

AI and the Human Touch: How to the Find Balance in Staffing

The Evolution of a Recruiter and why it Matters



Reduce Expenses and Improve Profit

Recruiters, Pay Attention to the News

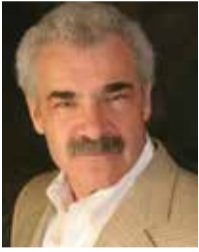
Finding Your Cadence - Adapting to Market Shifts in Recruitment



Contents



- 5 AI and the Human Touch: How to the Find Balance in Staffing
- 13 The Evolution of a Recruiter and why it Matters



In Every Issue. . .

- 8 Just Ask Judy ~ **Reduce Expenses and Improve Profit**
- 9 Ask Coach Mike ~ **Finding Your Cadence - Adapting to Market Shifts in Recruitment**
- 11 Moore Essentials ~ **Recruiters, Pay Attention to the News**
- 16 Trends
- 17 News Releases



EMINFO

Original Resource for the Staffing & Recruiting Industry

Read more articles from our wonderful authors at
EMinfo.com



DID YOU KNOW?

* While AI and Automation are often used interchangeably, they are different. AI simulates human intelligence to continuously learn from data, while automation executes pre-defined tasks. pg 7

* Businesses need to identify and implement comprehensive cost-saving measures across multiple service categories. Effective contract management secures better long-term pricing while reducing costs through strategic sourcing and bulk purchasing. pg 8

* OpenAI alone has committed \$1.4 trillion to future infrastructure spending and won't turn a profit for years. pg 11

* *In many cases, the discussion in our industry has moved from how to influence outcomes to how to generate activity - often with the mistaken belief that activity alone will determine the result.* pg 14



Subscribe today!

- Never miss an issue
- Access all past magazines
- Get early access to events & promotional discounts.



EMINFO

Original Resource for the Staffing & Recruiting Industry

CHECK EMINFO.COM OUT TODAY!

Events & Trainings

NAPS Ignite 2026 Annual Conference

November 1-3, 2026
St. Pete Beach, Florida

2026 WASS Wednesday discussions

May 20
June 17
July 15
August 19
September 16
October 21
November 18
December 16



Have a Webinar or Virtual Training you'd like to promote?
Contact us Today: 314-560-2627 or Turner@eminfo.com

Dreaming of this view from your window?

KW PINEHURST
KELLERWILLIAMS REALTY

Now's the time to invest in property in Pinehurst, NC. It's the golfers paradise with over 20 courses in the surrounding area as well as beautiful lakes and breweries!

Contact Tiffany Turner Real Estate Today!
tturner@kw.com • 314-805-0661

The advertisement features a large background image of a lush green golf course with sand traps and a line of trees under a blue sky. Below this, there are two smaller images: one showing a sunset over a lake and another showing a lake with trees reflected in the water. The text is overlaid on these images.

AI and the Human Touch: How to Find Balance in Staffing

By Jennifer Roeslmeier Mikels

Over the past few years, the word "AI" entered the staffing industry. At first, everyone wanted "AI" and in some cases they might not even have known *how* they wanted to use AI. Now fast forward to today and AI is a prominent word in the industry. Every staffing industry conference has sessions on AI and there are constantly new articles being published about using AI in staffing, including this one! What has changed though is that AI is no longer a shiny new object on the street that people want to experiment with. It has become an essential tool to stay competitive in the staffing industry.

As companies implement AI, one of the biggest concerns continues to be how to balance AI with the human touch, as we are in a "people business" industry. How can we use AI without harming the personal relationships between our candidates and customers?

One of the most important principles to keep in mind when implementing AI at your staffing agency is that **AI is an enhancement, not a replacement**. Use AI at your staffing agency to eliminate mundane tasks and the time it takes to find candidates.

Use AI as a training tool and to brainstorm new ideas. Use *the human touch* to maintain strong relationships with your candidates and customers by calling them and checking in. Use *the human touch* to get to know your candidates and customers so it's less of a business transaction and more of a valued partnership.

The right balance between AI and the human touch is what will set staffing agencies apart from the competition. AI can be used as an enhancement to improve and quicken the recruiting process. This, coupled with maintaining genuine relationships, will give staffing agencies the ultimate competitive advantage.

Using AI as an Enhancement for Your Staffing Business

Let's remember the principle that AI is an enhancement, not a replacement. How can you use AI to enhance your business processes and even improve the experience for your candidates and customers? Let's take a look at some use cases.

AI Tools That Decrease Your Time to Hire

With today's tools, AI can be used to help decrease your time to hire. Candidates want to be hired as fast as possible, and clients want candidates placed on their assignment as quickly as possible. Decreasing your time to hire is a win, win for both sides of the business.

Candidate Matching

Some [ATS systems](#) now have candidate matching and ranking. If you want to save your recruiters time from manually going through hundreds of resumes, AI staffing tools can sort through resumes, identify which candidates are a match for a position, and rank them.

Automated Business Designs

Ultra-Staff EDGE

The only staffing & recruiting software you'll ever need.

- Web-Based Front Office Solution
- Back Office
- Web Portals
- Mobile
- Cloud Hosting

LEARN MORE



Senior Digital Marketing and Brands Manager at Automated Business Designs E-Mail: Jennifer.Roeslmeier@abd.net Automated Business Designs develops the enterprise class staffing and recruiting software solution, Ultra-Staff EDGE. Designed for temporary, direct hire, and medical staffing, Ultra-Staff EDGE offers a full-featured business solution that includes front and back office, onboarding, web portals, mobile, data analytics, and scheduling. For more information on Ultra-Staff EDGE, visit www.abd.net or schedule a demo to see the difference an all-in-one staffing software solution could make for your business.

Reach
Thousands
Daily, Reach
Tens Of
Thousands
Monthly

Call
Email

Advertise

314-560-2627
info@eminfo.com

AI-powered job invitations also match open positions with candidates. If a candidate matches the qualifications for a job, a job invitation can automatically be sent to the candidates to accept or decline it on the spot. This will place them onto an assignment and the assignment and candidate status codes will be updated in the ATS.

Chatbots

If a recruiter isn't available to speak, such as during after hours, an AI powered chatbot can be set up on your website to field candidate or client questions. This way, you can continue to engage with candidates and customers outside of work hours and they can get their questions answered on the spot, which automatically helps improve candidate and customer service.

Chatbots can even be used to pre-screen candidates and schedule interviews. The technology is so advanced where candidates feel like they are having a one-on-one conversation with a recruiter. Before a candidate hits a recruiter's desk, all of the information needed can be collected and input into the ATS.

Voice AI

There are even Voice AI assistants that can help pre-screen candidates for positions, similar to the Chatbot function. This technology is also so advanced that it seems like you are talking to a real recruiter.

