

The SODI Career Planning Model

Researching, writing, and selling your career story

With the recent announcements of job cuts and restructures by significant employers within the private and public sectors, the ability to navigate a complex and fluid labour market with purpose and confidence will be a feature of 2012 for many individuals.

Under the Employee Assistance Program (EAP), Converge International deliver a Career Assist service which applies the 'SODI' career planning model (see page 2). This approach was developed by Law and Watts in 1977 and has stood the test of time. An outline of the model is provided below, by way of introduction and encouragement for individuals who are ready to research, plan and implement the next stage of their career.

Four Pillars of the SODI Model

1. Self-awareness
2. Opportunity awareness
3. Decision-making and planning
4. Implementing plans

1. Self-Assessment & Self-Awareness

As the first pillar of the SODI model, 'Self-Awareness' is concerned with identifying and understanding personal characteristics that influence your choices in both learning and work contexts. For example, if an individual has a strong set of personal interaction skills, a keen interest in scientific matters, and a desire to be in a non-structured environment, then these personal characteristics (along with some others) will influence the types of learning and work situations to which the person will be best suited.

Identifying and understanding personal characteristics can be a difficult process, due to embarrassment, unease, or lack of life experience. However, self-assessment is a critical element of career development and pays off in the later stages of implementation. Characteristics to unpack

include: abilities, aptitudes, cognitive styles, generic or transferable skills, specific or technical skills, personal values, work values, interests, personality, physical attributes and needs. Awareness of coping strategies, achievements, performance, and goals can also be explored to further strengthen career decision-making.

2. Opportunity Awareness

As the second pillar of the SODI model, 'Opportunity Awareness' is concerned with knowledge of the world of work and training. It aims to identify what options or opportunities exist, how they can be accessed, the changes that are occurring in the workplace and how these will impact on individuals.

You can conduct your own research by exploring resources (such as websites) that provide information about:

- Occupations – job descriptions, qualifications required to gain entry to careers and sources of additional and related information
- Industries and professions – current developments and activities in industries and professions
- Labour market trends – current and projected labour market demands, recent salaries and skills required for employment
- Training courses – information on the range of courses available through universities, VET/TAFE and some of the major private providers.

3. Decision Making & Goal Setting

The third pillar of the SODI model, 'Decision Making', looks at how to go about making decisions that are relevant to career planning or development. Decision making occurs at a number of points in career planning and some decisions will be revisited. Here, the SODI model raises awareness of the types of decisions and decision making styles that are informed and generated



Converge International is your Employee Assistance Program (EAP) provider. To make an appointment or speak to a consultant:

1300 our eap
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by various pressures, expectations and cues – such as unforeseen situations, obstacles and limitations. At all times, the importance of taking responsibility for the outcomes of these decisions is also emphasised.

An essential element of this stage is of course goal setting, both short- and long-term, since there may be a range of short and medium term goals that need to be set in order to accomplish long term goals.

4. Implementing Plans

In the final stage in the four-step SODI model, 'Implementing Plans', the information gained from previous steps about your world of work and decision making is utilised to formulate a plan of action. Typical activities at this point of the career planning process include preparing cover letters and résumés, completing application forms, and thinking about how to prepare for interviews. Here, earlier research into personal characteristics and preferences come to the fore, and are translated into an adaptable career story that plays to your strengths. This is an invaluable skill as part of any job-seeking process.

Five Tips to Get You Started

1. Evaluate your current job satisfaction by keeping a journal of your daily reactions and reflections on your industry, role, and workplace, and look for recurring themes. Which aspects of your current job do you like/dislike? Are your dissatisfactions related to the content of your work, your company culture, or the people with whom you work?
2. Brainstorm ideas for career alternatives by discussing your core values and skills with friends, family, and networking contacts.
3. Discover as much as you can about a field of interest by reaching out to personal contacts in the industry, identifying volunteer or freelance opportunities to test your interest, and checking for pre-requisites such as qualifications.
4. Consider alternative roles within your current industry which would utilise the industry knowledge you already have. For example, if you are a store manager for a large retail chain and have grown tired of the evening and weekend hours, consider a move to corporate recruiting within the retail industry.
5. Take advantage of your Career Assist service. The best way to leverage your career using the SODI model is to work with an independent and experienced career coach. Career Assist is available under your EAP and is therefore free and confidential. Appointments can be made by calling **1800 337 068**.

SODI model



References

- McCowan, C. & McKenzie, M. (2000). **Working the Web: Career planning via the Internet**. This small booklet was published by the Graduate Careers Council of Australia (GCCA). It provides examples of how the internet can be used for career planning.
- The SODI Career Planning Model**. <http://www.graduatecareers.com.au/CareerPlanningandResources/StartingYourSearch/ACareerPlanningDevelopmentModel/index.htm> (Retrieved 14 February 2012.)
- Profita, M. **10 Steps to a Successful Career Change**. <http://jobsearch.about.com/cs/careerresources/a/10steps.htm> (Retrieved 14 February 2012.)

Resources

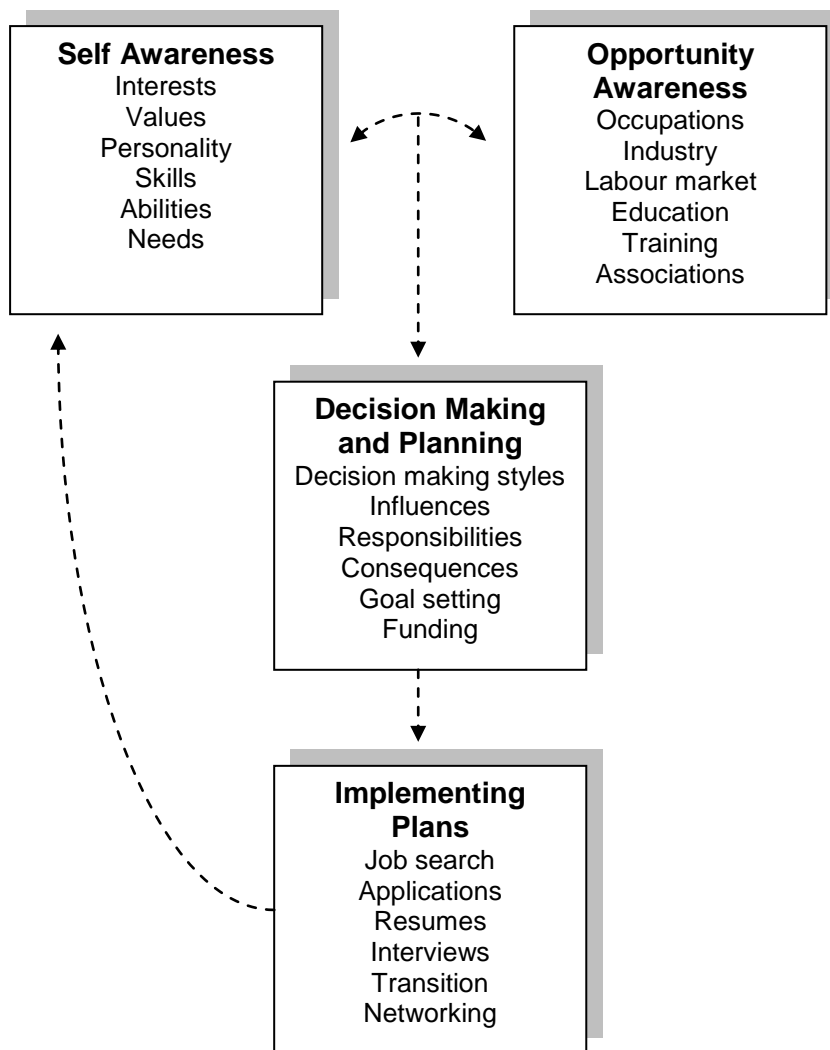
- www.myfuture.edu.au
(Last reviewed 14 February 2012.)

INTRODUCTION TO PART 2 – CAREER ASSIST

The SODI Model

Law & Watts 1977

The model consists of four concepts (see diagram) that are of equal importance.



THE RESEARCH PROJECT MODEL CAREER TRANSITION MAP (PART I)

Weeks 1-2

1. Research Phase: Data Collection

- Job research (via various methods)
- (SODI Model – Opportunity Awareness)
- Determine AIM / PURPOSE for career transition
- (SODI Model – Self Awareness Phase)

Weeks 3-6

2. Hypotheses Formulation

- Choose 1-5 possible options

OPTION 1:
- Teaching

OPTION 2:
- Stay with same organisation

OPTION 3:
- Go into private business

OPTION 4:
- Move into private large organisations

3. Methodology

- What you need to do
- How you are going to do it
- When it needs to be done
- Where you need to go
- Who you need to speak to

METHODOLOGY:

- Reskilling
- Return to study, eg Teaching
- Find out about:
 - o Location
 - o Course content
 - o \$'s/time/start date
 - o Duration
 - o Pre requisites

METHODOLOGY:

- Move department
- Move to higher position (seek promotion opportunities)
- Network across departments
- Intranet search

METHODOLOGY:

- Small business course
- Choose type of business
- \$'s

METHODOLOGY:

- Search top 20 organisations
- Web seek.com search top 20 organisations job availability

Weeks 7-9 ongoing

4. Test Market

- Choose one or more of the above options
- Lodge application/s
 - o Course
 - o Job
- Network for employment opportunities

Weeks 10-11 ongoing

5. Results / Evaluate

- Interviewing skills development
- Interview practice
- Interview outcomes
- Choosing appropriate referees

Week 12

6. Successful

- Transition out of current role
- Giving notice
- Starting new role (internal/ external)

7. Unsuccessful

- Review/ evaluate why/ seek feedback
- Revise options

VALUES AND NEEDS LIST

For each of the values and needs listed, whether it is **important**, **neutral**, or **unimportant** to your work life satisfaction. Once you have selected your important ones go back and choose your top five needs and values and ask yourself how negotiable these are for the next job selection. Keep in mind that no organisation can meet 100% of your needs and values therefore it is important to prioritise them.

Values and Needs	Important	Neutral	Unimportant
1. Achievement To have the opportunity to excel and produce significant results, setting high standards for myself and doing work that is challenging.			
2. Advancement To have my work lead to better opportunities for greater responsibility.			
3. Adventure/Excitement To have work in which I am frequently excited about the activities or results, and take some risks.			
4. Aesthetics To be involved in work that deals with creating or studying beautiful things.			
5. Affiliation To identify myself and be recognised as belonging to a specific company or organisation where I can develop close personal relationships or friendships.			
6. Artistic Creativity To create objects, images, or other products of my own work in an art form.			
7. Attractive Environment To work in an environment that I find attractive and comfortable to be in.			
8. Challenging Problems To work frequently on issues and problems that will challenge my ability.			
9. Change and Variety To have work that varies frequently in form, content, or location.			
10. Close to Power To have a position where I am in touch with the seats of power, where I have direct and frequent contact with influential people, where I contribute to making big decisions.			
11. Community To be involved in the affairs of the community in which I live.			
12. Competition To work at jobs where I can test my abilities to win over others.			
13. Control To be in a position where I am in as much control of my workday as possible.			
14. Creative Expression To create new concepts, products, services, structures, systems, etc. that do not follow established rules, procedures, and patterns.			
15. Ethics To perform activities and work in an environment consistent with my moral principles and which do not violate my personal beliefs.			
16. Exercise Competence To demonstrate that I do excellent work, understand my job well, and am a competent and effective person.			
17. External Structure To work in an environment that provides structure in the form of broad guidelines to follow, objectives to achieve, and clear expectations. To have clear parameters under which to operate.			
18. Exhibition To have an audience or group of people whose attention I command.			

Values and Needs	Important	Neutral	Unimportant
19. Fame To be well known to a very large number of people for the quality of the work I do.			
20. Fast Pace To work in an environment where results need to be produced quickly and on schedule.			
21. Field of Strong Interest To work in a field of major importance to me where I can perform activities of intrinsic interest.			
22. Help Society To work in a way that perceptibly benefits society.			
23. High Earnings To have an income that provides me with plenty of discretionary fun.			
24. Independence and Autonomy To be able to work without being told what to do or having to report back frequently.			
25. Influence People To have a position in which I affect how people think.			
26. Intellectual Status To have others appreciate me as a person with high intelligence or as an expert in a specific field.			
27. Job Tranquillity To work in an environment relatively free of stress and pressure.			
28. Knowledge To work in the pursuit of increased learning, professional development and understanding in my field of expertise.			
29. Leadership To be the person to whom others look for vision and direction.			
30. Leisure To have enough time to pursue activities of importance to me outside of work.			
31. Location To live in a place that allows me to pursue my lifestyle fully and easily, and provides easy access to my place of work.			
32. Make Decisions To be in a position to make decisions that affect the quality and successful outcome of projects.			
33. Nurturing and Helping Others To be involved in work that allows me to be supportive and understanding of others: teaching, helping, guiding, curing, or otherwise providing a direct service to others.			
34. Order To keep personal effects, surroundings, and work structures neat and organised, and work in an environment where things are done in a planned, systematic, and orderly manner.			
35. Physical Challenge To have a physically demanding and rewarding job.			
36. Play To do things 'just for fun' and spend time participating in games, sports, and other social activities and amusements. To maintain a light-hearted, easygoing attitude toward life.			
37. Power and Authority To be in a position to control the work and the organisational future of others.			
38. Precision Work To perform work in which making precise measurements or working with finely detailed objects is important and avoiding errors is critical.			

