

# Job Search Tips from FORTUNE 500 Recruiters

Along with Stories from the Recruiting Trenches



**“Wouldn’t it be great if you could sit down with a bunch of Fortune 500 recruiters and find out what the hell they’re looking for from job candidates? Well, read this book.”**

Eve Tahmincioglu

Your Career columnist, MSNBC.com

**“Most job seekers have no idea what recruiters are actually looking for, which is why the advice in this book is so important!”**

Alison Doyle

Job Search Guide, About.com

**“This collection of stories and advice is absolutely brilliant. It should be printed out and read, multiple times, with a highlighter!”**

Jason Alba CEO of  
JibberJobber.com and creator of  
LinkedIn for Job Seekers, the DVD

**“This book is an invaluable resource for job hunters. What could be better than hearing directly from recruiters about what they want (and what they definitely DON’T want) from candidates? Reading this book will give you a major advantage in the job market.”**

Lindsey Pollak  
author of “Getting from College to Career:  
90 Things to Do Before You Join the Real World”

# The rules and norms of job searching and career mobility have changed.



For job seekers, gone are the days of creating a great résumé and actively following job boards as a way to be sure you'll find—and ultimately land—a job that meets your needs.

The world is just as different for recruiters.

This book contains 100 real-time tips and stories from FORTUNE 500 recruiters that will inspire and motivate you, provide insights, and identify traps. The recruiters come from diverse backgrounds and geographies, and they have experience recruiting at all levels. Don't miss the last two pages. They are filled with links to the top career and job search resources and social media sites.

Talent search doesn't have to be a mystery. In fact, it shouldn't be. Putting people to work faster is good for you, good for families, good for the global economy, and good for business.

If you are looking for your next job, if you take note of just one piece of advice, this is it: Don't give up. Don't take it personally. Be persistent and be a master of the new rules of search.

With sincere wishes for your success,

Jack Mollen  
Executive Vice President of Human Resources  
EMC Corporation

P.S. If you find this book of value, please consider sharing it with others.

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# Steve Kimball

Hometown:  
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Years as a recruiter: 19

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All business functions;  
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## Top 10 job search strategies:

1. Network, network, network.
2. Strong résumé.
3. Have a clear idea why you are looking and what your short-term goals are.
4. Clearly understand your long-term goals. Do they make sense with your short-term goals?
5. Don't be negative. The interview process is slow and frustrating. Don't let this shake you up.
6. Don't be a name dropper.
7. Listen and engage: Don't just talk in the interview.
8. Smile—be yourself.
9. Be honest. Don't try to answer interview question with the answers you think the interviewer wants to hear. Be yourself and be honest. Don't exaggerate.
10. Close the interview: Are there objections that need to be overcome?

## Top 3 common mistakes that job seekers make:

1. Poor networking: Don't wait to look for a job until you need to.
2. Not prepared for an interview: Research the company.
3. Behavioral-based interview model: Need to have real examples of accomplishments. Many candidates are unprepared for this type of interviewing style.

## My top recruiting sources:

1. Personal network
2. Social networks (LinkedIn, Facebook, Twitter, and Blogs)
3. Job boards (Monster, HotJobs, Dice)
4. EMC.com
5. Employee referral
6. Current employed workers

## Favorite recruiting story:

I was the final interviewer for a candidate whom I was looking to hire. He had done extremely well in the process, and the whole team wanted to hire him. When I heard his name, I remembered his résumé from three years ago. Upon comparing his old and new résumés, I noticed several discrepancies. I pulled out my original interview notes and went into my meeting. Not only were jobs missing, but the titles had been changed and his compensation was also misrepresented. Needless to say, the interview lasted five minutes. The moral of this story is, be honest. I would have hired him if he had just told the truth. This person made things up to make himself look better. With the detailed interviews that happen, the social media tools that exist, and the thorough reference/background-check process that most companies use, it is only a matter of time before a person's lies catch up with them.