Writing Job Descriptions and Resumes

AI can also be used to write Job Descriptions. Whether you are using ChatGPT® or an AI tool built right within your ATS, you can use AI to write original job descriptions. Job descriptions take time to put together, so why not use an AI tool to write a job description in seconds or at least help with a first draft? AI Job Description Creators that are built into an ATS may even factor in the information on the job profile, so the job description is automatically created based on AI and the information on the job profile.

Another helpful tool is an AI Resume Builder. Sometimes you may get a candidate that doesn't have a resume. Instead of needing to take time to build one from scratch, a Resume Builder will automatically build that resume for you. A resume builder that is built into your ATS may use AI and the information on the candidate profile.

All of the above AI tools can significantly decrease the time it takes to hire a candidate and improve efficiencies. Whether AI is pre-screening candidates or matching them to positions these are critical tasks in the recruiting cycle that can eliminate back and forth communication and the time it takes to find candidates. Not to mention, the ability to quickly create job descriptions and resumes is a huge time saver.

AI as a Writing Assistant

In addition to using AI to write job descriptions and build resumes, it can also be used for writing emails, text messages, social media posts, internal documentation, and more. Often times, AI may even write better than a human! This can save time and can help generate ideas for copy. While you may not always need to lean on AI to write for you (hopefully not!), it is a nice tool if you need ideas or assistance in writing something. It can also help expedite the time it takes to write copy from scratch.

AI as Brainstorming and Training Tool

AI can also be used to brainstorm ideas. Do you need help coming up with a campaign idea? Are you looking for new strategies to attract travel nurses? Are you looking for guidance on creating a new onboarding program for recruiters? AI can be used like Google. It probably won't have all of your answers, but it can help generate a foundation for what you are looking to do.

AI can also be used as a training and role playing tool for recruiters and sales associates. They can practice different scenarios to improve their skill set.

Maintaining Genuine Relationships in the Mix of AI and Automation

I would be remiss if I didn't mention automation in this article as well. While AI and Automation are often used interchangeably, they are different. AI simulates human intelligence to continuously learn from data, while automation executes pre-defined tasks. Many staffing agencies use automation to send out text messages and emails based on certain triggers. For example, using automation to trigger a text to someone the morning of their first day of work or sending an email to candidates that meet the criteria for certain positions that are open.

Perhaps you are using automation to reach out to clients to check in to see how candidates are doing on an assignment. Automating tasks is a way to save time, engage with candidates and clients, and improve the overall recruiting process.

Coupling AI and automation together can be a game changer for staffing companies, but at the same time it can also make staffing agencies lose their personality and identity. Without the right mix of AI, automation, and human interaction, your business can feel more like a transactional relationship.

Staffing is a People Business – Don't Lose Your Identity

At the end of the day, staffing is a people business. AI and automation tools are fantastic and are paving the way for greater success, but it's important not to lose your identity in the process. That is why phone calls are still critical. Candidates and customers should know who they are working with and feel comfortable reaching out to you at any time. If most communication is through AI and automation, candidates and clients will never get to know you.

At the end of the day, people like to do business with people they like and trust. If they are never communicating with you, why would they feel loyal to keep working with you? They can easily go to another staffing agency.

Have Genuine Interest

In one of our podcast episodes on [The Staffing Buzz](#)

[Network](#), Robert Reid noted the importance of genuine interest. When you are talking with candidates and customers, are you asking how their weekend was? Do you know about their hobbies and their family? People enjoy talking about their life and being asked questions. In your ATS, you can note under their record their hobbies, information about their families, etc., so when you are speaking with them, they feel like you have genuine interest. Doing this will automatically help you build a greater connection with candidates and customers.

Find the Balance

So, how do we find balance between AI, Automation, and the Human Touch? This is something that could be worked into your policies and procedures. Guidelines should be outlined on using AI and Automation, but why not also outline guidelines on calling candidates and customers? Calls should be interspersed in the recruiting process to maintain that human and genuine connection.

If candidates and customers are local, you can invite them into your office from time to time. Why always have phone meetings when you can meet in person? For candidates and customers that aren't local, you can also schedule video check-in calls so you still can see them face-to-face.

Let's also not forget about client visits. This can seem like a thing of the past, but why not visit prospective clients and current clients in-person, especially if they are local? They will appreciate you stopping in and it builds a credible *relationship*.

You may also consider in-person events and parties for your candidates and customers. This could be held yearly or every other year. It's a way to show appreciation to both your candidates and your customers.

Back to the Basics with New Innovation

Phone calls and in-person meetings can sound "dated." Why call when you can send a quick text? Why bother to meet in-person when you can schedule a quick Zoom® call? Relationships are the core of what staffing is, which is why we can't forget to sometimes go back to the basics: The basics of what a relationship and a partnership are.

As we make our human connections though, AI and automation do also have a place in staffing. It is the *now* and the *future* of staffing. Today's technology can give your staffing company a competitive edge and improve the candidate and client experience. What will launch staffing companies ahead of the competition though is finding the right balance between AI, Automation, **and** the Human Touch because we can't forget we are still in the people business.

Questions about the AI tools discussed in this article? [Schedule a demo](#) of Ultra-Staff EDGE Staffing Software to learn about the tools available to you.

JUST ASK Judy

Reduce Expenses and Improve Profit



By Judy Collins

One common objective for all businesses is the quest to reduce expenses and improve profit without compromising the quality of service. Every business has a set of expenses that are needed to run a successful operation including office supplies, telecommunications, merchant services, FICA, marketing, and labor costs.

When overseeing your budget, separate your fixed from your variable expenses. Fixed expenses remain constant and independent of business activity levels. Some examples of fixed costs include rent, salaries on monthly wages for full-time employees, and insurance premiums on business liability and property insurance.

Variable costs change directly with your production levels or sales commissions.

I discussed these issues with Andy Rendon, owner of Schooley Mitchell of San Antonio, Texas, who offered some suggestions and recommendations. Andy's focus is on "analyzing expenses across several cost categories to determine whether (you) are overspending and if cost-saving solutions can be found." Businesses need to identify and implement comprehensive cost-saving measures across multiple service categories. Effective contract management secures better long-term pricing while reducing costs through strategic sourcing and bulk purchasing.

To get started you can follow Andy's guidelines by identifying your expenses, both fixed and variable. Dig out all the details on anything, even the most mundane, that generates an expense.

