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# Team Effectiveness Report

## Operations Support Team

Northlight Energy Services Ltd  
Aberdeen

18 September 20XX

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Sample report - the organisation, team, scores and comments in this document are entirely fictional and are provided for illustration only.

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## Executive Summary

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The Operations Support Team at Northlight Energy Services Ltd is a committed, resilient and mutually supportive group of people who are proud of what they deliver and who trust each other to get the job done. Across the ten themes of the questionnaire the team returned an overall average of 3.22 out of 5 (64%), with all five team members responding. The picture that emerges is of a strong team operating inside a set of structures - meetings, decision-making, change communication and workload - that are not currently serving it well.

The team's clearest strengths sit in Culture and Collaboration (3.5) and Commitment and Motivation (3.5). Statements about supporting one another in difficult times, performing under pressure, responding to unexpected challenges and taking ownership of work were among the highest scored in the whole questionnaire, and notably they were scored consistently by everyone - these are strengths the team recognises in itself. The SWOT responses reinforce this: every respondent named some version of "we pull together", "adaptable" or "resilient" as a strength.

The lowest scoring themes are Learning and Development (2.9) and Leadership and Support (3.0), with Wellbeing and Work Life Balance, Objectives and Accountability and Change Management all sitting just above 3.0. Looking beneath the theme averages, the specific statements that scored lowest are remarkably consistent with the written comments: preparation for and communication of change, the purposefulness of meetings, workload and work-life balance, how conflict and off-values behaviour are dealt with, and whether training is evaluated at all. These are largely process and leadership issues rather than people issues, and the team says as much in its own words.

A significant feature of this data set is the spread of individual experience. Overall scores by respondent ranged from 48.8% to 77.2%, and on several statements - constructive feedback, celebrating success, learning from mistakes, whether leaders listen and act on feedback - the team is split between "regularly / often" and "rarely". In a team of five that difference is not statistical noise; it most likely reflects genuinely different day-to-day experiences of the same team, and it is the most important conversation for the team to have. The central opportunity is therefore to protect what is working - the culture, the commitment and the resilience - while putting structure back around the team: a clearer purpose to meetings, visible ownership of roles since the restructure, a simple rhythm of feedback and recognition, and honest attention to workload before the next campaign season.

## Summary Strengths

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- **Mutual support and resilience** - "Team members support one another during challenging times" (4.4) and "The team performs well under pressure" (4.2) are among the highest scores in the report, with every respondent scoring 4 or 5. The SWOT responses describe a team that "just gets on with it" during shutdowns, vessel delays and call-outs.
- **Commitment and ownership** - Team members are seen as committed and motivated to do their best work (4.4), dedicated to shared goals and willing to take ownership of their tasks and deliverables. Nobody is described as coasting.
- **Trust and belonging** - People trust and rely on each other, feel they belong, and describe the team as having "really good camaraderie". Contributions from all team members are valued and respected (4.2) and the environment is felt to be inclusive.
- **Depth of experience and technical knowledge** - The SWOT responses repeatedly cite the mix of long-serving offshore experience and newer team members with fresh ideas, strong technical knowledge and good relationships with the offshore crews and OIMs. Team members feel adequately trained for their current roles.
- **Safety focus** - Several respondents volunteered that safety standards are strong and that "nobody cuts corners on permits or isolations". This is not measured directly by the questionnaire but is a clear cultural strength worth naming.
- **Alignment to purpose** - The team understands and is aligned with the vision, mission and purpose (4.2) and sees a direct line between its work and the organisation's success. The values are understood, even if the team is less confident that off-values behaviour is addressed.

## Summary Areas for Development

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- **Change - preparation and communication** - The three lowest change statements ("well prepared ahead of change" 1.8, "change managed effectively and communicated clearly" 2.2, "fully engaged in change processes" 2.2) tell a consistent story that decisions "land on the team with no explanation, then get changed again". The team copes with change well; it is not being brought into it.
- **Meetings, objectives and the working rhythm** - Meetings are not felt to be purposeful (2.2), objectives are not seen as SMART (2.8) or regularly revisited (2.6), and progress is not routinely checked (2.4). The Monday meeting is singled out twice in the comments. The result is a week that feels reactive rather than planned.
- **Workload, work-life balance and stress** - Workload and expectations manageable (2.2), work-life balance (2.2) and manageable stress (2.4) all sit in the bottom ten. Comments refer to burnout risk, uneven loading and "a couple of the team clearly struggling". This is the most pressing area from a duty-of-care perspective.
- **Feedback, conflict and learning from mistakes** - Conflict management (2.0), addressing off-values behaviour (2.2), regular peer feedback (3.2) and mistakes seen as learning (2.4) are all low, and several are also among the most divided scores. One respondent's phrase - "things get left unsaid then blow up" - captures the theme.
- **Recognition** - Celebrating success and recognising contribution scored 2.4, with the team lead scoring it noticeably higher than the rest of the team. "A job well done just means the next job" was the way one respondent put it.
- **Learning, development and knowledge transfer** - The lowest scoring theme overall. Development opportunities (2.8), consideration of learning preferences (2.5) and evaluation of training (2.0, with two respondents unable to score it) are weak, and the SWOT responses raise key-person dependency and the loss of knowledge through forthcoming retirements as real threats.
- **Role clarity since the restructure** - Individual roles and responsibilities (3.2) scored below the team average and role blurring is named directly in two SWOT responses and one general comment.

## Summary Recommendations

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- **Reset the meeting rhythm** - Redesign the Monday meeting as a short, forward-looking planning session with a fixed agenda, owners and actions, and move problem review into a separate fortnightly lessons-learned slot. Measure it: ask the team in three months whether meetings are purposeful.
- **Agree a team charter** - Run a facilitated half-day session to agree how the team works: who owns what since the restructure, how decisions are made and communicated, how issues and disagreements are raised, and how workload is shared. Write it down on one page and review it quarterly.
- **Put a change communication routine in place** - For any decision affecting the team, adopt a simple "what, why, when, what it means for you" briefing before it lands, and a named contact for questions. Ask the management team to explain reversals rather than just announce them.
- **Address workload openly and quickly** - Before the next campaign season, map current workload by person, identify what can be stopped, automated (weekly manual reporting was suggested) or redistributed, and reinstate regular one-to-ones so that stress is picked up early rather than noticed late.
- **Build a feedback and recognition habit** - Introduce a light-touch routine of peer feedback and recognition - for example five minutes at the end of the week for "what went well and who made it happen". Offer the team a short session on giving and receiving feedback constructively.
- **Create individual development plans and a knowledge transfer plan** - Give each team member a simple development conversation and plan, cross-train so that at least two people can cover each critical role, and start documenting the tacit knowledge of the longest-serving members before retirements take it out of the business.
- **Share these results with the team and close the loop** - One respondent asked for exactly this. Feed the results back openly, agree the priority objectives in Section 13 together, and re-run the questionnaire in nine to twelve months to measure progress.

## About this Report and How to Read It

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The White Cube Team Effectiveness Questionnaire asks each team member to score 100 statements grouped under ten themes, to identify the team's top three strengths, weaknesses, opportunities and threats, and to add any other comments about the team. Responses are anonymous and are reported in aggregate only.

