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RECRUITING
IN THE AGE OF
GOOGLIZATION

WHEN THE SHIFT
HITS YOUR PLAN

PA S . W O L F E

“Businesses are looking for workers in just about every nook and cranny of the economy.”

Joel Naroff, chief economist at Naroff Economic Advisor

Labor Shortages Stunts Business Growth

Employers are crying the blues. A lack of qualified workers is stunting the growth of many companies. It's the result of a perfect storm of trends and activity - a booming economy, shifting demographics, changing worker attitudes, increasing regulations, and a war on immigration to name a few. But the problem isn't just today's headline news. It's been years in the making. What's different this time is labor shortages are hitting the bottom line.

And yet despite the enormous and ominous challenge, many organizations just can't seem to stop tripping over their own feet fast enough when it comes to recruiting top talent and then keeping them. It feels like both management and HR are living in an alternative universe than the world employees live. Whether it's naivete, obstinance, or hubris driving the resistance, managers just can't seem to grasp that what worked "just fine" a few years ago is ineffective and inadequate today.

The successful recipe for filling open positions quickly and effectively in the Age of Googlization will require the masterful blending of the art of marketing and the science of technology. Organizations will need to deliver a lot more than just lip service and posters extolling "People are our most important asset."

Fortunately, there are solutions but expect no magic bullets. The best ones start with some basics. Let me provide you the Twitter-version:

*If you're not getting enough #jobcandidates, it's either
#badmarketing, #badreputation, or bad #HR process.*

Bad marketing and HR processes can both be fixed quickly, often with a limited budget and resources. And that's the goal of this white paper: to offer you a 5-phase blueprint upon which you can begin to deduce why you're not attracting enough quality applicants and/or converting them into qualified candidates. Within each phase, I provide you with a list of tips you can use to help recruit more quality candidates with greater ease. Finally, I close with a list of additional resources. (Unfortunately, fixing a bad reputation is a different story and well beyond the scope of this white paper.)

R-E-A-C-H More Qualified Applicants¹

Imagine how different recruiting² was just a few decades ago when a foreman in a Philadelphia railroad yard stepped out of his office, crossed the company parking lot, and was met by a mob of job candidates each morning. The news of a job opening spread like wildfire through the local neighborhoods and community in these pre-Googlization days. All that separated the foreman from a pool of able-bodied jobseekers was a fence. The foreman simply lobbed a few oranges toward the crowd and the lucky men who caught them were invited through the gate entrance and put on the payroll. A company's entire recruitment strategy and hiring process consisted of a basket of oranges and a good throwing arm. End of story.

The reality of sourcing and recruiting workers today spins quite a different tale. Thanks to technology, a shifting economy and social media, job seekers are quite literally changing the rules. Reaching qualified applicants requires a robust strategy significantly more sophisticated than the arm strength of the manager, the hand-eye coordination of the candidate, and an ample supply of fruit.

Just like consumers who have become accustomed to doing online research before purchasing a product or service, job seekers are doing the same thing. They want to know what it's like to work for you before they apply. They check out your website and read reviews from customers and employees—current and former. If the company career page and application isn't user-friendly, mobile responsive or doesn't display 5-star reviews, candidates may simply swipe their finger² across their screen and move on to the next one.

¹ <https://amzn.to/2gPgTaB>

² <http://www.careerxroads.com/aolloquium/files/TheCandidateExperienceMonograph.pdf>
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What's a company to do? You can always start with a Google search. There are literally thousands of sites offering guidance, tips, and technology. Solutions are so abundant that selecting the best one can be downright overwhelming. To help make sense of it all, I've created a simple acronym: **REACH**.

REACH represents 5 key steps in an effective recruitment strategy.

Reach

Engage

Apply

Converse

Hire

The difference between filling jobs efficiently and watching the days add up as job vacancies remain open, is in evaluating your strategy and success in each step. You can then identify and repair the problems that can you give you the biggest bang for your time, money, and effort. REACH is based on the principles of this Chinese Proverb:

“Success is the sum of small steps in the right direction more than to make a great leap forward only to stumble backward.”

