

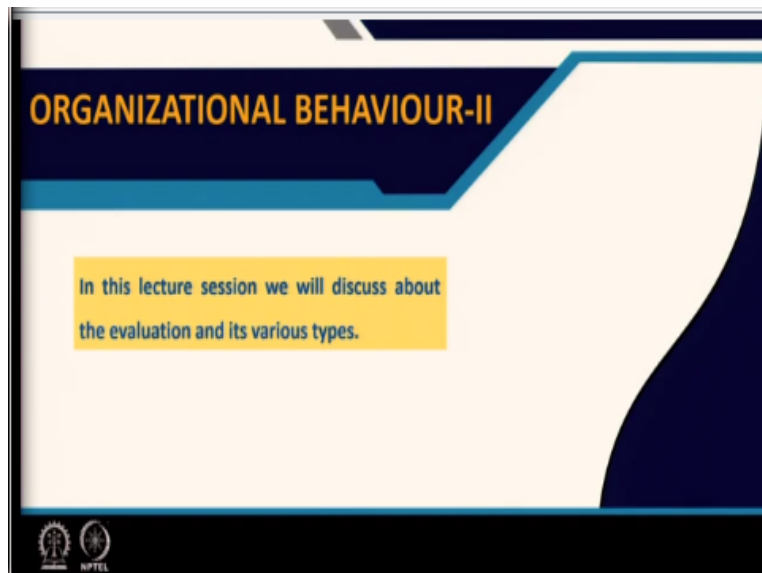
Organizational Behaviour-II
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Lecture-56
Evaluating Teams

Welcome to the last module of this course. And the previous module we were discussing about virtual teams different models of virtual teams and then why it is important, advantages and disadvantages. Now, in the last module it is very important module since we talked about group, teams, conflict, cooperation, communication and negotiation and power and politics and social power and influences, so many topics we discuss.

Now we are getting into an important topic of evaluating the team. Because when we talk about teams, group, we are all have been exposed to an evaluating individual performances, maybe probably at your education institution level or maybe in your current organization itself you have observed what are the ways in which they will evaluate the individual performance. Now we are going to talk about evaluating the teams. So, for that we are going to build the foundation about understanding what is evaluation?

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In this lecture, what we are going to do is, we are going to talk about what is evaluation? And it is various types and we will also see the characteristics of the evaluations and principles of evaluations. That will set up a foundation to understand why in an organization setup irrespective of that is for an individual or a team context, why evaluation is important? And how organizations are making it important practice a part of their assessments?

So, let us try to understand the concept of evaluation and it is various types of evaluations. And in the subsequent lecture series; we will be talking about specifically about different techniques and methods. And we will also talk about how do we reward the teams, because rewarding is always an outcome of the results of the evaluation. So, let us try to understand what is an evaluation in this lecture?

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Evaluation: Introduction

It is a method of determining the extent to which established goals or objectives have been achieved.

Evaluation is the wider term and play a very important role in organizational behaviour. Assessment of the employees' performance requires the use of appropriate techniques of evaluation. To evaluate means to characterize the work or value of something.

Handwritten annotations on the right side of the slide:

- Goal / Target / Task
- Assessment
- Inefficiency
- Behaviour

The slide also features a small video inset of a speaker in the bottom right corner and logos for NPTEL at the bottom left.

Now the moment we hear the term evaluations, we are very certain that yes, I am going to be evaluated, I am going to be assessed. So, this is nothing but it is a method to determine the extent which the goals or objectives are achieved, because maybe in your near college context, where when the evaluation meaning what is the evaluation? So, evaluation is always about assessing your ability to observe the concept taught in the class or your knowledge.

So, they will be evaluated against your ability or how much you have been able to learn, you are able to observe the concept. Whereas in the work context, what has happened? In every work

context, there is always a goal, every individual or a team has always given you the goal or a target or probably you can also call as a task. So, there are a number of tasks given and there are goals, associated goals and targets are given. Now, what is this evaluation?

We are trying to understand whether the individual or a team is able to achieve the goal whether they are able to achieve the already set preset goals or not, whether they are able to deliver the task or not. So, that is where the comprehensive evaluation comes into picture. When you talk about evaluations, which is a broader term because it plays an important role in an organization behaviour.

Because unless otherwise you do not assess the employee performance or the team performance, it will be very difficult for you to make your organization grow. Because without evaluations what will happen the evaluation always have 2 components, one is about yes, assessment is 1. But what is also it does is, it also trying to find out is there an inefficiency or deficiency because unless otherwise you do not do the assessment, if you do not find out is there any existence of the inefficiency or is there a deficiency?

Then it will be difficult for an organization or for a manager to give a valuable input or a feedback, so as to enable them to achieve the goal. So, it is primarily an important activity in any context, organizations or a small group or a bigger group or an individual level, evaluation is very, very important. So, now having understood that, yes, evaluation is important, choosing a right tool or right assessment techniques even all the more important.

