



CREATING & MANAGING THE DREAM TEAM

rh Robert Half®





What makes a winning team?

Today, businesses of all sizes have one aim in common: doing more with less. Since the global financial crisis, achieving new levels of efficiency and productivity has become a necessity, allowing businesses to stay on top of their game in a competitive market.

Maximising the productivity of a team or department doesn't just happen. It is the combined result of the manager providing the foundation for success and each employee playing a part. Creating a high-performance team is not only good for business: it also improves retention and the attractiveness of your workplace to potential jobseekers.

Candidates with in-demand skills and expertise have plenty of career opportunities – they are as sought after in the workplace as top athletes are on the pitch. Hiring, motivating and retaining talented employees remain top priorities for managers, as just like in sports, everyone matters – from the coach to the star player.



Who are the members of a winning team?

A successful sports team is made up of many people - the captain, the referee and the individual players, from the rising star to the experienced professional. Just like in the workplace, each member plays a special role and brings their unique abilities to the team.

As head coach, your job is to identify your team's traits and provide the best possible management to ensure maximum performance. This helpful guide will provide useful tips to ensure your dream team's success.



CAPTAIN



REFEREE



EXPERIENCED
PROFESSIONAL



STAR PLAYER



NEW SIGNING



HEAD COACH



The captain

An unofficial 'workplace captain', the project/team leader is a trusted role model. Boosting morale when the team is under pressure, the captain supports colleagues in achieving goals and objectives by keeping an eye on the ball at all times. The captain helps build trust within the team as well as with other colleagues and external partners, enabling peak performance. The captain can be called on to launch or drive a project or programme forward, communicating with the team members and helping them understand how they can contribute while also addressing any hidden obstacles.

Key traits:

- Leads by example
- Gives clear direction
- Inspires others to perform
- Finds solutions to problems

How to manage:

- Encourage taking on additional responsibility
- Provide autonomy and decision-making authority whenever possible
- Avoid micromanaging – allow the captain to lead the team, providing feedback in a private setting



The referee

The referee sticks to the rules, but also promotes core values such as fair play and respect within the workplace. Often considered a de-facto 'compliance officer', espousing company values and best practices in lieu of financial regulation, the referee can support the manager, communicating the company and departmental vision and ensuring that policies and procedures are established and adhered to throughout all business practices.

Key traits:

- Impartial and fair
- Perceptive and intuitive
- Separates emotions from facts and situations

How to manage:

- Allow for independent decision-making that reflects best practice
- Encourage team-based goal setting to enable ownership
- Live the vision and values in all business interactions



The experienced professional

Experienced players form the spine of winning sports teams. Likewise, experienced team members bring expertise and stability to the workplace. Their invaluable skills and know-how acquired over many years makes them the first port of call for questions, allowing them to showcase their knowledge and share lessons learnt from the past. This not only allows for valuable information sharing but also gives the true professional a greater sense of purpose and recognition within the team and wider business.

Key traits:

- Shares openly and willingly
- Actively participates and provides solutions
- Meets all work demands effectively and on time

How to manage:

- Remove roadblocks from their path, allowing them to succeed
- Identify career development opportunities and new challenges to retain
- Provide opportunities to mentor new members of staff and/or partner with other business units



The star player

High-potential employees can propel a great team to new highs. Driven by passion, they are productive and efficient, and their work is of top quality, often raising the game of other players on the team. Star players generally thrive under pressure, and when passed the ball, they can be counted on to deliver results. Top performers are always in demand and without challenge and opportunity, may be scouted to play for another team.

Key traits:

- Consistently performs at a high level
- Likes challenge, responsibility and independent tasks
- Responds with a sense of urgency

How to manage:

- Reward achievements and hard work
- Provide new projects and challenges to take on
- Lead by motivating, outlining career advancement opportunities



