

Benchmarking for Individual Employees to Create a High Performance Team

Neeraj Kumari¹

<https://doi.org/10.62345/jads.2016.5.3.2>

Abstract

The study aims to assess the present performance of the HR Team. The performance of the individual employees has been assessed through trend lines, with the help of various bar graphs. These charts were meant to provide the trend of individual employees, and configure areas of attention and improvement. The data used to examine the performance of the employees includes both primary and secondary data. For Primary data, a questionnaire was administered personally to all the Human Resource staff. For Secondary data various articles, books and websites were consulted the names of which are duly mentioned in the literature review and reference section. The sample size is 10. This includes 5 Executives, 2 Senior Executives and 3 Assistant Managers. For designing the Questionnaire Likert Scale was used. The questions are based on certain parameters such as innovation, vision, trust etc, which are essential elements of a High Performance team. To conclude, there should be more team bonding. There should be more transparency. More non- monetary rewards and recognitions should be introduced for motivational purposes. More training and developmental programs should be encouraged. There should be reduction in transactional work. Job rotation should be practiced more frequently. All this will lead to a high performance team. The management should work towards creating an environment where creativity is encouraged, increased people participation in the decision making process, development of trust among employees and provide more cross functional exposure.

Keywords: creativity, development, innovation, rewards, trust.

JEL codes: O3, O2, O3, M0, M0

Introduction

The concept of, High Performance Team (HPT) was introduced as one intentionally designed to bring out the best in people and thereby produce organizational capability that delivers sustainable organizational results. Instead of treating people as disposable parts of constantly shifting temporary alliances, HPTs place people first. They are regarded as the crucial resource in providing the capability to deliver sustainable high performance. At the core of a high-performing organization is a strong organizational culture.

High Performance culture in an organization reflects:

1. Clarity about objectives and goals, i.e., a shared vision
2. Continuous assessment of performance feedback
3. Recognizing their performance.
4. Communication, collaboration and cohesion.

The 7 Elements of High Performance:

¹ Assistant Professor (Management), Faculty of Engineering & Technology, Manav Rachna International University, Faridabad, India, Email: neerajnarwat@gmail.com



1. Put People at the Centre of everything you do; employees, customers, and community
2. Build Trust as a foundation
3. Allow Personal Responsibility through individual decision making
4. Share a Vision of an Aligned Purpose, Values, and Goals
5. Create Emotional Connections through Leadership
6. Focus on Strengths and Accentuate the Positive
7. Encourage Innovation, because good enough is not enough

For a high performance team, people should be at the center of everything, policies, plans etc. they should be an important part of the decision making process. Employee's views and opinions should be duly considered. Trust should be the base of relations among employees and between the leader and the members. An emotional connection helps in creating an understanding. To build in trust and promote people participation, employees should enough autonomy and they should be accountable for their work. The strengths of the team members should be accentuated or emphasized so as to get better results. Most importantly there should be an alignment between individual and organizational goals. Lastly, innovation should always be encouraged, as good enough is not enough. Because, it is only through innovation that modern businesses can survive.

People Participation: None of the other 6 Elements can exist without the Focus on People. People are the core of any organization. It takes people, the individual members to make the team work. A high performance team is one, where there is adequate participation of people in the decision making process. Involve people into everything.

Trust: Trust, is the foundation from which everything else can exist. Without Trust, you cannot build Personal Responsibility nor can they be inspired by the Vision or Leadership. Trust is an essential element for any hope of achieving high performance. Members of high performance team trust each other. And they also exhibit trust in their leaders. Interpersonal trust among team members facilitates cooperation, reduces the need to monitor each others behavior, and bonds members around the belief that others in the team won't take advantage of them. Team members are more likely to take risks and expose vulnerabilities when they believe they can trust others on their team. Trust in leadership is important in that it allows the team to be willing to accept and commit to their leader's goal and vision.

Personal Responsibility: Responsible team members know they are accountable for producing results; they take ownership of their job, and do it to the best of their ability. They continually look for ways in which they can improve their performance. Successful teams make members individually and jointly accountable for the team's goals, purpose and approach. Members understand what they are individually and jointly responsible for.

Vision – a common purpose: High performance teams have a common and meaningful purpose that provides direction, momentum, and commitment for members. This purpose is a vision. It's broader than specific goals. Members of a high performance teams put a tremendous amount of time and effort into discussing, shaping, and agreeing on a purpose that belongs to them both collectively and individually. This common purpose, when accepted by the team, becomes the equivalent of what celestial navigation is to a ship captain- it provides direction and guidance under any and all conditions. Most of the employees in the organization are aware of the company vision and core values of the company. A sense of alignment enables individuals to identify their own individual goals within the larger framework of organizational goals. Nothing is more motivating to a team than the strength of a shared vision and clarity of purpose.

Strength: To get the best out of individuals it is important to focus on strength and emphasize on the positive, rather than pin point at their weaknesses. Accentuating strengths

boosts individuals self confidence, self esteem and morale, enabling them to perform better in future. This is one of the essential elements required to create a high performance team. In a high performance team, Managers understand the individual strengths that each person can bring to a team, select members with their strengths in mind, and allocate work assignments that fit with members' preferred styles. By matching individual's preferences with team role demands, managers increase the likelihood that the team members will work well together.

