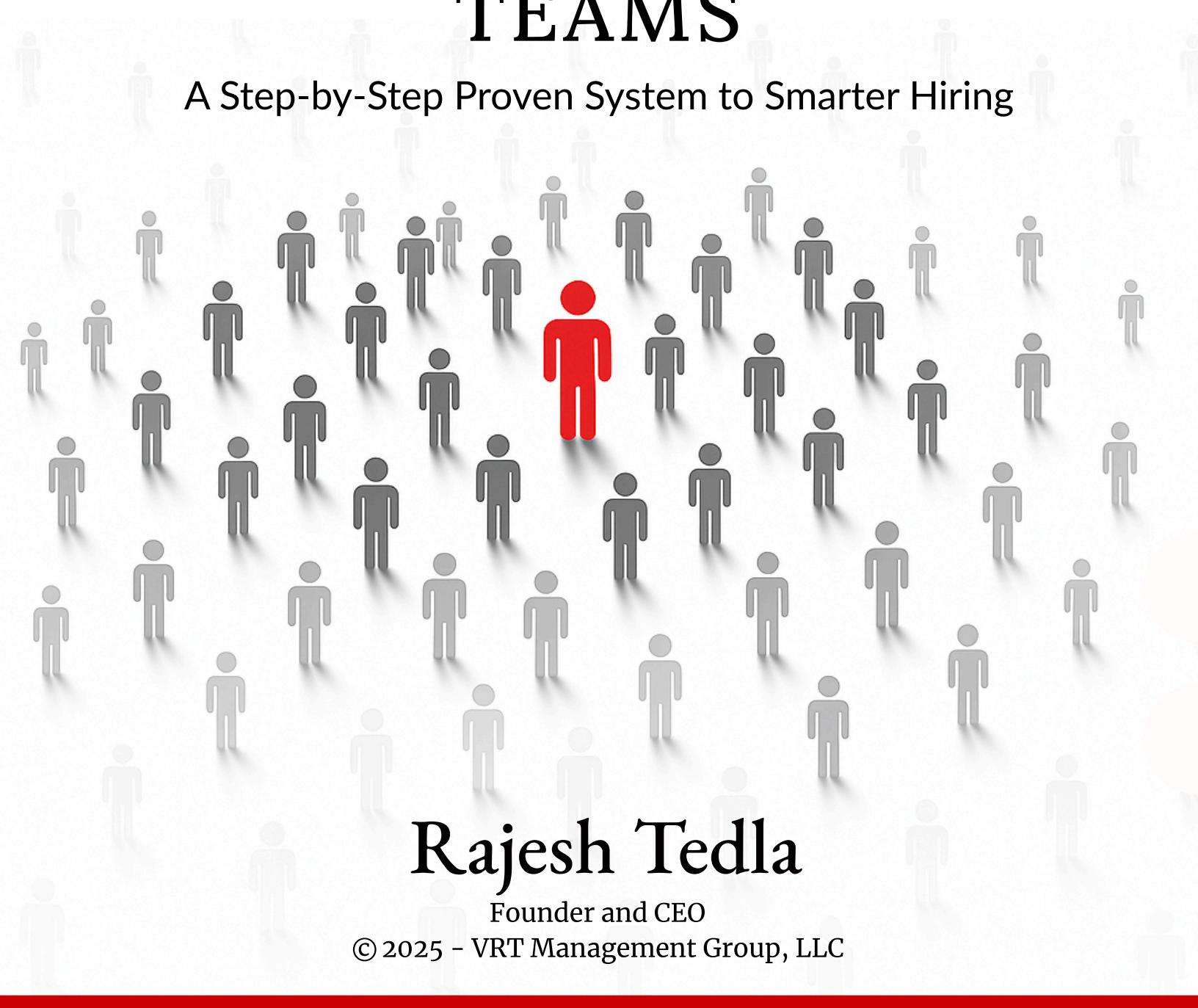

THE ENTREPRENEURS' PLAYBOOK FOR BUILDING **WINNING** TEAMS

A Step-by-Step Proven System to Smarter Hiring



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1. Introduction

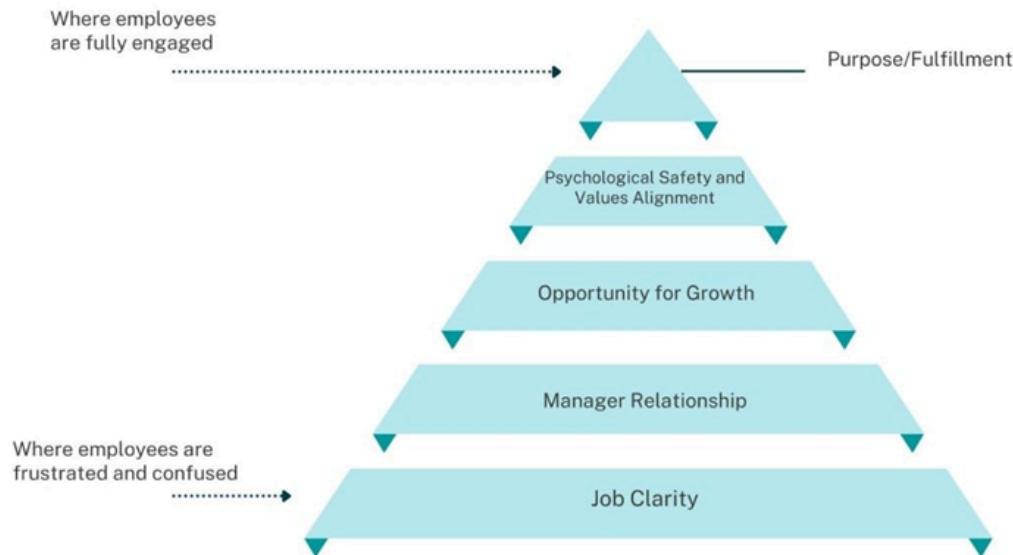
Hiring isn't just about filling roles; it's about building your business. For SMBs and entrepreneurs, every hire can make or break growth. Yet, many still rely on outdated methods, leading to costly hiring mistakes.

This eBook offers a simple, structured approach to hiring right the first time. From crafting sharp job profiles to ensuring cultural and behavioral fit, you'll discover practical steps to attract, assess, and retain top talent.

Built on proven frameworks and real client success stories, this guide will help you build a team that drives results because

"Great businesses start with Great people."

Hierarchy of Employee Needs



2. The True Cost of a Bad Hire

If you're running a small or mid-sized business in the U.S., one wrong hire can disrupt everything: your cash flow, client satisfaction, team morale, and growth momentum.

Let's break it down.

Lost Revenue: One underperforming sales representative earning \$70K can cost you over \$150K in missed deals, client churn, and lost market opportunities within a year.

Operational Inefficiency: A poorly matched operations manager could cause project delays, vendor mismanagement, and system breakdowns, costing your team 20–30% of lost productivity.

Team Damage: A toxic hire, even though skilled, can create internal conflict, slow down your top performers, and silently erode your culture.

Re-hiring Costs: Recruiting again means posting fees, interview time, training costs, onboarding delays, and, worst of all, starting from scratch.

In real terms, We have seen VRT clients lose upwards of \$200K in cumulative costs (direct and indirect) from a single wrong hire in roles like Sales Director, Marketing Director, or Project Manager.

