

Research on Enterprises Team Performance Management

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Abstract: With the changes in market environment management concept and operation mode of development, the traditional individual work mode is gradually replaced by team cooperation. The performance evaluation method should change the way focusing on both team overall performance and relevance of individual team members performance. Grasping the difference between each other and making fair and reasonable performance evaluation incentive are faced by contemporary enterprise based on the definition of team characteristics and classification as well as build units of team performance management process. This article further discusses and analyzes problems in the assessment of team, points out that group of high performance process is not a one-way process, but a dynamic circulatory system, puts forward concrete methods of team performance management for the unit with the team to help performance appraisal management, hopes to help other enterprises in establishing team performance management system for the unit, and provides reference.

1. Introduction

Nowadays, with the change of market environment and the development of business philosophy and operation mode, the traditional individual working mode is being replaced by the team working mode. In this kind of unit organization with the team as the unit, the strategic goals of the enterprise are decomposed according to certain rules and finally reach each team. In an enterprise with such an organizational structure, team members can no longer conduct performance appraisal as an independent individual, and the traditional performance appraisal can no longer adapt to the changes in this new form [1-2].

In colleges and universities, group work that does not involve money interests is not appropriate in the team performance appraisal, which may even make team members feel unfair and unwilling, which can be seen in enterprises. Therefore, with the extensive promotion and application of the team organization model in contemporary enterprises, the importance and urgency of the research on the performance appraisal method based on the team has become increasingly prominent. To the team as a unit for what benefits, to achieve the goal of enterprise in the team during the performance appraisal for the unit, how to focus on overall team performance and the performance of individual team members relevance, and grasp the difference between each other, to do a reasonable performance evaluation incentive, which is the article want to study [3-4].

2. The Definition of the Team

A team is a formal group of two or more people who use their skills and knowledge to coordinate tasks in order to achieve a unified goal. Team members are committed to common principles, common visions, and common goals [5]. The purpose of forming a team is to realize the synergistic effect and skill complementarity among the team members. The team members work in the team, share information and cooperate with each other, so as to generate synergies and finally achieve the effect of $1+1>2$. Teams can generally be divided into work teams, project teams, parallel teams and partner teams.

3. Definition and Classification of Team Performance

3.1 Definition

Team performance refers to the actual results of the team achieving the predetermined goals, mainly including three aspects: Firstly, the output of the team (quantity, quality, speed, customer satisfaction, etc.); Secondly, the influence of the team on its members (results); Thirdly, improve the team work ability, in order to work more effectively in the future.

3.2 Classification

Team performance can be divided into internal performance and external performance, internal performance includes cohesion, obedience, mutual influence of members, satisfaction, etc. While external performance includes productivity, customer satisfaction decision, interaction between different teams.

4. Purpose and Significance of Establishing Performance Management with the Team as the Unit

4.1 Purpose

In a complex and increasingly competitive social environment, teams are more stable and responsive than other forms of organization. The characteristics of the team's overall collaboration have also become a decisive factor in the realization of team performance. As an effective performance management method, its function is to closely link the activities of individual employees with the strategic objectives of the enterprise, and to provide effective information for the organization to make management decisions for employees, but also to provide necessary and valuable information feedback to employees. Therefore, compared with the traditional performance management methods, the team-based performance management method emphasizes the combination of strategic objectives and the functions of member feedback and collaboration.

4.2 Significance

The implementation of team performance management, through layers of decomposition, implementation of the company's development strategic goals, is conducive to promoting the overall performance of the company, improve employee satisfaction and enterprise cohesion. The performance management with the team as the unit focuses on the combination of the assessment indicators and the strategic goals of the enterprise, so that the direction and focus of employees' efforts are related to the achievement of the enterprise's strategic self-standard, and the desired results of the enterprise can be achieved through the efforts of employees and the mutual cooperation between team members [6-8]. The strategic goals of an enterprise are decomposed from top to bottom to various levels. The establishment of a performance management method that takes the team as a unit can link team performance, employee performance and enterprise goals.

With the development of social economy, the importance of "people" becomes more and more obvious. In order to develop from the stage of treating employees as objects of control to the stage of treating employees as exploitable resources, it is necessary to have a suitable management tool to assist. The performance management method based on team is the best choice. One of the important functions of team performance management is to further develop employees' potential and promote the continuous improvement of individual skills, so that they can more effectively assist each other among team members and successfully achieve team goals.

5. Problems Existing in Individual and Team Assessment in Enterprises

5.1 Difficult to Define the Individual Performance of the Project Team

In current project teaching practice, the evaluation of project team performance is usually based on the implementation results of the project, which is the result of the joint efforts of team members.

However, in the process of project implementation, some team members worked very hard, and some team members even did not participate in the project, but still Shared the project results with the students who made a lot of efforts, which would discourage the hard-working students to some extent.

