

Why This Isn't the Seller's Job Market Agencies Think It Is

Don't Neglect Your Star Performers, Because There's Still a Dearth of the 'Right' Talent

by Stuart
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It's 10 a.m. on a predictably cloudy morning as I arrive to meet "Jerry," a senior-level strategic planner with one of the nation's top advertising agencies. I'm meeting Jerry ostensibly to discuss optimal career paths. As the conversation ensues it increasingly focuses on how far from ideal her current role is and why, she tells me, most other senior managers will leave the agency when "things" get better. I'm surprised at the intensity of her feelings but not at the message itself, for me an all-too-familiar tale.

As someone who recruits and coaches talent, I am finding that this marketplace is perfect for speaking with almost anyone, and in particular with employed "uber-performers." Sound counterintuitive? Sure -- if you assume that people would be happy simply to have a job.

On the contrary, smart people are grateful but realistic, assume nothing and want to have a Plan B. So they are thinking ahead and are very open to considering other opportunities. That's why the prognosis for people with unique ability and/or compelling experience continues to be good. Indeed, there are fewer jobs today and there are salary and hiring freezes, but the reality is that there is still a dearth of the "right" talent. The best-performing companies are sustained by it and seek to acquire it, while the less successful companies need it to catch up. Net result: There are more viable job offers (as opposed to jobs posted merely to gauge available talent or legitimize HR directors' own jobs). The key challenge continues to be finding the right people to fill those jobs, who are still typically gainfully employed. So, is this quite the seller's market it is suggested it is?

One of the recurring comments I hear today from human-resources staff, industry veterans and people looking for work is that there must be a huge amount of talent out there. Clearly, as more

people are laid off, that rings undeniably true. It's quite evident that there are a number of very smart, experienced and likeable people that are unfortunate casualties of the broader economic malaise.

But you have to ask yourself: If you had a work force of, say, 100 people and you had to let go of 25% of them, would you lay off your star performers? Not likely. They remain, working in downsized environments, in stretched roles and, no doubt at the moment, on a pile of new business that they may not enjoy, at least to the degree they are being asked to work on it. Net result: Even the star performers are feeling vulnerable and unhappy.

The focus of agencies and most business today appears to be on controlling costs across the board and notably in staffing, by reducing head count and the cost of acquiring it and controlling pay and all facets of remuneration. Employers have concluded that this is a seller's market and that they are in control. And it's true that many employees do not want to be seen talking to recruiters and are reluctant even where there is a job at another company to take it -- they fear being last in at a company that subsequently has to have a fresh round of layoffs. The longer the recession goes on, the truer that will be.

Most commentators would agree that to pull out of recession, agencies must do everything possible to innovate and, in turn, help clients to add value. That, in turn, requires the best minds and experience. Significantly, the very people most able to effect transformational changes are the same talented individuals who will help first and foremost to retain existing businesses. Certainly the brightest individuals realize there are times to buckle down and do everything to help the broader cause of the agency.

That said, the same star performers will not act in stopgap roles without some inevitable short- and long-term effect. Ultimately they will look for other jobs.

So, sure, there are still more job seekers than there are jobs. But the danger for agencies is to neglect the very best talent they have on staff, even in these torrid economic times. Managing these performers is extremely challenging, as individuals are motivated by different things. That's why the onus is on the agency to better understand specific motivating factors, be they financial,

intellectual or related to the job's variety and challenges. If agencies fail in this effort, top-performing employees will leave, and when they do, invariably so will clients.

And at that point, agencies will have no choice but to contribute to the growing pool of job seekers

Get the Job You Want by Articulating What You Want

Stop Blaming Outside Circumstances and Take the Blame for Your Own Mistakes

by [Stuart Parkin](#)

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I am sitting with "Phil," a New York-based account director. He grills me for five minutes and then it's my turn. I establish that he has had four jobs in six years. He blames a host of actors for his predicament, including agency human resources, poor recruiters and autocratic bosses, among others. I share two observations with Phil. First, that he's had a very unfortunate journey. He nods approvingly. Second, that he is the only common theme in his story. He looks shocked. But Phil's story and the way he feels he has been treated is not unusual.