## Final words:

The most important thing to remember about managing your job search is having a strong network of people who believe in you. This is not developed at the time that you are in need. Always remember that part of networking is being willing to give back generously to others in your network. The more you give, the more you will get when you need it.



# Thomas Murray

Hometown:

Northborough, MA

Title:

Global Head, Talent Acquisition

Years as a recruiter: 12

Recruiting focus:

EVP, SVP, VP

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## Top 10 job search strategies:

1. Network, network, and then network some more.
2. Research companies inside and out before you interview.
3. Become an expert in social networking.
4. If you know someone who works at a company you are interviewing with, spend some time with them before you interview.
5. Get to know the top search professionals in your area.
6. Have informational meetings with people you know in the industry.
7. Join professional and industry organizations.
8. Learn as much as you can about the interviewer before the interview and prepare questions before the meeting.
9. Send follow-up thank-you notes to everyone you meet with.
10. Dress professionally and act professionally. Remember, everything counts!

## Top 3 common mistakes that job seekers make:

1. Being under-prepared for an interview. If someone has not researched EMC and the business they are interviewing for, they will likely not get by the initial screen.
2. Being too comfortable, especially when the candidate knows the interviewer.
3. Showing up late.

## My top recruiting sources:

1. Social networks
2. Employee referrals
3. Personal network

## Favorite recruiting story:

Don't drink alcohol during an interview. I met an executive at a Marriot in Seattle, and the individual drank three beers during the interview while I had water. The individual was swearing by the end of the interview. Needless to say, he didn't pass the screen.

## Final words:

Talent acquisition today is a blend of using social networks, having a strong personal network, and also having the ability to direct source.



# Cindy Gallerani

Hometown:  
Charlton, MA

Title:  
Director, University Relations

Years as a recruiter: 25

Recruiting focus:  
College Interns and Recent Grads

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## Top 10 job search strategies:

1. Utilize campus career centers.
2. Join social networking sites.
3. Take a class—how to interview, how to sell yourself, how to write a winning résumé.
4. Practice interviewing, get feedback, and revise your interview strategy.
5. Talk with your favorite professor to get leads.
6. Develop an elevator pitch to use at career fairs.
7. Research companies and put a short list together.
8. Find out who the “key” contacts are at companies where you have an interest and reach out to them.
9. Leverage your internship into a full-time position.
10. Network, network, network.

## Top 3 common mistakes that job seekers make:

1. Being unprepared—interviews, career fairs, poor résumé.
2. Sharing too much or getting too comfortable in an interview.
3. Misrepresenting yourself on your résumé or in the interview.

## My top recruiting sources:

1. Campus recruiting
2. Network
3. EMC.com
4. LinkedIn

## Favorite recruiting story:

I had a soon-to-be graduate contact me from a local college where the company did not actively recruit. He told me that he was very interested in an IT position with EMC and would like to meet with me. We did not have any openings at the time, so I told him to send his résumé along, and we would keep him in mind if anything came up that would fit his skill level. The student called me every two weeks and developed a good rapport with me. He was professional and articulate about his skills and his desire to work for EMC. I decided to bring him in for an informational interview. When we met, I was quite impressed—he had done his homework on the company and knew exactly where he would fit into the IT organization. I decided to call a couple of managers in IT and ask if they would give him a courtesy interview. They agreed and were so impressed that they decided to hire him! Seven years later, he is still here and holds a senior management position! Learning: Be patient, be persistent without being a “pest,” do your homework, open the lines of communication with the company, and build and maintain your Network.

## Final words:

In a perfect world, our candidates will be prepared and confident in their abilities, and they will be able to articulate their abilities to the hiring manager in a way that demonstrates they are the best person for the job and a career at EMC!