Values and Needs	Important	Neutral	Unimportant
39. Prestige/Recognition To do work that others consider to be important and to be recognised for the quality of my work.			
40. Profit, Gain To have my work exercise a strong influence on the bottom-line.			
41. Public Contact To work face-to-face with the public.			
42. Respect from Others To have others look on my ability with respect.			
43. Security To know that I will keep my job and continue to receive reasonable compensation.			
44. Stability To do work that changes little over long periods of time and is predictable.			
45. Status To have friends, family, and the community look at me with respect for my position.			
46. Supportive Environment/Supportive Supervisor To work for a receptive boss/employer to whom I can comfortably turn for advice, counsel, help, and support.			
47. Time Freedom To keep my own schedule and be able to work at my own pace without pressure from others.			
48. Work Alone To produce results with little or no contact or input from others.			
49. Work on Frontiers of Knowledge To generate new ideas, develop new technology, work at the forefront of social or physical science, or otherwise on the cutting edge of my field.			
50. Work Under Pressure To work in situations demanding high concentration under time pressure over long periods of time with little margin for error.			
51. Work with Others To work with other people toward common goals in a cooperative team effort.			

Add any values or needs that may not have been included on the list that you feel are important to you.

52. _____

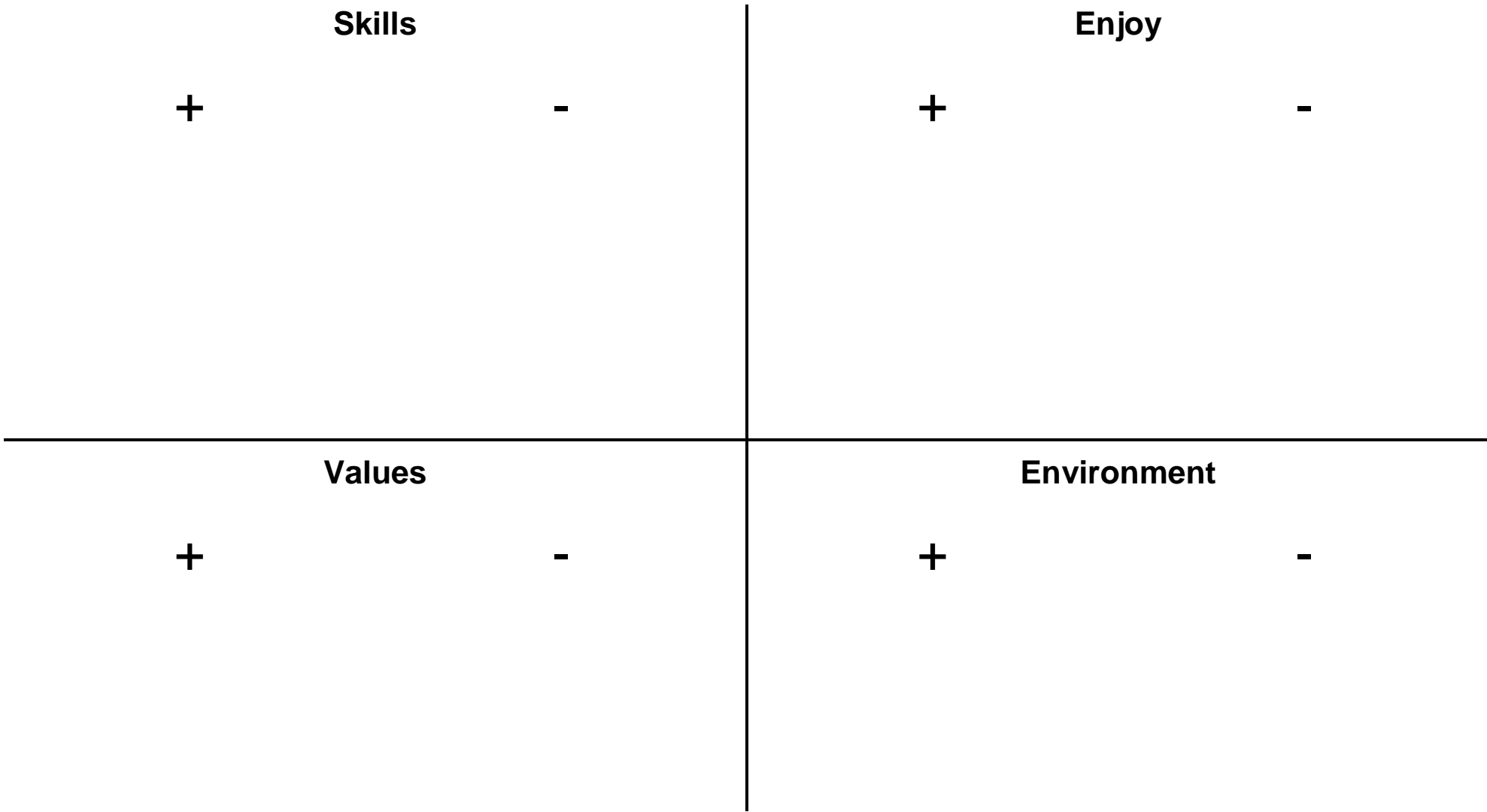
53. _____

54. _____

55. _____

56. _____

FOUR-QUADRANT JOB SATISFACTION ANALYSIS CHART



CAREER PATH MAPPING

Purpose

- Useful for clients to understand their career progression to date, what has been their motivation for making certain choices, and what has influenced their decision-making.
- It forms the basis for exploring any themes, repeated patterns, what has worked, decision-making processes, what the client might seek more of and what might be important when considering the way forward.

Components

- The map comprises the following features (see example below):
 - a. A horizontal line drawn in the middle of the page (timescale, milestones or significant events are indicated along the line)
 - b. Above the line the client writes the job or study choices/options taken, motivators or drivers and any positives*
 - c. Below the line the client writes the job or study choices/options considered and rejected or tried and rejected, de-motivators, and any negatives*.

*NB. Sometimes the positives become negatives and vice versa, therefore the same job and study option might be mentioned above and below the line as indicated by arrows joining them.

Template for the Career Path Map

	options taken motivators positives highs
timeline, milestones, events	
	options rejected de-motivators negatives lows

Process

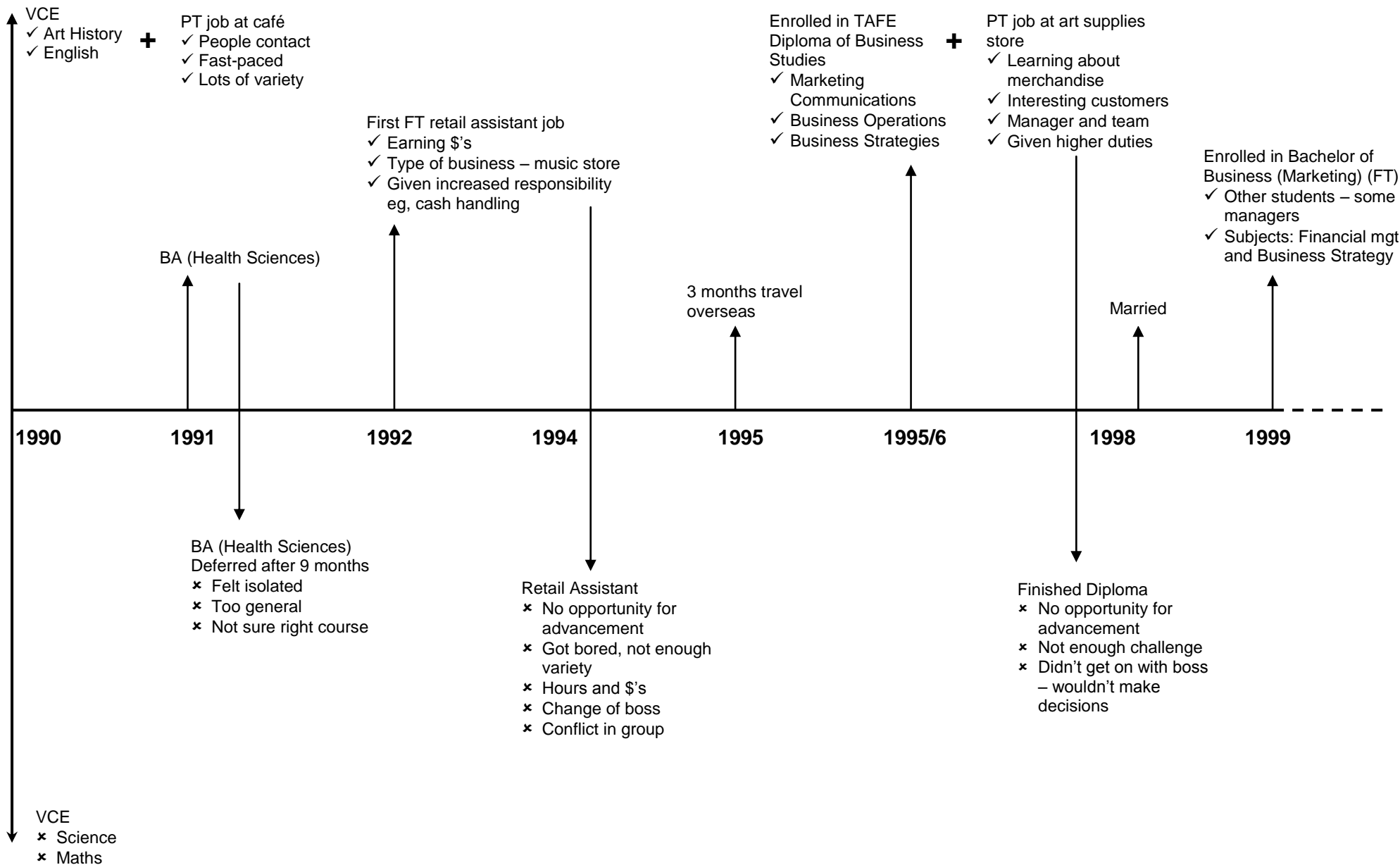
- Use an A3 sheet of paper to complete the career map. This allows ample space to write comments against each choice. Later when analysing results, coloured or highlighter pens might be useful to emphasise important points or findings.
- Place marks (indicating dates, milestones, events) along the middle line and use arrows upwards or downwards to each choice/option.
- Write brief notes on each choice/option with particular reference to the above-mentioned criteria (above and below the line). Generally it is more meaningful to start at the point when the client left school, the exception being those clients with fewer years of work experience — in which case starting with subject choice in the last year of school, part-time jobs, recreational activities pursued, might be meaningful.
- Generally this is a take-home exercise to allow the client time to complete and reflect upon results.
- Ask the client to bring it back to the next session to discuss.

Discussion

It is not necessary to go through everything that is written on the completed map, although some clients have a desire to explain each aspect sequentially. For others it is enough to ask some prompting questions, such as:

- When you stand back to analyse the career map was there anything significant that stood out?
- Was there anything you discovered in how you came to make the choices that you did?
- How would you describe your decision-making style, for example did you make decisions on the basis of being strategic, responding opportunistically, reacting to negative situations, tending to think in the short-term or long-term?
- Have you been flexible to grasp career opportunities?
- Have there been obstacles to you achieving any career goals or career aspirations?
- If those obstacles are still present today what resources would you need or what might assist you to overcome them?
- What did you like, dislike or is there any aspect of your job or study choices that you would like to do more of?
- Was there any particular job or study choice that you found particularly fulfilling that best reflects the interests, skills, values and organisational components you might seek to build on?
- What are the areas you believe you are most competent in? What areas enable you to utilise your current skills?
- Are there any further skills or knowledge you might like to consider developing that might further your career?
- What major career decisions have you made (positive and negative)?
- Have you used any particular resources or approaches to achieving career goals that have worked effectively in the past? What were they and could they be utilised or harnessed again?
- What have you learned about yourself?

Example of a Partially Completed Career Map



OPPORTUNITY AWARENESS – CAREER RESOURCES

Opportunity Awareness:

- Opportunity awareness is concerned with gaining an understanding of the world of work, some of the demands and challenges of particular occupations, career possibilities and alternative pathways.
- The aim is for an individual to identify what options or opportunities may exist for them, how these can be accessed and to have an understanding of what changes are occurring in the wider workplace.
- There is a range of sources for finding out about work-related opportunities from annual reports, newspapers, professional associations, talking to people in the field, voluntary work to recruitment companies and the internet.

