Strategic Performance Management
Prof. K. B. L. Srivastava
Department of Humanities and Social Sciences
**Indian Institute of Technology, Kharagpur**

Lecture - 19
Managing team performance

So, welcome back to this fourth week lecture and this is the fourth lecture, lecture 19. And here we are going to talk about team performance. So, far we have been discussing about individual performance, but in addition to that we are also going to manage the performance of the team, and when it comes to managing team performance, we have to see that how we are going to take up those steps, which we have taken up for managing individual performance

Now, why we need to discuss team performance, because the characteristic of a team defers from a individual, in case of individual what happens he has certain goals, and objectives ok. He has a reporting officer, he is going to manage his performance, and that is going to be monitored, and supervised by his immediate supervisor.

But in case of team performance what happens, that they there are a number of individuals maybe 5 to 7 who are similarly placed right, they have the common goal objective, and everybody is supposed to contribute to the goals and objectives of their nation. So, in a team you are also going to measure, the relative contribution of the individual and the contribution of the team as a whole, say for example, when we are talking about team performance.

(Refer Slide Time: 01:42)
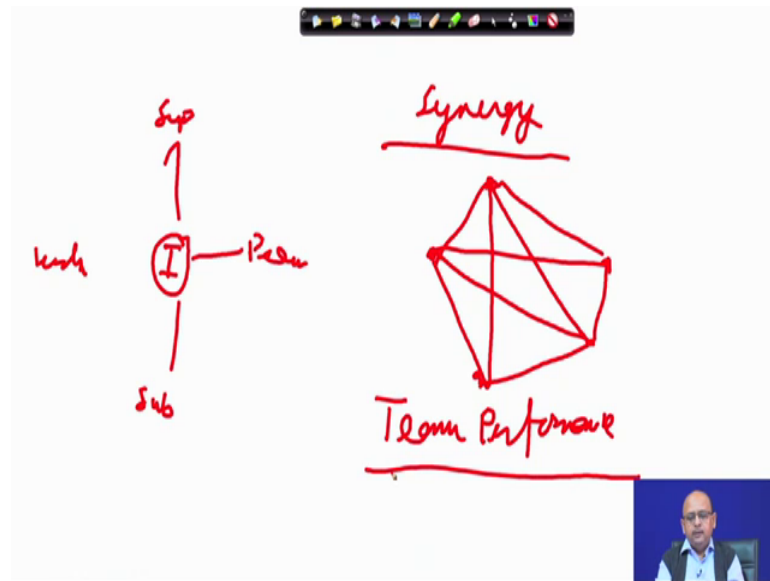
There is a individual say I and he is being managed. So, far as his performance is concerned as a supervisor there could be sub subordinate, there could be peers, there could be customers, and then we are going to involve some of them in the evaluation process.

But in team what happens, you have a number of people, who are similarly placed right. So, these are 5 people who are going to work in a team. So, all these people are going to be a part of the team, so, all of them are going to be interrelated with this and that way it is going to be something like this right. So, you will see that everyone is connected with everybody right ok. So, they are the kind of synergy that is produced is much better right, and you are when we are talking about team performance you have to see that how it is going to be managed using the same processes or you are going to adapt a different process.

And it is very important to see that when you are talking about team performance, you look into the processes, and the processes are more or less same that was going to have certain prerequisites, you plan about team performance, and then accordingly you proceed.

So, team is something different compared to individual, and that is why when we are talking about team performance, we have to see that how you are going to manage team performance. So, team has the different kind of characteristics everything is shared

including leadership they have a common norms, and with this assumption, we proceed further to discuss about team performance.

(Refer Slide Time: 03:29)
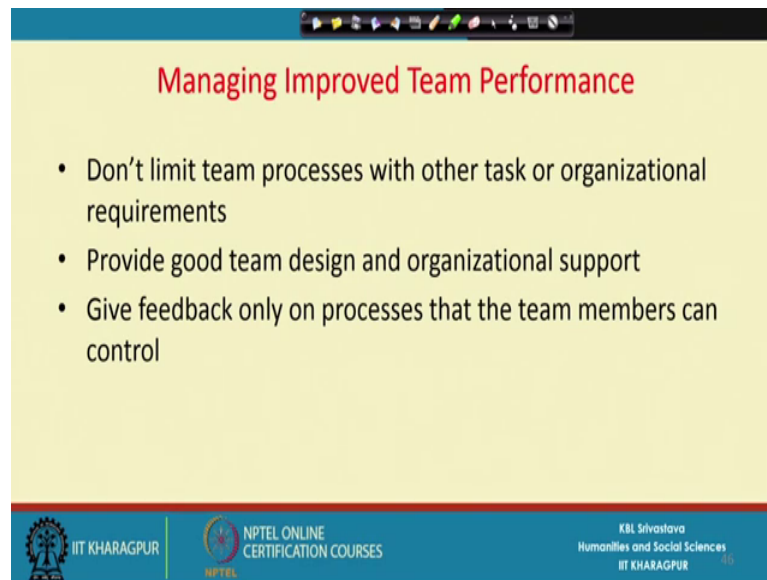
Now, when I am talking about team performance, what is the target both how individual has performed in the team, what is this contribution to the team, and the performance of the entire team. So, everything is to be considered when you are going to look at performance managing system for the team.