I often hear agency executives speak about clients with enormous frustration. The irritation is not primarily about creative ideas not being bought; rather, at issue is more that clients are too tactical, too reactive. This is ironic, given that the same executives who profess the power of proactively planning ahead and the importance of building brands are diluted versions of Phil's story above. Very often, reacting more to circumstance, they market neither their agency nor themselves in the way they expect clients to market their brands.

Certainly, tough economic times call for drastic measures, and one can expect focus on the tactical. In the advertising world, irrespective of the economy, emphasis on the short term is the norm. This business culture does appear to have a concomitant effect on individual career management. Most individuals fail to manage the progression of their work. And this tactical approach manifests in all stages of the pursuit of a change in job, either in the same agency or when looking for opportunities beyond the current employer.

Individuals in jobs with which they are unhappy will often let the situation continue (possibly out of fear) until this seriously affects the quality of their work. By the time they act, their reputation and the perception their clients, colleagues or boss have of them are not what it might previously have been when they enjoyed their job. If things deteriorate sufficiently and the individual loses his job, the same person tends to react with an equally ad hoc approach.

When looking for new jobs, many candidates focus their initial efforts on aspects of the job search that have more to do with presentation than substance, tweaking resumes and cover letters and "brushing up" on interview technique. The reality is that the emphasis on the "who, when and where," important elements of career planning, make the "what and why" of the ideal job of marginal importance. It is true that activity equates to possibility. And while there is merit in action, if unfocused, it is unlikely to yield optimal results.

So, what to do? What is the way to maximize your job prospects, either where you are or for career opportunities elsewhere?

First, be clear about what you want in and from a job, and make others (at the appropriate times) aware of this. Start by clarifying what your ideal job looks like -- be clear about what you do well and the environment you enjoy doing it in. Clarity about skills and preferences will more easily help you identify the jobs to pursue.

Second, if you have a clearer idea of what the next career step looks like, you then are in a position to write an objective around which to write a compelling resume. You will also be in a position to know which social networks and media, digital and otherwise, to use and how to make them more effectively work for you. It will be easier to ask people for specific assistance rather than simply to ask for help. If you can succinctly tell recruiters what you want, you have a greater chance of landing the role you want.

Third, if you pursue something you really want, this objective will sustain you through a process of job hunting that can be tough on the strongest of personalities.

The agency world has changed profoundly in the last 12 months and will continue to do so. The age of entitlement and the need to give oneself time to stop reacting to circumstance requires taking charge of individual destiny rather than being dragged along by seismic changes in our business. Auditing what you do well, developing an objective and planning how best to optimize your abilities can take days, not weeks. Knowing what career move you want is absolutely key to getting it and to others being able to deliver it to you, either with your current employer, or if not, elsewhere.

Marketers Should Not Meddle With Their Agencies' Talent

Harsh Economy Has Increased Trend, but Shops Need to Guard Their Identities

by Stuart Parkin

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There is no shortage of criticisms about the way advertising agencies hire and nurture talent: that individuals are often recruited based on title rather than skill set; that this talent pool, once hired, no longer has the same training and mentoring opportunities of their predecessors; and that agencies are often reactive when managing personnel -- with the exception of a top echelon -- and are willing to let staff go until another agency or company makes an offer, treating individuals like commodities to be traded on the margin.

But to what extent do agencies create this situation -- either acting alone or, in many cases, under the mandate of some holding company -- and to what degree is this "people under-utilization" brought about by the diktats of clients?