Next, do an audit of these expense items to see where you might realize some savings:

- Are you overpaying for your rent? Can you renegotiate your rental agreement, or relocate to another site?
 - Is your insurance coverage excessive, your deductibles too high, or are you paying an over-market rate? Consider re-bidding your insurance coverages. Insurance is often overlooked and the payments are made automatically so you don't even realize what you are spending.
 - Do you have productivity issues with any of your employees? Is it time to make some changes? An employee with poor performance is a drag on your productivity and an unnecessary expense. Consider hiring on a contract to hire basis or use an EOR to bring on any new employees to make sure they are a good fit. Using an EOR is an excellent way to bring on new employees for a special project without adding them to your permanent staff.
 - Review your merchants and vendors and look to see if the cost of their services is consistent with the market. Renegotiate agreements and contracts where needed to achieve lower costs. You may have more leverage with vendors than you think.
 - Consider your telecommunications costs. Are you paying the market rate or is your contract set up for auto-renew? Telecommunications is a highly competitive industry, and many business owners leave money on the table without detailed knowledge of the current market and ever-changing pricing structure.
 - Review your utilities by dedicating time to understand your local market. Do you live in a regulated or de-regulated city? Utilities companies are essential but are also constrained by government regulations. With the right consultant and long-term strategy, you can optimize your utility bill and eliminate overpayments.
 - If employee wellness is important to you, have you taken advantage of available tax credits? The government allows for incentives for businesses to provide wellness programs for their employees. With the right provider you can deliver a wellness program with great benefits, reduce your employment tax bill, and increase the employee after tax pay every pay cycle.
- OK! Are you exhausted yet! A key decision point for you now is to decide if it is beneficial for you to spend your time identifying, contacting, negotiating, and managing your service providers. You can potentially achieve expense reductions while improving efficiency and quality by using a strategic procurement service such as Schooley Mitchell. You save money on your monthly bills in exchange for a portion of the savings. If they cannot save you money, they do not get paid. Outsourcing the cost of procuring lower fees for business services is a win-win proposition.
- The best use of your time is to focus on your core business objectives and not get bogged down with the minutia of rooting out waste and unnecessary expense. Consider utilizing a risk-free service such as that offered by Andy to achieve the savings you want without the dilution of your business focus!
- For more information on EOR (Employer of Record) Services or Back Office Support contact me at judy@jcsrllc.com, or visit my website at <https://www.jcsrllc.com>! Watch my interview with Andy Rendon on my YouTube Channel (@JudyCollinsStaffingResources). Like and subscribe so you don't miss any of my interviews. Let me know what you are interested in learning about or if you have any questions that I can help answer.

[Read More By Judy Collins](#)



Finding Your Cadence - Adapting to Market Shifts in Recruitment

QUESTION: Mike, how are you seeing the recruiting market as we read the global news?

Understanding the Recruiting Market

In most niches, and again, we've got a little over 100 clients in our high-end programs, pretty much all across the board in niches, healthcare, IT, energy, technology, and pharma; we hear some clients that things seem to slow down.

When I say slow down, nothing has gone away. There was no recession yet in their niche. I did not see any evidence of recession-level activity in hiring. There might be a few micro niches that have more layoffs. One client phrased it well and said, you know, there are still a lot of fish out there, they are just not jumping in the boat as fast. We have to work a little harder to get the openings.

Outbound Marketing: The Key to Consistent Client Acquisition

Our clients who have a system for outbound marketing, using a few different approaches, are still consistently getting openings, and the metrics have not changed significantly in how many people you have to talk to in order to get a search that they will work on.

The people I see having marketing challenges are the ones who have relied solely on incoming job orders and/or referred business and have no outbound marketing approach.

Leveraging Marketing Without Cold Calling

If you do not have one, check out our [marketing without cold calling marketing system for recruiters](#). It is fantastic for you to use when developing clients.

Success Strategies During Economic Downturns

When I got back on the phone, as a matter of fact, I had to take myself off a desk for a couple of years; I turned over all my good contacts to different people in my firm. There was a 2001 and 2002 recession. I wanted to help generate business, so I got back on a desk. I primarily used flip marketing, and I got a retained search every week. In a recession, I took 2 or 3 openings a week, doing it 2½ hours a day.

It is easy when you know your metrics and you know your minimum number of connects. I talked to 7 or 8 hiring managers every afternoon.

Debunking Myths About Reaching Out to Candidates and Clients

The other thing I hear is that it is harder – and this is not true – it is harder to get a hold of people now. People don't pick up the phone. People don't have direct dial extensions. Some of that is true. It is not harder to get people on the phone. It is just different.

Outsourcing Research for Efficiency

You can get cell phones and direct dial phone numbers using a researcher. Our clients invest in a full-time or part-time researcher, usually offshore. I have no idea how to do the research. I never want to learn how to do that. I don't want our clients to learn how to do that. That is something you outsource. That is not something you do by yourself. If you are struggling and you are doing your own research, that is one of the reasons. You can outsource research for a minimal cost.

Power Hour: Boosting Productivity and Outreach

We have seen that return call rates have gone up. Every month, we run a Power Hour with our clients. They come with a prepared list of people to call, whether marketing, recruiting, or a combination of both. That is the only thing they do. It is old school, smile and dial.

In that one hour, there are about 45 minutes between the wind-up and the wind-down to call. We average 22 attempts and 3.9 conversations, actual conversations, not voicemails, actual dialogue with hiring managers and candidates for 45 minutes, which is about 5 an hour.

Key Takeaways for Successful Recruiting Practices

My experience in this marketplace, most recruiters if they talk to 10 people a day, they will bill over \$300,000. I always say most because there are always exceptions. Some people will talk to 10 people a day, others 5, some will bill 2, but I have never seen anyone that is developing their technique who has talked to 10 people a day consistently struggle.

Great question, Sean. Thank you.

P.S. Whenever you're ready... here are 4 ways I can help you grow your recruitment business:

1. Grab a free copy of my Retainer Blueprint

It's the exact, step-by-step process of getting clients to give you money upfront. <https://therecruiteru.com/contact/>

2. **Join the Recruiter Think Tank** and connect with firm owners who are scaling, too. It's our Facebook community where smart recruiters learn to make more money and get more freedom. <https://www.facebook.com/groups/there...>

3. Work with me and my team privately

And if you ever want to get some 1:1 help, we can jump on the phone for a quick call and brainstorm how to get you more leads, more placements, and more time. <https://get.therecruiteru.com/scale-now>

[Read More by Mike Gionta](#)



Will your existing organization and/or personal style allow you to implement any resolutions or changes that you would like to make?

Mike Gionta & his company, The RecruiterU are sought out by solo recruiters and recruiting firm owners who want more revenues, better clients, great recruiters, etc. The RecruiterU has custom programs for any type of owner who has the strong desire to build their business, but simply lacks the best strategies to get them there.

Visit TheRecruiterU.com for our FREE video series, "How to Double Your Placements in 121 Days or Less".