First, let me describe each step in more detail, then I'll offer a few solutions you can implement for maximum effect.

SIDEBAR

Being small doesn't give small business owners a "get-out-of-talent-jail" pass. Company size just doesn't matter as much as some think and it's only another bad excuse.

It's not a geographic problem either. East or west, rural or urban ... every company in every industry in every region is competing for a shrinking pool of skilled labor.

If the problem feels like it's different this time around, it is.

According to workforce researcher and author Edward Gordon, there soon will be a need for 123 million skilled workers, but only 50 million Americans will qualify. Companies aren't just competing against other companies within their communities and industries but they're going head-to-head with manufacturers, contractors, transportation, retail and healthcare who are aggressively targeting the same potential employee for different roles.

So how can your business compete effectively for talent?

1. Market like “Mad-Men.” Recruitment is marketing. It’s not just an HR function. Give recruitment the same attention you give to marketing for new customers.

2. Be creative. You need to sell a career or experience as much as you advertise a job opening. Use video. Insert images. Tell stories.

3. Pay attention to search engine optimization (SEO.) Digital marketing has leveled the playing field when it comes to competing with the big dogs. A one-man shop can compete toe-to-toe with corporate America by optimizing their career pages and job listings. There’s a window of opportunity right now because most organizations don’t pay attention to job related SEO. But be forewarned - the window won’t stay open forever.

4. Automate. Posting jobs to multiple sites and social media is labor intensive. Adopt an applicant tracking software (ATS) to throw a wider net to get the attention of as many job seekers as possible. ATS saves a lot of time because it screens out bad matches and organizes applicants too.

Reach

Job seekers today search for jobs the same way they search for a car, restaurant, or house—they ask their friends for advice, check review sites, and “Google” it. Google receives over 300 million job-related search requests each month³. Ninety-one percent of job seekers start their job search and apply for a job using a mobile device.⁴ On average, they use 18 different sources in their research!⁵ But depending on a candidate’s demographics, skill sets, geography, and dozens of other factors, one person’s search might take him to **LinkedIn** or **Twitter** and another might lead him to **Indeed**, or even a college career fair. Different job categories and locations might also influence where the top talent is hanging out. Finding your next hire will depend on your ability to be seen in the right places at the right times by enough qualified applicants.

Tips:

1. **Be mobile.** This is more important than ever in 2018 since Google officially launched its “mobile-first” indexing. In layman’s terms that means Google relies on the mobile version of your website to determine your search engine ranking. While most (but not all) companies have optimized their products and services pages, many have ignored their career site and application pages. While a mobile-optimized, responsive career page won’t guarantee a flow of quality candidates, the

³ <https://www.business.com/articles/the-changing-face-of-job-searches/>

⁴ <http://www.glassdoor.com/blog/9-10-job-seekers-search-jobs-mobile-glassdoor-state-mobile-job-search-survey/>

⁵ <http://careerbuildercommunications.com/candidatebehavior/>

lack of one will be the equivalent of hanging a “we’re closed” sign on your job postings.

2. **Fish where the fish are.** Target your campaigns. The best source of candidates may depend on your geography, the demographics of your optimal candidate, and much more. One size doesn’t fit all. For example, **Indeed** is the largest job-search engine in the world, a place where more than 200 million people job-hunt each month and where 9.8 new ones are added every second.⁶ It also is the primary source of candidates for half of competing businesses. Look for less crowded and more targeted “fishing holes.” Community colleges and universities all offer career sites for their students and alumni...and they’re free. Veterans are a great source of employees. Post your jobs on local or specialized sites or optimize your job posts on sites like Indeed that stand out from other companies. Often you’ll need to use multiple sources for one job and a different combination for another.
3. **Master social media.** Nearly every study reveals employee referrals are still the #1 source of top talent. And social media is simply word-of-mouth on steroids. That’s why 43% of companies report social networks were a top source of quality hires.⁷ The power of social media can’t be ignored but admittedly, it can be a gold mine or a complete waste of time. Figure out where your peeps and potential candidates hang out and be there too. Facebook, Instagram, and YouTube will get the attention of younger workers for positions while LinkedIn may be more effective for salespeople and managers.

