continued

The team has been clear with us on how it will measure success in 2018. This is excellent as it gives us a good insight into what is important to them. A potential for improvement would be more dialogue around how we can help with that.

I think Production Services is needs to unlearn some of the organisational and management structures of the past in order to deal with the rising complexity and required agility of the organisation.

The team is doing good in defining, negotiating and executing the expectations in all areas. We see there is a some scope for improvement in Service Management area.

Be clear on accountabilities across the organisation, get the right balance from leadership to middle management

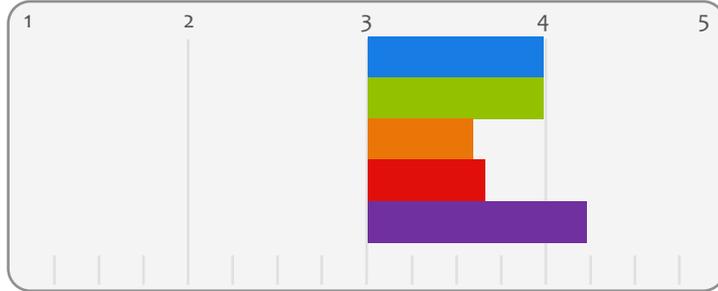
Think more Strategic, come away from day to day operations.

Some areas of service are clear, but with respect to new initiatives on improvements a more inclusive approach with the Strategic Partners is needed



# Team Tasks

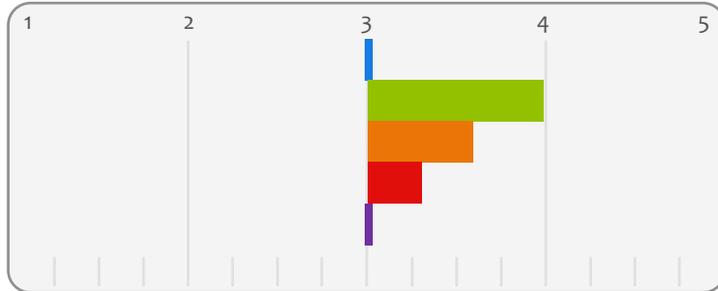
Your team has a clear and agreed sense of its purpose



Distribution of Responses

Mean	Cannot Say					
4.0	0	0	1	4	1	0
4.0	0	0	0	1	0	0
3.6	0	0	2	3	0	0
3.7	0	1	7	15	1	3
4.3	0	0	1	4	3	0

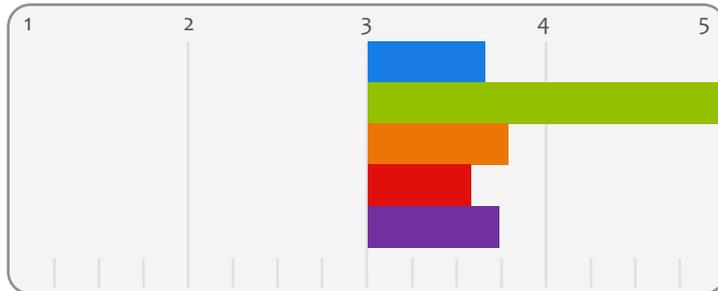
Your team has a well-developed strategy



Distribution of Responses

Mean	Cannot Say					
3.0	0	2	2	2	0	0
4.0	0	0	0	1	0	0
3.6	0	1	1	2	1	0
3.3	0	7	4	10	2	4
3.0	1	2	2	2	1	0

Your team has clear objectives and collective team Key Performance Indicators



Distribution of Responses

Mean	Cannot Say					
3.7	0	0	2	4	0	0
5.0	0	0	0	0	1	0
3.8	0	0	2	2	1	0
3.6	0	2	7	11	2	5
3.8	0	1	2	3	2	0

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



Distribution of Responses

Mean	Cannot Say					
2.5	0	3	3	0	0	0

Your team operates with clear individual and team roles and responsibilities



Distribution of Responses

Mean	Cannot Say					
3.0	0	1	4	1	0	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**

The high level strategy is defined however I don't get the sense it's fully embedded and owned by anyone.

There is a lot in the strategy. I feel we would benefit from tightening it's link to the overall IT strategy, boiling the focus areas down to the manageable set then being very clear and intentional about how we identify and drive it across the business.

We track progress at regular governance, but I cant help feeling that a a LT we are too far in the detail.

We are clear on the scorecard as our key objectives for PDS. We track progress at regular governance, but I cant help feeling that as a LT we are too far in the detail. My feeling is the PDS LT knows and drives the scorecard / targets at a very tactical level, leaving little room for the other requirements of PDS.

