



THE JOB POSTING MAY NOT BE THE REAL OPPORTUNITY

A perspective from Clark-Latham Consulting

Rethinking the relationship between talent and opportunity

THE JOB POSTING MAY NOT BE THE REAL OPPORTUNITY

RETHINKING THE RELATIONSHIP BETWEEN TALENT AND OPPORTUNITY

01

THE JOB POSTING ISN'T THE START

Companies and candidates often treat the job posting as the starting point: here is the role, apply, explain why you're the right person, and we'll evaluate the fit.

But hiring is rarely that simple. The relationship around the opportunity may begin long before a position appears publicly.

NEXT STEP

Ask whether the relationship-building started before the job posting—and whether you are participating in that conversation.

02

HIRING IS MORE COMPLICATED THAN THE POSTING

An organization may already have a strong internal candidate. A leader may have someone in mind. A role may be exploratory, the budget may not be finalized, or the company may simply be building a talent pipeline for the future.

Context matters. A posting is one signal in a much larger hiring process.

NEXT STEP

Look beyond the posting to understand what is actually happening inside the organization.

03

NOT EVERY POSTING IS A GHOST JOB

Sometimes the person ultimately hired was already known to someone inside the organization before the position ever appeared on LinkedIn. That doesn't make every job posting a "ghost job." Hiring is complicated.

The more useful question isn't whether every posting is real. It's whether we understand the context behind the opportunity.

NEXT STEP

Replace assumptions with questions: Why is the role open, what problem is it solving, and where is the process today?

04

THE RELATIONSHIP COMES FIRST

One of the themes emerging from conversations with companies and leaders is a changing relationship between talent, opportunity and how organizations hire.

The application is only one part of the process. More intentional, transparent relationship-building can create a stronger starting point for both sides.

NEXT STEP

Build relationships before you need the job posting to appear.

05

RESUMÉS CAN'T TELL THE WHOLE STORY

A résumé can describe experience, responsibilities and accomplishments. It cannot fully capture the context behind that experience or the relationship that creates understanding between a candidate and an organization.

Relationships create context that résumés can't.

NEXT STEP

Use the résumé to open the conversation—not to carry the entire case for your value.

06

MOVE BEYOND THE APPLICATION

The traditional process says: find a posting, submit an application and wait to be evaluated. But the article points toward a more intentional approach—one that moves beyond the application and toward relationship-building.

The opportunity may be less about being one more applicant and more about becoming someone the organization knows.

NEXT STEP

Look for ways to create meaningful connection with leaders and organizations before the formal application stage.

THE JOB POSTING MAY NOT BE THE REAL OPPORTUNITY

RETHINKING THE RELATIONSHIP BETWEEN TALENT AND OPPORTUNITY

07

WHAT COMPANIES CAN DO

For organizations, the same lesson applies. If hiring begins before the posting, transparency and intentional relationship-building can help candidates understand the opportunity and the organization's needs.

A job posting should be part of the conversation—not the entire conversation.

NEXT STEP

Be clear about what is known, what is exploratory and what the organization is actually trying to solve.

08

THE REAL OPPORTUNITY

The bigger opportunity is to rethink hiring as a relationship rather than a transaction. The posting may be where a candidate enters the process, but the relationship may be where the real opportunity begins.

The question isn't simply, "Did I apply?" It's, "Did I create enough context for the organization to understand who I am and what I can bring?"

NEXT STEP

Build the relationship, understand the context and let the application become one part of the opportunity—not the whole strategy.

Jill Latham

JILL LATHAM

Clark Bridge CX Advisory