

LEE HECHT  
HARRISON

# Get Social and Get Hired

Using the Power of Networks  
to Advance Your Career



## Table of Contents

How to Build and Manage a Powerful Online Brand.....	1
The Role of Social Networks in Career Management.....	2
What Sites Matter Most? .....	4
Social Media Recruiting Trends .....	6
LinkedIn Is the Go-To Professional Network .....	8
To Tweet or Not to Tweet? .....	10
Build a Personal, Branded Website.....	12
Tap into Niche Job Boards and Company Job Sites .....	13
Seven Steps to Effective Online Personal Brand Management.....	14
The Power of Networks .....	16
End Notes .....	17
About Lee Hecht Harrison .....	18

**You risk losing out on potential career opportunities if you remain unreceptive and uninvolved in social networking communities. This is where the action is.**

## How to Build and Manage a Powerful Online Brand

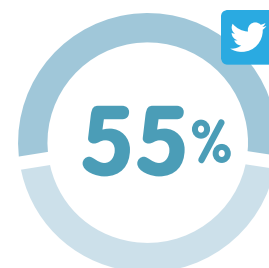
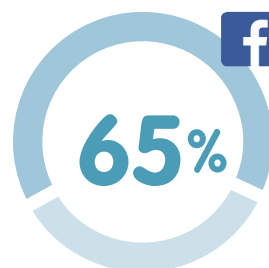
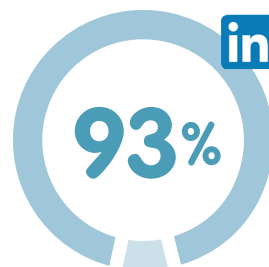
Social networks are not new. John Arundel Barnes, a social anthropologist, began writing about the concept of social networks in 1954. Today, however, the use of social networks as a tool to advance and manage one's career is still a relatively new concept—bringing with it disruption and opportunity.

Social networking is disruptive because it requires change to old behaviors. Social networks, however, offer a significant amount of opportunity—connecting individuals who are linked by communication structures. Adoption is growing exponentially. No matter what your level, function, age, or career goals, you will want to use social networks to manage your reputation, create a professional online presence, expand conversations, grow and manage networking contacts, and attract new career opportunities. Social networks will help you to leverage relationships and connections between friends, peers, colleagues, and the business community that can put you in touch with valuable information and career opportunities.

In fact, as the role of social media in hiring and recruiting practices expands, many jobs are no longer being advertised via traditional channels. Employers are beginning to dismiss online job postings as ineffectual in identifying candidates who not only fit the job's skill requirements but the organization's culture. Before pulling the job-granting trigger, employers want to know more about you, so they are increasingly turning to social networks to interact with potential candidates even before positions become available. Some companies have even eliminated job postings altogether, instead creating their own social networks to build talent pipelines and connect with potential hires directly. Employers want you to participate in social networks that encourage interaction with current employees, prove your knowledge, and demonstrate interest.

Today, many employees—especially those in professional roles—are fairly well versed in the “where” of social networking, such as LinkedIn, Facebook, and Twitter. We know the “why”—personal branding, visibility, influence, credibility, trust. And the “what” is about conversation, credentialing, and sharing. But the “how” continues to stymie the efforts of a large majority. “Should I blog, tweet, pin, or post? How often? What should I say? Will I say something wrong and damage my reputation? I don't have the time. I don't understand the technology.”

This paper aims to address all of those concerns and equip you with tips, tools, and best practices for using social media to get noticed and get hired. Let's get started!



**Are you where recruiters can find you? According to a survey by career website Jobvite, 93% of hiring managers search LinkedIn for potential candidates, 65% search Facebook, and 55% search Twitter.**