### The scoring scale

| Score | Meaning        | How to interpret an average                     |
|-------|----------------|-------------------------------------------------|
| 5     | Always         | Consistently experienced by everyone            |
| 4     | Often          | A reliable feature of how the team works        |
| 3     | Regularly      | Present, but not consistent                     |
| 2     | Sometimes      | Happens, but the exception rather than the rule |
| 1     | Rarely         | Largely absent                                  |
| 0     | Never          | Not experienced at all                          |
| Blank | Not applicable | Excluded from the average for that statement    |

## How to Read the Results

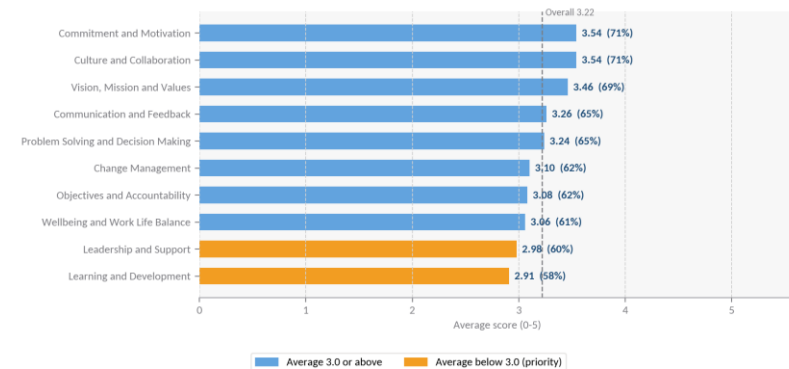
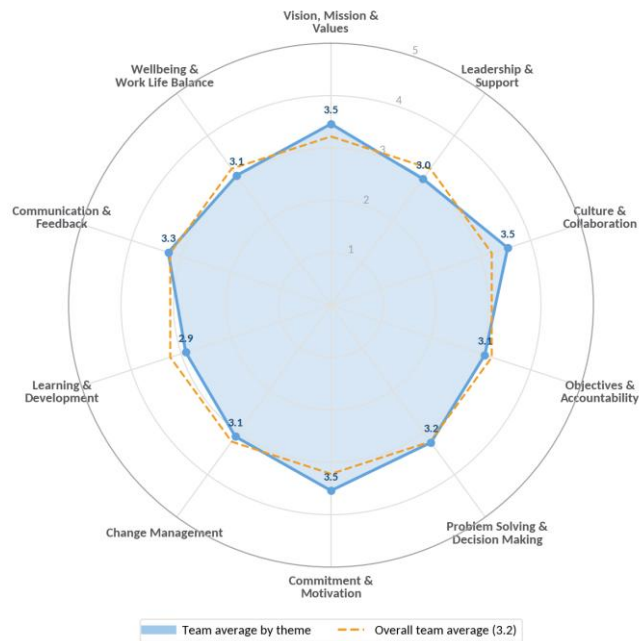
- **Team average** - The mean of all valid scores for a statement or theme, shown out of 5 and as a percentage of the maximum possible score.
- **Min-max range** - The whiskers on each chart show the lowest and highest individual score. A wide range means the team is experiencing that statement very differently; a narrow range means broad agreement.
- **Bands** - Theme and statement averages are described as Strong (4.0 and above), Solid (3.5 to 3.9), Developing (3.0 to 3.4) or Priority (below 3.0). The bands are a guide to where to focus, not a judgement.
- **Verbatim comments** - SWOT responses and comments are reproduced as written by respondents, with minor edits only to preserve anonymity.
- **Small numbers** - With 5 respondents a single score moves a statement average by 0.2. Treat differences of less than 0.3 between statements as indicative rather than significant, and read the scores alongside the written responses.

## Response summary

| Item                               | Detail                                                                                                                                                                                                                          |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Organisation                       | Northlight Energy Services Ltd                                                                                                                                                                                                  |
| Team                               | Operations Support Team - Offshore operations support team of five (team lead, maintenance planner, logistics coordinator, materials coordinator and operations technician) based in Aberdeen, supporting two North Sea assets. |
| Questionnaires issued / returned   | 5 / 5 (100% response rate)                                                                                                                                                                                                      |
| Statements scored                  | 100 statements across 10 themes; 6 individual 'not applicable' blanks in total                                                                                                                                                  |
| Overall team average               | 3.22 out of 5 (64%)                                                                                                                                                                                                             |
| Range of individual overall scores | 48.8% to 77.2%                                                                                                                                                                                                                  |

## Scoring Overview - Theme Scorecard

The spider chart shows the team's average score for each of the ten themes on the 0 to 5 scale, with the overall team average shown as a dashed line; the bar chart ranks the same themes. The scorecard on the next page assigns each theme a band and shows its highest scoring statement.



## Theme Scorecard

| Rank | Theme                               | Average | %   | Band              | Highest statement in theme                                               |
|------|-------------------------------------|---------|-----|-------------------|--------------------------------------------------------------------------|
| 1    | Culture and Collaboration           | 3.5     | 71% | <b>Solid</b>      | The team fosters a strong sense of commitment to shared success. (4.2)   |
| 2    | Commitment and Motivation           | 3.5     | 71% | <b>Solid</b>      | Team members are committed and motivated to do their best work. (4.4)    |
| 3    | Vision, Mission and Values          | 3.5     | 69% | <b>Developing</b> | The team is aligned with the vision, mission, and purpose. (4.2)         |
| 4    | Communication and Feedback          | 3.3     | 65% | <b>Developing</b> | Contributions from all team members are valued and respected. (4.2)      |
| 5    | Problem Solving and Decision Making | 3.2     | 65% | <b>Developing</b> | Problem-solving is seen as a shared responsibility. (4.2)                |
| 6    | Change Management                   | 3.1     | 62% | <b>Developing</b> | The team performs well under pressure and maintains productivity. (4.2)  |
| 7    | Objectives and Accountability       | 3.1     | 62% | <b>Developing</b> | Team members understand their own contribution to team objectives. (4.0) |
| 8    | Wellbeing and Work Life Balance     | 3.1     | 61% | <b>Developing</b> | The team recognises and respects individual wellbeing needs. (4.0)       |
| 9    | Leadership and Support              | 3.0     | 60% | <b>Priority</b>   | Leaders foster a positive and inclusive team culture. (3.8)              |
| 10   | Learning and Development            | 2.9     | 58% | <b>Priority</b>   | Leaders encourage and support continuous learning and development. (3.6) |

Two themes sit in the Solid band, six are Developing and two - Leadership and Support and Learning and Development - fall just into the Priority band. The narrow spread between themes (2.9 to 3.5) is typical of an established team; the differences that matter are at statement level and are set out in the next two sections.

## Highest and Lowest Scoring Statements

### Ten highest scoring statements

| #  | Statement                                                         | Theme                               | Avg | Range | Band   |
|----|-------------------------------------------------------------------|-------------------------------------|-----|-------|--------|
| 1  | Team members support one another during challenging times.        | Commitment and Motivation           | 4.4 | 4-5   | Strong |
| 2  | Team members are committed and motivated to do their best work.   | Commitment and Motivation           | 4.4 | 3-5   | Strong |
| 3  | The team is aligned with the vision, mission, and purpose.        | Vision, Mission and Values          | 4.2 | 4-5   | Strong |
| 4  | Problem-solving is seen as a shared responsibility.               | Problem Solving and Decision Making | 4.2 | 4-5   | Strong |
| 5  | The team performs well under pressure and maintains productivity. | Change Management                   | 4.2 | 4-5   | Strong |
| 6  | The team is flexible and responsive to unexpected challenges.     | Change Management                   | 4.2 | 4-5   | Strong |
| 7  | Contributions from all team members are valued and respected.     | Communication and Feedback          | 4.2 | 4-5   | Strong |
| 8  | The values are well defined and understood.                       | Vision, Mission and Values          | 4.2 | 3-5   | Strong |
| 9  | The team fosters a strong sense of commitment to shared success.  | Culture and Collaboration           | 4.2 | 3-5   | Strong |
| 10 | The team recovers quickly and moves forward after a setback.      | Change Management                   | 4.2 | 3-5   | Strong |

The highest scores cluster around resilience, mutual support, commitment and respect for each other's contributions. Six of the ten have a range of only one point, meaning the whole team sees them the same way.