Creativity and Innovation: A high performance team is one that encourages innovation and creativity. By using new and innovative ideas, a team can perform the existing tasks better.

Rewards and Recognitions: The reward system should encourage cooperative efforts rather than competitive ones. Promotions, pay raises, and other forms of recognition should be given to individuals for how effective they are as a collaborative team member. This doesn't mean individual contributions are ignored; rather, they are balanced with selfless contributions to the team. Teams provide camaraderie. It's exciting and satisfying to be an integral part of a successful team. The opportunity to engage in personal development and to help teammates grow can be very satisfying and rewarding experience for employees.

Literature Review

Wing (2005) Conditions for success across a wide range of organizational principles, actions and philosophies are articulated and highlight the systems orientation of high performance. Organizations who wish for accelerated growth, resilience and change will be introduced to a series of techniques which, when applied, create understanding required for swift action in high velocity, global markets.

Dechant et al (2000) discussion presents the results of a seminal study on team learning conducted by the authors, which produced a model of team learning. It also relates highlights from two dissertation studies that affirm the model and provide additional insight into the nature of team learning in corporate settings.

Kur (1996) presents the faces model, a new model of team development which describes teams using five common patterns, called "faces". The model assumes that teams wear one face, then move to wearing another in a somewhat random order, unless members proactively drive their teams to wear a face or engage in a pattern which they believe is more desirable than the others.

White (2012) confirms that the effective team improves the intellectual and creative thinking skills, as well as the sociability, of the individual. Margerison & McCann (1984) the successful management of work teams is a key factor in the effectiveness of any organisation. Managers have different approaches to making their team successful. However, they agree that the end purpose must be to achieve a winning combination in which the individuals work together to achieve the task objectives. The role of the manager in this process is central. Often we can find many highly talented individuals, but they need a skilled manager to bring them together as a team.

Moldjord & Iversen (2015) identified six themes that influence the development of vulnerability trust in temporary high performance teams (HPTs): creating familiarity, caring attitude and recognition of other crew members, the power of transparency, fear of rejection, contradictions between team members and the number of listeners in a sharing session. All these themes appeared to have an effect on the development of vulnerability trust.

Russo (2012) shows that teams high in diversity in goal orientation report lower levels of performance because of the lower group information elaboration. However, in the presence of a supportive team environment the negative relationship of diversity in goal orientation on group information elaboration are reduced.

Ibrahim et al (2016) the Application of a team integration performance index (ATIPi) is performing as expected and found to be both practical and applicable to measure the team integration performance in light of real life case studies of alliance road infrastructure projects. Across the three case studies, there is evidence that high levels of integrated performance are consistently fostered by the project teams over the lifecycle of projects.

Methodology

Data collection: The data used to examine the performance of the employees includes both primary and secondary data. For Primary data, a questionnaire was administered personally to all the Human Resource staff. For Secondary data various articles, books and websites were consulted the names of which are duly mentioned in the literature review and reference section.

Area of study & sample size: The target Population for conducting the Project was, the HR Staff of HCL BPO, N5. The HR staff consisted of 10 employees each handling different areas of HR. Thus the sample size used to conduct the study was 10. This includes 5 Executives, 2 Senior Executives and 3 Assistant Managers.

Selection of tool: For designing the Questionnaire Likert Scale was used. The questions are based on certain parameters such as innovation, vision, trust etc, which are essential elements of a High Performance team. The responses of the employees were analyzed using various Statistical tools in Excel, such as Bar charts, mean, standard deviation.

Data Analysis & Interpretations

The following, graphs depict individual performance through trend lines. The purpose of these trend lines is to enable the senior management to gauge the performance of each employee, as to which direction he or she is moving and what are his/her grey areas.

A benchmarking has been done, which is depicted through the yellow lines. Three has been chosen as the benchmark, as for a high performance team, the standards should be high. Those areas in which the responses of the employee have been below 3 are marked darkened to enable easy identification of grey areas that need to be paid attention.

In case of the first employee, E1 feels that enough of creative opportunities are not provided, similarly he or she less participation in the decision making process. And concern is that E1 feels enough of job- rotation is not happening within the organization.

These areas, as they fall below the benchmark have been darkened for easy identification.

