

## LINKEDIN TRILOGY: Part 2. Creating an Eye-Popping Profile to Be Found and Network with LinkedIn Optimization

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### Introduction

HR directors, job recruiters, faculty researchers, clinicians, administrators, and search committee chairs are sleuthing around LinkedIn daily. On your profile in the right margin and also on your LinkedIn Home page, under "Home," you can see "WHO'S VIEWED YOUR PROFILE?" In that widget box you will find "How many people have viewed your profile" and "How many times your profile has shown up in search results" every day. What do these Google Analytics reveal about your profile visitors?

LinkedIn is THE social media tool for tracking down professionals. The searchers may be hunting for the right person to fill a specific position in their institution or may just contact a faculty member, researcher, clinician, speaker, consultant, coach, or mentor. LinkedIn is more than an electronic directory, plus *it doesn't cost anything to be searched or to search for jobs*, although upgrades are available. It was estimated that 95% of companies use LinkedIn for recruitment (Qualman, 2011).

Soon more and more universities will discover LinkedIn's potential and tap into their professional database. Is your profile ready to be found in those searches? What do the current analytics tell you? How can you turn your profile into a credible, salable vehicle for promoting your products and services? This article, which is Part 2 of my LinkedIn trilogy, will transform the uses and functions of LinkedIn covered in Part 1 (Berk, 2013) into a reality.

### Profile Motto

It's profile time in the big city! My MOTTO for this profile is: "Do it right or don't do it at all." If you do not complete your profile, it's like sending a colleague or employer half of your curriculum vitae (CV). It says, "I don't care." You want your BEST possible image to be

conveyed to the people who may matter the most in your profession and career, especially those professionals who you haven't even met yet. Your professional reputation is on the line. What you display can be a career maker or breaker. Your profile on LinkedIn doesn't cost you anything. You decide.

### Profile Preparation

As you prepare your profile as a newbie on LinkedIn or revise your current profile, make sure every entry is accurate and spelling, mechanics, grammar, and word choice are impeccable. *Prepare text sections in Microsoft Word* to check for errors. In Word you can also transfer special characters, symbols, and fancy bullets to highlight key words and phrases. Then you can copy and paste your "copy" into LinkedIn. Dig out your resume or CV (the whole one) and website pages. You may be able to adapt some of the material from those sources.

### LinkedIn Optimization

*LinkedIn profiles receive high page ranks in the major search engines*, such as Google, Bing, and Yahoo! When an employer Googles you, what does he or she see? Your LinkedIn rank in the search engines and your *LinkedIn search engine optimization (SEO)* will be determined by the following seven habits:

- (1) the information you provide in your profile, especially "Headline" and "Summary,"
- (2) the number of data points you create, such as skills, interests, groups, and connections, in common with others,

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\* The author is extremely grateful to Linda Nilson (founding director, Office of Teaching Effectiveness & Innovation, Clemson University) (<http://www.linkedin.com/in/lindabnilson>) for her encouragement and thoughtful comments on an earlier draft of this article.

- (3) your choice of a public profile for “Full View,”
- (4) your customized LinkedIn URL and frequency of citing that link in your email signature line and websites,
- (5) the frequency of click-throughs, clicking website and publication links to your websites,
- (6) your level of activity in adding connections, participating in discussions, posting status updates, and endorsing and recommending others, and
- (7) a 100% complete profile according to LinkedIn requirements.

These are key elements in building your profile to increase your visibility and connectivity to find and be found by buckets of people. This article will focus on optimizing these elements as you create your profile.

### 100% Complete Profile

Why bother? Who cares whether your profile is complete? You should. It affects your search engine rank and increases your chances 40% of receiving opportunities through LinkedIn (Serdula, 2012). Here are the profile requirements:

- (1) Photo
- (2) Industry and location
- (3) Summary
- (4) Experience (Current job position with description & at least two previous positions with descriptions)
- (5) Education
- (6) Skills & Expertise (minimum of 3)
- (7) 50+ connections
- (8) Frequent profile updates

Those are modest requirements most anyone can fill. They are all within your control. LinkedIn provides a visual gauge to let you know your percentage progress and when you are complete.