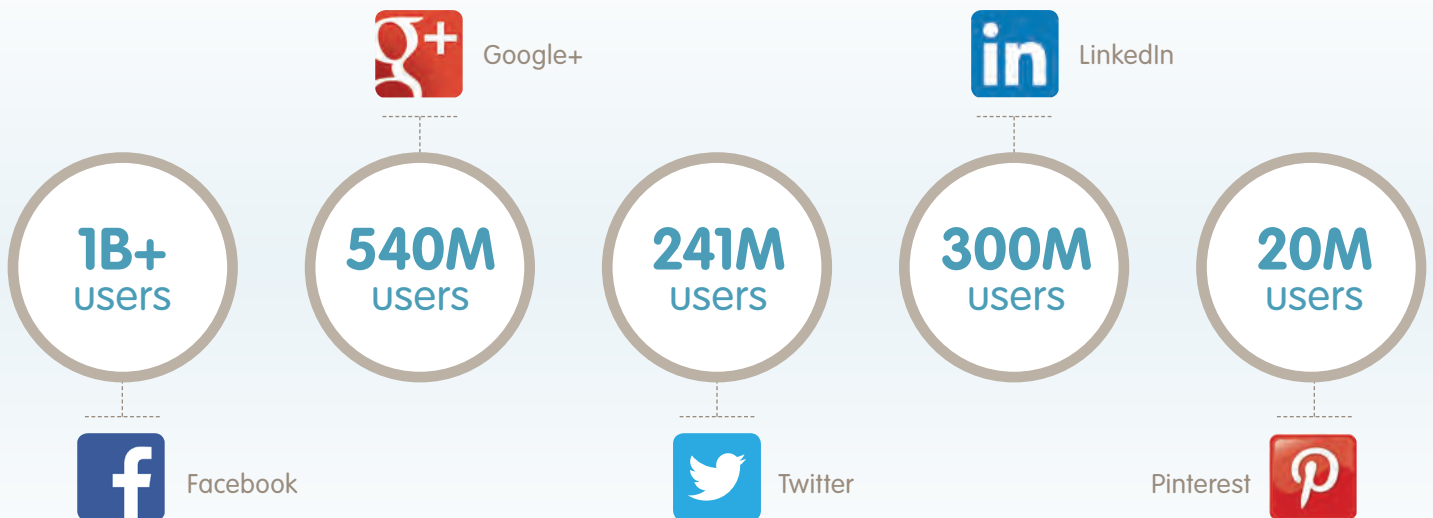
# The Role of Social Networks in Career Management

Social networks are online platforms that allow individuals to curate, create and share content. These networks allow users to communicate with each other and build relationships. The power behind social networks as a career management tool is its dynamic and seamless ability to connect employees and employers—radically changing how workers find jobs and how employers find workers. Unclear about the value? Here are a few benefits social networks have to offer.

## Be known.

Referrals and networking remain the top methods for sourcing talent, and they share a commonality. That is, talent comes recommended or is “known” before an interview is scheduled. Social networks increase your ability to be known and findable. With social networks, you now have an opportunity to exponentially increase visibility and interactions with peers, colleagues, and prospective employers—leveraging links and connections that make you known and findable in ways that were not possible before. Passive and active job seekers can use social media channels to establish new relationships,

## Social Media Channels by the Numbers<sup>1</sup>





credential themselves, share information, and engage in meaningful interactions that help to establish rapport and trust. These efforts drive access to people, information, and opportunities that help advance careers.

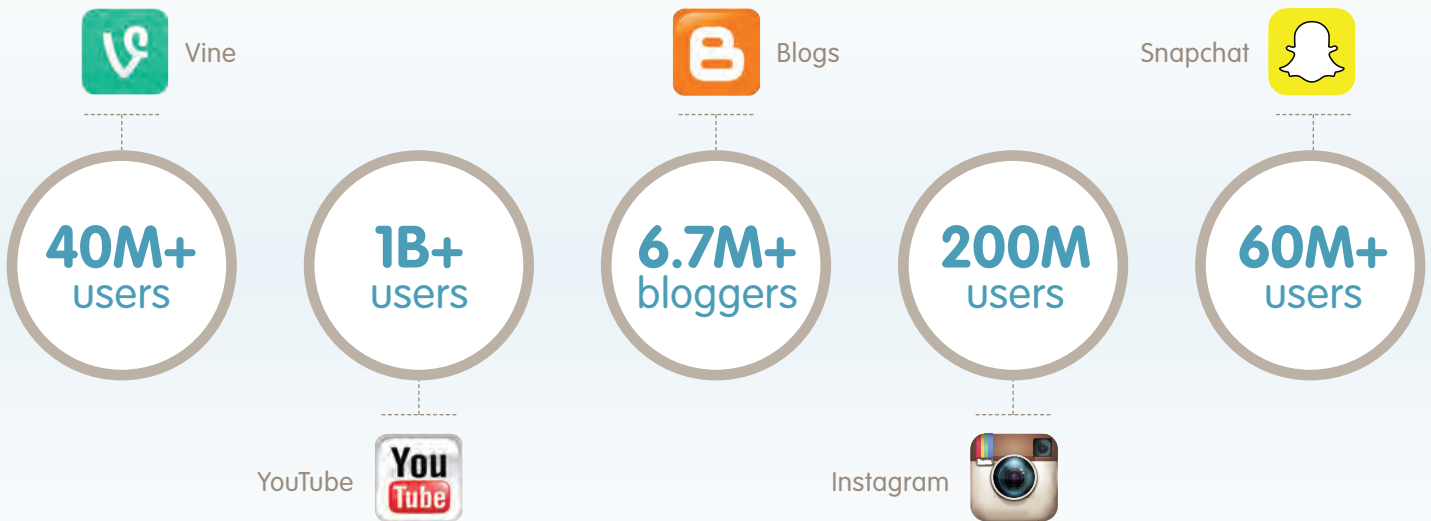
**Expand your mind.**

Social media platforms like LinkedIn, Twitter, and blogs are filled with subject matter experts and thought leaders who are offering their expertise to you freely. Tap into their unique knowledge and you'll find a wealth of information, experiences, and new ideas that will help you do your current job better, keep you informed, and open your eyes to new possibilities.