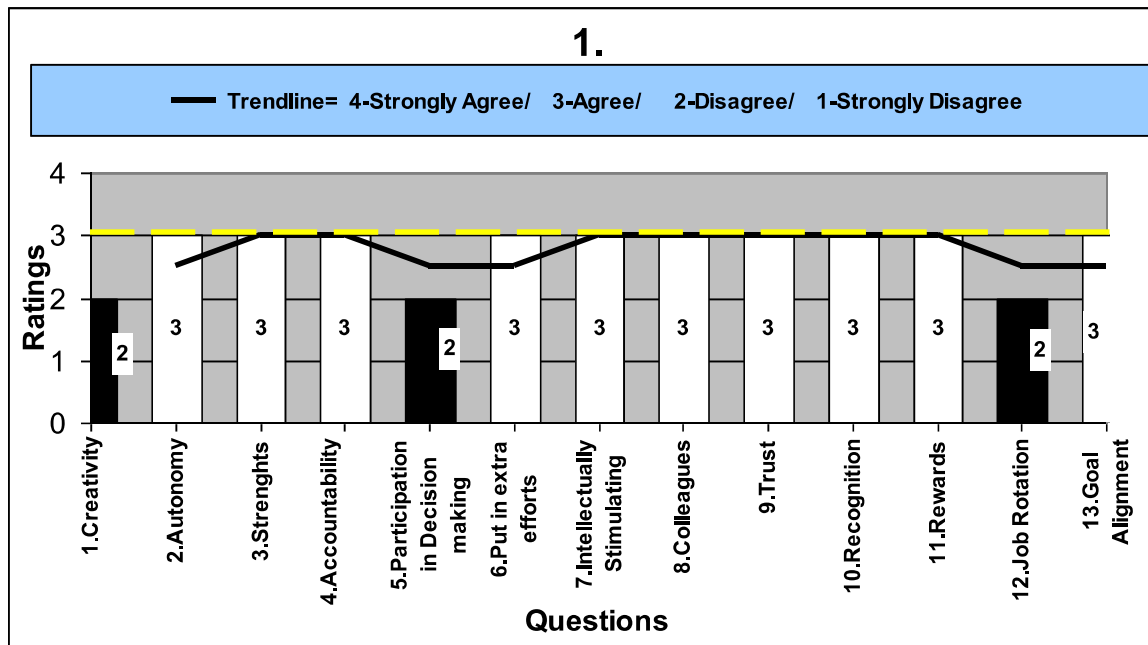
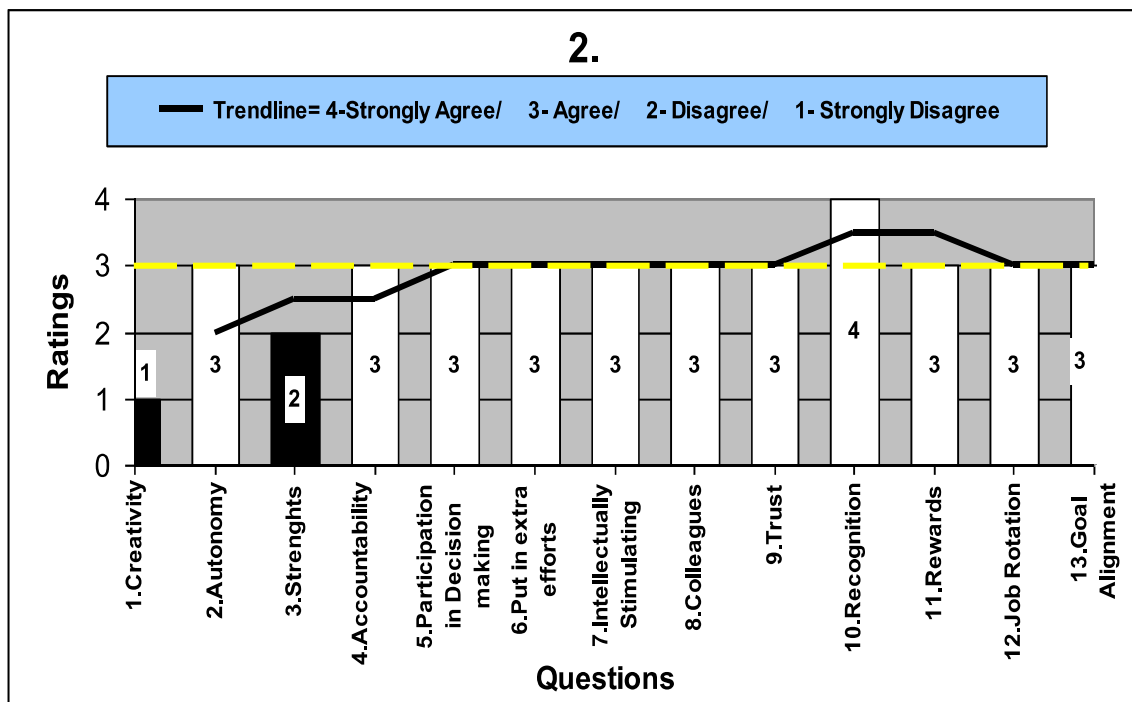


