



Full Stack Recruiter

**The Modern
Recruiter's Guide**

by Jan Tegze

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By

Jan Tegze

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Part 1

(R)evolution in Recruitment

Everything starts somewhere. And because knowledge of the past is key to understanding the present, let's begin with a brief history of recruitment.

Many people think that recruitment is a relatively new field, and that the recruiter's position is quite a new job role on the market. But recruitment is not such a modern industry. In fact, the first recruitment activities and techniques originated in ancient Egyptian and Roman times. Information about the first "recruiters" began around 55 BC, when the first referral program was born.

Julius Caesar offered three hundred sesterii to any soldier who recruited someone into the Roman army. The payment represented 30% of a soldier's yearly salary; it reflected how serious the Romans were about finding soldiers. Caesar probably created the first referral program in the world, and soldiers became the first "recruiters."

One of the oldest references to a public employment agency is from the year 1650. Henry Robinson proposed an "Office of Addresses and Encounters." Its goal would be to link employers with workers. His proposal was rejected by the British Parliament, but nevertheless, he opened a short-lived private recruiting business.

Military activities continued to play a role in recruitment. One of the earliest recruitment posters was for the Confederate States of America: "To Arms! To Arms!"^[1]

WW2 Era

The "modern" recruitment field started in the 1940s as a result of World War II. After the army recruited men to fight abroad, their jobs at home needed to be filled, so the first employment agencies were established to recruit people to fill these open vacancies. After World War II, the main job of these recruitment agencies was to help veterans find jobs, so resume-writing became one of the standard practice of recruiters.

Pre-Computer Era

When the US economy started growing, the role of recruiters evolved, and they started helping companies find the right people, as the companies started to outsource their recruitment activities to agencies.

Active candidates were often found jobs via bulletin boards, and in local or national newspapers, where job offerings and adverts were posted by companies and agencies. Personal recommendation and word-of-mouth referrals were also featured. Passive candidates were found through databases, which were full of paper resumes in physical archives.

The most advanced tool that recruiters had in that era was the landline telephone. Interviews were mostly face-to-face meetings in offices or restaurants. Due to the difficulty of job searches then, most candidates spent their whole careers working for one single company.

Pre-Web Era

Then computers started playing a bigger role in the hiring process. When the first new application of tracking systems started to emerge, companies could electronically track and organize candidates. For recruiters, the distribution channels were almost the same as in the pre-computer era.

World Wide Web Era

When the internet started to become popular, candidates could search for jobs online. Access to the internet was limited during that time, but companies slowly started to publish online career pages, and many new job boards appeared on the internet. CareerBuilder was founded in 1995; it was the first major online job board.

If you like learning this history, you can visit Wayback Machine (www.archive.org) and see what the first version of careerbuilder.com looked like.

Without a doubt, the internet significantly changed the recruitment field. Recruiters started using online advertising and databases. From 1999 onward, the era of newspaper adverts slowly started dying, and the accessibility of information led to the rise of online job boards.

Thanks to the internet, finding a new job became easier, and all jobs were accessible to wider audience than ever before. Because people could now find jobs everywhere, they started changing jobs and moving from city to city

more frequently.

Post-Y2K Era

The internet was available almost everywhere, which led to situations when candidates started applying through the internet more than before. Recruiters' preferred tools became the internet and job boards.

Recruitment still involved networking and the people you know. But social sites and company brands started playing a more prominent role in recruitment, and the internet was the medium that recruiters started using more while trying to market their companies and job opportunities to both passive and active candidates. Recruiters started using tools like LinkedIn, which gave them easy access to millions of professionals across the globe.

Personal brands started playing a bigger role, and during that time, job aggregators emerged. In 2004, one of the first job aggregators, Indeed, was established. It created a new source, where candidates could start searching for jobs without needing to check every company's career page, and companies became visible to a broader audience.

Era of Social Network Recruitment

Around 2013-14, job boards stopped being the main source for attracting the right talent. And because most recruiters are networking geeks who constantly live on social media, they started utilizing it to broadcast jobs to potential candidates through personal networks such as Twitter and Facebook.

These activities on social networks have helped companies and agencies target passive candidates more effectively. Now companies have an ideal, easy channel to both present their new positions to candidates and introduce their company brand to a wider audience.

Era of Artificial intelligence (AI)

In 2016, there was a rise of new technologies connected with Artificial intelligence (AI). AI will certainly change our industry, so the scope of recruiters will need to evolve. Thanks to AI, recruiters have new tools that will help speed up their work.

The Era of AI will bring new opportunities and challenges to the whole

industry. There is a common belief that with AI, our industry is one step closer to replacing recruiters. When I heard about AI for the first time, I was kind of worried about this possibility. But the more I spend time using AI tools, the more I see that recruiters have a powerful tool to make their life easier.

AI could have great algorithms to find people, but people hire people, and many of us will get a chance to have a position that we might be unqualified for—not because our resume has the right keywords for AI, but because the recruiter gives us a chance. They see something in us: a person with potential and a willingness to learn. And since AI lacks empathy, it cannot see these qualities yet.

What will recruitment look like ten years from now?

Predicting the future is difficult. Consider weather forecasting. It seemingly hasn't improved, even though we have satellites, high-speed computers, and plenty of data. Predictions may be good for a couple of days, but we are not able to predict the weather for the next two months with complete accuracy.

Recruitment will be more about technologies such as Big Data and Chat Bots. A company's branding and culture will play bigger roles in the process of attracting new talents. A better candidate experience will become more important, so candidates with a good personal brand will benefit from it.

Employers will also share more content via social media and communicate with both active and passive candidates. They will utilize chatbots during the hiring process, as well as smart AI algorithms to find new hidden talents.

New technologies and chatbots will help companies personalize communication and speak with candidates more frequently. Companies will be trying to attract candidates with a stronger personal brand, because they understand that people with one will attract more people to their company. The future will be more about real people and real stories, and brand ambassadors will play a major role in it. It is not going to only be about preparing meetups, but also about creating communities.

The recruitment sector has immensely evolved over the past few years, and it's still changing every year; that's why it's more important than ever to find a way to adapt. In recruitment, you always need to think one step ahead. If you aren't currently preparing to start hiring a new generation of employees,

it will cost you money and time in the future to beat your competitors. In most cases, the things that are working for them are not going to work for you.

Success in the future lies in the uniqueness of your brand and your ability to embrace new technologies. But it will be important not to forget about people. As the famous American poet Maya Angelou once said, "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel." This statement should be a motto for the whole recruitment industry.

Sourcing involves proactively searching for the right candidates.

For many years, sourcing was a typical part of the function performed by recruiters. A few years ago, it separated from the recruiter role and become an integral part of any company's overall hiring and talent acquisition strategy.

Sourcers, sometimes call "sourcing recruiters" or "talent sourcers" try to find and collect any relevant data about qualified candidates. They attempt to reach passive candidates, generate interest, and get them into the interview.

Candidate sourcing requires specific knowledge and experience, which is different from recruiting. Successful sourcers have a detailed understanding of social networks, sourcing methods, and sourcing tricks. And they constantly learn about new technologies and methods. In their job, it is really important that they stay informed about the newest sourcing techniques and technologies.

Many people (who are not working in recruitment) believe that sourcers, recruiters, and headhunters all do the same job, and that there is no difference among them. However, after many years of explaining what I do for a living, I've created this simple way to differentiate them:

- *A **sourcer** creates interest and chases passive candidates. If I could think of one sentence to sum up this role, it would be: "A **sourcer is a hunter.**"*
- *A **recruiter** manages relationships with candidates and guides them during the recruitment process.*
- *A **headhunter** focuses mostly on executive-level candidates.*

I personally consider sourcing to be an art form. If you are new to sourcing, you will learn more about these sourcing methods in future section, including how you can effectively find out contact details and other information about candidates.

Boolean Search Operators

The term "Boolean Search" is often encountered when googling. It refers to a system of logical thought developed by English mathematician George Boole. In 1847, Boole published his article "The Mathematical Analysis of Logic." In it, he mentioned concepts of Boolean algebra.

Boolean logic is credited with laying the foundation for the information age. And thanks to George Boole^[2], we can now create Boolean search strings.

Boolean search is not some kind of magical term. Rather, in order to search for candidates, it is essential knowledge for every recruiter and sourcer. In fact, most online databases and search engines support Boolean searches, and you can use it to effectively search.

Everybody could create simple Boolean search strings if they know how. You don't need to have any special knowledge for that. But to create complex strings that can help you quickly find the exact information that you are looking for, you need to turn into a Boolean string artist.

It doesn't matter if you are a sourcer, recruiter, or headhunter, you still need to learn how to create Boolean strings. In fact, it should be a fundamental part of your knowledge base.

In the following sections, you will learn how to use basic Boolean operators in strings. Bear in mind that many search engines use similar operators, yet there could be some differences. Before you start using new search engines, try to find which operators are working there.

Boolean logic covers the operators **AND**, **OR**, and **NOT**. A Boolean search allows you to combine phrases and words by using these operators, and they will help you define, limit, or widen your search.

Boolean Search Tools

If you are starting with Boolean strings, you can use some generators that are available on the internet. These tools will help you create search strings for specific websites much faster.

These tools could be sources of inspiration about how to create the strings,

and perhaps you will find some new ideas. But the best tool that will help when you are creating Boolean strings is Notepad and your brain.

Basics Boolean Operators

After you learn how to build basic Boolean search strings, this knowledge will help you create effective strings for your searches, so learning the basics is important when customizing the strings that you find on the internet or create through Boolean generators.

There are three core Boolean search operators: AND, OR, and NOT. There are also three core Boolean query modifiers: Asterisks, Parentheses, and Quotation Marks.

These are the five basics elements of syntax that you need to learn:

AND

OR

NOT

() (Parenthesis)

"" (Quotation Marks)

AND Operator

Using AND narrows a search by allowing you to combine multiple terms. In the search, you will have results that use the search terms you specify.

For example, if you are looking for a salesperson who is Japanese and from Tokyo, the basic string could look like this:

Sales AND Japanese AND Tokyo

Therefore, an **AND** operator:

- Tells the database/search that ALL search terms must be present in the resulting records. (Google will look for all conditions to be met before returning any results.)
- By default, search engines automatically interpret a space to mean AND, which means you don't have to type it. But not every search engine or database does this!
- On some databases, such as Monster.com, you can use the ampersand (&) as the AND operator.

Note: It is important to use capital letters when using Boolean operators with some search engines. For instance, Google recognizes the difference between "and" and "AND." If you typed Sales Manager without quotes, it assumes sales AND manager. However, Google does recognize "OR," but not "or."

OR Operator

Using OR will help you broaden a search to include results that contain either of the words you type. It is also a good idea to use OR when there are several common spellings or synonyms of a word.

Example: **Designer OR artist**

You can also use | (pipe symbol) in your string to replace the OR operator. This option works on some search engines (such as Google), but it doesn't work everywhere.

Example: **Developer (Java|J2EE)**

Note: If you use OR in a Search Engine, you will get results that mention one or more of these words.

NOT Operator

Using NOT will narrow a search by excluding certain search terms.

Example: **Salesperson NOT travel**

This operator will help you find all profiles and/or pages that include "salesperson" but not "travel."

Note: Google no longer recognizes NOT, but you can still use the minus sign (-) to exclude terms from your search.

Parentheses

Parentheses will help you organize the keywords in your search string, which is essential for complex strings.

Put similar keywords in OR statements inside of a set of parentheses. To combine both commands into one search, use parentheses to tell the search engine that they are separate conditions.

Example: **(sales OR salesman) AND (London OR Liverpool OR Berlin)**

If you are looking for an IT key account manager in London or Liverpool, the

string could look like the example below, but it is only one of many examples of how to create a string:

("sales" OR "account manager" OR "account executive" OR "salesman") AND ("software" OR "applications" OR "information technology" OR "application") AND ("London" OR "Liverpool")

Parenthetical Searches

Parentheses can be used for several types of complex searches, including the examples listed above and below. Use parentheses to isolate parts of a query. For example, if you are looking to find people who have "Director" in their profiles, or have both software AND application in their profiles, type: Director OR (software AND application). There are many ways to build a string, so you can add or remove any keywords from it.

Be cautious where you are adding keywords into your string.

Example: **Director OR (software AND application AND networking AND sales)**

The above string will only show you people who have "Director" *and* the four other keywords in their profiles.

Quotation Marks

Use quotation marks to search for an exact word or set of words. When you surround a phrase with quotation marks, the search engine will search for an exact phrase.

Use quotation marks to search for an exact word or set of words. Quotation marks surrounding two or more words tells a search engine to look for all the words inside the quotes.

When you surround a phrase with quotation marks, search engines will search for an exact phrase. If you add quotes to a single word (such as "automation"), it will prevent Google from word-stemming it to other options, such as “automate” and “automated.”

Example: **"senior software engineer"**

This will show the result with the exact phrase.

If you use the OR operator, you can create longer strings.

Example: ("account manager" OR "account executive" OR "business developer" OR "key account" OR "pre-sales" OR "salesperson" OR "salesman")

Keep in mind that when you correctly use quotation marks, you can have shorter strings and get better results.

For example, if you use the following in Google...

"(developer OR Programmer) (MySQL OR Java OR AngularJS)"

...Google will see this:

("developer MySQL" OR "developer Java" OR "developer AngularJS" OR "Programmer MySQL" OR "Programmer Java" OR "Programmer AngularJS")

Boolean Search Modifiers

Asterisks*

The asterisk can be used on most resume databases as a root word/stem/truncation search.

Searches with an asterisk will return any word that begins with the root/stem of the word that's truncated by the asterisk.

For example, **program*** returns all documents containing a word beginning with "program," such as "programming," "programmer," "programmers," and "programs" etc.

Most major job boards and ATS's use an asterisk.

Note:

- Using the asterisk significantly slows down searching.
- LinkedIn does not support the asterisk. For LinkedIn, you will need to construct larger OR statements for your search. (below)

Example: **(Programming OR Programmer OR Programmers OR Programs)**

Question Marks

A question mark can replace a single letter.

Example: If you type **?oil**, you will see results for "**toil**" and "**foil**".

There are many other operators that you can use, and I will mention the ones you will need for your sourcing in another chapter.

Synonyms in Your Boolean Search

For every search, you will need to do the search for relevant keywords. In most cases, you will need to look for synonyms.

Position

There are lots of variations in job titles in different companies and countries. Your company could use the title Developer, but your competitors might use different titles: SW Engineer, Software Engineer, or Programmer.

Example: **(Developer OR Programmer OR "Software developer" OR "SW Design Engineer" OR "Software Engineer" OR "Senior Developer" OR "Sr Developer")**

There is also a difference between "**Senior Java Developer**" and "**Senior Developer Java**". People use various titles interchangeably, so you need to be creative when you are constructing your Boolean search string.

And do not forgot to search for job titles with typos! You can find many interesting people that made a typo in their job title by mistake and other recruiters will not find them because of that.



As you can see, running this job title with typo will show you 34,835 results on LinkedIn. This number of results will change based on that how the people are updating their profiles or making more typos.

Technology

You need to consider using more keywords in your search, especially if you are looking for candidates in the IT field.

For example, if you are looking for a Linux Administrator, you could create

this string: Linux AND Administrator. You will get results for all profiles from these two keywords. But you should consider using different keywords.

Examples:

Administrator AND Linux AND (Debian OR Fedora OR CentOS)

Administrator AND (Debian OR Fedora OR CentOS)

Perhaps candidates are not using Linux in their profile, only name distribution. If so, the strings above will give you different results. People can have only one name of typical Linux distribution, and recruiters can find them through the keywords. If somebody has CentOS, they know Linux.

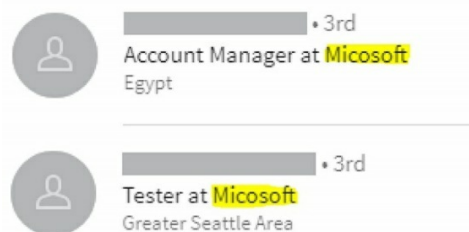
Note: Adding synonyms is important for the search because the right synonyms (for roles, technology, and companies) allow you to find more relevant profiles for your role.

Company Name

Some companies use only one name, but others use acronyms and various combinations of names after they were acquired.

For example, if you are looking for people in a company like Ernst & Young, you need to consider that every candidate is not going to use the same exact wording. Some of them will use Ernst & Young, some "Ernst and Young," and other only "EY." Still others will forget "&," so it will be only "Ernst Young."

Keep in mind that some people could make a typo in the company name, so you can miss them in your search.



People sometimes add one company name (such as "Acme") into their profile. Then when the company is acquired, they never immediately change the old name on the new name ("Amazing ACME").

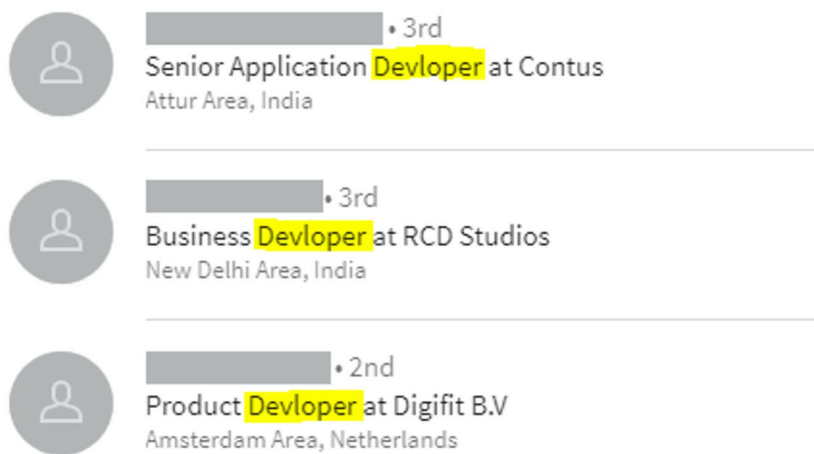
Therefore, adding the new and old company names into your strings could help you find candidates that will be invisible to other recruiters—simply

because they are looking for people with an updated company name. Adding that old company name into your string could reveal a hidden treasure.

Important Reminders

Typos

I already mentioned that, but do not forget that people make typos not only at the name of their companies, but also in their job titles so it's important that you keep this in mind when you are searching for your candidates and you will also target those typos with your search strings.



Conjunction Function

On Google, LinkedIn, and Bing, it is not necessary to use AND or &. You can create more effective, longer search strings if you remove this conjunction.

On some websites, you don't even have to use a space to leverage the implied functionality of an AND.

Example:

Developer (Java OR J2EE) (SQL*) (Linux)

Developer(Java|J2EE)(SQL*)(Linux)

Capital Letters

When you start using Boolean operators with a Search Engine (such as Google, Baidu, or Bing), it is important to use capitalized letters for these

operators. If you do capitalize AND, OR, and NOT, it's a message to search engines that they are Boolean operators.

LinkedIn Absentees

During your search, you need to consider that every person is not active on LinkedIn. Sometimes they have profile on LinkedIn, but they are not actively using it or they are checking the profile only once per month. However, they could be more active on other social sites like Twitter or other professional sites. And that's why is important not to stay on LinkedIn, but try to search on other sites.

Common Search Techniques

Before you start learning more about advanced methods, there are a few common search techniques that you are going to be using during your search. You will be using some of them very often, including Boolean Search and X-ray. You will only use other methods, such as Flip Search or Peel Back, from time to time.

Boolean Search

This basic method is used by Boolean search operators to find information on search engines and many other databases or sites.

Example: **"Developer OR Programmer" Java (London OR Berlin)**

More complex string:

(intitle:cv OR inurl:cv OR intitle:resume OR inurl:resume) "Developer OR Programmer" Java (London OR Berlin)

A more complex string, such as the one above, involves using Google advanced operators, but they are not going to work on sites such as LinkedIn. More information about complex strings are in future chapters.

X-Ray

This search technique is called X-Ray. You can also find it on Google under XRay or x-raying. It will help you target specific websites (such as LinkedIn) with a search engine (such as Google) through the help of a search operator (such as **"site:"**).

You can also use this technique if you want to overcome search limits on LinkedIn and on other websites. It's very effective and is widely used.

Example of search strings:

site:linkedin.com Developer

site:linkedin.com (Developer OR "Senior developer")

You can create more complex strings with more keywords and other operators.

Flip Search

This method is also called Flipping. Flip Search is an effective method that will help you find the relationships between web pages, based on how they are hyperlinked together. You will especially use Flip Search when you are trying to find people who have links to their company websites on their portfolios.

There is a difference between "resume flipping" and "flip search." Resume flipping involves going through the resumes of applicants to your job, and calling the references listed.

A Flip Search involves using a command **link:**, together with a domain name and other keywords.

Example: **link:uber.com "software developer"**

Note: *This search cannot be done with Google.*

The above example will get you many results, but you will also receive many irrelevant results. Adding more keywords will help you find the right profiles and create more accurate strings. You can also discover new sites, where you can use X-ray searches to find new candidates.

Flip Searching is a powerful method that can uncover many hidden candidates. The results could vary, based on how you build your string and which search engine you are going to use.

Peel Back Method

This method works with the URLs of a targeted domain. As the name implies, you are starting from the point where the URL ends and peeling it back. This method is one of my favorites, because I am able to find really great profile information by using it.

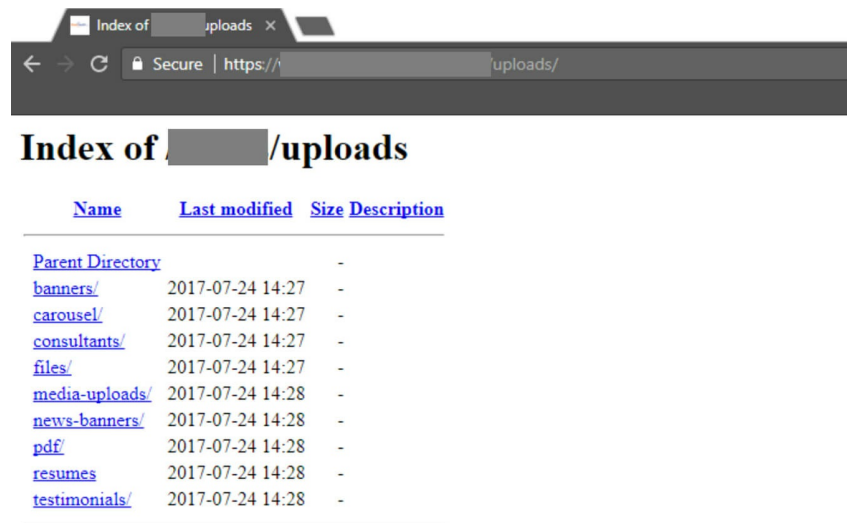
Example:

You're working with a URL like this one:

www.example.com/~name/resume/resume.html. And you start peeling the site by removing "resume.html." Then you'll just have

www.example.com/~name/resume/. This peeling could reveal new files or new resumes, or you could find similar resumes and other interesting files and information.

Some files you find could have been on that server for years, but the email address or phone number might still work.



The screenshot shows a web browser window with a single tab titled 'Index of uploads'. The address bar shows a secure connection to 'https://[redacted]/uploads/'. Below the browser window, the title 'Index of [redacted]/uploads' is displayed. A table lists the contents of the directory with columns for Name, Last modified, Size, and Description.

Name	Last modified	Size	Description
Parent Directory		-	
banners/	2017-07-24 14:27	-	
carousel/	2017-07-24 14:27	-	
consultants/	2017-07-24 14:27	-	
files/	2017-07-24 14:27	-	
media-uploads/	2017-07-24 14:28	-	
news-banners/	2017-07-24 14:28	-	
pdf/	2017-07-24 14:28	-	
resumes	2017-07-24 14:28	-	
testimonials/	2017-07-24 14:28	-	

You can perform a domain-site search in Google for any domain.

Example:

a) **"University of Cambridge" site:cam.ac.uk resume**

b) **site:cam.ac.uk resume**

When you get a result, the only thing you need to do is start from the point where the URL ends and peel it back.

Semantic Search

The word "semantic" refers to the meaning or essence of something. Wikipedia describes a semantic search as a method that seeks to improve search accuracy by understanding the searcher's intent, as well as the contextual meaning of terms as they appear in the searchable dataspace. This definition holds true, whether the search is online or within a closed system.

How does a semantic search work?

A semantic search seeks to improve accuracy by understanding a searcher's intent through contextual meaning. This kind of search interprets the meaning behind the words and concepts, including trying to understand the words and how they are connected. Based on a thesaurus, a semantic search engine will find synonyms, hyponyms, aliases, use-related terms, and their meanings to uncover information that you're looking for.

Through concept-matching, synonyms, and natural language algorithms, a semantic search provides more interactive search results by transforming structured and unstructured data into an intuitive, responsive database.

There are many services and tools that focus on semantic searches, but one of the leaders in semantic technology for recruiters is a company called Textkernel.

Note: *Google, Bing, and other search engines have developed a vocabulary to implement the HTML semantic markup of webpages. The result of this work is **Schema.org**, where you can find the references needed to appropriately mark your semantic content.*

Google: The Ultimate Hiring Tool

I believe that **Google is one of the best sourcing tools** for all recruiters and sourcers. If you know how to ask, you will get the right answer. In this chapter, you will learn “how to ask” Google and find the data that you are looking for. I will also describe how to use more advanced search operators to dig deeper and find things faster.

There are a few things you should understand about Google, including its limitations.

Google Limitations

Google search has a 32-word limit for the search. If you are trying to use long, complex strings, you should keep them under this limit. Otherwise, you are not going to get any results. However, overcoming a Google word limit is possible through a Custom Search Engine, and you will learn how to in one of the next chapters.

Regional Version

Every time you type google.com, you are redirected to a country-specific version of Google. This method also works well if you're using a VPN to get a foreign IP address.

Here's a trick for using "No Country Redirect" Google: use the URL **www.google.com/ncr**. You will get an English version without results, which is focused only on your location. You can also switch your Google search permanently to this option if you change your language to English, including "showing search results."

Which language should Google products use?

- | | | | |
|---|--|--|-------------------------------|
| <input type="radio"/> Deutsch | <input type="radio"/> hrvatski | <input type="radio"/> português (Portugal) | <input type="radio"/> ไทย |
| <input checked="" type="radio"/> English | <input type="radio"/> italiano | <input type="radio"/> Tiếng Việt | <input type="radio"/> 한국어 |
| <input type="radio"/> español | <input type="radio"/> Nederlands | <input type="radio"/> Türkçe | <input type="radio"/> 中文 (简体) |
| <input type="radio"/> español (Latinoamérica) | <input type="radio"/> polski | <input type="radio"/> русский | <input type="radio"/> 中文 (繁體) |
| <input type="radio"/> français | <input type="radio"/> português (Brasil) | <input type="radio"/> العربية | <input type="radio"/> 日本語 |

[Show more ▾](#)

Currently showing search results in:

English [Edit](#)

Here's one limitation that is not very well-known: Google will show you different results on the same string in various locations. For example, if you run a simple Boolean string, Google in the UK will show you 51,500 results. But if you run the same string in Poland, you will get 45,200 results. And in Canada, you get 80,800.

That's why I recommend googling through various IP address. Thanks to this technique, you can find candidates that are not indexed by Google in your location. [\[3\]](#)

Google and Boolean Search Operators

You already learned about the basic operators and how they work. In this chapter, you will learn about operators that function on Google. It's important that you always use them in your string in capital letters, or Google will ignore your request and consider them keywords, not operators.

AND Operator

By default, Google engines interpret a space as meaning AND, so you don't have to type it.

Example: You can use **Oracle IBM Java**, instead of **Oracle AND IBM AND Java**.

On most internet search engines and LinkedIn, every space is an "implied AND," so you don't need to use it in your strings.

OR Operator

Example: **Oracle OR Java** will find all sites containing either Oracle or Java. You can also substitute the | character (pipe operator) for **OR**, so "**Oracle | Java**" will get you the same results.

Google will look for either the first word, the second word, or both.

NOT Operator

Google no longer recognizes NOT, but you can still use the minus sign (-) to exclude terms in your search.

Example: Are you are looking for profiles with Java and Oracle, but not job offers? If so, your basic string could look like this: **Java Oracle -jobs -job**.

The text "**-jobs -job**" will remove any results that contains the keywords jobs and job. The version with AND will also work: **Java AND Oracle -jobs -job**.

LINK

The operator **link:** helps you find links to a domain. Google only provides a sample of backlinks, so don't expect results with all the backlinks. Rather, you will just get a sample of sites that link to a specific domain.

Example: **link:uber.com**

Note: This operator is not working under Google, but you can try Exalead (exalead.com) instead.

INTITLE and INURL

Use the operator **intitle:** to target specific keywords in the title of a webpage and the search engine results.

Example: **intitle:resume**

This string will show all sites that has "Resume" in title.

Example: **intitle:"resume senior developer"**

Use quotes when searching for specific phrases. Do not put a space between the colon and the word that you want to appear in the title.

Example: **intitle:software developer**

This string will list results that have the word "Software" in the title. If you would like to get results with both words, you need to use this string:

intitle:software intitle:developer.

You can also use the syntax **allintitle:** This operator only lists results with all the words in the key phrase, and it involves titles like: **allintitle:software developer.**

The operator **inurl:** is used to find specific keywords in the URL address of a webpage or search engine result.

Example: **inurl:(resume OR cv OR vitae)**

This string will search for all sites that have "resume," "CV," or "vitae" in the URL.

These operators will be explained more in later chapters.

Ranges of Operators

The operator **number..number** is separated by two periods with no spaces. It shows results that contain numbers in a given range. For example, 10..50 will give you results that specify numbers between 10 and 50.

You can also use only one number with two periods to indicate an upper maximum or lower minimum. Therefore, using "**10..**" will give you results when numbers greater than 10 are mentioned.

If you would like to search for years, just type **2014..2017**. It will yield results with one or more of the following: 2014, 2015, 2016, or 2017.

Example: **(intitle:cv OR inurl:cv) 2014..2017 (London) "finance manager"**

You can also replace years with the zip codes:

(intitle:resume OR inurl:resume) 10117..14131 (Berlin) "finance manager"

And this operator is also very handy if you are searching for numbers.

Punctuation

Google Search usually ignores punctuation that isn't part of a search operator.

Search within a Specific Site or Domain

The operator **site:** helps you search for information within a specific website.

Or type in the top-level domain (TLD) of a site, such as .edu, .gov, or .info.

Example: **site:linkedin.com** will search within this specific website.

Example: **site:gov** will search within a specific type of site.

You can then add specific keywords and criteria you are looking for onto this syntax.

And you can also search for specific subdomains.

Example: **site:plus.google.com** will only search within plus.google.com.

Note: Don't put spaces between the operator, colon, word, or search term. A search for **site:linkedin.com** will work, but **site: linkedin.com** won't. And you won't get any relevant results!

Placeholder Search

The operator **query * query** uses an asterisk as a placeholder. It works if you are looking for an unknown term, especially a wildcard.

Example: "**senior * developer**" will include all results, such as "senior java developer" or "senior software developer."

Adding one more asterisk will add one more single term.

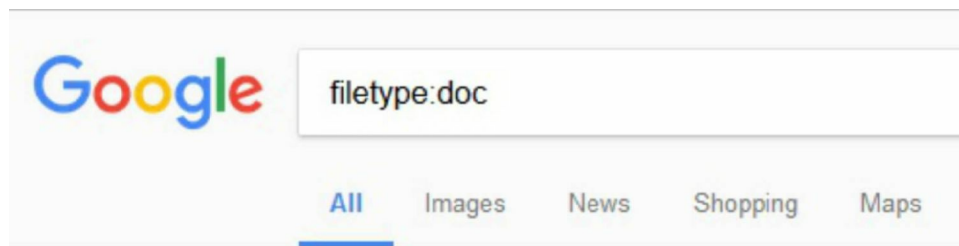
Example: "**senior * * developer**" will include all results, such as "**senior full stack developer**" and "**senior front end developer.**"

Search by file type

The operator **filetype:** is one of my favorites from all search operators, because it helps me find new candidates every week. I personally believe that this operator is one of the best ones for sourcing.

You can use this operator to search for specific files, such as DOC, XLS, and PDF. You can use it to locate all files under one domain if you use the **site:** operator.

If you only add this syntax, you will get lots of results, but they are not going to be relevant.



Always add at least one keyword, and you will get more relevant results. More keywords you add the more relevant results you will get.



In this case, you will get all files that have the filename extension .doc. But Word files have other extensions, such as **.docx** or **.rtf**. Just replace the "**doc**" with new extensions, such as "**pdf**." Then your new syntax will give you new results.

In the next chapter, you will learn more about how using **filetype:** for a resume search.

Cached Site or Page

The operator **cache:** allows you to see what a page looked like the last time Google visited it, so it's helpful if the website is offline or inaccessible. However, you can check the site or page through this function by adding the "**cache:bmw.com**" into the Google Search Field.

The operator also works with URLs like the one below:

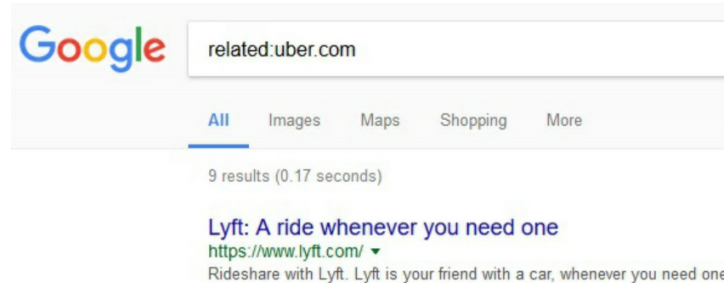
Example: **cache:https://en.wikipedia.org/wiki/IBM**

Tip: You can also use The WayBack Machine for find an old version of a website that you are targeting with your string <http://archive.org/web/>. This trick is very useful for portfolio websites. By using this trick, you will find old versions of portfolio sites, where you can discover emails, phone numbers, or any other information that candidates removed from their website.

Tip 2: If you're concerned about the ethics of internet privacy, just check the relevant laws. [\[4\]](#)

Related Websites

The operator **related:** finds sites that have similar content. It's a great operator when you need to find who your competitors are.



Note: This search does not work for every domain. And make sure that you don't add a space before or after a colon.

Intext

When using the operator **intext:**, the query **intext:term** limits the search results to content that has the query terms you specify in the text on the page.

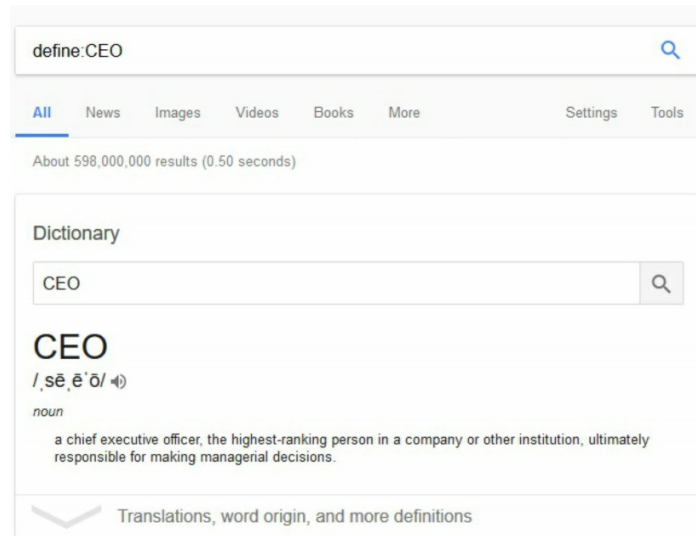
Example: **Brad Angelina intext:divorce**

This string will return documents that mention the word "divorce" in the text, and that mention the names "Brad" and "Angelina" anywhere in the document.

Note: If you are planning to use Bing.com, you need to use the operator **"inbody:"** instead of **intext:**.

Define

Understanding the terms is the key to sourcing. Always start by researching the terminology. You can use the **define:** operator for that. This query is very useful, especially when you find a word or phrase that is new to you. If you start your query with the operator **define:**, Google shows definitions of words, phrases, and acronyms.



Don't forget to search for synonyms of the terms, related words, and skills. This research will help you identify new keywords that you can use for your search strings.

The Tilde (~) Operator

Adding a tilde (~) to a search tells search engines that you want it to bring back synonyms for the term as well. For example, entering "**~run**" will bring back results that include words like "run", "running", and "marathon," which are all synonyms of "set."

In this case, if we use ~job, it will find the all synonyms connected with the job, such as jobs, career, and work.

Example: "**Java Developer**" ~resume -jobs -job -sample

You can exclude the specific word (in this case jobs, job and sample), but you can still tell search engines to find any pages related to the concept that don't specifically target only one term. This tactic will help you target your keywords "Java Developer." plus all synonyms of resume.

Note: *Google has not supported this operator since 2013. When you use it on Google, all words find synonyms, unless you put them in quotes and force a single-word search. This operator could work in some other search engines or databases.*

Common Keywords

There are a few important common keywords that you will need for your

searches, especially when you start looking for resumes, and you are going to use the operators **inurl:** and **intitle:**.

With your search string, use the keywords Resume, CV, vitae, Curriculum Vitae, Profile, and Bio, as well as any variant of them that is used in your country or the location that you are trying to target.

You can also consider terms such as Qualifications, Experience, Work History, Education, Objective, References, and Technical Skills.

In most cases, it is better to avoid basic keywords that you are going to remove from your searches, such as Jobs, Job, Sample, and Example.

However, you need to consider removing other words, such as Recruiter, Opportunity, Apply, Career, Submit, Send, and Reply.

Other Google Operators

There are many other Google Operators that you can use for your searches, and Google occasionally adds new ones. Regularly check the internet for new Google operators, but try be creative about how you use them.

Google: The Secret Resume Database

You've already learned about Boolean operators. You know how to build your Boolean string, and you can use advanced search operators on Google. But this knowledge only involves a small percentage of things you can do on Google. In this chapter, you will learn how to further use them, as well as the benefits they can bring you. Use these examples as inspiration for sourcing activities and Boolean search strings.

Filetype Search

filetype: operator

As you already know, you can use filetype searches for many kinds of files, such as Microsoft Word documents, Excel spreadsheets, PowerPoint presentations, Text files, and PDFs.

This operator works on many search engines, but this chapter is dedicated only to examples that are connected with Google.

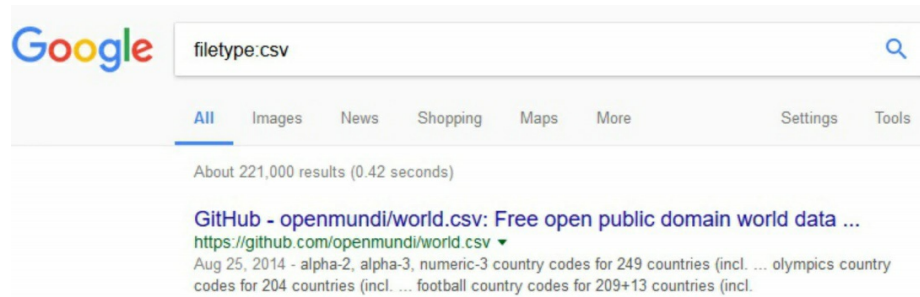
If you visit the Google advanced search page^[5], you can see the option that limits a search to a specific file format. *(You can visit the Google Advanced Search page when you visit Google.com and at the right corner you can see a "Setting" option that will reveal other options, but select the "Advanced search")*



If you don't see the file format that you are looking for, you can still see if you will get any results by using it in your search string.

Simply type **filetype:csv**, and you will get all the CSV files indexed by Google.

You can also search for CSV or XLS files, which very often contain email addresses and other interesting information that you can use.



Using the search string **filetype:csv** **"*@gmail.com"** will allow you to find all CSV files, which include Gmail addresses, but you can customize the strings and change them however you choose.

You can also combine this string with more keywords. If you would like to find all the Excel spreadsheets of people with ibm.com email addresses in the US with the position **"finance manager,"** the search string would be **filetype:xls "finance manager" "*@us.ibm.com"**.

If you replace the **filetype:** from xls for csv (or any other file type), you will get different results.

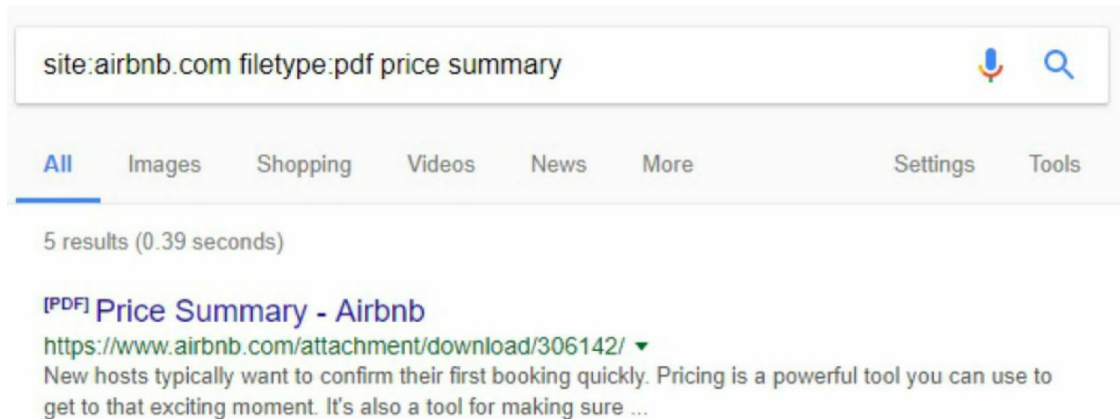
Filetype searching is consistent throughout many search engines, but there could be some slight differences. So always check which operators the search engine is using.

Sometimes, you'll be trying to find all the PDF files on your competitor's site. In this case, we will be targeting all PDF files on airbnb.com. Just type the string below into the search field: **site:airbnb.com filetype:pdf**.

You will get all files under the website airbnb.com that were indexed by Google.

You can also add more keywords into your syntax. If you use the syntax below, you will get results for all PDF files under airbnb.com with the keywords "price summary."

Example: **site:airbnb.com filetype:pdf price summary**



You can combine the filetype with phrases that people frequently use.

For instance, when people create presentations, they very often add "contact me" or a similar phrase at the end of the page. If you know the phrases that people use in their presentations, you can add these keywords into your search string. If you would like to target PowerPoint Presentations (PPT files) with **"contact me," "email me,"** or **"email at,"** just add these phrases into your string.

Example: **filetype:ppt ("contact me" OR "email me" OR "email at")**

More complex search strings

More complex search strings could be a combination of the **filetype:**, **intitle:** and other keywords.

Example: I need to find the resume of a developer located in Seattle. I will split the example into parts, so you will understand it better:

Part 1: filetype:doc

As you already know, the above string will find all files that have .doc extensions.

Part 2: (intitle:resume OR inurl:resume OR intitle:cv OR inurl:cv)

The above string will help you find all URLs you need to search for a specific term or phrase within the title of a website or page.

Part 3: developer

The above keyword is needed for the results you're seeking.

Part 4: (Seattle OR 206 OR 253 OR 425 OR 360 OR 509)

You need to add a location, and it's also good to add area codes. In this case, the Washington area codes are 206, 253, 425, 360, and 509.

Part 5: (WA OR Washington)

This addition will show results of people in Washington.

The whole string is:

Example: **filetype:doc (intitle:resume OR inurl:resume OR intitle:cv OR inurl:cv) developer (seattle OR 206 OR 253 OR 425 OR 360 OR 509) (WA OR Washington)**

You can change **filetype:doc**, **filetype:pdf**, or anything else. If you remove a part, you will get the string that reviews all sites, and you can expand your search.

More file types

You can also combine more file types and create more complex strings through the five easy steps that are detailed below:

Step 1: Add one or more keywords. (keyword1 OR keyword2)

Step 2: Add one or more keywords for the location. (location1 OR location2)

Step 3: Add one or more filetypes. (**filetype:doc OR filetype:docx OR filetype:pdf OR filetype:rtf**)

Step 4: Add intitle parameters for resumes. (**intitle:cv OR intitle:vita OR intitle:resume**)

You can also add inurl in your string, or you can switch **intitle:** with **inurl:**.

Step 5: Remove samples, templates, and job ads from your results by adding **-jobs -job -sample -template**.

Example: **(Java OR Angular) (Berlin OR London) (filetype:doc OR filetype:docx OR filetype:pdf OR filetype:rtf) (intitle:cv OR intitle:vita OR intitle:resume) -jobs -job -sample -template**

Targeting Resumes through Area Codes

If you don't know how to get the area code of a location, the easiest way is to type "area codes location" into Google. If you would like to know the area code for San Francisco, just type "area codes San Francisco," and you will

get the answer: 415 and 628.

This simple search string will target the keyword "resume" and the locations for 415 and 628, and it will remove all jobs ads, samples, and resume templates.

Example: (intitle:resume OR inurl:resume) (415 OR 628) -jobs -job -sample -template

From my experience, it is better to keep the resume as a keyword. Keywords like "cv" and "vitea" will bring too many results, and are not going to bring the results that you are looking for.

If you would like to have better results, just add the name of the location and (ideally) the code for the state. In this case, it would be San Francisco, CA, and California.

Example: (intitle:resume OR inurl:resume) (415 OR 628) (San Francisco OR CA OR California) -jobs -job -sample -template

This tactic will expand the search, but with the right keywords, you can limit your search again. It's similar to adding the job title to the beginning of a search string.

Example: "Accountant" (intitle:resume OR inurl:resume) (415 OR 628) (San Francisco OR CA OR California) -jobs -job -sample -template

Proximity Operator

One of the operators that is not well-documented by Google is AROUND(n). You can use it for finding webpages that include words or phrases that are close to each other. This operator will help you find documents if the distance between two search terms is around 'n.' The higher the value of 'n,' the less the proximity between the search words.

Note: Write AROUND in all CAPS, or it won't work.

Organizational Chart and Filetype Operator

Many companies are posting their organizational chart on their site, mostly without names. But at least you'll have an idea about how the company is structured, so you'll have enough information when you call that company.

Example: filetype:pdf ("organizational chart" OR "organization chart" OR "org chart")

Also try filetypes such as PPT (PowerPoint) and DOC (Word).

Contact Lists

There are contact lists on the internet, and many have interesting data, including names, job titles, phones, and emails.

There are many ways to find a contact list on Google. The following are a few examples of search strings you can try, but always bear in mind that not every list is in English. Sometimes, it is better to start searching in the language of your target market.

Important keywords: contacts, directory, participants, registrants, attendees, attendee, delegate, delegates

Most of the files are Excel spreadsheets, so they will have headings such as name, title, phone, or email. Sometimes, people also use the headings surname and e-mail.

Example: **filetype:xls (contacts OR participants OR directory OR registrants OR attendees) (name OR title OR phone OR email OR surname OR e-mail)**

If you are looking for a specific role, just add more keywords:

filetype:xls ("Key Account Manager" OR "KAM" OR "Account Manager") (contacts OR participants OR directory OR registrants OR attendees OR attendee) (name OR title OR phone OR surname OR email OR e-mail)

You can also create a search string that will not target a specific file type, but it will be a broader search, which could help you find a list of attendees on a webpage.

Step 1: Add the **Job Title** or **keyword** you would like to search for.

Step 2: Add the keyword **list**, which will show you a list of participants. You can try to replace this keyword list with words such as program or panel.

Step 3: Add a list of keywords from the list above: **(contacts OR participants OR directory OR registrants OR attendees OR attendee).**

Step 4: Add a list of keywords, such as conference, seminar, symposium, congress, meetup, workshop, meeting, and expo.

Example: "Accountant" list (contacts OR participants OR directory OR registrants OR attendees OR attendee) (conference OR seminar OR symposium OR congress OR meetup OR meeting OR workshop OR expo)

Other Search Engines and Filetype Operators

Yandex.ru is using **mime:**. This operator is similar to **filetype:**, and it can help you find files such as doc, pdf, and xls.

Meet Our Team

In the previous chapter, you learned about two operators: **intitle:** and **inurl:**. Now it is time to use them in your search strings.

Most startups and small companies have a section called About Us, Meet Our Team, or Meet the Team on their website. They are proud of what they are doing, so luckily, these pages are great sources of information about people that are not even on LinkedIn.

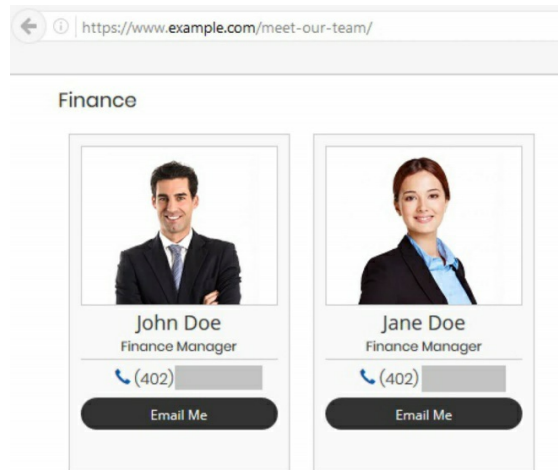
Example: **inurl:"Meet our team" "Finance manager"**

If you include **inurl:** in your query, Google will restrict the results to pages containing that word in the URL.

If you would like to expand the search, you can just remove "**inurl:**" from the syntax, and you will get results containing the Meet our Team in the URL, as well as in the text.

Example: **"Meet our team" "Finance manager"**

The above example will show results with the sites that have Meet our Team in their title and the name of the role that you are looking for.



If you would like to target specific keywords in the title of a webpage, you will need to use **intitle:**.

Note: When you are targeting more senior executives, you can use different keywords. So instead of Our Team, try using keywords such as Leadership, Management, Executives, and Officers.

The strings below will help you find all sites that have Our Team in the title or the keywords Development Manager. And with "**-job -jobs**", you will remove any results of these keywords.

Example: **intitle:"our team" "Development manager" -jobs -job**

All of your search queries will give you results that will very often include job opportunities or job adverts. The easy way is the one mentioned above: adding **-jobs -job** into your search string will do the trick. It will remove a few of your job opportunities, although not very effectively.

If you want to do it more effectively, try adding this syntax:

-intitle:jobs -intitle:job -intitle:careers -inurl:jobs -inurl:job -inurl:careers

Try to use both strings. They will give you different results and help you cover more potential candidates.

Example: **(intitle:resume OR inurl:resume) (Developer OR Programmer) (London OR Berlin) -intitle:jobs -intitle:job -intitle:careers -inurl:jobs -inurl:job -inurl:careers**

Example: **(intitle:resume OR inurl:resume) (Developer OR Programmer) (London OR Berlin) -jobs -job -careers**

Using Nesting Method

One nesting method is to combine the **intitle:** and **inurl:** operators.

Example: **("intitle:(CV OR resume OR vitae)" OR "inurl:(CV OR resume OR vitae)") "(.NET OR C#) (Programmer OR Developer)" (London OR Berlin) -jobs -job**

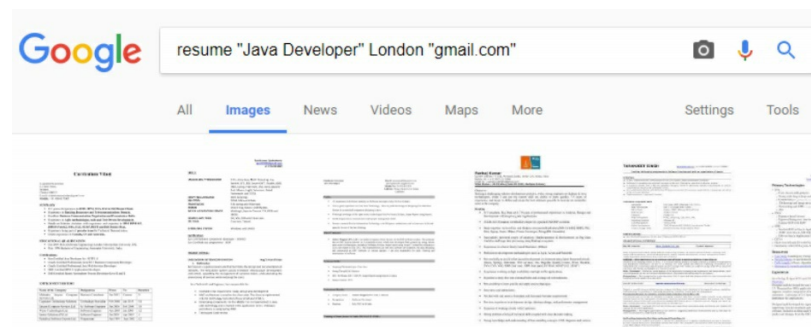
This search string will help you find all pages containing these keywords in intitle and inurl, together with the keywords .NET and C#, the job titles Programmer and Developer, and the locations Germany and Berlin. It will remove all keywords, such as jobs and job.

Simple Resume Search on Google

You also have the option to simplify your search basics. For example, perhaps you're looking for a candidate who is a "Java Developer" in London, and his profile contain @gmail.com. Then you can use this very simple string:

Example: **resume "Java Developer" London "gmail.com"**

You can also use this method with **"Images"** and get all resumes indexed by Google as a picture:



If you would like to exclude all samples of resumes, just add **-example -sample**. And remember, If you need to remove the job advertisement, you can also **-jobs -job -careers..**

Example: **resume "Java Developer" London "gmail.com" -example -sample -jobs -job -careers**

Sourcing on Google Suites

Google Docs, Sheets, and other tools are very popular and free, and millions

use them every day. They are much more than a web-based variant on traditional desktop-based office suites, such as Microsoft Office. Google Apps users may create documents, spreadsheets, presentations, and sites or upload files on Google Drive. And users can share all these files and documents with other users.

Some candidates also create resumes through Google Docs and share them with recruiters through public links. These links have a unique ID in the URL and a long string of codes. Every string is unique and cannot be duplicated. However, Google already indexes many of the links that people are publicly sharing, and they are accessible to recruiters. With the correct Boolean search strings, you can x-ray many Google services, such as Google Drive, Docs, and Sheets.

You can also target Google Drive and check the files that people are sharing. You are not going to see all files on their drives, only those that they publicly shared and are also indexed by Google.

WARNING: Some files you are going to find are full of targeted keywords, so they will appear in your search. In most cases, they don't have resumes, only a small image with the link Download, which will redirect you to their website. **Do not click on these links, because you could be redirected to a site with malware.**

Creating X-ray Strings for Google Drive

Creating strings for Google Drive is very easy. You are going to use the **site:** operator, and the important part of your string contacts the public URL of the Google Drive site.

Together with other keywords, you will get the results that you are looking for. In the string below, I also removed words such as Example, Sample, Samples, and Jobs:

Example: **site:docs.google.com developer "San Francisco" resume -example -sample -samples -jobs**

You can also use the **intitle:** operator, so the results show pages with exactly the right keyword in the page title. In this case, the keyword is Resume:

Example: **site:docs.google.com developer "San Francisco" intitle:resume -example -sample -samples -jobs**

You can target more keywords with the intitle: operator. For example, everybody doesn't use Resume for their files; some people might use CV or Curriculum Vitae.

Example: **site:docs.google.com developer London (intitle:resume OR intitle:cv) -example -sample -samples -jobs**

Example: **site:docs.google.com developer London (resume OR CV OR "curriculum vitae") -example -sample -samples -jobs**

If you want to target a specific email address in your x-ray string, you can add * * @email.com into the string.

If you are looking for all documents with @gmail.com, target that account like this:

Example: **site:docs.google.com London "* * @gmail.com" -example -sample -samples -jobs**

Targeting Google Docs

Google Docs are under subfolder/document/, so you can use the same strings for all of Google drive. You only have to add the subfolder into the string docs.google.com/document/, like this:

site:docs.google.com/document/

Example:

site:docs.google.com/document/ developer "San Francisco"
intitle:resume -example -sample -samples -jobs

site:docs.google.com/document/ developer London (resume OR CV OR "curriculum vitae") -example -sample -samples -jobs

Targeting Spreadsheet

Previous strings target the documents on Google Docs, but you can also exclusively target Google spreadsheets, which are a great source of information about people. Lots of spreadsheets include lists of conferences and attendees, lists of users, or lists of people who subscribe to certain newsletters.

Google Spreadsheet uses the domain **docs.google.com/spreadsheets/**. You

can use the same strings as before; just replace the domain URL in the string.

If you are planning to target a list of attendees in a Google Spreadsheet, you can use this type of string:

Example: **site:docs.google.com/spreadsheets/ Accountant (contacts OR participants OR directory OR registrants OR attendees) -example**

X-ray strings also give you the ability to target lists of attendees with a specific email address:

Example: **site:docs.google.com/spreadsheets/ "@yahoo.co.uk" (contacts OR participants OR directory OR registrants OR attendees) -example**

Or with the email address of a specific domain:

Example: **site:docs.google.com/spreadsheets/ "email * * com|net|org" (contacts OR participants OR directory OR registrants OR attendees) -example**

Google Spreadsheets also offers staff directories:

site:docs.google.com/spreadsheets/ "Staff Directory" -example

And you can target the whole list of users with **"* List."** But I recommend adding more keywords into the string:

site:docs.google.com/spreadsheets/ "* List" -example -sample

Targeting Forms

Google users are creating Google Forms for conducting surveys and collecting feedback. Google Forms are very popular, because they are free and very easy to use. Every form has two parts: one part is Google Form, and the second part is Google Spreadsheet, where all answers are stored. When people create the second file, they often name it Responses. Thus, it is very easy to target these files.

Example: **site:docs.google.com/spreadsheets/ Responses (contacts OR participants OR directory OR registrants OR attendees) -example**

Example: **site:docs.google.com/spreadsheets/ Responses "email * * com|net|org" -example**

You can be more creative with your strings and target lists of participants:

Example: **site:docs.google.com/spreadsheets/ "List of *" (contacts OR participants OR directory OR registrants OR attendees) -example**

Targeting Files

Google Drive users are not just creating documents or spreadsheets; they are also sharing files that they upload on their Google Drive. These files include resumes, address books, organizational charts, and many other interesting pieces of info. You can target them through **intitle:**, or just with the keyword and site: operator.

Example: **site:drive.google.com/file/ intitle:resume -example**

Example: **site:drive.google.com/file/ resume "New York" -example**

Your string could be more powerful if you target files that users already have on their drives. A perfect example is targeting a list of attendees and staff directories:

Example: **site:drive.google.com/file/ (contacts OR participants OR directory OR registrants OR attendees) -example**

Targeting .org charts could be done through intitle: or without it:

Example: **site:drive.google.com/file/ intitle:"org chart" -example**

You can also use a combination of more keywords:

Example: **site:drive.google.com/file/ ("organizational chart" OR "org chart") -example**

Targeting Presentations

Presentations often have contact details about who created them. So if you are looking for people that know how to use Docker, you will be looking for presentations that they created:

Example: **site:docs.google.com/presentation/ docker -example**

You can also target presentations that have email addresses in them:

Example: **site:docs.google.com/presentation/ docker "email * *" -example**

Presentations also include organizational charts that you can target in the same way that you targeted files on Google Drive:

Example: **site:docs.google.com/presentation/ "organizational chart" -example**

Targeting Sites

Google Sites allows you to create a website without having to know how to code it yourself. That's why Google Sites are popular among users. They are very easy to create, maintain, and use. Many users are creating their own websites, especially freelancers, small businesses, and students. They are sharing information and contact details about them:

Example: **site:sites.google.com "Staff Directory" -example**

Small firms that looking to pay for a web designer or developer are going to use Google Site for their website, and you can target their teams by simply adding Our Team into the search string:

Example: **site:sites.google.com "Our Team" -example**

Example: **site:sites.google.com "Our Team" Accountant -example**

On Google Sites, you can find many people that are not on LinkedIn and probably won't be there in the future.

Sourcing on Google

Google is an amazing search engine, and it is one of the best sourcing tools if you can master it. Google has already stored millions of interesting files that have the contact details about the candidates that you are looking for. When you are searching for candidates, don't forget to x-ray Google services that millions of users already use every day.