⁶ <http://blog.indeed.com/2017/05/31/indeed-delivers-65-percent-online-hires/>

⁷ LinkedIn, 2016

4. **Automate.** No one has the time or resources to post jobs and collect and review resumes from multiple sourcing sites, and then respond promptly to each candidate without automating many recruitment functions. Invest in applicant tracking software. With a click of a button, you can post jobs to Indeed, industry-specific job boards, demographic-specific sites and local colleges. Like most software and technology, the monthly fee for many platforms has fallen below what many businesses are already paying to post and sponsor ads with inconsistent results. Additionally, the time and labor saved by automating manually intensive and repetitive tasks such as posting jobs and recording applicants into a spreadsheet often covers the cost alone.

Engage

Guess what happens when an interested candidate clicks to apply and is turned off by what they see on your career page? Nothing. Nada. Zilch.

The first interaction with a candidate must be interesting, inviting and interactive. A recent study by Dr. John Sullivan and Associates revealed that more than 90 percent of candidates who reach a company career site do not apply!⁸ That's a staggering statistic, and one that would not be tolerated in any other function of business. Boring and transactional career pages are a recruitment killer.

Other studies confirm this atrocious result. For every 100 candidates who click from a job posting to a recruitment portal, only 8 complete the application on a desktop.⁹ It's even worse from a mobile device when fewer than 2 candidates¹⁰ who see your posting actually complete an application.

Engagement occurs when a job seeker visits your website, reads online reviews about your company, connects with you and your employees on social media and still wants to apply. Job posting content needs to motivate the applicant to do more than just click the apply button. It must convert the potential employee from the casual inquirer to an engaged participant. Unfortunately, most company career pages are woefully unappealing—even to the most desperate applicant.

⁸ <http://www.talentmgt.com/articles/build-your-brand-and-candidates-will-follow>

⁹ https://www.appcast.io/mobile_recruiting_guide

¹⁰ https://www.appcast.io/mobile_recruiting_guide

Tips:

1. **First impressions and reputation matter.** “Employment branding” is more than a buzzword. The message from candidates is loud and clear: They don’t want to work for you simply because you have an opening. They want to know how you treat your employees, your customers, the community, and even the environment. In other words, before a company can get the attention of top talent, it must get its messaging just right and then walk the talk. Pay attention to reviews on sites like **Glassdoor**, **Kununu**, and **Indeed**. The people you want to hire do.
2. **Lead job seekers to your career page.** Don’t send them on a scavenger hunt. Give them a map and provide solid breadcrumbs. In a survey I conducted on over 100 company websites, more than 3 out of 4 did not include “careers” or “jobs” in the primary menu on the website. Why make job candidates search through drop-down menus and a maze of other distractions to get what they want? Only 5 sites included an image on the top-of-the-page rotating carousel indicating the company had immediate job openings. Not engaging your audience in this manner is a wasted opportunity - you need to let your customers know you’re hiring. If hiring is such a problem, why not let the world know when they visit? About half the sites had the text “jobs” or “employment opportunities” buried in the footer. Since only about 20% of visitors scroll to the footer, that’s not the best place to grab the attention of a potential candidate. Bottom line: Don’t send job seekers on a wild goose chase.