In some areas there is a clear expection on what to deliver.

The Roadmap strategy is still imature and needs to be worked on as a Team as to how we deliver as a colelctive rather than just individuals.

Processes are too complex and take a one size fits all approach which may not work well in all environments.

The team focuses on defining the capability build to deliver targets but is challenged as Production is an envinroment where you cannot easily define and agree boundaries should those requirements not be funded. So the team will still continue to work to deliver the endeavour despite being under resourced.



## Team Tasks

### Open-ended Comments Continued

The team consists a group of highly experienced people - a good mix of longer term business experience as well as a good mix of external experience. Everyone has a great idea or story to tell from experience and everyone is left to their own devices to determine policy and process related to that policy.

Whilst we have some overall common objectives we lack some consistency on the less measureable aspects EG mindset & behaviours as well as Culture. Common targets are also translated into what does that mean for each function within the PdS structure / team. We have a robust team with strong personalities and capabilities - but some improvement and tweaks are needed for it to become high performing.

Strategy is very well-developed as well as objectives and targets but the execution is not always aligned across the whole PS1 - the level of information shared within their direct teams vary significantly which leads sometimes to confusion and duplicating the work.

Having just one day of the year for the endeavor is not sufficient.

The objectives and the goals of the team are very much aligned at the Leadership level. I think where we struggle is getting buy in from our direct reports. Some of them do not have good visibility what we are trying to achieve.



## Team Tasks

### Open-ended Comments Continued

The team all appear to be engaged in the joint goal

I don't get a sense of common story from the team. Something that was able to talk to 'we are... we have come from ... based on our overall business purposes, we expect... so we are going to...'

I see two different teams supporting the online applications. There is a good working relationship with both teams, but it would be good to see a more aligned strategy and objectives.

I'm unaware of the team's purpose statement beyond the obvious of meeting SLAs. I am always keen to see Production Services driving improvements across the IT landscape through innovation and collaboration with other groups.

Focus on the more long term goals.

I can see that as individual units they have their own clear objectives but not convinced that are aligned. I see a lot of activity and change initiatives and these are having a positive impact but there is a danger that there is competing priorities and overlapping work that can lead to confusion and wasted effort

Moving towards best practices and adopting standard processes will create a robust operating model, it's a long journey from where we are today but I have seen tangible steps in the right direction

The defined objectives and end to end outcome discussions are great, the execution day to day is not as advanced as the words

The whole focus seems to be on availability and incident reduction. This has been a successful strategy for meeting the KPI's for Operations. However, there is something of a fortress approach when it comes to engaging with other parts of the technology organisation.

I see strong drive from the new leaders that have joined in terms of consistency and alignment on messages, both with the teams and to the LT. Not sure how much of this reaches the end users/ functions globally



## Team Tasks

### Open-ended Comments Continued

In terms of Run Operations the mission is very clear and teams are highly motivated to achieve their 2018 targets

Team is clear and well aligned on purpose, objectives and targets. On top, Andy's score card is a very good measurement means of knowing targets vs achievements across PS One & clearly highlights the focus areas.

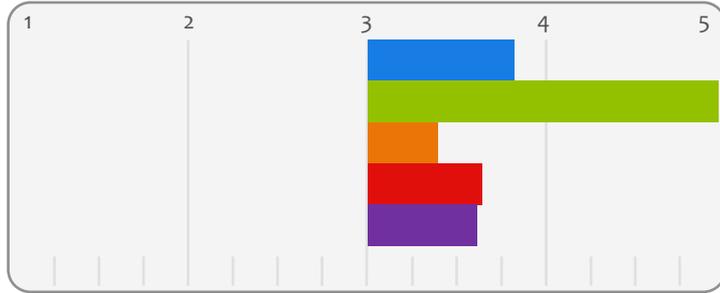
I think that teams in production services probably understand the meaning and purpose of their individual task or group - but probably would be unable to articulate how what they do contributes to the wider ambition of ITSOE or the IT function. I don't perceive individuals attaching the meaning or purpose to something that they are passionate about, or that they see as being more fulfilling than the individual role/job that they are asked to do. There is little evidence that autonomy or empowerment exists across the group, the ability to change processes or systems within the group is limited.

I have had no visibility into the strategy in place to drive the improvements in the scorecard. In fact, in almost all cases, we are not included in any discussions about this - there is a lack of cooperation and teamwork with us. I believe we would collectively be more successful if the engagement was stronger and there was more of a partnership attitude.