Because how am I going to evaluate somebody which is to be really determined when what kind of a tool, what kind of a methodology I am going to use to evaluate somebody because let us say I am going to evaluate somebody but I am going to use inappropriate tool or inappropriate methodology. Eventually, what is the outcome of that measurement activity or an assessment activity?

You are going to measure something which is not intended to measure or probably we are missing to measure what we are really interested to measure. So, when the concept of evaluation

is always trying to understand characteristic work or value of something. We are trying to understand the value of something or an activity done by an individual or a team.

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Definition of Evaluation

'Evaluation is a process that critically examines a performance. It involves collecting and analyzing information about an employees/team activities, characteristics, and outcomes. Its purpose is to make judgments about a performance of an employee/team, to improve its effectiveness, and/or to inform programming decisions.' (Patton, 1987).

So, let us understand the specific definition of evaluations. So, evaluation is a process, it is not an one activity, it is always a process, it critically examines a performance. So, performance here you can refer to an individual or you can also refer to a team. It involves various types of activities, what are that activity collecting, yes, when I say evaluating; I need to collect the sufficient information in terms of what that he or she is does or did or maybe what the team is were able to do?

So, I need to collect information that analyzes the information, yes, after collecting the information I need to analyze the information about what? About either an employee or a team on the type of activities they did and their characteristics and the outcomes. So, this is a process of collecting, analyzing the information about an employee or a team about their type of activities they carried out and their characteristics and an outcome.

It says a purpose, what is the purpose of this evaluation? It is a purpose is to make judgment, meaning that there is an assessment and an outcome. I am going to judge whether this person were able to effectively carryout or effectively able to meet the goals or able to reach the target

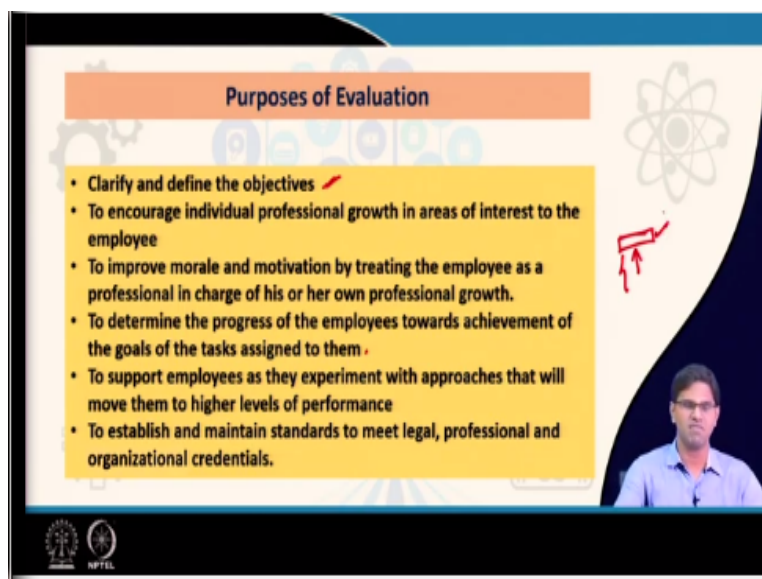
which is been set about a performance of an employee or a team to. What are the purposes? It also has to improve effectiveness or inform the programming decisions.

So, by way of the outcome of the evaluations through which you will be able to understand. Where is the deficiency? As I said in the previous slide, yes, there can be a deficiency, there can be an inefficiency. So, by observing that, by evaluating that you can give inputs to the ways in which you can improve upon or how you can actually move from this level of performance to the higher level of performance.

Then also provides lot of programming decisions, meaning that it will provide insights the managers or the management to talk about ok, what has to be done? Now probably the inefficiency or deficiency owing to the resources, maybe resources are not adequate, not sufficient. Now what should I do? As a company, as an organization's, as a manager I need to provide the necessary input in terms of a resource. It can be financial resource, it can be technological resource, it can be machinery, it can be human resource.

So, as to improve the existing performance, that is where everybody is interested in. One is yes, how good they are doing? Next is how good we can make them do? So, that is a outcome of evaluation.

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The slide is titled "Purposes of Evaluation" and features a list of six bullet points. The text is as follows:

- Clarify and define the objectives
- To encourage individual professional growth in areas of interest to the employee
- To improve morale and motivation by treating the employee as a professional in charge of his or her own professional growth.
- To determine the progress of the employees towards achievement of the goals of the tasks assigned to them
- To support employees as they experiment with approaches that will move them to higher levels of performance
- To establish and maintain standards to meet legal, professional and organizational credentials.

The slide also includes a small video inset of a man in the bottom right corner, a red arrow pointing to the second bullet point, and a stylized atom icon in the top right. Logos for IIT and NPTEL are visible in the bottom left corner.

So, now having understood the concept, we will try to understand the purposes of the evaluation. So, purpose of the evaluation is to clarify and define the objective. So, when you talk about an evaluation, I cannot just simply ask somebody to do something and then evaluate, no. So, generally in any organization context or in any team perspective or even in any other setup you take it, so you are always evaluated against the predefined goal.