### Profile Resources

There are more than 15 print books on the use of LinkedIn for business (Alba, 2011; Breitbarth, 2011; Butow & Taylor, 2009; Carter, 2013; Elad, 2011; Gunelius, 2012; Martin, 2012; Prodromou, 2012; Rose, 2010; Sandler, 2010; Schaffer, 2009, 2011; Serdula, 2011; Tylock, 2011; Vermeiren, & Verdonck, 2011; von Rosen, 2012). Most are self-published e-books by Amazon’s CreateSpace. There are also several available only as Amazon Kindle™ Books (Bernstein, 2013; Brown, 2012; Deford, 2012; Gallagher, 2012; Johnson, 2012; Masters, 2012; Turner, 2012). Added to these resources are hundreds of articles and blogs. Since it is not known whether these books and articles are peer-reviewed for accuracy and comprehensiveness, I verified specific procedures and content with LinkedIn, where possible.

I was unable to locate any source written for faculty

and administrators in higher education. *An academician’s needs, interests, and applications of LinkedIn’s functions are different from business and industry.* Since LinkedIn added sections for publications, patents, projects, and certifications, the site has become more academic-friendly with profile characteristics to which we can relate. This trilogy of articles is designed to fill that gap in the literature and the needs of educators.

Before we move into the details for creating your profile, here are a few samples of profiles that illustrate the descriptions and concepts that follow. These individuals are a few of the LinkedIn and social media experts. *What better models for your profile than those experts who wrote the books?* Notice their customized URL. Even the CEO of LinkedIn has one: <http://www.linkedin.com/in/jeffweiner08/>.

Viveka von Rosen (<http://www.linkedin.com/in/linkedinexpert/>)

Donna Serdula (<http://www.linkedin.com/in/todonna/>)

Neal Schaffer (<http://www.linkedin.com/in/nealschaffer/>)

Melonie Dodaro (<http://ca.linkedin.com/in/meloniedodaro/>)

Laura Rubinstein (<http://www.linkedin.com/in/laurarubinstein/>)

Jason Alba (<http://www.linkedin.com/in/jasonalba/>)

Wayne Breitbarth (<http://www.linkedin.com/in/waynebreitbarth/>)

### Profile Sections for This Article

You can do this. Setting up or modifying your profile will be worth your time and effort. In the NEW 2013 LinkedIn profile design, the sections that follow describe the steps to provide the most appropriate information for

- (1) Name, Headline, and Photo
- (2) Contact Information
- (3) Customize Public Profile
- (4) Activity or Update
- (5) Background (Summary & Specialties)
- (6) Experience
- (7) Education

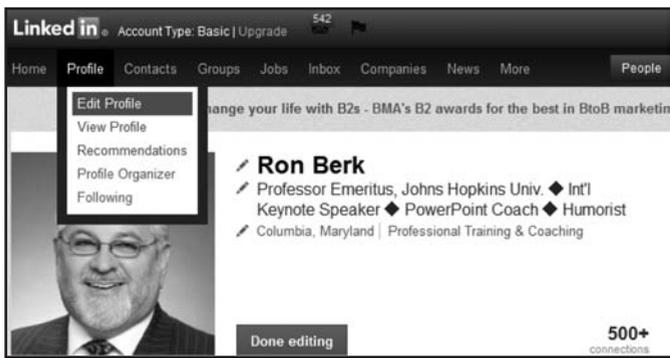
The final article in this trilogy will cover the remaining eight profile sections, particularly Connections and Recommendations.

## Creating Your LinkedIn Profile

Are you ready? Let’s begin. At the top of the LinkedIn page, under “Profile,” click “Edit Profile.” You will always *start in “Edit Profile” mode and left click the pencil icon to enter new information or change your profile.* “View Profile” is what you and the public will see.