So, you are considering the individuals, and his relative contribution as well as the entire performance of the team. So, when you are get comes to developing a performance management system for measuring team performance, are looking at team its performance. So, you are going to design a system, which is going to help or facilitate, this process for effective performance right.

And if are not going to implement it properly, then it will have bad consequences. So, there could be lot of dangers, because some of some of them are not working some of them are not performing at all. So, at the end of what happens only few people are doing the job, and everybody is getting the k share or the credit for performance. So, there are a lot of issues relate to group dynamics or team building which might come up ok. So, we need to ensure that team is really working as a team, and it is able to perform well otherwise what will happen, you are not going to meet that targets and objectives of the team right.

(Refer Slide Time: 04:41).

So, when you are going to consider team performance, we have to see that how it can be improved out of that thing that need to be looked into right. So, if you are having a team basically it is designated with a particular task, or target right.

It means the team is supposed to meet certain, standard certain targets which has been given to you right. Now as a team it is responsible for achieving those targets and goals right, but it should not be linked are with other processes or requirements, because teams are mostly working independently though they might be supervised by senior people right,, but team as such has been given a task like.
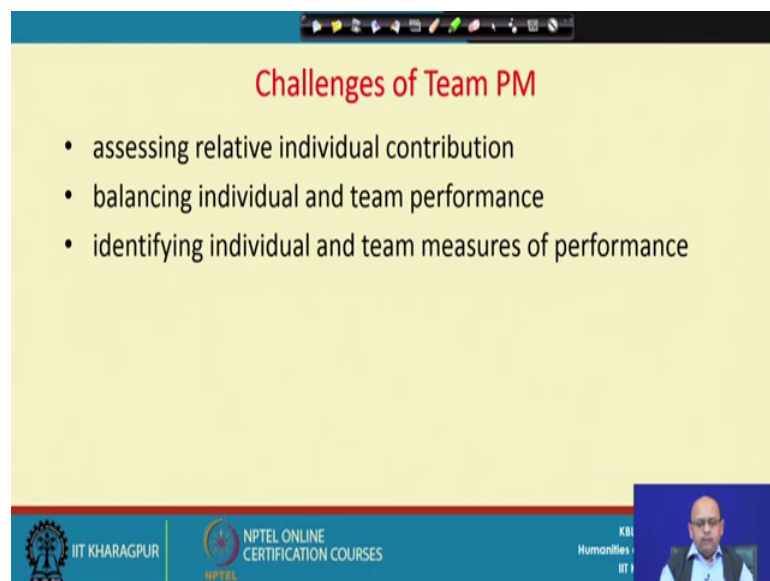
For example, if there is a project team who is working right on a particular project. So, the team is responsible for the execution of the project starting with this start the discussion implemented and successfully completing the project right. So, the team is responsible for that and so, the team has to look into that and should not be look into other factors.

Now the another thing is that you have to see that who are going to be part of the team, ok. So, make sure that you are going to a heterogeneous team right. Similarly you make sure that people with different functional expertise are part of the team and that suggests that yes the team is a properly designed, and then it is getting all the resources, and support which is required by the team to perform resolve effectively.

So, make sure that when we are going to talk about team performance, you focus on team design that is make sure that the norms are followed ok. The group is cohesive because that is a very important factor we talked about, you also need to consider that team is really working as a team ok. And everyone is going to possibly contribute to rest of his knowledge are escaped.

And that is why when we are going to farm at him you ensure that it is more heterogeneous in nature right, people with different functional areas are going to be a part of the team right, and then teams should team member also get feedback on how well they are doing ok, not well in on how well they are doing in terms of results, but also what are the processes which is being adopted by the team in order to perform. right So, that team knows how well they are progressing, and what they need to do in order to control the activities.