# Amy Welther

Hometown:  
Leesburg, VA

Title:  
Sr. Manager, Talent Acquisition

Years as a recruiter: 21

Recruiting focus:  
Sales, Pre-Sales, and Delivery positions for U.S. Southeast and Midwest Regions, as well as positions in the Federal, Telco, Media, and Entertainment (TME) market segments

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## Top 10 job search strategies:

1. Build a solid résumé—fill in gaps, call out successes, relay your value add, and customize it to cater to the job you are interviewing for.
2. Be prepared to sell yourself—it's not a time to be bashful.
3. Ask questions. You need to interview the company just as much as they need to interview you!
4. Keep the conversation focused on the opportunity available.
5. Know your short-term and long-term goals.
6. Don't be late, dress to impress, and skip the perfume/heavy cologne.
7. Don't bring up bad experiences or bad-mouth past employers.
8. Do research on the companies you're seeking employment with.
9. Smile; be honest and engaging.
10. Have solid references and discuss your employment opportunities with them prior to them getting a call.

## Top 3 common mistakes that job seekers make:

1. Embellishing past experience.
2. Not prepared for an interview.
3. Not asking the right questions.

## My top recruiting sources:

1. Employee referrals
2. Personal network
3. Social networks (LinkedIn, Twitter, Facebook, Jigsaw, Ning)
4. Military outreach/affiliations
5. EMC.com

## Favorite recruiting story:

We had a Sales Manager position open and really wanted to recruit a specific individual; however, he was more senior than the role we had to offer. We called him and asked if he would be interested in a lower-level job for less money with a great company. Interestingly enough, his current travel schedule was too demanding, so he said yes!

## Final words:

In today's economy, the job market is very competitive. A job seeker needs to set themselves apart from the crowd. Research the company, know what you're interviewing for, ask yourself the tough questions, and be prepared to answer them. You must have a full understanding of where the position you are interviewing for fits into the company's value stream, and be prepared to offer insight into how you will help to accomplish the overall goals of the company.





# Dan Worthmann

Hometown:

Wappingers Falls, NY

Title:

Sr. Manager, Talent Acquisition

Years as a recruiter: 20

Recruiting focus:

Engineering, College  
entry-level to Director

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## Top 10 job search strategies:

1. Have a clear idea why you are looking.
2. Build your own job-hunting strategy.
3. Network using all tools available (personal network, LinkedIn, User Groups, Internet, attending industry events, etc.).
4. Customize cover letters and résumés for each job you apply for.
5. Tell everyone you meet you are looking for a job.
6. Utilize all-in-one job boards like Simplyhired.com and Indeed.com.
7. Cross-reference every lead you get with your network. For example, if you see a great looking job at ABC Company, check your personal and LinkedIn networks to see if you know of anyone who works at ABC Company. If so, they often can give you valuable insight into the company and job.
8. Be prepared for every interview.
9. Be passionate!
10. Be honest and persistent!

## Top 3 common mistakes that job seekers make:

1. They don't know what they want to do, so they try to be everything to all companies. Pick a specific area/field and stick with it.
2. They lack passion.
3. They aren't prepared for the interview and didn't research the company and its products/services, and they weren't ready for the standard interview questions.

## My top recruiting sources:

1. Social networks (LinkedIn, Twitter, Blogs)
2. Job boards (Monster, Hotjobs, DICE)
3. User groups/conferences
4. Cold calling

## Favorite recruiting story:

I was hanging out on a Cape Cod beach and overheard the group next to me talking about an ASIC design (computer chip) project they're working on. Being an ASIC recruiter, I went over and talked to them. We hit it off and ended up going out for dinner and drinks. We ultimately placed four of the five engineers! You never know where you'll meet a good candidate!

## Final words:

I believe that over time, recruiting is going to become very niche oriented, with various social networks, job boards, user groups, etc., being used to target people with specific skills. These will be very defined skills, such as a Virtualization Software Engineer, not just a Software Engineer.



# Liz Liptrot

Hometown:  
Dundas, Ontario, Canada

Title:  
Director, Talent Acquisition,  
Global Services

Years as a recruiter: 22

Recruiting focus:  
Global Services; all  
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## Final words:

All people experience what you are going through. Whether it is your first job search, you have been hit by the recession, or you are just looking for another career—we have all been there. Don't be embarrassed by your situation and network with everyone and anyone. Remember that most positions are filled through referrals. Be yourself during the interview process and always be prepared.