**Embrace free agency.**

You may not be actively looking for a job, but recruiters and hiring managers are actively looking for the best candidates. Social networks are vast talent pools. Recruiters and hiring managers no longer need to wait for a résumé to present itself to them; they're actively seeking out the best and brightest talent. Whether or not you're looking for a new position, continue to engage on social networks so that you're top of mind when a plum role opens up.

**With social networks, you now have an opportunity to exponentially increase visibility and interactions with peers, colleagues, and prospective employers.**



# What Sites Matter Most?

## Social Networking

The array of social media tools available to you can be overwhelming. Below is a list of the most popular sites today. At a minimum, start with LinkedIn. But spend some time familiarizing yourself with other sites and explore their value to you, your network, and your career goals.

### Popular Web Tools

### Career Applications

#### LinkedIn



LinkedIn is a professional networking site used by recruiters, job seekers, employers, and employees.

#### Facebook



Facebook allows users to manage and stay up-to-date with their social group.

#### Google+



Google+ is a social networking site that is owned and operated by Google.

#### Twitter



Twitter is a popular micro-blogging site that can also be viewed as a social networking site.

#### YouTube



YouTube is a video-sharing website on which users can upload, share, and view videos.

#### Pinterest



Users create and share collections (called "boards") of visual book-marks (called "pins") that they use to do things like plan trips, develop projects, organize events, or save articles and recipes.

#### Vine



Vine represents itself as the best way to see and share life in motion. Users can create short looping videos in a simple and fun way for friends and family to see.

#### Instagram



Instagram is an online mobile photo-sharing, video-sharing, and social networking service that enables its users to take pictures and videos, apply digital filters to them, and share them on a variety of social networking channels.

#### Tumblr



Tumblr is a micro-blogging platform and social networking website. The service allows users to post multimedia and other content to a short-form blog.

#### Flickr



Flickr is a website for users to share and embed personal photographs and create an online community.

#### Snapchat



Snapchat is a photo messaging site where users can take photos, record videos, add text and drawings, and send them to a controlled list of recipients.

**Tips:** Privacy controls may not keep the general public from seeing your postings. Be sure that all text and photos project an image consistent with your career aspirations. Be careful who you connect with, since people may judge you by the company you keep.

## Job Boards & Aggregators

Job boards provide searchable “help wanted” ads and put your résumé in databases searched by recruiters and employers.

### Popular Web Tools

### Career Applications

#### Monster



There are more than 50,000 job boards. The smaller specialty boards may be more useful than the three huge general boards listed below.

#### CareerBuilder



#### TheLadders



TheLadders focuses on jobs with six-figure salaries, but charges a fee to candidates.

#### Indeed



Aggregators like Indeed and SimplyHired are “job boards of job boards,” sites that collect listings from wherever they can.

#### SimplyHired



**Tips:** Think keywords. Be careful: your personal information can be picked up by anyone. Job boards can be job search time wasters, so limit your time there.

## Blogs & Micro-blogs

Blogs are journal-like writings posted by anyone on any topic.

### Popular Web Tools

### Career Applications

#### Technorati



There are more than 100 million blogs, all searchable at Technorati. Writing one may advance your career, but it’s time-consuming and hard to attract readership.

**Tips:** Read blogs, but don’t do much writing. If you are in a job search, follow those relating to your targeted organizations. Following a few well-chosen blogs is a good career advancement tactic.

## RSS



RSS (Really Simple Syndication) feeds automatically send you the latest information from websites where you subscribe.

**Tip:** Use RSS to stay up to date on targeted companies, network contacts, advances in your field, and relevant job openings.

## Search Engines

You need to be well informed about the internal or external organization where you will work next, so go beyond their websites and search them.

### Popular Web Tools

### Career Applications

#### Google



Different search engines may produce different results on the same subject. Dogpile aggregates the results from several search engines into a single list.

#### Yahoo



#### Dogpile



#### Bing



#### Wink



When networking, search people using Wink, Spoke and ZoomInfo as well as the general search engines.