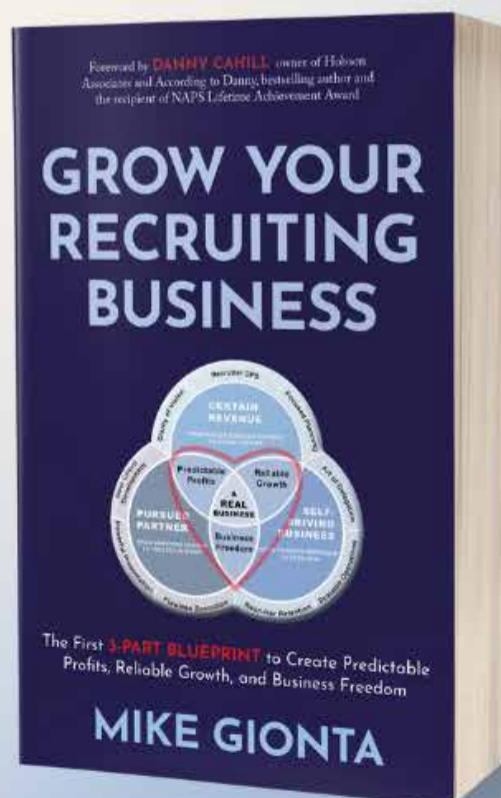
Looking for help engineering your one to three year vision? Email me at mikeg@therecruiteru.com and we can have a quick chat to see if or how we can help.

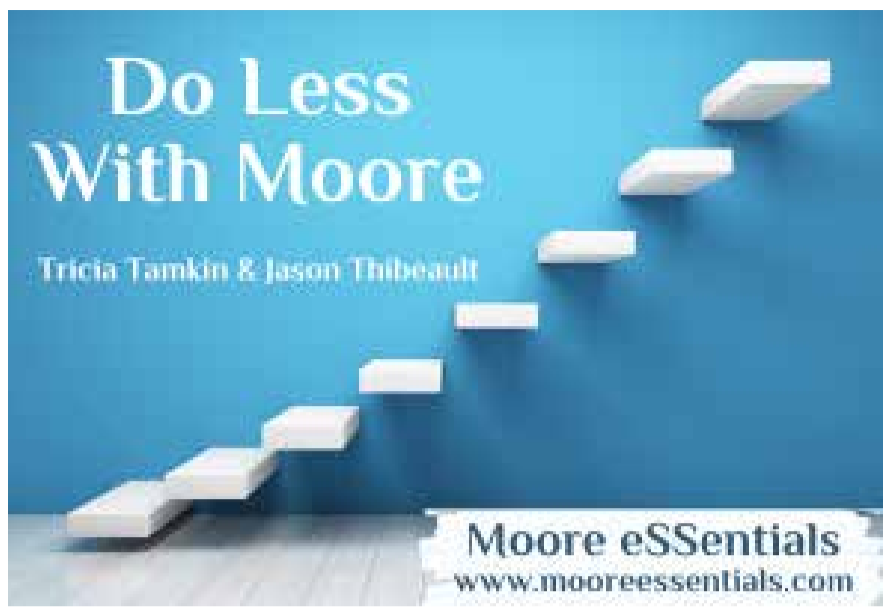
Grab Your FREE Printed Copy Today

P.S. This offer is only available for the first 100 people, so act fast to ensure you get a copy at the discounted price of \$5.95 shipping & handling.

Just Tell Us Where To Send It!

"I've read several books on recruiting and listened to a number of trainers over the years, but Mike is the one that has helped me the most in growing my recruiting practice. Mike and his team have a way of identifying and clarifying the key processes and mindsets to be successful in recruiting. They also present it in a way that breaks it down to help you identify your starting steps, and to keep you going." – Marts King





Recruiters, Pay Attention to the News

By Tricia Tamkin

How oil, AI capex, and one geopolitical chokepoint will decide your next eighteen months of placements.

The world is about to change in ways we haven't seen before. Your hiring managers don't know yet. Your candidates don't know yet. The recruiters who see what's coming over the next eighteen months will own the placements. The ones who keep reading recruiting news and ignoring everything else are about to spend a year wondering why their pipeline dried up.

Here's what's happening.

The Strait of Hormuz has been mostly closed since February. Twenty percent of the world's oil and natural gas passes through it. So does thirty percent of the world's seaborne fertilizer and thirty percent of the world's helium supply, which you need to manufacture semiconductors. Brent crude is at \$105 a barrel, up sixty percent from this time last year. The US is blockading Iranian ports. Iran is blockading the Gulf in retaliation. Baker Hughes told investors last week that the strait probably won't fully reopen until the second half of the year.

Meanwhile, the five biggest US tech companies are spending somewhere between \$600 billion and \$720 billion this year on AI infrastructure. Data centers, GPU clusters, electricity, cooling systems, and the buildings to hold them. Their cash flow can't cover it. They're issuing debt to fill the gap. They're laying off humans by the tens of thousands to free up capital for the buildout. Meta announced 8,000 layoffs last week. Oracle is cutting 30,000. Microsoft just did its first voluntary buyouts in fifty years. OpenAI alone has committed \$1.4 trillion to future infrastructure spending and won't turn a profit for years.

The S&P 500 is at an all-time high.

That last sentence is the one to sit with. Markets at record highs while one of the worst geopolitical situations in fifty years stays unresolved and the biggest companies in the index are spending money they don't have. Something has to give.

There are eight scenarios that will determine your next 18 months. Each one changes your job market in a different way.

Scenario one: Hormuz reopens in May or June. Markets melt up another twenty to thirty percent. Oil drops back toward \$75. The Fed gets cover to cut rates. Tech job requirements surge. AI infrastructure hiring stays hot. Your generalist tech desk has its best two quarters in years. This scenario delays the eventual correction and makes it worse when it lands. Enjoy 2026, white-knuckle 2027.

Scenario two: The war escalates. Iranian strikes on US bases or Saudi infrastructure push oil to \$150 or higher. Recession lands in six to nine months. Generic tech hiring dies. Your hiring managers freeze for ninety days. Then the pivot starts. Defense recruiting booms. Lockheed, Raytheon, Northrop, Palantir, Anduril, and Shield AI all hire aggressively into a

fully funded surge. Cybersecurity recruiting booms. Energy recruiting booms. The recruiters who can read a 10-K and pivot industries in sixty days take all the placements. The ones who can't fall behind permanently.

Scenario three: The economy slides into recession on its own. No trigger event. No crisis headline. Just job growth that's been weak for five straight quarters, AI quietly displacing white-collar work, consumer credit delinquencies rising, and commercial real estate bleeding. This is the slow-motion scenario that catches recruiters by surprise because there's no single news day to mark the start. One soft hiring quarter, then another, then layoffs at companies that were hiring six months earlier. Generic tech and corporate hiring grinds down. Healthcare hiring stays steady because of demographics. Skilled trades hiring stays steady because of the shortage. Government hiring shifts based on which administration is doing what. The recruiters who survive this scenario are the ones who already had relationships in recession-resistant industries before it started.

Scenario four: Trump exits office early. He's seventy-nine. Health questions surface periodically. If he dies or is incapacitated, JD Vance becomes president the same day. Markets drop 3 – 7% on the news, then stabilize within a week if the transition is orderly. Vance is more disciplined and less unpredictable. The big shift is regulatory. Vance is more skeptical of Big Tech and more aligned with safety-focused AI positioning. AI compliance roles surge. Trust and safety roles surge. AI policy roles at major companies become hiring priorities. The OpenAI-style "ship everything fast" companies face new pressure. The Anthropic-style "ship carefully" companies look prescient.