Google: Custom Search Engine (CSE)

As a recruiter, you will x-ray the same sites over and over again while you're looking for candidates' resumes. Sometimes, this process is really time-consuming, especially if you make errors when you are typing the Boolean strings into the search field.

But luckily, there is a simple way to save time during these searches and make your job more productive.

Many recruiters have never heard about creating a Custom Search Engine (CSE). CSE has been provided by Google since 2006, and it's a very handy tool for recruiters. It allows users to feature web searches and refine queries based on Google searches. CSE is the easiest way to quickly find targeted resumes on the web.

With CSE, anyone can create their own search engines and select which websites are utilized, which helps remove search results from any sites that shouldn't be there.

Building search engines with Google doesn't provide you with different results than a regular Google search, but you will get your own Google search, which will refine the results and remove the sites that you should add into the search results.

You can bookmark your search engine with the sites that you are x-raying, and even share it with other people from your team.

Benefits of a Custom Search Engine

- It's free
- There is no reason to use 3rd-party software or a hosting service. Everything is hosted on Google, so there are no other costs involved.
- You can automate frequent search strings.
- You can use the Google Boolean search syntax in CSE.
- Your CSE can be part of your website, or just a link.
- You don't have to save your search strings.

- You can create more CSEs, which will focus on specific fields.
- You can share CSEs with the whole team.
- CSEs allow your team to be more productive.

If you're still not convinced that you should create a CSE, you should consider these additional benefits:

- No Limitation on the 32-word limit for Google searches.
- CSEs prevent Google from displaying Captchas, so you are not going to be blocked by Google every time you use complex strings.

Build your own Custom Search Engine

To build a CSE, you will need to have a Google/Gmail account and sign in.

Once you have logged into your Gmail account, you can access the Google CSE homepage at <https://cse.google.com/>.

On the homepage, click New Search Engine.

In the Sites to Search section, add the pages you want to include in your search engine. You can include any sites you want, not just sites you own.

In this example, we will use LinkedIn URLs and create the x-ray CSE. Let's add www.linkedin.com/pub* and www.linkedin.com/in*.

The * at the end of each URL is part of the Google URL formatting, and it's needed to include all pages that begin with that URL.

Custom Search

New search engine

► Edit search engine

▼ Help

Help Center

Help forum

Support

Blog

Documentation

Terms of Service

Send Feedback

Enter the site name and click "Create" to create a search engine for your site. [Learn more](#)

Sites to search

www.linkedin.com/pub*

www.linkedin.com/in*

www.example.com

You can include site URLs or page URLs, or you can get fancy and use URL patterns.

For example, the pattern 'www.linkedin.com/pub' will only match the single page 'www.linkedin.com/pub'. To cover all the pages that have URLs starting with 'www.linkedin.com/pub', you must explicitly add a '*' at the end. In the form-based interfaces for adding sites, 'linkedin.com' defaults to '*.linkedin.com/*'. And don't forget that URLs are case-sensitive.

Note: Using *www.linkedin.com* could lead to narrowing your results. *LinkedIn* is making many changes every year, so it's good to use more variants. But in this example, I am using only *linkedin.com*.

Chose the name of the search engine. Then if you have more of them, you will easily find the one you are looking for—if you have plans to update it or change it in the future.

Name of the search engine

My First CSE

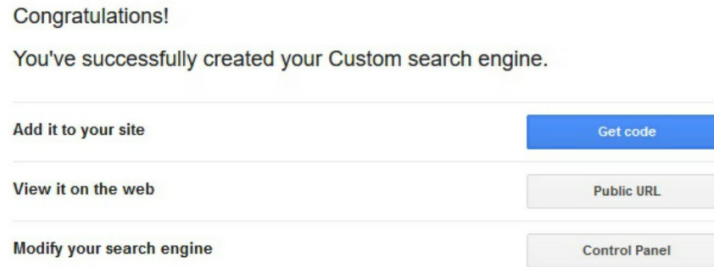
► Advanced Options

By clicking "Create", you agree with the [Terms of Service](#).

CREATE

Choosing the language will only affect the buttons and other design elements of your CSE. It will not affect the search results.

Click **Create**.



Now you have an option to "Get code" and add your new CSE to your website, or choose "Public URL" and test it.

There is no need to add the CSE on your website. And don't worry: Even if you choose the "Public URL," you can go back and get the code for your website.

Within your new CSE, your string can be much shorter, and you don't have to include site operators.

You don't have to use complex strings like these:

- 1) "Developer" OR "Programmer" -intitle:"profiles" -inurl:"dir/"
site:linkedin.com/in/ OR site:linkedin.com/pub/
- 2) "Developer" OR "Programmer" -inurl:"dir/ " site:www.linkedin.com
(inurl:com/pub | inurl:com/in)
- 3) (site:www.linkedin.com/pub | site:www.linkedin.com/in) -
inurl:pub/dir "Developer" OR "Programmer"

Instead, your string in your CSE can simply look like this:

"Developer" OR "Programmer"

And you will get the same results that you used in the more complex string.

Modify your Search Engine

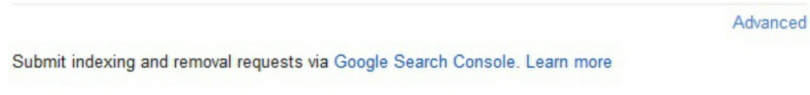
Would you like to remove your search engines from the results below?

Top 25 The Developer profiles | LinkedIn
<https://in.linkedin.com/pub/dir/The/Developer>

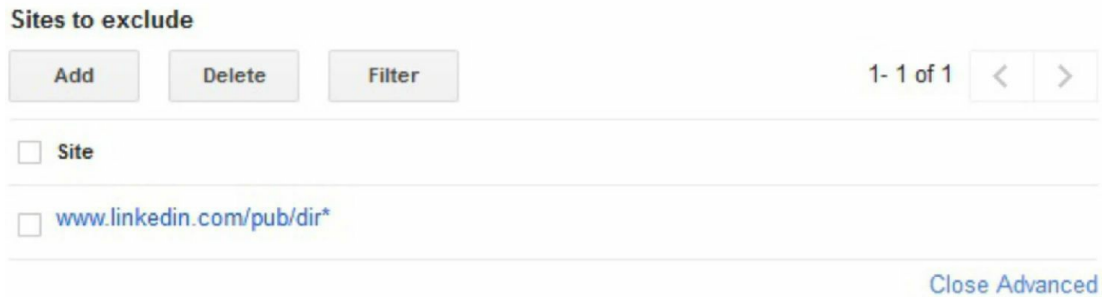
Is so, you can use -inurl:"dir/". Or in your Boolean string, just exclude this page: "www.linkedin.com/pub/dir/" from your CSE.

How to Exclude Sites and Pages from CSEs

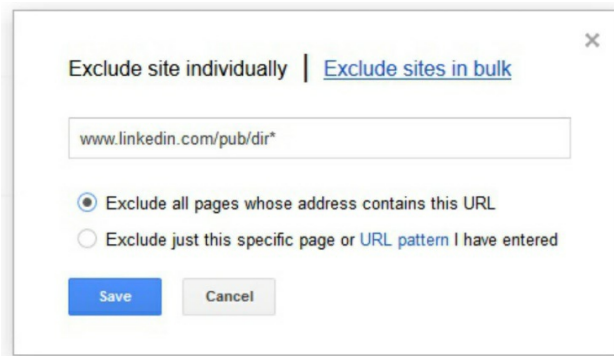
In the Sites to Search section, click Advanced.



In the Sites to Exclude section, click Add.



And then do one of the following:



Note: *Exclude sites and pages from your search engine, individually or in bulk.*

Overcome CSE Limits

The free version of a CSE limits your results to 100. The one easy way to overcome this limitation is to create refinements, which will appear as a label in your CSE. There is no limit about how many refinements you can add.

If you would like to add refinements, just click on "Search features" of your CSE.

Then click on the Refinements tab, and click Add.

The screenshot shows the 'Custom Search' interface. On the left is a sidebar with a 'New search engine' section, an 'Edit search engine' dropdown menu (currently showing 'LinkedIn Sourcing'), and a list of options: 'Setup', 'Look and feel', 'Search features' (highlighted in red), 'Statistics and Logs', 'Business', and 'Help'. The main area has tabs for 'Promotions', 'Refinements' (selected), 'Autocomplete', 'Synonyms', and 'Advanced'. Below the 'Refinements' tab, there is a text prompt: 'Let users filter results according to categories you provide. [Learn more](#)'. Below this are 'Add' and 'Delete' buttons. A list of refinements follows, with checkboxes for 'Refinement' and 'E-mail' (highlighted in blue).

Always add one refinement at the time. Let's start with the refinement that we call email, and add Keywords. In this case, we are adding keywords when we need to search for email addresses.

Keywords: *@ OR email OR "e-mail" OR "at * com" OR "email me at" OR "e-mail me at" OR "send me an email" OR "send me an e-mail" OR "e-mail me" OR "email me"*

As you can see, it's a simple Boolean search string that you are already able to create from scratch, which will start with the first chapter of this book.

The screenshot shows a dialog box titled 'Edit refinement' with a close button (X) in the top right corner. Inside the dialog, there is a text input field containing '* E-mail'. Below this field is the question 'How to search sites with this label?' followed by two radio button options: 'Give priority to the sites with this label.' and 'Search only the sites with this label.' (which is selected). Below the radio buttons is a 'Facet Refinement' section with a question mark icon and a toggle switch set to 'OFF'. At the bottom of the dialog is a text input field containing the Boolean search string: '@ OR email OR "e-mail" OR "at * com" OR "email me at" OR "e-mail me at" OR "send me an'. At the very bottom are 'OK' and 'Cancel' buttons.

After you hit the OK button, you will see your first refinement.

You'll need to assign this refinement to the sites you create. To accomplish

this goal, just go back by clicking Setup and finding the Sites to search. Check all the sites that you would like to connect with this label.

Note: *In this case, I checked all sites, but very often, you should filter your searches. That way, you will connect specific sites with specific refinements (or labels).*

The screenshot shows the 'Sites to search' interface. At the top, there are buttons for 'Label sites by search' and 'Search only included sites'. Below these are buttons for 'Add', 'Delete', 'Filter', and 'Label'. A pagination indicator shows '1- 4 of 4' with navigation arrows. The main area is a table with two columns: 'Site' and 'Label'. It contains four rows of search sites, each with a checkbox:

Site	Label
<input type="checkbox"/> www.linkedin.com/pub *	
<input type="checkbox"/> linkedin.com/pub *	
<input type="checkbox"/> www.linkedin.com/in *	
<input type="checkbox"/> linkedin.com/in *	

At the bottom right, there is a link for 'Advanced'.

After you click Apply, labels are connected with your sites. Then you will see the label in your CSE.

The screenshot shows the 'Refinements' tab in the Google Custom Search Engine. On the left, there is a sidebar with a menu: 'New search engine', 'Edit search engine', 'LinkedIn Sourcing', 'Setup', 'Look and feel', 'Search features' (highlighted), 'Statistics and Logs', and 'Business'. The main area has tabs for 'Promotions', 'Refinements', 'Autocomplete', 'Synonyms', and 'Advanced'. Below the tabs, there is a text box that says 'Let users filter results according to categories you provide. [Learn more](#)'. There are 'Add' and 'Delete' buttons. Below these, there is a list of refinements with checkboxes: 'Refinement' and 'E-mail'.

You can add also more keywords and create specific refinements.

Let's add refinements for meetup.com, and build the example that you can use if you are frequently looking for people with Java knowledge. This example is very basic, but you can add anything you want.

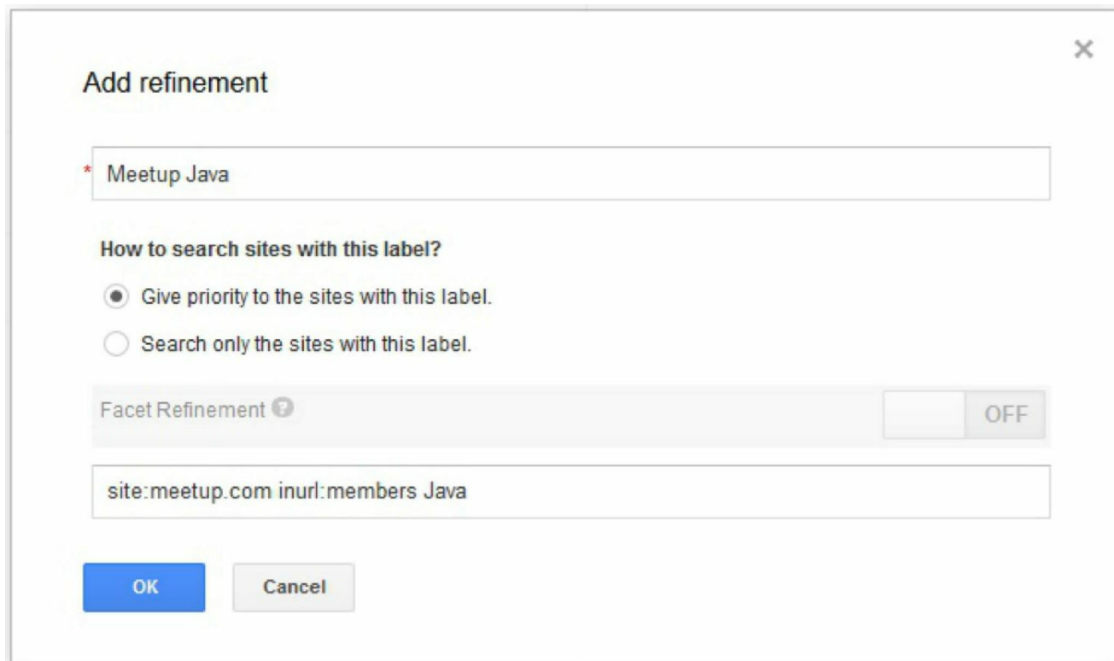
Step 1: Create refinements with specific strings.

Just add Meetup.com into your Sites to Search.

Step 2: Add refinements.

In this case, we are going to name it Meetup Java and add this string into

keywords: **site:meetup.com inurl:members Java**

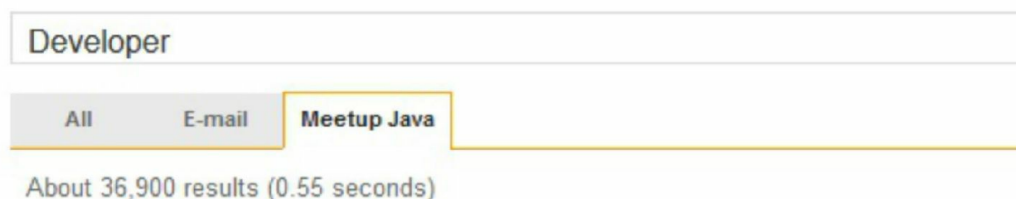


The screenshot shows a dialog box titled "Add refinement" with a close button (X) in the top right corner. Inside the dialog, there is a text input field containing "Meetup Java" with a red asterisk to its left. Below this, a section titled "How to search sites with this label?" contains two radio button options: "Give priority to the sites with this label." (which is selected) and "Search only the sites with this label." Below the radio buttons is a "Facet Refinement" section with a question mark icon and a toggle switch set to "OFF". At the bottom of the dialog is a text input field containing the search string "site:meetup.com inurl:members Java". At the very bottom are two buttons: "OK" (blue) and "Cancel" (grey).

Note: You can also use other Google Operators, and if you would like to remove job adverts, you can add `-intitle:jobs -inurl:jobs -intitle:job -inurl:job`. And you can also add `-intitle:recruiter -inurl:recruiter` to remove recruiters from the search results.

Step 3: Assign this refinement to the site you created.

Step 4: To use the CSE, just add your Boolean search string, and click on the Label Meetup Java. Then you will get all the profiles that you are looking for.

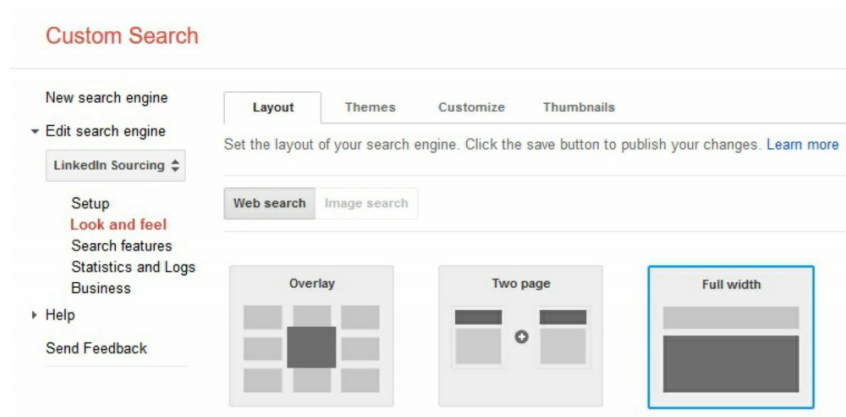


The screenshot shows the top of a Google Custom Search Engine results page. At the top is a search bar containing the word "Developer". Below the search bar are three tabs: "All", "E-mail", and "Meetup Java". The "Meetup Java" tab is highlighted with a yellow border. Below the tabs, it says "About 36,900 results (0.55 seconds)".

CSE Tips

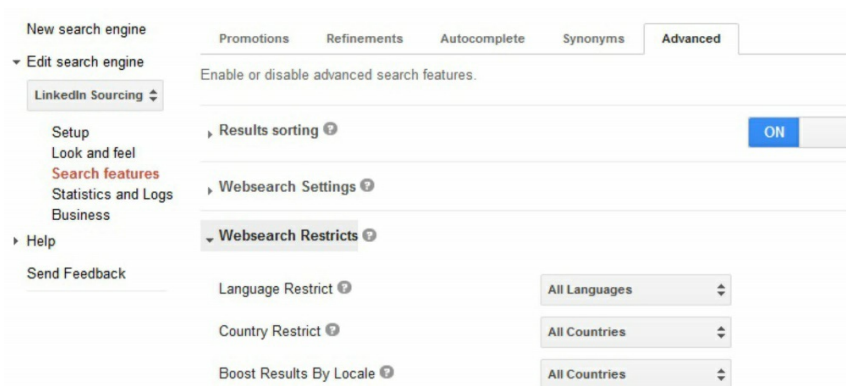
TIP 1

There are many other settings that you can use, but my recommendation is to change the Layout of your CSE on Full Width. The default selection is Overlay, and you will save a lot of time if you change it to Full Width layout.



TIP 2

You can create CSEs with the limitation of only certain countries. Or you can restrict it to a specific language, which will help you if you are trying to overcome the limitation that is set on 100 for your results. You can find it under “Search Features” and then “Advanced” tab.



TIP 3

One of the great benefits of the CSE is the possibility of sorting it by relevance or date. So you can get results that were indexed just a few days ago.

There are many setup options for customizing a CSE for your needs. And don't worry, if you break it, you can just delete it and start again. If you're looking for more info about CSEs and how to customize them, you can check these documents, which will introduce you to basic concepts and guide you through the creation of your first search engine.

Custom Search basics: <https://cse.google.com/cse/docs/>

The possibilities of Google Custom Search Engines are endless!

02.6

Google: Hacks

Google is a very handy sourcing tool, and one of the reasons why I like it so much is because it constantly amazes me with new things that I could use for sourcing activities.

We all use Google for most of our internet searches, both at home and work. Google has become the source of all information we need, as well as our library, atlas, TV, and hard drive. It gives us anything we need: videos, music, news, and images. It's an everyday tool that's an integral part of our lives.

Back in the time of Alta Vista, when you tried to find something, you simply typed your query into the search field, and got a result. But several years ago, Google and Bing introduced a "**Search by Image**" capability.

Google processes tens of thousands of search queries every second, and more than 3.5 billion searches per day. Part of these queries are related to image searches.

Google Image Search

Every internet user knows that Google can help find information through searches, and most people also use Google Images Search. Often, they are trying to find a picture of an object or a person. Alternatively, they are trying to connect a name with a face. The first place most people search for someone's image is Facebook, and the second is Google Images.

All sourcers use Google for their work, but not many sourcers use Google Image Search. The Google Image Search sourcing method is very effective, especially if you are looking for new places to look for candidates. Photos of people you find through this method are mostly connected to their personal blogs and mentioned on company websites, such as the "About Us" page.

This search method will also help you find candidates who are not on LinkedIn. Additionally, if you find an interesting candidate who is mentioned as a speaker on a website, there is a high likelihood that other speakers mentioned there will have the same skills as the first person you already found. They could also be potential candidates for your client or company.

The great benefit of this method is that it brings sourcers more information about candidates, so they can learn more about them before they reach them. As you know, it's key to do proper research before you contact a candidate! With the right knowledge, you can tailor a personal message and get a higher acceptance rate than when you use the template message for every candidate.

How to Use Google Image Search

Note: The better your Boolean string is, the better your results will be.

Step 1:

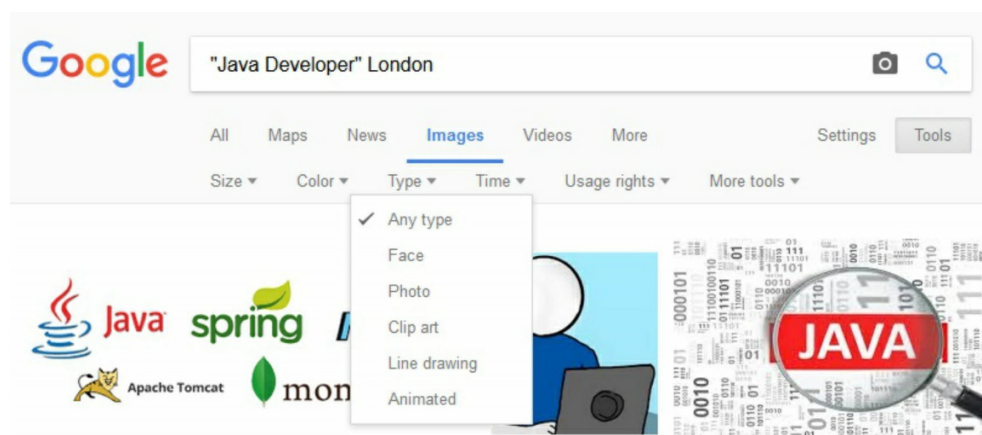
Visit <https://images.google.com/>. You can also go to <https://google.com> and select the "Images" tab.

Step 2:

Type your keywords into the search field. In this example, we are going to search for a Java Developer in London.

Step 3:

A small menu with more options will appear, along with your results. Select Search Tools, then Type, then Face. This setting will only show you images of faces and remove adverts and other irrelevant images connected with Java, Development, or London.



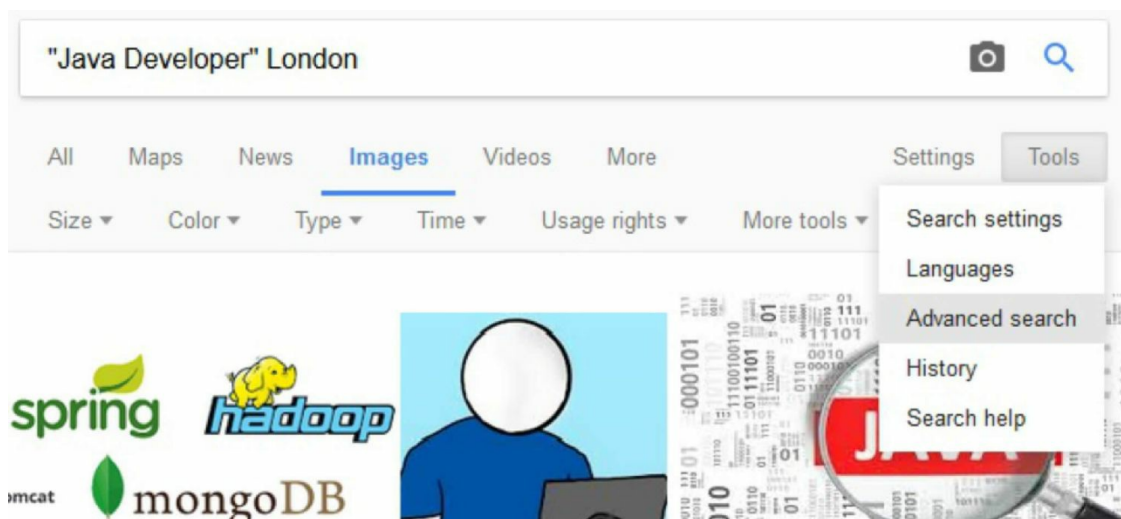
The search results will be full of images that belong to recruiters, recruitment agencies, or job advertisements, along with a picture of the recruiter who is responsible for sourcing that role. I didn't show the image how the result look like, because this will require to get a permission from people mentioned in the result.

You can remove these results by adding "-recruiter" or keywords like "-jobs" or "-job" to eliminate people connected with job advertisements.

Try experimenting with the keywords and with your Boolean search strings; there are many ways to get more accurate results.

Advanced Search

If you are looking for a better way to sort your results, you can select Settings and choose the Advanced Search option.



This option will give you an opportunity to select the region in which you would like to search, as well as the option to search websites connected to your location.

If you need to limit your results to a domain—in this case, the UK—just add ".co.uk" into the site or domain field, and you will get results that only include .co.uk domains.

You can also limit the search result in the string: **London "Java Developer" site:.co.uk**

Google Hack: Image Sizes

You can also search for the image size. Just select Tools, choose the Size, and pick the exact options you want.



This option could help you search for specific sizes. **Various websites have different sizes that you can use, which could change over time.** Some users still use the old sizes for their images. For example, LinkedIn has the size 400px x 400px, but some users still use the size 200px x 200px or 240px x 240px. Facebook profile picture dimensions are 160px x 160px, but you should upload at least 180px x 180px, and Facebook will scale it down.

Profile picture sizes

- LinkedIn profile picture size: 400px x 400px
- Twitter profile picture size: 400px x 400px
- Facebook profile picture size: 180px x 180px
- Instagram profile picture size: 110px x 110px
- Pinterest profile picture size: 165px x 165px
- YouTube profile picture size: 800px x 800px
- Google+ profile picture size: 250px x 250px
- Vimeo profile picture size: 300px x 300px
- Medium profile picture size: 400px x 400px
- Tumblr profile picture size: 128px x 128px

Note: *These sizes could change over time, so always check the parameters of websites that you are going to x-ray.*

Don't focus only on a basic search. You can also use the operator site: and target other websites, such as dribbble.com.

Example: **site:dribbble.com ("UX Designer" OR "User Experience Designer") (London OR Berlin)**

I know that this chapter is about Google, but never forget about other search engines, such as Bing and Yandex.

Bing

URL: <https://www.bing.com/images/>

Select Filter, then People, then Just Faces.

Yandex

URL: <https://yandex.com/images/>

Select Type, then People.

Google Images: Advanced Operators

You don't have to only use basic strings, such as "Java Developer London." You can use more complex strings, which will help you find the right candidates more accurately. You can also use other advanced Google operators, such as **intitle:**.

Example: **(intitle:team OR intitle:staff OR intitle:bio OR intitle:profile OR intitle:resume) AND (Developer OR "software engineer" OR "software developer") AND Java AND London**

Don't forget to select the Face option!

There are many other cool ways that you can use the Google Image Search as a sourcer, so just be creative. Google offers sourcers options other than sourcing through facial recognition.

Google Hack: Phone Numbers

Recruiters often hide behind email and InMail, because they don't want to speak to people over the phone. Nobody wants to be verbally rejected or feel like a salesperson who is just bothering the person on the other side of the phone. But speaking with a candidate over the phone is still the most effective way to reach someone and influence them. That's why it's better to try to source the phone number first, rather than sourcing their email address.

First of all, you will need to know the prefix for the country where the

candidates you are trying to reach live. For this demonstration, I will once again use my favorite example: a Java Developer living in London.

Every country in the world has a number of operators in their market, and they are using limited numbers of prefixes that are assigned to them. The UK has 73xx through 79xx.

Note: *You will find the information on Wikipedia under "List of mobile phone number series by country," or just try using Google.*

Phone numbers in the UK will look like this: + 44 + Mobile Code** + The Number

Most sources will be using the simple search strings like these:

Example: **"Java Developer" London 44 "73..79" -jobs -job**

Example: **"Java Developer" London "7300..7999" -jobs -job**

Another advanced string that you can use for x-raying Google includes site: operator. In this example, we are going to target LinkedIn and all the UK profiles, so that's why there's no "www."

It's also good to expand the phone range, instead of only using "73..79." If you do, it will limit your search a lot. But if the range is 73xx to 79xx, you should use "7300..7999," which will cover the whole spectrum of possible phone number between that range.

Example: **site:uk.linkedin.com/pub OR site:uk.linkedin.com/in "7300..7999" Developer**

Example: **site:uk.linkedin.com/pub OR site:uk.linkedin.com/in "7300..7999" "Senior Developer" Java**

If you don't want to only target LinkedIn, you can use customize your string by adding the keywords that often connect the page with the phone number. Just add keywords such as mob, tel, mobile, and phone.

Example: **"Java Developer" "tel OR mob OR Mobile OR phone OR Telephone" London "7300..7999" -jobs -job -recruiter**

Bonus Google Hack: LinkedIn "Backdoor"

In the example below, the words "500 million other" are working as a "backdoor" to all LinkedIn Profiles without requiring a full Recruiter seat.

However, as every backdoor could be closed or blocked anytime, I am not guaranteeing functionality.

Example: **site:linkedin.com "500 million other" "Java Developer" "London"**

This tactic will help you find people through Google without having a LinkedIn Recruiter seat.



Don't forget to also create a string with "400 million other" because some pages that were indexed by Google still have "400 million other" in their Google search. And because the number of people on LinkedIn are still growing, you will eventually need to change the number to "600 million other" to keep this tactic working.

Google: Complex Search Strings

Sourcing is not just about creating effective strings; it is also about saving time.

The right way to be the most effective sourcer possible is by creating more complex strings. And yes, you can always break a string if it's too complex, but creating these strings is the best way to more accurately target more people.

Here are a few examples that will save you time that you need for sourcing and turn you into a more effective sourcer.

Multiple Site X-Ray

Most of the time, you are x-raying only one website, but sometimes, you need to target multiple sites because your candidates could be hidden.

The best way to do that is to x-ray multiple sites at once, so you should target sites that are similar to the ones you trying to x-ray.

Example: Your goal is to find Auditors on companies similar to Ernst & Young.

Step 1) The string **related:ey.com** will give you ideas about other companies and competitors.

Step 2) Add **site:** operator to all the domains you would like to x-ray:

site:ey.com OR site:kpmg.com OR site:ey.com OR site:pwc.com

Step 3) Add the keywords (in this case, job title and location):

site:ey.com OR site:kpmg.com OR site:ey.com OR site:pwc.com Auditor London

Step 4) Remove all job ads by adding: -jobs -job.

Whole string: **site:ey.com OR site:kpmg.com OR site:ey.com OR site:pwc.com Auditor London -jobs -job**

This string will x-ray all four sites with the job title Auditor and location London. You can review all the results at once, which will save you a lot of

time.

Multiple Filetype:

Many lists of attendees, presentations, and resumes are stored in various filetypes. You already learned how to use the filetype operator in an x-ray search, and now you will learn how to use it if you are looking for more of these operators at once.

Basic search: **filetype:doc OR filetype:pdf (Resume Developer)**

If you would like to remove the job ads and templates from these search results, just use:

add: -jobs -job -sample -template

Example: **filetype:doc OR filetype:pdf (Resume Developer) -jobs -job -sample -template**

Here are two examples of what more complex strings will look like in multiple filetypes:

(Java OR Angular) (Berlin OR London) (filetype:doc OR filetype:docx OR filetype:pdf OR filetype:rtf) (intitle:cv OR intitle:vitae OR intitle:resume) -jobs -job -sample -template

filetype:doc OR filetype:pdf (intitle:resume OR inurl:resume OR intitle:cv OR inurl:cv) developer (seattle OR 206 OR 253 OR 425 OR 360 OR 509) (WA OR Washington)

Combining the Operators Filetype: and Site:

Sometimes, you only need to target one location. For example, if you need to x-ray sites that use **.co.uk**, the easy way is to use the string **site:.co.uk**. It will target all domains with this extension. If you are looking for results that have only DOC files on these sites, you need to add **filetype:doc**.

Now you have **site:.co.uk filetype:doc**, so you can add more elements.

Example: **site:.co.uk filetype:doc (intitle:resume OR inurl:resume OR intitle:cv OR inurl:cv) developer**

This string will help you target the **.co.uk** sites with the right keywords in Doc files.

If you would like to target multiple file types, just add them into the string. But for this tactic to work, you need to add OR between them.

Example: **site:.co.uk filetype:doc OR filetype:pdf (intitle:resume OR inurl:resume OR intitle:cv OR inurl:cv) developer**

Google: Candidates and Different Locations

The Google Search index contains hundreds of billions of webpages, and it is well over 100,000,000+ gigabytes in size. This data is stored in centers in various location across the planet. And because Google Search wants to show you results in seconds, you'll be storing the data that is relevant to that location in the data center that is closest to your location.

If the center storing relevant data is close to your location, you will be able to get that information faster. So these centers are very beneficial for Google users. And they save Google millions of dollars, because they don't have to store the same data in every location they use. For example, many people in London will search for pages written in Japanese, so having all of these sites indexed in a Google data center close to London is very cost-effective.

However, Google data centers create a complication for sourcers. Google is still the best friend of every sourcer, but they do not tell us all of their secrets. Since they give different answers depending on your location, a sourcer living in London will get a completely different answer than a sourcer living in the US or China.

Note: Before you try to test any information mentioned in this section, you need to check whether or not technologies such as Proxy Servers and VPN are legal in your country, and if they are permitted by your employer to use in your workplace.

Why Is Google giving different answers?

There are many reasons:

- When sourcers use Google, they access the data stored in the nearest data center. So some information is hidden because of that.
- Some countries use various forms of internet censorship.
- Googling is further affected by geo-blocking, which is a technological protection measure.^[6]

How do you access the results for different countries?

You can switch your top-level domain (TLD) from one country to another. For instance, you can switch from google.com to google.co.uk or google.de. However, I don't believe that switching the top-level domain (TLD) from your local Google search to another one will effectively solve this issue.

But there are two ways to effectively access Google in another location:

1) VPN (Virtual Private Network)

The first method is to install the VPN service. VPN is created by establishing a virtual point-to-point connection through the use of dedicated connections.

Basically, you will use VPN to hide your IP address, so you access the internet through the server in that location that you choose. Between your PC and that server, everything will be encrypted. You are going to access the internet from the server, not from your PC. Your connection will be more secure, and it will help you hide your real IP and overcome any geo-blocking.

Every site you visit will think that the VPN you're using is your real location. If you live in London and choose a VPN in New York, the websites you visit will believe that you are located in New York, not London.

Note: Keep in mind that it is better to buy a VPN that is not tracking you, keeping logs of your activities, or providing security. Of course, you can also use a service such as Tor (Tor Browser) for searching, but I do not recommend it because of its slow speeds.

2) SSL/HTTP Proxy

The second method you can use is the SSL/HTTP Proxy Network, which some VPN providers are offering. You can use some free Proxy servers, but they are not stable or fast. You can also buy the list of proxy servers, but I recommend using ones that come with VPN.

Note: Elite HTTP proxy servers are not encrypted. They will hide your IP but offer no form of encryption. On the other hand, SSL proxies do offer encryption.

When you combine the second method with Ghost Browser (ghostbrowser.com), you get a powerful sourcing browser. (Ghost Browser is built on Chromium, so you can add the same plugins as you use at Chrome Browser.)

You can also get multi-login capabilities, which means that you can login to

all of your Google, LinkedIn, and Twitter accounts from one browser.

However, the most powerful thing you get from that browser occurs when you add proxies into it. This method adds an IP address to every tab you use. If you have three tabs open:

- One will reveal your actual location in London.
- The second will hide your location and show that you are in Berlin.
- The third will show that you are in Los Angeles.

Proxies will help you more effectively run more strings in various locations from one browser— without needing to change the location of the VPN.

Example of a Sourcing Test

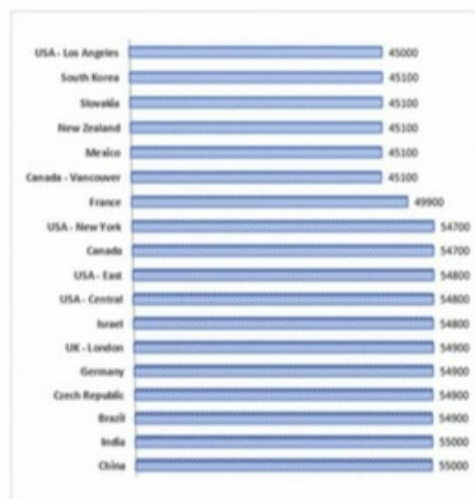
Input the relevant data:

- I used Ghost Browser and 32 proxy servers from various locations.
- I used one string and tested it in these locations through Google.

Test string:

filetype:pdf (resume OR "curriculum vitae") CPA PwC tax London

Assess the results.



Summary about Locations

As you can see, you can get different results, even if you are using the same string. Every location could bring different results, and some strings are not going to show any results. Even if you have the right string, the reason why

you can't find any people is simple: Google has the data, but it's in another data center.

Do you believe that your string isn't working, and that you can't find the right candidates? If so, don't ditch it yet. Sometimes, you only need to change the location, and everything will work perfectly.

If you have the right string but you can't see any results, you should start using proxies or a VPN service. If your competitors are using them, they have an advantage over you.

Note: Actual Number of Results

Google only returns up to one thousand results per query. So even if you see "About 3,760,000 results (0.58 seconds)," you can only check a thousand results.

Getting Creative with Sourcing Tools

Most of the websites or tools you can find on the internet can be utilized as sourcing tools.

Google Alerts

URL: <https://www.google.com/alerts>

Google Alerts are great ways to save yourself hours, which you would have spent searching for articles on specific topics or companies. You can use the alerts in Google News or from the URL above. In Google News, just create a search at Google News, login to a Google account, and save the search using the Personalize feature.

Google Alerts are also useful for monitoring mentions of your company on the internet. And they are great ways to keep an eye on what your competitors are doing.

Google Chrome and reverse-image searches

For a reverse-image search, you can use Google Images (images.google.com) and/or TinyEye (www.tineye.com). Both sites give similar results, but I always start with Google Images.

Just copy the link on that picture. Or save it on your hard drive, and upload it into these services. This tactic will help you find all the sites where that profile picture is used (such as company sites, personal blogs, and Facebook or Twitter accounts). Even if the person is hiding under a nickname on one page, it doesn't matter that they're not using their profile picture on another page with their full name.

How to easily check a photo by using Google Images:

1. Right-click any image you see on a website or in the search results.
2. Click Search Google for this Image.
3. A new tab will open with your results.

Search by using the image's URL, or by uploading an image, which can also help locate additional details about people. Sometimes, you can discover

contact information for people who have the same profile image you just searched for.

Why You Should Start Using Tracking Tools

The tools below could be used for many other things. For example, you know you can track the price of a phone you would like to buy, or find out all the sites that are planning to sell concert tickets for your favorite band. But you can turn these apps into powerful tools that could help you be better than your competitors.

Agency Recruiter

Tracking changes on the career sites of your clients could give you two distinct opportunities to be faster than your competitors:

1. Perhaps your competitors are only checking job boards for new roles or clients' career pages once every two weeks. Thanks to these tracking tools, you can get info about new position days before your competitors find out about them.
2. Every company posts all of their open vacancies on job boards or LinkedIn, so many job postings can only be found on career pages.

Companies usually have many agencies to choose from, and you are probably always looking for something that will give you a competitive advantage over your competitors. In this business, if you have information faster than others, you could gain the competitive advantage that you are looking for.

Additionally, you would normally spend hours checking clients' sites for new roles, because you don't want to wait till your clients reach out to let you know about new openings. So these apps will save you lots of time.

Tip: You can use these apps to track some future clients, and if you see a spike in the number of open roles, then there is a chance that they will need your help and sign a contract with you.

Company Recruiter

Recruiting is all about information: Who has it, and who will be able to use it to gain an advantage over their competitors?

If you are a company recruiter and are not tracking your competitors, you are missing a great opportunity. Based on their open roles, the activity of the company, and the activity of their people, you could learn various facts.

For instance, you could learn that the company is building new teams, or that they are trying to fill certain roles. After a few months, when you are starting to build a team with similar technology, you'll know how to find the right people.

Also, checking every single website of your competitors is very time-consuming and ineffective, but if you want the advantages it gives, you need to get information.

The best way to get it is by starting to use RSS reader (such as Feedly.com), and adding the RSS of your competitors. Then set up Google Alerts, so you are not going to miss any interesting information. But if your competitors do not have any RSS feeds on their career page, you need to find a way to track their sites.

You can create your own RSS with tools like <https://feedity.com> or <http://fetchrss.com>, but this method doesn't work every time. Again, the best way is to use tools to help you track changes on the websites of your competitors.

Tip: If somebody has a public LinkedIn profile, you can easily get the link and track it. If that person changes their public profile from "I am not interested" to "I am available," you will get a notification. Also, when you learn the typical signs that show when the person is open for a career change, you can reach them when the time is right.

Tracking Tools for Recruiters

There are countless hacks, apps, and techniques to handle tracking. These apps will save you time and become a shortcut toward getting information that could become the competitive advantage you are looking for. Listed below are three apps, which can give your productivity a much-needed boost. And you will see that every app could be turned into a recruitment tool that could help you be more effective at your job.

There are many applications that I tested, which you are able to turn into tracking tools that are good for recruiters. These two are my favorites. I am using them to track specific parts of profiles on social sites. Usually, when

somebody is thinking about changing their career, they start updating their profiles, which will give you a good hint that they could be open for a discussion about a new job.

Wachete (www.wachete.com)

This tool is especially useful because of its integration with Zapier, which is an online service that lets you create automated ways to connect.

You can easily send alerts about web changes to hundreds of other apps with the Wachete integration on Zapier, and you can post Slack channel messages with new changes to a webpage monitored by Wachete. You can also create your own custom workflows, or get started with any examples that they are offering. You can monitor part of the web page, the whole page, or a media file.

With a free subscription plan, monitoring intervals are either 24 hours or 1-week long. But for the paid plan, you can schedule your monitoring for 10 minutes, 1 hour, 6 hours, 12 hours, 24 hours, and 1 week. They offer mobile apps for Windows phones, iPhones, or Androids. And I really like the variety of Browser extensions they offer: Chrome, Firefox, and Opera.

VisualPing (www.visualping.io)

This easy-to-use tracking app doesn't require any registration. You will only need your email address, where you'll get notifications about changes on the website that are being tracked.

You can select which part of the site you would like to track, and set up a trigger option for tiny, medium, or major changes on that website. Based on your settings, VisualPing will send you a notification email if there is a change on that website.

This email will have two sets of images: one image before the change, and another after it.

You can easily:

- See the changes on the website.
- Track single elements only through the site.
- Set these notifications to come in hourly, daily, or weekly.
- Use Chrome Extension to directly monitor from any page.

Therefore, using these mentioned tracking apps is very useful, especially when time is of the essence. There are many other similar tools for tracking changes on websites.

Create Your Own Tool

Attracting talent could be done through the tool you create for your market. Just try to find the kind of information people are looking for, then learn how you can benefit from it. If you don't know how to create it, find a developer among your friends, and ask them for help.

Don't be afraid to invest some money into this project, since these investments will always offer more benefits than you can imagine. If you invest in a tool, it is best to provide to your customers for free. I know that you would like to make your money back, but a free tool will help you expand your personal brand and your network of new people. And it will help you be more recognizable among your potential candidates.

Sometimes, you get an idea about a tool from the items you need for your work. I had many ideas when I was looking for easy ways to do sourcing or communicate with candidates.

When I was trying to source for people outside of the Czech Republic, I always tried to share the information about salaries in gross and net amounts. However, people always need time to think about salaries, especially when they are moving abroad. But there wasn't a website that allowed people to check salaries in English.

The only solution I could find was to create the site. And because people always prefer information in their own language, I converted this site into eleven other languages.

I usually only share this site with my candidates, but more and more people have started using it. The positive feedback I received kept me motivated to create more of these tools. When I added information that I created, I started getting more visitors to my profile, and my idea soon turned into new sources of candidates for me. And with every new tool, I was able to learn something new that helped me in my job.

As you see below, people appreciate things you create for them, and getting messages about them is a great feeling. These projects also help personal brand and get your name in front of possible candidates.

Hi Jan,
is yours the Czech Salary Calculator?

<http://salarycalc.eu/en/>

I saw that the articles on the blog are the ones you share in LinkedIn, well, I think you're the human that created the most useful thing after Google :)

I've hired a lot of professionals using your website to show them their netto and the cost of life using Numbeo.

Dear Jan,

Just noticed that <http://salarycalc.eu/en/> is your creation.

Thank you so much for it, from me and probably most of my friends living in Prague

I don't think my site is "the most useful thing since Google," but I am happy that hundreds of people use it every day and thanks for that I also getting visitors on my LinkedIn profile. And this give me the option to turn visitors into connections and connections to new hires.

Keep in mind that all tools you found are not necessarily good for sourcing. But try to think outside the box, and find new ways to use the tools you've found. I also highly recommend that you start tracking other recruiters on Twitter and other social networks. Some of them like to share new tips and tricks, and they will help you discover new tools that you can use.

03 Sourcing Methods

In Chapter 3, you will learn how to use Boolean strings on many social media sites.

You will also discover that some of these sites are using their own search operators, which you will need to use during your searches. You will learn a few tricks about how to find email addresses for your candidates, as well as a few hacks that you can use on these sites.

Keep in mind that these sites are only a small portion of the sites that are out there, and they are evolving, especially LinkedIn.

Some things that were working at the time of this writing might not work in the future. I hope that if something doesn't work by the time you read this book, you will still use it as inspiration for creating strings.

03.1

Basic Searches of LinkedIn

In 2017, LinkedIn changed their search and removed the possibility of using the advanced Boolean operators, and replaced it with their search operators. However, some basic operators are still working on LinkedIn. For instance, LinkedIn is still accepting common operators and modifiers, such as:

AND, OR, NOT, minus -, Quotations "", and Parentheses ()

Avoid Stop Words: LinkedIn ignores a few words, including ones that will break up your search string. If you are going to use one of the words below, LinkedIn will replace them with AND, which will affect your string.

These words include: a, of, for, at, on, to, with, from, the, in, and I

Don't forget to use quotes for multiword search terms, and parentheses for AND, OR, and NOT phrases.

NOT Operator

You should be careful when you are using a NOT or minus operator. The best way is to add it at the end of your search string and group it after the parentheses:

(Developer OR "Senior Developer") AND JAVA NOT Recruiter

(Developer OR "Senior Developer") AND JAVA -Recruiter

If you would like to use parentheses at the beginning of the string, you should create it like this:

(-recruiter) (Developer OR "Senior Developer") AND JAVA

New LinkedIn Operators

As of this writing, the new LinkedIn operators can be used in your search box on LinkedIn, without any need for a recruiter's license. But this situation could change.

LinkedIn currently supports the following search operators, which could be used with the AND, OR, and NOT operators:

- **firstname:** Finds members based on their first name

- **lastname:** Finds members based on their last name
- **title:** Finds members based on their current title
- **company:** Finds members based on their current company (keyword search)
- **school:** Finds members based on schools they attended (keyword search)

LinkedIn could expand and change this list in the future.

Search Strings with New LinkedIn Operators

Firstname: and Lastname: Operators

These operators need to be free of any spaces between keywords and operators. For example:

firstname:joe

This version is correct.

firstname: joe

This version is incorrect.

lastname:doe

This version is correct.

lastname: doe

This version is incorrect.

This same rule applies to all new LinkedIn operators!

Title Operator

As of this writing, LinkedIn will only show a current title when you use the **title:** operator like this:

(title:Recruiter OR title:"senior developer")

The **title:** operator has to be in front of every word!

Company Operator

This operator will only find people who are currently working in that company. It will not search for companies where people used to work. They

could add new operators for a previous company, but you can search for the past companies in their premium accounts.

Example: **(company:IBM OR company:Google)**

The **company:** operator has to be in front of every word!

Example: **(title:Recruiter OR title:"Senior developer") (company:IBM OR company:Google)**

School Operator

Keep in mind that some versions of strings don't work. This string will target the keywords, but not schools:

school:(Cambridge OR Harvard)

This example will not work. However, if you would like to target schools, you can create another version for **string:** such as:

(school:Cambridge OR school:Harvard)

Using NOT operator

Usually, when you are using a NOT operator, you will add it at the end of the search string.

title:Developer NOT firstname:john

But when you put the NOT into parentheses, it will no longer matter if you include it anywhere in the string.

This example will show all people who are working as Developers that their name is **not** John, and they are **not** working for IBM:

title:Developer (NOT firstname:john NOT IBM)

You can also use the - operator. If you would like to remove all people that have the word Recruiter on their profile, you can just add **(-recruiter)** like this:

(Developer OR "Senior Developer" OR Programmer) (-recruiter)

You can also still use OR with NOT:

(Developer OR "Senior Developer" OR Programmer) (NOT recruiter)

Or you can create various combinations of strings. This example will show

all people who are working as finance managers at Honeywell, but their name is not John.

title:"finance manager" AND company:Honeywell NOT firstname:john

The best way to write a string for a new LinkedIn search

There are many ways to create strings for a LinkedIn search.

You can just use Boolean:

(Developer OR "Senior Developer" OR "Associate Developer" OR Programmer)

Or you can use the new LinkedIn operators:

title:Developer OR title:"Senior developer"

company:IBM OR company:Google

school:Cambridge OR school:Harvard

Be creative

You can target almost anything through this search. Try testing different variants, and even if they are not working now, they could work after 2 months, because LinkedIn is still evolving and adding new improvements.

Be creative. If you know that some people are using "looking for new opportunities," target them with your strings:

("looking for new opportunities") ("Austin, Texas Area")

("looking for new opportunities" OR "Available for New Opportunities" OR "Open to new opportunities") ("Austin, Texas Area")

You can create more complex strings than these examples, but all of the new LinkedIn operators need to be in lowercase—except AND, OR, and NOT, which needs to remain in all caps.

If you would like to use more complex strings, you can combine them together.

More Complex LinkedIn Strings

Fully constructed LinkedIn search strings can look confusing and complex,

but they really aren't. Every string relies on the same, basic syntax with the help of Boolean operators (AND, OR, and NOT.)

This complex string will target all people who are using these keywords:

(title:developer OR title:"senior developer" OR title:programmer OR title:"software engineer")

You can expand the string with other operators. This string will help you find all the people with these titles located in London, but it will remove everyone working for IBM:

(title:developer OR title:"senior developer" OR title:programmer OR title:"software engineer") AND London (-company:ibm)

You can also remove more keywords and expand it with more operators:

title:developer OR title:"senior developer" OR title:programmer OR title:"software engineer" (-company:ibm OR -company:google)

title:(developer OR "senior developer" OR "programmer" OR "software engineer") (-company:ibm) (-recruiter)

title:(developer OR "senior developer" OR "programmer" OR "software engineer") (IBM)

If you are going to search for a company name without **company:IBM**, the string will search for all keywords and company names that are on all candidates' profiles.

X-Ray Searches of LinkedIn

LinkedIn now limits the number of candidate profiles that you can view. This restriction is called the Commercial Use Limit. There are a few tactics that allow you to exceed the limit of 100 search results. The first is to pay for a Premium Business account on LinkedIn, but you probably don't want to do that.

If you've been using LinkedIn for a long time, you can see how they've changed their user interface and added more features, but they are also removing some functionalities that we use as recruiters. Some of these functionalities were moved to paid accounts, but others were simply removed.

Luckily for us, we can still x-ray LinkedIn through a search engine, which gives you the opportunity to find the right people much faster than through a free LinkedIn account.

Just logout of LinkedIn, and use the Google x-ray search to find the right people. This second option will give you the possibility of seeing profiles on LinkedIn without hitting your search limit.

You can combine it with a VPN provider, who could help you change the IP address that you are using, and you can switch between browsers. That way, you are not going to be stopped by cookies or any other type of protection.

LinkedIn X-Ray String

The basic operator that you will use is the **site:** operator. You already learned that this operator will give you the ability to search through the whole site that was indexed by Google.

site:linkedin.com will show you all the sites that are indexed by Google.

LinkedIn's URL is more complex, and user profiles are still on two sites: /pub and /in. LinkedIn started moving all profiles to /in, but /pub still shows profiles of people who didn't create a personalized URL for their public LinkedIn profile. During most searches, you will find more profiles under /in.

LinkedIn is also using subdomains to show where candidates are located. If I

am going to use the example of the person from the UK< the subdomain will be uk.linkedin.com

LinkedIn X-ray is also evolving. After LinkedIn posted profiles in two different folders, people had to use either **site:linkedin.com/pub OR site:linkedin.com/in, site:linkedin.com (inurl:in OR inurl:pub)**, or **site:linkedin.com (inurl:pub|inurl:in)**.

Since LinkedIn recently moved all profiles to /in, you can now only use **site:linkedin.com/in Keyword** or **site:linkedin.com Keyword**.

Note: The pipe operator, or |, in previous examples is working as an OR operator. It helps you save space and makes your string shorter.

There are many ways to x-ray on LinkedIn. My favorite method is the simplest one: **site:linkedin.com/in**

Note: My recommendation is to try all the strings with /in and without it. Try to experiment what will give you better results. In the examples below, I am using both variants, but nothing is written to stone. Try to be creative and find new ways.

Removing Keywords from Strings

Removing keywords with minus (-) operator can be done in two ways:

1. *Use the pipe operator.*

site:linkedin.com/in "location * London" "Senior Developer" - inurl:(profiles|jobs|dir|groups|pulse)

2. *Remove it separately.*

site:linkedin.com/in "location * London" "Senior Developer" - inurl:profiles -inurl:jobs -inurl:dir -inurl:groups

Don't use the OR operator in this way:

site:linkedin.com "location * London" "Senior Developer" -inurl: (profiles OR jobs OR dir OR groups)

If you do, you will get lots of irrelevant results!

You can also try adding (inurl:in OR inurl:pub) into your string:

site:linkedin.com (inurl:in OR inurl:pub) "Senior Developer" -

intitle:profiles -inurl:jobs -inurl:dir -inurl:groups "location * London"

These strings will remove all profiles, jobs, dirs, and groups from the string, and target everybody who is living in London.

You can also try using the different version for the site operator by adding linkedin.com/pub and linkedin.com/in to find profiles of people that are still indexed under /pub:

site:linkedin.com/pub OR site:linkedin.com/in "location * London" "Senior Developer" -intitle:profiles -inurl:jobs -inurl:dir -inurl:groups

Then you can remove all profiles, jobs, dirs, and groups from the string, and target everybody who is working in London. But you could get a few profiles of people that used to work in London but no longer do. This string will show people who had "Greater London, United Kingdom" in their profiles:

site:linkedin.com/pub OR site:linkedin.com/in "location * Greater London, United Kingdom" "Senior Developer" -intitle:profiles -inurl:jobs -inurl:dir -inurl:groups

***Note:** There is a second option when you are targeting a location: use an asterisk instead of the name of the location:*

site:linkedin.com/in "location * greater london united kingdom" (bscs OR mscs OR "computer science")

The above option won't get you any results, but when you remove the asterisk, you will get thousands of results:

site:linkedin.com/in "greater london united kingdom" (bscs OR mscs OR "computer science")

X-Ray Searching by Current Company and Title

When you are searching for this information, you will need to use asterisks in your string. Every asterisk replaces one word in it.

If you are looking for somebody who is currently working at a certain company, the best way is to use "current * *" with the name of the company. For example, if you are looking for people who are currently working at Microsoft, you will need to use "current * * microsoft":

site:linkedin.com/in "current * * microsoft" -inurl:(profiles|jobs|dir|groups|pulse)

Sometimes, adding a * will get you a few more results, since it's taking the place of a word. Here are examples of this difference:

site:uk.linkedin.com/in "current * * microsoft" ("software engineer" OR programmer OR developer) c# .net azure (xml OR json OR ajax)

site:uk.linkedin.com/in "current * * * microsoft" ("software engineer" OR programmer OR developer) c# .net azure (xml OR json OR ajax)

You can also write the different site operators, but sometimes, a simple solution is better:

**site:linkedin.com/in "current * * microsoft" -inurl:
(profiles|jobs|dir|groups|pulse)**

Perhaps you are looking for somebody who is currently working as an analyst in London:

**site:linkedin.com/in "current * * Analytic" London -inurl:
(profiles|jobs|dir|groups|pulse)**

Once again, if you replace the /in with /pub, it will search for profiles that could still be indexed by Google, and are not yet under the /in folder.

Past Employee

Finding the people who worked for a certain company in the past could be searched in the same way that you search for the current company. You only need to replace "current" with "past":

**site:linkedin.com/in "past * * KPMG" London -inurl:
(profiles|jobs|dir|groups|pulse)**

You can target people who worked for a certain company in the past, but they are currently working at a new company.

You can also combine these two parameters and target people who are currently working at one company, but previously worked at another company. However, these strings are not that effective; they're like searching through a LinkedIn Premium account:

site:linkedin.com/in "current * * Facebook" "past * * Google" -inurl:dir

X-Ray Search by Duration of Job

Your personal LinkedIn account won't offer to search people based on how long they are been in their current position. Luckily, you can filter people based on how many months they've been working. For example, searching for "1..6" will show you all the people that have been employed there between 1 and 6 months:

site:linkedin.com/in "current * * facebook" "present 1..6 months" -inurl:dir

You can change the range on any number:

site:linkedin.com/in "current * * facebook" "present 6..8 months" -inurl:dir

When you are looking for years, just replace the months with years:

site:linkedin.com/in "current * * facebook" "present 1..3 years" -inurl:dir

You can also add job titles:

site:linkedin.com/in ("software engineer" OR programmer OR developer) "current * * facebook" "present 3..4 years" "greater seattle area" -inurl:dir

And more keywords, such as Technologies:

site:linkedin.com/in ("software engineer" OR programmer OR developer) "current * * facebook" "present 3..4 years" (node OR nodejs) "greater seattle area" -inurl:dir

You can also target years for how long somebody has been working in a current role:

site:linkedin.com/in "current * * facebook" "present 1..2 years" -inurl:dir

This type of string is very handy if you are looking for people who have been in their current role for a long time. For example, if somebody has been working in one position for five years, there is a large chance that there will soon be an opening in that position.

X-Ray search string for LinkedIn Groups

If the LinkedIn profile is visible to Google, index all groups that your

potential candidates listed on their profiles.

For example, if you are looking for people who are members of the group "Recruitment Consultants and Staffing Professionals" (which has around 279,178 members), you can simply add the name of the group into your search string:

site:linkedin.com/in "Recruitment Consultants and Staffing Professionals"

You need to use the exact name of that group to get more accurate results.