#### Spoke



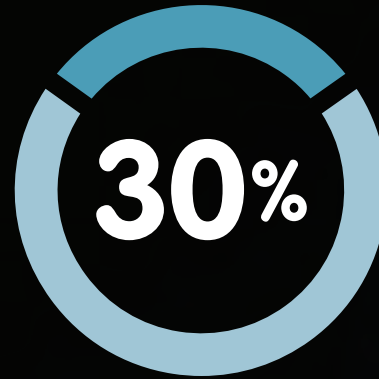
#### ZoomInfo



**Tips:** Search your own name to see how effectively you are managing your personal brand on the Internet.

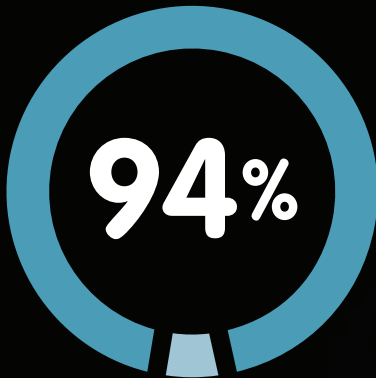
## Social Media Recruiting Trends

Corporate hiring managers and recruiters are leveraging social media sites to screen and source candidates. The results are powerful. Consider these statistics:



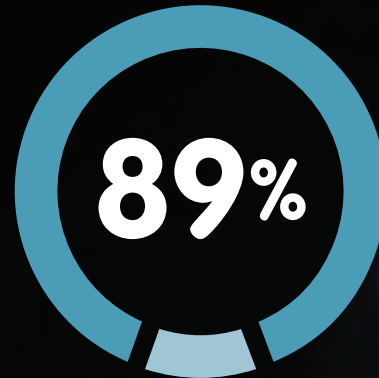
of all Google searches are employment related.

Source: Unbridled Talent<sup>1</sup>



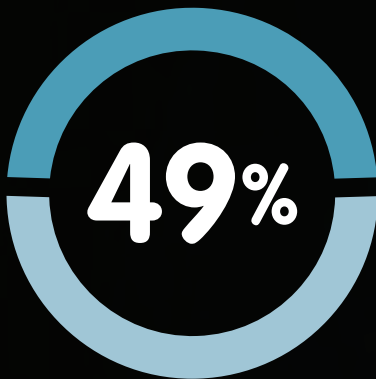
of recruiters use, or plan to use, social media for recruiting.

Source: Jobvite<sup>2</sup>



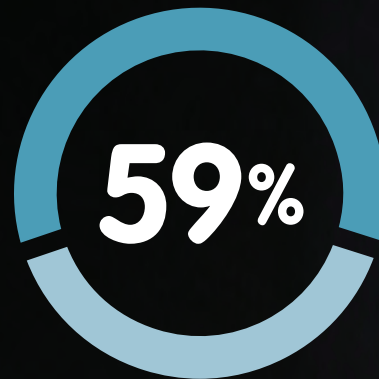
of all recruiters report having hired someone through LinkedIn. Facebook and Twitter trailed by a wide margin, reaching only 26% and 15%, respectively.

Source: Herd Wisdom<sup>3</sup>



Employers who use social media to hire found a 49% improvement in candidate quality over candidates sourced only through traditional recruiting channels.

Source: Jobvite<sup>3</sup>



of recruiters rated candidates sourced from social networks as "highest quality."

Source: Jobvite<sup>4</sup>



## How do managers and recruiters evaluate a person's online presence?

Hiring managers and recruiters can learn a lot about a candidate just from their online presence. According to ResumeBear<sup>7</sup>, two in five employers use social media to screen candidates. Specifically:

- 65% evaluate a candidate's professionalism in terms of social conduct
- 51% evaluate a candidate's fit into company culture
- 45% want to learn more about the candidate's qualifications
- 43% said they found information online that helped them decide not to hire a particular candidate

## What are the top reasons to hire a candidate?<sup>8</sup>

- 57% Professional image
- 50% Good personality
- 50% Wide range of interests
- 49% Background info was accurate
- 46% High creativity
- 43% good communication skills
- 38% positive references from others

## What are the top reasons *not* to hire a candidate?

- 50% Inappropriate content posted online
- 48% Info about candidate drinking or using drugs
- 33% Bad-mouthing previous employer
- 30% Poor communication skills
- 28% Discriminatory comments
- 24% Lied about qualifications

Source: ResumeBear<sup>8</sup>

# LinkedIn Is the Go-To Professional Network



LinkedIn is your online hub for managing contacts, promoting credentials and publishing professional content. The site has more than 300 million users, with two new signups every second.

With 92% of companies using social media in the hiring process, you can assume you're being looked up on LinkedIn. Surveys show that hiring managers and recruiters tend to rely on and trust the information on LinkedIn more than any other social network. So establishing yourself on LinkedIn is fundamental to effective career management and can influence how successful (or not) your job search may be. In fact, more than half of all professionals now make LinkedIn a daily work habit.

Creating a profile on LinkedIn should be one of the first things you do when launching your career. While 300 million LinkedIn profiles (and growing) is a lot, there's still a long way to go until LinkedIn has captured the entire labor market. But it's well on its way to achieving that goal. So, if you haven't already done so, visit [www.linkedin.com](http://www.linkedin.com) to create your profile.