### Ten lowest scoring statements

| #  | Statement                                                                 | Theme                           | Avg | Range | Band     |
|----|---------------------------------------------------------------------------|---------------------------------|-----|-------|----------|
| 1  | The team is well prepared ahead of any change implementation.             | Change Management               | 1.8 | 0-3   | Priority |
| 2  | Conflict is managed effectively within the team.                          | Leadership and Support          | 2.0 | 0-3   | Priority |
| 3  | Training and development is evaluated effectively.                        | Learning and Development        | 2.0 | 1-3   | Priority |
| 4  | We act to address behaviour that isn't aligned to the values.             | Vision, Mission and Values      | 2.2 | 1-3   | Priority |
| 5  | Meetings are purposeful and focused on delivery / progress / improvement. | Objectives and Accountability   | 2.2 | 1-3   | Priority |
| 6  | Change is managed effectively and communicated clearly.                   | Change Management               | 2.2 | 1-3   | Priority |
| 7  | Team members are fully engaged in change management processes.            | Change Management               | 2.2 | 1-3   | Priority |
| 8  | A good work-life balance is achieved by all team members.                 | Wellbeing and Work Life Balance | 2.2 | 1-3   | Priority |
| 9  | Workload and expectations are manageable.                                 | Wellbeing and Work Life Balance | 2.2 | 1-3   | Priority |
| 10 | Mistakes are seen as opportunities for learning and growth.               | Culture and Collaboration       | 2.4 | 1-4   | Priority |

The lowest scores are about process and leadership rather than the team itself: change preparation and communication, meetings, conflict and off-values behaviour, workload and work-life balance, and the evaluation of training. Every one of these is also raised unprompted in the SWOT or comments.

## Where the Team Agrees and Disagrees

In a team of five, the range between the lowest and highest individual score is often more informative than the average. A wide range means colleagues are having different experiences of the same team - which may reflect role, location, length of service or relationship with the team lead - and is usually the most productive place to start a conversation.

### Most divided statements (widest range)

| Statement                                                          | Theme                      | Avg | Min | Max |
|--------------------------------------------------------------------|----------------------------|-----|-----|-----|
| Constructive feedback is encouraged and welcomed.                  | Culture and Collaboration  | 3.6 | 1   | 5   |
| We make business decisions that align to the values.               | Vision, Mission and Values | 3.4 | 2   | 5   |
| The team contributes directly to achieving the vision and mission. | Vision, Mission and Values | 3.8 | 2   | 5   |
| Leaders encourage initiative and independent decision-making.      | Leadership and Support     | 2.8 | 1   | 4   |
| Leaders listen and act on feedback from team members.              | Leadership and Support     | 2.8 | 1   | 4   |
| Conflict is managed effectively within the team.                   | Leadership and Support     | 2.0 | 0   | 3   |
| Leaders provide clear direction and support within the team.       | Leadership and Support     | 3.4 | 2   | 5   |
| Team members provide mutual support to address challenges.         | Culture and Collaboration  | 3.6 | 2   | 5   |

The divided statements share a pattern: they are about feedback, recognition, learning from mistakes and whether initiative and input are welcomed. In each case at least one respondent scored 4 (often) while another scored 1 (rarely). Without breaking anonymity, it is fair to say that the most positive and the most critical views of the team come from different people consistently across the questionnaire, so these are differences of experience rather than differences of mood on the day.

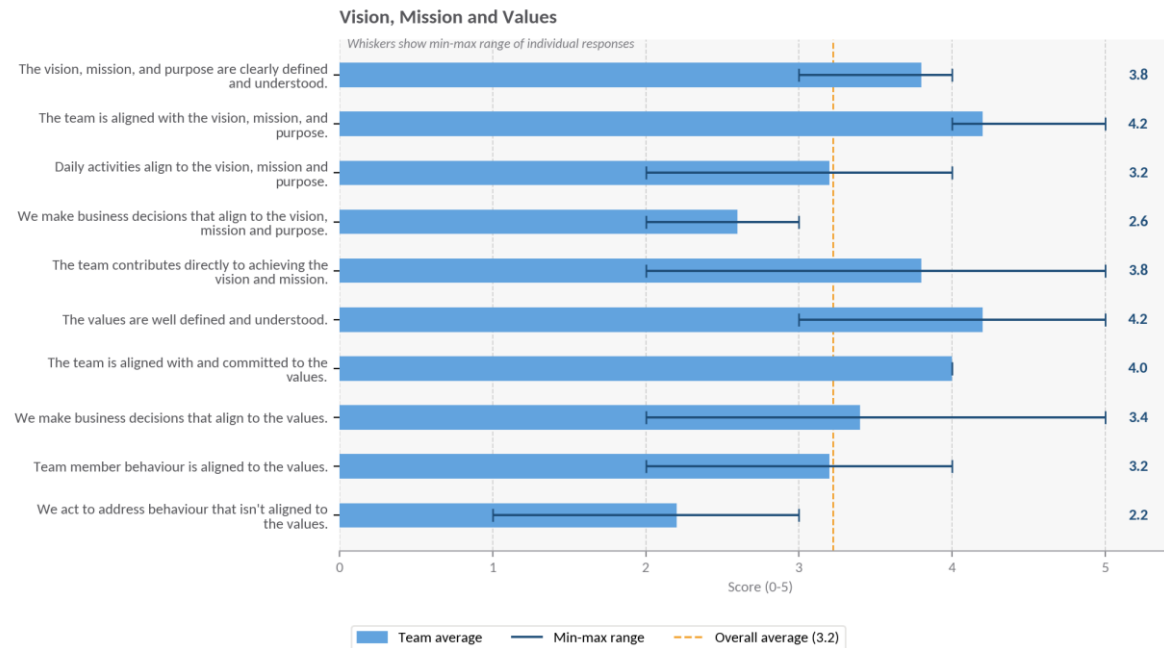
### Most agreed statements (narrowest range)

| Statement                                                                 | Theme                               | Avg        | Min | Max |
|---------------------------------------------------------------------------|-------------------------------------|------------|-----|-----|
| The team is aligned with and committed to the values.                     | Vision, Mission and Values          | <b>4.0</b> | 4   | 4   |
| The team is aligned with the vision, mission, and purpose.                | Vision, Mission and Values          | <b>4.2</b> | 4   | 5   |
| Problem-solving is seen as a shared responsibility.                       | Problem Solving and Decision Making | <b>4.2</b> | 4   | 5   |
| The team performs well under pressure and maintains productivity.         | Change Management                   | <b>4.2</b> | 4   | 5   |
| The team is flexible and responsive to unexpected challenges.             | Change Management                   | <b>4.2</b> | 4   | 5   |
| Contributions from all team members are valued and respected.             | Communication and Feedback          | <b>4.2</b> | 4   | 5   |
| The vision, mission, and purpose are clearly defined and understood.      | Vision, Mission and Values          | <b>3.8</b> | 3   | 4   |
| Individual roles and responsibilities are clearly understood by the team. | Objectives and Accountability       | <b>3.2</b> | 3   | 4   |

Where the team agrees, it agrees about the positives - pressure, flexibility, support, shared responsibility for problems - and about a small number of negatives, notably timely and well-communicated decisions from leaders. Consensus on a low score is a strong signal: nobody in the team currently experiences leadership decisions as timely and well communicated, and that is a straightforward thing to fix.

