

first interview

by **Tony Hall**



Success secrets from Australia's top recruiters

Essential reading for all recruiters
and managers in Australia



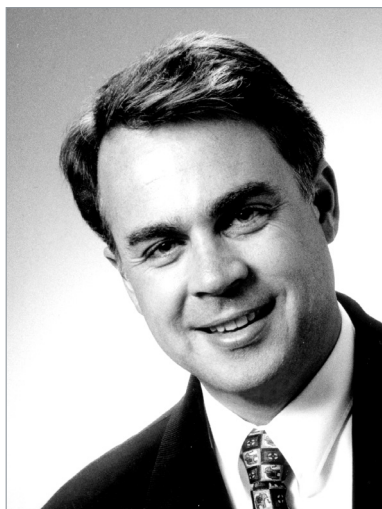
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First Interview is the work of leading recruitment industry management consultant Tony Hall.

Tony holds an Economics degree and an MBA from New Orleans in the US. As a former Ernst & Young management consultant he has held several senior sales and marketing positions in Australia and overseas.

He is managing director of Navigator Consulting and an experienced strategy consultant, conference speaker, board member and trainer, having worked with a diverse range of recruitment firms.

He facilitates Captain's Table (a recruitment industry owner's management group), publishes the annual Recruitment Industry Performance Report and is prominent among the most knowledgeable recruitment industry management consultants in Australia.

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Suite 17, 1 Cranbrook Ave, Cremorne NSW 2090, Australia
Tel +61 2 9904 1474 Fax +61 2 9904 4642
Email thall@navigatorconsult.com

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Introduction and Acknowledgments

First Interview is a unique collection of the most inspiring and humbling stories from Australia's leading recruiters. The book recognises a group of professionals who have achieved extraordinary success and continue to provide inspiration to thousands of staff members, clients and candidates.

Of course not all of Australia's best are included in this book. Those included were selected from various surveys and recommendations. No doubt there are many others who deserve recognition and have ideas to share with the industry. To this end we have included a nomination form at the back for you to propose recruiters for our next book - Second Interview - which will feature some of our rising stars and quiet achievers.

Special thanks go to editor Lea Eldridge of Thumbnail who did a fantastic job.

We are very grateful to Andrew Hall and his highly professional production team at Advertising Energy including Chelli Kover, Juanita Jones, Sally Watts and the excellent designer Kerr Vernon.

Thanks also to Julie Mills and Kirsten Warren of the RCSA for their support and encouragement, compilers Jaide Olive, Louise Houston and proof-reader Michael Hall of Cap Gemini Ernst & Young.

Our corporate sponsors have been key to ensuring the quality of First Interview. We are very grateful to leading recruitment industry service providers Advertising Energy, Dialog Information Technology, Scott Recruitment Services and Macquarie Bank who all instantly saw the value of compiling this important collection of advice from recruitment leaders.



Recruiters and managers – it's all here. Everything you need to know on your path to the top of one of Australia's most dynamic and exciting professions.

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First Interview



Andrew Banks

Well-known recruitment identity Andrew Banks started his career in the industry in 1980 with Slade Consulting in Sydney. He moved to Brisbane in 1982 and assumed the role of Northern Regional Manager. Leaving the company in late 1984 he established Morgan & Banks with Geoff Morgan and Ian Burns in January 1985.

They sold the company to Select Appointments in 1988 in order to manage expansion in the northern hemisphere but bought back the company in 1990, rescuing it from the brink of receivership.

Andrew Banks

The Morgan & Banks team floated in 1994 with market capitalisation of \$30 million and then merged with TMP Worldwide in February 1999 for a valuation of \$330 million. By that time the Morgan & Banks Group was employing 1,600 staff in 30 offices around the Asia Pacific region with revenues in excess of \$450 million. Revenue for the year ended 31 Dec 1999 was \$562 million.

Now based in New York, Andrew's out-of-hours interests include tennis, reading, movies, yoga and, lately, jogging in Central Park.

Notable for his success in a highly competitive industry Andrew credits fear of failure as a major motivator for himself and for most of the successful people he has interviewed. He believes that people who are driven by their passion and interest in their particular craft also hate the idea of failing or not being the best in their field. He doesn't see himself as being any different in that respect.