Your LinkedIn profile should be business-oriented, focused on current and relevant past work experience and education highlights. To get noticed, you need a professional photo, a compelling headline, and a strong summary. Employers are also drawn to recommendations that are posted on profiles, which are gathered from past bosses, clients, and peers. You can also add media-rich content, such as video, to create a more interesting profile. If you have greater goals and ambitions, LinkedIn has a publishing platform that will get you in front of a much broader audience. Bottom line: Being active and engaged on this site is a must.

## Are you making the most of LinkedIn?

- Check your LinkedIn updates every morning?
- Attend LinkedIn's free job seeker webinars<sup>9</sup> to learn more about features and how to use them in a job search?
- Actively participate in online discussions on professional group sites?
- Always personalize invitations to join your network?
- Update your LinkedIn profile at least once a month?
- Regularly comment on your connections' updates and extend congratulations for milestones and accomplishments?
- Provide endorsements for colleagues and former colleagues?
- Conduct research on organizations, industries, and decision makers via LinkedIn and follow their pages?
- Share thought-provoking articles with your network once a week?
- Use LinkedIn to engage directly with hiring managers?
- Join LinkedIn alumni groups and participate in online discussions and local activities?

.....

If you answered yes to most of the questions above, you're applying the fundamental principles of both "social" and "network" to boost your visibility, add to the dialogue, advance your job search, and position yourself for long-term career success.

As compared to other social media sites, LinkedIn focuses more on content and conversations related to job search, career development, and industry and functional news. Engaging in these discussions is especially useful for making second- and third-degree contacts in the professional world.

The site also allows you to search for job openings and sign up for alerts for positions you might be interested in. It even automatically pushes suggested jobs directly to you based on your skills and background.

Remember to use LinkedIn as a key research tool when targeting potential employers. You can track and follow targeted company updates, as well as learn about current open positions. To follow a particular organization's Company Page, type the company name into the LinkedIn search box, select the company from the search results, and click "Follow." Open positions will be displayed on the "Jobs" tab.

Companies use LinkedIn as part of their talent pipeline strategy, utilizing the site's recruitment tools. You'll want to optimize your site for search and track your exposure. LinkedIn allows you to gauge your relative exposure, as well as track how many times your profile has been viewed. The site now ranks the frequency of your page views against every other profile in your network. It tells you where your profile ranks and in what direction it's headed. So, if your profile is something less than a blazing star within your LinkedIn network, you'll want to take appropriate steps to start getting noticed.

---

## Four Tips for Getting Noticed on LinkedIn

**1 Be found.** Optimize your profile for search by identifying the key words a recruiter might use to find a person with your talents, skills, and experience. Then incorporate these terms into your own summary and headline. This is an important tactic and will impact where you rank in search results.

**2 Stay active.** The key is to be frequent. Think once or twice a week, not once a month. Share meaningful information related to your area of expertise. It could be a short blog you create on a topic that highlights your expertise, a link to an article by someone you respect, or an invitation to comment on a subject significant to your field.

**3 Read your feed.** Review updates every day and comment on the posts your connections are making. In our quid pro quo world, showing interest in others is the surest way of inviting their interest in you. But avoid criticizing or complaining. Keep it professional and positive.

**4 Be interesting.** Create your own personal marketing video with a smartphone or webcam. Video adds visual interest, raises your profile, and tells your story in an interesting and compelling manner. Visit <http://lhh.resu-me.me> and create your own career video that can be easily shared across your social networks.

## To Tweet or Not to Tweet?



Whether you're in a job search, interested in career development, staying current on trends, or hungry for knowledge, following the Twitter feeds of targeted companies, industry experts, top influencers, and networking contacts can be very rewarding.

This free social networking and micro-blogging service allows users to send tweets of up to 140 characters. If you're highly wired and engaged, Twitter may be your best choice for social communicating. Here you can build credible exposure that will bolster your networking efforts.

With 241 million active users monthly and 500 million tweets sent per day, Twitter is a force to be reckoned with. Since its launch in July 2006, it has proven to be an incredibly influential medium. More and more HR managers and recruiters are paying attention to its users.

### About Hashtags

The hashtag is an important tactic for finding information and getting yourself in front of the people you want to connect with. So what is a hashtag? A hashtag is the “#” symbol followed by a keyword or topic. Hashtags are used to organize content around a theme. When you use a hashtag in a public tweet, anyone who searches for it will find you and your tweet.

Hashtags are also a tool used by hiring companies and recruiters. As *US News and World Report* cites, companies that post jobs on Twitter often use hashtags to ensure that job seekers find them.<sup>10</sup> Listed below are some examples. Try them out by entering the terms into the Twitter search box.

