



Conducting A Job Search

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Table of Contents

Table of Contents	2
Conducting a Job Search Instructions.....	3
Conducting a Job Search	4
Getting Clear About What Type of Work You Want.....	4
Discovering Existing Skills That Can Be Used In A Job Change.....	4
Computer Training	5
Resumes	5
Videos	6
The Hidden Job Market.....	7
A Targeted Approach to Job Searching.....	7
Setting Your Own Appointments	8
Discovering What You Love to Do!.....	9-10
The Hidden Job Market.....	11-17
Wrapping Up the Interview	18
Conducting A Job Search Course Knowledge Check	18
Conducting A Job Search Course Certification	18
Course Evaluation.....	18

Conducting A Job Search Instructions

During this course, you will be using two internet websites:

- YouTube—for course video
- Survey Monkey—for Knowledge Checks, Course Certification, and Course Evaluation

Links for each course task can be found in this book.

The checklist of tasks for this course is as follows:

	Course Task
1.	Read and access the link Getting Clear About What Type of Work You Want
2.	Read and access the link Discovering Existing Skills That Can Be Used In A Job Change
3.	Read and access the link Computer Training
4.	Read and access the links Resumes
5.	Video 1— 5 Secrets to Job Hunt Success—YouTube
6.	Video 2— How to write a great resume—3 simple steps!—YouTube
7.	Video 3— Top 10 confessions from the hiring side of the desk—YouTube
8.	Read The Hidden Job Market
9.	Read and access the links A Targeted Approach to Job Searching
10.	Read Setting Your Own Appointments
11.	Read and access the links Discovering What You Love to Do!
12.	Read the Hidden Job Market
13.	Knowledge Check—Survey Monkey—about course content
14.	Course Certification
15.	Course Evaluation

- 1) Each video will stop when it is finished.
 - a. Only watch one video, and then return to this course book
 - b. *If you click on or watch any other videos that appear on YouTube, the sequence of videos may not follow what is listed in this course*

- 2) Survey Monkey is used for Knowledge Checks, Course Certification, and Course Evaluation.
 - a. *Avoid opening an account or taking other surveys suggested by Survey Monkey*
 - b. *Purchases are never required for these courses*

- 3) Give time for the videos and surveys to load—extra clicking or trying to go back will create a problem.

Getting Clear About What Type of Work You Want

Many job seekers are not clear about what type of work they want and their job search is not focused. Getting clear about what type of work you want to do will make your job search more efficient.

Your decision regarding the type of job you want should be based on existing skills or skills you can acquire. Your job choice should also be something you would enjoy. If you are clear about the type of job you want and have a real interest in that type of work, your clarity and interest can propel you to take the action necessary to conduct your job search

A suggested reading is *Do What You Are* by Paul Tieger and Barbara Tieger. This book has excellent information to help choose a career through the use of personality types. The book leads readers step-by-step through the process of determining and verifying Personality Type. Then it identifies occupations that are popular with each Type, provides helpful case studies, and offers a rundown of each Type's work-related strengths and weaknesses. Focusing on each Type's strengths, *Do What You Are* uses workbook exercises to help readers customize their job search.

To learn the 16 personality types click on the following link.

<https://www.truity.com/view/types>

Another useful tool contains exercises to help you determine what you love to do. [Discovering What You Love to Do](#) found on page 9.

Discovering Existing Skills That Can Be Used In A Job Change

Due to a changing job market, many job seekers will need to search for different types of work than they have done in the past. Most job seekers have skills from previous employment that can be used in a different setting. For more information on these transferable skills. See the following website for Quintessential Careers.

<https://www-cms.livecareer.com/quintessential/transferable-skills>

Conducting A Job Search

Computer Training

Do you need computer skills to do the type of work you want? If so, do you know how to obtain those computer skills. Affordable computer classes are provided at some libraries, community centers and senior centers.

Computer classes in Microsoft Office applications are available at the Albuquerque Hispano Chamber of Commerce. For more information click on the following website.

<http://www.ahcnm.org/>

Resumes

Do you have a current resume or do you need help creating one? The Quintessential Careers website has an extensive set of tools to help with resumes including many sample resumes.

<https://www.livecareer.com/resume-builder>

Goodwill Industries of New Mexico has on staff assistance to help you write a resume.

