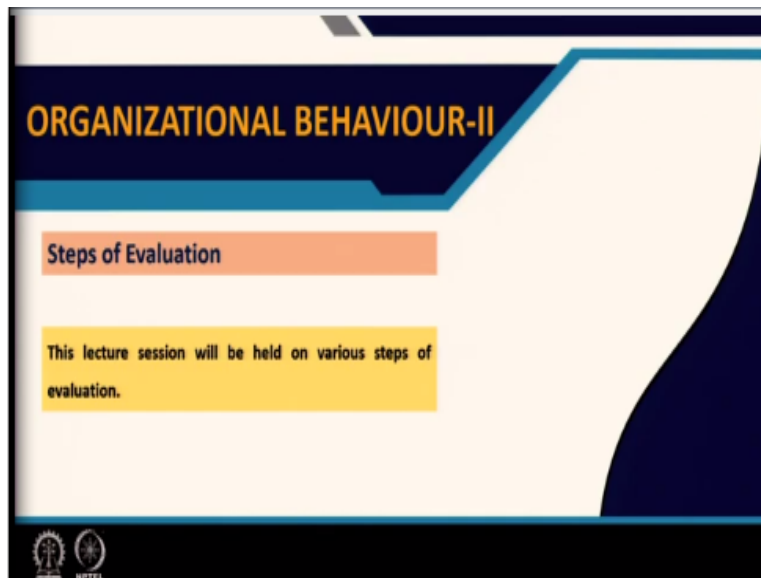


**Organizational Behaviour-II**  
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**Lecture-57**  
**Steps of Evaluation**

Welcome to lecture 2 of the last module. In this lecture we are going to discuss about steps of evaluation. In the previous lecture we introduced the concept of evaluation. We discussed about the principles of evaluation and why teamwork evaluation is important. Now we are going to discuss about a steps involved in evaluation and we are going to discuss in two different forms maybe based on the project or a program based and then individual employee as well as the team.

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So, let us get into the lecture and try to understand what are the steps involved in evaluating the performance of the team or an individual employees or as a project or a program.

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**Steps of Evaluation**

Evaluation is a long-term process that is best used throughout the life of the program/project, not just at the end. Evaluation can be used to prove and improve.

Although programs are operated within the organizational context of accountability and the need to demonstrate outcomes in light of the organizational goals. It is equally important to gather information that will help to improve programs. Accordingly steps of evaluation is designed.

The slide features a yellow text box with the main content, a presenter in a blue shirt in the bottom right, and various icons like a gear and a lightbulb in the background. The NPTEL logo is visible at the bottom left.

So, evaluation is often is a long term process because evaluation is not only done at the end of the project or a program, it can be done in a continuous manner. So, that you will be able to still see whether your team, your organization is able to make the team or a project team to able to realize or able to make them progress towards the achieving the goals or a target. So, let us try to understand the different steps now.

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**Steps of Evaluation**

Five stages of an evaluation. They are -

- Formulation of the mandate or terms of reference ✓
- Preparation ✓
- Implementation ✓
- Using the findings ✓
- Assessing the usefulness ✓

The slide features a yellow text box with the list, a small image of a hand moving blocks in the top right, a presenter in a blue shirt in the bottom right, and various icons like a gear and a lightbulb in the background. The NPTEL logo is visible at the bottom left.

There are 5 stages of evaluations, when you talk about in evaluating the project or a team performance; first is about formulation of the mandate or terms of reference, meaning that yes, against what I am going to evaluate my team or my project or my employees. Then yes, after I

determine and then I need to go to the preparation files, what I have to prepare for evaluating the performance of a team or an individual employees?

Then how I am going to now is this preparation going to make then about the implementation, meaning that nothing but getting into the evaluation itself, what I am going to do to evaluate these employees? Then now after the evaluation, I am going to use the findings then assessing the usefulness. We will see in detail in each of the stages what one has to do in the evaluation?

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**Steps of Evaluation**

**1. Formulation of the mandate or terms of reference**

In this stage it is to be decided, what information required and what is to evaluate and for what purpose the feedback will be used. Also, it is to decide that what kind of collaboration between organization or groups and persons will be required for successfully carrying out the evaluation along with terms of actions to be taken up.