X-Ray search string for Graduations

When people are adding their education on LinkedIn, they often add information about their current studies, even degrees they haven't completed yet. They frequently mention "My expected graduation" or "Expected graduation." And you can target that with your strings.

For example, this string will target all people that mentioned an expected graduation, regardless of the year (because you replace year with asterisk):

site:linkedin.com ("* expected graduation") -inurl: (profiles|jobs|help|dir|groups|pulse)

And this string will target all people that mentioned their expected graduation, regardless of the year. But it will also pinpoint the "College of Law" where they are studying:

site:linkedin.com ("* expected graduation ") "College of Law" -inurl:dir

If you would like to target only students in the UK studying Business Management, you would only customize the LinkedIn URL:

site:uk.linkedin.com ("* expected graduation ") ("* expected graduation ") "Business Management" -inurl:dir

If you need to also target the year, you can add it to the string, and you will get profiles of all people who are going to graduate that year:

site:linkedin.com ("2019 * expected graduation") -inurl:dir

X-Ray Search for Languages

If you are looking for people on LinkedIn who speak a specific language, you

can use a LinkedIn search, but it's limiting in various ways. One way to overcome this limitation is by use the x-ray search for languages.

On LinkedIn, people can rate their knowledge of languages by using these levels:

- Elementary proficiency
- Limited working proficiency
- Professional working proficiency
- Full professional proficiency
- Native or bilingual proficiency

When you combine the **site:** operator with these keywords, your x-ray string can target every person that has Spanish on "Full professional proficiency" or "Native or bilingual proficiency".

Example: **site:linkedin.com/in "spanish * * (bilingual OR native OR professional proficiency)" "Keyword"**

If you are looking for "Finance manager," you can add it at the end as a Keyword:

site:linkedin.com/in "spanish * * (bilingual OR native OR professional proficiency)" "Finance Manager"

If you would like to target people that are in a certain location, you can use a LinkedIn subdomain (such as uk.linkedin.com for UK or de.linkedin.com for Germany):

site:uk.linkedin.com/in "spanish * * (bilingual OR native OR professional proficiency)" "Finance Manager"

This string searches for people in the UK who know Spanish on one of these levels. If you don't care about location, you can use **site:linkedin.com/in**.

You can also target keywords on their profiles in a simple string like this:

site:uk.linkedin.com/in "Spanish native" -inurl:(dir|jobs)

The above string searches for people in the UK who mentioned "Spanish native" on their profile, even if they did not select any language level on their profile.

If you would like to target all Spanish translators living in London, you can

use a more accurate string, which will target everybody who stated that they are native speakers and work as translators in London:

site:linkedin.com "Spanish native" Translator London -inurl:(profiles|title|jobs|help|dir|groups|pulse)

You can also target people in the UK with the same LinkedIn subdomain that you used before:

site:uk.linkedin.com "Spanish native" Translator London -inurl:(profiles|title|jobs|help|dir|groups|pulse)

If you need to find somebody who is able to speak Spanish and German, this search string will do the trick:

site:linkedin.com ("Spanish (Full professional proficiency)" OR "German (Full professional proficiency)") London -dir

If you need to target a job title with specific keywords like Sales and London, you can add more keywords like this:

site:linkedin.com (Spanish ("Full professional proficiency")) "account manager" Sales London -inurl:(profiles|jobs|help|dir|groups|pulse)

As you learned before, you can also target the keywords or phrases on users' profiles like this:

site:linkedin.com ("Spanish native") "account manager" Sales London -dir -jobs

If you need to target an exact location, you can use the parameter "**location * London**" like this:

site:linkedin.com "Spanish native" "location * London" ("sales") -dir

This search string will target all people who have "Spanish native" phrase on their profile, are located in London, and work in sales.

Sometimes, you look for candidates, and you don't care if they are able to speak fluently. You just need them to possess some level of proficiency in that language. Using "**spanish ***" will target all keywords they use on these candidates' profiles:

site:linkedin.com "spanish *" "location * London" ("sales") -dir

Remember how the languages are mentioned on the LinkedIn profiles, and include that information in your search. For instance, LinkedIn uses Native or

bilingual proficiency, Bilingual proficiency, Full professional proficiency, Elementary proficiency, or Limited working proficiency.

People Looking for a New Job

Google indexes the names of candidates, their job titles, *and* the companies they work for. You can also learn more information on Google, such as whether people are open to relocating.

In 2017, LinkedIn added a functionality called Open Candidates. This new feature can be privately turned on, signaling only to recruiters that the candidate is open to new job opportunities. However, many users are still choosing to publicly share it. They are updating their headline and adding statements like "Looking for position," "Open to new opportunity," "Unemployed seeking," and "I am seeking new challenges."

You can also target these people through x-ray searches. You only need to embed all of these possible terms into a string:

("looking for position *" OR "open to" OR "I am seeking new" OR "in search of" OR "seeking for a" OR "seeking job at" OR "I am unemployed" OR "unemployed" OR "new opportunities" OR "new opportunity" OR "new job" OR "available for" OR "seeking role*" OR "seeking work" OR "actively seeking at" OR "seeking full time" OR "seeking opportunity" OR "looking for")

There are many other keywords you can use. Don't forget to add local words into the search string. So if you are living in a country that doesn't speak English, you should use keywords that are typical in your native language.

Example: **site:linkedin.com/in ("looking for position" OR "open to" OR "I am seeking new" OR "in search of" OR "seeking for a" OR "seeking job at" OR "I am unemployed" OR "unemployed" OR "new opportunities" OR "new opportunity" OR "new job" OR "available for" OR "seeking role" OR "seeking work" OR "actively seeking at" OR "seeking full time" OR "seeking opportunity" OR "looking for") -inurl:(profiles|jobs|help|dir|groups|pulse|company)**

You can also make a string shorter if you use a pipe character that replaces OR:

site:linkedin.com/in ("new opportunities"|"new opportunity"|"new

job"|"available for"|"seeking role"|"seeking work"|"actively seeking at"|"seeking full time"|"seeking opportunity"|"looking for") -inurl: (profiles|jobs|help|dir|groups|pulse|company)

Remember, you should compress the strings because Google limits queries to 32 words. If you would like to run these longer strings, you should consider building your own Custom Search Engine, splitting the string into smaller parts, or customizing the string.

You can always split a long string into two parts!

If you would like to target people in a specific country, you can add a subdomain to the LinkedIn URL. For the UK, it would be **site:uk.linkedin.com/in.**

Example: **site:uk.linkedin.com/in ("new opportunities"|"new opportunity"|"new job"|"available for"|"seeking role"|"seeking work"|"actively seeking at"|"seeking full time"|"seeking opportunity"|"looking for") -inurl: (profiles|jobs|help|dir|groups|pulse|company)**

Also consider that people are using words other than Open, Looking, and Seeking. They are also using words like: Available, For Hire, and in the market.

People Willing to Relocate

If you are looking for people willing to relocate, you can use the same trick you used earlier when you targeted people who are looking for a job. Candidates on LinkedIn are adding these keywords in their profiles.

In this string, I added **-recruiter** to remove any recruiter from results:

Example: **site:linkedin.com/in ("developer" OR "senior developer") ("relocation to" OR "open * relocation" OR "willing * move" OR "will * relocate" OR "willing * relocate" OR "ready * relocate" OR "able * relocate" OR "ability * relocate" OR "open * relocate") -recruiter -inurl:dir**

You can add more keywords into your string, but don't forget that Google limits queries to 32 words:

Example: **site:linkedin.com/in London ("developer" OR "senior**

developer") ("relocation to" OR "open * relocation" OR "willing * move" OR "will * relocate" OR "willing * relocate" OR "ready * relocate" OR "able * relocate" OR "ability * relocate" OR "open * relocate") -recruiter -inurl:dir

This string will target all people throughout LinkedIn who work in London and match the keywords JavaScript, Developer, and Senior Developer:

Example: **site:linkedin.com/in London JavaScript ("developer" OR "senior developer") ("relocation to" OR "open * relocation" OR "willing * move" OR "will * relocate" OR "willing * relocate" OR "ready * relocate" OR "able * relocate" OR "ability * relocate" OR "open * relocate") -recruiter -inurl:dir**

If you would like to only target a country, you can use **site:uk.linkedin.com**, which will only search for a profile in the UK.

X-Ray LinkedIn for Emails, Phone Numbers and Websites

Many candidates have their email address on their profiles, and you can find them through x-ray searches.

This string searches for the keywords Java, Developer, London, as well as email addresses that end in com, net, and org. It also removes several keywords from the results:

Example: **site:linkedin.com Java Developer London "email * * com|net|org" -inurl:(profiles|jobs|help|dir|userp|groups|pulse|company) -recruiter**

This string is similar to the previous one, but it only searches for Gmail addresses:

Example: **site:linkedin.com Java Developer London "email * * gmail.com" -inurl:(profiles|jobs|help|dir|userp|groups|pulse|company) -recruiter**

This search is similar to the first string, but it will only search for email addresses ending in org:

Example: **site:linkedin.com Java Developer London "email * * org" -inurl:(profiles|jobs|help|dir|userp|groups|pulse|company) -recruiter**

These strings will only target specific email addresses, such as .com, .net,

.org, or Gmail. If you don't want to add all domain extensions, you should target part of the text that candidates are using on their profile, such as "**email me on**" or "**email me at**".

Try more variants that people use in their profiles, and don't forget to use variants in the native language of the market you are targeting. Not everybody has their LinkedIn profile in English, but they could have their profiles only in their native language.

Email me on

This string searches for Java Developer candidates in London who have the phrase "email me on" somewhere on their page:

Example: **site:linkedin.com Java Developer London "email me on * *" -inurl:(profiles|jobs|help|dir|userp|groups|pulse|company) -recruiter**

Email me at

In American English, it is "email me at," so you should also consider the specifics of the market that you are targeting with your search strings. This string searches for Java Developer candidates in London who have the phrase "email me at" on their profile:

Example: **site:linkedin.com Java Developer London "email me at * *" -inurl:(profiles|jobs|help|dir|userp|groups|pulse|company) -recruiter**

Phone Numbers and Websites

The same trick that you used for emails can be used for phone numbers and websites.

Phone Numbers

This string will target all profiles that have the keywords Java, Developer, and London. Together with the phrase "Call me on", you can add more keywords and phrases:

Example: **site:linkedin.com/in Java Developer London "Call me on * *" -inurl:(profiles|jobs|help|dir|userp|groups|pulse|company) -recruiter**

If you add "Contact me on," the string will target all profiles that have the phrases "Contact me on," but might only list email addresses (if the page says

“contact me on my email”). That’s why “Call me on” is better.

Because of the subdomain uk.linkedin.com, this string will target all people living in the UK.

Websites

In the same way that you targeted phone and email addresses, you can target people who mentioned websites on their profiles.

This string will target all profiles with domains ending in .com, .net, and .org, as well as the keywords Developer and London:

Example: **site:linkedin.com Developer London "website * * com|net|org" -inurl:(profiles|jobs|help|dir|userp|groups|pulse|company) -recruiter**

This string will target all profiles with the domain .me on their LinkedIn profiles and the keyword London:

Example: **site:linkedin.com London "website * * me" -inurl:(profiles|jobs|help|dir|userp|groups|pulse|company) -recruiter**

You can also target other domains. For instance, this string targets all profiles that feature the keywords Java, Developer, London, as well as the website stackoverflow.com:

Example: **site:linkedin.com Java Developer London "stackoverflow.com *" -inurl:(profiles|jobs|help|dir|userp|groups|pulse|company) -recruiter**

Complex Strings

Boolean search strings have almost no limitations. You can create complex strings, which could be combinations of keywords, phrases, and parts of phrases that use natural language:

Example: **site:linkedin.com/in ("* * years|yrs|experience of|in|with * *|"* expertise of|in|with * *|"* proficiency with * *|"* proficient with * *|"* knowledge of|in|with * *")(java|j2ee|JEE|JEE6|J2SE)**

03.3

Sourcing: Facebook

When recruiting, you should always source where your candidates are. And most of them are on Facebook.

Facebook is growing every year. At the time of this writing, it had over 2 billion users. Every minute, new people create Facebook profiles, pages and share information about themselves and their friends.

You can reach people on LinkedIn, but people are currently only connecting on LinkedIn a few times per month (unless they are recruiters). However, a large number of people use Facebook a few times per day.

Facebook has more information about all of us than LinkedIn. At the time of this writing, Facebook was trying to collect 98 personal data points per user, including Location, Age, Gender, School, Parents, Relationship Status, Interests, Age of Car, Year Car Was Bought, Operating System, Credit Card Type, and Favorite TV Shows etc.

Facebook Is Not LinkedIn

I personally only use Facebook to learn about candidates that are not on LinkedIn, but I always try to reach them via email or phone first. Facebook messenger is my last choice in the process.

Even if you are able to find a lot of information about people through these tools, don't forget that Facebook is not LinkedIn. Even though Facebook now includes numerous business pages, most Facebook users are expecting messages from their friends, not recruiters. Respect people's privacy, and don't use any tools that could lead to cyberstalking. ^[7]

Always put yourself in your candidate's shoes. Would you want to receive the message you're about to send? How would this potential reaction impact the content of your message? For instance, even if you see on Facebook that someone likes cats, don't start your message with "How're your cats?" Since you've never met this person (or their cats), they would probably consider this question to be creepy.

But things in recruitment are changing every year, and with the plans that Facebook has for job listings, there is the chance that all recruiters will be

reaching candidates through Facebook messenger.

There are four ways you can search for people on Facebook.

1) Graph Search

A graph search is the first method that will help you search for people on Facebook. And it's also one of the most powerful tools that Facebook offers recruiters.

If you are living in a location other than the US, change your Facebook language to English (US). This option will give you the ability to use the graph search.

Boolean search strings do not work for this search. You can search for a maximum of three terms, such as location, job title, and company.

Here are a few examples of simple strings:

Example: **my friends who like sourcing**

This search finds all your Facebook friends that like sourcing. You can replace Sourcing with any interest.

Example: **my friends who live in London**

This search finds all your friends who live in London.

Example: **my friends who live near London**

This search finds all your friends who live near London.

Example: **people who work for Facebook**

This search will find all your friends who work at a certain company. In this case, the company is Facebook.

There are many other examples that you can use for graph searches. Sometimes, you have to play around with the wording to get the results you want.

2) URL Method

The second method requires the manipulation of URLs. You will need to understand how a Facebook URL is created, in order to replace part of it and get different results.

Every user, page, image, and company has a unique identity on Facebook.

This knowledge will help you explore Facebook more and create more clever URLs, which will help you get better results.

In this example, 18790602800 represents the unique number for the page that the company Tesla owns:

For example, <https://www.facebook.com/tesla/> could also be translated into <https://www.facebook.com/18790602800/>.

In this example, **18790602800** represents the unique number for the page that the company Tesla owns. The way you to get this number is to visit the page, and select the Chrome menu at the top-right of your browser window. Then select Tools > Developer Tools. You will see the source code, which could be confusing for people who don't understand it.

The better option is to right-click on any profile photo and select Inspect Element. You will see the label Profile picture, and the first number in the **href** element is the unique number for that page. In the above example, it's the Facebook page for Tesla.

```
▼ <div class="_qal">
  ▼ <a aria-label="Profile picture" class="2dgj"
    href="/18790602800/photos/10152546593877801/" rel=
    "theater"> == $0
    
```

The same method could be used by everyone, but you need to see the whole code of the page and search for **entity_id** or **fb://profile/**.

For example, if you would like to see photos that Mark Zuckerberg has liked, you need to check his profile.

On Facebook, every person or company has a special identify number. For instance, Mark Zuckerberg's code is 4.

After you know the user's number, add it to the parts of the code that I mentioned above. In Mark's case, you will use **entity_id": "4"** and **"fb://profile/4"**

This URL will show you Mark's profile:

<https://www.facebook.com/4/>

```
content="Facebook" /><meta property="al:android:package"
content="com.facebook.katana" /><meta property="al:android:url"
content="fb://profile/4" /><meta property="al:ios:app_name"
content="Facebook" /><meta property="al:ios:app_store_id"
content="284882215" /><meta property="al:ios:url"
content="fb://profile/4" /><link rel="shortcut icon"
```

Advanced URLs

Now you know how to find the unique codes for creating more advanced URLs.

The first part of every URL will be <https://www.facebook.com/search/>

The next part is the unique number. For example, if you type London into the search field, you will get lots of results, but not a unique number for that location. However, you can find its unique number by adding it into the tagged location.

When you add it, the page will be refreshed, and the URL you will get looks like this:

https://www.facebook.com/search/str/london/keywords_top?filters_rp_location=106078429431815

The number **106078429431815** represents London's location. If you combine the number with the first part of the URL like the example below, you will not get any results:

<https://www.facebook.com/search/106078429431815/>

When you start adding other parameters, you can create other targets, such as all people who like London:

<https://www.facebook.com/search/106078429431815/likers>

The other way to find people who like London is to use a longer URL:

<https://www.facebook.com/search/str/London/pages-named/likers>

In the search field, you will see this text: People who like pages named London. But when you try to search for it, you will not get any results. Using a URLs is the quicker way to get results.

There are many parameters to use, such as:

People who live in London:
/residents/present

People who used to live in London but are UK residents:

/residents/past

People who were born in London:

/users-birth-place

You can also use:

<https://www.facebook.com/search/str/London/pages-named/residents/present/>

If you would like to target a company, you can use the same first part of the string with the unique ID, and you will add /employees/present for people who work at IBM:

<https://www.facebook.com/search/168597536563870/employees/present>

If you use /employees/past, you will get results for former IBM employees:

<https://www.facebook.com/search/168597536563870/employees/past/photos>

This string will show you IBM photos:

<https://www.facebook.com/search/168597536563870/photos>

Facebook photos also offer more options that you can use when you are trying to play with the structure of the URL, such as:

/photos-by/

/photos-commented/

/photos-in/

/photos-interacted/

/photos-interested/

/photos-keyword/

/photos-liked/

/photos-of/

/photos-recommended-for/

/photos-tagged/

/photos-uploaded/

/recent-photos/

You can create more complex URLs.

This string will search for all people working as Developers. As you can see, it is quite long:

<https://www.facebook.com/search/str/Developer/pages->

[named/employees/present](#)

This string will search for all people working as a Key Account Manager:

[https://www.facebook.com/search/str/Key+account+manager/pages-named/employees/present](#)

You can also add the location to your string, but the link will be longer with every keyword you add:

Example:

[https://www.facebook.com/search/str/Key+account+manager/pages-named/employees/present/str/London/pages-named/residents/present/intersect](#)

If you target individual profiles, you can use the first part of the URL [https://www.facebook.com/search/](#). Then add the unique number of that person. In this example, we're using Mark Zuckerberg:

[https://www.facebook.com/search/4/](#)

Then add any part below:

[https://www.facebook.com/search/4/](#)**photos**

Photos posted by Mark

[/photos-tagged](#)

Photos where Mark is tagged

[/photos-commented](#)

Photos Mark commented

[/photos-liked](#)

Photos Mark liked

[/pages-liked](#)

Facebook Pages Mark liked

[/groups](#)

Facebook groups Mark belongs to

[/events](#)

Facebook events that Mark is planning to visit

[/places-visited](#)

Places Mark has visited

/students

You will see Mark's classmates

Friendship information

You can also find information about a user's mutual friends:

<https://www.facebook.com/friendship/1person/2person/>

Would you like to see more information about Mark's Facebook friendship with his wife Priscilla Chan? If so, you just need to use their unique IDs from their profiles in the URLs. This URL will show you all the things that Mark and Priscilla do together on Facebook:

<https://www.facebook.com/friendship/4/140/>

As you can see, this method is complicated and time-consuming. Luckily, there are Google Chrome add-ons.

3) Google Chrome Add-ons

Other parts of Facebook Graph URLs that you can target include Dates, Places, Likes, and Check-ins. But you will be spending lots of time creating them. And every sourcer or recruiter does not have the patience to create these Facebook Graph URLs. And because we all want to save time during searches, it's wise to use one of the add-ons that are available.

One really good Chrome add-on was created by Shane McCusker. He developed a very popular Facebook search tool that will construct search strings for you. The tool is called Intelligence Search. You can find it in a Google Chrome web store, or you can find it on this URL:

<http://www.intel-sw.com/blog/facebook-search/>

4) X-Ray Facebook

Facebook profiles are also indexed by Google, so you can target people's profiles on Facebook with the site: operator. You also need to add **inurl:people** into your string. The string below will target only people profiles, not every Facebook page indexed by Google. It will search for Developers or Senior Developers with JavaScript knowledge and the location London.

Example: **site:facebook.com inurl:people ("Developer" OR "Senior Developer") JavaScript London**

Facebook Public Posts

You can also target public posts (on Google) with simple strings such as:

Example: **site:facebook.com/*/posts keyword**

TIP: At **www.facebook.com/directory/**, you can see every profile, page, and place on Facebook.

Contacting candidates through Facebook Messenger

You should be prepared for your messages to be moved into a folder called Message Requests. Therefore, your message will not pop up directly on Facebook Messenger. Rather, it will only be visible in the web-based version.

If you don't need to wait for your potential candidates to respond via message, you can use the advantages of Facebook Messenger. As of this writing, it had 1.2 billion active users, and it gives you the ability to call people on their Facebook messenger without needing to know their phone number.

If you contact people through Facebook messenger, be brief; don't send out a long message. And always offer to keep the discussion going through email or phone.

But remember to always put yourself in your candidate's shoes before you hit the send button. Some people won't be happy that you contacted them through Facebook messenger, so it could ruin your brand.

03.4

Sourcing: Twitter

Twitter is mainly known as a social site, where people try to squeeze their thoughts into 140 characters. But it's also a great way to track your colleagues and leaders in your field, so it's an excellent source of candidates if you are a recruiter or sourcer.

Other users can reply to tweets, retweet them, or like them. Therefore, recruiters love Twitter for sharing and staying in touch with other colleagues.

A hashtag (the # symbol) is used to index keywords or topics. This function was created on Twitter, and it allows people to easily follow topics they are interested in. For instance, if you add #sourcing into your post, it will help others find similar topics about sourcing.

Don't forget to use hashtags in your Tweets, because you can reach more people when you use them. Adding hashtags also makes your Tweets searchable by all Twitter users, not just your followers!

Twitter helps build an engaged network, which could make a difference in your recruiting efforts. Also, it will help you promote your personal brand to a different audience.

Twitter Limitations

Like every social networking site, Twitter has some technical limits you need to be aware of.

These limits could change over time, but as of this writing, they included:

- 140-characters limit for tweets.
- You can send a maximum 2,400 tweets per day, and retweets are counted as Tweets.
- If you are informing your followers through direct messages, the limit is 1,000 messages per day.
- You can follow 1,000 users per day, and every user can follow 5,000 people total. However, once you hit 5,000, there are limits to the number of additional users you can follow. This limit is different for every user, and it is based on a ratio (the users who are following you:

those you are following).

There are probably other limits, which have the goal of stopping spammers, hackers, and bots from scraping Twitter. But if you are not doing thousands searches on Twitter per day, you should be fine.

Twitter will never be as effective as other sources, such as LinkedIn. But it is an inexpensive way for small businesses and recruiters to reach a larger audience, share their job offerings, and build their brand.

Twitter Search Operators

You can use many search operators that you already know, but Twitter mainly uses its official operators:

Operator	Finds Tweets That:
twitter search	Contain both "twitter" and "search." It's the default operator.
"happy hour"	Contain the exact phrase "happy hour."
love OR hate	Contain either "love" or "hate" (or both).
beer -root	Contain "beer" but not "root."
#haiku	Contain the hashtag "haiku."
from:alexiskold	Were sent from user "alexiskold."
to:techcrunch	Were sent to user "techcrunch."
@mashable	Reference the user "mashable."
"happy hour" near:"san francisco"	Contain the exact phrase "happy hour" and sent near "San Francisco."
near:NYC within:15mi	Were sent within 15 miles of "NYC."
superhero since:2010-12-27	Contain "superhero" and were sent since the date "2010-12-27" (year-month-day).
ftw until:2010-12-27	Contain "ftw" and were up-to-date as of "2010-12-27."
movie -scary :)	Contain "movie" but not "scary," and have a positive attitude.
flight :(Contain "flight" and have a negative attitude.
traffic ?	Contain "traffic" and are asking a question.
hilarious filter:links	Contain "hilarious" and links to URLs.
news source:twitterfeed	Contain "news" and are entered via TwitterFeed.

Operators AND, OR

Like Google, Twitter does not require an AND operator if you search for

more keywords. You can type all words together into your query, and Twitter will find them.

Example: **Java Developer London**

Twitter uses the search operator OR, which offers the opportunity to search for tweets that mention one or two keywords.

Example: **Developer OR Programmer**

Twitter List

On Twitter, you can create your own lists of users or subscribe to lists created by others.

Some lists are open to everybody. But other lists are private, so they are not visible to others.

However, if you need to find the list of other Twitter users, the fastest way is to x-ray Twitter through Google:

Example: **site:twitter.com inurl:lists keyword**

If you target the list with the keyword “sourcing,” here’s how it would look:

Example: **site:twitter.com inurl:lists sourcing**

Searching on Twitter

There are three ways to search on Twitter:

1. The search field in the header of your page



2. <https://twitter.com/search-home>

It will offer you the chance to see what’s happening right now. This option is very powerful, especially with nearby operators.

3. <https://twitter.com/search-advanced>

This advanced option allows you to target exact phrases and specific hashtags.

The Near Parameter

On <https://twitter.com/search-home>, the results are based on the location

people listed on their Twitter bios.

Search operator: **near:London within:10mi**

This operator will target everybody within 10 miles of London, so it will give you a real-time stream of all people tweeting from your location or near it.

You can include more search parameters or keywords:

near:London within:10mi job

This operator will target everybody within 10 miles of London with the keyword "Job" in their Tweets.

You can also use the advanced page of Twitter's search engine. It has an option to search "near this place." You can use the Advanced Search for targeting more parameters in your search.

You can also combine hashtags with the location. In the search field, you will just add this string:

Developer #career near:"London, England" within:15mi

Then you will see all tweets that contain #career and the keyword Developer, and were tweeted within 15 miles of London. You can also use the string above without a hashtag.

Do you need to target some specific dates? For example, you know that a conference was happening during that time, so you can use two parameters (**since:** and **until:**).

Example: **Developer near:"London" within:15mi since:2017-02-01 until:2017-04-15**

The above string will find results for every tweet with the keyword "Developer," which was tweeted within 15 miles of London and posted between 2017-02-01 and 2017-04-15.

You can also remove the keyword from your search by adding a minus sign (-) before the keyword:

Developer near:"London" within:15mi since:2017-02-01 until:2017-04-15 -jobs

If you need to only search for tweets containing links and your keyword, you can use the search parameter **filter:links**.

Example: **Amazon filter:links**

X-raying Twitter on Google

There are two ways to x-ray Twitter:

1. **site:twitter.com tweets keyword1 keyword2**

Example: **site:twitter.com tweets "Senior Developer" "Java"**

This string will help you target all tweets indexed by Google with the keyword "Senior Developer" and second keyword "Java."

2. You can also x-ray Twitter through Hashtag.

Example: **site:twitter.com tweets #Senior #Developer #Java**

Tweets in a particular language

If you are looking for candidates on a market that is not using English as a native language, you need to target the tweets that are in their language. For that, you can use this parameter: **lang:NN**

For example, if you are targeting tweets in German, it will look like this:

Developer lang:de

The language filter will narrow your results to tweets in the language you are targeting. All languages are not supported on Twitter, so make sure it's working for your language.

More complex strings

For these strings, you can combine parameters such as **intitle:** and **inurl:** with separate keywords.

Example: **site:twitter.com "Java" "London" -intitle:(job|jobs|career) -inurl:(search|status|statuses|favorites|jobs) -recruiter -headhunter -job -jobs -careers -list**

Twitter Tools

There are many interesting tools that can supercharge your Twitter and sourcing activities, but some tools have disappeared over the years. One tool that you can also use for sourcing is Followerwonk. You can specifically search Twitter profiles, and not target their tweets with your strings.

My favorite tool is Hootsuite, which I use for all my Twitter accounts. Hootsuite will allow you to set up streams that focus on specific hashtags, and create a dashboard, from which you can easily monitor events, your competition, and anything else you like.

Recommendations

Based on my experience, there are a few recommendations I can give you. But test everything for yourself, because your audience is different:

- If you would like people to pay attention to you on Twitter, post at least 3-4 times per day.
- Don't exclusively post jobs. Also post articles and thoughts that have value for your audience. If you only post jobs, you will start losing your audience.
- Don't be afraid to use an automatic posting tool and schedule your future tweets. You can use tools such hootsuite.com or buffer.com, since they offer free accounts that will allow you to test them first.
- If you are contacting candidates through Twitter, don't forget to activate the option "Receive Direct Messages from anyone" in your settings. It will allow you to be contacted by anyone, because you usually need to follow each other to have an ability to send direct messages.
- Twitter is a great tool for getting insight into a candidate's interests. They follow specific industry leaders and share content about topics they're interested in. And they will give you the opportunity to learn more about candidates before reaching out to them.
- Always analyze what your competitors are doing, how effectively they are doing their job, and which hashtags they are using.
- Build your audience, don't buy followers!
- And try to keep a balance between personal and professional tweets.

One more Twitter Tip

90% of recruiters' approach candidates with the same templated message, and they only change the candidate's name. But when you approach a candidate with a unique message, you could get better results. For instance,

say, “Hi Joe, I know that recruiters don't have a good reputation, because we don't do any research about candidates. Well, you're in luck, because I'm different. I did my research before I reached out to you. Did you know that your first tweet was ____?”

There are three ways to find a candidate's first tweet.

1) <https://discover.twitter.com/first-tweet>

The easiest way

2) 3rd-party application

3) <https://twitter.com/search-advanced>

Finding their first tweet does not work every time, and it's definitely not the right approach for senior people. I have approached candidates who receive ten messages per week from other recruiters, and it has worked many times.

Since my message was different, it got their attention, which is the first thing you need to achieve when you need that candidate at least will read your message

03.5

Sourcing: Github

Wikipedia describes GitHub as “a web-based Git or version control repository and internet hosting service.” It offers all of the distributed version control and source code management (SCM) of Git, as well its own unique features. It provides access control and collaboration features, such as bug-tracking, feature requests, task management, and wikis for every project.

GitHub shows actual projects that the user has worked on in the form of repositories. This option gives the user the ability to see codes that people share, and your technicians and managers can evaluate the code before you even approach the candidate.

As you can see, GitHub is an ideal place for developers. And for recruiters, it is a great way to find candidates.

Sourcing on GitHub

GitHub has a built-in search engine that you can use for your first search. There are two searches: one simple (<https://github.com/search>) and one advanced (<https://github.com/search/advanced>).

You can use the Boolean search operators AND, OR, and NOT. And you can filter your searches through a variety of factors, such as the number of stars or forks^[8] that a repository has.

You can search for codes, commits^[9], users, and all other parameters.

When searching GitHub, there are some limits:

- If queries are longer than 256 characters, they’re not supported.
- You can't construct a query using more than five AND, OR, or NOT operators.

There is a long list of operators that you can use in the search, but these are the basic ones you should learn if you would like to create more effective searches:

author:example

Matches commits authored by @example.

user:example

Matches commits from repositories owned by @example.

These qualifiers search for the full email address of the author or committer:

author-email:joe@example.com

Matches the emails authored by joe@example.com

committer-email:joe@example.com

Matches the code modifications committed by joe@example.com

GitHub also offers to find email addresses on user profiles. The only thing you need is to use the keyword correctly (see example below). For example, if you would like to find all people that they have the name “Joe” in their email address, run the string below.

This string is handy if you know the email addresses of the developers and would like to check to see if the person is active on GitHub:

joe in:email type:org



If you are targeting languages, you can use the parameter **language**. Just run the search string below through GitHub search.

Example: **language:javascript**

Finding users per location

Finding people based on the location could be done with the **location:** parameter and the name of the city (location:London) or state (location:California)

Example: **location:"Los Angeles"**

You can also target the city with the state abbreviation (**location:"Los Angeles, CA"**), but this tactic may not show the user which state you're referring to.

You can add more parameters and search in more locations.

Example: **location:"Los Angeles" location:Tokyo location:Paris**

You should remember that some users will list cities as their locations, and others will list countries.

Date when the Profile was created

The date created could be targeted by the parameter **created:**

created:2014 will search for all users created in that year.

Example: **created:2014 location:London language:javascript**

This string will search for all users that created a profile in 2014, are located in London, and know JavaScript.

Searching by followers

To search for followers on GitHub, you will need to use the parameters **>**, **..**, **<** and **followers:.**

Examples:

Search for GitHub users that have between 20 and 100 followers by using **followers:20..100.**

Search for GitHub users that have more than 20 followers by using **followers:>20.**

Search for GitHub users that have less than 20 followers by using **followers:<20.**

If users have more followers, it often means that they are respected by their peers.

Adding the location, language, and followers operators together

If you are looking for a JavaScript developer in Paris, you can use the parameter **language:** with the **location:.**

Example: **language:javascript location:Paris**

Together with the parameter **followers:**, you can target people who are "celebrities" on GitHub.

Example: **language:javascript location:Paris followers:>500**

Hiring people who are well-known in the GitHub community can attract more people to your company. People tend to trust recommendations from

people they know more than ones from strangers or recruiters.

Tip:

Sometimes, you don't have to create long, complicated strings because simple strings will work well. For instance, this string will search for all Londoners that publicly stated on their GitHub profiles that they are looking for a new job:

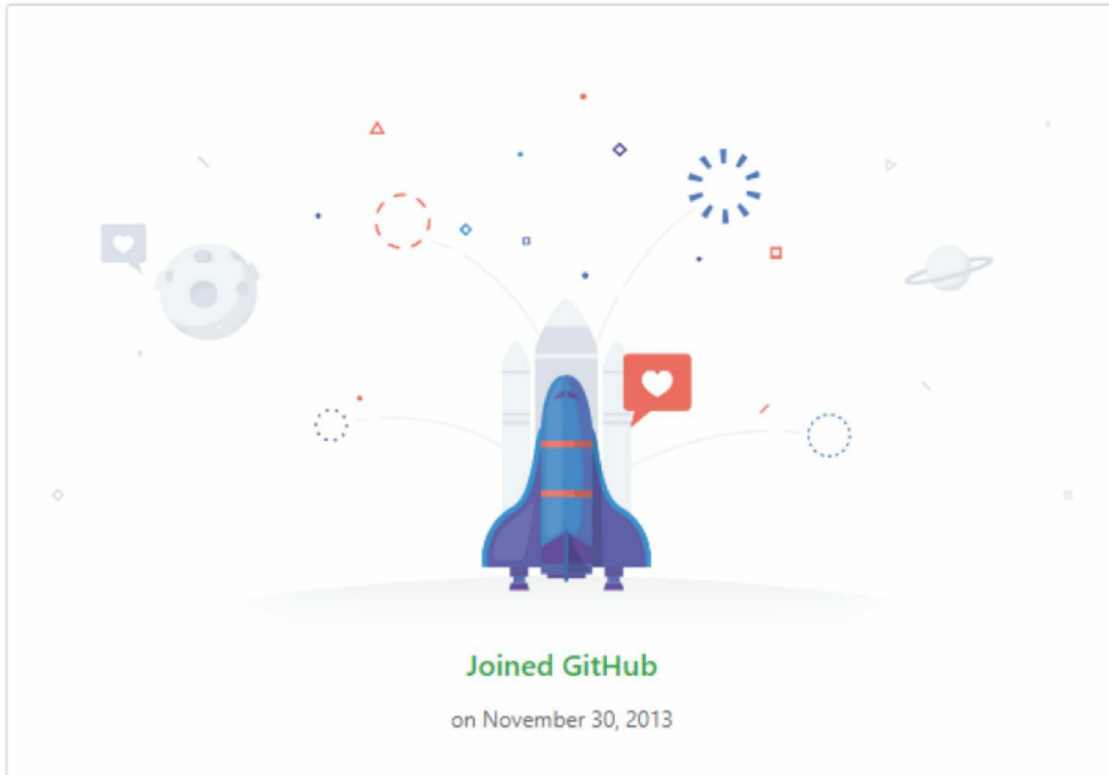
location:London looking for job

X-Ray GitHub

GitHub uses the domain github.com, but GitHub Pages (or website projects) are hosted under the domain github.io. Many recruiters only target github.com, so they overlook github.io. Sometimes, GitHub Pages (github.io) offer better information about candidates than github.com because developers are presenting projects that are important for them.

If you are going to x-ray GitHub, you should always try both github.com and github.io.

As always, you are going to be targeting the website with the help of the site: operator. But you need to add "joined GitHub" into the string, since every GitHub profile has information about when the person joined. Adding this part into the string will only target their profiles, not every GitHub repository.



Finding email address on GitHub

It's pretty easy to find an email address on GitHub. You can use one of the many Chrome plugins that are offering this service, or you can do so manually.

There are three methods I know that locate the email addresses on GitHub.

Note: These methods do not work every time, and they could be blocked in the future.

Method 1

Type <https://api.github.com/users/NAME/events/public> into your browser. Then replace the NAME with the screenname of the user profile you find.

For example, you found the screenname **recruiter42** for a GitHub user. Then the new URL would be

<https://api.github.com/users/recruiter42/events/public> . When you click on that URL, you will get the new page, which is the code that includes the email address of that user.

Then press Ctrl+F on the page, and search for Email or @.

```

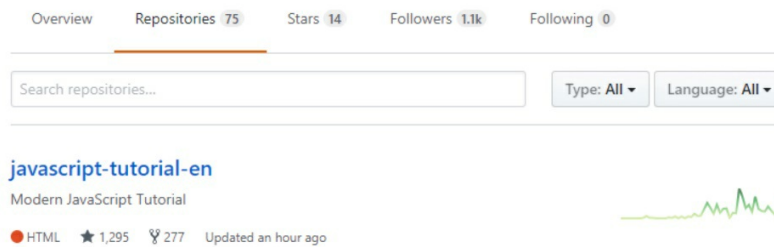
"sha": "fcaca5ba2f43b6759204174497d533590f5cb4ca",
"author": {
  "email": "joe@example.com",
  "name": "Joe"
},
"message": "[core] Map strings to JSON after all",
"distinct": true,

```

Method 2

For the second method, you will need to customize the domain name.

Begin by finding a candidate profile, and then click on Repositories. It is the tab between Overview and Stars on the right side of the profile photo.



You will then see a list of Repositories of that person. Click on the first repository. And on the next page, click Commits.



On the new page, click on the first Commit, and you will see a URL like this:
(In the examples below, I used **user-name** instead of a real user name.)

<https://github.com/user-name/go-multierror/commit/ed905158d87462226a13fe39ddf685ea65f1c11f>

Then the only thing you need to do is add **.patch** to the end of the URL:

<https://github.com/user-name/go-multierror/commit/ed905158d87462226a13fe39ddf685ea65f1c11f.patch>

Both Methods 1 and 2 end up at similar pages.

```

From f3196d7c761140dfd6f201282665a9aac2bee0bf Mon Sep 17 00:00:00 2001
From: Joe Example <joe@example.com>
Date: Fri, 16 Dec 2016 10:41:23 -0800
Subject: [PATCH] append should only append if error to append is non-nil

```

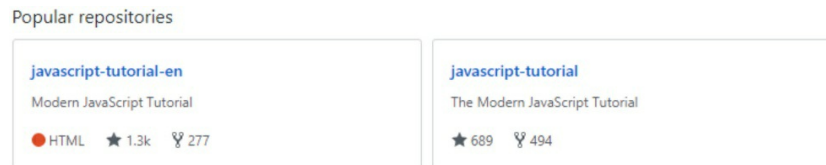
Method 3

This method is similar to the first method, but it is a little more complicated because you are changing the Name and Repository parts of the URL.

Example: <https://api.github.com/repos/NAME/REPOSITORY/commits>

Name: the username of the person (for example, **user42**)

Repository: the name of the repository (example)



The URL <https://api.github.com/repos/user42/example/commits> will get you results similar to the first method.

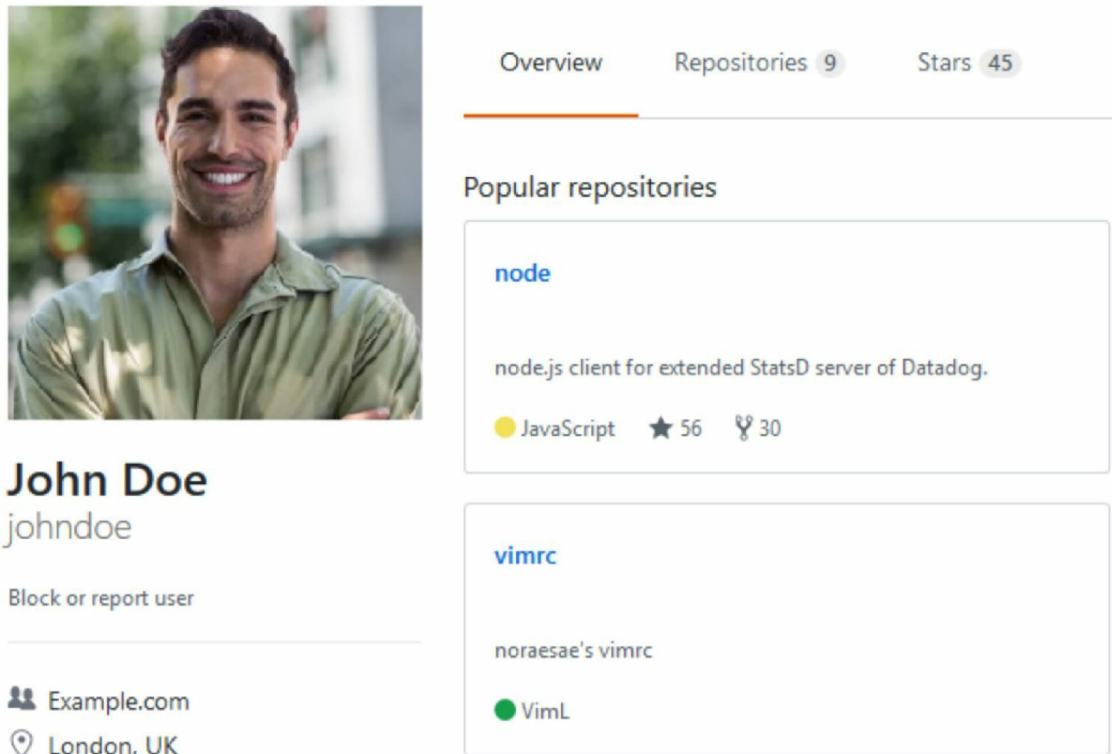
```
"sha": "235dec78ed2b5049924215ac9dc11c7e555d1fb8",
"commit": {
  "author": {
    "name": "Recruiter",
    "email": "recruiter@example.com",
```

Method 4

This method involves searching for email addresses through x-ray strings on Google. As always, you are going to be targeting the website with the help of the site: operator. But you need to add "joined GitHub" into your string.

Example: **site:github.com "joined Github" London "@gmail.com"**

This string will show you all Londoners with a Gmail address. However, as you can see on the profile of this person, there is no Gmail address mentioned:



Therefore, you will get the email address directly from the Google search.

John Doe · GitHub
<https://github.com/JohnDoe?tab=overview&from=2011-02-01&to=2011-02-28>
London, UK; JohnDoe@gmail.com · Overview Repositories 13 Stars 45 Followers 32 Following 51
Joined GitHub on February 15, 2011. Seeing something ...

If you delete @gmail from string and leave the TLD .com, it will target the part of the domain names that are using that email address. Therefore, if I type .com in the string, it will find all emails that are using the .com domain name, but also find all URLs that people have listed on their profiles. For instance, in the image above, John Doe has example.com listed.

The older method used "joined on," but you won't see many other profiles out there.

If you replace the gmail.com part with the other domain names, it will only target domain names, not email addresses. However, this new string could also find emails addresses. If somebody uses @yahoo.com, this string will also find it based on the .com search.

Example: **site:github.com "joined Github" London**
("*.com"|"*.net"|"*.org")

Many recruiters are able to find email addresses on almost everybody who is

on the internet, but finding someone's email does not give you the right to reach out to candidates with roles that are not the right fit for them. If recruiters want to reach somebody, they need to spend time learning about the person that they are trying to reach. And they should always try to send candidates relevant offers. They are not going to offer a "Java Developer" role to somebody who knows JavaScript, or offering a Developer the role of "Networking Administrator."

X-Ray GitHub for active users

Anybody can create an account on GitHub. Many users have created accounts but not added anything, or their accounts aren't active anymore. Targeting active users can be done through an x-ray search by adding "**contributions in the last year**" to your search string.

Example: **site:github.com "contributions in the last year" JavaScript Paris**

X-Ray GitHub for Resumes

Many developers do not use LinkedIn, but their resumes are publicly posted on GitHub. There are two x-ray strings I use to target resumes on GitHub.

Method 1

Target the Resume folders in the URL of GitHub profile. If you create an account, it should have the username in the URL.

Example: **www.github.com/username**

Then if you create a new folder under your account, it will add the name of the folder after your username.

People also name their folder CV or something else. You could target these folders through the site: parameter, but you will also need to replace the username folder in the URL with the asterisk. This tactic will target any resume folders, regardless of the username or folder title.

Example: **site:github.com/*/resume** or **site:github.io/*/resume**

If you are targeting the folder CV, just replace the resume in the URL.

Example: **site:github.com/*/cv** or **site:github.io/*/cv**

Method 2

This method is a little more complicated. You will need to use the pipe symbol in your string, along with more keywords.

Example: **site:github.com (intitle:resume|cv|"curriculum vitae"|vitae) inurl:(resume|cv|"curriculum vitae"|vitae)**

Or

Example: **site:github.io (intitle:resume|cv|"curriculum vitae"|vitae) inurl:(resume|cv|"curriculum vitae"|vitae)**

Developers are fans of various file formats, so you should not expect developers who are working in Linux to use Microsoft format for their resume. The best way is to target as many typical document extensions as you can.

Example: **site:github.com (intitle:resume|cv|"curriculum vitae"|vitae) inurl:(resume|cv|"curriculum vitae"|vitae) filetype:(pdf OR doc OR docx OR txt OR html OR htm OR XML OR ODT)**

Or

Example: **site:github.io (intitle:resume|cv|"curriculum vitae"|vitae) inurl:(resume|cv|"curriculum vitae"|vitae) filetype:(pdf OR doc OR docx OR txt OR html OR htm OR XML OR ODT)**

X-Ray GitHub for Blogs

Developers like to write about projects and technologies connected with their work. One easy technique is using the parameter **intitle:** with the keyword "blog".

Examples: **site:github.com intitle:blog** and **site:github.io intitle:blog**

However, this technique will also show you sites that are part of repositories, as well as irrelevant sites. If you would like to remove those pages, try to use **inurl:**, and target **https** in the URL. Then you should get the list of blogs.

Example: **site:github.com intitle:blog -inurl:https**

This string also works when I target blogs:

site:*github.com intitle:blog

or

site:*github.io intitle:blog

Target Contact Folders/Pages

Targeting contact folders and pages could show you both email addresses and phone numbers.

Examples:

site:*github.com intitle:contact

or

site:*github.io intitle:contact

X-Ray Search for People Looking for a Job

You already learned how to create strings for GitHub searches that will help you target people looking for a job, but you could also create an x-ray string for a Google search that will target all job seekers on GitHub.

Example: **site:github.com "looking for job" London**

The string above will search for all Londoners who stated on their GitHub profiles that they are looking for a new job.

Sourcing: Stack Overflow

Stack Overflow (stackoverflow.com) was created in 2008 by Joel Spolsky and Jeff Atwood. The name for the website was chosen by a vote held by Coding Horror readers. And for many years, Stack Overflow was the most popular resource for every programmer looking for solutions to their problems.

Stack Overflow is a Q&A site, and based on their statistics, a developer asks a question on this site every 8 seconds or so. Many developers visit this site daily, unlike LinkedIn. Therefore, Stack Overflow is similar to Google for developers.

If you are a recruiter or sourcer, you always need to spend more time where your candidates are, and Stack Overflow is one of those places. You can easily check the programmers' Stack Overflow reputation and learn more about their knowledge. Every developer has a profile that is filled with information that you can use when you are planning to approach them, which often includes links to their personal websites, blogs, Twitter accounts, and GitHub accounts.

Stack Overflow is a great source loaded with excellent passive candidates.

Tags and Keywords

Every Stack Overflow profile includes information that you can use for your search. The sections that you are looking for are "About Me" and "Top Tags," which are the two we are going to use for this search. Sometimes, Stack Overflow users don't fill in their "About Me" section, but as you can see in the image below, all questions the user asks or contributes to include tags.

Top Tags

Top Tags (2,386)

javascript	SCORE 36,253	POSTS 7,671	POSTS % 67
jquery	SCORE 13,632	POSTS 3,831	
java	SCORE 7,493	POSTS 1,624	
arrays	SCORE 6,072	POSTS 474	
html	SCORE 4,916	POSTS 1,424	
json	SCORE 2,067	POSTS 526	

These tags help recruiters see what this developer knows, and what his expertise are. You can use these tags for your first simple x-ray.

If you would like to know more about any programming language that the developer has on his profile, just move your mouse to the blue field. Then you will see this window, which is full of basic information:

c#

361.6k followers, 1.1m questions **rss**

C# (pronounced "C sharp") is an object-oriented programming language that is designed for building a variety of applications that run on the .NET Framework. C# is simple, powerful, type-safe, and object-oriented.

[frequent](#) [info](#) [top users](#) [jobs](#)

Top Tag Info

If you would like to get more information about the programming language, just click on "info," which is between frequent and top users. You will then be redirected to a page with more information about that programming language.

Tag Info

info newest 40 featured frequent votes active unanswered

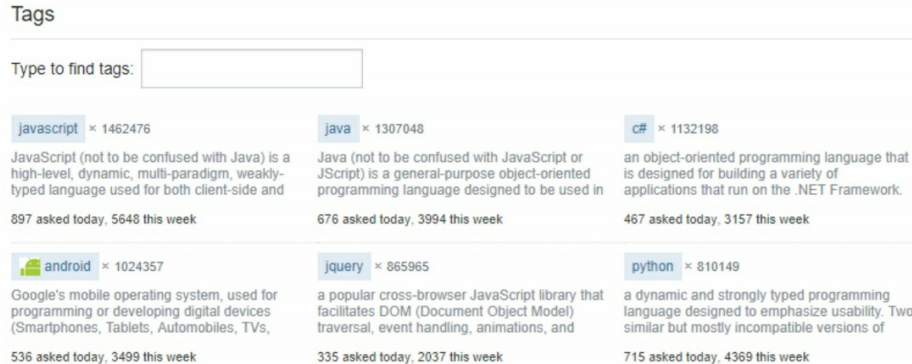
About javascript

JavaScript (not to be confused with Java) is a high-level, dynamic, multi-paradigm, weakly-typed language used for both client-side and server-side scripting. Use this tag for questions regarding ECMAScript and its various dialects/implementations (excluding ActionScript and Google-Apps-Script). Unless another tag for a framework/library is also included, a pure JavaScript answer is expected.

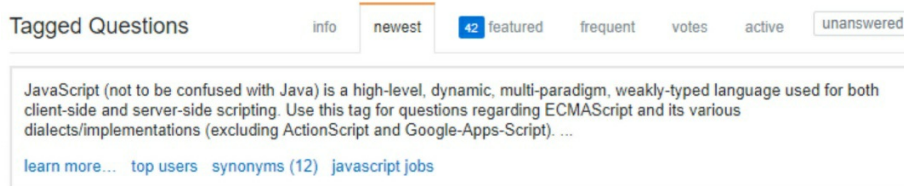
Programming Languages

If you are not familiar with programming languages, you can find a quite extensive list of tags at <http://stackoverflow.com/tags>.

Tags



If you click on any other language tag, you will be redirected to a more detailed page with questions related to this programming language. If you would like to learn more about that programming language, click the **info** tab, which is to the left of the **newest** tab in the image below.



Basic Boolean Strings on Stack Overflow

For your first string, you will need to use the "**site:**" parameter

Example: **site:stackoverflow.com**

This string will give you results for the whole site. As a result, you will see many pages that are irrelevant to your search.

Adding more parameters

You will need to customize your string and add the **/users** parameter.

Example: **site:stackoverflow.com/users**

Note: Adding **/users** after every domain is not going to work. Every domain has a different structure, so you need to check the site before you write your string. Some sites could use a different designation like this:

site:example.com/profiles. Or they may use subdomains for their users' sites like this: **users.example.com**.

You can see the difference by comparing **site:stackoverflow.com** and **site:stackoverflow.com/users**.

Adding keywords to your string

So you have your basic string ready, and you would like to add more keywords to it.

You can use the keyword tags from the list at <http://stackoverflow.com/tags>. Or you can use the list of synonyms for every programming language at <http://stackoverflow.com/tags/synonyms>.

String

For a basic string, you can also use the Boolean operators OR and AND. So if you are looking for a developer with javascript, jquery, and CSS, your string will look like this:

site:stackoverflow.com/users javascript AND jquery AND CSS

Remove Irrelevant Pages

The best way to remove irrelevant pages is to add more parameters to your string. For instance, the **inurl:** parameter will restrict Google results to documents containing a certain word in the URL.

You have two options about how to use it:

- 1) **inurl:** will only show results with the word you add.
- 2) **-inurl:** will show results without the word you add.

In other words, adding "-" in front of inurl will get different results. It will eliminate parts of the target from your results, so you are not spending lots of time checking every single page.

Note: There can't be any spaces between the **inurl:** and the word that follows it.

Right now, your string will look like this: **site:careers.stackoverflow.com**. So if you would like to remove jobs, meetups, cities, and companies from your search, just add this string: **inurl:jobs|company|cities|meetup**.

The order of these keywords doesn't matter. If you include **-inurl:** in the first part, your string will look like this:

site:careers.stackoverflow.com -inurl:jobs|company|cities|meetup

Adding More Keywords

For example, if you would like to limit your search to blogs, you can add "blog" into your string. Then the second part of the string will look like this:

-inurl:(jobs|company|cities|meetup|blog)

More Detailed Parameters

The **intext:** parameter restricts results to documents containing the term in the text. For instance, if you are looking for user profiles that have a website on their profile, you can use the term "website" like this:

intext:"website"

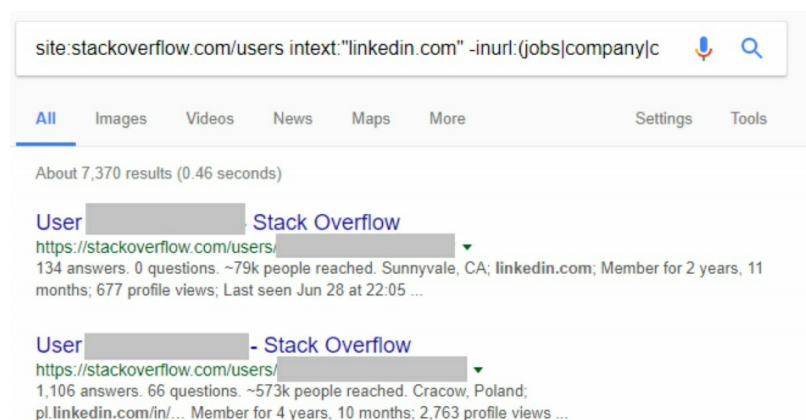
Then the string will look like this:

site:stackoverflow.com/users intext:"website" -inurl:(jobs|company|cities|meetup|blog)

Developer with LinkedIn Profile

If you are looking for developers with a LinkedIn profile, you can replace "website" with "linkedin.com." Then you will get search results for people with a LinkedIn profile mentioned on their Stack Overflow profile page.

Example: **site:stackoverflow.com/users intext:"linkedin.com" -inurl:(jobs|company|cities|meetup|blog)**



By Joining Date

If you would like to find fresh developers that have just joined, you can also use the **intext:** parameter for that. If you need to see all profiles that have been members for 3 months, just use this: **intext:"Member for 3 months"**.

Example: **site:stackoverflow.com/users intext:"Member for 3 months" -inurl:(jobs|company|cities|meetup|blog)**

If you use **intext:"Member for 3 years"**, you will see all the candidates with 3 years, 1 month; 3 years, 2 months; 3 years, 3 months; and so on.

site:stackoverflow.com/users intext:"Member for 3 years" -inurl:(jobs|company|cities|meetup|blog)

Email Parameter

Some developers publicly share their email addresses, and if you find them, you can use the **intext:** parameter for that, too. For example, if you are looking for people with a @gmail.com account:

site:stackoverflow.com/users intext:"@gmail.com" -inurl:(jobs|company|cities|meetup|blog)

Note: *This will NOT work for every email provider.*

Adding Locations to Search Strings

If you are looking for Stack Overflow users in London, you can add:

site:stackoverflow.com/users location: *London

However, all Stack Overflow users do not fill in the city in their profile. To overcome that, you need to use the name of the country in your search string:

site:stackoverflow.com/users location: *United Kingdom

Add more cities

If you want to search for more than two cities, you can use this string:

site:stackoverflow.com/users location:(*London|Berlin)

You can also use this variant:

site:stackoverflow.com/users location:(London|Berlin)

Search string with location and more keywords

If you are looking for somebody who has worked as a Developer in London with experience in Java or PHP, the basic search for Stack Overflow profiles will look like this:

site:stackoverflow.com/users location: *London Java OR PHP

Try to use strings with the space between **location:** and *

Different version of a Boolean string

Some people prefer this string and say it is more effective:

site:stackoverflow.com/users location: *London (Java|PHP)

The choice is yours.

Adding more data to a Search String

Profiles on Stack Overflow have much more information than Google indexes. To make your search result more accurate, you can start adding more keywords to your string.

Example:

Start with this string:

site:careers.stackoverflow.com -inurl:jobs|company|cities|meetup

Then add more keywords:

site:stackoverflow.com/users -inurl:jobs|company|cities|meetup location: *London Java AND Spring

You can also use more keywords and other parameters, such as "OR":

site:stackoverflow.com/users -inurl:jobs|company|cities|meetup location: *London Java OR AngularJS OR JavaScript

Note: You can remove " **location: *London** " and simply type the name of the city. If so, Google will use London as another keyword, and show you all pages with this word. So you will get lots of profiles of people that are not living in London, but have the word "London" somewhere on their profiles.

Searching by Reputation

On Stack Overflow, a Reputation measures how much the community trusts a specific person. Developers earn a Reputation by posting good questions

and useful answers, and their peers vote on how useful their answer was. You can learn more about Stack Overflow Reputation here.

During this search, you can find a number of good developers. But if you are looking for someone who is very active within the community and who others respect, searching with Reputation parameters will be the right way.

For this tactic, you will need to use Google operator. For a range between two numbers, you need to use two periods with no spaces.

Example: If you are searching for a range between 1 and 200, you are going to use this range specification: 1..200.

