



# The Modern Recruiter's Guide

The Candidate Journey on LinkedIn



## Introduction

Whether you're a five-person startup or a Fortune 500 organization, talent is a top priority. Your success as a business and as a recruiter is directly linked to your ability to hire great people.

But increasingly, you don't pick talent. Talent picks you. It's a candidate's marketplace, where talent has greater access to information, more paths to explore job opportunities, and benefits from fierce competition for skilled hires. Employers around the world are feeling the impact – with 38% reporting talent shortages in 2015<sup>1</sup> and less than 1 in 5 employees<sup>2</sup> planning to stay with their current employer in the long term. On top of all this, the gig economy and rise of the millennial workforce are re-writing the rules of employment as we know them.

These changes require a new approach to talent acquisition. We need to understand how professionals make career decisions and find opportunities to engage them throughout their candidate journey.

This ebook will cover how you can build and nurture relationships with talent in order to move them closer to the Holy Grail – becoming engaged hires. It will also outline how LinkedIn helps you find, prioritize, and engage the right talent at the right time.

Let's get started.

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<sup>1</sup> [ManPowerGroup 2015 Talent Shortage Survey](#)

<sup>2</sup> PwC study ["Millennials at work Reshaping the workplace"](#)

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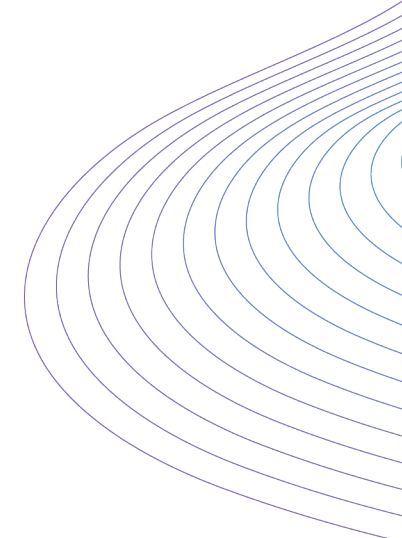


## Why LinkedIn?

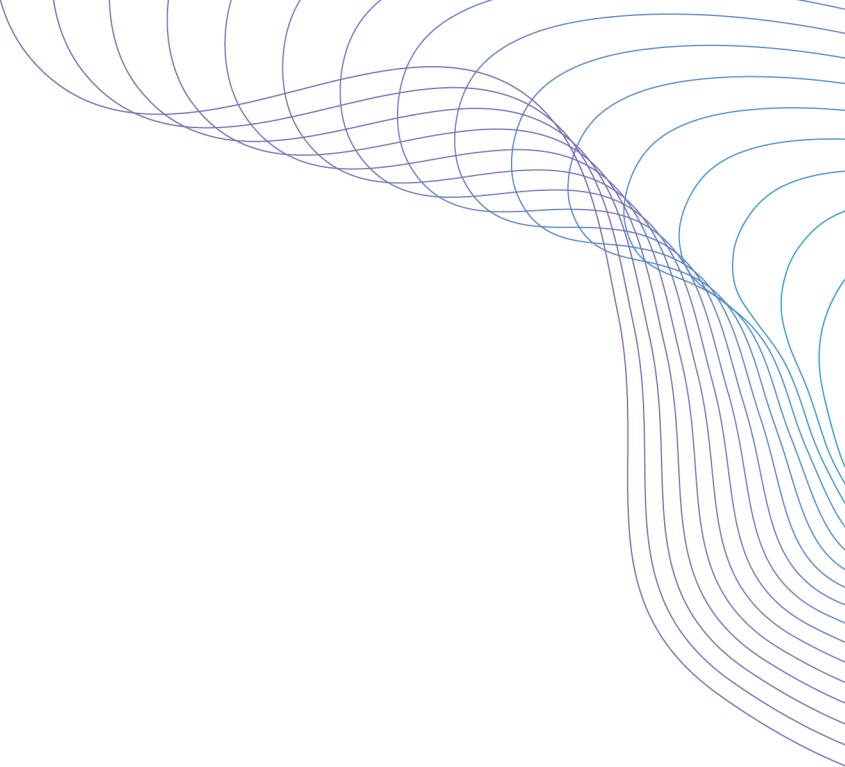
LinkedIn is where 414+ million professionals from around the world come to connect, stay informed, and get hired. It's the largest and fastest-growing social network for professionals.

Every day, billions of interactions take place on the platform. Members update their professional profiles with new skills, recommendations, education and work experiences. They also build relationships with companies by connecting to employees, engaging with content, and following Company Pages.

LinkedIn Talent Solutions is a suite of tools that helps you make sense of these interactions. It can support you in finding the candidates you need, building and maintaining relationships, and converting those relationships into long-lasting hires.







# The Candidate Journey

## The stages of the candidate journey

People move through the candidate journey at their own pace. Some learn about an organization quickly, develop an affinity after one interaction, and apply to an open job within weeks. Others linger in the attraction stage for months or even years before considering a career move.

But you've got jobs to fill. Fortunately, there are concrete steps you can take to help move candidates through the stages faster. By staying top of mind, nurturing your relationships with candidates along the way, and using insights from LinkedIn to identify talent most likely to consider you as their next employer, you'll be set up for recruiting success.

### STAGES



#### Discovery

The candidate is open to new opportunities and beginning to discover what makes your company unique.

*"I wonder what this company is all about ..."*



#### Attraction

The candidate is forming opinions and associations with your company. In other words, building a relationship with your brand.

*"There's something about this company that stands out ..."*



#### Application

The candidate has decided to spend the time and energy to apply to your open role.

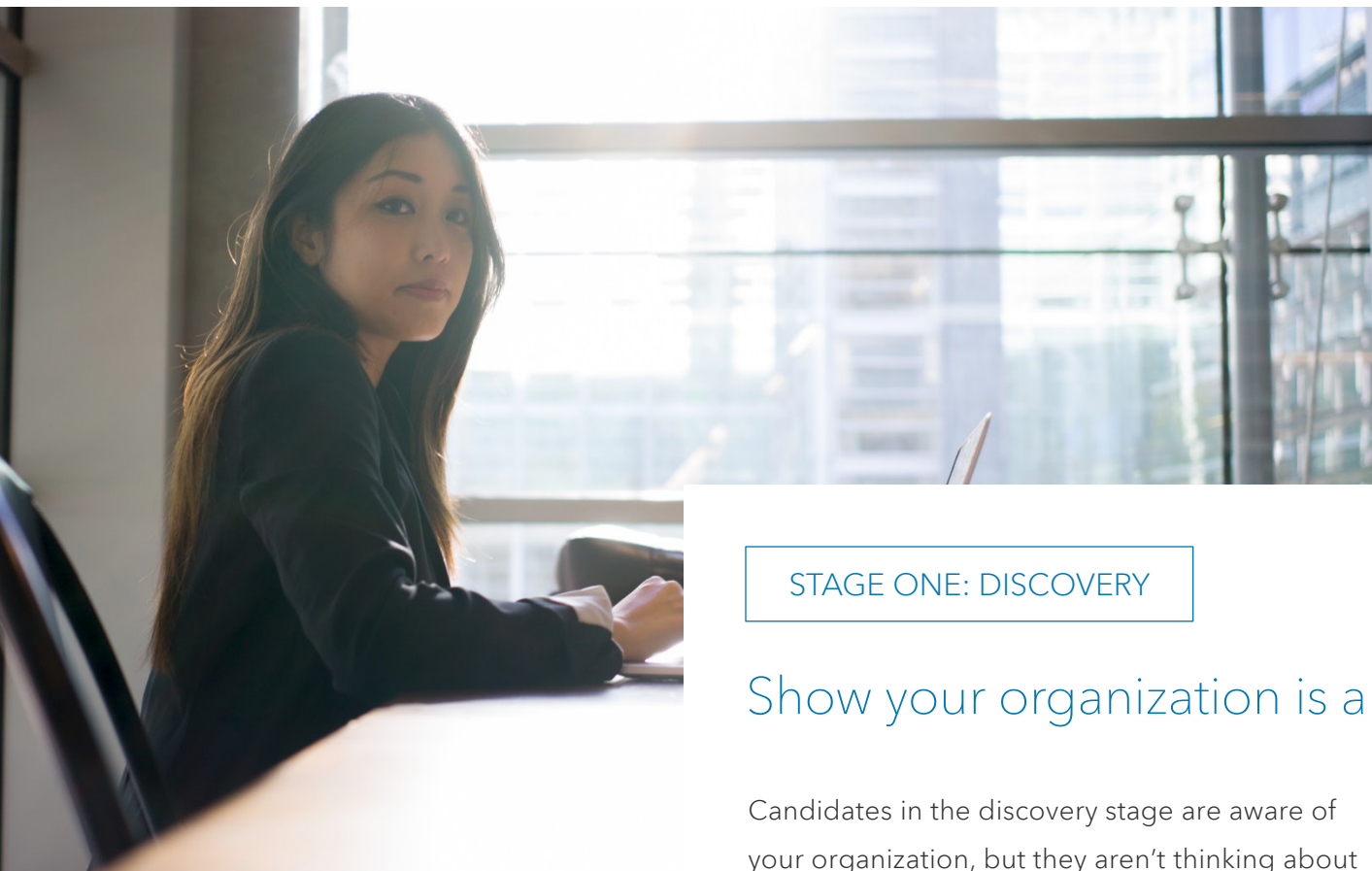
*"I think I could like working here ..."*



#### Engagement

Keep new hires happy and engaged as employees, fueling your talent brand and referral efforts.

