

APPENDIX

APPENDIX A

SECTION A TEAM PERFORMANCE RATING
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- ◆ *SECTION A intends to seek your opinion on "TEAM PERFORMANCE" after you have attended the "Team Dynamics Program" .*
- ◆ *There is no "RIGHT" or "WRONG" answers. Please have your work group in mind when giving your answers.*
- ◆ *Please [✓] in the that best expresses your opinion.*

- 1 = STRONGLY DISAGREE**
2 = DISAGREE
3 = NEUTRAL / NOT SURE
4 = AGREE
5 = STRONGLY AGREE

		1	2	3	4	5
(1)	Members can describe and are committed to a common purpose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(2)	Members feel a personal and collective sense of power	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(3)	Members express themselves openly and honestly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(4)	Members are able to perform different roles and as needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(5)	Output is high	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(6)	Individual contributions are recognised and appreciated by leader and other team members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(7)	Individual feel good about their membership in the team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(8)	Goals are clear, challenging and relevant to purpose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(9)	Members have access to necessary skills and resources for goal accomplishment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(10)	Warmth, understanding and acceptance is expressed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		1	2	3	4	5
(11)	Members share responsibility for team leadership and team development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(12)	Quality is excellent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(13)	Team accomplishment is recognised by members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(14)	Individuals are confident and motivated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(15)	Strategies for achieving goal is clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(16)	Policies and practices support team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(17)	Members listen attentively to each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(18)	Members are adaptable to changing demands in job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(19)	Team decision making is effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(20)	Group members feel respected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(21)	Members have a sense of pride and satisfaction about their work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(22)	Individual roles are clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(23)	Mutual respect and willingness to help each other is evident	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(24)	Differences of opinion and perspective are valued	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(25)	Various ideas and approaches are explored	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(26)	Clear problem-solving process is apparent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		1	2	3	4	5
(27)	Team contributions are valued and recognised by the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(28)	There is strong sense of team spirit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION B
EFFECTIVENESS OF THE "TEAM DYNAMICS" PROGRAM

- *SECTION B* intends to seek your opinion on effectiveness of the "Team Dynamics Program" after you have attended the program.
- There is no "RIGHT" or "WRONG" answers. Please have your work group in mind when giving your answers.
- Please [✓] in the that best expresses your opinion.

- 1 = **STRONGLY DISAGREE**
 2 = **DIASGREE**
 3 = **NEUTRAL / NOT SURE**
 4 = **AGREE**
 5 = **STRONGLY AGREE**

		1	2	3	4	5
(1)	I understand the concept of "Team work" better after the program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(2)	Personally, I benefitted from the program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(3)	In a team, every team member has a role to play.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(4)	I am more willing to contribute to team activities now compared to before.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(5)	I feel the working atmosphere has improved after the program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(6)	Communications have improved in my Department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(7)	Efforts are taken by my superior to improve working relationship.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(8)	Now there are platforms set up to discuss issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5
(9)	Problems are raised openly at meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- | | | | | | | |
|------|--|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| (10) | Cooperation among members is better now than before. | 1
<input type="checkbox"/> | 2
<input type="checkbox"/> | 3
<input type="checkbox"/> | 4
<input type="checkbox"/> | 5
<input type="checkbox"/> |
| (11) | I feel members are more committed towards objectives NOW than BEFORE | | 1
<input type="checkbox"/> | 2
<input type="checkbox"/> | 3
<input type="checkbox"/> | 4
<input type="checkbox"/> |
| (12) | Teamwork success depends on the efforts of every member. | 1
<input type="checkbox"/> | 2
<input type="checkbox"/> | 3
<input type="checkbox"/> | 4
<input type="checkbox"/> | 5
<input type="checkbox"/> |
| (13) | Managers are taking more effort to improve performance through teamwork | 1
<input type="checkbox"/> | 2
<input type="checkbox"/> | 3
<input type="checkbox"/> | 4
<input type="checkbox"/> | 5
<input type="checkbox"/> |
| (14) | Consultative management is being practised now. | 1
<input type="checkbox"/> | 2
<input type="checkbox"/> | 3
<input type="checkbox"/> | 4
<input type="checkbox"/> | 5
<input type="checkbox"/> |
| (15) | Consensus is used for decision making on common issues that affect all members. | 1
<input type="checkbox"/> | 2
<input type="checkbox"/> | 3
<input type="checkbox"/> | 4
<input type="checkbox"/> | 5
<input type="checkbox"/> |
| (16) | Communication channels are being created now to discuss issues and resolve problems. | 1
<input type="checkbox"/> | 2
<input type="checkbox"/> | 3
<input type="checkbox"/> | 4
<input type="checkbox"/> | 5
<input type="checkbox"/> |
| (17) | Team objectives are more important than individual objectives. | 1
<input type="checkbox"/> | 2
<input type="checkbox"/> | 3
<input type="checkbox"/> | 4
<input type="checkbox"/> | 5
<input type="checkbox"/> |
| (18) | I understand the vision and mission of my organisation better now. | 1
<input type="checkbox"/> | 2
<input type="checkbox"/> | 3
<input type="checkbox"/> | 4
<input type="checkbox"/> | 5
<input type="checkbox"/> |
| (19) | Top management support and commitment is important in building effective teams. | 1
<input type="checkbox"/> | 2
<input type="checkbox"/> | 3
<input type="checkbox"/> | 4
<input type="checkbox"/> | 5
<input type="checkbox"/> |