Handwritten notes on the slide:

- Set/defined
- Standards
- Intrinsic Performance
- Standards
- Qualitative
- Quantitative
- Constrains
- Time
- Implications

In the first stage, which is a formulation of a mandate or terms of reference? So, in this stage, it has to be decided what information is required and what is to be evaluated for what purpose the feedback couldn't be used? This has to be clearly decided in the formulation stage, nothing but yes, what I am going to evaluate against what standard, what are the standards? When you are talking about what information is required, so what is the standards we are going to use to measure or evaluate?

What are the when the moment we know these are the standards, these are the goals or the activities been expected or the type of performance is expected from them then based on the standards now you are expected to evaluate. Then when you know the standards, you will determine what information is required, to measure the standard what are the informations required?

Then you will also decide what kind of collaboration is required within the team, within the organizations to carry out the evaluation since I am going to evaluate my employees or my team against a standard which is always a defined standard. So, every time when we are trying to measure the evaluations or when we evaluate somebody, we always evaluate somebody against the set standards or a defined standards.

So, what is the defined standards? Nothing, but you as an organization, you would have established certain standards of performance, sometimes it can be quantitative meaning that outcome based the number of let us say some example, number of sales made by the team or revenue generated by the team. Now sometimes it can be qualitative perspective, qualitative in the sense, how well team cohesiveness, then development of trust with between the team members or probably interaction pattern or probably maybe conflict level.

So, now there are many ways you will be measured. So, against the set of standard you will be evaluating the team or an individual employee performance. So, when I talk about the formulations, yes, now you know what I am going to evaluate. So, let us say a number of sales or a revenue generated then you know whatever information is required, then whom I should ask for an information to assess this. That you will do in the first step.

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The slide is titled "Steps of Evaluation" and is divided into two main sections. The first section is "2. Preparation", which contains the following text: "In this stage, the outline of the programmes or its components are identified to identify the scope and extent of responses that can be incorporated in the questions or in the evaluation sheet in order to specify the targeted requirements." Below this, it states: "A detailing of function, activities, operation and link between its result and impact created. Preparation is needed on how the findings could be assessed and analysed". To the right of the text, there is a small image of a group of people and a diagram with handwritten red notes: "Chain of", "Trust", "Conflict", "Team -> Quantitative", and "Information". In the bottom right corner, there is a small video inset of a man speaking. The slide also features the NPTEL logo in the bottom left corner.

Second step the preparation phase. So, in this preparation phase you have to outline the project they are doing or its components to or identify. To identify the scope and extent of response there can be incorporated in questions or evaluation sheet in order to specify the targeted requirements. For example, now I wanted to measure let us say talking about a qualitative aspect as I said maybe cohesiveness or a trust between the team members or the conflict level.

Let us say I am going to try to see on this, evaluate on this. Now I need to develop, incorporate, what kind of things I should be in decide or develop in terms of measuring the tool. So, that I will be able to assess or measure the cohesiveness of the team or the trust level between the team members or maybe the conflict in the team.

So, what are the informations that has to be sort and what has to be included part of the evaluation tool, so that I will be able to measure this will be able to evaluate this or get this information to measure this aspect: cohesiveness or trust or a conflict. So, then these are preparations you have to do. So, the preparation also involves tools or kind of questions you have to build or information to be sort.

This is the activity you have to do or the preparation activity you have to do before you carry out the evaluation. Yes, you as a manager or a team member, you have to get into this measure activity to understand what I have to do or what is to be added to evaluate these standards I am referring to. This is just an example or an analogy I am trying to give, so that you will be able to relate in the preparation stage.

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**Steps of Evaluation**

### 3. Implementation

In the implementation stage, necessary actions are taken for conducting evaluation which include-

- Setting up of evaluation teams
- Data collection,
- Data compilation and analysis
- Preparation of final report
- Drawing necessary suggestions

*Handwritten notes:*  
 Evaluators - Orientation & Training -> Tools/Techniques  
 Getting the Information -> Team Members -> Individual Employees -> Other Teams -> Clients/Customers  
 Phrasing, validation, necessity -> Formal Recognition -> Outcome of Evaluation -> Acs, Test, Copy, etc.  
 Improvement -> Plan - Feedback to improve

Now comes implementation stage. Yes, I have already decided these are the 3 parameters I am going to evaluate and I already decided what type of questions, who I am going to ask? So, that I will be able to get sufficient information on these 3 aspects whichever there may be a trust or a cohesiveness or a conflict in the team can be address.