Internet Resources

Excellent sources of occupational information include government websites, professional associations and industry groups. Websites listed below provide information about:

Occupations

Industries and professions

Labour market trends

Training courses

The *myfuture* website, a joint initiative of Australian, State and Territory governments, has considerable occupational information under Occupations in 'The Facts' section. The website also has training information and links to websites with labour market information.

www.myfuture.edu.au

Australian JobSearch, also an Australian Government website, has links to occupational information, industry information and training courses under 'Career Information.'

www.jobsearch.gov.au

The Jobguide is produced by the Department of Education, Employment and Workplace Relations. It provides an in-depth look at a variety of occupations, and their education and training pathways. (The focus is more on school students and leavers but is also useful for individuals considering a career change).

www.jobguide.thegoodguides.com.au

The Australian Government website Workplace provides information for job seekers, employees and employers about finding a job, starting work, workplace issues and conditions. It has a labour market information portal that provides the most detailed and comprehensive labour market information available, including at a local level.

www.workplace.gov.au

Deakin University have kindly provided a list of professional associations at:

<http://www.deakin.edu.au/current-students/services/careers/course-career-planning/professional-associations.php>

Not to be out done, Swinburne University have an incredibly thorough list of professional associations and organisations, with links to overseas organisations at:

http://www2.swinburne.edu.au/corporate/careers/professional_associations.html

The Good Universities Guide provides independent information about courses, careers and educational institutions in Australia, as well as ratings and rankings to assist prospective students to choose between them.

www.gooduniguide.com.au

The U.S Department of Labor has developed O*Net (Occupational Information Network) which provides comprehensive occupational information. Check out the Find Occupations and Skills Search functions (useful also in the self awareness phase).

<http://online.onetcenter.org/>

Informal Career Tools

- If a client is really stuck or does not have much of an idea of what they are looking for under specific occupations, it might be useful for them to broaden their search and free themselves up by cutting out ads that appeal to them in some way (as opposed to ones that they are qualified for or would consider applying for). Be clear this exercise is simply to help them to build up their self awareness and knowledge of the market place. Two uses of this information:
 1. Suggest clients cut out ads that they are drawn to based on such aspects as types of industries or organisations, job requirements, different job titles and hybrids, organisational values expressed etc. Clients can arrange the ads in a collage to bring to the next session to discuss.
 2. If a client is somewhat clearer about what positions interest them then a second use of this exercise is for ads to be cut out as a research task i.e. to see what positions are available and the types of employers advertising. Encourage clients to obtain position descriptions and/or key selection criteria to research what employers are indicating are 'essential' and 'desirable' skills.

- Encourage clients to network and create informal opportunities i.e. informational interviewing to speak with people already in positions or industries of interest to them. Informational interviewing involves approaching an employer or industry player for the purpose of seeking out useful information about a particular occupation as well as suggestions about what might assist a candidate to position themselves for future opportunities. Clients need to prepare a list of several key questions in advance. For example - How do people enter the field? How are positions advertised? (eg internally, through professional associations etc) What are the skills and attributes do you think are important for staff to have in this field?

IMPLEMENTATING PLANS – CAREER RESOURCES

1. JOB SEARCH

- Newspapers (25%) local paper, *The Age*
- Centrelink job seeking assistance if eligible
- Intranet – internal networks word of mouth – secondment opportunities
- Cold calling – targeting specific employers of choice
- Recruitment agencies
- Internet web pages

For example

Melbourne city life

<http://www.bcl.com.au/Melbourne/jobs.htm>

MyCareer.com

<http://mycareer.com.au/jobs>

Aussie web local search - Recruitment Agencies

<http://www.aussieweb.com.au/directory/directory>

Victorian employment agencies

<http://www.webwombat.com.au/employment/vic.htm>

seek.com.au

<http://www.seek.com.au/>

Australian government jobs

http://www.australia.gov.au/Australian_Government_Jobs

2. APPLICATIONS

Expression of interest application

Internal Jobs

- Side step in different department
- Promotion different department
- Secondment
- Job swap across departments

Job Types

- Contractor
- Subcontractor
- Employee
- Part time full-time
- Job share
- Seasonal
- Overseas

Traditional application includes:

- Covering letter and/or e-mail
- Key competency/ selection criterion
- CV/ resume

3. RESUME/ CV

Web site has template examples of both CV and resumes. CV formats can include a chronological format, a functional format (highlighting areas of strength, abilities and skills) or a hybrid of the two.

About.com Careers

<http://jobsearch.about.com/cs/curriculumvitae/a/curriculumvitae.htm>

www.seek.com.au

Refer to career resources, the ultimate resume guide for examples of different formats.

The Differences Between a Resume and a CV

A curriculum vitae is a longer (up to two or more pages), more detailed synopsis of your background and skills. A CV includes a summary of your educational and academic backgrounds as well as teaching and research experience, publications, presentations, awards, honors, affiliations and other details. As with a resume, you may need different versions of a CV for different types of positions.

Like a resume, a curriculum vitae should include your name, contact information, education, skills and experience. In addition to the basics, a CV includes research and teaching experience, publications, grants and fellowships, professional associations and licenses, awards and other information relevant to the position you are applying for. Most importantly key achievements need to be highlighted early in the CV.

4. INTERVIEW

Screening and selection for finale interviews can vary according to the job type and organisation. May include one or more of the following

- Telephone screening interview
- Panel face-to-face interview
- Follow up interview with specific internal and external stakeholders
- Reference checks (personal and/ or professional)
- On the job trial

Refer to interview materials available in the Converge International resources section near the photocopyers.

Behavioral questions role play with client

Use key selection criterion as the a basis of question formulation

Practice the question regarding weaknesses

Anxiety / Stress Management Strategies to manage nerves

Internal application

- Team members competing for the same job
- Seeking a promotion based on merit and/ or seniority
- Role currently acting in is being advertised (both internally / externally as per HRM requirements)
- Role re-designed thus highlighting skills gaps where additional training is required

Behavioral Interviewing - Tips for Candidates

Behavioral interviewing (or behavioral event interviewing, BEI) is a standardised method of interviewing designed to measure how you will perform on the job. The principle behind the technique is the belief that the best indicator of future behavior is past behavior.

During a behavioral interview, you will be asked a series of standardised questions designed to get you to talk about how you handled or responded to certain situations in the past. With each answer, you'll be expected to describe situations from your past and your feelings and observations about them. The interviewer will use this information to assess your proficiency in one or more job-related areas, which may include anything from adaptability to leadership to problem solving.

Behavioral questions may be 'dropped' into a 'chatty interview' or you may be formally required to answer a set list. You can expect interviewers to have several follow up questions and probe for details that explore all aspects of a given situation or experience.

Examples of Typical Behavioral Questions

Behavioral questions usually begin with a statement like: 'Tell me about a time when...' or 'Can you describe a situation where...'

The following are some examples of typical behavioral questions and the competencies they demonstrate:

- Describe a difficult problem that you tried to solve. How did you identify the problem? How did you go about trying to solve it? (Demonstrates problem solving)
- Describe a time when you tried to persuade another person to do something that they were not very willing to do. (Demonstrates leadership)
- Describe a time when you decided on your own that something needed to be done, and you took on the task to get it done. (Demonstrates initiative)

The following sample job interview questions enable you to assess what motivates the candidate you are interviewing.

- Describe the work environment or culture in which you are most productive and happy.
- Imagine you have received a coveted national award five years from now. Why did you receive the award, what is the award, and what are the circumstances under which you are receiving the award?
- What goals, including career goals, have you set for your life?
- How would you define "success" for your career? At the end of your work life, what must have been present for you to feel as if you had a successful career?
- Describe a work situation in which you can demonstrate that you motivated another person.

Motivation Job Interview Questions

You are attempting to identify what motivates the individual you are interviewing. You are also discovering, with motivation job interview questions, what your candidate believes motivates others. You are learning what must be present in the work environment for the candidate to experience motivation.

The following sample job interview questions about teams and team work enable you to assess your candidate's skill in working with teams.

- Give an example of a successful project you were part of. What was your role? Why was the project successful?
- Describe two situations from your past work experience in which you have determined a team was the best potential solution to a problem, a needed process improvement, or a planned change. How did each work out?
- What actions and support, in your experience, make a team function successfully?
- Give me an example of a time when your work group or department worked especially well with another work group or department to accomplish a goal.
- Have you been a member of a team that struggled or failed to accomplish its goal? If so, what assessment did you make of the reasons for the failure?

Teams and Team Work Job Interview Questions

Depending on your work culture or environment, working with teams, working on a team, or working in a team atmosphere may be important. You are attempting to identify how well your candidate works as a member of either a cross-functional or departmental team. You are listening to hear that the candidate values team work. You are assessing your candidate's skill in analysis as well.

You are also discovering, with these team work job interview questions, what your candidate believes about why teams fail and why teams are successful. You are learning what must be present in the work environment for the candidate to experience team work

The following sample job interview questions about leadership enable you to assess your candidate's skills in leadership.

- You decided to re-organise the department or work unit that you lead. Tell me how you proceeded with the re-organisation?
- Have you ever been a member of a successful team? If so, describe the role you played on the team and in its success.
- Give me an example of a time when you played a leadership role in an event, an activity, a department or work unit, or a project. Describe how you led the efforts. Tell me how people responded to your leadership.
- If I were to ask your reporting staff or your peers to comment about your leadership style, your leadership strengths, and your leadership weaknesses, how would they respond? What would this discussion tell me about you as a leader?
- Tell me about a time when you created agreement and shared purpose from a situation in which all parties originally differed in opinion, approach, and objectives.
- As a leader within an organisation, you must often build support for goals and projects from people who do not report to you and over whom you have no authority. Tell me about a situation in which you demonstrated that you can build the needed support.
- What are the three most important values you demonstrate as a leader? Tell me a story that demonstrates each of these leadership values in practice within your workplace.
- During your work experiences while attending college, tell me about a time when you demonstrated that you have leadership ability and skill.

Leadership Job Interview Questions

You are questioning to determine whether the candidate has leadership skills or potential. You seek to identify the leadership style of your candidate, from his or her perspective and from the perspective of his or her direct reporting staff and peers. You are determining whether the candidate's style is congruent with the culture of your organisation. It is helpful if you have created beforehand a leadership profile that identifies the skills and traits of successful leaders within your organisation.

Leadership style is best demonstrated in stories. Self-examination and commentary is self-serving, at best, in an interview setting. Ask your candidates for many specific stories and examples.

The following sample job interview questions about interpersonal skills enable you to assess your candidate's skills in interpersonal relationships.

- Tell me about a time when you had to work closely with a coworker whom you disliked or with whom you had trouble working. What did you do to make the relationship work so you could succeed for your company?
- Tell me about a time when you disagreed with the actions or decisions of your manager or supervisor. How did you approach the situation? Was the situation resolved to your satisfaction or did nothing change?
- Tell me about a time when you worked with a friend or a coworker who became a friend. What did you do to ensure that the friendship bore positive results for your company?
- Describe a conflict you were involved in at work. How did you resolve the conflict? What happened next with that coworker or team?

- What are three examples of the kinds of behaviors, actions, or attitudes you are most likely to conflict with at work? Can you give me an example of a situation you addressed in the past? How was it resolved?
- What are the three most important factors that make you an effective, valued coworker in your current job? What would your supervisor say are the three most important factors?
- If you have reporting staff, how would these staff members describe your relationship with them?
- During your work experiences while attending college, tell me about a time when you demonstrated that you have the ability and desire to work effectively with your coworkers.
- When you have entered a new workplace in the past, describe how you have gone about meeting and developing relationships with your new coworkers, supervisors, and reporting staff.

Interpersonal Skills Job Interview Questions

You are questioning to determine the interpersonal skills of your candidate. The effective co-worker solves problems and conflicts with his or her peers. The candidate can demonstrate that they have built effective relationships with supervisors and reporting staff.

The candidate is giving you an idea about the interpersonal behaviors he will have trouble dealing with in the workplace. The candidate is giving you an idea about how well he works with people. He is telling you about how he builds relationships with and solves interpersonal problems with coworkers, supervisors, and reporting staff.

The following sample job interview questions about management and supervisory skills enable you to assess your candidate's skills in management and supervision.

- If I were to interview the people who have reported to you in the past, how would they describe your management style?
- If I were to interview your reporting staff members, how would they describe your strengths and weaknesses as a manager and supervisor?
- Give me an example; from your past work experiences, about a time when you had an underperforming employee reporting to you. How did you address the situation? Did the employee's performance improve? If not, what did you do next?
- Rate your management skills on a scale of 1 to 10 with 10 representing excellent management skills. Provide three examples from your past work experiences that demonstrate your selected number is accurate.
- Describe the work environment or culture and its management style in which you have experienced the most success.
- Tell me about a time when you had a reporting employee who performed very well. The employee exceeded goals and sought more responsibility. Describe how you handled this situation day-to-day and over time.
- Describe three components of your philosophy of management that demonstrate what you value and add, as an individual, to an organisation's culture and work environment.
- What factors are crucial within an organisation and must be present for you to work most effectively?
- Tell me about a time when you re-organised a department or significantly changed employee work assignments. How did you approach the task? How did the affected employees respond to your actions?
- One of the jobs of a manager or supervisor is to manage performance and perform periodic performance reviews. Tell me how you have managed employee performance in the past. Describe the process you have used for performance feedback.
- When you have entered a new workplace in the past, as a manager or supervisor, describe how you have gone about meeting and developing relationships with your new coworkers, supervisors, and reporting staff.
- As a manager or supervisor, one of your jobs is to provide direction and leadership for a work unit. Describe how you have accomplished this in the past.