*"I can see growing my career with this company."*



## STAGE ONE: DISCOVERY

# Show your organization is a great place to work

Candidates in the discovery stage are aware of your organization, but they aren't thinking about job opportunities just yet. Before they can picture you as their next employer, they need to learn more about you, your organization, and start building trust and affinity.

By investing in your professional and employer brand, you can raise awareness and open

the door for employment discussions down the road. It has real bottom-line impact too; organizations with strong employer brands spend less on hiring and have better employee retention.

Make yourself and your company known. Your personal brand matters because you're a representative of your organization, so let's start with you.



## Step one

# Make your profile more authentic

Your LinkedIn profile reflects who you are professionally. Visiting profiles is the #1 activity on LinkedIn, which means your profile is often the first thing candidates see. It's also usually a first stop for prospective candidates who want to learn about your organization.

That's why you have to nail it.

It comes down to authenticity. By communicating your values, experiences, goals, and personality in an authentic way, you'll set the stage for strong relationships with candidates.

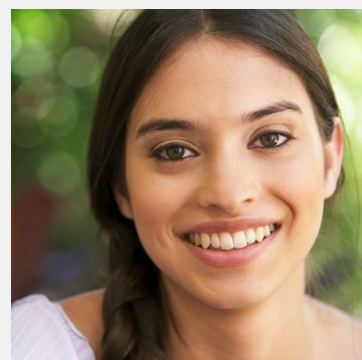
If you can't, you'll lose talent to recruiters who can.





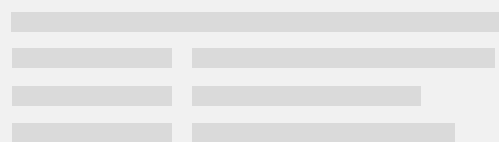
## The anatomy of a well-branded recruiting profile

**Engaging, friendly picture**  
that invites people to  
connect with you



**Paige Eklund**

Finding great talent to fuel our team



Connect

500+  
connections

 [www.linkedin.com/peklund/](http://www.linkedin.com/peklund/)

 Contact Info

### Posts

Published by Paige



**Making interviews fun for both sides**

May 5, 2016



**8 Tips for writing excellent lists of professional tips**

April 29, 2016



**There is only 1 recipe for success, and it's no secret**

March 18, 2016

**Show your expertise**  
by publishing  
long-form posts

### Background

Summary



**Showcase your company**  
culture with rich media



## 4 tips for a more authentic LinkedIn profile

1

**Choose your best photo.** Profiles with photos are 14x more likely to be viewed. Four things you should do:

- Choose a photo that looks like you
- Make your face at least 60% of the picture
- Wear your normal work clothes
- Smile

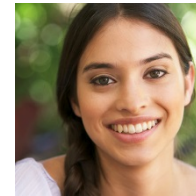


Paige Eklund



2

**Write a bolder headline.** While your picture is your visual hook, your headline is your written hook. Rather than defaulting to your standard title, use your headline to share what makes you unique. Don't be afraid to get creative: Headlines can be great conversation-starters with candidates.



Paige Eklund

Finding great talent to fuel our team



### Profile metrics to watch:

- Who's viewed your profile
- Who's engaged with your updates
- Who's viewed and engaged with your published posts
- How you rank for profile views at your company
- Follower statistics

### 3 stellar recruiter headlines:

"Helping lawyers make their way to the best law firm in the Bay"  
[Lauren Barton](#), Lateral Recruiting Coordinator at Fenwick & West

"Fairy job mother"  
[Annie Wenzel](#), Director of Recruiting at Swing Talent, Inc.

"Bringing the world's best Creatives to play in San Francisco"  
[Hillary Lannen](#), Director of Recruiting at MUH-TAY-ZIK | HOF-FER

Want to learn more?

[5 Ways to Make Your LinkedIn Headline Stand Out](#)

[6 Steps to Building Your Recruiter Brand](#)

## 4 tips for a more authentic LinkedIn profile

3

**Over-invest in your summary.** Your profile summary is the place to showcase your career story, your recruiting passion, and your reasons for working at your company. By sharing who you are and what your company offers, talent will be more likely to engage with you about their career goals.

Not sure what to write? Four questions to guide you:

- What do you do professionally?
- Why do you do what you do?
- What's unique about you or your company that you can offer candidates?
- What do you want candidates to do after reading your summary?

**HINT:** Inviting them to connect and start a dialogue is a great way to wrap up your summary.

4

**Be a thought leader by sharing and publishing content.** Curating existing content can be less time-intensive than creating original content. Use SlideShare and LinkedIn Pulse to discover quality content quickly, and use status updates to share with your network.

When you've got something to say, writing posts is a great way to show your thought leadership and expertise to candidates and other professionals. LinkedIn is one of the fastest-growing publishing platforms in the world.

### Posts

Published by Paige



**Making interviews fun for both sides**

May 5, 2016



**8 Tips for writing excellent lists of professional tips**

April 29, 2016



**There is only 1 recipe for success, and it's no secret**

March 18, 2016

## Why publish on LinkedIn?

Publishing on LinkedIn is a great way to build your professional brand. The more quality and relevant posts you publish, the more people you'll reach and the stronger your brand will become. Writing about your organization's culture and accomplishments can help you build your personal and employer brands at the same time.

**3M**

**posts/to date**

making LinkedIn one of the fastest growing platforms for professional publishing in the world.

The average post reaches professionals in

**21**  
**industries**

across

**9**  
**countries**

Members are generating more likes, comments, and shares on their posts than ever before.

**Traffic per post is up**  
**150%**

**230M**

**members**

can publish professional content on LinkedIn, right now.

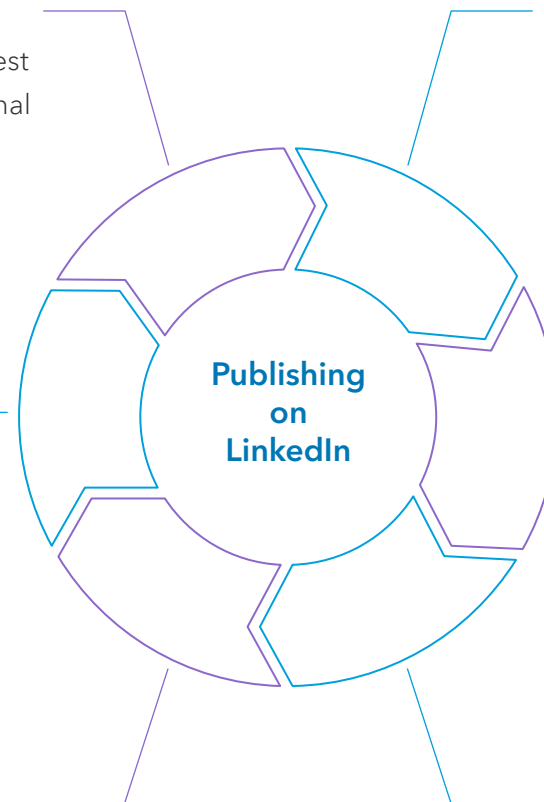
**150K+**  
**posts/week**

Professionals are publishing content everyday on topics from real estate to construction, to education and law.

**500**

**influencers**

Talent acquisition leaders like [J.T. O'Donnell](#), [Liz Ryan](#), [Ed Nathanson](#) and [Lou Adler](#) are all using LinkedIn to share what they know.



## 3 steps to publishing success

1

**Get inspired.** See [why other LinkedIn members publish](#) on LinkedIn. Download the Pulse app for [Android](#) or [iOS](#) to stay on top of talent acquisition news while you're on the go.