# Team Relationships

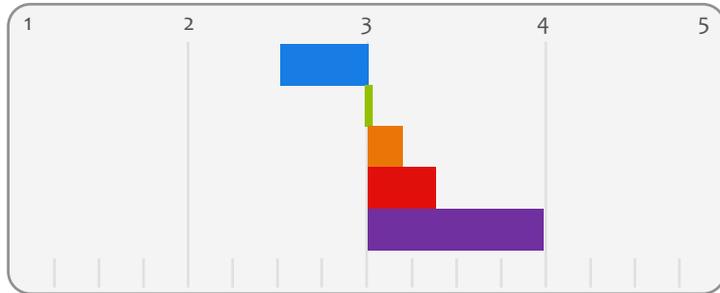
Your team draws on the right mix of people and skills to achieve its goals



Distribution of Responses

Mean	1	2	3	4	5	Cannot Say
3.8	0	0	2	3	1	0
5.0	0	0	0	0	1	0
3.4	0	1	1	3	0	0
3.7	0	2	5	11	2	7
3.6	0	1	3	2	2	0

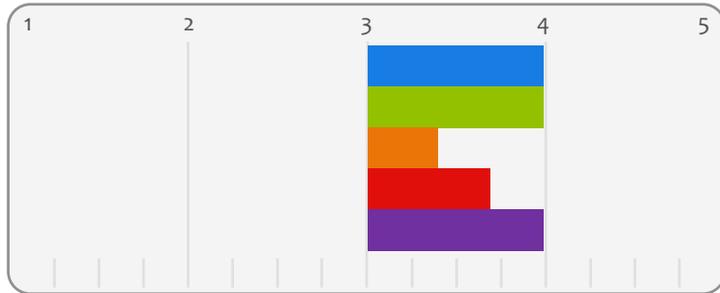
Your team members are actively engaged - leaving meetings feeling more aligned, focused and motivated



Distribution of Responses

Mean	1	2	3	4	5	Cannot Say
2.5	1	2	2	1	0	0
3.0	0	0	1	0	0	0
3.2	0	1	2	2	0	0
3.4	0	1	9	8	0	9
4.0	0	1	1	2	3	1

Your team members take on leadership within the team when appropriate



Distribution of Responses

Mean	1	2	3	4	5	Cannot Say
4.0	0	1	0	3	2	0
4.0	0	0	0	1	0	0
3.4	0	1	1	3	0	0
3.7	0	0	7	12	1	7
4.0	0	1	1	2	3	1

Your team manages differences constructively to resolve any conflict



Distribution of Responses

Mean	1	2	3	4	5	Cannot Say
3.5	0	1	2	2	1	0

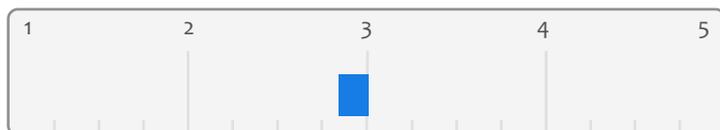
Your team engages the talents and energies of all team members to generate new thinking and innovative ideas



Distribution of Responses

Mean	1	2	3	4	5	Cannot Say
3.2	0	2	2	1	1	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	1	2	1	1	1	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?**

The team is changing so frequently and so significantly that it is difficult to build up longer-term, trusting relationships.

Again limited experience, for the offsite I saw good collaboration across the team working on different aspects and helping shape the shared goal. There was a clear sense of urgency and ownership and desire to deliver a quality product. Aside this the collaboration across the team is less clear with each sub-team working on their own operational requirements and agenda and largely able to do this in isolation.

The Team tends to work as a collection of individuals rather than a collaborative effort.

There are a lot of strong opinions and it feels as though when we dont agree we struggle to move forward and replay discussions again and again.

We need to try and find a way to give and accept responsibility and support each other in decisions as we stuggle to get traction quickly.

I love working in the team as it's very focused and full of very intelligent and driven people. Andy is an excellent leader that drives hard and has high expectations but is fair and supportive. The team takes no prisoners and expects results and accountability. It's a very strong team.

There has been constant change within the team, this change has made it difficult to create the relationships that lead to high performing teams, particularly trust.



## Team Relationships

### Open-ended Comments Continued

Collaboration happens when there is a clear goal and objective - however there continues to be strong views... and the resulting outcome and direction is not always as clear as it should be. There are at times conflicts between team members - and this could take the form of ganging up to get a preferred answer / outcome. We need to leverage respective strengths more

IT operations and Application services do not appear to be very collaborative. There is more focus on one upmanship rather than properly working on a unit. 5 fingers individually do not make a fist.

