

Announcer ([00:28](#)):

On today's episode of Tune in Tuesday, we're joined by vice-president of SHRM Editorial, Tony Lee, as he moderates a two-part conversation on both aspects of the recruiting puzzle with Jeff Luttrell, senior director of talent management at Alorica and Kim Ades, president and founder of Frame of Mind Coaching. This conversation will equip you with new learnings to both recruit more effectively and stand out in the market in these challenging times. But first, here's your Tune in Tuesday cohost Christopher Lopez.

Christopher Lopez ([01:06](#)):

Hello, everyone, and welcome to Tune in Tuesday. If you're joining us for the first time, thank you for tuning in. And as always, if you're returning, welcome back. My name is Christopher Lopez and I've been looking forward to today's episode where we'll learn some of the new best practices for talent acquisition in a virtual landscape and how to stand out as an applicant in the crowded work market. Last month, SHRM president and CEO Johnny C. Taylor Jr. sat down with Cisco's executive vice president and chief people officer Francine Katsoudas and Cisco HR employee Lauren Griffis to discuss the impact that 2020 has had on employee mental health and how workplace culture plays a bigger part in defining the new world of work. In case you missed that episode, you can watch the replay at any time on this page.

Christopher Lopez ([01:59](#)):

As the voice of all things work, we know firsthand the importance of the work HR departments around the globe have been doing throughout this tumultuous year. SHRM will be your lifelong career partner giving you immediate access to the resources and tools that will support you in your day-to-day role and connecting you to a community of 300,000 plus members across the globe. You can rely on SHRM for access to compliant resources, one to one guidance from expert HR knowledge advisors, interactive tools, a peer to peer network, professional development, and so much more. Learn more about SHRM membership and join or renew your membership at [shrm.org/membership](http://shrm.org/membership).

Christopher Lopez ([02:47](#)):

2020 brought on a set of workplace challenges none of us could have been prepared for. Leading today's discussion is Tony Lee, vice president of editorial at SHRM. Reporting on everything from mental health to workplace culture in our new norm, his team has worked tirelessly over the course of this year to deliver the latest when it comes to the impact 2020 has had on the world of work. Our world has changed drastically, but as we embark on a new year, many HR and business professionals are looking for new ways to recruit, hire, and retain talent virtually. Joining Tony are two experts who represent both sides of recruitment. First up, we have Jeff Luttrell, senior director of talent management at Alorica who is here to talk more about recruiting in a virtual and COVID age. Later, Tony and Jeff will be joined by Kim Ades, president and founder of Frame of Mind Coaching to provide guidance about the job search and methods applicants can consider to stand out in the current job market. I absolutely cannot wait to dive into this discussion. Tony, over to you.

Tony Lee ([04:07](#)):

Thank you, Chris, and thank all of you for joining us today. My name is Tony Lee and I serve as a vice-president of SHRM's editorial department. Over the course of 2020, SHRM has been here to support you and your teams through every workplace hurdle. Since March of this year, the editorial team has published more than 2,000 articles, toolkits, and guides to keep you informed on the latest challenges

impacting the world of work and offer insights on how to overcome them. So far this year, we've seen a significant impact to the economy that's led many organizations to downsize and lay off employees, which has resulted in a record number of workers filing for unemployment benefits. As we close out the year, many employers are still looking to fill open positions in their organizations, but frankly, they aren't sure how to recruit most effectively, how to hire and retain those employees in the virtual age.

Tony Lee ([04:58](#)):

So here to talk about his experience in virtual recruitment and how to find talent who are a great fit for the organization's culture is Jeff Luttrell. He's the senior director of talent management at Alorica. Jeff, thank you so much for joining us today.

Jeff Luttrell ([05:14](#)):

Hey Tony, thank you very much for having me.

Tony Lee ([05:16](#)):

Yeah. So why don't we start off with you sharing a little bit about the work that you do at Alorica.

Jeff Luttrell ([05:23](#)):

Sure. My teams work and support our organization and we recruit customer care agents, chat agents, and a multitude of other positions for us. We joke internally that we probably support most of the companies that all of you out in the audience know and love and use every day. Our motto is that we make lives better one interaction at a time, so when we're out there looking for new agents, my team is looking for people with amazing service, those people that can deliver amazing customer service. We've been crazy busy, our teams have been hiring almost 70,000 people this year and it's been bittersweet. It's great for our company, but we know that that people desperately need to work. So we're just happy that we're able to help get people back on their feet and back in jobs.