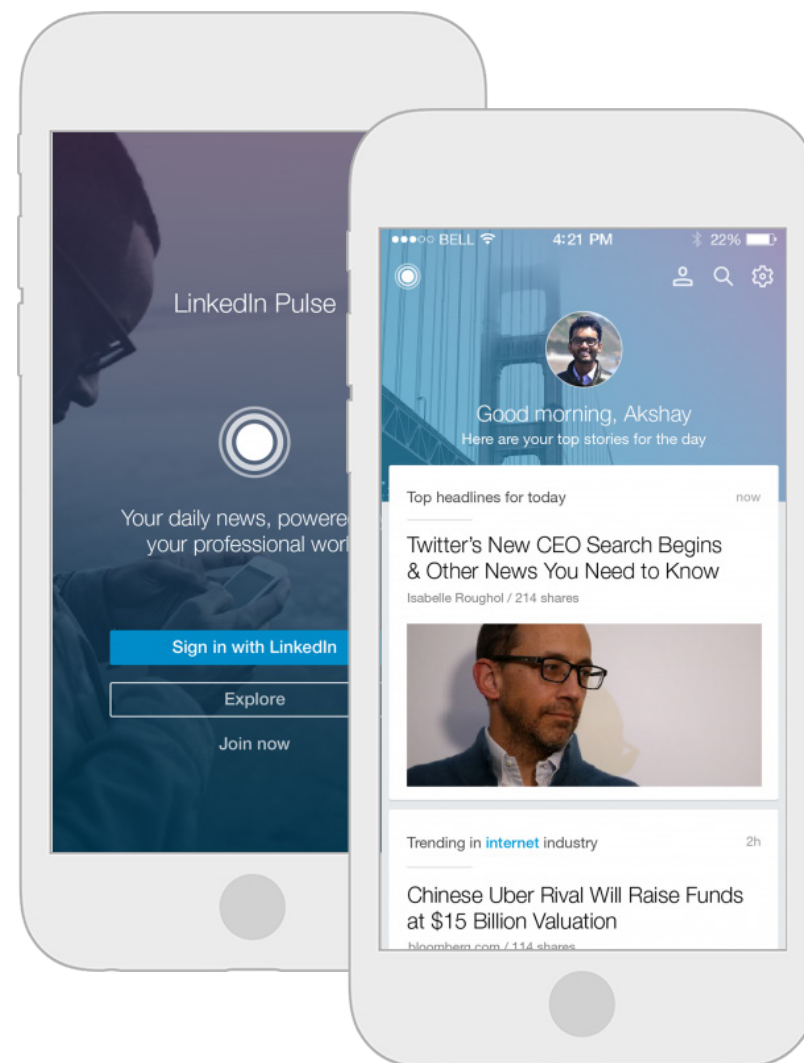
2

**Write.** Everyone has their own writing process. Do what works for you, but remember these four tips:

- Write what you know about and/or are passionate about.
- Write with your candidate audience in mind.
- Get feedback on your draft from at least one other person.
- Proofread, proofread, and proofread again.

3

**Publish.** [Visit here](#) or click "Publish a post" on your desktop homepage to go live.







## Step two

# Set up your Career Page to stand out

Just as your profile helps talent learn about you, your LinkedIn Career Page helps candidates learn about your company as an employer. It is where you can own your organization's authentic story and give candidates a compelling window into life as an employee.

You likely already have a Company Page on LinkedIn (if you don't, you can set one up for free). The next step is a premium Career Page that lets you target your messaging and posted jobs to candidates based on attributes like location, industry and function.

## The anatomy of a successful Career Page

**Arresting copy**  
that grabs the reader

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

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

**Bold, memorable visuals**  
with lively colors

**Feature jobs**  
most relevant to  
your visitors

The screenshot shows the Expedia, Inc. career page. At the top is the company logo and name, followed by the follower count (183,902) and a 'Follow' button. Below this is a large hero image of a city street at night with a fountain. The hero image contains the text: 'We are a community of travelers who call the world home. Join us and explore your next chapter.' and the Expedia Inc. logo. Below the hero image is a section titled 'Uncover an Opportunity' with the subtitle 'Make Your Mark at Expedia'. This section is divided into two columns. The left column is titled 'Work at Expedia' and contains three horizontal bars, followed by links: 'Find Your Place Here >', 'Hear What People Are Saying >', and 'See What We Have To Offer >'. The right column is titled 'Jobs at Expedia, Inc.' and lists four job openings: 'Software Development Engineer II' (San Francisco – CA – US), 'BI Big Data Developer' (Chicago – IL – US), 'Senior Business Analyst' (Chicago – IL – US), and 'Customer Service Representative' (Springfield – MO – US). Below these job listings is a link 'See more jobs at Expedia >'. Below the 'Work at Expedia' section is a section titled 'What Expedia employees are saying...' featuring a quote from an employee. At the bottom is a section titled 'Recent Updates' with two items: 'Be The Engineer of Your Career' and 'Winner of Expedia's first Seattle'.

**Expedia, Inc.** 183,902 followers [Follow](#)

We are a community of travelers who call the world home. Join us and explore your next chapter.

**Uncover an Opportunity**  
Make Your Mark at Expedia

**Work at Expedia**

[Find Your Place Here >](#)  
[Hear What People Are Saying >](#)  
[See What We Have To Offer >](#)

**Jobs at Expedia, Inc.**

[Software Development Engineer II](#)  
San Francisco – CA – US

[BI Big Data Developer](#)  
Chicago – IL – US

[Senior Business Analyst](#)  
Chicago – IL – US

[Customer Service Representative](#)  
Springfield – MO – US

[Senior Product Manager](#)  
Bellevue – WA – US

[See more jobs at Expedia >](#)

**What Expedia employees are saying...**

**Recent Updates**

**Be The Engineer of Your Career**

**Winner of Expedia's first Seattle**

Both your Company Page and Career Page allow you to build followers. Followers are people virtually raising their hands to stay connected to your organization.

### Your followers are so important. Why?

79% of your followers are interested in a job at your organization.

62% more likely to respond to your InMail message.

40% more likely to apply to a job with your organization.

61% more likely to share information about your organization.

LinkedIn data, 2015



## 4 steps to gaining quality followers

1

**Add a free Follow button to your site.** Make it easy for people who visit your website to follow your Company Page by embedding a free Follow button.

For more information on adding a Follow button, visit [developer.linkedin.com/plugins](https://developer.linkedin.com/plugins)

2

**Go social.** Cross-promote your Company Page in LinkedIn Groups and on other social platforms such as Twitter and Facebook.

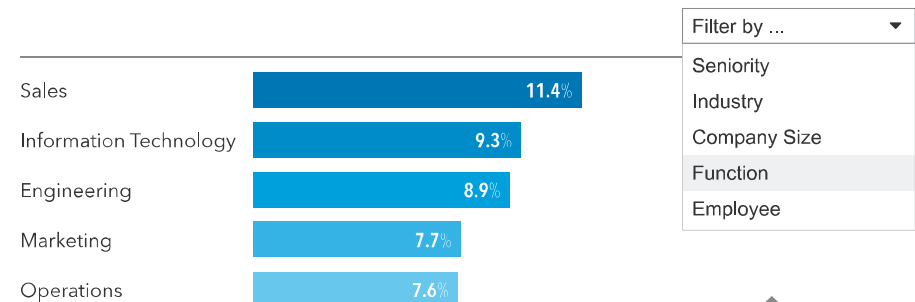
3

**Have employees spread the word.** Ask your team to include your Company Page on their LinkedIn profiles and in all candidate communications. They can even embed a Follow button in their email signatures.

