



JOBSHOPPING



FINDING THE RIGHT JOB IS A BIT LIKE SHOPPING...

The secret of success is knowing just what you want and exactly where to find it. But that's never easy, especially when you are just setting off on your career. In your shopping you'll be facing lots of choices – not just about your work but about partners, friends, where to live... everything that shapes your personal world. This guide will pinpoint the ten things you need to know to make the right choices as you set about shopping for the job – and life – you really want.

ARE YOU A SMART SHOPPER?

YOUR WORK IS THE KEY TO THE LIFE YOU WANT... SO CHOOSE IT WISELY



The average person spends 27,000 days shopping in the supermarket of life. And we spend a huge percentage of that time searching for the right job. That's because finding the right kind of work is vital to the rest of our life.

It not only helps us afford the everyday basics but also hopefully enables us to have those little luxuries we all want.

But your work is never simply about earning a living. It takes your time and energy, defines your identity and creates your social community.

And if you can find the job that's really right for you, it will bring structure, purpose – and fun – to your life. So to be a successful shopper takes knowledge and skill.

This guide is aimed at individuals looking to find their first job opportunity – to make the most of this initial experience and to build on this to develop further. It provides plenty of practical help, tips and activities to help with the process.

By working through this guide you will be able to:

- > Make sure you are lucky in your jobhunting
- > Identify the skills you love using and which are your real strengths
- > Create a picture of your ideal job
- > Plan a future that will inspire you
- > Act in a confident new way to make things happen
- > Explore new ways of finding your ideal role
- > Boost your chances of success by building a great support band
- > Create a win-win situation with your employer
- > Build on the investment you've already made in your work
- > Be brave in your job shopping approach

DO YOU?

SEE JOB SHOPPING AS A CHORE OR AN ADVENTURE?

KNOW WHAT YOU WANT AND GO FOR IT OR WANDER AROUND AIMLESSLY?

THINK AHEAD OR LEAVE IT TO THE LAST MINUTE?

FOLLOW A ROUTINE OR ACT ON IMPULSE?

SHOP ALONE OR GET OTHERS TO HELP?

SHOP IN THE SAME OLD PLACES OR LOOK FOR NEW IDEAS?

As with shopping, you'll get the most out of your job – and your life – if you know:

WHAT YOU NEED

WHERE YOU CAN FIND IT

WHAT IT WILL COST YOU

But do you?





THE TEN VITAL THINGS YOU NEED TO KNOW

TO BECOME A SUCCESSFUL JOB SHOPPER

Job Shopping consists of ten sections – one for each of the vital ingredients you need to become a smart job shopper. It will help you track down the job that's right for you and guide you to the kind of life you really want.

Each section has three simple parts:

STOP!

Makes you realise why you need a particular shopping skill.

THINK!

Helps you think about ways this could help you.

GET SHOPPING!

Shows you how to put your ideas into action.

You'll be able to identify specific steps you can take – and add them to your job shopping list at the end of this guide. It helps to keep a notebook or loose-leaf folder on hand to record your thoughts as you work through the guide.



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1

GET LUCKY!

HOW TO MAKE SURE YOU GET THE BARGAINS

STOP!

Do you think you're lucky? Do you always spot the bargains on the shelves? Or do you seem to arrive when they've all just gone?

Some people seem to have all the luck. They meet wonderful partners, find fantastic jobs, have fulfilling careers and live happy, meaningful lives. But why do some people seem lucky and others unlucky?

In his best-selling book *The Luck Factor*, Dr. Richard Wiseman shows there's a big link between how you think and act about luck and how lucky you actually are. So why leave all your job shopping to chance?

Spotting the bargains is often a question of being in the right place at the right time. And there are lots of ways you can make sure you are. It's time to start developing ways, techniques, thinking and actions to create your own luck.

You'll soon find you're on the way to finding the kind of work – and life – you really want.

THINK!

First read each pair of contrasting statements on My Lucky List (overleaf) then rate yourself on a scale of 1 to 6.

Finally add up your score to find out how lucky you are. Try to imagine the effect good luck could have on your personal and professional life.

Now ask yourself what steps you need to take to bring more luck into your life.

Lucky people attempt to achieve their goals, even if their chances of success seem slim, and persevere in the face of failure.

RICHARD WISEMAN





MY LUCKY LIST

I trust my intuition on important decisions and look at ways of developing it.	6 5 4 3 2 1	I look at things logically and don't believe in intuition.
I make a habit of doing fresh things, e.g. varying my daily route to university/work	6 5 4 3 2 1	I follow set patterns and routines each day
I regularly talk to new people I meet	6 5 4 3 2 1	I prefer to keep my head down and mind my own business.
I'm going to be lucky and not worry about bad things happening.	6 5 4 3 2 1	The odds are stacked against me and I feel anxious about what's around the corner.
I'm open to new experiences and try to make the most of chance events.	6 5 4 3 2 1	I tend to react to events and wait for things to be so bad I have to change.
I often bump into people who have a positive effect on my life.	6 5 4 3 2 1	I find it hard to build and maintain new relationships.
I have a clear picture of what I want from life and see people as helping me achieve it.	6 5 4 3 2 1	I haven't a clue about what I want from life and am cautious about other people's agendas
I go for goals however difficult and show stickability in the face of failure.	6 5 4 3 2 1	I play it safe and go for realistic, low-risk options.
I believe good things can come out of bad luck to help shape my future.	6 5 4 3 2 1	I brood over bad luck and often feel sorry for myself
I'm going to try and make my own luck in the future.	6 5 4 3 2 1	I'll take what life dishes up for me and plod on through.

TOTAL LUCK LEVEL

YOUR SCORES

LUCKY (40 – 60)

Congratulations! You really try to make your own luck. Keep at it each day.

MIDDLE OF THE ROAD (20 – 39)

Sometimes you're lucky, sometimes not. A safe approach but you could do more to maximise your potential and create that job and life you deserve.

UNLUCKY (0 – 19)

Your attitude and actions increase your chances of being unlucky. Stop wasting your energy on blaming other people and events. Focus on your own attitude and resources. You have great potential – what one small step can you take to realise it today?

GET SHOPPING!

It takes practice to develop the techniques that help you to get lucky.

This can mean undoing years of bad habits. Start by listening to your lucky hunches. Begin to expect good things to happen.

You can also adopt the ten lucky habits below and use them daily. First put a tick against all those you think you can realistically use (for future reference).

Then choose your top tip and add it to your Job Shopping List on the inside back cover.

10 HABITS FOR A LUCKY LIFE

- ☐ In your job or placement surround yourself with people who support and help you to grow and are lucky themselves.
- ☐ Develop a more relaxed attitude towards life. Accept that in a new work environment you may get some things wrong but don't beat yourself up. Relax and learn from it.
- ☐ Give yourself permission to live the life you want by doing something different. Try taking small risks at work rather than avoiding challenges.
- ☐ Listen to your gut feelings and hunches. Use your intuition as an alarm bell – it can be a good reason to stop and consider the situation you are in carefully.
- ☐ Think about the opportunity your job offers you. Look for ways to set lucky goals and affirm your luck.
- ☐ Realise you can do it and ignore people saying you shouldn't. Attempt to achieve your goals, even if the chances of success seem slim, and persevere in the face of failure.
- ☐ Expect your interactions with others to be lucky and successful. Take responsibility and use your own resources rather than blaming others and making excuses.
- ☐ Look on the positive side of your bad luck. Remember that ill-fortune in your life may work out for the best just don't dwell on it.
- ☐ Be open – not closed – to new possibilities and opportunities to be lucky in your job and for what you want in life.
- ☐ Think of yourself as lucky, and then act lucky, start using this new behavior now.



2

SPOT YOUR SKILLS

THEN YOU CAN GO SHOPPING FOR A JOB YOU'LL LOVE

STOP!

Have you ever stopped to think of all the skills you have at your fingertips? Believe it or not most of us have around 500. And we pick up new ones every day.

But do you ever consider which skills really matter to you? These are the ones that take us over. When we are using them, we get so absorbed we hardly notice the time or where we are (like when we used to play as children).

The skills we love using are usually those we're best at. If you can find a job that lets you do the things you love doing – and are good at – then you're sure to be successful. And you'll be on your way to the kind of life you dream of.

Shopping is always simpler once you know what you're looking for. It's the same when you're shopping for a job. You need the kind of work that lets you do what you're best at. So let's look first at the skills you already have and discover the ones you should be focusing on.

THINK!

Over the page is a list of skills you may have. Take a look and identify your favourites

1. Look at the skills and tick all those that you love using.
2. From the ticked skills circle the ones you are good at.
3. Choose your top six from those ticked and circled skills. (These are your prime skills – the ones you love using and are good at).
4. Make a note of these prime skills.

'I now understand what my skills are and how many of them I have.'



ENTERPRISE SKILLS

These have to do with getting things started, selling, leading, managing yourself and networking with other people.

- ☐ **SELLING**
Identifying customer needs and offering appropriate solutions. eg. retail or telephone sales.
- ☐ **LEADING**
Developing plans and goals and getting people to achieve them. eg. project leader, social secretary/president student union.
- ☐ **ENTERPRISING**
Being an entrepreneur, taking risks, using your initiative. eg. selling ring tones, young enterprise, fund-raising for charity.
- ☐ **SELF-MANAGING**
Setting up and seizing opportunities. Handling pressure and coping with rejection. eg. dissertation/job applications or developing a business idea.
- ☐ **NETWORKING**
Building professional and social relationships and sharing skills and talents. eg. starting at university, working, organising social events.

PEOPLE SKILLS

These have to do with creating, building and maintaining relationships with other people.