## Top 10 job search strategies:

1. Network! Most positions are filled through employee referrals. Don't be afraid to reach out to your friends, family, and professional network to ask for help in landing a job.
2. Join professional associations—go to those networking and industry meetings.
3. Ensure you are part of your school's alumni network.
4. Looking for a position is a full-time job—don't bank on one particular opportunity. Have options that will allow you to control your future.
5. Write a strong résumé: You should have more than one that outlines specific skills, depending on the opportunity. The résumé should be no longer than 2-3 pages. Be specific, truthful, and ensure there are no spelling or grammatical errors.
6. Be prepared: Research the company and role. Write down questions you wish to ask during the interview.
7. Be yourself and show enthusiasm. We can teach technical skills—we can't teach attitude.
8. Don't be late—arrive 10 minutes early. Practice the route before the interview day if you are unsure where you are going.
9. Don't bad-mouth your previous employers. Practice how you will address questions around this before the interview.
10. Send a thank-you note outlining why you feel you are qualified and ask for the job!

## Top 3 common mistakes that job seekers make:

1. Poor résumé: Remember a résumé's purpose is to get you an interview—it will not get you a job. Résumés that are short, concise, and tailored to the position you are applying for are best. Grammar and spelling are important as well.
2. Bad-mouthing previous employer: No matter how bad your experiences may have been, *never* bad-mouth your previous employer. It is extremely unprofessional. If you left on bad terms, practice what you will say when asked in an interview. Don't lie, but remember to always act professionally.
3. Doesn't ask questions: be prepared for the interview. The first question out of your mouth should not be about money. Seem interested in the company and the opportunity. Research the company and role and come prepared with questions. I suggest practicing those questions beforehand.

## My top recruiting sources:

1. Professional and personal network
2. Social networks (LinkedIn, Facebook, Twitter)
3. Professional associations and their websites
4. School alumni network
5. Employee referrals
6. Job boards (Monster, Workopolis, Dice)

## Favorite recruiting story:

We had just completed a job fair in Toronto. I met hundreds of potential candidates. We invited several back to our office for an interview day. I proceeded to escort one particular candidate to an interview room. I noticed he had a very large briefcase and was curious about what he had brought with him. I began the interview, and with every question I asked, he pulled out a binder. Tell me about your experience in a support center... a binder; tell me about your education... a binder; tell me about your UNIX skills... a binder. I explained to him that I didn't want to read about his experiences, but I wanted him to tell me about his background. He couldn't explain anything—even his interests! I ended the interview.



# Mitchell Schneir

Hometown:  
Bronx, NY

Title:  
Recruiting Consultant

Years as a recruiter: 22

Recruiting focus:  
All business functions,  
entry-level to director

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## Top 10 job search strategies:

1. Network: Sign up for LinkedIn.
2. A résumé should be written for the job. (Résumés are like a painter's canvas, there are no two paintings alike.)
3. Build a skills inventory: Candidates need to know themselves and then know how to present themselves.
4. Think before answering a question: Take a breath, then answer the question. This will help you digest the question and have a stronger answer, or ask a qualifying question back before answering the question.
5. Be positive and honest.
6. Research: Do research on the company, position and person you are interviewing with.
7. At the end of the interview, ask the question, "Do you have any questions or concerns that would stop you from bringing me back for a second interview?"
8. Build a strong list of references: Ask your reference, before you offer their name, if they would be able to provide a positive reference that would help you secure your next position.
9. Build a list of questions about the position you are interviewing for. If you don't ask questions, you seem uninterested.
10. Ask for the job. For example, "I am very interested in this position because of the following reasons. ... If you agree that I am a good fit, I could accept an offer by the end of the week."

## Top 3 common mistakes that job seekers make:

1. Poor presentation: With today's casual environments, people think they can dress casual and present themselves that way. You need to be—and look—sharp on an interview.
2. Lack of energy/enthusiasm: People need to have a spark and show desire.
3. Not answering the question directly: If an interviewer asks you a question—such as your experience on a particular subject—and you evade the question in your answer, you are not leaving a positive impression.