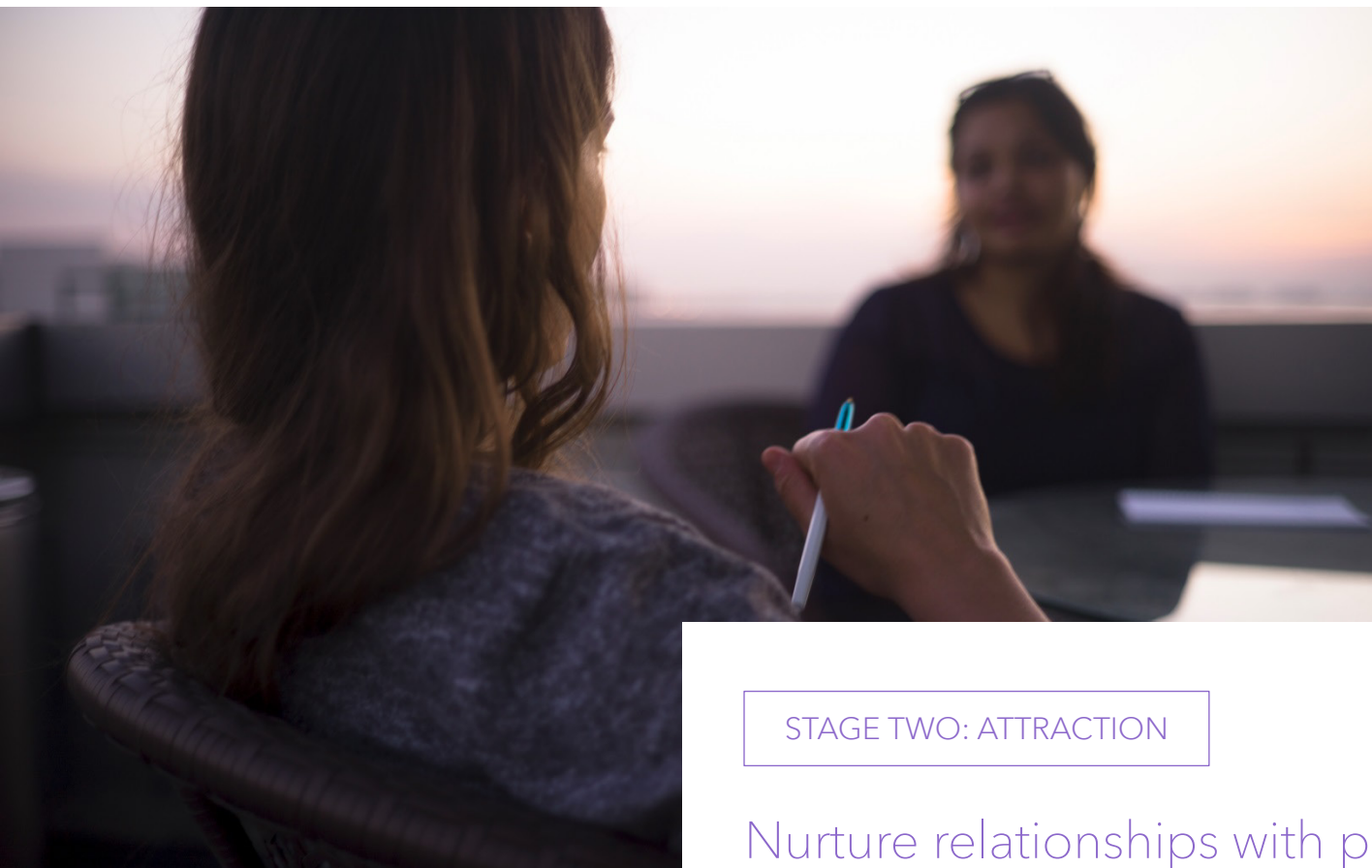
4

**Track your progress.** Use the Analytics tab on your Company Page to explore your follower demographics by function, industry, seniority, and company size. You can also see how many of your followers are current employees. Use this information to determine whether you're attracting the right talent and how to better engage this audience.

### See follower demographics using LinkedIn Company Page analytics



You can analyze your follower demographics by function, seniority, industry, company size, and even how many of your followers are current employees.

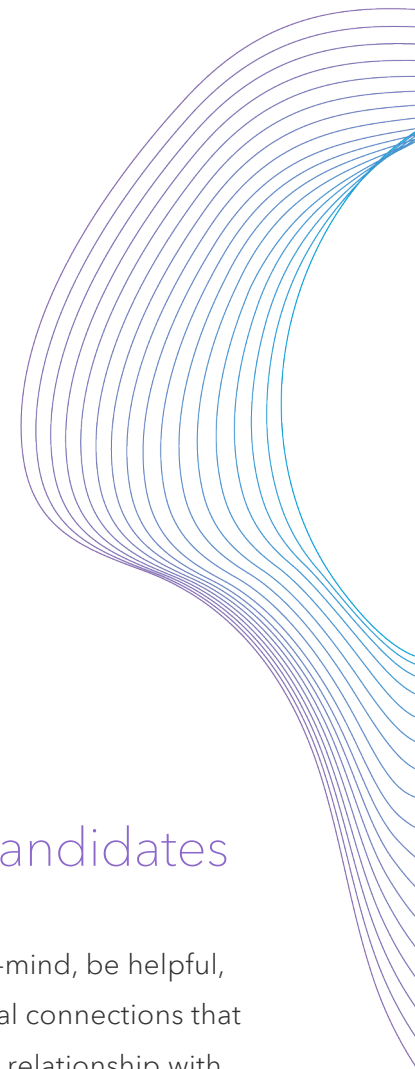


## STAGE TWO: ATTRACTION

### Nurture relationships with prospective candidates

Now that your target candidates are aware of you as an employer, it's time for you to nurture those budding relationships and move candidates along their journey to becoming your next hires.

To do this, stay top-of-mind, be helpful, and harness the mutual connections that already have a trusted relationship with your target talent: your employees.





## Step one

## Reach candidates with Status Updates and Sponsored Updates

Candidates are busy, and with so much happening on LinkedIn every day, it's important to get your best content in front of the right talent to have the biggest impact.

### Status Updates are the perfect tool to:

- **Show you're a strategic partner.** By hooking candidates with valuable content that helps them in their careers, they'll be more likely to rely on you for guidance and job leads.
- **Make you visible and accessible.** Status updates are a non-invasive way to stay top of mind. Be patient: it may take a while to get a potential candidate on board. Win their attention and loyalty now; hire them later.
- **Extend your reach.** The more likes, comments and shares your content receives, the more broadly it reaches throughout the LinkedIn network. Take advantage of your employees' established relationships with talent by making it easy for them to share your content.



45%

Status updates containing links can have up to 45% higher follower engagement than updates without links.



## 3 tips for winning Status Updates

---

1

**Post often.** Start with one post per weekday and work up to 2-3 times per weekday. Posting consistently keeps your content fresh and gives your followers something to share with their networks. Quality rules over quantity, so only increase your frequency if your quality stay strong.

Consider building an editorial calendar to plan your posts and ensure your content mix is relevant to the talent segments you want to engage.

2

**Be responsive.** Always reply to comments and questions on your updates. Consider connecting and/or engaging with people who share and like your updates too. Remember, these social actions signal interest in your organization, so don't leave anyone hanging.

3

**Value quality over quantity.** Your Career Page helps you pipeline prospective talent, so always post content that reflects your brand and attracts the people you're looking to hire.

### 5 ideas for engaging Status Updates

- Press articles showcasing your company's milestones
- Photos that capture how your employees have fun on the job
- SlideShare that sums up your company culture and values
- Celebrations of your employees' successes
- Open job opportunities

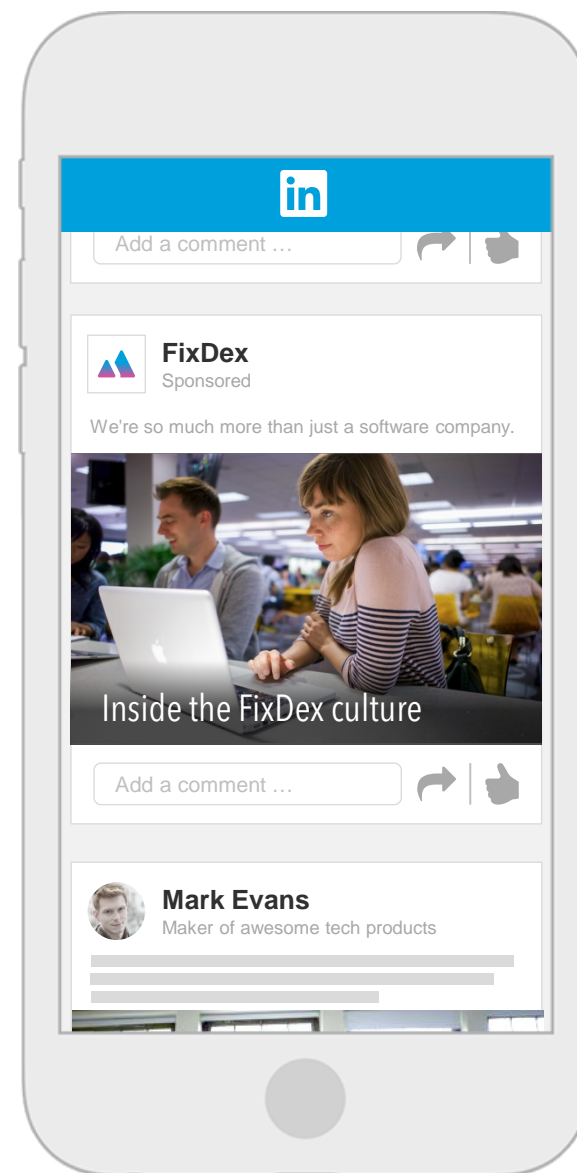
## Engage the candidates you're looking for with Sponsored Updates

Sponsored Updates allow you to reach beyond your followers to LinkedIn's 414+ million members and share content straight to any member's feed. Target updates by job title, industry, seniority, field of study, and skills, nurturing the relationships most valuable to you.