<http://www.goodwillnm.org/>

The Occupational Outlook Handbook can help you find career information on duties, education and training, pay, and outlook for hundreds of occupations. The handbook is also useful for looking up job descriptions to use in your resume.

<https://www.bls.gov/ooh/>

Watch the videos listed below.

5 Secrets to Job Hunt Success

<https://www.youtube.com/watch?v=KM9WnHY8o1I&list=PL6B6E49D4116C2E05>

How to write a great resume—3 simple steps!

<https://www.youtube.com/watch?v=-8od1iolitg&list=PL6B6E49D4116C2E05&index=2>

Top 10 confessions from the hiring side of the desk

<https://www.youtube.com/watch?v=9XhimyBv7H0&index=3&list=PL6B6E49D4116C2E05>

The Hidden Job Market

Most jobs are not advertised because many employers want to hire someone that is recommended by their friends, or other business associates. Many employers prefer this method of hiring as opposed to going through dozens of resumes, so when you make your own contacts and meet with a potential employer, you have a chance to make a good impression and they might be planning on hiring but they haven't gotten around to running an ad for the position.

The following document provides a more detailed discussion. [Hidden Job Market Paper attached as PDF on page 11.](#)

A Targeted Approach to Job Searching

Most people conduct their job search by going to standard job sites, sending out resumes, and filling out applications for job openings. For many this approach is time consuming and unproductive. This approach puts you in competition with hundreds if not thousands of other people applying for the same jobs.

There are a number of companies that have job listings on their website that most people would not think to contact. At the beginning of each month a special listing of jobs in marketing and technical areas is posted on <http://www.nmnetlinks.com> This site also lists many networking opportunities in Albuquerque.

If you subscribe to get the monthly job list and announcements you will find numerous networking events as well as [company websites](#) that you can use to search for jobs.

You can also locate companies that you want to contact by using **google maps** for Albuquerque. Simply go to Google maps choose a location by city and enter the type of business to get listings. <https://maps.google.com>

You can locate companies on many of the local Chamber of Commerce websites. For example, go to the **Greater Albuquerque Chamber of Commerce** website and click on their member directory. <http://abqchamber.com>

Setting Your Own Appointments

When you locate a company, If you prefer to call them, you can quickly tell them who you are and what your work background is, and ask if you could meet with someone briefly to advise you on how your skills match up with other companies like theirs.

The idea behind this type of networking is that most jobs are not advertised because many employers want to hire someone that is recommended by their friends, or other business associates. Many employers prefer this method of hiring as opposed to going through dozens of resumes, so when you make your own contacts and meet with a potential employer, you have a chance to make a good impression because they might be planning on hiring but they haven't gotten around to running an ad for the position.

Before you talk with an employer, look at their website ahead of time to show that you are interested in their company and be prepared to tell them why they should hire you. Be able to articulate why your experience and skills make you the best candidate.

It is always important to be able to articulate what you can do for their company and you can't do that without speaking to someone in the company and asking questions about what they need.

Discovering What You Love to Do!

Listed below are 52 "doing" statements. As you study them one by one, ask yourself this question: *Is this something that I love to do?* Based on your response, for each statement put a number 1, 2 or 3 at the end of the statement.

1. Means Yes! That fits me! 2. Means Not sure...maybe? 3. Means No! That's not me!

Adding Humor	Helping Overcome Obstacles
Advancing Ideas	Instructing People
Analyzing Information	Investigating Things
Awakening Spirit	Making Connections
Breaking Molds	Making Deals
Bringing Joy	Making Things Work
Bringing Out Potential	Managing Things
Building Relationships	Moving Physically
Building Things	Opening Doors
Composing Themes	Operating Things
Creating Dialogue	Organizing Things
Creating Things	Performing Events
Creating Trust	Persuading People
Designing Things	Processing Things
Discovering Resources	Putting the Pieces Together
Doing the Numbers	Researching Things
Empowering Others	Resolving Disputes
Exploring The Way	Seeing Possibilities
Facilitating Change	Seeing the Big Picture
Fixing Things	Selling Intangibles
Getting Participation	Shaping Environments
Getting Things Right	Solving Problems
Getting to the Heart of Matters	Starting Things
Giving Care	Straightening Things Up
Growing Things	Translating Things
Healing Wounds	Writing Things

When you have rated the doing statements from 1 to 3, review all the 1's and rate them from 1 to 10. Then take the top 1 ask yourself the following questions.