Clients' expectations of agencies typically play a hand here. The client imperative is, to a greater or lesser degree, to profitably sell product. Agencies' role in overall management of this process has diminished, while management consultants' role has increased. The agency is viewed less often as a business-solutions provider and more often as a source of commoditized media solutions. Seen in such a non-consultative light, clients can more easily demand involvement in all aspects of delivery of the commoditized product -- including talent, which, for agencies, is the key resource.

So what are agencies' expectations of clients? Most importantly, agencies want the seat at the table that they've lost in recent decades. They also want to make reasonable margins and have the freedom to build their brands and their reputations, which will lead to more business. This can be achieved only with the ability to attract, develop and manage talent. This requires the agency to build a great culture, a place where people want to work.

Having spoken with a range of senior agency executives and clients, the consensus is that clients are having an increasingly constrictive effect on the way agencies recruit and manage their people. One agency CEO told me that in the past year two of his clients were "totally unreasonable and unpredictable in the talent they expected on their account." Meanwhile, a senior-level PR executive told me, "We have to fire the client!"

Effective deployment of agency personnel is the agency's responsibility, but lately it's been subject to the demands of clients that, under pressure, are squeezing the agency and its budget. Increasingly reduced tenures are creating a generation of CMOs who are unprecedentedly demanding, and a challenging retail environment is requiring more tactical initiatives. These things are not in themselves issues, but, as one agency executive commented, "What's concerning is the client's getting involved in the management of our accounts and the teams of creative, media and planning resources devoted to them."

Agencies end up either feeling direct or indirect pressure to shift their hiring strategy; the agency senses the tenure of the relationship with the client is coming to an end and feels the only way to save the account is to provide a new team. Ad hoc changes in and of themselves are not so terrible, but if these effects are magnified across a range of the agency's accounts (and most clients feel increasing pressure to cut costs and drive sales), managing staffing needs in a proactive fashion becomes an extremely tricky game of musical chairs.

So what of the counter-argument, that clients do not have a huge effect on agency talent management any more than they have in the past, or, for that matter, they have every right to constrain agencies? The fact that agency relationships have always been king and that, directly or indirectly, the client has always had some level of influence is understood as a key aspect of an effective partnership. The fact that this influence is somewhat greater in a harsher economic environment leads one to ask, "What's all the fuss about?" And, now more than ever, there has been an interchanging workforce, with many former clients working in agencies and agency executives working on the client side. So perhaps there is a greater understanding of what actually happens behind agency curtains, and this will lead to greater client input. Clearly the one paying the bills has every right to demand an end-product that delivers a promised service, while the agency has a right to choose under what terms to deliver it.

That said, there still needs to be a separation of church and state. Otherwise, why hire an outside agency in the first place? A successful client/agency partnership requires upfront, clearly set and mutually agreed upon QSMs from clients, and the agency needs the freedom to manage talent and other resources as it sees fit. This is not to say that there aren't times when clients might become more involved with key talent issues. But in 2009 there is an increasing prevalence of marketers wanting to meet proposed agency hires, and, depending on the quality of the agency/client relationship, this can either be agreed upon or viewed as a loss of control -- and a source of festering resentment.

From an agency perspective, the loss of ability to manage its own house and, in particular, its people and its culture is a slippery slope to the destruction of its own culture and brand identity.

10 Trends to Watch in the Advertising Job Market

One Career Coach's Observations on What's Happening Out There Now

As we enter the fourth quarter, the advertising and media landscape shows about as much certainty as the weather. Agencies continue to let staff go but, perhaps confusingly, in some cases, are hiring in numbers. One agency CEO explained this as a "retooling of our talent pool" while another explained that "there's no margin for error. If we get business, we hire and [if we] lose it we fire." As a recruiter, I can vouch for a re-engineering process that all agencies are grappling with, albeit from different perspectives. And as a result, there are a number of clear trends emerging for the job market.