For example, if your organization is hosting an engineering hackathon, sponsor an update to engineering majors at nearby universities, spreading the news beyond your followers.

Sponsored Updates are the best way to share information with the people who will care.

Sponsored updates target the talent you want to reach across all their devices.



## Know what's working

Sponsored Updates are data-rich. Each one comes with its own dashboard showing impressions, clicks, interactions, the number of new followers acquired from the update, and the engagement percentage.

**Pro tip:** Use these insights to understand what content resonates with your target candidates. Then, sponsor more content like it. Every interaction with your brand builds the relationship.

These analytics help you control cost and show the overall effectiveness of a post. Below are a few key definitions.

- **Impressions:** The number of times your update is seen. Each time an update displays in the newsfeed, it counts as one impression.
- **Engagement:** The number of clicks to your update link, as well as likes/shares/comments/followers acquired, divided by impressions.

### Organic ?

Targeted to: All Followers

**265,484**  
impressions

**795**  
clicks

**693**  
interactions

**0.56%**  
engagement

### Gained from Sponsoring

► 3 campaigns

**+108,568**  
impressions

**+411**  
clicks

**+137**  
interactions

**+136**  
followers acquired

**+0.63%**  
engagement

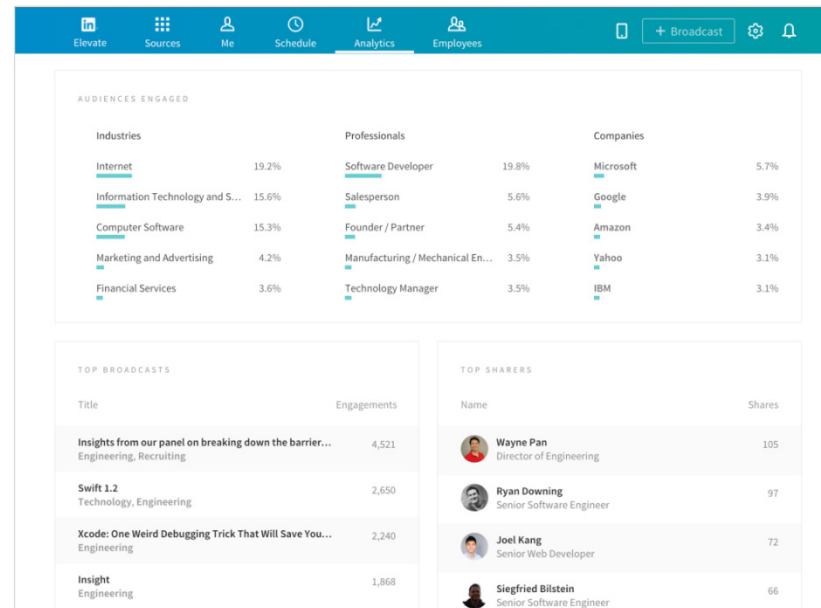
By sponsoring this update to a wider audience, this organization attracted 136 new followers.

$$\text{Engagement} = \frac{(\text{Clicks} + \text{Likes} + \text{Shares} + \text{Comments} + \text{Followers acquired})}{\text{Impressions}}$$

## Step two

## Make it easy for employees to share content with LinkedIn Elevate

Your employees are already connected to a diverse, qualified pool of candidates. On average, a company's employees have 10 times as many connections as a company has followers. With LinkedIn Elevate, employees get a steady stream of quality content to share across LinkedIn, Twitter, and Facebook – helping to influence all of the potential hires in their networks.



You can easily measure Elevate's impact. You can see who your most social employees are and track engagement over time and learn what content types drives job views, Company Page followers, and hires.

### On average, Elevate users:

Share **4x** more than before

Drive **40%** more followers

Drive **3x** more job views

People are

3X

more likely to believe employees over CEOs when it comes to talking about an organization's work environment.

Companies with socially engaged employees are

58%

more likely to attract top talent and 20% more likely to retain that talent.<sup>1</sup>

[Learn more about LinkedIn Elevate](#)

<sup>1</sup> 2014 Altimeter/LinkedIn Study



## Step three

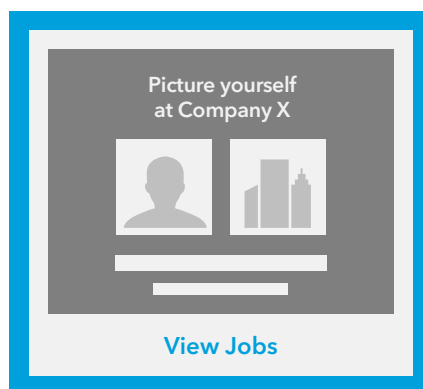
## Target your employees' connections with Recruitment Ads

The people who view your employees' profiles are connected to your employees, and therefore more likely to be familiar with your organization and more open to your opportunities.

Capture the attention of this talent by placing ads alongside your employees' profiles. Here are four good options.

**Work With Us**

Display a targeted set of job openings

**Picture Yourself**

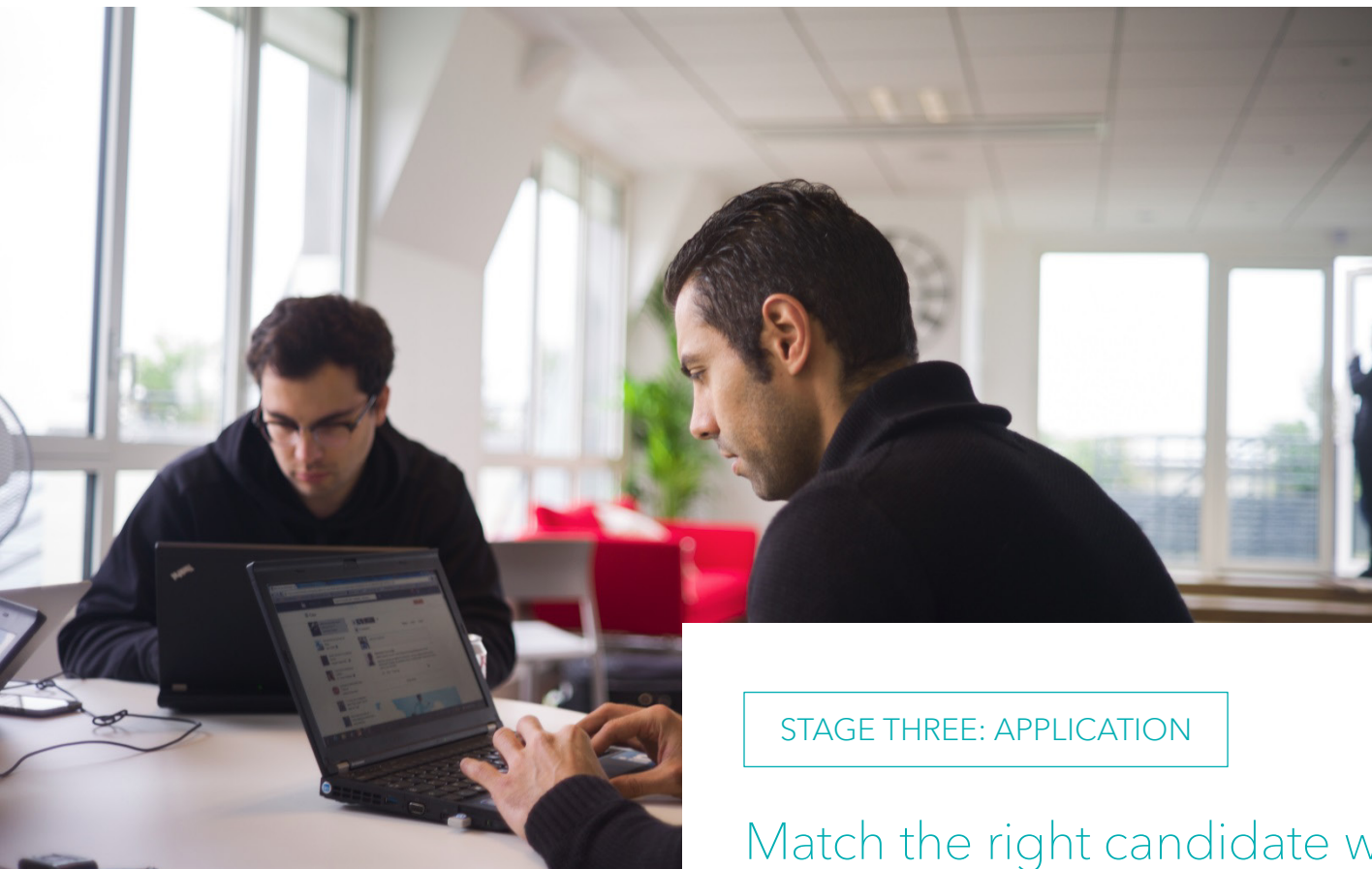
Invite candidates to picture themselves working at your company

**Follow Us**

Encourage viewers to follow your Company Page and stay informed

**Internal Hiring**

Advertise open roles to your own employees



### STAGE THREE: APPLICATION

## Match the right candidate with the right opportunity

By now, candidates are aware of your brand and have developed an interest in your organization. You've laid the groundwork for them to apply to your job.