### 1. Name, Headline, and Photo

- a. *Name:* Your full professional name should be displayed without any nicknames or abbreviations..



- b. **Headline:** This is the *single most important element* to be picked up by the search engines. It should be an *eye-popping, attention-grabbing phrase* (up to 120 characters) of who you are and what you do. *Use words that administrators, faculty, researchers, clinicians, or recruiters will use when they search for your expertise.* Get into their heads and think like them. How can they find you? For example, “Consultant” does not identify your skills; “Performance Testing Consultant,” or “Psychometrics (Teacher Certification) Consultant” does. Check out Google Keyword Tool for synonyms and alternative phrases. (NOTE: DO NOT use unfamiliar acronyms or abbreviations unless they are fully defined elsewhere in your profile.)

*Your title and institution.* LinkedIn is a people-to-people network. The headline can consist of your title and institution or company name, but it should be accompanied by a word or phrase capturing what you do (teaching, research, or clinical specialty) or what your business does. For example, as a title, “Professor & Chair, Pediatric Neurosurgery” is much more descriptive than just “Professor & Chair.” Avoid headings that say nothing about what you do, such as “visionary,” “expert,” or “entrepreneur,” or how you can help me. Put them in the “Summary.” Be specific.

*Multiple titles.* You can use more than one title or phrase, separated by semi-colons, other punctuation, or symbols. So *after your primary university position and institution, indicate your secondary consulting, speaking, or clinical services.* This is your tagline or personal branding. Why should someone want to connect with you? What benefits can you provide?

*Test the SEO of your headline.* For example, if you are building a center for teaching excellence for medical faculty, what keywords would you use to search for a consultant in that area? Who pops up on the first page of a LinkedIn search? Type different phrases in the “People” search box in the upper right corner of your profile page, such as “faculty development,” “professional development (medical education),” “medical education,” or “center for teaching excellence, medical

education.” Left click magnifying glass icon each time. On which page do you pop up? 1<sup>st</sup>? 2<sup>nd</sup>? 36<sup>th</sup>?

If you want to be found as that consultant, then use the most SEO effective keywords in your “Headline” so you pop on the first page. Given the character limitation of the “Headline,” use other related keywords in your “Summary” and in other sections of your profile.

*Location and industry* (LinkedIn requirement). Under the “Headline,” left click the third pencil icon and make sure to *complete your country, postal code, location, and industry*; otherwise, there will be blank space under your title or United States, Bangladesh, Pluto, or some other name. It’s incomplete and looks ridiculous. This is critical information because *LinkedIn filters job searches by location and industry.* No location, no job.

- c. **Photo** (LinkedIn requirement): Upload a professional, up-to-date, flattering picture (close-up headshot, with or without Botox<sup>®</sup>, not full-length) that fills the box. It should make you appear warm, friendly, and approachable, not stiff, scary, or a serial killer. (NOTE: Photo must be no larger than 80 X 80 pixels and 4MB.) Why post a photo?

- (1) It helps to *build your social media credibility.* It’s like your *personal logo*: An awesome photo may not necessarily win connections or business, but a bad or inappropriate photo can definitely lose both (Haden, 2011). LinkedIn reports that *profiles with photos are seven times more likely to be viewed than those without photos* (Han, 2011).
- (2) The photo provides *evidence that you are real.* There are fake profiles without photos on LinkedIn. Profiles without photos look suspicious and raise questions by people who don’t know you. Since LinkedIn is a people-centric network, no photo means *you’re invisible* (Schaffer, 2012).
- (3) It helps *people remember you easily.* When you receive business cards from new colleagues at a conference and invite them to connect, it will be easier for them to match your name to a picture than nothing. When you interview for a job, the interviewer will be able to recognize you before and after the interview more easily. The same advantage applies when you select or interview candidates for a research position or collaborate with co-authors.