So, this purpose of evaluation, evaluation starts with an activity clearly clarify and define the objectives, what you are going to do as an employee, as a member in a team or as a team what are your objectives, what are your goals? Then it also to encourage individual's professional growth in areas of interest to the employee, probably you wanted to grow and you want to learn, you wanted to up skill you are some of these skills you want.

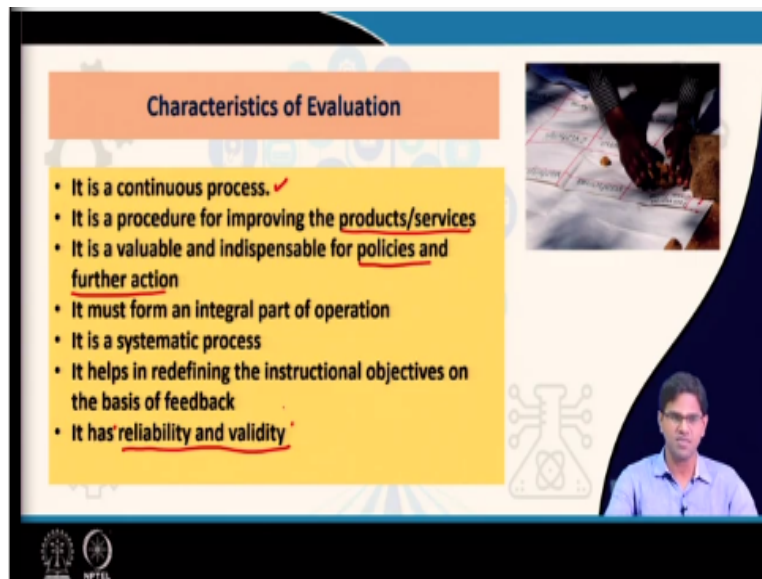
I want to learn new skills, new abilities you want to develop then the evaluation is also improve the morale and motivation. How does it do? Because when you are able to when an organization evaluates somebody's performance, the outcome is that yes, your performance will be recognized. You will be provided an incentive or probably you will be provided a promotions or maybe rewards, in some other forms a company is going to and or reciprocate by way of providing certain benefits. So, what is happening?

It will also motivate you that yes; if I do my organization is going to respect my performance or going to value my performance. Then it was also to determine the progress often employee towards the achievement of the goals or a task assigned to them. Yes, of course by evaluations, what you are trying to do employee were able to determine, whether am I able to move towards a goal? Am I able to perform or maybe able to live up to the expectation of my organization's or my managers or my team?

And the evaluation will also to support employees, sometimes they made out a experiment, maybe some challenging task has been given. So, you want to do experiment with approach that whether this is actually paying off, this is really working or not. By evaluating I know that yes, it is working or not working and this evaluation also to establish and maintain standards to meet legal professional organizational credentials.

And every evaluation as I said there will be a set goal. So, it will be against a standard you will be assessed. So, let us say this is a standard and against you are expected to reach this standard. So, you will be evaluated to see how far you are able to achieve this standard or are you able to meet the standards or not? So, that is the purpose of the evaluation.

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The slide is titled "Characteristics of Evaluation" and features a list of seven characteristics. The text is as follows:

- It is a continuous process. ✓
- It is a procedure for improving the products/services
- It is a valuable and indispensable for policies and further action
- It must form an integral part of operation
- It is a systematic process
- It helps in redefining the instructional objectives on the basis of feedback
- It has reliability and validity *

The slide also includes a small image of hands reviewing documents and a small inset video of a man speaking. The NPTEL logo is visible in the bottom left corner.

Now let us try to understand the characteristics of the evaluation. One is, it is a continuous process as I said yes, evaluation is always a continuous process, it is not a onetime activity. People might feel that yes, it is a onetime activity but for that one time activity, there are a lot of efforts being made, right from aligning with what is the goal, each team or an employee is going to do? How do you evaluate? What kind of a method you are going to use?

What is the tool I am going to use? Who is going to measure it? How you are going to evaluate? Let us say I have collected or gathered a information, now how I am going to process the informations? What is the outcome of this information processing? Then how I am going to communicate the decision to the employee? So, it is a continuous process, it is a procedure for improving the product or a service.

Yes, of course at the evaluations you will definitely provide an input to improve the existing performance in terms of maybe if your company is developing a product or maybe delivering a

service because of the evaluations you will be able to improve your ability to perform the service in a much better way, grow from one level to the next level. And it is also valuable and indispensable for policies and further action. Yes, because based on my evaluation and assessment, you as a manager or your company will be able to understand what kind of changes is required.

What kind of a support system is required or the existing support system is sufficient or not? What kind of a changes, further action I as a company or I as a manager or I as a member to know what kind of changes to be required. And evaluation must form an integral part of an operation. So, in every operation, yes, evaluation should be one of the important activity. It can be a small project, it can be bigger project based on the volume of the business or the volume of the project or maybe the size of the project, in terms of number of employees irrespective of whatever it is the evaluation should be integral part of any operation and it is also systematic process.