Tony Lee ([06:27](#)):

That's amazing, Jeff. Now, it's interesting because you're doing high volume hiring, which is not something many people do. But I think the lessons that you learn are applicable even to companies that are only hiring two or three people, you learn some really key lessons. So can you share with those how, especially when you're trying to recruit virtually, what those key lessons have been so far this year?

Jeff Luttrell ([06:49](#)):

Sure. You hit it spot on, even though we're a large company with large hiring needs, we also have brick and mortar locations that operate like a small business. So I've got experience with working with very small teams in very small cities as well as our work at home business, where we're recruiting for thousands and thousands of people. So it's been a really interesting year and I know when all of this started in March, I don't think my organization had any idea that we would be where we are now. Our first task was to figure out how to get our current population out of our brick and mortar locations and into remote positions. So we converted thousands of our employees and moved them to home and that created challenges and helped us create our roadmap for how we recruited virtually because there are technology issues. Technology can be our friend and it can be our enemy, and we quickly learned what those are.

Jeff Luttrell ([07:55](#)):

Internet access is not always there for people, so we had to troubleshoot and come up with some creative solutions on how we can do that. So we did assist with those little wifi connections for many of our current employees where they could still get online. We also figured out that a lot of people either don't have a computer at home or did have one but their kids are also using it during the day for school. So we did supply a lot of computers, a lot of computers or laptops, headsets, lots of technology went out to new hires as well as current employees.

Tony Lee ([08:39](#)):

Wow.

Jeff Luttrell ([08:42](#)):

Logistically it was crazy, so we had to create a whole team that handles logistics, shipping out, receiving back in, all of that exciting work. We also learned that we needed a new approach to onboarding, we couldn't just send out directions and expect people to log in easily because everybody has a different... If we're using their own device at home, they may need to download different software. So we created a whole nother group that provided tech support for getting somebody onboarded and up and running. We call them our pit crew. So we've got a pit crew that helps on day one, get everybody up and running and ready to go, then we hand them off nicely to our trading partners to help with new employee orientation and all of the training that's provided. That, yes, it added an extra day to our existing work, but it's proven to make agents so much more successful in their jobs here.

Tony Lee ([09:49](#)):

That's phenomenal. What a heavy lift.

Jeff Luttrell ([09:53](#)):

Yeah, it is. We had to spend a lot of time re-looking at our processes and making some adjustments around technology in particular. The other piece is the people piece. There is a lot of fraud out there. And because we recruit virtually, many people don't know, didn't see who Alorica is, they didn't trust us. So our recruiters had to change their game a little bit, we didn't just rely on electronic messages, chat bots, and all of our tools, we actually had to have some deep conversations, in-depth conversations with all of our candidates to make sure that they knew us and trusted us. So I think that was a big takeaway, is building that relationship and making sure that they know who we are and trust us so they know we're not a fraudulent organization trying to get their social security number and do something with it.

Jeff Luttrell ([10:57](#)):

Let's see, there are a couple others, working from home, coaching new hires on how to work from home, setting up your office, making sure that you've got a quiet place that you've got all of the right pieces of equipment. Because initially we had people that were on their bed working, on their couch, and there were a lot of distractions for our customers. So those are a few of the highlights.

Tony Lee ([11:30](#)):

Wow. That's quite a list, Jeff. Let me ask you this, a lot of that if not all of that is virtual, which makes perfect sense. Let me ask you, back in April at the SHRM Talent Conference, you talked about when the

pandemic first got going, you actually leveraged things like up drive up drug testing and drive up I-9 completion for new hires. Did it work? Is it still going? Are you still attempting to do that?

Jeff Luttrell ([12:04](#)):

Yeah, we are still doing virtual job fairs. We do them quite a bit although we've adjusted our approach, they're not large events now, they're very targeted and smaller so that we can handle the volume. Because like I said, there are a lot of people that are not working so we've seen a huge number respond to our ads, our events. So we have had to adjust and really target those events to smaller size. The I-9s, yes, we've not only continued to do the drive-through I-9s, but we've expanded and created a whole new process around the authorized agent and expanding that because we do have people that we're hiring in locations where we don't have a brick and mortar site or a team of recruiters that can work. So really built out that process.

Jeff Luttrell ([12:59](#)):

The drive-through I-9 worked so well that we actually are doing some drive-through job fairs at a couple of our sites particularly in some of our Florida locations where the weather's not bad. So people drive up, they speak to a recruiter and get pre-screened, they don't have to get out of their car. We do the pre-screen, do an initial interview while they're in their car with masks on and all of that. If they are good, then they move on and the hiring manager does the second interview while they're in their car. We can complete a good chunk of the process while they're sitting in their car in our parking lot.