But don't worry, you don't have to use both numbers. You can only use one number if you are looking for the upper maximum. If you are looking for a specific range, you need to use both numbers.

If you are looking for profiles located in London with Java experience and reputation between 100 and 500, your string will look like this:

site:stackoverflow.com/users location: *London Java "100..500 reputation"

If you need somebody with a reputation below 500, you can customize the string even further.

This string will show you profiles with a Reputation of 50,000 or more:

site:stackoverflow.com/users "50000.. reputation"

More Keywords

If you are looking for more keywords, you can use this string:

site:stackoverflow.com/users location: *London (Java OR PHP) "1000.. Reputation"

Stack Overflow: Special Search

This method is great if you need to do some talent mapping and check which skillsets you can find in your location.

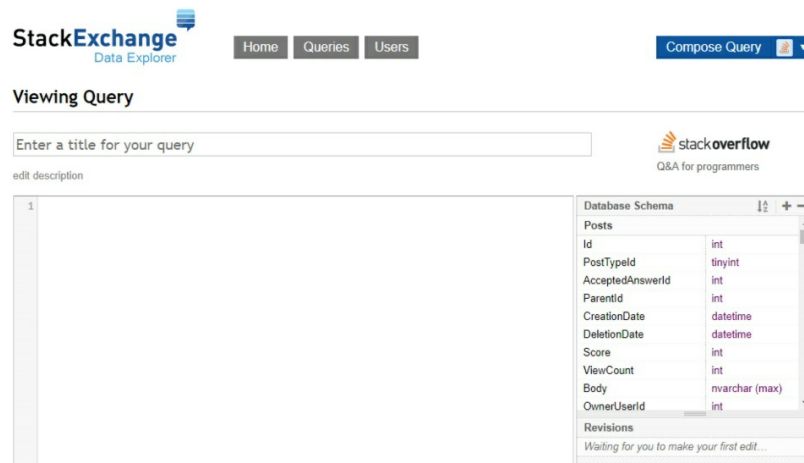
Stack Exchange Search Query

Stack Exchange is a network of 150+ Q&A communities, including Stack Overflow.

Stack Exchange has a special functionality, which searches their databases when writing SQL queries.

First, visit this page:

<http://data.stackexchange.com/stackoverflow/query/new>



Stack Exchange Preview

Here is a small preview of how powerful the tool is. On the right side, you will have a Database Scheme that you will need for SQL queries.

If you are not familiar with SQL queries, you can visit <http://www.w3schools.com/sql/>. This SQL tutorial will teach you how to use SQL to access and manipulate data in both MySQL and the SQL Server.

Preparation for your first query

The left side is the space for your SQL query. The first thing you will type is "**SELECT DISTINCT.**" The basic syntax of this query is used to return only distinct (different) values:

SELECT DISTINCT u.Id

The first part of your SQL query is ready, so now you will start adding information from the right side.

It will show you profiles based on ID, but you are looking for more information. So you can add more things from the right-hand window.

First, you need to select where you will be looking for keywords. View the image below to see what happen when you use "**select * from posttypes**":

The query in the image below will show you the list where you can search for

keywords.

Results		Messages
Id ^	Name ^	
1	Question	
2	Answer	
3	Wiki	
4	TagWikiExcerpt	
5	TagWiki	
6	ModeratorNominati...	
7	WikiPlaceholder	
8	PrivilegeWiki	

These numbers are important for your next query: **p.PostTypeId**. This query will give you the location where you are going to search for keywords.

For example, **p.PostTypeId = 2** will check Answers, and **p.PostTypeId = 3** will check Wiki.

Here are a few other basics you will need to know:

- The SQL SELECT statement shows a set of records from one or more tables.
- The SQL FROM clause is used to list the tables and any joins required for the SQL statement.
- To limit the number of rows, use the WHERE clause. This clause filters rows that meet certain criteria.

The queries you will need to use are on the right part of this page:

<http://data.stackexchange.com/stackoverflow/query/new>

First Query

This string will enable you to get a list of candidates with a few simple criteria, which include ID, name, website, location, About Me, and email:

```
select distinct u.Id , DisplayName, WebsiteUrl, Location, AboutMe,  
EmailHash, AccountId from Users u inner join Posts p on  
p.OwnerUserId = u.Id
```

```
where p.PostTypeId = 2 AND u.Location like 'London'
```

You can add or remove any parameter from that string.

You will then see the results of your search:

Results		Messages		
Id ^	DisplayName ^	WebsiteUrl ^	Location ^	AboutMe ^
3263246	Parin	http://www.	London	<p>I am a passionate techie studying Compu...
7297342	Ben		London	
1901781	square_eyes		London	<p>Radio station director/programmer makin...
1889310	Diana		London	<p>java programmer</p>
4606558	Edd	http://	London	<p>Long term developer, mostly on the web...
3244385	David	http://	London	<p>Code Lover ! </p>

If you know the ID of the profile, the only thing you need to add is the ID behind this link:

<http://stackoverflow.com/users/XXXXX/>

So if you have ID: 123456, the URL will be:

<http://stackoverflow.com/users/123456/>

Simple query

If you would like to only see the name, location, and reputation, your string will look like this:

select distinct u.Id , DisplayName, Location, Reputation from Users u inner join Posts p on p.OwnerUserId = u.Id where p.PostTypeId = 2 AND u.Location like 'London'

The Percentage Sign

In Stack Exchange, % matches a string of one or more characters. If you would like to also find a candidate that lists more locations than London, you need to replace 'London' with '%London%'.

Example: **select distinct u.Id , DisplayName, WebsiteUrl, Location, AboutMe, EmailHash, AccountId from Users u inner join Posts p on p.OwnerUserId = u.Id**

where p.PostTypeId = 2 AND u.Location like '%London%'

You will then see the results of your search:

Results		Messages	
Id	DisplayName	WebsiteUrl	Location
4594467	cuznerdexter	http://www.	Uk, London
4594377	help_asap		London, UK
4614244	Kronenbourg		London, UK
37941	bacar	http://stackoverflow.com/users/	London, United Kingdom

Changing parameters with %

If you would like to get more information (such as reputation or age), you just need to add the keywords into the string like this:

```
select distinct u.Id , DisplayName, Location, AboutMe, Age, Reputation,
AccountId from Users u inner join Posts p on p.OwnerUserId = u.Id
where p.PostTypeId = 2 AND u.Location like '%London%'
```

If you would like to only search the About Me section for keywords with any values that start with Java, then you can use this query:

```
select distinct u.Id , DisplayName, WebsiteUrl, Location, AboutMe,
EmailHash, AccountId from Users u inner join Posts p on
p.OwnerUserId = u.Id
where u.AboutMe like 'Java%'
```

Note:

- Percentage signs on both sides (example: %Java%) find any values that have Java in any position.
- If you add % in front of your keyword, it will find any values that end with Java.'

If you are looking for profiles with Java and the location London, you can use this query:

```
select distinct u.Id , DisplayName, WebsiteUrl, Location, AboutMe,
EmailHash, AccountId from Users u inner join Posts p on
p.OwnerUserId = u.Id
where u.AboutMe like '%Java%' AND u.Location like '%London%'
```

If you are looking for people with @gmail.com but only in London, you can use this query:

```
select distinct u.Id , DisplayName, WebsiteUrl, Location, AboutMe,
EmailHash, AccountId from Users u inner join Posts p on
p.OwnerUserId = u.Id
where u.AboutMe like '%@gmail.com%' AND
u.Location like '%London%'
```

You can simply download your search results. In the right-hand corner is

"Download CSV" and you can easily import this CSV into your Excel.

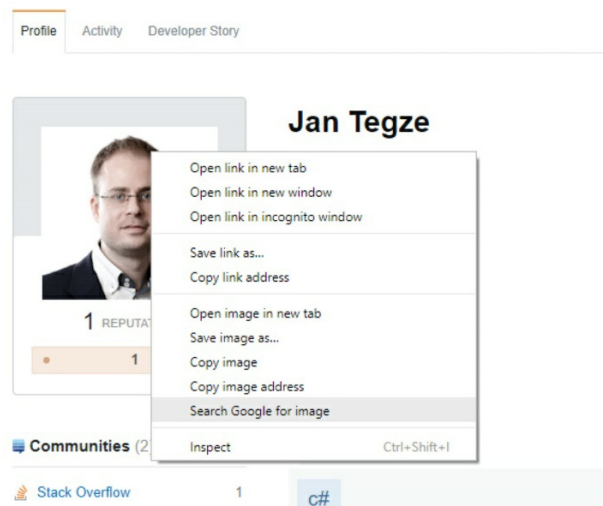
Reverse Image Search

This method is working not only for Stack Overflow profiles but for any other social website and photo. Stack Overflow as other sites include a profile photo that you can use to find more information about a candidate that you would like to reach. There are ways to do it on your phone, but it's easier on a computer.

For this example, I will use the example that I created because I can't use profile of some other people without their permission I will demonstrate this method on my Stack Overflow profile that I created as an example for this book.

The easiest way to find your Reverse Image Search is to use Google Chrome. How to check a photo using Google Images - You can easily do this on a computer:

- Right-click any image you see on a website or in the search results.
- Click Search Google for this image.
- A new tab will open with your results.




The results of your reverse image search will show you every site where this photo is used. Because people often use one profile picture for all of their social media accounts, you can see that my picture is used on my LinkedIn profile, my blog, Twitter, Eremedia, Recruitment.Camp, Medium etc.

https...YTJkMw.jpg x jan tegze

All **Images** Maps Shopping More Settings Tools

About 21,400,000 results (0.89 seconds)

 Image size: 350 x 350
Find other sizes of this image: All sizes - Small - Medium - Large

Jan Tegze | Profesionální profil - LinkedIn
<https://cz.linkedin.com/in/jantegze> ▼
Jan Tegze. Senior Recruiting Manager at ... Doporučení, 13 lidí doporučilo uživatele Jan. Více než 500 spojení. Zobrazit úplný profil uživatele Jan. Je to zdarma.

Jan Tegze - Blog where Sourcing meets Recruitment
<https://www.tegze.eu/> ▼
Jan Tegze. Blog where Sourcing meets Recruitment. Contact Me - recruiter Fake News and Recruitment. July 12, 2017. © 2017 JAN TEGZE. x ...

With this method you can also find other links where candidates are using their profile photo. Some of these sites could include their website, which has contact details. You can also try to contact your candidate through sites like Twitter etc.

03.7

Sourcing: Indeed

Indeed (indeed.com) is one of the biggest job boards in the world. Even if you've heard that job boards are dead, it's not true regarding Indeed. Since Indeed aggregates jobs from other sites and shows them to their visitors, it is not a typical job board. Maybe someday, all job boards and job aggregators will disappear, but right now, millions of people are using them every day.

Indeed also offers resume databases that you can use to search for free. The limitation is that the resume database is not in every location. You can only search in these locations: Argentina, Australia, Belgium, Brazil, Canada, Colombia, France, India, Ireland, Italy, México, the Netherlands, New Zealand, Singapore, South Africa, Spain, United Arab Emirates, United Kingdom, and United States.

As Indeed is growing every year, they will be adding new locations in the future. Check the site from time to time to see if your country was added.

Contacting candidates is free, but you won't be able to see any contact details on them. However, you can reach them through Indeed's messaging system.

Resume Search on Indeed

Indeed hides some information from the public to ensure jobseeker privacy. If you would like to have full access to a CV on Indeed, log into your account or create a free account.

The resume search could be find under **<https://www.indeed.com/resumes>**.

In the resume search, you can use the Boolean operators **AND**, **OR**, - minus, () parentheses, and "" quotation marks.



Indeed Field Operators

Boolean operators are not the only operators you can use on Indeed, since it

offers the ability to use most field operators during their searches.

Here is a list of field operators:

title: Finds people with the title of the last or current job.

anytitle: Finds people that have the title of any job on their profile.

company: Finds all people who are currently working for that company.

anycompany: Finds all people who worked for the company throughout their career.

school: Finds all people who study at that school

fieldofstudy: Finds all people who studied this field.

skills: Finds all people with a relevant skill. (An example is skills:Word)

String examples

This string finds all people who studied marketing at Harvard:

school:Harvard fieldofstudy:marketing

This string finds all people with the current title Developer who have ever worked for IBM and studied at the University of Florida:

title:developer anycompany:ibm school:"University of Florida"

You can create your own strings with these field operators, or you can use Indeed's Advanced Search. You can find information about the Advanced Search's functionality at:

<https://www.indeed.com/resumes/advanced>

Indeed provides a list of refinements you can directly use from the resume search page. It will help you limit your results, such as your years of experience, education, and the companies you've worked for. You can also sort your results by relevance and date.

Get new resumes by email

The Indeed resume database can automatically email you when there are new and relevant resumes matching your search. After you sign up, you can click on "Get new resumes by email," which will show you how to find new profiles that match your search.

There is no limitation on the number of email alerts. You can create any number for free and cancel these alerts at any time.

Note: If you are searching through <https://www.indeed.com/resumes>, you need to check to make sure that you have selected the right location. For instance, if you search in France, change your mind, and start searching somewhere else, you want to still be able to only see the results from France.

Find resumes in: [Argentina](#) - [Australia](#) - [België](#) - [Brasil](#) - [Canada](#) - [Colombia](#) - [España](#) - [France](#) - [India](#) - [Ireland](#) - [Italia](#) - [México](#) - [Nederland](#) - [New Zealand](#) - [Singapore](#) - [South Africa](#) - [United Arab Emirates](#) - [United Kingdom](#) - [United States](#)

X-Ray Strings for Indeed

Searching Indeed through Google will always create fewer results than directly searching Indeed.com.

However, all resumes are also indexed by Google, which will give you the ability to create more complex strings. Then you can target any candidate without needing to switch your location from Google to Indeed.

All profiles of candidates are on Indeed.com in the /r/ folder, so you will need to be able to target the site: operator. The other part of the domain is unique for every profile that has been created.

Example of an Indeed profile:

<https://www.indeed.com/r/1cde9f9afb82701d?sp=0>

An x-ray string for Indeed is created with site: operator, which targets part of the indeed.com domain. In the following example, the second part is a combination of keywords and locations:

site:indeed.com/r Keyword1 Keyword2 Location

Other examples of /r/ strings:

site:indeed.com/r Developer Java (Paris OR Madrid OR London)

site:indeed.com/r (Developer OR "senior developer") Java (Paris OR Madrid OR London)

Target emails with an x-ray search

Contact details on candidates are hidden on Indeed, so you cannot contact them directly. However, candidates are often just copying and pasting data from their resume, which is a Word doc. And when they copy information

about the people who can give the new employer references, they are copying them together with contact details.

You can check the name on LinkedIn, and if the person is the right fit for your role, you can contact them and possibly hire them.

Example: **site:indeed.com/r Developer Java London "gmail.com"**

This string finds all the people who have ever worked as Developers, know Java, are living in London, and have mentioned gmail.com in their profile.

People also add text to their resume, such as "Contact me at," "Contact me by," and "Contact me via." The best way to target all of these possibilities is to use asterisks together with "contact me."

This string will search for every person who has "contact me" text on the profile:

site:indeed.com/r ("contact me *")

Target people willing to relocate

Some candidates are open to relocation, and that's why they are adding "Willing to relocate" and various versions of "Open to relocation".

Example: **site:indeed.com/r ("to relocate *")**

About 34,100 results (0.22 seconds)

DIRECTOR OF MARKETING - DIRECTOR OF MARKETING - Open to ...

www.indeed.com/r/18abdab0977c

Apr 23, 2012 - Open to Relocate. - Brand Management/Strategic Market Planning / Creative Media Strategist / Campaign Optimization Marketing leader with ...

Senior Director of Planning and Procurement - Indeed

www.indeed.com/r/b7443b7c

Oct 13, 2016 - Supply Chain, Forecasting, Demand Planning, S&OP, Procurement, Manufacturing. Open to relocate. - Global Operations and Supply Chain ...

Director Software Development - Director Software ... - Open to ...

www.indeed.com/r/e939f1348e

Oct 17, 2014 - 2002 to Present. Currently engaged with the software development company that develops products for Hospitals, with presence in hospitals at ...

Keep in mind: Every time you see the text "willing to relocate" in a Google search, you will not necessarily see the same text in that profile. Profiles could be updated by candidates, or the information may not be visible to

visitors.

You should still contact these candidates to see if they are willing to relocate.
From my experience, most of them are.

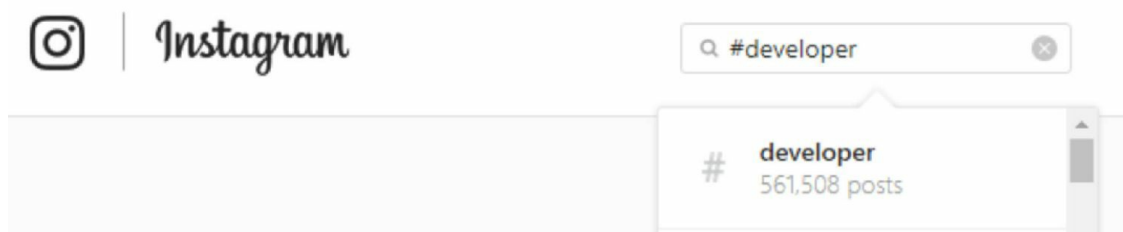
Sourcing: Instagram

Instagram is an easy way how to share your life with friends through a series of photos or Instagram moments. Instagram is also social site that is connected with the Facebook, because it was acquired by Facebook at 2012. Btw. Millennials are Instagram's biggest fans.

Searching hashtags

Instagram is offering people to use hashtag that they can add to their photos. People can add hashtags in the caption or comments of any post. These hashtags are also one of the best ways to grow your Instagram account. Using the right hashtag can help you expose your brand to large and targeted audiences. It will also raise the chances of getting more likes, attracting new followers and increasing engagement. As a recruiter, you can use them to target specific keywords or hashtags that are used for events.

You can use various tools to track these hashtags so if somebody use them you will get a notification. This is pretty handy especially when you are targeting events where you expect to see your potential candidates. You can use the web version of Instagram and add the hashtag into the search field.



Targeting the Instagram URL

Note: Searching within Instagram will get you the accurate number of results. Google searches for Instagram are show you less results.

Every URL on Instagram is using `http://l.instagram.com/` for redirecting you on the target site. And you can target these URL in your x-ray search.

Example: **site:l.instagram.com Developer** will target every Developer keyword in the URL redirection.

Example: **site:l.instagram.com Developer London**

This will target Developer keyword and location London. If you would like to remove keywords or any job opportunities or company website you can add this parameter "**-job -jobs -inurl:company**"

Example: **site:l.instagram.com Developer London -job -jobs -inurl:company**

The second option you can use for your x-ray search is to target all indexed site and not only keywords in URL.

site:instagram.com Keyword1 (Keyword2 OR Keyword3)

For example: **site:instagram.com Developer (London OR Berlin) -job -jobs -inurl:company**

This string will target Instagram profiles and also the URLs and removing any jobs or company sites.

More Complex strings

You can also use more complex strings for your x-ray search

For example: **site:instagram.com (Developer OR "Senior Developer" OR "Java Developer" OR "Senior Java Developer") (London OR Berlin OR "New York")**

Using posts followers following

If you are going to use the string below, you will see results for everyone involved in computer science on Instagram:[\[10\]](#)

site:instagram.com "computer science" posts followers following

If you would like to target all people who have the keyword Developer follow Beyoncé, you can just use this string:

site:instagram.com "Developer" posts followers following Beyonce

How to reach people on Instagram

The best way is to use direct message through mobile apps. However, my recommendation is to only do that if you are not able to find that person anywhere else.

Instagram is a great way for companies to build their brand. Sourcers and

recruiters can find an interesting source of candidates. Many people like to tag their friends in pictures, which is useful if people you are targeting are having an event or conference.

Sourcing: Meetup.com

Meetup.com was launched in 2002. It is an online event site, where people organize meetings and can join local or global groups. Meetup is also a great source of candidates who attend meetings and events.

Most of the groups do not require approval to join. Some of them are closed, so you will need to ask for permission to join. If you are member of any group, you can directly contact members in the same group. If you are going to be contacting lots of people from the same group, you will be reported, and your access to these groups will be revoked. However, this portal is great for creating lists of potential candidates, and you can find information about them on Google.

Meetup does not provide any search functionality on their site that will help you find candidates that meet your search criteria. This site is indexed by Google, and you can use x-ray searches through this search engine to find the people you are looking for.

Searching for user profiles

You can't use any search functionality on Meetup to find members with specific roles, but you can use the x-ray method.

Example: **site:meetup.com keyword "member since"**

You can also use **inurl:** for adding locations, but other operators are always using this method to x-ray meetup.

Example: **site:meetup.com inurl:London Java "member since"**

You can also use more complex strings with the OR operator.

Example: **site:meetup.com Developer (Java OR AngularJS) "member since"**

Together with the **intitle:** operator, you can get results based on the location.

Example: **site:meetup.com intitle:London Developer (Java OR AngularJS) "member since"**

You can also create x-ray strings that will target locations based on

hometowns that people add to their profiles.

Example: **site:meetup.com "Hometown: London" "member since"**

This tactic also works with Location fields.

Example: **site:meetup.com "Location: London" "member since"**

More complex strings could include more operators in one string, so you can also combine **inurl:** and **intitle:** in one string.

Example: **site:meetup.com inurl:members intitle:(target city) intitle:(keyword)**

You can also add more keywords if you are trying to narrow your results.

Example: **site:meetup.com inurl:members intitle:London intitle:Java J2EE**

These results will show you all members from London connected with Java who mentioned J2EE somewhere on their profiles.

You can also target US states. So if you are looking for all Angular operators located in California, you can just add “CA,” which will target all people from this area:

Example: **site:meetup.com inurl:"angular" inurl:"members" intitle:"CA"**

If you add an asterisk (wildcard operator) before the word with the **inurl:** operator, it will search for a keyword that matches one or more words in a phrase in the title of the page.

Searching through postal codes

Meetup also works with postal codes through two methods:

Method 1

If you know the postal code that you are targeting, you can just add it into your string. This example uses **EC1A**, which is a postal code in London:

site:meetup.com EC1A (Developer OR Programmer) Java

Then you will see all the results (meetups, members, and pages) that have this code mentioned on the page.

If you would like to only target members, you just need to add

inurl:"members" into your string like this:

site:meetup.com inurl:"members" EC1A (Developer OR Programmer) Java

Method 2

You can also replace the postal code with range operators like this:

site:meetup.com inurl:"members" "94016..94188" (Developer OR Programmer) Java

This string will target all meetup members living in this part of San Francisco who have the keywords Developer, Programmer, and Java in their profile.

You can also target people when you type the location name like this:

site:meetup.com inurl:"members" "Los Angeles" (Developer OR Programmer) Java

Meetup Area Code Trick

The source code of any page always shows interesting information that will be useful for any sourcer, especially when you are trying to build a search string. And the source code of Meetup is no exception.

Start by opening any Meetup page that is located in the area where you are targeting people. For example, if you are targeting people attending meetups in London, open the source code of the page and determine the postal code in that area. This Meetup is located in London, and EC1A 4DD is the postal code for that part of London:

```
<span class="locality" itemprop="addressLocality">London</span>,  
<span class="region" itemprop="addressCountry">United Kingdom</span>  
</a></h3>  
<span class="display-none" itemprop="postalCode">EC1A 4DD</span>
```

The good news is that it also profiles people who have this information, but the bad news is that everybody does not list this info. For instance, I checked postal codes in Brno (my hometown), and I wasn't able to find any information.

Searching for Recent Meetups

One way to search for recent Meetups is to add "Meetups are scheduled." You can use other operators in the string, so you can search for meetups that have London in the URL and Java as a keyword mentioned on their page. The inurl: operator is handy if you are targeting specific locations.

Example: **site:meetup.com inurl:London Java "meetups are scheduled"**

You can also use other strings to target "recent meetups":

Example: **site:meetup.com inurl:London Java "recent meetups"**

List of Meetups

If you need to search for a list of Meetups in a specific location or with a specific keyword, you can use a string like this:

**site:meetup.com (intitle:"meetup groups" OR intitle:meetups)
inurl:London**

You can narrow this search with more keywords in your string by simply adding the keyword or phrase at the end of the string.

Example: **site:meetup.com (intitle:"meetup groups" OR intitle:meetups)
inurl:London Java**

Meetup Files

People are uploading their presentations and other files on Meetup, and all data is stored at **files.meetup.com**. You can also use the x-ray method to locate the files that you are looking for like this:

site:files.meetup.com keyword

Meetup is a great site for sourcing, and it is one of the best tools for helping you target potential candidates that may not be on LinkedIn. People often post social links on their Meetup profiles, so you can easily jump from someone's profile to their LinkedIn page and message them there.

Sourcing: SlideShare

Many sites offer file sharing and other ways to make presentations. One of the leaders among them is SlideShare.net, which was acquired by LinkedIn in 2012.

SlideShare uses their own search and has some limitations, so if you would like to run a simple search, just put keywords in quotation marks.

Example: **"Resume" "Developer" "Java" "London"**

You can also target everybody who is using Gmail with this simple string:

"Resume" "@gmail.com"

You could find all files with URLs on LinkedIn with this simple string:

"Resume" "linkedin.com/in/"

The search on SlideShare is pretty simple, and because most SlideShare documents are public, you can google them with your x-ray search.

X-Raying on SlideShare

You can create x-ray strings similarly to the way you create strings for other engines. You can start by targeting keywords with **intitle:** like this:

site:slideshare.net intitle:resume "senior developer" London

This string is targeting SlideShare and looking for Resume in the title of the page, as well as the keywords Senior Developer and London.

You can also use different methods and target only keywords by using strings like this:

site:slideshare.net (keyword for resume) (search string) location

site:slideshare.net (resume OR vitae OR CV OR "curriculum vitae") (Developer AND Java) London

Note: Don't forget to target keywords such as Resume in different languages, especially if you are targeting people who are live in countries that don't speak English.

You can also simultaneously target **intitle:** and **inurl:** like this:

site:slideshare.net (intitle:resume OR inurl:resume) ("Junior Developer" OR "Senior Developer")

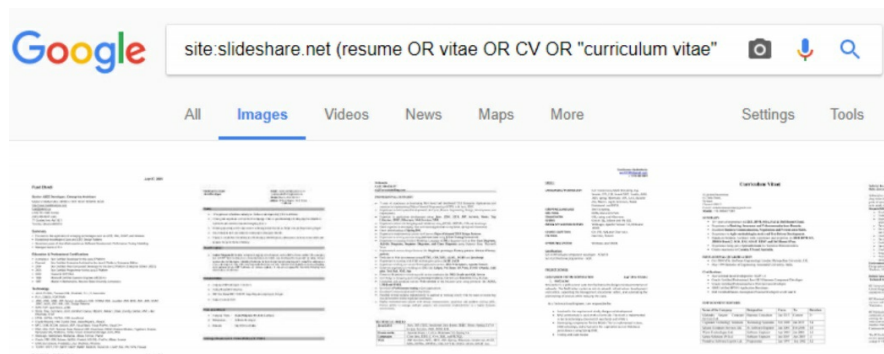
Excluding Keywords

You could exclude keywords from a search by using a minus symbol like this:

site:slideshare.net (resume OR vitae OR CV OR "curriculum vitae") (Developer AND Java) London -example -job

Image Search

If you would like to get results faster, the best way is to use the Image Search on Google. You will get the previews of the files matching your search.



Other than SlideShare, leaders in this field are edocr (edocr.com) and Scribd (scribd.com).

Multiple X-Ray Search

If you are targeting some specific keywords and are expecting fewer results, it's wise to combine more sites and create multiple x-ray searches.

These strings are a combination of 4 parts:

- 1) URLs of targeted websites
- 2) Keywords (job titles, locations, and keywords)
- 3) Advanced operators such as **intitle:** and **inurl:**
- 4) Operators that will improve your results by removing words

Example: **site:slideshare.net OR site:scribd.com OR site:edocr.com "Senior Developer" Java (intitle:resume OR inurl:resume OR intitle:vitae OR inurl:vitae OR intitle:cv OR inurl:cv) -sample -example -**

template

SlideShare Alternatives

There are also other sites where people create, store, and share their presentations. These presentations are great sources for email addresses. At the end of them, people add contact details, so they can be reached.

Other sites that allow people to create online presentations are Prezi (prezi.com), Speaker Deck from GitHub (speakerdeck.com), Haiku Deck (haikudeck.com), and Slides (slides.com).

Prezi

This site is very popular because it offers free accounts with the note that “your prezis will be publicly viewable, searchable.” This caveat is good for recruiters because it means you can target these publicly viewable presentations.

Examples:

site:prezi.com intitle:resume Developer

site:prezi.com intitle:resume Developer (phone OR Tel OR "email")

Speaker Deck

Because this web is owned by GitHub, their users have the option to create an account through GitHub. Therefore, you can easily search their profile by using their name, an Image search in Google Chrome, or any other image search. (See the section about turning every tool into a sourcing tool.)

When you have their GitHub account, you can find their email address. (The specific way to do that is described in the chapter about GitHub.)

The Boolean strings are the same as other websites.

Examples:

site:speakerdeck.com intitle:resume

site:speakerdeck.com "linkedin.com"

site:speakerdeck.com ("linkedin.com" OR "twitter.com")

site:speakerdeck.com ("linkedin.com" OR "twitter.com") Developer

Document-sharing sites

People use many websites to share their data. I always try to act like a typical user. I use the Google version for the location that I am planning to target, and I use keywords to try to find sites that upload documents. I try phrases like “upload file,” “upload a document,” and “where to upload presentation.” I also try using the Google autocomplete function, because there is a high probability that other people are also using it.

All of these sites x-ray in similar ways.

Examples:

site:docdroid.net intitle:resume

site:uploadfiles.io intitle:resume

You can also target specific sites where people create resumes, and you can combine multiple x-ray searches by removing some keywords, such as **intitle** and **inurl**.

Example:

site:visualcv.com OR site:resumebucket.com "(Developer OR "Senior Developer") (Java OR JavaScript)" -intitle:job -intitle:jobs -inurl:job -inurl:jobs -sample -template

Many interesting websites offer data sharing for free, especially for sharing a new presentation or resume. Most of these sites are accessible through a Google x-ray search. When you find a new website, just try creating your own x-ray search, and see what the site can offer you.

03.11

Sourcing: Google+

To some people, Google+ (<https://plus.google.com/>) is a ghost site, which almost nobody actively uses, at least compared to LinkedIn. However, this site still has around 300 million monthly active users. Therefore, it could still be an interesting source of candidates if you know how to find them.

In this section, you will learn the basics of how to find candidates on Google+.

Google+ is not a professional network, so don't expect to see all the resumes that are on LinkedIn. Everybody on Google+ does not fill in their job title or area of specialization. But Google+ is still a great place to find candidates who are invisible to other recruiters, simply because they are looking on LinkedIn. Also, you can find really great candidates on Google+ without the fear that you are going to be stopped by a limitation that you might experience on LinkedIn when you have a free account.

Basics Strings for Google+

Basic x-raying is very easy. You can use the **site:** operator (**site:plus.google.com**) with keywords that you would like to target.

Example: **site:plus.google.com Java Developer**

Searches Based on Location

Through an x-ray search, you can also target information other than keywords. For example, if you need to find a developer who lives in London, the easiest way is to add ("lives * London") and the keyword Developer:

site:plus.google.com ("lives * London") developer

This simple string will give you lots of results, but as a recruiter, you don't have time to check every single URL, especially when you sometimes get around ten thousand URLs as results. Adding this small part of the string into your search will limit the results and remove URLs that are not Google+ profiles:

-inurl:(posts|about|photos|videos|plusones)

The whole string that you can use for your search for a developer that is living at London will look like this:

site:plus.google.com ("lives * London") developer -inurl:(posts|about|photos|videos|plusones)

Sometimes, you can search for candidates who live in London, even if they are not there anymore. Just replace “lives” with “lived,” and you will get all the developers on Google+ who previously lived in London:

site:plus.google.com ("lived * London") developer -inurl:(posts|about|photos|videos|plusones)

Or you can combine the searches to find both kinds of people:

site:plus.google.com ("lives * London" | "lived * London") developer -inurl:(posts|about|photos|videos|plusones)

Searches Based on Employers

You know that company XY has the right developers for your company, but how can you find them on Google+?

Let's start with the same string as before. We are going to look for a developer who lives in London and works for Google (or any other company you would like). So take the string you used before and add "**works * Google**":

site:plus.google.com ("lives * London") developer "works * Google"-inurl:(posts|about|photos|videos|plusones)

This string searches for all candidates that are working as a developers for Google in London.

But what if you would also like to find all candidates still living in London, who used to work for Google? You can use a similar trick. In this case, just replace “works” with “worked.” The string for a developer who worked for Google and is still living in London will look like this:

site:plus.google.com ("lives * London") developer "worked * Google"-inurl:(posts|about|photos|videos|plusones)

If you don't want to be specific about where candidates work, you can just use "**works ***" instead of "**works * Google**":

More Keywords

Are you looking for a developer in London, but would like to be sure that you cover all roles? If so, you can add more keywords for different job titles. For example, instead of looking for only developers, you can add keywords such as Programmer and Development Engineer.

We are going to use the same string as before, but this time, you will replace Developer with a more complex string:

(programmer|"development engineer"|developer|"full stack engineer")

The whole string is going to look like this:

site:plus.google.com ("lives * London") (programmer|"development engineer"|developer|"full stack engineer") "works * Google" -inurl:(posts|about|photos|videos|plusones)

If you would like to find developers who lived in San Francisco and are still working at Google, you are going to use the same trick that you learned before. You would simply replace “lives” with “lived”:

site:plus.google.com ("lived * San Francisco") (programmer|"development engineer"|developer|"full stack engineer") "works * Google" -inurl:(posts|about|photos|videos|plusones)

Then you will get a result for all the people with those job titles who are currently working for Google and have lived in San Francisco.

Note: People change jobs quite often. Results may vary, or they may not display anything at all.

Google+ Email Hack

To find candidates on Google+ and see the photos on their profile, you just need to guess their Gmail address. (This trick doesn't work with any other email providers.)

Most professional email addresses are made by `firstname.lastname@`, `lastname.firstname@`, `firstnamelastname@`, or `lastnamefirstname@`.

Other variants of common email addresses include:

`lastname@gmail.com` (example: `doe@gmail.com`)

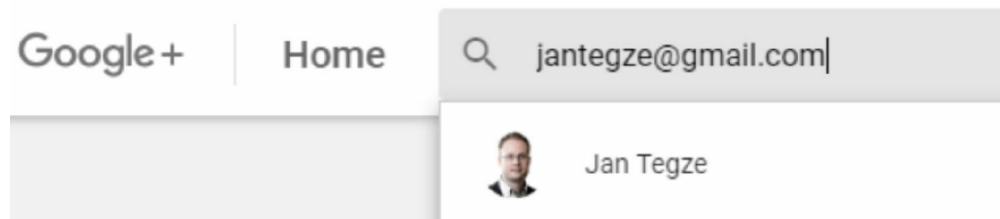
`firstname@gmail.com` (example: `john@gmail.com`)

`firstname+lastname@gmail.com` (example: `johndoe@gmail.com`)

firstinitial+lastinitial@gmail.com (example: jd@gmail.com)
firstinitial+lastname@gmail.com (example: jdoe@gmail.com)
first initial.lastname@gmail.com (example: john.doe@gmail.com)

But there are many other options.

After you type a possible email address, just insert it into the search box. When you have a correct address, you will see the profile photo of the targeted person.



Note: Gmail does not support underscores, so john_doe@gmail.com would not work.

Sourcing: Other Websites

So far, you've learned how to create Boolean search strings, how to use them on many social websites, and how to combine them with various Boolean operators. However, I haven't addressed other techniques yet.

Natural Language

When using "natural language," you will target part of the text in the same way that people normally write. I learned about this method from Mark Tortorici (an expert and trainer in sourcing and recruiting) on Sourcecon^[11] conference.

This language involves a combination of the keywords I, he, she, is, was.

"(i OR he OR she) (is OR am OR was)" will target all text combinations of "He is," "he was," "I am," and "I was." Combining these keywords, you can use this type of sentence: "I was a developer."

Examples:

I (m OR am) (a OR an) Keyword

(I OR he OR she OR his OR her) (am OR was OR have OR work OR worked)

More complex examples:

("about me" OR profile) ("i am" OR "i have" OR "i developed" OR "i develop" OR "my interest" OR "my interests" OR "my focus") (passion OR interest OR learning) ("data analytics" OR "data science") (bscs OR mscs OR "computer science") -site:linkedin.com-site:edu

"i (develop OR design OR create OR developed OR designed)" (products OR product) ("consumer electronics" OR "mobile devices" OR "tablets") (msme OR bsme OR "mechanical engineering") -jobs -careers

You can also use it in combination with other Boolean operators like this:

site:twitter.com "Web Developer" Java "(i OR he OR she) (is OR am OR was)"

Don't forgot to use the native language of the candidates you're targeting. For instance, if you're targeting people in France, you'll get more results if your strings are in French.

Blogger.com

Blogger.com is a blog-publishing service that allows users to write blogs for free. This site is owned by Google, and it's very popular among bloggers.

Example: **site:blogger.com/profile Developer Java London**

Xing

Xing is the Eastern European equivalent of LinkedIn, and it is very popular (and mainly used) in Germany. If you are looking for candidates in that market, you should definitely target this website. Since most Xing profiles are in German, you will have the advantage over recruiters who are sourcing only in English.

Xing has two types of accounts, first one is the basic one, which has some limitation, like you can view maximally fifteen profiles per search, you don't have advance search options and you can send only connection requests and no inMails. The second option is Xing premium that is similar to LinkedIn premium. You will get advanced search filters; send messages to people outside your network and more.

X-ray search will find only profile of Xing users that allowed having their profiles to visible public and search engines like Google.

If you have a Xing account, you can use search fields in your dashboard. Most Xing search fields support Boolean operators. If you don't have an account, you can still use Xing public search

<https://www.xing.com/publicsearch/> or x-ray Xing through search engine.

Note: Keep in mind, that Xing is mostly used in Germany so don't expect profiles from other countries like China etc.

X-Raying Xing

The basic string will include site: operator, URL and keywords.

Example: **site:xing.com/profile Developer**

By using the **intitle:** operator, you can exclusively target people who stated

that they are working as a freelancers:

site:xing.com/profile "Web Developer" Munich intitle:freelancer

Or if you are looking for a specific company, you can replace the word Freelancer with the name of the company like this:

site:xing.com/profile "Web Developer" Munich intitle:accenture

You can target other professions

Example: **site:xing.com/profile Accountant Munich intitle:accenture**

Xing also have cominiYou can also target communities on Xing. For instance, if you would like to find a community for developers:

site:xing.com/communities/groups Developer Berlin Java

This search will show you groups for Developers in Berlin who use Java.

An x-ray search also offers you the ability to target posts like this:

site:xing.com/communities/posts keyword

Tumblr

Tumblr is a combination of Twitter and Blogger, so it's a microblogging and social media website. Users can easily post multimedia and other content to a short-form blog.

There are many ways you can create Boolean strings for this website.

But because the site is full of job postings and other irrelevant data, I frequently use natural language in my strings (specifically "I am").

Example: **site:tumblr.com inurl:post "I am" "Java Developer" -intitle:job* -intitle:hiring**

Behance

Behance is a networking site where designers and other creative professionals share their portfolios. Therefore, it is a great place to search for designers.

For instance, you can find profiles and portfolios for designers and marketers with a string like this: **site:behance.net "on the web"**

Dribbble

Dribbble offers a free search that could be useful if you want to find candidates who list the keyword that you are targeting in their skills. It also offers a Pro Search option, which costs money but allows you to search according to skills and location.

To create a string for Dribbble, use the site: operator and keywords.

Example: **site:dribbble.com "Product Designer" London**

The above string shows all pages with the keywords Product Designer and London, but it also shows many pages that are not user profiles. In this case, you need to use the -inurl: operator to remove irrelevant pages.

**site:dribbble.com "Product Designer" London -inurl:
(location|members|teams|shots|skills|projects|jobs|places|click|page|pages)**

If you would like to target all the user profiles that have LinkedIn URLs on their profiles, you can use the keyword Click, together with inurl:.

Example: **site:dribbble.com "UX Designer" inurl:click LinkedIn**

This search will target all UX designers on Dribbble.com that added LinkedIn profiles to their Dribbble profile:

You can also use **site:dribbble.com "UX Designer" inurl:linkedin**, which could be a good way to get fewer results. This will target designers that has their LinkedIn profile URL on their Dribbble profile page.

You can also target many other things by adding the word Click, then a keyword like Twitter, Instagram etc..

Example: **site:dribbble.com "UX Designer" inurl:click twitter**

Other keywords you can add after Click are:

- Instagram, which will redirect you to an Instagram profile
- Site, which will redirect you to their personal site or blog, where you can find more information or email addresses
- Medium, which will redirect you to their medium.com blog

You can also target people who want to be contacted about being hired. Just add the keywords "Hire Me" into the string.

Example: **site:dribbble.com "UX Designer" London "Hire Me"**

The above string will find all UX designers in London, who are open to freelance jobs. However, you will get lots of irrelevant results. You can use the **inurl:** operator and remove the pages that are not pertinent to you.

Example: **site:dribbble.com "UX Designer" London "Hire Me" -inurl:(location|members|teams|shots|skills|projects|jobs|places|click|page|pages)**

Tip: To target keywords of these last two sites on LinkedIn, just type **(behance OR dribbble)** into the search box. But many people type Dribbble as Dribble, so it is better to include the typo version as well. The same advice about typos is also applicable for Google x-ray search.

Gravatar

A Gravatar is a **Globally Recognized Avatar**. You can upload it and create a profile. Then when you participate in any Gravatar-enabled site, your profile image will automatically follow you there.

Many people use the Gravatar service, so you only need to use a basic search that includes the operator **site:.**

Example: **site:gravatar.com Developer London**

Airbnb.com

If someone doesn't have a LinkedIn profile, sometimes you can find their occupation on Airbnb. And you can also discover new people there with the similar occupations.

The URL of all Airbnb users starts with **https://www.airbnb.com/users/show/**. After the **/show/**, they have a unique number. You can target that website with the site: operator and add **airbnb.com/users/show/** or just **airbnb.com/users**. Both versions will work.

Example: **site:airbnb.com/users "Developer" "London"**

More complex example: **site:airbnb.com (inurl:users OR intitle:guidebook) ("software engineer" OR programmer OR developer)**

When you find the profile that you are looking for, you can run the reverse image search, and find other websites where that candidate is located.

Couchsurfing.com

Similar to Airbnb, Couchsurfing provides a platform for members to stay as a guest in someone's home, and it's also a social networking website.

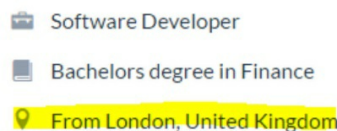
When you are creating the string for this site, you need to target the folder **/users**, where all user profiles are stored. This search will show all people with these keywords:

site:couchsurfing.com/users Developer London

If you would like to be sure that, the person is living in the London, use "From location" in your string like this:

site:couchsurfing.com/users Developer "From London"

Every user can select a location, which is visible on their profile and you can use it in your search string.



You can also target email addresses of people when you add "@gmail.com".

Example: **site:couchsurfing.com/users "@gmail.com"**

And you can target people on this site through their language skills.

Example: **site:couchsurfing.com/users Developer "Fluent in Spanish"**

.ME domains

The domain extension .ME is the internet country code for Montenegro, and it's also a very popular domain for personal websites and blogs. That's why it's important not to forget to target this site during your searches.

Targeting all .ME domains could be done using the site: operator and connecting .me to it. You can also add -job, -jobs, or any **intitle:** and **inurl:** operator.

Example: **site:me London ("Web Developer" OR "Senior Developer") -job -jobs**

If you are looking for graphic designers or any person who has a portfolio, you should add the relevant keywords into the string like this:

site:me "Brand designer" OR "Logo Designer" OR "Graphic Designer"

London portfolio

About.Me

About.me is a well-known website that offers a personal web-hosting service. It is characterized by its one-page user profiles, each with a large (often artistic) background image and abbreviated biography. It is also a site where people can add popular social networking websites and other external sites.

You can use the same strings that you used for .ME domains.

Examples:

site:about.me Developer London

site:about.me "Brand designer" OR "Logo Designer" OR "Graphic Designer" London portfolio

You can also target email addresses in the profiles by adding "@gmail.com" into the string.

Example: **site:about.me Developer London "@gmail.com"**

And you can target other email providers.

Example: **site:about.me Developer London ("@gmail.com" OR "@outlook.com" OR "@hotmail.com" OR "@yahoo.com" OR "@yandex.com")**

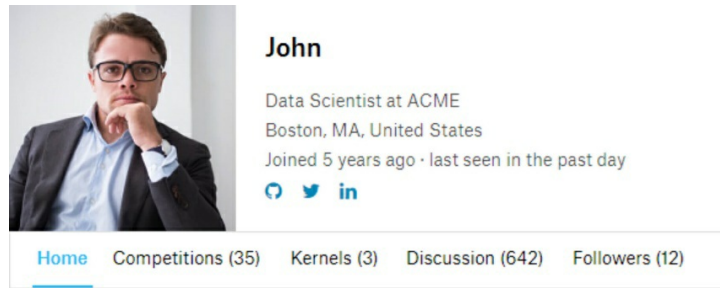
If you are not sure which email provider you are using, you can replace @gmail.com with "contact me at".

Example: **site:about.me Developer London "contact me at"**

Kaggle

If you are looking for data scientists, Kaggle.com is a great place to find them. Kaggle has a search field on their website. But if you would like to quickly find people, you should use the site: operator and x-ray this website through Google.

You can target various folders, such as **kaggle.com/users**. But you should always check the profile page for keywords that they all have in common. In this case, it's the "last seen" part:



You can try to include and test many other words or phrases from the profile pages to find new ways. This string will show all people who have a Kaggle profile and are located in London:

site:kaggle.com "last seen" London

You can combine two parts of the information from the profile page, such as "last seen" with "joined 2 years ago." This search will show all people who have had Kaggle profiles for at least 2 years and are located at London:

site:kaggle.com "last seen" "Joined 2 years ago" London

AngelList

AngelList is a free platform that connects startups to job candidates and investors. For our recruiters, it's a great place to find designers, developers, and candidates that are interested in working at startup companies.

This string will give you some relevant results, but it will also show results for many websites that you don't want to target:

site:angel.co Developer London

However, this string will target two keywords and remove the irrelevant pages from your search:

Example: **site:angel.co Developer London -inurl:
(jobs|salaries|search|news|followers|activity)**

Lanyrd.com

Lanyrd is a conference-directory website. It's full of blog posts, photos, and other coverage from events, and it keeps everything organized according to session and speaker. If you are looking for public speakers who are considered influencers in their communities, you should definitely consider Lanyrd as a sourcer for these people.

Profiles of Lanyrd users are under the /profile folder, which you will need to target with the site: operator.

Example: **site:lanyrd.com/profile Developer London -inurl:(attending|tracking|past|future|sessions)**

You can also target any parts of the sites if, for example, you would like to get results that contain LinkedIn profiles.

Example: **site:lanyrd.com/profile Developer London "LinkedIn profile" -inurl:(attending|tracking|past|future|sessions)**

You will get more accurate results if you use the location name in the same way. You can see how in the profile pages of users.

Example: **site:lanyrd.com/profile Developer "London in England" -inurl:(attending|tracking|past|future|sessions)**

If you are looking for Twitter accounts, you should use "on Twitter."

Example: **site:lanyrd.com/profile Developer London "on Twitter" -inurl:(attending|tracking|past|future|sessions)**

Quora.com

Quora is a question-and-answer site where questions are asked, answered, edited, and organized by its community of users. Quora also offers keyword searches, where you can locate discussion threads.

The best way to source on Quora is to stay active. So if you are consistently answering questions from your Quora profile, you will get more visibility.

If you would like to x-ray Quora, you can use the site: operator. You need to target the folder where all profiles of users are stored.

Example: **site:quora.com/profile/ Developer London**

Resumup.com

ResumUp offers an online platform that allows users to create visual resumes. Hundreds of other sites are similar to Resumup.

This string is a simple combination of the site: operator and keyword:

site:resumup.com Developer

You can also add other parameters into this string to target specific information. In this case, you're targeting all resumes that have "@gmail.com":

site:resumup.com Developer "@gmail.com"

This search will show you results with the keyword Developer, which also contain the email address @gmail.com.

Amazon AWS and Microsoft OneDrive

You already learned how to target Google Apps and search for resumes and files through Google.

But don't forget Google's competitors: Microsoft OneDrive and Amazon Web Services (AWS). AWS offers cloud-computing services for both individual users and companies, and many of them store data on that service.

How to create a search string for Microsoft OneDrive and Amazon Web Services

The string is combination of the site: operator URL for this service and keywords

site:onedrive.live.com Keyword

site:s3.amazonaws.com Keyword

You can use many operators like **filetype:** or **intitle:** or combine them.

Examples:

site:s3.amazonaws.com attendees filetype:xls

site:s3.amazonaws.com intitle:attendees filetype:pdf

site:s3.amazonaws.com "recruitment plan"

Search without the site: operator

You already learned how to x-ray many popular websites, but in many cases, you also don't need to use the site: operator. You can target all the sites that are indexed by Google if you remove the site: operator from the string and use another operator, such as **inurl:**.

This string will show you results when a resume is part of the URL, and it

will target the keywords London, Google, and Java:

inurl:resume London Google Java

You can also replace the **inurl:** with **intitle:**, and you will target the same keywords.

Example: **intitle:resume London Google Java**

This string will show you speakers on Tedx between 2012 and 2015:

inurl:speakers tedx 2012..2015

Remember

When you are creating a Boolean string, always try to simplify it. The goal is not to create a complex string, but to make sure that the string effectively finds the data you're looking for.

Sourcing: Hacking Bit.ly and Other Shorteners

Bit.ly is a link-management platform established in 2008, which shortens around 600 million links per month. People use it to shorten URLs for articles that they share on social websites, or if they would like to keep track of how many people clicked on a URL. You've probably already used Bit.ly, but have you ever thought about using it for sourcing?

Track how your competitors are doing

Lots of your competitors and big companies use bit.ly, since it's such a great tool to see how their activities are performing. The easy way is to take their bit.ly URL and add a + sign at the end.

Example: This link will redirect you to the list of all articles:

<http://bit.ly/lnkdarticles>. But this link will also show you how many people clicked on it: **<http://bit.ly/lnkdarticles+>**.



The same trick works for Goo.gl and other shorteners. Adding a + sign will reveal that the URL that was shortened; this could be handy, especially when you are not sure if you should click on a link that could lead you to a website that contains viruses.

Sourcing Through Bit.ly

People use Bit.ly for various links, sometimes ones that they only share with a few people. Google bot also indexes bit.ly links, and with the right x-ray search, you can find interesting data, such as company org charts and hidden resumes.

Because bit.ly is also used for sharing templates, job offers, and other files, it is wise to add **-sample -template -jobs -job** at the end of your string.

Example: **site:bit.ly resume Developer Java -sample -template -jobs -job**

You can use also add **intitle:** operator into your string or you can target different words in your string.

Google also offers the **filetype:** operator if you only need to find files with specific extensions.

Example: **site:bit.ly filetype:pdf Developer Java -template -jobs -job**

You can replace the **bit.ly** address with the URL of a Google shortener, which will also work.

Example: **site:goo.gl resume Developer Java -sample -template -jobs -job**

And don't forget that you can x-ray similar services, such as Bit.ly and Goo.gl.

Sourcing: TLDs and WHOIS

Finding the contact details of a person is easier than ever before. People are sharing more and more information, so they now have a large digital footprint.

Many people own domain names that they use for private blogs, presentations, projects, and companies, which is great news for any recruiter. With the right skills and enough time, you can find almost all the contact details of the domain owner.

Finding the personal contact details of potential candidates (especially if they are not on LinkedIn) will always give you an advantage over your competitors.

gTLD and ccTLD

However, before you learn how to uncover contact details from a domain name, you must understand what gTLD and ccTLD are.

You are most likely familiar with TLDs such as .COM, NET, .INFO, and .EU. But beyond these generic top-level domains (gTLDs), there are country-code top-level domains (ccTLDs). ccTLDs represent specific countries, such as .BE (Belgium) and .AT (Austria).

Subdomains

Subdomains are extensions of domain names. They're like second websites with their own unique content, but there aren't any new domain names. For instance, if your URL is domain.com, your subdomain name will be user.domain.com, blog.domain.com, or news.domain.com.

Sometimes, if you find a blog, you need to check the main domain.

Example: **example.wordpress.com**

In this case, you will see that this blog is posted on WordPress.com, but you won't be able to find contact details connected with the blog owner through WHOIS database. However, if a candidate is using this hosting platform with his own domain, you can try to find the contact details there because this domain is connected with the owner and only hosted on wordpress.com.

Every domain contains contact information for the owner, which is what you're looking for.

Note: Some domain providers and users hide their contact details due to the data protection of their users.

WHOIS Database

WHOIS databases (such as whois.com) give you the ability to look up any generic domains (such as google.com) to find the registered domain owner. It is basically a search-registry database that stores addresses, emails, and phone numbers of the domain-name owners.

Lots of domains use their own databases. (For example, eurid.eu is the database for .EU domains.) However, some sites will not show you the data that others do, so try a few to see which one works best for you.

If you are looking for a WHOIS database for a domain other than the standard .COM or .NET, you can google the WHOIS databases for your domain extension. Then you can more effectively find contact details than you can on whois.com.

Domain Sourcing

Your search for candidates should always start by creating your own Boolean string. When you run your string on Google, you will find some talented people. But perhaps their profile doesn't display their phone number, email address, or link to their Contact Me page. If not, they may mention a domain name. If they do, you can still easily find out all their contact details.

Sometimes, when you visit their website, they may mention their phone number, email address, or contact form on their website. But in most situations, they don't. Sometimes, you will only see an Under Construction message, but no contact details. You can try to check archive.org for older version of the site with contact details or try check the WHOIS database for contact details.

In the picture below, the developer is using a .EU domain (I changed it to a nonexistent .EU domain and blacked out the personal information.)

Joe Doe top 5% overall

I am (not) Invisible recruiter

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec tincidunt ex quis ante aliquam feugiat. Suspendisse at lectus id massa iaculis mattis. Nunc suscipit turpis in felis sollicitudin, ullamcorper fringilla purus accumsan.

147 answers 24 questions ~154k people reached

Prague, Czech Republic

some domain.eu

Member for 4 years

128 profile views

Last seen 23 hours ago

So how can you get this user's contact details? The easiest way is to visit a registry such as EURid, enter the domain name, and check the results. With the help of EURid, you can easily find phone numbers and email addresses, which will work for most other domains.

If you are looking for details from other domain extensions, you will need to find the registrar websites of gTLDs and ccTLDs. For .EU domains, you will need to use EURid, but for .SK domains, you will need to use SK-Nic.

REGISTRANT	
Name	
Organisation	
Language	Czech
Address	 Praha 1 Praha CZ
Phone	+420
Fax	+420
Email	.cz

What if you find a domain that couldn't be found on whois.com? Then how do you access the WHOIS database to find information about the owner? The easiest way is to type WHOIS and the domain extension that you are looking

for. For example, if you are looking for contact details for Japanese domains, google whois.jp. If you need to find contact details for domains such as blog.jp, you will need to google the WHOIS database that works with .jp domains.

In the WHOIS database, if you add the domain name blog.jp, you will see a result like the image below, which includes an email address and phone number:

Contact Information:	
[Name]	
[Email]	
[Web Page]	
[Postal code]	102-8282
[Postal Address]	, Chiyoda-ku Tokyo 102-8282 Japan
[Phone]	
[Fax]	

Note: Would you like to find a website with a subdomain such as blog.domain.com, and search for contact details? If so, don't search for blog.domain.com in the WHOIS database. Rather, only search for domain.com.

WHOIS Guard Privacy

More and more domain owners are trying to hide their contact details from both recruiters and various types of spammers and scammers. Many .COM and .NET extensions offer protected registrations that are not traceable to the real owners. Some of these companies also try to obfuscate as much information as they can about the domain owner.

In Britain, owners of .CO.UK addresses have the option to completely anonymize public information, so they are not able to trace the real owner. Meanwhile, other countries publicly show their domain records.

If owners want to hide their details, they need to use WhoisGuard Privacy Protection. This service removes as much of the personal info from the publicly accessible WHOIS database as possible and protects the owner's privacy online. But every domain does not have the opportunity to hide contact details, and every user does not activate this option.

Uncovering Candidate Details

Don't forget: Even if you find all these contact details, you do not have the right to spam them with every open role you have! **ALWAYS do your research before you approach a candidate.** If you are a recruiter who usually offers JavaScript jobs to Java Developers or IT Helpdesk roles to project managers, spend your time understanding the role and the profile of the candidate. Then you will know if they are a match before you contact them.

Sourcing: Candidate's Emails

As recruiters, we can use a number of plugins and many other ways to search for email addresses that people are using.

Before you start searching for an email, you need to understand how company email addresses are made. Most are made by using `firstname.lastname@` or `lastname.firstname@`, or you can remove the dot.

There are many ways to find the email address of somebody. The easiest one is to ask somebody who knows that person. You can also use many Chrome plugins that reveal email addresses from LinkedIn profiles. Of course, it only works if the person has a LinkedIn profile, and you plug in the correct email address.

The other methods for finding email addresses are:

First Method

Names in quotes + domain name also in quotes.

Example: **"John Doe" "gmail.com"**

You can replace gmail.com with any other popular domain, such as outlook.com, protonmail.com, yandex.com, yahoo.com, mail.com, aol.com, or icloud.com.

Second Method

You will need to use quotes again, and add a keyword, together with two asterisks and targeted domain name. Google does not recognize the @ sign, but you can replace it with * and spaces on either side of the asterisk.

Example: **"email * * ibm.com"**

You can also add the keyword Contact to your string.

Example: **"email OR contact * * ibm.com"**

Many international companies have a larger number of employees using subdomains for their email addresses. For example, IBM uses us.ibm.com for people who are living in the US. So in the above examples, you should

replace `ibm.com` with `us.ibm.com` if you would like to target email addresses in the US.

Example: **"email * * us.ibm.com"**

Third Method

You can target sites such as LinkedIn with the right keywords and domain names of email addresses on their profiles.

Example: **site:linkedin.com/in OR site:linkedin.com/pub London Developer Java gmail.com | yahoo.com | outlook.com | hotmail.com**

Sometimes, the simplest string could also show you great results.

Example: **site:linkedin.com ibm.com**

Fourth Method

You can use a service such as `name2email.com` or `hunter.io`. These tools will automatically generate the most common email patterns for a targeted email address. The best feature about `name2email.com` is that it is free. `Hunter.io` can also verify an entire list of email addresses, and you get 150 free searches per month. There are other similar services, such as `anymailfinder.com` and `voilanorbert.com`.