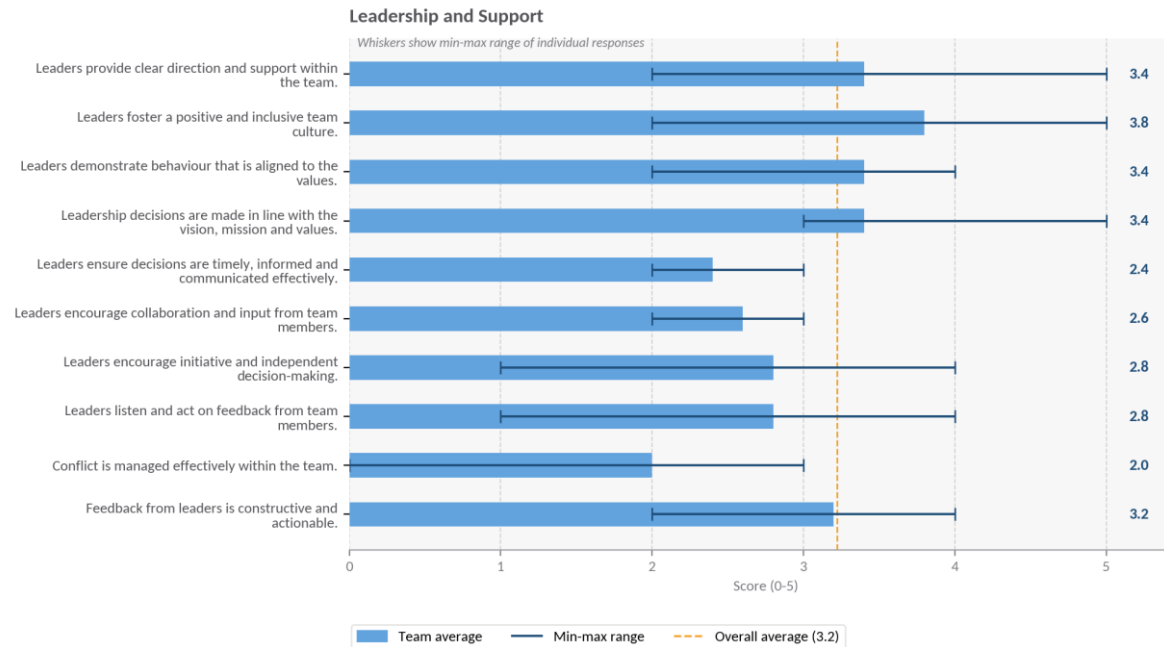
## Theme by Theme Results

The following pages set out the ten statements under each theme, with the team average, the min-max range of individual responses and a short interpretation drawing on the SWOT responses and comments.



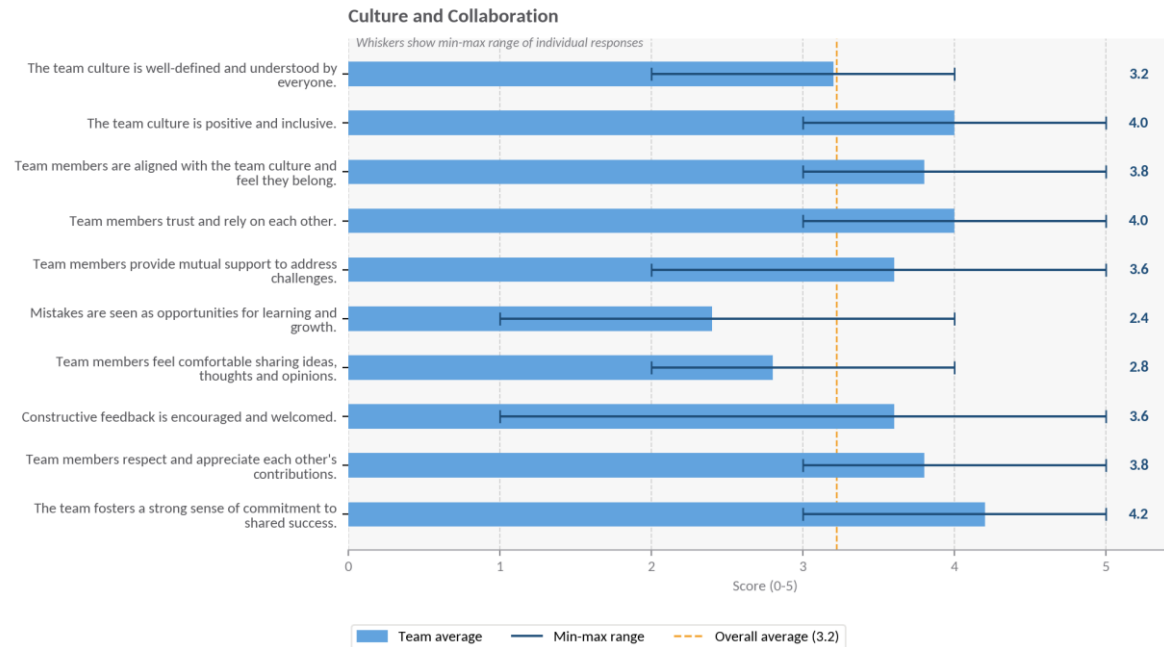
### Vision, Mission and Values - theme average 3.5 (69%) - Developing

The team knows what it is there to do and sees its contribution to the organisation's success clearly; the vision and values statements are all Solid or better. The one exception is telling: "we act to address behaviour that isn't aligned to the values" is one of the lowest scores in the report. The values are understood but are not yet used as a standard the team holds itself to, which links directly to the conflict and feedback results later in the report.



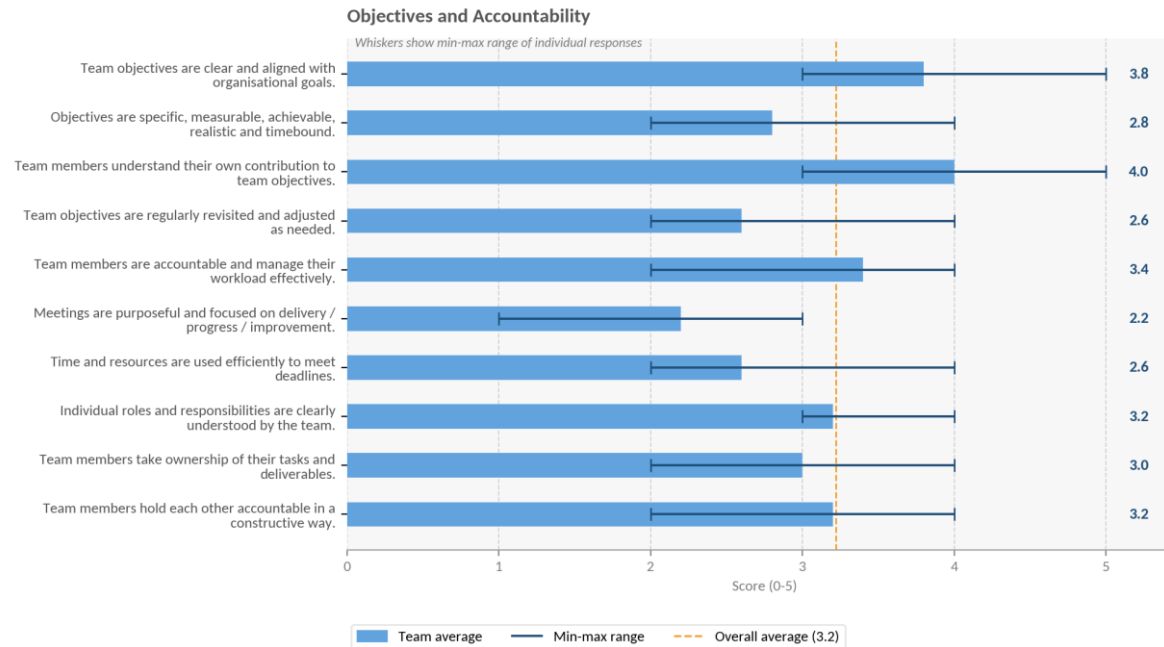
### Leadership and Support - theme average 3.0 (60%) - Priority