Tony Lee ([13:39](#)):

That's amazing. Is the third stop for a burger and shake or do they get to go at that point?

Jeff Luttrell ([13:45](#)):

We do provide refreshments because they're sitting in their car for about 30 minutes. So not a burger and shake but maybe a drink and some crackers.

Tony Lee ([13:54](#)):

That's great. So you do have some customers who are security conscience, and I know you were doing drug testing via drive-through, are you still doing any drug testing that way?

Jeff Luttrell ([14:06](#)):

Yeah. So we did have to go back to some of our clients and ask for waivers because for the clients that don't allow the swab or the onsite collection, we would have to send people to a medical facility. So we did seek some waivers and partnered with our specific clients to see if we could make some adjustments. Especially with the legalization of marijuana in many states, we were able to eliminate that part and just test for the other components. It's definitely challenging, we've got some clients that require fingerprinting and we've been sending out fingerprint kits that give step-by-step instructions and videos on how to do it. And that way everything's done, it tells them exactly what to do, and send it back in. So again, we've just had to really look at each step and stage and figure out how to make it easy for someone that doesn't work in our site and know what we're doing.

Tony Lee ([15:06](#)):

Well, that's some real innovative thinking there. How did you train your recruiters to think innovatively like this? This is new for them too, right?

Jeff Luttrell ([15:16](#)):

It is. And from a leadership standpoint, I've always had a remote team. But I've added 30 to 40 recruiters this year as well, to help with all of the workload. So training, getting to know them, having that culture of if you notice a process that's broken, doesn't make sense, let us know. We have daily calls now, so I know it seems like overkill, but because we're not in a site together, the various teams, functional teams within my group, they meet daily, they talk, they come to us with suggestions and it's encouraged and we do reward it. We actually created a financial incentive to anybody that comes to us with an innovation. And if that innovation is implemented, then we give them a pretty substantial bonus to recognize and reward them. We've had a couple, the pit crew was a result of two of our team members that said, "Hey, we should be doing a tech check prior to start." And those two folks got a nice sized bonus because it was rolled out company-wide.

Tony Lee ([16:30](#)):

Wow, that's terrific. Great innovation there too. So let's shift gears a little bit and focus a little more on the candidates. So in this type of environment, most of the positions you're hiring for are customer service related positions, but I know you hire across the board. How have the type of candidates you're seeing changed?

Jeff Luttrell ([16:50](#)):

It's remarkable that the population that's out there now really good talent is available. We're lucky because we can recruit from a lot of the service industries that have been negatively impacted. But people with 10, 20 years of experience that have worked in the airline industry or have worked in the hotel industry, they desperately need to work. And amazingly, we've been able to negotiate with some of our clients pay that equates to what these folks were earning previously. So we've done a lot of negotiations, we went back to a lot of clients and we've been able to secure some amazing talent. So very experienced people are out there as well as now that we're virtual, we can recruit all over. So I'm not just pigeonholed into because I have a site in Tampa, Florida only recruiting from the Tampa market. I can recruit from anywhere in the US and find the very best talent that's out there.

Jeff Luttrell ([17:57](#)):

We do see a good mix though. So yes, there's an amazing pool of very experienced people, but there's also still that entry-level pool that has nowhere either. So we have beefed up our training to provide skills to people that maybe this is their first job or they're looking to transition from food service or gas station attendant or whatever, to give them the skills that there'll be successful for us.

Tony Lee ([18:25](#)):

Well, that's terrific. The cover story of the winter issue of HR Magazine focuses on women in the workplace. And sadly, the huge number of women who are leaving the workforce to care for kids, to deal with homeschooling. So have you run into that? How has childcare responsibilities and remote schooling impacted the candidates that you're talking to?

Jeff Luttrell ([18:50](#)):

Sure. The good news is we've got a lot of flexibility, so that's one of our other lessons learned. We did put a lot of flexibility into our offerings of different positions that we have. So we've got different schedule options, we support many clients 24/7. So we can hire people and put them on a schedule that works around their children's schedule. So that's been a positive thing. We're very proud of our diversity hiring anyway, so we've been able to continue to recruit and retain our spouse population, military spouse, people with disabilities. So we really are able to target because it's virtual, we're able to target a lot of different kinds of people and offer lots of opportunities. And because we're able to be flexible, we've been very successful. I think our population is more than 50% women, so we definitely support and come up with creative solutions.