I think the collaboration between the team members is quite good and we quick to highlight incidents, initiatives or projects that impact other team members. We do this in a proactive manner and the cross-functional effort is widely seen as a key strength in my opinion. The biggest challenge we have is the number of Brands that are in the mix currently. Ownership and accountability isn't always within PDS and we sometimes struggle to align on strategy and drive for resolution on incidents. That should improve when those brands come under one umbrella.

I believe that teams work well together in the main, however across verticles there can be friction and greater effort required to deliver results. With respects to leadership I don't see an issue however a lack of clearly defined roles and responsibilities can lead to issues.

Clearer sense of business purpose required

I have seen the team leader put in place a credible set of direct reports and stepping away from the day to day fire fighting to take a leadership role, this is hard to do but is essential if he is to focus more on where the team is going and allow PDS to function as a team without his intervention

I see them more as individual leaders than a collaborative unit. The leadership approach seems reactive rather than strategic.

The importance of generating followership is also important, and this is lacking in some areas

I only see the leadership, not the individual teams, so cannot comment on intra-department success in this field.



## Team Relationships

### Open-ended Comments Continued

Some members of the team are very strong leaders, demonstrating partnership traits and working to improve the service from suppliers and ITSOE for the benefit of the business. Unfortunately not all are like this, and a small number are quick to point fingers and apportion blame, rather than trying to understand end to end processes and service and improving the overall service to the business

This is working fine but there is a need to have more formal governance meeting with multiple stakeholders..

The team work well in collaboration to achieve the goals & functions. There is a clear sense leadership / ownership within the team.

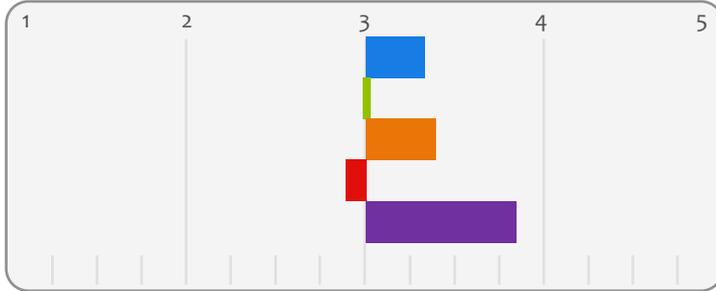
Teams generally work very well together, particular in mature areas such as application management and infrastructure.

On a personal note, I have occasionally noticed entrenched behaviors that are not helpful. Leadership on both sides needs to ensure the right messages are flowing down, that we work in a collaborative way without apportioning blame, clear R&R are key to this.



# Stakeholder Relationships

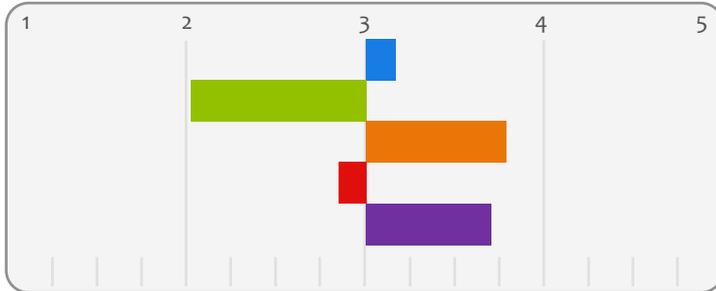
Your team communicates effectively with its stakeholders to engage and have influence



Distribution of Responses

Mean	Cannot Say					
3.3	0	1	2	3	0	0
3.0	0	0	1	0	0	0
3.4	0	1	1	3	0	0
2.9	1	10	7	7	1	1
3.9	0	0	4	0	3	1

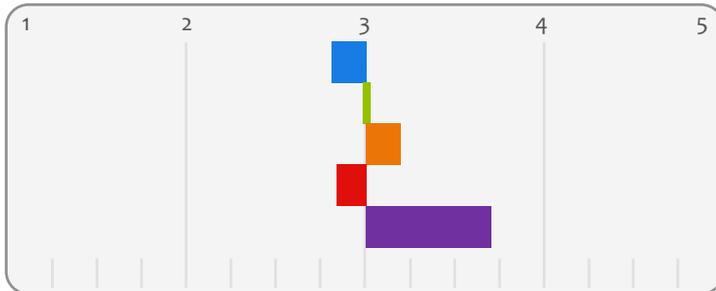
Your team displays a real insight into the needs of the organisation and what is becoming important to each stakeholder