(Refer Slide Time: 07:04)

Now, what are the challenges that is faced by team, when it comes to performance right, sometimes it is very difficult to contribute sorry find out who has contributed how much right, because we cannot expect everyone to contribute equally. So, sometimes it becomes a problem that how we are going want to contribute sorry SSR measure the relative contribution of the people.

Suppose there is a team of 5 people, and everyone is supposed to perform depending upon his knowledge, and a skill, but are they really contributing to the team performance

or not some of them who are be might be isolated, some of them formed groups within the team right. So, these kind of challenges are faced by the team, and if that is so, it would be very difficult to assess the individual contribution ok.

So, because there as the contributions are varied from one individual to another individual, but when it comes to reward or getting credit for performance everybody is going to get team performance. Then under issues rate related to how we are going to balance the individual performance and team performance right, how much I am supposed to contribute to the team ok.

So, you will have to see and equally decide that when you are going to form a team that you also decide that who is going to do what are the roles, and responsibilities of each and every individual and the way he is going to contribute to the team performance. If it is not defined properly ok, depending upon the norms and values that is said by the team itself, then that could be a problem right.

And then you should develop measures that for individual performance as well as team performance within the team right. So, that it would be ideal to see that how individuals are contributing to achieve the performance of the team, and how the team as such as a whole has been able to meet its targets, and goals right.

So, the three issues here is that how are going to identify, the extend touch the individual is going to contribute, how we will going to measure his contribution ok, and you are also going to see the developed measures and standards in terms of measuring the performance of individual as well as team for the performance.

(Refer Slide Time: 09:27)
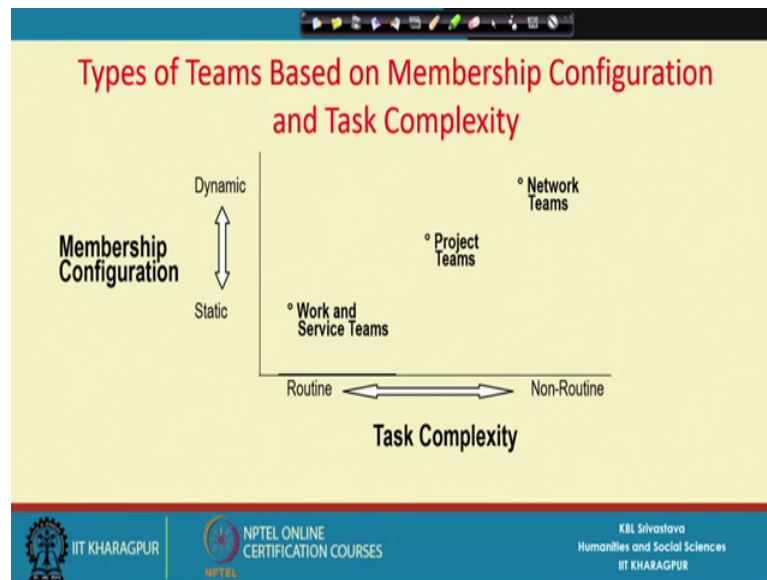
Now it all depends upon two factors that what kind of teams we are going to have, now if you look at team there could be different kind of teams working in the organization there could be groups or teams or service teams to start with, then you have project things ok.

And finally, white have might be having teams which are networked with each other, but they might not be face to face connected with each other, but they may be connected to internets, and other electronic devices ok. So, if you look at this what happens the level of hierarchy in changes from worker service teams to network teams ok.

So, we are going to have more at order structure in the first place when you talk about work and service things, right less flexibility is available when you move to project teams flexibility is more right, and when we are talking about network teams it is more horizontal in its structure, where everybody is similarly placed. And this factor is very very important this is what we know as configuration, how a members are configured right.

Configuration means how they have been structured into roles and relationships, so we are talking about the structure ok. Whether the structure is very very static or it is very very dynamic ok. So, if you have a the configuration that is very static, you have standing reporting relationship for the groups, and the teams.

And you have formed groups, and they are going to report or some person and everybodys role is there will define and they are doing their job. Another factor that is taken into consideration is how complex the task is being performed, and when we are talking about task complexity it depends upon two things that is, whether they are going to perform routine descriptive activities which well defined.

As per the rules and responsibilities or they are going to perform certain jobs, right which is not routined in nature which is complex, in the sense that it requires different sets of knowledge and skill ok, and there is no solution, it means that there is no readymade solution that is available for the job right.