The new signing

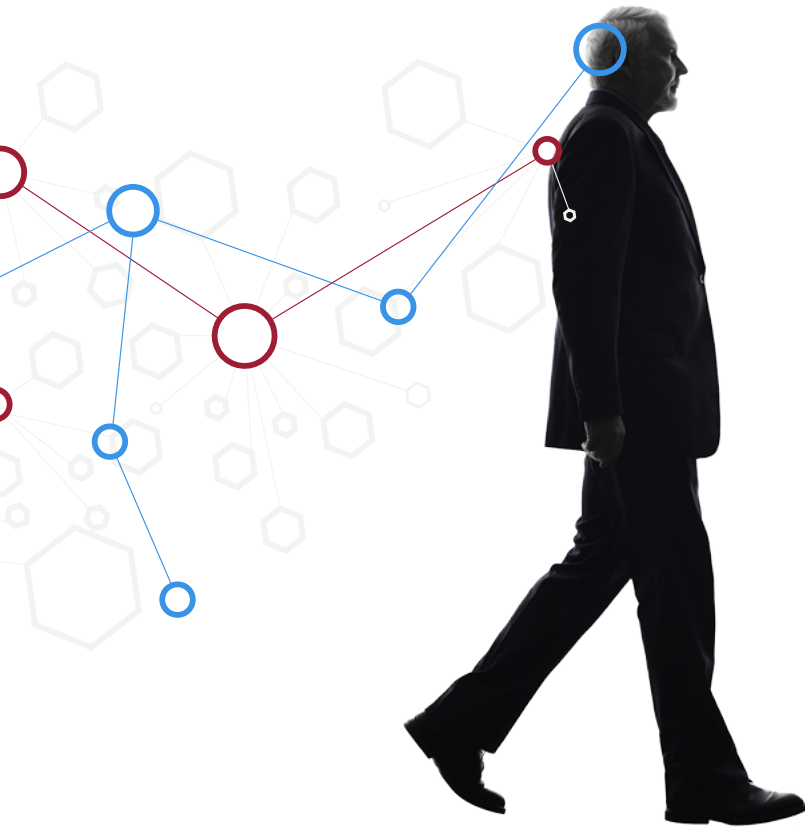
New recruits offer a variety of experiences and perspectives gleaned from previous employers. Incorporating new ideas into existing strategy not only invigorates existing programmes and initiatives but also keeps tenured teams on their toes, encouraging them to be open to new ideas. New recruits are also generally motivated, looking to make an immediate impact, and can help drive a team forward, if given the right guidance and opportunity.

Key traits:

- Keen to learn new techniques and take on additional responsibility
- Brings new ideas, processes and procedures to the team
- Has untapped potential to develop into a star player

How to manage:

- Ensure your onboarding and induction plan offers key expectations as well as how it contributes to wider business objectives
- Establish buddy and/or mentorship programmes to provide support and facilitate relationship building



The head coach

The head coach, or manager, plays a central role. Leader, motivator, facilitator and decision-maker, the manager has ultimate responsibility for creating the dream team. Identifying and nurturing individual strengths, thereby creating a team whose sum is greater than its parts, will make sure that business objectives are met while fostering an environment where employees are motivated, productive and thriving in their roles.

Building a dream team can only be possible when the right people come together and share a common vision. When the skills, qualities and drive of the individual players come together in a dynamic team environment, synergies are unleashed. From the new signing to the manager, everyone has a role to play. High-performance teams attract high-performing players. Talented employees are looking for employers that exude a positive team spirit, and as like attracts like, assembling a dream team today will pay dividends in the future.

‘Success is no accident. It is hard work, perseverance, learning, studying, sacrifice and most of all love of what you are doing or learning to do.’
– Pelé, retired Brazilian footballer

10 tips to create and manage a high-performance team

1. Establish a positive culture.

A positive, open and transparent work environment is essential to delivering results and retaining top talent. Communication is key. Talking openly about the company's vision and strategy and empowering employees will give them ownership over where the company's going and how they'll help it get there.

2. Embrace diversity.

Promoting a diverse environment, where individual backgrounds and viewpoints can contribute to the wider business discussion will help provide

more balanced decision-making and an inclusive workplace. Play to individual strengths and adapt your leadership style accordingly.

3. Define roles and responsibilities.

Just as every footballer is given a specific position on the football pitch, each team member should understand exactly how their role contributes to the wider business objectives.

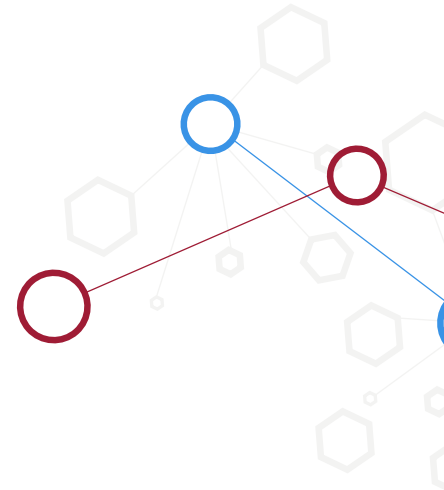
4. Set goals and objectives.

Working as a team to set goals and revisiting them on a regular basis will

help build teamwork while reinforcing the team's commitment to the business. Define milestones and celebrate successes when goals are achieved.

5. Enable trust.

As every team member contributes to the goal, it is essential that the players have trust in one another and trust in the team as a whole. A good leader works tirelessly to build this confidence and, in turn, earns the trust of the players on the field.





6. Manage conflict.

Dealing with conflicts openly and swiftly will strengthen trust and team spirit. Even a small issue can fester into a major crisis if not handled properly. Work with individuals to develop a solution together, rather than imposing your own remedy.

