

Easy steps to **LinkedIn success**


and a few EXTRA tips...

**Revised
Edition!**

updated June 2013

**Comprehensive Guide for sales people,
recruiters and job seekers**

Raz Chorev

A world map in shades of blue and green is the background. A faint silhouette of a person is visible in the bottom right corner.

Easy steps to LinkedIn success (Revised and updated June 2013)
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Disclaimer

I don't work for LinkedIn, and have no commercial arrangement with the US based company or its' Australian subsidiary. What you're about to read is an overview of uses, features and benefits, of the LinkedIn website. LinkedIn is a publicly traded and a profitable business, and even though some of the features I'll mention are paid options, if you decide it will be beneficial for you or your company, it will be up to you to approach LinkedIn and upgrade your account, or purchase one of their other services. My opinion is unbiased, and free from commercial considerations.

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Praise for the book

"LinkedIn is a remarkable tool for generating attention with businesspeople around the world. I've booked new business with it many times! In this book, Raz Chorev shows you how you can be successful with LinkedIn too."

David Meerman Scott, best-selling author of *The New Rules of Marketing and PR*, published in over 25 languages from Bulgarian to Vietnamese.

"LinkedIn is an excellent online networking platform that more people should take advantage of. Raz does an great job of highlighting the need to build an interesting professional profile and "polish up their 118," by doing so - something that will further anyone's business or career. Easy to understand, practical book!"

Jeffrey Hayzlett, Kodak's former Chief Marketing officer and Author *The Mirror Test*.

"Perfect timing Raz. Just this morning, I suggested to a client (a lawyer) that he do more on Linked In to help him step into the spotlight as an expert in his field. Now, I can just refer him to your comprehensive guide. Totally agree with your advice to "fish where the fish live". Your section on Answers will help people who've been on Linked In for years but never taken full advantage of this method of attracting the spotlight. "

Tsufit, Author - *Step Into The Spotlight! : A Guide to Getting Noticed*

"Enjoyed the read, found it easy and engaging - and lots of useful info and tips."

Alan Greenstein, Principal, Alan Greenstein & Assoc.

"I have applied all of the tips and now my LinkedIn profile is sharp, optimised and up-to-date. Thanks, Raz. You've saved me time and money sorting out LinkedIn."

Robin Dickinson, Business consultant at RAD International Pty Ltd

Content

PRAISE FOR THE BOOK	3
CONTENT	4
INTRODUCTION TO LINKEDIN	5
GETTING THE BASICS RIGHT	6
BUILDING AN INTERESTING PROFILE	7
RECOMMENDATIONS	10
SKILLS ENDORSEMENTS	10
BUILD YOUR NETWORK	11
ETIQUETTE - DO'S & DON'TS	12
LINKEDIN GROUPS	15
COMPANY PAGES	18
TIPS FOR BIZDEV	21
TIPS FOR RECRUITING	23
TIPS FOR JOB SEEKERS	30
PREMIUM ACCOUNT FEATURES	32
ADVERTISING	34
APPENDIX – LINKEDIN TOOLS	38
EPILOGUE - LINKEDIN - PART OF YOUR WORKDAY	42

Introduction to LinkedIn

LinkedIn is a business and professional network, recently celebrating 10 years since inception. As a social network, it has very similar functionalities to many other online networks, but with clear focus on the business world. I think of LinkedIn as an online toolbox, which goes way beyond keeping in touch with your business “friends”. Let me explain:

LinkedIn is an online networking platform, which is very similar in concept to an offline network. It is just a lot easier to manage, and to make the most out of. LinkedIn is a place where you can store your contacts (like you would use a rolodex or an address book, but with a lot more details), and keep yourself up-to-date with their activities. It is a place to share information, to make new business connections, to introduce your contacts to one another, to be informed about industry trends and news, develop new opportunities, to look for service providers, and much more!

However, this is a network of over 250 million members, adding 2 new members every second. You’ll find people who use this toolbox properly and professionally, and there are people who will exploit it. Like in most societies, people will interpret the rules of engagement in their own way, and since there are no clear guidelines, members can and do use this network as they see fit.

In this book, I will show you how to use it professionally, to help you in your business and career. So let’s start...

Getting the basics right

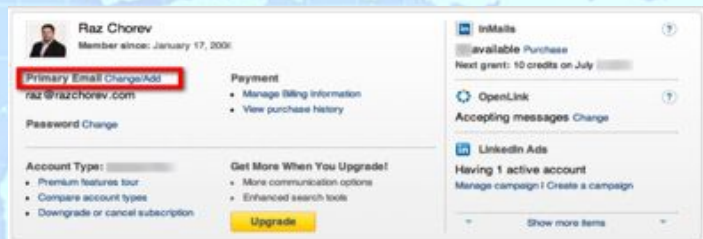
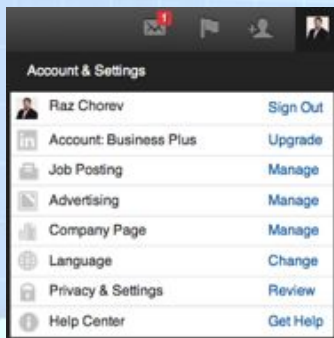
Let's start with the basics. I assume you already have an account, and want to make sure you've signed up properly. If you don't have an account – here's how you should get started:

Your name – Register with your full name - the same one you display on your business card. If you have a unique name, this is great. If you have a less unique name, find the properties to make you stand out:

If your name is Jon Stewart, include a middle initial and display your name as Jonathan L. Stewart. Or if you are a Medical Doctor, an MBA or an engineer, add these letters to your surname: **Dr. Jonathan L. Stewart** stands out more than **Jon Stewart**. Do you agree?

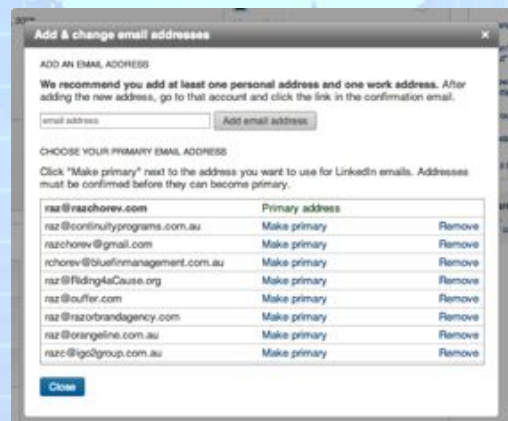
Your email address(es) – many people use their work email (name@company.com) when they sign up. What happens very frequently, when people change jobs, is they stop getting notifications and sometimes locked out or can't log into their LinkedIn account. I recommend using an address that is unlikely to change, such as a Gmail, Hotmail or Yahoo! address. Even better, if you have your own domain name, having an email address which looks like this - raz@razchorev.com - can be very powerful.

If you have already signed up, and need to change your email address: Go to Settings (top right hand corner of the screen. You'll see your picture, and when you click on it, you'll find a drop-down menu with Settings). You'll see this:



Go into the **Email Address settings** option and add a new email address in the text box. Click on Send Confirmation message and LinkedIn will send you a confirmation email to confirm your new email address. Once confirmed, log back on, tick the newly added address and click **Make Primary**.

You can add as many addresses as you want. The benefit of adding more addresses – it will help people find your profile with your email addresses. I'll expand on that in the "Building your network" section.



Building an interesting profile

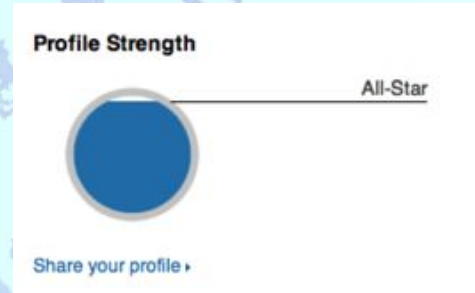
Your profile should be **100% complete**. Add work experience, schools, and other relevant information about yourself. When you approach people, or when people searching for contacts, they will make a decision to connect /respond to you based on the information you provide in your profile. A complete profile will increase your visibility and help you get found by employers, recruiters and prospects. It will also add real credibility, when you make the first move, and contact someone. The other person is likely to check out your picture, your name, title and location before anything else.

LinkedIn have replaced the % profile completion meter, with 4 levels of profile completion:

- * Beginner
- * Intermediate
- * Expert
- * All Star (previously - 100%)

You'll notice, that despite the fact that you've completed every section of the profile, you'll still only at expert level completion.

What are you missing? Recommendations! LinkedIn is, after all, a Social Network, and as such, it isn't only a platform for you to shout out how good you are. Yes, this is your opportunity to shine, but we'd need 3 references from other people, confirming that you really are what you're saying about yourself. We'll delve into the Recommendation part of your LinkedIn profile, later on...



Professional headshot

A professional headshot only. Why? This is a business-networking site. People need to see that you are a professional. PLEASE!!! >> No cartoon caricatures or avatars, or a business logo. No picture from your webcam or skiing holiday, and certainly not with your children!

Wear a professional attire (as suitable to your profession) having your **face and shoulders** clearly visible. A smile or a otherwise confident and friendly face would be nice.

Tagline

Jim Rohn famously asked: "What do you want to be known for" ? This tagline should summarise who you are professionally. By default, LinkedIn will assign the tagline to you based on your current role. It won't necessarily be the tagline representing your entire career, so just be mindful - make sure people can understand **who you are and what you do** from a first glance.

A Medical doctor? A nuclear scientist? A sales person? "Tag" yourself to describe your career. Your tagline is the reason you give people who view your profile, to keep reading, and maybe even contact you. You can get really creative with that tagline, but try and stay away from being "tacky".

Give 'em a reason to contact you!

Place and industry

When people search for service providers, or alliances, they'll narrow the search to people in their hometown, or a place they need the service provider in. If you're in the Paris, France, and someone from the US is looking for a service provider from France, he'll only find the people who



have put their location properly. If someone is looking for a service provider from a particular industry, you'd better show up in the search results!

Industry – The industry you should nominate should be related to your profession, not necessarily the company you're working for. For example – a CFO working for Toys-R-Us: Industry – Finance. Not Retail or Toys. The industry should reflect on your profession, not necessarily the industry your current employer is.

Connections

LinkedIn decided to block your connection number once you've reached 500 connections. Over 500 connections LinkedIn will display the total number as 500+, regardless whether you have 501, or 15,000 connections. The reason behind it was to eliminate the inevitable competition on the number of connections people accumulate. Your LinkedIn connections should be a reflection of your business network, and not a game to accumulate "numbers". This is, however, a great tool to build your network and we'll discuss later in the book.

