



LinkedIn Essentials  
The Modern Recruiter's Guide

LinkedIn™



### Stacy Donovan Zapar

Candidate Experience & Engagement Strategist

[Zappos Family of Companies](#)

"A modern recruiter is one who is targeted, builds relationships and knows how to not only find candidates but also get them to respond!"



### Matt Charney

Managing Editor

[RecruitingBlogs.com](#)

"To me, being a modern recruiter means being a business generalist, not a functional specialist. It's no longer about matching candidates to jobs - it's about aligning your talent and organizational strategic objectives to ensure your employer recruits and retains the talent necessary to stay competitive and cutting edge today - and tomorrow. Being a modern recruiter doesn't mean just filling requisitions or building a pipeline - it means combining sales, marketing, technology and human capital management best practices together to make sure you're best serving the needs of your candidates and clients while maximizing your ROI and the business' bottom line."



### Steve Levy

Principle: Recruiting, Talent, & Social Media Consultant

[outside-the-box Consulting](#)

"What is a modern recruiter? Someone who is honest first, knowledgeable second, consistent third, humble fourth, helpful fifth, and personable sixth - of course these are all valid in other orders. Too many people who call themselves recruiters don't take pride in their craft; aren't continuously learning; believe they have ESP-like abilities to read a person's body language during an interview or read between the lines of a resume; and recoil when asked questions about how they do their jobs. These are the folks who came into the profession because the barrier to entry is low; the true professional modern recruiter - doesn't matter where they practice their craft - believes that they didn't find recruiting but recruiting found them and feel a personal responsibility to steward the profession. Excellence first, paycheck second."



### Jessica Miller-Merrell

Founder & Chief Research

[Workology](#)

"Being a modern recruiter means being flexible and creative and finding new ways to locate the best and most qualified talent before the competition gets their hands on them. Some of the best recruiters are internet hackers and researchers pushing the boundaries of search and the future of recruiting."



### Josh Bersin

Principle & Founder

[Bersin by Deloitte](#)

"The recruitment arms race has escalated and attracting top talent remains one of the most important roles in HR. Today's recruiter must be a marketer, sales person, career coach, and psychologist all in one. Using tools like LinkedIn, recruiting teams can develop campaigns, manage their brand, source candidates, and reach out for referrals like never before. But, at the core of it all, recruiters have to know their own company, work with hiring managers, and really know how to assess people. If they can bring this all together, they can be superstars in their organization."



### Jennifer McClure

President & Chief Talent Strategist

[Unbridled Talent, LLC](#)

"Modern recruiters are experts at identifying talent, building relationships and creating connections with candidates and potential candidates using all of the tools and information available to us - including in-person networking, the phone, social media and mobile. Finding talent is only the first step. Modern recruiters make the company's talent brand come to life through the candidate's experience and interactions with them!"



### Andy Headworth

Managing Director & Social Recruiting Strategist

[Sirona Consulting Ltd](#)

"In today's world of 'information overload,' where social tools and platforms have made it easier to identify people, there are two key skills that a modern recruiter needs. The first is to be able to quickly assimilate information from multiple sources, putting it into context and establishing relevance. The second and most important skill is the ability to communicate effectively - both with clients and prospective candidates - across ALL available channels, especially the phone."



### Brendan Browne

Sr. Director of Global Talent Acquisition

[LinkedIn](#)

"The recruiting organization that figures out how to extract the value of the web's people data and how to then build a recruiting team model to operationalize this at scale will define the future of talent acquisition. The modern recruiter in this new world needs to be a business person first, complete with the ability, gravitas, and intellect to influence and advise hiring managers and leaders at all levels with data in hand at every step."

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# Who this book is for

While anyone interested in hiring amazing people will find this book valuable, we wrote it primarily for talent acquisition professionals who:

- 01 Work at companies with 500 or more employees
- 02 Frequently source or engage early stage candidates
- 03 Are responsible for promoting their company's employer brand

Hiring for a small or medium sized business? Check out our [Recruiting for Small Business: LinkedIn Essentials](#).

Don't do these things yourself? If you are the leader of a talent acquisition team you can **a) forward this book to your team** and/or **b) skip to the "Summary Checklist" on page 54 for key recommendations!**



## Special note for LinkedIn Recruiter customers

★ Indicates a tip for using LinkedIn Recruiter

# Recruiting is evolving—are you?

Over the past ten years, recruiting has experienced more change than in the previous 40. Recruiters have gone from relying on their Rolodex's and cold calling to engaging warm candidates within minutes of finding them online.

The best recruiters—the ones that become trusted advisors to their organizations and have a seat at the table where company decisions are made – are those that embrace and shape the principles of modern recruiting.

So what is modern recruiting? Modern recruiting is equal parts art, equal parts science. Modern recruiters are the whole package—they have the powers of persuasion to woo even the most passive candidates and the data at their arms to inform their organization's hiring strategy.

Learn more about the latest trends in recruiting: check out [LinkedIn's Global Recruiting Trends Survey \(http://linkd.in/1gIW0P4\)](http://linkd.in/1gIW0P4)

# What is a Modern Recruiter?

## ART

### Matchmaker

Like matchmakers setting two people up on a blind date, modern recruiters have an innate instinct for mutual connection between teams and candidates: They know how to network and navigate skillsets, and hiring manager personalities and cultures to make a perfect match.

### Marketer

They think about jobs the way marketers think about products. They know how to craft the right story for the right audience, whether it's in their own profiles or through employer branding promotions.

### Salesperson

They are experts at building a pipeline, nurturing leads, and closing deals. They have the people skills and negotiation acumen to win for both sides.

### Talent Advisor

They are trusted advisors to their businesses regardless of their titles. They inform leadership of critical talent trends and have a seat at the table when key decisions are made.



## SCIENCE

### Data Nerd

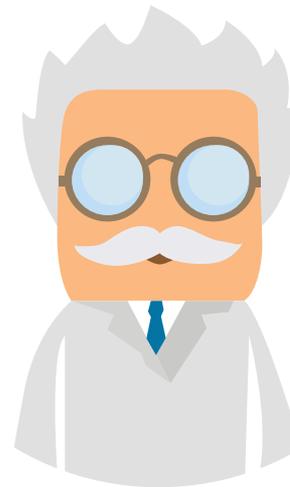
Modern recruiters live and die by the mantra, "If you can't measure it, you can't manage it." They know that numbers and data will not only help them make better decisions, but also earn the trust of others in their organization.

### Researcher

Modern recruiters don't fly blind. They frequently flex their research muscles by researching candidate pools, employment and skill trends, and by staying up to speed on the competition.

### Technologist

Modern recruiters know and love the recruiting innovations that have blossomed over the past decade. They know what tools work best, and are masters at how to use them.



# LinkedIn: The modern recruiter's partner

As the world's largest professional\* network with over 300 million members,\*\* LinkedIn is the modern recruiter's best friend. It gives great recruiters access to more top talent than any other source and provides them with the tools, technology, and data they need to engage that talent at scale.

This book will tell you all you need to know to use LinkedIn for modern recruiting. We'll give you lots of pointers on the art of recruiting on LinkedIn—from writing a winning job description to nailing an InMail. We'll show you the technology, data, and tools you need to save time and money. Finally, we'll show you how to measure what you're doing so you know what's working. The unique approach that you bring to it, well, that's all you.

\*Learn more about the [mindset differences between professional and personal networkers \(http://linkd.in/1hko0mg\)](http://linkd.in/1hko0mg)

\*\*<http://press.linkedin.com/about>



# Everything starts with your story

How to make your profile and Company Page stand out

## 5 steps to a dazzling new profile

- 01 Craft a killer opening
- 02 Dress it up with rich media
- 03 Add certifications
- 04 Showcase your volunteer activities
- 05 Make your updates more interactive

# Amazing recruiting begins with you

Think about why you are a recruiter—the careers you've transformed or the organization you're building. Does your profile reflect that? If not, you're missing a huge opportunity for yourself, your company, and your candidates.

45 million profile views\* take place on LinkedIn every day—it is the #1 activity on the network.\*\* Your profile is often candidates' first interaction with your company so it should be inspiring. The more you can show about who you are and what your company does, the easier it is for candidates to engage with you and determine whether or not your company might be a great fit for them.

\*Brad Mauney, **Five Simple Ways to Boost Your Professional Brand on LinkedIn** (<http://linkd.in/1fKrxuD>), (July 29, 2013)

\*\*Parker Barrile, **LinkedIn Further Mobilizes Candidates and Recruiters – Meet Mobile Work With Us and Recruiter Mobile** (<http://linkd.in/1iW7PQt>), (October 16, 2013)

# 5 steps to a dazzling new profile

## 01 Craft a killer opening

Over-invest in your headline and summary. For a more approachable feel use the first person (“I...we”). Write like you want to hire, not like you want to be hired.

## 02 Dress it up with rich media

Showcase your work by uploading/linking to pictures, videos, blogs, SlideShare presentations, and websites.

## 03 Add certifications

Build credibility by sharing certifications or clearances you've attained.

## 04 Showcase your volunteer activities

Paint a complete picture by sharing volunteer work or causes you care about.

## 05 Make your updates more interactive

Engage with your network by mentioning connections and companies in LinkedIn updates. When they comment, respond in real-time.

# 4 Profiles That Inspire

Larry Hernandez of Zappos

**Inspired opening:** Self summary or employer brand ad for Zappos? Larry's summary is written to inspire candidates. Listing Zappos' core values helps candidates self-select, saving him and them time!

**Show vs. tell:** The Zappos Family Music Video demonstrates the company's adventurous culture more than a block of text ever could.

**Larry Hernandez** 2nd  
Recruiting Lead / Executive Recruiting / Tech Sourcing - "Sorcerer" at Zappos.com  
Las Vegas, Nevada | Staffing and Recruiting  
Current Zappos Family of Companies  
Previous USAA, Accenture, Manpower  
Education Lindenwood University

Connect Send Larry InMail

500+ connections

www.linkedin.com/in/larryhernandezrecruiter Contact Info

### Background

#### Summary

Thanks for stopping by. Have you ever wondered what it would be like to work at Zappos.com? What about what it's like to have a campus in Downtown Las Vegas?

Are you truly happy at work? Are you surrounded by people who are passionate, fun, and will do what ever it takes to help you succeed?

We try our hardest to hire fun loving people who are driven by more than a paycheck.

These are the ten core values that we live by at Zappos:

1. Deliver WOW Through Service
2. Embrace and Drive Change
3. Create Fun and A Little Weirdness
4. Be Adventurous, Creative, and Open-Minded
5. Pursue Growth and Learning
6. Build Open and Honest Relationships With Communication
7. Build a Positive Team and Family Spirit
8. Do More With Less
9. Be Passionate and Determined
10. Be Humble

Zappos Family Music Video

Win a trip to Vegas, baby! Refer A Software Engineer to Win.