Now, in the implementation stage necessary actions to be taken for conducting evaluations. So, what are those setting up a evaluation team? Yes, you need to choose the evaluators. So, when you say evaluators that they have to be given orientation and necessary training, on what? On tools or techniques used for the evaluation of a team or an individual employee. Then comes once you provide this orientation and training, yes, of course you can engage them on the data collection.

Data collection meaning that getting the necessary information. So, this information can be sort from whom? From the team members, maybe from individual employees or maybe from other teams or from the managers, sometimes from the client, or maybe customers. So, you will be able to get many informations from multiple people. So, when you collect information, so the evaluator have to collect all this necessary informations from a possible people or potential people who can provide information with respect to the standard which we are trying to see.

Then once you collect the information from all the stakeholders, all the people who are related to it, then comes a data compilation analysis. Yes, I have collected the information, now I need to analyze it. Yes, I have collected informations; now you need to do triangulation or maybe you see the validation, then assessing the information. After all this activity: triangulation, validation, assessing the informations then you will get into the preparation of the final report. What is that final report I mean talk about?

Yes, so I mean I am trying to take a decision or outcome of evaluation. So, here what will happen? I will list down, so it can be objective as well as the qualitative perspective. Let us say, yes, achieved let us talk about trust maybe 1 to 5 maybe and I say 5 or probably on a conflict. Conflict is low; it is at 1 that information can come up and then say ok, how good the team is performing? So, my report will provide how good the team is performing, maybe I provide a ratings maybe we will see in the next lecture on what are the different techniques had been used?

Now let us say imagine that will be an outcome, that will be a final report, then we will also take the necessary suggestions and improvements. Let us say after the outcome, what will happen? You will be providing 2 outcomes; one is rewards recognition, positive, if it is able to achieve they are really doing well or maybe you have to provide improvement plan. So, what is that improvement plan? You provide feedback to improve the existing behaviour or your activity that is what you do in the implementation.

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**Steps of Evaluation**

**4. Using the findings**

In this stage necessary revision of the report is made to find out how far the evaluation report has been able to reach its aims.

Also, it has to especially look that administrative and organizational framework are equipped enough to undertake suitable measures in accordance with the findings of the evaluation.

*Administrative*  
*Pay*  
*Retaining*  
*Firing*

*Analytic*

Then using the findings of course, I was discussing that yes, you will be able to analyze the information, then after that you will be able to provide necessary feedback, inputs. And this will be able to make an many administrative or a organizational level decisions, they are equipped to make suitable measures based on the evaluations you make maybe administrative decisions.

Administrative decision with respect to maybe probably pay decision or maybe retaining are firing, many organizations does it. Firing it means sending the teams members out to those are not perform really well. So, now based on the findings, what kind of decisions they make, maybe administrative decision, may be strategic decisions, what kind of improvement plan they can come up with. So, based on the finding's organizations can take a different type of a decisions.

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### Steps of Evaluation

**5. Assessing the usefulness**

In the final stage, organization has to assess the necessity of the data collected and has to justify the usefulness of the findings and shortcomings found in the evaluation report.

Then assessing the usefulness, yes, organizations have to assess the necessity of the data collections and then as to justify how useful the findings are? Whether this information is sufficient to understand how the team is performing? How the team members are able to contribute towards the performance of the team? Based on that you will be able to suggest the improvement plan or what kind of an improvement these team members can make. These are the different steps in the evaluations.

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### Other Steps of Evaluation

|                       |                                                                                                                                                                                       |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Planning</b>       | Step-1. Defining the purpose and scope ✓<br>Step-2. Specifying evaluation questions ✓<br>Step-3. Specifying evaluation design ✓<br>Step-4. Creating action plan for data collection ✓ |
| <b>Implementation</b> | Step-5. Data collection ✓<br>Step-6. Data analysis ✓<br>Step-7. Data inference/findings ✓                                                                                             |
| <b>Feedback</b>       | Step-8. Dissemination of information ✓<br>Step-9. <u>Feedback collection for improvement</u> ✓                                                                                        |

Now we are going to see the other as I said there are 2 different ways we are going to look at. Now there are also other methods of steps and evaluations. Let us say here there are broadly 3;

first is about planning where there we started with preparations and then we went on with implementation, the formulating preparations and implementing and assessing the usage. Now here we are going to do the planning, implementing and feedback.

