

Mission One:

# Recruiting the **Right** People



[www.dtssydney.com](http://www.dtssydney.com)

**02 9360 5111**

**WAR**  
**for Talent**  
eBook Series

## The War for Talent Series

As a professional services company specialising in assisting companies to get the very best from their people we are often asked to consult and create systems for our clients to do just that. Over the years we have learned that some companies like us to deliver an end to end solution; some companies want us to create the system then teach them how to do it; and some companies are simply looking for tools and resources to create their own system. The War for Talent eSeries has been designed to assist business professionals to better understand the functions of sourcing and selecting, training and development, and motivation and management of people in business.

The War for Talent eSeries is a constantly growing series that is available from our website [www.dtssydney.com](http://www.dtssydney.com). Check out our website for more information and details. We also publish a War for Talent newsletter that is delivered via email every 4 weeks that talks about hot topics and challenges being faced by businesses around the globe.

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## Introduction

Recruitment lays the foundations of success in business. Recruiting a strong, capable and performing team who does what they need to do means your business can run smoothly and productively. Knowing and understanding the different parts of the recruitment process ensures that you get the best results. A building is limited by its foundation: top level recruitment is the foundation of business - without it your business will never be the skyscraper you hope it to be!

DTS International assists companies to recruit the right staff and develop their own recruitment strategies and systems for the future. In this eSeries we will explore the 3 “must knows” for recruitment success.

1. Recruitment Process Development
2. Position Benchmarking
3. Selecting for Success

This special report will provide an overview of these core elements of the recruitment process. This report is designed for internal Human Resources professionals, Leaders wishing to up-skill their managers, External trainers and consultants and Hiring Managers looking for the edge in this critical business function.

## Part One: Process Development

Knowing and developing your recruitment process is just as important as knowing and developing your business plan. Recruitment is a core function of business yet is so often overlooked and left to chance. As a business leader you need to ensure your recruitment process is a professional, structured and thorough process that includes your recruitment goals, stays in line with company values, timelines and includes where to turn if it all goes wrong.

This section of the report will cover these three critical components:

- Powerful Job Descriptions
- Thorough Selection Process
- Getting Off to a Flying Start  
(*On-boarding and Induction*)

### Powerful Job Descriptions

A great job description allows your recruitment process to focus on the most important aspects of the new position. It is not impossible to recruit without a job description, however understanding the results you are looking for takes the 'hit and miss' aspect out of selection and helps keep your personal biases at bay when selecting people.

As a recruitment, training and HR consultancy we see many companies have a tough time properly defining the roles in their company. A well defined job description will guide hiring and planning managers in developing appropriate selection, training and performance reviews to assist reach company goals.

A carefully constructed job description can be used time and again in many different applications in business. These job descriptions can be a tool for recruitment, management, performance appraisal and professional development.

Why are job descriptions so fundamentally important?

#### ***Clear Expectations***

Similar to the business planning process, creating a job description is not just about the document produced at the end of the process. It is often about the journey of thought one takes while creating it. Many times we work with companies that have long and convoluted job descriptions that mean nothing at the end of the day. The process of creating a job description is more about gaining clarity around the role and what is truly important for peak performance. Like with most things, less is often more!

#### ***Puts Goals in Writing***

A great Job Description will include Key Performance Indicators (or key goals) the position must achieve in order for the individual and the company to be successful. By having these things in writing hiring managers, leaders and potential candidates alike are all able to agree on the fundamental success criteria of the job and whether the potential candidate can reach these goals.

#### ***Guide the Hiring Process***

When the responsibilities and goals of a position are clearly defined, hiring managers are able to guide their selection process and hiring decisions based on key criteria. When a

position is clearly defined the ideal candidate is much easier to spot during interview and screening processes.

### ***Multiple Applications***

The thing that makes great job descriptions so powerful is that they continue to add value after a person is selected for a role. Great job descriptions clearly lay out key success factors, tasks and time frames for people in a position. A job description can be used to guide those in the position to successful performance, to guide managers on what the person should do, know and to what level.