Distribution of Responses

Mean	Cannot Say					
3.2	0	2	2	1	1	0
2.0	0	1	0	0	0	0
3.8	0	0	1	4	0	0
2.8	1	6	14	4	0	2
3.7	0	0	4	1	2	1

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



Distribution of Responses

Mean	Cannot Say					
2.8	0	3	0	2	0	1
3.0	0	0	1	0	0	0
3.2	0	0	4	1	0	0
2.8	0	7	15	1	1	3
3.7	0	0	4	1	2	1

Your team distributes responsibility for their stakeholder relationships amongst its members



Distribution of Responses

Mean	Cannot Say					
3.0	0	2	2	2	0	0

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



Distribution of Responses

Mean	Cannot Say					
3.2	0	2	1	1	1	1



# 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?**

The team works very well with stakeholders. One downside is that capability like 'reporting' was given away and left with nothing but the expectations remained and fixing the issue was then left to upper management to do rather than have the resource to deliver thus forcing management into the weeds and not delivering a good service which is obvious to stakeholders and detrimental to PDS management

While there are strong relationships with stakeholders this seems to be on an individual basis and not from a Team aspect. This can make it seem like Team members are played off between each other.

The teams are well connected through the various stakeholder groups and communication of expectations and results at all levels takes place and has the opportunity for consolidation and review.

We do not communicate enough on progress and outcomes as well as issues. we need to be more team centric and not hub and spoke

Complete end-to-end visibility of stakeholder requirements required. Including feedback and feedforward loops.

There isn't much. As per previous comment. We have team meeting sometimes however feedback from the ground is that people do not feel a "sync" and proper management and respect.



## Stakeholder Relationships

### Open-ended Comments Continued

When it comes to managing relationship with senior leadership team - it's more developed than with their own teams, when they don't share all the information.

I think that there still some work to do to adopt a stakeholder management mindset, some functions get it, others less so but it's a cultural shift so won't be achieved overnight.

The Leadership does better in seeking feedback. The teams should do more of this. and hence the ratings that are wee-bit negative.

The relationship is one where other groups are informed rather than consulted. I believe time should be found for strategy and information sharing meetings to agree on the most effective mode of working across the whole of IT.

The team representative has done a very good job of improving visibility. He takes issues seriously and has been extremely effective at following up.

I represent one of the "smaller" stakeholders and feel I am less a priority. I see the team managing other relationships well, but not necessarily with me directly.

The team is able mostly to align expectations and relationships, also due to a good org structure and objectives. They are good at stating expectations, but I think there is probably more work to do around when they don't meet expectations, or when the other parties don't meet expectations towards them.

The team are producing good operational data which is critical for them to run Maersk's services. I have not seen this tailored to Stakeholder's needs or had any discussions on my requirements as a stakeholder.

I guess that my inability to comment on a stakeholder survey gives an indicating as to whether the communication is effective

Focus a bit less on statistics and KPIs and more on ways of working and ways of engagement



## Stakeholder Relationships

### Open-ended Comments Continued

Has improved over the years, it is key to quickly build the governance model and establish relationships when the organization changes

Communication and transparency of rationale can be improved.

This varies from person to person. Some of the team are strong, and engage frequently and at an appropriate level. This is not true across the board, with engagement being infrequent and of inferior quality in some areas, although this is the minority

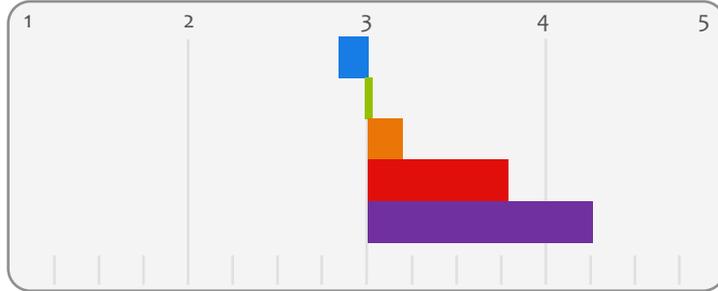
Team is managing a healthy relationship with all stakeholder groups and always supportive.