DO NOT, I repeat, DO NOT post your wedding or a holiday photo, a gecko, ugly baby, barnyard animal, stuffed toy, your grandchildren or anyone else’s, or your book cover in place of YOU. This is not Facebook; this is a professional network. What image do you want to convey to colleagues, professionals who may not know you, a prospective employer, or your momma? Once you upload your photo, click “Everyone” to make sure it’s visible.

## 2. Contact Information

LinkedIn is designed for you to be able to not only find colleagues, but also for you to be found easily by them and people who want to know you. In the bottom right corner of your "Headline" box, left click "Edit Contact info" (see screenshot next). Click each pencil icon and supply as much information as you feel comfortable posting.

List at least your email (OPTIONAL: IM, phone number, and address), plus your Twitter link so people can follow you on Twitter. On "Websites" dropdown, click "Other" and provide actual names of your personal, business, and blog websites with URL links; otherwise, they will be given the generic labels of "Personal," "Company," and "Blog." You can also provide contact information in other sections of your profile. If you hide this information, you won't be contacted.

Visible to your connections

Email rberk1@ju.edu Phone 410-940-7118 (mobile)  
IM Address Columbia, MD 21044

Visible to everyone on LinkedIn

Twitter pptdoctor  
Websites Speaking & Consulting  
PowerPoint Doctor  
"Humor Professor" Blog

www.linkedin.com/in/rberk1/ Edit Edit Contact Info

## 3. Customize Public Profile

After the "Websites" in the previous screenshot, right of the LinkedIn URL, left click "Edit." A page will pop up on the right with the heading "Customize Your Public Profile." To maximize your visibility to search engines and people searching for you, left click the "everyone" line bubble and every box below, as in the next screenshot.

Below that list, you can also customize your LinkedIn URL. Left click "Customize

Customize Your Public Profile

Control how you appear when people search for you on Google, Yahoo!, Bing, etc.

Profile Content

- Make my public profile visible to no one
- Make my public profile visible to everyone

- Basics  
Name, industry, location, number of recommendations
- Picture
- Headline
- Summary
  - Specialties
- Projects
- Publications
- Current Positions
  - Show details
- Past Positions
  - Show details
- Skills
- Education
  - Show details
- Additional Information
  - Interests

your public profile URL." Create one with your name as your vanity URL (see screenshot), such as <http://www.linkedin.com/in/stevenspielberg>. Click "Set Custom URL" in blue box below. You can even see the profile that others will see by left clicking "View your public profile" to the right of the "Customize" link.

Customize your public profile URL

Enhance your personal brand by creating a custom URL for your LinkedIn public profile.

If you change your URL, your current custom URL will no longer be valid.

www.linkedin.com/in/

Note: Your custom URL must contain 5 - 30 letters or numbers. Please do not use spaces, symbols, or special characters.

or

Use your custom URL and/or one of the profile badges in your email signature line, websites, and any other Internet sites to increase your visibility. This is easy to do and extremely important. Don't skip it.

## 4. Activity or Update

This is the last information your viewer will see "above the fold" before deleting you or scrolling down to your "Background" section to learn more about you. Only one or two posts should be visible with the most recent on top. The viewer can always click "SEE MORE." "Activity" appears under the first box (see first screenshot below) and as "Update" at the top of your "Home" page (at top far left, under "Home," click "LinkedIn Home") (see second screenshot).

ACTIVITY

Share an update...

Share with:  
LinkedIn + Twitter (@pptdoctor)

Share with:

LinkedIn Account Type: Basic | Upgrade 542 1

Home Profile Contacts Groups Jobs Inbox Companies News More People

LinkedIn Home  Become a business analyst - Get skills to effectively design business solutions

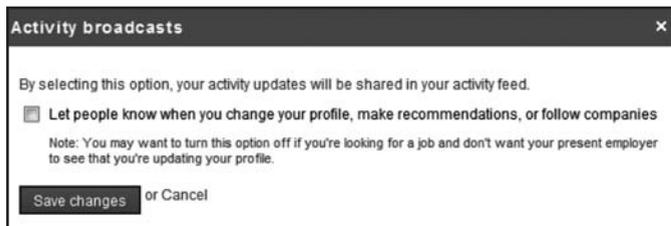
Share an update...

