



## Routes to success 5: building the winning team

**Admit it: you can't do it all yourself. You will only achieve success if you can build a team around you that buy in to the strategy and goals of the business and respond to the challenge with energy and, yes, passion. Achieving this is not as difficult as it may seem**

You have developed the business plan, prepared a customer care agenda and have the finance in place to see the business through the next couple of years. All you have to do now is deliver.

For that, you need people - the right people, who understand what is expected of them and will be rewarded for their success.

Most managers agree that managing people is the most frustrating task in running a business - but then you are dealing with individuals who are likely to be every bit as irrational, stubborn and unpredictable as you. They may not share your goals. So how can you assemble a team that will work to achieve the objectives set for the business?

As in many areas of human endeavour, there is no one correct answer but any approach that works is likely to include some or all of the following features.

People are likely to be every bit as irrational, stubborn and unpredictable as you

### Recruitment - or finding the talent

The first thing to remember is that getting the right people on board is very important. Don't rush it. Yes, you have loads to do but you really must make time for this.

Before you think about placing a job advert or calling the agency, you must define what you'll expect this person to do, now and in the future. Time spent now preparing a summary of the duties of the post and of the skills, experience and qualifications required - as well as the personal attributes - will help in preparing that advert and at the interviews.



You will want applicants to submit a CV and it is worthwhile to issue your own application form as well. People are understandably selective in the information they will choose to give you on their CV - your own form will help to fill in the gaps.

Filtering applications to select candidates for interview should not be rushed. Don't just play safe in choosing who to see - someone with years of experience in a similar role may be just right for you, or they may be an old stick in the mud incapable of generating a fresh thought. Someone new to the field but with a proven record of learning may be a better choice. You should prepare well for the interviews. Find out about the person in front of you. Listen to them. Test them with some 'scenario' questions. And if you are unsure, don't just take the best of the bunch - readvertise. Remember, finding someone that you are confident can really fit this job is important.

You'll need to sort out the legal stuff - offer letters, the probationary period, the contract of employment, and most importantly the references and medical history. This is not the place to discuss these processes in detail but if you want to know more, please ask us!

### The new starter - nurturing the talent

First impressions count, and it is vital that you are prepared for the new recruit's first day.

You need to have prepared an induction programme to introduce your new starter into the ways of the business in a systematic way.

Part of this induction scheme should be a training plan. This will ensure the new employee is properly equipped to make a smooth transition into the requirements of their job. It should include targets so that you can identify weaknesses and arrange extra training where it's needed.

As each individual succeeds, the business gains too

For the first month, check daily on their progress against this plan. In the second and third months, weekly reviews should be sufficient and after that goals and targets can be set as for everyone else in the business.

### Keeping the talent focused

Once you have assembled the team the business will depend on, it is up to you as the owner/manager to make the best of them. This is not something that can be consistently achieved by chance or luck - it takes method.

You have prepared a business plan. It sets goals for the business and should include action points - we know where we want to be, what steps will take us there?



To keep everyone on track and working towards achieving the plan, each individual needs to understand what is to be done and what part they are to play. Their success needs to be measured, and they need regular feedback and encouragement on how they are doing.

As each individual succeeds, the business gains too.

It sounds simple, yet few businesses systematically follow this prescription. Some think it unnecessarily formal for a small business, or that they can keep everyone working in the right way by more traditional means.

Our experience shows, though, that it is this approach that is received most favourably by employees; it is seen as fair and consistent is easy to understand. And it works.

Thank you for downloading this document from Riley. If you would like further information on this subject please contact us on [info@rileycom.co.uk](mailto:info@rileycom.co.uk) or call us on 01752 203640