They engage well at the project and program level and also at senior level but a more formal cross team governance and collaboration has some scope of improvement



# Team Learning

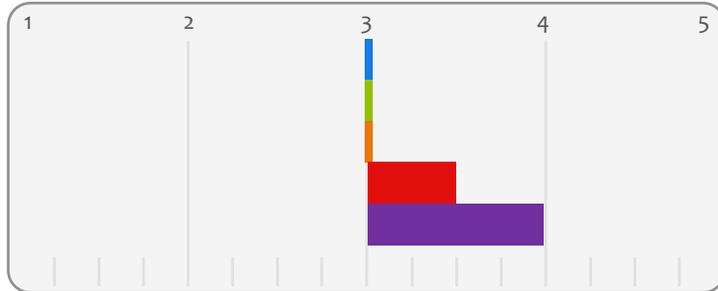
Your team generates individual and team learning from its successes and failures on a regular basis



Distribution of Responses

Mean	1	2	3	4	5	Cannot Say
2.8	1	2	0	3	0	0
3.0	0	0	1	0	0	0
3.2	0	1	2	2	0	0
3.8	0	1	3	9	2	12
4.3	0	0	2	1	4	1

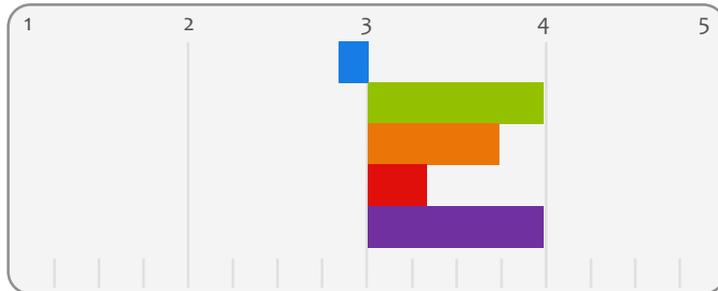
Your team conducts regular reviews to explore what is and isn't working for the team and in its stakeholder relationships



Distribution of Responses

Mean	1	2	3	4	5	Cannot Say
3.0	0	2	1	2	0	1
3.0	0	0	1	0	0	0
3.0	0	1	3	1	0	0
3.5	1	0	5	10	0	11
4.0	0	1	1	3	3	0

Your team finds creative solutions in adapting quickly to change



Distribution of Responses

Mean	1	2	3	4	5	Cannot Say
2.8	0	3	1	2	0	0
4.0	0	0	0	1	0	0
3.8	0	0	1	3	0	1
3.3	1	1	11	6	2	6
4.0	0	0	2	4	2	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
3.2	0	1	2	2	0	1

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
2.5	1	3	0	2	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 dont spend enough time as a Team and the time we do spend is rushed with little follow up.

We dont really reflect on success enough and it can feel as though you are constantly running without a break.

The team is new and is progressing but there is still sence of competion rather than collaberation and Team growth - feels too male orientated.

I'm not sure we do capture or focus in collective learning (possibly too early to comment). Difficult for me to comment on how well we are growing and maturing but my experience so far suggests we have opportunities to work with a more coherent structure and set of goals. Are we a leadership team because we all report into the same person or are we a team because we need to work together to be successful?

We have struggled to come to clear and agreed measures of performance and as a result find it hard to agree on learning opportunities. Where "creative solutions" are implemented they tend to be isolated and disconnected from the team as a whole and so lead to further confusion and an inability to relate those successes easy across the rest of the team.



## Team Learning

### Open-ended Comments Continued

The team currently does not have time or does not make time to have round table open and honest feedback on topics or situations... this will come as the team continues to mature... (this being a challenge with members coming in and going out).

I'm not sure we get an opportunity to capture these on paper at least. We do note our successes but I'm not sure that we share it internally to ensure its rolled out as best practice. Conversely I dont believe we spend enough time reviewing our faults or failures.

Teams are encouraged to complete Personal Development plans but the budget for training is not transparent and there is a lack of understanding around what that covers. Collectively I'm not sure there is a strategy for growing and developing the team... I'm not aware of one if there is.

Perhaps PSONe need to work across groups and collectively wok rather than working in their SILOs -does each leader really understand each other's pain? Don't throw stones - work together.

Learning from past performance and mistakes means recognising them correctly in the first instance, the danger with being a strong team without a more open and collaborative approach is that you focus your learnings only on those areas you accept as needing to change. It leaves room for lost opportunities.

This could be developed more - with lessons learnt and action taken. NOt being so reactive would allow time for this to become part f the team culture

Limited visibility but similar recurring issues, there has to be opportunities here.

I believe that more can be done to enhance the collective learning across the whole IT function. Are Production Services finding enough time away from Operatonally urgent matters to make a full contribution across the IT estate? How is ServiceNow data being exploited?