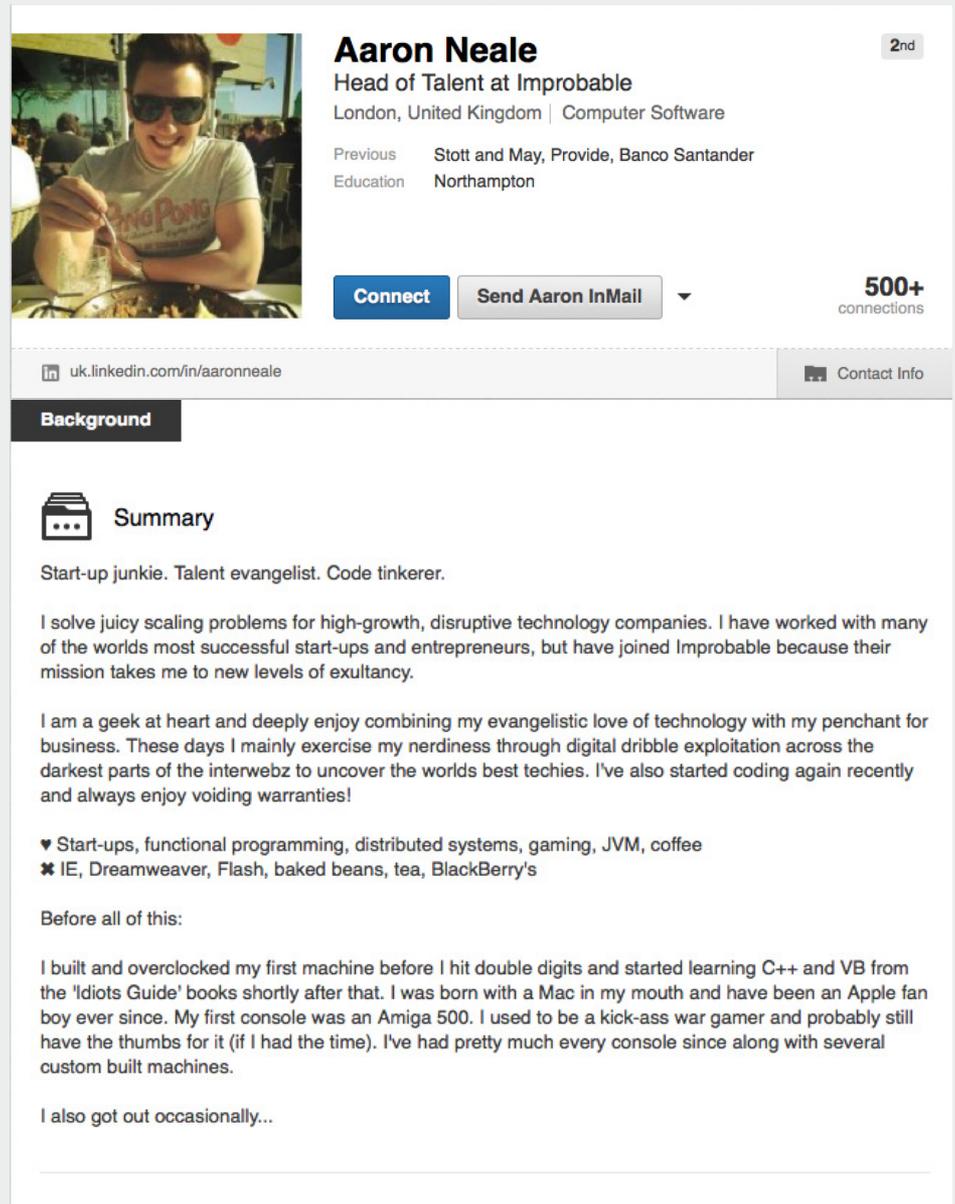
Follow Me on Twitter @RecruiterLarry

# 4 Profiles That Inspire

Aaron Neale of Improbable

**Know your audience:** Aaron establishes credibility with engineering candidates for Improbable, a UK based technology startup, by describing the first machine he built.

**Use their language:** Language like “enjoy voiding warranties!” shows tech talent he understands what makes them tick.



The screenshot shows a LinkedIn profile for Aaron Neale. At the top left is a profile picture of a man wearing sunglasses and a t-shirt, sitting at a table with food. To the right of the photo, the name "Aaron Neale" is displayed in bold, followed by "Head of Talent at Improbable". Below this, it says "London, United Kingdom | Computer Software". There are two buttons: a blue "Connect" button and a grey "Send Aaron InMail" button. To the right of these buttons, it says "500+ connections". Below the profile information, there is a URL "uk.linkedin.com/in/aaronneale" and a "Contact Info" button. The main content area is titled "Background" and contains a "Summary" section. The summary text reads: "Start-up junkie. Talent evangelist. Code tinkerer. I solve juicy scaling problems for high-growth, disruptive technology companies. I have worked with many of the worlds most successful start-ups and entrepreneurs, but have joined Improbable because their mission takes me to new levels of exultancy. I am a geek at heart and deeply enjoy combining my evangelistic love of technology with my penchant for business. These days I mainly exercise my nerdiness through digital dribble exploitation across the darkest parts of the interwebz to uncover the worlds best techies. I've also started coding again recently and always enjoy voiding warranties! Start-ups, functional programming, distributed systems, gaming, JVM, coffee IE, Dreamweaver, Flash, baked beans, tea, BlackBerry's Before all of this: I built and overclocked my first machine before I hit double digits and started learning C++ and VB from the 'Idiots Guide' books shortly after that. I was born with a Mac in my mouth and have been an Apple fan boy ever since. My first console was an Amiga 500. I used to be a kick-ass war gamer and probably still have the thumbs for it (if I had the time). I've had pretty much every console since along with several custom built machines. I also got out occasionally..."

# 4 Profiles That Inspire

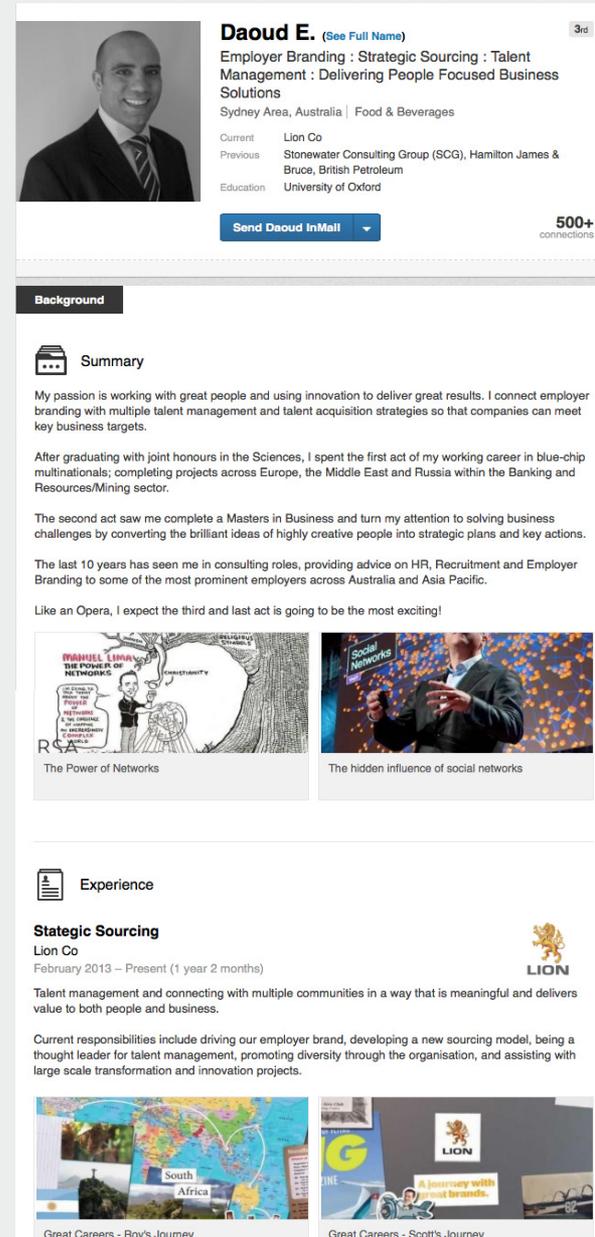
Daoud Edris of Lion Co

## Leverage rich media and video:

Under his current role, Daoud has videos, infographics, and presentations highlighting the culture and mission of Lion, a beverage and food company in Australia and New Zealand.

## Highlight individual employees:

Daoud posted two videos highlighting the career transformation of two Lion employees, Scott and Roy. The message: You can transform your career at Lion.



**Daoud E.** (See Full Name) 3rd

Employer Branding : Strategic Sourcing : Talent Management : Delivering People Focused Business Solutions

Sydney Area, Australia | Food & Beverages

Current **Lion Co**

Previous **Stonewater Consulting Group (SCG), Hamilton James & Bruce, British Petroleum**

Education **University of Oxford**

[Send Daoud InMail](#) 500+ connections

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**Background**

 **Summary**

My passion is working with great people and using innovation to deliver great results. I connect employer branding with multiple talent management and talent acquisition strategies so that companies can meet key business targets.

After graduating with joint honours in the Sciences, I spent the first act of my working career in blue-chip multinationals; completing projects across Europe, the Middle East and Russia within the Banking and Resources/Mining sector.

The second act saw me complete a Masters in Business and turn my attention to solving business challenges by converting the brilliant ideas of highly creative people into strategic plans and key actions.

The last 10 years has seen me in consulting roles, providing advice on HR, Recruitment and Employer Branding to some of the most prominent employers across Australia and Asia Pacific.

Like an Opera, I expect the third and last act is going to be the most exciting!



The Power of Networks



The hidden influence of social networks

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 **Experience**

**Strategic Sourcing**

**Lion Co** 

February 2013 – Present (1 year 2 months)

Talent management and connecting with multiple communities in a way that is meaningful and delivers value to both people and business.

Current responsibilities include driving our employer brand, developing a new sourcing model, being a thought leader for talent management, promoting diversity through the organisation, and assisting with large scale transformation and innovation projects.



Great Careers - Roy's Journey



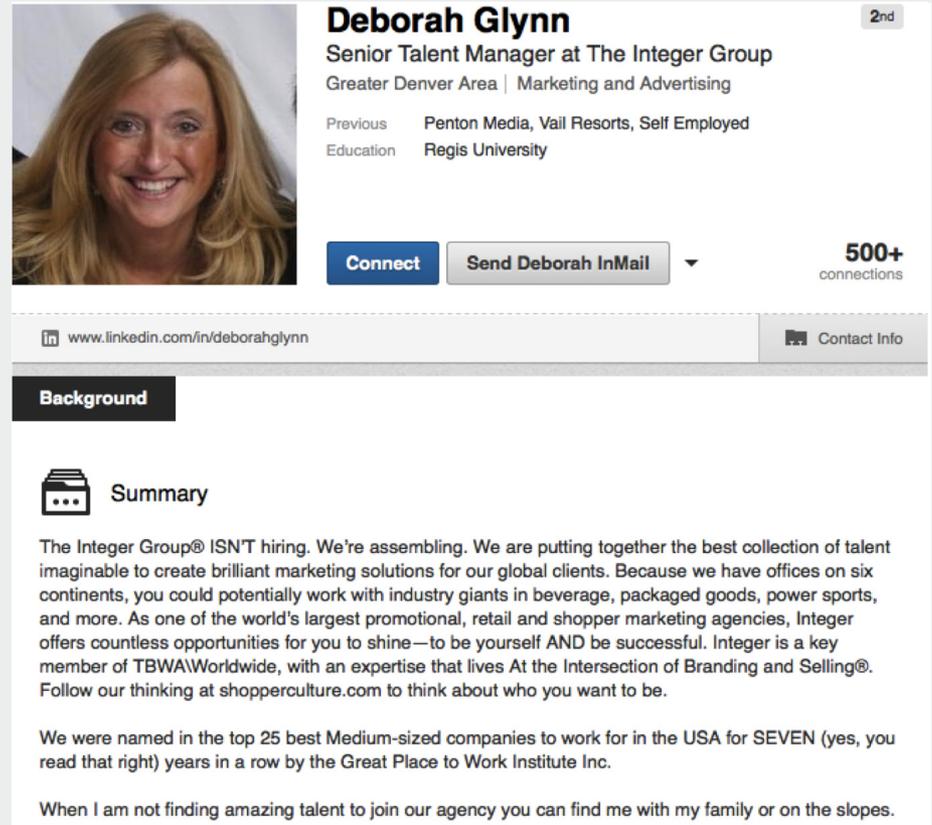
Great Careers - Scott's Journey

# 4 Profiles That Inspire

Deborah Glynn of  
The Integer Group

**Describes impact:** By talking about the industry giants employees will be working with, Deborah sends the message, “You’ll be at a medium sized company, but your impact will be HUGE.”