The keys to success at this stage are starting InMail conversations that get responses and

writing job descriptions that inspire the right talent to apply.

Candidates are more familiar with you now, so it's easier for them to determine cultural fit and get motivated to apply.

Your Career Page followers are

81%

more likely to respond  
to your InMails than  
non-followers.

Talent that share a former  
employer with you are

27%

more likely to respond.

Talent that share a LinkedIn  
group with you are

21%

more likely to respond.



### Step one

## Write InMails that hook candidates

InMail allows you to send direct messages to anyone on LinkedIn. But eliciting a response takes skill. The key to getting a response is to have a personalized message, but that can be difficult when you're strapped for time.

70% of talent on LinkedIn are passive candidates.<sup>1</sup> They are not actively searching for a job but would be open to a new opportunity if they felt it was the right fit.

Take advantage of LinkedIn's insights to identify the talent most likely to respond to you. Consider your Career Page followers and employees' connections. Look at people who share your LinkedIn Groups, schools and past employers.

(LinkedIn Recruiter makes it easy to find talent most likely to be receptive to your outreach, but more on that later.)

<sup>1</sup> [Talent Trends 2015](#)

## 9 golden rules of InMail

- 1 **Review profile.** Let the recipient know what on their profile caught your eye. Personalization is flattering.
- 2 **Grab attention.** Mention mutual connections. LinkedIn suggests them for you.
- 3 **Show you are selective.** Highlight what makes them appealing. Compliment them sincerely.
- 4 **Be conversational and brief.** Write as if you were speaking. Don't just paste the job description.
- 5 **Listen well.** Ask about goals and interest level in new opportunities.
- 6 **Focus on goals.** Think beyond the job and frame your message around what's in it for them.
- 7 **Leverage content.** Consider including useful information, such as a relevant whitepaper.
- 8 **Be patient.** Don't hound. Use status updates to stay visible while you wait for responses.
- 9 **Include a call to action.** Ask to continue the dialogue, not necessarily to apply right away.

### A quick look: InMail vs. email

When it comes time to start a conversation with a star candidate, take a look at how InMail and email compare.

	InMail	Email
Instant message-style conversations that make it easy to build candidate relationships	✓	✗
Readily-available candidate information, including profile details and recruiting activity, helping you keep the conversation personalized	✓	✗
Templates and analytics that help you work smarter and save time.	✓	✗



## Step two

# Post Jobs that excite the right candidates

A successful job posting has a tall order to fill. It must communicate job qualifications and required skills. It also needs to convey your company culture, delight readers, stand out from the competition, and persuade candidates to apply. Ultimately, it should attract the right candidates and deter the wrong ones.

On LinkedIn, your opportunities reach far beyond those looking for a new job. We use our unique profile insights to help your opportunities reach and engage qualified talent throughout their candidate journey.



## 5 steps to an apply-worthy job description

---

Your job description only has a few moments to make a big impression. Follow these 5 guidelines to make it count.

- 1 Use a search-friendly job title rather than a creative one.** Make sure your job title is easily discoverable, and save your creativity for the description. People are much more likely to search for a “Sales Manager” than a “Revenue Ninja.”
- 2 Get smart on the latest research.** There is so much research on what candidates want in a job today, so use it. For example, [LinkedIn Talent Trends 2015](#) found that professionals in the UK value work/life balance more than professionals in other parts of the world.
- 3 Be personal and specific.** Beyond skills and experiences, think about the type of person you’re looking to attract (personality traits, interests, values, etc).
- 4 Emphasize what’s in it for the candidate.** The job description is for candidates. Rather than outline your laundry list of needs, sell them on how they will have impact and career growth.
- 5 Get creative.** Keep your job posts unique by seeking out inspiration in unexpected places. L’Oreal noticed the popularity of emojis and decided to ask candidates to describe their dream job using only emojis.

Want more job tips? Check out [7 Tips to an Irresistible Job Description](#).

## The power of a LinkedIn Job Post

- Fuel your posts with LinkedIn insights.** Based on profiles of talent similar to who you're looking for, LinkedIn recommends skills and education requirements for you to consider including in your Job Post.

### Did you know?

Once your Job Post goes live, LinkedIn suggests up to 50 professionals who match your search.

Job Function

Employment type

Seniority level

Accounting

Full Time

Mid-Senior Level

Skills

High level understating of US GAAP  
 Experience with revenue recognition in the biotech industry

Education

You can add certifications here too

Key responsibilities

We recommend 4-6 bullet points

How would you like people to apply?

Let candidates apply with their LinkedIn profile and notify me by email


☒ recruiter@universaltech.com

☐ Direct applicants to an external site to apply

☐ http://yourcompany.com/job123

Want to add a personal touch?

☒ Show my profile on the job post


 Paige Eklund  
 Finding great talent to fuel our team!

Preview

Continue



### Recommended skills

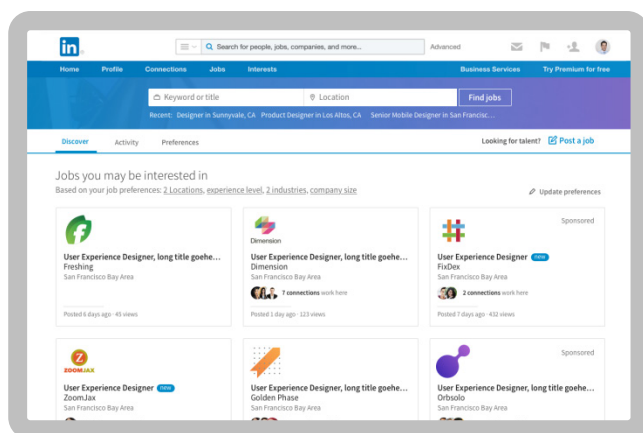
We suggest adding at least 5 relevant skills so we can match your job with the right candidate.

- + Accounts payable
- + Accounts receivable
- + Payroll
- + Financial statements
- + Journal entries
- + Fixed assets
- + Bank reconciliation
- + Invoicing
- + US GAAP

## The power of a LinkedIn Job Post

**2. Engage the right talent, automatically.** You want your job to reach the right candidates, not just those actively looking. That's why we automatically advertise your openings to relevant professionals based on the qualifications you're looking for.

Your target talent may see your LinkedIn Job Post at multiple touch points—as they browse their newsfeeds, view profiles or check email.



The majority of LinkedIn job views come from our recommendations module called “Jobs You May Be Interested In,” not from active job searches.

**3. Highlight your culture and employees.** When candidates self-select for culture fit before applying, it saves time for everyone. They want to know, “What is it like to work there? Whom do I know who works there? Who might my future coworkers be?”

How LinkedIn Job Posts help you answer their questions:

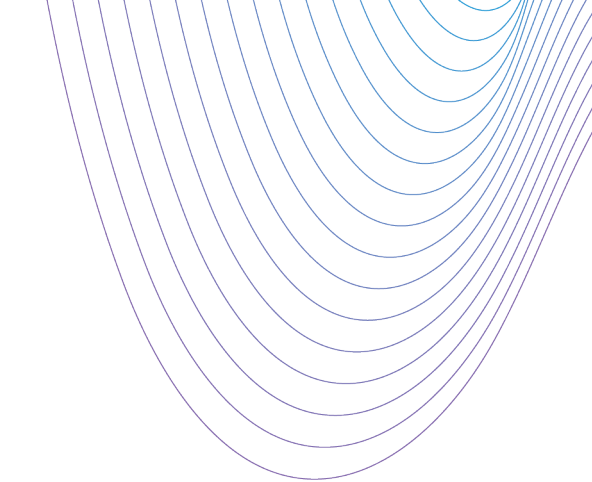
- **Show your culture** by seamlessly integrating your Career Page content
- **Encourage referrals** by highlighting people the candidate already knows at your organization
- **Reveal future colleagues** by showing profiles of employees already in that role

### Have a lot of open jobs to fill?

Job Slots are essentially recurring Job Posts. Rather than posting a single job post at a time, Job Slots give you the flexibility to advertise multiple roles as you need.