Your public profile

By default, you'll get a string of alphanumeric characters. You should change it to ideally have your name (e.g. www.linkedin.com/in/razchorev) or a catchy description: e.g. TheBrandGuy / RealEstateAgent, etc. ...

Your twitter handle (account name)

You can list up to 10 Twitter accounts on your profile, but you'll be asked to choose 1 as your primary Twitter account to share from, allowing LinkedIn and twitter connections/followers to share information and connect on both networks.

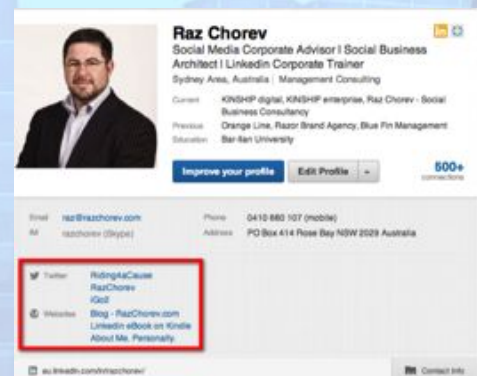
You can have more than one and up to 10 twitter accounts (I assume you already have one, at least?). This is an optional, yet quite effective tool. You can choose (by selecting the "sharing" setting on your Status Update area) whether or not to let your twitter followers know about your LinkedIn update. Be aware that you have different networks on LinkedIn and twitter. They don't necessarily mix and don't necessarily want or need the same input from you.

Twitter has disabled the (previously available) option of having the link working the other-way-around: having your tweets update your LinkedIn status. There were various reasons behind that decision. But even when this feature was available, it was really annoying to have un-related tweets in my LinkedIn home page, and resulted in getting people "hidden" to eliminate or at least reduce the clutter.

Your websites

If you have one, include your own website or blog, the company you work for, or another web profile. This is a great way to get people to know more about you.

Examples: Google or Yahoo! profile pages are free, and SEO (search engine optimisation) friendly. I personally like profile aggregators (Xeeme.com and About.me, for example) if you don't have your own blog / website, or a dedicated profile on the company website. No reason to leave the default "My Company / My Website" etc. Click on **Other**, give a name to the website in the box on the right, and the URL in the box below. Don't restrict the URL to the home page, as you can direct people to any page on any website. Use this



feature to emphasize a call to action (a sales page), your profile on the corporate website, or an article relevant to you personally.

Sections

The more professional information you display on your profile, the more credible you'd appear and will stand out from your competition. What I mean by "competition" is anyone who may be looked at, to perform a certain function, whether it's a job, or a service provider.

Adding information with Sections, makes your profile look more comprehensive, and allows you to showcase and emphasize some details that could otherwise be overlooked, if just mentioned in your summary, for example.

Sections includes Certifications, Courses, Skills, Patents, Publications and more...

Summary

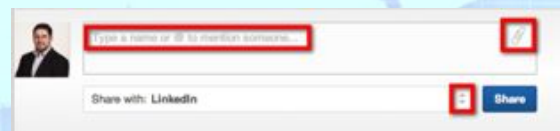
Remember you added a Tagline? The summary expands on the tagline and summarises your career, objectives, and activities. Tell a story - get people to **emotionally** engage with you. A good example of a summary would be a "speaker bio" - a short story outlining the position, achievements and history of the speaker, to gain credibility and even "awe" to get the readers buy a ticket, attend a seminar, or anticipate a talk (if they are already in the audience).

Keep it brief (up-to 3 paragraphs), and include keywords specific to your knowledge, education and experience. You will have the opportunity to add facts and dates, further down...

Remember - it is a **summary**. People can scroll down to see your education and work experience later...

Status Update

What are you working on, looking for, or want people to know about? Every time you update your status, your **entire network** will know about it. Make sure it is relevant for them.



Just as a side, everything you do, every group you join, every book you read and every position you add will be updated on your connections' home page.

You can attach a document, share a link, (use @ to) mention people and companies (and they'll be notified as "tagged") when you think it will be of particular interest to a person, and you think it would be appropriate to be mentioned publicly.

Sharing updates gives us an opportunity to keep top-of-mind with our network but be careful not to be seen as a spammer - don't link your status updates to your twitter feed, or Facebook updates: people HATE that because these are comments made out of context - and they will hide your notifications or worse - delete you from their contact list!

To summarize - the light-blue boxed text (on the previous page) is the first thing people see - make it **interesting** to entice people to read more about you.

Recommendations

Build your online reputation – get recommended!

Ask for recommendations from friends, colleagues, partners, and clients. This will speak volumes to your experience and add to your credibility in your industry.

Here's a short story:

In 2009 I was in charge of recruiting speakers for an event I co-hosted. We had a line up of topics we wanted to cover, and I had to find the people most suitable to come and speak about that particular topic. I found LinkedIn to be an amazing database of speakers and experts. One of the people I was looking for was a futurist. There were a few hundred globally, and a few dozen in Australia, mostly in Sydney, where I hosted the event. I sent messages to three futurists, but really wanted the one with **372 (!) Recommendations**. Luckily (or is it??) this person was the first to respond, to make a time to talk, and eventually speak at our event. When you have so many recommendations, it is unlikely that people would doubt your expertise or professionalism.

Skills Endorsements

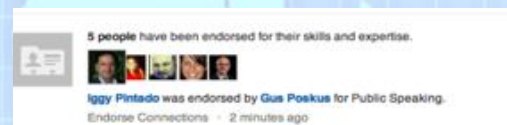
We all know the power of Third Party Recommendations, Testimonials and endorsements. I'm a big advocate of getting public acknowledgment of our greatness, by asking for and getting recommendations and testimonials from customers, to display on your office wall, your website (your online wall), and of course on your LinkedIn's **personal profile** (being recognised for how AWESOME you are as a professional), and product/service endorsements on the LinkedIn **Company page**, to let prospective clients know how good the products/services are.

LinkedIn has introduced another layer of **endorsements**. If you are aware, there is an option to display your special skills and specialties on your profile (which you can **drag and drop** to the top of your profile, to make them more prominent). Now, based on your own choice of skills, your connections can endorse these skills, with a simple click of a button. Now it is not only you claiming to have these special talents. Other people, who know you and have had professional dealings with you, can vouch for these skills. This is, as you can imagine, a lot more powerful than just blowing your own trumpet, isn't it?

From now on, you'll begin to notice these updates on your LinkedIn home page: "Antoine has been endorsed by..."



Or something more generic, pointing out that a few of your connections have been endorsed, where you can hover over the thumbnail to see who they are:



A few of your connections have their skills endorsed

This will let you know that a particular connection has been endorsed, and will give you an **opportunity to endorse** others.

Once you've clicked on the **Endorse Connections** link at the bottom of the update, you'll see a choice of 4 other connections with one of their self-proclaimed skill. You can choose to endorse that particular skill, or remove that connection from the suggestion box. Removing the connection will replace them with another connection, or the same connection with another skill.



Endorse your connections' skills

You can endorse all 4, ask to see more (another 4 options will appear), or close. Another option is now to go to a specific connection's profile, view their entire list of skills, and endorse the ones you honestly believe in. Endorsing gets really easy, with just a click of a button...

Remember, if you vouch for someone's skill as a click on LinkedIn, it actually means that you endorse this person and his/her skill IRL (in real life). Think before you do, as this decision of endorsement will reflect on you, not just on the person endorsed. It will also be visible (FOREVER) to both of your networks.

Build your network

Once your profile is complete, it is time to add connections. There are two common points-of-view regarding connections – no right or wrong, just different views:

1. Some people are LIONS – **Linked In Open Networkers**: you're likely to see that in their name or tagline. These people will accept anyone as their connection, as they see ANY new connection as a business opportunity. Very common to see recruiters, some sales people and network marketers as LIONS. Authors and international business people could be LIONS, as it could give them maximum exposure.
2. Some (me included) will pick their connections. I will connect with people I had some sort of business interaction or correspondence with. I also try to create offline relationships with people I meet online, if they are in my area, or when I go to where they are (interstate or international). As a rule – every person I meet offline and get their business card – I'll add to my LinkedIn database, by sending them a PERSONALIZED invitation. I realize not everyone checks their LinkedIn account every day, and that there are some people (who most likely have not read this eBook yet!) that associate an email they don't check regularly with their LinkedIn account. When I send an invitation to someone I met, I always include some kind of reference to a part of the conversation we had, where we met or under which circumstances. Some will accept the invitation straight away, or it can take longer for other people. One of my connections accepted my invitation 3.5 years after I invited him!

LinkedIn's official attitude is:

Ensure your connections represent your “real-world” network.

- Use webmail, Outlook or Apple Mail to import (to see in seconds) all the people you know who are already on LinkedIn.
- Select the ones you want to have in your network and keep in touch with.
- Once you've connected to people, LinkedIn will recommend others to connect to. Scroll through the names – you'll be amazed how many of them you know.

Etiquette - do's & don'ts

Consider basic etiquette when you build your network

When you meet people offline or online and have some interesting interaction with them, send them a personalized invitation, stating where you met, and under what circumstances. During networking events, you'll meet a lot of people, but so would they! It's not enough sometimes to just state where you've met a person. Insert a short personalized note, with a reference to something they've said, or something you think they'll remember about your conversation.

When you approach someone you don't know on LinkedIn, it can be done in different ways:

1. When you share a group, LinkedIn will allow you to send a direct message to other group members. When a person contacts you, and you go to see their profile, LinkedIn will allow you to send a message to them directly, as if they were already a contact. The recipient of that message can do one of two things – “Reply” or “Archive”. If they archive your message, nothing will happen.
2. Send an **invitation** to connect – give a compelling reason for the person to connect with you. People, before making any decision, will ask themselves, consciously or not, **What's In It For Me?** (WIIFM). Answer that question for them. If there is no obvious benefit for the other person to connect with you, try another way to contact.
3. Ask to be **introduced** by a mutual contact. When you're looking at a profile, you'll see on the right hand side of the screen, how you are connected to them. If that person is open for invitations or introductions (you can set this up in your Settings), you'll be able to ask for an introduction from one of your trusted connections. Again, stipulate clearly the reason for your contact, to make it easier for your contact, to connect you with theirs.
4. Premium Account feature – **InMail**. When you upgrade your account, you can send a limited amount (based on your subscription level) directly to other people in the network, whether they are in your network or not, whether you know them or connected to them, or not.