- 1. Confidence levels have improved.** This plays out in the vernacular used by the media and by Wall Street and this is permeating, to some degree, the overall media landscape. There is a desire to be more positive and to talk things up, at least a bit.
- 2. More potential candidates, employed as well as unemployed, are contemplating job, if not major career, changes.** Individuals are feeling burned out, having worked consistently long hours in streamlined companies, or just feel the business is not evolving fast enough to satisfy their work aspirations. Those seeking work are offering to do more for less. The class of 2008 is offering themselves as interns to gain work experience.
- 3. Having cut back hugely over the last 18 months, many businesses are stretched and contemplating increasing bandwidth.** This process is not clear cut. Agencies are adjusting their talent base. People are being hired while still many are being fired. Much of the hiring taking place is still at the margins of this adjustment or against client wins and losses. Purse strings are still fairly tightly closed, if slackening a tad.
- 4. The process of hiring people has seen a greater use of internal recruiters.** Where external recruiters are used there is, in many cases, a cutting back of the number of search agencies/recruiters used. Search fees have also been squeezed by agencies. There has been a movement to contingency vs. retained searches. There is an increasing use of social networking/digital mediums to find and attract job seekers.
- 5. Among employees there is a willingness and ability, particularly with the development of social-networking tools, to help connect and recommend others.** Digital resources have in themselves (along with typical hiring criteria) made the talent world appear much smaller.
- 6. It's taking longer to make decisions.** That's in part because it's a buyers' market and also

because hiring is often taking place only as extra business is accrued. Further, no one wants to make the wrong decisions.

7. There are still some job-growth areas. These relate to the obvious: digital, the emerging "battlefield"; those with brand/communications planning combination skills; and the perennial -- health care -- and any results-oriented personnel such as great sales/new-business people.

8. More than ever, candidates need to market themselves. They must have a focused offering, use social networking, have a clear idea of what they want, and should not rely exclusively on recruiters.

9. Recruiters will succeed through taking a longer-term perspective to the business of aligning talent. An increased focus is needed on "relationship building," not only with clients but with candidates. For clients, it will be increasingly key to understand organizational culture; for candidates a focus on provision of "best advice" will continue to be the best way to build the recruiter's reputation/business. It will also be key to avoid "force-fitting" candidates to jobs.

10. Optimal talent sourcing will need human-resources departments to have more cooperation and involvement of departmental managers. This is particularly true when it comes to the quality of job briefs. Greater focus on high-quality briefs will both save huge amounts of time for internal personnel, as well as recruiters, and help the company recruit more cost effectively.

We have had a year of slashed budgets as companies improved numbers via cost savings and efficiencies. As 2010 beckons, purse strings are not going to be suddenly loosened, and growth is likely to be very gradual. The question is whether there will be sustainable increases in expenditure occurring from this point and through 2010. To do so it will have to be innovation-led -- and this, in turn, makes the hiring of the best talent more important than ever.

More Reasons for Why Personal Branding Is Not Optional

Simply to Keep What They Have, More Agency Employees Need to Practice What They Preach

by Stuart Parkin

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Stuart Parkin

As a son of a doctor and from a medical family I know something about the habits of medical practitioners. One of the strangest revelations I can share is that doctors often smoke (or used to) yet prescribed advice and guidance that they might not adhere to. Whatever the reasoning, this reality is very analogous to the advertising, branding and marketing communications business in which I've worked for the last two decades.

Agency executives wax poetic about brands' power in driving business, imploring clients to spend more on communications. Yet the same practitioners seem to see little compelling reason to regard themselves as brands. And even when they do cultivate their reputations, they often do so halfheartedly. It's ironic, given that we're all pretty much public entities in the digital age. More important, because of the devastating change the digital era is having on agency jobs, as the business restructures, we all need to work harder to keep our jobs. So, why is it that agency employees don't tend to embrace this reality?