So, it all depends upon the knowledge, and skill after individual say for example, those who are engaged with creativity innovation like r and d people. So, r and d people are going to go perform more non routine to up compared to those jobs, which are being performed in the departments like, in the production department we will have set schedules set production systems, set to standard processes to a to perform other activities so which that is becoming more routine in nature.

So, if we look at these two department production department, and r and d department, so the level of complexity increases from routine to non routine, because r and d is involves something that is more creative and innovative in its approach.

So, we have to see that if the task complexity is high right. And similarly the conservation the structure is more dynamic in nature where people keep on changing their places and positions, they are connected and distantly ok, they have a structure which is much more flatter in nature, that is what we call a horizontal structure.

So, what happens in this kind of things if you are thinking about it, you are talking about a team which is going to be much more difficult right. So, the team working is much more difficult in network teams because here, you requires highest level of cohesiveness among each other, because all members are similarly placed.

So, if all members are similarly placed what will happen, they have to interact relate communicate more frequently with each other right like in a network team, but in a project team, which are related to doing certain things they are completing the projects all right for example, right industry we are giving your project to write a solution for a

problem it solution. And you have a client who has given you a project, and you are going to work further solution related to it right.

So, for example, they want to have a ARP system, for their a recruiting process. So, you have a it team which is going to work on this project to develop an it systems for recruitment right.

So, in this case you have formed a project you have worked from list, a specialist part of the job is going to be routine, but part of the job is not going to be routine ok. So, it is somewhere in between routine, and non routine. Now the members of the configuration is there, some members are going to be there, but and the construction of the team the structure of the team here is going to be different ok, then you have people from different functional areas.

But in a work team or a service team you are going to have people from the same functional areas, right because there is going to perform routine activities following a standard operating processes, and fixed job descriptions. So, this changes as you move from work service team to project team to network teams right, and the level of complexity goes up.

So, you are going to work in different type of things ok, and the level of complexity and the configuration goes up it becomes more difficult to manage team performance, So, in the context of if you look at team performance what are its implications.

(Refer Slide Time: 14:51)

It is implications are that when you are going to design a performance management subsystem, for a team ensure that what kind of team, we are going to have right. So, if your team is really cohesive and follow certain norms, then it is good, so, you need to ensure the group dynamic related factors like its culture, ok.

Whether they are heterogeneous so, they have functional teams or cross functional teams, right what are the goals and objectives which have been set for the goals. So, you need to take care of all these factors that is very very important all right. So, when you going to design a performance management system for team, you need to identify what kind of team we are going to have are you going to have a static team, doing standard operating processes, or it is a very dynamic team which is the involved in non routine activities.

Because when it comes to measuring performance, you need to identify that for a non routine a dynamic team what will be the goals and objectives right. Whether the group is cohesive are not what get culture is there, what kind of norms, and values are followed by that particular team right. So, all this has to be identified depending upon the kind of team that you are going to have right, for a virtual team the performance measurement going to be different compared to a team which is physically working on a particular project right.

So, you need to take care of these factors like have a very cohesive group it is a very very important, what I mean to say by cohesiveness is that that people interact communicate more frequently with each other, they understand each other they try to help each other, they have trust among itself right, when the members. So, if you are going to look into these factors probably we are going to have a more cohesive team right.

So, if the level of consciousness that is required would be less in a work team compared to projecting which is a very require modratal level of cohesiveness, when you move up in the hierarchy, and when you are going to have what you call virtual teams or network teams, then the level of cohesiveness will go up.

(Refer Slide Time: 17:01)

So, now if you look at this it talks about this like, you have three kind of teams work teams in the departments right, then you have project teams right, and then you have network teams or virtual teams ok.

So, a structure need to look at this, we are going to for a more stable structure, more mechanical form of structure is required less stable, and here you have required a more organic structure, when it comes to norms group norms, yes low medium you require about high, norms because the everybody has to follow the same thing. Then coming to cohesiveness again here it is low, going to medium, and it is going to be high, how we decide about these things.

It depends upon what kind of team you are having whether you going to have a work team, or whether we going to have a project team, or whether you are going to have a network or virtual teams, ok. So, depending upon the configuration of the team ok, you are going to decide the design of the team. So, the cohesiveness and this factor is very very important, and related with each other right. So, and then when it comes to measurement, you will have to see that what kind of approach you are going to use, for individual you can go for self appraisal ok, for group you can go for multi meter approach,.