Job descriptions are the underpinning aspect of a solid recruitment and selection process. Job descriptions should include things like the Position Title, Key Relationships, Division/Business Unit, Performance Review Date, Job Description Review Date, General Position Statement, 3-7 Key Result Areas and Key Performance Indicators for each of the areas.

How do your jobs descriptions stack up?

Later in the War for Talent eSeries we have a Job Description Report that outlines the process for creating a job description as well as a reusable template for you to use when creating (or recreating) your own Job Descriptions.

## **Selecting for Success**

A thorough Selection Process involves more than just looking for your favourite applicants and ticking 'yes' or 'no'. A selection process is called a process because it should be a standardised system that compares each and every applicant on the same scale to the same criteria every time. When organising your selection process it is important to consider the following points:

### ***Coordinating***

Who will be involved, from organising adverts to interviews? Who makes the final decision? How much time will each person need to allow during the process? How and who will communicate with the applicants?

### ***Timing***

How long will the process take? When will the interviews be held? How long will each interview take? What would be a possible start date for the successful candidate?

### ***Advertising***

Where will you be recruiting new talent from? What will be the best medium to promote your vacancy? Where will the applications be sent? What information do you want to give and receive? How will you record where they came from so you can track effective methods of advertising?

### ***Screening***

How will you be sorting applications? What process will you use to screen the initial application? Who will screen the initial applications? Will they be screened over the phone, email or in person?

## ***Interviewing***

What questions will you be asking? What answers will the ideal person give? What answers would the person we don't want give? How will you remember (or record) answers the different applicants give?

Communication with applicants during the recruitment process is of utmost importance. The biggest complaint from candidates during a recruitment process is lack of communication. Candidates are like customers - they just want to know where they stand, whether that is to know they have been unsuccessful or they are progressing to the next stage.

Candidates should always know what stage they are at in the process, and what the next step will be. This will help sell your organisation as a place to be as it is organised and structured. Remember, this is the first contact that potential employees have with your company – make sure it leaves a good lasting impression.

With the competitive market for quality candidates, it's important that you know when and by whom a hiring decision will be made. The quicker you are able to make a decision, the more likely you'll get your preferable candidate from the process.

The only way to ensure the success of your recruitment campaign is to make a plan BEFORE you start recruiting and stick to it! Otherwise the process can turn into a lengthy and frustrating one for you and your applicants.

Later in this War for Talent eSeries report we will discuss a best practice selection process that is used by some of our clients.

As the War for Talent eSeries grows we will develop a more detailed selection process report with a template for creating your own Selection Process.

## **Getting Off to a Flying Start**

The onboarding (or induction process) is becoming more important than ever before. Many companies have experienced the current trends of staff attrition. Often much of which has been attributed to the generational difference and Gen Y's need for constant stimulation and change. The recent global financial situation has led to another layer of complexity. Companies are expecting more from current employees and need to ensure that any new team members can "hit the ground running". Now more than ever we need to get people in and functioning at peak performance as quickly as possible.

An induction process helps make sure your hiring is as successful as possible. Many companies struggle to build effective induction processes. This means that all the hard work involved in selecting the right person is undone as a person flounders around trying to get a "lay of the land" in their new position with little or no guidance from others. This opens the gate for them to learn bad habits and to degrade a team or company's image. It is of the utmost importance that they are guided in the initial stages of their employment.

Some things to consider when developing an induction process include:

- Who will handle the induction? Who else's involvement will they need?
- What resources will be required? What samples, training material, external training will be needed?

- How long will the induction require? How many hours each day or week and how long will the whole process take?
- What information will the new person need to know? In what order will they need to know it?
- Is there a plan or process to follow? Who needs to sign off on it?

As a part of our own internal development as a company we have been reading a book by the late William T Brooks speaker, trainer and business consultant in the areas of sales and sales management. In his book “The New Science of Selling and Persuasion” he provides a structure for successful orientation programs. Brooks suggests the following components must be included in any induction program:

#### ***Company Information***

This section should deal with more than the history of the business. It should go to a deeper level and describe the philosophy, mission, vision, standards and all the other inner workings (or systems) of the business or department.

#### ***Product Knowledge***

This section must cover the different solutions provided by the business and its departments. This should also include where to go to find answers or more information about the different solutions.