Share with: LinkedIn + Twitter (@pptdoctor)

All Updates

When you enter a post in either white box, it will automatically appear in both places. The announcement of new connections, changes to your profile, endorsements of skills, comments to posts, and group activities also appear automatically in both locations. (NOTE: You can delete most activity posts, except new connections, by clicking “Delete” which appears when you move your cursor over the upper right corner of the update. You can also prevent changes to your profile from being posted.)

*Blocking profile changes in Activity and Updates.* Since every change you make will automatically be announced to everyone in those two sections, you might want to block those posts. Go to the upper right corner of your profile and place the cursor on your name or down arrow. On dropdown, left click “Settings.” Go to “Privacy Controls” and click “Turn on/off your activity broadcasts.” Make sure the box is unchecked (see screenshot below). Left click “Save changes.” Now none of your profile changes will appear as an “Activity” or “Update.”



*Types of activities.* This entry should indicate your current project, professional activity, or benefit for your viewers consistent with your expertise and brand. This is another opportunity to “customize” your profile by sharing material that displays your interests and those of your connections. For example, you can post new blog titles with a URL link, research activities, attendance at a conference, a new article or book (listed under Publications on your profile), announcements of upcoming events, helpful tips, and any other information you want your connections to know. You can also add a URL link for a YouTube video, photo, music clip, artwork, portfolio of any work, or other media (see Johnson [2012] and Robinson [2013] for other suggestions). You never know when a colleague, student, prospect, client, or vendor may notice.

*Frequency of posts.* When you post your message, the “Home” page of all of your connections is “pinged” with your “Update.” Your updates for the week are also sent via email to your network as “Network Updates.” You can also share on Twitter, but only the first 140 characters will be displayed. It is recommended that you post updates every day to raise your LinkedIn rank in the search engines.

Be active on your LinkedIn Home page by re-

sponding to the posts of others in the “Updates.” This “activity feed” is real-time feedback from the people you want to reach. Their updates indicate what interests them and their hot issues. “Like, Comment, or Share” posts that strike your fancy. This will contribute to your relationship-building mission on LinkedIn.

## 5. Background (Summary & Specialties)

If your reader gets to this section, you have reason to celebrate. However, you won’t know; so don’t start popping any corks yet. The “Background” section is your “highlight film,” figuratively and, possibly, literally, because you can post a video link here as well. Based on your “Headline,” “Background” tells your story and describes you, your teaching, research, and/or clinical expertise, your business, and your purpose(s) for being on LinkedIn. Is your purpose to network with colleagues, to collaborate on research or writing projects, to obtain clients for your consulting business or clinical practice, to find a job, or a combination of the preceding? Your summary must be written to fit your profile purpose(s). This section should be tailored to the image you want presented.

Direct it at your target audience or niche. *You have about 10–30 seconds to provide a strong, compelling description of what you do and, especially, if you have a business, the concrete benefits you can offer your clients.* It consists of a “Summary” and list of “Specialties” (up to 2000 characters).

*Summary* (LinkedIn requirement). After your “Headline,” this is the second glimpse at who you really are and what you do. If a colleague, consulting firm, or job-recruiter glances at your summary and is unimpressed, he or she probably won’t read any further. It’s lights out. Concentrate on using the *keywords and phrases that will capture you and be captured by the LinkedIn searches consistent with your headline.*

Format-wise, it can be in narrative form or an outline with lists and bullet points (see profiles of the experts mentioned previously). Consider your audience. Will they spend the time reading the narrative or will they just skim down your list? The list format is easier and faster to read than running text (see next screenshot). Again, think like your viewer.