The level of engagement and ownership of problems has improved significantly. I cannot comment on the general learning within the team however I have seen signs of interest in what we do as a business which is a good step in the right direction for further engagement.

I think this team has improved greatly from where it used to be. This is of course because of the talent of the individuals, but also because they are all people that can get out of the issues and focus on what is needed with clear mind. They do this over and over again, achieving great results, going through incidents and bringing them to an end, speaking with stakeholders



## Team Learning

### Open-ended Comments Continued

The team is good in collective learning & analysis. Based on analysis, it encourages the learning and development of each team member. There is still a scope for improvement in effective Problem management area.

From build to operation can still be improved, continue to have open and honest dialogues is key, in order to establish energy for joint goals

The team adapts to the change in the requirements and environments very well. Typically they take the challenges in their stride and try to foster an enabling culture for success.

I have no visibility of how the team works internally, but in discussions with us, it is clear that there is a balanced view on success and failures, which I see as very positive. It is easy in delivery to focus on the 1% that goes wrong and ignore the 99% that goes right.

There is good focus on capture the learning and is done on a regular basis but there is some scope to leverage tools in this space so that the learning can be captured more effectively and shared easily..



## Overall Performance

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

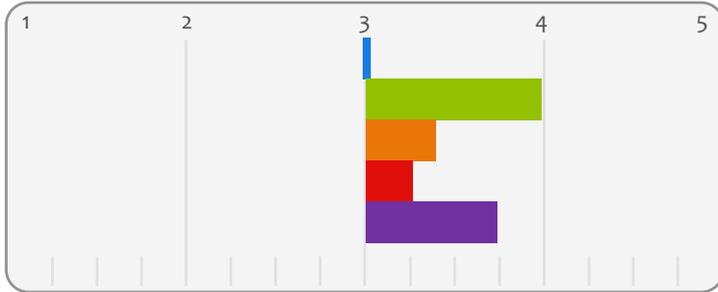
Again, check the pattern of your team perceptions vs the perceptions of the Primary Stakeholder, reports to the team, as well as those of your other stakeholders.

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?

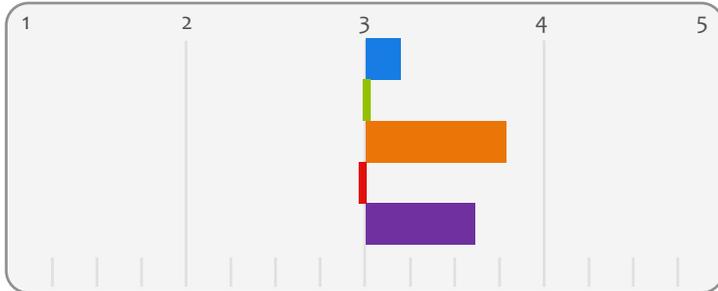
# Overall Performance

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



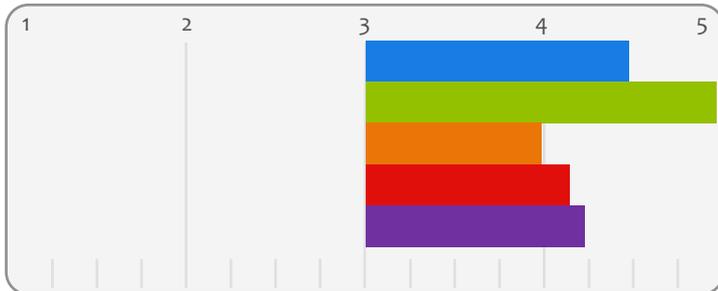
Mean	1	2	3	4	5	Cannot Say
3.0	1	1	1	3	0	0
4.0	0	0	0	1	0	0
3.4	0	1	1	3	0	0
3.3	1	4	8	13	0	1
3.8	1	0	2	2	3	0

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



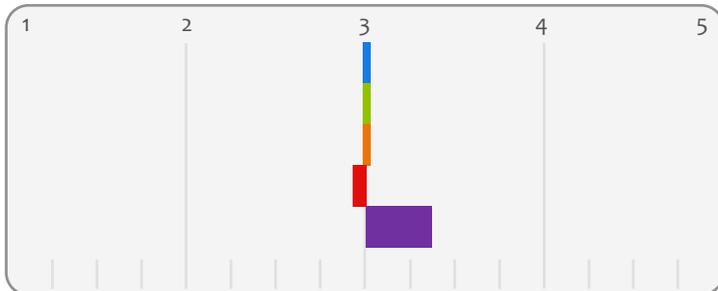
Mean	1	2	3	4	5	Cannot Say
3.2	0	1	2	2	0	1
3.0	0	0	1	0	0	0
3.8	0	0	1	4	0	0
3.0	0	7	11	6	0	3
3.6	1	0	2	3	2	0