There are five reasons I can think of, the first of which I don't subscribe to: the belief that individuals can't take seriously the idea of their being a brand. The reality, of course, is that consistent product offerings that make a difference in people's lives -- a.k.a. brands -- do not start out as being such, they start out as being unknown, untried and doubted. Which leads me to my second explanation, a lack of time commitment. Personal brand-building involves a lot of work that many would rather avoid. People have their day jobs and families and a life to keep them

busy -- and this in turn leads me to reason three, cultural factors whereby most people, like their corporate masters, are not typically keen to pursue objectives that do not yield short-term results or benefits.

Fourth, psychological reasons: The idea of building a personal brand with the potential commercial application and the risks this carries takes people down an entrepreneurial track that many would rather avoid. Related to this argument is the fifth reason, incentive. Most people feel that unless they are setting up their own businesses there is no need to develop, nurture and advocate their abilities and so differentiate themselves within corporate America.

There are almost certainly other reasons why individuals don't brand or market themselves. But there is one key reason why agency employees ought to: Especially in this economy, no one else is actively going to manage your career or help you emphasize what you do well. And this reality is scarier still when you consider how almost any employee today can be fired at very short notice.

Personal branding is about propagating a reputation for doing something well. Ideally the skill set is highly differentiated, making the individual more valuable. Knowing what you do well, consistently delivering against these competencies and ensuring others are aware of them help an individual to maximize potential opportunities. It is this process of self-awareness and, through it, differentiation communicated to audiences both in and outside the agency that helps enhance reputation and, in turn, bolster your position. The fundamental implication of active personal-brand management is that you enhance your chances of achieving desired career goals and keeping your job.

The most valued and visible agency executives are the bloggers, the public speakers, the columnists and networkers.

In late 2009, there has been a change in mentality of many of the people I am meeting, employed and unemployed. More individuals want to know what they can do to secure their jobs as much as to discuss career progression. They are realizing that far from the option of branding being something that happens when you set up business, as employees they need to be proactive

stewards of their own brands. They see that although they are part of the workforce and various teams, they need to be in the business of managing their own career. They know that like the brands they work with, it's only if they are seen as consistently solving certain problems and adding value that they can secure their future. Part of this reality is about substance and doing a great job, and part is about spin and making people aware of your contribution. They recognize that acting like a brand is far from optional, it is a necessity.

What's Your Adaptability Quotient?

Understanding the Ways in Which You Can Boost Your Job Prospects

By: [Stuart Parkin](#)

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Stuart Parkin

Moore's law describes a long-term trend that the number of transistors that can be placed on an integrated circuit doubles approximately every two years and with it, the speed of computers and all things digital. This phenomenon has had a profound impact on products being developed. This affects us personally as consumers, and professionally in agencies responding to clients needing ever-faster turnaround and more profound, rapidly changing skills.

So what is adaptability? It can be many things but some aspects are more obvious: financial, geographic, linguistic, academic, sartorial and behavioral. Most people can be flexible or adaptive in some areas of their lives, but in other areas they either can't or choose not to change. What is also evident is that most people can't or are not prepared to adapt to everything. Different things for different people are sacrosanct -- for some, a certain level of income, for others a reasonable amount of time to spend with their families. Further, for most of us a fundamental change in behavior developed over a lifetime is also extremely difficult. So, who of us is most adaptable and therefore prepared for the ever-intensifying impact of Moore's law?

Genes are certainly an important determinant of your flexibility. Many of us have a sibling or relative with diametrically opposed habits, for instance, a brother who is incredibly tidy and organized while another member of the family is the opposite. Meanwhile, experiencing change is hugely important for our overall ability as adults to embrace change. For instance, being born in one country and growing up in another, attending several schools by the time you are a teenager, going to boarding school and living away from your family, being one of five children, experiencing the death of one of those children, or otherwise having such an eclectic and in some ways hectic upbringing would teach you not only to adapt but to seek new experiences and embrace change. Either way, directly relevant career experiences or life events can make you more or less adaptable. That said, given the experiences we have had, can the less flexible of us learn to adapt?