Scenario five: Iran launches a major cyberattack on the US. Iran has documented cyber capabilities and very strong motivation right now. Most likely targets are critical infrastructure (grid, water, ports) rather than financial systems. If a major attack lands, cybersecurity hiring goes vertical the next day. CrowdStrike, Palo Alto Networks, Zscaler, SentinelOne, Fortinet, and every regional cybersecurity consultancy get flooded with job requirements. Insurance companies start hiring cyber risk underwriters as fast as they can find them. The flip side: a successful cyber attack from Iran is highly likely to trigger a kinetic US response, which means scenario five often becomes scenario two within days.

Scenario six: Democrats sweep the midterms. Probability sits somewhere between 25 – 35% depending on how the war drags. Removing Trump still requires 67 Senate votes, which won't happen. A Democratic Congress means AI regulation becomes real. Compliance roles surge across every industry that touches consumer data. Financial services hiring shifts toward regulatory and audit functions. Healthcare AI gets new oversight and new hiring. OpenAI is meaningfully more exposed to a Democratic Congress than Anthropic is, because their ad-revenue and consumer-data pivot is exactly what Democratic regulators want to constrain.

Scenario seven: A new AI model genuinely automates mid-level professional work. The next release from OpenAI, Anthropic, Google, or Meta could be the one that makes paralegal work, junior analyst work, junior accounting work, mid-level marketing work, and yes, junior recruiting work, genuinely automatable at scale. This one hits our industry directly. AI sourcing tools get good enough to displace the junior recruiter. The whole industry restructures around senior recruiters with AI fluency, who become more productive than they've ever been. Solo agency owners and senior recruiters at firms get more leverage. Mid-level recruiting roles disappear at large firms. The same dynamic plays out across every white-collar industry, which means your candidate pipeline shifts hard. More senior candidates available because they got cut. Fewer junior candidates needed because they got automated. Your placements skew senior and the unit economics get better. Only if you saw it coming.

Scenario eight: Nothing breaks. Hormuz reopens by summer. AI revenue starts catching up to capex. Productivity gains show up in earnings reports. The Fed cuts rates and inflation cools at the same time. Markets compound another fifty percent over two years. Tech hiring stays hot. Defense recruiting cools. Generic agency recruiting has its best stretch since 2021. Most recruiters don't plan for this scenario because it's boring. Boring is also the most common outcome historically. The recruiters who win in this scenario are the ones who keep doing what works while staying ready for any of the other seven, because eventually one of them will hit. Maybe just not this year.

Most scenarios are good news for defense, cybersecurity, compliance, healthcare, and energy recruiting. Several are good for skilled trades. None of them favor generalist tech recruiting the way the last three years have, except scenario eight, which is the one nobody plans for. That's the

asymmetry. You don't have to predict which scenario hits. You have to be ready for any of them.

The recruiters who win the next two years are the ones who can read the macro signals and pivot before their hiring managers do. The recruiters who lose are the ones still chasing the same software-engineer reqs they've been working since 2023.

So, what do we do with all this uncertainty?

Learn the names of the top fifteen defense contractors and the top fifteen cyber companies. Read their last four earnings calls. You don't need to understand every line. Read for hiring tone. They tell you exactly which divisions are scaling. Build a list of fifty hiring managers across those industries and start a relationship now, before the surge hits and everyone else is calling them. Stop turning down "weird" reqs in industries you don't normally cover. The weird reqs are the leading indicators. Set Google Alerts on Brent crude, the 10-year Treasury yield, and the names of the five hyperscalers (Microsoft, Google, Meta, Amazon, Oracle), so you have at least passing awareness of what your hiring managers are reading every morning.

If you're at a firm with junior recruiters, start training them on AI tools yesterday. The juniors who survive scenario seven are the ones with senior-level AI fluency. The juniors who don't get trained get cut.

And stop assuming the next 18 months will look like the last 18. They won't. They'll be better, for the right recruiters.

Disruption is the best thing that's happened to recruiting in a decade. When everything's stable, every recruiter looks the same to a hiring manager. When everything's shifting, the recruiter who saw it coming becomes irreplaceable. Your hiring managers are about to need someone who can explain why their pipeline shifted, why their salary bands need to move, why the candidates they used to get aren't applying anymore. That someone is you. If you do the work now.

For the past sixteen years, Tricia has been a recognized leader in both the recruiting industry and the emerging application of AI to recruiting work. She's the co-founder of Moore eSSentials and creator of The Complete Library, and has accumulated over 175 testimonials on LinkedIn from practitioners at every level of the industry.



Go ahead and call her at 630.240.4454. She'll pick up. Just make sure it's because you want to invest in yourself. She's been in recruiting long enough to know within thirty seconds if you do.

Promoting the best software, trainings, networks, & tools for the staffing & recruiting industry

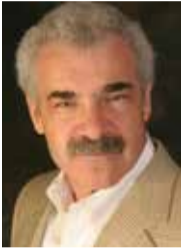
Contact us today to get your product in front of the right clients!



314-560-2625 • TURNER@EMINFO.COM

The Evolution of a Recruiter and why it Matters

By Steve Finkel



If you're an experienced recruiter, chances are you're doing pretty well. The business has its ups and downs, but on balance, you have an existing base of clients, candidates and you've settled into a consistent pattern of production.

But there is a harder reality: what made you successful is not necessarily what will sustain – or increase – that success going forward.

While we don't like to think about it, you will lose clients – even established ones – at some point and have to launch some immediate new client development activity to replace them. And there are emerging pressures on our industry – and for you – which may cause you to reevaluate your current methodology. But for right now, the question is how can you best improve production and prepare for what may lie ahead?

The Beginning

To answer this question, we have to go back to your actual foundation – how you were originally trained and the depth of the skills you have accumulated since. Because times are changing, and your initial focus – even when years or decades of experience are added – may not be your best choice now.

Chances are when you started, your manager concentrated on two areas. Marketing the candidate and recruiting the candidate. Along with these, of course, would have been the concept of selling your services and identifying candidates. "Identifying" might have been working your back database or simply finding new candidates to recruit.

None of this is wrong. In fact, it is the foundation of what we do. But is it enough? Enough for what, you may ask? Enough to fully prosper in today's market.

The Depth

Moreover, how long was your initial training? Two days? Five, if you're lucky? Is that enough to learn a genuine profession? Of course not. And where did the person who taught you learn this business?

If you go back, at some point in the previous generations of our industry, you will encounter either a franchise or larger firm. Did they have trainers on staff? Certainly. But what was their purpose? It was to get new people from zero knowledge to a limited degree of adequacy and then turn them loose and see what happened. That method of "developing" recruiters has permeated our industry and remains the standard to this day.