(20) Please list the **ADVANTAGES** and **DISADVANTAGES** of the “ Team Dynamics” program. (Please write in separate sheet if necessary)

ADVANTAGES:

2) **Feelings of mutual support**
Each man for himself, highly
individualistic.

1234567

Genuine concern for others,
high cohesion.

3) Group goals Poor, not understood.	<i>1234567</i>	Clear to all, understood and committed to.
4) Handling conflicts Use of denial, avoidance suppression.	<i>1234567</i>	Face up to conflicts, differences expressed and tackled.
5) Trust between individuals Withholding of information, low trust and suspicion.	<i>1234567</i>	Common sharing of information, high trust.
6) Control Control is imposed, high use of authority.	<i>1234567</i>	Self-control, high levels of self-direction and shared decision making.
7) Use of resources Poor usage, duplication and time wasting	<i>1234567</i>	Fully used, work interdependently.
8) Leadership Group leadership needs not met.	<i>1234567</i>	Needs met - leadership accepted and respected.
9) Participation and commitment Few dominate, cliquish, low commitment to team.	<i>1234567</i>	High participation and commitment to team.

Assessing Interpersonal Processes

To what extent do team members.....

1) Listen effectively to each other (by summarizing and not interrupting)?

1	2	3	4	5
Not at all	To a small extent	Moderate extent	Great extent	Very great extent

2) Support one another (by assuming others' ideas have merit, providing positive feedback and building on their ideas)?

1	2	3	4	5
Not at all	To a small	Moderate	Great	Very great

. . .

extent extent extent extent

3) Differ constructively with one another (by stating differences of opinion without implying the other is wrong?)

1	2	3	4	5
Not at all	To a small extent	Moderate extent	Great Extent	Very great extent

4) Participate equally in the discussion (by openly expressing their own ideas and opinions)?

1	2	3	4	5
Not at all	To a small extent	Moderate extent	Great extent	Very great extent

5) Discuss how well the group is functioning (by periodically reviewing the process and the behaviours of individuals)?

1	2	3	4	5
Not at all	To a small extent	Moderate extent	Great extent	Very great extent

SECTION D.

PLEASE TICK [✓] IN APPROPRIATE BOX

(1) I have served LLN/TNB for

- | | | |
|----|--------------------|-----|
| 1. | 5 years and less | () |
| 2. | 5 to 10 years | () |
| 3. | 11 to 15 years | () |
| 4. | 16 to 20 years | () |
| 5. | More than 20 years | () |

(2) Age

- | | | |
|----|--------------------|-----|
| 1. | 25 years or less | () |
| 2. | 26 to 30 years | () |
| 3. | 31 to 35 years | () |
| 4. | 36 to 40 years | () |
| 5. | 41 years and above | () |

(3) **Race**

1. Malay ()
2. Chinese ()
3. Indian ()
4. Others ()

(4) **Sex**

1. Male ()
2. Female ()

(5) **Marital Status**

1. Married ()
2. Single ()

(6) **My monthly salary**

1. Less than RM1000 ()
2. RM1001 to RM2000 ()
3. RM2001 to RM3000 ()
4. RM3001 to RM4000 ()
5. RM4001 to RM5000 ()
6. More than RM5000 ()

(7) **My present designation is**

1. Junior Executive ()
2. Executive ()
3. Senior Executive ()
4. Manager ()
5. Senior Manager ()
6. AGM and above ()

(8) **I work in the following Unit**

1. Transmission Maintenance Headquarters ()
2. Transmission Maintenance - (North) ()
3. Transmission Maintenance - (South) ()
4. Transmissin Maintenance - (Technical Development) ()
5. Transmission Project Headquarters ()
6. Transmission Project - (North) ()
7. Transmission Project - (South) ()
8. Transmission Project - (500KV) ()
9. Transmission Operation Headquarters ()
10. Transmission Operation (System Planning) ()
11. Transmission Operation (Telecontrol) ()

- 12. Transmission Operation (Control)
- 13. Business Management Unit

()

THANK YOU

TOGETHER WE STRIVE FOR QUALITY

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