Motivation is fundamental to your ability to want to change. The greater the incentive, the more likely you are to do what it takes to re-skill, to get the job on offer. That said, there are some aspects we just can't change. Personality is an obvious example. Feigning this at a job interview is a crazy strategy, as you can't be something you aren't for any sustained period of time. So, how do we adapt or learn to become more able to change? The simple answer is that initially you have to want to change, to see or do things differently. In a career context, even the most die-hard individual will strive to change if he is passionate enough about where that change can take him. So, under which circumstances should you be looking to adapt?

Given that there are many aspects of a job to which we might have to adapt -- such as location, new responsibilities, new reporting structures and new skills -- the worst time to adapt is when you are told to. Conversely, the best time to adapt is quite simply, always. This is unless you believe that nothing around you will change.

What you adapt to first depends on what you enjoy doing and do well, and then, on what is likely to be in demand from employers combined with what your peers are less likely to want to do. What you are prepared to change from a career perspective requires an understanding of what you are not prepared or unable to alter. Knowing what you can negotiate and which aspects of your work and lifestyle are off the table is truly empowering. At the same time, enhancing your capabilities, your flexibility and therefore career possibilities will allow you to be if not ahead of the curve then at least riding the wave of exponential and inexorable change described by Moore's law.

ABOUT THE AUTHOR

Stuart Parkin is a New York-based career coach and executive recruiter. He has 20 years of experience in agency new-business and marketing and has worked on four continents across agency disciplines. He has run [Sparkin](#), his New York-based consultancy, for seven years, working with a range of traditional, multicultural, digital and PR agencies including DDB, Rapp, SpikeDDB, Porter Novelli, Dieste, Fallon, Berlin Cameron and Organic.

What Makes You Employable in 2010?

Traits That Will Enhance Your Chances of Getting Hired

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Stuart Parkin

We live in a rapidly changing business world, and the agency business is likely to continue to face huge shifts in 2010. Still, there are certain core tenets that can act as guidelines to help make you more employable. Here's what will get you hired this year.

- 1. EQ.** Emotional intelligence is so important for so many reasons, none more important than the fact that advertising and marketing is about people. Fundamentally this skill is about the ability to empathize and to read people, but it's also about the ability to act on this understanding in a meaningful way, a critical skill for the agency business.
- 2. Organizational Skills.** Effective presentation is about content and style. The right look and the right words in concert are key, whether at an interview or pitching a piece of business. Project-management roles are becoming more in demand as business becomes increasingly project-focused.
- 3. AQ.** IQ and EQ are certainly critical to success today, but even more important is adaptability quotient. Practically this refers to a mindset that embraces change. Individuals who have a high AQ will often pick fast-paced, rapidly changing environments. They can use skills they have developed in one job in a totally different context. Adaptability plays out in many forms: vocational, mental, geographic, linguistic, financial, hours worked. The more of these any individual can embrace, the better his or her employment chances. Simply said, doing things that others don't want to do or are incapable of doing is key to enhancing opportunities and going beyond existing roles. More significant AQ points to a mindset that strives for results, whatever the variables are.
- 4. Ideas-Driven Mentality.** Top business strategists have an almost childlike interest in seeing things in new ways. They are hungry for knowledge and perhaps travel and read much and are interested in new fashion, be it apparel or electronic. An employee who can make a difference is one who has a healthy interest not just in the status quo but in making things better. Those who search for new perspectives will be welcomed by agencies and clients alike.
- 5. Entrepreneurial Mindset.** Seeing things in different contexts is valuable, and new ideas are always welcome, but what's critical is making meaning of ideas in a commercial context.
- 6. Personality.** I have interviewed hundreds of people, some for jobs for which you might assume personality is not so important. The reality is that whether you're creative, financial or strategic -- and not just account people -- those with personality get the best out of people with whom they interact, both inside and outside the agency.
- 7. Communication Skills.** Written and verbal skills are important in a business that is all about messages, ultimately communicated via image or word. Articulating a perspective, arguing a viewpoint, selling an idea -- they all depend on language skills. Language skills for new media are important, but more critical are social skills and face-to-face communication, which, to some extent, are threatened by e-mail, SMS and other modes of communication.
- 8. Persistence.** A single-mindedness, a determination, an ability to endure not only sets one apart but is often

the difference between those who succeed and those who don't. If for no other reason, persistence equals opportunity to be in the right place at the right time.