Did some succeed? Yes. But they did so with a combination of hard work, hopefully some luck and a certain amount of talent. But none of these things can be passed on or transferred. The fact that your manager was successful is certainly fine. But you are a different person. And it takes more than a scanty foundation – or even talent and hard work – to maximize results in today's challenging market.

So what do we have?

So there you are, a reasonably successful recruiter of some experience. But things are changing. The focus on which you started – finding and recruiting candidates – is now coming under increasing strain from new forces.

We all know it. Offshore "recruiters" who work for minimum money. Internal "recruiters" who rely on advertising and technology to find candidates. And now the famed AI, that can send out thousands of inquiries to theoretically qualified people to do sourcing and engaging. For you... and the same for your clients.

These tools have their place, and used properly, they can be helpful. But they do not determine the outcome of a search.

The ground has shifted. Here is a simple reality. Anything that is widely accessible is not a

sustainable competitive advantage.

In many cases, the discussion in our industry has moved from how to influence outcomes to how to generate activity – often with the mistaken belief that activity alone will determine the result.

Where does that leave you?

The response to this shift is not to double down on the very activities that are being turned into a commodity.

That means, in practical terms, you don't hire the same offshore people that are readily available to your clients. And you don't focus on the same AI/techno whiz-bangs that the human resource employees of your clients – and your competitors – can also utilize.

Andrew Grove, the founder of Intel, addressed this very point in an excellent book entitled Only the Paranoid Survive. He observed that when a new variant of technology arrives, there is always a surge of enthusiasm – claims that it will transform everything. And this is intensified by the many that will be involved in hawking, promoting, exaggerating these ideas for their own benefit.

"But mostly," he said, "they aren't what they're cracked up to be."

Do these new technologies have benefits in many fields? Certainly. But in our business, you cannot achieve – or even maintain – success in this manner when everyone has the same technology. If you try, you will simply place yourself in direct competition with many – here or overseas – who will do the same work for less.

Reevaluating your strategy

You are probably already very good at what you do. But improvement – and shielding yourself from the shifting sands of our current market – does not come from refining what you already do well. That yields only marginal gains.

Rather, it comes from developing skills where you have not been trained or focused – and which most others simply lack.

For us, that means advanced-level debriefing and closing the candidate.

Where results are actually determined

We all recognize the fact that candidates tend to hesitate at the end of the process. When we get a turndown, of course, we know it and it costs fees. But equally to the point, it costs us repeat clients. The client is frustrated too, and he is likely to blame you. That's clear.

But the greater loss is less visible.

The real costs

The real costs aren't just the obvious turndowns – it's the searches that nearly close: good candidate, genuine client interest, and then hesitation or a quiet decision not to proceed. Nothing overt. Just a result that never quite materializes.

Sourcing and recruiting remain essential – but they are also where competition is highest and alternatives are abundant. Where the outcome is actually determined is after the interview, once the client is interested and the decision is still in play.

Even experienced recruiters often leave that final stage – moving the candidate from the first interview to the second – and ultimately to an acceptance once an offer has been extended – to instinct. That's where solid searches tend to break down, costing fees and future business.

The keys to improvement

Let's take a few moments – just a few – and address some points which are mandatory if you're going to get the best results from these critical but overlooked portions of our business. What follows is not theory; it actually changes outcome.

Debriefing

A) A follow-up form. Don't kid yourself; if you've been in the habit of debriefing the candidate without written-out structured questions to be asked, you may think you're relying on your experience – but you're leaving things out.

Your purpose is not simply to "see how things went"; it is to gather specific ammunition which you will need when you get to the point of an actual close. The form I use has 14 questions on it. Are they all asked at every interview? Almost certainly not. But if you leave one out which should be asked, it is likely to cost you the fee.

B) Record the call. It is an axiom that "repetition is the mother of skill." This applies to us. How many debriefing calls do you do per week? Not very many. Thus it is far more difficult to improve skills. And without feedback, it is more difficult yet.

The answer is to get the most you can in terms of improvement from every call. If you are not recording your follow-up with candidate calls and evaluating them after hours – when the time elapsed yields objectivity – you are simply not improving as much as you should. And your production will suffer.

C) Reinforce the positives. This is one of the foundational premises of subliminal selling. We can broadly define this as something that happens below the threshold of conscious awareness to influence perceptions. You must not only gather the information, but must increase the candidate's interest in the opportunity.

When a candidate states a positive in response to your questions, don't just say "fine" and go to the next question. Expand upon it! Ask for specifics. Then indicate that you agree, and give an example of how important this is.

Have you heard about this before? Of course you have. But unless you evaluate your calls as mentioned above, how do you know that you're doing it?

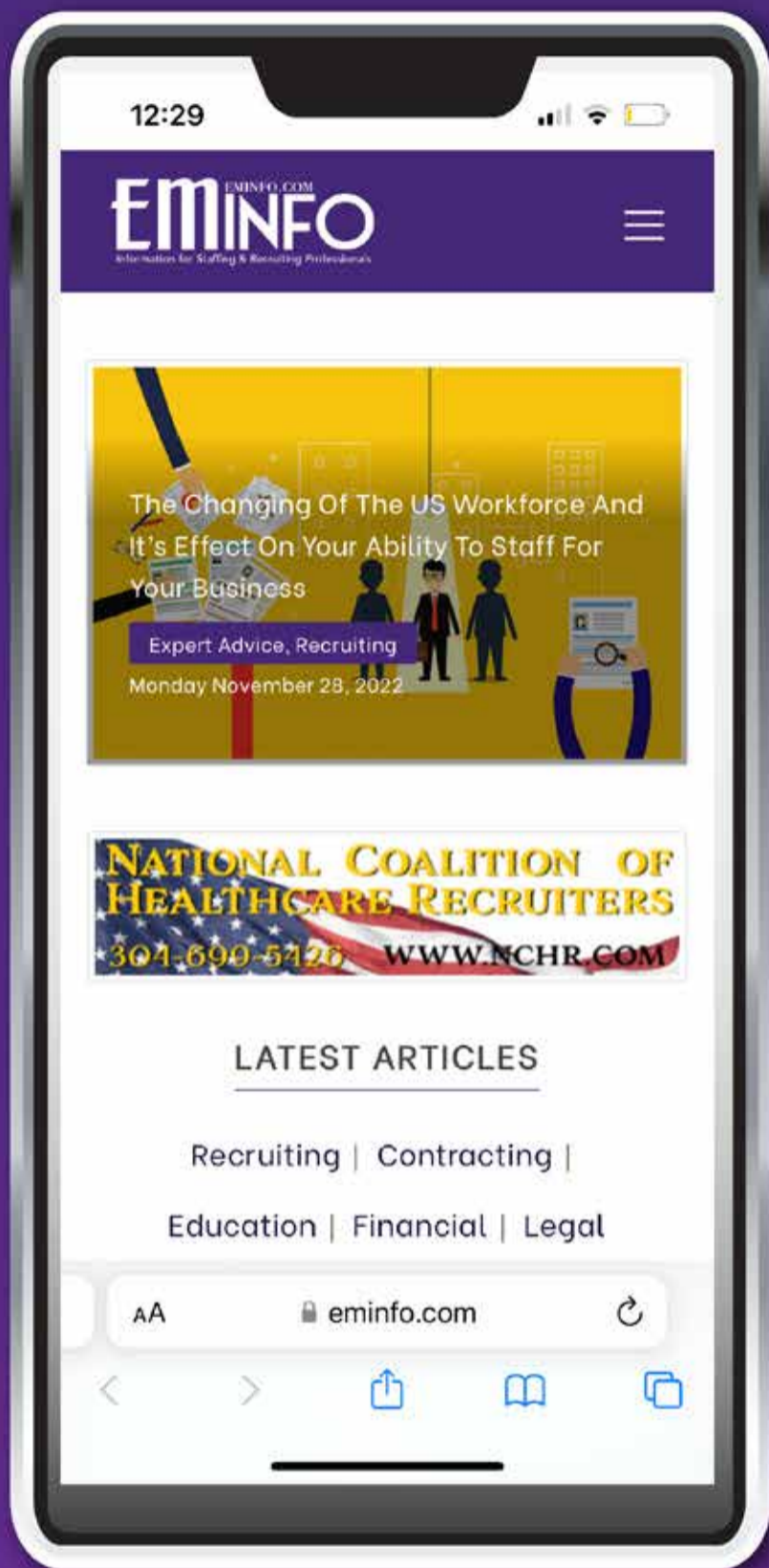
There is much more to advanced-level debriefing than what we are covering here, but this is the place to start.