The root causes have been a poorly structured hiring system, a lack of clarity on job expectations, and a lack of behavioral or cultural fit checks.

That's exactly why we created this eBook: to give you a process for protecting your business from hiring mistakes and helping you build a team that drives growth and success.

3. The Proactive Impact of a Structured Recruitment Process

For many SMB owners, hiring is often reactive. Someone quits, sales slow down, or operations lag, and you rush to fill the gap. However, the most successful business leaders don't hire reactively; they hire strategically and proactively.

A structured recruitment system helps you do just that—hiring based on business goals, performance drivers, and cultural alignment. And the impact isn't just theoretical, and it's measurable.

Here's what we've consistently seen in businesses that implement this approach:

50% Higher Customer Loyalty: When a client service role is hired based on a 3D Job Description and behavioral profiling, customers consistently report better communication, faster resolution, and personalized service, leading to longer retention and more referrals.

27% Higher Profits: Profitability improves when each team member is clear on their deliverables, fits the company culture, and is selected for behavioral strengths that match the role.

50% Higher Sales: When sales hires are selected based on competencies like customer focus, Negotiation, and influencing others, not just experience on paper, conversion rates go up dramatically.

38% Higher Productivity: With structured onboarding and role clarity, new hires contribute faster. Team leads spend less time correcting errors and more time scaling operations.

This is the power of proactive hiring based on role clarity, competency benchmarks, and business alignment, not just a gut feeling or past experiences.