This is how the largely at 3 levels and but there are in each of the level there are multiple steps involved. At the planning stage what are the steps involved? Defining the purpose and scope. Yes, as I said it is about the whole it is kind of a cycle. So, when you talk about the evaluation, it is always about the cycle. So, how does it cycle I can explain you on the cycle? Let us say how does a goal have been, generally for a team goal, how does the team goal comes?

Let us say organization has a goal, now what will happen generally? This is the first step in a cycle; so I will come and see connect this here now. Now with the organization goal, I translate this goal into team goal. So, meaning that organization alone goal and they will break down into multiple teams or maybe then we will come at team goal. So, team goal when we come back with a team goal, that becomes a purpose and each team goal we will also have now comes set of expected behaviour or probably set of behaviour or activities, so that it will be able to reach the goals.

Now, what will happen? Here once you know this becomes a standard, this is a standard because team goal has been translated into to reach the team goal you are defining what type of behaviour or what type of activities has to be carried out, so that you will be realize the goals. Now it is kind of a drop down approach. Now, as I said that standard now, I am coming to see evaluation, I am say ok, provide the resources.

Next comes resource; I am expecting this behaviour and activities. Now, I need to provide a resource; support resource. Now after I provided it, I need to evaluate whether they are able to exhibit the standards and the evaluations there can be 2 outcomes. One is yes, a positive means the reward we give or the performance improvement process then it becomes a cycle, so it will always a cyclic process.

So, from the in a larger organization goal, it will be brought down to a team level goal then from the team level goal router is the team level goal by with a certain specific behaviour and activities. Then based on the behaviour and activities for to bring do this behaviour or activities, you need to provide a necessary support resource in terms of financial resource or a technical resource or a human resource.

Then after giving that you will evaluate then it is a cyclic process, now you come back and map here. So, here we see that defining a purpose and scope. So, this you say talk about standards, when you talk about standards and scope of the evaluation, what is the scope? Then you have to specify the evaluations question, so what are the evaluations questions? and what are the informations that is going to be sort during the evaluation or during the assessment of the team performance or the individual performance?

Then specifying the evaluation design, what kind of design you are going to do with? There are multiple designs we have qualitative or quantitative assessment and then creating an action plan for data collection. After I decide how I am going to collect the information? Then in order to come up with a action plan for data collection, how I am going to carry out to collect the information.

Then comes implementations. So, after you decided to how you are going to do the action data collection? Now you have to go for actual data collection, means gathering the sufficient information or necessary information then go for data analysis. Yes, after you collect the informations, you analyze the collected information, then you go for inference and findings, meaning that assessment. Then you will communicate the outcome, so that is feedback.

Dissemination of information, yes, I communicate the outcome. Outcome in terms of whether the team is getting good or not or maybe they have to improvement. Now, I also provide feedback for the improvement, yes, I should provide after communicating the decision about their performance, then I also should provide them sufficient or necessary or a specific feedback or can sometimes you can also call it as a continuous feedback system. To create a continuous

feedback system, so that now you will be able to help team to perform well. So, we will see these steps in detail.

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The slide is titled "Other Steps of Evaluation" in an orange header. Below it, a yellow box contains the text for "Step-1. Defining the purpose and scope". The text explains that the scope of evaluation must be determined, whether narrow or broad, and can also be very broad, reflecting the team's or agency's mission. To the right of the text is a cartoon character with glasses sitting at a red desk with a laptop, surrounded by question marks. In the bottom right corner, there is a small video inset of a man in a blue shirt speaking. The slide also features decorative gear and circuit icons in the background and logos for IIT Bombay and NPTEL at the bottom left.

So, now in the first step defining the purpose. So, you have to clearly determine what is the scope of your organization? What you are trying to evaluate? Are you going to evaluate the objective performance in terms of the revenue generations or the sales volume, what you are trying to measure? Or you are going to see how team is able to work well with the clients or customer. So, you have to decide what you are going to evaluate. So, at this stage you have to determine what is the scope of evaluation? So, this sometimes evaluation is very broad, you need to be very specific to determine. For this evaluation, what is the specific objective? What you are really going to evaluate?