Leaders are seen as fostering a positive, inclusive culture and modelling the values. The gap is in the mechanics of leadership: timely, well-communicated decisions (the most agreed low score in the report), listening and acting on feedback, and managing conflict. The comments locate much of this above the team lead - "decisions get made above us and land on the team" - so this is as much a message for the management team as for the team lead.



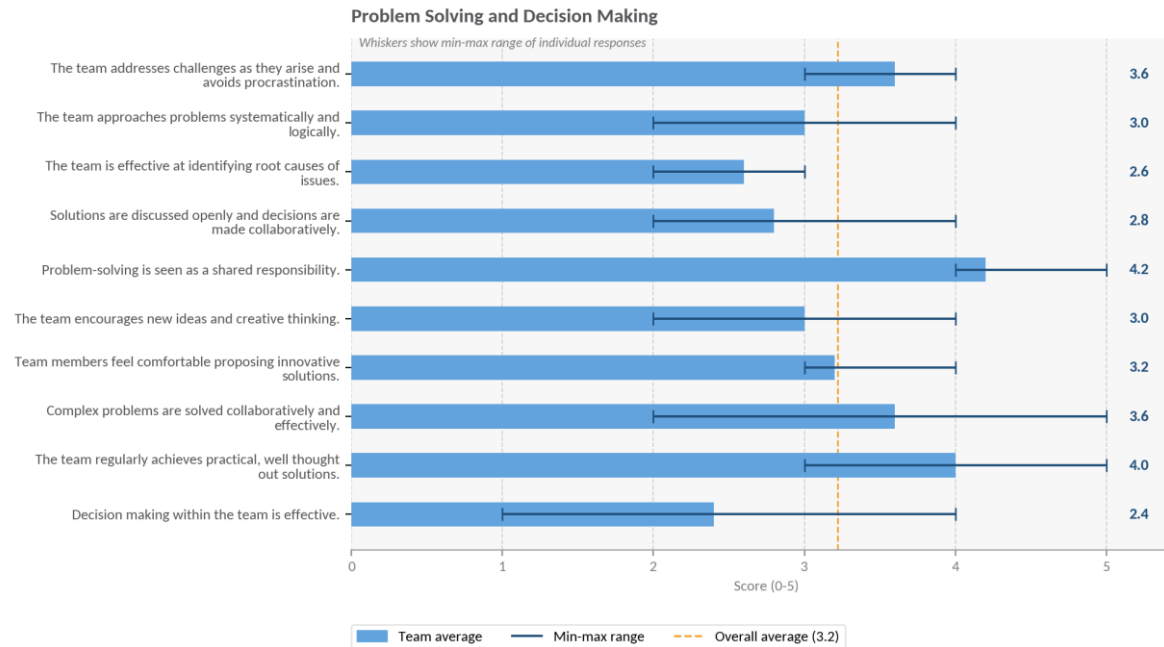
### Culture and Collaboration - theme average 3.5 (71%) - Solid

The team's strongest theme alongside Commitment. Trust, mutual support, respect and belonging all score 3.8 or above and the comments describe a group that genuinely likes working together. The weaker statements - mistakes as learning, constructive feedback welcomed, comfortable sharing ideas - are also the most divided, suggesting that psychological safety is real for some members of the team and not yet for others.



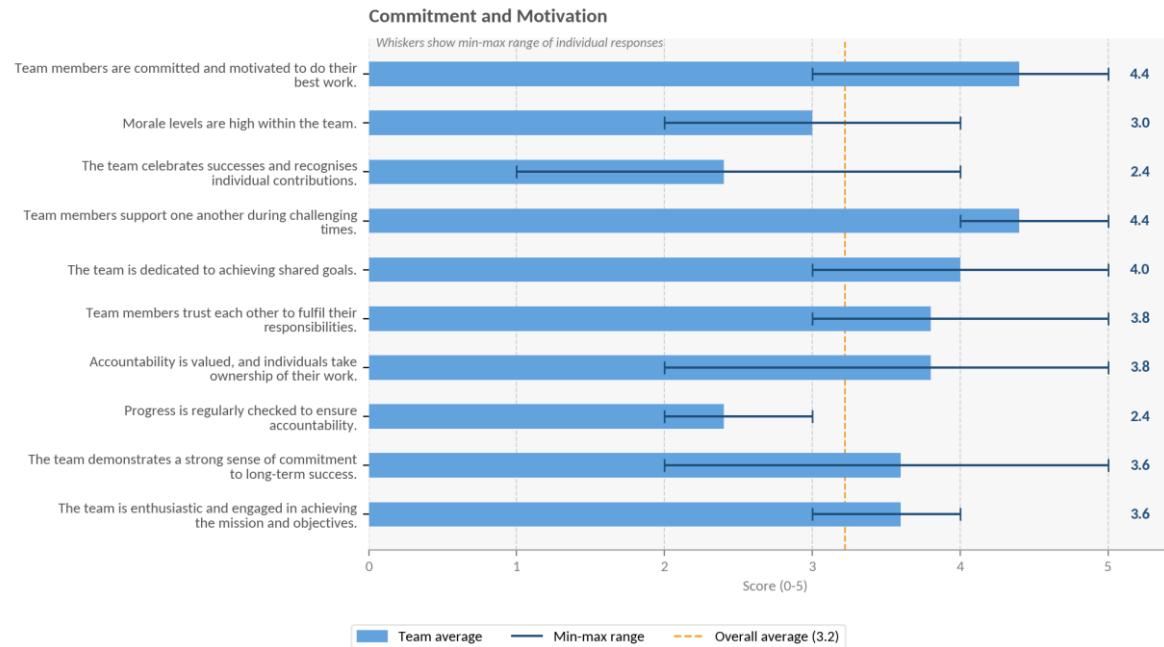
### Objectives and Accountability - theme average 3.1 (62%) - Developing

Ownership of tasks is strong and people understand their own contribution. What is missing is the scaffolding around it: SMART objectives, objectives revisited as priorities change, purposeful meetings and constructive peer accountability all score below 2.8. Role clarity has slipped since the restructure. This is the theme where a small amount of structure would make the biggest difference to how the week feels.



