

What about the problems recruiters have with candidates?

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Turning down a job offer is a big problem. Sometimes this happens because the search firm hasn't investigated carefully enough whether the candidate was looking at other offers. The best way to find this out is to ask.

The candidate has his or her own interest at heart -- and quite rightfully. Last year, if you didn't know if a candidate was looking at three other offers, you should have assumed it. Sometimes it happens after a contract has been signed and the candidate doesn't show up on the first day of work. The search firm has to move fast, but it's very frustrating when your candidate receives an offer and at the last moment, turns it down because he or she was looking at other possibilities. How frequent are counteroffers?

They are another reason why people won't move. Some candidates use a search to leverage their position with their companies. It's a very unwise thing to do, because you mark your card with the search community and the employer. They'll remember that you held them over a bit of a barrel.

What are some of the biggest mistakes candidates make?

Claiming degrees that aren't valid, of course. Serious candidates shouldn't try to hoodwink the search community. It's a complete no-no to lie. Lying causes huge problems with clients. They'll fire even senior managers for lying, and they'll drop candidates who lie like a hot brick.