Where you are going to use a number of traitors right for example, all these members of a teams could be involving the assessment of the performance, their supervisors could be involved the chairman is it could be involved right. And the measurement you have has to take place not only on the outcome but also on the processes.

Processes which are related to how well how the team has done the job right, in terms of it is cohesiveness in terms of its relationship right, the in terms of the interaction, in terms of it is communication, related to decision making, problem following, all these areas are areas related to the processes, they are to be measured on these outcome outcomes as also the results.

So, we are going to measure as well as the results. And see that what what type of changes has been brought in by the team, in the long term in terms of contribution to the performance of the group or the organization.

(Refer Slide Time: 19:38)

 Moving further let us see that how we can go about increasing cohesiveness for better performance right. So, these are very very important factors, ok.

Now if you look at some of these targets like goals, memberships, interaction size, whether members are competing with each other or not, whether it is a link with the reward, where the team is placed location, and how much time is available for them to perform this all right. So, these are the target areas right.

Now if when it comes to about increasing or decreasing cohesiveness that is very very important, because the performance of the organization depends upon this right. So, you need to ensure that is, we need to build an agreement make sure that the group is heterogeneous it means that people from different functional areas are part of that right, and everything is restricted within the team ok, and if we are going to make a bigger team, then what will happens that decreases cohesiveness.

And if you do not allow team to interact outside the team that also increases sorry decreases what we call cohesiveness. So, these factors on this these accounts basically are related to what you call these accounts are related to decreasing cohesiveness, but if there is a better agreement get agreement not just build the agreement.

So, it means that there is a commitment to the agreement ok, there is dedicated to it, and you are going to have a team which is more homogeneous in this attitude and approach

not in this functional areas, then it is good. Now this when you are talking about enhance within the team it means the team members are frequently interacting, and relating with each other, then it is good ok; size when if you are having a bigger size, then it decreases cohesiveness if you are having smaller size.

So, ideally we should have a team of 5 to 7 members which is more cohesive. Now if you look at the reward, if are going to individual reward based upon their contribution, then it is not desirable. The idea is that since the you are measuring team performance, you should reward equally well to everyone who is a part of the team right, then where the team is located, if it is isolated from other teams then it is good, because if it is not isolated we are going to the part of different numbers, then will effectiveness goes down.

And then duration once the job is done, what happens you disband the team, and then you go find the team,, but if the same team   members of the team keep on working on different projects, then it is going to increase a cohesiveness of the team.

So, it is very very important to increase cohesiveness for better team performance, and this is the most important factor I can say for building a good team to have effective performance.

(Refer Slide Time: 22:19)
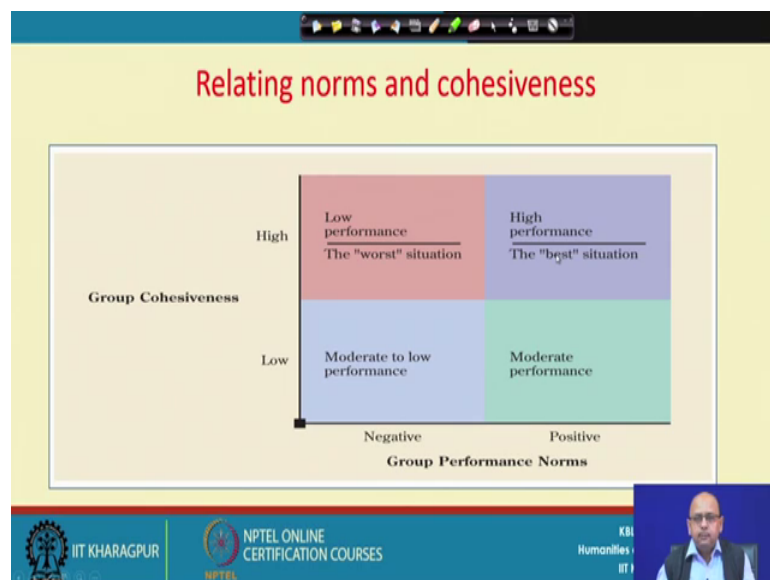
And the factor which is important is norms that how norms, and cohesiveness is related right. So, if you have set performance norms by standard norms ok, this then what

actually happens, if performance norms and group, group cohesiveness, if it is to be related.

Now see what happens, that if cohesiveness is high and performance norms are standard sorry positive, then what happens you create a situation which is more desirable for best performance.