Go Deeper

Take a moment to reflect on your #1 Activity or Gift That Fits You The Best. The following questions will help you gain further clarity and confidence in your choice.

How do you currently express this gift in your life? Your work?

Can you recall clear examples of current situations where you used this gift?

What opportunities do you have to use your gift in the future?

Think about past peak achievements in your work. How did you express this gift in those achievements?

Share your #1 gift with a friend or colleague and ask for examples of when they have observed you truly enjoying using this gift.

G + P + V

Your calling is the alignment of your **Gifts + Passions + Values**. When you give your **gifts** in service of something you are **passionate** about in an environment that is consistent with your **values**, you are living your life's calling.

With this exercise, you named your **gifts**. Continue to explore your gifts and to confirm your choices by [connecting](#) with others—clarity brings confidence in your giftedness!

Passion is living fully—finding those things that you care most about and using that caring to move you to action. You discover your passions by answering the questions, “What do I think is worth doing in the world?” and “What problems in the world or at work do I feel need solving?”

Values are the expression of our deepest concerns. Your values underpin your life choices: where you live, where you work, your relationships, how you spend your time and money. To name your values, track how you spend your time and money for one week. What patterns do you notice? Are you spending your time and money on what you value most? Your Calling also identifies environments that may be a good fit for you.

Learn more about your Calling in Richard Leider's book, [Whistle While You Work](#) which is based on the work of Dr. John Holland. You can learn more about this approach by visiting web sites about Holland's Code.

The Hidden Job Market

Analysis by Katharine Hansen, Ph.D.

For years, I've been among many career experts who have explained that the number one reason networking is so important and effective is that the *vast majority* of jobs are never advertised—thus, the only way a job-seeker can find out about these jobs is through word-of-mouth. And it's only through networking that job-seekers can hear word-of-mouth news of unadvertised vacancies.

This "vast majority" of unadvertised jobs is commonly referred to as the "hidden job market," and published estimates of the size of this enormous cache of jobs have ranged from 75 to 95 percent of the total job market. Given this commonly accepted concept, I was shocked to read a 2009 statement by a respected consultant, someone who knows the world of hiring extensively, having worked with hundreds of employers, that the hidden job market is one of the biggest myths of job-hunting; that, in fact, it doesn't exist: "Maybe a few thousand out of 20 million jobs are unpublished, and they are primarily at or near the C-level," said Gerry Crispin, who with partner Mark Mehler, operates [CareerXroads®](#), which consults with corporations in career planning and placement, contract recruiting, executive search, recruitment advertising, and human-resource management.

My astonishment at this statement and its implications for advice routinely given to job-seekers inspired me to learn what other experts had to say about Crispin's assertion. With his permission, I shared Crispin's opinion with more than 70 experts in the career-management, employment, recruiting, and hiring sectors.

The majority refuted Crispin's opinion that the hidden job market is a myth, though few offered concrete evidence in favor of the hidden market. Some agreed with him. Others contended that the hidden job market is real, but that problems exist with the concept:

1. Definitions and interpretations of the "hidden job market" may not reflect reality, and perhaps "hidden" is not the best term for this sector of available jobs.
2. Those who are skeptical about the hidden job market generally admit it exists but dispute commonly bandied- about figures—that the hidden job market comprises 75–95 percent of the job market—contending that the portion of the job market that is unadvertised is much smaller. The size of the hidden job market may also fluctuate based on the economy, some say. Let's look at these issues separately.

Is New Terminology for the Hidden Job Market Needed?

The exact origin of the term "hidden job market" is elusive, but the word "hidden" was likely chosen because the jobs the hidden job market refers to are not readily visible to job-seekers. They are not posted on job boards, company career sites, newspapers, or anywhere else. Some jobs considered part of the hidden job market *are* visible, but only to small, closed subsets of the public; for example, internal employees may know about an opening and be asked to refer qualified members of their network to apply. Or, a vacancy may be known only to a search firm or executive recruiter conducting a confidential search to fill that opening.

As Kenny McAllister, managing director at Aquila Consulting Group in the UK, points out, "hidden job market" has become "a convenient way of describing something intangible and something that is not necessarily easily or readily quantifiable." Adds Mick McNabb, vice president of the Insurance Division of Hoffman Recruiters, Boston, "How do you count something that's hidden?" An Australian freelance business writer Clayton Jan notes that "the 'hidden job market' is one of those terms that sounds mysterious, exciting, and yet sounds like something that can be accessed by job-seekers." A better term, Jan says, might be "work or employment that is gained by informal or non-public means."