4. Structured Hiring Process

Step 1: Crafting the Master Job Profile

A Master Job Profile is a structured framework that defines the core expectations, success criteria, and behavioral fit required for a specific role. It goes beyond conventional job descriptions by integrating three critical elements:

1. **3D Job Description** – Outlining key accountabilities, required tasks, and success measures that define performance excellence.
2. **Psychometric Profiling** – Identifying the motivators, behaviors, and competencies essential for high performance in the role.
3. **Targeted Interview Questions** – Designed to assess technical expertise, experiential insights, and psychometric alignment.

a. 3D Job Description

This method includes:

1. **Key Accountabilities:** These are the 4–5 critical responsibilities that define success in a role. Key accountabilities ensure clarity on what the role demands. Example: For a Sales Manager, this might include: (25%) Sales Strategy & Revenue Growth – The Sales Manager is responsible for developing and executing sales strategies to drive revenue growth, expand market share, and achieve business objectives.
2. **Required Tasks:** These are the strategic actions necessary to fulfill the accountabilities. Tasks translate responsibilities into actionable steps.

4. Structured Hiring Process

Example: A Sales Manager's tasks for the above key accountability:

- Develop and implement data-driven sales strategies to set revenue targets, define pricing, and align with market trends.
- Monitor sales performance metrics and optimize strategies to improve conversion rates, address bottlenecks, and stay competitive.

3. Key Success Measures: Success measures are specific, measurable outcomes used to assess how well the accountabilities are being fulfilled. They provide an objective way to evaluate performance and track progress.

Example: Sample key success measures for the sales manager

- Revenue Growth Rate – Percentage increase in total sales revenue over a specific period.
- Lead-to-Customer Conversion Rate – Percentage of leads successfully converted into paying customers.

b. Psychometric Profiling for Role Success

A psychometric profile involves identifying the top 4 Driving forces (Motivators), top 4 Behaviours, and top 7 competencies (Soft Skills) required for a person to excel in a specific role based on the 3D Job Description. Leveraging tools like TriMetrix HD Assessment ensures a comprehensive evaluation of candidates, aligning their traits and skills with the demands of the position.

4. Structured Hiring Process

Sample Psychometric Profile for Sales Manager/Leader:

1. Motivators (Driving Forces):

The top four driving forces that propel candidates toward success:

- **Receptive:** Embrace new ideas, methods, and opportunities outside traditional systems.
- **Intentional:** Assist others with a clear purpose and goal.
- **Commanding:** Seek status, recognition, and control over personal freedom.
- **Resourceful:** Focus on achieving practical results by maximizing efficiency and returns.

2. Behaviours:

The top four behaviors essential for success in the role:

- **Versatile:** Adapt quickly and effectively to various situations.
- **Frequent Change:** Rapidly shift focus between tasks and priorities.
- **Urgency:** Act decisively and with immediacy.
- **Competitive:** Strive to win and maintain an advantage.

3. Competencies (Soft Skills):

The top seven competencies critical for high performance:

- **Self-Starting:** Exhibit initiative and a proactive work ethic.
- **Creativity and Innovation:** Develop new approaches to solve challenges and achieve results
- **Futuristic Thinking:** Envision and plan for what is yet to be realized.
- **Leadership:** Inspire and guide others toward a shared vision and purpose.
- **Understanding Others:** Recognize and appreciate the unique strengths of individuals.
- **Continuous Learning:** Actively seek out opportunities to grow and adapt.
- **Decision Making:** Analyse complex situations and make sound, timely decisions.

4. Structured Hiring Process

c. Targeted Interview Questions

Targeted interview questions are designed to assess candidates across three key areas: technical expertise, experiential insights, and psychometric alignment. These questions go beyond the resume to evaluate how well a candidate aligns with the role and your business goals.

For a Sales Manager Role:

1. Technical Expertise Questions:

These questions assess the candidate's knowledge, skills, and ability to execute specific tasks related to the role.

Question:

Please walk me through how you typically forecast monthly and quarterly sales. What tools and data points do you rely on to ensure accuracy?

Purpose:

This question tests the candidate's hands-on knowledge of sales forecasting methodologies, use of CRM/data tools (e.g., HubSpot, Salesforce), and how well they understand pipeline metrics. It ensures the candidate brings a structured, data-driven approach to sales, which is critical for entrepreneurs and SMBs needing predictable revenue.