**Links to blog:** Deborah refers candidates to Integer’s blog, *Shopper Culture*, to “think about who you want to be,” to keep them engaged beyond her profile. The blog itself is not just company updates, it’s engaging and chock-full of thought leadership.



The image shows a screenshot of a LinkedIn profile for Deborah Glynn. On the left is a profile picture of a woman with blonde hair. To the right of the photo, the name "Deborah Glynn" is displayed in bold, with a "2nd" connection indicator. Below the name is the title "Senior Talent Manager at The Integer Group" and the location "Greater Denver Area | Marketing and Advertising". Underneath, it lists "Previous" as "Penton Media, Vail Resorts, Self Employed" and "Education" as "Regis University". There are two buttons: a blue "Connect" button and a grey "Send Deborah InMail" button. To the right of these buttons is a "500+ connections" badge. Below the profile header is a URL "www.linkedin.com/in/deborahglynn" and a "Contact Info" button. A "Background" tab is selected, showing a "Summary" section with a document icon. The summary text reads: "The Integer Group® ISN'T hiring. We're assembling. We are putting together the best collection of talent imaginable to create brilliant marketing solutions for our global clients. Because we have offices on six continents, you could potentially work with industry giants in beverage, packaged goods, power sports, and more. As one of the world's largest promotional, retail and shopper marketing agencies, Integer offers countless opportunities for you to shine—to be yourself AND be successful. Integer is a key member of TBWAWorldwide, with an expertise that lives At the Intersection of Branding and Selling®. Follow our thinking at shopperculture.com to think about who you want to be." Below this is another paragraph: "We were named in the top 25 best Medium-sized companies to work for in the USA for SEVEN (yes, you read that right) years in a row by the Great Place to Work Institute Inc." The final line of the summary says: "When I am not finding amazing talent to join our agency you can find me with my family or on the slopes."

# Your Company Page is key

## Here's how to make the most of it

While your profile is often the first impression candidates have of you, your Company Page is the first impression they have of your company. Whether its the culture, mission, or products your company offers, think about why YOU joined your organization. Does your Company Page reflect it?

More than 3 million organizations leverage their Company Page to make it easy for talent to find them and learn what they are all about\*. On average, 71% of your followers are interested in careers at your company\*\*. Showing your culture and opportunities is a scalable way to turn your followers into candidates and help you foster meaningful relationships.



**Did you know?** You can target any update to your followers for free based on geography, industry, title, and more.

LinkedIn Company Pages are now optimized for mobile devices! 41% of LinkedIn's unique monthly visitors come through mobile\*\*\*.

\*<http://press.linkedin.com/about>

\*\*Sam Gager, **The Truth About Followers and Connections: Key Reasons to Cultivate Yours** (<http://linkd.in/1jwnYgt>), (January 15, 2013)

\*\*\*<http://press.linkedin.com/about>

Larger corporations are sometimes hamstrung by more formalized processes, and their approach can come off as generic or machine-like. Small businesses tend to have the freedom to inject authentic company personality into their pages—making them more relatable to audiences. Use this freedom to your advantage!

## 4 ways to amp up your Company Page

- 01 Use video and rich media.
- 02 Grow your followers.
- 03 Engage followers with Targeted Status Updates.
- 04 Extend your reach by sponsoring content.

## 3 essential Company Page resources

- Company Page resource list** (<http://linkd.in/1nqmC79>)  
How-to videos and guides, success stories, testimonials
- Company Page playbook** (<http://linkd.in/1t9Znma>)  
5 steps to engaging followers on LinkedIn
- Status update best practices** (<http://linkd.in/1eJ8czz>)  
10 tips

# Amp up your Company Page in 4 easy steps

Remember that your Company Page should reflect your overall brand and provide a unified experience for your audience—make sure you talk to your marketing team to coordinate your approach!

## 01 Use video and rich media

Followers are twice as likely to amplify a post via likes, shares, and comments if it contains video. No videos? Try SlideShare, PDFs, images, and links.

## 02 Grow your followers

Embed “Follow” buttons\* in your website, candidate communications, and employee signatures and profiles.

Download at <http://linkd.in/1hg1dbX>

## 03 Engage followers with Targeted Status Updates

Post interesting facts, expert tips, Top 10 lists, and questions to interact with key talent pools.

Need inspiration? Check out this [gallery of great status updates](http://slidesha.re/Pevxxf) (<http://slidesha.re/Pevxxf>)

## 04 Extend your reach by sponsoring content

Sponsored Updates let you target talent outside of your followers.

\*Embedding “Follow” buttons in smart places helped Unilever grow its followers from 40K to 235k in 10 months.

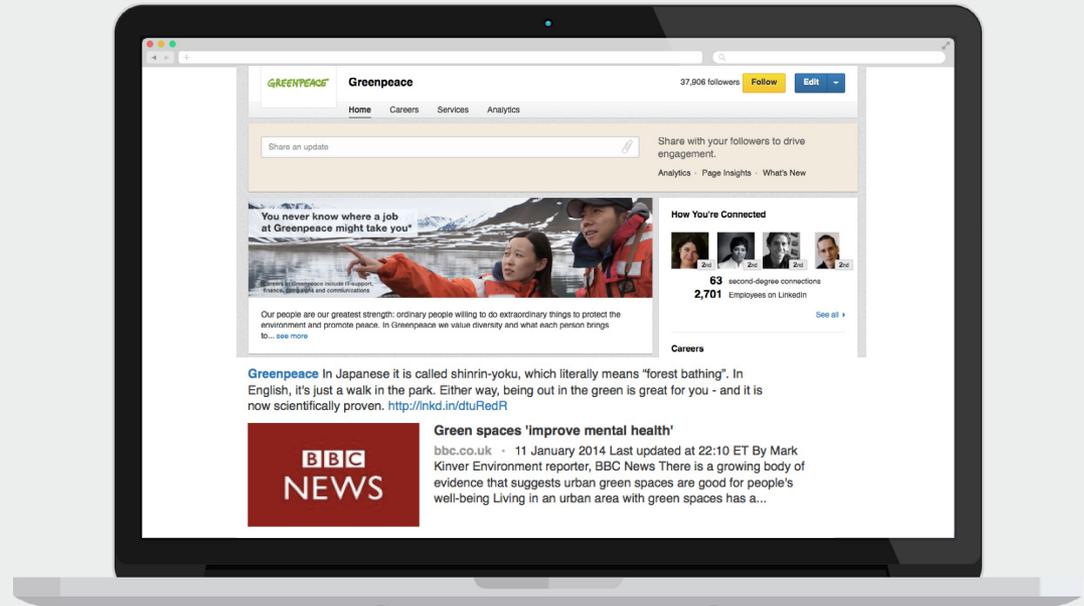
For inspiration, check out [LinkedIn’s top Company Pages of 2013](http://linkd.in/1mxsIYI) (<http://linkd.in/1mxsIYI>).

# 3 Company Pages We Love

Greenpeace

**Greenpeace shares industry news:** Don't make all of your updates about your company. Greenpeace knows that its followers are interested in the environment, so it shared this BBC article showing the link between green spaces and mental health.

A good mix of external AND company focused content will keep followers coming back for more.



**Greenpeace** In Japanese it is called shinrin-yoku, which literally means “forest bathing.” In English, it’s just a walk in the park. Either way, being out in the green is great for you - and it is now scientifically proven.



## Green spaces 'improve mental health'

**bbk.co.uk** 11 January 2014 Last updated 22:10 ET by Mark Kinver Environment reporter, BBC News There is a growing body of evidence that suggests urban green spaces are good for people's well-being Living in an urban area with green spaces has a...

Like (12)

Comment

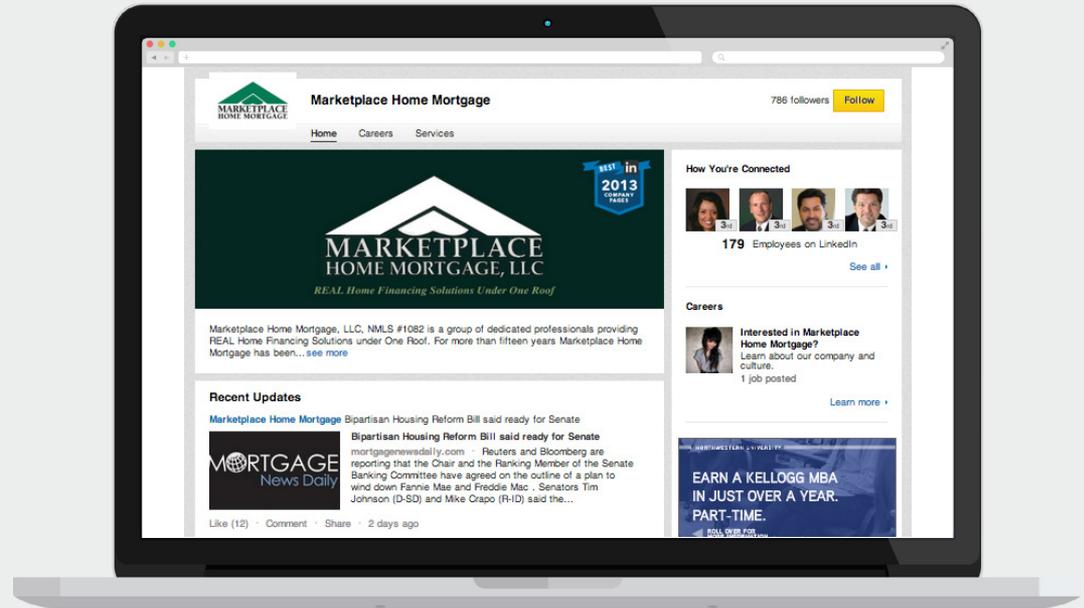
Share

8 days ago

# 3 Company Pages We Love

## Marketplace Home Mortgage

Provide expert tips and insights: Marketplace Home Mortgage shares quick tips and insights that are relevant for their home buyer audience. Post updates that spotlight your industry expertise.



**Marketplace Home Mortgage** Bipartisan Housing Reform bill said ready for Senate



**Bipartisan Housing Reform Bill said ready for Senate**

mortgagenewdaily.com Reuters and Bloomberg are reporting that the Chair and the Ranking Member of the Senate Banking Committee have agreed on the outline of a plan to wind down Fannie Mae and Freddie Mac . Senators Tim Johnson (D-SD) and Mike Crapo (R-ID) said the...