Management and Supervision Skill Job Interview Questions

Pay attention to how your candidate answers your questions. Does he or she appear comfortable responding about each of the situations you describe and question? If not, the candidate may not be experienced as a manager and may be misrepresenting his or her credentials. Aside from this, you are looking for answers that reflect the values and approaches that are acceptable and promoted within your workplace culture.

You are looking for truthful, genuine answers that accurately describe a management style and approach that will “fit” within your environment. Beware of a candidate who persistently says the right things but fails to back up statements with solid stories that demonstrate the requested value or approach in action. You seek demonstrable experience, congruence with your culture, and a solid grasp of management responsibilities and requirements.

The following sample job interview questions about communication enable you to assess your candidate’s skills in communication.

- You attend a weekly staff meeting with your supervisor. How have you ensured, in the past, that the information you have received is communicated to your reporting staff and coworkers?
- Information you believe to be untrue or confidential has reached you via the grapevine. What actions have you taken in the past to take care of situations such as this when communication is out of control?
- Give me an example, from your past work experiences, about a time when you were part of a project or team and you never knew what was happening with the other action items or participants. How did you handle this situation?
- Rate your communication skills on a scale of 1 to 10 with 10 representing excellent communication skills. Give me three examples from your past work experiences that demonstrate the selected number is accurate.
- Describe the work environment or culture and its communication style in which you experience the most success.
- Describe five things about the communication within an organisation that must be present for you to work most effectively?
- How often do you believe it is necessary to withhold information from staff members who report to you? Would you say you do this regularly, not often, or never? Under what circumstances do you limit communication in your experience?
- When you have had a boss, in the past, who fails to adequately communicate with you, how have you handled this?
- When you have entered a new workplace in the past, describe how you have gone about meeting and developing relationships with your new coworkers, supervisors, and reporting staff.

Communication Job Interview Question Answers

Pay attention to how your candidate interacts with people such as the receptionist. This observation, in addition to your own observation of the candidate's level of comfort with communication during the interview, is key. You can observe much about the candidate's communication style during the interview.

How articulate is the candidate?

How clearly does the candidate communicate?

How easily does the candidate select words to use to answer questions?

Notice the non-verbal communication and the facial expressions as well. Does the candidate radiate sincerity and energy?

Is the candidate genuinely interested in your company and the open job?

You can learn much about whether to hire the candidate from the candidate's non verbal communication.

Reference web page <<http://jobsearchtech.about.com/od/gettingthejob/a/Interviewing.htm>>

5. TRANSITION

The Research Project Model – Career Transition Map

6. NETWORKING

<Discussion>

Tips for your cover letter

The letter that accompanies your Resume is your opportunity to introduce yourself and to let the potential employer know how your experience, skills and knowledge can be of value to them. For this letter to be effective, the interests of the reader should come first. It should also briefly highlight what you have to offer.

Your attached resume supports your letter and gives it credibility by providing details and evidence of your skills and experience.

1. Customise your letter

Wherever possible, address the letter to a person by name, not just the title or the organisation. Make a phone call to find out the name of the person who will be reviewing the applications. Take the time to write individual letters to each employer that covers their specific requirements, and focus on the employer's needs and the objectives you can help them achieve. Identify the skills and knowledge that you have which match their needs.

2. Identify the skills required by the potential employer

Consider the organisation you are applying to, their goals, their customers and the work you would be doing. Imagine yourself in the job and the sorts of tasks you would be doing. What are the core skills that any serious applicant would be expected to have? What skills and knowledge do you have that will match the employer's needs?

3. Keep it simple

Your letter needs to be concise, with short paragraphs (maximum of five sentences). Vary the length of sentences. Come up with different ways to start your letters so that it stands out from everyone else's. The first paragraph needs to catch the reader's interest to encourage them to keep reading ('Here is what I will bring to [the Company] as a [position]'). In the middle paragraphs summarise the highlights of your experience and list specific achievements that relate to the job you are applying for. The last paragraph should finish in a positive and clear way ('I look forward to the opportunity of presenting my ideas to the selection panel. You can contact me on Thank you.'). You want your letter to be persuasive and have a professional appearance.

4. Focus on your particular skills

Generally, everyone who gets selected for an interview will meet the core skills requirements. You can stand out from the competition by showing the employer the special skills you can offer. Show them how your unique combination of skills can be of value to them.

There is no such thing as the perfect letter or resume. The goal is to present as effectively as you can, with personality and enthusiasm.

Your name and address,
email and phone number

Date

Name
Title
Company Name
Company Address

Dear

Re: Position you are applying for (include reference number if applicable)

I am keenly interested in applying for the above mentioned role within (company name) as advertised on (ie. Seek/ The Age)... on (date). I have several years experience in customer service positions from a variety of employers including call centre and manufacturing/merchant environments, which provides me with many transferable skills and prepares me well for this role.

I am an experienced office all rounder and have well developed customer service and problem solving skills. I enjoy working in a team environment, and excel in a challenging customer service role with opportunities for further development. I am currently updating my computer skills with a refresher course in MYOB and Microsoft Office which will be an asset in any office role.

I am a diligent, highly organized and efficient task focused worker, who enjoys a good relationship with my co-workers and customers. I look forward to returning to a Customer Service role in the telecommunications industry.

Attached for your perusal is a copy of my Curriculum Vitae and I have also addressed the key selection criterion as requested. I am confident I can be a valuable addition to your organisation and would appreciate the opportunity to discuss this application in detail.

I look forward to hearing from you in the near future and may be contacted on (add phone number here)

Yours Sincerely

.....

Basic Cover Letter Format 1

Your address
Contact details

Date

Company name
Company address

Dear Name

Re: Position applying for (job ref#....)

FIRST PARAGRAPH *Identify what job you are interested in applying for.*

I am keenly interested in applying for the Sales administration Officer role as advertised in *The Age* (source) on (date)

SECOND PARAGRAPH *State your strongest skills, qualifications or relevant experience for the role.*

I have many years experience in Sales from a variety of Organisations from to, with excellent communication skills and sales administration knowledge. **Or**, I have recently completed my training in to support my industry knowledge and skills in

THIRD PARAGRAPH *Highlight skills and experience in reference to the job add/ or selection criteria. If none is available then highlight the skills you think most relevant to the role.*

From my experience as a I have very good interpersonal skills, highly developed organisational and problem solving skills, as well as a strong customer service focus.

FOURTH PARAGRAPH *Why this job, this industry or this company. i.e: What can you bring to this role/ company.*

I am looking for a role to pursue my sales career in a positive team environment, and to further support my growing knowledge in business administration. I would be an asset to your team.

You may also add a personal reason for applying for this role, depending on the job or industry.

Or you may now want to highlight any employer incentives you can offer through TAC / Workcover.

FIFTH PARAGRAPH

I look forward to hearing from you to discuss this possibility further. You will find my CV attached.

Yours sincerely

Your name

Basic Cover Letter Example

Date

Name
Title
Company name
Company address

Dear Name

Re: Position as Child Care Assistant

I am keenly interested in applying for a position with your organisation as a Child Care Assistant on a full or part-time basis.

In addition to my qualifications, I have extensive experience working in Child Care in Australia and overseas, and I am seeking a role as a qualified Child Care Assistant where I can continue my commitment to providing nurturing, safe, positive and developmentally appropriate environments for children.

I have very good interpersonal skills, work very well as a trusted member of a team, and communicate effectively with parents and children. I take my responsibilities very seriously, and pride myself on my good judgment and initiative.

I would appreciate and welcome the opportunity to meet with you to discuss my suitability for a role with your organisation. Please find my resume attached.

Yours sincerely

Your name

RESUME

Jane Nobody

m: 000 000 000, t: (03) 900 0000

e: janenobody@bigpond.com

PROFILE

A results oriented, innovative and resourceful individual with over 13 years experience including senior management level within competitive and volatile environments. Excellent track record in enhancing business profitability through the design and implementation of innovative marketing strategies, provision of exemplary customer service both on a business to business and business to consumer basis, creating additional market revenue opportunities.

Excellent communication and interpersonal skills enhanced by highly developed business acumen and negotiation skills. Proven ability to work with and commercialise complex financial and incentive models and manage large but tight budgets. Ability to liaise with staff from director level to staff both nationally and internationally, as well as experienced in the recruitment, development, motivation and retention of staff.

Driven by challenge and achievement, true satisfaction is derived from exceeding targets using alternate approaches and models.

SELECTED CAREER ACHIEVEMENTS:

CLIENT SERVICE & SALES:

- Retained a major account representing 60% of the state's business volume despite multiple, lucrative competitor counter offers and without the need to match the competitor's financial model or differentiators. Retention of this account resulted in saving the company \$1M PA in additional expenses and avoided the implementation of processes that would have undermined the business model structure.
- Achieved the company's highest finance penetration, client income per sale, and insurance penetration performances. Attained retail penetration results at over 1 customer in 2 for finance and insurance sales.
- Increased vehicle sales by 33% over a two month period though the implementation of an aggressive finance led marketing campaign. The end result was increased vehicle and finance sales that additionally reduced pressure on sales, inventory holding costs and margins during a challenging end of year period.
- Successfully developed and delivered the Company Insure business model and product which resulted in contract volumes equivalent to 20% of the national finance contract volume.
- Managed the largest national account relationship within 12 months of joining the company which included the nation's highest rated Company, Company and Mitsubishi dealerships with total account responsibility for over 40% of statewide contract volume.
- Achieved 25% lower delinquency and loss performance than the national average through strategic and efficient management strategies.

STRATEGIC MARKETING

- Commercialised and implemented a complex national pricing and commission model replacing the antiquated and uncompetitive incentive structure. This model was successfully approved by the Asia Pacific head office and was wholly accepted by the distribution network. The result was a more competitive and robust model which operated flawlessly and significantly streamlined the administration load.
- Despite working with a budget reduced by 25%, redesigned the B2B recognition and incentive plan for client staff performance. The outcome was increased perceived value, participation and acceptance with greater performance management outcomes.
- Reviewed and created an alternate strategy to leverage unutilised products and access to previously inaccessible geographical markets by cross subsidising products range for increased revenue opportunities.

Selected Career Achievements cont'd

- Developed and implemented a finance led marketing campaign that resulted in record highest levels of Festiva vehicle sales in NSW.
- Created and delivered a unique “industry first” monthly training and information presentation using the internal interactive satellite TV network which resulted in a significant increase in employee participation and brand loyalty.
- Designed and implemented a marketing intelligence reporting tool for the senior management and national sales team. This provided them the capability to instantly defend against competitor issues, and provide a clear snap shot of marketplace competition.

ORGANISATIONAL CHANGE

- Devised and implemented a transition plan for centralisation to ensure business continuity and performance deliverables. This model was so successful it was subsequently adopted by all other regions in Australia.

PEOPLE MANAGEMENT

- Maintained staff turnover at 75% less than national levels which resulted in significant cost savings for the region in recruitment and training and ensured business and service continuity standards to both the distribution network and customers.
- Proactively recruited and trained team members to maintain continuity and provide for increased business capability. Service and quality standards improved during a period of increased volume and activity.

EMPLOYMENT HISTORY

1997 – 2007

A CAR COMPANY.

Insert company blurb.

2006 – 2007

MARKETING MANAGER, AUSTRALIA, Melbourne Vic

The primary focus of this role was the strategic marketing and business development of branded finance and insurance products through all distribution networks and direct channels. This included the development of retail and distribution network offers and incentives, allocation and management of departmental budgets, reporting including competitor analysis along with staff management.

2003 – 2006

STATE MANAGER, ANOTHER COMPANY, WA

The main focus of this role was strategic regional business development along with management of key high net worth clients. This included the management of all associated operational issues such as retail and commercial credit risk management, along with compliance and staffing (team of 22). The role had statewide credit purchasing with a retail authority of \$1.2M and a commercial authority of \$24M.

Employment History cont'd

2001 – 2003

INSURANCE SPECIALIST, ANOTHER COMPANY

This role focused on the end to end development, implementation and management of the company's green field venture into branded insurances. This included contract negotiation, legal agreement co-ordination, underwriter relationship management, sales and profit objectives and delivery of insurance led marketing actions.

1999 – 2001

MARKETING SPECIALIST, ANOTHER COMPANY

The primary function of this role was the development of monthly marketing initiatives and interaction with the national sales team and management. This included distribution network communications and the content and presentation of monthly training and presentation TV programs. Additionally it involved trade cycle product management as well as development of point of sale materials and merchandise with developers and sales teams.