And it helps in redefining the instruction objectives on basis of the feedback. Now providing the feedback based on the feedback you will be able to redesign the way it has to be done and your evaluation tool has to be reliable and valid. So, we will discuss in detail, when we go for what kind of a tool and techniques when we discuss. We will touch upon what is his reliability and validity? Every assessment tool or evaluation tool should be reliable and it should be valid, meaning that, yes, what I am measuring is valid. So, valid in terms of the measuring or the predicting the future performance of the employees or a team in an organization.

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Types of Evaluation

The evaluation has been categorized into following two types

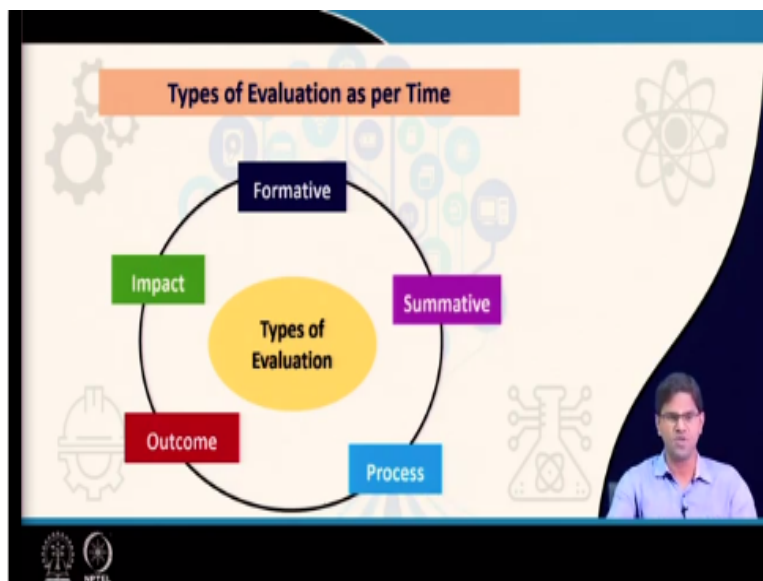
- As per quality of evaluation and
- As per time of evaluation

Types of Evaluation as per Quality

As per quality of evaluation it is classified into two types, such as Quantitative and Qualitative

Next, we are going to broadly classify these evaluations. So, how we are going to classify broadly? In terms of based on the quality of the evaluation and also time evaluation. So, based on these 2 larger parameters we are going to classify. Let us say as per the quality what are the different types of evaluation? One is a quantitative and a qualitative evaluation. Quantitative in terms of measuring maybe objective way of measuring, in number of tasks being delivered, a number of sales volumes, may be very specific and quantitative in terms of number. Qualitative maybe in terms of interviews or a discussions or observations it is going to be a qualitative method of evaluation.

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Now as per the based on the time base when you are going to do the evaluations. So, there are 5 types, one is formative evaluation, summative evaluation, process evaluation, outcome evaluation and impact evaluations. So, we will see in detail about each of these a type of evaluation.

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The slide is titled "Types of Evaluation" and features a yellow background for the main text. It includes a decorative atom symbol in the top right and a small video inset of a man in the bottom right. The text describes formative evaluation as an analysis of specific interventions and their importance, with a focus on the process of implementation. It lists two key activities: need assessment and implementation evaluation.

Types of Evaluation

❖ **Formative evaluation :**

It analyzes the response to specific intervention looking at the particular piece of action plan and the relative importance to a large extent.

The aim of this evaluation is to focus on the process of carrying out the action plan. This evaluation includes-

- ✓ **Need assessment:** It determines who **needs** the program, how great the need is, and what can be done to best meet the need.
- ✓ **Implementation evaluation:** It examines the process of implementing the program and determines whether the program is operating as planned. Can be done continuously or as a one-time assessment.

Now let us see what is this formative evaluation? So, what it analyzes sorry, it analyzes the response to specific interventions looking at a particular piece of actions or relative importance were larger extent, so let us understand. So, it is about in a sequence of activities, you have introduced only specific activity and you are trying to measure what kind of changes, what kind of response this specific activity has resulted in.

So, that is what you are trying to do in a formative evaluations, it is not the overall assessment you are going to do, your intention is to focus on the specific intervention you made, what does that specific intervention? What does the specific activity have done which is a resulted in, now outcome of that intervention activity. So, this is focus of carrying out an action.

So, this evaluation includes 2 important activity, one is a need assessment, what is this need assessment? It determined who needs the program or probably what has to be done how important that need when you are talking about the need assessment for organizations maybe for a project, let us say that specific activity. Why this need is important and is it for a people

improvement or a process improvement or maybe a service improvement or maybe outcome oriented?

So, now you will do a need assessment. Then implementation evaluation, so, now it examines the process of implementing the program and whether the program is operating as planned. So, you are trying to have 2 important activity one is about a needs assessment whether this specific set of activity is essential required or not? If required for whom it is required, whether it is for people or whether it is for a process or whether it is for service related?