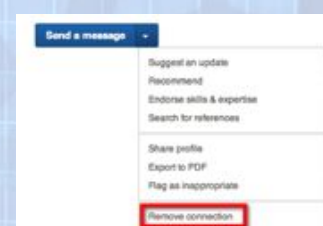
It's okay to turn down or ignore a connection request.

Likewise, you don't have to accept every connection request you receive. If you see a request from someone you don't know, there are two ways to handle it:

Simply click “Ignore” to ignore the request or save it for the future. I do this with most unsolicited, generic requests I receive from people I don't know. Check out the person's LinkedIn profile and, if it seems interesting, reply to the connection request with a short note. For instance, “Can you remind me how we know each other?” or “Can you let me know why you'd like to connect? I limit my network to people I know.” If the person is really interested in connecting, he or she will write back with more information. If you never hear from the person again, that person probably wouldn't have been a valuable contact anyway.

Removing a connection

Sometimes we'll accept a connection request, or even invite someone to connect, later realizing it may have been a mistake, for whatever reason. You can always “Dis-connect” from someone using LinkedIn's Remove Connections feature. That person will not be alerted. Of course, if that



person looks through his or her contacts or attempts to send you a message, you will no longer be shown as a 1st degree connection.

Customize every connection request you send.

I can't emphasize this enough - Just because LinkedIn provides a basic message "I'd like to add you to my professional network on LinkedIn," that doesn't mean you have to use it. Just as no one wants to receive a Robocall (an automated phone call) or a letter to "Dear Occupant," no one wants to receive a generic request to join your professional network. If the person doesn't recognize your name and your request has not been customized you will see a lower response rate.

You'll get much better traction if you write a brief, personalized, polite note to each potential connection, which includes these key elements:

- A **brief self-introduction** if you've never met the person before
- An **explanation of why** you reached out and would like to connect (e.g., "I read your recent post in our small business discussion group and believe we have similar interests" or "I'm switching careers into your industry and read in your profile that you're eager to network with new real estate agents."). If you're a job seeker, it's okay to **ask for advice or guidance**, but do not directly ask for a job in a connection request. Establish the relationship first.
- An indication that you understand that LinkedIn is about **mutually beneficial** networking. For instance, "I hope we can connect and please let me know how I can help you in any way." A thank you to the person for considering your request.

Is it time consuming to write such a detailed request to every person? **Yes**. And that's exactly why people will respond — because you've shown you are someone who deeply values the people and relationships in your network.

Tip - In the first chapter, I recommended to add all of your email addresses, your work and your personal ones. This will be beneficial when other people you've been in contact with, will try to add you to their connections. This is how it will work:

If I'm building my LinkedIn connections, I'll upload all of my MS Outlook contacts, via a .csv file, to LinkedIn. I might not have your work address, but only your personal one. LinkedIn only recognizes you by your email address, therefore if you only listed your work address, LinkedIn will show me that you're not a member. If you're not a member, I won't be able to invite you to my network, unless I send you an invitation to join LinkedIn. Not MY network, but LinkedIn. To prevent this from happening, register ALL of your email addresses, and make it as easy as possible for people you know, to connect with you.

Introductions

Just like an offline network, LinkedIn allows people to make an **introduction** between two strangers in their connections database (translation for baby-boomers: Rolodex).

And just like an offline network, there is a commonly acceptable behaviour, when being introduced, and making the introduction. For salespeople and business development people, this is essential! How do you ask to get introduced to your next mega-client? You'd need to be diplomatic, tactful, and "make them an offer they can't refuse". You only have 1 shot at it (pardon the mafia language).

What we need to remember, there are 3 people involved in the introduction, and this action will impact on all of the participants' names and reputation. So how do we do it effectively?

Clear message.

Be able to articulate your message in a short paragraph. Demonstrate how you can be useful, and why it is important to them that you meet.

WIIFM - What's in it for me?

This is the oldest concept in sales and marketing, yet very few people use it effectively. When writing the note to the person you'd like to be introduced to, understand that the person receiving your note is thinking - **What is in it for me?** Answer this question promptly.

Don't sell on the first introduction note.

Before any sale can be made, there has to be an element of trust. With the first introduction note, there is NO trust, so the sale should be made on "accepting the intro request".

The Sandwich

Think of the person making the intro. Will he be comfortable with your language, your approach, and the relevance of your note? Is there a chance of embarrassment? What will happen if you don't deliver? what will be the implication on the friendship.

Your credentials

Keep in mind that once your introduction request has been forwarded, the person you've approached will immediately check your profile. Make sure your profile is 100% complete, and it showcases who you are, professionally. Recommendations are important, as they will tell people reading your profile, not just what you think of yourself, but also how others think of you!

Follow up

You've done everything right, and followed the previous 5 steps. Your intro request has been accepted. Be quick to follow up, and set up a meeting. Don't send more information - establish a real relationship! What would you expect, when receiving and introduction request, or when you're asked to introduce between contacts (you being The Sandwich)

Personal experience

I was approached by a Connection to be introduced to a person, who my Connection thought would be perfect for his BNI group, as they were looking for an insurance broker to join the group. I've **declined** to forward the introduction request, as the person was not a broker, but the GM of insurance giant, and I thought (and explained to my connection) that the request was not suitable.

Make sure you do your homework before you ask your Connection to put their reputation on the line for you!

LinkedIn Groups

Join Groups

Groups are a great way to connect with other professionals in your industry, your university Alumni, your corporate colleagues from around the world, etc. It is also a fantastic way to group certain individuals, after an event and communicate on a regular basis. Find groups with similar interests, qualifications, or background. LinkedIn allows you to become a member of up-to 50 Groups at a time, so consider **fishing where the fish live** – join groups of your target market, and engage with them, get them to know you, before you make the initial direct contact.

I've joined a group – what should I do now?

Once you've joined a group you'll be able to view new discussions, new members and news articles related to the group. Participate in discussions, offer your opinion or expertise, and share your thoughts with the other group members. After a while, when you get more comfortable, you can start a discussion of your own. You can discuss current affairs, in your company or industry, ask for advice, research for a project you're doing. You'll find that people are generally very helpful, when you ask a direct question, or ask for an opinion.

It is more than the value you're getting out of the discussion itself; it is a chance to get participation from people in your own network, even though they are not sharing that particular group. It is also an "update" which will feature on your connections home page and keep you **Top Of Mind**.

When you're on the Group's page, you'll notice (on the right hand side) the Manager's Choice – the most important discussion to the group at the moment (at the group manager's discretion), 3 of the latest updates in the group and the group's statistics. But most importantly LinkedIn will list the most influential contributors to the group's discussions, in the current week. You can have your name up there – all you need is to be active enough (like, comment and post) in the group.

Read or contribute **News Articles** relevant to the group members. Depending on the nature of the group, you'll see (and have the ability to add) links from news websites and blogs, which are relevant to the audience. As an aside, always think of the intended audience when posting anything – is this something interesting for THEM?

Search for **jobs and positions** advertised by other group members, or advertise a position available in your company. This is a great way to source talent with instant credibility – you share a group and you have direct access to a personal profile (or CV).

Look **who else** is in your group – someone you perhaps can do business with? Potential clients, colleagues, service providers? Again – instant credibility and connection.

Group settings – let you decide how often you get updates, show/hide group logo from your profile, etc. In some instances, you may choose to become a member of a particular group, which has nothing to do with your professional career. For example, you can join a group discussing certain recreational or religious activity, which you don't feel comfortable (or see it as appropriate) sharing with your professional network. You have the ability to hide the logo of this group from your profile. You'd still be part of it, but it will not appear on your profile, or be publicly visible.

Many Groups are updated daily, and will send a daily or weekly digest of activity as you choose. You can allow (or disable) the manager of the group or other group members to send you direct messages.

And finally, when you don't see any more value in participating in one of the groups, you can easily leave.

Create a Group

Anyone can **create** a group, and make you / your company / or your favourite topic the HUB for the group members. If you decide to create such a group, here are some useful tips:

Group name is important! Consider which keywords your target members will search for. Make sure your group name is clear and includes these keywords. No need to over-complicate – choose a short, descriptive and memorable name.

Create a group for your industry, not your company.

People are more likely to join a group when it's not simply for fans of your company, unless of course it's a company alumni or internal group. When starting a group for external members, hoping customers and prospects will join, make sure it has real value for these people, not only to join, but also to stay and participate.

There are several **types of groups**, so choose wisely, and be true to the nature of the group. Choose from a Corporate, Alumni, Conference, Networking, Non Profit, or if the group has a different purpose – choose "other" and describe that purpose.

LinkedIn provides the option of keeping the group **closed**, for members only, or completely **open**. There are various settings options, allowing managers and owners to moderate group discussions, approve or delete the inappropriate ones, contact members directly (as broadcast "announcements" – no more than once a week, or to individual members) and much more...

Design the group logo to fit the small standard logo size.

The group logos that are displayed on profiles will actually be quite small - keep this in mind and don't cram lots of hard-to-read-text into the small image.

Display the group in the Group Directory and on members' profiles. Take advantage of the functionality already in place on LinkedIn to help your group get more visibility.

Tips for Promoting a LinkedIn Group

Invite co-workers, past colleagues, and customers to join and start discussions. Leverage your existing network to get your group started. After all, who wants to join a group with no members? Promote the group on your website, blog, email newsletter, email signature and social media networks, when applicable. Make sure people know that you have a group and how to join.

Invite key industry experts to join and engage. If there are some heavy-hitters in your industry, invite them to engage with the community.

Cross-market to related groups that you manage on different social media networks.

Create a similar group or Page on Facebook and invite members of each network to join the group on the other network.

Integrate LinkedIn into all of your marketing efforts.

Every time you do a webinar or go to a conference, notify your group and invite those you meet to join the group as well.

Tips for Managing a LinkedIn Group

Add discussions, news and jobs. The more opportunities for interaction you add to your group, the more valuable your group will be to the community. All of these features are standard for LinkedIn groups. Stay “on topic” to make sure members will get what they initially signed up for.

Use featured discussions to highlight particular content or offers.

The group discussions can quickly get overrun and it can be hard to get your discussion thread noticed. But, as a manager of your group, you can mark a discussion as featured and this will pin your thread at the top of the discussion board. You can also unpin it at any time.