1997 – 1999

DEALER ACCOUNT MANAGER, ANOTHER COMPANY

This role involved the corporate account management of a range of dealers, including benchmarking, dealer performance management, training of sales staff and fleet account acquisition. The sales performance aspects were balanced with client financial facilities needs and risk management.

1996 – 1997

DEALER SERVICES SUPERVISOR ANOTHER COMPANY

The primary focus of this role was the management of dealer distribution channel services' standards KPI's, retail credit risk management and negotiation, contract settlement, dealer wholesale portfolio management as well as account acquisition. Staff recruitment and training along with client staff training responsibilities.

1995 – 1996

MARKETING SERVICES REPRESENTATIVE ANOTHER COMPANY

1994 – 1995

CREDIT ANALYST ANOTHER COMPANY

EDUCATION / TRAINING

1993

BACHELOR OF COMMERCE
Majors; Finance, Management
Some University

Throughout my career I have participated in a number of training programs, some of which include:

Financial Analysis

Company Senior Management Development

People Management and Development

Cohen Brown Sales Training

ADDITIONAL INFORMATION

Public speaking

Member of Toastmasters

Appropriate referees available upon request

Resume

Name



Mobile:

E-mail:

CAREER SUMMARY

Xxxx xxxx x xxx x

KEY STRENGTHS

- Xxxx xxx
- Xxxxxx Xxx

SELECTED CAREER ACHIEVEMENTS:

- Xxxx xxxx xx
- Xxxx xxx

PROFESSIONAL EXPERIENCE

ORGANISATION NAME

2007-2008

Xxxxx xxxx.

POSITION TITLE

Reporting to Position Title

Xxxx xxx xx

Responsibilities xxx x xxlxxx

KEY ACHIEVEMENTS:

Sub Heading

- Xxx xxxx x x x
-

ORGANISATION NAME

2007-2008

Xxxxx xxxx.

POSITION TITLE

Reporting to Position Title

Xxxx xxx xx

Responsibilities xxx x xxlxxx

KEY ACHIEVEMENTS:

Sub Heading

- Xxx xxxx x x x

ORGANISATION NAME

2007-2008

Xxxxx xxxx.

POSITION TITLE

Reporting to Position Title

Xxxx xxx xx

Responsibilities xxx x xxlxxx

KEY ACHIEVEMENTS:

Sub Heading

- XXXX XXXX X X X

Prior to XXXX held the following roles

- Xxx xxx

Memberships and Associations

Referees available upon request

Examples and responses to general interview questions

- 1. What can you offer us (that other candidates cannot)?**
Respond by emphasising your unique qualities and capabilities. Relate them to the position at hand whenever possible.
- 2. What are your strengths?**
You should be able to enumerate three or four of your key strengths (with examples) that are relevant to their needs, based on your research and other data you have gathered about the company.
- 3. How successful have you been so far?**
Be prepared to define success for yourself and then respond. Try to choose accomplishments that relate to the organisation's needs and values if you have been able to determine that from your research.
- 4. What are your limitations?**
A response about a strength which, if overdone, could be considered a weakness, can cause a problem. Professionals in most organisations are familiar with this technique and may consider it to be evasive. When discussing mistakes and criticism, emphasise what you learned and how your behaviour is different as a result of the experience. Do not claim to be flawless.
- 5. What qualifications do you have that you feel would make you successful here?**
If this question is asked after you have sufficient information about the position, talk about two or three of your major skills (supported by accomplishments) which you believe will be useful in the position. If the question is asked early on, talk about two or three of your major skills and, to the extent you can, relate them to the company.
- 6. How long would it take you to make a meaningful contribution to our company?**
More and more companies are looking for people who can "hit the ground running". They don't have time to bring people "up to speed" with on the job training. Again, the timing of the question is important. Do you know enough about the specific position to give a cogent response? If so, think about your accomplishments and select one that is indicative of the kind of work you can do.
- 7. As a manager, what do you look for when you hire people?**
"Their skills, initiative, accomplishments, creativity, adaptability - and whether their chemistry fits with that of the organisation".

8. As a manager, have you ever had to fire anyone? If so, what were the circumstances and how did you handle it?

If you have, answer briefly that you have indeed had this experience and that it worked out to the benefit of both the individual and the organisation. You followed the company's disciplinary procedures carefully before proceeding to termination. (The company may be concerned about discrimination and legal issues.) Don't volunteer more information unless the interviewer asks for more details.

If you have never fired anyone, say so, but talk about how you would utilise progressive discipline before resorting to termination to protect the company's best interests.

9. What do you see as the most difficult task in being a manager?

Your answer might address getting things done through others, getting things planned and completed on time within budget or maintaining high moral standards. Since budget management is a valuable transferable skill, you might wish to work your abilities in this area into the discussion, if appropriate.

Refer to your accomplishments. Discuss one or two in which you were especially effective in meeting deadlines or dealing with high pressure situations.

10. How much financial responsibility have you had in previous positions?

You can answer this in terms of your budget, head count, or the size of the project or sales team that you directed.

11. How many people have you managed in your recent positions?

Be specific - and feel free to refer to those over whom you had influence, such as a task force.

12. If I spoke with your previous manager, what would he or she say are your greatest strengths and weaknesses?

Be consistent with what you think he or she would say. Position any weakness in a positive way. Use examples, not just words. Your former manager will probably want to give you a good reference, so recount some of the positive things you did for him or her.

13. Give one or two examples of your creativity.

Refer to accomplishments that relate to the company and the position, if possible.

14. What are your ambitions for the future?

Indicate your desire to concentrate on doing the immediate work well - and your confidence that the future will be promising. You do not want to convey that you have no desire to progress, but you need to avoid statements that are unrealistic, or that might threaten present incumbents.

15. What do you know about our company?

If you have done your homework, you can honestly say that you have studied all that is publicly available about ABC Limited and are thus aware of many published facts. However, you might also state that you would like to know more; then be prepared to ask intelligent questions.

16. What things are most important to you in a work situation?

Use information developed from your satisfiers / dissatisfiers and Ideal Work Preferences, and relate it to what you know about the position.

17. Don't you feel you might be overqualified or too experienced for the position we have in mind?

Sometimes this question means: "I am concerned that you are willing to take this position because you need to work and you will leave as soon as you get a better offer." Your answer must address this concern.

"You could be right, but having taken a voluntary early retirement from XYZ Limited, I am in the fortunate position of being able to do what gives me the greatest satisfaction. And what I enjoy doing the most is - (describe the contents of job).

It is also possible that you are getting the message, "Your salary may be too high for the salary range of this position." Respond by mentioning your ability to "hit the ground running" and be "up to speed" quickly.

18. What important trends do you see coming in our industry?

Choose two or three important developments to discuss. This is an opportunity to show that you have thought about the future, the economics, the markets, the technology of the industry, and that you have done your research.

19. In your last position, what were the things that you liked the most? Liked least?

Respond with care to this question. You will have the information from your satisfiers / dissatisfiers, and you will want to emphasise the positives and place less emphasis on the negative elements.

20. What do you feel you should earn in the proposed position?

You may want to answer this with a question such as "What is the typical compensation for similar positions in your company?" or "I consider my experience to be better than average, so I would expect to receive an offer that would be greater than the midpoint of the salary range for the position." If there is no range in the company, give the range that you had in mind. But qualify it by saying you hope to learn more about the job scope responsibilities.

21. What motivates you the most?

Use the results of your career assessments, and keep your answer fairly general - the satisfaction of meeting the challenges of the position, developing teams and individuals, meeting organisation goals. Only if you are in sales might you mention money as a motivator.

22. What are your long range goals?

Relate your answer to their company rather than give a very broad, general answer. Keep your ambitions realistic. Talk first about doing the work for which you are applying, then talk about longer-range goals.

23. Tell me about yourself.

This is your 90 second introduction, and here you are building rapport and giving the interviewer a frame of reference.

24. What was your salary at XYZ Limited? What kind of compensation are you looking for? How much are you worth?

It is important to understand that organisations usually try to uncover your former salary to determine if the position is the right fit and to save themselves some money along the way. Deflecting your answer by saying that the "money is not as important as the responsibilities" and answers of that kind are regarded as stalling techniques and are not likely to be believed.

Your best response is to answer with a question "What is the range of this position?" or "What kind of salary does a person doing this work typically command in this organisation?" If asked to elaborate further, you can say "During the last three years, my salary ranged from \$ to \$"

25. Why are you seeking a position with our company?

Indicate that from your study of the company, the business issues they face are the kind that excite you and match up well with your skills, abilities and past experience. If you can do so honestly, express your admiration for the company and what it is that appeals to you.

26. How would you describe your personality?

Mention two or three of your most beneficial traits. To the extent that you can, highlight traits that would be a valuable asset to the work challenge under discussion. Remember that the interviewer is trying to determine your "fit" in the company, so your ability to accurately identify its corporate values will enable you to frame your response appropriately.

27. What is your management style?

No doubt you defined your management style as part of your assessment. You might want to talk about how you set goals and then get your people involved in them. Also, describe the techniques that you like to use to bring out the best in people, using the most appropriate style to fit the situation.

Your research may have given you a sense of whether the company believes in a highly participative style or is more authoritarian in its approach. If you do not know the company's style, keep your answer situational and refer to examples from your accomplishments.

28. Why are you leaving your present job?

This question must be answered briefly. If you get defensive or explain and rationalise to excess, you will only stir up questions and concerns in the interviewer's mind. If it was a forced reduction due to economic circumstances, make that clear.

If possible, explain how your termination was not a single layoff but part of a large group reduction. When you have finished answering, look the interviewer in the eye and stop talking.

29. Describe what you feel would be an ideal work environment.

This is an opportunity to mention insights from your satisfiers and Ideal Work Preferences - but don't make it sound too lofty or impractical. Refrain from mentioning dissatisfiers.

30. Looking back, how do you perceive your past employer?

Be positive. Refer to the valuable experience you have gained. Never malign a former employer, no matter how justified. Say something like, "It is an excellent company which has given me many valuable experiences and opportunities to perform successfully."

31. How do you think your subordinates perceive you?

Be as positive as you can, referring to your strengths, skills and traits, but remember to be honest, too. References are easily checked.

32. Why haven't you found a new position after so many months?

You may find this question offensive, but try not to take it personally. Simply give a brief answer, "Finding any position in this marketplace is challenging, but finding the right position takes care and time," and move on.

33. What do you think of your previous manager?

This could be a loaded question. Be as positive as you can, and avoid becoming embroiled in the issue. If you like the individual, say so and why. If you don't, think of something positive to say.

34. If we were to offer you this position, what changes would you make in our organisation?

The timing of this question is critical, since you can't give any specific answer without knowing some details about the position, organisation and culture. Even if you do, be careful about describing sweeping changes you might want to make. Unless the interviewer has specified critical problem areas that you feel comfortable addressing, limit your answer to explaining the need to study the current organisation, talk with staff, and fully assess the implications before recommending any changes.

35. Do you have any objections to taking our battery of psychological tests?

"No, none at all." (This is an indication that you are a serious candidate.)

36. What other types of work or companies are you considering at this time?

Don't feel obliged to reveal details of your other negotiations. If you are interviewing elsewhere refer to your campaign in a general way, but concentrate mainly on the specific position for which you are interviewing.

37. What sort of outside reading do you do? What are the recent movies you have seen? What videos have you rented?

Be honest. If possible, mention some of the things you read in order to keep yourself up to date in your professional field. However, it is all right to show balanced interests by mentioning your recreational reading and viewing as well.

38. What sort of relationships do you have with your associates at the same level, and above and below you?

This is an important question, so you will want to take the time to answer it in logical steps. When talking about your relationships with subordinates, be prepared to state your management philosophy, particularly with regard to performance issues.

When speaking of managers, indicate your keen interest in understanding your manager's expectations, so that you and your organisation can build your goals in a way that will support his or her goals. You may also want to talk about how you would keep your manager informed. Stress your team building, mutually cooperative approach with peers.

39. What are some of your outside recreational activities?

Hopefully, your answer can show that you lead a balanced life. But avoid mentioning so many activities that it casts some doubt on how much time you will have for the job. Remember that your hobbies and recreational activities can be quite revealing about your own personality and values.

Behavioural-Based Interviewing - Sample Questions

Here are some typical competencies (HR-speak for “personal skills”) and some samples of behavioural-based questions that may be used to demonstrate them from Davila and Kursmark, *How to Choose the Right Person for the Right Job Every Time* (2005). No role will require every competency but by selecting the top six relevant competencies and preparing examples for each, you will be well-prepared for a behavioural-based interview.

Adaptability/Flexibility

- Describe a situation in which you had to adjust to a change over which you had no control.
- Sometimes we have jobs or projects that change midstream. Tell me about a time when this happened to you and how you dealt with it.
- Describe the most demanding manager you’ve ever worked for. How did you adapt to his or her style?

Analytical Skills

- Tell me about an analytical project you took on that was not in your job description. Why did you do it?
- How do you use numbers to measure business performance? Give me an example.
- What steps do you take to study a problem before making a decision? Use an example to illustrate this.