Then you will also see the implementation evaluation, whether the implementation is being evaluated as planned. Because I design maybe some flowchart maybe a sequence of activities, whether the flowchart has been followed strictly or the sequence has been followed or not that will be integral component of this formative evaluation.

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Types of Evaluation

❖ **Summative evaluation :**

Evaluates the progress towards an established outcomes. The aim of summative evaluations is to focus on the achievements or lack of achievement of outcomes by looking at more than one employee's performance to see how well as group did.

It should be completed once the programs are well established and will tell about to what extent the program is achieving its goals.

→ Deficiency / Inadequacy

Now let us see the summative evaluations. So, this evaluate this summative evaluation is different from the format evaluation in terms of how? This evaluates the progress towards established outcomes. So, there are outcomes which have been established now, how far we are able to progress towards these outcomes? The aim of this evaluation is to focus on the achievements or probably a lack of achievement of an outcome.

Now whether it is about whether able to achieve or inability let us say not able to reach, we are trying to find out in a deficiency or probably inefficiency. Okay? So, this what we are trying to understand in this summative evaluation. Looking at more than one employee performs whose see them how well group did.

As a team, whether we are able to achieve the outcomes or not able to achieve the outcome. So, it should be completed once the program or a set of activities are well established. And, so that it will tell you about the extent to which the program is able to achieve it is goal or not. So, it has to be completed once the program are well established, the ones we are able to set up the things then you pre evaluate whether you as a team or you as an employee were able to perform or not.

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Types of Evaluation

❖ **Process evaluation :**

It analyzes the process of implementing the program and determines whether the program is operating as planned. Can be done continuously or as a one-time assessment.

A process evaluation of an organization or team may focus on the number and type of employees/members reached and/or determining how satisfied they are with the programme.

Then the next one is about a process evaluation. So, previous one we talked about, first one is talked about a specific intervention, second one we talked about the established outcome, now we are trying to talk about the process. So, these are the way we are carrying out a activities that we call it a process. So, it analyzes the process of implementing the program or the activities you do and determines whether the program is operating as planned.

So, now I am trying to see one is about yes, this is the end outcome. And this is a starting let us say now we decided planned and everything and this is the end outcome. Now in these evaluations, we are concerned about this here not this and not the established outcomes. Okay.

We are focusing on the process evaluations, okay, so there is an end outcome for that you have decided to carry out let us say A leads to B leads to C and that leads to an outcomes.

Now, we are interested in assessing whether we are able to go as planned, whether are we going with A to B to B to C or not? So, this is what we are focusing on the process evaluation. So, we are trying to focus whether we are going to follow a sequence of activities been really followed or not? It can be done continuously or at an one time assessment whether we have done in a process been followed or not?

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The slide is titled "Types of Evaluation" and is divided into two main sections. The left section, on a yellow background, defines "Outcome evaluation" as an investigation into the extent to which a program achieves its outcomes, specifically mentioning "short-term and medium-term changes in program employees of which result directly from the program." It provides an example: "For example, organizational outcome evaluations may examine improvements in employees' knowledge, skills, attitudes, intentions, or behaviors." The right section features a video inset of a presenter and a diagram. The diagram shows a box labeled "Team" with an arrow pointing to a box labeled "Outcome". A handwritten red circle around the "Team" box is labeled "Mid-Project (Goal)", and another red circle around the "Outcome" box is labeled "End Project Outcome". The NPTEL logo is visible in the bottom left corner of the slide.

Next reason outcome evaluations. What is the outcome evolution? As we already said we focus on the process, now we are focusing on a outcome. So, in this evaluation, what we are seeing is what extent the program or the team or an employee is achieving it's outcome? So, as a team you have been formed as a team, there is a purpose, purpose is nothing but your goal, goal is nothing but your outcome.

Now, whether this team is able to achieve this outcome or not? So, these outcomes can be classified you can do this in multiple forms, maybe short term or a medium term changes, can be for example- maybe you wanted to assess this goal maybe mid project outcome, many organization used to evaluate. Mid project outcome I mean end project outcomes, probably you want to do it in a two different instances.

So, when you do this in organization outcome evaluation may examine for improvements in employee knowledge, skills and attitudes, intentions or behaviours also. Because when we talk about in evaluating the performance maybe if they are reaching the outcome, there are benchmarking. We can go with yes, what are the good behaviours, attitudes or the knowledge skills are required to repeat the best performance.

Or otherwise, if you are not able to achieve what are the deficiencies? What are those behaviours or knowledge skills which are essential, which are required so as to make your performance better? So, now there is an outcome evaluation is based on the focusing on the outcome of whether you are able to achieve the goal or not.