9. A Sense of Mission. A clear sense of mission and a stake in that mission binds individuals, teams and companies together. Even the least passionate person, a less-than-stellar communicator, a person who easily gives up, can become a passionate, communicating trooper if he has a sense of mission.

10. Passion. If you enjoy something enough, that passion touches other people. Enthusiasm can absolutely differentiate you from an equally qualified but slightly morose soul. If you enjoy something, you have a greater chance at excelling at it and therefore being in demand to do it, whatever it is.

The 10 Ways Recruiters Can Make the Talent Search as Efficient as Possible

Best Practices Can Save Time for Both Job Seekers and Hiring Organizations

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Stuart Parkin

As agencies struggle to re-tool to provide clients with the expertise they need, the role of talent-spotting becomes more important than ever. There is much that agencies can do to create attractive work environments and attract uber talent.

From my experience as a candidate and as a headhunter, finding a great job isn't easy. Agencies, recruiters and candidates all have their parts to play. Well-articulated job specifications and expectations from both agencies and candidates are critical. The recruiter's job is to clarify both sides of the equation.

What, specifically, can and should recruiters, working for agencies, be doing to make this talent search as efficient as possible? Below are best practices that can save time for both job seekers and hiring organizations.

1. Understand the candidate. Know what the candidate's ideal role is. Make the engagement with the prospective candidate more consultative. Whether you are a coach or a recruiter, greater time-investment upfront will save time for everyone in the process.
2. Don't force-fit the candidate. The temptation is to "sell" a candidate a job that they either don't want or are ill equipped to do. Force-fit, and the risk is that you will waste time of all involved or worse, screw around with people's lives as the candidate ends up resigning or being fired after a short time.
3. Focus on transferable skills. Try to avoid focusing on titles and focus more on skills that will potentially broaden the base of candidates for any given job.
4. Know the client. As well as the specifics of the job, know the required skill sets, whether it is a new role, and the reporting structure and resources for the role. Also try to understand the organization's culture. Is the candidate a fit? The recruiter should brief the candidate as much as possible about the people and the workplace personality.
5. Properly prepare the candidate. As well as briefing the candidate with as much information as possible about the opportunity, remind him that he must accept ultimate responsibility for performing his own due diligence. He must clarify the reality of the job opportunity and cultural fit, the personalities, the expectations, the resources and overall his ability to succeed against given expectations.
6. Respect candidates' desires. Do not submit resumes unless permission to do so by candidates. And provide follow up as soon as possible after an interview so that the applicant can learn from the experience and prepare for the next stages. If this is a role a candidate truly wants, he is keen to hear news, even if it isn't positive.
7. Maintain contact. Not a requisite but a smart approach is to communicate with people when they don't have any immediate needs.
8. Keep candidate numbers low. The recruiter should adopt a policy of "less is more" and submit a finite number

of carefully selected candidates vs. a swathe of borderline irrelevance.

9. Seek feedback. As a recruiter, possibly working on your own or even as part of a company, very often meeting candidates on your own, find ways to seek feedback on both the way you interact as well as the substance of the interaction and the value you add, irrespective of sending candidates to interviews or placing them. Do you provide good advice to help them in their effort to find their next job?

10. Give the best advice. This doesn't necessarily make you money now, but it will build your reputation, is the right thing to do and usually opens up a conversation to clarify to an individual what truly matters in a job. Key questions to ask a candidate: "Do you know what you want?" and "Have you given your current employer (if employed) the chance to give you what you want?" Affirmative answers to both these questions are a green light to effectively recruit.