#### ***Marketplace Knowhow***

This section needs to include the factors that affect the business and the market they operate in e.g. trends, industry publications, major competitors, where the business fits in the industry etc.

Our work with clients suggests that a fourth component is required to truly reach maximum performance in a short space of time. **There needs to be a personal element to the induction process.** An introduction between the new team member and their manager, their team and other people they might interact with daily. When we consider that all the statistics say people don't leave companies they leave managers and teams, we can truly value the importance of this fourth component of the induction.

One thing that can assist in developing the fourth component of an induction process is profiling tools. These assessment tools offer team members and managers a common language to discuss their strengths, weaknesses, communication style and developing strategies to put this into action. An example of this style of process is our FastSTART process. Check out our website [www.dtssydney.com](http://www.dtssydney.com) for more details on this.

Later in the War for Talent eSeries we have a more detailed report on developing your own induction process including a template for creating your own induction.

## Part Two: Position Benchmarking

Benchmarking is a business practice that has been used for many years to help business leaders find best practice for different business functions. Benchmarking can occur at three different levels:

1. **Industry Benchmarking** – This is comparing a business function to industry best practice. Often industry associations have reports about the industry and businesses within them. These reports allow business leaders to compare themselves to others in the same industry.
2. **Business Benchmarking** – This kind of benchmarking involves looking internally to a business and comparing internal business functions. This can be done internally in a department for example best output level in a week. It can also be a comparison between departments for example the complaints handling process.
3. **People Benchmarking** – This is a process of looking at the people within a business and more specifically a position. Often people benchmarking looks internally at top performers and we try to find clones of these.

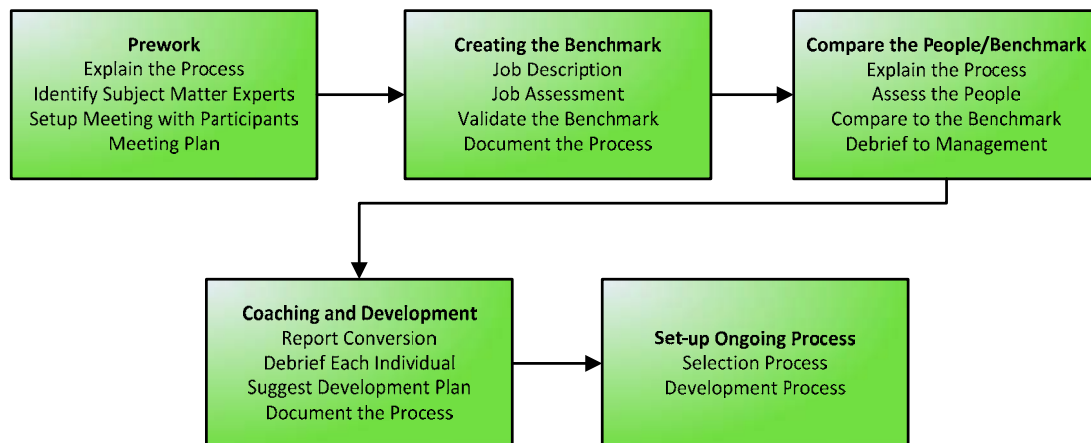
We can benchmark a business as a whole, we can benchmark business processes and we are able to benchmark people. Benchmarking allows leaders to determine the best practice for different business functions. By developing these best practices your business will be able to stay ahead of the competition.

This section of the report will only discuss people (or Position Benchmarking). One of the challenges we face when benchmarking top performers, is that a top performer in our business might not necessarily be a top performer in the industry. By benchmarking positions rather than people we can find out what the ideal person would look like. The benchmarking process we will discuss below is a process for benchmarking positions in terms of behaviours, motivations and skills.

If a job could talk, it would tell us exactly what sort of person it required for superior performance. Because jobs can't talk, we've had to find other ways to determine what's important. The hard skills for a job are fairly easy to determine, things like level of education, experience and skills. What is sometimes harder to determine is what "type of person" would be most successful, as well as fit within your organisation.

The position benchmarking process has the ability to identify the natural talents required for superior performance and measure people against it. Armed with this information, you'll be able to make more effective decisions about where people "fit" in your organisation (if at all). A position benchmark also provides another "piece to the puzzle" when making decisions on new hires, promotions and merger decisions.