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The slide is titled "Types of Evaluation" and features a yellow background for the main text. The text defines "Impact evaluation" as determining broader, longer-term changes resulting from a program, such as net effects on schools, communities, organizations, society, or the environment. It also notes that organizational impact evaluations may focus on educational, environmental, or human health impacts. To the right of the text, there is a small illustration of a person at a computer and a diagram showing a flow from "Goal" to "Impact" to "Performance". Handwritten red notes in Hindi are present: "Goal and Purpose" with arrows pointing to the diagram, "Impact on Stakeholders" with an arrow pointing to the "Impact" box, and "Specific Achievement" with an arrow pointing to the "Performance" box. A small video inset in the bottom right corner shows a man speaking. The NPTEL logo is visible in the bottom left corner.

Next is about impact evaluations. So, what is that impact evaluation? Yes, I have done something, I have carried out something, now I wanted to see what that is actually intended to create a develop or have an impact on the purpose. So, it can be long term changes occurred as a result of the program or maybe a short term impact. Maybe for example, you have carried out a project which is going to improve the working conditions or probably the interactions pattern within the organization setup.

Imagine, I am trying to run projects which are focusing on how to improve the interactions pattern between the employees. Now I have done a project, I have implemented it; I completed the project, now we are trying to see the impact evaluation. I am trying to see whether this project was actually improved or increased or enhanced the interactions pattern within my employees. So, this is specifically with respect to what kind of impact it is creating.

So, these can be organization impact evaluations may focus on environmental quality and human health impacts of the programs. So, this will be focusing on the specific aspects you can refer to different context based on your organizations or what kind of work you do? You will be able to refer to what kind of impact it intends to create? It is not about the endpoint of the project; this is an endpoint of the project.

Now what we are trying to see in this is, I am trying to evaluate after this, I am trying to assess the impact on stakeholders, stakeholders or specific functionalities. What I was interested in seeing the change, that change has been realized or has been created or not? That is what we are trying to see in the impact evaluation.

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Principles of Evaluation

- ❖ What is to be evaluated should be clearly stated.
- ❖ For a comprehensive evaluation a variety of techniques should be used.
- ❖ Evaluator should have idea about the limitations of different evaluation techniques.
- ❖ Appropriate evaluation techniques should be applied as per characteristics of programme.
- ❖ Evaluation is a means to an end but not an end in itself.
- ❖ Evaluation helps to cite specific examples of satisfactory and unsatisfactory performance.
- ❖ Assessment of performance in relation to behaviourally stated work goals.

The slide also features a hand-drawn diagram of a molecule with letters A, B, C, D, E, F and a small inset photo of a man in the bottom right corner.

Then some of the principles of the evaluation, what is that, what is to be evaluated should be clearly stated. So, for an any early employee or a team, it is important that you should know against what you are been evaluated. You as an employee or you as a team should know before

you start your work that ok; against this let us say A, B, C. These are the parameters against which you will be evaluated.

I cannot be masked and then say you do, then I will come back and then say finally, say ok, you have carried out D, E, F, sorry I am going to evaluate on A, B, C's, no. So, for evaluation you should clearly indicate or communicate the on what parameter and what aspect you are going to evaluate the individual employee or team, so that has to be clearly stated.

Then for a comprehensive evaluation, a variety of techniques should be used. So, it is always better that if you are able to come up with more than one technique to assess the comprehensive evaluation. If it is only one aspect of it, yes fine with going with one tool or one technique may be sufficient enough to measure it or evaluate it. But in case if you are talking about the larger ones, then you should go for a variety of techniques to evaluate. Now, then comes who is going to evaluate? Now we talked about what is to be evaluated should be clearly stated then the tool we talked about.

Now, who is going to use the tool dimension? The evaluator should have an idea about the limitations of different evaluation techniques. So, the evaluator should be trained and have a knowledge about, okay, what are the limitations of these evaluation techniques? So, that this person will appreciate that yes, this technique probably have certain limitations that I should give the benefit to the assesses or maybe who I am going to evaluate.

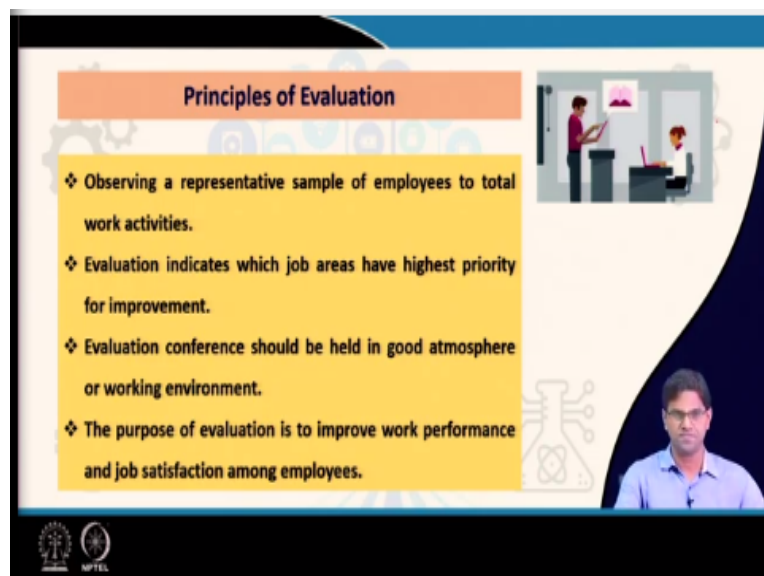
Then, appropriate evaluation techniques should be applied as per the program or as per the requirement. So, it is a responsibility of an organizations and as a manager, yes, you should choose the right technique to evaluate it. So, how I have to evaluate? Let us say for example, you are trying to focus on the interactions pattern and probably you should go for more of a qualitative or observations oriented technique rather than going for an outcome based maybe at the objective numbers.