Figure 1: showing responses of employee 1

Figure 2: showing responses of employee 2



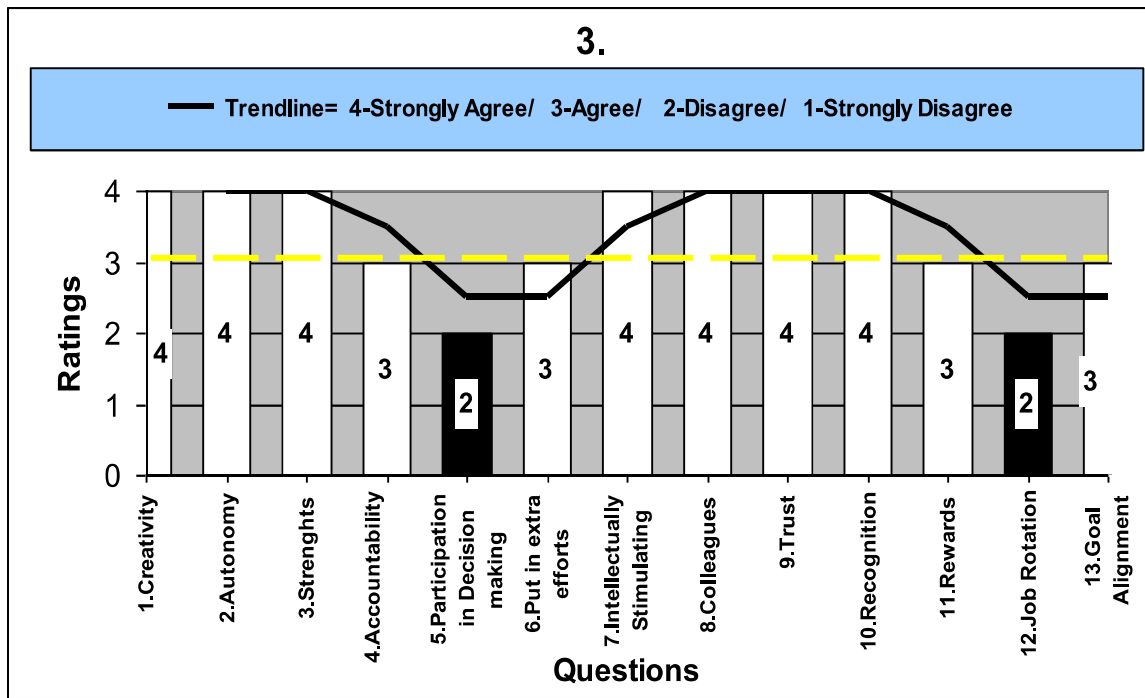


Figure 3: showing responses of employee 3

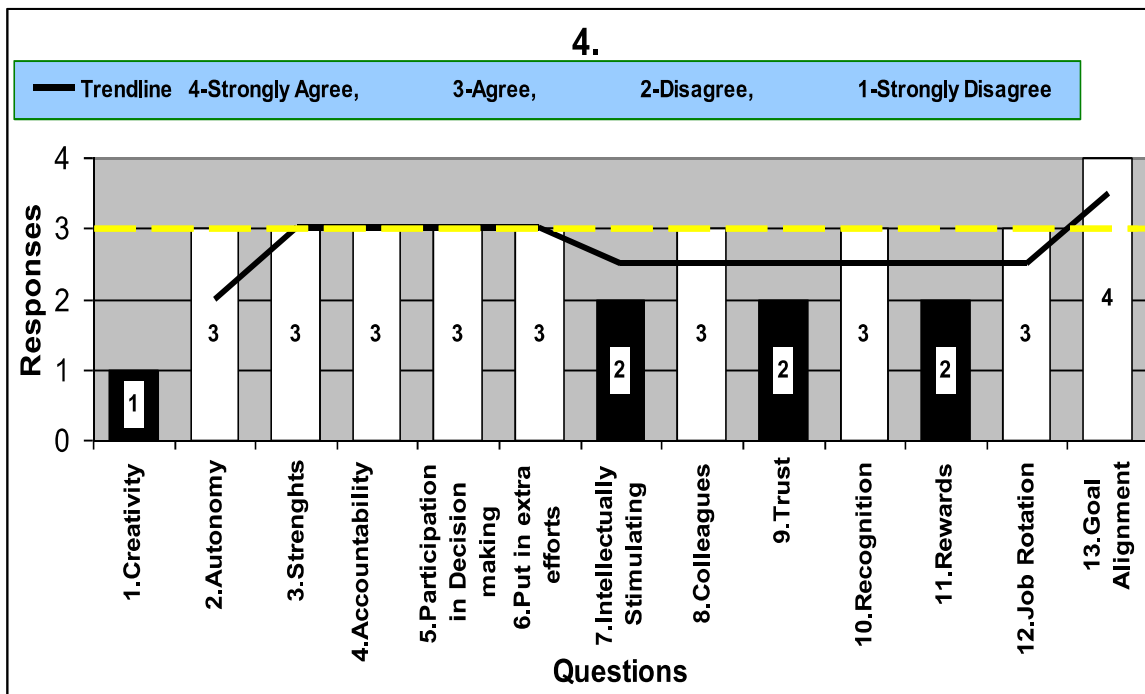


Figure 4: showing responses of employee 4

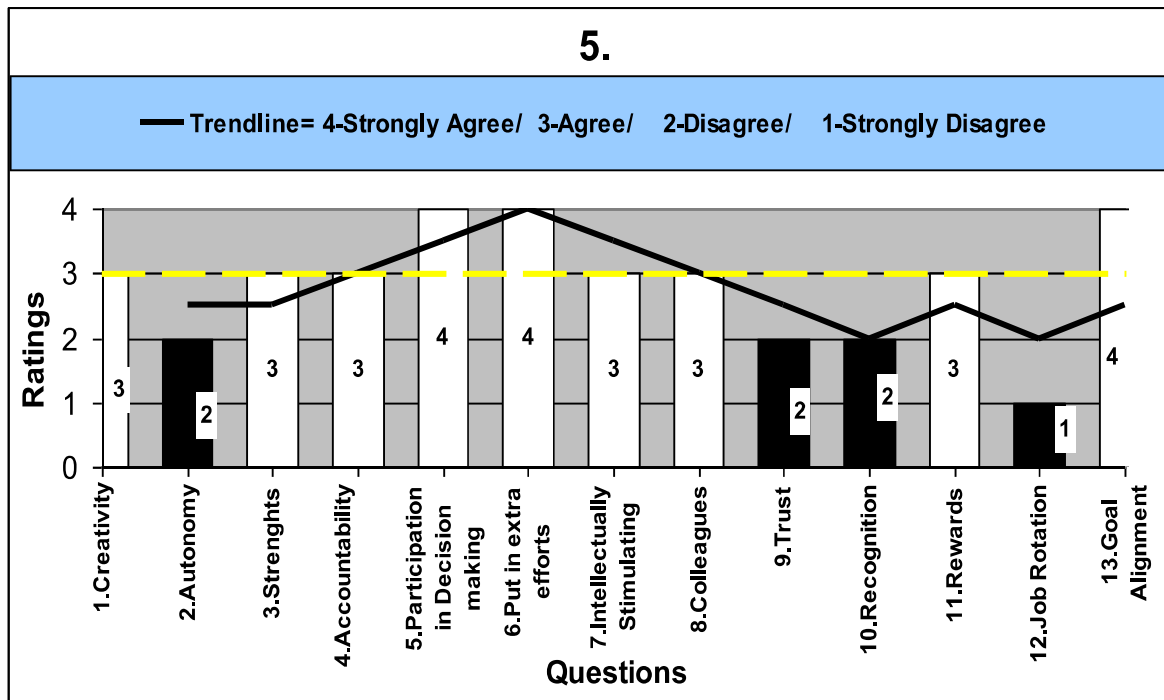


Figure 5: showing responses of employee 5

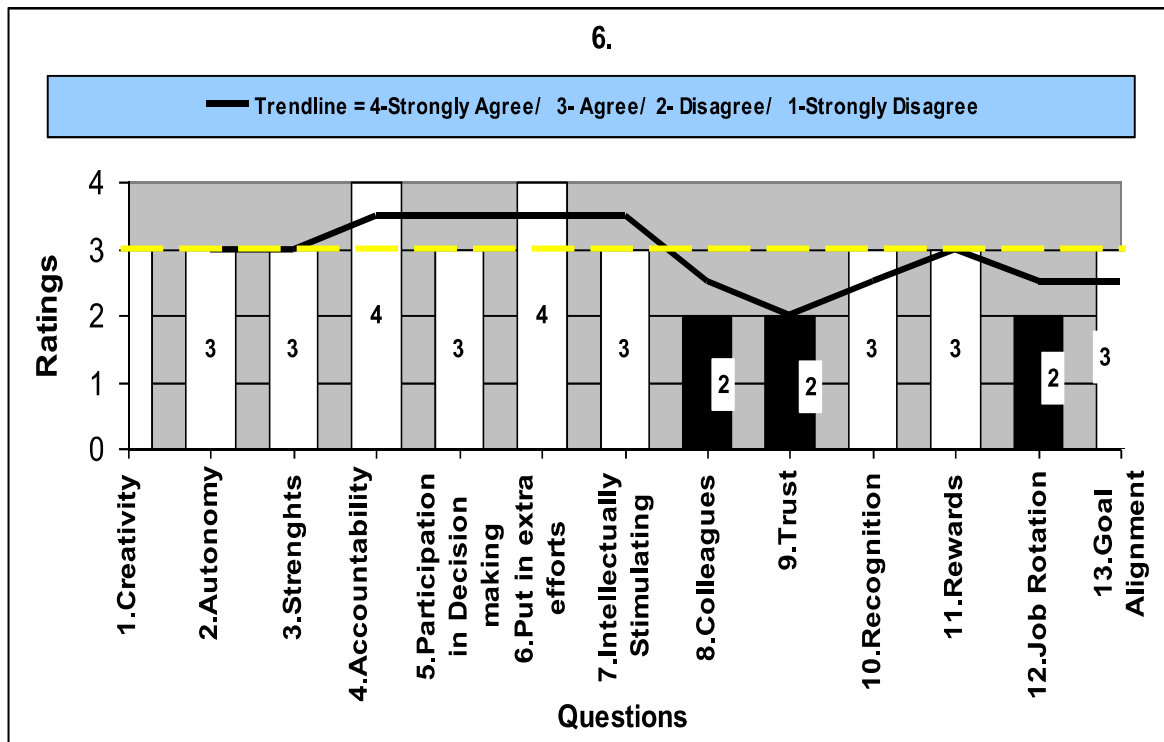