3. **Tell a story.** Companies talk a lot about “engagement.” But the fact of the matter is that most businesses haven’t given a single thought to the content that job seekers see. Career sites rarely describe what’s it’s like to work at the company. Instead job seekers may get a history lesson and an aerial glimpse of corporate headquarters. That approach might have worked in the past when job seekers outnumbered jobs. But when today’s most desirable candidate is already working but might job-hop for a better opportunity, he or she wants to know, “what can I expect as your employee that is better than what I have.”
4. And for goodness sake: Don’t copy-and-paste job descriptions. They are boring, bland legal documents that no one reads unless he or she is about to get fired. I repeat...tell a story. Job postings are ads for internal customers. You don’t advertise your products to customers by posting step-by-step instructions of all the ingredients and how it’s manufactured; you post an image of the finished product or a customer using it. Why wouldn’t you do the same when you advertise a job? Post the video on YouTube, Google My Business, Instagram and your company website, and let your employees tell-and-sell the job opportunity.

Apply

The last thing you want to do in a tight job market is make the application process unpleasant. But that's exactly what is happening when your company still relies on the traditional job application format; a relic from the pen-and-paper days of the mid-1900s. With the shift to online recruitment, many organizations merely took the paper application and digitized it, with little to no consideration to the candidate experience. Besides, most job applications collect a lot of information that has little predictive relevance when trying to distinguish the most skilled and ambitious candidate from the general slacker.

Qualified candidates leak out of the recruitment funnel at an excruciatingly costly rate.¹¹ Candidate abandonment is a significant problem. In a study by CareerBuilder, 60% of job seekers quit in the middle of filling out online job applications due to its length or complexity. Many companies still require an applicant to email a resume. Top talent have choices in this tight labor market and are reluctant to submit their resume without some interaction with the company first. It's also not a task that many applicants will do using their smartphone, especially for the lower skilled, lower paying jobs. Likewise, experienced candidates will just quit an application when asked to fill out the same information contained in the resume they just uploaded.

Traditional management and HR thinking have long held the notion that lengthy applications will screen out lazy, apathetic candidates and good talent will be dedicated

¹¹ <https://www.successperformancesolutions.com/recruiting-funnel-works/>
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enough to fill out more information. That logic used to work—but can be devastating in this age of Googlization.

So, what are some tips you can apply to make your job application more appealing and less an impediment to prospective employees?

Tips:

1. **Walk in your candidate's shoes.** Apply for a job at your own company. I can't tell you how often I hear that the recruiter, hiring manager - not even the owner have ever walked through their own application process. "If I had to complete this, I wouldn't have my job", (or something similar) is the most common response. If you're not getting enough candidates, stop what you're doing right now and apply for a job at your company. You might be surprised at what you find.
2. **Length and time matters.** Applications that take more than 15 minutes¹² to complete experience 365% degradation in completion rates. More than half quit when the application has 20 or more questions.
3. **Qualify then apply.** Think 2-stage application. Start with a series of essential qualifying questions. For example:
 - a. Do you have a high school diploma or GED?
 - b. Do you have a valid driver's license or ability to get one?
 - c. Are you able to physically able perform the duties of an arborist with reasonable accommodations?
 - d. Are you eligible to work in the U.S.?

¹² https://www.appcast.io/mobile_recruiting_guide

That's really all the information you need to qualify someone if those are the minimum skills, experiences, and general factors required. If the candidate responds "no" to anyone of the first four questions, why do you need to know where he lives, his last three employers, and names of all the schools he attended? You don't. It's a waste of the applicant's time and yours.

But... if the applicant does meet your qualifications, you get the chance to acknowledge the candidate immediately and set up an interview by phone or video. The short application experience sees completion rates skyrocket. It's a win-win for candidates and employers alike because it encourages more people to apply, creates a more positive experience, and allows you to quickly engage the candidate. That alone is a significant differentiator between you and your competitors who likely still practice the act of "ghosting" (keep reading!)

By the way, a 2-stage application is not only the right thing to do to enhance the candidate experience, but it can be completing automated within some application tracking systems, saving you even more time and labor.