Fifth Method

In the section “Uncovering Candidate Details from Domain,” you learned how to get publicly accessible email addresses from WHOIS data. There are dozens of services that you can use just for this method.

Sixth Method

You use some services such as **`spokeo.com`**, which offer a reverse email search. Specifically, you input the name, phone numbers, physical addresses, and social networks attached to that account. It’s not the fastest or most effective method, but it can be handy if you have an email address that is not indexed by Google, and you would like to find out who it belongs to.

Email Verification

There are also several options for verifying email addresses:

1. The easiest way to find out if an email address is valid is to send an

email to that address. If the email bounces back to you, it is invalid.

2. The second tool is Rapportive (**www.rapportive.com**). After you install the plugin into your browser, you can simply put an email address into your Gmail. And if Rapportive knows that person, you will get their LinkedIn profile and other social media links. You can create more versions of the email address (such as john.doe@, jdoe@, and johndoe@), and paste them all into a Gmail draft. If you hover over each of these possible email addresses, you will find out which ones are valid.

There are many other tools similar to Rapportive, such as Discoverly.

3. Many online services verify email addresses, including:

- <https://tools.verifyemailaddress.io>
- <http://www.verifyemailaddress.org/>
- <http://www.mailtester.com/testmail.php>

Note: Some SMTP servers don't allow email verifications. The email could be valid, but the testing tool will mark it as invalid. In this case, if you suspect that the email is valid, you should try to send it. The worst-case scenario is that the email will bounce back, and you will get an error message.

Summary

Finding email addresses for your candidates is also a great way to find their contacts in the same field. For me, it is the best way to discover new sources of candidates who are not on LinkedIn.

03.16

Sourcing: ATS

This method is frequently overlooked by recruiters. In my experience, many recruiters go to LinkedIn to look for fresh candidates, but they do not search the applicant tracking system (ATS) of candidates. Candidates may have been rejected in the past, the resumes could be old, or candidates could now have completely different positions.

Internal ATS is still one of the best sources of candidates. You already have all the data about ATS candidates, and all the contact details are there too. The only thing you need to do is consider previous applicants. Also consider whether they have moved in the last three years, or if they have gotten a promotion.

Do you have lots of old resumes in your database and don't know what to do with them? Is your excuse is that you need to spend more time to find if out they are still valid? If so, you have two options.

The first thing you should consider is to enrich your resume database. In ATS, your resume will be automatically enriched and updated by software that companies such as Restless Bandit, HiringSolved, and TalentIQ use. This technology will keep your stored resumes up-to-date, so you can find out their new skills and experience. They could have transformed into just the candidates that you are looking for. But if you still comparing their old resume with your new search, there will never be a match.

Together with customized alerts, you could also be informed about any suitable candidates that are matching your search query.

Check the sources of the candidates that you hired in the past. Sometimes, you'll find a site that you overlooked, and it could be again the right source for candidates.

Boomerang Employees

There are benefits and drawbacks to hiring returning employees (sometimes called boomerang employees). Hiring a boomerang employee could save you time and money during training, and these employees also understand the company's culture. But hiring boomerang employees is not cheap or easy.

And not every employee who quit is a good candidate for being rehired. Some people that were fired or forced out will not be the right fit for the company, even after ten years.

But have you ever considered candidates that left on good terms? If so, do you still have their contact details in ATS?

Rehired employees can bring new ideas and new processes. Take advantage of the new skills they've gained from working somewhere else. They also could have a positive effect on morale. Current employees will see that there is a possibility to come back if they leave, and they may appreciate this fact. Team members could also find out that the grass isn't greener on the other side.

Newsletter

In my experience, many recruiters are scared of this option, because they think people will view newsletters as spamming. Newsletter is great option how to reach candidates that you have in your database for some years. You can reach out all of them with few clicks and see if some of them are currently looking for a new job or they are open to discuss some opportunity in near future.

Sending newsletter through sites like Mailchimp is super easy, and it's free up to 2,000 subscribers. And even if you pay \$100 USD, reached 10,000 people, and hire one person, it will still be the cheapest hire you will get.

Very often, I hear recruiters say that they are not willing to do send newsletters because they don't know what to say, and they are afraid that somebody will ask them to remove them from their list. But even if 10 people ask you to remove them, enough people will send you an updated resume or recommend some of their friends that it will be worth the loss.

I was also afraid when I sent my first Newsletter. I was expecting many of the 1,308 people I contacted to report me as a spammer. But in the end, only one person asked me to remove him from ATS, and 21 people asked to be removed from receiving a newsletter. But I got 2 hires. The price was \$10 dollars for sending the newsletter. My cost per hire was \$5 USD per hire.

I am not recommending that you send the newsletter candidate every single month, but once a year could do the trick for refreshing your old resumes.

Don't be afraid to bring old resumes back from the dead. Just choose the right technique and a good ATS. Then you will be more effective, and you will improve the candidate experience.

Turn the ATS of your competitors into your advantage.

Sometimes, you would like to find out what your competitors and other companies are looking for in your area. You can use Indeed. But since every company doesn't use it, you can target companies based on ATS.

The string is combined with the **site:** operator and domain name of that site. You should also consider using **intitle:** for the filtering the results.

For example, if you use **intitle:jobs** for workable.com, you will get a list of their customers. But if you change it to Apply Online, you will get a list of all sites.

Examples:

site:workable.com intitle:jobs Developer London

site:workable.com intitle:"Apply online" Developer London

site:taleo.net intitle:careers "Senior Developer" London

site:jobvite.com intitle:careers "Developer"

site:icims.com/jobs Developer London

You can target most ATSs that are hosted through the cloud. Just find the URL and use the operators **site:** and **intitle:.**

Sourcing: International Sites

When you are seeking candidates, you should not exclusively focus on one location during your search. Especially when you work in the EU, the market is much bigger when you have various options while searching for your candidates. However, it's important to keep in mind that everybody doesn't share their profile in English. Lots of sites exist because people can use them to discuss and share information in their native languages.

Below are two examples of these sites, on which people can share information in their native language. I am sharing these sites because I have personal experience with them, but there are thousands of others that you can use that are in your field, not IT (the field I recruit in).

If you are looking for candidates in a country that is not an English-speaking country, try to use local languages in your search. For instance, if you are looking for a graphic designer in Russia, you should also incorporate the position in the Russian language графический дизайнер” = Graphic Designer) into your search. Do not forget that people will use the local names for locations. For example, the Ukrainian city **Lviv** will be listed as "Львів," and the Russian capital **Moscow** will be listed as "Москва."

Ukraine and Russia have huge markets of developers, which is one of the places I frequently search for new candidates. But there are some facts that you need to consider when you are searching on these markets. For example, in Russia, VK.com is more popular than Facebook, Yandex.com is more popular than Google, and dou.ua is more popular than Stack Overflow.

DOU.UA

Dou.ua is a professional development community, similar to Stack Overflow. Since 2005, it became the leading site for software developers in Ukraine. If you are looking for developers, this site shouldn't be overlooked during your search.

How to search on DOU.UA

You can easily create the x-ray search for public profiles that are located under /users.

Example: **site:dou.ua/users keywords**

If you are going to search for a person living in Kiev with Python knowledge, the string will look like this.

Example: **site:dou.ua/users Python Kiev**

The name Kiev could also be replaced with variants of that name, such Kyiv or Київ.

Examples:

site:dou.ua/users Python **Kiev**

site:dou.ua/users Python **Kyiv**

site:dou.ua/users Python **Київ**

And every string will find you new candidates.

MOIKRUG.RU

Moikrug.ru is the largest social network for Russian-speaking professionals. This social network site translates into “my circle” in English, helps people keep track of contacts, and allows users to find their classmates, university friends, and former colleagues. The majority of MoiKrug.ru members live in Russia (84%), Ukraine (5%), and Belorussia (5%). The average member of MoiKrug.ru has more than 4 years of professional experience. This site is similar to LinkedIn, and it could be an interesting place to source candidates on the Russian market.

Creating an x-ray string is simple. Use **site:** operator, together with keywords and two **inurl:** operators, which will remove results with vacancies and company pages.

On this site, it is important to use the Russian language for your search. If you run the first string, you will get few results, but if you run the second string with keywords in the Russian language, you are going to get thousands of pages of results.

Examples:

**site:moikrug.ru Developer Python Moscow -inurl:vacancies -
inurl:companies**

site:moikrug.ru Разработчик Python Москва -inurl:vacancies -

inurl:companies

If you are not sure about the right keyword in that local language, try using Google Translator, and get inspiration from the profiles you've found.

Writing strings in a local language could get you results that are more relevant to your search!

Note: All the strings that you saw in the Sourcing Part of this book are examples. I did everything possible to triple-check them before publishing this book. Keep in mind that they are *examples*, and you can achieve the same results even if you remove some of the parts. These strings are *my* best practices.

Part 2

04 Recruiting

In Part 1 of this book, you learned how to create Boolean search strings, how to source various websites, and how to find contact details. Part 2 involves other aspects of recruitment, which are equally important.

You will learn about aspects of recruitment that you can use in your work, especially if you are working in a corporate environment. I am also going to share the best practices I've learned over the years, and I will reveal a few tricks that are part of my everyday work.

Before you continue, keep in mind that the most important thing in recruitment is *data*— about what is working, about what isn't working, about returns on investment, about the effectiveness of marketing campaigns, and about which sourcers bring you the most value and the biggest number of candidates. If you don't have this data, you should learn how to collect it. With it, you will survive in the recruitment world and be successful in your job. But without it, you're just another person with an opinion.

The second most important part for modern recruiters is *an understanding of how marketing works*. When you combine marketing methods with psychology, it will help you effectively influence your candidates, even if they are not actively looking for new opportunities.

04.1

Recruiting: Your Profile

LinkedIn is a living, breathing network, and if you're a recruiter, you probably spend most of your time on it every single workday. If you don't have a LinkedIn profile, try to create one.

Once your profile is completed focus on building your network! You can't expand your network if your invitations are rejected by people because your profile is blank, or you don't have a professional photo; both appear untrustworthy.

Once you begin to attract interest, you can use LinkedIn for another important aspect of your social community: getting recommendations from others. As you connect with other people on LinkedIn that you have already done business with, ask them to give you a recommendation. It will appear on your profile, and you can do the same for them.

LinkedIn Recommendations are not as important as they used to be, but they could still affect the way your visitors view you. If they see positive feedback from an executive, it will help raise your credibility, and people trust recommendations more than ads.

When thinking of different ways to build your network and market yourself, be creative. Then you can grow your business and garner more interest in your brand. Complete your profile, get involved in some groups, and start interacting with people all over the world. Reading posts and articles without interacting is not going to help you gain visibility among your peers and candidates. (Read more about LinkedIn groups in 4.2.)

My personal recommendation is to start writing on LinkedIn Pulse. It's the best way to reach a wider audience, help people recognize your personal brand, and let people know who you are. Many candidates have told me that the reason they replied to my message is because they know who I am and have read my articles. I am not a stranger to them now, which increases the possibility that I will get a positive response from them.

If writing is not for you, start sharing links to interesting content from sites such as forbes.com and medium.com. However, sharing images of math problems is not helpful to your brand, and definitely not to your network.

Here's a brief summary of what makes LinkedIn work, and how it can be utilized:

Authenticity

Ensure that your messages, comments, and updates stand out from the crowd. As a recruiter, you have many competitors out there, **being unique is important**. Not because other recruiters will recognize you, but because you will be visible to more candidates. And people will recognize your name when you reach them. This will raise your response rate, because you are not going to be some random recruiter for them.

The Power of a LinkedIn Profile

The most important point to understand is that a good profile can have a much greater potential than listing all of your jobs.

There is an overview section that allows you to provide a summary of your professional highlights, skills, accomplishments, and transferable abilities. You can also list projects, publications, educational achievements, and professional interests and groups. When a profile is created, there are classified sections that are easy to review, which can be arranged to suit your professional preferences. A LinkedIn profile creates a visual representation of your career, and it establishes a professional image for potential employers. Good LinkedIn profile is vital for a recruiter, because it is giving the recruiters extra credibility in front of candidates. It also gives a confidence that you are the right professional that could help them with the career change.

The power of a LinkedIn profile comes from its ability to attract. A good profile also confirms the content on your resume. There is the general perception that a person is not likely to publicly “enhance” their resume.

Problems with a LinkedIn Profile

The issues that can arise by using a LinkedIn profile are similar to the ones I see when I review existing resumes, which include poorly written content that has errors in spelling and grammar.

Other problems involve leaving out relevant sections, creating an underwhelming overview, listing employment dates that do not coincide with the jobs on the resume, and not considering the impact of the profile picture

that has been used (or not included) when setting it up. Goal for every recruiter to have profile that will confirm candidates that you are professional and you are real and not just some scammer.

Every professional profile should include a current photo. However, an inappropriate photo can portray a bad image and lessen the likelihood that an employer or candidate will view it in a positive manner.

Here are some tips about improving your photo:

- Consider how you would present yourself to a potential employer and candidates. What clothing would you choose to wear? You should dress the same way for your photo.
- Do not underestimate the power of a smile in a profile photo. Many studies show that photos of people smiling make them look more trustworthy. If you're not thrilled about the way your teeth look, you can always try a pleasant closed-mouth grin.
- Don't use a logo or a picture that you found on the internet. If you don't like the way you look, have your friend take your photo, get them to make you laugh, and have them choose the best photo and post it for you.

Promotion

To start, you'd have to be a part of a community that is formed by people with similar interests, which you can search for. The next step is to start adding people from your field, in this case you should start connecting recruiters with more experience, because you can learn from them a lot and be inspired by their updates and information that will share. **Don't forgot to add the personal note to every invite** you are going to send to them, this will raise the chance that your invite will be accepted.

Join also LinkedIn groups and enter the LinkedIn discussion to become more visible to others and this will also help you to attract more people that will send you LinkedIn invites and this will help you to expand your network. You can also send invitations for connect to people you have talked to in these LinkedIn discussions. You are not going to be a stranger for them anymore. These connections start building up your network, and you can move on to new contacts, including your connections' connections.

Some of the promotional benefits:

- You may attract people on LinkedIn that you have not encountered before. If they wish to read more of your content in the future, they can start following you, and they'll be notified whenever you publish something new.
- When someone does follow you (or likes your post), an update is posted for their connections to see, which potentially attracts more Followers and Likes.
- You can link to your site from within the post and help drive traffic from highly targeted prospects. For example, include a call to action toward the end of the article, such as a bonus that will create a reason to reply to your message. Or include an inline link or two within the main body of the article.
- LinkedIn uses an algorithm to determine which notifications get seen by whom. That way, they can protect their users from receiving spam messages and only show them quality content. As they read more of your content, you build trust and credibility with them.
- You can use the link to your content on Pulse for updates to your other social media profiles, these links increase your communications with your audience, the number of 'touches' they get from you, and the growth of your social channels and general level of influence. They also build your engagement metrics on Pulse, which can lead to higher visibility of your content, and therefore the ability to be in front of more potential prospects.

Acquire more Clients on your LinkedIn profile

LinkedIn continues to be one of the most favored social media sites for marketers and networkers. Many companies and individuals use LinkedIn for their professional and personal marketing activities, because LinkedIn does a great job of generating B2B leads.

LinkedIn is present in more than 200 countries. It currently has over more than 500 million users, and 35-40% of these users log onto LinkedIn at least once a week.

No recruiter should ignore these mind-boggling stats, because LinkedIn is

where the majority of their business will come from. In the recruiting world, LinkedIn is more powerful than Facebook and Twitter.

Brand Perception

LinkedIn has projected itself as a serious platform for professionals, so it's stayed away from being a 'let's catch up' type of social networking. You will not see any games or horoscopes, nor can you send winks, pokes, hugs, beers, or kisses. Also, groups normally found on LinkedIn only come together with a very special purpose in mind.

These absences remove the fundamental inertia normally found in other social gatherings. You will hear that LinkedIn is only for recruiters, or that only recruiters are using it. That's why it's important to share content that matters. In other words, sharing a post every day that says, "we are hiring" is not the right approach.

Influencers

No matter who you wish to reach (or where they are), you can reach them with the click of a button. LinkedIn also makes it extremely easy for you to connect with influencers and achieve an influential status yourself.

If an influencer starts a discussion with you through a LinkedIn post, it is always good to send them an invitation to connect, because they could follow your posts. And if they comment on it or hit the like button, your post will be visible to their network. And this discussion will give you the opportunity to make your activities visible to others. Adding influencers to your network could also help you share information about yourself.

The Next Step

Next, write recommendations for other people, and in the process, get recommended. Recommendations improve your credibility and set you apart as someone who has a good reputation and business connections.

When you use LinkedIn Jobs

When you post jobs through LinkedIn, always check "show my profile" in LinkedIn administration.

Advanced Options



☒ Show my profile

Jobs posted to your slots will show your profile picture. Job seekers will be able to message you for more information.

When your profile is connected with posted jobs, people will see your profile picture, your name, and your whole profile. This transparency gives job seekers the ability to visit your profile and read all your articles. It also gives them the option to add you and contact you about that role.

In my experience, I got around 60% more visits when I posted a profile photo. Then I also started receiving applications from candidates that were not planning to apply through ATS, because they feared that their resume would be overlooked.

Recruiting: Your Network

It is important to grow your network on LinkedIn, but it should not just be about adding random people to your network. Instead, try adding people who you believe could benefit from your connections. It should be about quality, not quantity.

LinkedIn Groups

LinkedIn groups are an excellent way to interact with other professionals in your field—by sharing information and building contacts in other parts of the world.

Not sure how to use LinkedIn groups?

Five tips for getting the most out of groups:

1) Make a commitment to a few groups that focus on your most important professional interests.

LinkedIn allows business professionals to network and collaborate with others that they might never speak to otherwise. If you haven't joined any groups yet, pick a couple that spark your professional interest, and jump right into the conversation.

According to LinkedIn, many of the most active members find that their participation in the right groups "directly enriches what they do at work." As you read various profiles and learn about individual members, they will also read your profile and learn about you.

2) Post news on group discussions.

One of the easiest ways to start participating in groups is to post current news items and ask open-ended questions. That way, you will start a conversation, and you will be able to see which stance your fellow professionals take on a certain issue. Expressing your opinion about a news piece will give you the chance to show others your professional expertise.

These posts will also boost your credibility and increase your chances of making useful professional connections. To find materials, subscribe to industry-related newsletters, RSS feeds, Facebook and Twitter feeds, and

company blogs.

3) Take advantage of the "following" tool.

Groups make social networking easy by giving professionals an excellent way to keep track of the news stories that their colleagues think are interesting, including what they have on their minds.

To keep up with all the current information, subscribe to the digest emails that summarize the activity of a group. Also, to watch specific discussions that interest you, use the Following tool. They will allow you to sit back and observe, then jump into the conversation when you feel you have something provocative to contribute.

4) Get your coworkers involved.

Why not create your own LinkedIn group and invite some of your trusted coworkers, clients, and customers to join? You already discuss your professional interests with them, which makes them the perfect people to collaborate and network with on LinkedIn.

Once other professionals see the intelligent discussions you're having, they'll want to join the group too. And you'll be able to engage in a broader collaboration than you ever felt possible.

5) Learn more about the professionals on LinkedIn.

To spark conversations about what candidates are currently working on, make sure to click through the profiles of your fellow group members. As your relationships and conversations grow, you can create even more professional connections.

How to Grow your Network Faster

Use keywords wisely

When you choose keywords and key phrases for your profile, you must anticipate what your potential clients are likely to use when searching for connections, products, and services. In other words, you want to know what they are looking for.

Be absolutely mindful of words and phrases while filling out your profile information. If your profile is full of keywords (such as Java, C#, and AngularJS) and key phrases (such as "I am looking for Senior Developers"),

you will only attract people who are looking for these keywords. In other words, you will only connect with other recruiters. But if you would like to attract your target audience, remove ineffective keywords, and start sharing content that is relevant to them.

Also use Facebook Groups

As of this writing, LinkedIn is still the most effective recruiting tool, but some recruiters believe that most effective groups are actually on Facebook. I use LinkedIn groups to share my articles, and many people have discovered me through them. I strongly believe that LinkedIn will try to redesign their groups in future, and that they will make a comeback. But in this moment, try to join the Facebook Groups too, they are more effective for communication with other recruiters.

Recruiting: Invitations

Despite LinkedIn's flaws, it is a great place to meet with industry experts and business partners, and stay in contact with your ex-colleagues. It is also a great place where students can start conversations with CEOs of international companies.

Active LinkedIn users send and receive LinkedIn invitations every week. I use it to interact with colleagues, friends, business partners, recruiters, and potential candidates. LinkedIn recommends "only inviting people you know and trust because 1st-degree connections are given access to the primary email address on your account."

Still, many of the invitations I receive are from total strangers, and there is a chance that I will never meet most of them offline. What makes people accept invitations from people they don't already know? And why would people send invitations to strangers without adding notes? I decided to perform a small test and find out and the reason why I am sharing it with you here is to show you that adding personal notes to the invitations will help you to get more acceptance rate and create better interaction with people you trying to add

LinkedIn Test

I believed that the results of this test would help me discover how people were reacting to my LinkedIn invitations.

I split the test into two parts. The first part included the invites I sent. I tracked how people reacted to the messages that I sent to them. The second part focused on the invites I received. During the test, I sent 200 invites, and I analyzed 800 replies that I had already received.

First Part

I contacted people with roles and from locations that I would like to add to my network. Even though I was running a test, I always chose people that I would like to have in my network. I don't consider building my network to be a popularity contest, so I always try to be selective.

I started by sending 100 invites without notes. 50 were sent to recruiters, and 50 were sent to other people. Here are the initial results:

- 43 of the 50 invites sent to other recruiters were accepted.
- 21 of the 50 invites sent to other professionals were accepted.

Then I sent 100 invites that contained notes. The first 50 received a templated message, and the other 50 invites got a message that I tailored based on their LinkedIn profile and experience. Here are the initial results:

- 38 out of 50 templated invites I sent with generic template were accepted.
- 44 out of 50 invites I sent with a personal note that were tailored to the specific person were accepted.

Second part

Of the 800 invitations I received, I focused on these factors:

- If they included a note (and if so, what the content of the note was).
- If I accepted the invitation when they contacted me with a note or templated message.
- If they visited my profile before they sent me invitations.

I accepted 388 invitations of 800 people during that test. I also tried to reach out to most of these people with a small note to them.

Why did I approach these people? The answer is simple: they had some reason to connect me, and I wanted to know what the reason was. What was the trigger for them to send me the invitation? Was it something that I did, posted, or wrote? Or did they just want to know who I was?

In order to give them the opportunity to contact me first, I waited 24-48 hours after I accepted their invitation. 27 of them did. 21 were business proposals or job offers, while 6 just sent thank you notes after I accepted their invites.

And what about the 361 others? After 48 hours, I contacted them and sent a simple message like this:

Hi,

Thanks for your LinkedIn invite. I am just curious about why you sent me this invite. Is there anything I can do for you, or are you just expanding your

network on LinkedIn? :)

Best Regards,

Jan

I probably missed a few of the 361 people, but I tried to reach everybody. In the end, 132 people responded and told me the reason why they added me. They gave me interesting feedback, and I was able to understand what I had done to bring my profile to their attention.

The most common reason (67%) was: “I am just expanding my network of contacts.” The rest had other reasons, including that they wanted to follow my updates, or they had questions (such as about the craft of sourcing).

And what about the other 229 people? A few of them were surprises, because I considered them to be top-notch recruiters. But when I contacted them, I received no response.

Visit the LinkedIn profile of the person you are trying to add to your network.

How many people visited my profile before they sent me an invitation on LinkedIn? Of the 800 people who sent me invitations, only 114 checked my profile before they sent them. That means only 14.25% of the people visited my profile before they sent invitations. That’s a pretty small number.

I received most of the invitations from the LinkedIn mobile app. That’s why so many lacked a personal note. LinkedIn also has the option to send invites to hundreds of people “you may know” with just one click.

It’s easy to hit the blue button by sending the invite on the LinkedIn mobile app, and you don't have to write a note. If you would like to increase the chance that your invite will be accepted, be sure to add a note.

And if you would like to follow somebody and get updates, it’s better to click Follow on their profile, instead of adding them.

Reasons for rejecting LinkedIn Invites

Adding people to your network is easy. The only thing you have to do is click Accept. But think about the quality of your network. Networking on LinkedIn is not similar to Pokémon: you don’t need to catch them all. Target people who can bring value to you and your network.

Of the 800 invites I received, 773 lacked a personal note. Therefore, only 3.38 % invites replied with a personal note. I also counted the number of invitations that I accepted and rejected. (These details are in the chart below.)

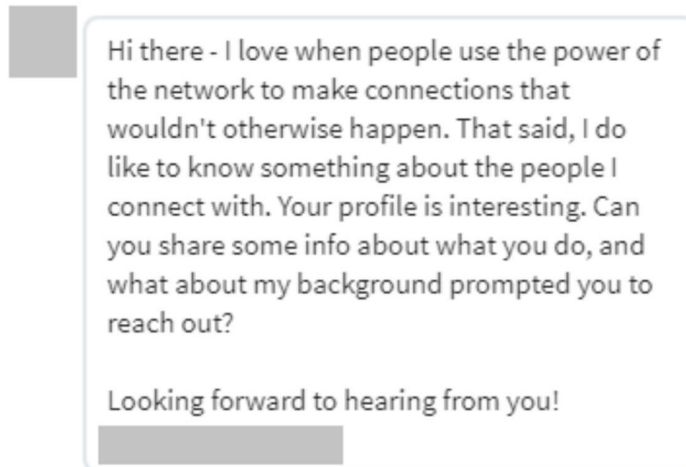
	Accepted	Rejected	Total
Invitations sent with a note	24	3	27
Invitations without the note	363	352	715
Invitation from fake profiles	0	12	12
Invitation from people with confidential companies	0	4	4
Invitations from people with logos instead of profile pictures	1	13	14
Invitation from people with no career histories or other info	0	28	28

These are a few of the reasons why I did not accept a LinkedIn invitation:

- If the profile photo had a logo instead of a face.
- If the profile was fake or had no information at all.
- If the first message was, “Please accept. We have consultants available.”
- If the invite was from a person who listed their current employer as Confidential. (This lack of transparency gives you almost 100% certainty that I won’t be accepting your invitation.)
- If there was no message at all, and the invite came from a person working in a completely different field and location. (It’s about the quality of the network; there is no need to connect with four construction workers from Uruguay if you are living on the opposite side of world and are hiring IT people.)
- If you claim that you have a business proposal or that you are a prince.

Always make a connection

I am always trying to reach people that I can add to my network, and I expect the same from my new contacts. When I added one person to my network in 2015, I got this simple message:



We started a discussion that wouldn't have occurred if she'd just hit Accept. It was also a great way for us to learn more about each other.

Try to reach out to people after you add them. Just message them with a few words, such as, "I liked your post." Sometimes the simple message could start an interesting discussion, and it will definitely help you stand out from the LinkedIn crowd. No one is an island, so it is always good to share ideas and discuss points of view.

How to Effectively Use Invitations

It is easy to just a hit the Connect button and send the invitation. Many people will accept it, but more senior people care about their network than accept it. The reason is that you didn't add a note to your invitation.

It is good to add something personal between you and that person, and it's better not to use any templates. You can mention that you have some connections in common. Always try to add the name and personalize the message. For instance:

Hi Joe,

I'm looking to expand my professional connections, and it seems we have a number of people in common. I am very interested in connecting with you, and I would really love to have you as part of my network!

Kind regards,

Jan

Adding a personal note will always raise the chance that your invitation will

be accepted. Here's another example:

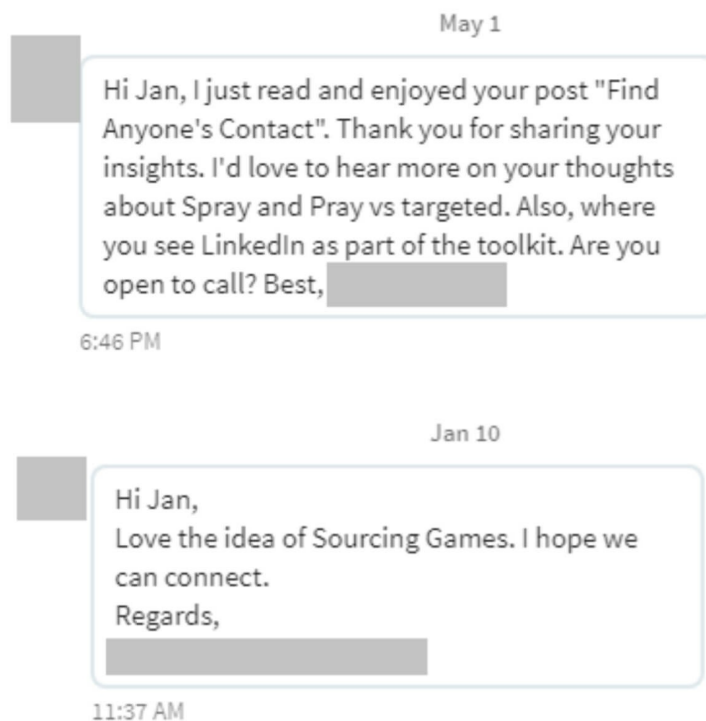
Dear Joe,

I would appreciate having you in my network of contacts on LinkedIn, and maybe keeping in touch. :) Please accept my invitation.

Many thanks,

Jan

Below is an example of invitations that I have accepted because people spent time learning something about me before they sent me invitations:



If you are sending a template message, try to experiment, create more versions, and see which works better.

My template is very simple. I always add the name of the person and tell them why they are getting the message. So far, the responses to a notes like the one below are very good:

Hello Joe,

I am looking to expand my professional network, so I would appreciate it if you could accept my invitation to include you in my network.

Kind regards,

Jan

But this is just one template example that I am sending people I want to add. If I really want to be sure that my invitation will be accepted, I am adding more personal note with specific reason why I would like to add this person to my network.

Turn your visitors into connections.

People visit your profile for a reason: something caught their attention. It could be your reply to someone else's post, a post you shared, an image you posted, or an article you wrote. But what really matters is that they visited your profile, because you can turn these visitors into your connections.

The way I turn these visitors into new contacts is very simple. I proactively contact them and send them an invitation with a simple text. Here is one variant of that text:

Hi Joe,

I am always looking to expand my professional network and develop relationships across my

LinkedIn community. I noticed you recently viewed my LinkedIn profile. I'm curious to know why. What drew your interest? :)

Regards,

Jan

Because there is a question in that text, people are more likely to respond. You will add interesting people to your network, but you will also get information about why someone visited your page. Then you can find out what is and isn't working on your website. And you can't find this info anywhere else.

Interact

There is nothing more important than interacting! You got an invitation with a note, accepted it, and then received no interaction from them for weeks, months, or years. The question is: Why did you add that person into your network?

I try to contact every single person before I add them to my network. One of

the many examples is:

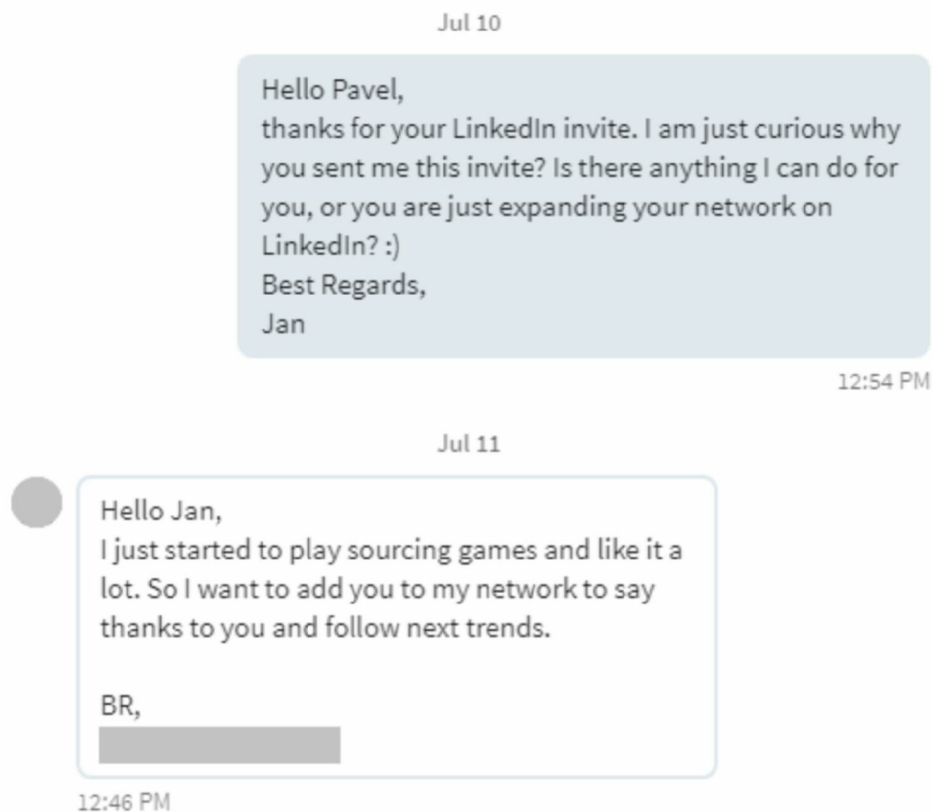
Hello Joe,

Thank you for your LinkedIn invite. I am curious why you sent me this invite. Is there anything I can do for you, or are you just expanding your network on LinkedIn? :)

Best regards,

Jan

I add an emoticon so people won't take this message that serious and I am not looking like arrogant person to them. When I send a message without it, people respond more defensively. For instance, they'll answer, "It's LinkedIn, and it's about networking. That's why I added you."

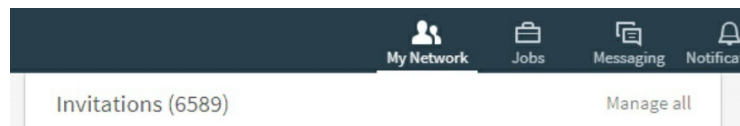


Every answer I got could be a hint that something I am doing has an impact on people.

Reach out to people that sent you an invitation.

You can reach people that sent you an invitation without accepting them. Just

click “My Network,” then click “Manage all.” It is under “messaging” icon (see picture below)



You will see the “Message” link connected with every person. You can just hit that URL and send the message to that person without any need to add them to your network.

Around 50-60% of people who send invitations never reply, so you don't want to have these people in your network. They could be people who are not going to be active, so don't expect any likes or shares of your posts. Or their profile is fake, and you don't want to have falsified people in your network.

Reaching out to people who sent me an invitation allows me to find out why they sent me the invitation. In most cases, they are just expanding their network, but sometimes, my inquiry starts a very interesting conversation.

Do you have connections that you're not reaching out to from time to time, especially ones that are considered to be influencers? If so, it is just a waste of time and energy to connect with them at all. Therefore, it's important to reach out to influencers in your network from time to time, especially if the influencers are in the same field.

Recruiting: Messages

In a sea of attractive job candidates, everyone recognizes the top stars.

They build global brands, transform whole businesses, and drive new levels of performance. They are in high demand, well-compensated, and in control. Everybody wants to hire A-gamers, and they know it. It is not easy to get their attention, especially through LinkedIn messages or emails, because they are bombarded by messages from other recruiters every day. Their time is valuable, and they don't bother with those who waste it.

With this knowledge, recruiters know that engaging passive talent for the first time via emails or LinkedIn InMails is a delicate matter. Moreover, a big concern is writing the first email in a way that gets the candidate interested.

Always remember that most people you are approaching are passive candidates.

You need to use different types of messages if you are approaching a marketing specialist, developer, or sales director. Every professional will respond differently.

Research candidates.

Before you reach out to somebody, the most important thing you can do is research. Then you will strongly increase your chances of getting feedback.

The Recruiter's Option: LinkedIn InMail

LinkedIn gives you two options:

1. Contact candidates who are already in your network. You can reach these people for free.
2. Contact candidates outside your connections. InMail is a valuable tool. It's LinkedIn's built-in email platform. Each level of paid membership gives you a set amount of InMails per month, and it's a bargain compared to buying each one separately.

Now the big question is: Are you utilizing emails and InMails to their fullest capacity?

By reaching people through LinkedIn messages, you can use a similar approach as reaching them through email.

The Subject of the Message

A few years ago, Shane Snow created an experiment when he reached out to 1,000 of the busiest businesspeople in America: C-level execs and VP-level executives. He tried various types of emails, and he tested a few types of subjects. The best subject was “Quick Question,” which got him 66.7% of total replies.

I tested this subject on a smaller number of candidates. I received different numbers, but still higher than other subjects. Finding the right subject for the target group or unique person is not always easy, but try to be creative. Always test a few versions of subjects.

Using boring subjects (such as “We are hiring!” or “Career opportunity with...”) is not going to get you anywhere. Your competitors are also going to use them, so be different.

If you spend time learning about the candidate you are planning to contact, your subject can include something that they’re interested in. For example, if the person is a big *Doctor Who* fan, you can use something like “I don’t have sonic screwdriver for you, but...” Then you will definitely get that person’s attention.

Also, if you personalize the subject line by putting the recipient’s name into the subject line, your open rate^[12] will be higher than before, which will increase the chances that recipients will read your message.

The Power of Research

If you send spam message, generic emails with attached job descriptions, passive talent will not reply. So what does work?

Always do proper research about a candidate’s background, interests, and motivators before sending a message.

If you are not going to learn more about your candidate, you are not going to understand how the job you are offering could be related to their goals and career aspirations. If you are not going to do proper research before contacting them, your message will look like a template. If you use a template, you are wasting your time. The more you learn about them, the

better you can present an opportunity for growth. They will be more likely to move forward with further discussions if they have information about possible career growth.

If you show candidates that you understand the job that you are presenting to them and how it relates to them, you will increase the likelihood that they will reply, as well as your credibility. Candidates will not add you into the same group as “other recruiters.”

Break the Ice with Your Wit

It is vital to stand out from the group. Every day, candidates are bombarded by emails from recruiters, and in many cases, they don't even open most of them. The key is knowing how to get them to engage. Sometimes, you can do that by being authentic and exceptional, which could involve a geeky *Star Wars* reference, a meme, or a humorous comic. It just has to be something that would instantly prompt a positive reaction.

At first glance, you need a message that is able to break the ice with something exceptional, which is able to sell the job in a phenomenal pattern. Passive candidates do not consider other opportunities unless they involve something unique that gets them excited and raises their interest enough to engage in further conversation. Some recruiters send GIFs in their emails to differentiate themselves from other recruiters.

Cater to Passion

In reality, it is quite easy to hire any out-of-luck, disgruntled candidate looking for a job to pay his bills. But with rock star-candidates, the results are really different. They already have well-paying jobs. By getting top talents through emails or InMails, the best messages are never about you or the job you're trying to fill. The best approaches start with the work that they are passionate about. How can you connect them to new, challenging problems in their space, and help them grow in their career?

The best approach for presenting the offer is definitely not a message such as, “Are you open to an opportunity that is better than the one you have right now?” First of all, you don't know that the opportunity will be better because you've never spoken with the candidate. If you want to get their attention, you need to show them what's in it for them. How could your opportunity be better than the one they have now?

If the job description that you link to is hard to read or written in an unappealing way, you will only discourage candidates from answering your message.

Candidates are interested in opportunities that have something specific to offer, not just a list of buzzwords in a job description. Therefore, if you're describing your opportunity by sharing buzzwords from your job description (that really highlight special skills), you will not attract top talent. Do not use the same version of your message for every candidate. People don't like template messages, because template message is not going to make them feel unique.

What do you highlight when you're describing your opportunity? Try focusing on one specific example of the work, and sharing more info about the project. Every person would like to do something that has meaning, and that could give them purpose. Sharing that kind of information with the candidate will excite them about the opportunity more than any list of responsibilities formatted in bullet points.

Offer Them a Challenge

Top performers usually work for a great company, earn a good salary, have great benefits, and work on interesting projects. What can you offer that they don't already have? Most top performers are looking for a challenge: something that could be more interesting than the job they have now.

When you start researching them, focus on the projects they're currently working on. This tactic will give you the opportunity to compare it to the project that you are offering. If your project is not more challenging than their current one but might be in the future, just paint a picture that will show them what the future for that project could look like. Maybe afterward, they will see something that's never been done before, and that they would like to be a part of.

When you reach them through emails or InMails, don't say, "Hi Mr. Doe, I'd like to talk to you about a unique opportunity." That's way too general, and it makes you sound like a cheesy salesperson. And many recruiters have already sent the same message through a LinkedIn invite, just to save money on InMails. If you are approaching that candidate with the same approach as dozens of recruiters before you, you are not going to get an answer.

Grabbing the attention of candidates, especially passive ones, requires you to understand what motivates them. They are looking for the next opportunity. Prior to contacting candidates, you also must have taken some time to understand what the specifics of the market are in your candidate's location.

People love to hear that they are good at something. It makes them feel special and unique, and remember, flattery will get you everywhere.

Don't Send a Cliché

Is it your first contact with the candidate? Then do not send them a job description. It's too early in the process for that. Be casual and friendly, promote your openings without linking to a job description, and ask for a response. Remember to tell people why you're contacting them, and be specific about the position, location, and performance objectives.

When you eventually share a link to a job description, make sure it's the one that they would be most likely to apply to. If you send messages with ten URLs, they are going to end up as spam. And if somehow the candidates actually will read them, they will never open all URLs.

Start a Conversation

Passive candidates will not have an updated resume ready for you. They won't be interested in applying for the open job in the link you just sent them. The best thing you can do is get candidates on the phone or meet with them.

Your goal should be to move them along the interest scale. Even if you get a "no thank you," it is still better than no answer at all. I know that you would rather hear "I am in" or "Tell me more," but even a negative answer is a small victory. Even the negative answer could start discussion.

Your primary goal is to make a human connection and start a conversation. Only then can you start building relationships with candidates. Keep in mind that when you get a "no thank you," you could still be the only recruiter out of dozens who got any reply at all.

If you would like to raise your chances of getting any answer, do not add a URL that will lead them to a site that only involves the job description of the role, and not the information that they usually need. If there is no URL, it will look like you forgot to add it. In many cases, they will reach you because they would like to know more. Then you can get candidates on the phone,

instead of chatting with them through emails or LinkedIn messages.

Personalize Communications

One way to improve messages is to personalize your communication. Humanizing your email is the first step in forming connections with candidates. Personalization is the key to communication, because people will react differently when they see their own name. Then they will instantly identify the message as being from someone they know.

"Hi, I saw you have experience in international sales, and you have an impressive resume... "

"Hi Joe, I saw you have experience you have in international sales from company ACME, and you have an impressive resume... "

If you were Joe, which message would you think looks less generic?

If you would like to get a better response, address the person by name. People will see that this message was intended for them, not some random spam that has been sent to hundreds of other candidates.

Avoid Methods that Have Proven Ineffective

Recruiting is not a 9 to 5 job. You will always be juggling many tasks, and you'll never have enough time to call every candidate, source every new candidate, reach every new customer, or speak with every hiring manager. Every day, you'll be trying to reach as many suitable candidates as you can. But it is important not to waste time and resources on things that are not effective. I already mentioned the importance of personalization. But even if you put their name into a generic message, many candidates will reject it because it looks like a template.

Many modern ATS add placeholders into your message, so you can include the information that you already know about candidates, such as other jobs they've applied for, their job title, and their location. Adding placeholders could help you turn every template into a more personal, unique message. Your messages are not going to look like another mass-marketing tactic. Spray-and-pray methods do not work anymore.

Below is an example of an email I received regarding a job opportunity. I never replied to the recruiter. Does it look tempting to you?

Hi,

We are currently looking for [REDACTED] to join our team in [REDACTED]. If you or anyone you know is interested in these opportunities please feel free to email me at [REDACTED] to schedule a phone interview. Below you will find a link to the opportunity.

Relocation is provided to those who do not live in the area!

[https://www.\[REDACTED\]](https://www.[REDACTED])

Please feel free to send it out to anyone you know that might be interested in this opportunity.

Never use sentences like “feel free to send it to anyone you know.” If you do, the person who receives it won’t feel unique or special. So even if they were interested at first, they will never reply after reading that.

Your Profile Must Rock

It’s become trivially easy for a candidate to check you out online before they decide to reply to your email. So be sure that your online profiles (e.g., your LinkedIn profile) are high-quality.

Demonstrate your recruiting credibility by:

- Focusing on recruiting people like them, so you understand that field
- Showing how you’re connected to people like them
- Having recommendations from people like them

Ask a recruiter that is your close friend to check your profile and give you feedback. If you ask your friends, they will always be polite. However, a recruiter that does not have a personal connection has no reason to lie to you.

If you are doing a self-assessment of your profile, ask yourself these questions: If you were a candidate visiting your profile, what kind of impression will they get? Are you a person that they would want to have in their network, or that it would be better to block?

Build your brand, start blogging, and show others that you are the right person that they need to approach. A strong brand will attract others.

Be Available

Recruiters expect to talk to candidates before or after normal business hours.

Thanks to mobile devices and the internet, we are all more frequently reachable. Working as a recruiter is usually not a nine-to-five job. It often means that you are going to have a call with candidates after your typical working hours, because they don't have time during theirs.

We are living in a century when speed is important for everybody, which is why candidates are expecting to get a reply within a few hours. If you do not respond, your competitors will. If a candidate is ready to change jobs, timeliness is important, which is why the availability of recruiters is part of their success.

The worst thing you can do is not respond to a candidate for days or weeks, just because you are busy. And that does happen in recruiting. People approach me with job offers, and when I request more information, I am met with silence.

The Ultimate Message

There is not one ultimate LinkedIn message or email that guarantees a response from a candidate. You should experiment, find your own voice, and find the approach that works best for you.

An example of a simple yet effective email looks like this:

Hello Joe,

Before you delete this message, I would like to tell you why I'm reaching out to you. On your LinkedIn profile, I saw that you have great experience in X, and when I saw your article on Y, I needed to tell you that you've shared some great thoughts with readers. I especially like this one: Z.

Our team is looking for open-minded people that enjoy challenges. I added a few notes about our current projects in the attachment. Are you ready to change the world with us? If so, I'd like to learn more about you. :)

Best regards,

Tom

This is only one example. You should ensure that your messages stand out from the crowd. Ask your colleagues or friends to share the messages that recruiters send you. It's a great way to learn about your competitors.

Keep in mind that the best candidates are getting dozens of InMails and

emails every single week. And you don't want to see your message lost among messages from other recruiters.

The best way is still to pick up the phone and call the candidate, it's still more effective than email or LinkedIn InMail.

Things to Avoid

Don't apologize for reaching out to the candidate.

Many recruiters start a message with "Sorry to approach you via email" or "Sorry for disturbing you." If you lead with an apology, you will create the feeling that you did something wrong. But you haven't done anything wrong, so there is no reason for an apology! You are reaching candidates with a great opportunity that could improve their lives, so there is no reason to apologize.

Try to remove every single sentence that makes your message look like a bulk email.

Remove sentences like "If you or anyone you know is interested in these opportunities, please feel free to email me." You are targeting a specific candidate, not his friends or colleagues. You can always ask for referrals later, after the candidate replies. But your primary goal is to start a conversation.

If they feel that this role was made for them and that is why you reached them, you will get a higher response rate. When I remove this kind of sentiment, I got around a 17% higher response rate from candidates.

Don't use content that is difficult to read.

If you are not sure your text is good, try to run it through an app like Hemingway (www.hemingwayapp.com). If it's complicated, I try to simplify it to ensure that I am not sending something that candidates cannot easily read.

Keep in mind that it is important to always be yourself, and not copy the styles of other recruiters. What's working for them might not work for you.

How to Get More Replies

When you try to recruit somebody from a specific company, start by locating the person who has the biggest network. Mostly, people with large networks are company recruiters, so adding them should be easy, because recruiters

accept invitations from almost everybody.

Then find somebody who is working in a higher position. Ideally, a manager or somebody in a C-Level role has a bigger network.

When candidates are checking the messages you send, they will also check your LinkedIn profile, so they will see that you have a mutual connection. When they see the names of someone they know, it will increase your credibility and the chance that they will reply to you, because you already have something in common with them.

Summary

Whatever your specific approach, the most successful messaging has a few things in common:

- Address the person you are emailing by name.
- Focus and personalize the message. Never send a template.
- Show candidates that you've done your research and learned about them.
- Add some flattery. It will make them feel like an expert, which will increase the chance that they will reply.
- Start a conversation. The goal of your first message is not to book a meeting. Rather, just get them to reply.
- The message is about them, not about you!

If a recruiter wants to get more responses from candidates, the best thing to do is establish themselves as an influential player in their industry and a trusted career advisor in the future. In both online and offline worlds, you cannot present yourself to every single candidate. The online world offers the possibility to reach a broader audience. If you present yourself in a good light, people will see you as a good connection in their field.

Every recruiter has a specific style that reflects the personality of that recruiter. Copying things that others do will never help improve the brand of the recruiter.

Do not interpret a negative answer from a candidate as a tragic thing. They may have said no this time, but they could say yes in future. The important part is to always treat them with respect and provide the best candidate

experience for them.

Building relationships with candidates is always part of successful recruiting.
Keep in mind: **“Act like a human being, and be memorable!”**

Recruiting: Personal Branding

Personal branding involves the way you present yourself to others. It is the practice of people marketing themselves and their careers as brands. Everybody brands the qualities that make them different and unique, so building a recognizable personal brand becomes a powerful tool for professional success, which is crucial for every recruiter.

Before you start building your personal brand, you need to discover what your qualities are, strengthen them, and learn how to market them. It's just a process of improving your profile and showcasing your talents to a wider audience.

We all have a unique personal brand, even if you don't like it or believe in it. If you do not have a visible personal brand as a recruiter, you are putting yourself at a disadvantage. In the future, your personal brand will play a bigger role than it does now. Having a strong personal brand is appealing. It helps you get your name in front of people and become more recognizable.

Like a company's brand, your personal brand is the image that employers connect with you. Your resume, LinkedIn profile, Twitter account, and public profile convey your personal brand. Many people think that personal branding is only for celebrities, such as Kim Kardashian, Katy Perry, Lady Gaga, and Brad Pitt. However, we each have our own personal brands, and we can use the same tactics that famous people use to make ourselves known.

Personal branding has become a requirement for anyone who would like to get noticed by others, get a better job, and take their career to the next level. People with a strong personal brand get better offers and opportunities. In many cases, recruiters with a strong brand are the first people that companies and candidates reach out to for help. The reason is simple: People know them.

For example, why did you buy this book? Perhaps you got a recommendation from somebody else. Or maybe you bought it because you've read my articles or are familiar with Sourcing.Games, Recruitment.Camp, or another site I've created. If it's the latter, then on some level, my personal brand convinced you to buy it, even though you probably only know me online. If

we haven't had the chance to meet in the real life, you still have an opinion about me. And all of this decision-making involves how you view me.

In recruiting, a strong personal brand has many advantages. If candidates know you, they will more frequently reply to your messages, because people tend to trust someone more if they already know them.

World of Your Personal Brand

Social media can provide passive channels for sharing knowledge and updates about your latest successes, but they can also be the main source for affecting your career in a bad way. Face it, prospective clients and employers google you. Are they going to find something that sets you apart from the crowd? If so, is it in a good or bad way? Have you ever googled yourself? If not, I recommend you do it every quarter.

I mostly google myself because I want to know when my articles are posted, and what comments people are adding to my posts. Feedback is important, because it affects how people will see you. Your online reputation and perception are influential. People form an opinion about you before they meet you. And your digital identity can literally determine whether you get hired (or even considered) for a new job opportunity. So even though your new outfit looks great in that picture, you might not want to post it if there are people elsewhere in the photo who can be seen smoking weed.

Recruiters, headhunters, and employers often make assumptions about your personality, based on your input on social media. And of course, turnabout is fair play. If candidates get their first impression from your online profile and activities.

If you are company recruiter, don't forget that your personal brand influences your company's brand!

LinkedIn

Whether you like it or not, LinkedIn is an essential tool for your career and your brand. It is your personal online resume, but it could be also be used as a portfolio of your work (including graphics, presentations, videos, and articles). It can encourage people to find out more about you and your work. Post content on a regular basis, so that recruiters and potential employers can see you.

Keep it relevant and up-to-date. There is no need to list every volunteer experience you've ever had or post information about how you won a hot-dog-eating contest two years ago. Customizing your profile picture and headline, and choosing a custom URL can help you be more noticeable on LinkedIn. But don't forget to keep your profile up-to-date and active. Having a stellar portfolio is useless if you no one ever sees it.

Personal Blog

If you are not active on LinkedIn Pulse, then having your own blog is a great way to build brand awareness online. You should write about your industry and share interesting tips and content. Your blog will help you increase awareness about you, and your posts can be shared by others. And they can help you introduce you to a wider audience. Sharing your thoughts and insights could turn you into an influencer.

The more content you create, the more online attention you will get. When you share information about your industry, your content is going to be indexed by search engines and others can find it through them. The goal is for more people to find it, so your content will get in front of a wider audience.

Twitter

Recruiters love Twitter. Since it is more informal than LinkedIn, it gives a little bit more freedom to present your thoughts without damaging your brand. You can easily promote your brand to new people, potential candidates, and employers.

Even if your Twitter account is personal, you should try to keep it as professional as possible, because no employer or candidate likes reading hateful tweets. Keep in mind that every tweet could be found, even one you posted five years ago. If you tweet "I hate my iPhone," do you think Apple is ever going to hire you?

Follow thought leaders and influencers and learn how they are using Twitter to promote their brand. And if you are planning to be active on Twitter, try to share something every day.

Facebook

Facebook is a place where you share updates with your friends, but make sure you have a suitable photograph and header image. Remember, when you

add colleagues from work on Facebook, you're sharing your thoughts with them. And they can easily share these posts with others in their network, and these posts could be visible to people you don't even know. And they could create opinions about you without meeting you.

Every post you send, every status update you make, and every picture you share contributes to your personal brand. There are many tools on the internet that could help people find information about you, even if you're using the maximum privacy setting.

Ask yourself: What would someone find on your Facebook page find if they went digging through your whole profile?

Sharing

One of the best ways to promote you is to share content on social networks. You can use this opportunity to promote your work accomplishments, skills, and brand. But think twice before you post something, because you can easily affect your career in a bad way. Some things may be okay in your country, but when you share something on the internet, you can easily insult people in other locations. Don't kill your personal brand and the brand of your company with one post.

Remember, once it's on the internet, it will be there forever!

If you would like to promote a post to spread the word, ask your team for a help. Don't be afraid to promote it through Facebook or Twitter ads. And keep in mind that things that you are sharing on Facebook might not be ideal for LinkedIn or Twitter. Every social site has a different audience, and things that work on LinkedIn may not work on Twitter.

As Edward Norton once said, "Instead of telling the world what you're eating for breakfast, you can use social networking to do something that's meaningful."

Networking

For recruiters, networking is still the best way to boost your reputation, which can easily lead to new referrals and opportunities. Networking is an important tool for learning about the market, the competition, potential candidates, and current trends.

From time to time, it's good to make time for a lunch and chat with other

recruiters that are in your market. Every recruiter is not your competitor, so try to build relationships with as many people as possible. Keep valuable contacts fresh. When people talk about you in a positive way, it helps your personal brand grow stronger. Your personal brand is reflected in what people say about you after they meet you. Word of mouth is more effective because people tend to trust people they know more than things they read on the internet.

Keep in mind that **it's important to treat every interaction in your everyday life as a networking opportunity**. Do not enter into a conversation with the mindset that nothing can come out of it; that is a fatal error. As a recruiter, you know that networking is essential to your success. Through networking, you can learn about new things from your field, share insights with your colleagues, and expand your knowledge. And finally, you can identify highly skilled candidates.

All these elements will immensely contribute to your growth, development, and success as a recruiter. Networking will ensure that you understand which trend is in your niche. You do not want to be left behind, and networking will ensure that you are not. Through networking, you will meet the movers and shakers in your field, and your interaction with them will help develop your skills and knowledge.

Finally, do not mislead yourself into thinking that socializing is only for certain professionals. It is for everyone. If you want to increase your reputation, improve your skills, and expand your knowledge, then you need to network, and work on your brand!

Ready to Build Your Brand?

The key to a successful personal brand is to identify what differentiates you, and determine what you want your brand to be. Ask yourself: What do you wish for people to associate with you when they think of your name? What do they see when they google you or search for you on social sites? How are you unique?

Do a Brand Audit

Don't just google yourself. Check all your social accounts, and find out what strangers see when they search for you on these social networks. If you find information about you that's not positive information, others will also find it.

Identify What Makes You Different

Find out why you are unique. What are your special skills and talents? Everybody has some unique knowledge. Start building your brand in your city, then expand it. Find topics that are close to you, and define your most ideal niche.

Personally, I like to write articles and create riddles for recruiters. This hobby turned into Sourcing.Games, which became part of my personal brand. Many people now connect these games with my name.

You Need to Be the Best!

Every good brand involves the notion of expertise. You need to create a perception that you are very good at what you do. It doesn't matter what the field is. However, continue studying and learning. If you are not improving yourself, you could be an expert today, but not tomorrow.

Everybody in your location could be a great recruiter. But if your niche is finance, then you should focus on only hiring people in finance. After some time, your network and knowledge in that field could beat any other recruiter out there. If you focus on many things at one moment, you are not going to be excellent at any of them. Focus on one thing at one time, and you will become the best in the field or one of the best.

Be Confident

Do you have confidence in your abilities and knowledge in your field? Do you believe that you can get a specific job or promotion? If so, it will show through. But don't confuse confidence with arrogance.

Share Your Accomplishments

Don't make a blanket statement such as "I am the best recruiter in whole city." Rather, share some success stories. Everybody loves a good story, so share something about your accomplishments. Others need to recognize you as a "the best" at what you are doing. And the best way to do that is by sharing examples and letting others share positive stories about you.

Don't forget that your personal brand is communicated every time you interact with another individual (online or offline). And as you continue to develop your personal brand, stay consistent with your efforts. Keep in mind

that your personal brand is your reputation, and that people will seek you out for your knowledge and expertise.

Be authentic! You are in charge of your brand.

05.1

Recruiting: Blogging

In recruiting, the advertising game has transformed over recent years. The age of newspaper ads and job posters is a thing of the past. Modern job seekers are media-savvy, and they can be more informed than most recruiters, which is the opposite of the way things used to be. Before they even consider applying for a job, candidates thoroughly research and analyze companies.

With this knowledge in mind, the ability to harness social media and provide valuable content is a time-saving, cost-effective way for recruiters to attract candidates.

Without a doubt, there is an ongoing race to dominate social media and acquire useful, well-timed blog content within the massively competitive job market. Companies who fail to perfect an inbound marketing strategy will lag behind and fail to acquire the best candidates.

Are you a recruiter, have you created any content for yourself or your company? If not, start there. This endeavor could have a huge impact on your personal and company brands.