One problem with the word "hidden," is the implicit notion that employers are deliberately hiding jobs from the public, an idea that Crispin ridicules:

- The alternative [to believing the hidden job market is a myth] is to believe that there is a purposeful strategy employed by tens of thousands of companies to *not* make public notice of positions they want to fill. Ridiculous. And, since it is impossible to find a single firm that admits to keeping their open positions a secret, that would mean they conspire to keep the "market" hidden from job seekers. Gotta be kidding me.
- "It's a language problem," says career coach Nick Gendler, London, UK. "Who would 'hide' the fact that they are recruiting?" Instead of "hidden," then, perhaps a term like "unpublicized," "unpublished," "unadvertised," or "unposted" job market would be more accurate. (For the rest of this analysis and its companion article, [How to Tap Into Jobs in the Unpublicized Employment Market](#), QuintCareers chose "unpublicized.")
- No one consulted for this article believes employers engage in a purposeful strategy of not publicly making visible the vacancies they want to fill, but many experts did suggest reasons that employers may postpone publicizing or decline to publicize an opening:
 - **The employer needs to confidentially replace a nonperformer.** Robert Williams, executive search consultant at MRCP Group, notes that the employer doesn't want the person being replaced to be aware he or she is being ousted until the replacement has accepted the position.
 - **The employer at a public company fears news of significant hiring will hurt stock prices.**
 - **The employer does not want to reveal future plans to competitors and others, and publicizing openings could expose those plans.** "The job cannot be posted because it could tip off competitors of a new project or change in market direction," explains Tony Deblauwe, workplace consultant and founder of [HR4Change](#). "I have worked with companies that started a stealth start-up group inside a division. No job posting existed, and the recruitment team sourced internal and external candidates," Deblauwe says.
 - **The employer want to get referrals before or instead of publicizing the vacancy and being inundated with resumes from unqualified candidates.** This reason was the one experts mentioned most often for why employers resist publicizing jobs, advertising them only as a last resort. "Hiring managers would prefer to hire someone they know, like, and trust." Notes psychologist and career coach, Janet Civitelli, Ph.D. of [VocationVillage.com](#) "If they cannot identify a known candidate to hire, they will settle for a referral from someone they know, like, and trust. Their absolute last choice is to advertise the job, sort through hundreds of resumes, and hire someone with no connection to anyone in the hiring manager's network."
 - **The employer hires a search firm or recruiter to conduct a confidential search.**
 - **The employer uses social media or other non-advertising means to find candidates.** In many cases, the employer uses social media to search for appropriate candidates to woo, but some also use social media as a substitute for advertising openings. "My old boss was just twittering yesterday that they were hiring two new sales reps," recalls travel blogger Chris Christensen, "so I checked, and sure enough the company Website still says 'We currently have no openings.'" Christensen thus describes a case in which openings are publicized, but not through the channels job-seekers have come to expect. Job-seekers have only recently begun to look at social-media outlets like Twitter for information about job vacancies.
 - **The employer may be very small and does not have the resources to advertise the opening.** "I would confidently surmise that a large portion of the openings at these smaller firms do not get publicly advertised,"

McNabb says. "They are filled using recruiters, internal referrals, and industry networking." Williams agrees: "Let's also not forget that most jobs are created by small businesses in America, many of which don't have an in-house IT staff to update their Websites and run a jobs board," says Williams, who notes that small firms often hire from local contacts, trade unions, industry associations, and even family rather than through advertising. Even larger companies may be reluctant to spend money to advertise openings. "In the pharmaceutical sales field, we try to recruit from within or through contacts from our existing sales force before announcing job openings to the public," says former pharmaceutical-industry national sales manager Clint Cora. "The costs of recruiting internally and without having to go public are less, plus they are referrals from known company staff. Only when we can't find suitable candidates this way do we go public."

Responding to Crispin's statement that "firms publish every job on their site that they have open," Williams notes, "A large company without a jobs board is unusual, but what is large? I know of companies with fewer than 100 employees with great job boards, and I know of companies with over 1,000 employees without even a Website. All of these companies hire people, but to say that all of the opportunities that exist can be found on the Web is highly questionable."