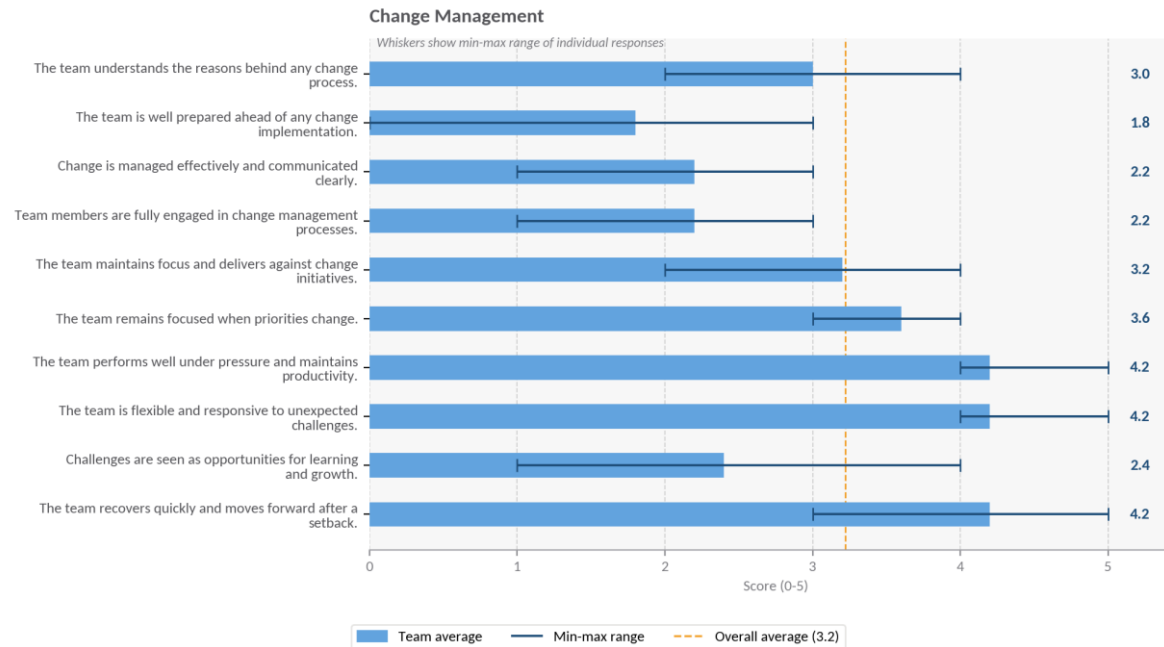
### Problem Solving and Decision Making - theme average 3.2 (65%) - Developing

The team is good at tackling problems as they arise and sees problem-solving as everyone's job. It is less confident about root cause analysis and about whether decisions, once made, are effective - and the SWOT responses point to the same recurring issues coming round again. A simple lessons-learned routine would address both.



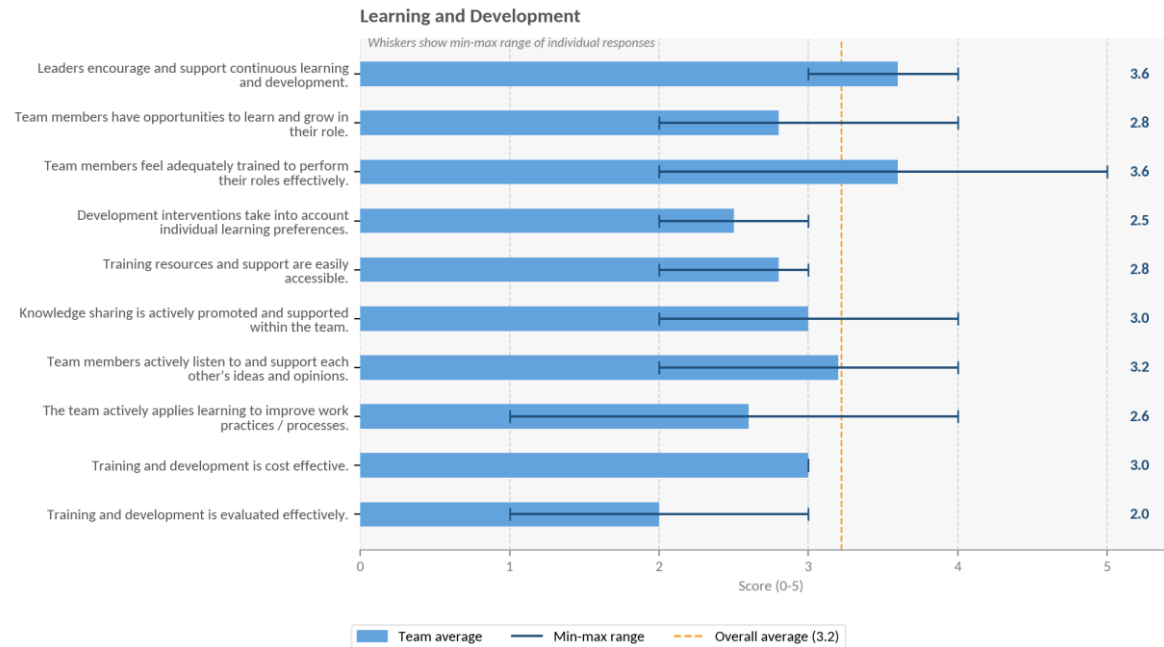
### Commitment and Motivation - theme average 3.5 (71%) - Solid

Commitment, dedication, trust in each other to deliver and support in hard times are all in the Strong or Solid band and were scored consistently by everyone. Morale (3.0) and recognition (2.4) are the counterweights: the team is motivated in spite of, not because of, how it is currently recognised and checked in on. Progress being regularly checked (2.4) links to the objectives theme.



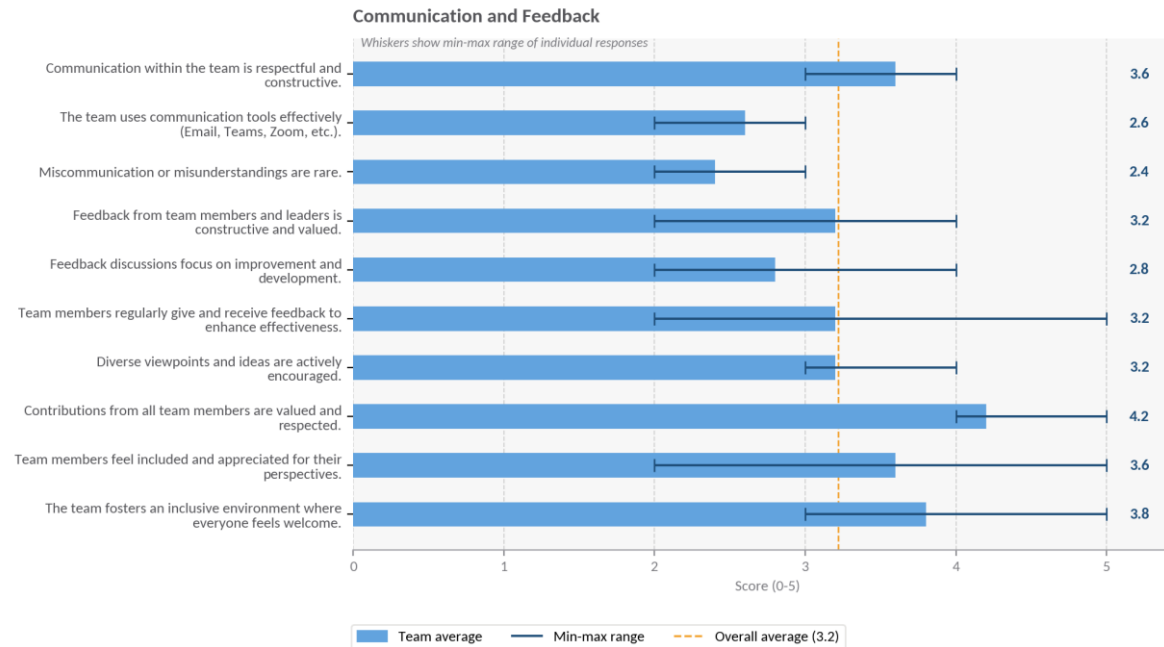
### Change Management - theme average 3.1 (62%) - Developing

A theme of two halves. The team's ability to cope with change - staying focused when priorities shift, performing under pressure, responding to the unexpected, recovering from setbacks - is the best in the report. Its experience of being led through change - understanding the reasons, being prepared, clear communication, engagement in the process - is the worst. Threats named in the SWOT include "another restructure before this one has bedded in" and "change fatigue".