## My top recruiting sources:

1. Personal database
2. Social networks (LinkedIn, Facebook, Twitter)
3. EMC.com
4. Employee referrals
5. Monster.com

## Favorite recruiting story:

While at a UMASS, Amherst, Career Fair, I was finishing the day, and as I walked out, a young lady came up to me and asked if she was too late to be interviewed. I told her it is never too late, so we talked about her background for about an hour in the hallway. She was interviewed again later that month, and we loved her. We made her an offer as a Quality Engineer. When I told her what we were offering for compensation, she starting crying and said, "Really? That is more money than my mom and dad make combined." The next day her mother called me with broken English, saying, "Thank you so much. You have changed my daughter's life."

## Final words:

Starting a job search is like becoming a sales rep for a short period of time, but you're not selling a product, you're selling yourself. Know your product, industry, selling points, customers, and market place. Give potential employers a reason to hire you. Ask yourself, "Would you hire you and why?" Once you are prepared, remember that it will take time, skill, enthusiasm, and most of all, a positive, "can-do" attitude.



# Kate O'Connor

Hometown:  
Cork, Ireland

Title:  
Director, Human  
Resources, EMC Ireland

Recruiting focus:  
All business functions,  
entry-level to executive;  
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## Final words:

I look forward to a time where all of our recruitment needs are met by direct applications from top talent wanting to work with the best. In an ideal world, I would like to see all recruiters partnering with hiring managers to ensure that every job spec and every interview is built on behavioral and situational analysis, and aligned both to technical expertise and a company's leadership model.

## Top 10 job search strategies:

1. Use your personal network; let people know what opportunities you are looking for.
2. Tailor your résumé for each job you apply for, and make sure the spelling and grammar are flawless.
3. Use any time between jobs productively to develop new skills.
4. Develop your interview skills—use positive language, good eye contact, open body language, and show your enthusiasm.
5. Spend time preparing answers to questions that you can reasonably expect to be asked in an interview.
6. If you know any recruiters or managers who regularly interview prospective new employees, ask them to give you a mock interview and take their feedback on your résumé and your interview style. This will improve your confidence and performance in real interview situations.
7. Treat recruiters and prospective employers with the same courtesy that you expect from them. You may want to pursue another future opportunity with the same people, so leave a good impression.
8. Know how the job you are applying for fits into your longer-term career plans, and be ready to talk about your goals and aspirations.
9. Demonstrate genuine interest in each job you interview for, finish the interview by expressing your interest in the role, and thank the interviewer for their time.
10. Stay positive—looking for a new job can be a long process and a positive attitude goes a long way.

## Top 3 common mistakes that job seekers make:

1. Insufficient preparation—spend time making sure each job application is as strong as possible.
2. Not being ready to link previous experience to the role being applied for—come prepared with examples.
3. Poor body language—never underestimate how important body language is in an interview.

## My top recruiting sources:

1. Word of mouth, resulting in direct applications
2. Recruitment websites and agencies
3. Employee referrals
4. Universities and alumni groups

## Favorite recruiting story:

I received a referral from an employee. The candidate was a graduate from a reputable Irish University with a solid Master's degree and had a year of consultancy work under his belt. On paper, he had little experience. In person, he was filled with enthusiasm, wanted to work for EMC, and had excelled at everything he had attempted in life thus far—from sports to academia. After deliberating with my business colleagues, we decided to take a chance and hire this inexperienced, yet highly charged and enthusiastic individual. The "chance" paid off, and he is now a successful EMC employee, having grown with the organization, participating in and leading numerous assignments as he continues to add great value to the business. Recently, he confidentially shared with me the fact that he was one of the recipients of a bursary which helped him, as an underprivileged student, to enter into University life—without it he would not have had the opportunity or the career.