Converse

After clicking the submit button on a job application, more than half of applicants sit and wait like abandoned lovers waiting for the phone to ring.¹³ Many companies seem to have adopted the foolish practice of “ghosting” when it comes to dealing with job applicants.¹⁴

What's ghosting, you ask? Ghosting is a new buzzword for the practice of disappearing from a relationship and ignoring texts, phone calls and other attempts at making contact. *The New York Times* recently highlighted the act of ghosting in personal relationships,¹⁵ but the phenomenon is happening at the professional level as well.

Many employers don't seem to grasp the vital importance of communication with their candidates. Eighty-two percent of employers still think that a bad candidate experience has little or no effect on the company.¹⁶ Consequently, a majority of employers respond to less than half of the candidates who apply. Even fewer do it in a timely manner.

Candidates - the customer in this case - don't see it the same way. This partially explains why recruiting top talent is such a challenge. Eighty-four percent of candidates expect an immediate personal response, and more than half appreciate a phone call. Like the neglected lover, candidates remember when companies don't respond or keep in

¹³ <http://hrdailyadvisor.blr.com/2015/07/01/the-candidate-experience-6-facts-every-employer-should-know/>

¹⁴ <https://www.cornerstoneondemand.com/rework/why-ghosting-recruiting-needs-stop>

¹⁵ <http://www.nytimes.com/2015/06/26/fashion/exes-explain-ghosting-the-ultimate-silent-treatment.html>

¹⁶ <http://careerbuildercommunications.com/candidatebehavior/>

touch with them. The same survey shows 58 percent are less likely to buy from a company if they don't get a response and 69 percent shun the company after a bad interview experience.

In a world where disappointed candidates can send their bad experience viral with a few keystrokes, it's time for employers to stop mimicking the wise monkeys who don't see, don't listen, and don't speak to candidates. Getting candidates to apply is hard enough but ignoring them after they do is just a horrific practice.¹⁷

Tips:

1. **Respond to every applicant immediately.** Thanking a potential employee for taking the time to apply for job at your company is a small courtesy and a best practice with low investment and high returns. Even the unqualified applicant deserves some response. You never know who they know.
2. **Respond by text.** Text messaging is the preferred medium of communication for ages 18-44. Nearly 95% of them get opened, 90% within the first 3 seconds. The open rate for emails is a mere 20%. That might even be high for many Millennials and Gen Z.
3. **Respond often.** Instead of ignoring applicants, start a conversation. Update them on their application status frequently. Send a weekly update of the status of their application. Like many other functions, this can be automated at little to no cost.

¹⁷ <http://careerbuildercommunications.com/candidatebehavior/>

Like customers, frequent communication is essential to building your brand and sustaining your reputation.

4. **Don't waste the opportunity.** Job search engines do it. Some applicant tracking systems do it. Your marketing and sales departments do it. Visit any good website and that organization will be capturing email addresses or phone numbers of its visitors. Why don't HR or recruiters do it? Even when candidates visit but don't apply, they might be interested in working for you in another capacity in the future. Capture their email and send updates when new jobs are available. Send emails and newsletters with news about promotions and other employee successes.

Hire

Many companies believe the recruiting and selection process ends when “all the paperwork is signed, and the employee’s first day is complete.”¹⁸ Nothing could be further from the truth. One in five final applicants turn down or get cold feet and renege on offers. For those that move forward, new employees decide to stay or leave within the first three weeks. Twenty-two percent of staff turnover occurs in the first 45 days of employment.¹⁹ Nearly half of all new hires fail in the first 18 months.²⁰ But if employees participate in a structured onboarding process, they’re 58 percent more likely to be with the organization after three years.²¹

To be kind, most onboarding often goes like this:

When the manager or boss actually remembers, the new hire arrives, and the manager introduces them to their cubicle, computer, desk, and phone. After the restroom and break areas are pointed out, an ID badge and a hardy ‘good luck’ are bestowed and then it’s sink or swim!