So, this you create a best situation for high performance, but if group has not set certain norms for meeting performance, it means that they have not decided about roles, and responsibilities how they will proceed that is what norm means. He standards and processes through which they are trying to achieve these goals. So, if it is set properly, we can say that is it is a positive norm otherwise it is a negative now right.

So, if the group cohesiveness is high right, but performance norms have not been set, then you cannot expect high performance, you can expect moderate to low performance, because you do not know what processes we are going to adapt, what are the set standards that you have, how will you proceed right.

So, you have not defined the way the group is going to behave and achieve the goals and objectives right. Similarly if the norms have been set and cohesiveness is less, then you expect moderate performance right.

But if group cohesiveness is very high and group performance have not been set, then you do not expect good performance right, you create the worst situation because there is no norm that has been said by the group to follow, in that case when if the group is very highly cohesive we do not expect group performance right.

So, it is very very important for the group to perform well, and right that they follow certain norms which has been said by the group itself or the team itself, in terms of processes and systems that they are going to follow to achieve the goals and objectives, and how cohesive the group is so, based on these two factors, you can see that the in this case in case of high performance the best situation you are going to get the best performance right.

(Refer Slide Time: 24:46)

Now since we have been talking about work teams, project teams, and non network teams so, what kind of performance management approach is adopted. So, work and service teams you can go for peer ratings, ongoing measurements can be take place for project teams.

But when it comes to network team, basically we are going to see that what kind of competencies are required to work effectively in a network team and based on that you can measure their performance.

(Refer Slide Time: 25:19)
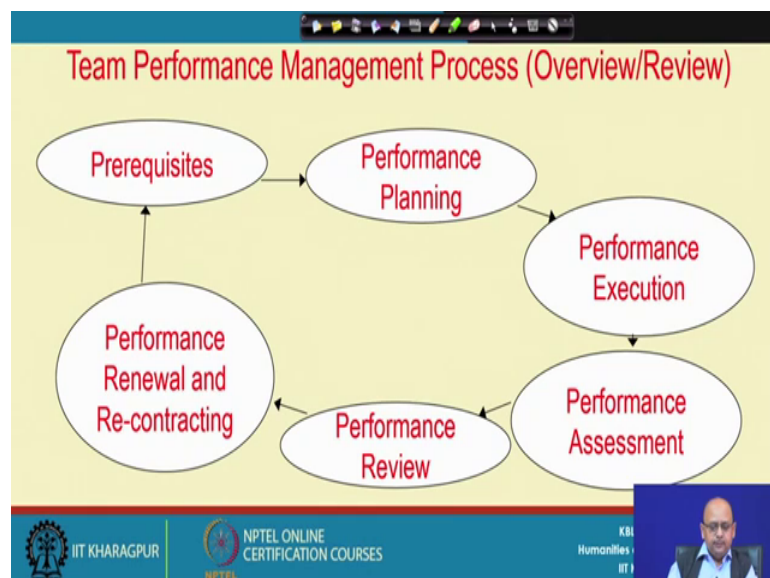
Moving further when we are talking about the processes ok, we follow more or less same processes which we use for measuring performance, in other systems like individual performance. So, you decide about the kind of prerequisites, you have we have already talked about this model.

So, we are using the same model like what are the prerequisites how we plan the performance of the team. How we execute the team, how we assess the team, and how you review and go for renewal of the performance right, so we will use the same model to discuss about the team performance management.

(Refer Slide Time: 25:52)

So, prerequisites we have already talked about make sure that the people in the team understands about what are machine is doing, what vision and mission is there right, in what we are team is going to contribute to strategies, and vision and mission of the organization right.

And they should locate that what are the job that has been given to them, what kind of knowledge and skill that would be required for them, and then they should also be clear about these two things, that is task performance and contextual performance right.

Task performance means that what are the duties or responsibilities for the team, then contextual performance right, the climate, culture, the environment, in which they are

supposed to go for right, whether it is supportive or not if the contextual or the environmental factor supporting they would be able to achieve it.

So, make sure that they are they are well defined sure to responsibilities of the team, and also you have enabled a positive wok climate that is very very important right. From the contextual factor is like especially in case of team is that members communication how effectively they communicate with each other so, interpersonal communication is very very important.

How decision is taken, it within the team right; the extent to which people collaborate with each other in a team right, how the team leadership happens right, when we are talking about team leadership this is known as shared leadership, because everybody has to take come forward and do certain things based upon his functional expertise right.

Then whether you are able to control yourself or you are trying to dominate within the team. So, these are the factors which provide a context right. So, we need to take care of this context, so, that is very important.