- ☐ **COMMUNICATING**
Talking, presenting, using languages and listening. eg. speaking up in a group, making presentations, joining a drama group.
- ☐ **UNDERSTANDING**
Valuing others and building relationships. Understanding different cultures and viewpoints. eg. helping new people settle in.
- ☐ **HELPING**
Supporting others, volunteering to guide, coach and inspire people. eg. being a good friend, neighbour or housemate.
- ☐ **TEAMWORKING**
Working together, sharing skills, interests and views and handling conflict. eg. being in a team, playing in a band, working on a team assignment.
- ☐ **MANAGING**
Using resources available to achieve a goal. Co-ordinating, and organising. eg. organising a charity event, party or holiday with friends.

PROCESSING SKILLS

These have to do with methods, procedures, and actions that produce or create something.

- ☐ **FINANCE**
Planning and managing money. eg. managing a student loan; living on a budget.
- ☐ **COMPUTING**
Using IT packages and programming skills. eg. building websites, using IT creatively for coursework, doing computer upgrades/repairs.
- ☐ **WORDS AND PICTURES**
Writing and translating text. Painting and drawing. eg. creative writing, painting, illustration.
- ☐ **OFFICE SKILLS**
Administering, working in a structured way and meeting deadlines. eg. taking notes from lectures and organising coursework.
- ☐ **REVIEWING**
Checking progress and performance. Evaluating results. Updating plans. eg. fantasy football, developing and monitoring progress on team projects.

CREATIVE SKILLS

These have to do with developing and creating.

- ☐ **VISIONING**
Having a dream/ambition. Developing possibilities. Turning failure into success. eg. knowing what you want and how to get it, setting long term goals.
- ☐ **THINKING LATERALLY**
Seeing new angles and ideas. Using intuition and getting a fresh perspective on things. eg. finding ways to do things differently, analysing problems from all angles.
- ☐ **CREATING**
Having new ideas and getting people thinking. eg. starting discussions at university.
- ☐ **DESIGNING**
Turning ideas into practice. Changing and combining ideas to get a better end result. eg. drawing, programming, CAD.
- ☐ **MEDIA**
Identifying ways you can make use of various media. eg. music, dance, art, digital photography, web development.

EXPLORING SKILLS

These involve finding things out and understanding issues.

- ☐ **INTERVIEWING**
Asking questions, examining answers and listening. eg. holiday ideas, career information etc.
- ☐ **EXPLORING**
Investigating and gathering information, identifying possibilities, thinking of alternatives. eg. conducting research projects, internet searches.
- ☐ **LEARNING**
Studying, experimenting, reviewing and improving. eg. preparing course work, revising for exams, playing a musical instrument.
- ☐ **SOLVING PROBLEMS**
Analysing issues, seeing similarities and finding solutions. eg. organising social events, fundraising activities or project work.
- ☐ **SPOTTING POTENTIAL**
Understanding your personal strengths, interests and areas to develop. eg. knowing what part to play in a team situation.

PRACTICAL SKILLS

These have to do with everyday, practical operations.

- ☐ **OPERATING**
Using machinery and technology. eg. operating electronic equipment, computers, sewing machines, power tools.
- ☐ **PRODUCING**
Making, servicing, maintaining and fixing things. eg. bike/car/computer repairs, baking, sewing.
- ☐ **USING SENSES**
Specialised use of hearing, sight, touch, smell and taste. eg. music, cookery, birdwatching.
- ☐ **WELL-BEING**
Exercising and eating healthily. Balancing exercise with relaxation. eg. playing sport regularly, following a healthy eating plan.
- ☐ **NURTURING**
Showing care for people and things. eg. gardening, animal care, minding young children, visiting parents, grand-parents or elderly neighbours.

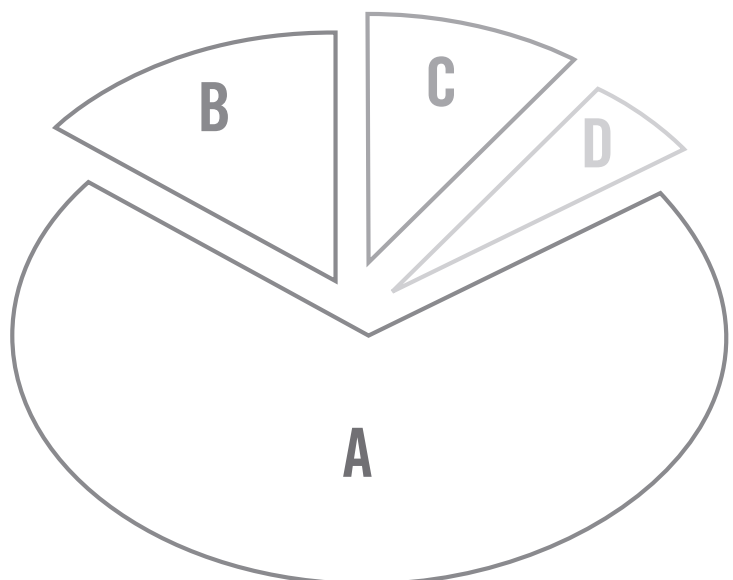
YOU'VE GOT MORE SKILLS THAN YOU THINK...

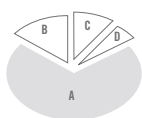
You'll be amazed at how many skills you possess once you start to look at yourself in a wider perspective. That means taking into account the kind of things you get involved in away from your day-to-day routine.

The example overleaf illustrates the benefits of thinking on a broader perspective.

"I'm only a marketing/admin assistant"

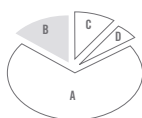
Try the exercise for yourself – looking at your family, social life and other non-work-related activities. You'll be surprised how many skills you really have... (see *overleaf*)





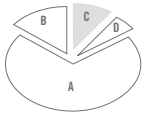
A. FULL-TIME WORK – MARKETING/ADMIN ASSISTANT

TASKS	SKILLS GAINED					
	ENTERPRISE	PROCESSING	PEOPLE	CREATIVE	EXPLORING	PRACTICAL
OFFICE ORGANISATION	Self Managing	Office Skills	Managing	Creating	Solving problems	Operating
MARKETING RESEARCH AND ANALYSIS	Selling	Computing	Communicating	Media	Exploring	
DEALING WITH CLIENT CALLS AND ENQUIRIES	Enterprising		Helping/ Understanding	Thinking Laterally	Interviewing	Using Senses
DATABASE DEVELOPMENT		Reviewing/ Computing		Creating	Exploring	
LIAISON WITH SALES TEAM	Networking		Teamworking		Exploring	
COMPETITION AND PRICING SURVEY		Reviewing		Designing	Solving problems	



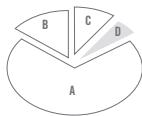
B. VOLUNTARY WORK – LEADER, SOCIAL CLUB FOR ADULTS WITH LEARNING DIFFICULTIES

TASKS	SKILLS GAINED					
	ENTERPRISE	PROCESSING	PEOPLE	CREATIVE	EXPLORING	PRACTICAL
ORGANISING FUND RAISING EVENTS	Enterprising	Finance	Managing	Thinking Laterally		
LEADING A TEAM OF VOLUNTEERS	Leading		Communicating	Visioning		
RUNNING A VARIETY OF ACTIVITIES	Self Managing	Words & Pictures	Teamworking	Designing	Exploring	Producing
SUPPORTING CLUB MEMBERS & THEIR FAMILIES	Networking		Understanding		Learning	Nurturing
ENCOURAGING NEW VOLUNTEERS	Selling		Helping	Thinking Laterally	Spotting Potential	



C. PART-TIME WORK – WAITRESS

TASKS	SKILLS GAINED					
	ENTERPRISE	PROCESSING	PEOPLE	CREATIVE	EXPLORING	PRACTICAL
TAKING ORDERS & SERVING FOOD	Selling/Enterprise	Computing	Communicating/Helping	Thinking Laterally	Interviewing	Operating
DEALING WITH CUSTOMERS	Networking	Reviewing	Understanding	Creating	Solving Problems	Nurturing
DEALING WITH PAYMENT FOR THE MEAL		Finance	Communicating		Exploring	Operating
SETTING TABLES						Producing
TRAINING STAFF	Networking	Reviewing	Helping	Creating	Interviewing	



D. COMMUNITY WORK – RUNNING LOCAL YOUTH HOCKEY TEAM

TASKS	SKILLS GAINED					
	ENTERPRISE	PROCESSING	PEOPLE	CREATIVE	EXPLORING	PRACTICAL
TRAINING HOCKEY SKILLS		Reviewing	Helping	Creating	Learning	Well-Being
ORGANISING MATCHES AND TRANSPORT		Office Skills	Communicating		Solving Problems	
MOTIVATING THE TEAM	Leading		Understanding	Visioning	Spotting Potential	Nurturing
RECRUITING NEW MEMBERS TO THE TEAM	Enterprising		Teamworking	Media	Interviewing	
KEEPING THE TEAM RUNNING	Networking	Finance	Managing	Thinking Laterally	Exploring	
PROMOTING THE TEAM	Enterprising	Words & Pictures	Communicating	Designing	Solving Problems	Producing

‘We’ve all got a bundle of over 500 skills, but it can get really heavy carrying them around all day. The key is to pick the six you love using the most and are best at and use them as much as possible.’

GET SHOPPING!

Below are ten ways you can focus on the skills you love using and make sure they help you find the kind of work you really want.

First put a tick against all those you think you can realistically use (for future reference).

Then choose your top tip and add it to your Job Shopping List on the inside back cover.