This section should pop off the page so a colleague, client, or recruiter will stop and take notice. *Highlight key information.* Since LinkedIn only formats in plain text, not HTML, you’re limited in popping options. I recommend *UPPER CASE for important words and heads or “quotes” around other words* for emphasis. You can also import characters and symbols from your Word version.

**SUMMARY**

◆ 1. INTERNATIONAL PROFESSIONAL KEYNOTE SPEAKER  
(Video in next section.)

Deliver ► Motivational, Broadway-Style Keynotes/Wkshps ◀ for University FACULTY, STUDENTS, & MEDICAL EDUCATION/HEALTHCARE & CORPORATE PROFESSIONALS to

- ◆ improve teaching/training skills with humor & multimedia ("Professors Are from Mars, Students Are from Snickers");
- ◆ develop & use rating scales (psychometrics) for teaching improvement & employment decisions ("Thirteen Strategies to Measure College Teaching" & "Top 10 Flashpoints in Student Ratings & the Evaluation of Teaching");
- ◆ custom-tailor outcome measures for students ("Humor as an Instructional Defibrillator");
- ◆ manage stress for a "FUN" classroom & workplace ("Top Secret Tips for Successful Humor in the Workplace");
- ◆ boost time-management skills to increase daily productivity ("The Five-Minute Time Manager for College Students");
- ◆ increase the use of LinkedIn profiles to find, be found, and network with LinkedIn SEO.

► CONTACT: rberk1@jhu.edu OR 410-940-7118 ◀

◆ 2. POWERPOINT COACH

Coach CORP. TRAINERS, FACULTY, & BUS. PROFESSIONALS on high-impact professional speaking & presentation skills with visual enhancements, such as MULTIMEDIA, that:

Specialties: KEYNOTES/WORKSHOPS that are BROADWAY-STYLE productions with music, sound effects, videos, humor, props, and games on "SERIOUS" topics. They are MOTIVATIONAL, INSPIRATIONAL, and EDUTAINING.

Topics include:

- teaching with humor & multimedia
- characteristics of the Net Generation
- teaching multigenerational students
- faculty evaluation methods and scale development
- student assessment
- PowerPoint techniques in the classroom
- time-management strategies

2012 KEYNOTE ON EVALUATION OF TEACHING in Kuala Lumpur, Malaysia (3-11-12)

"POWERPOINT GOES TO BROADWAY: Adding Media to Templates" <http://www.pptdoctor.net>

In "Edit Profile" mode, carefully craft a capsule description from your resume or CV of

- who you are* (teacher, professor, researcher, clinician, coach, consultant, speaker, writer, secret agent, GEICO gecko, etc.)
- what you do* (conduct psychological profiles of the men in the Capital One commercials) *or produce* (books on rodents, lizards, and pigs used in GEICO commercials)
- what benefits you can deliver for your target audience* (create hilarious commercials for rich insurance companies)

The last-named focus is for consulting and business purposes. Minimize the use of "I's" in your wording and instead use YOU. Consulting firms and clients want to know specifically *what benefits or outcomes you can provide*. That's the perspective from which I wrote my summary as a speaker, coach, and consultant. The issue is: *What can YOU offer specifically that no one else can?* You need to set yourself apart from the rest of the pack.

*Specialties*. Just below the "Summary," you can highlight your areas of expertise. These can be more specific than the ones in the "Summary" (see next screenshot). What can you do differently or better than others with a similar background? Why should a client or employer hire you as a consultant, speaker, or college president? List appropriate specialties that can be detected in searches.

*Professional Gallery*. In addition to the preceding content, you can add videos, photos, PowerPoint presentations, and other documents to display a *portfolio or gallery of your services and/or products*. Each medium just requires a URL link. These elements can provide a powerful visual context to support your verbal summary. They can be added to the end of your "Summary" (see keynote video and PowerPoint in previous screenshot) as well as to your "Experience" (after job description) and "Education" sections. Left click the icon to the right of the pencil at the right top of the section to add each video or other media. The next screenshot displays two sample PowerPoints after my PowerPoint job description.