Assertiveness

- Give me an example where your self-confidence allowed you to take action when others might have avoided it. What was the result?
- Tell me about a time when you felt like a “fish out of water”. What did you do to increase your comfort level?
- Describe a recent experience when you were faced with poor service or unacceptable quality. What did you do about it? What was the result?

Attention to Detail

- We’ve all experienced something “slipping through the cracks”. Tell me about a time when this happened to you, what you did about it and what, if anything, you did to prevent it from happening again.
- In many projects, it’s essential to keep track of details while still managing the big picture. Tell me about a project where you did this effectively. How did you make sure everything got done? How did you stay focussed on the larger goal?
- Give me an example of a time when you knew things were not going well with a particular project, process or activity. How did you know? What did you do to correct the problems?

Collaboration

- What do you do when you are faced with problems you can’t solve within your team or unit? Share an example.
- Tell me about a project you worked on that involved people from many different areas of the company. What did you do to make that project successful?
- Have you built a resource network outside your department? Tell me about a time when this network paid off for you and your company.

Commitment

- Tell me about a time when you overcame very difficult challenges to get a job done.
- In the last year, what project or initiative did you abandon? Why? How could you have saved it?
- When have you been a “champion” for something you considered important? What did that entail?

Conflict Management

- Have you ever worked with someone you did not get along with? How did you handle the situation? What was the outcome?
- Describe a recent situation in which you have had to work with someone who clearly did not like you. How did that make you feel? What did you do about it?
- Tell me about a time when you resolved a conflict with a customer/client?

Control

- Tell me about the systems you use to keep track of tasks and important events. Give me an example of a time when these systems failed and how you dealt with it.
- How do you track your progress on a key project of a long-range goal? Illustrate using a recent project.
- What ideas have you come up with that have given you better information with which to make a decision? Be specific.

Creativity/Innovation

- In your last position, what good idea did you come up with that was implemented? What impact did this have?
- Tell me about the most creative work-related project you have completed.
- Give me an example of a time when you came up with a cost-cutting idea.

Crisis Management

- Crises usually require us to act quickly. In retrospect, how would you have handled a recent crisis differently, if you had been given more time to think before acting?
- Describe a recent time when your work was very hectic. What did you do to keep it under control? How many extra hours did you work? For how long?

Customer Focus

- What do you do when a customer is irate? Give a specific example.
- What lessons have you learned about keeping the customer satisfied? How did you learn them? Give an example of how you learned one of these lessons.
- Can you tell me about a time when your loyalty was divided between your customer and your company? Tell me about it. What did you do?

Deadline Management

- Tell me about a time when you missed an important deadline. How could you have avoided this?
- When deadlines loom, sometimes something has to give. Tell me about a time when you compromised quality or skimped on a process to meet a deadline. How did you choose what to compromise? What was the outcome?
- Tell me about your most deadline-driven job and give me some examples of deadlines you met and those you missed.

Dealing with Change

- Tell me about a time when you were surprised by a change at work. How did you deal with it?
- Walk me through the steps you took to acclimatise yourself during the first week in your job at your last company.
- Tell me about a time when you did not deal well with a change. What prevented you? What could you have done differently? What was the outcome?

Decision-Making/Decisiveness/Judgment

- What is the most difficult business decision you have had to make? How did you arrive at your decision?
- We don't always have the luxury of time when making decisions. Can you give me an example of a decision you have had to make in a hurry?
- Tell me about the last time you made a decision when the instructions you were given were unclear, ambiguous or contradictory. How did you decide what to do? What alternatives did you consider? How did the decision work out?

Delegation

- Tell me about an instance when you delegated work to another person who didn't get the job done. Why did it happen? What did you do about it?
- How do you determine which staff members should handle which assignments? Illustrate with some examples.
- Tell me about your biggest mistake in delegating. Why did you make this mistake?

Fact-Finding/Research

- Give an example that illustrates how you use research skills to gather information to solve a problem.
- When you are given a new assignment, what is your procedure for gathering background information? How did you know what to ask?
- Give me an example of a time when you made a poor decision because the facts you gathered were incorrect or incomplete.

Follow-Up

- Describe a situation in which your follow-up was credited for capturing a business opportunity.
- We've all experienced times when we have forgotten to follow up. Tell me one of those times. What did you learn from this that you used later? How did you use it?
- Tell me about some follow-up tasks that you have enjoyed and some that you have found difficult.

Goal Orientation/Goal Setting

- Give an example of a goal that you did not reach. How did you feel about that? What could you have done differently?
- Describe a time when you set your sights too high/low.
- Tell me about an instance when you were unwilling to make the necessary sacrifice to achieve a goal.

Impact

- Describe a time when you inspired someone on your work team.
- With what groups or individuals do you have the greatest impact? Please share some examples.
- Please tell me of an occasion when you were able to turn around the opinion of a group.

Independence

- Think about the boss who has given you the most independence. How did you respond?
- What problems did you encounter?
- Tell me about a situation in which you took matters into your own hands even though it should have been handled by your manager. What was the outcome?
- Can you share an example of a situation in which you had to go against general feelings or policies to achieve a goal?

Initiative

- Tell me about a situation where you initiated an idea that had a major impact on your team, processes or company. How has this benefitted the team/company?
- Sometimes opportunities come disguised as problems. Can you tell me about a time when you realised an opportunity? What did you do? What were the results?
- How did you get your last job?

Integrity

- Think about a time when your integrity was challenged. How did you handle it?
- Sometimes we all bend or stretch the truth just a bit to succeed in something important, make a big sale or avoid an unpleasant situation. Give me some examples of when you have done this. How did you feel about it?
- Describe a company policy that you conformed to but did not agree with. Why?

Interpersonal Skills

- Describe some situations in which you wished you'd acted differently with someone. What did you do? What happened?
- Most of us have worked with people with whom we don't get along very well. How have you handled this in the past? Give me a specific example.
- Tell me about a work situation that required you to adapt to a wide variety of people. What did you find difficult about that? What did you enjoy?

Leadership

- Describe a recent initiative that you led. What obstacles did you face in reaching your goals? How did you overcome them?
- Tell me about a situation in which you had to coordinate several people to achieve a goal. What promoted you to take the lead? How did you go about coordinating and leading the group? How did the group members respond to your leadership?
- Share an experience in which you had to lead a technical team whose members had more expertise than you had. How did you deal with them?

Learning Attitude

- Tell me about a recent situation that you would describe as a real learning experience. What did you learn? How have you applied it since then?
- Think about a time when you had to learn new responsibilities. How did you learn them? How long did it take? What problems did you encounter?
- What tricks or techniques have you learned to make a job easier? How did you learn them?

Listening

- We've all had times when we've misinterpreted something that someone told us. Give me an example of when this happened to you and what you did about it.
- Tell me about some of your assignments that have required you to work purely from verbal instructions to get the job done. Did you have any problems with that?
- Tell me about a time when your active listening skills really paid off for you maybe a time when other people missed the key idea being expressed.

Logic

- Give me an example of when you used instinct instead of logic to solve a problem. What was the result? How did you feel about it?
- Describe your thought process when analysing data to come to a decision. Share an example.
- Tell me about a time when your logical solution was overridden by someone senior at your company. How did that make you feel? What was the outcome?

Negotiation

- Tell me about a time when you had to work hard to rescue a stalled negotiation. What did you do? What was the result?
- What strengths do you bring to the negotiating table? Give me an example of how you used these strengths during a negotiation.
- Tell me about one of your negotiations that was unsuccessful. What was the fall out? What could you have done differently?

Persistence

- Have you ever been accused of giving up too soon? What was the situation?
- Describe a situation in which you were able to reach a goal because you refused to give up. How long did you persist?
- What are some big obstacles that you've had to overcome in order to get where you are today? How did you overcome them?

Persuasiveness

- Relate an experience in which you were able to get others to follow your lead.
- What is the best idea you ever sold to your boss? What was your approach?
- Tell me about a time when you were unable to sell an idea or plan that you thought was the best approach. Why were you unsuccessful? What could you have done differently?

Planning and Organisational Skills

- Give me a specific example of a project that you planned. How did you organise and schedule the tasks? Tell me about your action plan.
- Recall a time when you were assigned a complex project. What steps did you take to prepare for and finish the project? Were you happy with the outcome? What one step would you have done differently?
- Can you provide an example of an event/project that you planned on very short notice?

Presentation

- When you are preparing and delivering a verbal presentation, how do you take your audience's needs into consideration? Give me an example.
- Have you ever been appointed spokesperson for a group? Tell me about it.
- Tell me about a time when you gave a presentation to a challenging audience. How did you deal with that audience? What was the outcome?

Priority Setting

- What do you do when you have too many tasks to accomplish in the time allowed? Give me a specific example.
- Describe a situation that required you to do a number of things at the same time. How did you handle it? What was the result?
- How do you make sure that you are spending time on projects that are important but not necessarily urgent? Give me a recent example.

Problem Solving

- Tell me about the most perplexing problem you have faced in the last year.
- We can sometimes identify a small problem and fix it before it becomes a big problem. Give me an example of when you have done this.
- What is your typical way of dealing with conflict? Give me an example.

Rapport Building

- How do you "break the ice" with clients? Colleagues? Subordinates? Your manager? Share some examples.
- Describe a situation in which you were a new member of an existing group. How did you build rapport with your team members.
- Tell me about a business situation in which you found it difficult to establish rapport with someone. What was the outcome?

Resilience/Determination

- We all experience disappointments in life. Can you give me an example of how you coped with a work-related disappointment?
- Describe a recent situation that tested your coping skills.
- Tell me about an idea of yours that you could not implement. What happened and how did that make you feel?

Resourcefulness

- Tell me about a problem that you have solved in an unusual way.
- Describe an instance in which you had to think on your feet to extricate yourself from a problem.
- What is the most unusual request you've received at work in the last year? How did you respond?

Risk Taking

- Describe a situation in which you made a decision without having all the necessary information. How did you decide?
- Give me an example of a time when you decided not to take action, even though you were pressured to do so. How did you evaluate the situation? What was the result?
- Tell me about a risky move you made at work and why you made it.

Sensitivity to Others

- When you are dealing with individuals or groups, how do you know when you are pushing too hard? What do you do about it? Share an example.
- Tell me about a time when a colleague was going through a rough time at work. How did you know? What actions did you take?
- Have you ever found it necessary to change your actions or behaviours to respond to the needs of another person? What was the situation?

Staff Development (for Managers)

- Give me a specific example of how you have empowered your staff to make independent decisions.
- Describe a training program you implemented for your staff. How did you identify the need? How did you select the solution? What were the results?
- Tell me about a staff member who had a development need that you documented on his or her performance appraisal. What happened as a result? How did you help?

Strategic Planning

- Have you ever recognised a problem before your manager or others in the organisation recognised it? Tell me about it.
- Describe a time when there were competitive threats in your marketplace and you developed actions to compete.
- Tell me about an idea or project you conceived recently. How did you know it was needed? How did you know it would work? What was the outcome?

Team Building

- Describe a situation in which you developed a group into a strong working team.
- Tell me some ways in which you have contributed to team effectiveness when you were not a designated team leader.
- Tell me about an instance in which you were able to build team spirit in a time of low morale.

Teamwork

- Tell me about the most successful team you have ever been on. What made it work?
- Describe a time when team members had to arrive at a compromise to get the job done. What was your role in making that happen?
- Tell me about a specific time when a team member wasn't contributing to a project you were working on. What was the situation and what steps did you take to resolve the problem? What was the outcome?

Time Management

- What do you do when your time scheduled is disrupted by unforeseen circumstances? Share a specific example.
- How do you manage your schedule so that you have time for important projects as well as day-to-day responsibilities? Please share a specific example.
- What prevents you from completing daily tasks? Walk me through a recent day on the job.

Tolerance for Stress

- How do you deal with pressure in the job? Give me a specific example.
- Have you ever had a feeling of frustration and impatience when dealing with a customer? What was the situation?
- Think of your most productive work experience? What stress levels were you under? Did that add to or hinder your productivity?

Verbal Communication

- Tell me about a time when you had to be assertive to get across a point that was important for you.
- Describe a complex process, product, solution or rule that you had to explain to someone. How did you know you were successful in getting your point across?
- Give me an example of a time when you had to communicate bad news to someone.

Versatility/Adaptability

- Describe a time when you were working on several projects at once. How did you make the transition from one to the next over the course of a day?
- Tell me about a time when your manager called on you to take on a special project outside your usual area of activity. Why were you selected? What was the outcome?
- Share a situation in which you were required to change the way you normally work and found it difficult to do so.

Work Standards

- Tell me about a time when you were required to turn in what you felt was not your best work. What was the situation? How did it make you feel?
- Give me two examples of things you've done in previous jobs that show your willingness to work hard.
- Have you disagreed with a manager's evaluation of your performance? How did you handle the situation?