The position benchmarking process involves creating a "profile" or benchmark of the role using the Success Insights profiling tools. By involving several key stakeholders we are able to accurately define behavioural, motivational and personal skills that a superior performer would possess if in this role. This section will describe an overview of the benchmarking process and the steps involved:



### **Prewrite**

The benchmarking process can be a large undertaking and it is important to prepare and plan the process. To complete a position benchmark we need to do several things like identifying the subject matter experts (SME), setting up meetings and explaining the process to those that will be involved.

### **Creating the Benchmark**

Creating the benchmark can take between three hours and a whole day face to face with the SME's and an additional hour or two in order to prepare the job folder and other administrative tasks. Essentially this step involves exploring the job requirements and getting these clear. Then each SME will respond to a questionnaire about the role and we will combine their responses to create an average (or the position benchmark).

### **Compare the People/Benchmark**

This stage is about putting the benchmark into action. Comparing people to the benchmark can be done as a part of the selection process or as a part of developing existing people. By comparing people to a set benchmark we are able to decide do they "fit" the role or would their natural skills be better utilised somewhere else (be it internally or within another business).

### **Coaching and Development**

The position benchmark can be used in developing new and existing team members. The Success Insights tools can be used to assist team members identifying their individual strengths and limitations and how to maximise their effectiveness. Using this information and the information in the benchmark, we can develop individual development plans and prescribe development materials to allow people to perform at their absolute best.

### **Set-up Ongoing Process**

To assist managers get the most from the position benchmark it is important to set up simple processes for maximising the investment. These might include a process for use in recruitment, in development and management of people within the business.

## **Case Study**

One of our clients is a large Australian retail company with stores all over the country. We worked with this company to benchmark one of their positions and compare the existing team to the benchmark. There was one person (an extremely successful individual in a previous role with a competitor company in the same position – by title at least) that was the source of much confusion. The management team could not understand why this person's territory was struggling as they had been so successful in their previous role.

We worked with the management team to benchmark the position and we compared the 6 people who held the position in the business to the benchmark and the results were astounding. The top performer in the role was almost identical to the benchmark. As we moved down the ranks from top performing to least performing we saw people move further and further from the benchmark. When we got to the person of concern we realised that they actually had many factors that were opposite to the job. Even though this person had held a similar role in another company there were some subtle but major differences.

In the previous role the person was responsible for less stores, they had more of a hands on approach to running their business (i.e. they worked in the store with the managers), they had less distance to travel and they were rewarded on different things. When placed in this new role they were forced to do things contrary to their natural patterns of thought, feeling and behaviour. This led to de-motivation and an overall poor performance.

Having identified this person as someone they would like in the business, the CEO on our advice changed this person's position slightly to include more of the things they found naturally uplifting and motivating. Three years on this person is still in the business, enjoying every day at work and is performing at a level never imagined by the management team.

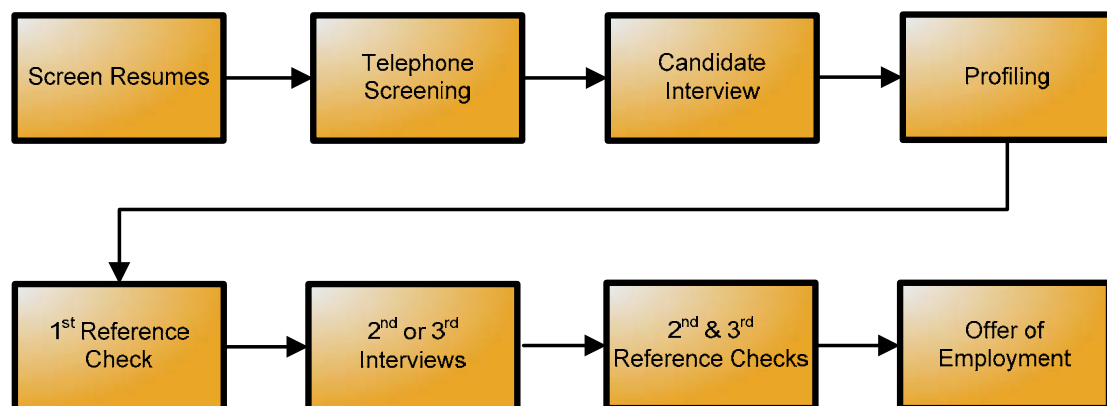
Our position benchmarking process has been designed to be used in the selection and development functions within a business. Each of the steps outlined above can be applied individually or they can be rolled out all as one project. To find out more about position benchmarking check out our website [www.dtssydney.com](http://www.dtssydney.com) or give us a call on 02 9360 5111.