The Benefits of Blogging

The Subtle Art of Promoting Brand Identity

A company's culture and its resultant brand are clear reasons why applicants choose the companies they want to work for. Does your brand preach growth and an improved quality of life? Candidates need to clearly see these benefits in your posts.

Let Passive Candidates Find You through Search Engines

By making sure your content is valuable, you increase the chances of shares and likes. In turn, they will the chances that interested candidates will apply for a job with your company. In other words, you want your brand to be appealing to candidates.

Attract and Engage Candidates through Activeness

Inbound marketing strategies can help you become an active recruiter. For example, to share valuable information, you can utilize social media management tools.^[13] You can also automate the sharing of interesting content, and it will appear to others like you have active social sites. An active recruiter is going to appear more approachable, and will have a better chance of attracting applicants.

Many companies share stories about their employees, or they have encouraged them to blog and share opinions, stories, and thoughts. Companies understand that the personal brand of their people attract others, which improves your recruiting strategy.

The Power of Social Media

Today, social media is an effective recruiting tool for HR professionals. Active candidates are looking for news about companies, so it is important to regularly add content. If a company is not sharing information with their visitors, they are not telling them success stories that could excite potential candidates.

Imagine if SpaceX had only tweeted, “We are building space rocket,” but hadn’t shared that they were doing business with NASA and they would like to land on Mars. All good news is important, because it helps build a company’s brand and garners the attention of candidates.

Remember

With all certainty, blogging has changed the face of recruiting, and any company without an effective blogging strategy will be left behind. Blogging is a necessary, fresh branding strategy. If you don’t currently have a blog, you should introduce one on your company’s website or make use of channels like LinkedIn and medium.com. This strategy will save you time, energy, and money in the long run.

If you need inspiration from other bloggers, the perfect site is **medium.com**. I personally go there to read the thoughts of leaders from various fields.

Recruiting: Employer Branding

You've already learned about the importance of a personal brand, but if you are a corporate recruiter, the employer brand is also part of your brand.

For example, perhaps you currently have an average personal brand as a recruiter, but you get a job at a company such as Tesla, Google, Facebook. Then your personal brand will grow stronger because of the company's brand. Likewise, a recruiter with a strong personal brand could have positive effect on a startup's brand. That's why a company brand is also important for a corporate recruiter. However, freelance recruiters are only building their personal brands.

Establishing a strong brand is vital for every company, especially when you are recruiting new people to your team. Recruiting starts long before you approach them, even before you find them. Most candidates will tell you that knowing what the company has to offer influences their decision to apply, and it sways whether or not they continue with the interviewing process.

If you are planning to build offices in a new location, your branding efforts also significantly help you attract candidates in these new markets. Branding activities have a positive effect on passive candidates, because being visible often means that people will contact you when they start looking for a job. Meanwhile, they won't ever contact a company that is "invisible" to them.

This effect is similar to that of a product ad. When you need a new phone, you are more likely to go and buy new phone from Samsung or Apple, because you recognize the brand. You are not going to try a phone from a new brand called ACME.

Therefore, if people recognize you as a recruiting expert or company that is well-known, they will contact you more often. Your brand gives them confidence. They believe that you are going to help them find a new job, and that working for you will be better than working for an unknown company.

In some parts of the world, the employer brand is important, simply because family members are proud that their relative is working for a well-known company.

Don't underestimate employer branding. It makes a huge difference in recruiting.

What is an employer brand?

The main reason to build an employer brand is that it directly appeals to the hearts, minds, and dreams of potential employees. It gets them thinking: Would I be happier somewhere else? Most high-performing employees are content where they currently work, so advertisements need to catch the interest of these individuals. They need to have a clear, powerful reason to consider employment at your workplace.

As a long-term strategy, employer branding has quickly proven its value. For instance, the Corporate Leadership Council, a US-based research think tank, reports that branding and communicating the value of employment can result in an estimated 29% increase in access to passive job candidates.

Why do you need to build a strong employer brand? There's one easy answer: Most people would like to work for Google because it has a very strong employer brand. Many people consider it to be the best employer in the world. There could be dozens of better companies out there, but the company with the strongest brand will always have the bigger advantage.

The benefits of a strong employer brand

As I mentioned in the example with Google, a strong employer brand makes it easier and cheaper to hire and retain quality talent, particularly in labor markets where skills and talent are in short supply.

Good employer branding places emphases on stories about the organization's recruitment process and lifestyle, which can easily be spread by employees and candidates. Employer branding has been called the #1 strategic way to increase application traffic, yet on average, companies are spending more on product marketing and less on recruitment marketing.

A strong employer brand could help promote many things. For instance, when a job promises a work-life balance, employees of that company tend to report higher job satisfaction than their counterparts in organizations that lack one. The message that a company cares goes a long way in providing a sense of security and contentment.

When people are proud of their company, they tend to be much more loyal,

and they stay there longer. A strong brand has a significant positive impact on retention. People would like to work for a company with a strong brand because they would also like to brag about it in front of their friends.

What elements make a strong employer brand?

As a company, you need to have two unified brands: one for the consumer, and another for potential employees. There is a fine line between them, and although they can overlap, every organization needs to understand the differences in attracting each group, as well as what branding tactics they are going to use.

The first step in building your employer brand is understanding the types of employees you want to attract. A strong employer brand encourages the recruitment of quality talent and builds effective employee engagement and employee retention. It requires shaping employee perceptions and behaviors, based on values that will make your organization successful and will align employee performance to these values.

Below is a list of some of the elements your firm can make to implement a strong employer branding:

Define and articulate core values

The first thing you will need to do is clearly define and articulate your core values. What will make your organization successful for the benefit of all stakeholders, including customers, staff, and shareholders? Employee performance and behaviors need to align with these values. When building a strong employer brand, it is important that you promote behaviors that align with your company's goals. Your talent and consumer strategies need to be based on the same core values.

Discover your existing qualities

One way how to discover all of the reasons why you work in a great place may already be present in your organization's satisfaction survey. Through surveys, you can identify "the satisfiers" that you may not even have thought about. When you evaluate the survey, you can see your good qualities, including compensation and the number of days you offer to work at home. Sometimes, you'll be surprised to uncover what people perceive as personal perks and motivators, such as working close to home or free employee

parking.

The survey should also be connected with internal interviews of leaders and surveys on meetings and seminars. In the process, companies can also gather interesting competitive intelligence. If the company also wants to externally develop itself, it can check the online reputation of the firm. Then it will learn about others' views of the organization by reading what they've said on blogs and social networking sites.

Discover your Company Culture

Lead from the top by having executive leadership clearly set out culture expectations. It is extremely important for a company to have its top management converse about the employee brands in its earlier stages of the development. Once the culture is established, it needs to be consistently shaped and reinvigorated across the entire enterprise. If the branding is inconsistent with the reality of working in your business, it will quickly fall apart and affect candidates and engagement strategies. A brand-led culture change needs to be reflected in all your communications and actions.

As a recruiter, you know that it is always easier to hire for a company with a good brand. If your company is well-known for being a great place with flexible work arrangements and a great team, potential employees will be much more inclined to work for you than if they know you as an Evil Corporation.

One important thing to remember is that your company brand needs to be maintained at every level. In other words, every individual employee is an ambassador of your company and affects how others view your brand. Be sure that every person in your company consistently represents your brand and understands the value of a strong employer.

Discover your Company Reputation

Your company's employer brand is an important part of its reputation. Check social media sites like Glassdoor, and be ready to discover that some reviews are not positive. Learn from them by preparing an action plan. You can also run a quick survey of your candidates, but every survey will show you how people feel about you.

Your reputation on social media needs to constantly be supervised because it

is difficult to acquire and maintain, but it can be lost in a single moment. We are living in era when social media could almost instantly affect your brand.

This impact is especially accurate when talking about Generation Z, who have grown up with mobile internet and tend to be social media junkies. They are often quick to flock to strong consumer brands, such as Google, Apple, and Samsung. They also frequently contribute to a brand by sharing and commenting on everything around them.

When building your brand, be sure it is something that attracts all generations. Do not only focus on one generation!

Social media is an integral part of an employer's branding strategy. They are just another channel for promotion. Social media is already playing an important role in companies who are trying to attract new talents and using them to share news, ads, competitions, and information about company events that are open to candidates. They are also using channels that candidates are using for communication with company representative. For younger generations, it is probably faster to post a message on Facebook than send an email.

Engage social media

A Glassdoor survey stated that nearly 3 in 4 employees say that their employer does not (or does not know how to) promote their employment brand on social media. And after checking many companies in my area, this survey is very accurate.

You can engage interested candidates through any social site, such as Facebook, Twitter, Instagram, or LinkedIn. Companies can enhance their employer brand by positively influencing interested applicants through regular updates. These potential employees could be better brand advocates than your own employees, which is why it is important to provide interesting posts that people will want to share.

Keep in mind that every social site requires a different approach. For instance, don't send posts with dozens of hashtags on LinkedIn. This practice definitely won't bring in the results that you are looking for.

Publicize your company's requirements

Determine and publicize the key skills needed to be successful in your

organization. Describe and brag about employee accomplishments. Digital disruption and social media have helped link a company's reputation with customer experiences and engagement. Engaged and committed employees are vital to creating quality customer experiences.

To promote the quality and commitment of your employees in their consumer marketing, always be on the alert. The strength of an employer brand can have a major impact on the pride, commitment, and engagement levels of the employees involved in delivering a positive customer brand experience.

Identify the candidate target markets for your employer branding, and widely circulate your message. People like to be recognized, so use it to your advantage. Highlight your staff as examples of happy, engaged workers. Use their photos in recruitment advertisements, on your website, in your company newsletter, on billboards, and in association with events or industry magazines.

Be committed to the brand

Building a strong employer brand requires more than promoting the fact that you offer a great place to work in your recruiting ads. You have to stay true to that brand. If the reality is far from the promise, then the brand and reputation will be damaged, rather than enhanced.

Aside from the tangible changes you may need to make in terms of benefits or workplace environment, it may mean a very fundamental shift in cultures, attitudes, and behaviors. These changes require planning, commitment from the top, and consistency in executing strategies. An organization's culture is one of its greatest assets, but shifting is no easy feat.

Listen to Your Employees and Candidates

Your employees and candidates may see things about your company that you do not. Using survey research among employees and target audiences, you can evaluate the awareness and reputation of your current employer brand.

After both successful and unsuccessful interviews, ask your candidates for feedback; this will help you improve the process. I started collecting feedback from candidates about what they don't like during the interviewing process. This research helped me remove things that are not crucial to the interview process and that candidates don't like, which improved the candidate

experience. Then even if candidates received a rejection, they still shared positive feedback about the company and recruiter, and even recommend them to their friends.

I start by discovering small things that people don't like. When you make improvements, and remove the things that bother candidates, you will see that the candidate experience has improved.

Tell Your Story

Now more than ever before, the story of what it's really like to work for your company matters. People from various generations are more likely to trust the reputation of a company if they hear experiences from actual employees. Real stories and shared experiences are more effective at attracting people than PR articles, and they create a positive workspace.

To share inside stories that highlight your strengths, be more proactive in using social media. Include these stories on your website, share them on LinkedIn, and engage your employees. They are already familiar with your brand, so utilize them and turn them into ambassadors.

Natalie Kessler of Adobe had a simple but brilliant idea. She started promoting the lifestyle that comes from working for her company. Employees are adding the hashtag #adobelife to their tweets, so everybody can find posts of Adobe employees.

Another great example is the company Zappos. A simple google search will reveal many amazing stories from real customers who share what the company did for them. To customers and employees, this extra mile is what counts, and their brand gets a boost every time the company reaches a customer.

Make your brand outstanding in every aspect

Focus your employer-branding strategy on all aspects of the employment cycle, not just recruiting and new hires. While it's important to develop an external employer brand, the strategy won't be effective unless the image you portray truly represents the current situation of your employment cycle.

In other words, the brand must resonate with all of your current employees. Every day, they return to their families, sports teams, or faith communities with a personal message about your company. When they share negative

feedback about your company, it will be inconsistent with the company's public relations efforts.

An employer brand is not just a first impression!

The end goal of any employer-branding initiative is to attract, engage, and retain quality talent.

In other words, they need to build and strengthen an organizational culture that creates trust between leaders and employees, and mobilize the employees behind the mission and vision.

In other words, they need to focus on the creation of a positive experience during the entire lifecycle of an employee. Therefore, when external opportunities come their way, they'll choose to stay in your firm.

Building a strong brand requires time and effort from all the employees, not just the CEO.

Don't underestimate the importance of a strong employer brand!

Recruiting: Employee Value Proposition

What is the difference between an Employer Brand and Employee Value Proposition?

Here's the easiest explanation:

- **Employer Branding is:** "What is the story?"
- **Employer Value Proposition is:** "What is your promise (to existing and prospective employees)?"

Both items are important to the company brand. Today, organizations want to attract top industry talent, which is necessary for the growth or survival of any organization. However, there's often a problem: Most top talents already have a lucrative job and work for companies with a great brand. They are interviewing at top companies, or have other interesting options on the table.

However, every company is not as tempting as Google, SpaceX, Tesla, and Facebook. So how can an organization without huge resources at its disposal add top talent to its workforce?

Recruiters and business owners are trying to answer this question every day. The simple answer should be Employee Value Proposition (EVP).

An EVP can be defined by the benefits that an employee accrues. It is a reward system commensurate with the skills, capabilities, and experience the employee brings to an organization.

Why is an EVP important?

The creation of an EVP is necessary for organizations that want to attract top industry performers. An EVP focuses on the major reasons why people want to work in an organization: workplace culture, study leave, motivational vision, or a sense of community.

When correctly implemented, a good EVP will help an organization attract top talent. An EVP is intended to lure this talent from outside an organization, as well as retain those within the organization. Since nobody wants to spend days, weeks, or months to fill replacements due to high employee turnover, this impact is even more important for recruiters.

Employee satisfaction involves more than an attractive salary and paid leave. Numerous reports prove that the reason why people stay at their jobs often transcends money, and a properly formulated EVP will go a long way in helping management prioritize useful HR policies, creating a strong and respectable brand, and building a happy and content workforce.



How to create a great EVP

If you want to create a compelling and unique EVP, there are few things you need to focus on.

1) Generate, compile, and analyze data

Every strategy should start with an analysis of the data you collect. First, you must look inward, and try to understand what your current employees think about your organization.

When collecting data, try to ask questions like: What made the company attractive to them? What do they like most about their job? Why did they leave? Why are they still here? This information is easy to collect, as it can be obtained from employee surveys, focus groups, exit interviews, feedback from previous employees, retention metrics, and onboarding surveys.

You should compile this data and analyze it for patterns and themes. Do any comments seem to consistently pop up in exit interviews? These interviews are an especially interesting source of tips about things you can improve.

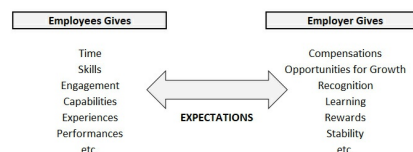
2) Look into the key themes, and talk to employees.

This point is vital for the development of your EVP. Involve the key people from your company. Groups should consist of members from the HR team, management, marketing team, people from existing staff, and even potential

employees. Combine the marketing and HR teams. The role of the HR team is to engage internal teams and key stakeholders, while the marketing team offers skills in insight generation.

Stakeholder engagement is critical for creating the right EVP, and you should include deliberations with stakeholders when trying to identify the key themes of your EVP. An EVP focuses on your employees, as opposed to a marketing strategy, in which the marketing team defines the brand and sells it to the public. You should make sure that you involve existing employees in the decision-making process, because you are trying to create an environment where you honor your employees and take care of them.

Balancing what employees and employers give and get.



3) Create your unique EVP

Now that you have feedback from existing and prospective employees, as well as the data you generated, you need to draft your unique EVP. It should be a compelling statement that embodies the essence of your employee experience and employer brand.

During the creation of your EVP, concentrate on the key areas of your proposition (such as a great work culture, employee growth, work-life balance, management development, community service, or ongoing employee recognition). Focus on your strengths.

Finally, ensure that your EVP supports your HR strategy and practices. Without the collaboration of both, your EVP will not deliver on its intended promises.

4) Get the word out

Now that the EVP has been developed, it's time to implement it. Your EVP should be implemented throughout all stages: recruiting, onboarding, career development, and exiting. The EVP's message should be delivered through all channels.

It's also important to measure the success or failure of the EVP. This

measurement will enable management to track its value, return on investment (ROI), and the financial implications to the company. Don't forget: the way you're communicating your EVP matters. If you fail to communicate it properly, it will never reach its full potential.

If you want to be sure your EVP generates maximum returns, build it around attributes that genuinely engage, attract, and retain the talent you seek.

Promote your corporate brand from the inside out. Don't focus on outside HR marketing/employer branding activities, just because everybody else is doing the same thing. Remember that great things always begin from the inside.

The Benefits of a Strong EVP in Recruiting

There's no doubt that developing a compelling EVP will require an investment in time and engagement, but the potential payoff is massive.

The reasons are not far-fetched. A well-formed EVP will attract the top talent in the industry, because it will outline attractive employee policies, rewards, and a benefits program (that will prove your organization's commitment to its employees). The marketing team will ensure that this message is communicated through the company's website, job ads, and employment letters.

If the HR team does a good job of ensuring that the EVP practices are adhered to, the employees will become advocates and brand ambassadors, who represent the brand. Prospective employees are more likely to trust the opinions of an organization's existing or past employees than the information obtained on its website. In other words, the company will stand a better chance of surviving and excelling in its space if it has a well-developed and well-executed EVP program.

Having a strong EVP on paper or a strategy on how to improve it is great, but you also need to implement it and live it. **Don't just promise; also deliver.** If you state in your EVP that you offer the best learning possibilities on the market, you need to deliver on that promise. Also, try to review your EVP every year; this is a great way to ensure that it still reflects the employee's changing experience.

Summary

It's important to state the career and professional goals of every employee in the EVP program. Why? Because when an organization's EVP matches what an employee values, the program will become 100% successful.

At this point, an employer can say with confidence that they have motivated, committed employees, who will go the extra mile to ensure that the organization becomes successful. And employees can honestly say that their job is fulfilling and rewarding.

The EVP and employer branding are great tools to help you attract and retain the right talent.

Recruitment: Brand Ambassadors

You have good employer branding, a unique EVP, a great product, perfect marketing, and amazing sales. But the only real asset that a company has is their people. The people that creating the brand of the company and the benefits of a strong company brand are tremendous, especially for recruiters.

Many employees have accounts on social sites, and they are actively engaging on networks, such as Facebook, Twitter, and LinkedIn. All these employees are part of a company brand, and they can become a company's most important, loyal brand ambassadors. However, without proper training or strategy, employees can also kill a company brand.

Companies are using brand ambassadors when trying to build a strong corporate brand. These brand ambassadors are employees that are thoroughly engaged, connected, and committed to the company brand.

I personally believe that EVERY employee is an important part of a company brand and needs to be treated that way—because building a strong brand requires that all employees feel connected with the company and corporate brand.

If your CEO primarily focuses on how to make more money every year (as opposed to initiatives or company morale), turning employees into brand ambassadors is the only strategy that recruiters should try to implement. You should describe the benefits of your strategy, prepare a plan that will show how little it will cost, provide a demonstration that shows the benefits (such as happier, more productive employees), and point out that it will attract more top candidates into the pipeline (which could lower the costs of recruitment ads).

Ultimately, this strategy is about to choosing the right way to present data to the CEO.

How to turn Employees into Brand Ambassadors

Educate Your Employees

Turning employees into brand ambassadors requires more than just having

them create company accounts on Facebook, Twitter, or Google+, or letting them share a company post through these social networks. Employees need to know how they are connected with the company brand, and what the company and business stands for, which is the company mission.

It's good to refresh a presentation that's used during on-boarding, because every company is evolving, so it's important to give new employees current information. For recruitment purposes, employees are the most credible source of information about the company for other candidates on the market. Therefore, referrals are one of the best sources of new employees. You as a candidate will also trust your friends that presenting you a new opportunity more than a recruiter who is just trying to present a new opportunity dressed up differently.

Provide Training

Everyone is not a born marketer. If you want your employees to become better ambassadors, provide some basic marketing training for them. It will be one of your best investments. Some employees will get excited about marketing, and they will brainstorm new ideas. They'll even try to find new ways to present the company to a bigger audience.

Create Rules for Your Social Media Policy

While it's important for guidelines to be in place, don't invent too many restrictions. Keep the no-no's to a minimum. Create a social media policy that encourages sharing and eliminates fear.

To be a good brand ambassador, every employee needs to feel confident about any social sharing guidelines. Trust your people!

Keep Your People Excited about the Brand

Don't make your employees search for content to share. Create an internal page with material for social websites. One great way is to add marketing materials they can use is to create a content hub, where you will add news about your company. A content hub will become the place where they will go and easily share news connected with the company.

Communicate with your people about what is going on and what the strategies are. Encourage questions, and find out the answers. They can promote new, exciting things that are coming from your company, and they

can easily create positive online buzz. Getting your employees involved is vital for any brand.

Community Involvement

Encourage and help your employees to be active in their community. Give them company t-shirts or stickers to wear. Is there is a special event, and only a few of your people are going? Just give them some branded, funny freebies they can share with their new friends. It's a great ice-breaker, as well as a way for your people to leave a good impression about your company.

The price of few t-shirts is negligible in comparison with the impact that employees will proudly represent the company at a meetup or event.

Personal Brands

You already heard the term “personal brand” so then you know how important it is. Some companies understand that personal brands are connected with company brands. And when employees are clear about who they are and what makes them exceptional in the company structure, they can use their skills and knowledge to activate the company's branding goals.

Each employee is unique and will be able to find a unique way to help your branding activities. And there is nothing more effective than having an employee with a strong personal brand. If potential candidates see that a person is a professional in their field, it will help the company brand, because it gives the impression that everybody in that company is the same professional as that employee.

Check the Results

Monitor your branding activities, so you can find what is working. There are many tools for these activities, but I like these two tools:

1. Agorapulse is a tool for Facebook and Twitter that consolidates online information about your company, so that you can see it all in real time.
2. Socialcast is an app that brings executives and employees together in a dialogue that unifies a workspace. By giving everyone a voice, you can break down barriers across locations and job titles.

Reward Sharing

It's important to recognize employees who are bringing the brand to life within the organization. If you see that your sales or number of candidates in a pipeline are increasing because of an employee's activity, support that person with a special reward.

Engaged employees who successfully represent the company brand provide a competitive advantage to your business. And as you already know, people are motivated by praise and prizes.

Benefits having Brand Ambassadors from a Recruitment Perspective

- Viral power of social networks to reach millions of candidates through an employee network.
- Retain and attract talent.
- Maintain better trust between managers and employees.
- Help build a better employee culture and teams.
- Reduce recruiting costs (adverts, agencies).
- Reduce the time that's necessary to fill the role.

Remember to:

- Trust employees to use their judgment.
- Make it easy through rules and processes.
- Be transparent in all communications.
- Give employees the information they need.
- Frequently communicate.
- Train your employees.

Employees are more likely to feel positive and empowered to make a huge difference. Turn every person in the company into brand ambassadors, which is going to help your brand and connect your people.

Keep in mind: **a great company culture —> happy people —> amazing employees —> better results.**

Recruiting: Employee Advocacy

The Brand Ambassadors program is connected with the Employee Advocacy program, which is why it's important to define it, including what it has in common with the Brand Ambassadors program.

The Employee Advocacy can be defined as the exposure that an organization enjoys through the usage of the social assets of its employees. At the time of this writing, these assets refer to social media, email, forums, and chatrooms.

Employer branding has Brand Ambassadors, and Employee Advocacy has Employee Advocates. This advocate is someone who generates positive exposure and raises awareness for a brand through digital media or offline channels.

Like Brand Ambassadors, Employee Advocates promote the company they work for by sharing information on social sites. An Employee Advocacy program enables employees to share company content with their networks.

Why should an organization engage in employee advocacy?

As I already mentioned, employees are the most useful assets that an organization has in terms of marketing, yet many employers don't know how to engage them for these activities. It is important to engage them in employee advocacy and turn them into employee advocates for these reasons:

1. It increases brand popularity and engagement.

Employee advocacy offers strategic advantages, such as improving the exposure and brand popularity of an organization through social media and other digital channels. Collectively, there is a high probability that your employees will have a higher social connection and engagement than your brand, especially on social media.

For example, Facebook has an algorithm that pushes more content from individuals' to users' timelines than content from organizations or groups. In other words, if your company and an employee each have 1,000 followers and post the same content at the same time, more followers of the employee would see the post than the company's own followers. And as you already know, people influence people.

Nothing influences people more than a recommendation from a trusted friend.

2. It helps build trust between your users and the brand.

An advertising report published by Nielsen Global Trust showed that 92 % of global consumers said they trusted recommendations made by people they know more than ads, regardless of the form it takes.

This research cements the fact that employee advocacy helps build up trust in an organization's products when its staff becomes knowledgeable experts of the organization's products or service. Then they will frequently assume the role of spokesperson for the organization, whether online or offline.

As a result of their online representation of your organization, engaged employees will bring you more website visitors, and help you target potential candidates when you share career opportunities.

As a recruiter, I speak with hundreds of candidates every year, and many of them know the company that I work for because they follow some of my colleagues. From time to time, my recruiting team tells me that a candidate found our company by reading my articles.

When you engage, a company brand will be visible to a broader audience.

3. It shows employees that they are trusted.

Employee advocacy can increase the level of employee engagement and communication within teams and at senior management levels. This transparency will also positively affect your retention. People in corporations will see what the company is doing globally, and they will begin to take pride in their company.

4. It improves an organization's revenue.

Research published by the National Business Research Institute reveals that a 12% increment in brand advocacy generates an increase in revenue of approximately twice that rate. In addition, companies that are socially engaged are about 56% more likely to generate sales leads.

How do you start an employee advocacy program?

Begin by preparing a plan for your advocacy program, and prepare the communication strategy to promote it to your employees. They need to

understand what your program is trying to achieve.

Here are some guidelines for creating an advocacy program:

1. Culture of trust and freedom

It is important that you create a culture of trust. You can't force employee advocacy on employees, nor can you pay them to use their personal lives to advocate for your brand if they don't want to. They need to feel that you trust them, and that you are not going to use them for marketing techniques because you're trying to save money.

If your employees trust you, they will be motivated to share information on social networks about your organization. It will also boost genuine conversation about your brand. When employees become ambassadors for your brand, you are also giving them the power to state what is true or false about your company.

2. Set goals and create key performance indicators

To achieve anything, it is important to track your progress. Before you start with any plan, ask yourself:

- What do you want to achieve?
- What do you want your employees to advocate for?
- What should they share?
- What kinds of results do you want to see?
 - o An increase in brand engagement?
 - o Social media shares?
 - o More sales?
- What kinds of people do you want to see?
- What kinds of demographics do you want to connect with?
- Are you aiming to increase positive perceptions of your brand?
- Is your plan to increase more traffic and sales leads?

All of these questions should be a part of your Employee Advocacy program strategy. You need to set goals that will help you evaluate the results.

3. Make guidelines clear to follow

Do not impose the guidelines on your employees, as it will restrict trust and freedom. You should create guidelines about what to share, how to share it, where to share it, and what their incentives are. Train and provide support when necessary. Also appoint an employee advocate who will act as a point of contact, assist you, and give advice as needed.

Your content should cover an array of topics to reflect the diversity of interests, opinions, and voices among employees in your organization. Make sure there's a full range of content available for them to share.

Sharing the same content at the same time

Sometimes, you will hear people say that they are not willing to share the same message as others. If you have 500 people sharing the same message during one day, it could have a negative impact. But even if all your employees simultaneously share on LinkedIn, Facebook, Twitter, they won't have the same connections as their colleagues, nor are they likely to use the same social network to share the message.

How can you measure employee advocacy?

Ultimately, these kinds of metrics should measure are relative to the nature of your business, there is no universal standard.

Here are a few examples:

- *Employee conversion rate*

How many employees are now brand advocates?

- *Employee influence*

How has this employee advocacy program improved your employees' online influence?

- *Effect of advocacy*

Has your fan base increased since you started the employee advocacy program?

- *Reach*

Has your organic reach been boosted?

- *Change in consumer demographics*

Are your advocates bringing in different groups of fans and followers?

- *ROI in relation to number of hires*

Summary

Combine all of your metrics, and track whether the program is bringing your company a larger number of candidates who are registering through your ATS. Is employee advocacy affecting the number of candidates that you are getting through the referral program? Furthermore, how is this employee advocacy program affecting your retention? And what is the ROI of the employee advocacy program?

Generations Y and Z do not have to rely on what potential employers tell them about a company through PR articles and amazing ads. If you find a way of engaging with them and give them the right content to share, the freedom to share it, and the right guidance or training, they can help you build a better employer brand.

There is no doubt that employee advocacy works when you are trying to foster brand engagement, sales, or new hires for your company. You just have to find a way to tailor the employee advocacy program to your company, so that you get the results you need.

Recruiting: Marketing Mentality

Maybe you're asking yourself, "Why would a recruiter need to start thinking like marketer?" Even if you are working as a recruiter, you need to master marketing methods if you want to improve at your job and have better results.

As a recruiter, when it comes to attracting the right kind of candidates for a position, it is a real challenge to find the needed talent in a highly competitive job market. How many times have you lost an ideal candidate to your competitors, just because they had a better strategy that hooked that person?

Well, if this situation has repeatedly happened to you, your current strategy may not be as efficient as you think it is. The days are over when top candidates have to convince employers that they are worth being hired. These days, if you want to make sure that your company hires the right candidate, you have to convince the candidate that being a part of your company is worth it.

As a recruiter, you need to look at your role and mission with completely different eyes. Getting the best talent means more than just browsing through resumes, and trying to figure out which one fits best, as far as the information contained in the resume. The most important job of a recruiter today is adopting a marketing approach that will sell your job offer. Recruiters need to learn marketing techniques because they need to learn how to market their job opportunities, how to attract right people, how to sell their job openings, and how to market their company.

Therefore, you need to know what the job has to offer, who may be interested in it, and what criteria they use to choose jobs. You need to see the open position in your company as a product, which needs to be presented in an appealing manner. You have to see candidates as potential buyers of that product, so you really need to make your job description interesting if you want to make sure that talent will approach your company and see what your offer is all about.

Develop a Marketing Plan

Your company's Talent Acquisition (TA) team needs to develop a marketing

plan. The goal of such a plan is to make sure that your job offers reaches all of the market niches that you're targeting. Also, the TA team will have to see which of these market niches has the biggest impact, and is most efficient at attracting candidates.

How do you accomplish this goal? Well, if you post your job on the sites that are most frequented by the talent you're trying to recruit, a job offer may be quite successful. For example, if you need a web developer, your job description should be posted on sites such as Stackoverflow.com, since developers and programmers visit these sites more often when searching for information. Therefore, the job description will be in front of the right group of candidates, since it is effectively marketed. If you want to be even more effective, you should know that there are online platforms that will post your job on several websites at once, so you will reach a wider audience.

Define the Desires of Your Ideal Candidate

Do you know who your ideal candidate is? If you don't, you'd better start doing some research to contour this person's main characteristics.

The marketing plan of an efficient recruiter should involve more than posting jobs on websites. When a person looking for a job is reading your job offer, the message that will be transmitted should make candidates want to apply. In marketing, you're trying to convert a visitor into a buyer, and in recruiting, you're trying to convert a job seeker into a candidate. Your messaging should be created according to what each job seeker category is looking for.

Some candidates want better salaries and other financial benefits, while others are more interested in career opportunities, education, training, or health benefits. You won't be able to create the right message for your job description if you don't know your target audience.

Such information will make job seekers imagine themselves working for your company, which will influence their decision-making about applying. The name of your company and the brand you created also play an important role, so make sure that you advertise your job offer with the right banners. In an online environment, do not hesitate to use banners that are highlighted and animated in various ways. And remember to use photos that show how great it is to be part of your company's pleasant, friendly team.

Message Placement

Since it is a marketing plan, it should be subjected to evaluations, measurements, and optimization. What's the use of having a plan if it is incapable of delivering the desired results? Extract the primary results, and with the right set of tools, make sure to analyze and fully understand the provided information.

Have you noticed that companies that sell laptop cases have ads in airline magazines? They are marketing their products very well. They're addressing a niche that could actually use a good laptop case, because they travel a lot. Recruiters must learn to do the same thing by putting their job offer in places where their candidates will be most likely to see it.

Once you notice what is working, make sure to keep those elements. But there are big chances of noticing things that aren't working or performing as you may expect, so if this happens, you should know that you need to change these elements. You must remove the parts that are not functioning well, and replace them with parts that make your plan much more efficient.

In recruiting, the company won't just celebrate a sale, but will gain a highly valuable employee. We all know that high performance and company growth cannot be achieved without the right employees.

Still, how do we properly position a message, so that it will be seen by your target audience (the most qualified candidates)? Marketing specialists gather lists of people that have already bought the product or are who are most prone to buy it. These people are the ideal clients, because it usually just takes a nudge to turn them into clients, which comes from the marketing message. In the marketing world, sellers are trying to make buyers understand that their product is the best fit by creating offers that match buyers' needs and interests.

Therefore, if we transmit our recruiting messages to the right people, there are far better chances of getting the right candidates. Based on a specific set of characteristics, determine the right candidate, and look for the websites that are frequented by the biggest number of right candidates for posting your job. Do you need an accountant? Well, find out which sites most accountants go to, and post your job there. Then it will be in front of the right audience.

The luxury of waiting for talent and qualified candidates to knock on your door is something that is rarely found today. Every company dreams of becoming one of the leaders in their market. Well, this goal can't be achieved

if you don't have the right people working for you. The recruiting process is extremely important because it determines the team that will help the company reach the desired goals. You will need to work hard and convince talent that choosing your company is the best thing to do. And you can only achieve this goal through aggressive, clever marketing.

You need to know your ideal candidates very well, including where to find them, what kinds of benefits they are after, and what will motivate them to choose a particular job. If you have this information, your marketing plan will definitely be successful.

Summary

With the right marketing plan, you will attract the best candidates, not only by advertising the open position, but also by making it look appealing and worthy of their attention and effort. These days, technology provides amazing tools, so it is possible to come up with an effective marketing strategy for recruiting purposes.

The conditions of the existent market include increasing competition when hiring the best talent. Today, it is not just about who makes the biggest number of sales and has the biggest portfolio of clients; it is also about who manages to hire and retain talent. The right employee can make a huge difference and quickly set you ahead of your competition.

If you want to make sure that you have a chance at hiring top talent, you need to start changing your strategy, perspective, and action plan. You need to think and act like a marketer. It is not an easy task, but by constantly monitoring and improving your plan, you will definitely have the chance to hire amazing people.

Recruiting: Advertising

A candidate's journey is constantly changing, since it's quick to follow trends and innovations. In recruiting, advertising is no different. From the early years of "Help Wanted" and "Now Hiring" signs in store windows, recruiting advertising has evolved—whether through online, print, employment agencies, or job fairs.

The major aim of recruitment advertising is to attract the attention of potential candidates and eventually persuade them to apply. In a real sense, it is the first medium that a potential employee sees before deciding whether or not to apply for a job.

Recruiting is about finding people, marketing, *and* selling. Recruiters have to turn into marketers, so they can find better ways to tell candidates how cool their open position is. Through ads, recruiters tell passive candidates how great the company where they work is, how cool the company culture is, and how amazing the team is.

These ads are now everywhere. Everybody is trying to hire people for their companies and clients. Recruiters are using ads on Facebook, Twitter, LinkedIn, and other social media sites. Especially on LinkedIn, recruiters are trying to get the attention of both active and passive candidates by sharing job ads through URLs on jobs or PR articles, images, photos, or videos.

These ads developed from long job descriptions in newspapers or magazines into images, catchy headlines, and videos. People stop reading long articles, which is why recruiters started using pictures. A picture is worth a thousand words, and it has the power to get your attention when you are scrolling through a timeline or news stream on any social site. Moreover, if you combine the right picture with the right message, you can get the attention of thousands of possible candidates within a few days.

There is a very simple rule for these pictures: The more visually striking the ad is, the more attention it draws. The goal of every recruiter is to get as many likes and shares as possible, because this goal could get the image in front of as many people as possible.

However, only posting images is not going to lead people to your list of open

roles. In order to attract new talent to a company's website, it is necessary to make these potential candidates aware of the opportunities available within your organization. Don't forget to add some text with the link to your job openings (a call to action). Recruiting ads serve as important tools for any recruiter.

Corporations spend billions of dollars every year on recruiting ads, which represent a significant proportion of the total amount of money spent on all the media used for recruiting. It's important to note that people who read online recruiting ads are not just eager job seekers or passive candidates, so recruiters use these ads to conduct surveillance about the employment market.

The Dominance of Online Advertising

With the birth of the internet and social media, advertising as a whole has grown immensely. But recruiting ads have changed even more. In fact, the recent dominance of online recruitment advertising has completely transformed the way recruiters and talent acquisition leaders think about connecting with top talent.

The Importance of Online Recruiting Advertising

The primary use of jobs ads is to traditionally connect job seekers with available openings. However, online recruiting ads have the potential to draw in candidates and excite them about opportunities. Recruiting ads are the beginning of a candidate experience.

To give candidates a good experience, it is also important to simplify the registration process. In one company that I was working with, the registration process took around 5-10 minutes. When we cut out all unnecessary fields and kept it very simple, we got around 23% more candidates into the pipeline.

If the description of the job ad is as clear and simple as possible—as well as realistic in its explanation of the job—it will result in higher-quality applicants. These candidates know exactly what they are applying for, as opposed to getting the short end of the stick.

You shouldn't ignore sites like Glassdoor, where employees share information about companies, because these sites are also sources of potential

candidates and places where you can influence how people see you.

If you are not convinced about the importance of online recruiting ads, here are six advantages of them:

1. Faster time of reach

Online recruiting ads have greatly reduced the wait time for both potential job seekers and recruiters. For candidates, they get first-hand information online about any job openings or information about companies without the need to go to the career pages. Unlike newspaper ads, which have limited jobs and employer descriptions because of space constraints, online recruiting ads have detailed information, which make it easier for candidates to find jobs that match their skills and interests.

Online recruiting ads could also turn viral, which will get in front of people that you don't have in your network.

2. Efficient candidate and niche targeting

With millions of people online, recruiting ads will be read by a larger number of qualified candidates. They are easily shared by your employees, visitors, fans, and strangers. However, in a market of heterogeneous niches and job seekers struggling to find industry-related jobs, matching the right job to the right candidate is very difficult. Thankfully, great online recruitment advertising has the ability to solve this problem by enhancing job visibility and demographic targeting.

For example, Facebook Ads allow you to easily select your audience, and only show the ads to them. Many social sites offer this type of segmentation.

Geographically focused ads will cost less and produce more suitable applicants than ads that are unfocused. This focus lowers the cost of finding high-demand talent, and limits the use of external resources. And with job ads streamlined to cater to a particular set of people, there will be an increase in the number of openings that a job seeker can browse through. At the same time, job seekers are able to narrow down ads to the one that pertains to them. A better match means reducing employers' hiring costs and time, which is necessary for filling each role.

With the right targeting, you can present your job post to passive job seekers, who could end up seeing the position as the right next step in their career.

3. Saves recruiting cost

Apart from improving niche targeting, online ads greatly save recruiting capital. Of course, an effective ad is very important, but investing in online ads doesn't mean that you have to spend a fortune on above-the-line mass-media advertising. By simply increasing your activity on LinkedIn and social sites and creating promotional ads (such as Facebook Ads and Google AdSense), you can quickly and effectively target the right audience and become more visible to both active and passive candidates.

Online advertising streamlines the process of hiring, but it must be simple and accessible to remain within a reasonable budget. It may seem obvious that companies should understand their value before they spend money on recruitment advertising, but many of them go through their budgets without thinking about the jobs they need to fill.

The ROI of these companies would certainly be greater if they did a better job of presenting what they have to offer employees, but online advertising is still by far cheaper than traditional advertising. And if you shop around, you will find that you may be able to target your brand to your niche audience.

4. Improves quality of hire

Quality hires will increase the amount of revenue generated, and reduce losses associated with turnover. They will keep training costs down, and be less likely to cause friction with existing employees, which could result in the loss of key personnel.

If executed correctly, online advertising will attract candidates who are the best in the industry. An optimal online ad will help target qualified applicants and eliminate candidates that do not meet your essential job requirements.

5. A chance to raise brand awareness

In past years, the online sphere of recruiting ads has resulted in an increasingly large number of recruiters who are putting employer brands on the front burner. A company's brand strategy requires a long-term, constant effort. All the information needs to be the same throughout all channels. There needs to be clear consistency between the promises of job ads and company actions.

When it comes to attracting talent with online recruitment advertising, the benefits are clear: companies with a strong brand will attract more candidates

than other companies. In 2014, Google had about 3 million applicants per year.

6. Improves referrals

Referrals are usually word-of-mouth ads, so they are a low-cost, per-hire way of recruiting. When referrals are brought online—particularly on social media—they become strong focal points for luring top talent.

In other words, online recruiting ads can be improved when they are created by your employees. You can accomplish this goal by making more people aware of your organization's current job opportunities through various social media.

Most importantly, the referral process should be as simple as possible. Forcing your employees to fill out a two-page form just to submit a referral will only lead to nobody wanting to share any referrals with you.

Summary

The nature of recruitment advertising is never stationary. With new jobs, constantly being created and the never-ending introduction of new media, recruitment advertising has become of utmost importance.

Recruiting: The ROI of Ads

If you are working in talent acquisition, you probably have a budget for branding activities, recruitment tools, ATS's, and job boards. But when considering whether or not to invest in the same resource the following year, you are probably asking questions like: "What will the return be? Did I secure enough candidates for this investment?"

One key element of being a great marketer is being able to measure your success. That's why all your internet activities connected with your branding should be tracked and analyzed. This data will give you a good idea of what is working for your audience, what is not working, and what kinds of things you should avoid.

The best way to discover whether the ad or resource is working is to start tracking all your activities and calculate the ROI from it.

Measuring ROI

Companies often spend thousands of dollars on resources that give them a very small ROI, or even none at all. Maybe it's the job board that they've been using for years, but they never check the ROI of that source. However, they know that it worked a few years ago, and the key account manager from that job board told them: "We are the #1 job board in the country."

Measuring ROI in recruiting is the responsibility of the talent acquisition team, because it helps them justify advertising decisions, and gives them an overview of the activities and resources that are working. Every recruitment campaign is an investment, so calculating an ROI helps justify marketing investments and evaluates whether the marketing channel or activity is effective.

Some of the common metrics for measuring recruitment ads are **cost per hire (CPH)** and **cost per applicant (CPA)**. They are very easy to measure and calculate. Here are two examples:

CPH

$\$10,000 \text{ USD} / 10 \text{ hires} = \$1,000 \text{ USD CPH}$

(Total external media cost / number of hires)

CPA

\$10,000 USD/1,000 applicants = \$10.00 USD CPA

(Total external media cost/number of applicants)

Other simple metrics that you can connect you with candidates are quality of hire per source, and time taken to fill the position. By understanding which source is working and what kinds of candidates are being added into the process, you can turn your investments into more effective ads.

Track the Sources

Within every organization, source-tracking of candidates should be a priority, because it improves the candidate pipeline, and saves a lot of money. Your ATS should have the ability to automatically track the sources of your candidates. If you don't have tracking, you should speak with your ATS provider or find a new one.

Have you tracked whether anybody from your team posted something on social media? Or are you just counting the number of likes you are getting under your post? Do you know how many visitors clicked on the URL in that post? How many visitors who clicked on the URL were transferred to your career pages, but got stuck in the registration process? How many applications you have received from your career portal, and from sources like LinkedIn?

If you know the answers to all these questions, you are probably doing a great job. If you don't, then you should start tracking your activity. Because without this data, you are probably spending money from your budget on things that may not be working as well as you think. And creating a recruitment strategy based on a feeling that something is working is something you shouldn't do.

Basic Things You Should Track

The Careers Page

You need to find out how they are arriving at this page. If you are starting to build a new careers page or are optimizing the current one, don't be afraid to use heat maps. They will help you understand what is and isn't working, in

terms of the text and images on that page. Then you can monitor user behavior. Therefore, you can optimize your Careers Page and provide a better candidate experience during the application process.

Ads

Every single picture, URL, and post can and should be tracked if it's part of your recruiting/branding strategy. Using this data, you can be more effective by reaching your target audience. If you know that sharing interesting articles with your LinkedIn audience from 5 to 6 pm is going to bring ten times more visitors per reader than after 6 pm, then wouldn't you stop sharing articles after 6 pm? That is why it's important to start tracking, collecting, and analyzing data.

Best Times to Post on LinkedIn:

7:30-8:30 a.m., 12:00 p.m., and 5:00-6:00 p.m. on Tuesdays, Wednesdays, and Thursdays (and 10:00-11:00 a.m. on Tuesdays).

Newsletters

When you send newsletters or mass emails to candidates, do you know how many will receive and open them? What if 80% of people never received your messages? Tracking these messages will give you the perfect insight about when people are reading your messages, which email subject is more effective, and if a shorter email will work better for your readers than a long one.

How to Track Visitors

If you want to measure the traffic of a careers portal or the success of your branding activities/ads, the best free online tools are Google Analytics ([www.google.com/analytics/?/](http://www.google.com/analytics?/)) and UTM codes (also known as UTM parameters). The UTM Campaign URL Builder is <https://ga-dev-tools.appspot.com/campaign-url-builder/>, but many other sites can offer you the same tool.

If you are going to post a picture with a URL and would like to track the success of your content on the web, you can use this link:

**[http://yourdomain.com/here-is-the-name-of-your-page?
utm_source=newsletter&utm_medium=banner&utm_campaign=interns](http://yourdomain.com/here-is-the-name-of-your-page?utm_source=newsletter&utm_medium=banner&utm_campaign=interns)**

Part of UTM code for a picture on a LinkedIn internship campaign:

?

utm_source=linkedin&utm_medium=picture&utm_campaign=internship

Part of the UTM code for a career page for a designer role on Banner:

?utm_source=careerpage&utm_medium=banner&utm_campaign=designer

Part of the UTM code for an article that you are sharing on Twitter:

?utm_source=twitter&utm_medium=social&utm_campaign=article

You can make any combination of these parameters, and you can track anything that you post online. You will find lots of online information about how to use UTM codes, but here is a quick overview of five UTM parameters that you can use:

Required Parameters

Campaign Name

The name that allows you to recognize your campaigns (in this case, for summer interns):

utm_campaign=summerinterns

Campaign Medium (utm_medium)

The medium on which your ad is shared (in this case, an image):

utm_medium=banner

Campaign Source

The source that sends traffic to your career page (in this case, Twitter):

utm_source=Twitter

Optional Parameters

Campaign Term

The link, button, or ad that is involved in tracking (in this case, for a button).

utm_term=button

Campaign Content (utm_content)

The content that you are sharing (in this case, for page 7 of a magazine):

Code: utm_content=magazinpage7

Adding these parameters after the equals sign doesn't affect anything on your page or ruin your links. Rather, it helps you track your marketing activities

and visitors.

Why it's good to use UTM codes

You can track social channels or marketing activities to discover the ones that are bringing you the best value. You can even track the same piece of content across multiple channels, so that you can easily see what happens if you post the same picture on various social media sites.

With UTM parameters, you can easily see the channel that worked best for this specific marketing activity. You can also see where most people click on your links in your article and post in your newsletter, so you can easily see what catches the eyes of the readers.

Google Analytics will help you identify the number of visitors to your page, as well as their source. The most important information on a Google Analytics Dashboard is probably Conversions. When you are setting up goals, Google Analytics will show you the number of visitors who apply through your website or perform some specific action. For recruiters, these actions are most commonly set up to record the number of candidate applications.

Targeting your ads

With millions of people online, recruiting ads will be seen by a larger number of qualified candidates. However, in a market of heterogeneous niches and job seekers struggling to find industry-related jobs, matching the right job to the right candidate is very difficult. Thankfully, online recruitment advertising has the ability to solve this problem by enhancing job visibility and candidate targeting.

Targeting in advertising is a very effective technique, and when you target people in your location without globally targeting your ads, you can more effectively spend your budget. Therefore, the ads cost less and produce more suitable candidates than unfocused ads, which will lower the cost of high-demand talent and limit the use of external resources.

One of the best ad-targeting tools is Facebook Ads. You can easily target people based on their Location, Interests, Behaviors, Life Events, and Hobbies.

Summary

Perhaps your company has spent \$5,000 USD on a job board that provides 1,000 annual visitors based on Google Analytics or any similar tracking tool. Out of these 1,000 visitors, 50 applied, and you have only hired one of them.

On the other hand, you may also see that every picture you posted on Twitter (for free) brings you two candidates and one hire every month. Therefore, you can save \$5,000 USD for the source that is not working, and you can invest some of the money in something like Twitter Ads (Promoted Tweets) to support that channel and get more relevant candidates and hires from it.

Making decisions without data is the same thing as making decisions based on irrelevant data. And as a recruiter, you need data, so you can see if you are spending your budget wisely, and what sources are giving you the best ROI.

Recruitment: Guerilla Marketing

If you've never heard of guerrilla marketing, the term might sound a little extreme. But fortunately, guerrilla marketing is not as threatening as it sounds. In fact, when used properly, this tactic is one of the most effective methods available, which today's fledgling recruiters utilize to overcome big-time competitors.

Guerrilla marketing involves any unconventional marketing technique that is designed to produce maximum results using minimum resources. Guerilla marketing techniques are in environments ranging from small home businesses to huge mega-corporations.

All the guerrilla tactics have a few things common:

- They cost a small fraction of typical ads.
- They are an effective way of promoting brand awareness.
- They don't look like an ad when you see them the first time.
- They are unexpected.
- They often create an emotional reaction.

The History

Jay Conrad Levinson created the term “guerrilla marketing” in 1980. Jay is considered the "father of Guerrilla Marketing." In 1984, he published his first book on the subject. Prior to that, this type of marketing was known as “grass roots marketing,” but Jay’s term comes from “guerrilla warfare,” which employs uncommon, unexpected strategies in order to win a battle. These tactics were originally only used by small businesses, because they are not expensive, yet effective.

Guerrilla Marketing in Recruiting

Guerrilla recruiting is an unconventional approach to recruiting: It tries to reach maximal goals through minimal means. Therefore, it is an unconventional way of reaching conventional goals.

One of the best characteristics of guerrilla marketing is its applicability. It is

not just a visual marketing strategy. Instead, it includes the search for fresh, original ways to lure new candidates, retain old ones, and influence candidates to spread the word to others. Hence, it is a kind of covert recruiting.

Guerrilla recruiting attacks and manipulates the sensitive, often-ignored aspects of job seekers. Guerrilla marketing in recruitment often involves seizing potential candidates from mega competitors with the crafty usage of meager resources at the recruiter's disposal.

A guerrilla marketing campaign can use methods of promotion that rely on effort, ingenuity, patience, and energy, rather than being tied to a huge advertising budget.

Tactics include unexpected public appearances, flash-mob presentations, giveaways of products, and promotions on public venues. A common example is by sending out exclusive invites to special events or secret meetups on college campuses through pizza boxes.

Guerrilla Marketing in Recruitment

The constant goal of every recruiter is to get your company brand into the heads of passive candidates, which is not always easy, especially if you are not a big brand or company with an unlimited budget. Sometimes, you only need an idea and a small budget to turn candidates into new hires.

These are two examples of guerilla marketing strategies I've used:

1. I bought a package of chalk and wrote "We are hiring" and the URL for our career page on the floor of the balcony. Since some of my target candidates from our competitors could physically see the terrace, they applied. This strategy cost me about two dollars.
2. It occurred to me that we should reward people that are doing good name to IT field where I am working, even they were not working for us. We started asking some of our candidates and people we collaborated with to name people they believed were doing good jobs. Then we picked 45 people from the list of names. And we sent them our custom-made "Kudos" t-shirt. We sent it with the note that explained why they were getting the t-shirt for us. We sent them a standard thank you note and told them they could stop by our office and pick up a shirt in their size. When they heard that there was a

company that appreciated the good job they were doing, it strengthened our brand, and we got more candidates from it.

The Guerrilla Marketing Channels

Similar to approaching a CEO about brand ambassadors, in order for the guerrilla recruiting to yield desired results, a plan should be devised first:

- Select your strategy.
- Focus on existing advantages.
- Choose your target group.
- Decide which recruiting tools to use.
- Determine the market share.
- Establish the company's identity.
- Work out the recruiting budget.
- Manage the company in a manner that it is suited to candidates.
- Integrate the element of surprise in your recruiting.
- Use metrics to gauge the efficiency of your methods.

The Power of Emotional Appeal

In guerrilla recruiting tactics, psychology plays a very important role. Candidates often react on logical impulses, but some react to emotional appeals, including success, the satisfaction that comes from owning, security, self-improvement, status, style, and comfort.

Downsides to Guerrilla Marketing in Recruitment

- You will not be able to predict if it's going to work, and identify what works and what does not. You will be able to track some results, but you won't be able to evaluate in the same detail as other traditional campaigns.
- You will need to have a great idea and energy to bring the idea into life.
- You need to be prepared for the idea to turn into a mistake that will cause more problems than benefits.

Before you start with your new guerrilla marketing campaign, it is important to check laws in the location where you are planning to use it. Then you will save lots of trouble and reduce the possibility that you could face legal actions.

If you are looking for a quick fix for your recruiting campaign, guerrilla marketing is not a simple solution.

Summary

These tactics work because it is easy to understand and apply them, and they are also popular because they are inexpensive. An effective guerrilla marketing campaign is determined to figure out where the target candidates are, and how to find unique ways to reach them. It also involves finding the flaws of competing firms and capitalizing on them.

Guerrilla marketing must offer something of real value that is instantly clear to the potential candidates, or it will not work. If it is unique enough, it could be just the thing to flood your firm with top talent.

Recruiting: Job Descriptions

During my career, I have heard many “guaranteed” pieces of advices about creating the perfect job ad, such as:

- “You need to insert a video and at least two pictures to your job advert.”
- “You need to use something funny.”
- “Do not use bullet points, just text.”
- “Use only bullet points.”

Over the years, I have met many specialists with the “right solution”: I should change the job description and improve the posting. Of course, this advice was not free.

I can honestly say that there is no magic bullet. There is no way to create the perfect job description that everybody will like and that will generate hundreds of applications. You need to check the data, try new things, and try to find your own way. What works for others might not work for you.

But I will always follow one piece of advice I have been given: “Adapt what is useful, reject what is useless, and add what is specifically your own.”

The job advertisement is also helping your company brand, so it is good to show the company culture. Adding the name of the recruiter and the contact details will raise the number of response, but it will also add more work on recruiter, because it will be necessary to respond also candidates that are not matching the requirements.

Job Ad Tips

Here are a few tips I’ve discovered over the years and would like to share you. Maybe it will help you improve your ad and get more candidates.

1) Humanize your ad

Remember that you are creating an ad for people not machines, and it should give them a reason to apply.

Lose buzzwords like “Superman developer” or “Ninja Sales specialist.”

These buzzwords are not going to remain invisible to candidates, because candidates are not going to find these roles through Google or Indeed. Therefore, just write the job title in the description.

Replace "the ideal candidate" or "perfect candidate" with "you" or with any words that will connected with your target audience.

Set realistic expectations. Research the keywords relevant to this role, and ask people who are already working in that position. Let them describe this role in their own words. Regard the ad as an “employee testimonial”.

2) Unclear Language

Recruiters who work long-term for a company very often start using insider acronyms or jargon when describing the work in ads. The company’s internal lingo becomes their second language, but it is important to keep in mind that candidates outside the company will not understand all the abbreviations and phrases that are only known to internal employees.

Postings on sites such as LinkedIn and Twitter also often include abbreviations and shortened versions to save space. Every candidate will not understand these abbreviations, so they won’t apply. They get the impression that they do not match the requirements because they do not understand the lingo. It is important to present ads in a language that is understandable by most people who will see it.

Example: “This is a PT pos. w/bens. & pd. trng.”

Translation: “This is a part-time position with benefits and paid training.”

If you are not sure how easy is your ad is to read, try to use tools like readable.io or hemingwayapp.com

3) Too Short or Too Long

In job descriptions, you have to present the role and the company brand. Two short sentences are not going to cause anybody to actually apply to your company.

On the other hand, you need to keep in mind that the candidates’ attention is limited. They are not going to read a ten-page description of your job. Most people visit LinkedIn and job boards through mobile devices. If they need to scroll more than four-time times on a mobile screen, then your advert is too long, and you should create a shorter version.

Before you post a new ad, ask yourself if you feel that the job ad you are about to post is appealing. If you have doubts, invest more time in rewriting it.

4) Recycling Job Descriptions

Since your company is evolving, the information in your ads should change too. Therefore, you should not use the same ad for years. Using a recycled ad will not attract more candidates; in fact, it could do the opposite. Candidates who see these recycled ads for months or years could get the impression that something is wrong with your company.

5) Every location is different

Every location in the world has its own specifics, so if you are entering into a completely new market, check out the competitors. Are you the only company using “Associate Developer” as a title for your role? If the whole market is using “Junior Developer,” you are not going to see many candidates.

6) Contact Details and Recruiters Name

Most recruiters are not happy when their contact details are shared in a job description. The reason is simple: they could get many calls from candidates that are not the right fit for the role. But contact details will raise the number of candidates and improve the candidate experience because they want to speak with a person, not put their resume into the black hole called ATS.

7) Grammar and text

There is nothing more important than checking the grammar before posting your ad. Also, if your ad is hard to read, too complex, or too long, people will most likely skip it.

An application called Textio (textio.com) predicts the performance of your text and gives you real-time guidance on how to improve it.

Structure of Job Advertisement

Title

The title is the first thing that attracts a candidate's eye. The ad title is usually the job title, so make sure it accurately reflects the reality and level of the position. Many companies add something after the title to make it stand out

from the crowd, others add the salary information to lure more candidates. For example:

1. Key account manager
2. Key account manager (60-100,000 USD/year)
3. Key account manager (Amazing Start-up project)
4. KEY ACCOUNT MANAGER (APPLY NOW!)

Overview

Every story has a beginning, and every job ad has one too. The first thing you need is a compelling introduction that grabs attention. Here's an example:

SpaceX was founded under the belief that a future where humanity is out exploring the stars is fundamentally more exciting than one where we are not. Today SpaceX is actively developing the technologies to make this possible, with the ultimate goal of enabling human life on Mars.

Every company has some kind of mission, something they want to achieve. Emphasize what makes your organization unique!

Responsibilities and Requirements

When you are creating a list of requirements, you don't have to address every skill under the sun. Rather, focus on things that are important for them.

Bullet points: Yay or Nay?

Find what is working for your candidates. If they like bullet points do not remove them, if they prefer something else, try to customize your ads. You are creating them for your candidates not for yourself.

Rewards

Mention all of your interesting benefits and unique perks in your job descriptions. If you have a snake as a company pet and mascot, this information could stick in the mind of a candidate, and he could share this interesting discovery with his friends.