Targeting the Hidden Job Market

There are more jobs available in the hidden job market. It is estimated that 60-80% of jobs are not advertised, and that 64% of employees taking redundancy find their next role through networking. There is far less competition in the hidden job market, so it provides a much better chance of success to the job seeker.

Typically, employers prefer to fill vacancies in the following order of preference:

1. Promotion from within of a full-time, part-time, casual or volunteer staff member.
2. Identify potential employee through personal or professional network.
3. Seek assistance from HR department, recruitment company or employment agency.
4. Review unsolicited resumes.
5. Advertise in newspapers, online or other forums.

Strategies to target the hidden job market

To access the hidden job market you need to be proactive, motivated and take the initiative – all qualities employers value.

Strategies include:

- Contacting the employer directly by phone, face-to-face, or email.
- Research, research, research before the contact.
- Voluntary work and internships.
- Networking through family, friends, current or previous work colleagues, etc.
- Informational interviewing.

Networking

Networking in a career context is about building and maintaining mutually beneficial relationships throughout your entire working career.

Informational Interviewing

The aim of informational interviewing is to ask for advice and information about career options. It is not about asking someone for a job.

It is useful for both career changers and for people wanting to remain in the same type of role.

Benefits of informational interview include:

- Realistic and current information about everyday work, employer expectations, industry knowledge, etc.
- Assess the suitability of the job/employer/industry for yourself.
- Expand contacts and networks.
- Access the hidden job market.
- Become a better job candidate.
- Subtle way to let a prospective employer get to know you.

To conduct a professional informational interview:

- Present in a professional manner.
- Meet face-to-face.
- Ask for advice, not a job.
- Research the company and the person you are meeting.
- Be organised.
- Make the meeting time and place convenient for the other person.
- Keep it short: 20-30 minutes.
- Prioritise questions.
- Ask permission to take notes.
- Listen.
- If the meeting went well, ask for contacts.
- Gain permission to use the person's name as a contact.
- Thank the person.
- Repay the favour.

Targeted Networking Skills

The hidden job market represents a significant source of potential jobs with estimates suggesting that 80% of jobs are not advertised. Using networking skills to tap into this hidden job market lessens the competition and increases your chances of finding a suitable job. Thanks to the Internet it is now quicker and easier than ever to access information that can help you to tap into these hidden opportunities.

Targetted career networking is a strategy that is frequently overlooked by individuals. This strategy can be utilised to either:

- Source a work opportunity
- Gather relevant career information

Sometimes individuals start their networking approach by focusing on family and friends. While this might assist in a few instances, many people report finding it is a strategy that is too vague or too discouraging to persevere with.

Instead, conduct background research (from the Internet, jobs previously advertised, newspaper articles etc) to draw up a shortlist of target organisations. These are organisations that are likely to employ people whose skills are identical or similar to your own. If possible, identify the department or business unit you would be interested to work in.

Prior to Making Initial Contact with the Targetted Organisation

Prior to making any contact with any decision maker in the target organisation, it is important that you can clearly articulate the type of work opportunity you are seeking, your own relevant skills and experience, and ensure that your curriculum vitae is up to date and tailored towards the targetted organisation.

Steps for Each Targetted Organisation on Your Shortlist

Step 1: Research the name of a senior decision maker (including name, job title and contact details) in your preferred area of the organisation (from online, print sources etc)

- If you are unable to obtain the contact details of a senior decision maker in your preferred work area, research the name of anyone inside the organisation.
- Phone this individual and in a professional and courteous manner briefly introduce yourself and explain why you are calling i.e. to locate possible work opportunities. (refer to Step 2). Apologise if you have been put through to the wrong area, and ask who would be a better person to speak with.

Step 2: Contact a senior decision-maker in your preferred area of the organisation

- (Most likely by phone). Introduce yourself, explain why you are calling and if relevant, how you came by the contact person's name and then check whether you have called at a good time.
- If this is not a convenient time for the senior decision-maker agree to an alternative time to call back, ensuring that you do so.

Step 3: Seek permission to forward your cover letter and curriculum vitae

- This is the main aim of your phonecall so keep the call short (less than one minute), unless the senior decision-maker wishes to prolong the conversation.
- Advise the senior-decision maker that you will call again in a few days (generally within 3-5 working days).

Step 4: Gain commitment from the senior decision-maker to look over your written documents

- The main aim of this follow-up contact is to encourage the senior decision-maker to read your cv.
- Phone the senior decision-maker and re-introduce yourself. Ask politely if s/he has managed to find a few minutes to read the forwarded/mailed documents (bearing in mind that it is likely they will have been too busy to have done so). Inform them that you will call again and ensure the phone call is brief (unless the senior decision-maker wishes to prolong the conversation).

Step 5: Discuss the possibility of a work opportunity

- As a result of the follow-up contact, the senior decision-maker may contact you to discuss your skills and experience or they may wish to discuss the possibility of a position with you.
- Make one final follow-up phone call to check if the senior decision-maker has been able to look over your cv.
- If the senior decision-maker has advised that there are no suitable positions within the organisation at present, use the opportunity to make one final request.

Step 6: Request any contact(s) in the industry and repeat the process from Step 2 with the new contact

- After hearing that there are no suitable work opportunities, it is natural to want to end the conversation. Instead, try and continue the conversation by directly asking for their advice i.e. if there is anyone else they could recommend that you speak to regarding similar work.
- Have a pen and paper handy to write down the contact name, number, job title and organisation.

A crucial aspect to effective targeting networking is keeping an accurate record of your contacts, outcomes, follow-up actions and timeframes. It is important to build credibility by following through on agreed upon actions and being organised makes this much easier.

Making the most of working with recruitment consultants

Recruitment agencies hold a sizeable share of the job market as you will have noticed from looking at vacant positions in the newspaper or online. In the initial stages of your job hunt you might consider introducing yourself to recruitment agencies in your field but keep in mind the following points to enable you to work effectively with recruitment consultants.

- Some people mistakenly assume that once they have approached a recruitment consultant and have presented them with their curriculum vitae the consultant will locate a suitable position for them. This is simply not a realistic expectation as recruitment consultants are busy people working in a competitive sales environment. They are hired by employers to locate suitable candidates to fill their specific vacancies i.e. the employer not the job seeker is the recruitment company's client. Whilst some recruitment consultants may go out of their way to assist job seekers, it is crucial to realise the consultant is principally working for the client employer and their focus is on meeting the employers' needs.
- Some job seekers adopt a 'scattergun' approach to recruitment agencies and contact many different companies. Instead, a prudent approach is to be selective and to target companies that advertise the type of work you are interested in. If you are uncertain of which recruitment agencies to approach, look at adverts over several weeks to determine which agencies are advertising roles you are looking for and the name of a recruitment consultant to contact.
- People who are successful with a recruitment agency work to establish and maintain a good relationship with a recruitment consultant. To do this, maintain communication with your consultant and be readily contactable. It is important to be honest and advise them of other interviews to avoid the consultant nominating you for the same position, and also to advise them of any offers you have received. You can also request that consultants ask your permission prior to presenting your curriculum vitae to a potential employer so that you maintain control in the process.

Handling the Introductory Phone Call

- Recruitment consultants frequently work in specific fields or industries so having the right contact from an advert or making a general inquiry to the company regarding which consultant has the right portfolio for you, will save time and ensure you are speaking to the person best placed to assist you.
- Rehearse what you plan to say. This should include key facts such as; your name, you are actively job seeking, a quick overview of your background and asking them to review your curriculum vitae. Also ask the consultant what is the next step which may involve a meeting or maintaining regular contact at an agreed upon interval.

The First Meeting with a Recruitment Consultant

- Prior to the interview, find out exactly what is expected of you. Ask if any supporting documentation (such as academic transcripts, work permits etc) will be required at the interview. It is also useful to inquire if there will be any assessments or questionnaires to complete so that this does not take you by surprise on the day.
- Treat the interview seriously like you would a formal interview with an employer so be punctual, dress appropriately, show interest and extend courtesies such as advising the consultant if you can no longer attend the interview.
- Have a clear idea of your skills, what sort of work you want to do and why. It is equally important to be reasonable about what sort of work you are suited to i.e. your career objective needs to be matched to your skills and experience.
- Be prepared with examples to demonstrate your achievements and competencies. If the meeting is for a specific job vacancy, prepare examples related to the selection criteria.
- Ensure your curriculum vitae/resume is up to date and professionally presented.
- Try to present a positive, confident outlook rather than a negative or discouraged attitude.
- If the recruitment consultant organises an interview with an employer ensure you have as much information as possible, for example who the interviewers will be, what type of interview it will be, who the employer is etc (it is not unusual for recruiters to reveal the name of the employer until the latter stages of the process).

Other Useful Hints

- Be open to feedback from the recruitment consultant and be prepared to listen. From time to time job seekers may have unrealistic salary expectations or they may be seeking work outside of their area of expertise. Recruitment consultants normally have accurate marketplace information such as skills in demand, salaries, key trends etc and can provide you with this advice.
- Ask the consultant for feedback. This is especially useful after an interview as it can help you to identify your strengths and any areas that you may need to develop.
- Sometimes a position may be advertised by several agencies, if you see the position advertised elsewhere, it does not necessarily mean that you have been unsuccessful.
- Unfortunately, it is not uncommon for people to report they have applied for positions or attended an interview only to hear nothing further. Sometimes candidates are advised that they are a good candidate and later find out they have been unsuccessful with the position. If this happens to you, it does not mean that you were not rated highly; rather it is an indication of the fast-paced nature of the recruitment industry and the fact that the consultant is now focused on filling another vacancy.
- The final decision about a position is ultimately yours so do your own research and do not be talked into a position that you do not want.

Above all, remember that approaching recruitment agencies is only one strategy for finding work. It is important not to just rely on recruiters but to maintain a range of approaches such as approaching employers directly, applying for advertisements and networking to ensure you are successful in your job search.

stylemap™

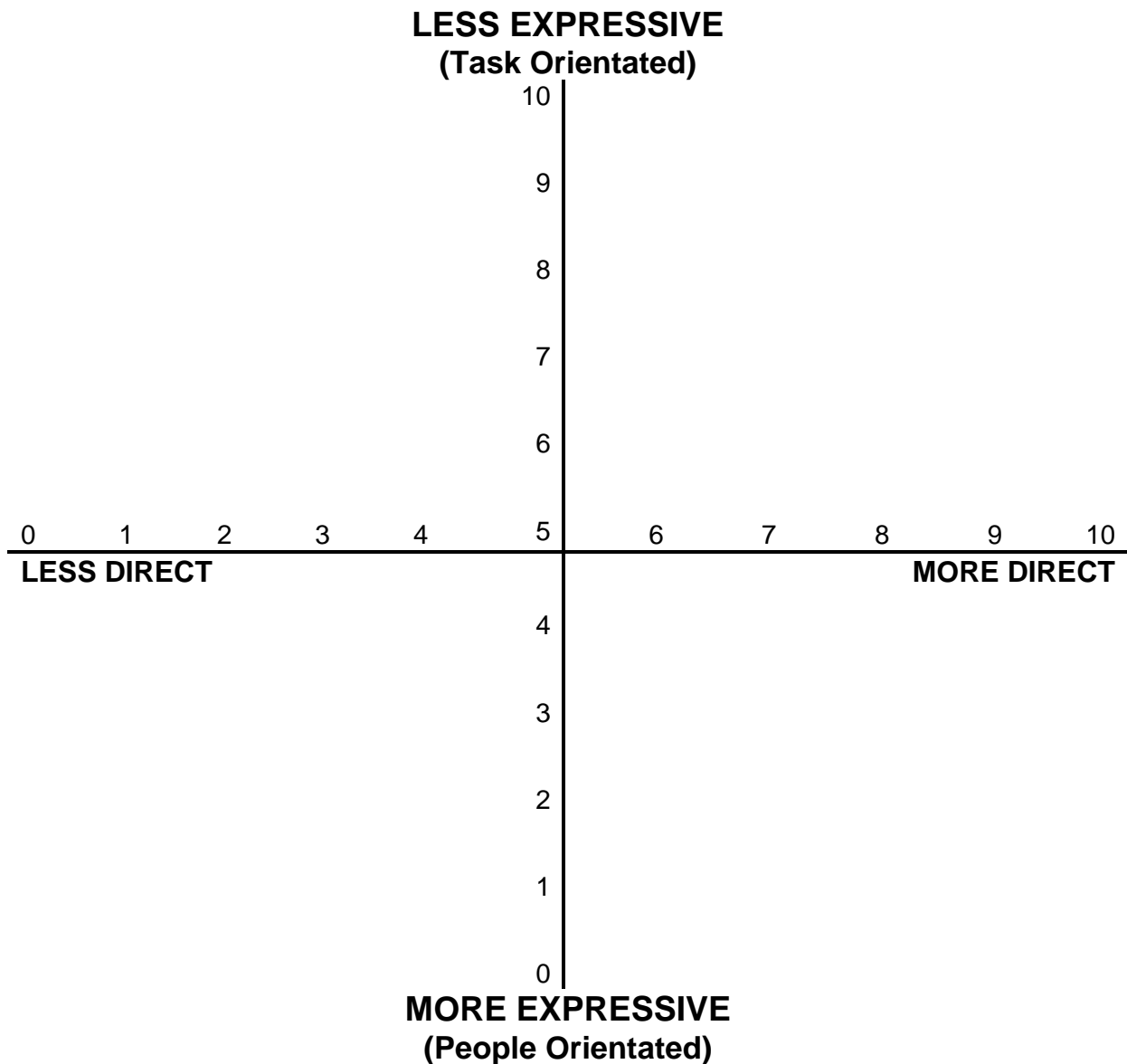
- People have one thing in common: they are all different. This includes their styles when interacting with others, either at work or in their personal life. There are no right or wrong, better or worse styles; just different styles. Have a look at your preferred style.
- **Remember:** stylemap™ is a style grid that focuses on behaviours, not personalities. This is not a personality test. It is also not used to “pigeon-hole” your style. It is aimed to **raise your awareness** of differences in style, and for you to aim to be flexible when dealing with people who are different from you.
- Tick **one word** from each pair outlined below. Answer all choices. If you have difficulty in choosing between some of the pairs ask yourself "If I were forced to choose, I would say that I am ...". Choose the word that applies to you at least 51% of the time.
- When you have finished, add up the **A** column put that score on the **TOTAL** line.

