

Introduction

Team Pulse is an online team survey designed to provide you with an objective view of how your team works and functions together. It has been designed to enable you to assess team performance against 10 different elements of high performing teams, namely:

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|---|--|
| <ul style="list-style-type: none"> ● Team Spirit ● Relationships ● Delivery ● Purpose and Objectives ● Communication | <ul style="list-style-type: none"> ● Role Clarity ● Problem Solving and Decision Making ● Development (Team and Individual) ● Cross Functional Working ● Customer Focus |
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Questionnaire completion:

- Report produced: 24/11/2011
- Number of team members invited to provide feedback: 8
- Number of team members who provided the feedback: 8

Report Breakdown:

- **Section 1 - Executive Summary**
 This provides an overview of your team's results. The questions used in the survey describe the key attributes of 'great team working' and therefore a strong 'favourable' score would indicate those areas where the team are working and functioning well together and un-favourable ratings can be used to signpost potential areas for continued development.
- **Section 2 - Detailed Results**
 This section allows you to explore each of the team competency areas in detail and analyse the specific responses for each question in the survey. It shows exactly where each team member rated and merges ratings together to provide summative favourable, neutral and unfavourable scores.
- **Section 3 - Top, Middle and Bottom**
 These tables draw out the highest, middle and lowest scoring items for your team. The information in the first table will help you identify areas to celebrate and key strengths. The second table captures those areas where there is most uncertainty and the final table shows the lowest scoring items which should be considered for further development
- **Section 4 - Summary Comments**
 Free text comments that capture generic strengths and opportunities for further development .

Section 1 - High Level Overview

This section provides a responder summary of favourable and unfavourable ratings. The bar graph shows the percentage of population and are made up as follows:

Favourable ratings	Undecided	Un-favourable ratings
The combined results of those who selected either 'I agree' or 'I strongly agree'	Those who selected 'Sitting on the fence'	The combined results of those who selected either 'I disagree' or 'I strongly disagree'