**#JobListing** Use this hashtag to find job listings.

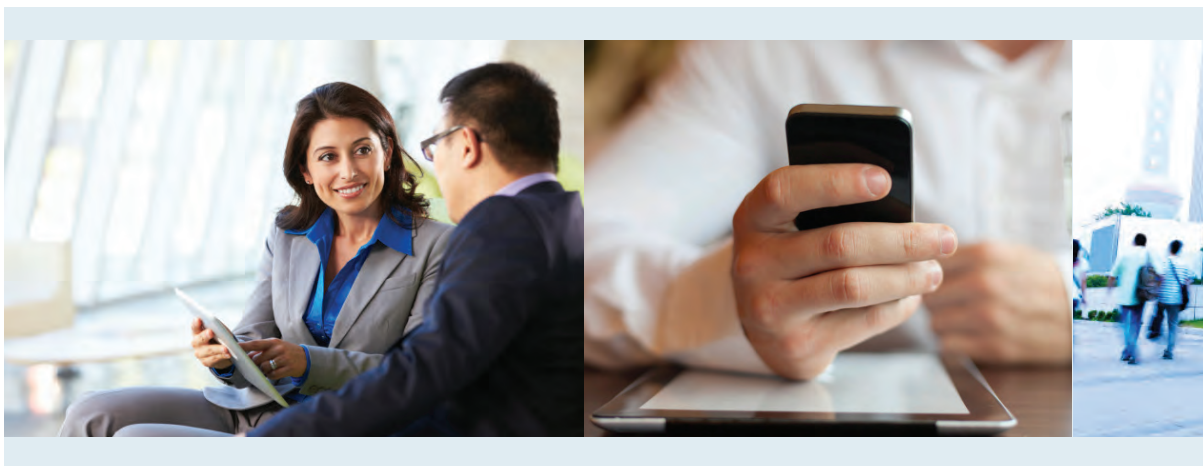
**#JobOpening** Use this hashtag to find job openings.

**#GEJobs** GE created its own hashtag to share job openings.

**#Marketing** Use this hashtag to find marketing-related content.

**#JobTips** Use this hashtag to find career advice.

**#Freelance** Use this hashtag to find freelance job postings.



## Get Started on Twitter

- 1 Go to [www.twitter.com](http://www.twitter.com) and create your Twitter account
- 2 Add a professional photo
- 3 Add a short bio (160 characters or less)
- 4 Include a link to your LinkedIn profile
- 5 Educate yourself on proper Twitter conventions
- 6 Follow top influencers in your field of interest
- 7 Follow top publications in your field of interest
- 8 Discover new people by following the followers of the people you are following
- 9 Identify a topic that you are interested in and passionate about
- 10 Retweet topical content
- 11 Reply to tweets when you have something interesting to add to the conversation
- 12 Use hashtags for discovery
- 13 Use hashtags in your tweets to increase your visibility and broaden your reach
- 14 Keep the tweets coming
- 15 Plan and schedule your tweets using an app like Buffer or Hootsuite



## Build a Personal, Branded Website

Today, more and more people are creating their own personal, branded websites. If you're in a profession where a portfolio is expected, a website is essential. For architects, art directors, photographers, illustrators, or graphic designers, it is important to showcase your expertise and market yourself through the work you have done.

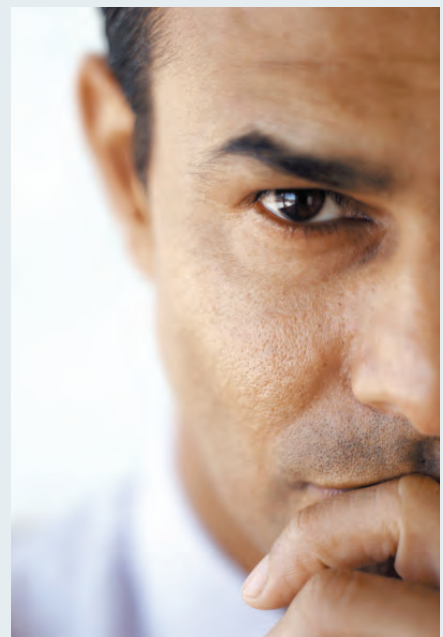
A personal, branded website can act as your online résumé. The good news is that creating your own website has become a lot easier. Now you can create a sophisticated, customized, professional site with little web development expertise. There are many resources available online to get you started.

If you do decide to build your own website, remember you're shouting your online brand louder than ever. Make sure you're putting your best foot forward. Your website must be kept professional. Include the best examples of your work, a brief summary of who you are and how you've helped others succeed, as well as links to your other social media channels. Be sure your presence on all channels is consistent and aligned with your own personal brand.

If you decide to blog, remember to post new content regularly. Keep the content interesting and engaging by using various mediums, including written content, photos, slide-shows, podcasts, and videos. Once you've launched your new site, don't forget to include your web address on your résumé and to share the news with your social networks.