**Resilience** to overcome tough and difficult challenges



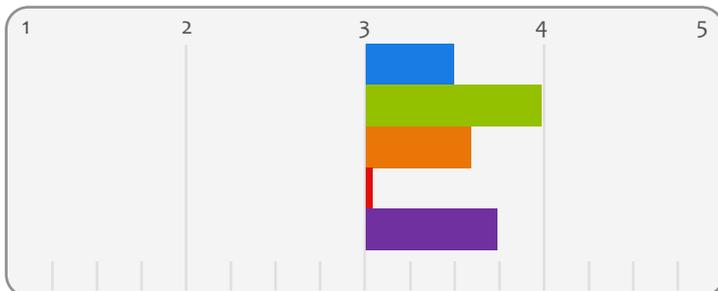
Mean	1	2	3	4	5	Cannot Say
4.5	0	0	0	3	3	0
5.0	0	0	0	0	1	0
4.0	0	1	0	2	2	0
4.2	0	0	3	15	7	2
4.3	0	0	1	4	3	0

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



Mean	1	2	3	4	5	Cannot Say
3.0	0	3	1	1	1	0
3.0	0	0	1	0	0	0
3.0	0	2	1	2	0	0
2.9	1	8	9	8	0	1
3.4	1	2	0	3	2	0

**Adaptability** to take on new and different challenges



Mean	1	2	3	4	5	Cannot Say
3.5	0	1	1	4	0	0
4.0	0	0	0	1	0	0
3.6	0	0	2	3	0	0
3.0	1	4	13	7	0	2
3.8	0	2	0	4	2	0



## Overall Performance

### Open-ended Comments

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

Focus more on the leadership demands - we are too far down in the weeds.

Focus on driving accountability by measurement across the entire IT organisation.

take more time to reflect - and learn how to reflect, critically, on our ingrained ways of working, rather than just on the results of working in those ways.

Work as a Team rather than individuals

execute on decisions

Drive a consistency culture in everything we do across PDS in all teams. We're all wearing the same jersey but sometimes it feels like we're trying to score at opposite ends of the field.

work more as one team - have one goal with one approach



## Overall Performance

### Open-ended Comments Continued

Communication with each other and listening. Following up on actions and outcomes

More targeted communication based on the audience and relevant point of view of the stakeholder.

More Outward facing and guided by Customer/Business Outcomes.

Give people a better understanding of the business context they are supporting.

Think about the end customer in everything we do

Exploit Service - now more effectively.

Create your own agenda, articulate it and how it supports the wider organisations agenda then be both proactive in communicating what you need from others and ruthless in your acceptance criteria.

More focus on fewer initiatives which focus on the essence of things which will drive improvement. Clearly stakeholder engagement. Understand the services provided to which customers, with clear accountability for service ownership.

Work across all functions to agree roles and responsibilities, agree gaps, plan, mature and communicate.



## Overall Performance

### Open-ended Comments Continued

Empowerment, autonomy and offering its team the ability to achieve mastery across a wide range of skills. This would require a relaxing of the more command and control leadership team - one which is focused on leadership rather than task, and driving get the best out of everyone that currently working in production services.

I do feel too many people are given a voice - while it is important that people feel they can share their views, ultimately some strong direction and leadership is required to get things done - in some areas (and this is not widespread), the strong leadership is not there, resulting in prevarication and talk, rather than action

Collaborate even more in an open, honest way. Continue to share expectations and targets

More alignment to the overall Business landscape( than just the business) and to lead the curve for transformation.



## 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....



## Next Steps (continued)

### 6. Stakeholder Scorecard

Fill this in based on the available data you have on team value creation.

Being a highly effective team is not just about having all the right processes and relationships. It is also about the added value the team creates with and for all its stakeholders.

	Current	Future Aspiration
The financial added value we create for the organisation and its financial contributors (corporate investors, government funding or voluntary donors)		
The added value we create for our customers/clients/beneficiaries. (including their feedback on satisfaction and engagement)		
The added value we create for our suppliers and other partners. (including their feedback on satisfaction and engagement)		
The value we create for the employees that report to us. (including their feedback on satisfaction and engagement)		
The value we create for the communities in which we operate (CSI and CSR measures)		
The added value we create for the natural environment (including sustainability measures)		