Send **announcements**. Announcements are emails sent by you through LinkedIn to your group members. The benefit of sending these announcements through LinkedIn is that your recipients are more likely to recognize the email as trustworthy and your deliverability may be higher than if you had sent the email yourself. Announcements will also get added as a discussion thread for your group, and you also have the option to mark this thread as a featured discussion for extra visibility. Announcements are text-only and have no analytics, so if you want to track clicks, use a URL shortener with analytics to measure the response to your announcement. (<http://bit.ly/> is a free URL shortener (making webpage addresses as short as 20 characters) with integrated analytic tool, which allows you to keep track of the number of people clicking on the link, how long they view the webpage for, etc.)

Use **Polls** to make things more interesting – once the group is large enough, run **polls** occasionally and survey the group members to get real insights about a topic of interest. Creating a poll is as easy as starting a discussion, and accessible from the Update bar.

Make your own LinkedIn analytics. LinkedIn provides (so far) a very limited analytics component of the group. So, if you want to track the success of your group, you’ll need to make your own LinkedIn analytics. To track the growth of your group, check the number of members every week and keep track of the group size in a spreadsheet. To track the click through rate of links in your announcements, use a URL shortener with analytics like <http://bit.ly/>. And, of course, be sure to measure the traffic, leads and customers you get from LinkedIn over time. This will help you understand how effective your LinkedIn profile or group is in terms of lead generation.

Company Pages

From a very early stage LinkedIn has compiled massive amount of information about companies from their employees' profiles on the site. Starting with basic stuff like number of employees in the company, locations, and even male/female ratio in the company, to their work history - where they're coming from, and which company they are likely to move to. Over time, LinkedIn has provided companies' employees the option to edit their respective company profile, and add simple things like logo, company description and some basic contact details.

From a personal profile perspective, LinkedIn has allowed individuals to gain credibility by displaying recommendations from their peers, clients, managers, and others. The recommendations were linked to the person making the recommendation' profile, to add credibility to the person being recommended.

From today, LinkedIn has gone a few steps further, and combined the concept of Recommendations, and Company Profiles by creating Company Pages.

The Company Page is now divided into 4 available tabs -

- **Info** - general information about the company
- **Careers** - this tab pools together all job posts made on LinkedIn Jobs from the company.
- **Products/ services** - gives the company an opportunity to showcase and promote featured product and services. There's now an opportunity for the company's clients to recommend and share certain products or services.
- **Insights** - gives a brief overview of the company, such as skills, where employees came from, new positions in the company, and former employees you may know. The page will also suggest similar companies (that can be quite useful when researching), and people who have received the most Recommendations.

Company Pages take product and service recommendations to a whole new level, allowing members to benefit from the considered perspectives of those whom they trust and relate to the most - the people they know. In addition, by displaying their strongest recommendations to prospective customers and employees on LinkedIn, businesses can use **Company Pages** to fuel growth and trust in their brands.

Like everything else on LinkedIn, when you make a comment, "like", recommend a product on the Company Page, it will feature on their contacts' home pages as an update, which allows the best form of advertising known - Word Of Mouth!

One of the features I like best about this new change, is the fact that the recommendations and products/services reviews will be "viewer and network" aware. The recommendations will be listed in order of your connections - as you'd like to, and appreciate a recommendation for a product or service from your friends, LinkedIn new InPages social platform will show you the most relevant recommendations and comments to you - from your own connections first, and then the rest of the world.

Moreover, when you visit a company page on the Careers tab, you will be able to understand the range of professional opportunities offered to you at the company, tailored to your profile. You'll be able to understand and reflect upon the company's hiring practices, hear employees at the company talk about their experience and learn more about the profiles of other employees



at the company – in terms of composition of the workforce, by department, average tenure of employees at the company and the like.

LinkedIn is now in a great position to leverage its ever-evolving database of over 225 Million members (official number at time of writing, June 2013), with over 3 Million Company Profiles (now - Company Pages). There are tens of millions of members currently “following” company profiles.

Company Pages allow real two-way interaction between companies and their “followers”, ultimately creating better client engagement, and better products and services (if the companies will listen and implement the feedback).

“Follow” companies.

Since the day LinkedIn launched Company Profiles, one of the most commonly requested features from their members has been to keep track of key developments at companies they like. LinkedIn listened, and now you can be in the loop on new developments, potential business opportunities or even job opportunities by following companies of interest to you.

“Follow Company” helps you be among the first to learn about developments at companies like DreamWorks, find job openings at NASA, or stumble upon business development opportunities at Netflix. The new feature lets you tap into key goings-on at millions of companies that already have their company profiles on LinkedIn and more that are being created every day.

Most importantly, this feature can deliver insights you may be surprised at – such as the pace of hiring at your nearest competitor or the start of a whole new industry as you see web technology companies hiring geography teachers (for e.g.). Or better yet, you may find the job of a lifetime to do cause marketing for Major League Baseball.

How do I “follow companies” on LinkedIn? You can find companies of interest to you in one of three ways:

- From any member’s LinkedIn profile: If a member is / was affiliated with a company, can click through any of the companies listed on their profile. Start by clicking to your own profile or find a colleague’s profile. Once there, mouse-over any of the companies listed and click the “Follow Company” icon from the hover bar that pops up.
- From the Company Profile: Let’s say you find yourself on a company profile by searching for a specific company name or keyword to find companies of interest. Start following from the company’s profile page.
- From the Interests tab on the LinkedIn top navigation bar: The easiest way is to select Companies from the “Interests” drop down list on the LinkedIn header. Wondering which companies to follow? Recommendations will appear on your own Home Page, as well as the Company Profiles homepage has Company profile recommendations for you to check out. Read more about following companies on the LinkedIn Blog!

Making the most of Company Pages

Build Valuable Relationships

Marketing is evolving. It’s less about one off interactions and more about building trusting relationships through relevant content. Status Updates are the most effective way to start a conversation, drive word of mouth, and engage directly with your target audience.

Post status updates

Share company news, industry articles, thought leadership pieces or ask followers to weigh in on hot topics. Posts will appear on your Company Page and in the news feed on the homepage of each of your followers (desktop, tablet and smartphones). When followers like, comment, share – your message spreads to their networks and builds viral distribution.

Share rich, relevant content

Share images, infographics, videos, articles or any compelling content that you've developed which can help to build a relationship with your target audience.

Want to share news with specific LinkedIn members – like people in certain regions or job functions? **[Target your update based on our unique criteria](#)**. It's a powerful way to deliver highly relevant content to the right audience.

Encourage virality

Ask followers to like, share, and comment on your updates. This helps spread your message to **their** entire network.

Monitor follower & page stats

Keep an eye on company update metrics so you can fine-tune your messages and increase engagement. Use follower analytics to gain a deeper understanding of your follower base, community growth, and engagement levels. Leverage page analytics to learn about page traffic & activity.

Followers are your brand advocates. They are key to driving word of mouth, recommendations, and referrals.

Leverage your employees

Your own workforce is the best place to start adding followers – after all, they're your biggest advocates. Encourage them to create and complete LinkedIn profiles – once they include your company name, they automatically become followers of your Company Page. Encourage them to spread the word to their networks, customers, and business partners.

Invest in acquiring the right followers

Use highly targeted Follow Ads to quickly attract the precise audience that you are trying to reach. Follower Ads appear throughout LinkedIn and can be targeted to members in specific industries, companies, and regions. When members follow your company, that action spreads through their network as an update, which motivates others to follow too.

Add links to make it easy

Add a "Follow" button to your website. Make it easy for visitors to simply click on a button to follow your Company Page. **[Get the "Follow" button here](#)**.

And remember to promote the page outside the company. Link to the Company Page in all of your marketing communications like your emails, newsletters and blogs.

Tips for BizDev

LinkedIn has become an indispensable tool for business introductions. Say you're interested in talking to Ace Co. about your new product: You log into LinkedIn and search for people who work for Ace Co. Then you see how you might be connected to them. Ideally connection is just in your immediate network (connected to you) one degree away, or in other words, you know someone who knows the person you are looking to connect with directly, then you ask for an **Introduction**.



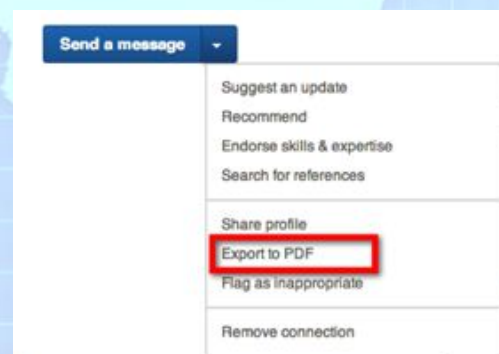
An **Introduction** received via LinkedIn is much warmer than a cold call, because it comes with a bit of trust. You are no longer a stranger trying to up-sell things that no one needs, instead you come with a recommendation, however light, from a person that the receiver is connected to. And even if you can't find a path to connect to someone, sending a direct message via LinkedIn is better than sending a 'cold' (unsolicited) email. The reason is that LinkedIn implies business context, and so the person you're trying to reach likely is not going to be as surprised or angry about the unsolicited ping.

If the prospect or the desired contact is more than 2 degrees away from you, an **InMail** may also be a good option. An **InMail** is a direct email sent from your profile, to **anyone** on the LinkedIn network. This is a fantastic way to get around any gatekeeper, and approach decision makers directly. Although this is a paid (premium account) feature, it has proved to be very effective, time and time again.

LinkedIn allows salespeople to investigate the **people** who they are about to engage in a relationship with, in addition to the companies and products.

By searching companies as potential prospects, you could find the decision makers or influencers within the company. When you look at a decision makers' profile, you don't have to connect with them directly, or send them a message straight away.

File and flag them as prospects. You can **download** their profiles as PDFs and save to your computer. The PDF feature is also very valuable when you're making an appointment with someone you've found on LinkedIn (or found elsewhere, and they have a LinkedIn profile). Print it out, (or save it on your ipad) and take it with you to the appointment. You'll obviously study it prior to the meeting, but you can highlight certain points, have the printout handy in your leather folio, and refer to it during the meeting.



Use your existing Connections as a mini CRM (Customer Relationship Management) system. As an ever-evolving Database, LinkedIn can be used as a live CRM system.