5.2 The Evaluation Mechanism being too Subjective

In the practice of project teaching, not all evaluation indicators can be quantified. For example, the group designs a survey questionnaire together, so it is difficult to measure each person's efforts, so the evaluators are required to conduct subjective evaluation. As long as there is subjective evaluation, it is difficult to avoid the existence of the unfair problem, the more subjective evaluation, the more obvious the unfair phenomenon.

5.3 The Evaluation Mechanism Focusing on the Result Evaluation Rather Than the Process Evaluation.

At present, in teamwork, there is an obvious tendency to focus on results rather than process. In the team performance evaluation, the evaluation indicators pay more attention to the results of the project, such as whether the project tasks have been completed and how well they have been completed. If only focus on the results, the evaluation mechanism is one-sided, will discourage the enthusiasm of employees, so that the employees' personal efforts will not be recognized.

6. How to Implement Fair and Reasonable Performance Appraisal Incentive in the Team

6.1 The Combination of Team Performance and Individual Performance

When evaluating the performance of the team, it is necessary to evaluate not only the contribution made by each member to the team, but also the overall effectiveness of the whole team. Although paying attention to the evaluation of individual performance can help avoid the phenomenon of laziness and free riding in work, the most essential part of the performance of an excellent team is cooperation and collaboration, which is ignored. We should not pay too much attention to individuals and neglect the effectiveness of the whole group, so as to prevent the antagonism and conflict among team members.

6.2 Analysis of Specific Problems in Different Nature of Work

When evaluating the performance of a team, we should not only pay attention to the performance results at both the team and individual levels, but also consider the differences between different work types. Especially for the team of high-tech enterprises, due to its own particularity, if only considering the final result, the overall morale of the team members may be low. Therefore, it is not conducive to the continuous innovation and development of team members.

6.3 Adopt Appropriate Performance Appraisal Tools

Use appropriate performance tools to evaluate specific teams. Different performance tools are effective and feasible to some extent in measuring certain teams, but they are not universally true. This is easy to mislead performance examiners to choose a fashionable evaluation method to apply to the actual assessment, which will not only fail to achieve the purpose of the assessment, but also may cause team members to lose confidence and trust in the organization.

6.4 Set up the Team Objective

According to the enterprise development goals, to develop enterprise group and the appraisal target as a result of the development strategy and development of the enterprise characteristic is different, have different characteristics and school-running orientation, university faculty and academic level between also have difference, so the enterprise should according to their own strategic objectives of the development of recent target enterprise culture and management characteristic, set a clear overall goal, then the total target layers of decomposition, the implementation of the team to specific enterprises In this way, each team has a clear goal, and then

as long as each team around their own goals to achieve, then the overall goal of the enterprise can be successfully achieved.

7. Specific Performance Management Methods

7.1 Static and Dynamic Balance Method

The meaning of "Static and dynamic balance method", "static" refers to the different positions between the rendered static difference, usually in the form of post factor, can be calculated according to the results of the post evaluation: "dynamic" refers to the employees by the dynamic difference in job performance, according to individual performance score in the weighting coefficient of performance score, "balance" refers to stay below average performance is deducted by the prize money, again to the balanced allocation of process performance is outstanding person, is a continuation of the move.

7.2 Two Main Lines and a Loop

The corporate performance management method with team as unit is "two main lines and one cycle", that is, the corporate strategy is decomposed by the balanced scorecard method first, and this main line forms the key performance appraisal index of the team unit; Then, through the formulation and analysis of these performance indicators, the key performance indicators and post responsibilities of individual members of the team are clarified. The fulfillment of post responsibilities and the realization of post kpis contribute to the realization of team performance, and ultimately support the realization of enterprise strategy, thus forming a complete circular system.

7.3 Pay Attention to Process Assessment and Result Assessment Synchronization

In the project implementation stage, pay attention to the synchronization of process assessment and result assessment. First, there are reward and punishment rules for specific completion, which are determined and approved by all teams. Secondly, if team members are rewarded and punished according to the rules of rewards and punishments, the team should also be rewarded and punished accordingly. These rewards and punishments are ultimately reflected in the assessment scores, which are made up of the sum of individual scores and team scores for each team member.

8. Conclusion

In today's increasingly complex social and economic environment, team as a flexible and efficient organizational form, has become a hot topic in the current corporate world. Units of group technology in the modern enterprise performance evaluation index of performance appraisal performance management in the setting of the difficult of difficult when the type of team is not at the same time, according to the characteristics of the team are and working characteristics of needs in the design of performance management index of the distribution proportion on the dimensions and weights of emphasis in the assessment of team not only to the team as the unit of overall performance evaluation, at the same time also to take into account individual performance appraisal of the team so to explore a suitable for this enterprise characteristics of units of team performance management method is crucial for an enterprise.

In this paper, in the process of evaluation is different between teams and between different members in the same team how to implement fair performance appraisal, how to further perfect team as a unit of enterprise performance evaluation method, put forward its own ideas and opinions, hoping to other companies in the operation of enterprise performance evaluation for the unit with the team to provide some reference and reference.

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