Closing

Sometimes you hear things so frequently that you absorb them and treat them as fact. A good example of this is the phrase, "If you do everything right up front, the close becomes automatic." Is this true? No. It is one of a number of misconceptions that are common in our industry. It persists because it is comfortable. It suggests that closing requires little deliberate skill – that it is the natural result of earlier steps.

In practice, that false assumption leads recruiters to underdevelop one of the most critical parts of the process – closing the candidate.

THE INDUSTRY'S TOP RESOURCE!



Visit our website

time and study. But it is the difference between struggling with today's market, at best maintaining current production — or significantly increasing it. These are not refinements at the margin. They are the point at which results are determined.

For those who choose to pursue improvement that matters, the opportunity remains substantial.

If the ideas addressed in this article resonate with you, you will find the complete answers in [Closing for Recruiters](#).

Let's cover a few simple keys to doing it right.

A) Plan the call. When there is an offer out, do not accept a call from the candidate until you have planned that call. We all want to know the candidate's intentions. But grabbing a call in the absence of genuinely thinking out your responses for the three options to that offer — yes, no, and maybe — is to put yourself in a position of being off guard and unprepared.

You will not lose anything by taking the time to first strategize on how best to proceed in each of these areas and to plan in writing. You must summarize positives, prepare for possible objections and outline the call. Without that preparation, you are simply reacting rather than directing the outcome.

B) Industry-specific closes are needed. Closing techniques that were originally developed for one form of selling can perform poorly in a different industry. Most of the "closes" you hear bandied about — the Ben Franklin close, the Assumptive Close, the Alternate Choice Close and many others — were originally developed for face-to-face sign-on-the-dotted-line situations, and frequently for one-call closes. Are they effective? Certainly — in the environment for which they were intended.

Our business is different. It is far more complex and the investment on the part of the candidate — a genuine career change — is much greater and more personal. It requires advanced-level closes designed for our industry. Anything else is unlikely to be successful.

C) Logic first, emotion second. By the time the candidate has an offer, an entire series of decisions has been made. You have recruited him, moved him to a first interview, moved him a second interview. He has given you full feedback and information at each step. If there were no interest in the opportunity, the process would have been discontinued. Moreover, he is moving away from the genuine concerns in his current position which you identified at the initial recruiting call.

He should accept the position. You know it. He knows it. But you must clarify that fact in his own mind. Emotional concerns — hesitancy, uncertainty — must be addressed, but only after the logical foundation of a more successful career move is secure. And he must acknowledge this.

The path forward

Even successful long-established recruiters must recognize that changes are taking place in our industry. Moreover, even repeat clients are not forever, and we must at some point reach out to new prospective clients. If what we offer is indistinguishable from what clients believe they can do themselves — or obtain elsewhere at lower cost — our position weakens.

The solution is not to compete where everyone else is competing. Rather, we must re-strategize, and focus on those elements of our business from which we have not fully benefited previously. We must develop skills in the areas that are least understood, least practiced, and most determinative of results.

How complex are these skills? Very. My brand-new 300-page book *Closing for Recruiters!* addresses debriefing and closing in great detail and specificity. Mastering them will take

TRENDS

ims
PEOPLE?
POSSIBLE!

7 Essential Healthcare Recruitment Trends for 2026

- Demand Surge in Nurses & Allied Health** → Global demand intensifies for credentialed nurse practitioners, therapists, and technologists.
- Credentialing Complexity Grows** → Cross-border regulations require faster, more compliant verification and licensing processes.
- AI-Driven Hiring Efficiency** → Recruitment automation accelerates sourcing, screening, and candidate matching workflows.
- Offshoring Enables 24/7 Scalability** → Offshore staffing solutions deliver continuous hiring support and reduced turnaround time.
- Data-Led Workforce Planning** → Predictive analytics improves hiring forecasts, resource allocation, and fill-rate tracking.
- Rural & Underserved Market Expansion** → Staffing shifts focus to remote regions through digital sourcing and virtual onboarding.
- Rise of Flexible Clinical Roles** → Hybrid care, part-time clinicians, and telehealth roles reshape traditional healthcare hiring.

info@imspeople.com



Your Ad Here

Contact us Today
 314-560-2627
 Turner@eminfo.com

James Lyons of LHI Executive Search Is 2026 NPWorldwide Chair's Award Recipient

James Lyons, JD, CPC of LHI Executive Search in New York (USA), is the recipient of the 2026 NPWorldwide Chair's Award. The Chair's Award, established in 1996, recognizes a current or former NPWorldwide owner, manager, recruiter, or staff member, whose contributions and service to the network represent substantial and lasting benefit. Nominations are sought from the NPWorldwide membership, and the board of directors selects the recipient.

LHI Executive Search joined NPWorldwide in December 2012. Mr. Lyons (<https://www.linkedin.com/in/jamesdlyons1/>) established the business in 2011.

NPWorldwide Chair Patti Steen remarked, "It was a privilege serving alongside Jim on the NPWorldwide board of directors. His leadership, integrity, and unwavering commitment to our members has left a lasting mark on all of us. This recognition is not only well-deserved—it reflects the countless ways Jim elevated the work and the people around him. I want to extend my sincerest congratulations on receiving the Chairman's Award; it couldn't honor a more deserving individual."