- ☐ Think about your life now, what you are involved in at the moment. Are there more opportunities to use your prime skills through the different aspects of your life – your working, learning, playing or giving?
- ☐ At work put yourself into your employer’s shoes. Find out what skills you need for the job you really want. If you don’t have them yet, don’t panic. What could you do to get them? Could your work opportunity help?
- ☐ Find work roles that maximise your prime skills – eg. if all your skills relate to ‘enterprise’, have you thought of starting your own business.
- ☐ Think wider than just your prime skills. Are there skills you love using but are not so good at yet? Create possibilities to develop these. Again, think about all aspects of your life – your working, playing or giving can provide opportunities for these.
- ☐ Show the list of skills to friends and family. Ask for their feedback on where your strengths lie.
- ☐ Try to **SORT** your prime skills. **SORT**, stands for:
 - Specific** (eg. do you mean presenting rather than communicating).
 - Objective** (who/what does this skill relate to? eg. young people).
 - Result** (how does this benefit them? eg. realise their potential).
 - Trait** (what is your style? eg. inspiring, energetic).
- ☐ Think about what you are passionate about, eg. sport, cars, science, fashion, and brainstorm how you could use your prime skills in this field of employment.
- ☐ Gain work experience in a small business – this will allow you to develop a whole bundle of new skills.
- ☐ Make sure your CV shows evidence of all your prime skills.
- ☐ Create a bank of skills based on the answers to the following three most asked interview questions:-
 - Why do you want the job?
 - What do you have to offer?
 - How would you deal with a particular type of situation?







3

FIND YOUR STYLE

HOW TO GET A JOB THAT FITS YOU TO PERFECTION

STOP!

When you go shopping you look for things that reflect your own personality. You may not think about this particularly at the time. But the CDs you buy, the clothes you wear, the food you prefer... all define your own lifestyle. Shopping for a job is not so different – except you're now looking for your own workstyle. At this stage you may have very little experience of the world of work.

But you probably have a picture in your mind, however vague, of the kind of job that you'd really love. And the right job is the first step to that future you've always dreamed of. That picture in your mind may still be very sketchy. Shopping for a job becomes easier if you can picture your personal workstyle as clearly as possible.

You can then make better choices about the experiences and events you're faced with and be ready to spot and seize opportunities as they come along. So you need to start filling in the details of that picture.

You may not actually reach that ideal job but the aim is to get as close as possible. The really exciting thing is that it's your life and you can make this picture exactly what you want it to be.

THINK

You should remember that few people actually achieve the ideal job they've pictured – but the aim is to get as close as possible.

We've devised a simple way to help you picture that ideal workstyle in detail. It's summed up in one word: PROCESS. This is both a useful acronym and exactly what it says – a process. The seven elements sum up the key choices to make when picturing your ideal job and planning how to reach it. These areas are closely related so don't worry too much if you duplicate some answers – it's the process that counts.

'This has confirmed my realisation that I need to take time out to make the things I want to happen happen.'



PURPOSE

Try to identify the main purpose of your ideal job/life role. Don't get hung up on job titles.

Can you look beyond broad job titles such as marketing and personnel and identify the purpose in more detail?

Think about how you see the main outcomes of your work and ask yourself what you hope to achieve and how this fits in with your broader goals. How does work relate to your wider life ambitions?

Does it give you real satisfaction – or simply finance other interests which give you more of a buzz. In short, do you live to work or work to live?

ROLES

What kind of work do you see yourself doing to satisfy this purpose? What suits your temperament best? Do you prefer working with people, ideas or practical things?

Can you identify the five main tasks or responsibilities in your ideal job? Do you prefer an enterprising, creative, processing or exploring role? Do you want to work with people or focus on getting practically involved? What roles give you a real buzz? What roles do you and other people think you're good at?

Specify from the list below what percentage of your time would you prefer to be:

- ☐ Managing
- ☐ Communicating
- ☐ Innovating
- ☐ Promoting
- ☐ Developing
- ☐ Organising
- ☐ Producing
- ☐ Inspecting
- ☐ Maintaining
- ☐ Advising
- ☐ Enterprising

ORGANISATION

Do you see yourself working in the private sector or for a public body – in industry or an office?

What type of organisation would you ideally like to work in?

- ☐ Voluntary/non-profit-making
- ☐ Community-based
- ☐ Public sector
- ☐ Commercial
- ☐ Industrial
- ☐ Manufacturing
- ☐ Service
- ☐ Multinational

Would you feel more relaxed in a large organisation or a small private firm?

- ☐ Small (1 – 49 employees)
- ☐ Medium (50 – 249)
- ☐ Large (over 250)

It's worth looking at the pros and cons of working in a large or small organisation.

'We have more choices in life than ever before. Shopping for your ideal job is a job in itself, but it's made far easier if you have a clear list of what you are looking for. The clearer the list the quicker you'll find the ideal job.'

SMALL ORGANISATION

POTENTIAL ADVANTAGES

Early responsibility
Chance to make significant impact
Variety and challenge
Positive role models
Encouraged to become extremely self-reliant
Growth in new job opportunities

RISKS

Lack of structured support & training
A different kind of career progression (fewer layers of management offering promotion)
Potential insecurity, short-term contracts
Low public image of small businesses but everybody knows big, blue chip companies
Potentially fewer people to meet

LARGE ORGANISATION

POTENTIAL ADVANTAGES

Structured training and development opportunities
Clearer career progression
Ready-made support networks
Competitive salary
Potentially higher level of security
Higher public awareness and credibility

RISKS

Small cog in large wheel
Lower levels of overall influence and impact on the business
Less immediate task variety
Potential to get stuck in a rut
More impersonal
Higher chances of being underemployed

CAREER MOTIVATION

What really motivates you? You can be motivated by different things at different stages of your life.

		ESSENTIAL	IMPORTANT	UNIMPORTANT
AUTONOMY	Freedom to make my own decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Working autonomously	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Freedom from organisational rules and constraints	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Ability to define my own tasks, schedules and procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Pursuing an independent career on my terms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ENTERPRISE	Creating new organisations, products and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Building my own business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Owning something developed from my ideas and efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Producing things that people associate with me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Showing people I can build a fortune	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SENSE OF PURPOSE	Providing a service to help others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Contributing to the wider community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Dedication to a particular course	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Having a job of real value	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Making a difference in the world	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BALANCED LIFESTYLE	A balanced personal and professional lifestyle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Flexible working hours and practices (able to work at home)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Work that minimises interference with personal/family life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Relatively low levels of geographical movement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sufficient time for pastimes, holidays and relaxing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EXPERTISE & CHALLENGE	Developing a specialism to a high level of excellence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Being recognised as an expert in the field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Ability to use my special skills and talents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Solving complex problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Regular challenges to stretch my abilities and skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
REWARD & RECOGNITION	Having a high standard of living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Being recognised for my achievements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Having a highly paid job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Being highly regarded by others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Reaching a respected social status	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AUTHORITY & INFLUENCE	Responsibility for making major decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Advancement up the organisational ladder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Ability to influence, supervise, lead and control people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Contributing to the success of my organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accountability for finances and resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ENVIRONMENT

What energises you most? Think about the kind of work you enjoy most, and what is most important to you.

- ☐ Pressurised
- ☐ Challenging
- ☐ Working outdoors
- ☐ Unstressed atmosphere
- ☐ Steady routine
- ☐ Office-based
- ☐ Home-based
- ☐ Analytical
- ☐ Well-structured
- ☐ Independent
- ☐ Project-based
- ☐ Working with people
- ☐ Ideas/creativity
- ☐ Autonomy/freedom
- ☐ Team-orientated
- ☐ Practical/hands-on
- ☐ Working with data/information/detail
- ☐ Geographic mobility

- ☐ Environment
- ☐ Manufacturing/recycling
- ☐ Media/marketing/PR
- ☐ Engineering
- ☐ Sports/entertainment
- ☐ Public/government
- ☐ Financial
- ☐ Professional services
- ☐ Legal
- ☐ Utilities
- ☐ Voluntary/charity
- ☐ Education/training
- ☐ Pharmaceuticals/chemicals/processing
- ☐ Agriculture and land management
- ☐ Food
- ☐ Arts/culture
- ☐ Consumer goods
- ☐ Tourism/leisure
- ☐ Elderly care
- ☐ Technological/scientific
- ☐ Other (specify)

SECTOR

Can you identify one or two ideal sectors to work in? Here are a few examples:-

- ☐ Hospitality management
- ☐ Construction
- ☐ Transport/travel
- ☐ Retail/wholesale
- ☐ Communications
- ☐ Health
- ☐ IT/computers/telecommunications

SKILLS

Finally you need to ask what key skills, qualifications and experience you need for your ideal job – remember to look at it from the employer's perspective.

- > Analyse the objectives, roles, tasks etc and identify the criteria for a successful candidate. List the skills, qualifications and experience required
- > Compare this list with the analysis of your prime skills
- > Identify the major gaps.

GET SHOPPING!

Once you have a clearer picture of where you want to go in your job and in your life, it's easier to plan out your route.

Below are ten steps that will help you to do this. First put a tick against all those you think you can realistically use (for future reference).

Then choose your top tip and add it to your Job Shopping List on the inside back cover.

- ☐ Get information from people working or involved in the areas that interest you. Ask their advice and check if it is still for you. If you don't know anyone ask friends, colleagues and family for contacts.
- ☐ Get work experience, shadowing or voluntary work in the field. Practice what you want to do and build up your experience. Your confidence will grow with experience.
- ☐ Keep checking out your picture. Does it still motivate, inspire and excite you? Be prepared to take risks and adapt your plans.
- ☐ Be ready to compromise.
- ☐ Explore as many work environments as possible before you make a longer-term decision.
- ☐ Recognise that we can use our skills in many different roles. If no work roles are suitable, look at using your skills as a friend, learner, volunteer or neighbour.
- ☐ If you struggle with this process think of things you definitely do not want to do – then eliminate them from your job search.
- ☐ Understand how work relates to the bigger picture – do you live to work or work to live?
- ☐ Pick a sector you are absolutely passionate about and identify three people you can talk to.
- ☐ Ask someone else to interview you using the **PROCESS** structure. Sometimes it's easier to talk than write.