Minimalist onboarding helps no one and represents a huge missed opportunity to jumpstart a productive and rewarding relationship. The Aberdeen Group reported that 66% of companies with onboarding programs claimed a higher rate of successful assimilation

¹⁸ <https://www.shrm.org/ResourcesAndTools/hr-topics/talent-acquisition/Pages/Onboarding-Key-Retaining-Engaging-Talent.aspx>

¹⁹ <https://insights.moveguides.com/blog/want-the-best-of-the-best-recruit-smarter>

²⁰ <http://www.leadershipiq.com/blogs/leadershipiq/35354241-why-new-hires-fail-emotional-intelligence-vs-skills>

²¹ <http://www.cornerstoneondemand.com/blog/get-board-onboarding#.ValaMBNViko>

of new hires into company culture, 62% had higher time-to-productivity ratios, and 54% reported higher employee engagement.²²

Onboarding is as much a part of recruitment process as prospecting for applicants. What good does it do to attract and hire the talent you need only to lose them due to negligence?

Tips:

1. **Just do it!** Onboarding offers a compelling proposition. Employees who participate in a structured onboarding process are 58% more likely to be with the organization after three years.²³ The first few days or weeks at a new job shouldn't be an exercise in survival for the new hire but a process designed to ensure his or her success.
2. **No excuses.** Hiring new employees without onboarding them is like buying an expensive sports car and not being able to afford the gas! Being a small business owner is not a valid excuse. Being too busy doesn't cut the mustard either. And for goodness sake, don't delay onboarding with a "probation period."²⁴ If you're so unsure about your hiring process or quality of the candidate, fix your employee screening and selection.
3. **Roll out the red carpet.** Onboarding should start the minute a candidate says yes, which is well before their first day at work. Stay in frequent contact and do your best to get all the paperwork out of the way before he or she starts. The first day of work

²² <http://www.cornerstoneondemand.com/blog/get-board-onboarding#.ValaMBNViko>

²³ <http://deliberatepractice.com.au/wp-content/uploads/2013/04/Onboarding-2013.pdf>

²⁴ <https://www.cornerstoneondemand.com/rework/why-employment-probation-periods-are-ineffective>
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shouldn't be a day of paperwork. When possible, make sure the new hire is introduced to the team or department no later than day one. Don't let anyone glance up and ask, "who's the new guy (or gal)?"

4. **Assign a mentor.** Sometimes it's just not possible to be there every minute of every day to onboard the new hire. Choose a mentor who is willing and able to help the new hire succeed. That is often easier said than done. A mentor isn't someone who "keeps an eye on the new guy" but "looks out for him." Make sure the mentor is invested in helping the new hire succeed and "not showing him the ropes" for the mentor's personal gain.

What's Next?

The *Perfect Labor Storm*, my first book, has evolved into the *Perfect Shift Storm* when it comes to recruitment and retention of top talent! The state of recruiting is at a crossroads. The number of recruiting channels has exploded. The new economy has flooded talent pipelines with record levels of disengaged and underemployed workers. This has led to an explosion of resumes and applications, which has essentially overwhelmed the time and resources available to recruiters, hiring managers, and HR. It has dramatically cut the time dedicated to each candidate at a time when talent-due-diligence carries greater importance than ever before.

This increasingly complex recruiting and hiring process combined with a volatile and uncertain labor market has increased the demand for a much more efficient and effective recruiting process. Automating portions of the applicant screening process is strategically essential. Companies that automate see lower recruiting costs, faster hiring, better quality of hires, and a more productive workforce. If your company wants to stay competitive, upgrade your REACH, focus on a better candidate experience, and arm your HR team with an automated tracking system. Before you know it, you'll be screening faster and hiring smarter, too.

Additional Resources

Job Post Optimization

Getting your job postings listed on as many job sites as possible is just a first step. Getting them to rank higher than your competition is next. Listed below are a few articles written to help you search engine optimize your job postings for highest visibility.