2. Experiential Insights:

Question:

"Can you share a specific example of how you expanded a new market segment or customer base in your previous role? What strategies did you use, and what measurable results did you achieve?"

4. Structured Hiring Process

3. Psychometric-Based Questions:

1. Behavior (Versatile):

Question:

"Can you share an example of when you had to quickly adapt to a significant change in your sales process or strategy? How did you handle it, and what was the outcome?"

Purpose:

Evaluate adaptability and ability to remain effective in dynamic situations and volatile business environments.

2. Motivator (Resourceful):

Question:

"Describe a situation where you had to maximize results with limited resources. What approach did you take, and how did you ensure efficiency?"

Purpose:

Assesses practical decision-making and drive for efficient outcomes

3. Competency (Decision Making):

Question:

"Tell me about a time when you had to make a tough decision under pressure that impacted your sales team. What steps did you take to ensure it was the right decision?"

Purpose:

Evaluate analytical thinking, timeliness, and accountability in decision-making."

4. Structured Hiring Process

Step 2: Recruiting Talent Based on Fit (Sales Manager Role)

A great hire is not just about skills; it's about integrity, a growth mindset, and alignment with your business DNA. At VRT, we follow a 6-Stage Fit-Based Evaluation Process to ensure every Sales Manager hired can drive revenue, uphold company values, and grow with your business.

Stage 1: Technical and Foundational Evaluation

Objective: Evaluate the candidate's technical competencies and foundational attributes, such as integrity and a learning/growth mindset, which fuel long-term success in high-responsibility sales roles.

Interview Structure:

Technical Questions (Skills Assessment)

- **Sample Question:** "Walk us through how you build a predictable monthly sales pipeline. What tools and frameworks do you use?"
- **What to look for:** CRM knowledge, forecasting models, funnel understanding, and analytical approach

Growth Mindset and Integrity Questions:

- **Sample Question 1 (Learning Mindset):** "Tell us about the last time you learned a new concept, tool, or technique that significantly impacted your sales performance."
- "How did you come across it and apply it?"

4. Structured Hiring Process

- What to assess: Proactive learning, adaptability, and continuous improvement.
- Sample Question 2 (Integrity): “Have you ever faced a situation where you had to choose between hitting your target and doing the right thing for the customer? What did you do?”
- What to assess: Ethical decision-making, long-term thinking, and company-aligned values.

Shortlisting Criteria:

Candidates who demonstrate strong technical understanding and showcase honesty, ethics, and coachability move to Stage 2.

Stage 2: Experiential Evaluation (Real-World Insights)

Applicable for Experienced Hires Only

Objective: Assess a candidate's real-world business impact through past experiences.

Interview Structure:

Experiential Questions (Past Performance)

Sample Question: “Share a specific example where you expanded a new market or segment. What challenges did you face, how did you tackle them, and what results did you deliver?”

Follow-up Probes:

- “How did you decide which segment to target?”
- “How did you position the offering differently for that market?”

4. Structured Hiring Process

Shortlisting Criteria:

Candidates who show measurable business impact and are a great match to the 3DJD and company culture (e.g., revenue growth, new client acquisition, team development) move to Stage 3.

Stage 3: Psychometric Alignment Evaluation

Objective: Assess alignment with the pre-defined psychometric success profile for the Sales Manager role.

Note: While these questions help gauge behavioral traits, it's ideal to involve an outside trained expert like **Rajesh Tedla** to guide and provide unbiased insights at this stage. Such experts ensure accurate interpretation and alignment with the role's behavioral and motivational benchmarks, which internal teams may miss.

Interview Structure:

Psychometric Based Questions

1. Behavior (Versatile):

Question:

"Can you share an example of when you had to quickly adapt to a significant change in your sales process or strategy? How did you handle it, and what was the outcome?"

Purpose:

Evaluate adaptability and ability to remain effective in dynamic situations.

4. Structured Hiring Process

2. Motivator (Resourceful):

Question:

"Describe a situation where you had to maximize results with limited resources. What approach did you take, and how did you ensure efficiency?"

Purpose:

Assesses practical decision-making and drive for efficient outcomes.

3. Competency (Decision Making):

Question:

"Tell me about a time when you had to make a tough decision under pressure that impacted your sales team. What steps did you take to ensure it was the right decision?"