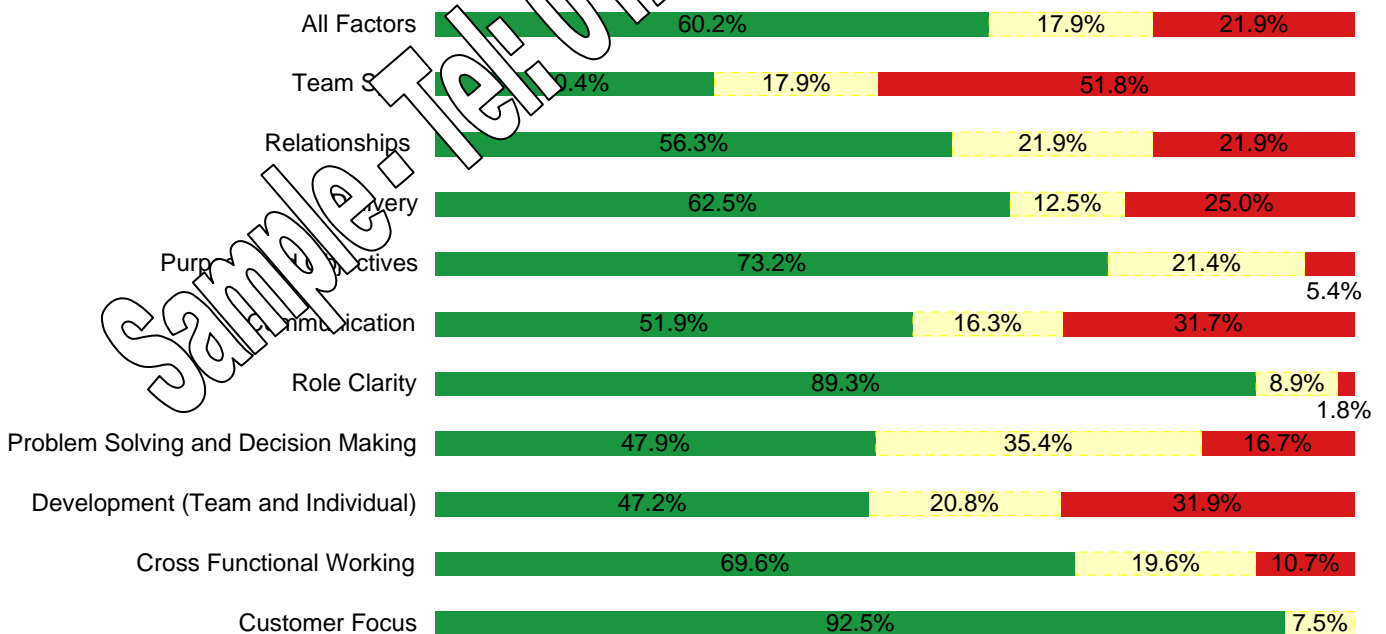
a. Whole Team Rating for entire survey

Percentage population who scored favourable/ neutral/ unfavourable



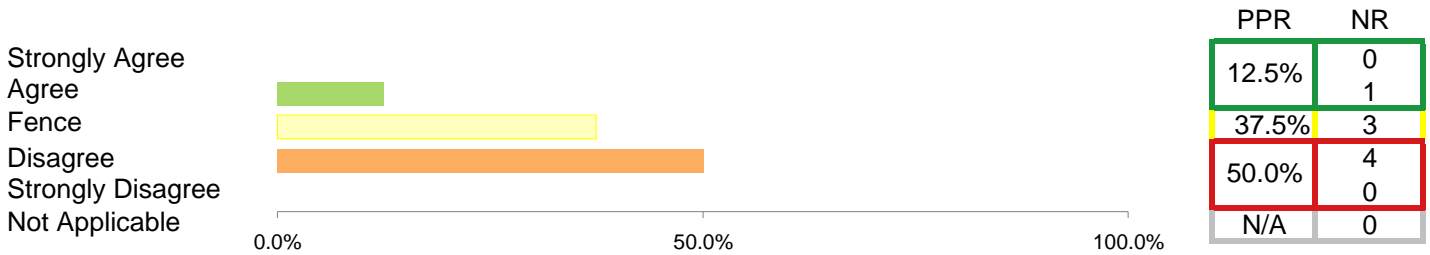
b. Whole Team Ratings by Factor

Percentage population who scored favourable/ neutral/ unfavourable

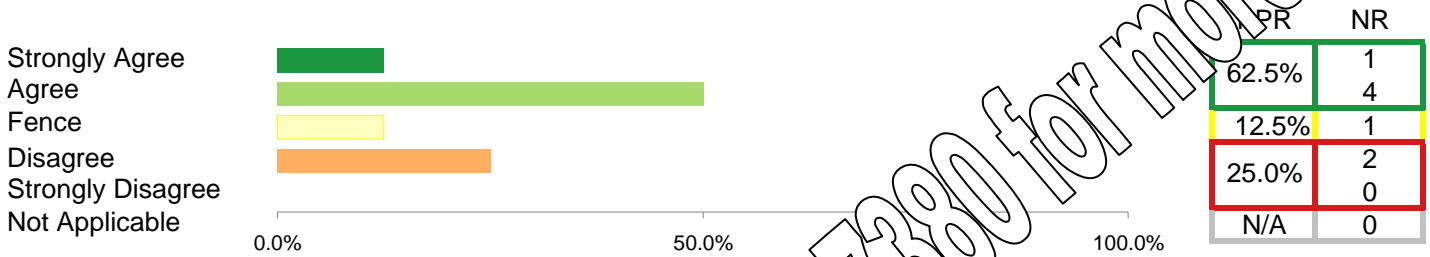


Section 2 - Detailed Results

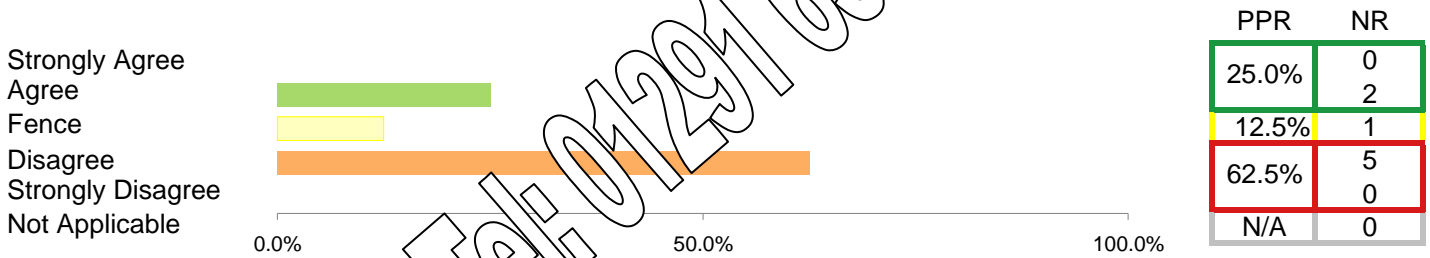
3 . Create a positive team atmosphere



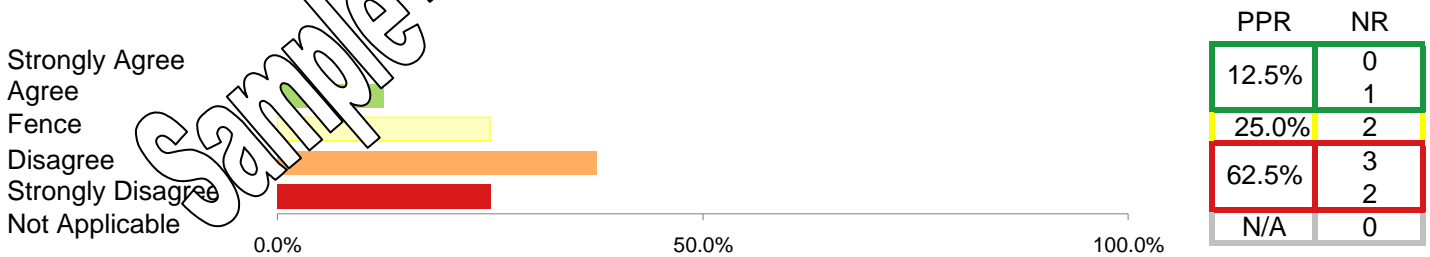
4 . Take pride in the team



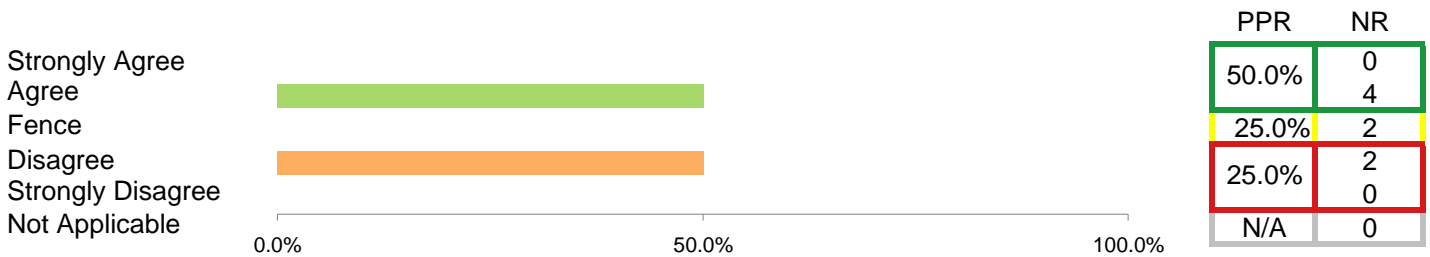
5 . Build a collaborative working climate



6 . Put the success of the team above our own interests



7 . Display loyalty to the team



Top 10 - Areas to Celebrate: The following shows the top 10 statements rated most 'favourably' (combination of those rating agree and strongly agree). This list is ranked with the highest result at the top.

Q. No.	Factor	Question
86	Customer Focus	Understand the needs and expectations of our customers
85	Customer Focus	Build effective working relationships with our customers
84	Customer Focus	Put our customers first
60	Role Clarity	Have the right mix of skills
57	Role Clarity	Know what is expected of each other
56	Role Clarity	Understand each other's roles
55	Role Clarity	Have clearly defined roles and responsibilities
35	Purpose and Objectives	Understand the team's vision
88	Customer Focus	Take action to improve service before complaints arise
81	Cross Functional Working	Take time to understand the needs, expectations and challenges of other teams

Middle 10 - Areas of Uncertainty: This table is based on the 'sitting on the fence' (neither agree nor disagree) responses and highlights (in a ranked order) those areas where there is most uncertainty within the team.

Q. No.	Factor	Question
65	Problem Solving and Decision Making	Make effective decisions which ensures team members 'buy in'
12	Relationships	Trust each other
79	Cross Functional Working	Know the goals of other functional teams
66	Problem Solving and Decision Making	Make decisions at the right level
30	Delivery	Celebrate success
9	Relationships	Know each other well (the people behind their job's/ role's)
73	Development (Team and Individual)	Share best practice and learning with each other
70	Development (Team and Individual)	Have a reputation for development and learning as a team
64	Problem Solving and Decision Making	Involve appropriate people in the decision making process
59	Role Clarity	Individually 'step up' to lead the team when the need arises

Section 4 - Summary Text

Our strengths - things we should **continue** to do:

Clear delivery of targets and moving department forward. Working hard every day and giving our best. Doing the best for the department and the people in it - no ego's
We all want to do well and we all want the department to do well.
Planning.
Good personal relationships within team
To make things happen. Work on Housekeeping and Quality Audits. improve all types of standards Reduce all type cost. Continue to improve across the department

Those aspects that get in the way - things we should **stop** doing:

Working in isolation Planning for more than 12 hours Being defensive. Being 5 separate crews
It now seems that the OMR has become a second guessing session as well as smart comments to the night/weekend management team on decisions that have been made. We ALL want Denes to perform and NOBODY deliberately goes out to fail so why belittle them!!!. A great divide has been created against crews and this I now see as a big challenge to turn around and get back to the team/one department. If we agree on something we should all do it as there is no trust that this will happen. Not done!!! Engineering manager\, managers his team and not mine. Example being you will walk past his office and your MT or engineer is in a meeting with engineering manager who is not talking to his development without even talking to his FLM.
Criticise - Judgemental when not understanding the activities. Being PE
TMs should focus on the Departmental result instead of their own shift's. Each TM should 'play' for the department not just their own shift. To do this the TM must believe that they are judged on the departmental results and not only on their own crew.
Taking to long to change the balance of skill across the department Changing the Production plan so many times in a weeks production Stop chancing on what to do Monday Morning.

Ideas for action - things we should **start** doing:

One team - one department More planning at crew level to achieve targets Ask for help Challenge each other and the way we do things
Will we invest more time capture as I am sick and tired of hearing people say they do not have the information when it has been recorded on at least 4 sheets of paper\, what is wrong with computers!!! We should All act as one management group and not openly put each other down.
Sanitation plan Sani break times - More TM support when running 4 lines.
Review the way we judge performance
An improved understanding of other team members problems. Improve training for all Work more as a total Denes 4 team (open up more to each other) Making the Team managers meetings more productive. Be proud of what we do