**If you do decide to build your own website, remember you're shouting your online brand louder than ever. Make sure you're putting your best foot forward.**



## Tap into Niche Job Boards and Company Job Sites

Job boards are ubiquitous. Along with the big boards, like Monster, HotJobs.com, and Jobs.com, there are thousands of small boards vying for attention. For active managerial and professional job hunters, the large boards are not always the best.

Often, it's a niche board specializing in a profession, industry, salary level, or location important to the job hunter that's most useful. Specialty boards include sites like CrunchBoard (Internet and tech jobs), eFinancialCareers (banking and finance jobs), FlexJobs (telecommuting or flextime positions in 50+ categories), GitHub Jobs (programmer and developer jobs), HealthcareJobsite (healthcare jobs), Joblux (retail positions), Sales Gravy (sales careers), and Talent Zoo (advertising, marketing, and new media jobs).

So should a job hunter use job boards? Yes. Will those job boards produce results? Yes, for some people, but probably just for a small portion—about 10%. The bottom line: Add niche to your strategy, but limit the amount of time spent altogether on job boards.

Don't forget about a company's website, LinkedIn, or Facebook page. As mentioned earlier, companies are moving away from traditional job boards and creating their own communities to source talent. Online company communities provide a forum for individuals to demonstrate expertise and get a feel for the organization's culture. Organizations are interested in cultivating their own talent pools and looking for opportunities to draw people in, get to know them and, therefore, make better hiring decisions.

Remember, the competition is fierce. Thousands of other job seekers are responding and applying to the same positions. You may have an outstanding résumé that includes all the key words to get their attention, but it still may never see the light of day in a hiring manager's office. The odds are not in your favor. However, engaging in a company's social community can give you an advantage over the competition. Contributing to an online community allows you to potentially establish relationships, demonstrate expertise, and make yourself known. Connecting with recruiters and hiring managers on LinkedIn is also a very good strategy for making yourself known. Then, when an opening arises, you'll already be on their radar.

### Virtual Career Fairs Deliver Results

A virtual career fair offers job search candidates an innovative high-tech solution for landing satisfying new roles faster. Lee Hecht Harrison is a leader in this space. We target the participation of hiring organizations with openings that align with job seekers' particular talents, skills, and career goals. Our user-friendly interface facilitates personal interaction with recruiters without geographical limitations. The virtual career fair offers individuals an opportunity to gain valuable job market insights, build networks, speak directly with hiring managers and recruiters, and encounter a host of new opportunities otherwise unavailable.

## Seven Steps to Effective Online Personal Brand Management

### STEP 1

#### **Google yourself**

and remove any content not consistent with the online brand you want to project. Remember that website privacy controls work only when they're turned on.

### STEP 2

#### **Create a marketing plan**

including how you'd like to position yourself, your skills and your experience to prospective employers. Create an online brand that will credential you.

### STEP 3

#### **Use LinkedIn**

and get connected to the job market. Complete the entire profile, ask for recommendations, share information and engage in conversations.



## STEP 4

### **Select blogs to follow**

written by experts in your profession or industry. Share comments when you have professional insights that will add to the conversation.

## STEP 5

### **Post your résumé**

on job boards specializing (or at least including) your profession and industry.

## STEP 6

### **Set up RSS feeds**

and get news delivered right to you. Select publications, blogs and websites that provide career advice, industry news or job postings.

## STEP 7

### **Do not undermine your career**

by posting inappropriate material on the Internet—including text, photos and video. Keep your online activity professional and positive.

## The Power of Networks

Remember, people hire people. Social media is a valuable way to build and manage a vast interconnected network where you can link and engage authentically. Social networks transcend boundaries. Use the tools available to share information, uncover new ideas, gain introductions, and find opportunities.

As Silk Road reports, one in two interview opportunities is provided by an internal referral, and 59% of new hires come from internal recommendations. In addition, the survey found that employee referrals are the top source of interviews (57%) and hires (61%).<sup>11</sup>

These days, landing a new position requires staying on top of the technology-driven trends that are profoundly altering the ways candidates are finding employers and employers are finding candidates. Not only has social media transformed hiring and recruiting trends, but the move to mobile is enabling employers and employees to search smarter, connect faster, and hunt anywhere, anytime. In fact, 89 percent of job seekers rely on mobile devices in their job search.<sup>12</sup> Free apps, such as TweetMyJobs and JobCompass, can help you search for jobs by geography, identify positions matching your profile, and connect directly with recruiters and employers. Going mobile keeps you connected and facilitates the quick response you need to stay on top.

Job hunting today is a highly dynamic, very active, lightning-fast endeavor. Social networking channels will help you to map your contacts and the contacts of people you know, making it possible to identify those you need to meet and provide the information you need to uncover opportunities and gain introductions.

### Align Your Social Media Strategy with How Recruiters Work

An effective social media strategy should support your job search through the entire hiring process. Follow this roadmap to ensure you're engaging at every level.