(Refer Slide Time: 24:39)

So, we are moving from here to gets to performance plan, then in the next stage we have talked about how we are going to plan the performance, what is expected in terms of results and also the behaviour.

So, that need to be define what behaviour is expect from the team, and what the what are the outcomes, and then what is the development plan right, for the next cycle. So, developmental objective that is to achieved.

(Refer Slide Time: 28:00)

Then you are going to execute the performance. So, in comes to execution you see what are the responsibilities of the team like, whether they have been able to achieve the goal or not or that will extend into which they are committed, and dedicated to it right, and then you have feedback.

This feedback is received from each other all the members from the all the members of the team for each other, and then it is also given by the supervisor ok. And make sure that this communication is open, and transparent and there is a regular communication between the supervisor as well as the team members right, the are the coordinators coordinating the team right.

And then we are going to conduct the regular and realistic peer appraisals among the team members. So, that you are able to understand each other very well, they strengths and weaknesses of each members, then the supervisor who is supposed to be responsible for ensuring that team is doing its work or not, they are going to observe document the team performance, and they are going to see that how each person is contributing to team performance.

So, they are measuring both right when it comes to resolution not only the team performance, but the relative contribution of the profoundness. It is possible only when they have gone for observation documentation of what everyone has done, and contributed right.

And if there is there is any change in the organization or its requirement, then you have to update it the know that we have work on this and the team is responsible for this kind of things. And supervisor is also supposed to be responsible for providing all kind of help support and resources which is would be required for a team to perform effectively.

(Refer Slide Time: 29:35)
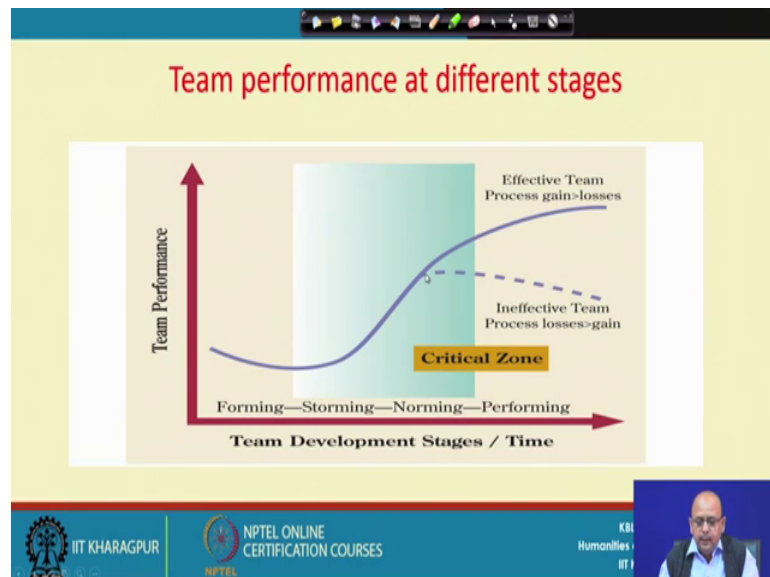
Now if you look at this if this shows that the different stages of the team how performance could be affected, right So, you know that we look at the different stages of team, and that I am not discussing here, but at the first stage you have not formed their teammates, because you come together here.

You set the norms the storms to brainstorm, and then go on setting the norms. So, this is the most critical zone, if you are able to set proper norms, and you are cohesive, then your performance is going to be good. Otherwise it is not going to be good.

So, it is very very important that you are able to set norms, and you are cohesive, and that increases your team performance right.

(Refer Slide Time: 30:18)

And that is why it is very important and finally, we talk about assessment. So, we need to assess how the team has performed, you can use a number of approaches multi method approaches, and I discussed you go for individual appraisal of each individual. Then you can go for peer appraisal where each individual is going to evaluate the other member of the group right, then it could be evaluated by the supervisors, or you can ask some outsider also to be a part of the evaluation process.

And what are the dimensions against which team is going to be evaluated, whether the team has been able to meet its targets how efficient it has been right, whether they have cast benefit exceeds cost or not, in terms of output ratio input ratio can check, whether the team is efficient effective only meeting the targets, or exceeding the targets.