7. Reward to retain.

While remuneration is an important motivator, many employees today value a host of non-financial perks, including flexible working and benefits. As a little kudos goes a long way, be liberal with praise, sharing successes and celebrating individuals and teams across the wider business.

8. Keep them happy.

The key to an inspired, motivated team is keeping individuals happy in their roles. Get to know your employees, as research shows that they are more

productive if they feel recognised as individuals. Also watch stress levels. When the pressure of heavy workloads takes its toll, consider hiring additional staff to lighten the load.

9. Find the right talent.

Recruiting and retaining top talent is essential in the creation of high-performance teams and, in turn, will attract more star players to the business. Prioritising recruitment as part of larger employer branding efforts will help make sure the right talent is identified and hired.

10. Lead by example.

Involve, motivate and engage team members. A good coach lives the company's core vision and values, setting a benchmark for others to follow. Leaders take responsibility for their actions, setting high standards for themselves and those around them.



Robert Half – the talent scout

Talent scouts have an eye for talent. Their deep networks allow them to keep tabs on what skills are available across the market, facilitating recruitment efforts and making quality matches. Like a talent scout, your recruitment partner is an extension of your team, constantly on the lookout for professionals with more than just the technical skills you need: talented candidates who each play an integral role in your very own dream team.

Robert Half – your trusted talent partner



The right match. We can help you get hard-to-find professionals. Our global candidate database includes more than seven million pre-screened, skills-tested individuals who are pre-qualified and available to work right away.



Quick results. When you have a job opening, chances are you need immediate help. Our recruitment experts use leading-edge technology to shorten the search process. In addition, we take the time to understand your business's unique needs.



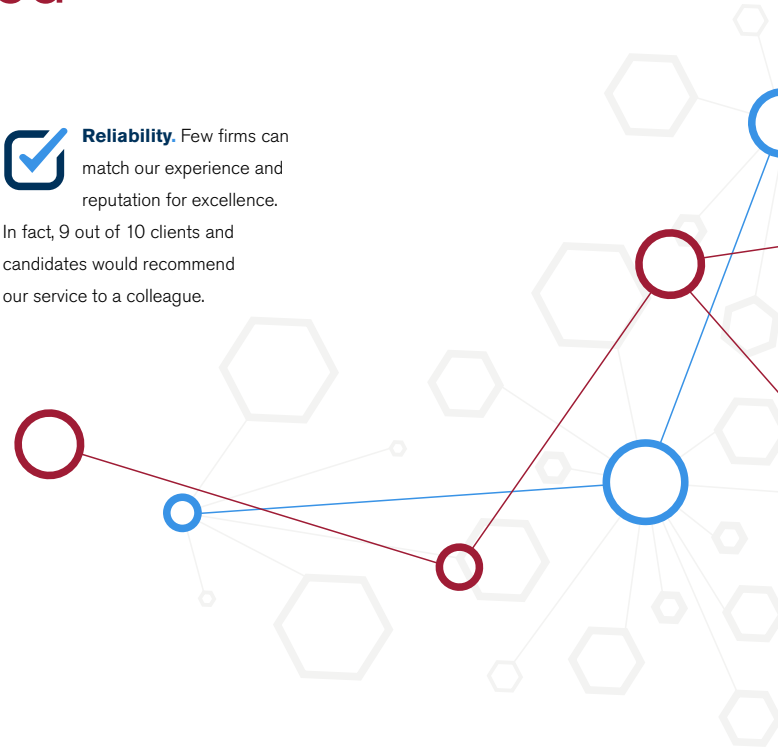
Options to fit your needs. We offer a choice of skilled candidates with varying levels of experience. So, whatever your budget or needs, we can find the right professional for your organisation.



Exceptional service. The hiring process is more complex than ever. We can guide you every step of the way and handle the most challenging aspects for you. Communication is our speciality.



Reliability. Few firms can match our experience and reputation for excellence. In fact, 9 out of 10 clients and candidates would recommend our service to a colleague.



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Robert Half Financial Services specialises in recruiting and providing highly skilled financial services professionals in the fields of finance and accounting, risk and compliance, banking operations and insurance.

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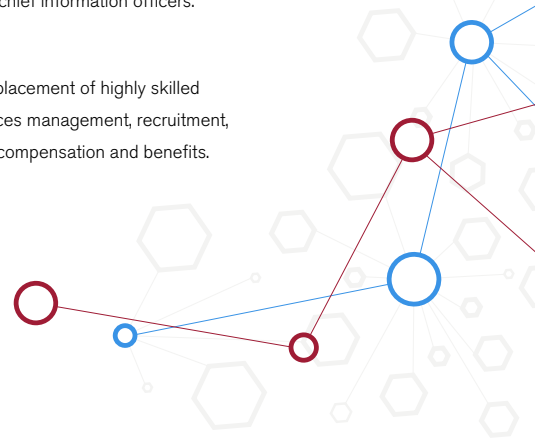
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