Figure 6: showing responses of employee 6

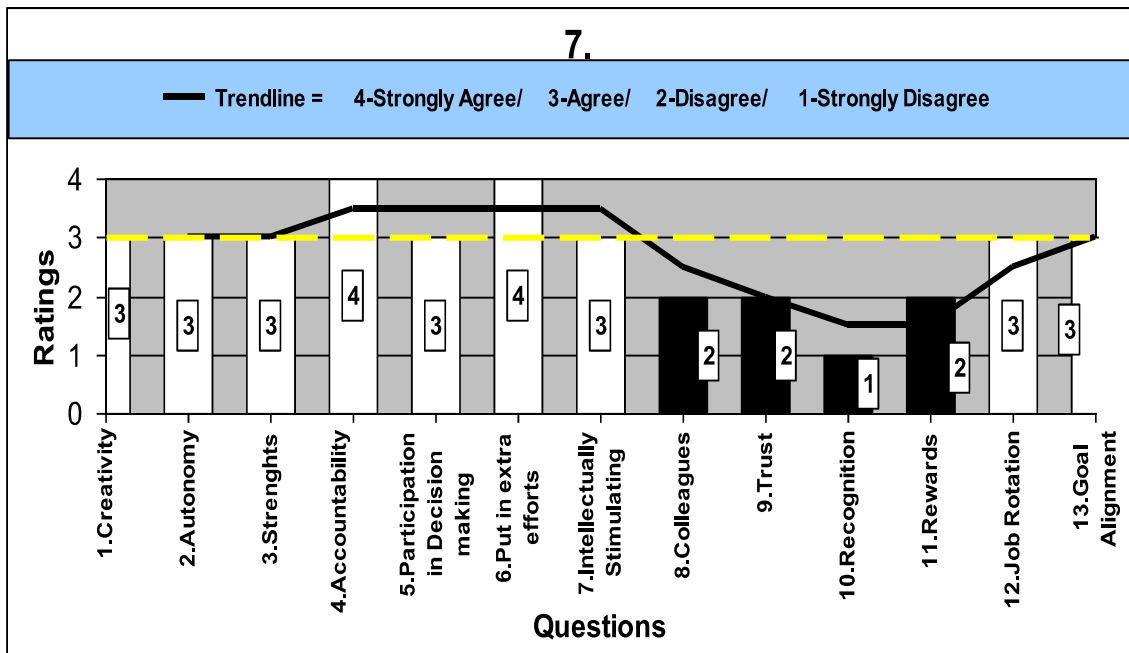


Figure 7: showing responses of employee 7

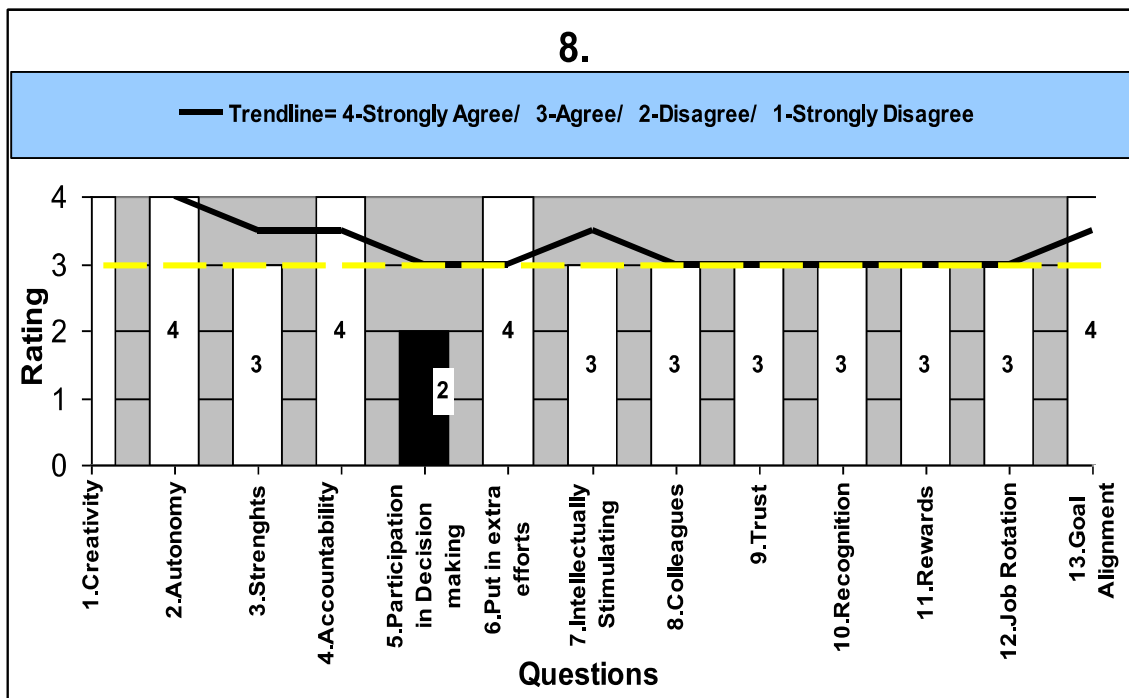


Figure 8: showing responses of employee 8

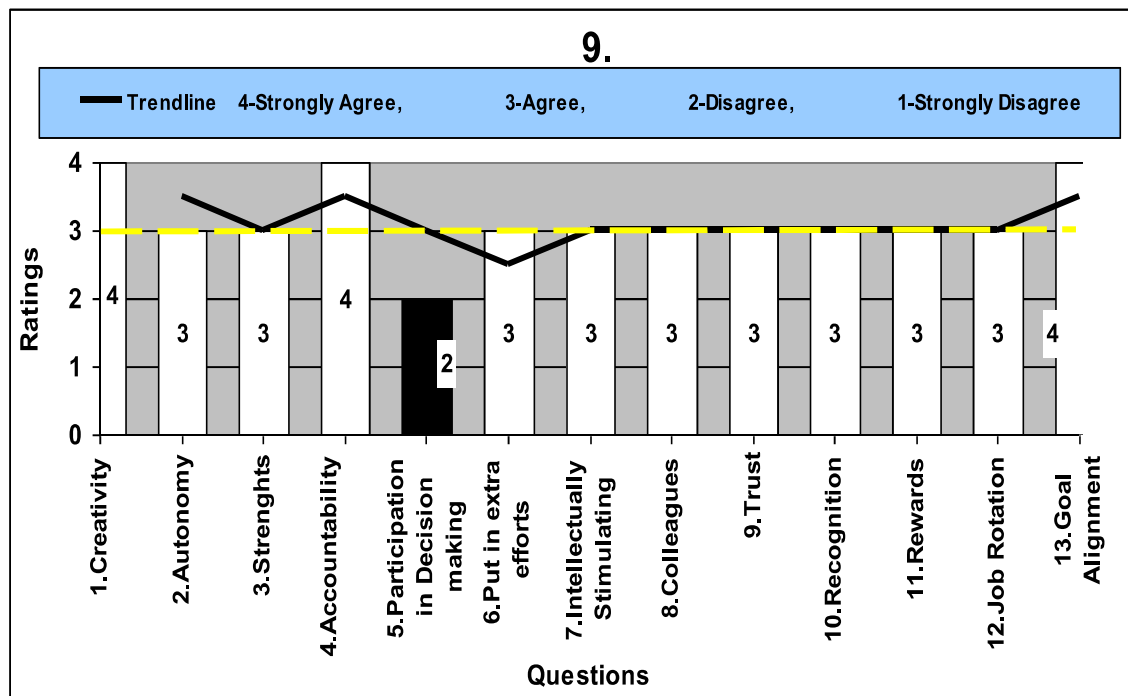


Figure 9: showing responses of employee 9

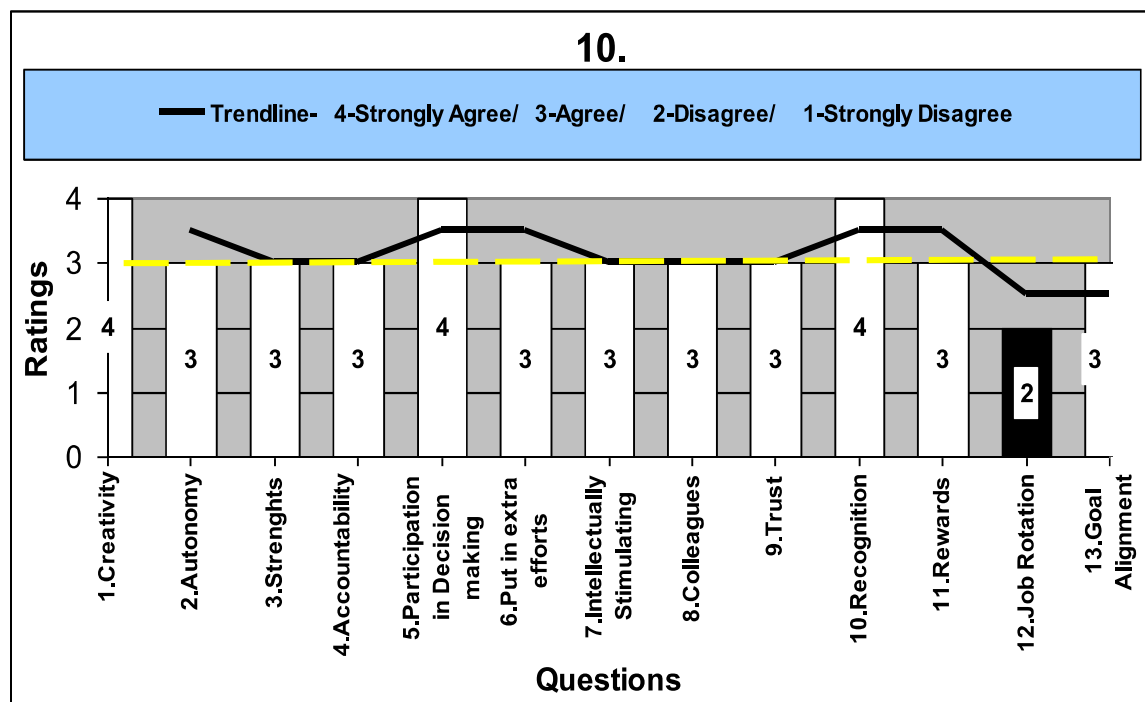


Figure 10: showing responses of employee 10

Interpretations/Discussion

Major observation has been that most of the employee's i.e., 5 out of 10 feel that cross- functionalization is not happening within the team. These figure prompted the senior management to initiate measures to cross – functionalize the team.

Similarly, three out of ten employees feel that, they don't get enough opportunities to use their creativity. Four out of ten employees feel that, they are not involved in the decision

making process and also that commitments made at workplace often not kept by their colleagues, hampering the trust factor.

Surprisingly, all the employees feel that their individual goals are aligned to the organizational goals. Goal alignment is an important factor for a high performing team.