Enjoyment Factors

In the early days when I moved across from Human Resources some of my colleagues asked me whether I got bored interviewing people all day. I never really understood the question because I have never yet met two human beings the same and I am very curious about people.

It's great to be in a business in which we have a 'noble purpose'. We can build businesses and make good returns for shareholders by doing something very constructive – helping individuals achieve their career dreams and equipping organisations to do a much better job of attracting the talent they need to service their customers.

This is a pretty central issue in most people's lives because, after physical security, having food in your stomach and personal relationships, financial security and careers come next.

Inspirational People

The people who inspire me most have done something that is really unique. Something that demonstrates their willingness to take risks and break the boundaries. We only have one life (that we know of) and hiding behind the wall of safety seems a waste.

No 1 Recruitment Success Secret

As a recruiter I would like to think that during the interview process I uncovered uniqueness and greatness in people who have those qualities and then was able to convince them to try new career moves. This ability brought me success in placing non-traditional candidates in interesting roles.

First Interview

No 1 Manager's Success Secret

Only hire the best and, by that I mean, the people with great values and quick minds. Next provide good processes and training to support them. Then get the hell out of their way.

Attributes of Top Recruiters

Some of the hallmarks of top recruiters would include:

- Having a genuine interest and curiosity about people, coupled with good intuitive abilities
- Being a good listener – the candidate should be doing 90 per cent of the talking
- Asking the client good questions and not talking too much during the sales process
- Having no fear of selling face-to-face or on the phone
- The ability to handle multiple transactions simultaneously at a fast pace
- And, looking to the near-future, they must be totally in love with the World Wide Web.

Advice to Recruiters Wanting To Be The Best

Always compete with yourself. This means keeping statistics on every aspect of what you do and analysing them each quarter. Irrespective of how well you've done you have to ask the question, 'how could I have done better'?

Advice to Owners & Managers Growing A Business

Hire the best people, train them and then accept that they probably have better ideas than you do so resist being a control freak.

In my experience the more equity we gave away to staff, through one scheme or another, the faster the company grew. Any recruitment firm that doesn't share the upside in success with its people has failed to recognise that it is a human capital management business. In that case it is failing to secure its most important asset.

Career Lessons Learned

In retrospect I wish I had started earlier – I was 30 before I got into the industry.

I would have taken Morgan & Banks into the IT/Telecommunications sector more quickly. With TMP we will be Number One in that space globally in the not too distant future but we could have got there faster if, in the early 90s, we hadn't been distracted by other opportunities.

Andrew Banks

The lessons learnt are too numerous to mention because, by virtue of our position, I think we have made more mistakes than most in the industry. If you grow a business like ours across so many markets and sectors, it's all about trying new things and hoping that 70 per cent of them take off.

Recruitment in 2005

The industry will be larger as a whole and, while there will be lower transaction value to the customer, the total volume of revenues will be up as much as 50 per cent.

This is because the Internet will bring more candidates and clients through the channel of intermediaries like us and make it less attractive for people to find their own jobs – this is still the biggest slice of the market.

Processes and reward systems will change dramatically. Any recruitment firm that can't offer clients more value-add than just knowing their local market and being competent will find their margins eroding.

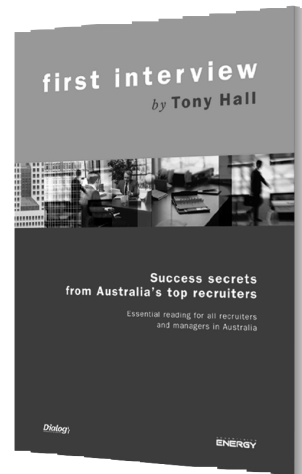
To ensure future success the whole industry will need to be at the bleeding edge of understanding the Internet and its implications for recruiters – turning it to our advantage rather than seeing it as a threat.

first interview Order form

Essential reading for recruiters and managers in Australia.

Learn about Australia's high profile achievers

- ¥ What motivates them
- ¥ What they enjoy about recruitment
- ¥ The people that have inspired them
- ¥ Success secrets as a recruiter and manager
- ¥ Attributes of top recruiters
- ¥ Advice for growing a recruitment business
- ¥ Major career lessons learned
- ¥ Future of the recruitment industry.



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