

**IQP Interview: The LinkedIn Effect**

By: Jamie Danziger

We recently had the opportunity to sit down with Peter Gima, National Manager for Canada at LinkedIn to discuss social recruiting and best hiring practices. More than anyone, LinkedIn is responsible for the use of social recruiting i.e., the process of sourcing or recruiting candidates through the use of social platforms.

Peter oversees LinkedIn's sales team and works with organizations to help drive awareness of understanding of LinkedIn's solutions and how they can be applied to increase effectiveness and reduce costs in their recruitment strategies.

**IQP: As recruiters, we believe that LinkedIn is a great tool but many may question why we are highlighting LinkedIn and perceive you to be a direct competitor to recruiters. How do you deal with that?**

**PG:** In fact, staffing agencies are some of our best and biggest clients. LinkedIn solutions help anyone find the exact right person for the exact right job. Having access to the LinkedIn network is only one part of the puzzle in the recruiting process and agency and corporate recruiters must know what to do with the information we help them find.

**IQP: What has been the biggest effect of LinkedIn on the recruitment process?**

**PG:** More than anything else we didn't invent the passive candidate but we did make it mainstream. People use LinkedIn solutions to find those passive candidates. It allows you to identify the ideal candidate, then engage with them. By identifying passive candidates on the LinkedIn network, you can be strategic and proactive with whom you are going after and not only reactive to job seekers. Regardless of when you are hiring, you should be building a pipeline. When something does come up you will be ready to go with candidates already in mind.

**IQP: How do you position yourself as a service in comparison to Facebook when it comes to recruiting?**

**PG:** Context matters. Facebook is a social network and LinkedIn is a professional network and we have seen that our members like to keep their personal and professional lives separate. Some companies use Facebook for recruiting just as they would use Twitter, YouTube or Craigslist. There is not a one size fits all approach. We rarely position that LinkedIn is the only tool a company should use.

**IQP: Does LinkedIn have an overriding people strategy when it comes to hiring for itself?**

**PG:** Our people strategy is defined by making sure that we find super smart people

who want more than just a job. We look for people who want to transform themselves or transform others. We put a huge amount of emphasis on the hiring process, making sure we are hiring people who have the right culture and values. Once they are here, we hold people accountable to upholding our culture and values. We want to hire smart people who want to do great things.

We look for people who look for challenges. Due to our explosive growth, we don't necessarily have well defined functions for all jobs. Everyone's jobs here are evolving and we want people who are willing to take on new challenges and who are comfortable with a bit of ambiguity in their roles knowing that the organization is growing. We need to continue to figure out lots of new things as the company grows and evolves and it takes a certain type of person to be comfortable with that.

**IQP: How do you make sure that LinkedIn as a potential employer gets attention from potential new employees?**

**PG:** First, it's important to get "found" as an employer. Our answer to that is obviously very dependent on having a very robust LinkedIn company and career page. The second part is to "win" that candidate once they engage with you. Passive candidates typically aren't looking for a new position and therefore not talking to anyone else so you don't have to worry about competing for the candidate's attention.

**IQP: How do you retain top talent?**

**PG:** Give your people worthy challenges. Don't give great people work that doesn't challenge them; put them on your hardest and most important tasks. One of the values we have is for employees to "act like an owner".

**LinkedIn's Top 3 Tips for Hiring & Retaining**

- 1. Make sure you have a great job description that speaks to the role and that describes how it's going to be measured.**
- 2. Find the very best people for the role and make sure you are hiring people who can grow in their roles and into bigger ones.**
- 3. Give the person worthy challenges allow them to transform themselves and those they work with.**

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