Jeff Luttrell ([19:58](#)):

It used to be unacceptable to hear a child in the background, but nowadays it's funny, we're on a conference call or somebody working, and how many times do people chuckle now when you hear the five-year-old in the background playing their Dora the Explorer game or whatever? It's more acceptable now, and I think that's kind of... We also see the spouse walk in the background or ask a question and somebody's head turned for a minute. That used to not be looked at positively, but nobody blinks at those things anymore.

Tony Lee ([20:30](#)):

It really is a sea change in how people are thinking about work and how they do work, it's truly amazing. Not to mention all the cute dogs and cats that we've been introduced to over the course of the year. Let's shift gears a little bit more again. I assume that once the pandemic has passed you'll have a return to the physical workplace for some people. Do you anticipate that employers are going to be requiring new hires to get vaccinated, to show proof of vaccination? Is that something that you see coming in 2021 or where do you think that falls?

Jeff Luttrell ([21:08](#)):

Tony, I asked some of my colleagues and friends in the industry out, and I don't think so. I don't think we're going to see that. Today, we don't require people to get flu shots, so I don't anticipate. We also don't look at vaccinations in our industry to make sure everybody has their vaccinations or anything, so I don't envision that. I do see it in particular industries, it might be required for healthcare, it might be required for education perhaps. But I don't see in our world or most of the other working world that that would be a movement that we move towards. It may be an offering that companies offer in their benefits, they may have an onsite come and get your vaccinations, that type of thing like we do for flu shots, so we may see more of that.

Jeff Luttrell ([22:03](#)):

But I don't think that we're... Most companies that are working and have people onsite now have put practices in place to protect them, they've had to. There's nothing worse than having your company blasted on the news for a COVID outbreak or causing something. So we're very careful with cleaning services, protective equipment, all of the social distancing. And I don't envision that that's going to go away because once COVID, coronavirus is over, there likely will be something else. So we're being very careful and we're not in a hurry to move people back. So we're keeping pretty much status quo through the end of next year and then we'll see what happens.

Tony Lee ([22:51](#)):

So the corollary to that is remote work seems to be here to stay. Do you anticipate that most companies have embraced remote work and even when they're able to bring people back, maybe they won't? Where do you see that coming?

Jeff Luttrell ([23:06](#)):

Tony, we've seen a lot of benefit, employees like it, and it provides that flexibility for the working parent, it provides the flexibility for people with transportation issues. So we've also seen the benefit, our attrition is as much lower with our virtual programs and virtual employees. So employees love it and there's a huge benefit to our business. Not only the attrition but if we can not utilize as much real estate space, that saves expense, a lot of that overhead. So I think it's going to be the wave of the future. Many companies that hesitated in the past were forced to do it and now they're seeing that, hey, it's not so bad, we can actually make this work and it's not too hard.

Tony Lee ([23:57](#)):

Well, that's amazing. We're seeing it too, a lot of our editorial coverage is reflecting that also. So let's say, let's put out your crystal ball here, the pandemic, so the vaccine becomes available, it starts to get offered across the country through the Q1, Q2, the economy starts to bounce back. We were in having terrible talent shortages before this thing hit, are they back? Do you expect talent shortages again soon?

Jeff Luttrell ([24:24](#)):

Yeah, I do. We're already seeing a crunch. We were first, we already had a small work at home business, so we were first and it was easy. We put out our postings, we started recruiting, and we saw so many applicants. As the year's progressed, other companies have figured out how to do it, how to make it work, and it's definitely tightening. We've still got some time, so the market's still good. But yes, I envision that we will be back to where we were in December, January pretty quickly.

Jeff Luttrell ([25:01](#)):

So I think our strategy hasn't really changed, we still have a strategy of going after all of those diversity populations, veterans, people with disabilities, all of those populations, that hasn't changed for us and we will continue to do that. We'll continue to train our recruiters to source and screen and go after all of those pools wherever they may be because we can't afford to leave any rock unturned, we have to go after every single person.

Tony Lee ([25:38](#)):

I know that untapped talent market is so critical, absolutely. Let me ask you about one other thing, employee referrals has always been the number one source for new hires, has the pandemic had an impact on employee referrals? Are you seeing those down because of what's going on?

Jeff Luttrell ([25:56](#)):

No, we've actually seen them increase because it's opened up because we're got virtual options now. So we may have somebody that has a huge network of people in North Carolina, but they work for us at a site in Texas, so they've been referring people all over the country and they say, "Well, my cousin lives here." And then their cousin tells 10 people that go to the same college or whatever. So we've actually seen an uptick in different people within the company referring people. So not as much agents, that hasn't changed, but we're seeing like a trainer refer people that they know in three states over.