"I am grateful to NPA for this distinguished honor," commented Mr. Lyons. "This recognition underscores the importance of collaboration and the strong professional relationships that define The Essence of NPA and have contributed significantly to my success."

The Chair's Award was presented during a special luncheon at the recent NPWorldwide PowerUp Americas Conference in San Antonio, Texas (USA).

Leadership Update: Patti Steen Becomes Board Chair as NPWorldwide Re-Elects Key Directors

NPWorldwide, the world's leading recruitment community, has elected a new slate of representatives to its board of directors. The election was held during the group's virtual annual owners meeting. Member-owners also accepted a financial report, amended the organizational bylaws, confirmed the actions of the Board of Directors and conducted other official business.

Patti Steen is the New Chair

NPWorldwide member-owner Patti Steen of The Pelsten Group in greater Seattle, Washington (USA) automatically acceded to a two-year term as Chair, after being elected last year to a one-year term as Chair-Elect. Ms. Steen previously served as Secretary/Treasurer and prior to that was a multi-term director and practice group leader.

"I'm truly honored and excited to be elected as Board Chair of NPWorldwide, a member-owned organization. What makes this role especially meaningful is that it represents all our members—their voices, their investment, and their shared vision," remarked Ms. Steen. She continued, "As Board Chair, my focus is on strengthening our organization by growing membership, deepening engagement, and ensuring every member experiences real value and success from being part of NPWorldwide. Achieving these priorities will require all of us—board members, committees, and members alike—to actively shape a community that is engaged, supportive, and impactful."

"I'm energized by what we've built together and even more excited about where we're headed next."

Three Directors Re-Elected

The following individuals were re-elected for a second two-year term:

- Jenn Anderson, Prestige Recruiting Firm (New York, New York, USA) – director for Americas East
- Melanie Johnson, Sunrock Recruitment (London, UK) – director for EMEA
- Parvathy Krishnan, Cucumber Consultants (Hyderabad, India) – director for Asia

Board Chair Patti Steen congratulated the new directors on their successful re-elections and noted, "It takes dedication, integrity, and a deep commitment to our members to serve in this role. Board Directors

give their time, expertise, and judgment to ensure that the network not only operates effectively today but continues to thrive for future generations of members."

The remaining officers and directors are Immediate Past Chair Pam Robison, Secretary/Treasurer Tim Lane and directors Phil Chappel, Patrick Long, and Andrew Thoseby.

The NPWorldwide board of directors is responsible for providing strategic leadership and direction to the member-owned global recruitment network. Each person on the board of directors also owns and operates a member recruitment firm.

About: NPWorldwide, the world's leading recruitment community, helps independent recruitment firms confidently make more placements by connecting them with a trusted community of like-minded recruiting partners from around the world. Visit npaworldwide.com or npaworldwideworks.com.

Emery Long, Dinesh Agarwal Receive NPWorldwide Volunteer Awards

NPWorldwide is pleased to recognize Emery Long of Provision People (San Diego, California, USA) as the Volunteer of the Year and Dinesh Agarwal of V3 Staffing (Hyderabad, India) as the New Volunteer of the Year. These awards honor exceptional contributions to NPWorldwide, the world's leading recruitment community.

Celebrating Exceptional Volunteerism

- Volunteer of the Year is awarded to a volunteer who has demonstrated consistent dedication and support for NPWorldwide's mission over multiple years.
- New Volunteer of the Year recognizes a first-year volunteer whose passion and commitment have made an immediate impact.

Chair- Patti Steen emphasized the vital role of volunteers in NPWorldwide's growth, noting that over 60 members donate their time to support the organization's mission. She stated, "In a member-owned network where every voice matters and every hand helps build the future, our Volunteers of the Year remind us of what community truly means. Their generosity, dedication, and belief in something bigger than themselves have strengthened our thriving, connected community. Through their initiative, commitment, and service, Emery Long and Dinesh Agarwal exemplify leadership and inspire us all to build a brighter future together."

Volunteer Stories that Inspire

Emery Long, Volunteer of the Year, reflected, "NPA works because people choose to engage, share, and follow through. That consistency is what creates real momentum, and I'm grateful to be part of a group that values it." New Volunteer of the Year Dinesh Agarwal added, "In a member-driven network like NPA, volunteering is the heartbeat that keeps 500+ recruiting firms across the globe connected and thriving. I'm glad to contribute and honored to be recognised for it."

Recognizing Leaders Who Strengthen Our Community

Once again, congratulations to Emery Long and Dinesh Agarwal for their remarkable leadership and unwavering commitment to NPWorldwide's international recruitment network. Their passion and service drive the entire community forward.

About: NPWorldwide, the world's leading recruitment community, helps independent recruitment firms confidently make more placements by connecting them with a trusted community of like-minded recruiting partners from around the world. Visit npaworldwide.com or npaworldwideworks.com.

Letter From The Editor



Don't miss out!

We've been in a wild ride thus far this year. So much uncertainty. Lots of fast changes. Thing is the one constant has always been change. Your challenge is what changes you will implement to guide your firm. Learning what to assign to AI and where to keep the personal touch with clients. Reviewing your strategy now could be a game changer for the remainder of the year.

Interestingly, there are many new industries coming on strong due to AI amid the global changes. As you read the news, use your own filter to find the good. Don't forget what worked in the past may still work now. Learn what does and how to pivot to what is working better now.

Recently, my husband and I were fortunate to attend the Pet Food Forum in Kansas City. Manufacturers and producers were in attendance, and the vibe was very positive. Evidence pointed to consumers changing to more holistic food choices for their pets. Producers were paying attention to ingredients and adding flavors that had calming affects. Just like people, animals are showing signs of stress. Are they picking up the signals from their owners?

Attending industry events in your niche is always helpful to gain understanding of what your clients are dealing with. Choose wisely where those people are, to get the best return on your investment.

Lots of great ideas from our authors in this issue. We hope you enjoy the read and the ride!

Happy Recruiting.

Pat Turner

Editor: Pat Turner
Art Director: Tiffany Turner
Advertising : Rick Turner

Email: info@eminfo.com
Website: eminfo.com

Subscription U.S. rate
\$59/year
12 online EMinfo Issues

Subscriptions & Change of
Address:

EMinfo/EMPLOYMENT
MARKETPLACE
PO BOX 307
Jonesburg, MO 63351

For Advertising Information:
Advertising Dept.
314-616-0438

All copyrights apply to all articles in EMinfo. Copyright belongs to EMPLOYMENT MARKETPLACE. For permission to reprint any part of any article please contact EM. We take no responsibility for any advertisement seen in EMinfo.

Like us on Facebook!

facebook

<https://www.facebook.com/EMinfo>

EMINFO

home articles issues directory events calendar

MOST RECENT • ARTICLES • SHINING THE LIGHT TO CREATE BETTER OUTCOMES



READ MORE
@ WWW.EMINFO.COM!

Subscribe Today!