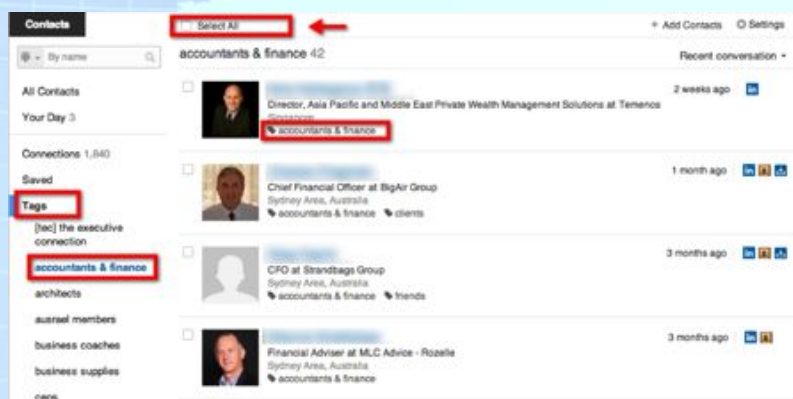
Your network updates their own information, constantly and automatically - without (or with) probing from you. You can see changes in your network, such as - activity level (when last they added a connection), when they change positions, or move to a different company.

LinkedIn now notifies you when your connections' birthday is! A Birthday is the most important day in anyone's life, so dropping them a Happy Birthday note won't hurt you, and will mean a lot to him or her!

LinkedIn lets you monitor the network in more than one way: You can log into the site as often as you want, and see the changes in your network on a daily basis, or get the weekly email, titled: LinkedIn Connection update. LinkedIn lets you communicate with your network through the site, through applications, and connect your online database, to your email program.

“Tag” your contacts. There is a **Connections** function that now allows you to sort your connections by tags in up to 200 different ways! To assign these “tags” go to your connections, click on the ‘tag’ icon and choose from the predefined ones, (Prospects, Sydney, Clients etc.) or choose to add another tag. At the end of the tag list, click on Manage Tags to add some more, assign or re-assign tags.

You can now filter your Connections based on your tagging, or by one of the other selection options (Companies, titles, locations etc...). In the new Contacts layout, the default screen will show all uploaded contacts, not necessarily your 1st degree connections. These connections will be in a blue IN icon, as opposed to an uploaded contact who isn't connected to you, which will be marked with a grey IN icon.



Please note, that every communication you'll have using LinkedIn's mailing system, will add the people you've communicated with to you contacts (not connections).

You're now able to sort your connections not only by their tags, or demographics, but also by the recency of the communication you had with those contacts.

LinkedIn also allows you to view daily important updates in your connections lives, such as a job change, or a birthday (at this stage). Make a habit of checking your connections page first thing in the morning, and you'll see a carousel (sideway scrolling) widget, with latest job changes and birthday, with the option of congratulating these people right there and then. LinkedIn even created some cool templates to start you off with, but it will soon be annoying just as a stock-standard invitation, so start personalizing these messages from today!

At the end of the day, LinkedIn CRM functionality is quite basic, and isn't intended (at this stage) to replace your current corporate Customer Relationship Management system. What you **can do** is to export your connections (as a .csv file) and upload them to your own CRM system, or mailing software. This will allow you to integrate your personal LinkedIn connections with the business.

Tips for Recruiting

LinkedIn helps you find inside connections to high-quality job candidates via their trusted contacts. Using LinkedIn as your online Rolodex, you can quickly and easily discover the perfect candidate, whether or not he/she is actively looking for a new position. When time is of the essence and your client needs a qualified candidate quickly, this valuable tool can save you weeks of phone calls and emails in finding potential leads for your critical searches.

Every week, thousands of recruitment professionals use LinkedIn to find the right candidates to fill key positions. With their help, LinkedIn has identified **three** best practices for recruiters:

- **Use the Search function to search for potentially relevant candidates.**
With Find People you can quickly search user profiles from over 225 million professionals by their current or former title, industry or area of expertise.
- **Complete your own profile and use recommendations to establish credibility.**
Carefully describe yourself in your profile, reflecting your specialties, focus and areas of strength. Credible recommendations and relevant keywords in your profile will attract new potential clients. Remember, potential clients will only find you in their LinkedIn searches if the keywords in your profile match what they are searching for!
- **Reach high-quality professionals by posting your jobs on LinkedIn Jobs.**
LinkedIn Jobs lets you post your jobs online and make more effective hiring decisions to quickly assess, verify, and prioritize candidates based on information from the people you know and trust.

See how LinkedIn can be used to find quality candidates for your existing searches, and try the following search in your LinkedIn network.

1. Go to the **Search** bar and click on Advanced (next to the magnifying glass).
2. Type in “Enterprise IT manager” in the title area (Not in Keywords)
3. When hitting Enter, Select “current”.
4. The search results will show people in your network who are relevant to your search. These results are sorted by degrees of separation, so that your own contacts and people your contacts know show up at the top of the list. You can also sort the results by keyword relevance. In addition, you can refine your results by restricting the search to people in your region or by narrowing the results to specific industries or companies. If you like, you can expand your search to people whose past titles have been “Enterprise IT manager” by remove the “current titles only” selection criteria.
5. After refining the search to help focus on the people who look like a good potential match, click on their name to review the detailed information they have entered into their professional profile on LinkedIn.
6. LinkedIn allows free members basic search criteria, including Company, Title, Location, Language, Industry and School. Premium members (Paid membership) can refine search results by Groups, Years of Experience, Function, Seniority, Interests, and more...
7. When you find a person you think is a good potential candidate, you’ll see a “connect” button (unless they are already connected to you – which in this case you’ll see a “Message” button. Next to the blue button, there’s a Down Arrow (menu). Hover over it to see further options, such as Save, Get Introduced, Send InMail, Share or Find References – use the most appropriate at that particular instance.

How can LinkedIn Jobs help me find the right candidate?

In addition to tapping the passive job pool by proactively searching for candidates on LinkedIn, you can also post your open positions on LinkedIn Jobs to reach professionals within the highly qualified LinkedIn audience. Not only will your job postings be available to all of LinkedIn's 225 million users, but these users will also be able to easily refer their friends and colleagues to your job listings using LinkedIn's tools.

Advanced tools for recruiters

LinkedIn has designed a separate interface to help recruiters, corporate or agencies. Source and reach candidates easily and quickly: Talent advantage lets you find and engage the best passive candidates with unparalleled search and communication tools. Your team can work collaboratively to identify and reach top candidates you might not find otherwise. With LinkedIn candidates, fill key positions faster, reduce third-party spend and greatly improve cost-effectiveness.

Expanded search results deliver the most complete and relevant list of candidates' names along with profile details. Dynamic search refinement filters instantly narrow your results by industry, location, company and more.

- Up to 50 automatic search alerts proactively notify you of the new candidates who fit your exact requirements.
- Direct messaging – InMail lets you reach candidates directly, in a trusted environment.
- One-to-Many InMails and InMail templates help save you time, with response rates as high as 60%.
- Productivity and collaboration tools – help your team collaborate more effectively with shared searches, profiles, notes on candidates and InMails.
- Advanced project management helps organize your workflow to save time.
- Activity auditing helps reduce risk and support OFCCP compliance.
- Premium account management and customized training – dedicated account manager and expert rain-makers work closely with you to optimize your use of our product. Customer support is also on standby.
- Customizable usage reports enable easy management tracking.

Exclusive tools help you work faster and smarter.

- Reach passive candidates – the best candidates for key roles many not even be looking. Use LinkedIn Recruiter to find passive talent in the LinkedIn network and contact them through trusted InMail communication.
- Team collaboration and productivity – built-in collaboration tools enable your team to share project information and work together much more effectively, even if you're not in the same office.

For example, if you find a talented candidate who is not quite right for one job, you can look at colleagues' open projects for a better fit.

LinkedIn Recruiter:

Widest and Best Search on LinkedIn

With the most powerful search available on LinkedIn, expand your searches beyond your personal connections to access the entire LinkedIn network. Master even the toughest searches with powerful filters that help you zero in on ideal candidates immediately.

Delivers the most complete list of candidates, including full names and profiles. Dynamic refinements let you drill down precisely and quickly to the talent you need based on location, keyword, industry and more. Up to 50 automatic search alerts notify you of new candidates.

Productivity and collaboration tools

Contact candidates through InMail® - LinkedIn's trusted messaging environment. Work more efficiently with InMail message templates and one to many InMails. Get higher response rates than cold calling and email. Keep your team on the same page with shared searches, profiles, notes on candidates and InMails. Use advanced project management tools to organize your workflow and keep track of your interactions with candidates.

Build, track and manage talent you want to hire now or in the future with folders, reminders and smart to do lists. Synchronize team activities with shared projects, searches, profiles, and candidate notes.

Set profile reminders to follow up with candidates in a timely manner. Post jobs directly from Recruiter to the LinkedIn Jobs network, helping you find and target both passive and active candidates on LinkedIn. Activity auditing helps reduce risk and support OFCCP compliance.

Jobs

Let Your Jobs Find the Best Candidates for You

60% of professionals are open to job opportunities but not actively looking. Use Job Slots to share personalized jobs with members when they visit their Home page, an employee profile, or your Career Page. Automatically target the most relevant candidates using LinkedIn's matching algorithms and profile data.

Get Top Billing for High-Priority Jobs

Drive great candidates to your high priority roles with a Sponsored Jobs placement. Bid for premium placement of your roles in our personalized job recommendations.

Reach the Best Candidates Anywhere

Distribute your jobs to thousands of other websites and enjoy the same, exact targeting ability you enjoy on LinkedIn with Jobs For You Web Ads.

Career Pages

Go On—Show Off

Create a hub where you can tell a rich story about who you are with images, video, employee testimonials and more. Keep candidates in the loop by encouraging them to "follow your company" on LinkedIn.

Customize Your Message

Tailor the experience to each viewer with dynamic messaging, based on their LinkedIn profiles. You will be highly relevant to your priority audiences.

Showcase Your More Relevant Jobs

Automatically show your most relevant jobs to each visitor of your Career Page.

More details – check out <http://business.linkedin.com/talent-solutions>

Apply with LinkedIn

This has been a long-awaited feature. Candidates and recruiters alike wanted to use the LinkedIn network to be able to apply for a job with one click – Apply with LinkedIn!



As of July 2011, this plugin has been made available, piloting with about 1000 companies' career pages worldwide, and a few ATS (Applicant Tracking Systems). This plugin allows recruiters to get the most comprehensive data on the applicant, in a unified format, which, once in the database, will continue to update itself (as the applicants updates their LinkedIn profile.) From the Applicant perspective, this can really showcase a 360-degree view of their career, skills, network, and their ability to market themselves, all in one click.