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**Other Steps of Evaluation**

**Step-2. Specifying the evaluation questions:**

It is important to draft evaluation questions clearly and completely. Evaluation questions take many forms. Perhaps the easiest is to think of the evaluation questions on a small scale, like learner objectives. Gradually it can be developed for broader aspects.

Evaluation questions are often broader and are focused on the larger picture or goals of the program rather than a small component of it.

The slide also features a small illustration of a person with a speech bubble, a document icon, and a checkmark, and a video inset of a man in a blue shirt speaking.

Once you define, then you have to specify the evaluation questions which is a important to draft evaluations questions clearly and completely. Because it is very much important to see whether you are able to create a set of questions that will comprehensively get all necessary information to evaluate the purpose. Maybe what you said, now this is what you really want to evaluate whether you have built a questions or a set of questions that is going to evaluate what you are intended to measure.

Then sometimes evaluation question is often broader or focused on larger picture or goal of the program then with small component of it. Then you have to specify what are the evaluation questions you are going to go with.

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**Other Steps of Evaluation**

**Step-3. Specifying the evaluation design:**

The evaluation questions determine the nature of evaluation design and when to collect data. It can be collected immediately after an intervention or after it is completed, during its implementation, several times throughout the program's implementation, or several years after a program has been completed.

If the organization is interested in detecting program impact or change on certain attributes, it may try to collect data both before the intervention and after the intervention.

Then specify in the evaluation design. See evaluation questions will determine the nature of evaluation design and when to collect the data. So, as I said maybe if we are decided to go on a qualitative aspect, maybe that will determine, yes, you have to go do an individual discussions with a team member, maybe with a team leader or maybe with a customer or may be with the peers, may be by the other department, maybe other functional areas. So, you may have to decide what kind of a evaluation design I am going to go for evaluating my or maybe using this evaluation questions. To whether evaluation questions what design is important, so that I will be able to collect the necessary information.

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**Other Steps of Evaluation**

**Step-4. Creating action plan for data collection:**

Once the questions are specified, the next step is to determine who or what can best provide information that lead to answering the questions. Some potential data sources may include the team members, organizational staff-managers, stakeholders, outsiders, others.

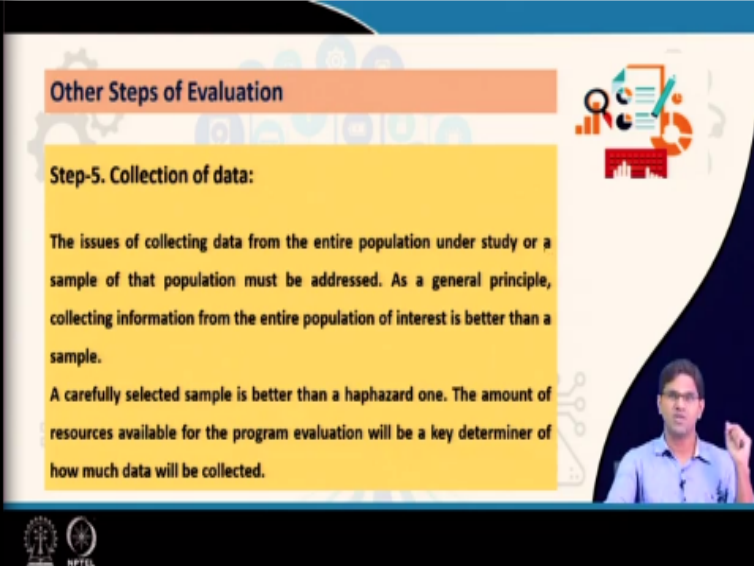
It might also include, the records about organizational program such as number of career development plans completed and signed or time spent on a computerized career development program.

*Customer/Client*  
*Suppliers*

Then you have to create an action plan for the collection of the data. Let us say I have decided the design, now you need to come up with an action plan. Ok, so who are going to be involved? The potential data sources, let us say who are those potential data source? Maybe sometime team members, yes, of course team members, organizational staff managers or stakeholders or outsiders or outsiders maybe I am talking about customers or maybe a client, whom they interact with or work with or maybe sometimes maybe a suppliers to a team.