- 1 Network.** Build relationships with recruiters and identify key players. Then join in the conversation.
- 2 Source.** Create a brand strategy and apply it consistently to all your social media channels. Research your industry to understand what companies are looking for. Identify open positions and apply.
- 3 Engage.** Continue to foster relationships with your network by engaging in discussions via forums and your news feed. Add value in every interaction.
- 4 Interview.** When sharing and responding, remember you are demonstrating your expertise and knowledge. Regularly credential yourself by feeding your online presence often.
- 5 Offer.** Once you've received an offer, use social media to share the good news.

With fewer barriers or limitations, job seekers have access to significantly more opportunities than ever before, and employers have a much larger talent pool from which to draw. Never have more opportunities been available to so many. It's time to get social and get hired.

## End Notes







1. Shea Bennett, "Pinterest, Twitter, Facebook, Instagram, Google+, LinkedIn-Social Media Stats 2014 Infographic," mediabistro, January 20, 2014 [http://www.mediabistro.com/alltwitter/social-media-stats-2014\\_b54243](http://www.mediabistro.com/alltwitter/social-media-stats-2014_b54243).
2. "Socially Acceptable," Jobvite, 2013, <http://blog.jobvite.com/wp-content/uploads/2013/09/2013-Jobvite-Social-Recruiting-Survey-Results.png>.
3. Ibid.
4. Jennifer McClure, "Hiring and Onboarding Done Right," slideshare, July 24, 2013, <http://www.slideshare.net/jennifermcclure/hiring-onboarding-done-right-nky-chamber-nkyshrm-7-24-2012>.
5. Segun Akiode, "The Social Recruiting Pocket Guide," social meep, June 19, 2013, <http://socialmeep.com/infographic-the-social-recruiting-pocket-guide/>.
6. "Jobvite Job Seeker Nation Study," Jobvite, 2014, <http://web.jobvite.com/rs/jobvite/images/2014%20Job%20Seeker%20Survey.pdf>.
7. "The Role of Social Media in Employment Statistics & Trends: The Role of Social Media in Pre-Employment Candidate Screening," ResumeBear, 2012, <http://blog.resumebear.com/infographics/role-social-media-employment-statistics-trends/>.
8. Ibid.
9. "Finding your dream job just got easier," LinkedIn.com, <http://premium.linkedin.com/jobsearch/webcasts.html>.
10. Lindsay Olson, "9 Must-Follow Twitter Hashtags for Job Seekers," U.S. News and World Report, January 27, 2014, <http://money.usnews.com/money/blogs/outside-voices-careers/2014/01/27/9-must-follow-twitter-hashtags-for-job-seekers>.
11. Sharlyn Lauby, "Your Best Recruiting Sources Are the People That You Know," HR Bartender, April 1, 2014, [http://www.hrbar-tender.com/2014/recruiting/your-best-recruiting-sources-are-the-people-that-you-know/?utm\\_content=buffer7c314&utm\\_medium=social&utm\\_source=twitter.com&utm\\_campaign=buffer](http://www.hrbar-tender.com/2014/recruiting/your-best-recruiting-sources-are-the-people-that-you-know/?utm_content=buffer7c314&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer).
12. Vicki Salemi, "New Survey Says 89 Percent of Job Seekers Rely on Mobile Devices," Media Jobs Daily, May 15, 2014, [http://www.mediabistro.com/mediajobsdaily/new-survey-says-89-percent-of-job-seekers-rely-on-mobile-devices\\_b17530](http://www.mediabistro.com/mediajobsdaily/new-survey-says-89-percent-of-job-seekers-rely-on-mobile-devices_b17530).

## About Lee Hecht Harrison (LHH)

Lee Hecht Harrison ([www.lhh.com](http://www.lhh.com)) is the global talent mobility leader. We connect people to jobs through innovative career transition services and help individuals improve performance through career and leadership development. LHH assists organizations in supporting restructuring efforts, developing leaders at all levels, engaging and retaining critical talent, and maintaining productivity through change—helping organizations increase profitability by maximizing their return on investment in developing people, while assisting individuals to achieve their full potential.



## Connect with us

-  LinkedIn  
[www.linkedin.com/company/lee-hecht-harrison](http://www.linkedin.com/company/lee-hecht-harrison)
-  Google+  
[www.google.com/+LeeHechtHarrison](http://www.google.com/+LeeHechtHarrison)
-  Facebook  
[www.facebook.com/LeeHechtHarrison](http://www.facebook.com/LeeHechtHarrison)
-  Blog  
<http://workplaceinsights.lhh.com>
-  Twitter  
<https://twitter.com/LHH>
-  YouTube  
<http://www.youtube.com/user/LeeHechtHarrison>

**LEE HECHT  
HARRISON**

1.800.611.4LHH (4544)  
**LHH.com**