Case Study - Recruiting using LinkedIn

CH2MHILL - Company background

Headquartered near Denver, Colorado, employee-owned CH2M HILL is a global leader in full-service engineering, procurement, construction and operations for public and private clients. With more than \$6.3 billion in revenue and 23,500 employees worldwide, CH2M HILL delivers innovative, practical, sustainable solutions—helping clients develop and manage infrastructure and facilities that improve efficiency, safety and quality of life. The firm has long been recognized as a most-admired company and leading employer, including being named by FORTUNE magazine as one of the 100 Best Companies to Work For (2009). CH2M HILL is an industry-leading program management, construction management and design firm as ranked by Engineering News-Record (2008).

Social Media Strategy

CH2MHILL has incorporated Social Media into their Talent Acquisition Strategy, and have tried various Social Media channels, and various forms of engagement to see what works well.

Full analysis of their Social Media activities is available here: <http://www.slideshare.net/razchorev/recruiting-using-social-media-case-study-ch2m-hill>

The company's recruitment strategy could be summarised to three pillars:

- **Attracting** quality employees
- **Targeting** quality employees
- Creating a **talent pool** to allow future global expansion.

The most successful channel for the company, in the implementation process of that recruitment strategy, was by far LinkedIn. I can't be sure what went wrong with the other channels, or why these other attempts were less successful for the company. I will outline their activity on LinkedIn, and the results of their efforts.

Please note that LinkedIn is a tool only – and as such need to be incorporated into a holistic strategy. LinkedIn cannot be viewed here in isolation. CH2MHill is a global company with 10s of thousands of employees, on various levels of expertise and skills. LinkedIn can't be the answer to all of their recruitment efforts. CH2MHILL demonstrated how they've maximized their LinkedIn efforts, to get the best return from that channel, and that's what we'll see below.

Activities

➤ **Company Page**

- The company had invested in customization of the Company Page, attracting 85,000 followers (at time of writing, June 2013). From descriptive banners, regular updates, detailed products and services, and engagement with its' community. People have recommended the company's services, which is publicly displayed on the Services tab,

➤ **Career Page**

- Every company page includes a basic Careers tab, which consolidates all job ads the company posted on LinkedIn. CH2MHILL have purchased Career Page – a LinkedIn Premium offering, customizing the page with banners, messages, videos, and of course tracking jobs and candidates. The company included a call to action on that page, encouraging people to apply to positions, by inserting a customized widget, connecting their own website career page with LinkedIn. They've outlined and

promoted the company's projects, gave a snapshot of careers and jobs vacancies, detailed employee benefits program and employee's testimonial video. All this was designed specifically to showcase how great the company is to work for, as well inviting people to apply to position and populate their candidate database.

➤ **Corporate Recruiters – personal profiles**

With around 100 corporate recruiters worldwide, it's a great opportunity for the company to not only leverage the network of their own recruiters, but also it's an opportunity to establish credibility for the company through their personnel.

Company recruiters have been trained on LinkedIn, have 100% completed profile, outlining their history, experience and education. This is designed to create credibility with engineers and professional staff applying for positions with like-minded people.

➤ **Groups**

The company maintains two main LinkedIn Groups, CH2MHILL Jobs and CH2MHILL Alumni, with combined audience of over 7000 members. These groups are designed to encourage discussion, and maintain relationships with past and current employees, as well as leveraging these employees' networks to attract new talent. The groups are also featured on the Company Page, encouraging people to Join.

➤ **Advertising**

Having over 12,000 employees on LinkedIn, the company is 'using' this massive presence to expand their brand presence, with specific campaigns. Not only advertising blocks on the Company Page, but also on every employee's profile, every recruiter profile, and on all Group pages.

Consistency and frequency in advertising. Works.

➤ **LinkedIn Recruitment tools**

And on top of all the little branding activities, designed to attract employees, CH2MHILL have invested in a LinkedIn Recruitment tool, giving them access to over 250 Million ever-evolving and constantly self-updating Global CV database, moving the strategy from a "Post and Pray" strategy (when you post a job ad and pray for the right candidates to apply), to a proactive headhunting strategy.


Results

This comprehensive approach alongside a detailed and properly resourced (budgets and staff) planning and execution of the strategy (developed and executed over 4 years) produced these impressive results:

- 98% of all US recruits were directly approached and sourced.
- 95% of all global recruitment were also a result of direct recruitment activities
- These achievements resulted in massive savings on recruitment agency fees.
- The company was awarded by Fortune Magazine to be the only construction company in the top 100 best companies to work for.

Conclusion

Like most strategies – execution is key. And comprehensive approach (not standalone activities) will produce best results. CH2MHILL never "dipped-their-toe". They had carefully planned, had an overarching approach,



and professionals to help them with implementation of their strategy. Social Media and LinkedIn as a tool wasn't an isolated activity - these tools and channels had been integrated into the business recruitment strategy, and implemented as such. This approach has produced the above mentioned staggering results. In comparison, the investment in LinkedIn and Social Media in regards to their recruiting efforts, had paid in buckets, enabling massive savings, increasing employee's morale, increasing advocacy & attracting better workforce.

Tips for Job Seekers

Make Your Professional Information Available.

When you want employers to find you, it's important that your resume and your profile have specific information regarding your credentials and qualifications.

Your Resume / CV / LinkedIn profile should Contain:

If you're not sure what to include, use a job search engine to search for jobs that match your qualifications. Each country will have one at least, so look up a local search engine. Once you come up with some terms that fit, use them in your resume. That way employers seeking candidates with similar qualifications will find you.

Job Titles. Employers are often interested in candidates with specific experience and will search for that i.e. Online Marketing Coordinator or Telephone Sales Manager.

Qualifications. Be specific - if you have Microsoft Certification or an MBA, say so. LinkedIn allows you to detail the school you've attended, with the courses you took, activities in the school, grades and honors etc. This is your opportunity to display your qualifications - make the most out of it.

Outside your formal qualification, you can include on-the-job courses you've had throughout your career.

Affiliations. List the professional organizations that you have joined. Update your profile as well as your resume regularly.

LinkedIn is an important source of **passive candidates** for employers and headhunters. Create your profiles just as carefully as your resume. Include your experience as well as your education. Also include your association memberships, and even your personal interests. Potential employers will be able to find you and you will be able to connect with other users who can help you with your career and employment goals.

Keep your information private


Making your information available online, by the way, excludes the personal information in your MySpace, Facebook, or other social networking accounts that wouldn't be appropriate for a hiring manager or recruiter to read. That personal information should be kept private, and only made accessible to those people you are comfortable with seeing it. You can also limit the contact information viewable on your resume if you have privacy concerns.

Your Professional Online Presence

It's important to keep in mind that your online presence needs to be both professional and presentable. It doesn't matter how often your Profile shows up if there are typos or grammatical errors.

It's just as important to communicate professionally with your contacts - the people who contact you and vice versa. Make sure your emails and instant messages are composed appropriately - consider them business correspondence, just as a written letter or phone call would be.

It is vitally important to have a 100% complete profile. Ask for **Recommendations** - HR managers and recruiters will prefer to contact people who have been recommended by their peers/clients. Make sure you climb to the top of the visibility list.



As discussed before, show your professional expertise and join Groups in your field of expertise to keep in touch with Industry trends, whilst you're looking for a job. Also, join Groups of potential employers or industries of interest. Look up the Jobs tab in the Group's home page. Sometime you'll discover a job opening being in the discussion area as well.

LinkedIn offers a dedicated job board, accessible from the main toolbar. Use it! Some of the positions will only be advertised on LinkedIn (and they are marked as such).

One of the most interesting features of that job board is that you may have a link to the person who posted the advertisement. From his/her profile, you can sometimes send a direct message, which will re-direct the recruiter to your profile. No systems to scan through your CV - this is the ACTUAL account manager (recruiter) looking at your CV. Make sure there is enough information in there to get the recruiter to pick up the phone and call you!

Premium Account Features

LinkedIn is an online business network, allowing people to upload their resume, create an online profile and connect with people they know, or want to know. All this is provided free of charge to the members.

The LinkedIn experience is enhanced by using the platform beyond the free offering. LinkedIn offers various enhancement, including InMail, more search results, Profile Organizer and more.

InMail

InMail is a direct messaging system to be used on the platform between people who aren't directly connected. Anyone with free membership account can send LinkedIn messages to people in his immediate network (1st Degree connection). Only Premium members can send messages to people outside their network. This function is available in limited quantities (depending on the level of subscription), and the quantity of InMail can be accumulated for up to 3 months if not used. Moreover, LinkedIn provides a Response Guarantee, and will credit the sender if the recipient hasn't responded (within LinkedIn) within 7 days.

More Search Results

All Premium account holders have access to expanded search functionality, providing real benefits to both Sales People, Hiring Managers and Recruiters.

The number of visible search results will vary, from 100 to 700, depending on your subscription level.

You can save search criteria and get automatic email alerts as new results are found.

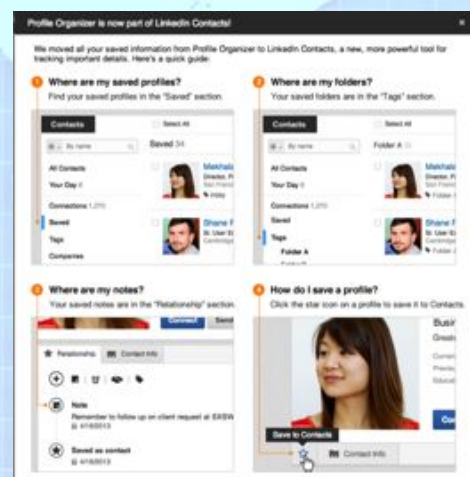
Profile Organizer

LinkedIn allows you to "file" peoples' profiles, whether they are direct connections of yours or not. Taking the tagging of the people to the next level, you can create files on the LinkedIn website, and store people for future references, as prospects, clients, VIP clients, etc...

One of the features is the ability to save notes about a certain profile. Profile Organizer Notes allow you to add multiple, time stamped notes on Profiles - including the Profiles of people outside of your 1st degree network.

The address book contact note is one long continuous note (no breaks or time stamps). This note could be populated with data as it is synced with an address book like Microsoft's Outlook® or Entourage®.

To add a note into your address book, you may click on 'add contact info' (when you hover your cursor over a name in your list of Profiles). The notes section is at the bottom contact information page that will appear.



Who's Viewed Your Profile

All members can see who viewed their profile, but LinkedIn will only display the last 5 people. With a premium account you can go back 90 days, with details of all people who viewed your profile, with a date stamp.