So, I need to determine where are the potential data sources, where I can get the information about my team performance? Then after identifying who are the potential data sources, then I need to determine how I am going to carry out the actions to collect information from these people? Maybe from the team members, yes, they are within the organization but when I talk about customers or clients, they are outsiders, how I am going to collect the information? So, you have to create an action plan for the data collections. Once you decide on the data collection plan then you have to go for the collection of the data.

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**Other Steps of Evaluation**

**Step-5. Collection of data:**

The issues of collecting data from the entire population under study or a sample of that population must be addressed. As a general principle, collecting information from the entire population of interest is better than a sample.

A carefully selected sample is better than a haphazard one. The amount of resources available for the program evaluation will be a key determiner of how much data will be collected.

Yes, I have identified list of data sources or we will possibly to provide information about the team performance, now I need to collect the data or maybe I have to collect the data from the customers, clients, team members, other managers, staff managers. So, after I collect the informations, I need to collect from the right source and then you should also see that what type of resources I had which is sufficient enough to collect the all the information. So, you have to

choose a specific set of sample from the population to collect the sufficient information to evaluate the team performance.

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**Other Steps of Evaluation**

**Step-6. Analyzing data:**

Data once compiled can also be provided by relevant category if that is found appropriate for this information. Distribution of frequencies are useful, but they have limited interpretability.

For example, if more than 90% employees of an organization complete the career development programme, analysis of the percentages add some information that can help interpret the results.

Now, once I have collected the data, now it is important that yes, you have to analyze the data. So, we have to compile the data and identify whether the appropriate informations are provided. Then you can maybe come up with quantitative way of assessment or maybe a qualitative way of assessment, you have to analyze the data, so that now we will be able to draw the meaningful informations from the data collected because that is the intention to meet the purpose or goal of my evaluation.

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**Other Steps of Evaluation**

**Step-7. Data inference/findings:**

The major task of this step is to develop conclusions based on findings. The inference on the findings must be documented in writing.

The evaluation is not complete until it is done so. It is, however, the professional responsibility to document objectively and fairly the results, findings and conclusions of the evaluation study.

*Eg: Team Performance*  
*Poor* → *Average* → *Good* → *Excellent*

Now, comes data inference and findings, yes, the major task of this step to develop a conclusion, meaning that I am trying to make an inference or the decisions, my final observations from the data collection. So, I am going to talk about a team performance, so that is my end outcome. I may classify my team performance is into 5 category, it is possible, I am just saying: excellent, very good, good, average, maybe poor.

So, I am just giving an example. So, now with my data analysis, now I am coming to inference and finding. I am trying to classify and choose whether my team performance can be classified as excellent or only good or a poor. So, based on this process, I am trying to make a inference or findings whether my team performance is good. Let us say after analyzing all the informations I am just based on the assessment I am saying yes, the team performance is average.


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**Other Steps of Evaluation**


**Step-8. Dissemination of information:**

The scope of evaluation and the evaluation questions will help to determine the audience that should receive the evaluation report.

The target audience will certainly be any one of the staff if the evaluation questions are specific, narrow and very focused. If the evaluation questions are broad, possibly the organization should know the results. In some instances employees, employers and organization leaders will want to know the results.



*Average*  
↓  
*Generalized* → *Team & Members*



**Other Steps of Evaluation**

Now the second, yes, my findings are then, now I have already identified a team performance is average. Now, this dissemination of information is important. Now what has happened? The dissemination of information maybe with respect to project or a program now we are trying to specifically focus on team. Now you need to communicate to the team and members, you have to clearly state. See we have conducted it and you say ok what are those informations or the details which are made them to classify or assess or decide that yes, this team's performance is an average. That has to be communicated to the team members and that they should know why they have know have been classified as an average performer.

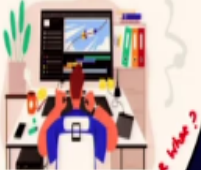
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**Other Steps of Evaluation**


**Step-9. Collecting feedback:**

Review the results, findings and conclusions. What is there in this mass of information that tells about making changes in the program? What should those changes be?

If there are groups of employees that are not being served or not benefiting from the program, what can and must be done? If the program is not reaching the objectives, what might be changed? Think also about policy implications.