Human error; the employer simply fails to publicize the opening (e.g., lack of time, forgetfulness). "It's 'free' to advertise jobs on your company's Website (provided you have one)," notes recruiter Deb Hester, Recruiter of Deb Hester & Associates, Seattle. "But, it takes effort. If you have to go through IT to get it done, the effort may not be worth it, and you may have the job filled before the job gets posted. If you're a small business and have someone else run your Website, it's going to cost you money, or you're going to have to try to figure out how to do it yourself. And, if you're with a big company and have lots of job openings, you may not have enough hours in the day to post all of them and get all the rest of your responsibilities taken care of," the recruiter says.

Another human error that can result in hidden openings is the poorly designed employer Website. "Many corporate Websites are horribly designed," says career counselor Alan De Back, author of *Get Hired in a Tough Market* (McGraw-Hill). "Job postings are often hidden, and you have to really search to find them. Frequently they are buried somewhere in the 'Contact Us' tab on the Website," he says. De Back also thinks some employers may deliberately make vacancies hard to find on their sites in a weak economy for the same resume-inundation reasons mentioned earlier.

- **The opening exists, but there's a hiring freeze, so the job cannot yet be publicized.**

Another reason for not publicizing an opening is that the job is still in the pipeline. Career marketing coach Mark Hovind, who has a page on the [hidden job market](#) on his JobBait site, asserts that most jobs start out hidden, known only to the decision-maker. The employer recognizes a need and decides to create a job, but the vacancy, for various reasons, is not official. Perhaps the skills needed for the job haven't been identified. Maybe the job description hasn't been developed. Possibly the budget to fund the position hasn't yet been worked out. Whatever the reason, the opening isn't ready for prime time and can't yet be publicized. "While the need is real," says David Perry, author of *Guerrilla Marketing for Job Hunters 2.0*, "the job itself remains hidden in the hiring manager's head." Along with many career experts, I've consistently advised that through networking, job-seekers can learn of jobs in the pipeline and position themselves to be considered before the job goes public. "The only successful way to access this market is to reach the hiring managers before they opt to go the advertising or HR route," Perry notes.

Gendler agrees: "From the point at which the employer recognizes the need to take someone on to the point at which that vacancy is put into the public domain can be several months. Yet, the time it is in the public domain is usually only a few weeks. For the vast majority of a vacancy's life it is 'hidden.'"

But Crispin counters that jobs in the pipeline aren't real. "If you want to imagine millions of planned jobs just sitting in a pipeline," he says, "I would suggest that isn't happening except for a very small percentage—thousands at any point in time—not even tens of thousands. No one knows [the number] because they obviously aren't published. Certainly it makes sense to try to dig them out, but except for a few high-level positions, it just isn't going to happen."

Some experts, like Hester, take exception to Crispin's dismissal of pipeline jobs. "Guess what? If the right person suddenly appears on the employer's doorstep, the job suddenly becomes real," she points out. Sharon Rich agrees. Rich, founder of [Leadership Incorporated](#) and the Layoff Bounceback program, Los Angeles, says, "I disagree strongly with his contention that a job in the pipeline isn't real," she says. "This is the *ideal* time for a candidate to be in relationship with a company. I also do not agree that this is a small percentage of what's available. I notice that literally every company I have ever worked with has had many needs that went unfilled, which a person offering a meaningful solution could leverage to generate sponsorship within the company to create budget and push through a job. The opportunity, in my opinion, is unlimited. There is more need out there right now than there has ever been before; therefore, opportunities abound for smart and creative job-seekers."

Interestingly, some publicized jobs also can be characterized as not real because, while legal or other requirements compel the employer to advertise the opening, the hiring manager already knows who he or she plans to hire. "The job-seeker who responded to these ads did not get hired because the person who was referred had an inside track in got the job," observes Duncan Mathison, co-author of [Unlock the Hidden Job Market: 6 Steps to a Successful Job Search When Times Are Tough](#). Although a job like this may seem inaccessible to job-seekers because it is "wired" to be filled with someone the employer already has in mind, chances are the person who will be hired got through to the hiring manager *before* the job was advertised. That's why Mathison counts these jobs as part of the hidden job market even though they are advertised.

Size of the Unpublicized Job Market

While many experts refute Crispin's characterization of the hidden job market as "mythical," some agreed with him that this job market is not nearly as large as has been described. Experts speculated on the size of market and [shared plenty of anecdotes](#) in which job-seekers obtained jobs that had not been advertised, but only a few cited what may be definitive statistics on the size of the market. Those stats come from none other than the U.S. government's Bureau of Labor Statistics in a regularly issued report called [Job Openings and Labor Turnover Survey, or JOLTS](#).