‘Most people never find their ideal job; not because it doesn't exist, but because they haven't defined it.’





4

SHOPPING FOR YOUR FUTURE

TIME TO PLAN THE HOLIDAY OF YOUR LIFETIME

STOP!

Just suppose you could go shopping for the life you want. Imagine popping into the travel agent to discuss all the choices and look at the brochures about your ideal life. Most of us devote a lot of time and trouble to choosing and planning our annual breaks. So why not put the same kind of effort into planning your future? After all a holiday only lasts a couple of weeks. But this is going to be the trip of your lifetime!

And as with any trip, it's much easier if you work out your route beforehand. That route will depend on what is important to you eg. how fast you want to get there, where you'd like to stop off on the way and so on. The secret of making the most of your job is to ensure it's leading you towards the life you've always dreamed of. Wherever you see yourself heading, this section will give you the best chance of getting there.

THINK

Planning your holidays can often start with a picture in your mind. You see yourself at your destination, lounging by a pool, sipping a drink, touring a city, walking through the countryside... whatever kind of holiday you enjoy most. The travel brochures are full of such pictures. And this can give you a great way to plan your life.

You just have to try picturing yourself in the future, say five years ahead, leading that life you've always dreamed of. Just imagine it. You are now doing all the things you've always wanted to do. You're achieving more than you ever expected.

You feel truly happy and fulfilled. You're actually living your dream – and more. That's fine, you've just spent the most amazing five years of your life. So now you need to look back over those past five years and imagine the route that brought you here. This will provide you with your route planner to the life you really want.

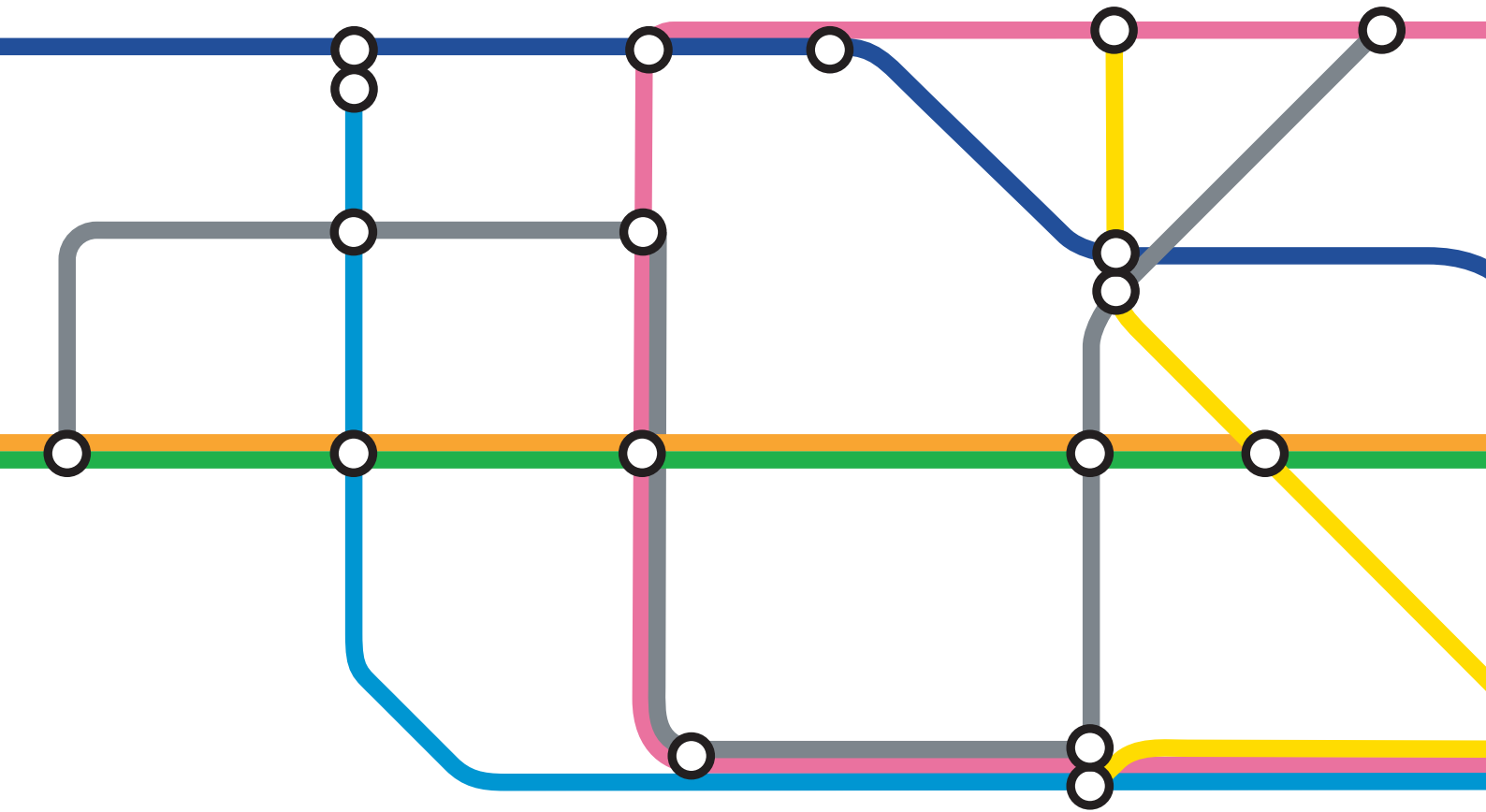
If you don't know where you are going you'll end up someplace else.

YOGI BERRA



PICTURE YOUR DESTINATION

1. Make sure you have your notebook or loose-leaf folder to hand to record your answers.
2. Imagine you've had the most amazing five years of your life.
3. Fill in your answers to the points opposite.
4. Keep the following tips in mind as you map out your route.



Plan for the future because that's where
you're going to spend the rest of your life.

HENRY FORD

WHO ARE YOU WITH?

Do you imagine yourself being alone or with others? Married, single, with a partner? With a family? Describe all the important people around you. What are you celebrating about their lives?

DESCRIBE YOUR IDEAL JOB

You're in your ideal position. Where are you working? Who for? Is it part time, full time, self-employed? What are you doing on an average day?

BE CREATIVE

Make your picture as big, bold and imaginative as possible.

WHAT HAVE YOU ACHIEVED IN THE LAST FIVE YEARS?

These past five years have been incredible. Write down everything (big and small) you've achieved in the different areas of your life – in your working, learning, playing and giving.

YOU'VE HAD AN AMAZING AMOUNT OF FUN. WHAT HAVE YOU BEEN DOING?

You've spent loads of time on the things that really matter to you and you're passionate about. So what are they?

THINK BIG

Let all your dreams come true. Aim for the stars and you'll be amazed how far you go.

YOU'VE MADE A REAL DIFFERENCE. HOW?

What impact have you had on other people? How have you used your unique skills and interests to make a real difference?

YOUR DREAMS HAVE BECOME REAL. HOW?

Write down all the things you dreamed of that have come true in these past five years.

WHERE ARE YOU LIVING?

You're in your ideal home – describe it! Where is it located? What surrounds you?

WHAT ARE YOU LOOKING FORWARD TO?

There's an exciting life ahead of you. What practical steps are you planning and what do you dream of achieving?

YOU HAVE NO REGRETS. WHY?

What are all the things you've done that you've always put off in the past? You've really stretched yourself – but how?

WHAT NEW SKILLS AND EXPERIENCE HAVE YOU GAINED?

List all the subjects, courses, qualifications and experiences you've achieved.

THERE IS REAL MEANING AND PURPOSE IN YOUR LIFE. WHY?

You're involved in things that truly excite you and meet a real need. What are they?

WHAT DOES SUCCESS MEAN TO YOU?

How would you define success over the past five years?



NOW PLAN YOUR ROUTE

Congratulations! You've now created a picture of the destination you're heading for – your ideal life. Now it's time to look back over those amazing five years that have brought you everything you wanted and plan out the route you took.

You can do this by answering three simple questions.

In achieving all my goals, the biggest obstacle I overcame was...

(It wasn't the smallest or medium problem but the most enormous obstacle that you actually overcame. Looking back what was it?)

I overcame this by...

(What did you do? What practical steps did you take?)

The people who helped me were...

(Who really helped and how did they make a difference?)

Congratulations. You've created a route planner to help you reach the future you really want.

It's now time to start using it.

GET SHOPPING!

Below are ten tips to help you picture that life you want and plan out how you're going to achieve it. First put a tick against all those you think you can realistically use (for future reference). Then choose your top tip and add it to your Job Shopping List on the inside back cover.

- ☐ Always keep your eye on the destination you've pictured in life. Is the route you've planned giving you the confidence, capability and contacts to get there?
- ☐ Share your route planner with positive people (friends, family, colleagues) who can help you spot possibilities.
- ☐ If you struggle writing out your route planner, try sketching it out or talk it through on a voice recorder.
- ☐ Make sure the picture of your destination is as big and bold as it can be. Have no regrets.
- ☐ Develop a joint route planner with people closest to you. What can you do together?
- ☐ Re-visit your route planner at least once a year. It may need updating as your ideas change.
- ☐ Focus your energy on the parts of the journey that excite you most. Don't get held up by hours of unfulfilling work if it's no longer fun or rewarding.
- ☐ Use every sort of experience, particularly voluntary work, along the way.
- ☐ Live your own life – don't let other people dictate your route.
- ☐ Be honest with yourself about what really brings happiness, success and meaning in your life and go for it.