Like (12)

Comment

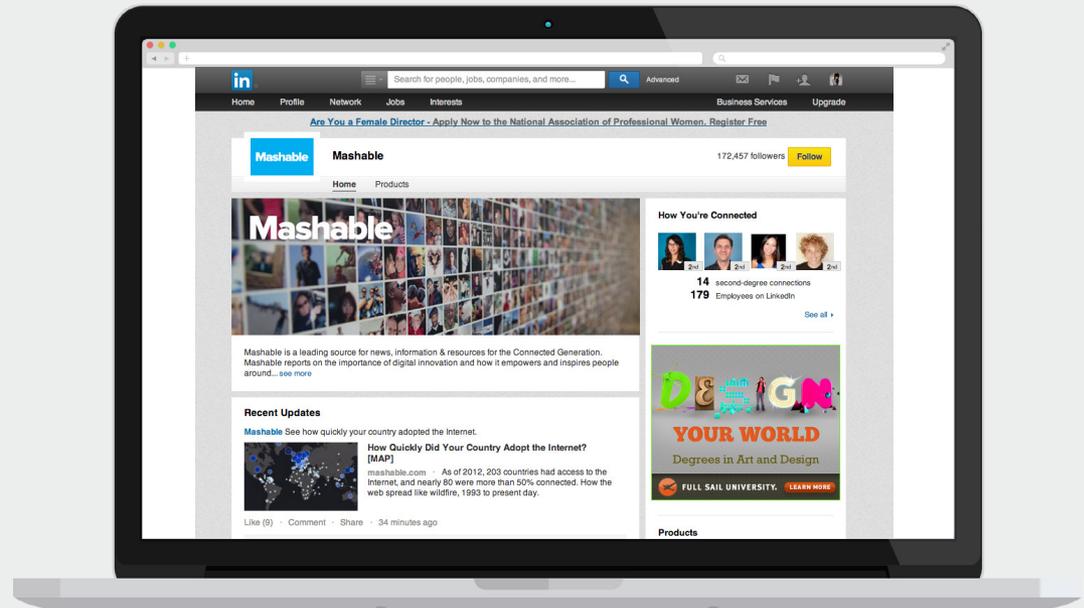
Share

8 days ago

# 3 Company Pages We Love

Mashable

Share snackable, valuable content: Mashable hits the sweet spot by sharing content that is both high quality and quick to consume. Keep your posts bite-sized to drive high engagement.



**Mashable** See how quickly your country adopted the internet



## How Quickly Did Your Country Adopt the Internet? [MAP]

mashable.com

As of 2012, 203 countries had access to the Internet, and nearly 80 were more than 50% connected. How the web spread like wildfire, 1993 to present day.

Like (12)

Comment

Share

8 days ago

# Profile and Company Page performance:

## Metrics that matter

If you can't measure it, you can't manage it. These free analytics tools will help you build your brand strategically.

### Measure your profile power

#### 01 Who's viewed your profile

Are these increasing: profile views, how often you turn up in searches, endorsements?

#### 02 Who's viewed your updates

Are more people viewing, liking, sharing, and commenting on your content?

#### 03 Networks statistics

Is your network growing? By how much are you expanding your reach to 2nd and 3rd degree connections?

### Track your Company Page

#### 01 Status Update engagement

Measure real-time engagement analytics directly under each post. Know which updates drive the most clicks, likes, comments, shares, and engagement.

#### 02 Company Page engagement

See engagement trends by type and time period.

#### 03 Follower demographics

Determine if you're attracting the right type of people.

#### 04 How you compare

Benchmark your follower growth against similar organizations and competitors.

Don't forget the soft stuff: Read comments for qualitative feedback



# Sourcing for modern recruiters

5 steps

# Passive what?

## Why passive talent matters for modern recruiting

To be a modern recruiter, you need to engage the best talent, not only those actively looking. The reason is that the vast majority of professionals are passive candidates; they are not actively job seeking, but they are open to the right opportunity.

Passive candidates typically don't visit job boards or career sites or have current resumes—they are too busy exceling at their current company. But, they ARE willing to hear from recruiters about that life-changing role. That makes your sourcing skills critical.

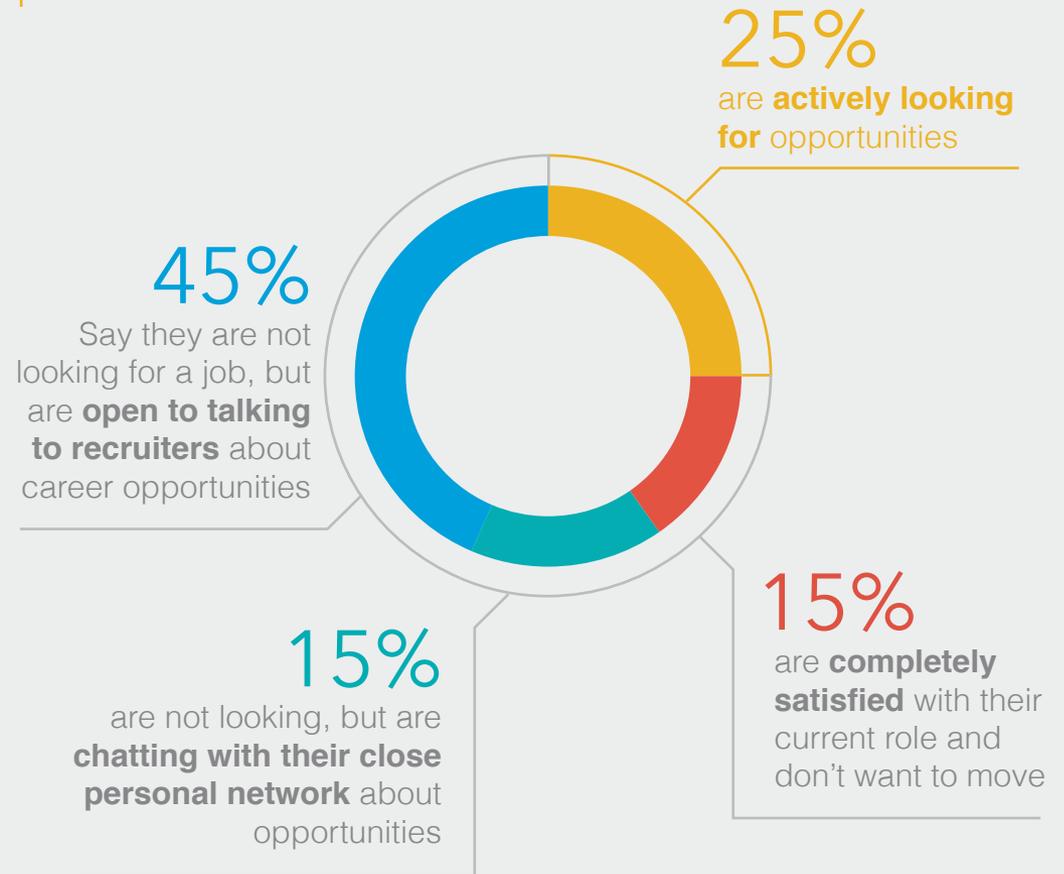
In this section, we'll cover need-to-know tricks for sourcing on LinkedIn—the world's largest source of passive candidates.

What motivates passive candidates to switch jobs? Check out the [infographic \(http://linkd.in/PeNWKa\)](http://linkd.in/PeNWKa).

Good news: Most professionals will consider a career change when approached.

| Passive candidates

| Active candidates



# Sophisticated sourcing on LinkedIn

You now have access to more candidate information than ever before. But, how can you find what you're looking for? Here's our recommended approach.

## 5 steps to sourcing like a pro on LinkedIn

- 01 Get smart on the talent pool
- 02 Master Boolean and other search techniques
- 03 Contact candidates directly with InMail
- 04 Manage prospects with Talent Pipeline 
- 05 Measure your success



Bookmark [lnkd.in/productupdates](https://www.linkedin.com/company/linkedin/products) to stay informed on the latest updates and new features in LinkedIn Recruiter

## What is LinkedIn Recruiter?

**You can get a lot from LinkedIn, which we'll cover in this section—but most modern recruiters use our flagship tool, LinkedIn Recruiter. Here's why:**

-  Gives you access to LinkedIn's entire network of professionals, including the ability to contact anyone via InMail.
-  Highly targeted search lets you search with extreme precision using a large number of facets and custom filters so you can find just the candidate you need.
-  Sources for you automatically (e.g., notifies you when new relevant profiles surface, offers "similar profiles" once you've found an ideal candidate, and suggests 'people you may want to hire.')
-  Facilitates team collaboration, including getting the scoop from employees on talent they may know via Inside Opinion.
-  Works on the go with its mobile app.

**Get certified!** Now you can showcase your LinkedIn Recruiter skills, and ensure that you are getting the most out of your LinkedIn investment. Visit [certification.linkedin.com](https://certification.linkedin.com) to learn more.

# 1. Get smart on the talent pool

Modern recruiters don't fly blind. They source strategically by assessing the data first. Before you dive into your candidate search, get a bird's-eye view of the talent pool. Knowing what you're dealing with helps you:

- ✓ **Prioritize your outreach.** Better understand the supply and demand for specific professional skill sets.
- ✓ **Set expectations with your hiring managers.** If you're asked to find a purple squirrel, you can back up your search outcome with data.
- ✓ **Inform your strategic workforce planning.** Knowing talent pools helps you get a seat at the table during workforce planning decisions.

Here's how to get to know your talent pool:

**01 Run live searches in LinkedIn Recruiter.**  
You can uncover the size and dynamics of your addressable market for each set of criteria. 

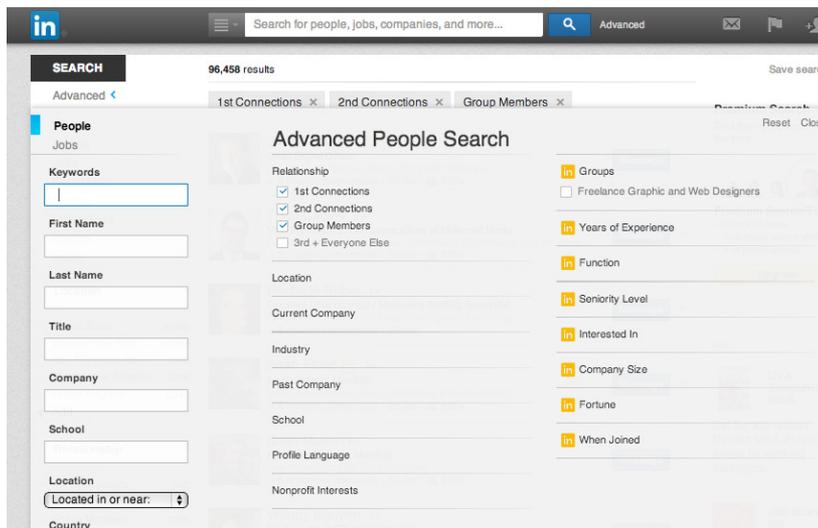
**02 Consult our free Talent Pool Reports.**  
These insights—available for select regions and high demand professions—arm you with information on the supply and demand, location, background, and interests of your target candidates.

# 2. Calling all sourcing ninjas

## Master Boolean search

Boolean searches allow you to combine words and phrases using the words AND, OR, and NOT, to limit, widen, or define your search. They are what most search engines use and they're your keys to better candidate searches.

### Advanced Search:



Enter one or more terms in the Keywords, Title, Name, and Company fields in LinkedIn's advanced search engine and you'll get a list of profiles. But, to find the most relevant profiles, you'll need to use the following modifiers:

- ✓ **Quotation marks.** For an exact phrase, enclose it in quotation marks (e.g. "product manager"). QUOTES narrow your search.
- ✓ **NOT.** To exclude a particular term, type NOT before it (e.g. manager NOT director). Narrows search.
- ✓ **AND.** To get results that must include 2 or more terms in a list, use AND as a separator (e.g. programmer AND manager). Narrows search.
- ✓ **OR.** To include at least 1 term, separate 2 or more with OR (e.g. sales OR marketing). Great for common spellings or synonyms of a word. Broadens search.
- ✓ **Parentheses.** To do a complex search, combine terms using parentheses. For example, to find people who have "VP" in their profiles, or have both director AND division in their profiles, type: VP OR (director AND division). Narrows search.