**73%** of professionals are waiting for the right job to find them.

<sup>1</sup> [Talent Trends 2015](#)



64%

of in-house talent professionals  
are interested in increasing  
employee retention.<sup>1</sup>

#### STAGE FOUR: ENGAGEMENT

## Motivate and retain your new hires

Once you have new hires, empowering them with new skills and growth opportunities is a great way to keep them happy and engaged. If they are continually learning and taking on more responsibilities, they're more likely to be satisfied.

Your engaged employees are your best recruiting resource. They embody your company values and can help attract people who are also good cultural fits. If you can make referring new talent easy for them, it's a win for you both.



<sup>1</sup> LinkedIn data, 2015

## Step one

## Empower employees with new skills and growth opportunities

Fun perks and a great culture can lure talent through the door, but top hires usually need more incentive to stick around for the long term. Quality employees are eager to learn new skills, take on more responsibility, and progress in their careers.

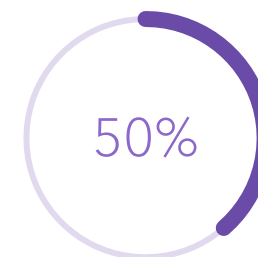
The key to employee loyalty is engagement. Engaged employees have a strong sense of purpose. They believe in their work, their supervisors, and their organizations.

### 23%

of employees voluntarily leave their jobs due to lack of development and training<sup>1</sup>

### \$3,400 for every \$10,000

The cost in annual salary that disengaged employees can cost an organization<sup>2</sup>



Nearly 50% of active job hunters report feeling completely satisfied in their current roles.<sup>3</sup>

## 4 ways to engage and retain employees with learning:

- **Make learning a priority.** Learning isn't a one-time event. Companies need to focus on creating a culture that encourages employees to make learning a daily habit.
- **Invest in professional development.** When employees believe you are invested in their careers, they become more personally invested in your organization.
- **Build leaders from within.** Support employees who aspire to be in leadership roles by investing in leadership and management training.
- **Provide guided career coaching.** Use online learning to help employees develop their goals and career paths, and provide supervisors with the coaching insights needed to mentor employees.



### What is Lynda.com?

Lynda.com strives to create economic opportunity for the global workforce through transformative learning. Develop skills with top-quality, expert-led online training, making your organization more productive and successful.

For over 20 years, Lynda.com has helped employees, students, leaders – anyone in any role – build software, creative, and business skills.

Want some help? Check out [Creating a Culture of Learning in 6 Steps](#).



## Step two

## Turbo-charge your employee referral program

87% of recruiters say the best channel to recruit quality candidates is employee referrals, yet only 20% are satisfied with their level of employee engagement in their referral programs.<sup>1</sup> Why don't more employees participate?

Getting employees to refer others can be hard. Employees need to know the open roles, remember who's in their networks, and be willing to navigate referral software. Once they've made a referral, they're often left in the dark about their referral's status.

The organizations who crack the code on employee participation in referral programs will have a huge advantage. Referrals are consistently a cheaper, faster, and higher-quality source of hire.

To learn more, check out:

[7 Employee Referral Programs that Source Outstanding Hires](#)

<sup>1</sup> [LinkedIn data, 2015](#)

29 / 39 / 55

It takes 29 days to hire a referred candidate, 39 days to hire a candidate through a job posting, and 55 days to hire a candidate through a career site.

77%


of talent leaders are interested in learning more about how to run an effective employee referral program.

## Make it easy for employees to refer great talent with LinkedIn Referrals

Your employees are connected to talented people, but asking them to spend their time and energy helping you recruit won't always work. For a referral program to be successful, it has to be simple and rewarding for participants.

LinkedIn Referrals does just that: It makes automatic referral recommendations to your employees. It searches their networks and finds quality leads for your open roles.

Employees like it because they can see where their referrals are in the recruiting process.



**Connie McGregor**  
 Marketing Specialist at Jones & Co.

Contacted  
**3/15/2016**

**Events Marketing Manager, Global Brand**

3/2

3/11

—

—

AppliedInterviewingOffer MadeHired

[Follow Up](#)

LinkedIn Referrals syncs with your existing recruiting tools so you can get your referred candidates into your applicant tracking system without learning new processes.

Here are a few of our ATS partners, and we are always adding more.



## The exponential factor of your employees

The collective network size of your employees is around 300x bigger than your personal network.

615k

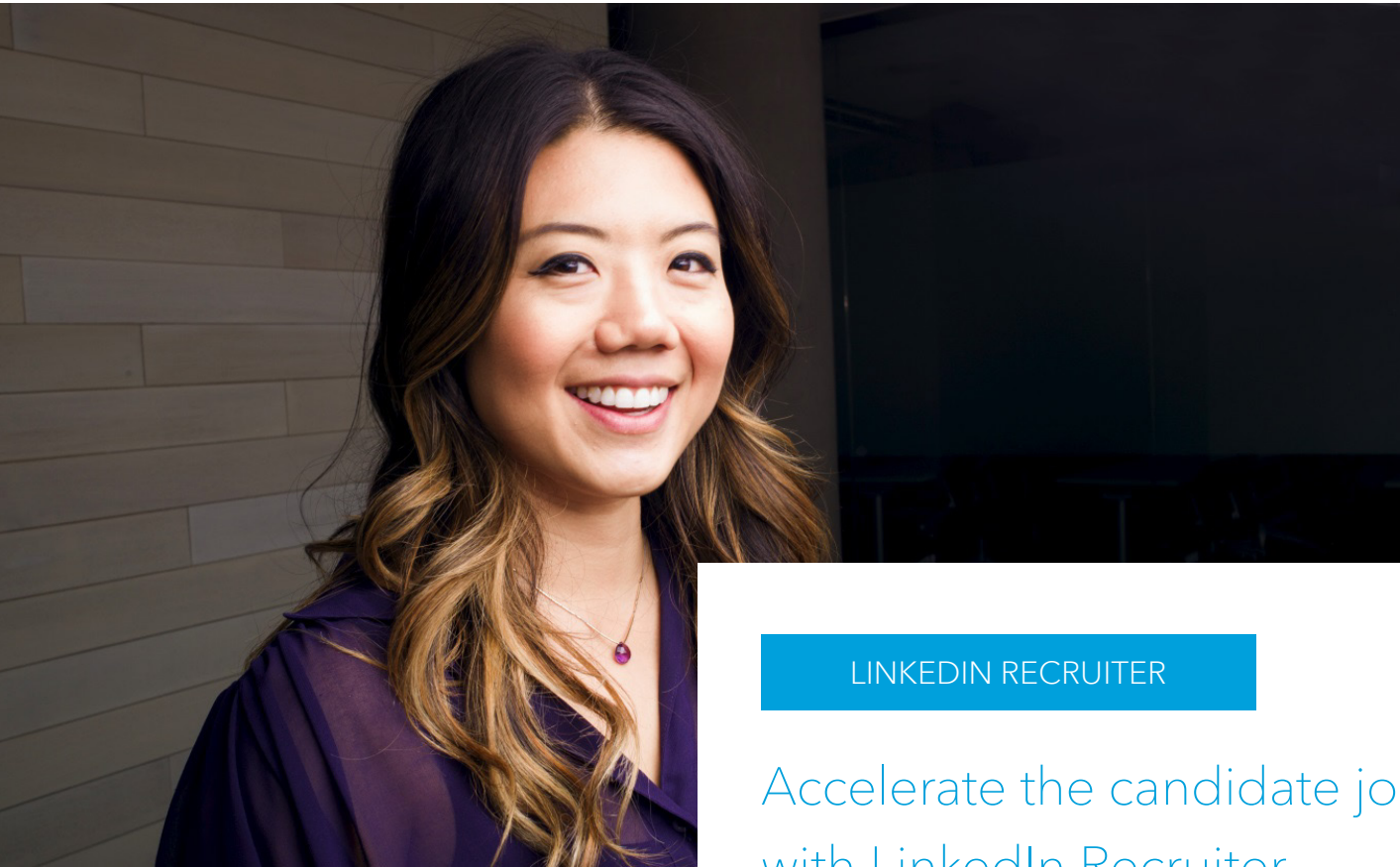
The average number of connections a company on LinkedIn has through its employees\*

1.9k

The average number of connections that *our very best* recruiters have on LinkedIn.