## Part Three: Selection

Selection is a key component recruiting and demands planning, structure and constant review. The important thing is to understand what knowledge, experience, skills or talent are essential to the role, and ensure you can identify these traits in potential employees.

### Process for Selection

It is useful to break the selection process down into each stage. If you're involving other managers, Human Resources and/or third party suppliers, you need to be in a position to communicate the process for each stage of your recruitment process and where you require input from others. Below is a flowchart of a best practice recruitment process:



### Screen Resumes

When you advertise a position you will often receive many resumes some relevant and some not. It is important to have a process for screening resumes. A resume on its own can be deceiving however it is important to look through the skills and experience of the applicants and decide if they should progress to the next stage. This would also be the time to assess any responses for the candidates to specific selection criteria you outlined in your advertisement or application package.

### Telephone Screening

Anyone can have a professional write their resume in a way that makes them shine, while others can fulfil the requirements but not be able to communicate this well on paper. That is why the telephone screening stage in a recruitment process is so important. We recommend the use of a form or template for this process, then it can be performed by an administrator or third party on your behalf.

### Candidate Interview

Based on the previous two stages you may have decided it is time to meet the applicant. At this stage you have a chance to put them through their paces. This is chance to get to know the candidate as a person as well as review their resume, previous roles and skills in more detail.

### Profiling and Assessments

Many companies include a profiling tool or assessment in their selection process. Depending on the tool these can provide additional information about a person's skills, behavioural style, motivations, communication style etc. See our website for more information and a complimentary sample of these style of assessments [www.dtssydney.com](http://www.dtssydney.com).

### **1st Reference Check**

It is natural for candidates to present themselves in only a positive light. A reference check is a way of validating what has been communicated during the selection process. The first reference check should be done before progressing to a second or third interview with other decision makers as a way to avoid wasting time on the wrong people.

### **2nd and 3rd Interviews**

The second, third (and further) interviews are a chance to drill down into a candidate's true fit. The 1st interview is a chance to get to know them as an individual. The idea of additional interviews is to get into specifics of what they can bring to the business. They explore specific technical, business and other critical knowledge the person has and how they intend to add value to your business by applying it. Use the job description as a guide for these interviews and ask specific questions around the key result areas and their key performance indicators.

### **2nd and 3rd Reference Checks**

Again these reference checks should be about validating what you have heard and collecting further information on areas of concern about the candidate. Depending on the position you are recruiting for some businesses choose to do additional background or skill checking. This might include qualification checks, police checks, skill assessments, medicals etc

### **Offer of Employment**

Once you are satisfied with a particular applicant and wish to offer them a position it is important that they have a decision and something in writing fairly quickly. This is especially important for people you know are considering more than one opportunity. This should include things like start dates, position title, salary package, working conditions, special requirements etc.

During your recruitment process planning it's important that you consider who will be involved and at what stage. Something that is often overlooked is the level of commitment, be it time, energy or expertise that is required from different people when recruiting – especially for key positions. It is worth making a list of the people that might need to be involved. Some of the things to consider here are:

- I. At what stage do you require their input?
- II. What sort of commitment do you need from them – information, expertise, a product or service?
- III. How will you involve the person/people in the process?
- IV. How will you schedule, communicate and record the person(s) input?