**Go deeper:** To narrow your results further, use search facets such as location, industry, current company, experience, and seniority level. And, don't make these **3 common Boolean mistakes** ([http://linkd.in/1dKRe39!](http://linkd.in/1dKRe39))

# 4 ways to source beyond the search bar

- 01 Leverage your own network.** One of the perks of being a recruiter is that you meet interesting people for a living! Use your network to solicit referrals and cherry-pick from their networks.
- 02 Join LinkedIn Groups.** Scout talent in a non-intrusive way by conversing with them in LinkedIn Groups. Use an authentic tone and show your personality.
- 03 Engage your profile viewers.** Reach out to the people who view your profile—they often work in the right industry and share connections.
- 04 Put every employee to work.** Pull up LinkedIn with new hires and hiring managers and ask them to refer star performers, especially those who may have incomplete profiles.

# Zen and the art of hiring manager maintenance

Ahh, the hiring manager relationship. Anyone who has worked in recruiting knows that it can make or break the success and speed of a hire—not to mention both parties’ sanity! Here’s how to help them help you source and build a stress-free partnership:

## 01 Agree on a process and rhythm

Who does what by when. If you have LinkedIn Recruiter, share screenshots of “Project Overview” to show how many candidates are in each stage of the pipeline.



## 02 Set expectations together

Save yourself headaches later by outlining the skills and personality requirements using sample profiles. Use data to set expectations. Talent Pool Reports and LinkedIn Recruiter will help you size the talent pool and adjust job criteria.



## 03 Save time and gather feedback directly

Use free “hiring manager seats” in Recruiter. Send them batches of profiles so they can give one-click (customizable) feedback—‘great’, ‘good’ or ‘not right for this role’—along with notes if they choose.



*“Sometimes hiring managers forget who’s in their networks. You have to sit down with them and look together. Do some Boolean searching with them by your side.”*

Angela Farrelly, Strategy Manager - Talent Acquisition



For more tips on working with hiring managers check out these [10 Tips for a Knockout Relationship](http://linkd.in/Pd4C4w) (<http://linkd.in/Pd4C4w>)

# 3. Contact candidates directly with InMail

InMails allow you to contact anyone on LinkedIn directly. But, eliciting a response takes sophistication and skill (that's right, we're looking at you...).

The key to getting an InMail response is to have a personalized message, but that can be difficult when you're strapped for time. Here's how to craft a personalized message that's still broad enough to elicit responses from multiple people.

On average, InMail response rates are 3x higher than email.\*

All InMails are response guaranteed. If you don't get a response in 7 days, you'll get credit for another inMail.

*“The InMail said, ‘We’re looking for great public speakers who have your background.’ I was flattered that someone saw my profile and took the time to write just to me. Turns out the message wasn’t sent ‘just to me,’ but it sure felt like it was.”*

”

- LinkedIn member

## 9 golden rules of InMail

- 01 Review profile.** Let the recipient know what on their profile caught your eye. Personalization is flattering.
- 02 Grab attention.** Mention mutual connections. LinkedIn suggests them for you.
- 03 Show you are selective.** Highlight what makes them appealing. Compliment them sincerely.
- 04 Be conversational and brief.** Write as if you were speaking. DO NOT paste the job description.
- 05 Listen well.** Ask about goals and interest level in new opportunities.
- 06 Focus on goals,** not the job. Frame your message around what's in it for them.
- 07 Leverage content.** Consider including useful information, such as a relevant whitepaper.
- 08 Be patient.** Don't hound. Use status updates to stay visible while you wait for responses.
- 09 Include a call to action.** Ask to continue the dialogue, not necessarily for them to apply off the bat.

\*Personal Branding Checklist (<http://linkd.in/QCUIKI>)

# 4. Manage prospects with LinkedIn Recruiter's Talent Pipeline ★

The holy grail of sourcing is building a stunning talent pipeline—a steady stream of warm candidates so you don't have to start from scratch with every new job opening. A healthy pipeline will slash your time to hire and improve your quality of hire.

Instead of maintaining records manually, you can use Talent Pipeline in LinkedIn Recruiter to aggregate, track, contact, and nurture talent leads. The key is to prioritize—focus on skills you need repeatedly and hard-to-fill roles. Here are 6 pipelining tips for LinkedIn Recruiter users:

For general pipelining tips, check out **12 Tips For a Stunning Talent Pipeline** (<http://linkd.in/1lIPkpx>).

- 01 Search and tag.** Use tags to make candidates easily searchable. Start with a broad search and create a pipeline folder for it, (e.g., all computer science students @ University of Washington). Then create folders for more specific criteria (e.g., cloud computing AND Computer Science @ University of Washington).
- 02 Accelerate pre-screening with Inside Opinion.** Recruiter tells you with whom the candidate is connected at your company—reach out to your colleague for a candid read on skills and culture fit.
- 03 Use smart to-do lists to keep the conversation going.** Tag reminders to specific candidates, projects, and team members so you stay connected and deliver on follow-up promises.
- 04 Stay on track with projects.** Send actionable reports to your team to monitor and communicate the health of your pipelining projects.
- 05 Save searches** to retain your Boolean strings and filter selections. Recruiter will continue to run in the background and notify you of any new candidates—you don't have to do anything.
- 06 Use 'Update Me'** to keep track of a members' profile. Recruiter will alert you if changes are made so that you can monitor their career progress.

# Find your next generation of leaders: Recruiting students on LinkedIn

The most strategic recruiters are forward looking—considering who they'll need not just 2 months from now but 1, 2, even 4 years from now. When you build relationships with students, you invest in the future of your company.

## Intel leverages LinkedIn Groups to engage students

Intel's Student Lounge Group is a place where students can go for news and updates about the Intel College Recruiting Organization. There they can connect with other students and find late-breaking job openings.

\*<http://press.linkedin.com/about>

Over 39 million students and recent graduates are on LinkedIn,\* making it our fastest growing demographic. Here are 7 tools to help you engage your company's next generation of leaders:

- 01** **New graduate jobs.** Post student jobs and internships **for free** on LinkedIn.
- 02** **Student talent pool reports.** Find out where students are concentrated, how to engage them, and what makes them tick.
- 03** **Education search facets in LinkedIn Recruiter.** Target students based on geography, school, degree, field of study, graduation dates, Groups, and more. ★
- 04** **Targeted Status Updates.** Engage students, e.g. "Students, what do you care most about in a career?"
- 05** **LinkedIn University Pages.** Over 24K higher education outlets now have pages on LinkedIn. Deepen relationships with schools and stay informed.
- 06** **LinkedIn Alumni Tool.** Discover where alumni work and what they do. Filter with facets such as "What they studied" to find top candidates.
- 07** **LinkedIn CheckIn** (<http://linkd.in/1er9h9l>). Collect and organize candidate information at live events in seconds. ★

# Find diverse candidates on LinkedIn

A modern workforce is a diverse workforce. As a recruiter, you do more than check a box, you make your company more productive, innovative, and better able to meet customer needs. Moreover, you ensure that every employee is able to bring their whole self to work. What could be more important than that?

## Additional resources for recruiting specialty populations on LinkedIn

**The Diversity Hiring Playbook (<http://linkd.in/1omD8JA>).** 13 steps to find, hire, and keep top diverse talent.

**Four tips (<http://linkd.in/QDax44>)** for diversity sourcing.

**Non-profits (<http://linkd.in/1dKShju>).** How non-profits can meet their talent missions.

**Non-profit talent pool report (<http://linkd.in/PffgYJ>)**

**Veterans (<http://linkd.in/1IIPQUv>).** Tips and resources.

**Millenials (<http://linkd.in/1e9yq8m>).** 8 traits you should know before you hire them.

Here are 5 tips to help you build a more inclusive workforce:

- 01 Build a list of keywords relevant to your targets.** Look at profiles of your own diverse top performers and plug in new terms to filter your results.
- 02 Use 'Similar Profiles' in LinkedIn Recruiter.** Once you've found an ideal candidate, search 'Similar Profiles' to produce up to 100 more relevant profiles. ★
- 03 Leverage Groups.** There's a LinkedIn Group for almost every profession and identity—be active and develop relationships with Group owners. If you can't join, ask an employee who is a member to post on your behalf.
- 04 Conduct Talent Direct campaigns.** Reach diverse talent at scale using Recruitment Ads and InMails, both of which can be targeted based on a number of criteria and reach diverse audiences.
- 05 Ensure your digital presence reflects your diversity.** Whether through pictures on your Company Page or employee testimonials on your Career Pages, your digital presence, on and off LinkedIn, should mirror your workforce.

# 5. Measure your sourcing performance

Know your numbers. Here are the key sourcing metrics you should be measuring – in general and on LinkedIn.

## INDUSTRY Sourcing Metrics



Quality of hire



Source of hire



Time to hire



Cost per hire

## LINKEDIN RECRUITER Sourcing Metrics



Profiles viewed



Searches performed



InMails sent



InMail response rate

# Allstate transforms its recruiting

New strategy, new culture, new relationships

## Challenges

- ✓ Allstate faced severe talent shortages, particularly for technical roles. At the same time, they were overburdened with a surplus of unqualified candidates.
- ✓ They were heavily dependent on agencies to source candidates, and research vendors to understand labor markets.
- ✓ Their culture was not conducive to internal hiring, so they almost always brought in talent from the outside.

What worked:

A 3-pillar approach that focused on

**01 Proactive sourcing.** Allstate brought its recruiting function in-house. They built a separate research team that could identify talent, provide labor-market trends, and serve as an information center. They also started using pipelining tools within Recruiter.

**02 Internal mobility.** Allstate launched a company-wide campaign to educate employees and hiring managers on internal opportunities, and to promote a more transparent culture. In partnership with LinkedIn, they also expanded recruiters' skills, teaching them how to spot internal talent and become better advocates for employees.

**03 University relations.** Allstate worked with deans, professors, and career staff at select schools to help develop curriculum and get its messages out. They also started using LinkedIn CheckIn at career fairs to help streamline the front end of the process with students.

# Allstate transforms its recruiting

New strategy, new culture, new relationships

Using the search facets in LinkedIn Recruiter, Allstate identified the top schools from which its employees came. This helped inform decisions about where to invest resources and deepen engagement.

## Results

- ✓ **Over \$300K in direct cost savings.** Decreased time to hire and increased quality of hire. There are now fewer but better qualified candidates in the pipeline.
- ✓ **30% increase in positions filled internally.** While the culture shift is still in progress, it is far less controversial when someone moves internally now.
- ✓ **A larger and more qualified pool of entry-level talent.** Another byproduct of deepened relationships with universities is an increase in student referrals by school staff.
- ✓ **Recruiters' roles have been elevated** and the TA team is now highly consultative to the business.



# Beyond post and pray

The art and science of successful job listings

# 3 steps to success with LinkedIn Jobs

As little as ten years ago, recruiters were tethered to post and pray sourcing—throwing a job description on a job board and hoping good candidates would apply.

As recruiting has evolved and modernized, so have job listings. Today's posts seek out active and passive candidates alike and present messages targeted to THEM. They function like an army of talent scouts seeking out relevant candidates while you focus on the art of strategic recruiting.

## Need more help with Jobs?

**Create a Great Job Post** (<http://slidesha.re/1pVosN1>)  
More information about jobs <http://lnkd.in/aboutjobs>

\*2012 average figures; individual results may vary

\*\*Dan Shapero, **Bringing the New Playbook of Marketing to Recruiting** (<http://linkd.in/Obj5bs>), (October 11, 2012)

## How do LinkedIn Jobs work?

Instead of sitting on a web page waiting to be found by active jobseekers, Jobs on LinkedIn are distributed to relevant potential candidates through automatic matching algorithms and via professional communities sharing them. Our members see personalized job listings when they visit their home page, an employee profile or Career Pages.