Call to Action

A big button with "Apply Here" could do the trick, but many candidates would like to directly contact the recruiter. It is wise to add some ways to do that.

Examples:

“If you are ready for this challenge, call me at XY or email me at YZ.”

“Not ready to apply, but would like to know more? Call me, or message me on LinkedIn.”

Don't forget that the candidate experience is **really important during** the registration process. Your perfect job description should not involve filling out ten pages in order to register.

End of the Story

The happy ending of your job description should be that the reader is going to become a candidate and apply. Candidates are increasingly using their phones to read job ads and apply, so remember to keep the whole advert short.

Important reminder: always rely on your data!

Recruiting: The Timing of Posts

Job ads cost money, and no recruiter wants to be at an economic disadvantage by posting job openings during times when few people will see them. Any online marketing professional would tell you that the effectiveness of ads depends on the best time to target the attention of the exact consumer demography for the product.

Therefore, this “best time” principle also applies to recruiters when posting openings on your company’s job boards and social media.

When is the “perfect time”?

More than twelve years ago, I asked the same question. The only way to find the answer to that question was to reach out to representatives of these job portals. I asked them if they could share the data with me, because I wanted to know the best times and days for posting job advertisements in my region.

They were always secretive and unwilling to share any data, not even the number of visitors. I reached out to other job portals in other countries, and the answer was always rejection. Nobody was willing to share anything, but I was still curious and wanted to get the answer. I didn’t want to just guess the right time and date; I wanted to be sure that I was most effectively using company resources.

I decided to build my own job portal, which gave me the opportunity to research how the design of the site affects candidate’s decisions. For instance, does a bigger Apply button work better than a smaller one? Are candidates more likely to click on an ad if the salary is mentioned in the job title?

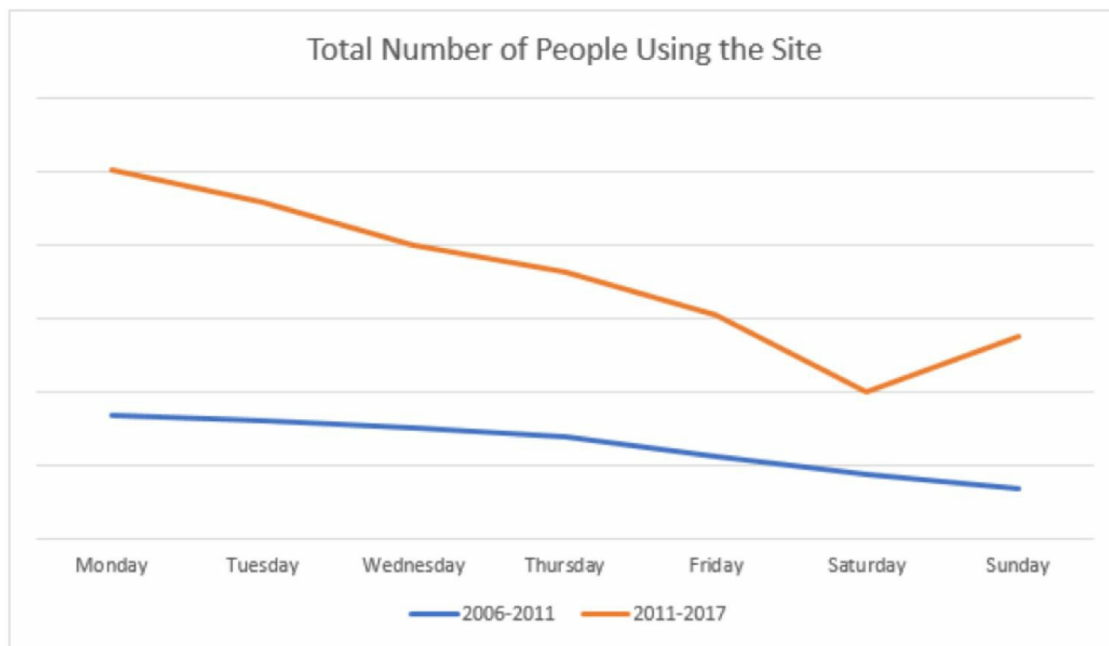
The data from the results of all this research show the precise time when thousands of candidates on the Czech market check job ads. Although I did not collect data from job portals in other countries, I am convinced that these results are applicable to other markets.

The best days to post job openings

In the past, recruiters posted jobs on Fridays, because newspaper readership peaked on weekends. But the days of classified ads are over. The internet has

changed things for recruiters and candidates. Today, there is even automated recruitment software that allows ads to be posted on different job boards and social media sites in one quick click.

A fast, accessible, and timely experience is now the name of the recruitment game. This significant reversal from “waiting until the weekend” has changed the way people seek jobs. Even with job seekers’ round-the-clock ability to access job boards throughout the week, Mondays experience the highest traffic.



Why Monday?

A few years ago, I conducted several surveys based on that question, and I discovered three reasons:

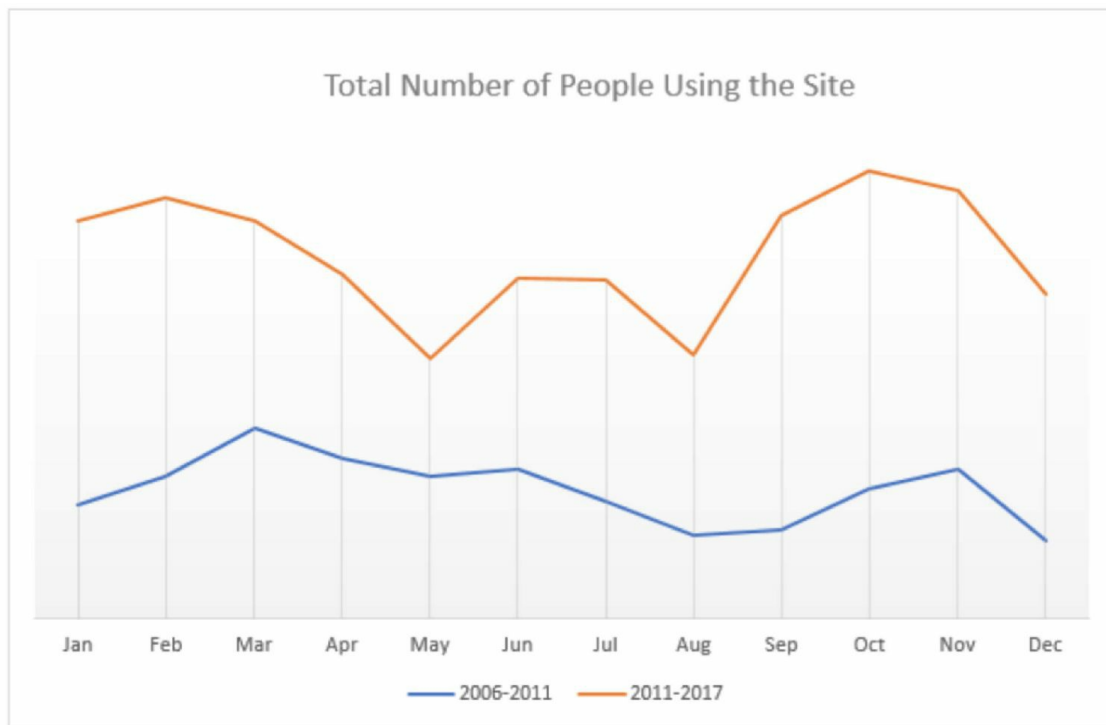
1. People see the amount of work that needs to be done during the week, and they look for something else to do.
2. People think about their careers over the weekend and decide to do something about it.
3. Recruiters refresh their ads on their job portal when they arrive to work on Monday.

In which month are people visiting the ads the most?

Recruiters know that there are months when more candidates are looking for

jobs, and that there are some months when they are not that active. Sometimes, we even use it as an excuse that we don't have any candidates.

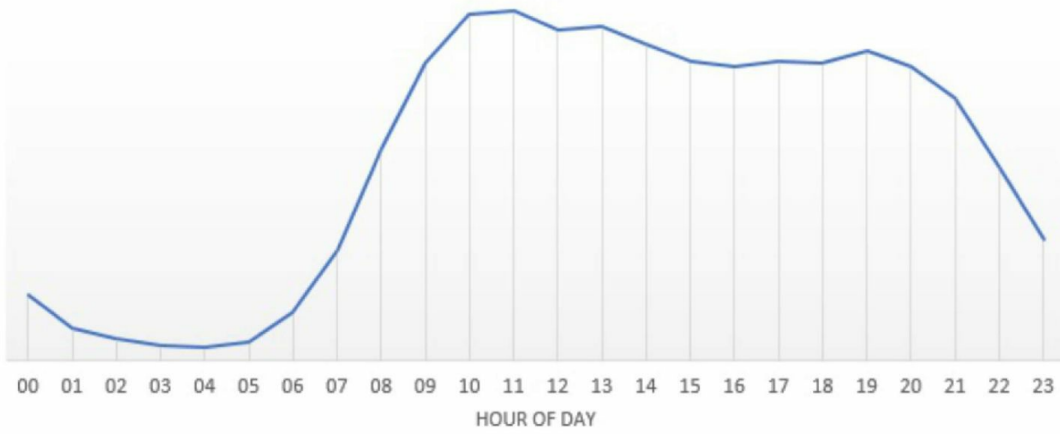
These spikes are affected by the summer holidays, Christmas time, economic situations, and wage growth. For example, the January and February spikes are mostly connected with New Year's resolutions.

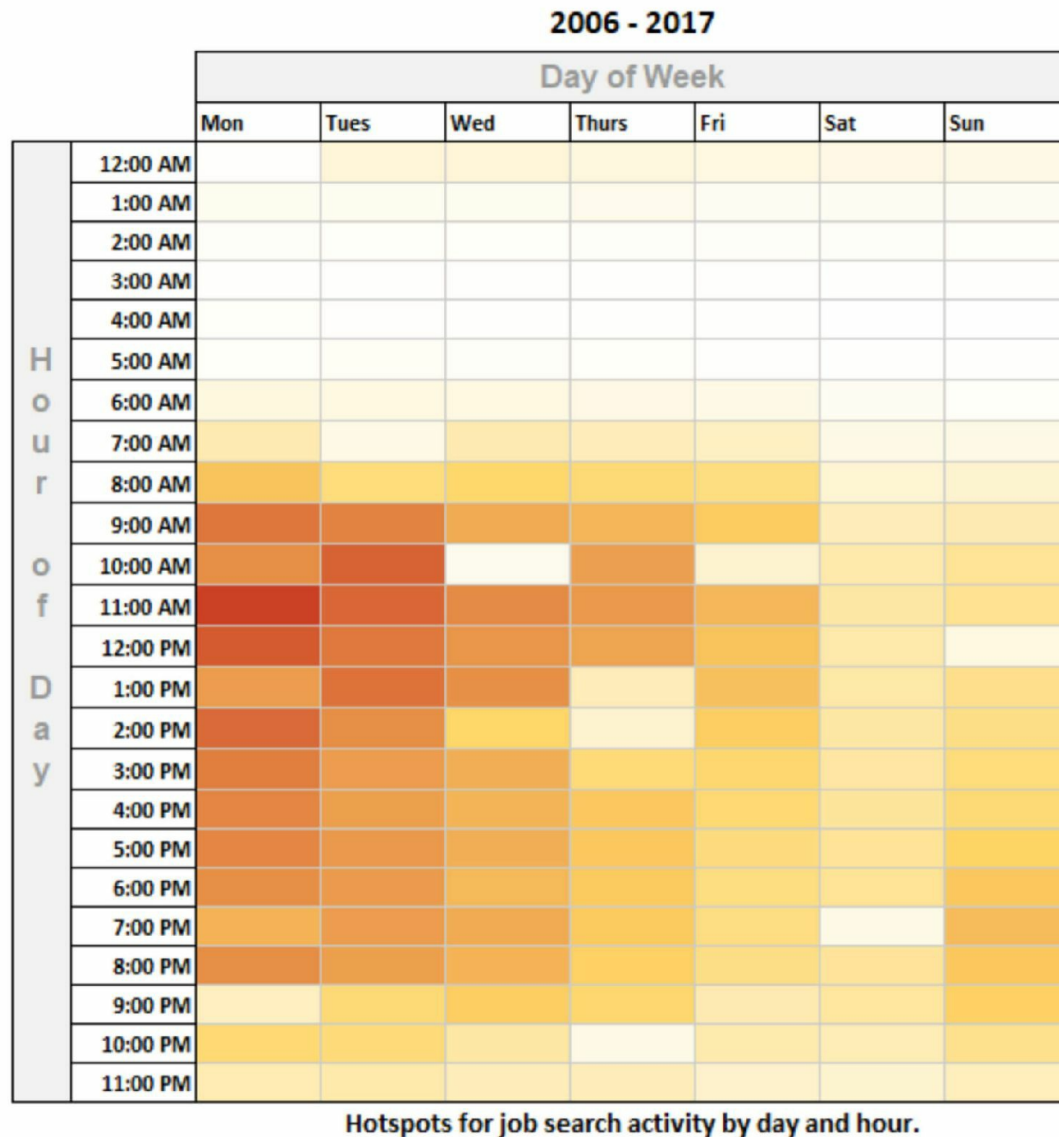


Which time of day is best?

All the data I have collected shows that the best time is 11 am. People are about to go out for lunch with their colleagues, so they don't have time to start working on something new.

Total Number of People Using the Site
2006-2017





Conclusion

Advances in technology (such as Google Analytics) have made it possible to track visitors in ways we wouldn't have dreamed of a decade ago. Now recruiters can decipher the best time and place to post their job openings by monitoring traffic on their career sites.

Timely, traffic-conscious job ads both increase your candidate pool and heighten the candidate's perception of your company's brand and responsiveness. If you know when your target group is looking for a job, you can get a better ROI, increase your pipeline, and be more effective in your job.

Recruiting: Employee Referral Program

An employee referral program is simply a recruitment method in which current employees are rewarded for referring candidates that fit a particular position. In order to receive this reward, they must already know the person they're referring.

Why Use an Employee Referral Program?

Mark Zuckerberg once said “People influence people. Nothing influences people more than a recommendation from a trusted friend. A trusted referral influences people more than the best broadcast message. A trusted referral is the Holy Grail of advertising.” That’s why the referral program is still the best, most effective source of candidates.

Here are specific benefits of a referral program:

Time-effectiveness

The typical recruitment process takes a whole lot of time, and can include various stages and exams. And the more time you spend, the more an organization spends on associated expenses, such as refreshment for recruits. Therefore, in an employee referral program, an organization can skip a few steps in the recruitment process.

Cost-effectiveness

With traditional recruiting, you may have to pay for various means of publicity. And before you realize it, a lot of money has been spent. But with an employee referral program, the only cost to worry about is the referral bonus.

Better Candidates

In essence, a referral program turns employees into recruiters. It was discovered through a study conducted by Jobvite, a recruiting tracking system. The study discovered that 46% of those referred stayed over a year, compared to 33% of those hired through job boards. One reason could be the influence of the referrer on the referred.

How Do You Encourage Employees to Engage in this Program?

The referral bonus should be clearly articulated. Employees taking part must know what they get for every candidate referred, and how the referral bonus works.

Create referral rules that are as simple as possible. Don't create any unnecessary obstacles for your team if they want to refer somebody.

Always ask new hires about the referral program during the induction process.

Clearly state that the future actions of referred employees will not affect referrers in any way. Assure your staff that they are not the ones who make the final decision. The HR department will still interview their referrals and hire if deemed fit.

How Can Companies Set Up this Program?

Companies should start by informing their employees about the program. Then there should be a clear bonus or incentive plan, which should be followed by a process to document progress and ensure effective communication. As described earlier, communication and planning are the keys to the success of this program.

It is good to have some incentive plan in place, but even doubling or tripling the referral bonus will not bring you more resumes; rather, only constant reminders, a good strategy, and discussions with your team will.

Summary

The employee referral program saves resources, time, and money. According to research, it reduces the turnover rate of an organization.

Remember that every employee is a brand ambassador you can utilize. The equation for referrals is simple:

Happy employees = More referrals.

Recruiting: Learning from your Competitors

Whether you like it or not, everyone has competitors. Sometimes, colleagues are trying to get the same position as you, but in many cases, competitors are from other companies. Recruiting is a very competitive field. In recruiting, your competitors could be agencies that are trying to fill your clients' roles quicker than you, or other recruiters are targeting the same candidates as you.

Competitive intelligence is the systematic examination of competitors' strategies, service offerings, strengths, and weaknesses. It is the acquisition of all criticism connected with your competitors, including productivity reports, financial performances, strategic plans, and plans for new products.

Now more than ever, it is important to know and understand your competition. Dismissing, belittling, or ignoring your competitors will not make your problems go away. Many recruiters eventually fall behind because they refuse to acknowledge that their competitors are slowly learning how to do their job better than them. If you want to stay ahead of the game, then you must study and learn from your competitors.

Offline Networking

To survive, you must use competitive intelligence to monitor the broader market for new developments, which could affect your company, brand, employees, clients, and candidates.

Competitive intelligence data can often be acquired online. But in recruiting, a large amount of this intelligence is acquired through spoken communication. Therefore, successful recruiters understand that competitive intelligence requires networking in the offline world.

You can gather information at interviews, webinars, lectures, and meetups. In addition, as you know, many people like to gossip, and recruiters are no exception. Sometimes, the best thing you can do to learn interesting information is listen.

How to Gain Competitive Intelligence

You do not have to spend time and resources to collect all the information

you can get. For recruiting purposes, you will need to collect information about their plans and strategies. How many people are they going to hire, and what kinds of roles they are looking for? This information will give you an idea if they are going to start poaching your people, or are going to be a threat for you.

Keep in mind that it is also important to understand your competitor's past action. Are they hiring fifty people per year for five years in the row? Or did they hire ten people three years ago, then thirty last year, then fifty this year? If so, you can predict what their future plans are. Such insights are invaluable in identifying opportunities and threats in your market.

The more information you collect, the more comprehensive picture of a competitor's situation you will get. In addition, all that data will help you formulate your own strategies.

Below is a list of a few basic strategies you can use to gain competitive intelligence:

1. Recognize your competitors.

You are probably thinking, "Doesn't a company know who their competitors are?" Sometimes, they only know the biggest one, but small startups could start stealing people from bigger companies, just because they gathered new investors for their products. Keeping the list of competitors fresh and up-to-date is one way to recognize any potential threats.

Creating a master list of your key competitors is very simple. Just google the terms that describes your company and services, which will reveal a list of potential companies related to yours. Setting up Google Alerts for these terms will help you make sure you don't miss any relevant information in the future.

Also monitor job boards and LinkedIn jobs.

2. Use print media.

Snippets of information from company flyers or interviews with your competitors can provide important clues about their culture, philosophies, strategies and plans when analyzed as a whole. Everything is not on the internet, and many interviews and news items will never be accessible to the public online.

3. Study their websites and social media.

Resources regarding your competitors' websites and social media are often underutilized. Today's digital footprint and increasing transparency enables recruiters to measure their competitor's conversions and efficiency rates through the use of online presence. Many companies spend enormous sums of money on maintaining websites and social media, so that they can attract and influence top talent. A slight error, change, or growth could be a free beneficial source of competitive intelligence.

One great tool that will help you find interesting information about your competitors is Internet Archive (www.archive.org). This site shows old versions of websites.

4. Review the job fairs and seminars they participate in.

These events can take a big chunk out of a company's marketing budget. It is important to evaluate and measure the ROI every year. Then you will know which event gives you the best results, and you can compare your list of events with your competitors' list, which will give you information about what your competitors are spending. Also sign up for your competitors' newsletters, so you will not miss any of their events.

If you spot your competitors at a new event, you might ask yourself, "Why are they exhibiting at a specific event? What will it give them?" These questions might reveal new events that could be a great source of new candidates.

Also check which webinars and meetups your competitors are creating. See how big the audience is, how the information about webinar is shared, and who is sharing it.

5. Create a competitor map.

We all know who are our direct competitors are, but creating a visual aid always helps us see things from different perspectives. A competitor map is simply a graphic representative of competitors' relative positioning along two or more axes. These dimensions should have attributes that allow you to make meaningful distinctions between competitors. In general, these attributes should reflect how clients and candidates perceive distinctions between competing companies or recruitment agencies.

Your competitor map needs to include attributes that are important to

candidates when they are deciding which company to choose. These attributes could include company culture, location, company brand, and career target.

Competitor mapping is a useful tool for summarizing information about competitors. When you present this information in that simplest ways possible (such as graphs), it will help others from your team make faster decisions.

6. Learn Your Competitors' Recruiting Strategy

Staying ahead in business requires knowing the strengths and flaws of your competitors' recruiting strategies. You want to know how they select their talent, why they select the people they recruit, and how they source these talents. When you gain this knowledge, use it to improve your recruitment strategy, action plan, and tools, which will greatly maximize your gains. To gain this knowledge, you will need to visit your competitors' career pages and social media pages, and look at their job descriptions and employer-branding strategies.

Look at where they post their jobs, who handles their recruitment (if they outsourced it), and how they handle college recruitment. Conduct research on the internet. If they have presented papers at talent management conferences, read them.

Carry out data collection to see when recruitment is usually its peak at your competitors' firms, so you can recruit when it is low.

7. Monitor Their Social Activity

Remember that your competitors are the best sources of information, so inspecting their social media activities will help you better understand the target audiences you share.

From them, you can learn about popular content that will bring you attention, as well as what doesn't work. You do not have to be the first pioneer spending money and time on resources destined to fail, because your competitors already did that.

Do you know what your competitors and their key players are posting on LinkedIn and Facebook, and what they are Tweeting? If not, then it is time to find out!

Google Alerts

Google is always the best place to start, but it will not give you the ability to monitor your competitors online. However, it does offer Google Alerts, which is a free tool that will help monitor new content that appears on Google. Set up alerts for particular keywords and notifications.

Add branded alerts for your competitors, create the alerts as RSS channels, and connect them with Feedly. This setup will create a great tracking tool, which won't fill your mailbox, but will give you the opportunity to see how many alerts you get about each competitor per month.

Shortening Hack

With this small hack, you can get almost the same information as these tools, so you can see how many people visited the link that you just shared. The way to see the data is simple: just add "+" after the URL.

Examples:

Bit.ly:

The link below will redirect you to a list of articles:

<http://bit.ly/lnkdarticles>

And this link will show you how many people clicked on it:

<http://bit.ly/lnkdarticles+>

Goo.gl

This link will redirect you to the list of all articles:

<https://goo.gl/IrYwTS>

And this link will show you how many people clicked on it:

<https://goo.gl/IrYwTS+>

Adding "+" will also reveal if the URL was shortened, and information that could be handy, especially when you are not sure if you should click on a link that could lead you to a website containing viruses.

Fanpage Karma

Facebook is one source that is accessible to everybody. Most of the information is public, so you do not have to ask for permission to get this

data. For instance, it can tell you how many posts your competitors are sharing, and how many people like and share these posts. This information will also help you learn about the engagement of their users.


If you are targeting the same people on the market, Facebook will help you learn which content will perform well for your target audience. This information will help you understand what you should post, as well as the right time to post it, in order to maximize the engagement of your targeted group.

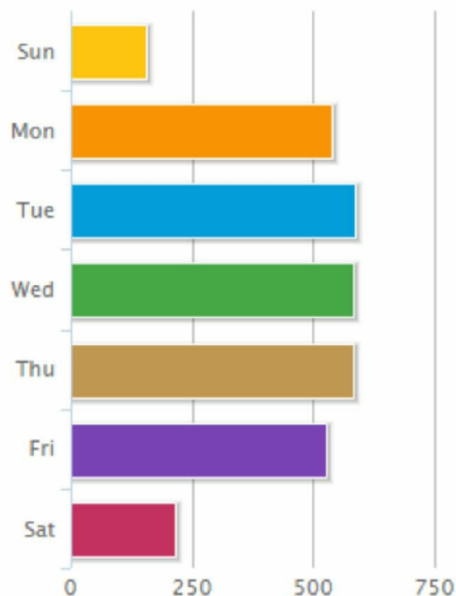
One great tool for analyzing Facebook pages is Fanpage Karma. It is an online tool for social media analytics and monitoring. It provides in-depth performance-data insights on the posting strategies of your company and competitors.

Twitonomy

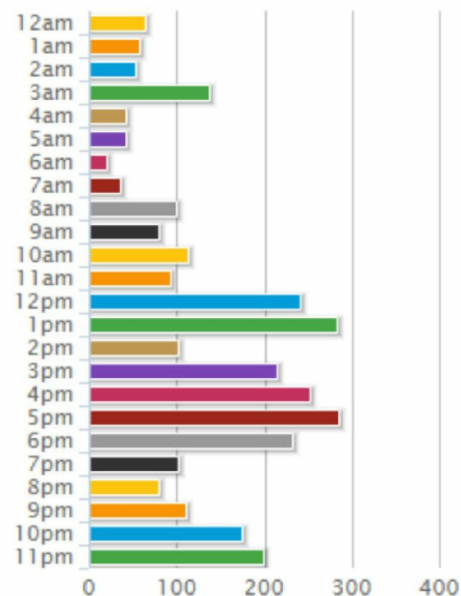
Like Facebook, Twitter is a great place to find information about competitors. Most of this data is public, and there are many tools that can help you analyze the Twitter stream.

One tool is Twitonomy, which offers a number of metrics, including average tweets per day, total favorites, retweets, and followers. It will also show you who engaged with you most frequently, and how often you are posting messages. Plus, it will show you the same information about your competitors. You can easily see the days of the week, the hours their accounts were most active, and what they posted and retweeted.

 Days of the week



 Hours of the day (UTC+1)



It will also show you the “Hashtags most used.” When you find the hashtags they are using, you can start tracking everything your competitors post. One of the best tools for tracking is Hootsuite. Hootsuite will allow you to set up streams focusing on specific hashtags and create a dashboard from which you can easily monitor your competition.

If you do not want to buy a tool for tracking the competition, you can just create a private list on your Twitter account. Just select “List” from your “Profile and Settings,” and click on “Create new list.” Choose a name for your list, and set it to private. Then you won’t be sharing it with the world. Add your competitor’s Twitter accounts to the list. When you click on the list, you will only see your competitor’s tweets and retweets.

SimilarWeb

SimilarWeb is a competitive analytics-monitoring tool that will give you an overview of your company and a benchmark against your competitors. It will also reveal their online strategies, help you find new leads and see trends, and provide data on traffic sources, top content, and social mentions.

Monitoring competitors’ Facebook posts, tweets, blog posts, and other sources of content is a very easy way to learn about them, and with a little investing, you can set up everything to operate automatically.

When you learn which posts are not working for your competitors, you can start using only those that worked. This strategy will save you time and money, and give you the advantage that you are looking for, especially when most recruiters are not analyzing their social activities. With the right strategy, you will always know what your competitors are up to.

8. Develop More Effective Strategies

The fact that you have a different strategy from your competitors does not give you any advantage. Getting ahead in the market means constantly revisiting and revising your strategy to accommodate new learning outcomes. Be realistic; there is simply no way you can have an effective recruiting approach if your staff is not innovative.

An effective approach will require modifying your existing approach or overhauling it in favor of a new approach. Therefore, make sure to quantify the impact of financially having a competitive advantage, so that you know if your strategy is actually giving you an advantage.

9. Utilize Your Job Interviews

If you want to learn about your competitors' hiring plans, interview at least one of your competitor's candidates. You should lead the interview, so that the candidate inadvertently provides information about competition and their hiring processes.

If you take the time to study and understand what your competitors are sharing, how they are working, and what their future plans might be, this investment could repay you in ways you might never have expected.

10. Recruit their employees.

So far, employees are the best sources of information about any company. Your colleagues have friends in other companies, and they share information every time they meet. Recent hires also bring up-to-date information with them from that company. It is not unethical to discuss your competitors with your employees, but it is important to not force them to share it. They need to feel comfortable doing so.

You can also always take employees of your competitors out to lunch, especially when you are able to offer them an interesting job opportunity.

BONUS TIP: Competitive Intelligence and SSL Certificates

SSL certificates are all around us. They protect our communications and data, and they keep us more secure. But they are also great sources for Competitive Intelligence.

What is an SSL Certificate?

SSL stands for Secure Sockets Layer, a global standard security technology that enables encrypted communication between a web browser and a web server. These certificates are small data files that digitally bind a cryptographic key to an organization's details.

SSL is used to secure data transfer, logins, credit card transactions, and the secure browsing of social media sites.

There are few types of SSL Certificates:

- **Single-name**

Secures one fully qualified domain name or subdomain name. For example, if you purchase a certificate for `www.example.com`, it will not secure `docs.example.com`.

- **Wildcard**

Covers one domain name and an unlimited number of its subdomains. Therefore, the certificate for `*.example.com` will secure `one.example.com` and `two.example.com`. However, it will not secure `one.two.example.com`.

- **Multi-domain**

Secures multiple domain names. These SSL certificates protect different domains with a single certificate by using the SAN extension. For this reason, these certificates are often referred to as SAN certificates. You can secure a combination of different host names, from the same or different domains.

When I heard that Google is slowly requiring HTTPS, I was quite happy. First of all, our communication and data are going to be more private, so we will have more security than before. Also, some certificates provide great competitive intelligence.

Because I love turning any tool into a sourcing tool, here is a step-by-step manual of how to get info from the SSL certificates.

Check SSL through SSL Checker

You will need to use any SSL Checker out there. Here are some of them:

<https://www.sslshopper.com/ssl-checker.html>

<https://www.sslchecker.com/sslchecker>

<https://cryptoreport.websecurity.symantec.com/checker/>

If your target domain name only has a single name certificate, you will not get any interesting info you need.



But when you luck out and find the wildcard or multi-domain SSL certificate, you can get the list of subdomains that are listed under the SSL certificate.

I found a domain when I was trying to find contact details for a designer who hides the domain owner. And when I checked his SSL certificate I found out that he has an unprotected URL docs.example.com with two files, one of which was his resume. *I changed the domain name of this picture to protect the owner.*



If you are planning to x-ray a website that has an SSL certificate, it is good to check out what the subdomain looks like. Some of these subdomains could be invisible to Google and other search engines.

In the image below, the SSL certificate could be also a good source—not only about new sites, but also about some new projects that your competitors are preparing.



Common name: turner-tls.map.fastly.net
SANs: turner-tls.map.fastly.net, *.api.cnn.com, *.api.cnn.io, *.api.electiontracker.cnn.com, *.api.platform.cnn.com, *.artemis.turner.com, *.beta.next.cnn.com, *.blogs.cnn.com, *.client.appletv.cnn.com, *.cnn.com, *.cnn.io, *.cnnlabs.com, *.cnnmoneystream.com, *.cnnv2.com, *.config.outturner.com, *.corporatemobile.outturner.com, *.edition.cnn.com, *.edition.i.cdn.cnn.com, *.electiontracker.cnn.com, *.go.cnn.com, *.greatbigstory.com, *.greatbigstory.se, *.i.cdn.cnn.com, *.moneystream.cnn.com, *.next.cnn.com, *.odm.platform.cnn.com, *.outturner.com, *.platform.cnn.com, *.section-content.money.cnn.com, *.stage.next.cnn.com, *.travel.cnn.com, *.turner.com, *.www.i.cdn.cnn.com, api.electiontracker.cnn.com, api.etp.cnn.com, api.platform.cnn.com, app.cnn.io, client.appletv.cnn.com, cnn.com, cnn.io, cnnlabs.com, compositor.api.cnn.com, dev.client.appletv.cnn.com, eightiesyourself.cnn.com, i.cdn.travel.cnn.com
Organization: Fastly, Inc.
Location: San Francisco, California, US
Valid from May 4, 2017 to May 5, 2018
Serial Number: 0d432858d0656ae220ce5bf5
Signature Algorithm: sha256WithRSAEncryption
Issuer: GlobalSign CloudSSL CA - SHA256 - G3

There are many other domains you can try to use to get similar info.

There are two companies that are very visible regarding the free SSL certificates:

Let's Encrypt

Let's Encrypt is a free, automated, and open certificate authority brought to you by a nonprofit called Internet Security Research Group. It provides a free SSL certificate that is valid for a few months, which is automatically refreshed. However, they don't offer wildcard certificates. So you are not going to get more info from these certificates.

CloudFlare

I am not the employee, but I am huge fan of CloudFlare for dozens of reasons. [\[14\]](#) To me, it is one of the best services out there. It also offers free SSL certificates and many websites to make their website faster and more secure.

Sites like eremedia.com also use CloudFlare. And if you check the SSL, you will find this data. Sometimes, you can find information about similar websites, but one company or person owns more sites that are trying to hide from the world. But sometimes, this trick could reveal them.



Common name: ssl371174.cloudflaressl.com
SANs: ssl371174.cloudflaressl.com, *.americanassociationofpolicepolygraphists.org, *.dollarstreet.org, *.eremedia.com, *.facesfifthavenue.com, *.faeye.com, *.gapminderdev.org, *.mcq-cdn.org, *.nyfpss.org, *.pitchezz.nl, *.scenicrailbritain.com, *.slix.ca, *.slix.com, *.veermo.com, americanassociationofpolicepolygraphists.org, dollarstreet.org, eremedia.com, facesfifthavenue.com, faeye.com, gapminderdev.org, mcq-cdn.org, nyfpss.org, pitchezz.nl, scenicrailbritain.com, slix.ca, slix.com, veermo.com
Valid from June 16, 2017 to December 24, 2017
Serial Number: a17e60de71b297edd59ebc0f32ae5966
Signature Algorithm: ecdsa-with-SHA256
Issuer: COMODO ECC Domain Validation Secure Server CA 2

CloudFlare very often has many customers for each certificate, so not all sites you can find are connected with one owner.

Summary

Information from a certificate could give you interesting information about the company, including a lead on sites that are not indexed. It could also disclose information about the new projects they are planning. In the modern world, data is the new currency.

Recruiting: Tracking Bad Managers

We all know that having a good manager is like winning the lottery. It is also one of the reasons why people stay in companies. Nobody wants to work for a bad manager, and I am sure that you frequently hear candidates say, “I am leaving because of my manager.”

You never want to recruit a bad manager. All companies try to get the best managers onto their team. However, every person is not a 100% fit for a company, and some bad managers are really great actors, which is why they keep getting promoted.

When you are recruiting for a management position, you are targeting candidates that match your requirements and have the right skills, as well as those that have a bad reputation and do not fit the company. The reason is that you don't have enough info about them.

After a few years as a recruiter, you'll know your market better, and you'll learn how to know who the best leaders are, since you track them and keep them on your radar. All recruiters track good managers with a strong personal brand and good reputation, because they know that these people appeal to other candidates.

What about Bad Managers?

You probably think that it would be a waste of time to track bad managers, since you'll never hire them. However, tracking bad leaders could bring the same benefits as tracking good ones.

In recruiting, the most powerful thing you have is information. So how is this info is going to help you?

The answer is quite simple: Poaching candidates with great managers is much harder than poaching ones with terrible managers. Candidates with great managers are not usually open to new opportunities. In my experience, people who are satisfied in their current jobs ask for 20% higher salaries in new jobs, but those with bad managers are sometimes willing to accept lower salaries.

My reason for tracking bad managers is that they are the main reason why

people look for different jobs.

How do you track bad managers?

I try to connect with them on LinkedIn, which gives me the opportunity to see when they change positions and what they are sharing. If they do not want to be part of my LinkedIn network, I track their public profiles. If they update their profiles with new roles, I am notified about it. If they don't have a public profile, I check their LinkedIn profile once per quarter.

After I find out that a bad leader is joining a new company, I try to get as much information as possible about the company, including salaries, benefits, and opinions. Glassdoor is often a great source of finding out employees' likes and dislikes, so I try to understand why people believe that their company is better than others.

It is also important to find who the direct reports to that bad manager are, because they will be effected by that new leader as a first. I usually try to add them on LinkedIn, so I can easily reach them after some time. In the meantime, they will see my posts about the company, which will help me build a virtual rapport with them.

If bad leaders are working as directors, the people directly under them will be team leaders. And these people have an ongoing influence on their team members. If you hire one team leader into your team, there is high chance that some of their team will follow.

Bad Managers are Blessings in Disguise

Since bad managers are fired more frequently, they will provide new sources in various companies. Also, all recruiters are tracking good managers, but almost nobody is tracking bad managers. You will gain an advantage over your competitors.

Recruiting: Gamification

Gamification is an innovative approach to engaging the right talent. It works by encouraging them to engage in game-like behaviors during actual applications and scenarios.

It helps the selection process be less stressful, and it also encourages a competitive attitude between applicants. It keeps candidates more engaged and makes the whole recruiting process more fun, interesting, and creative.

Gamification processes are everywhere. Companies use them to make more money, engage with their brand, and bring in more customers. Companies try to generate buzz on social sites and encourage customers to help them do that. Current customers also share referral links to get some extra space for their cloud storage, and the company is getting new customers.

In your wallet or phone, you probably have at least one card from a company that encourages you to use their loyalty card to get points, then exchange those points for rewards or discounts. Airlines and hotels also have programs that give customers points for every dollar spent, and you can get extra points doing things like filling out surveys.

I am a huge advocate of gamification, which is why I created games for recruiters. ^[15] Every game has a few levels that test recruiting skills.

The first post that I shared about these games went viral. During the first week, more than a 1,000-people played the first two games, and more than 45,000 people saw the post about these sourcing games. And they attract lots of attention in the recruiting community.

I also try to use gamification elements when I teach my team new sourcing methods, since people often learn more from them than traditional presentations.

When does it work?

Gamification works when it motivates people to do something, so it's essential to understand this motivation.

You may receive a hundred replies to your ad, but even the best resume is not

a guarantee that you've found the best person for the job. Therefore, companies started implementing gamification into the hiring process, and screening procedures are replaced by a "game," which tests the ability of candidates in performing certain tasks expected by the employer.

If the company is looking for a real problem-solver, they can create a game with a list of tasks, in which candidates solve tasks from real life. The interviewer selects the candidates based on their resume, as well as how they present themselves during their interview. But during the game, they gain experience about how to solve problems in real life.

You can have a candidate that is great on paper and stellar in the interview, but he will not be able to solve the daily tasks and problems as needed. But a second candidate may have a resume that's not as good, but she could excel in the position. Gamification can provide a more accurate assessment.

When does it NOT Work?

Gamification has huge potential, but most companies and recruitment agencies are not getting it right. They do not understand how to create the whole process in a way that keeps people engaged for an extended amount of time. Gamification is not just about creating a game; it's about having the creativity to engage candidates in real-time competitions or challenges, which will assess their skills beyond their resumes.

If you post a math puzzle on LinkedIn called "Solve this and you are genius," it will not show you anything, other than that the person can count correctly.

Implementing Gamification

When I implement gamification into the process, I do four things:

1) Explain the process

A simple process is always better, because people will have a clearer understanding of where their efforts will take them. Frame the rules as objectives, because stating a lot of rules will kill the fun. But if people don't understand the point of the game, they will feel disappointed and won't want to engage.

In **Sourcing.Games**, I simply state the object of the game: find the answer, and you will get into the new level. It is simple, and everybody gets it.

2) Keep people engaged.

People need rewards to move forward, and they need to see their progress. A status bar meets these needs. In addition, it encourages competition between friends and lets them create teams.

3) Be fun and involve others.

“Sharing is caring.” We live in a time full of social media, so use that to your advantage. People like to have fun, and if you have something that will cheer them up, they will share it.

4) Give rewards

Always reward your candidates, but if you don’t have any reward, at least create a game that will give them bragging rights in front of their friends and colleagues. Either way, gamification should attract people that are not reacting to your typical recruitment activities.

5) Give them Freedom

Give people the freedom of choice, and avoid punishments that may cause a demotivating experience. Do not force users to execute your will. It is important to make them think they are playing in their own sandbox, not yours!

Examples of Gamification in Recruiting

British Intelligence

One great historical example of gamification is the *Daily Telegraph*’s crossword. British Intelligence agents recruited Alan Turing to help them create a game that would recruit new code-breakers from the general public.

On January 13, 1942, the *Daily Telegraph* printed a crossword, and everybody could try it. But they didn’t mention that it was for British Intelligence.

Afterward, some of the contestants were contacted by the War Office and were given the opportunity to work in Bletchley Park for its code-breaking division. Some of its greatest agents were recruited through this crossword puzzle.

American Army

The American Army created a game to attract new recruits. During the game,

candidates learned basics about the military process, including how to learn to work as a team. The Army turned this game into a powerful recruiting tool.

LinkedIn

LinkedIn is also using gamification techniques. It's using "levels" to show your progress during your profile compilation. The more information you add on your profile, the closer you will get to having an "All-Star" badge.

Summary

Gamification is a great tool for getting the attention of your target candidates. If you create a game that people like and enjoy, they are going to share it with others. For example, if you target CAD designers, they are going to have friends who are also CAD designers and could enjoy the game that you prepared for them.

Recruiting: Beating the Gatekeeper

A gatekeeper is not a mythical creature. She is a person that has the power to scare away many junior recruiters. Every time I call a company to reach a candidate, there is someone standing in my way. I view this situation as a game called Beating the Gatekeeper. Sometimes I win, and sometimes I lose. But every time, I learn something from it.

Recruiters are resilient people who are faced with a great number of challenges every day. They are being pressured to provide the most qualified candidate in the shortest amounts of time, but the gatekeeper protects many of these candidates.

As a recruiter, you will have to deal with your fair share of gatekeepers. They may be receptionists, office managers, or assistants. They prevent final access to the big catch, which should only be utilized after cold-calling and connecting online have been exhausted.

If a gatekeeper figures out that you are a recruiter trying to reach their star employee, they will probably end your call.

Understanding the Problem

Some recruiters have a natural talent for getting past any gatekeeper, or getting a candidate's contact details from the gatekeeper. But a majority of calls from recruiters are stopped by gatekeepers within a few seconds. Therefore, the way you handle gatekeepers becomes increasingly vital to the success of any recruiter.

In some companies, gatekeepers have great training in ways to stop recruiting calls. That way, they can defend other employees against a large number of recruiting and sales calls.

You may hear answers like:

- "We can't share any contact details."
- "We have a no-name policy."
- "You can leave your phone number and name, and I will forward it."
(And you know they never will.)

Getting past the gatekeepers

Here are a few tips that you can use when you are trying to beat the gatekeeper.

Respect the gatekeeper's power.

First, put yourself in their position. Did you know that the average gatekeeper could have

over 30-60 calls per day? How many of them are from recruiters like you? Therefore, their natural tendency is to say no. They are conditioned to get you off the phone as quickly as possible without offending you. (And the second condition is sometimes optional.)

It is important to understand what the gatekeepers' responsibilities in that company are. They are supposed to greet visitors and take care of the office. Transferring phone calls may only be a small part of their job, and it may be their least favorite one.

It is vital that you make the gatekeeper feel important. In that moment, they have the power to transfer your call or end it on the spot. Their boss has faith in them and their ability to screen people. Seeing the gatekeeper as a powerless obstacle is a big mistake.

Even if you get a negative answer, don't say something rude. Keep in mind that you need to treat everybody with respect. Gatekeepers are only doing their jobs and fulfilling commands of their managers. They are not there to share contact details of other employees. If you are rejected, just say thank you, and try again another day.

Learn Their Name

A person's name is important to them, but you may often treat gatekeepers as insignificant, since you just want to speak to the candidate. But don't just ignore the person on the other end of the phone. Instead, be polite, make a note of their names in a database, and be prepared to use it the next time you call. Then you will stand out from other people who are trying to bash their way through.

Most receptionists will answer the phone by saying their name, so use that to your advantage. Try to build a connection. Say, "Hi Joe, how are you today?" Don't just say, "Hey, can you transfer my call?"

Be cheerful

Likeability is a key element of influence, and making someone smile will instantly get them on your side. Find a way to brighten their day. Pay them a compliment, or remark on how happy they sound. You might be the only person to make that gatekeeper to smile all day, which they will remember.

Have the candidate's basic information.

Always have a full name of the person you are trying to call. If you don't have a full name, don't call. Imagine how the call will look like if you say, "I am trying to reach John. He is a Senior Developer in your company." The only reply you will get are questions, which will get you into the trouble every single time.

Don't give out too much information.

Recruiters often fear this dreaded question from gatekeepers: "May I ask the nature of your call?" How you handle this question might make or break your chance of getting through to the target person. It's never good to lead by saying, "Hello, I want to give your company's assistant manager a new job."

When the gatekeeper asks the nature of your call, keep it a secret. Instead, say something like:

"Joe asked me to only discuss this with him."

Try to avoid long excuses such as "I have sensitive information that will be of immense benefit to Mr. X. Once I speak with Mr. X, I will ask him if I can share that sensitive information with you too. I just think we need to let him make that decision. Until he does, the sensitive nature of my call means I should speak with him first." Some gatekeepers will transfer your call when they hear the phrases "sensitive information" or "confidential information."

Don't be flagrantly deceitful

If your story sounds too perfect, you might sound a little too slick. Moreover, people have an inherent distrust of something that seems a little too good to be true. Instead, don't feel the need to be perfect. If you stumble over a few words, tell the gatekeeper that someone must have switched your normal coffee for decaffeinated. Remain personable. If you make a little mistake, just roll with it.

Trying to fool the gatekeeper into giving you access will likely backfire.

Don't say, "Let me speak with Mr. X. This is his old buddy, Bob." When Mr. X gets on the phone and finds out that you're not his "buddy Bob," the gate closes forever.

Listen

There will often be things going on in the background of your call that can help you build

rapport with a gatekeeper. Do they have the same radio station playing in the background as you? Is their hold music the same as your doorbell? Is there something interesting happening that you can remark on? Don't feel that the start of your call always has to involve speaking as quickly as possible. If there is something interesting going on in the background, use it to break the ice.

Ask for help

Instead of trying to control everything, why not give the other person the illusion of control? Ask them for help finding the right person to talk with. For instance, say, "If you were in my shoes, what would you do?" This question presupposes that the gatekeeper knows who you need to speak with, and if they are in a helpful mood, they may help you get over a lot of hurdles.

Timing

Timing is everything, so calling somebody 5 minutes before they are leaving for lunch or

on their way home is not the right approach. Learn more about your candidates'

daily life, and you'll have a better idea about the best time to call them.

Summary

If you are scared of calling companies, ask yourself: "How can you recruit sought-after top performers when you can't even speak to them in the first place?"

You need to overcome this fear, and turn it into a strength. When I started this job, I was afraid to call, because nobody wants to be rejected or caught lying.

Turning it into a game helped me overcome this fear, so I turned it into the

game. Every single time, I was trying to Beat the Gatekeeper. Then once I mastered the game, I'd change the object: Instead of getting one successful call, I had to get five successful calls in row.

05.17

Recruiting: Basic Tools

There are thousands of free and paid tools online, and I could write five more books about just these tools. But there are a few that I would like to mention because they will help you save time, manage social sites, find contacts, and work with information.

Lots of tools offer some free versions, but free plans usually have some limitations. And if you only use free tools to save money, you are probably just wasting your time. If you like the tool, my recommendation is to go for the paid version after the trial period.

The list below includes the necessary tools for every recruiter:

Notepad

When you are creating your Boolean search strings, you need Notepad. If you need a more advanced version, use Notepad++ (notepad-plus-plus.org).

Hootsuite (hootsuite.com)

Hootsuite could be described as the ultimate social media management tool. Through Hootsuite, you can consolidate all your social accounts into a single platform, especially when you are operating multiple social accounts. With Hootsuite, you can easily share the news about your company/agency on Twitter, Facebook, Google+, LinkedIn, WordPress, Instagram, and YouTube.

Buffer (buffer.com)

Buffer is also a media management tool that allows you to schedule updates and add content, but it offers simpler administration than Hootsuite.

TextExpander (textexpander.com)

TextExpander saves your fingers and keyboard by expanding custom keyboard shortcuts into frequently used text and pictures. By using a quick search or abbreviation, you can instantly insert snippets of text from a repository of emails, boilerplates, and other content as you type.

WebClipDrop (webclipdrop.io)

WebClipDrop is a new project that could help you improve your sourcing activities. It easily extracts data from a Google or LinkedIn search. You can easily clip the candidate's LinkedIn profile. Instead of just copying and pasting the whole profile, this web clipboard will extract all the candidate's profile data and put everything into normalized fields.

You can also easily add all the data into your CRM or ATS system, which will save you hours of sourcing per week. This simple tool can help you more efficiently operate. WebClipDrop is a pretty handy application, which you can also try for free.

Rapportive (rapportive.com)

The best Gmail tool is Rapportive. You can get detailed information about your contacts inside your inbox. You will see their LinkedIn profile, current job and company, and other social networks.

MultiHighlighter (on <https://chrome.google.com/webstore/>)

MultiHighlighter allows multiword searching and highlighting on almost any webpage. Each term is highlighted with a unique color. You don't need to separate the words with a comma. Instead, just put a space between each one. It is very handy, especially when you are trying to locate keywords on a page.

Boomeranggmail (boomeranggmail.com)

By adding Boomerang to Gmail, you can write an email, then schedule it to be sent at a specific time. If you know that your candidate or potential client starts his day at 9 AM, you can easily schedule the time to send your email at 9:05 AM. Then your message will arrive in the mailbox of the recipient just when he starts going through his emails.

Boomerang also lets you take control of the times when you receive emails, and you can easily set up reminders.

Content Delivery Network

It's very important to ensure a consistent experience for all your visitors, and if you want to be sure that your candidates can quickly reach your website from any location, you should consider a content delivery network (CDN) service for your website.

A CDN is an easy way of delivering content from your website or mobile

application that's based on a visitor's geographic locations. CDNs ensure a faster experience for your candidates, and they help prevent site crashes in the event of traffic surges. Your site could stay online—even if your server has problems, and it's temporarily inaccessible.

There are many aggregation tools, but Feedly is my favorite. It's one of the best tools for finding, organizing, reading and sharing content.

Tips

I recommend that you reserve a time slot every month (just two or three hours) for testing some of these tools. It will give you an advantage over other recruiters, which could make your job more effective.

There are hundreds of sourcing tools and plugins that you can use. If you would like to be faster at what you are doing, use more browsers; if you add all the tools into one browser, it will be slower.

You can use any browser based on Chromium, but my two favorites are Comodo Dragon and Ghost Browser. The latter allows you to add proxy servers and have different IPs for every tab in that browser. Then you can overcome geo-restrictions.

06 Candidates

You've already learned:

how personal and company brands affect hiring. You've also learned about recruitment marketing and job ads, as well as a few tricks you can use for cold-calling and tracking bad bosses.

The other important part of this book is connected with candidates. I am going to share information about candidates with you, including what works and doesn't work when you try to appeal to them. You will also find out how the "candidate experience" affects their decision to accept or reject your offer, why people are quitting their jobs, and how to utilize this knowledge most effectively.

Candidates: Knowing Your Target Audience

Every business owner knows that finding the right customers for their business is crucial to its success. When they focus their effort on people who are most in need of your product or service, there is a mutual benefit. They allocate their resources in the right way, and their customers buy things they actually need.

The same thing is applicable to recruiting. As a recruiter, you don't want to spend your time recruiting candidates that are not interested, or spend your resources on sites that are not giving you the right candidates.

It is important to identify your target audience, so that you can maximize the effectiveness of your marketing.

Target Audience

“Do you know your target audience?” Recruiters should always be asking themselves this question. Before any recruiter can get the best fit for a job opening, the candidate industry and demography need to be clearly understood.

In fact, knowing your audience is key to any recruitment strategy, because the goal is to entice talent by grabbing their attention with subjects that concern and interest them. It's simple: you can't understand what your audience needs, wants, and feels if they don't relate to you.

Industry and demography are very important factors to consider when targeting an audience, and recruiting complexities can vary a lot. For example, candidates interacting with each other in Demography A may vary from Demography B. And what draws in job seekers in a particular industry might be a major turnoff in another one.

Once you understand your audience, you can create the right message and recruit more effectively. Most importantly, you want them to react because an engaged audience drives results. You also want to understand their motivations: the passions that drive them.

Of course, on a daily basis, many recruiters post positions, news, and pictures on LinkedIn, Twitter, and Facebook. However, it's hard to understand

whether they really believe that social media will connect them with their target audience, or they are just doing it because that's what other recruiters are doing.

Knowing your audience is key to any recruitment strategy, because the goal is to entice your audience and let them engage with the content you would like to share with them. Most importantly, you want them to react because an engaged audience drives results; in recruiting, it means applications and candidates.

If somebody asked you if you knew the best way to reach your target candidate, what would your answer be?

Know Your Audience

Understanding your audience is crucial, so start by answering these questions:

- What talent are you looking for?
- What kinds of people will fit into your company's culture?
- How do those people search for jobs?

Every recruiting ad campaign begins with defining your target audience. After you define your audience, you can begin to prepare an effective communication strategy. It is also important to remember that every target audience is made up of different segments. With the right communication strategy in place, you can influence how these groups can respond to your recruitment efforts.

Below are some simple ways to understand and attract your target audience:

1. Make a plan and get organized.

The biggest challenge is making sure you have a plan in place. Set aside time to create a strategy for assessing who your target audience is, including their industry, skill sets, and demography. Another factor to consider is organization. How are you going to keep track of your target audience?

A small company with only a few positions may be able to keep track of everything on one spreadsheet, but I never recommend that tactic for any company, even a small one. If a company is larger, or growing steadily, it's important to use an ATS with newsletter functionalities. Then you will be

able to reach people more quickly and effectively.

Once you have determined your audience type and can monitor their trends, you can then figure out the best way to connect with them.

2. Find your audience online.

The emerging sphere of social media is where your audience dwells. As of this writing, the star candidates are usually millennials. They use social media on a daily basis and are much more engaged than their older counterparts. Therefore, the content you are promoting has to be relevant and tailored to what gets their attention, which is digital media. You must know your audience before throwing money into job ads.

Moreover, you can determine what type of information fuels candidate interest by listening to your audience and providing that content on social media. In order to avoid an influx of irrelevant offers to their job posts, recruiters need to improve their searches by specifically targeting candidates according to their location and career interests.

3. Understand their preferences.

Whether they are making a lateral or vertical move, your target audience wants to know how this positioning will affect their career. Who will they be working with? What interesting projects do you have planned? What are the company objectives? What challenges will they face?

Keep in mind that they already have a clear vision of the kind of culture and employer brand that will appeal to them. It's up to you to know sell them to them.

What does the work/life balance look like? How far is the commute? What does the future within this organization look like? When researching the job market, due diligence is required to provide answers that will entice the target audience.

Employer branding and retention efforts are critical, as both will impact your company's reputation and corporate culture. The average candidate wants a company that promotes employee development, transparency, and innovation. If you can't prove to your audience that your company prioritizes these values, they will be quick to dismiss your job openings.

4. Understand their financial drives.

Pay is still a factor that is impossible to overlook. Culture, innovation, and impact are all incredibly important factors in drawing in your target audience, but compensation is the decisive element. Perhaps you have a great culture and interesting products, and you are able to offer candidates a vision of what they could be a part of. However, the compensation still plays an important part when candidates consider a new offer.

As a recruiter, you must know your industry's compensation structures. My recommendation is to collect new data from the market every 6 months, which will give you an overview about how the salaries are growing.

For every job openings you try to fill, you need to run an evaluation of base pay, incentive bonuses, stock options, yearly performance bonuses, retirement plans, and health and life insurance benefits. Everything must align with the expectations of your target audience. In addition, if your total package doesn't live up to their market standards, you aren't going to connect with them.

5. Use talent mapping.

Talent mapping is an effective, easy way to gain an advantage over your competitors. For instance, when you collect data about your audience, you can easily find out if they will want remote work. If they want to work from a home office for four days per week, you and your leadership will have to decide whether or not it is worthwhile to put such a desire into practice.

6. Keep communicating with them.

Explicit, timely communication is needed to make a connection with your audience. In particular, bad publicity quickly spreads via the internet, but you also need to respect your audience's time and effort.

In other words, even if you decide not to offer a candidate a position, it is good to keep notifying them about opportunities. This practice can translate into goodwill for you as a recruiter, as candidates will know that their application did not go unnoticed.

Bulk emails are not appropriate for all candidates. For higher-level candidates (and arguably, all candidates who attend in-person interviews), a personal email might be more appropriate. Use a softer touch to "let them down easy," especially candidates who you might consider for future roles.

7. Maintain transparency.

If your company is facing some layoffs, going through hard times, reorganizing, or dealing with some bad PR, it's important to be transparent with your audience. They will always find out about it, and when you are reaching candidates and offering a new job opportunity, be prepared for them to ask you about what is going on. The best approach is to remain as transparent as possible about the situation.

8. Broaden your talent pool with diversity.

An honest evaluation of the diversity of your target audience is vital. Do your applicants cover a comprehensive range of backgrounds, ethnicities, gender, ages, and cultures? Diversity in the team often allows greater initiative, new perspectives, and new creative ways to solve problems. By communicating with your target audience, a commitment to diversity will always put your company in a positive light.

9. Only post relevant content.

Choosing the wrong channel for your strategy could significantly hurt your efforts. Especially on LinkedIn, you can kill the trust of your audience in just one simple step: start posting messages that are irrelevant to your audience. Especially on LinkedIn, posting images of your cat won't create trust with your intended audience.

Also, sharing one message through all channels is not the right strategy. Selfies could work on Instagram or Facebook, but posting one on LinkedIn could damage your personal brand as a recruiter.

10. Utilize data analytics.

Your messaging should be consistent across all channels. It is also helpful to know which channels are bearing the most fruit for you. You can find out which channel is best for you by utilizing data and analytics. If you understand which sources are right for you, it will help you more effectively customize and focus your marketing campaign.

Take some time, and do your research. See what competitors are doing, and analyze their methods. Take risks. Everything you try won't work, but doing exactly what everyone else does won't appeal to new talent.

Summary

Data is the key way to select an effective communication strategy with a

targeted audience. Data will also help you create a benchmark value in measuring the ROI. After I asked other recruiters if they reached any candidates by posting articles about jobs, they frequently answered: “We don’t know if we get anything from these articles.”

Many recruiters are not using data analytics, so they keep repeating the same tactics over and over again, copying others, and wasting valuable time and resources that don’t work.

If you understand who your candidates are and what drives them, you can more effectively and efficiently leverage their activity. Are you creating a sense of community and purpose in your target audience? Do the jobs you advertise show that you support career growth, further training, and work flexibility?

As you connect with A-gamers in your industry, be sure that they will spend their time finding out all they can about you and your company. Therefore, your messaging needs to remain consistent.

Recruiters can benefit from the opportunity to build relationships with target audiences by maintaining an official presence on social media. When using it becomes part of their recruiting strategy, it becomes important to create a consistent, automated method for uncovering the social identity of your target audience.