Why is that interesting? Because people who have looked at your profile, may have an interest in you - your skills, products or services. You have an opportunity to contact them, ask them for their interest, offer your assistance and expand your network!

Premium Badge and Open Link

Premium account holders have the option of displaying their Premium Badge (Golden In icon), and an Open Link icon. Having these icons on your home page invites communication from other people, making you accessible to non-premium users. These badges have similar effect to the display of a Toll-Free number on your website or advertising materials.

***More about premium account differences can be found on the LinkedIn website**

Advertising

LinkedIn's **DirectAds** allows you to push relevant ads to LinkedIn members targeted by profile demographic information. This is very similar to ad targeting on Facebook or Google AdWords.

The **DirectAds** platform is self-serve, which makes it very easy to manage – you can upload, modify and manage the ads, the budgets, the demographic targeting and more. These ads are particularly useful when they are part of a larger digital marketing campaign, and best to measure their effectiveness in conjunction with other components of the campaign.

For example, if you're targeting certain positions within organizations: HR, CFOs, IT, or even CEOs, you can purchase (very low cost) direct advertising which will only be displayed in front of your target audience.

LinkedIn Partner InMail

LinkedIn Partner InMails are messages from our partners with informational or promotional content that is part of a marketing or hiring campaign. These Partner InMails are sent to LinkedIn users based on non-personal information, such as the title of your current position, your primary industry, or your region, and are not from individual recruiters using LinkedIn. Your name and e-mail address will not be disclosed to LinkedIn's marketing partners.

Targeting the right audience

Narrow your target audience to people who may be interested in what you offer. Make sure to create ads that resonate with that particular audience. Here are some suggestions for how to use three common targeting options:

Geography

Limit the geography of your campaign if your products or services only appeal to users in certain countries or cities. If you narrow your audience to the city level, note that this will decrease your target audience dramatically. In combination with other targeting options, you may not get enough clicks or impressions.

Job

Target by job function if you want to limit your ads to people who are in one of 18 broad job functions like Sales, Finance or Human Resources. If your offering appeals to multiple job functions, consider creating a campaign for each function so that you can tailor your ads to each function.

Function

Industry

When targeting people who work in a certain industry, be careful not to inadvertently leave out industries that fit your target audience, resulting in a much smaller target audience than you'd like.

Quick Tip: Use the LinkedIn [Advanced People Search](#) feature to help you identify the right industries to target. Search for a job title or keyword that's common for your target audience. Then look at the "Filters" to the left of the search results to help you identify the appropriate targeting options. You'll see the top industries listed for your search. For example: If you're trying to advertise to "nurses," an obvious industry is "Hospitals & Health Care". With Advance People Search, you'll discover that nurses also fall into two other industries: "Medical Practice" and "Health, Wellness, and Fitness". Select all three industries as targeting options.

Create effective ads

The ads that perform best are relevant to the target audience and are written with clear, compelling words:

Choose words that grab the attention of your target audience and clearly explain what you offer. People use LinkedIn in ways that differ from other websites, so put yourself in your audience's shoes as you're creating your ads.

Give people a **reason to take notice** and click to learn more by highlighting special offers, unique benefits, whitepapers, free trials or demos.

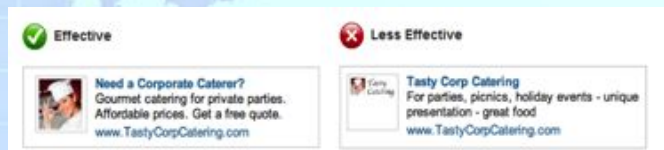
Include **strong call-to-action phrases** like *Try, Download, Sign up, or Request a Quote*.

Include an image with your ad that's relevant to what you offer. The maximum size of the image is 50 pixels wide by 50 pixels high, so be sure that the contents of your image are readable at this size.

Review the [advertising guidelines](#) for details on what's acceptable to include in your ad.

EXAMPLE

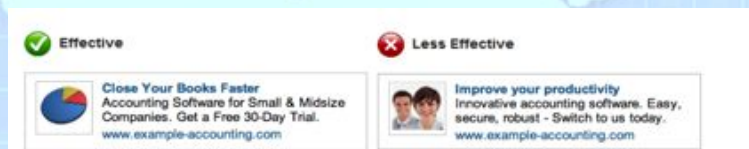
What works well: This headline clearly describes the products or services offered. Try an ad variation with a question in the headline to engage people. This description lists clear benefits and suggests a strong call-to-action.



What could be improved: The logo and the text within the image are too small and hard to read. This headline displays the company name rather than a word or phrase describing the service or key benefits of the service. This description does not use complete sentences and proper punctuation.

EXAMPLE

What works well: This headline draws attention using language familiar to the target audience. This description clearly states whom the product appeals to and offers a free trial.








What could be improved: This headline uses a generic phrase that doesn't distinguish the product or service or catch the attention of the target audience. This image does not relate to the products or services being advertised.

Create multiple ads for each campaign

Look at the following 3 ads variations that a university might create to promote its graduate business program.

Your account is organized by campaigns. Each campaign you create has its own daily budget, targeting options, and ads. Within your campaign, **create at least 3 ad variations** -- varying the ad text, call-to-action phrases, and images. You can create up to 10 different ads within a campaign. By creating multiple ads, you can discover which ads perform best.

Ad Variation	Why it works
 Earn your Executive MBA Top-ranked business school. Small class sizes. Apply for Fall 2010. www.Example-University.edu	 This ad uses action verbs in the headline and distinguishing features of the program.
 Executive MBA Programs Boost your career with an EMBA degree. Register for an info session today! www.Example-University.edu	 This ad includes an alternate headline and a strong and clear call-to-action.
 Top Ranked Executive MBA Fast track your career. Part-time and weekend MBA programs. Learn more. www.Example-University.edu	 This ad leads with an eye-catching headline and offers features of their programs in the description.

How it works: Initially, all of the ads that you create will be displayed to your selected target audience. As you start receiving clicks, the ad that performs the best as measured by click-through rate (CTR) will be shown more often and receive more clicks. Note that you can also set your campaign to rotate ad variations more evenly. With that setting, each ad will receive the same number of impressions. Pause the ads that have the lowest CTR and experiment with new variations to find ads that have a higher CTR.

Set an appropriate daily budget

Your **Daily Budget** is the maximum amount that you are willing to spend each day. We display your ads at **different rates during the day** depending on when LinkedIn users are active on the website -- for example, 50% of your budget might be spent in the morning, 30% in the afternoon, and 20% overnight. Once your Daily Budget is reached, your ads will stop showing for that day. Also, note that since **most people visit LinkedIn on weekdays**, you're more likely to spend your Daily Budget during the week than over the weekend.

If you're not receiving as many impressions and clicks as you'd like, this could be because your Daily Budget is too low. If your campaign is constrained by budget, we may show your ads evenly across the day, so that you don't receive all impressions and clicks in the morning. Check to see if you are budget constrained by calculating the average total spend per day for a recent time period (Last 7 Days) and comparing that amount to your Daily Budget. If your total spend per day is equal or close to your Daily Budget and you'd like to receive more impressions and clicks, increase your Daily Budget.

Understand how bidding works

For each campaign, you set a payment method: Pay per click (CPC) or Pay per Impressions (CPM). You also set a bid, the maximum you're willing to pay for a click or for 1,000 impressions. If you're just getting started with DirectAds, we suggest that you enter a bid that's within the **Suggested Bid Range**. The **Suggested Bid Range** is an estimate of the current competing bids by other advertisers. The higher your bid within the range, the more likely it is for your ad to be shown and receive clicks.

How it works: You set a bid for each of your campaigns. A real-time auction is run each time a LinkedIn user visits a page that contains an ad unit. If the user falls into your targeting options, your ad will be entered into this auction along with the bids of other advertisers. If you do not enter a bid within the suggested range, your ad will be less likely to beat other advertisers' bids in the auction, resulting in fewer or no impressions or clicks. Remember that the bid you choose is the maximum you're willing to pay, and we will discount your click or impression so that you're only paying the minimum necessary to beat the advertiser below you.

Improve your Ad performance

Your **click-through rate (CTR)** is a good indicator of how your ad is performing. In general, **good ads have a CTR greater than 0.025%**. If your CTR is lower than 0.025%, create and test several additional ad variations by following the suggestions for creating great ads listed above. With small changes to your ads, you can improve the click-through rate significantly. You can test up to 10 different ads within a single campaign. You can also try narrowing your target audience so that your ad becomes more relevant and will receive more clicks.

Improve your Campaign performance

If you want to **get more clicks**, improve the CTR of your ads by experimenting with different ad variations. With a higher CTR, you'll be able to increase the number of clicks you receive. Another way to get more clicks is to increase your bid to the higher end of (or above) the Suggested Bid Range. Your bid will be more competitive in the auction and will likely receive more impressions and clicks.

If you want to **get more leads or inquiries**, make sure that your ad is relevant to what you offer and is attractive to the audience that you are targeting. Optimize your landing page to give people the information they're looking for and an easy way to complete the action you'd like them to take. If possible, try special offers or free trials of your products or services.

If you want to **reduce the cost per click**, improve the CTR of your ads by experimenting with different headlines, images, and descriptions. Turn off ad variations that aren't performing well. Another way to reduce your cost per click is to reduce your maximum bid. However, note that a bid that's below the Suggested Bid Range may result in few or no clicks.

LinkedIn allows salespeople to investigate the **people** who they are about to engage in a relationship with, in addition to the companies and products.

Appendix – LinkedIn Tools

LinkedIn Labs hosts a small set of projects and experimental features built by the employees of LinkedIn. Some of these experiments can actually be quite useful, and may have some longevity. Some are just gimmicks, and only appropriate for a certain period of time. Here are some of these projects and what they can do for you: <http://www.linkedinlabs.com/>

LinkedIn Resume Builder

<http://resume.linkedinlabs.com/> I wasn't surprised to see LinkedIn creating a tool allowing people to turn their LinkedIn profiles into Word and PDF resumes. It's as easy as picking a template, editing and arranging the information, and exporting and printing or sharing via email, LinkedIn, Facebook, or Twitter.

At the time of writing there were over 150,000 Resume Builder users, and over 206,000 resumes using 11 templates, but as more people become aware of this feature, these numbers will increase rapidly. As long as you completely fill out your LinkedIn profile as you would a resume, you don't have to worry about saving your resume on your computer or on flash drives – your resume can live in the LinkedIn cloud.