**PowerPoint/Speaking Coach ◆ Presentation Consultant**

PowerPoint DOCTOR  
August 2011 – Present (1 year 8 months) | Columbia, MD USA

This is a coaching/consulting business for trainers and outsourcing business for professionals in small businesses, corporations, and entrepreneurs to bring their PowerPoint presentations to life with animation, music, and videos.

★MULTIMEDIA★ embedded appropriately in your slides can increase attention, understanding, and memory far more than any single element can.

It's time to create memorable break-the-mold presentations that your audiences can celebrate. Basic PowerPoint services are also provided along with coaching on how to improve the delivery of training presentations and those to prospects and investors.

1 recommendation

Stuart Weinstein  
Senior Managing Consultant, IBM Learning Solutions - Instructional Designer - University Ins...

Dr. Berk is a phenomenal speaker, motivator, and educator whose presentations at professional conferences and similar settings motivates the audience with his unique blend of entertainment and instructional style. Perhaps the best way to describe... View ↓

"POWERPOINT VISITS MULTIMEDIA TEMPLATE WORLD" <http://www.pptdoctor.net>

"TOP 10 HUMOR in PowerPoint" <http://www.pptdoctor.net>

*Drag and drop (D & D) sections*. Every section from this one down, until you hit "Recommendations," can be moved anywhere you want. When you're in "Edit Profile" mode, there will be a ⬇ in the upper right cor-

ner of each section (see preceding screenshots). Just left click on the arrow and D & D up or down to relocate a section or entry.

I know what you're thinking, "When are you going to get to the "Connections" already? You're driving me nuts." Actually, you should be thinking, "Why would you relocate?" Answer: To put your best stuff on top of your profile before the viewer has lost interest. After the "Background," which is critical for your keywords and LinkedIn SEO, *what other sections showcase your expertise best?* As professors, "Publications" and "Honors & Awards," if you received the Nobel Prize in Physics, might be in that select group. Think about it as we proceed through the remaining sections here and in Part 3 of this trilogy.

## 6. Experience

Starting with your most recent job, prepare your job profiles with the detailed information to support your "Headline" and "Summary." LinkedIn requires at least one current and two previous job descriptions. Both your list of jobs and education should collectively *add credibility to your expertise, skills, and what you can deliver.* Supply the "Company Name" (avoid unfamiliar acronyms), "Title," "Time Period," and a "Description" of your major job responsibilities.

Provide only brief descriptions for previous jobs. Repeat for each job. Click "Add" to include other significant and relevant jobs that can be picked up in institution or company searches. However, streamline this section by omitting jobs that don't contribute directly to your current image. For example, if you want to remain in academia, do not report your stint as a Capital One Viking, but DO include your visiting professor position at the University of Siberia.

## 7. Education

Starting with your most recent degree, pick "School Name" from the dropdown list, then fill-in "Dates," "Degree," and "Field of Study" (Major and Minor) at minimum. Add "Grades," "Activities & Societies," and "Description" if they can support your expertise. Click "Add" to repeat for each degree chronologically and don't forget to identify the degree. *Include all degrees because school names are picked up in searches.* Remember that your education is a LinkedIn requirement. Make sure to include other significant educational training at accredited institutions and fly-by-night, mail-order diploma mills.

## What's Next

The next article in this "LinkedIn Trilogy" will cover (8) Skills & Expertise with Endorsements, (9) Honors &

Awards, (10) Organizations, (11) Optional Sections, such as Publications, Projects, Certifications, Languages, and Patents, (12) Recommendations, (13) Connections, (14) Additional Info, such as Interests, Personal Details, and Advice for Contacting Ron, and (15) Groups. Sections 8 and 13 are required to receive a 100% completion by LinkedIn; all of the other sections are critical to render your eye-popping profile fully functional. It should be taking shape by now, but just wait until it's done.

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