More info:

8 Simple SEM and SEO Strategies

<https://www.cornerstoneondemand.com/rework/8-simple-sem-and-seo-strategies-recruiters-2018>

8 Ways to Make Your Job Posting Stand Out

<https://www.cornerstoneondemand.com/rework/6-ways-make-your-job-posting-stand-out-seo-and-sem>

The Popularity of Video is Mind-blowing

Video accounts for 74% of all web traffic.²⁵ Not only do jobseekers love video but so does Google. It's a massive opportunity for companies to increase visibility and boost candidate engagement with little to no budget. You don't need a videographer – just a smartphone and tripod to get started. The more authentic (aka less corporate) the better. FYI – You can be relaxed and professional at the same time. Then post your videos to YouTube. That's another free source of advertising your job openings. Better yet, get employees to talk about why they love working for you, what they do in their jobs each day and what new-hires can expect. Record employees recognized for successes and celebrate your wins. YouTube²⁶ is also owned by Google which also enhances your ranking in Google search. Besides YouTube reaches more 18-34 year-olds than any cable network in the U.S.

The rewards of video just keep on giving. Part of Google's algorithm for search rankings considers the amount of time visitors stay on your website. What's more, People tend to spend on average 2.6x more time on pages with video²⁷ than without. The longer visitors stay, the higher the ranking you should get. With higher rankings, your job openings are more likely to be seen. Since the ultimate goal is to get a candidate to actually apply for the job, video on a website landing page can increase conversions up to 80 percent.²⁸ Word-of-mouth is still one of the best sources of employee referrals, but videos are shared more often than any other type of content.

²⁵ <https://www.brafton.com/news/2017-74-web-traffic-will-come-video/>

²⁶ <https://www.youtube.com/yt/about/press/>

²⁷ <https://wistia.com/blog/video-time-on-page>

²⁸ <http://www.insivia.com/27-video-stats-2017/>

18 Recruitment Video Tips and Tools to Engage More Top Talent

<https://youtu.be/IGH0CGTZBbQ>

4 Reasons Video Is Your New Recruiting Holy Grail

<https://www.cornerstoneondemand.com/rework/4-reasons-video-your-new-recruiting-holy-grail>

Why Video is The Next Big Thing in Recruiting

<https://www.cornerstoneondemand.com/rework/why-video-next-big-thing-recruiting>

Want to Recruit Skilled Service Talent? Don't Blink at Video

<https://fsd.servicemax.com/2019/04/08/want-to-recruit-skilled-service-talent-dont-blink-at-video/>

About the Author

Entrepreneur, author and TEDx Speaker Ira S. Wolfe has become one of HR's most influential thought leaders in the areas of employee selection, recruitment, and workforce trends. He is the founder of Success Performance Solutions (1996) which helps hundreds of organizations recruit faster and hire smarter. His hundreds of clients represent over a dozen industries located across the U.S. including Hawaii, Alaska, and Puerto Rico. Ira's first book *The Perfect Labor Storm* launched him onto the national stage which was followed by *Geeks, Geezers, and Googlization*. His 2016 TEDx Talk *Make Change Work for You* became the inspiration for his latest book *Recruiting in the Age of Googlization: When the Shift Hits Your Plan*, which was recently named one of the "best Human Resources and Recruiting books of all time" by BookAuthority.org.

Wolfe is a prolific business writer, blogger, and podcaster. In 2016 he was invited to join the ranks of an elite group of executive leadership coaches on the Forbes Coaches Council. He is also a contributing writer for Forbes, CornerstoneOnDemand's ReWork, Huffington Post, Lehigh Valley Business Journal, Business2BusinessMagazine, and several regional and industry business journals. He's been featured in INC Magazine, Fast Company, American Express OPEN, Business Week, NFIB, Inc., Intuit Small Business and Fox Business.

He is also the host of *Geeks, Geekers and Googlization Show*, live talk radio broadcast Wednesday at 1 PM ET on W4CY.com and available on your favorite podcast platforms including iTunes, iHeart, Spotify, Stitcher, Google Play and others.

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