Confidence

5

BE CONFIDENT**BELIEVE IN YOURSELF AND
YOU'LL GET WHAT YOU WANT****STOP!**

Stop and take a look in the mirror. What do you see? A confident, outgoing person? Or someone who is knocked back by the first problem that comes along?

Perhaps you fancy a sharp new suit, a piece of jewellery or even a tattoo. But would you have the self-confidence to go into work and make that kind of fashion statement in front of colleagues?

And similarly we can all build our own confidence. Usually the only thing stopping us is ourselves – the key lies in our personal attitude, belief and commitment. Confidence leads to success. It allows you to make the choices and take the steps that lead to that job you'd love. To have the best chance of getting that job you need to be in surroundings that build your confidence.

It's also vital to steer clear of negative people who can drag you down. The exciting thing is that this is in your control – you really can do something about it!

THINK

Thinking about yourself in a positive light may not come easy. So here's a good way to start. Every morning before you even get out of bed just imagine yourself looking in the mirror and giving your confidence a boost. Think of all the great qualities you have and how confident you are going to be today.

Imagine the day ahead of you – who you are seeing, what you are saying and doing and how confidently you will act. Now look carefully through the list of words over the page. Put a circle round all the ones you would use to describe yourself today. Then ask friends to add to the list.

When I believe I can, I
acquire the ability to do
it even if I didn't have it
in the beginning.

MAHATMA GANDHI



happy positive helpful committed
talented friendly flexible kind
approachable willing considerate
intelligent hard working motivator
active able practical enterprising
warm empathetic bright sporty
reflective innovative wise healthy
methodical successful systematic pioneering
independent interesting caring
resourceful attractive passionate
creative analytical energetic
communicative focused driven respectful
diplomatic brave knowledgeable

GET SHOPPING!

Confidence is the key to successful job shopping. You really need to believe in yourself to get the job you want in life. Luckily there are lots of practical ways to build up your self-confidence. And these tips will help.

First put a tick against all those you think you can realistically use (for future reference).

Then choose your top tip and add it to your Job Shopping List on the inside back cover.

10 TIPS TO BOOST YOUR SELF-CONFIDENCE

- ☐ Visualise yourself acting in your new work environment in a positive and confident way – changing what you think about yourself will create a greater level of self-belief.
- ☐ Keep a record of achievements and successes and refer to it when you feel you need it. Collect evidence of your personal impact and development throughout your experiences of work – consider how much more confident you are on your last day compared to your first.
- ☐ Look for positives in what others are saying to you. Don't simply focus on the negatives and overlook all the positive feedback.
- ☐ Learn to look in the mirror and accept that you are as you are and be comfortable with it. Some things can't be changed but you can often find a new way of making the best of yourself by becoming better informed, acquiring new skills, changing unwanted habits etc.
- ☐ Self-belief grows when you're in the right role in life. Use the opportunity your experience offers to take a hard look at your own situation. What can you learn from this and what do you now need to do?
- ☐ Begin to build a positive community around you – don't surround yourself with negative people – find those that are positive, supportive and willing to help.
- ☐ Identify a key role model for yourself amongst the new people you meet. The chances are you already have some of the qualities you admire in that person – so how can you develop these further?
- ☐ Learn to handle rejection or failure when they come along – and learn from them.
- ☐ Try to keep your experiences and problems in perspective. You can do this by putting them in the biggest context possible eg. world famine or global warming.
- ☐ Make a determined effort to see the funny side of life. Laughing – and making others laugh – works wonders for your self-esteem.

Don't be afraid of your negative thoughts. Just know them for what they are – not the truth, just negative thoughts. Give them no house room in consciousness and they will dissolve into what they are – false ideas, false concepts, with nothing to sustain them.

NONA COXHEAD



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£7

6

SHOP
SMARTERDOING YOUR RESEARCH
WILL HELP YOU FIND THAT JOB

STOP!

In today's world we face endless choices when we go shopping. If we're looking for a television, an iPod, a holiday flight or even a car, we usually do some research.

We ask people's opinions, read reviews or check out internet consumer sites. It pays to shop smarter if you want to get the bargains. The same goes for the jobs market. There's a lot of smart things you can do to get ahead of the crowd.

You can:

- Research what a job is really like before you take it
- Discover the best places to shop for the kind of jobs you're looking for
- Learn what the employer will be looking for when you go for a job
- Know how to sell yourself in your CV
- Be ready for the questions you'll face in an interview

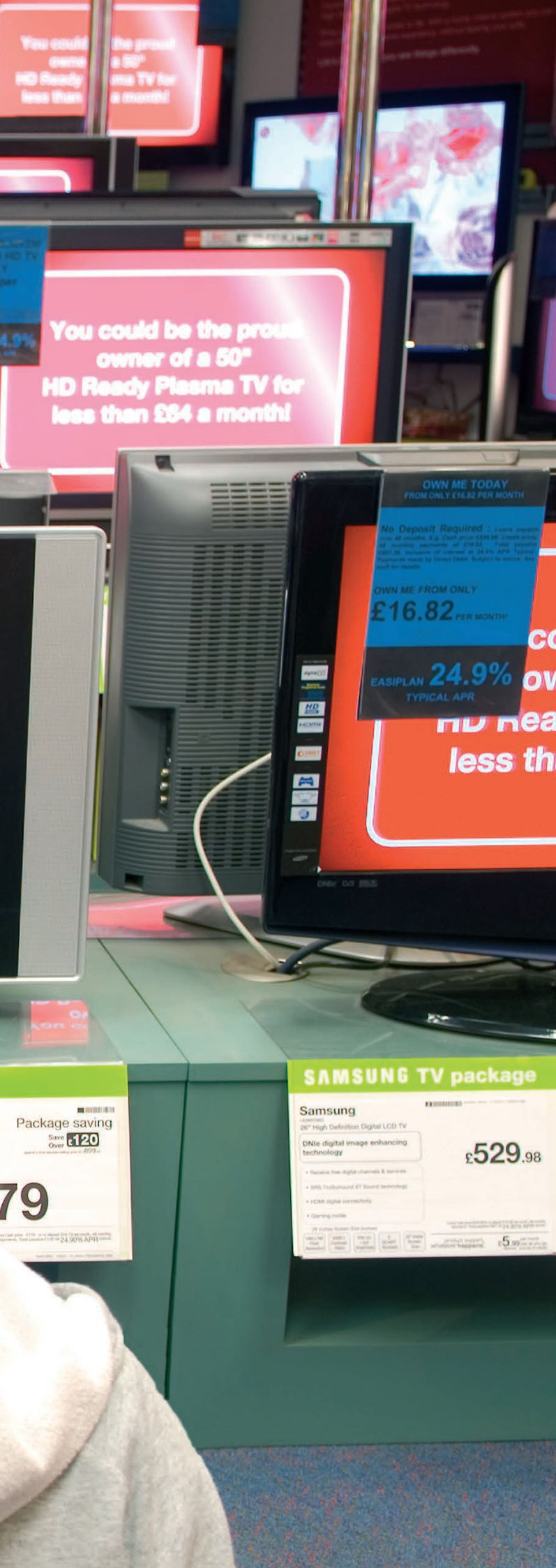
THINK

Overleaf are five great ways to shop smarter.

They will help you look at your job shopping in a new light and discover promising work opportunities in places that most people never think of exploring.

Take a good look at these five ideas and see how they can help you.

‘Explore all the possibilities and focus on the actions you need to take to get the best deal.’



‘Most people spend more time planning a two-week holiday than organising the other 50. It’s worth bearing in mind that finding an ideal job can add five days to your weekend.’

STEP 1

DO YOUR RESEARCH

Find a couple of people working in roles you’d love and ask them the following information interview questions.

This is invaluable to help you decide if you’re looking at the right field. It will provide you with new contacts and evidence of your commitment for use in your covering letter, CV and interviews.

Information interview questions

- > What do you do on a typical day in your job?
- > How did you find this job?
- > What special knowledge, skills or experience did you have or need?
- > Has the work changed recently due to technology, competition etc?
- > Is there a demand for people in this role?
- > What do you like least/most about your job?
- > What opportunities are there for advancement?
- > What parts of this job do you find most satisfying? Most challenging?
- > What personal abilities are needed to succeed?
- > What special advice would you give anyone?
- > What training do companies offer new entrants?
- > What are the professional journals and organisations?

- > Looking at my background what other areas should I research before making a final decision?
- > Can you suggest any other people who love the job they’re in...? When I call him/her, may I use your name?
- > Is there anything else I ought to know?

STEP 2

FIND THE BEST PLACES TO SHOP

You’ll have more chance of finding job vacancies if you’re looking in the right places. You’ll do this if you know how employers go about filling their vacancies.