Then evaluation means is to an end but not an end itself, because as we say there is always a scope for improvement when you are talking about. So, evaluation helps to cite specific

examples of satisfactory and unsatisfactory performances. So, the evaluation should identify the best practices and also where you would be able to see ok, this is a very satisfactory outcome and this is unsatisfactory out of where there is an improvement.

And ok, how do you say this is best and this is not a best performance, so that is what it has to provide. And assessment of performance in relation to behaviorally stated work also. So, your assessment of the performance should be related to whatever the behavioural related work goals has been set, it has been against that set goals.

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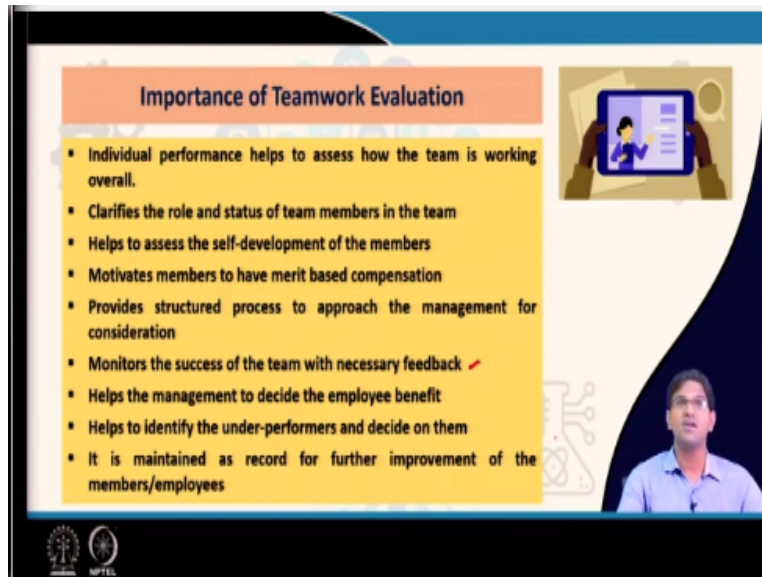


Then, next one is a observing a representative sample of employees to total work activities. Now you have to choose the representative sample of employees to the total work activity, we cannot you have to choose the right representation to evaluate a certain activities or at a certain programs. The evaluation also indicates which job areas have highest priority for improvement. So, evaluation should always have a scope for identifying the areas for improvement, not necessarily to find a fault or identify only negatively oriented, it is about to identify the areas for improvement.

Now organizations are also going to evaluation conferences should be held in good atmosphere or working environment. Meaning that you need to appraise or train or orient the evaluators and also the assesses who is going to go through these evaluations. The purpose of the evaluation is

to improve the work performance and job satisfaction among the employees. So, that is the important scope of the purpose of the evaluation. So, it is about to improve the work performance and the job satisfaction among the employees.

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The slide is titled "Importance of Teamwork Evaluation" in an orange header. Below the title is a list of 10 bullet points on a yellow background. To the right of the text is a small illustration of a person holding a tablet. In the bottom right corner of the slide, there is a small video inset showing a man in a blue shirt speaking. At the bottom left of the slide, there are logos for IIT Bombay and NPTEL.

- Individual performance helps to assess how the team is working overall.
- Clarifies the role and status of team members in the team
- Helps to assess the self-development of the members
- Motivates members to have merit based compensation
- Provides structured process to approach the management for consideration
- Monitors the success of the team with necessary feedback ✓
- Helps the management to decide the employee benefit
- Helps to identify the under-performers and decide on them
- It is maintained as record for further improvement of the members/employees

So, why this teamwork evaluation is important? So, of course each individual employees are always assessed. Now, when you are talking about team evaluations, why teamwork evaluation is important? Because individual performance helps to assess how the team is working more on. Now when we talk about individual in a team member and we are collectively also trying to measure the overall.

So, that we know that how team is working for overall. And it also clarifies the roles and status of team members in a team. So, when we evaluate the teamwork, you will be able to identify what are the roles each individual plays and what level of status these people have whether high status or low status individuals in the team. It also helps to assess the self development of the members when we were talk about the team work assess evaluations, he will provide an input to assess self development of the members.

Then, it will also motivate members to have a merit based compensation. So, yes, as a team we are performing, then it will also help you to come up with compensation where organization can

give a merit based compensation structure or maybe a reward and incentive. And it will provide a structured process to operate the management for consideration.