A	YOU		B	YOU
more animated		<i>or</i>	more passive	
more take-charge		<i>or</i>	more go-along	
more assertive		<i>or</i>	more hesitant	
more challenging		<i>or</i>	more accepting	
more action oriented		<i>or</i>	more thoughtful	
more confronting		<i>or</i>	more supporting	
more talkative		<i>or</i>	more quiet	
more bold		<i>or</i>	more retiring	
more intense		<i>or</i>	more relaxed	
more forceful		<i>or</i>	more subtle	
TOTAL				

- Continue to tick one word from each pair and when finished add up the **D** column put that score on the **TOTAL** line.

C	YOU		D	YOU
more flamboyant		<i>or</i>	more proper	
more spontaneous		<i>or</i>	more disciplined	
more responsive		<i>or</i>	more self-controlled	
more impulsive		<i>or</i>	more methodical	
more personable		<i>or</i>	more distant	
more feeling		<i>or</i>	more thinking	
more people-oriented		<i>or</i>	more task-oriented	
more outgoing		<i>or</i>	more reserved	
more dramatic		<i>or</i>	more matter-of-fact	
more overt body language		<i>or</i>	more reserved body language	
			TOTAL	

stylemap™: SCORING



- steadier
- more detailed

←————— **PACE** —————→

- faster
- big picture

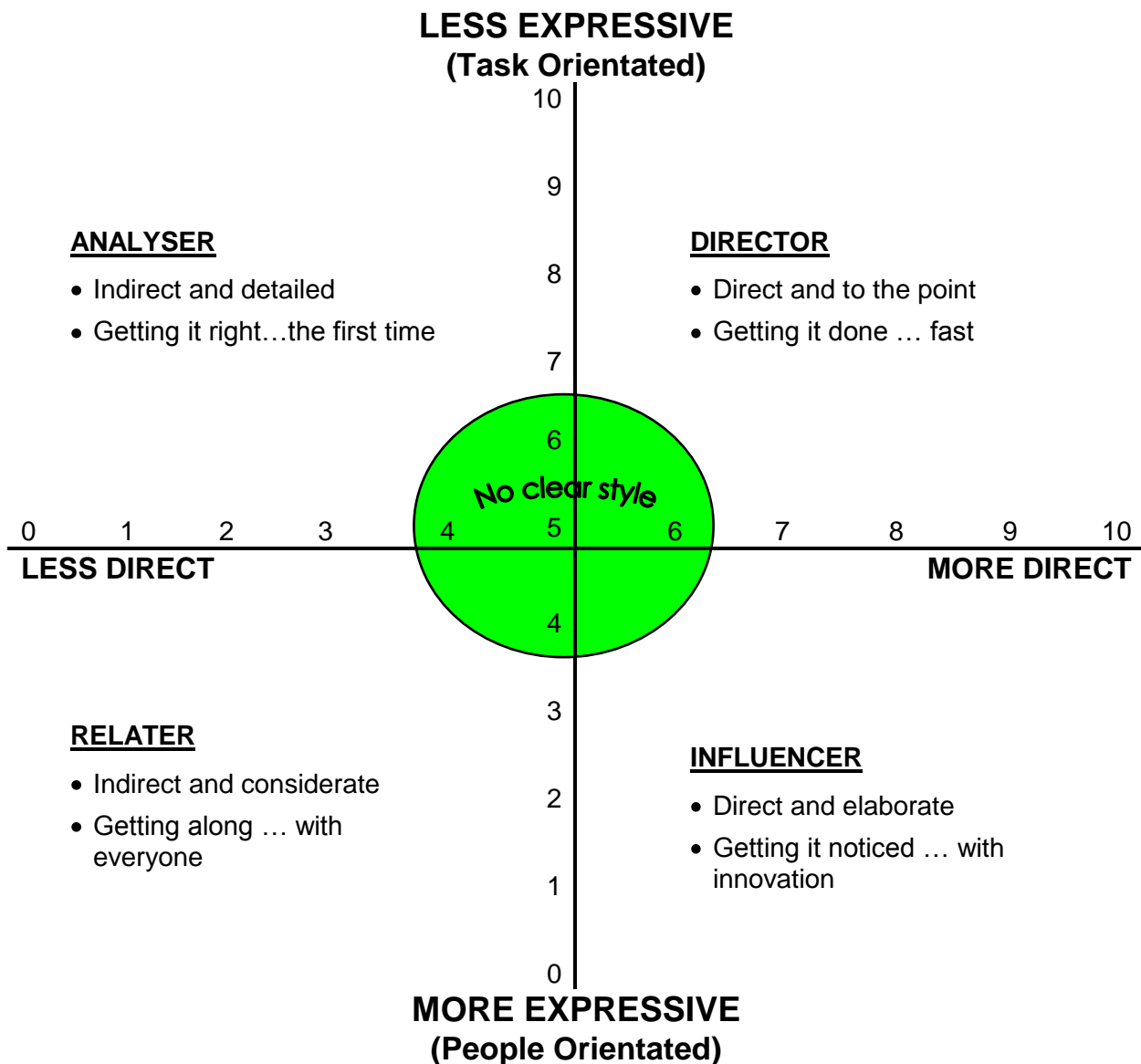
Scoring:

Using your **A** column score circle the score on the horizontal line. Using your **D** column score circle the score on the vertical line. Now draw straight lines to intersect the scores and place a cross where they intersect. You now have your dominant style preference.

Validating your preferred style on the stylemap:

Your score now needs to be validated by reading the following descriptions of style types so that you can further refine your style choice. Talking to those that know you will also assist in validating your score.

stylemap™: THE FOUR TYPES



- steadier
← PACE →
• faster
- more detailed
← PACE →
• big picture

- Some scores suggest a clear style and you will identify more easily with the descriptions of that style preference.
- If your score is very close to the middle of the grid it is much harder to identify your preferred style as you may be a relatively even mix of all the styles. If you are one of the “middle” scorers on the test grid, others will also find it really difficult to guess your style too. That’s OK. Remember, there is no right or wrong style. You just need to let people know about how you like to work and your preferred approach when interacting with them. Or if you are trying to work out the best way to interact with a style that you just cannot determine, observe how they are interacting themselves, adjust your style to match or align with theirs, and this may increase their comfort with you.

STYLES AT A GLANCE: STRENGTHS**ANALYSER*****Comfort zone: planning***

- quality focused
- well-organised
- systematic
- logical
- factual
- reserved
- conservative
- accurate
- structured
- thorough
- industrious
- analytical
- tenacious

DIRECTOR***Comfort zone: leading***

- goal focused
- decisive
- independent
- efficient
- forthright
- achieving
- results orientated
- assertive
- courageous
- confident
- practical
- determined
- competitive

RELATER***Comfort zone: team building***

- relationship focused
- cooperative
- friendly
- supportive
- patient
- relaxed
- good listener
- non-confrontational
- sensitive
- agreeable
- diplomatic
- helpful
- generous

INFLUENCER***Comfort zone: risk-taking***

- idea focused
- outgoing
- enthusiastic
- persuasive
- creative
- humorous
- lively
- innovative
- adaptable
- broadminded
- visionary
- spontaneous
- adventurous

STYLES AT A GLANCE

TYPE	INFLUENCER	DIRECTOR	ANALYSER	RELATER
MOTTO	to expand all options	to get the job done fast	to do it right the first time	to build the best teams
KEY VALUE	creativity	achievement	quality	compassion
COMFORT ZONE	risk-taking	leading	planning	team-building
NEEDS	to be recognised	to be in control	to be correct	to be liked
TYPICAL BEHAVIOUR	creative, charismatic, lively persuasive, outgoing, humorous, visionary, flexible, spontaneous, innovative, adventurous, enthusiastic, idea-centered	decisive, courageous, results-orientated, confident, efficient, competitive, take charge, independent, deliberate, achieving, assertive, intense, determined, goal-centered	systematic, accurate, factual, industrious, logical, reserved, perfectionist, conservative, focused, analytical, organised, logical, tenacious, steady, quality-centered	agreeable, relaxed, personable, friendly, helpful, diplomatic, patient, sensitive, good listener, cooperative, non-confrontational, supportive, patient, process-centered
STIMULATED BY	freedom	competition	accuracy	helping
FRUSTRATED BY	rules	indecision	errors	conflict
COMMUNICATION STYLES	direct and elaborate	direct and to the point	indirect and detailed	indirect and considerate
GREATEST STRENGTH	innovative creativity	making quick decisions	quality planning	cooperation
BASIC WEAKNESS	disorganisation	impatience	tunnel vision	non-assertive
LEADERSHIP STYLE	free-rein	authoritarian	tight-rein	democratic
PROBLEM SOLVING TACTIC	talk about it	decide about it	think about it	meet and discuss with others about it
PACE	fast and flexible	fast and determined	steady and cautious	steady and laid-backed
MAIN WORK COMPETENCY	juggling many tasks	determining action	quality planning	cohesive teambuilding
AT WORK	prefers freedom and flexibility	prefers doing things fast	prefers to double and triple check their work	prefers not to be rushed
AT HOME	open-door policy for all	takes responsibility to head up the household	provide sense of order and consistency	nurturing care-takers

TYPE	INFLUENCER	DIRECTOR	ANALYSER	RELATER
SOCIAL ENVIRONMENT	life of the party	aura of importance	sits back and observes others	enjoys being in familiar groups of people
CAUSES OF STRESS	rejection, stagnation and detailed work	challenges to their authority, sloppy results	criticisms of work and ideas, imperfection	disharmony, and unplanned challenges
UNDER PRESSURE (may do the following)	impulsive, rebellious, lacks follow through, inaccurate, chaotic distracting, hard to pin down, unfocused, outrageous,	intimidating, rude, demanding, intolerant, tactless, arrogant, explosive, aggressive, argumentative	stubborn, inflexible, critical, unyielding, change resistant, pessimistic, reclusive, perfectionist, tunnel-visioned	indecisive, clingy intimidated, submits, withdrawn, complainer, accommodating, non-assertive,
EXTREME PRESSURE	attacks then concedes	autocratic then avoids	avoids then autocratic	concedes then attacks
HOW TO DEAL WITH THEM	use flexibility, be enthusiastic, let them do the talking, use demonstrations	support their goals, get to the point, be business-like, be task-oriented	go step-by-step; use facts, logic and structure; tie new ideas to old ones	be casual and sincere, listen, slow down, set goals, emphasise self-development
PRAISE	lots of it publicly, enthusiastically	direct and to the point, brief and only when necessary	detail what did well, do not embarrass and not publicly	subtly, do not embarrass, show appreciation for their efforts
CLUES TO GAINING SUPPORT	increase your pace; be energetic; support your ideas with the opinions of people they respect; say what you think; allow some socializing time; talk about experiences, people, opinions and facts; ask about their "gut" feel; maintain balance between fun and reaching objectives	get to the point in a clear and succinct, fast paced manner; be specific; don't over-explain or repeat yourself; reduce small talk; be organised and well prepared; focus on results to be achieved; be punctual and stick to guidelines; look confident and back their goals;	be more formal in your speech and manners; speak in a moderate tone and steady paced manner; present the pros and cons of an idea along with options; follow up in writing; be punctual; present information in an organised, planned and comprehensive manner	speak in a moderate pace with a softer voice and moderate tones; listen to their opinions and ideas without countering their ideas with logical argument; allow time for them to make decisions; encourage them to express their concerns without getting upset with them; aim for mutual agreement on work goals and completion dates

- TIPS:**
- Notice the difference in the style you are dealing with. Match this subtly.
 - Ask them how they like being managed/interacted with.
 - Let them know how you prefer to be managed/ interacted with.