Purpose:

Evaluate analytical thinking, timeliness, and accountability in decision-making. Shortlisting Criteria: Candidates who display consistent traits matching the role's behavioral and motivational requirements move to Stage 4

Shortlisting Criteria:

Candidates who display consistent traits matching the role's behavioral and motivational requirements move to Stage 4

4. Structured Hiring Process

Stage 4: Practical Skills Assignment

Objective:

Evaluate how well the candidate applies knowledge in real-world sales scenarios.

Assignment Design Guidelines:

- Simulate actual business challenges faced by your company.
- Focus on strategic thinking, planning, and execution.

Sample Assignment Brief – Sales Manager Role: "You've just joined our company. Your first 90 days are critical. Draft a go-to-market (GTM) plan for launching our services in a new region. Include revenue targets, sales team structure, lead generation strategies, client acquisition plan, and performance metrics."

Evaluation Parameters:

- Strategic Thinking
- Realism and Relevance
- Data Use and Understanding Metrics
- Presentation and Communication skills

Shortlisting Criteria:

Candidates who demonstrate clear thinking, execution maturity, and business acumen proceed to Stage 5.

4. Structured Hiring Process

Stage 5: TriMetrix HD Assessment and Profile Matching

Objective: Validate the psychometric alignment scientifically using psychometric assessments like **TriMetrix HD Assessment**.

Note: Since most internal teams may not have the expertise to interpret this assessment effectively, we recommend involving an external expert like Rajesh Tedla. He brings deep knowledge in reading assessments and aligning them with business roles, ensuring better hiring decisions and avoiding costly mismatches.

Evaluation Criteria:

- Match candidate's Driving Forces (e.g., Resourceful, Commanding)
- Match Behavior Patterns (e.g., Urgency, Versatility)
- Match Core Competencies (e.g., Decision Making, Leadership, Creativity)

Comparison Template:

- Create a fit scorecard comparing candidate assessment results against the Sales Manager psychometric benchmark profile created in Step 1b.
- **Shortlisting Criteria:** Candidates with a good match proceed to final evaluation.

4. Structured Hiring Process

Stage 6: Final Interview by Internal Sales Expert – Strategic Fit and Business Problem Solving Evaluation

This final interview is where everything comes together. At this stage, the candidate has cleared technical rounds, demonstrated a growth mindset and integrity, passed experiential and psychometric evaluations, and submitted a solid assignment. But now comes the ultimate test: can this person actually solve real, practical business problems your company is facing right now? That's why this interview should be conducted by a **senior internal sales expert** or a member of your leadership team who understands your business challenges deeply and can assess the candidate through a strategic lens.

This internal expert is not just looking for a capable sales manager; they are evaluating whether this person can become a **growth driver** who solves business-critical challenges and moves your company forward in real terms.

The core focus of this stage is to assess the candidate's ability to deal with **actual, real-life problems** they will be expected to handle in your company. So, instead of generic situational questions, the expert presents the candidate with **specific business problems that your company is currently facing or will face in the next 3–6 months**.

For example:

- “Currently, your sales team is converting only 10% of qualified leads. How would you diagnose this issue, and what steps would you take to improve it within 60 days?”
- “We’re entering a new B2B vertical where our brand presence is low. What’s your strategy to penetrate this market in the first quarter?”
- “Customer acquisition cost is rising rapidly, how would you address this while maintaining sales volume?”

4. Structured Hiring Process

- “You have a talented but unstructured team. How will you build a performance-driven, target-oriented sales culture without damaging morale?”

These are not hypothetical cases. These are the actual challenges the selected candidate will walk into from Day One.

This round helps you assess the following:

- How the candidate thinks under real pressure
- Their approach to problem-solving with limited resources
- Their ability to prioritize, execute, and generate tangible results
- Whether they truly understand the business dynamics you're dealing with

The internal expert also revisits the candidate's earlier assignment, not just to discuss the strategy on paper but to pressure-test it in light of your company's current realities. They might ask:

- “Your (Go-To-Market) GTM plan looks great, but how would you adjust it if our marketing budget was cut by 30%?”
- “You've proposed a team structure; how would you handle it if two top performers resigned tomorrow?”

In parallel, the expert ensures alignment with the TriMetrix HD profile and checks whether the candidate's behaviors, motivators, and competencies are truly visible in their responses, not just on paper but in action.

Additionally, interviewers should confirm whether the candidate aligns with the company's vision, purpose, values, norms, and role accountabilities.