## The road to job success

- 01 Craft an irresistible job description.
- 02 Post and promote to just the right candidates.
- 03 Use real-time feedback to measure your performance.

- Over 277M LinkedIn members can see your job.
- On average each paid job gets 500+ views and 50+ applications.\*
- Over 50% of all applicants discover jobs through recommendations\*\* delivered through email and the 'Jobs You May Be Interested In' module on LinkedIn. These recommendations help passive and active talent alike find opportunities based on information in their LinkedIn profiles.

# 1. Craft an irresistible job description

A good job description gives candidates what they need to assess whether they have the skills and personality for the job. If you make it easy for them to self-select, you'll save everyone time and get better-matched candidates. Here are 4 tips for an irresistible job description:

Sponsored Jobs can be a good way to get more eyeballs on your hardest-to-fill roles. By sponsoring a job on LinkedIn, you typically get 30-50% more applicants\*\*. Here's how it works:

- 01 Identify your high priority jobs to sponsor
- 02 Choose how much you want to pay per click
- 03 See your job appear at the top of LinkedIn's personalized recommendations
- 04 Increase or decrease the amount you want to spend on each job at any time

Here are 4 tips for an irresistible job description:

- 01 **Save the creativity for the description, NOT the title.** 50% of job applications on our site come from passive candidates who see the job via our matchmaking techniques\*. If your title is overly creative, our matching algorithms will have a harder time picking it up and distributing it to the right people.
- 02 **Promote your talent brand.** Share specifics that make your company a great place to work. Consider linking to "a day in the life" video to better convey your culture.
- 03 **Highlight the position's impact.** Excite candidates with specific project examples.
- 04 **Give high-priority positions extra oomph.** Sponsor jobs for top placement with the right audience.

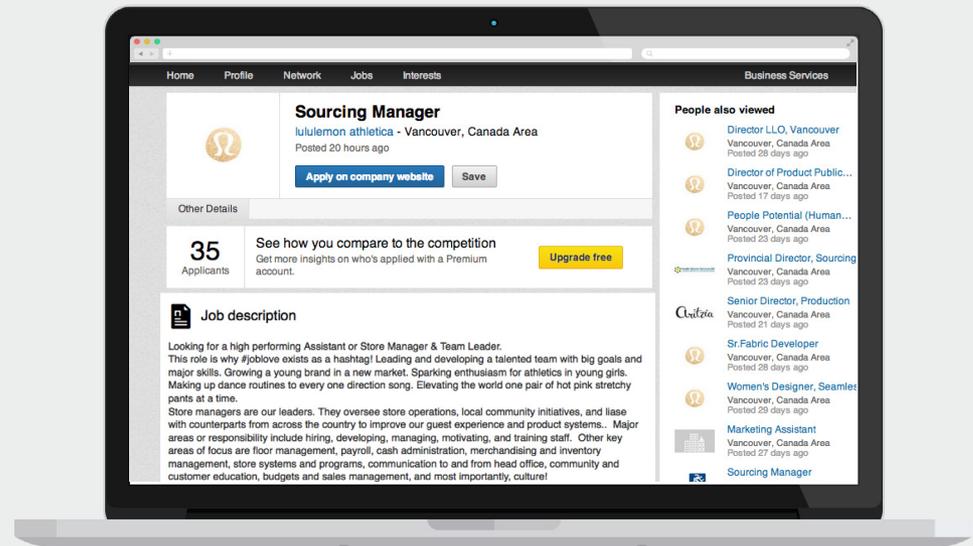
For more tips and job description Do's and Don'ts check out: **7 Tricks for an Irresistible Job Description** (<http://linkd.in/1jBtCxG>)

\*Dan Shapero, **Bringing the New Playbook of Marketing to Recruiting** (<http://linkd.in/Obj5bs>), (October 11, 2012)

\*\***Sponsored Jobs** (<http://linkd.in/1s3Yue9>)

# Lululemon shows how #joblove is done

Lululemon attracts candidates by highlighting the position's impact: "Growing a young brand in a big market" and "Sparking enthusiasm for athletics in young girls" elevates the role above day-to-day responsibilities.



## Job description

Looking for a high performing Assistant or Store Manager & Team Leader.

This role is why #joblove exists as a hashtag! Leading and developing a talented team with big goals and major skills. Growing a young brand in a new market. Sparking enthusiasm for athletics in young girls. Making up dance routines to every one direction song. Elevating the world one pair of hot pink stretchy pants at a time.

Store managers are our leaders. They oversee store operations, local community initiatives, and liaise with counterparts from across the country to improve our guest experience and product systems.. Major areas or responsibility include hiring, developing, managing, motivating, and training staff. Other key areas of focus are floor management, payroll, cash administration, merchandising and inventory management, store systems and programs, communication to and from head office, community and customer education, budgets and sales management, and most importantly, culture!

# Ubiwhere helps candidates visualize their future lives

Ubiwhere, a small Portuguese company competing for big talent, used a set of infographics on SlideShare to stand out from the pack.

The infographics included pictures of desks and colleagues, as well as beautiful views from the job location cities. Embed SlideShare infographics on your Career Page and link to them in job posts.



## WITH THESE PEOPLE



.....still not convinced?

# ·YOUR· HAPPINESS could start here

Key business developer manager  
**WANNA BE PART**  
OF US?  
intercultural, young and creative

**TEAM?**  
of people who want to improve their quality of life, work and their professional development

IN  
portugal's bleeding edge  
technologies company  
your  
**SKILLS**  
·are·  
Willingness to travel, Ability to influence and persuade, Communication, Critical thinking, Solving orientation, Flairing practical skills

YOU WILL WORK HERE

WITH THESE PEOPLE

·YOUR·  
**HAPPINESS**  
could start here

IN THIS

CITY OF SCIENCE INVESTIGATION AND TELECOMMUNICATION  
and energy!

·there are·  
**GREAT**  
gastronomy

What are other cities  
**FANTASTIC**  
for their beaches  
  
We are looking for exceptional people to join our team

**JOIN US!**  
hr@ubiwhere.com  
Ubiwhere's R&D Center,  
Mirador Business Center,  
Rua Conde de Pinho, Quilamao,  
79, 1800-012, Aveiro, Portugal

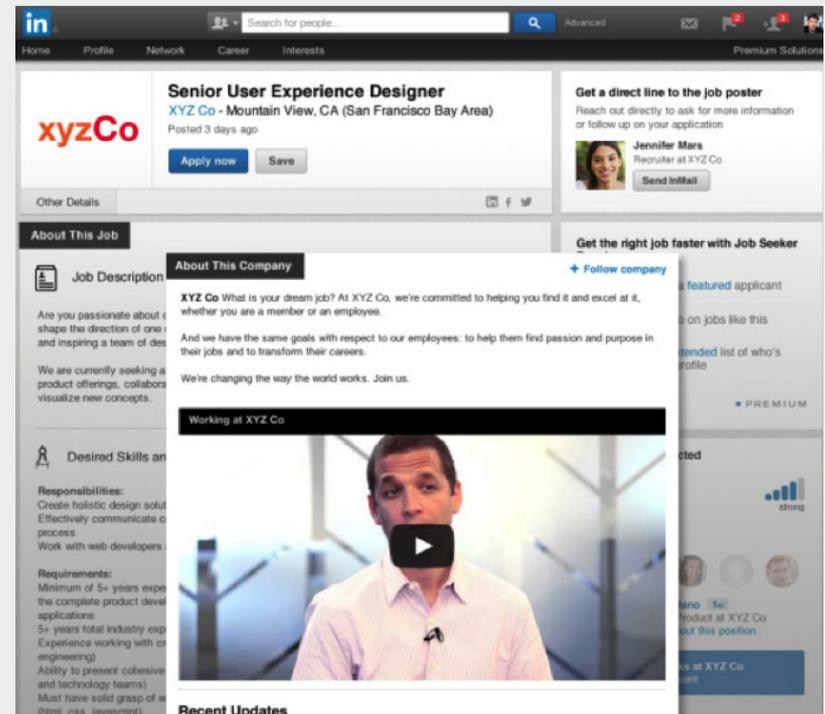
**ubiwhere**  
SUITING THE FUTURE

## 2. Post and promote your jobs to just the right candidates

### How to get more out of LinkedIn Jobs

When you post a job on LinkedIn, there are a few additional steps you can take to maximize your chances of finding the right hire:

- ✓ Follow up with top matches. When you post a job, we recommend 24 LinkedIn members who best match your requirements. Contact them directly via InMail to start the dialogue.
- ✓ Amplify your job. Broadcast the position on your personal LinkedIn feed, Company Page updates, LinkedIn Groups, and other social media.
- ✓ Target your outreach. Share your job post with members who fit the role based on industry, experience, location, etc.
- ✓ Generate a short list. If you accept applications on LinkedIn, use one-click filters to narrow your list.
- ✓ Promote your talent brand. When viewing jobs from your Career Pages, job seekers see your rich media (such as SlideShare presentations and videos) along with company updates.



## 2. Post and promote your jobs to just the right candidates

### Job Posts vs. Job Slots: What's the difference?

On LinkedIn, you can purchase either Job Posts or Job Slots. Confused? Job Slots are priced so that companies which usually have openings can post more flexibly and at a lower price. Job Posts cost more on a per-post basis, but are better for companies with less frequent hiring needs.

### Job Posts:

You can purchase a single post or a bundle of posts at a discounted price. All student jobs, including internships and entry level positions, are free.

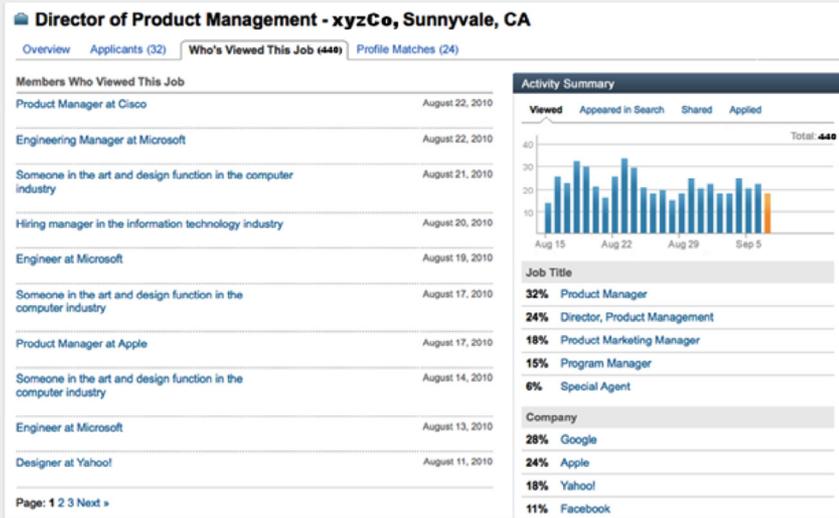
### Job Slots:

If you regularly have open positions, annual Job Slots make sense. In addition to lowering your cost over the course of a year, Job Slots let you:

- ✓ Manage your Job Posts via the LinkedIn Recruiter platform.
- ✓ Change your job posting as often as you like and keep a position open for over 30 days.
- ✓ Streamline posts with 3rd party job distributors and pull jobs from your careers site automatically.
- ✓ Send applicants straight to your ATS and add a 3rd party tracking URL to your post.