[Explore how to get started with LinkedIn Referrals](#)

\*Based on 3k+ talent professional leaders who attended Talent Connect 2015 in Anaheim, CA.



LINKEDIN RECRUITER

## Accelerate the candidate journey with LinkedIn Recruiter

Today, the best recruiters source directly from a qualified pool of candidates with whom they already have a relationship. Why? Because those candidates tend to be easier and faster to recruit.

LinkedIn Recruiter is a powerful tool that helps you search 414+ million professionals

around the world, giving you actionable insights from the relationships you, your employees, and your organization have with talent.

The result? You're able to quickly find and engage the candidates most likely to be interested in your job opportunities.



## Find great talent faster with our recommendation engine

Whether you know every skill required or just a few, Recruiter helps you build the best search to uncover the right candidates. As you type a job title and location into the search bar, Recruiter recommends skills you may want to add based on the role you're trying to fill.

### Who are you looking to hire?

Architect

Seattle

Architectural Design



GO

TRENDING SKILLS FOR THIS TITLE

SketchUp

Architectural Design

Revit

ArchiCAD

Choose from the top trending skills for your job title within LinkedIn Recruiter.

## Use your top performers to guide your search

Have you ever been asked to hire someone "just like Sarah from sales?" What about find someone who is "50% Devon from design and 50% Mario from marketing?" Sometimes, it's easier to describe who we're looking for.

Simply enter the name of your ideal candidate into the search bar, and LinkedIn Recruiter will build a search based on his or her profile data and identify similar talent.

The screenshot displays the LinkedIn Recruiter web interface. At the top, the navigation bar includes 'Recruiter', 'Projects', 'Clipboard', 'Jobs', 'Reports', and 'More'. The main header area asks 'Who are you looking to hire?' and features a search bar with the text 'John Boley' and 'Lili Waugh Mahoney'. A dropdown menu is open, showing a list of suggested candidates:

- Lili Waugh Mahoney**: Associate Product Operations Manager at LinkedIn
- Lilian Wang**: Product Ops & Research at LinkedIn
- Lilia Martinez-Coburn**: VP Product at MedHelp. I'm hiring! PM, Designers, Engineers
- Lilian Loyola**: Human Resources Business Partner
- Liliana Kellett (Guiscardo)**: People Geek @ Culture Amp

On the left sidebar, there are sections for 'Updates' (Follow candidate, Your saved searches), 'Salva Larin is having a job anniversary: 5 years as Independent HTML/CSS coder at oDesk', and 'EnterpriseRelevance-Microsoft'. On the right sidebar, there is a 'Post a job' button with '4 job slots remaining', a section for 'People you may want to hire' with instructions to start searching, and a 'Project activity' section showing 'Test' results (0 profiles, 0 contacted, 0 reviewed as of 08/08/2015).



# Use smart suggestions to expand and refine your search results

Whether you're a rookie recruiter or a seasoned sourcer, remembering every possible educational institution, past company, and skill is hard. Recruiter saves you time by surfacing terms you may not have thought of, helping to further refine your search.

Showing results for

Job title

Architect +

Locations

Greater Chicago Area +

Skills

Design research AutoCAD +

Sustainable design Revit

Companies

+ Add companies FixDex

Education

Northwestern University +

DePaul University UC Berkeley

Keywords


+ Add keywords LEED certified

View more ▾

9K total candidates

694 have company connections

9,650 total candidates




John Candidate

Project Manager, Business Analytics at Your Company

Current

Past




Susan Potential

Project Manager, Business Analytics at Your Company

Current

Past



LinkedIn Recruiter // 41

## Identify and prioritize the candidates most likely to become your next hire

To help prioritize your outreach, LinkedIn Recruiter shines Spotlights on qualified talent. These candidates are not only good fits for your job, they are also more likely to respond to your InMails, apply, and accept your offer.

The Spotlights feature shows you talent connected to your organization through your employees, talent brand, or even applying to past roles. Remember all the work you did to gain Career Page followers? They will appear within the “Engaged with your talent brand” Spotlight along with people who have engaged with your Company Page updates or Job Posts.


Candidates who appear in Spotlights are

# 2x to 3x

more likely to respond to your InMails than candidates who do not.

9K total candidates	694 have company connections	442 engaged with your talent brand	27 past applicants
---------------------	------------------------------	------------------------------------	--------------------


9,650 total candidates



**John Candidate**  
Project Manager, Business Analytics at YourCompany

Current

Past



**Susan Potential**  
Project Manager, Business Analytics at YourCompany

Current

Past

Show me...

**Total candidates (9K)**  
All of the candidates found

**Who has company connections (694)**

**Who's engaged with your talent brand (694)**

**Who your competitors target (694)**

**Who's maybe ready for a move (694)**

**Past applicants (694)**

### Spotlights

allow you to easily filter results for candidates who are likely to engage

### Spotlights vary

based on different types of relationships and interactions on LinkedIn

## Spotlights with LinkedIn Recruiter

Recruiter gives you actionable insights in the form of Spotlights, which streamline your sourcing experience by identifying quality candidates, faster.

Company connections are

**1.5x more likely**

to accept your InMail

People who are engaged with your talent brand are

**2x more likely**

to accept your InMail

More tenured people are less likely to accept your InMail, but those who do

**are more likely**

to consider the open position

- **Company connections:** People who are connected with people at your company

**Past applicants:** People who have applied to your company before

- **Engaged with your talent brand:** People who have engaged with your Company Page, status updates, or Job Posts

**Competitor's talent pools:** People your competitors target, including those affiliated with the schools or companies from which they tend to recruit

- **Potentially ready for a move:** People who have been in their current role for 1-5 years

**Have recruiting activity:** People who have been contacted or engaged by recruiters at your company

# Appendix

# Where to start

We've covered a lot in this book, but you don't have to tackle everything at once. This chart will help you identify your most pressing talent needs and where to start.

If this sounds like you,	then you should focus on:	Check out:
<p>You're a sophisticated recruiting team competing for the highest-quality talent.</p> <p>You already have a strong reputation as an employer.</p>	<p>Strengthening your employer brand to nurture your reputation and leveraging your employees' networks to reach hard-to-find passive talent.</p>	<p><a href="#">Career Page ›</a></p> <p><a href="#">Recruitment ads ›</a></p> <p><a href="#">Elevate ›</a></p> <p><a href="#">Jobs ›</a></p> <p><a href="#">Referrals ›</a></p> <p><a href="#">Recruiter ›</a></p>
<p>You need to hire a high volume of people quickly.</p> <p>You tend to use job boards or agencies to meet your recruiting needs.</p>	<p>Posting your job openings on LinkedIn to target the right talent with the right skills and experiences. Also, focus on activating your employees to share your opportunities and make referrals.</p>	<p><a href="#">Jobs ›</a></p> <p><a href="#">Referrals ›</a></p> <p><a href="#">Career Page ›</a></p> <p><a href="#">Recruiter ›</a></p>
<p>You have a small team and a tight budget. You need a cost-effective way to recruit a low but steady volume of talent.</p> <p>You rely on staffing agencies to fill many of your open positions.</p> <p>Most people you recruit aren't aware of you as an employer.</p>	<p>Using your Career Page to advertise your open roles and build your employer brand.</p> <p>Also, explore creative, authentic ways to share with candidates what makes your culture so unique.</p>	<p><a href="#">Career Page ›</a></p> <p><a href="#">Jobs ›</a></p> <p><a href="#">Recruiter ›</a></p>

# Want more? The LinkedIn Talent Blog has it.

The [LinkedIn Talent Blog](#) is one of the industry's hottest publications for a reason – it covers everything you need to know to be great at your job.

Here's a peek at what you'll find on the blog:

## The latest research and trends

[Data Reveals How Candidates Want to be Recruited \[INFOGRAPHIC\]](#)

[Why Women Are Leaving Their Jobs \(Your First Guess Is Wrong\)](#)

## Quick tips and tricks

[How to Assess a Resume \(in Less Than 6 Seconds\)](#)

[4 of the Biggest Problems Recruiters Face \(And How to Overcome Them\)](#)

## Fascinating stories from your peers

[How GoDaddy Changed Its Image and 3x'ed the Amount of Women Engineers](#)

[Exclusive: How Airbnb Gave Its Candidate Experience a Makeover](#)

## A reason to laugh

[12 Songs That Speak to Recruiters](#)

[9 Things Recruiters Are Sick of Hearing](#)



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## About LinkedIn Talent Solutions

LinkedIn Talent Solutions offers a full range of recruiting solutions to help organizations of all sizes find, attract, and engage the best talent.

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful. With over 414 million members worldwide, LinkedIn is the world's largest professional network.

Give us a call at 1-855-655-5653



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