4. Structured Hiring Process

Example Question:

"How do you see your role contributing to our company's vision and values?

Finally, the internal expert also evaluates **culture fit and ownership mindset**. In an SMB setup, you don't just need someone who can manage; you need someone who will **take charge like it's their own business**.

At the end of this round, the internal expert shares a focused recommendation that answers one key question:

"Is this person capable of solving the problems we hired them for today and in the future?"

Their feedback should include:

- Role readiness
- Strategic problem-solving ability
- Assignment execution depth
- Real-world business alignment
- Cultural and psychometric fit
- A clear recommendation: Strong Yes, yes, Borderline, or No

This final stage gives you confidence that your new Sales Manager will not only perform well in interviews but will deliver a real business impact from Day One.

4. Structured Hiring Process

Step 3: Creating an Excellent Onboarding Experience

The first 90 days in any role are critical for laying a strong foundation, building momentum, and setting the stage for long-term success. This 30/60/90 Day Plan outlines a structured approach to help new hires integrate smoothly into the organization, develop key skills, take ownership of responsibilities, and begin contributing strategically to business growth. Each phase is designed to ensure a progressive transition from learning and implementation to independent execution and leadership.

Why Structured Onboarding Matters:

- **Clarity:** Reduces confusion by outlining clear expectations and milestones.
- **Engagement:** Demonstrates that the company values its employees, increasing morale.
- **Retention:** Employees with effective onboarding are 47% more likely to stay beyond their first year.
- **Faster Productivity:** Structured onboarding accelerates contributions, allowing early wins.

The 30/60/90-Day Plan divides onboarding into three actionable phases:

First 30 Days: Learn, Implement, Understand, Get Feedback, Improve

Objective: Understand company products, tools, sales processes, and customer segments to build a strong foundation. Apply what you learn in real scenarios, seek feedback, and refine your skills.

4. Structured Hiring Process

Example (Sales Manager):

- Attend training sessions to understand our company's products, software, and Customer Relationship Management tools (e.g., Salesforce, One Page CRM, Hubspot).
- Apply what you have learned by preparing a sample client pitch.
- Deliver this pitch in a mock presentation session.
- Receive constructive feedback from your sales lead on your:
 - Presentation style
 - Product knowledge
 - Message delivery
- Refine your pitch based on feedback and re-deliver it.
- Focus on turning your learning into practical sales skills.

Next 30 Days (Days 31–60): Goal Setting, Accountability & Strategic Contribution

Objective:

Transition from learning to independent ownership and accountability. Set clear goals, take measurable responsibility, and contribute to the sales pipeline with defined deliverables.

Example (Sales Manager):

- Take full ownership of a defined client segment with clear weekly and monthly sales targets.
- Independently schedule client meetings, manage follow-ups, and keep your progress updated in the CRM.
- Conduct client meetings on your own and identify business opportunities.
- Committing to converting leads into proposals within agreed timelines.
- Attend weekly performance check-ins to review progress.
- Take accountability for meeting your milestones and demonstrate a result-driven approach.

4. Structured Hiring Process

Final 30 Days (Days 61–90): Ownership, Leadership & Growth

Objective:

Demonstrate full ownership of responsibilities, drive measurable results, lead initiatives, and contribute to team success.

Example (Sales Manager):

- Initiate a targeted sales campaign for a specific region.
- Design and implement the outreach strategy, coordinating closely with the marketing team.
- Take ownership of the end-to-end campaign execution.
- Aim to achieve a measurable outcome, e.g., generate at least a 10–12% increase in qualified leads.
- Share campaign learnings and performance insights with the sales team.
- Start mentoring a junior sales representative by supporting them with pitching techniques and best practices.
- Begin demonstrating your ability to lead initiatives and contribute beyond individual goals.
- Share campaign learnings and performance insights with the sales team.
- Start mentoring a junior sales representative by supporting them with pitching techniques and best practices.
- Begin demonstrating your ability to lead initiatives and contribute beyond individual goals.

5. Providing Role Clarity and Growth Paths

Role clarity and structured growth paths are the foundation for employee engagement and longterm success. When employees understand their responsibilities and see opportunities to grow, they are more productive, motivated, and committed to achieving business goals.

Why Role Clarity Matters:

Defining roles clearly prevents confusion, minimizes conflicts, and ensures everyone is aligned toward a shared vision. Employees who know what's expected of them can focus on delivering results.