### **Tools to Use When Selecting**

As we indicated in the example selection process above there are a multitude of tools that can be used to provide more information during the selection process. It is important to find out which tool is right for your requirements, and to decide if you would like to take care of it yourself, or if you would like to have it taken care of by an external service provider. Some examples of these tools or services are:

### **Profiling Tools and Assessments**

These are typically broken into two categories hard skill assessments and soft skill assessments. Hard skill assessments look at things like knowledge, skill and performance

level, for example a typing speed test. Soft skills assessments are often related to less visible things emotional intelligence, communication style, motivation etc. There are literally 1000s of these tools available and it really depends on what you are looking for. For more information down load our “Selecting the Right Assessment Tool” article from [www.dtssydney.com](http://www.dtssydney.com).

### **Recruitment Service Providers**

Recruitment companies can be a little “hit and miss” there are some absolutely fantastic companies out there that will go above and beyond for you and there are some that are just out to “stitch you up” and move on. Essentially recruitment companies make their money through sourcing and building databases of quality candidates that they can introduce you to and help you select the write one for your specific needs. There are really two types of recruitment companies (some do both). There are temporary/contact recruitment firms that fill short term needs by having a bank of on-demand people they have access to. Then there are permanent recruitment companies that specialise in filling full time (longer term) vacancies. Their charges vary based on the type of position, salary of the successful candidate, their specialisation etc. To learn more about the services that DTS can offer in this area see our website.

### **Short Listing Services**

Similar to a full recruitment service short listing services help you screen the resumes you already have on your database or from advertising and create a short list for you. This kind of service assists you spend time where it counts – in front of quality candidates that are right for your unique requirements. Some of the advantages of using a short list service are that they provide and objective third party assessment, they are performed by professionals that are regularly involved in screening/interviewing and finally they provide a standardised method for comparing candidates to one another.

### **Background Checks**

There are a number of companies that specialise in background checking of candidates. This should not be confused with police and/or checks. A Background check helps determine if everything on a candidate’s resume is in fact the case. With figures stating that up to a staggering 85% percent of information on a resume is false these are becoming more important. The cost of these types of services varies depending on the information you would like checked out.

### **Police and Other Checks**

Depending on the position and its requirements sometimes t can be worth (or is required by law) to do certain checks of the successful candidate. For example when a person will be working with children it is often required to complete criminal background checks. Another example is sometimes a company’s insurance policy can require medical checks to be conducted for certain positions.

### **Working with External Service Providers**

When organising the recruitment process, as a business leader you may decide to involve external providers for the services (and others like them) listed above. It is important to find the service providers that fit with your recruitment goals and decide how involved you would like them to be in the process.

External service providers do what they do every day, they have the tools and industry know how available to help your process run more effectively. When using these types of providers it is important to communicate what timelines are in place and what the company recruitment process usually looks like. If the applicants need to have more than one interview with the company, perhaps one with the Human Resource Manager, another with

their Supervisor and a final meeting with the Managing Director, then this needs to be communicated to the applicants. When communicating the criteria for the role it is a good idea to have a wish list. This will outline which are the essential requirements for the role, which are the ideal requirements, and which would be a bonus to have.

To get the most out of working with External Service Providers:

- Find the services that fit for your unique needs.
- Decide how involved you would like the provider to be.
- Ensure any timelines and special requirements are communicated.

When working with external service providers remember to be clear which are the essential, ideal and bonus requirements of the role and always communicate with them on how the process is moving.

### **Common Recruitment Mistakes**

The selection process in concept is pretty simple know what you want, look at what you have, pick which one matches. So why do we sometimes select candidates that don't work out? Leaving in the first few months, accepting another position, clashing with the team, and not performing in the role are just a few things that can go wrong if the selection process is taken for granted. When planning your recruitment process consider these common mistakes:

### **Essential Versus Ideal Requirements**

As mentioned previously, this is an important point to consider when selecting. It is important to be realistic in your requirements and use this as a guide to screening applicants. What is absolutely essential to being able to perform in this role? What would be nice to have, but you would be willing to accept a candidate without those qualities? What would be a standout wish list characteristic that someone could have? What are you not willing to concede?