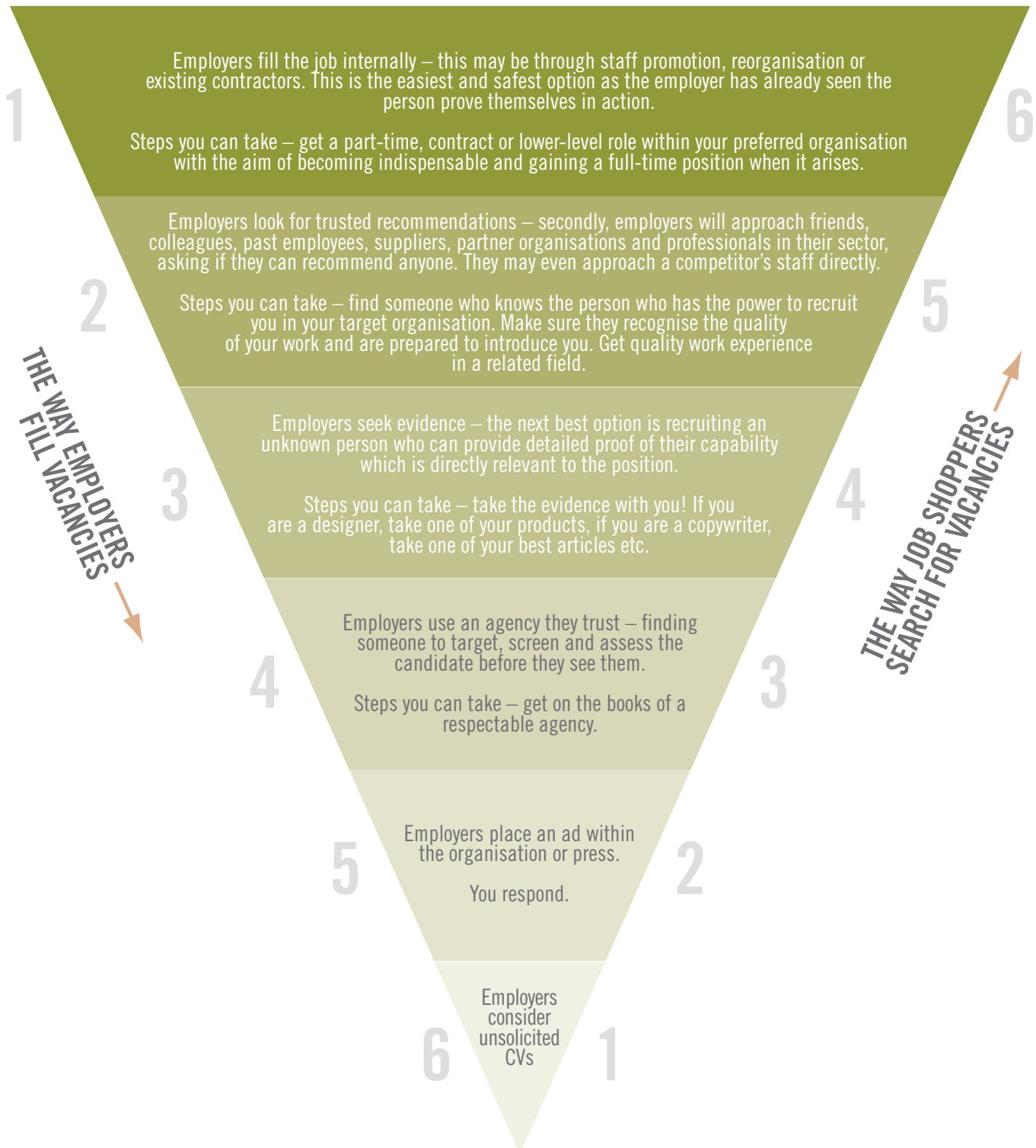
As the diagram opposite shows, it’s the very opposite of the way most people go about applying for jobs.

Save your energy for networking with family, friends and wider contacts and building on your work placement/experiences.

Keep in contact with previous employers too and create positive relationships with both current and past colleagues.



SEE IT FROM THE EMPLOYER'S PERSPECTIVE



STEP 3

KNOW WHAT EMPLOYERS WANT

What do employers want from you? Below is a summary of the skills and qualities they're after. You should use this information from the Association of Graduate Recruiters as a checklist when applying for jobs.

PEOPLE SKILLS

TEAMWORKING	Supportive, facilitator, organised, co-ordinator, deliverer, imaginative, delegator, open-minded
LEADERSHIP	Dynamic, motivator, team-builder, confidence booster, energetic, capable, outward-looking, accountable, visionary
INTERPERSONAL SKILLS	Listener, adviser, counsellor, politically aware, initiator, professional, co-operative, constructive, assertive
CUSTOMER ORIENTATION	Welcoming, friendly, caring, approachable, constructive, accommodating, tactful, diplomatic, tolerant
ORAL COMMUNICATION	Educator, trainer, communicator, presenter, promoter, influencer, humorous, empathetic, telephone skills
FOREIGN LANGUAGE	Specific language skills, cultural awareness, international experience, written and oral expertise, sensitivity

SELF-RELIANCE SKILLS

SELF-AWARENESS/CONFIDENCE	Purposeful, focused, reflective, perceptive, honest, self-belief, objective, realistic, balanced
SELF-PROMOTION SKILLS	Positive, persuasive, pleasant, proactive, persistent, ambitious, opportunistic, promoter
INITIATIVE AND PROACTIVITY	Resourceful, energetic, drive, flexible, self-starter, self-reliant, initiative, self-disciplined
NETWORKING SKILLS	Initiator, trustful, personable, relationship-builder, persistent developer, resourceful, respected
WILLING TO LEARN	Motivated, adaptable, enthusiastic, active, keen learner, inquisitive, continual improver
ACTION PLANNING	Decision-maker, planner, organised, negotiator, responsive, evaluator, forward thinker, target-driven, able to prioritise

GENERALIST SKILLS

PROBLEM-SOLVING	Achiever, successful, results-orientated, project management, creative, practical, logical, astute, agile mind
IT/COMPUTER LITERACY	IT skills, software packages, common sense, task-orientated, progressive, specific, office skills, keyboard skills
FLEXIBILITY	Multi-disciplinary, flexible, versatile, multi-skilled, willing, obliging, mobile, adaptable
NUMERACY SKILLS	Accurate, logical, problem-solver, detailed, methodical, consistent, quick thinker, analytical, thorough
BUSINESS ACUMEN	Competitive, entrepreneurial, enterprising, commercial, foresight, budgeter, risk taker, effective written communication
COMMITMENT	Dedicated, trustworthy, conscientious, reliable, loyal, punctual, knowledgeable, experienced

SPECIALIST SKILLS

COMPANY-SPECIFIC SKILLS	Specialist knowledge, eg. product or market knowledge; specialist skills, eg. IT packages; unique language skills, eg. Chinese; specialist interpersonal skills, eg. public speaker
TECHNICAL SKILLS	Professional, sector-based or functional skills, eg. journalism, research, aerospace engineering, tax accounting, counselling, creative design, economist, human resources, sales, marketing
UNDERSTANDING COMMERCIAL GOALS OF COMPANY	Specialist understanding of an organisation's goals, priorities and future direction (combination of self-reliance, business acumen and people skills)

STEP 4

CHECK YOUR CV

If you have worked hard on researching the jobs market and understanding the skills employers in your field are looking for, it will be a lot easier to put your CV together. The following checklist has been developed to help you:

1. MAKE YOURSELF STAND OUT

You have about 30 seconds to grab the employer's attention so your CV has to promote you as powerfully as possible. It must be targeted to your kind of work and – ideally – customised to each job you're after. Keep your CV up to date and ready for use. There's no set format but make sure you stand out from the rest. Take time and write several drafts if necessary.

2. LOOK AT YOUR SKILLS

Start your CV by listing your prime skills. Link them to the job and explain how you have used them in particular situations.

Include lots of details plus any evidence that demonstrates those skills. Keep this list separately too – it's your skills portfolio. Keep reviewing and improving it right through your career.

3. FIND OUT WHAT THEY NEED

After steps one and two you have a good idea of what employers are looking for. Now find out as much as you can from the company itself and its website as well as from business journals, the agency or anyone you know with contacts (competitors, clients, suppliers). Note any qualifications or specific skills or experience the employer wants.

If a qualification is important (eg. in the medical profession), it will usually say so. But unless this is an essential, don't be put off. You could still be stronger than another applicant.

4. SHOW WHY YOU'RE RIGHT FOR THE JOB

Make sure you show how your skills match what the employer wants.

Compare the job description with your skills portfolio and ask yourself:

- > What key features of my CV will make me really stand out?
- > What would this employer be trying to find in my CV?
- > What format or style will make most impact?

5. MAKE IT EYE-CATCHING

You need visual impact to be marketable so choose good quality A4 paper and envelopes and keep it to two pages at the most.

Use a sensible type-size of 10-12 point, ensure headings are consistent in size and avoid fancy typefaces. Use bold text and/or capital letters to highlight key information.

6. STRUCTURE IT CLEARLY

Key sections should include:

- > Personal details – keep them simple and brief
- > Personal profile – a powerful businesslike statement in the third-person
- > Summarise exactly what you offer this employer in three or four lines
- > Key skills – ideally grouped under headings in the order listed in the job advert
- > Employment history – highlight major achievements in each role and avoid puzzling gaps
- > Professional qualifications – include qualifying dates and any necessary explanation
- > Education and qualifications – highlight the level if relevant
- > Hobbies and interests/achievements – this gives employers a real flavour of who you are so include sports and leisure interests plus any voluntary work
- > References supplied on request – usually your current and previous employer

7. MAKE EVERY WORD COUNT!

Your CV can create a vital first impression and win you that all-important interview. So your words need to make the right impact and help you stand out.

- > Spend time – don't expect your first draft to be a winner
- > Make it flow – ensure there are no gaps or repetition
- > Don't ramble – you can go into more detail at the interview
- > Check spelling – just one error could land your application in the bin!
- > Be positive

8. ADD A COVERING LETTER

You can send your CV by post, by hand or electronically but in all cases it needs a covering letter to create an immediate first impression.

This is also a second chance to sell you beyond the CV itself. Refer to the role advertised to show this is a unique application directed personally to a named individual (not Sir or Madam).