Candidates: Appealing to Gens Y and Z

The emerging sphere of social media is where your audience dwells. As of this writing, star candidates are usually millennials (Gen Y). However, if you are not already targeting Gen Z, you will lose the advantage that you have over your competition. Don't exclusively focus all your recruitment strategies on millennials, because then you'll be ignoring Gen Z. ^[16]

The new values of young candidates are bringing a positive shift in recruitment. As of this writing, they are often described as tech-savvy, social, and mobile. They tend to be very particular about team culture, employer-branding, and development opportunities. A large percentage of them desire a purpose in the role they play in the workplace. It's quite understandable that companies today are striving to understand and help young candidates become successful.

Of course, young candidates are usually the lifeblood of any organization, and they now make up more than one-third of the current workforce. This staggering number has left employers across the country racing to find ways to attract and hire the top talent of this newly emerging generation. Most of them are looking for new job opportunities and are open to learning about new job options. However, they are actually staying at their initial jobs for longer periods of time than their predecessors did.

Today, recruiters must ask themselves, "What does it take to attract high-quality young candidates?" The answer may not be as difficult as you think. It does require some strategic planning, but the end results are worth it. Below is a look at the best ways to attract and recruit young candidates.

Know the Power of Culture Fit

Forget higher salaries and more benefits. Rather, company culture is key these days. Many young candidates want to find a company they fit into. Like most people, they want to feel that they are making a difference, and that their company cares about them and their ideas.

The good news is that young candidates who believe the company is a good cultural fit for them are more likely to stay longer, have a higher level of job

satisfaction, and be better performers. Recruiters who promote the company's culture and create clear, specific job ads can draw in the types of candidates that will fit well into the company.

Many young candidates check a company's social media to learn more about the company and get a feel of its culture before they decide to apply. A communication strategy will also attract talent and show them what the workplace can offer. Highlight the company's problem-solving capabilities and its values.

Regardless of the size or industry, every company has its own unique culture. To drive their interests, communicate these specifics to your candidates.

Emphasize Employer Brand

Branding is used to attract clients or customers, as well as a strategically appeal to the right employees. Top recruiters have realized that the most effective way to create a strong employer brand is to focus on specific values that resonate with young candidates.

When recruiters emphasize the employee well-being in their job posts, they improve their chances of getting young candidates. Fair wages and health benefits are important, but many young candidates are looking for the freedom to choose when and how they get their work done. Your employer brand must effectively communicate that it strongly believes in a greater purpose.

To get this message across, a company could create a video with their current employees that talks about their career path in that company. Sharing these types of messages should be done through all digital channels, not just LinkedIn. You should share on any social media platform that young candidates are currently using.

For young candidates, their job is not just a source of income. It is a part of their overall lives. They would prefer to work in a company with a great culture and positive social atmosphere than a place that just offers a higher salary. Compensation is still important to them, but it is not a major role when they consider new job opportunities. Rather, they will choose a company with a commitment to the environment or a social impact on its products and services.

That's why it's important to share your company mission with both passive

and active candidates, including when your company is trying to achieve that mission and how you are trying to “change the world.”

Keep in mind that there are different types of employer branding, so whichever type you choose must highly resonate with your candidate demography. Some candidates may prefer a collegial environment to a straight-laced hierarchy; others want a workplace that uses the employee’s creativity to work on groundbreaking products. Others might be dedicated to an environment that supports social and environmental sustainability as key concerns during their actions and business decisions.

In order to create a strong employer brand, it is essential to strengthen company values on a daily basis. In companies where people are satisfied, the leadership knows that it’s important that everybody from that company lives and breathes their values, which can only be achieved if they are reinforced through the feedback that employees receive.

Given the importance that young candidates place on work environment and culture, recruiting this talented generation of candidates will help safeguard the company against turnover.

Use technology and Social Media Networks

Young candidates are not used to waiting for a response. If you want to attract top talent, you must make a commitment to respond to all messages as quickly as possible.

You must also ensure that all your sites are mobile-friendly. Most importantly, prospective candidates should be able to complete the entire application process on their phone.

If young candidates are leaving Facebook, Twitter, or Snapchat, what is your strategy for these sites? And what is your plan for sites like Pheed, Tsu, and Ello? You have to stay informed about new sites because your competitors could already be working on ways to include them into recruitment and branding strategy.

With the right social networking plan, you can develop loyal relationships with more potential candidates, and you will begin to attract more people that follow your updates, news about your company, products, and your open vacancies.

Utilize Employee Referral Programs

Young candidates often look to others in their professional and personal networks to lead them to new job options, and they trust these referrals. Your company can use this tendency to your advantage by creating a well-defined employee referral program, which will allow you to utilize one of your best resources—your current workforce—and let them become recruiters for you. Most top companies proclaim that a bulk of their new hires come from referrals.

Internship Programs

Internships are quickly becoming one of the most important experiences in every college student's career. Hiring talented young professionals through an internship program can bring many benefits to the company. They can create a talent pipeline for future entry-level job openings. Your interns are tech-savvy people that will be share information about your company.

A new hiring process

Gamification

Young candidates really enjoy playing games on consoles, especially on tablets and mobiles. With gamification (fully discussed in 05.15), you can create an application and hiring process that's more interesting.

Be mobile

Do you have a mobile app for your career page? If not, create one, and be sure that everything on the page is going to fit into a phone screen and that the app is easy to use. Through a mobile app, you can inform candidates about new opportunities, and they can contact your HR team if they have questions.

Emails

Young candidates prefer instant feedback, so they are not going to write or read long emails. Emails are slower and more private, and they are using Twitter, WhatsApp, Snapchat, and Slack. They are going to share your answer with others on social media, and everything is about speed. They don't check their email as much as older generations!

Be Flexible

Be ready for new things, and do not be afraid to change. If you want to be ready to change things in your company, you will need to adopt flexible BYOD (bring your own device) policies, so your people can use their phones and tablets for accessing your email server.

And if you would like to attract younger candidates, you need to be ready to listen to them and offer them new opportunities, because they are most motivated by opportunities for advancement. Young candidates are going to be looking for entrepreneurial ventures and startups, so if your company is still living somewhere in the past, you are not going to attract candidates from this generation. Young candidates tend to be more loyal and connect with a company brand.

If your company is still blocking access to social websites, you will lose people because young candidates cannot function without communicating through social media. Therefore, it's important to be in touch with their friends and stay connected.

Young Adults, not Kids

You need to be open and honest when you communicate with young candidates, and be prepared that young but confident person is on the other side. Don't treat them like kids.

Other Tips:

- Include a social cause they can fight for.
- Feed their curiosity.
- Optimize your search results. The second page on Google doesn't exist for young candidates.
- Learn about your website visitors, and ask them for feedback.
- Provide a tech-savvy environment because young candidates like new technology.
- Be open to implementing the latest IT gadgets to your work process.
- Education has become a major part of today's young generation, and technology has made it easily accessible. So as a recruiter, use this fact to your advantage, and show them what they could learn.

Summary

Young candidates often have an intrinsic motivation that drives them. Your job as a recruiter of talent is to find that motivation and tailor it to your job posts. You need to know what they are looking for and what is important to them.

Remember that today's young professionals don't just get motivated by money and a fancy title. It is more about a sense of belonging, personal development, mentorship, and perks. Young candidates care about solving problems and making the world a better place.

In recruitment, you always need to think one step ahead. If you are not prepared to start hiring a new generation of employees, it will cost you money and precious time in the future, since your competitors may have already adapted new procedures.

Candidates: Influencing

The business of recruitment is a much-needed avenue that demands and supplies the right set of skills to connect. Like any other consumers, candidates are very careful about choosing the perfect fit for their needs.

Therefore, recruiters wield the ability to positively influence the decision-making of potential candidates. This ability is the hallmark of any successful recruiter, because their primary objective is to invest in economic strategies that would continually drive applications from the best talent into their company. What are the most efficient, time-tested strategies that can draw in top talent?

Brand Influence

Branding cuts across company culture, company brand, and personal brand, which is what candidates consciously look for during their job search. The brand an organization stands for determines the type of candidates that apply. Therefore, the portrayal and monitoring of your brand are extremely vital factors in the world of public relations, consumer marketing, and social media.

To heavily influence job seekers, you need to utilize a brand portrayal that speaks directly to them. This process involves forming quick relationships with a vast number of potential candidates. However, it's not just a game of numbers; it solely requires finding and attracting the right kind of talent to your company.

Prepare a Recruitment Plan

Start by analyzing the types of applicants you want. Create the profile of your ideal candidate, and prepare your recruiting plan based on that. Then you will have a better idea about what kind of candidates you are looking for.

Do you offer the compensation, benefits, and career growth that these people are looking for? And what is your edge in the hiring marketplace? Are you looking for “unicorn” candidates? In order to create a plan that works, your recruitment plan should answer all of these questions.

Improve Perception

Employees that are acting as brand advocates will influence how candidates see your company. Candidates will get a more positive perception of your company when your employees are fully connected with your brand. That's why it's important to provide training for brand ambassadors. Ensure that your employees have an understanding of who you are as a company and what your company mission is.

Make your Career Page Appealing and User-Friendly

Nothing will ruin a first impression more than if your career page looks like it was created in 1999 or features the "latest news" from 2012. Therefore, regularly update your career page. Along with keeping this page current, regularly check all links to ensure they are working properly. While providing new information on your site from time to time, you can also see which information needs to be deleted.

While visiting your Career Page, put yourself into your candidates' shoes, and try to find the information that they would be looking for. Then you will be able to more accurately see how difficult it is to locate information on the page.

Create a list of your company's benefits, and state every reason why someone would want to work for your company. Point out the benefits that your competitors don't have, which could include company shares, a special health benefits package, profit-sharing plans, or two months of paid sabbatical every five years. Keep in mind that even details such as a "pet-friendly environment" could play a role for candidates.

Social Media Engagement

What does your company's LinkedIn profile say about the company? When candidates check the profile of the recruiter who just contacted them, the LinkedIn page is among the first places that potential candidates visit.

There are plenty of resources that candidates could utilize to discover nearly everything they need to know about the company before they express an interest. Most candidates want to be a part of a company that has a clear mission that excites them. It is important that every employee know what the company stands for, and how they should represent it on social sites.

Discover What Makes You Unique

After you define who you are as a company, you need to share that information with your employees. There needs to be a mutual understanding about your employer's identity. This declaration will be the cornerstone of your brand.

Find out how the people with the strongest personal brands are representing you. Are they exclusively presenting themselves, or is their personal brand linked with yours?

Remember the Offline World

Many companies exclusively focus their attention on the online world and overlook the importance of the offline world, where applicants become acquainted with the company through word of mouth.

Presenting the company brand at conferences, job fairs, and meetups is just as important as being visible online. The offline world gives candidates the opportunity to interact with company representatives face-to-face. These relationships you create during events will prove valuable when you're sourcing candidates in the future.

Meetups do not require much effort. Small-group events could be a great way to present your company to candidates. But don't create the meetup as a hiring event, because people won't attend the next one.

Improve Candidate Experience

Companies are always trying to improve the candidate experience, because they realize that it could be the deciding factor between two job offers. In order to improve the candidate experience, it is important to understand what they want:

Feedback

Every candidates wants to know if they were selected, if the company is still considering their application, or why they were rejected and why.

Communication

Candidates expect to be informed about any changes that could occur during the interview process.

Streamlined Process

Candidates would like to know how much time you need to make a decision, and how many rounds of interviews there will be. If the interview process takes longer than a month, candidates lose their enthusiasm and withdraw.

Summary

The utmost priority of any recruiter should be the satisfaction and experience of potential candidates. You should learn as much as possible about every nuance that impacts candidates' decision-making.

Candidates: Appealing to the Passive

Every two seconds, a new person joins LinkedIn. According to the latest LinkedIn Talent Trends report, 25% of people are actively looking for a new job, so that means that 75% of LinkedIn users are passive candidates. But finding millions of passive candidates on LinkedIn is not the same as hiring them.

Passive Candidates vs Super-Passive Candidates

A passive candidate is someone who is not actively looking for a new job opportunity. These candidates are currently employed, and they are often picky about their options.

You need to have the right strategy, and use different approaches for these candidates. If you would like to find and attract passive candidates, you need to modify your recruiting and interviewing process.

One small group of passive candidates are perfectly happy where they are, and not interested in moving somewhere else. But with the right approach, you can still convince these candidates to change their job.

Approaching Passive Candidates

Every candidate will react differently when being approached via email. You need to try different things to learn what will work. I still vote for the direct approach: using the phone. But before you call someone, learn as much as you can about them.

Research

Always do your research before you approach candidates! Then you can find out some of the problems in companies where passive candidates are working.

Find out this information:

- How long the candidate has been working for the company
- Changes in a company (whether they've recently lost some big customers, or they are moving their office to another country)

- The company's specifics (salaries, benefits, and career potential)

With all this information, you will have enough data for your discussion with a passive candidate.

Candidate Windows

Many passive candidates have specific windows when they look for new jobs. These candidates are searching due to particular events (no bonuses, mean bosses, and bad work meetings), or they are just bored one weekend, read an article, and see your ads. Any spark could ignite the flame of change, and you can create this spark.

Email Marketing

Some recruiters email first. For them, emailing is as powerful as calling. But you need to be very creative with the right email message. Then you will get a positive response. There are some good tricks that will get you a positive answer, such as being polite and using an aggressive approach.

If your company is using ATS, you already have a very good database, full of passive candidates. Candidates from three years ago could be a good fit for you now, and you already have information about these candidates.

The right email marketing strategy could help you reach big numbers of candidates in a short period of time. Personalize your message, and use the appropriate subject for your email to attract candidates. Keep it simple, and don't forget to add a good call to action. And make email responsive for mobile users. Nowadays, most people are using mobile devices for checking their emails.

Passive candidates are busy people, so don't take the first "no" as the final answer. They could be in a meeting or behind schedule, so try to offer a specific time for a call. Remain flexible and be patient, and start building a relationship with the candidate. If you do not fill the current role with this candidate, you can fill the next one somewhere in future. Or you can get referrals to those who are ready for a new job.

Remember the Offline World

Many companies exclusively focus their attention on the online world and overlook the importance of the offline world, where applicants become

acquainted with the company through word of mouth.

Presenting the company brand at conferences and meetups is just as important as being visible online. The offline world gives candidates the opportunity to interact with company representatives face-to-face. These relationships you create during events will prove valuable when you're sourcing candidates in the future.

Job fairs are often useless, since the best candidates probably already have a job, and they don't have a reason to go to a job fair. But they are going to be at meetups or similar events, which are great sources of candidates.

Meetups do not require much effort. Small-group events could be a great way to present your company to candidates. But don't create the meetup as a hiring event, because people won't attend the next one.

If you need an Android Developer, attend Android meetups. But do not attack attendees with job offers. Rather, finesse an opportunity to expand your network. If you are going to a meetup as a recruiter, always try to take at least one colleague with you.

When you tell passive candidates that you are a recruiter, they will build a wall between you and them, because they are expecting that you are going to try to convince them to do something they might not be ready to do.

Application Process

Similar to making your Career Page friendly, have you tried to apply to your open position through your career page? If the answer is yes, what is your experience as a "candidate?" If you haven't tried, do it. You can see if there are any hurdles during this process. Keep your application process as simple as possible. Request only minimal information; employed candidates are not going to spend 15 minutes filling out your application form.

More than 58% of LinkedIn^[17] users are using mobile devices to access this site, and they use their mobile devices to apply for jobs more every year.

Train Interviewers

Interviewers are often ready for active candidates that apply directly. They are expecting that the candidate sitting in front of them during an interview is motivated to join the company. However, a passive candidate has often been persuaded to attend the interview by company recruiters, so interviewers need

to be ready for a different experience.

Sell the Opportunity

Interviewers and hiring managers need to learn how to sell the opportunity that you are discussing with passive candidates. These candidates need to see your opening as the best option for them for their career trajectory.

You could have an amazing product and company, but you still need to learn how to present the reasons why passive candidates should leave their current company and join you.

Keep candidates engaged and informed

Add them to your LinkedIn network, and be accessible if they have questions. But don't contact them with new information every week; if you are pushy, they won't be interested in a future with you when they are ready for a switch. Try to build relationships with them, and contact them from time to time for a quick chat.

Don't push

If candidates aren't interested, connect with them on LinkedIn, and let them know that you are open to discussing opportunities in the future. Send them your contact details, but don't be pushy.

Remember the never-ending sourcing strategy

Don't forget that you are always recruiting! Some candidates are going to appear when you don't have an open position, and you have filled your roles. But be flexible, and try to be prepared in these situations. If you lose good candidates, you won't get them back when you have open positions next month.

Pros and Cons for Targeting Passive Candidates

Pros

They have the right skills and experience.

If you did your research, you are approaching the people with the right skill set that you need, and their experience matches your requirements for your open position.

Passive candidates are honest.

These candidates don't need to exaggerate their experience or lie to you to get a new job. After all, you approached them!

Cons

It will take time.

Hiring passive candidates will take more time. They don't have the motivation to quit their current job, so be ready to potentially spend weeks or months with some of them.

Salary

If you are offering the same job title, company culture, and benefits, you need to be ready to offer a higher salary. People will usually leave their current position if they will get a 20% higher salary. But everyone won't switch jobs because of money, so you will need to spend time with your candidates and understand their reasons for changing. It's not about only making one call to this candidate; it will take time.

What Motivates Passive Candidates?

When you are speaking with candidates, you need to really understand what motivates them. Based on many surveys and reports that have been posted by LinkedIn, when candidates are considering a job switch, the world's professionals have very particular preferences.

Active Candidates

1. Greater opportunities for advancement
2. Better compensation and benefits
3. More challenging work
4. Better skill set
5. More learning opportunities

Passive Candidates

1. Better compensation and benefits
2. Better work/life balance

3. Greater opportunities for advancement
4. More challenging work
5. Better fit for their skill set

Even the simplest, smallest things could change the perception of passive candidates about your company. The best ways to develop long-term pipelines to passive candidates are to ask the right questions and actively listen to the answers.

Candidates: Improving the Experience

Candidate experience is a combination of impressions and perceptions that a candidate forms throughout the recruiting and hiring process. It can be explained in terms of ease of and professionalism. The recruiting stage can either make or break a candidate's perception of your company. Whether they get a job or not, every single candidate is also a potential advocate for your company.

Even if they don't get a job offer from you, they could still be impressed by your company activities and become your company's fans. If they become your fans, you can influence the impressions that you give them throughout the online and offline hiring process. All your activities influence that. Good candidate experiences should be taken seriously by both recruiters and all people that are involved in the recruitment process.

A candidate experience is playing a bigger role than before. It is not about the strength of your brand or a cool job description full of buzzwords or amazing benefits. Attracting talent means treating candidates like customers. They choose your company for an interview, when they could easily choose your competitors.

Some companies/agencies are still stuck with the mindset that candidates are just merchandise, so they treat their candidates like numbers. However, people like to share, and if you treat them badly, they will share about it with their friends and network. You can have great company branding, but if you do not respect your candidates, it's going to affect you, your company, and your bottom line.

Treating candidates as potential customers can help you strengthen your employer brand. If candidates have a good experience, they will share information about your company. And even if they didn't succeed the first time, they can try again after some time has passed. You want them leaving satisfied and happy, because every candidate helps you share information about your brand. Therefore, sharing good feedback about your company is going to get you more attention, and it will help you expand your network and secure more candidates. Word of mouth is priceless; it's the best form of

advertising, because people trust other people more than an ad.

Every candidate counts and should be treated with respect!

How important is candidate experience for companies?

Research has shown that new employees are less likely to perform well after a poor recruiting experience, and are also more likely to leave a company within a shorter period of time. During the recruiting process, candidate experience is a make-or-break situation for securing the right hire. An individual's views of your company are molded by this process, and it's very hard to shake a bad first impression. Negative experiences can put off sought-after candidates. Therefore, if a candidate has a bad experience during the hiring process, they are very likely to share this experience with their friends.

In-demand talent will always have plenty of prospective opportunities, but it's the small details that can make a world of difference and help your company stand out. A great candidate experience does take some work, but use common sense; it's not a complex thing to deliver. Companies that make a genuine effort in this area demonstrate a clear commitment to attracting and retaining the right people, which is why they find it easier to hire.

What makes a great candidate experience?

In real life, candidates are less likely to purchase a product from a company who didn't respond to their job application. In times where news, ads, and funny cat videos go viral almost every week and negative feedbacks can be addressed on Facebook or Twitter, bad experiences can easily spread throughout someone's personal network and become a big issue for you as an employer and a brand.

Therefore, it's not really a surprise that providing a positive candidate experience could be one of your main competitive advantages, and a great opportunity to recruit better people for you and your departments. Therefore, here are six simple elements of a great candidate experience:

1. The first impression

Your job ad needs to sell the opportunity you're offering. The very best talent will be looking for a job that can satisfy and fulfill them. Emphasize what the candidate stands to learn or gain in the role, and showcase your company's culture and mission. A list of generic responsibilities is never going to

inspire.

First impressions can cause job seekers to eliminate you from consideration as a potential employer altogether. In other words, it's crucial that your company's representatives do a good job at delivering good experience from the get-go, including your job ad and career page.

A frustrating or long-winded application process can be off-putting, so candidates may even abandon an application midway through. Equally, make it easy for candidates to apply; a complex, impersonal application is one of the best ways to stop good people from joining your company. We've all been job seekers at some point in our lives, so draw on that experience to make the process as efficient and painless as possible.

2. A transparent process

Always share information with your candidates about what the process will look like. Share information that will remove their uncertainties right away. Regular follows-ups with candidates should be part of every process, especially when the interview will have seven rounds. Sharing information during the process will show candidates that they are important to you, not just a number.

3. A friendly interview

Remember how you feel when you go in for an interview? Most people feel nervous because they're trying to make a good impression. As an interviewer, your goal is to make the experience as pleasant and comfortable as possible. The interview should not feel like an interrogation.

Everything starts when you meet the candidate for the first time, probably in the lobby or at the receptionist desk. It is important that the candidate does not wait for you for more than five minutes. Your greeting should be warm, and you need to show candidates that the interview is as important to you as it is to them. Many interviewers are trying to be as friendly as possible, but it's good to keep a professional distance.

4. Communication, Communication, Communication

There is nothing more important during a candidate experience than communication. Of any element that makes a great candidate experience, communication is what you should pay the most attention to; it's the most crucial way for you to ensure that a candidate feels welcome and settled.

Without fail, the failure to communicate with candidates will irritate them. During the year, I read many surveys about responses, which state that 70% of job applicants never even receive an automated response to their application. Even if you prepare a template message and send it to candidates, you are doing more than others. Make sure that your candidates feel they can contact you with any questions, so it's highly significant to set up a two-way avenue of communication.

Don't forget to personalize with an automatic reply, newsletter message, or InMail. Every single time, it should begin "Hello Joe," not simply "Hi." Even these small things could influence candidates not to reply.

Recruitment applications such as ATS can personalize the recruitment experience through communications with candidates, and they will help you improve the overall experience.

You need to understand that each candidate has their own personality and prefers different types of communication, but all of them have one thing in common: they would like to be informed about their application status.

5. Feedback

Lack of a personal touch can be common, especially when you are getting hundreds of resumes as a result of posting. But always communicate. Even if candidates are rejected during prescreening, you need to give them some feedback. For instance, you can say the position was filled, or that their requirements don't match. In this case, bad news is better than no news at all.

Even though candidates understand that you have numerous applicants, offering closure means that they are more likely to consider applying again when you have a similar opening in the near future, or at a time when they are changing their job.

I know that sometimes it's not easy to get the message to everybody, because recruiters are frequently overloaded. But technology is here to help you save time with the process, and you can easily inform all candidates who are rejected.

The Talent Board is a nonprofit organization that emphasizes issues related to the corporate employment candidate experience. According to a Talent Board survey, 95,000 candidates who applied to approximately 173 organizations (55.9%) felt lucky to receive any feedback at all. Lack of feedback is a big

issue that is affecting candidate experience. Another 20% of them reported that they received "general or limited feedback."

Feedback is key to candidate experience!

6. Onboarding

Candidate experience does not end at the recruiting stage. Onboarding and first impressions are undeniably important to employee retention. You don't have to assemble the welcome committee. But at this stage, if you put in a little effort, reinforce your company brand, and make a new person feel comfortable, it will make a huge difference in the long run.

If expectations and goals are not reinforced on day one, it undermines their significance. During the initial weeks, one-on-one meetings within the team and with HR foster a sense of teamwork, which makes an individual feel integrated. Therefore, guidance and support make sure that the work put in during the recruiting stage was not wasted, so follow up on your end of the bargain.

How to optimize the candidate experience

1. See your process through your candidate's eyes.

A candidate experience is about personalized messages, and how they remember the registration process and interview. Perhaps your registration process still takes twenty minutes, and your interview process hasn't changed for a few years. Maybe you still take eight rounds just to hire office admin staff. Or it could be time to put yourself into your candidate's shoes and analyze their journey through your entire recruitment process.

While it's important to gain information from candidates, there is no reason for a 10-page submission registration process. If you are going to be annoyed during the registration process, your candidates have already left the career site ten seconds before you.

If they must go through more steps to submit their resume, they will be less likely to finish the registration process. If you want to improve the candidate experience in your recruiting process, you will need to reduce any unnecessary friction and remove any unnecessary steps. You will save time for yourself and your candidates.

2. Communicate more

Your candidates want to be involved in the whole hiring process, and be kept informed right from the beginning. No matter how many inquiries you receive, acknowledge the receipt of a person's submission or question.

Increasing your level of communication throughout the application process will not only help to improve your reputation as an employer. It will also increase the likelihood that candidates will recommend your organization to other skilled, qualified applicants within their networks.

If you can ensure that you build a recruiting function that has consistent communication with all candidates that come through the funnel, then you'll seriously mitigate the risk that a candidate has a poor experience. An optimized recruitment process must be streamlined with the candidate experience in mind, and you must understand that great candidates can choose where they want to go. You don't want to lose any opportunities to secure great talent out there.

3. Be personal

One way to ensure that candidates feel acknowledged is by sending them direct messages when you receive their applications. By doing so, you empower the applicant and leave them feeling engaged.

You may argue that this process is very time-confusing. Well, you are right, it can be— depending on the role and the number of applications you receive. Nevertheless, try whenever you can, especially for senior roles. It will save you time in the end, as you have managed to engage with that one great candidate you were looking for.

4. Be transparent

Open, transparent communication will demonstrate that your company is eager to succeed in hiring the right person, as well as show your investment in a candidate's potential.

If a hiring manager needs to stop due to a hiring freeze, it's better to share the info, rather than try to make excuses. Throughout your whole hiring process, offer support and help. Candidly and accurately describe the job and the organization. Be authentic and transparent in your processes.

5. Ask for feedback

A lot of people are peer-oriented and will welcome any opportunity to share

their experiences with others. When was the last time you asked your candidates for feedback about your hiring process? Your candidates can reveal things you need to improve. Also, the things that you or your team are doing during the interview could dissuade candidates from continuing with the interview process.

By actively asking applicants for feedback, you will gain valuable insights that can help you improve your recruitment process and establish hiring benchmarks that will help you more effectively recruit in the future.

6. Promote brand

The job of any recruiter isn't done when a candidate accepts an offer. Before they start, you have the opportunity to help them feel like a part of the company. Sometimes, just a package with company swag could make people more excited than they were before they started, and these small things lead to big impressions.

7. Manage the relationship

Sometimes, the timing just isn't right. You find the perfect candidate, but you don't have the right position for them. But do you keep in touch with these candidates, even if you don't have the right job for them?

Set up a system that allows you to stay in touch; it's easy, even if you don't use an ATS. You can simply use your Outlook calendar and set up recurrent reminders. Every six months, the name of the candidate will pop up as a reminder, so you can contact them and ask them if they are thinking about a new career opportunity. You never know; maybe you will hit a time when the candidate is ready for an opportunity with your company.

Keep in mind

A good candidate experience during the recruitment process is vital in today's competitive recruitment market. Candidates on the market have no desire to work in a disrespectful organization with managers who simply don't care.

A candidate experience is something that you can have complete control over. You don't need to spend every waking hour calling and emailing candidates to keep them interested; you just need to keep these key things in mind. Using recruiting software can also help you keep up with candidates.

Empathy, communications skills, and simplicity are essential during the

application process. Always try to make a candidate feel welcome, and they will be receptive to your culture. When you start working on improving your candidate experience, you will see that a positive candidate experience does not have to cost much.

The investments are small, but the returns are huge. You will see how much a good candidate experience influences your candidate pipeline. I have had this motto for years: "Treat others the way you would like to be treated, because you never know when you will be on the other side of the table."

Candidates: Giving Feedback

As a job seeker, you saw an interesting position and applied for a role. Then you waited and waited. After a few weeks, you just stopped expecting any feedback from that company, agency, or recruiter. Sound familiar?

I believe that every candidate has faced similar situations during their careers. And it doesn't matter whether they replied to an ad, a recruiter approached them, or a headhunter gave them a call. Sometimes, the application and interview process seems like a black hole: you try to get an answer or feedback, and the only thing you get is total silence.

In previous chapters, you learned about the candidate experience, and how it's affecting candidates and the interview process. "Giving feedback to candidates" is one of the important parts of that experience.

A Candidate-driven Market

The times are gone when there were 5 candidates for one open role. Now it's more like 1 candidate for 5 open roles (especially in Europe, where the unemployment rate is very low). And the market has turned into a "candidate-driven market," where candidates have the power to choose. That's why companies are truly trying to treat candidates like customers.

In this candidate-driven market, it's kind of unbelievable to still see an automatic response with the following text: "If you do not receive a reply from us after 2-3 weeks, your profile was not selected."

Don't get me wrong. I don't think it's a bad thing to send an automatic reply as a confirmation that your ATS/company received the candidate's application. But to be honest, this particular sentence drives me crazy. It's ruining the candidate experience and shows candidates that you basically don't care, or that your ATS is one big Excel file, which you are manually filing because you don't have time to give feedback.

Candidates are spending a lot of time applying, so as recruiters, we should invest a lot of time giving them feedback. Modern ATS's offer a number of ways to reject candidates or update them about a position being filled or canceled. I know that sometimes it's hard to give an update to everybody, but

we should still try.

Giving feedback

It is hard enough having to tell someone that you are not going to give them a job, but it's even harder explaining you are going to take away a potential source of income. However, many organizations sadly avoid telling them why.

Why most employers don't give feedback

A lot of organizations avoid offering their opinions for numerous reasons. Oftentimes, HR personnel give the excuse that the number of candidates is too overwhelming, and that personalized feedback will frequently be beneficial.

That's why many ATS's offer to create personal-answer templates. Then every candidate can get some feedback. What many don't realize is that even if a certain person is not going to be of immediate use, they can do damage to the organization's brand. It is very simple: applicants today have platforms that amplify their thoughts, which is called social media.

If a candidate has worked hard to excel during the interview stage, you can leave them in the dark about why you are not selecting them. They may call you out on social media, which is not something you will want to deal with. If candidates are not getting feedback, they can share their frustration on the social site. They can go on LinkedIn and share: "I had an interview with ACME, but I didn't get an answer from them for two months." Then others will see it, and they can share the same frustrations, which will damage the company's reputation.

Yes, people may forget many things, but trust me, they remember how you treat them. In the candidate-driven market, how you treat your candidates is going to influence whether or not they are going to apply to another position that you posted, as well as their reaction when you approach them after you reach out to them on LinkedIn. Giving any answer or feedback to candidates, even if it's just an email template, needs to be common courtesy. It's important to give feedback to all applicants that apply, but it's even more important to do so after an interview.

Secondly, many organizations, especially large ones, are afraid of potential

litigation cases that may arise from telling candidates why they haven't been selected.

Why giving feedback is important

First, giving feedback helps create a positive outlook on the organization's brand. Then you'll be able to objectively justify why you are turning down an employee. Secondly, it creates some form of goodwill between the candidates and the organization when constructive feedback is given. That way, the candidates will see it as a way to improve, and note that all their efforts have not just gone into a black hole that is sucking all the excitement out of their life without giving anything in return. Thus, it creates a positive image and strengthens the connection with rejected candidates, which can increase the number of brand ambassadors that an organization could have.

Here are other important benefits of feedback:

If the feedback is constructive enough, the candidate could make it a point to improve the mentioned areas. A candidate that is rejected today could become the star of tomorrow.

Also, giving feedback shows that your organization has manners. If an applicant takes the time to apply for a position in your company, it is only polite to let them know that you are not going to take them. You should not let them assume that they have been successful—when you actually tossed their application in the shredder weeks ago.

Here's the truth: Some people have applied for a role, get an interview, and think they excel in an interview. But they are not getting any feedback from you, so they keep waiting, even if they get an offer from another company that will postpone the decision because they hope that they have a future with your company. So withholding information from candidates is not the correct method.

How to give feedback

Feedback can be given via two standard channels: email or phone call. Your medium of choice will depend on the stage of the interview. For example, if you are slashing off a number of applicants early on in the process, then it makes sense to use email. However, if they have gotten to the latter stages of the recruitment process, then it only makes sense to place a call to them, as it

can feel more personal, direct, and heartfelt.

Good feedback will be constructive, so have a soft tone, and keep it short and sweet. And always be prompt.

Here's the best way to give feedback: First, thank the candidate for their interest in joining your company, and let them know that you appreciate the time and effort they have put into the application process, even during the interview (if they got to that stage). Then state the good things you like about the candidate: their qualifications, experience, education, or personality.

Afterward, quickly get to the point where you explain the areas where they have been found wanting, and why you will not be able to further proceed with their application because of the reasons you have identified. For instance, you could make a statement such as, "We are looking for candidates who are more experienced in nanotechnology." You must not be negative with your tone. It won't make sense after you have already dropped the bombshell on them.

Also, do not be discriminatory or say something like, "We only hire people who graduated from Cambridge or schools in the District of Columbia." That won't go down well with many people, as you will be labeled as discriminatory, which can affect your brand. If a candidate wants to make inquiries regarding the application process, ensure that you promptly respond to them, and keep it very professional level and in line with your organization's policy when communicating with applicants.

Then let a candidate know about other openings, current or future, including how they can apply for your next opening. Share links on your Twitter, LinkedIn, or Facebook pages, so they can become fans of your company. Let them know you are interested in them. Don't burn bridges. Finally, wish the candidates all the best in their future endeavors, which will show that you care about what happens to them.

My personal experience

When I was looking for a job many years ago, a certain company never responded after I called them. I asked them for updates three times, because I really wanted to work with them. But I still received no emails or calls. So I joined another company.

Then out of nowhere after five years, the first company called me to offer a

position with their team, but you probably know what my answer was. I just don't want to be another number in the process and end up with no feedback again.

Summary

In conclusion, giving feedback to applicants is not the best of tasks, but it has a lot of advantages for the organization. It also gives you a big advantage: if you are giving feedback when your competitors don't, candidates will appreciate your approach, which will influence your future pipeline.

Lots of applicants will want to know the status of their application, so it is very important to make sure that you give feedback as soon as you can. And while doing so, make sure to keep it short and sweet.

Keep in mind that big companies have multiple recruiters on a team, so when you don't give feedback, people will judge the whole team based on their experience with you. This approach will also work with other team members. If they are not giving feedback when you are, candidates that have experience with your colleagues will judge you based on that experience.

Feedback is a crucial part of the recruitment process and candidate experience, which is why you always need to find time to give it to your candidates.

Candidates: Changing Jobs

People have many reasons why they quit jobs. In many cases, it is not because of salary, as many people (including managers) have been led to erroneously believe. The other reasons that people have could be different is that:

- They are getting married or changing locations
- They have an unlikable boss.
- Their goals are changing.
- They have inadequate motivation or vision.
- They are acquiring an advanced degree.

All of these reasons are different for every individual, and they are often quite difficult to address as a manager.

How My Curiosity Turned into a Long-Term Hobby

I have always said that the hardest part is to start doing something; the rest is easy. However, if you want to collect data and generate some good results from it, just starting is not enough; you need a plan.

I never thought I would say this, but my sociology studies came in handy. I had an idea about how to collect data, as well as what to do with it. In 2005, I started collecting the reasons why people left their jobs. During every single interview (over the phone and on-site), I always asked, “What is the main reason you are leaving your current job?”

If the answer was “because of the boss,” I added a point to the dataset representing this reason in my Excel spreadsheet. If the answer was different, I just added a new row to the spreadsheet and started a new count.

In that year alone, I interviewed 679 people from various fields (including IT, engineering, finance, marketing, sales), and my spreadsheet was full of reasons about why people left their jobs. After the first year, I asked myself whether data from one year was enough to cover every possible reason. I knew that the test group was not big enough because I only interviewed a small number of people. I was also curious about whether the reasons would

change over the years. That's why I continued to collect data: I was unsure of how long I would have to continue.

This curiosity turned into a hobby, and I continued collecting data for the next ten years. The pool of people grew from 679 to 8,509 (although I did not collect reasons from all the people that I interviewed). And the pool of answers came from people with various levels of seniority and different fields, cities, and locations.

Top Seven Reasons Why People Change Jobs

Based on my research, these are the seven main reasons why employees quit their jobs:

1) Lack of Opportunities to Use Skills and Abilities (31% of people)

When people can put their skills and abilities to use in the jobs they are doing, they tend to feel a sense of usefulness, self-confidence, and accomplishment. Employees tend to be happier if they are engaged in activities they are good at that exercise their skills and abilities even further.

People want to develop their skills, and if a job does not give them the ability to do that, they will start looking one that does. This same tactic applies to opportunities; if a workplace does not prove to be a haven for opportunities, people will go elsewhere when they can find them.

People want to apply their knowledge and be better at what they are doing. They are looking for a challenge, and if they feel that their skills are not being used, they will feel unfulfilled. It is like being a pilot who loves flying but isn't allowed to. People want fulfillment and purpose in their job.

2) Bad Management (22% of people)

It's important to remember that employee retention is squarely in the domain of managers, and the majority of reasons why employees quit their jobs are under the control of managers. (That's why Section 5.14 is entirely devoted to bad managers.) In every workplace, managers have the power to culture/environment, clarity of vision, employees' perception of their roles and responsibilities, and provision tools to increase employee success.

In this manner, managers can be one of the reasons why employees decide to leave their jobs. If managers are doing their jobs and are in touch with their staff through communication, problem-solving, feedback, and recognition,

they can affect and reduce turnover rates.

As a manager, you have the power to prevent issues with employee retention by creating processes, systems, and requirements that will make employees stay longer and work productively in your company. It is critical for managers to put these systems in place by supporting the needs of employees, increasing market compensation and benefits, generating meaningful work, and having a significant impact on an employee's workplace.

3) Toxic Workplace or Company Culture (12% of people)

In an ideal workplace, everyone behaves with courtesy, and colleagues complement one another. Bosses even occasionally check up on staff who are interested in what's going on in their lives. However, as we all know, there is no ideal workplace, and personalities do not always seamlessly blend. In every workplace, some occasional clashes, interpersonal conflicts, office gossip, and cunning, sly, inconsiderate, or attention-seeking coworkers could appear. If these issues become severe enough, workers might think about leaving a workplace.

One of the problems could be interoffice competition. Even if a workplace is generous, provides flexible hours and vacation, it could be filled with competition that might actually hinder workers from making full use of the benefits available to them. Employees may feel that making use of them by scheduling vacations could get them penalized, which could cause them to feel dissatisfied.

Company culture can vary from department to department and even from manager to manager, so leaders of every company need to be consistent when building the same culture throughout the whole company.

4) Promotion (8% of people)

When most people realize that they are not moving up the ladder, they leave. If they find out that, despite how hard they have worked or how well they are doing at their job, they will not be promoted to a higher paying and more demanding position, they will leave. In the same vein, if a less qualified or less capable member of the team gets a juicy position that the more qualified employee wants, they may start to look elsewhere.

Sometimes, the company does not have space for six managers in one small team of ten people, but people want to move up the ladder.

5) Too Much or Too Little Work (6% of people)

Good employees are often asked to take on many tasks, primarily because they may have (at one time or another) used their initiative to do more work than they were initially asked to do. Extra tasks can cause a good employee to work long hours and cause frustration and lack of motivation, which could ultimately lead to total burnout. In the same vein, a very good worker might encounter roadblocks when they are asked to take on new tasks, which can result in boredom and a lack of fulfillment.

More work or bigger projects very often come with more responsibilities. Adding more tasks and not giving employees, the right level of guidance or ownership only leads to frustration. Nobody likes micromanagers.

6) Financial Stability and a Higher Salary (6% of people)

During his most notable monologues, the brilliant British philosopher Alan Watts often asked, “What if money was no object?” During this speech, Watts would try to encourage people to ignore the trappings of money and follow their hearts and passions as if money was, indeed, no object. If they truly committed to that pursuit, he suggested that the money would come. However, let’s face it: money matters. It pays the bills. After all, everyone has to think about their personal finances when they decide which organization they want to work for. Therefore, money is also a reason why employees leave their jobs. If a new job just offers a small raise, people will not care, but if you offer them a significantly higher wage, you will get their attention.

7) Lack of Rewards and Benefits (4% of people)

No employee wants to work eight hours a day on full throttle without being recognized or well-compensated. However, some employees receive no bonuses or benefits, which significantly reduces loyalty. Bonuses that were promised but not delivered would definitely not encourage employees to make any extra effort or work longer hours. For any company to encourage workers to stay, it should financially and publicly recognize and encourage its employees, or they will be forced to look elsewhere.

Celebrate their wins, and be there for them if they need your support. Employees who feel appreciated and that their efforts have been noticed are more productive.

More people will be interested in companies that offer private medical services, so that they do not have to wait days to see a doctor. Also, companies offering advanced programs of professional training or even private career coaching could gain an advantage over their competitors in the market. However, a good company culture will always beat good benefits.

Bonus reason

I'm guessing that you've never heard this reason, but it is my favorite one. Many years ago, I got this reason from a candidate: "My boss told me that I can't bring my turtle to work anymore, so I'm looking for a new job." I am still not sure if she was joking or not, but she sounded pretty serious about it. Maybe just having a pet-friendly workplace would have saved her from changing jobs.

Summary

Some of the reasons why employees quit their jobs have changed over the years. At the time that I conducted the survey, most candidates preferred job security over cool benefits, an amazing office, or a great environment. In the previous years, a higher salary was the main motivation. After the survey, the main reasons started shifting toward things like benefits and the environment. From then on, more people started leaving their jobs for better job opportunities that provided advancements or a more supportive culture. Therefore, managers gave them more responsibility than their current managers to decide things for themselves.

If employees do not trust management to lead them in the right direction, they lose respect for them and will eventually leave. If you want happy employees, I strongly urge you to recognize their work, pay them fairly, and invest in them. They could still leave for any number of reasons, but if you are not investing in them, they definitely move on.

The reasons for leaving can vary wildly, but sometimes the reason for leaving is simple. There are times where another offer is so tempting that people are not able to say no to it—not because of the money, but because the next opportunity is the biggest challenge of their career.

Candidates: Job Titles

Does the line below your name on your LinkedIn profile or business card matter at all? Is your actual work activity more important than your job title? Many people today have these questions when the issue of job designation is being discussed. The truth is that a job title may or may not matter, depending on the circumstances.

A job title is one reason why people are willing to change jobs. A higher job title is often connected with a higher salary. But for some people in some locations, a higher title is connected with prestige, so it is more important than salary.

For an organization in which extra power comes with the job title, it is normal to find managers who are driven by their egos, which leads to constant infighting and dirty office politics. In such an environment, teamwork goes out the window, and people start looking out for themselves. At that point, everyone starts aiming to get ahead through a better job title. Also, typically, in such an organization, there are strict salary guidelines based on job titles.

We are still living in an era when we would like to put everything into the right column, and connect with the right responsibility or salary range. For some people, being in the right column is the main—and sometimes the only—motivation behind all their efforts at work.

A job title can give people power in the company structure, which extends to their resume. When they go in for an interview, a very important (conscious or subconscious) consideration for a hiring manager is your current job title. An important-sounding job title will have a significant effect on the hiring manager's decision. On the other hand, if the job title isn't inspiring, then you might appear uninteresting to a hiring manager, so you will not make a good impression.

Which is more interesting: “*Specialized Tier 3 Consultant*” or “*Technical Manager*”?

The problem for many people who have worked for years in organizations that are driven by tall hierarchies and rigidity is that they lose their sense of

identity. Over time, they have tied their self-worth to their job titles.

According to Gallup research, 55% of people in the US define themselves by their jobs, rather than perceiving work as something they do to earn money.

The confidence of walking around the office as the Director, Head of Operations, Team Leader, or CEO goes out the window the moment the job title is taken away. This change leaves many people feeling depressed and unimportant, since they have attached their identities to their job titles.

Understanding the importance of a job title for a specific group could help raise the response rate. In heavily politicized environments, you might hear superiors tell subordinates that the job they do is more important than their title. That's why you should avoid using a similar reason during your communication with candidates, because for them, it could be the reason why they are open to discussing a new job opportunity.

Therefore, recruiters might want to suggest a title that accurately describes the job but sounds more impressive.

Sourcing Buddy

You can master sourcing, recruitment marketing, recruitment processing, or candidate tracking. But even if you know all of that, there are many other things that you may have missed. It is almost impossible for one person to track every single innovation or new sourcing trick that somebody discovered. You can try to do that, but you will soon be overwhelmed by all the information out there.

The best way I've found to improve my sourcing techniques and methods was finding my "Sourcing Buddy." I use that label when I'm describing the "Sourcing Buddy Program."

Who is a Sourcing Buddy?

A Sourcing Buddy is a person that works as a sourcer or recruiter and shares all the tricks and methods that a person has learned or discovered. And it works both ways: you're also sharing your tips and tricks with that sourcing buddy.

Why start the Sourcing Buddy program?

The best thing you can do is to find your Sourcing Buddy. Find somebody who is not in your market. Then you will get insights from different locations. Sometimes, recruiters on the market use something that works for them but doesn't work for you. But it will expand your range and force you to think outside of the box.

Therefore, thinking outside the box is a way that a Sourcing Buddy will help you. More people can discover better things, but if you are trying to discover new ways alone, you can spend hours trying to solve the problem. And at the end, you will not find anything. With a sourcing buddy, you will have somebody who can share something with you that will spark a new way of sourcing.

A Sourcing Buddy could also share new methods that work for their market, and you could have an advantage over others.

Keep in mind that if you would like to have this kind of relationship, both of

you need to share. A Sourcing Buddy could already be your mentor, could be someone that helps you reach your full potential, and becomes your coach.

Why You Need a Mentor

When we were kids, many activities depended on the supervision of parents, older siblings, coaches, teachers, and older people that surrounded us. They encouraged our words, guided our advice, taught us from their mistakes, and guaranteed their protection. But as we grew up, we tried to become more independent, but many of us failed to realize that these relationships are not things we should throw away in our quest for dependence.

Even though we don't need our parents to tie our shoelaces, we might need their help connecting with a highly placed contact in our field, or the advice of a neighbor in a career line they have previously ventured into. The truth of the matter is that doing it alone can only take you so far, but having a mentor can shorten the journey to your destination.

Many of the most successful people you read about didn't achieve their goals and success alone, contrary to what you might have been led to believe. A little more research into the lives of the most successful CEOs, academics, athletes, and billionaires will show you that these people always depend on one or two others for advice.

These people have mentors, who offer advice and guidance in order to achieve growth in a particular area of life. Another misconception is that your mentor has to be someone who has been there, done that. But that is not always true. Many billionaires don't have wealthy mentors. Actually, it depends on the area of your life that you want to improve upon, and opening yourself up to learning and advice.

You can be a college graduate who is mentored by someone that dropped out of high school. What's important is that they help you see your way through their own experience, the experience of other people close to them, and the lessons they have learned in their journey through a particular lane of life.

Whether you agree or not, data does not lie. Time and time again, studies have shown that people who have mentors tend to be more successful and go farther than those who don't. A study published in the *Journal of Applied Psychology* titled "Career Benefits Associated with Mentoring Protégés: A Meta-Analysis" found that people who have mentorship and sponsorship

report more career success in the form of bigger compensation, better job satisfaction, and a higher level of career commitment than those who do not.

Mentors are very important in helping you make a connection between your abilities, your potential, your goals, and your successes. And mentors in recruiting are not exceptions.

Here are a few ways that having a mentor helps you maximize the experience:

1. Important feedback

A mentor should be one who is not afraid to give you critical feedback. Of course, you might hate it, but you sure won't forget it. And if you are able to look at the positives instead of taking it personally, the feedback can catalyze improvement.

Learn to separate constructive criticism from destructive, and use it to your advantage. If you have identified someone who can honestly express their opinions about issues concerning you, then do your best to keep in touch, and keep them in the loop about what you are working on. Only pay attention to constructive criticism, and remember to celebrate their successes.

2. Insider details

If you have a mentor in recruiting, they can fill you in on what's happening based on their vantage point, thanks to their vast network and people they know. They can give important information, including which companies are recruiting, which of their contacts need your service, and which coworkers are leaving.

The truth is that your mentor doesn't necessarily need to be older than you. They just need to be more knowledgeable and experienced, as well as capable of providing guidance in your area of interest. You can request a meeting with anyone that has proven to have these qualities. When you meet them, show your capacity to learn and reciprocate ideas. Then keep in touch.

3. Discipline

Your mentor should be someone whose opinion you respect and value. They should not be someone you are afraid to disappoint. They should be someone who will help you sharpen your focus and refine your work ethics—someone who will help you improve your work habits and show you what's important

if you would like to succeed.

In this case, most people prefer someone who is older. But normally, you can have so much respect for someone your age that you might hate to disappoint them. For instance, your immediate boss could be younger than you but also your mentor.

4. Encouragement

The journey of life is not always smooth sailing. Even if you have everything figured out, you are still bound to meet unforeseen challenges. If you have a mentor who has gone through what you are going through, it can greatly help to know that you are not going through it alone.

That encouragement alone can bolster your confidence, even if you are not sure of the next step to take. We all need encouragement every once in a while. We all need confirmation that we are doing the right thing, and mentors can significantly help you achieve that.

5. Trust and advice

In life, it might be a bit difficult knowing who to trust, especially when it comes to ideas, proprietary information, intellectual property, and personal life issues. Since mentors have no stakes in your business, they will be happy to let you know their objective views of your business models.

Based on industry demands, mentors can let you know why one degree could be more beneficial to your career than another. Since your mentor is someone you trust, you can bounce ideas off them to get quality feedback, and they won't steal it or execute it on their own.

6. Experience

Your mentor is someone who can see ahead of you, because they have probably been there themselves. Want to start taking a program? Want to create your own business? Want to switch careers? A mentor might have dabbled into a few of your ideas themselves.

The feedback you get can be very important for re-strategizing and avoiding mistakes. The pains of your mentor can become your lessons minus the resources, including time spent on making those mistakes.

Looking for good mentors

You can position yourself better to meet people, develop relationships, and eventually learn from your mentors, even if they are people you do not have a prior relationship with or that you are meeting for the first time.

Here's what you can do:

- Engage in an open dialogue with them as honestly and professionally as you can. If you already have a relationship with them, let them know exactly what you want. Get them to assess your skills, intentions, projects, and ways to come into the mix.
- Make them feel comfortable with you, but have realistic expectations. Understand that you are soliciting their advice, so allow them to express themselves. Even if the advice doesn't sit well with you, thank them for it, but ensure that you ruminate over it. Don't throw it all away from the get-go. If you think that won't work, let them know why. There may be an alternative.

In the end, **treat every experience as an opportunity to learn and succeed.** Pay attention to people you think you can learn from the most, but understand that people will bring their own unique view and experience into the advice they give you. Know that they can be of any age, and don't have to look like Master Yoda. If you can do all of these things, then you can position yourself for a more successful life.

A Recruiter's Secret Weapon

Every time I got a question about why I have an advantage over other recruiters, my answer is always the same: **I read.**

I am obsessed with reading. I read books on my Kindle almost every day, including 3-5 articles on medium.com from various fields, no matter what is happening. I read because I think that broad, constant reading is a powerful, often-underestimated weapon. I read because I want to see the world through a new set of eyes. Harry S. Truman, the 33rd president of the US, once said, “Not every reader is a leader, but every leader must be a reader.” Reading is a skill that everyone has in varying degrees.

It's a fact that we live in a great day and age, where information is readily available at all times. However, history has taught us that only a famous few have wielded its secrets to their advantage. But do you really know the advantages of broad, constant reading? Moreover, why is it such an untapped secret weapon in your arsenal?

To answer these questions, you need to ask yourself these questions: Why do I even read? Do I read for pleasure work, or do I only read to pass an exam? Do I read to pass the time? Or do I read because my employer is breathing down my neck, forcing me to study lengthy emails, and redraft hellish business proposals?

Certainly, we all actually take the time to read our “relevant or interesting” materials: newspapers, magazines, books, and academic journals are of particular interest to improving our areas of expertise—or just for plain leisure. While there's nothing wrong with them, a smarter type of reading still exists.

Smart reading means jumping outside the box and exploring new worlds filled with unknown information and ingenuity. It means taking full advantage of the information age to directly or indirectly improve your career and life.

Still in the dark? Here are a few reasons why reading could be your secret weapon:

You get expert knowledge about many things.

Reading for expert knowledge is a secret weapon that anybody can obtain. The end result of this “weapon” is to become an authority on a topic. When you read this way, you are reading to gain insights, skills, tips, hints, tricks of the trade, and an insider's working knowledge of a topic.

And you systematically read trade journals, magazines, articles, and books for a specific period of time. By reading several authors with opposing views, you can get a sound overview of any subject or topic. By finding other media and opportunities to supplement your quest, you gain expert knowledge.

In no time, you will discover that you know more about your topic than the average Joe—even topics outside your field. Assimilating expert knowledge on topics is also a silent weapon. It’s something you could always pull up whenever an expert is trying to sell you (“the novice”): a pile of garbage as quality information.

You get smarter.

Constant reading is an active mental process that will help you improve your memory, focus, and concentration. Reading helps you stretch your memory muscles. When you are reading, your memory is stretching because you need to remember the details of things that you are reading. Reading is like a gym for your memory. It will expose you to new ideas and new information, and it will help you see things from a different point of view.

As stated earlier, the more you read, the more knowledgeable you become. Moreover, with more knowledge comes more confidence, which builds self-esteem. The equation is simple. When you are reading about various things, you discover new ideas. And the more information you have, the more creative you will become. You will start seeing between the lines, which will start a chain reaction in yourself.

You redefine your ideals.

True ideals save us from bigoted beliefs. Broad, constant reading will give you the right ideals. They occur because reading challenges your views, and exposes your biases and prejudices. Reading will introduce you to new people and places. When you read something different every day, it will give you a taste of a practice that is different from yours.

Reading is like no other medium. It will inspire you, tickle you, change you, and tug on your heartstrings. It transforms your life in a flash, changes your world, and inspires you to grow in ways you never thought possible.

You find your perspective.

Can you remember embarrassing encounters—times when you had no input into the smart discussions among friends and colleagues. You can find your own perspective today. And broad, constant reading is just the weapon you need to widen your horizons.

Being informed will always give you a good perspective about various topics. Then if you bring more than what is expected of you to the table, you will always be seen as a force to reckon with. By finding your perspective through reading, you place yourself in an upward trajectory—one that is founded on enabling you to make informed decisions.

You find your edge.

Getting into the habit of reading will give you an edge over your peers—whether it's investing, understanding new trends, or equipping yourself with new skills that are needed by an emerging industry or sector.

For everybody, it is important to read things from various fields, and not just focus on topics about recruiting and sourcing. Other fields will help you expand your knowledge and viewpoint about things. Here's the reason: in business, academics, or career, you need to be informed in order to be at the top of your game and ahead of the competition. By learning vast, various topics, you will find yourself creating a niche for yourself.

You too can launch yourself ahead of the competition by harnessing the immense power of reading broadly. This tactic will set you up for success in your academic or vocational pursuit, and it will give you an ace up your sleeve.

With uncertainty everywhere around the globe, Europe, Asia, and the United States, being informed by reading is the best way to have a small leverage that everyone is looking for. Take these parting words from the founder of modern management, Peter Drucker: "In our new knowledge economy, if you haven't learned how to learn, you'll have a hard time."

Summary

I personally consider reading to be my secret weapon. I am obsessed with reading, even if I am having a busy day and trying to read some articles on Medium.com from various fields (such as Digital Marketing, Recruiting, Marketing, Advertising, Psychology, Social Media, and Technology.) Every article could bring new inspiration or a new idea that you can use in your recruiting activities. Some of my best ideas evolve from the inspiration that I find in these articles.

Inspiration could easily turn into: “Could this also work in recruiting or sourcing?”

08 Epilogue

For me, recruiting and sourcing isn't just a job or a hobby. It is a passion. I strongly believe that people who have passion for their job could do wonders.

If you are still a newbie in recruiting or sourcing, I hope that this book will help you ignite a spark of interest in this field. And maybe this little spark will turn into a passion. Thanks to that passion, you will be able to spend hours learning new things—not because some boss of yours told you to, but because you would like to be better at what you do.

I hope that this book will find a place in your library or on your eBook reader, and that it will turn into your daily sourcing cheat sheet. It took me almost two years to finish it, and I spent months doing research on all of these methods that I described here. Among all of this data, methods, and sourcing tricks are years of learning and experience that I received during my professional career.

I've tried to include all of the things I believe are necessary for every recruiter—all of the methods that I believe will improve the sourcing skills of any recruiter, and I hope that every person who reads it will have at least one “WOW!” moment while reading this book.

The field of recruiting is changing, and in the future, it will be heavily affected by many interesting inventions and technological advancements, such as artificial intelligence, machine learning, automatic sourcing tools, and chatbots. Even with all the artificial intelligence around us, keep in mind that humans have empathy, which makes us better than robots and AI's.

Keep learning new things, and read a lot! In sourcing and recruitment, learning isn't a sprint; it's a marathon. Those who are persistent over time will be the ones to succeed.

Find your passion, and have an interesting career!

Endnotes

[1] Illustrated in Floyd County, Virginia, in 1862.

https://commons.wikimedia.org/wiki/File:To_Arms_Confederate_Enlistment

[2] https://en.wikipedia.org/wiki/George_Boole

[3] You can find more information about Google candidates in Section 2.8.

[4] https://en.wikipedia.org/wiki/Internet_privacy

[5] https://www.google.com/advanced_search?hl=en&fg=1

[6] <https://en.wikipedia.org/wiki/Geo-blocking>

[7] <https://legaldictionary.net/cyberstalking/>

[8] <https://help.github.com/articles/fork-a-repo/>

[9] <https://en.wikipedia.org/wiki/Committer>

[10] This trick posted great sourcer Willem Wijnans on his blog
www.sourcingmonk.com

[11] www.sourcecon.com

[12] An open rate is a measurement primarily used by marketers as an indication of how many people view or open an email or message they send out.

[13] Like HootSuite, Buffer, Hubspot, TweetDeck, IFTTT etc.

[14] <https://en.wikipedia.org/wiki/Cloudflare>

[15] www.sourcing.games

[16] <https://www.linkedin.com/pulse/its-time-generation-z-jan-tegze>

[17] Data from May 2017