Table 1: showing the overall interpretations of HR team

Overall Interpretations					
	N	Mean		Standard Deviation	
1. Innovation and Creativity	10	2.9	2.9	1.197	1.197
2. Personal Responsibility			3.25		0.03676955
2.1 Autonomy	10	3.1		0.568	
2.2. Accountability	10	3.4		0.516	
3. Accentuate strengths	10	3	3	0.471	0.471
4. People Participation	10	2.8	2.8	0.789	0.789
5. Trust			2.84		0.17
5.1. Commitments	10	2.7		0.675	
5.2. Employee Relation	10	2.9		0.56	
5.3. Rewards	10	2.8		0.422	
6. Cross – functional exposure	10	2.4	2.4	0.699	0.699
7. Vision	10	3.4	3.4	0.699	0.516
Overall Mean			2.94	Overall Standard Deviation	0.34

The overall Mean is 2.94. i.e. 3. This means often the current Human Resource team of HCL BPO, N5, exhibits the traits of a High Performance Team. The overall Standard Deviation is 0.378706656, i.e. 0.37. This means all the data points are close to the mean.

The chart below depicts the overall performance of the Human Resource team, by combining all the elements of high performance.

The yellow dashed line depicts the benchmark, i.e. minimum requirement to be a high performing team.



- Areas of Improvement



- Benchmark

4 – Very Often,	3 – Often,	2 – Sometimes,	1 – Rarely
-----------------	------------	----------------	------------

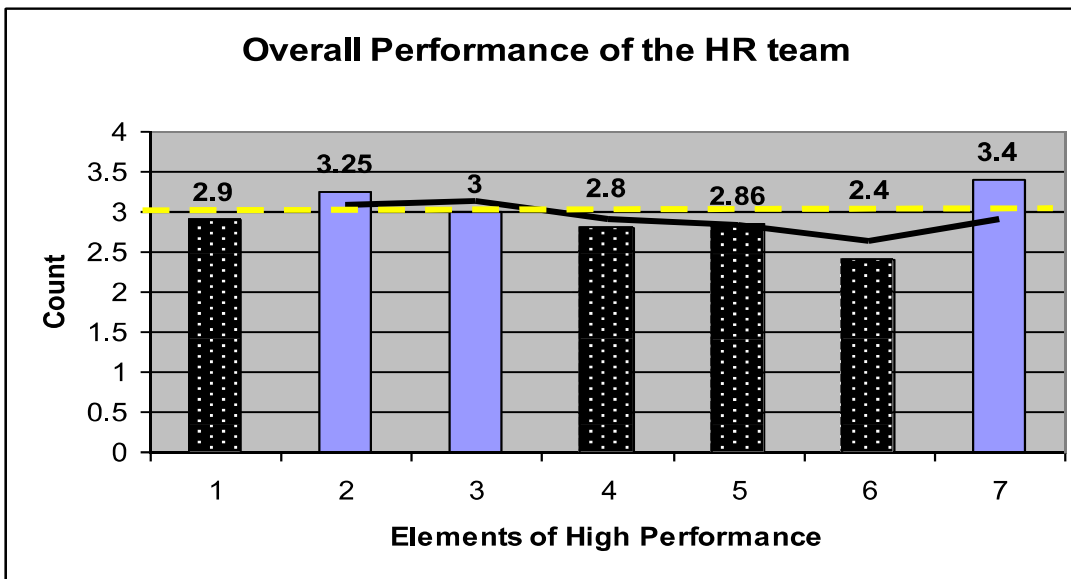


Figure 11: showing the overall performance of HR team

Scale (Elements of High Performance):

1. Innovation and Creativity
- 1 Personal Responsibility
- 2 Accentuate strengths
1. People Participation
2. Trust
3. Cross functional exposure
- 7 Vision

So, the management should work towards creating an environment where creativity is encouraged, increased people participation in the decision making process, development of trust among employees and provide more cross functional exposure.

Conclusion

There should be more team bonding. There should be more transparency. More non-monetary rewards and recognitions should be introduced for motivational purposes. More training and developmental programs should be encouraged. There should be reduction in transactional work. Job rotation should be practiced more frequently. All the employees feel that their individual goals are aligned to the organizational goals. All this will lead to a high performance team. The management should work towards creating an environment where creativity is encouraged, increased people participation in the decision making process, development of trust among employees and provide more cross functional exposure.

References

- Dechant, K., Marsick, V., & Kasl, E. (2000). Team learning: A model for effectiveness in high performing teams. in (ed.) *Advances in Interdisciplinary Studies of Work Teams (Advances in Interdisciplinary Studies of Work Teams, Volume 7)* Emerald Group Publishing Limited, 1 - 19
- Ibrahim, C. K. I. C., Costello, S. B., & Wilkinson, S. (2016). Application of a team integration performance index in road infrastructure alliance projects. *Benchmarking: An International Journal*, 23, 5, 1341 - 1362

- Kur, E. (1996). The faces model of high performing team development. *Leadership & Organization Development Journal*, 17, 1, 32 - 41
- Margerison, C. & McCann, D. (1984). High Performing Managerial Teams. *Leadership & Organization Development Journal*, 5, 5, 9 - 13
- Moldjord, C. & Iversen, A. (2015). Developing vulnerability trust in temporary high performance teams. *Team Performance Management*, 21, 5/6, 231 - 246
- Russo, M. (2012). Diversity in goal orientation, team performance, and internal team environment. *Equality, Diversity and Inclusion: An International Journal*, 31, 2, 124 – 143
- White, R. E. (2012). Building high-performing teams rapidly. *Industrial and Commercial Training*, 44, 7, 424 - 428
- Wing, L. S. (2005). Leadership in high-performance teams: a model for superior team performance. *Team Performance Management: An International Journal*, 11, 1/2, 4 - 11