Because when you talking about a team work you cannot always only talk about the individual performance, we also have to consider the team performance. And it will monitor the success of the team with the necessary feedback. Well, yes, it is important unless otherwise you do not evaluate the whole team work, if you are only evaluating you form a team but still you evaluate only the individual, do not consider the team work then you are missing out.

So, you have to monitor the success of the team. So, that we will be able to provide a specific feedback and it helps management to decide the employee benefits. What kind of a benefit I should say, whether it should be a team level, team level incentive system are a group incentive system or an individual incentive system. So, when you want to promote more collegial team environment probably you as a company you can promote more group incentive in the, so that collective efforts are appreciated, not individual alone.

It also helps to identify underperformers and decide on them. So, in a team you might observe that yes, when you are assessing the overall team performance; you will also assess what is the individual contribution towards the team success. In this way you will be able to classify and identify who are those best performers, who are not that best performers or areas for improvement is required and all that?

You will be able to decide what you have to do? Are you going to maybe best performance will be incentivize and then the people with a low performance probably has to provide a training or maybe they may be provided a penalize sessions or in a based on the type of organizations and organization policy. And it is also maintenance record for further improvements of the members and employees. This is why we are interested in evaluating the teamwork.

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Factors Leading to Teamwork Evaluation

- **Individual:**
A team is as good as the individuals who form the team. If the individuals are dedicated towards their responsibilities, then the team would be an effective team
- **Team size:**
It is difficult to determine as to what the optimal team size should be, but it depends upon the complexity of the tasks.
- **Team norms:**
Informal guidelines of behavior that provides some order to team operations. These may be concerning, performance, dress code and so on.

So, what are the factors which are leading to teamwork evaluations? One is about individual yes; I know a team is as good as individual who formed the team. So, if the individuals are dedicated towards their responsibilities. Of course, an individual able to be dedicated committed towards delivering their responsibilities, then of course the team would be an effective teams.

Because everybody is supporting each other member and then each individual is performing well, then your team will be able to realize their goals. Then team size, as we already discussed in the first two chapters, that yes, it will be very difficult to determine, what is the optimal size of the team? But again, when you are trying to measure the task or evaluate their teams at the size of the team also will create a complexity of the task.

Even if it is the task is really high but if less number then if you just saying ok, this team is underperforming, then that will become unfair. So, based on the team size will also create some challenges on how do you evaluate just based on the task. Then team norms, so maybe informal guidelines of the behaviour that has to some order to the team operations, this may be concerning performance, dress code or so on. So, there are team norms you talk about, this will need to what kind of evaluation you do.

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Factors Leading to Teamwork Evaluation

- **Leadership:**
Quality of Leadership is highly influential on the quality of the team. The leader must be knowledgeable, patient and respectful.
- **Cohesiveness:**
Degree of interpersonal attraction among members of the team. It is identified by attitudes such as loyalty, friendliness or willingness to defend the team against outside undesirable interferences.

And leadership, what kind of a leadership quality you have? whether you are able to influence the performance of the team members or the individual members together? and are you able to drive the team to be successful? And you also have to measure the cohesiveness, yes, the degree to which an individual or wanted to be together and wanted to stay the same group, whether the teamwork is also evaluated based on the cohesiveness it creates.

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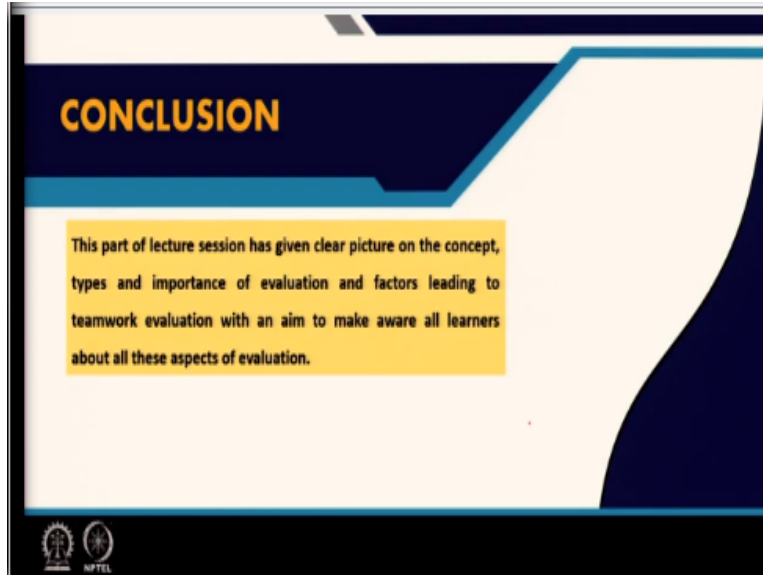
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So, in this lecture, we discussed about the concept of evaluation and we also discussed the different types of evaluations. Then we also discussed about principles of evaluations and we

also discussed about why teamwork evaluation is important? And we also discussed about what are the factors which are leading to teamwork evaluation?

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So, then we will meet in the next lecture, we were going to discuss about different tools and methods of evaluation. Thank you.