### **Judging On a Resume**

Beware the dangers of judging solely on a resume. When receiving applications you will quickly notice the resumes that have been nicely formatted, triple spell checked, with detailed descriptions of relevant duties in past roles and intelligent cover letters. Do not disregard the resumes that DO NOT fall in to this category. This is where it is important to know what the successful candidate will actually be doing in the role on a day to day basis. If they need to produce detailed, professional written work then it is important the resume is presented professionally, however if there is limited paper work involved and the role will be mostly face to face contact with clients or over the phone then they are the skills you should be looking for and you will need to pick up the phone to speak to the candidates before disregarding their application.

### **Prepare for Your Interviews**

It could be more important for the interviewer to prepare than the interviewee. To select the best you need to have the right information to decide who is the best. Decide what you want to find out. Using the same questions for each candidate and recording their answers will help you to compare them later. Deciding what questions to be asked is important but you need to know what kind of answers you are looking for too. What would a good answer sound like? What makes it a good answer?

### **Waiting for the ‘Perfect’ Candidate**

We need to be careful what expectations we have for the recruitment and selection process. If we wait too long in the search for the “perfect” candidate we may find we are waiting an eternity for someone with industry experience and High Distinctions from their specialised Masters degree. Don’t write-off the possibility of creating a superstar from scratch or that you may need to alter the job for the candidates that are available. Remember in this instance – even yourself started somewhere!

### **Taking Too Long to Make a Decision**

If timelines are not communicated to hiring managers or candidates, you can lose the top candidate or miss out on important business deadlines. From the moment a candidate puts together an application, their waiting has begun. From your end it will take time to review applications, screen applicants, organise first and second interviews, reference checks and further selection tools before making an offer, waiting for the applicant’s current notice period to end and then to finally begin work with your company. If the process is constantly delayed or rescheduled, feedback is not offered quickly we run the risk of top people dropping out of the race.

The entire recruitment process will be easier if the selection criteria have been developed, realistic expectations and timelines are in place and they have been communicated to all those involved. When planning your recruitment process remember to keep these common mistakes in mind.

### **Case Study**

One of our clients is a capital equipment company based in Australia. At one time they spent many millions of dollars on recruitment each year with various providers. They decided to bring this function in house where possible and centralise this to standardise the process across this business. They sort some advice from us on how to do this.

We assisted them design a recruitment process that included:

- Redesigning the advertising and application process for vacancies
- Creating a candidate database and management process
- Setting up a standardised selection process
- Including a comprehensive profiling tool in the process
- Providing continued support for advice and guidance

They now enjoy a significantly reduced spending on the recruitment function, a massive reduction in turnover and they have empowered themselves to move into the future well equipped with skills and tools for continued success. All this was created by stepping back and looking at the existing process, the business goals and the resources available to them.

## Conclusion

Recruiting the best people for your business lays the foundation for success. Sourcing and selecting the right people is in part an art and a science. The very best leaders are those that understand their skill sets and recruit other people for the things they find more difficult. They have an ability to spot talent and build relationships that lead to sustained performance and productivity.

The good news for you is most of this can be learned. By following a simple structure and being aware of your own strengths, limitations and personal biases you can build a successful recruitment model for your business. By understanding and applying the three keys concepts discussed in this ebook, that is;

- having a structured process
- creating a benchmark of the role (and the ideal person) and
- having a complete selection process

Your recruitment and promotion efforts will be more consistent and more effective.

Looking over these critical aspects of recruitment is interesting to know, but more importantly it is essential to put to use. Like so many things this knowledge is useless if you do not put it in to action. How will your recruitment strategy succeed if you are only interested in staring at the blue prints?

## Who is DTS International?

DTS International was started over 25 years ago by our CEO, Doug Malouf. Having also founded Dougmal Real Estate, Doug became popular for his fun and interactive brand of sales and communication training. From those early days as a modest training company, DTS has since expanded to provide wider people solutions including recruitment and profiling.

Doug is now recognised as one of the world's best trainers and inspirational speakers. He has made over 2,500 corporate presentations, authored 9 books and there are more than 300,000 people worldwide using his ideas.

As a full service people solutions provider that is, we can help you find great people, develop them to their potential and manage them for success we offer a special guarantee. We know you are busy and respect the time you take to contact us hence if we can't help you we will help find someone that can.

For more information on how DTS International can assist you call us on 02 9360 5111 or visit our website [www.dtssydney.com](http://www.dtssydney.com).

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