Tony Lee ([26:37](#)):

That's fascinating. One other piece of that too is the complication that comes from being able to hire folks who live absolutely anywhere. Before, a recruiter had a radius that they had to stick to because the person was expected to commute into work. Now, because you can hire from anywhere, is the pie just so big? How do you now limit it? How do you figure out who to talk to if you can hire someone 3,000 miles away just as easily as three miles away?

Jeff Luttrell ([27:04](#)):

Sure. Yeah, we have in our daily call, we talk a lot and communicate a lot about where a group is going to focus on. So if we have one team that's going to focus on applicants from North Carolina, then everybody else stays away from those for the period of time, whatever it might be. So we communicate quite a bit internally and then across other groups because we've got other teams within Alorica as well that are doing some recruiting. So we talk a lot and I think communication is key not only for that, but just across the board.

Jeff Luttrell ([27:39](#)):

The other piece to the communication is our candidates, our new hires, they want to know a lot of information because they're not seeing us. So we did beef up a lot of our communication pieces along the way. They want to know what's happening next, they want to know an easy, I equate it to if you buy a TV, you get the big manual with 50 pages, but then they give you the one page quick start. So we created one page quick starts for a lot of things with pretty graphics and they're interactive where you click links and things happen. So communication has been a huge part of our success.

Tony Lee ([28:20](#)):

That's great to hear, especially coming from someone who would never read that 50 page book, so that's great to hear. Jeff, thank you so much, great thoughts on recruiting, such a key topic. At this point, I'd like to add a layer to this discussion as we are joined by Kim Ades president and founder of Frame of Mind Coaching in Toronto, an organization focused on preparing candidates to put their best foot forward when it comes to the job search. Kim, welcome to Tune in Tuesday, thanks so much for joining us.

Kim Ades ([28:50](#)):

Thank you, I'm really happy to be here.

Tony Lee ([28:53](#)):

Yeah, we're happy to have you. So if you don't mind, please share a little overview of your company, Frame of Mind Coaching, and how you work with candidates looking for their next role.

Kim Ades ([29:02](#)):

Well, our specialty is we work with executives and leaders across countries, across sectors, industries, it doesn't really matter. We're really interested in that highly driven population. Basically, we coach them on all areas of their lives, but a lot of times it's focused on their career. They are really wanting to move up to find better positions, to get promoted, that type of thing. Fundamentally what we do is we look at how leaders think and how their thinking impacts their outcomes, specifically when it comes to their performance and their ability to move up into any type of position they're looking to move into.

Tony Lee ([29:44](#)):

You work with folks as well as leaders, folks at other levels, especially in HR as they're looking for new opportunities. I guess my question for you is, it's a pretty crowded market out there. Jeff was saying that we expect it to improve next year, but right now it's tough for a lot of folks. So what would you recommend to help job seekers stand out in a market like this?

Kim Ades ([30:09](#)):

Well, let's explore the term stand out, what does it mean to stand out in other organizations or other circumstances? What does it mean when a man wants to stand out for a woman? What does it mean when a student wants to stand out in a classroom? What does standing out mean? It means making a difference, it means popping up, popping out. So when we look at what it takes, let's say even on the field, on a soccer field, what are the key characteristics or the key requirements that make someone stand out? Number one is they need to practice, they need to do their runs, they need to do their drills, they need to do their homework, they need to do their research, and they need to persist.

Kim Ades ([30:54](#)):

The second thing that they need is they need a sense of optimism, a sense of hope that something will unfold even though they might be getting negative feedback upfront. The third thing they need to do is they need to put in a little bit of time and effort. And the third thing they need to do is they need to be a little risk-taking. They need to be able to decide that it's okay to fail and be okay to do something different than the ordinary. So those are the things that are required to stand out.

Kim Ades ([31:24](#)):

But let me tell you a very quick story, and it's a true story. I have five kids and one of them was in business school a couple of years back. He was sitting in an auditorium full of all of his colleagues, all of the other students in his class, and the president of Aston Martin came to speak at the school. He sat there in the audience and he was grinning the whole time, everything she said, he was going with it. And literally, she was talking about what it takes to stand out. All of a sudden she took her finger and she pointed it at him and she said, "You see that guy, that's what it takes." His enthusiasm, his brightness, his shininess stood out to her and he ended up developing a relationship with her where she was his mentor. So did he stand out? He stood out. So it's this energy, it's this optimism, it's this glow that we need to bring to everything we do. I know it sounds a little fluffy, but it's so important. I can't express how much disappointment, disenfranchisement I'm seeing and that's really working against people.