*Ans: A Specific Feedback*  
↓  
*→ Positive impact → How & When?*  
*Key*

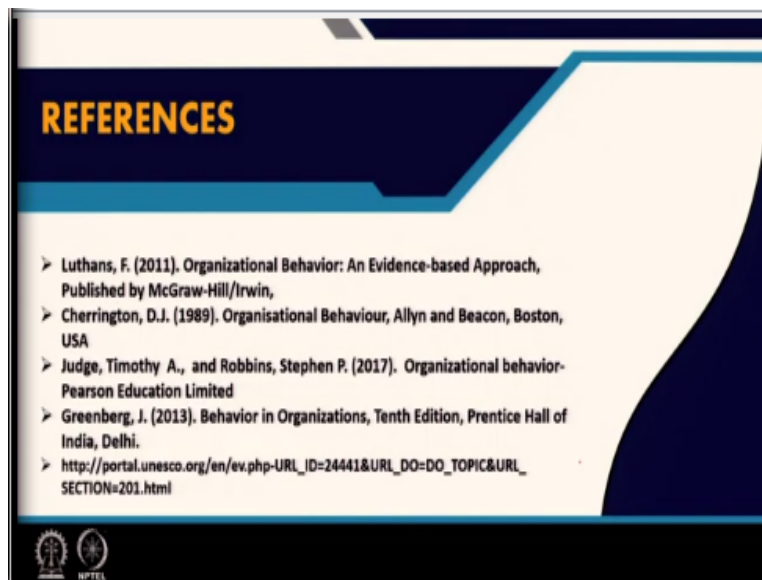


**Other Steps of Evaluation**

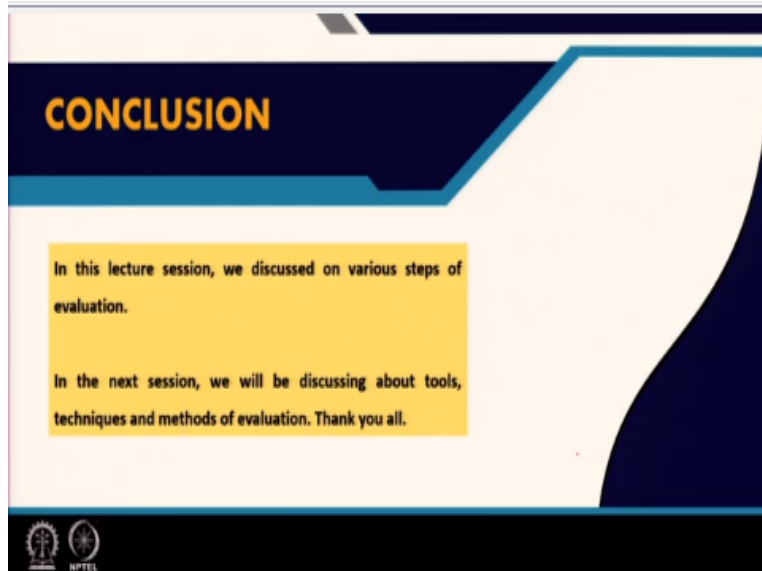
Then you should also provide feedbacks. So, you have to collect the necessary feedback from all the possible people who have participated all stakeholders. And process the feedback, then you have to provide this feedback, that is very important. After you collect the feedback and processing the feedback, you have to provide this feedback to the team, so that they can actually improve upon their performance. Let us say now they are average, now I am going to provide them the specific feedback, it is very important.

It is not a generic feedback; it is about a specific feedback, why, what is this specific feedback? The specific feedbacks are directed towards key improvement areas. What is that key improvement area? It is nothing but what has actually made them to be classified as an average performing team? So, you can provide a specific feedback that will provide detailed inputs on how and what went wrong? This will actually improve and it will improve or act as an information or insight to the team to improve that performance. So, this is the comprehensive steps we involve.

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In today's lecture we discussed about various steps of the evaluations. We discussed of 2 different methods of evaluations. One we talked about 5 stages of evaluation; another we talked about broadly 3 stages. But on each of the stages, we describe a total in 9 steps of stages of the evaluations. These are very comprehensive nature; this will provide more holistic information or insight for managers or people who are going to work in a team or an organization context that to understand how the evaluation system or an assessment in an organization happens. So, in the next lecture we are going to discuss about the tools and techniques and methods of evaluation, thank you.