Key Benefits:

1. Improved Performance: Clear responsibilities ensure employees prioritize impactful tasks.
2. Better Collaboration: Defined roles reduce overlaps and encourage teamwork.
3. Higher Retention: Employees with clarity are more likely to stay and grow within the organization.

Growth Paths for Career Development

Providing employees with structured growth paths motivates them to excel and contributes to business scalability.

Growth Path for a Sales Manager

- Sales Representative → Sales Manager → Regional Sales Manager → Director of Sales → Vice President of Sales

Why Role Clarity and Growth Paths Matter

Employees with clarity and opportunities for growth are:

- 23% more engaged and committed to their roles.
- 47% more likely to stay within the company long-term.
- 35% more productive, delivering measurable results and contributing to organizational success.

6. Checklist for Structured Hiring process

Use this checklist to ensure every hiring decision is strategic, structured, and success-driven.

Step 1: Define the Role Clearly

- Created a 3D Job Description with Key Accountabilities, Tasks, and Success Measures.
- Defined the psychometric profile – Driving Forces, Behaviors, and Competencies needed for the role.
- Identified cultural expectations and values needed in the role.

Step 2: Attract and Screen the Right Talent

- Designed a compelling job post aligned with the 3D job description.
- Shared the job listing through targeted, relevant channels.
- Screened resumes based on fit, not just experience.

Step 3: Conduct Structured Interviews

- Round 1:** Technical + Growth Mindset + Integrity Evaluation.
- Assessed tools knowledge, systems experience, sales/process understanding.
- Asked questions to evaluate learning attitude and ethical decision-making.
- Round 2:** Experiential Evaluation (for experienced candidates).
- Asked for real business success examples.
- Evaluated impact and execution skills.
- Round 3:** Psychometric Alignment Check.
- Asked behavior, motivator, and competency-based questions.
- Checked how the candidate thinks and responds under various situations.

6. Checklist for Structured Hiring process

Step 4: Evaluate Practical Execution

- Gave a real-world assignment based on the role.
- Assessed strategy, thinking process, data use, and clarity in execution.

Step 5: TriMetrix HD Psychometric Assessment

- Compared the candidate's report to the benchmark profile.
- Checked match on Driving Forces, Behaviors, and Competencies.

Step 6: Final Interview by External Expert

- Invited a domain expert to evaluate the candidate independently.
- Tested the candidate with actual business problems they will solve in your company.
- Collected expert recommendations on final fit and readiness.

Step 7: Create a Smooth Onboarding Experience

- Prepared a 30/60/90-Day onboarding plan.
- Set clear goals, milestones, and learning priorities.
- Assigned mentors or team leads for support.

Step 8: Provide Role Clarity and Growth Path

- Explained expectations and deliverables clearly.
- Shared internal growth path.
(e.g., Sales Rep → Sales Manager → Director).
- Set development goals and career conversations early on.

Final Tip: Always hire for impact and cultural fit, not just experience

A structured hiring process ensures you build a team that fits your culture, aligns with business goals, and accelerates your company's growth.

7. Conclusion and Next Steps

Before you make your next hire, talk to us. The cost of making a wrong decision is very high. Let us help you build a team that will scale your business and drive growth and success.

Hiring the right talent is no longer optional—it's essential for scaling your business, improving team performance, and achieving long-term growth. By implementing structured hiring practices like the 3D Job Description framework, leveraging tools such as TriMetrix, and adopting a 30, 60, or 90-day onboarding plan, you ensure that every new hire is aligned with your vision and equipped to succeed.

Why Act Now?

Failing to address hiring challenges can cost you:

- **Scaling:** Delayed growth and scaling of your organization
- **Time:** Spent rehiring and retraining.
- **Money:** Wasted on misaligned hires and lost productivity.
- **Team Morale:** Eroded by constant exits and poor cultural fit.

Let VRT Management Group, LLC help you build teams that perform.

With over 35 years of experience in hiring and talent management using cutting-edge processes and world-class assessments, VRT Management Group, LLC specializes in crafting customized hiring and talent management solutions to your unique business needs. Whether you're struggling with high attrition, inefficient onboarding, or scaling challenges, our proven methods deliver measurable results.

7. Conclusion and Next Steps

Take the first step today toward smarter hiring

Schedule your complimentary
45-minute consultation now:

<https://calendly.com/rajeshtedla/building-the-right-team-lban-mentor>



*Don't stop at hiring smarter.
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