Tony Lee ([32:39](#)):

Yeah, no, I hear you completely. While it may sound a little fluffy, I think there's a part of it that couldn't be more critical, and that's that you have to put in the effort. It does take preparation, it does take work. One of the things we found through the years is that there are a lot of smart people out there who attempt to job hunt and they wing it because they think, "Oh, I'm smart, I'll be able to make it sound good." But it doesn't really work if you don't prepare, if you don't understand what the company is looking for, you don't do your research on the company and their background so that you can ask intelligent questions, you're not going to stand out or are you going to stand up for the wrong reasons, right?

Kim Ades ([33:18](#)):

Yeah. You know what? Not that long ago, I have an old, old friend who sent me a message on, I think it was Facebook or LinkedIn. And she said, "My daughter's looking for a job, can you help out in any way?" I said, "Sure, tell her to send me her resume." She sent me her resume, but she had no idea who I was, she didn't know who she was sending her resume to. She didn't do any research, she didn't look me up, she didn't look up my website, she didn't understand who I was connected to, she didn't understand what I could potentially do for her. So when I finally got on the phone with her, it was a dead call. It was just a dead conversation because she... what the opportunity was that was sitting in her hands. I would say to you that a lot of people don't do their homework or they do very surface level homework, they don't do any deep research. They look at what's on the surface of a person or an organization, look a little deeper, it's very, very important.

Tony Lee ([34:14](#)):

I can say as someone who's a hiring manager, if I hear questions back from a candidate that reflects the amount of work they've done researching it, it makes a huge difference. Jeff let's loop you in, do you feel the same way when you hear candidates who've done their research? They really leave a lasting impression, don't they?

Jeff Luttrell ([34:33](#)):

They do, yeah. Like I said, we hire thousands, so that means we look at tens of thousands of people. And it's the people that have spent the few extra minutes and can speak educated, know what we do, know what they're applying for, that I'm like, "Wow, they actually really do want this job." So I 100% agree.

Tony Lee ([34:55](#)):

So Kim, this seems like a no brainer, why are people not doing this? What's preventing them from doing what it takes to stand out?

Kim Ades ([35:03](#)):

Well, at the end of the day, you want to ask yourself what prevents anybody from doing anything that will help them reach their goals? Really, that's the fundamental question. I will say to you that at the bottom, at the foundation of this is that what a person believes to be true will impact what they do and what they don't do. So if they feel like they don't have enough experience or they're not educated enough or they're lost in the shuffle or that an organization already knows who they're looking for and it's not them, then how do they show up? What kind of effort do they make? It's a little lackluster you could say. The beliefs we have will influence the actions we take and the actions we don't take.

Kim Ades ([35:47](#)):

So when I look at a candidate, I also want to see how do they perceive themselves? Do they think that they have anything of value to add? Is that value substantial or do they think that they're not that special when they get lost in the shuffle? Who are they? So I want to see what beliefs do they have about themselves. But at the same time, I want to see what beliefs do they have about their ability to get a job? What beliefs do they have about the organization they're seeking? And do they think it's even possible? So what I see is that a lot of people just go in discouraged and that discouragement is a reflection of their beliefs.

Kim Ades ([36:25](#)):

So those are things that need to be challenged because the minute you try to do something from a discouraged standpoint, the game is over before you even start playing it. Imagine, again, going back to the soccer field, a soccer player who says, "Ah, you know what? The other team's going to beat us." Do they even stand a chance of winning? They don't. So we really need to look at how a person sees themselves and sees the opportunities or lack of opportunities in front of them. And we need to help them think in ways that allow them to more easily reach their goals.

Tony Lee ([37:02](#)):

No, it makes perfect sense. I'm sure we have some folks who are watching this who are maybe job-seeking for the first time in a very long time given what's going on. So what strategies would you offer them to help them overcome that kind of barrier?

Kim Ades ([37:16](#)):

Well, the first thing that I would do is I would sit down... One of the things I do when I coach a leader or an executive is I use the form of journaling. So I give them critical questions and I ask them to answer questions. So if someone were looking for a job, I'd say, what kind of job are you looking for? Write it down, describe it, explain what you're looking for, explain why that's important to you. And then the next question I would ask is, what beliefs do you have about your ability to get this position? So if I were to go back, I would say, what's your ideal position and then what do you believe to be true? Is it possible to get this ideal position? Is it a pipe dream? So what I would look at initially is their beliefs. So for those of you who are listening, grab a piece of paper and a pen and write this down. What is my ideal role? What's my ideal position? What kind of job do I want?