Signal

LinkedIn's [Signal](#) certainly isn't new, but it is one of the most powerful services they've released. Signal allows you to filter and browse only relevant status updates from your LinkedIn and Twitter streams. You can target updates from colleagues, competitors, etc., and narrow or expand your view based on the following filters: Network, Industry, Company, Time published, Location, School or just most popular hash tags.

You can also search for keywords, topics or people across the stream of network updates, and tap into an auto updated real-time stream of filtered content. Additionally, you can save your real time searches for quick and easy access.

Imagine saving searches to allow you to check in every day and see a real-time stream of updates from every employee in your company. Or, perhaps even better, a competitor!

Signal also mines all the shared links on status updates and shows you the most popular links, many of which are the hottest news stories on that topic, updated to the minute, and you can see who's shared any of those Trending Links.

Toolbars and extensions:

If you use **Google's Chrome** browser (I do), you may be interested in being able to integrate LinkedIn directly into the browser, giving you the ability to share things on LinkedIn and give you easy access to your LinkedIn updates at anytime.

The IE and Firefox browser toolbars allow you to:

- See LinkedIn profiles or everyone sending you're a web email
- Quick search LinkedIn from anywhere
- Look up people on LinkedIn instantly from any website
- Search fro names, titles , companies and job postings
- Save searches for the future
- Have quick and easy one-click access to LinkedIn
- Save and return to LinkedIn profiles of interest.

Sharing Bookmarklet

With LinkedIn's sharing bookmarklet, you can share webpages with your professional network and groups straight from your browser even when you're not on LinkedIn. All you have to do is find interesting articles/content, click on "share on LinkedIn" from your browser toolbar, add a comment to put your own spin on it, and choose who you want to share it with. Get it from http://www.linkedin.com/static?key=browser_bookmarklet

LinkedIn share button

Now, with just a few lines of code, publishers, bloggers, and businesses can easily include a button on their site that lets readers and visitors "Share on LinkedIn". This tool available at <http://www.linkedin.com/publishers>

Mobile Apps

LinkedIn is now available (and has been for a while) on mobile platforms as an app. Apps available on iPhones/iPads, BlackBerry, Windows phones and Androids. From my own experience, the iPhone app is the most comprehensive (usability and features). Blackberry users are quite limited with the way they can use the LinkedIn app. These apps can be downloaded from the app store, app world, and app market. Links can be found <http://www.linkedin.com/static?key=mobile>

LinkedIn Contacts Integration

LinkedIn Contacts, is a smarter way to stay in touch with your most important relationships. With this new product, LinkedIn brings all your contacts from your address books, email accounts, and calendars together with the power of your LinkedIn network. Contacts is available both on LinkedIn.com as well as an app for iPhone.

With the new LinkedIn Contacts experience, LinkedIn have introduced features in three areas:

Bring all your contacts to one place

LinkedIn Contacts brings together all your address books, emails, and calendars, and keeps them up to date in one place. From these sources, we'll automatically pull in the details of your past conversations and meetings, and bring these details directly onto your contact's profile.

Never miss an opportunity to say hello

Get alerted on job changes and birthdays in your network, a perfect opportunity to stay in touch. Also, you can set reminders and add notes about the important people in your life.

Take it on your mobile device

Stay connected on the go. LinkedIn Contacts is available as a standalone app for iPhone, so you can stay in touch with your contacts wherever you work.

LinkedIn for Microsoft Outlook

- Access your connections in your Inbox
- See the latest LinkedIn Activity and profile photo from any connection that sends you an email.
- Email your connections directly. Just start typing a name and let the LinkedIn Outlook Connector fill in the rest.
- Keep building your network. Instantly send an invitation to connect from any Outlook e-mail.

Applications and additional information

Applications are 3rd party programs, which **used to be** integrated into the LinkedIn profile to share specific information, for example, your blog, interstate or international Travel, Creative Portfolio, Slideshow presentations, and much more.

These applications are no longer available, but if you had some applications integrated within your profile, here's how to manage the lost content:

Locating and Displaying Old Third-Party Content from LinkedIn Applications

LinkedIn Applications have been replaced with a new feature that lets you display files and samples of your work on your profile. You can link to or upload images, presentations, videos, or documents. Not everyone has this feature yet, but it is gradually being released to all members. Click an application below to see how to access and display content from some of the old applications:

My Travel by Triplt

You will be able to continue to post Triplt updates to your LinkedIn network and profile by linking your Triplt and LinkedIn accounts. [Show me how.](#)

Legal Updates by JD Supra

LinkedIn are actively working with JD Supra to integrate the content from your JD Supra portfolio into your new LinkedIn profile. Expect to hear from JD Supra directly as they make this switch. In the meantime, if you've been posting your documents via the "Legal Updates" app, you can continue to update your network with your latest content by logging into your account on [JD Supra](#).

Portfolio Display by Behance

Any of your Behance content you've uploaded using the **Portfolio Display** application was automatically migrated to the Summary section of your profile after you were upgraded to the new profile design.

SlideShare Presentations by SlideShare

Any SlideShare content you've uploaded using the SlideShare Presentations application were automatically migrated to the Summary section of your profile once you were upgraded to the newly redesigned LinkedIn profile. You can rearrange (drag and drop) these presentations to the appropriate **experience** section in your profile.

Lawyer Ratings by LexisNexis

With this new platform, applications such as the Lawyers Rating Application by LexisNexis®Martindale-Hubbell® will no longer be supported. This application icon will no longer display on your LinkedIn profile. Be on the lookout for the next generation Ratings application from LexisNexis®Martindale-Hubbell® available in the near future.

WordPress by Automatic

If you self-host your WordPress site, you can enable auto posting to LinkedIn through the [Jetpack plugin from Automatic](#). If your site is on WordPress.com, simply enable the [Publicize setting for LinkedIn](#) from your WordPress.com Dashboard.

Box Files by Box

The Box application is no longer supported. You may still go to [Box.com](#) to access your Box files. [Get more information from Box.](#)

In order to have the full experience of rich media on your profile, feel free to upload your content to [Slideshare](#) and then [add it to your profile](#).

Amazon Reading List by Amazon

The Amazon Reading List application is no longer supported. However, your Reading List information has been preserved and is available for import on Shelfari.com. Shelfari is an Amazon-owned site that helps you track the books you've read and are reading, discover new books and interact with other readers.

You can import your Reading List books and reviews directly to Shelfari:

1. Go to <http://www.shelfari.com> and sign in using your Amazon account or your existing Shelfari account.
2. Create a new Shelfari profile, if you don't already have one, by following the instructions on the screen.
3. Once you've created your Shelfari profile, go to <http://www.shelfari.com/addbooks> and click Import next to "Import Your LinkedIn Reading List".
4. You'll then be prompted to sign into LinkedIn to allow Shelfari to access your Reading List info.
5. Input your LinkedIn login information, and click Allow access.
6. You'll then be brought to your Shelfari bookshelf, which will include the books from your Reading List.

Visit the Shelfari FAQ to [learn more](#). Please note that we do not support the display of content from Shelfari to the LinkedIn profile.

Note: LinkedIn cannot automatically move content from the remaining applications to your profile.

View a list of [supported file types and content providers](#) and learn how to add content with our new feature that lets you display samples of your work.

You can re-add that content to your profile using our [new media sample feature](#).

*Source - [LinkedIn Help](#)

The more professional information you display on your profile, to more credible you'll appear, and will stand out from your competition. What I mean by "competition" is anyone who may be looked at, to perform a certain function, whether it's a job, or a service provider.

Job Change Notifier

This was a great tool for business developers, recruiters and anyone in business. When people in your network change jobs, it can mean new opportunities both for them, and for you. As a [free](#) tool - this was quite useful. Recently this functionality has been integrated into the **Contacts** app and because of recent changes to LinkedIn API, it is no longer functional.

Epilogue - LinkedIn - part of your workday

LinkedIn will only be beneficial to you, if you work it. You have to spend time understanding what it is, and how it works, which initially will be time consuming. You'll find, that like any new thing it will be exciting, and you'll discover many "AHA" moments, when you'll figure out how things work. I recommend doing most of the experiments and learning before you start your day, for 30-60 minutes. Set a limit to the time you spend initially, so it doesn't interfere with your workday.

When you feel your account is set up, and the excitement of the "new toy" has slightly worn off, schedule a 15-30 minutes PER DAY, doing the following:

- **Log in**, and check your **inbox**: clear new invitations to connect, respond to messages, introduction requests, etc.
- Scroll through the Home page - your **connections updates**, new positions, promotions, start ups, etc. When one of your connections has a new position, send a brief note of congratulations (LinkedIn has put together nice verbiage for you to help you get started). Show that you care!
- **Group discussions** - anything you can contribute to? Go on! Add some value!
- Did you meet a new person yesterday? **Ask them to connect!**
- Have you done a great job for someone? Ask them to write a few words for you, which you can add as a **Recommendation**.
- Look at what's new with the **companies** you're following.
- Search for opportunities - new accounts, new employment opportunities, etc.
- Check out **LinkedIn Today** - to read news and blog posts which are currently popular with your network. This is the best way to stay up to date with industry trends, and your peers.

Make it part of your day, and watch how it will help you over time. OVER TIME! You may not get immediate results, but as you continue your efforts, you'll realize the true value of building a professional network, and maintaining it on LinkedIn.

Happy Linking!

About the author

Raz Chorev is a sought-after Business Advisor, Social Business and Social Media expert, and the author of the popular LinkedIn e-book, “Easy Steps to LinkedIn Success”, achieving over 50,000 downloads.

With 18 years of practical business, sales and marketing experience, Raz has contributed to the growth of many companies by creating and implementing digital and social media strategies. Raz’s candid and frank approach has earned him the reputation of a straight shooter with no hidden agendas, his actions and motivations always being fully transparent. With an in-depth knowledge and understanding of the digital and social media space, Raz communicates complex propositions in a simple and approachable way.



Raz has been utilising Social Media since 2006 and has since been advising several organisations on how to navigate the social media maze and maximise its effectiveness for their business whether they are a financial institution, industry association, NGO, academia, recruitment firm or SME. Raz has published dozens of articles in business magazines such as IIDM, My Business and MPA, and he is frequently quoted by journalists and comments on Social Media.

Subscribe to Raz’s blog www.razchorev.com, follow him on Twitter [@razchorev](https://twitter.com/razchorev) and of course – check him out on [LinkedIn](https://www.linkedin.com/in/razchorev). If you liked this eBook, and would like to know more about using social media for your company, drop him a line at raz@razchorev.com.