Remember to call and check your application has been received safely – this will put your mind at rest and make contact with the employer.

9. GET FEEDBACK

If you gained an interview, your hard work has paid off and your preparations will make the interview much easier. If not, the next step is to get feedback for your next application.

Don't be afraid to call the company – the effort will pay off.

Looking at the feedback, ask yourself if there are areas that you can improve or any gaps that you can fill. Start thinking of ways you can fill any gaps or try a different format next time.

10. STAY MOTIVATED

Remember that rejection is an inevitable part of the journey to finding your ideal job.

Don't give up – and be realistic. There are many reasons for not getting an interview. It may not be your CV – just an overwhelming response to the advert.

Ask yourself honestly what could have been done differently. Keep trying and learn from the experience. In time this process will become second nature to you.

STEP 5

HAVE YOUR ANSWERS READY

Here are some of the most frequently asked interview questions to practice your answers to:

‘Tell me about yourself’

Employers are looking for a quick snapshot of you (both your background and your personality) and how well you sell yourself and your capabilities. Don’t ramble on.

‘Why did you apply for the job?’

This looks at your levels of motivation and commitment. Make sure you research thoroughly what the job entails. State the benefits you feel you will gain and reinforce the benefits you can offer. Say why you want this job – not why you are leaving your present one.

‘Tell me what you do in your spare time?’

This has a double purpose. To make sure that you have a fully-rounded personality – and ensure your hobbies won’t interfere with your job. Go over your outside interests quickly, highlighting any job relevance and outlining the skills you have developed through them.

‘When have you been involved in teams?’

Employers want a team player – so give examples of your role within teams (eg. creative, promoter, developer, organiser, producer, inspector, maintainer, adviser). Underline what you learned and how it has made you more effective in a team. Link your answers directly to the job you’re after – check if they’re looking for a creative, resourceful team member, a detail-orientated person who will see tasks through or a positive team leader.

‘What are your main strengths and weaknesses?’

This revolves around self-awareness. Again, link your strengths to the particular job. Employers want someone who knows what they are good at and where they need to improve. Everybody has weaknesses but employers want to know what you are doing to improve. Choose positive weaknesses and turn them into strengths, eg. ‘I’m a bit of a perfectionist, – but that’s good for quality’. ‘My financial skills aren’t as sharp as I’d like – but I’m attending a bookkeeping night class.’

‘Why should we employ you?’

What skills could add value to the company? Make brief but telling comparisons between the job description and your ability to meet their needs. State briefly what you can offer and back up anything you say with facts.

‘What has been your biggest achievement?’

This reveals what motivates you and what matters to you (family, work, education or leisure?) Choose something that makes you stand out and involves positive characteristics, eg. you developed determination, strength of character.

‘What have you learned from your past work experiences?’

This focuses on skills developed in previous jobs (holiday, part-time, full-time). Think about those jobs. Did you have any responsibility? Pull out the positive elements and focus on benefits to the employer.

‘When did you last work under pressure or deal with conflict – and how did you cope?’

This is aimed at discovering if you can deal with problems quickly and efficiently – and confront a situation if you become frustrated. The best technique is to think of an example and explain how the situation arose – then say how you dealt with it. If asked directly if anything made you annoyed or frustrated, be truthful but avoid appearing negative.

‘What is the biggest problem/dilemma you have ever faced?’

Try to choose something that will show you in a positive light. How did you get over it? What did you learn? This will not only show how you cope under stress but also your decision-making ability and strength of character.

‘What other career opportunities are you looking at?’

This will illustrate how well you have researched and thought through your chosen career area. It will also show an employer how much you really want the job. If you just list a long series of unrelated career options, it will cast doubt on your motivation.

‘Where would you like to be in five or ten years time?’

Again, if you have a clear idea, it will show your commitment and vision. If you do have some insight into where you are heading, think of some of the functions and responsibilities you would hope to have.

‘When have you had to...?’

Employers want real-life evidence that clearly demonstrates you have particular skills. Draw up a list of key skills required for the position (found by dissecting the job ad, job description and personal specification) and highlight at least two situations or achievements that prove you have each skill. Practise talking through each example and present a concise, hard-hitting case. Avoid waffle and keep it sharp.

‘What would you do in... situation?’

Situational questions are used to test your overall style and approach. Carefully prepare by listing all the roles you’ll potentially undertake in the new position and think up awkward questions yourself.

‘So sell me this product.’

Role-play questions really make you think on your feet. Once again, do your homework. Be prepared to demonstrate your skills in action.

‘What salary do you expect?’

Work out a salary range you consider reasonable – job ads in the national and local press will give you an idea. Don’t undersell (or oversell) yourself. Give a range to indicate you’re prepared to negotiate.

‘How competent are you at...?’

Many employers now like to assess candidates using scoring grids with a work-based framework. This makes it important to quote practical examples showing your level of competence.

‘Are you pregnant/gay/etc?’

Yes it’s an outrageous question – but always be on the alert for it. It may be designed to shock you and assess your reactions. It may equally reflect the fact that some employers lack formal training in interview techniques and fall back on crude stereotypes. Whatever the reason, it’s vital not to lose your cool – just write it off to ignorance.

‘You haven’t been much of a success so far, have you?’

The aggressive approach may also throw you. The reasons could be the same but this time it is more likely to be a deliberate attempt to unnerve you. Again, keep your composure – it’s probably the reaction they are looking for.

‘Do you have any questions?’

Always expect this one – so prepare a list. Include a few probing questions to show you’ve done your research. Don’t be afraid to write them down and take them to the interview with you.

WHEN TO TALK ABOUT SALARY?

Use your judgement here – never bring the subject up too soon. Your main priority is to promote yourself as the most suitable candidate in order to place you in a strong negotiating position. But be clear in your mind what you really want in terms of money as well as experience.

SEEKING FEEDBACK

At the end of the interview seek permission (in a positive way) to ask for feedback at a later date. This provides you with a valuable ‘hook’ for future contact and ensures you leave the door open even if you’re rejected.



GET SHOPPING!

The best way to get employers to hear you is to get other people to promote you.

Third-party feedback is the most successful form of self promotion and it's the way so many jobs get filled. So when you're out there shopping for a job, the following ten top tips will help you do this.

First put a tick against all those you think you can realistically use (for future reference).

Then choose your top tip and add it to your Job Shopping List on the inside back cover.

- ☐ What one step (from 1-5 on previous pages) are you going to take to promote yourself?
- ☐ Always ask an organisation for a reference before you leave (it's often hard to get an accurate one months later).

- ☐ Ask if your boss is willing to refer you or promote your ability to other departments, suppliers or distributors.
- ☐ When something goes really well for a client ask for a letter of endorsement.
- ☐ Build up a portfolio of personal references from respected people you've worked with.
- ☐ Keep a record of positive feedback and achievements across all aspects of your life.
- ☐ Share the picture you've created of your ideal job with as many positive people as possible. The more people who know what you're looking for, the luckier you'll get.
- ☐ Be crystal clear on the three things you can offer employers and use your grapevine to pass on the message. Use your family, friends, friends of family

and family of friends – it's an endless network of luck.

- ☐ If you can't get relevant experience, use voluntary work as a stepping stone. Then make sure you get evidence of your contributions from one of the organisation's leaders.
- ☐ Build strong relationships with 'champions' who know and respect you and are happy to promote your strengths to others. These may include tutors, previous employers, clients and friends of parents and friends.



7

BUILD YOUR BAND

WE ALL NEED A LITTLE HELP FROM OUR FRIENDS

STOP!

Are you trying to go it alone? Perhaps you do have the talent, vision and energy to get what you want in life. But you'll be lucky to make it without help. For instance if your dream is to become a musician, going shopping for a guitar would just be the start.

To make it in the world of music you need other people to help. And whatever career you personally are interested in, you'll find that is just as true.

Wherever we're hoping to go in life, we all need our own 'group'. Other people are vital to give us guidance, encouragement and feedback.

And without that backing you end up as a one-man band. Going it alone may spread your energy too thinly. When the going gets tough, you may well lack stamina and lose momentum. It's not just a core of people with similar passions and purpose that you need, but a wider support community.

This includes managers to give direction, promoters to put you in the right place at the right time, support crew to provide a stage for you to perform on, producers to open up wider networks – plus a growing fan base to keep you going emotionally and financially. After all, even The Beatles needed 'a little help from their friends'!

THINK

Think about the goals you wish to achieve – either now or in that ideal job you're heading towards. Now answer the questions below to help you identify your support group – the band members who can help you achieve this goal.