# 3. Use real-time feedback to measure and improve job post performance

The only way to know whether your Jobs activity is working is to measure it. Use applicant analytics to understand:



✓ **Who's interacting with your job?** You can see exactly which types of professionals are engaging with your jobs online. If they aren't your target audience, use this information to modify your job listing in real time.

✓ **How and when are they interacting with your job?** LinkedIn shows you how often your job has been viewed, applied to, searched for, and shared with others. Each metric includes an anonymous list of viewers with detailed data.

✓ **Who's viewed your profile once you've posted a job?** Once you've posted a job, members who view it may visit your profile to find out more about you or your company. This gives you a valuable list of interested candidates to whom you can reach out directly via InMail.



# Channel your inner marketer

Promoting your talent brand on LinkedIn

# 6 steps to a stronger talent brand on LinkedIn

By now you've polished your profiles, posted killer job descriptions, and built a stunning pipeline of talent. But are candidates excited? Modern recruiting requires promoting an employer brand that candidates can't resist. A strong talent brand is vital, as the following stats show.

82% of talent acquisition leaders believe employer brand has a significant impact on ability to hire great talent,\* and top talent is 56% more likely to care about finding the right culture.

Strong brands enjoy higher response rates from candidates and yield cost savings of up to 50% per hire, as well as up to 28% lower turnover rate.\*\*

\*2013 Global Recruiting Trends survey (<http://slidesha.re/ObKsqP>)

\*\*Eda Gultekin, **What's the Value of Your Employment Brand?** (<http://lnkd.in/valueofEB>), (December 1, 2011).

Want a more in-depth view? Download **The Employer Brand Playbook: 5 Steps to a Highly Social Talent Brand** (<http://lnkd.in/1hkoB7y>)

- 01 Maximize your presence, involve your entire organization
- 02 Leverage the ad space on employee profiles
- 03 Reach key talent pools with targeted status updates
- 04 Take advantage of free tools
- 05 Launch and enhance your Career Page
- 06 Measure your performance with Talent Brand Index

# 1. Maximize your presence, involve your entire organization

Modern recruiters know they can't promote a winning talent brand alone. Partner with these three important stakeholders:

- ✓ **Your marketing and communications colleagues** - They know how to build brand promises and great content. Companies with strong consumer and talent brands financially outperform their peers by 36%.\*
- ✓ **Your hiring managers** - Educate them on your employer brand. Help them build profiles that convey their excitement about working for your organization.
- ✓ **Your employee base** - There are no better brand ambassadors than your own employees. Coach them to make the most of their profiles. Consider brown bag lunches to discuss profile ideas—there may be unwarranted anxiety about what to do and not do.

\*Elizabeth Rosenberg, **How Talent Acquisition can Boost your Company Performance by 36%** (<http://linkd.in/1jVgMgv>), (November 4, 2013)

## 2. Reach your employees' network— (automatically!)

People looking at the LinkedIn profiles of your employees often meet the criteria you're looking for in a candidate. Since they already know someone, they tend to be more open to a career discussion.

Work With Us Ads allow you to reach and influence the networks of your employees, a fertile ground for perspective candidates, by purchasing ad space on their profiles. These ads offer personalized, dynamic content that is 10x to 15x more engaging than the industry standard and they save you time by automatically turning your employees into brand ambassadors. Moreover, there is no creative work required. Choose from these 5 styles:

The image displays five distinct ad styles for Work With Us Ads, each shown in a grey-bordered box. Below each box is a vertical ellipsis and a title. The first style, 'Work With Us', features a list of job openings and an 'Apply Now' button. The second, 'Picture Yourself', shows a person's profile picture and a bar chart with a 'View Jobs' button. The third, 'Follow Us', depicts a person's profile picture, a double-headed arrow, and a bar chart with a 'Follow Company X' button. The fourth, 'Internal Hiring', shows a person's profile picture and a list of messages. The fifth, 'Custom Ads', is a simple box with the text 'YOUR CREATIVE HERE'.

**"Work With Us"**  
Display a targeted set of job openings every time someone looks at one of your employees.

**"Picture Yourself"**  
Invite the viewer to picture themselves at the company—complete with targeted job function, their picture, and the option to follow your company.

**"Follow Us"**  
Encourage the viewer to follow your company so they can stay informed via company status updates.

**"Internal Hiring"**  
Many employees look at their coworkers' profiles. Get branded company messages in front of your own people for internal hiring.

**Custom Ads**  
Show a branded ad with your look and feel, that directs people back to your corporate career site or LinkedIn Career Page.

# 3. Nurture talent by sharing content

## Reach key talent pools with Targeted Status Updates

Company Page followers have a strong interest in career opportunities, making targeted status updates a great free way for interested professionals to engage with your talent brand.



71% of company followers on LinkedIn are interested in career opportunities at companies they follow.\*

\*Sam Gager, *The Truth About Followers and Connections: Key Reasons to Cultivate Yours* (<http://bit.ly/1e9VGTD>), (January 15, 2013).

## Tips for Targeted Status Updates

### Mix it up

Don't bombard your followers with links to job openings. Share relevant news stories about your company, employee interviews from your blog, and more. Aim for 2-3 status updates per week to start.

### Have a plan

Sketch out what you'll say in advance and build a dialogue with your followers.

### Stay on brand

Remember the messaging you're trying to get across and think about how to incorporate it into your updates.

## 4. Increase awareness with free tools

Today's candidates expect a two-way conversation, with context and personalization.

These free LinkedIn tools will help you get there.

To download the “Follow” button and Company Insider widget go to <http://linkd.in/1hg1dbX>

### Grow your base with “Follow” buttons

Embed “Follow” buttons in these places to expand your audience and drive social interaction:

- Your website
- All candidate communications
- Email signatures and profiles

### Show talent who they know with Community Insider

Visitors to Disney's corporate careers site instantly see any employees in their LinkedIn network, providing a more welcoming path into the organization. A friendly face may be just the thing you need to drive applications.

### Hang out with target talent in LinkedIn Groups

Join industry groups and associations on LinkedIn and other social media. Divide and conquer with your team to cover key groups. Be proactive and thoughtful, ask questions, offer advice, and share stories.



Embedding “Follow” buttons in smart places helped Unilever grow its LinkedIn follower base from 40k to 235k in just 10 months.\*

\*Leela Srinivasan, *Secrets of Employer Branding Leaders: Unilever* (<http://linkd.in/1hfj6a5>), (August 21, 2012).

# 5. Build your talent brand at scale with LinkedIn Career Pages

Career Pages are a place where you can showcase your talent brand and engage candidates with personalized, and relevant content. Use videos, banners, and employee spotlights to showcase your culture and what it means to work there.



## Think visually.

Use images to give a real-world glimpse into your organization.



## Think digitally.

Whatever you say, keep it brief. Content from your glossy graduate recruitment brochure may not make sense online, where attention spans are shorter.



## Think video.

You'll be able to engage candidates more deeply if they hear real people tell their own stories, so make video a core part of your strategy.



## Think customized.

Adapt your content to viewers based on their LinkedIn profiles. You can target your Career Pages based on a candidate's job function, industry, geography, and more.

## Strong talent brand video examples

- **Work, Life, Benefits @ Zappos**  
Zappos devotes an entire YouTube channel to showcasing its culture.  
[Inkd.in/playbook-Zappos](https://www.linkedin.com/company/zappos/playbook)
- **Starbucks Jobs**  
Starbucks has also amassed a series of videos on talent brand topics and "What it's like to be a Starbucks Partner."  
[Inkd.in/playbook-Starbucks](https://www.linkedin.com/company/starbucks/playbook)

# The anatomy of a successful Career Page

For more inspiration, visit our [gallery of best-in-class Career Pages \(http://slidesha.re/1k3pB7Z\)](http://slidesha.re/1k3pB7Z).

**Bold, memorable visuals**  
with lively colors

**Focus on employees**  
through videos  
and quotes that  
emphasize culture

The screenshot shows the top section of the Expedia Careers page. At the top left is the Expedia logo. To its right is the text 'Expedia Careers'. Further right, it says '36,894 followers' and a 'Follow' button. Below this is a large hero image featuring a man with glasses, Steve, who is smiling and making a peace sign. The text 'technology in the clouds, people down to earth.' is overlaid on the right side of the image. Below the image, it says 'steve, citizen of Expedia' and 'applications welcome'. At the bottom of the hero image is a purple banner with the text 'Where will you go with Expedia? Connect with us to start today.' Below the hero image are two columns: 'PEOPLE AT EXPEDIA' with a 'View all employees »' link and a carousel of employee profile cards, and 'JOBS AT EXPEDIA' with a 'See more jobs at Expedia »' link. At the bottom left is a 'WORK AT EXPEDIA' section with a video thumbnail and text: 'At Expedia, we have the freedom to be ourselves and let our personalities come out—and that's what San Francisco is all about. We are a quick moving company where anyone's idea can become the next new release. Every day offers a new...'. At the bottom right is another video thumbnail with the text 'speaking 5 languages, coding in 7, that's normal.'

**Arresting copy**  
that grabs the reader

**Multiple page versions**  
highly targeted to  
visiting talent

**Custom Ads**  
with a branded look

# 6. Measure your brand performance with Talent Brand Index

Talent Brand Index allows you to understand how well you're reaching and engaging professionals with your talent brand on LinkedIn. The index is based on the billions of interactions that take place on our platform each year. Use it to educate your leadership and justify investment in your talent brand.

*“Because we developed a Career Page content calendar and have a daily focus on growing our talent brand via LinkedIn through our Associates, our Talent Brand index and Career Page followers are rising daily!”*

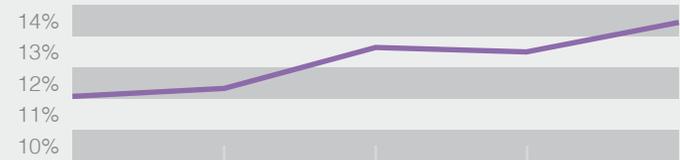
”



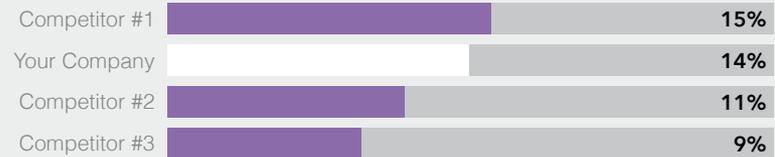
Miki Furnish, Talent Acquisition Manager at Carhartt

4 ways you can use the Talent Brand Index to measure the success of your branding efforts

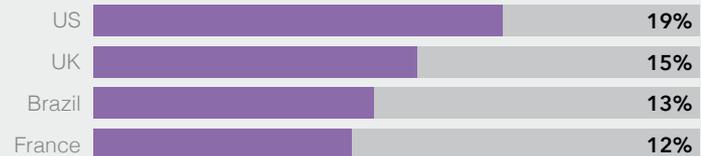
## Over time



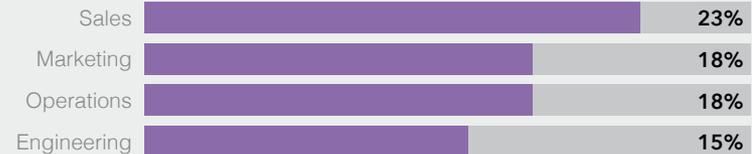
## Versus key peers



## Across geographies



## Across functions



For more information on how the Talent Brand Index works [click here \(http://linkd.in/1gZdMh6\)](http://linkd.in/1gZdMh6).

To learn more about your Talent Brand Index Score, [contact us \(http://linkd.in/1kr6N2I\)](http://linkd.in/1kr6N2I).