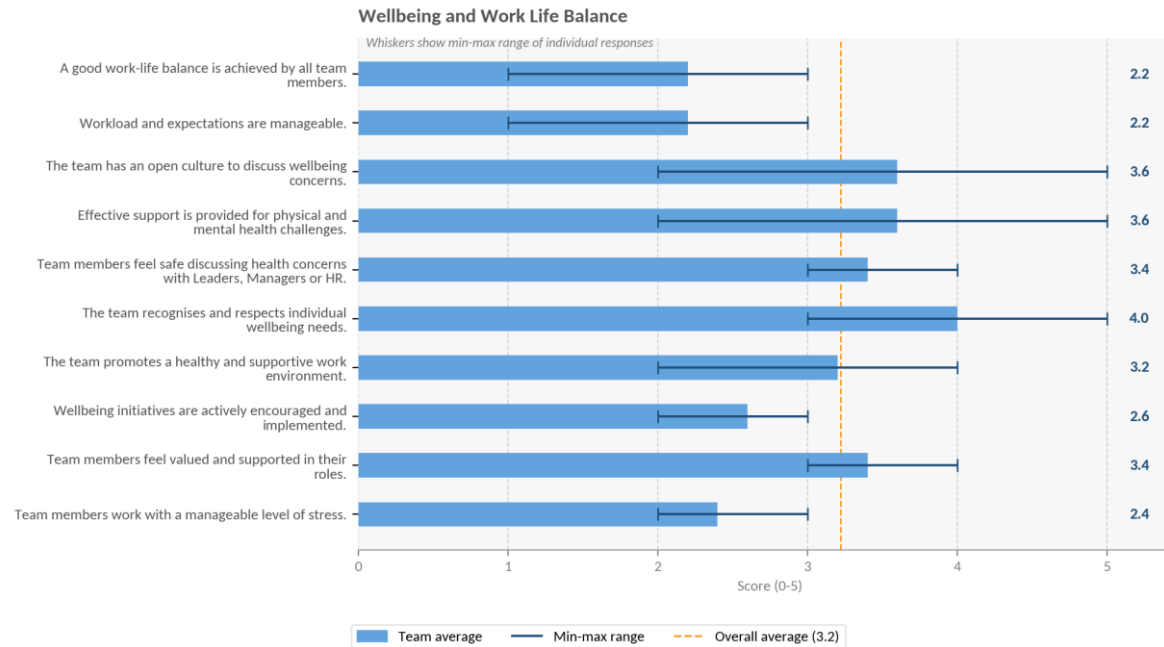
### Learning and Development - theme average 2.9 (58%) - Priority

The lowest scoring theme. Team members feel trained for today's role, listen to each other and share knowledge informally, but development is described as "whatever is mandatory", there is no visible path for progression, and training is not evaluated (two respondents could not score this at all). Key-person dependency and forthcoming retirements make knowledge transfer a business risk rather than just a development nicety.



### Communication and Feedback - theme average 3.3 (65%) - Developing

Communication within the team is respectful, inclusive and constructive - people feel welcome and valued. The lower scores are about the flow of information and feedback: misunderstandings are not rare, communication tools are used inconsistently (systems "not used consistently so information is in people's heads or in spreadsheets"), and regular give-and-take feedback between colleagues is rare. Communication with the onshore engineering team is raised as a specific gap.



### Wellbeing and Work Life Balance - theme average 3.1 (61%) - Developing

The team feels reasonably safe raising wellbeing and health concerns and respects individual needs, but the statements about the actual conditions of work - workload, work-life balance, stress, wellbeing initiatives - are all in the Priority band and among the lowest in the report. The comments are direct about burnout risk ahead of the next campaign season and about loading not being shared evenly. This theme deserves the earliest attention.

## Team SWOT - Consolidated Summary

Each team member listed their top three strengths, weaknesses, opportunities and threats. The table below is White Cube's distillation of the sixty responses into the recurring themes, in rough order of how often each was raised. The individual responses follow in Section 11.

| Strengths                                                                | Weaknesses                                                        | Opportunities                                                          | Threats                                                                 |
|--------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Resilient - pulls together under pressure and copes with whatever arises | Reactive working - fire-fighting crowds out planned work          | Redesign the meeting rhythm - shorter, forward-looking, action-based   | Burnout and stress at the current pace, particularly in campaign season |
| Committed, motivated and take pride in doing the job properly            | Too many, and unfocused, meetings                                 | Agree a team charter covering roles, decisions and ways of working     | Loss of experienced people - to competitors and to retirement           |
| Trust and camaraderie - people like working together                     | Communication gaps - with management and with onshore engineering | Cross-training, succession and knowledge capture                       | Contract renewal uncertainty, cost pressure and further restructuring   |
| Depth of offshore and asset experience, mixed with fresh ideas           | Knowledge held by individuals; systems used inconsistently        | Development plans and involvement of newer members in improvement work | Erosion of trust if decisions keep changing without explanation         |
| Strong safety focus and good relationships with offshore crews           | Feedback not given; issues left unsaid; no recognition            | Closer joint working with engineering; better use of shared tools      | Silo working with engineering leading to errors offshore                |
|                                                                          | Role blurring since the restructure; procedures out of date       | Simple recognition and reinstated one-to-ones                          | Compliance exposure from out-of-date procedures                         |

## Team SWOT - Individual Responses

Responses are reproduced as written, in a randomised order within each category so that they cannot be matched back to an individual.

| Strengths                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------|
| Team members care about doing the job properly and safely                                                                |
| Supportive of each other                                                                                                 |
| Adaptable                                                                                                                |
| Strong technical knowledge across the team                                                                               |
| Really good camaraderie - people genuinely like working together                                                         |
| Long service and a lot of knowledge about how the assets actually work rather than how the system says they work         |
| We are honest with each other, maybe too honest sometimes!                                                               |
| Can deal with anything that gets thrown at us, very resilient                                                            |
| Everyone pulls together when it matters - shutdowns, vessel delays, last minute call outs, the team just gets on with it |
| Good relationships with the offshore crews and the OIMs                                                                  |
| Reliable - deadlines are met even when resource is tight                                                                 |
| We trust each other to get the job done without being micromanaged                                                       |
| Good mix of experience, two of the team have 15+ years offshore and the newer members bring fresh ideas                  |
| Safety focus is strong and nobody cuts corners on permits or isolations                                                  |
| Committed                                                                                                                |

## Weaknesses

Meetings, there are too many and the Monday one in particular is just a list of everything that went wrong