# Linda Di

Hometown:

China

Title:

Director, Human Resources

Recruiting focus:

All business  
functions, entry-level  
to executive; China

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Linda's blog:

<http://blog.sina.com.cn/deegiao>

## Top 10 job search strategies:

1. Have a good network.
2. Do more homework to prepare your résumé. Begin with an executive summary.
3. Understand your career goals and your motivation to change jobs.
4. Be prepared. Do more research; study the company and the job. Prepare specific examples that can demonstrate your skills and capabilities.
5. Show passion during the interview process.
6. Clearly understand what the interviewer is looking for and reply concisely.
7. Smile and have good eye contact.
8. Be honest.
9. Try to collect more information on the job from the interviewers.
10. Send a nice thank-you letter to interviewers.

## Top 3 common mistakes that job seekers make:

1. Lack of passion—have and understand the motivation or reasons why you want this position.
2. Not prepared for an interview—research the company.
3. Not sharing specific examples to prove behaviors. Need to have real examples of accomplishments. Many candidates are unprepared for this type of questioning.

## My top recruiting sources:

1. Campus hires
2. Employee referrals
3. Recruiting portals
4. Hiring agencies

## Favorite recruiting story:

There was a time when I interviewed an MBA graduate from the top school in China. This gentleman looked quite confident and dressed very well for the interview. I was trying to probe to get a sense of his learning capabilities. In reply, he said he liked reading and that he reads a lot of books. Then I asked him what kind of books, and he responded, "Well, as my major is in marketing, my professor recommended a list of good marketing books. Those books were very helpful."

I told myself, "I am not going to just stop here... come on... give me examples." So I asked, "Can you give me a specific example of a book you read? What's the book title? Who is the author? And what are your insights from this book?" He stopped for a long time, red in the face, and said, "I was so busy finishing all the reading material requested by the professor, I haven't had time to read the books yet." I didn't hire him. Not because he didn't read any books, but for his questionable integrity.

## Final words:

The most important thing in managing your job search is to clearly know what, know why, and know how. There is no "best" candidate, but "best suitable" candidate. A successful outcome for both the company and the candidate is to find out if they are the best match for each other.



# Michelle Flynn

Hometown:

London

Title:

UK Recruitment Manager

Years as a recruiter: 12

Recruiting focus:

Consultants (Application, Business, Interactive, and Infrastructure)

LinkedIn profile:

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Michelle's blog:

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"Winner of the Computer Weekly Award for IT Professional Female Blogger 2009"

## Top 10 job search strategies:

1. Network to build contacts.
2. Take writing your CV seriously.
3. Research your market.
4. Research the companies and people you are interviewing with.
5. Dress to impress.
6. Make sure you listen.
7. Have questions prepared.
8. Ensure continuous self-improvement to make you more marketable.
9. Be honest about what you can (and can't) do.
10. Remember it is a small industry, so never bad-mouth your employer.

## Top 3 common mistakes that job seekers make:

1. Badly written CV.
2. Lack of research for interviews.
3. Applying for jobs they are clearly not suitable for.

## My top recruiting sources:

1. Referrals
2. Communities/network
3. Job boards (Jobserve, Totaljobs, The Ladders, eConsultancy, LinkedIn)
4. Social media (Twitter, Facebook, Ning)
5. EMC.com

## Favorite recruiting story:

We were very excited about a candidate who was highly qualified, according to her CV. She arrived at 10 a.m. for her interview, looking very professional, so it was off to a good start ... or so we thought. First, when I went to say hello to her and to introduce her to Gary, who would be interviewing her, she greeted me with a kiss (I had never met her before) on both cheeks. She then proceeded to stagger down to the interview room. During the interview, she made it clear to Gary that she was single and referenced several times that she was adventurous. ... Gary at this point thought we must be playing a practical joke on him. Her breath smelled of alcohol, and it became obvious she was drunk! After the interview, when Gary brought her back to me to show her out, she proceeded to ask me when she could start. It is no surprise we did not invite her back for a second interview.

## Final words:

Make the most of your network and the community events that are available in your area. It will always be the preference of the hiring manager to recruit someone who is known to them. Give yourself the advantage by being a person to them rather than a CV.