# India's HCL technologies brings its Talent Brand to life

HCL has a unique culture of ideapreneurship (™) powered by an “Employees First, Customers Second” management philosophy. Management works to promote a culture of grass-roots, business-driven, customer-focused innovation. This environment collectively empowers and encourages individual employees at all levels of the organization to come up with innovative ideas to solve operational and customer challenges. In order to attract and foster employees with disruptive ideas, the company invests heavily in its employer brand.



## 3 strategies have fueled its success thus far:

### TIPS

**1. Focus on emerging talent.** HCL launched the campus initiative MAD LTD (Make a difference, Lead the Difference) to engage students at top engineering and business schools in India. Young entrepreneurs submitted their 'ideas of change' in three different categories: Social, Technology, and Business. Winners won mentorships and the opportunity to incubate their idea at HCL or externally. Result: Reached 100,000 students across India and received 19,000 ideas since inception.”

**2. Showcase ideapreneurship through LinkedIn.** HCL set up a **Gold Career Page on LinkedIn (<http://linkd.in/1fLBOH3>)** where they started sharing Jobs, company updates, and employee testimonials. They segmented audiences based on geography and role, and delivered relevant content such as research papers, events, and webinars. They also used Recruitment Ads to create awareness about jobs among passive talent and to drive traffic to their Career Page.

**3. Use gamification to increase new hire engagement:** HCL sends all new hires a link to an online game the day they accept the offer. The game gives them an opportunity to understand what it's like to work at HCL by going through five modules: 1. Your license to ideate; 2. Designing your growth path; 3. Ideapreneurship; 4. Work-life balance; and 5. Philosophy and culture. Each module contains interactive questions, videos, and pictures. New hires can win points and badges while interacting with each other and having some competitive fun.

### RESULTS

Reached 100,000 students across campuses in India.

- 500% increase in traffic on LinkedIn Career Page.
- 37% increase in LinkedIn Talent Brand Index.
- 28% increase in job applications globally.
- Thought leadership status in the IT industry.

Stronger engagement with new hires.

# Summary Checklist

If you manage a team of talent acquisition professionals or just want a quick overview of this book, here are the must-knows:

## The Fundamentals

- Create a dazzling profile.** Be sure to craft a killer opening, use rich media, add certifications and volunteer activities, and make your updates interactive. Use Who's Viewed Your Profile, Who's Viewed Your Updates, and network statistics to measure your efforts, and encourage your employees to do so too.
- Amp up your company page.** Your free Company Page is your home base on LinkedIn, so make it engaging with rich media and videos. Grow your Followers by embedding the Follow button, engage them with targeted status updates, and extend the reach of your posts with Sponsored Content. Monitor your status update and Company Page engagement, Follower demographics and Follower benchmarking using Company Page Analytics.

\***Personal Branding Checklist** (<http://linkd.in/QCUIKI>)

## Sourcing

- Get smart on talent pools.** Run live searches in LinkedIn Recruiter to uncover the size and dynamics of your addressable markets. Consult free Talent Pool Reports to get information on the location, background, and interests of your target candidates.
- Master Boolean and other search techniques.** Use AND, OR, NOT, parentheses and quotes to define, limit, and widen your searches in LinkedIn Recruiter. Don't forget to leverage LinkedIn Groups, your own network, and your employees' and hiring managers' networks.
- Contact candidates directly with InMail.** Contact anyone on LinkedIn with InMail, and enjoy a response rate 3x that of email on average.\* Be sure to grab your candidates' attention and show you're being selective. Be brief and conversational, listen well, focus on goals, and leverage content. Don't forget to be patient and ask to continue the dialogue.
- Manage prospects with talent pipeline.** Use Talent Pipeline in LinkedIn Recruiter to aggregate, track, contact, and nurture talent leads. Search and tag to make candidates easily searchable, use Inside Opinion to leverage employee connections, use Smart-To-Do lists to keep the conversations going, stay on track with Project Overview, save your searches so Recruiter sources automatically, and use Update Me to keep track of members' profiles.
- Measure your success.** Consider tracking quality of hire, source of hire, time to hire, and cost per hire. LinkedIn Recruiter metrics include Profiles viewed, searches performed, InMails sent and InMail response rate.

## Jobs

- Create a stand-out job description.** Gives candidates what they need to assess if they have the skills and personality for the job. Use standard terms for the title, highlight the position's impact, and sponsor your most important jobs to get top placement.

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- Post and promote to just the right audience.** Purchase Job posts and/or Job Slots depending on your opening frequency. Follow up with your best matches, broadcast the post on LinkedIn and other social media, and target your outreach to the most relevant members. Give your highest priority roles a boost by sponsoring them.

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- Use real-time feedback to measure your performance.** Use Applicant Analytics to see which types of professionals are interacting with your jobs, how and when they are engaging with them, and who's viewed your profile once you've posted a job.

## Branding

- Involve your entire organization.** Partner with your marketing and communications colleagues, hiring managers, extended recruiting team, and employee base to promote your talent brand.

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- Leverage the ad space on employee profiles.** Purchase 'Work with Us' ads on your employees' LinkedIn profiles – click-through rates are typically 20x the industry average.\*\* Choose from a number of styles or use your own creative.

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- Launch and enhance your Career Pages.** Think visually. Think digitally. Think video. Think customized. Buy the ad space on your Company Page to drive traffic.

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- Send targeted status updates.** Vary the content, develop a content calendar, and be engaging while staying on-brand.

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- Measure your branding efforts with talent brand index.** See how well you're reaching and engaging professionals with your talent brand on LinkedIn by tracking your Talent Brand Index score over time, against competitors, across geographies and across functions.

# Appendix

# LinkedIn tools at a glance

	Strategic Sourcing	Job Targeting	Talent Brand Development
Free LinkedIn Tools	<p>Personal Profile</p> <p>Basic search</p> <p>Groups (<a href="http://linkd.in/1erqnnD">http://linkd.in/1erqnnD</a>)</p>	<p>Student jobs and internships (<a href="http://linkd.in/1eI5mAu">http://linkd.in/1eI5mAu</a>)</p>	<p>Personal Profile</p> <p>Company Page (<a href="http://linkd.in/1hhAMXV">http://linkd.in/1hhAMXV</a>)</p> <p>Targeted Status Updates (<a href="http://linkd.in/1eI6Z0W">http://linkd.in/1eI6Z0W</a>)</p> <p>APIs (<a href="http://linkd.in/1g7CJSb">http://linkd.in/1g7CJSb</a>)</p>
LinkedIn Talent Solutions	<p>LinkedIn Recruiter (<a href="http://linkd.in/QD8TQ5">http://linkd.in/QD8TQ5</a>)</p> <p>Talent Pipeline (a tool in LinkedIn Recruiter)</p>	<p>Job Postings (<a href="http://linkd.in/1mY3WOT">http://linkd.in/1mY3WOT</a>)</p> <p>Job Slots (<a href="http://linkd.in/1hBQTKN">http://linkd.in/1hBQTKN</a>)</p> <p>Sponsored Jobs (<a href="http://linkd.in/1h-BQTKN">http://linkd.in/1h-BQTKN</a>)</p>	<p>Career Pages (<a href="http://linkd.in/OE94sg">http://linkd.in/OE94sg</a>)</p> <p>Work with Us (<a href="http://linkd.in/1g8Kdl5">http://linkd.in/1g8Kdl5</a>)</p> <p>Video Ads</p> <p>Sponsored Groups</p>

# We feel your pain

## 10 common recruiting problems and how LinkedIn can help

Problem	LinkedIn Solution(s)
You don't have a budget to invest [more] in social recruiting.	Use a number of free LinkedIn tools including Profiles, Company Pages (Pg.7-19, Pg.55), Targeted Status Updates (Pg.46), APIs (Pg.58), and Groups (Pg.25, Pg.47, Pg.58).
Your hiring managers sometimes make unrealistic talent requests.	Refer to Talent Pool Reports (Pg.23, Pg.29) and conduct high-level LinkedIn Recruiter searches (Pg.21 - 33) to help set expectations.
You have a critical role that you need to fill FAST.	Sponsor your most pressing jobs to get to the top of the list (Pg.34 - 41).
You want to extend the reach of a key message.	Sponsor your best content (Pg.46, Pg.50, Pg.52 - Pg.58) to reach non-Company Followers.
You keep notes on candidates manually and in several different systems.	Use Talent Pipeline (Pg.28) to aggregate, track and contact prospects.
Your LinkedIn Recruiter searches produce too many/ too few results.	Experiment with different Boolean search techniques (Pg.24) to broaden or narrow your results.
Your InMail response rate is low.	Stick to the 9 Golden Rules of InMail (Pg.27).
You need to ramp up new graduate recruiting or other specialty populations.	Use student-related tools such as CheckIn and University Pages (Pg.29).
You're not sure if your LinkedIn efforts are having an impact.	Set goals up front and measure your impact with Profile and Company Page analytics (Pg.19) Recruiter sourcing metrics (Pg.30) Jobs performance / Applicant Analytics (Pg.41) and Talent Brand Index (Pg.51).

# LinkedIn Hall of Fame

## People

Larry Hernandez

Aaron Neale

Daoud Edris

Deborah Glynn

Angela Farrelly

Sejal Patel

Amanda Smith

Miki Furnish

Stacy Donovan Zapar

Naveen Narayanan

## Companies

Zappos

Improbable

Lion Co.

The Integer Group

Unilever

Greenpeace

Marketplace

Mashable

Air New Zealand

Intel

Allstate

Lululemon

Ubiwhere

Carhartt

Disney

Zappos

Expedia

HCL

# Additional Resources

## Getting Started

**Personal Branding Checklist** (<http://bit.ly/1h7VpGH>)

**Global Recruiting Trends Survey** (<http://linkd.in/1gIW0P4>)

**Talent Trends 2014: What's on the Mind of the Professional Workforce** (<http://linkd.in/1lmdf89>)

## Sourcing

**Talent Pipelining Best Practices** (<http://linkd.in/1e9H7zD>)

**The Diversity Hiring Playbook** (<http://linkd.in/1omD8JA>)

**Your 3-Step Recruiting Team Makeover** (<http://linkd.in/1IAwFsD>)

## Jobs

**Create a Great Job Post** (<http://slideshare/1pVosN1>)

**7 Tricks to an Irresistible Job Description** (<http://linkd.in/1jxjjux>)

## Brand

**Talent Brand Index (TBI)** (<http://linkd.in/1gZdMh6>)

**The Employer Brand Playbook: 5 Steps to a Highly Social Talent Brand** (<http://linkd.in/1mlJ9yv>)

# About the authors



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LinkedIn Talent Solutions

Mckenzie is a Senior Marketing Manager at LinkedIn. Having had her own career transformed by a recruiter, she works to create compelling content that helps recruiters become more efficient, successful, and appreciated.

 <http://linkd.in/1h5YC8l>



## **Kate Reilly**

Marketing Consultant

Kate is a freelance marketing consultant. She creates insightful content for the LinkedIn Talent Solutions team and is a regular contributor to the Talent Blog.

 <http://linkd.in/1lu0mZ1>

# Questions?

Contact the LinkedIn Talent Solutions Team at [talent-trends@linkedin.com](mailto:talent-trends@linkedin.com)

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful. With over 300 million members worldwide, including executives from every Fortune 500 company, LinkedIn is the world's largest professional network.

LinkedIn Talent Solutions offers a full range of recruiting solutions to help organizations of all sizes find, engage and attract the best talent. We are committed to giving our members the best possible hiring experience.

See more details on our solutions  
[talent.linkedin.com](https://talent.linkedin.com)

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