Kim Ades ([38:10](#)):

Then the second question is, what do I believe to be true about this role? Is it something that I'm equipped for? Is it something that I have the education for the experience for? What's the likelihood that I'll get it? That's the first starting point, is to help people challenge the beliefs they have because if they're any part of those beliefs that are working against them, we need to fix that, we need to reverse that trend.

Tony Lee ([38:40](#)):

Yeah, that makes such great sense. Do you think that having discussions perhaps with others in the job market, perhaps with a spouse, with a good friend, is that another way to build your confidence to find out that you can compete in the job market, you should come in with this positive attitude?

Kim Ades ([39:00](#)):

You know what? Not always, it depends on who you're talking to. So if you're talking to someone who says, "Yeah, the job market is very stiff, it's going to be hard for you. Maybe you should set your sights lower." Maybe that's not the best conversation. But let me give you another thing that gets in people's ways, is that a lot of people have a perception that resources are scarce. So when we have that perception our opportunities, or our options are also scarce, they're limited, so we might settle for something that's less than ideal or something that doesn't match our talents or something that doesn't leverage our skill sets. So when we have that perception that resources are scarce, we really don't go for it, we play a lot smaller than we're capable of playing.

Kim Ades ([39:48](#)):

That concept is actually inaccurate because there is an unlimited amount of talent out there, as Jeff quite adequately said, there's an unlimited number of positions. Although we don't think that way, it's true. There are so many positions out there that are available or that we can create, there are so many people who can connect us that we're not tapping into. So we're sitting with our hands tied idly because we don't think we have access to those resources, we're afraid to tap into them.

Tony Lee ([40:19](#)):

Yeah, that's such a great point. And the real key there is connecting and connecting with the right people. I think everyone knows that networking is still the most effective way to job hunt, so how do you make that connection with those people? How do you find those people to connect you, Kim?

Kim Ades ([40:35](#)):

So from my perspective, I think part of what creates a bottleneck for a lot of people who are searching for jobs is that their approach is very traditional. They look on a job board and then they submit their resume, maybe they write a cover letter, that cover letter is fairly standardized. I think that traditional approach is not working, that doesn't serve to stand out. So I would encourage people to step outside of that model and say, "How do I build relationship?" So Jeff said earlier, "Hey, we need to prove that we're not fraudulent, we need to prove that we're not scamming anybody." The way we do that is we build relationships. Well, the same is true the other way around, is that candidates need to spend time building relationships.

Kim Ades ([41:27](#)):

If I look at my business, the way that I've grown my business is 100% through relationships. One person tells another, tells another, tells another. Or I had one opportunity that grew into 10. But it was all through relationship building. So the question becomes, what can candidates do to build relationships? And I have a few light ideas. I'll share with you some of the things that we do, I do, to build relationships. I have a podcast. I invite guests to be on the podcast. I get to build a relationship with that guest. So it's possible for me to go and reach out to the president of some massive organization and invite them to be a guest on my podcast. They willingly do so and boom, now I have the beginning, the seed of a relationship, so that's one way. Another way is I might approach someone who's very interesting and say, "Hey, I'm writing an article or I'm doing some research, would you be willing to be a subject for me? Or would you be willing to contribute to this research?" Boom, beginning of a relationship? And it's up to me to shine in that conversation, right?

Tony Lee ([42:34](#)):

Yep. No, it makes great sense. It's funny a lot of people don't have podcasts, but there's no reason why they can't start one and offer it. So Jeff, let me ask you this. So you mentioned employee referrals have really very strong this year, how do you or is there a way to encourage job seekers to network enough so that they become someone who's referred by an employee?

Jeff Luttrell ([43:05](#)):

So my recruiters spend a lot of time meeting, networking with people, building those relationships. Even if we don't have a position today, they are constantly building up a pool of talent because we have trainer positions, we have recruiter openings. Most of the recruiters that I had mentioned I hired

weren't hired because I posted the job. It was because I've kept relationships over the last 10 years with people I out in the field. So I just put out notes to a few people and said, "Hey, I need some recruiters." And I had more than enough to choose from. My recruiters all do the same thing, they're constantly out in the communities that they, even virtual communities, working with organizations, partnering on Facebook, and talking to candidates. So I think candidates need to embrace it.

Jeff Luttrell ([43:59](#)):

I know a lot of people the word "networking" scares people, and Kim, you might be able to speak to that. But a lot of people get scared by that term. But it really is, it's about having a strong relationship with somebody. So the candidates that have done that, even if we didn't have an opening two years ago, six months ago for them, they were the first people that we contacted when we had all these trainers, managers because we can't just hire thousands of new agents. We also have to hire all the support functions. So those were the people we went to first.