That is what we know efficiency, what are the learning and growth experiences of the team, because when you are working as a team, you learn from each other right. So, you also measure the learning and growth experiences. And with the team members are satisfied with the performance of their own performance and also the team performance.
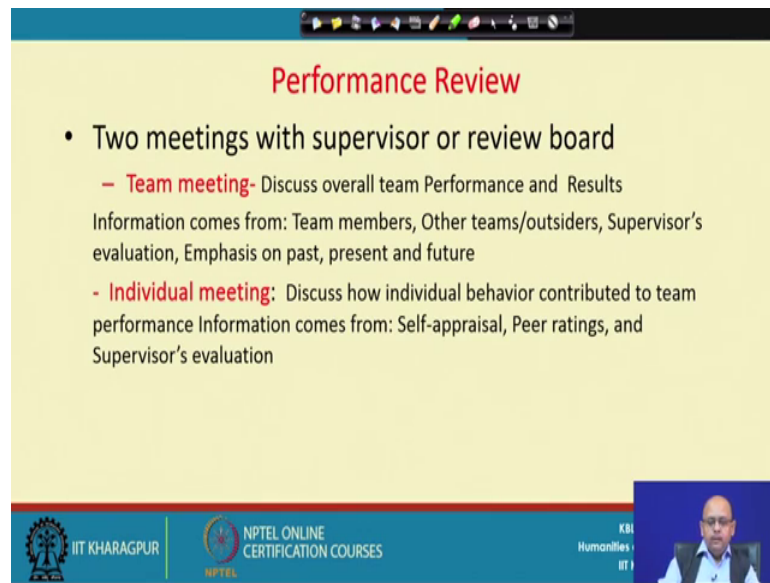
(Refer Slide Time: 31:23)

So, individual level and team level that is how you use these metrics to measure the performance in terms of behaviour and also the results right. So, behaviour how will you have cooperated, communicated, collaborated, participated, in the decision making process right.

And then in terms of results what kind of achievements or the products that you have achieve. Similarly not only at the individual level, but also at the group level you are going to do the same thing right. So, you are going to use these kinds of metrics especially we will do individual and team level, and the measurement has to be related with the behaviour, as well as results both.
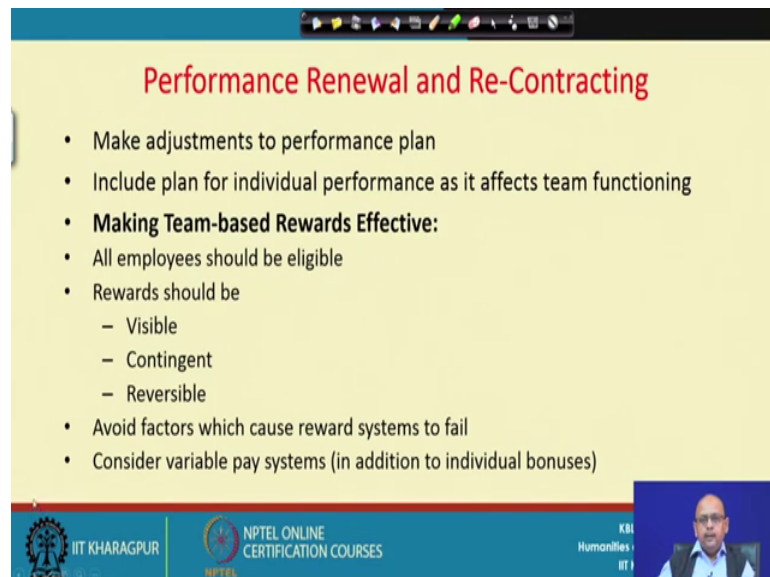
(Refer Slide Time: 32:02)

And finally, you are going to review right. First the team it meet itself to see how will they have performed right, in then individual behaviours how individual behaviour has contributed to in performance. So, through self ratings or peer ratings or supervisor ratings you find out, how well each one has performed in the process, right

(Refer Slide Time: 32:24)

And finally, you go for renewal and recontracting ok, next time when the team is working you are going to make certain adjustments. So, your performance plan right

individual including individual performance also, and you are also going to link it with the reward system. So, make sure that everybody is equally rewarded ok.

It is visible it is done immediately are given immediately ok, and if they are not able to perform well it is taken back right, it is reversible also, because if team has not been able to meet its objectives, then you can take certain administrative decisions right.

And make sure that it is properly linked and appropriately linked with the reward system, it is very very important ok. In some cases if you somebody has done contributed more you can go for variable reward, it means those members who have contributed better they could be proportionately rewarded, but then you have to justify, and identify how each member has contributed in terms of they are will take performance, because if you want to individually say promote a reward people in a team, then you must know how one each one has contributed.

Thank you very much.