As Mathison notes, "according to the Bureau of Labor Statistics, employers *always* hire more people than they actively recruit. The JOLTS data gathered by the government demonstrates this. At the end of each month, the BLS asks employers how many people they hired and how many they expect to hire ('actively recruiting') in the next month." The gap between open positions for each month and actual hires, Mathison explains, is the hidden job market. "In raw numbers, the hidden market actually grows in weak economies, even though there are fewer positions overall," he says.

Let's look at Mathison's explanation of the [JOLTS report](#) that was most current at the time this analysis was written. Between June 2009 and May 2010, 40,831,000 hires were made. The same period saw 25,490,000 advertised openings (positions employers report that are open and if they find a candidate, they can start within

the month). The difference, in numbers, is 15,341,000, a gap of 38 percent that fall into the category of the hidden or unpublicized job market. This figure is, of course, significantly lower than the commonly cited 75 to 95 percent characterizing this market, although the Bureau of Labor Statistics makes the statement, "Employers fill the majority of job openings through the unadvertised, or hidden, job market," in its [Occupational Outlook Quarterly](#) publication. However, adding in, as Mathison does, positions that are advertised but in which people the employer already knows are hired, brings the figure to around 70 percent.

How people get jobs vs. how employers fill their vacancies. One argument that experts frequently made in favor of the existence of the hidden job market is the notion that the majority of job-seekers get their jobs through networking. The effectiveness of networking is indisputable and frequently backed up by research (for example, ExecuNet's annual Executive Job Market Intelligence Report, which in 2009 reported that 73 percent of survey respondents found career options through networking, compared with just 14 percent for the next most effective method). But statistics showing how people get their jobs cannot necessarily be extrapolated to show the existence of the hidden job market. Certainly a relationship exists between figures that show how job-seekers find their jobs and those that indicate how employers fill their vacancies, but proof of the effectiveness of networking does not prove the existence of the hidden job market. After all, just because a job-seeker finds a job through networking does not mean the job was not publicized; job-seekers often use their network contacts to get a foot in the door to advertised positions.

Who benefits from promulgating the idea of the "hidden" job market? Crispin asserts, "Essentially the myth [of the hidden job market] is propagated by all those who stand to gain from introducing you to a firm ... typically third-party firms, job counselors, and authors of job-hunting books." Well, I would seem to be guilty since my book, *A Foot in the Door* devotes significant attention to what I then called the hidden job market, as do a number of my articles here on Quintessential Careers. But like hundreds of colleagues who also discuss the "hidden" job market, I had no malicious or profit-seeking intent; I simply repeated a well-established (if misunderstood) concept.

Where I do caution readers is to be wary is with practitioners who claim they can, for a hefty fee, help job-seekers penetrate the hidden job market. Any such professional should be carefully vetted, with references checked. Rachel Kaufman, editor of [MediaJobsDaily.com](#), a [mediabistro.com](#) blog about careers in the media industry, offers an even stronger caveat: "You shouldn't have to pay a firm, counselor, or author for access to the [unpublicized] market," she says. "But simply being aware that you don't have to wait for a job to be published to apply is a huge benefit for job-seekers."

Final Thoughts on the Unpublicized Job Market

So where does this analysis leave us? Is there a hidden (unpublicized) job market or not? If the U.S. Department of Labor is to be believed, yes, there is, though it may not be as big as experts have been stating for years. Those concerned with quantifying the unpublicized market should decide whether the Bureau of Labor Statistics figures are the best way to measure this market, and if not, should develop a technique to quantify it. Lots of [anecdotal evidence](#) tells of job-seekers who have attained unpublicized jobs. "Hidden," however, is probably not the best descriptor for this market because employers are generally not deliberately hiding vacancies.

Regardless of the size of the hidden/unpublicized job market, **the evidence is clear that networking is crucial to job-search success and remains the most effective way to land a new job. Job-seekers should consider tapping unpublicized jobs as just one tool in the job-search kit. "The wisest strategy is to pursue both avenues concurrently: respond to actively advertised positions and the hidden job market,"** advises Judi Perkins, the How-To Career Coach and founder of Find the Perfect Job.

Hidden Job Market

by Randall S. Hansen, Ph.D.