Tony Lee ([44:32](#)):

Kim, how about that? Got a lot of introverts out there, how do they reach out and connect with people?

Kim Ades ([44:39](#)):

So I have to tell you, I talk a lot about this concept of introversion versus extroversion and a lot of people call themselves introverts. I say, "Okay, so you pick the name, you pick the label, how does it help you? What is it actually doing for you?" So I would suggest to anybody who calls themselves an introvert to say, okay, so you're wrapping your arms around this concept, is it getting you ahead anyway? So some of us like to refuel by spending time alone, okay, it doesn't matter. Even introverts can go out there and connect with people. The word networking seems a little daunting because it seems like you got to put your game face on, you got to go into this room and say, hello, you don't know what to talk about, et cetera.

Kim Ades ([45:19](#)):

But I will tell you one of the most powerful ways to network is say, "Hey, I'm looking for some help, can you help me?" Right now because of social media, there are so many people we can reach out to say, "Hey, I just lost my job, I've just created this new resume. I don't know if it's good, would you mind looking it over." Or something that says, "Hey, I'm looking for some experience. I'm willing to work for you for free so you fall in love with me and hire full time." Do you see that? I'm enthusiastic, I have some zest about it. I will tell you, enthusiasm wins every time. Who doesn't want to help someone who wants it? Nobody. Nobody's going to say, "No thanks, I can't help you." Even if they do, one of the key elements that I want to build in people is the sense of resilience. So you get a few nos, okay, big deal, what does that mean about you? Move on. You're going to get a yes, keep trying, don't give up, persist.

Tony Lee ([46:19](#)):

That's always been the old adage, it's you're going to hear no a lot during a job search, but all you need is one yes. And so you just got to keep working toward that one yes. We're almost out of time here, but I wanted to give each of you just another minute to say... The traditional ways of job hunting by going to SHRM events for HR professionals, especially going to a SHRM chapter meeting, maybe going to the SHRM annual conference, they're all virtual. So what would be one strategy each of you would offer to a job seeker to perhaps connect in this time of social? Kim, you want to go first?

Kim Ades ([46:52](#)):

Again, I think it's really important to step out of the mold, step out and do something different. It could be create a little video and send it to your ideal organization or the president of your ideal organization. It could be to do some really deep research and prepare a little bit of a strategy document to say, "Hey, I've done some research, I know here's a problem in your organization. As your VP of HR, here's how I would handle it." Add value, somehow add value, somehow take a risk, do it differently, and do it with joy, enthusiasm, excitement. That's my advice.

Tony Lee ([47:30](#)):

Terrific. Jeff, how about you?

Jeff Luttrell ([47:32](#)):

Gosh, that's a hard one to follow. So there have been a few people that I've wanted to connect with over the last year professionally, that I didn't know, that maybe I saw at one of the virtual SHRM events, one of the local chapter events. I sent them a \$5 Starbucks gift card and you can send them electronically. For the three, I sent them the gift card and followed it up with a message that said, "Hey, I would love to just connect with you, spend a few minutes. Maybe we can compare some notes around talent and some of the things you guys are doing. Here's a coffee on me in order to make it happen." It was so well received and it was so... Yes, it was \$5 of my own money, but that's such a little amount for the knowledge that they shared with me. To your point earlier, I had to make it worth their while, so it wasn't just about me getting stuff from them. So it really was what are the things that I can tell you about what we're doing or how we've innovated that might help you?

Tony Lee ([48:40](#)):

Fantastic advice. Well, thank you so much both of you, Kim, Jeff, this has been great. I'm sure all the folks who have tuned in to Tune in Tuesday have really gotten a lot of great information on both recruiting and job hunting. I would encourage you before you sign off, go to [shrm.org](http://shrm.org), check out all the great editorial resources that we have there. We have newsletters from HR Daily, HR Week, and all things work, as well as a number of specialty newsletters targeted to comp and ben and talent acquisition and workplace compliance and a lot of others. And a watch for your new issue of HR Magazine, you should be getting it very soon. So with that, thanks again, Jeff and Kim, and we'll see you next time.

Christopher Lopez ([49:31](#)):

Thank you so much, Tony, Jeff and Kim for joining us this afternoon, and thank you to you all for tuning in. We'll see you back here in the new year on January 12th at 2:00 PM Eastern for our next episode of Tune in Tuesday. Thank you for joining us.