Systems (Maximo / SAP) not used consistently so information is in people's heads or in spreadsheets

Too reactive - we spend most of the week fire fighting and the planned work slips

Knowledge sits with individuals, if one person is off on leave things stall

We are not great at giving each other feedback - things get left unsaid then blow up

Workload

We don't learn from mistakes, the same issues come round again (materials not on the boat, permits not raised in time)

Procedures out of date

Decisions get made above us and land on the team with no explanation, then get changed again a week later

Some people are carrying more than others and it's not talked about

Communication with the onshore engineering team is patchy

We don't celebrate anything - a job well done just means the next job

Roles have blurred since the restructure and it's not always clear who owns what

No real development plan for anyone - training is whatever is mandatory

Communication

## Opportunities

|                                                                                               |
|-----------------------------------------------------------------------------------------------|
| Recognise good work - doesn't need to cost anything                                           |
| Fix the Monday meeting - shorter, forward looking, actions only                               |
| Clearer roles                                                                                 |
| Succession - two of the team will retire in the next 3 to 5 years and nothing is written down |
| Build a proper relationship with engineering, maybe a monthly joint session                   |
| Use the upcoming asset integrity campaign to plan properly rather than react                  |
| Lessons learned process that actually gets used                                               |
| Better use of Teams / shared planners so we all see the same picture                          |
| Cross train so at least two people can cover each role                                        |
| Training                                                                                      |
| Regular 1-1s with the team lead, they've dropped off since the summer                         |
| Automate some of the reporting we do by hand every week                                       |
| A proper team charter - how we work, how we make decisions, how we raise issues               |
| Get the newer team members involved in improvement projects, they have good ideas             |
| Less meetings                                                                                 |

| Threats                                                                            |
|------------------------------------------------------------------------------------|
| Change fatigue                                                                     |
| Key person dependency                                                              |
| Losing experienced people to competitors who are paying more                       |
| Budget cuts                                                                        |
| Vessel and helicopter availability outside our control causing constant replanning |
| Client cost pressure meaning we are asked to do more with less again               |
| Compliance risk if procedures aren't updated                                       |
| Silo working between us and engineering leading to errors offshore                 |
| Another restructure before this one has bedded in                                  |
| Retirements taking knowledge with them                                             |
| Contract renewal next year - uncertainty affects morale                            |
| Stress levels - a couple of the team are clearly struggling and it's being ignored |
| Staff leaving                                                                      |
| Burnout - the current pace is not sustainable for another campaign season          |
| Trust in leadership erodes if decisions keep changing without explanation          |

## Other Comments About the Team

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### Any other comments about the team?

Overall a good team who genuinely want to do well. The frustrations are almost all about the stuff around us - decisions changing, too many meetings, workload - rather than the people. If we could get some structure back into the week and a bit of breathing space I think the scores would look very different in six months.

Happy in the team and would not want to work anywhere else on site. Main thing for me is development, I have been in the same role for four years and would like to know what the next step looks like.

I've been honest in my scoring. The team is strong but we are being run into the ground and nobody above us seems to notice. Communication from the management team is the biggest issue - we find things out second hand from the offshore crews which is embarrassing.

No further comments.

Good exercise, first time anyone has asked. Would like to see the results shared openly with the team and some actual actions come out of it rather than another report on a shelf. The biggest wins in my view are (1) sort the meetings out (2) clarity on who does what since the restructure (3) some recognition when things go well.

## Suggested Priority Objectives

Drawing the scores, the SWOT and the comments together, White Cube suggests the following six priority objectives for the team to consider, refine and own. They are deliberately practical and mostly within the team's own gift; the two that need management team support are flagged.

| # | Priority objective                                                          | Why - evidence from the questionnaire                                                                                       | Owner                              | Timescale                   |
|---|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------|
| 1 | <b>Make meetings purposeful, forward-looking and action-based</b>           | Meetings purposeful 2.2; objectives revisited 2.6; progress checked 2.4; Monday meeting named twice in comments             | Team lead with team                | Within 1 month              |
| 2 | <b>Agree a one-page team charter: roles, decisions, how we raise issues</b> | Roles understood 3.2; conflict managed 2.0; off-values behaviour addressed 2.2; role blurring since restructure in SWOT     | Whole team (facilitated)           | Within 2 months             |
| 3 | <b>Rebalance workload and reinstate one-to-ones before campaign season</b>  | Workload manageable 2.2; work-life balance 2.2; stress 2.4; burnout named as a threat by three respondents                  | Team lead; management team support | Start immediately           |
| 4 | <b>Adopt a 'what, why, when, what it means for you' change briefing</b>     | Change communicated 2.2; prepared for change 1.8; timely decisions 2.4 (lowest agreed score); "find things out second hand" | Management team                    | Within 1 month              |
| 5 | <b>Build a weekly feedback and recognition habit</b>                        | Recognition 2.4; peer feedback 3.2; mistakes as learning 2.4; all among the most divided scores                             | Whole team                         | Within 1 month, review at 3 |
| 6 | <b>Individual development plans, cross-training and knowledge capture</b>   | L&D lowest theme (2.9); opportunities to grow 2.8; training evaluated 2.0; key-person dependency and retirements in SWOT    | Team lead with HR                  | Plans within 3 months       |

## Recommended Next Steps

White Cube recommends a short, structured follow-through so that the questionnaire leads to visible change - the outcome one respondent explicitly asked for.

| Step | Activity                                                                         | Purpose and content                                                                                                                                                                          | When        |
|------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 1    | <b>Feedback session with the team lead</b>                                       | Walk through the report privately first; discuss the leadership statements and the spread of experience without attribution; agree how the results will be shared.                           | Week 1      |
| 2    | <b>Team feedback and priorities workshop (half day, facilitated)</b>             | Share the results openly; celebrate the strengths; explore the divided statements as a group; agree and refine the priority objectives; assign owners and first actions.                     | Weeks 2-3   |
| 3    | <b>Team charter session (half day, facilitated)</b>                              | Roles and responsibilities since the restructure; how decisions are made and communicated; how issues, disagreements and workload concerns are raised; meeting rhythm.                       | Weeks 4-6   |
| 4    | <b>Management team briefing</b>                                                  | Present the themes that sit above the team - change communication, decision reversals, workload and resourcing - and agree the change briefing routine and support for workload rebalancing. | Weeks 4-6   |
| 5    | <b>Skills input: constructive feedback and difficult conversations (2 hours)</b> | Practical session to support objective 5 and the low scores on conflict, feedback and addressing off-values behaviour.                                                                       | Month 2     |
| 6    | <b>Development and knowledge transfer planning</b>                               | Individual development conversations; cross-training matrix; capture plan for the knowledge of long-serving members.                                                                         | Months 2-3  |
| 7    | <b>Check-in and pulse</b>                                                        | Short pulse on the ten lowest statements and the meeting rhythm; adjust actions.                                                                                                             | Month 4     |
| 8    | <b>Re-run the Team Effectiveness Questionnaire</b>                               | Measure movement against this baseline, theme by theme and on the priority statements.                                                                                                       | Months 9-12 |

Suggested workshop agenda for step 2: welcome and purpose (10 min); how to read the results (10 min); strengths - what we must protect (30 min); the divided statements - what is behind the different experiences (45 min); break; lowest scoring statements and the SWOT - what is really going on (45 min); priority objectives - choose, refine, own (45 min); first actions and how we will know it is working (20 min); close.