Have you ever conducted a job-search and thought to yourself that there must be more job openings than the ones found through online job searches? Guess what? The answer is a resounding yes. If you are simply searching online (regardless of whether you are using Monster, Indeed, or Google), you are missing out on at least four times as many job leads—job leads that go unposted publicly. To make matters even worse for you as a job-seeker, the job leads you actually discover online may be so old that the position has long been filled or closed.

In order to track down the most job leads—leading to the most interview and job offer opportunities—job-seekers must go beyond online job boards and search engines and attack the hidden job market. As much as 80 percent of all job openings are filled through (direct and indirect) referrals, not through job postings.

Why Job Openings Often Go Unadvertised

The actual hiring process is a long and winding road that begins when a hiring manager requests a new position or when a current employee leaves his or her current position. The first step is getting approval to fund (or continue funding) the position and approving the recruitment plan. What happens next is a multi-stage process that eventually leads to a public job posting if all other measures are unsuccessful.

During the initial time of the request, hiring managers put out feelers to find internal candidates for the expected position. Strong and proven internal candidates are almost always favored by employers over the unknown quantity of new outside hires. Once funding has been approved, the next step is an internal job posting, again with the intent of finding an internal candidate to promote. At this stage, hiring managers may also contact their network and inquire about possible external candidates (referrals). Only when it's been decided that there are no viable internal candidates and no known external candidates is a position publicly posted.

Strategies for Uncovering Hidden Job Leads

There are two main strategies for uncovering a wealth of unpublicized job openings: networking and cold-calling. These strategies both work because they break into the middle of the hiring process—before positions are publicly broadcast. Even better for you as a job-seeker, if you can make a strong case for your fit with an unadvertised position, you'll face much less competition from other job-seekers, immediately improving the chances that you'll get a job interview.

Career Networking to Uncover Job Leads

Just about all of us network everyday throughout the day—by chatting with our fellow commuters, making phone calls or sending emails to our suppliers or customers, updating our Twitter or Facebook status, talking with our colleagues at work, meeting with friends or family for drinks or dinner after work—it's just that most of us don't think of it as networking.

But that's the basic premise of networking—and why networking is such an easy job-search tool. Networking is simply about building and maintaining relationships with the people around us. The more people we know—and the more people the people we know are connected with—the more powerful our network. Remember to not only maintain your current network, but strive to regularly add new contacts—especially those who work at prospective future employers. As a colleague of ours likes to say, job-hunting is now a contact sport—and the more (relevant) contacts you have, the better your chances for success.

When you're ready to seek that next job—or when you need to seek that next job—the simple way of uncovering hidden job opportunities and leads is by asking people in your network if they have heard of any openings for the job you're seeking. There are two keys to being successful. First, you need to know exactly the type of job you are seeking. Second, you are not asking your network contacts for a job, but rather for information that may lead to a job. It's best to use a combination of traditional (face-to-face) networking and social (online) networking, as well as a combination of personal (family and friends) and professional (present and former colleagues and bosses, peers, suppliers, customers, and the like) contacts.

To really ramp up your networking techniques—discovering new ways to develop and maximize your networking opportunities, review our many networking tools in our [Art of Career and Job-Search Networking](#) section of Quintessential Careers.

Cold-Calling to Uncover Job Leads

Cold-calling is an old sales technique—and an even older job-search technique—that works as well today (if not better) as in the past. The basic premise of this approach is that you identify specific employers and send them an unsolicited cover letter and resume requesting an interview.

The first step is determining the exact type of job you are seeking. The better you know the position you seek, the better you can find employers that hire job-seekers for those positions and the stronger you can target your cover letter and resume.

Conducting A Job Search

Wrapping Up the Interview

You might consider getting some business cards. You can design a card with your name, phone and email address and use it for networking and interviews. See <http://www.vistaprint.com> or <http://www.overnightprints.com> for business/networking cards. They are very inexpensive and have easy-to-use templates for designing your card

At the end of your appointment get their business card, give them your card and ask if they could give you the name of someone else in their field that you could talk to. This type of referral will help get your next appointment.

Immediately after the interview, mail them a hand-written thank you card.

You should give your business card to everyone that might connect you to someone that might help you connect to a potential employer. If appropriate, you should also contact everyone that you have worked with in the past that might know someone you can network with.

Conducting A Job Search Course Knowledge Check

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