When answering each question:

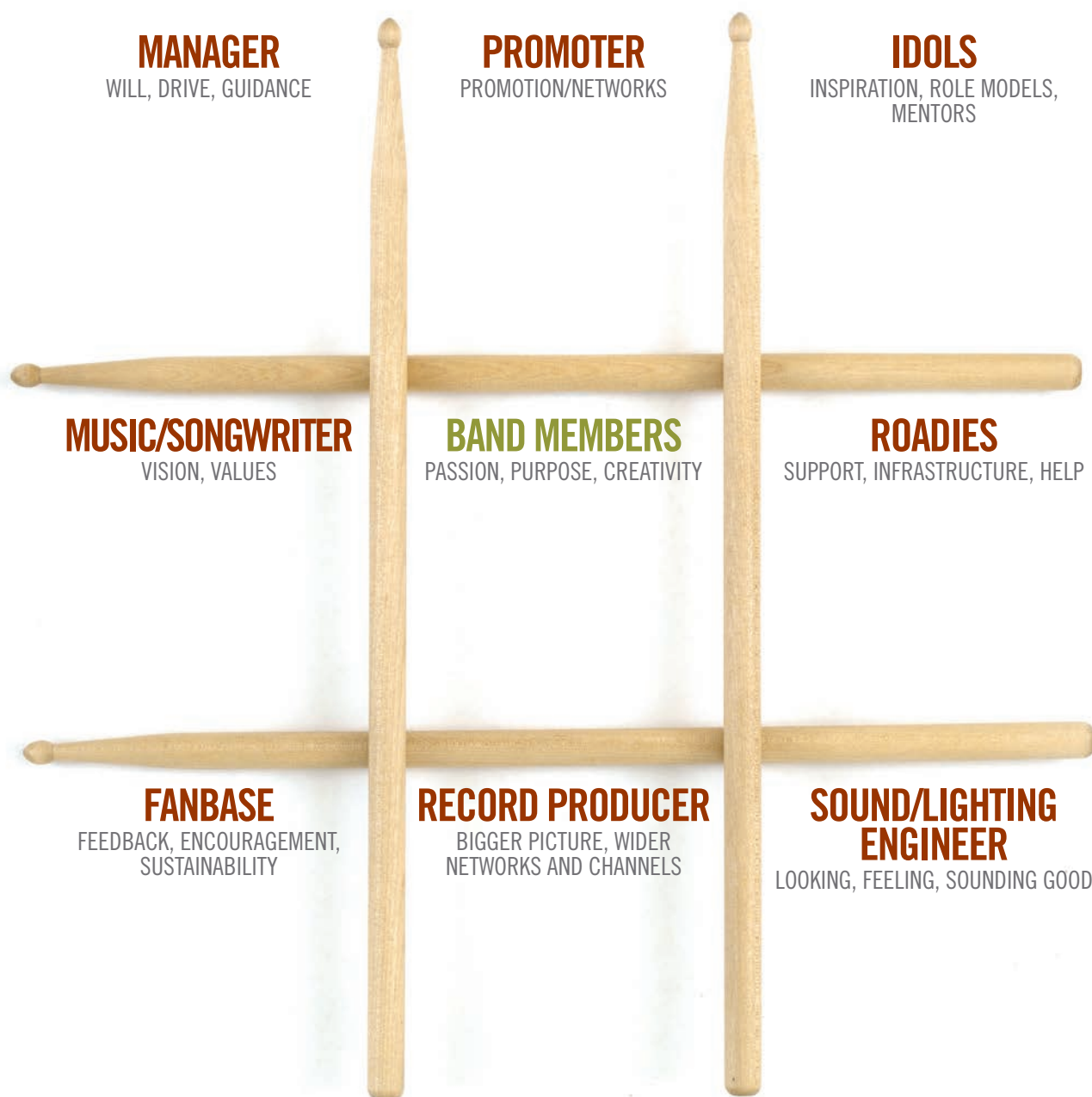
Think of everybody you've known throughout your life – whether in your working, learning, playing and giving.

Think of everybody they know eg. friends of friends, colleagues' friends, parents etc.

Think of people you don't yet know but would love to meet and add them to the list.

Under each title in the diagram overleaf is a space for you to write the names of people who can fill those roles in your own life.



**BAND MEMBERS**

Who are the key members of your band – the drummers and bass guitar players who give your life its tempo and rhythm? Which vocalists provide a lead, who else fills in with the keyboards, backs you up and helps drive you forward?

MUSIC/SONGWRITER

Who can help you develop the 'words and music' to describe the life you want and adapt them as your future unfolds?

MANAGER

Who gives you the will, drive and guidance to achieve your goals? Who cheers you up – or gives you a kick up the backside – when needed?

PROMOTER

Who can get you in the right place at the right time? Who has the best knowledge of your fan base? Who can champion you and sell your achievements? Who are the best networkers you can learn from?

IDOLS

Who are the people who've reached where you want to be in life? Which role models and mentors really inspire you?

ROADIES

Who does the spadework that ensures things happen for you? Who carries you through the ups and downs of life? Who provides the security and says 'no' to other peoples' agendas? Who do you take for granted?

SOUND/LIGHTING ENGINEER

Who mixes what you have to sell in the best way possible? Who helps you pitch at the right level? Who makes you sound, feel and look good?

RECORD PRODUCER

Who do you know who sees the bigger picture and spots winners? Who can spread your talents across wider networks and channels? Who can generate sustainable income for you?

FAN BASE

Whose positive support, encouragement and feedback can keep you going? Who can you talk to about the future needs of your fan base? Who provides financial and emotional sustainability?

GET SHOPPING!

Now you know where to find the backing you need, it's time to get your band playing to your tune. Here are the top ten tips to build your group and make it work for you. Remember that you may need to bring in 'guest musicians' over time as your priorities change.

First put a tick against all those tips you think you can realistically use (for future reference). Then choose your top tip and add it to your Job Shopping List on the inside back cover.

☐ JAM WITH FRIENDS.

Find your core band members – people with similar passions and interests you could work on together – and practice with them. Talk about your ideas with friends, family, colleagues, neighbours, friends' parents, and friends of friends, anybody you respect or who has expertise or influence in your field. The more people looking and listening for possibilities the better.

☐ GET THE RIGHT GROUPIES.

Hang around positive people who give you energy. Spend too much time with negative people and you become one yourself. Only a handful of people will really listen to you and take an interest in your well-being so treasure those who love and labour for you. Remember that building your support group is a two-way process – everybody has the same needs for support so try giving as much or more than you are getting. Revive old relationships and thank people who have helped you.

☐ BE A SUPPORT ACT.

Volunteer to help someone you admire. Use every opportunity to hang

out with people you respect and can learn from. Start in safe environments by helping out friends, then volunteer for some work experience and try then to spend more time with people in your ideal role. Build up slowly and be prepared for the long haul.

☐ GET RID OF THOSE NEGATIVE TRACKS.

We all have dreary old tracks playing in our heads – "I can't do that, I'm not confident enough; I'm too old, fat, thin, small, tall etc." It gets even worse when we think of approaching other people – "They'll say no, laugh at me or think I'm stupid." The truth is anybody worth spending time with will be willing to help you out in some small way. So change the tune to "I can, they will, we'll do..."

☐ LISTEN TO YOUR FAVOURITE ARTISTS.

Carry out information interviews with people in roles you'd love to be in. Ask them to tell their story of the ups and downs of their journey, possibilities they see in the future and who else they suggest you speak to.

☐ PRACTICE COVER VERSIONS.

Try copying the style of successful networkers. Where do they hang out? What do they sound like? Rehearse, rehearse, rehearse before going live – plan out which people you need to talk to, prepare the questions you need to ask and always be ready to improvise.

☐ HIRE A RECORDING STUDIO.

Find safe environments where you can demonstrate your skills but gain critical feedback (from the 'sound engineers and producers') before going live. You could take on voluntary work, ask critical friends for feedback, check your CV with people in the know, get a mock interview and rehearse information interviews with friends.

☐ GET A GIG.

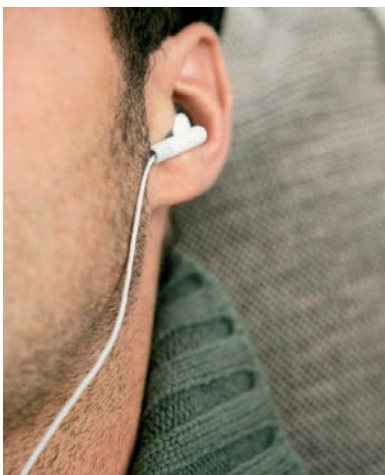
Go for an early win with a small challenge or project which brings together a group of like-minded people. Try organising a party, trip out or team sporting event, anything that involves building relationships – every successful band started in a small club. Treat strangers as potential new friends and put yourself in places where you can meet new people.

☐ PERFORM ON A BIGGER STAGE.

The biggest risk is not setting high targets and missing but setting low ones and reaching them. Keep playing back your successful tracks – ie. review your successes and aim even higher. Avoid being a one-hit-wonder and think in terms of a successful album. Think of all the things you'd love to do in life and ask the people who can help. Think big. If you want an information interview, ask the MD – if they are not free they'll probably find a colleague.

☐ KEEP PLAYING YOUR FAVOURITE TRACKS.

Remain true to yourself and your ideals. Re-check your vision and be honest about what really matters to you. Are you living your own life or someone else's expectations of you? Have you really shared your dreams with your core band members in the past three months? Are you working actively together towards joint goals? Do you have the right life support group around you?





8

GET VALUE FOR MONEY

THOSE FIRST WEEKS IN A NEW JOB CAN SHOW IF YOU'VE SHOPPED WISELY

STOP!

We all want to get good value from our shopping. Whether it's a new jacket or a new CD, the first few weeks will soon show if we've made the right choices.

Starting a new job is not so different. From your first day you need to ask yourself some vital questions: Do you have the opportunity to use your skills and meet your priorities for your ideal job? Does this role get you closer to your picture of where you want to be?

Will it allow you to grow and develop your capabilities and confidence further?

With a job though, it's not just about you getting good value. You need to look at things through your employer's eyes. Is the company getting value out of the investment it's made in YOU?

THINK

During the first few weeks think about your work as a career partnership between yourself and your employer. The secret is to get the right balance between what each of you can supply and what each of you demands. That gives a win-win situation for both partners.

To discover if you're getting a win-win, review your performance in one month's time and then try answering the questions on the next page.

'I found this really useful in making me face head on the challenge of managing my career and the importance of planning ahead rather than going with the flow.'

IS IT A WIN-WIN FOR ME?



- Have I managed to get an ‘early win’ – a small piece of work that is enabling me to use the skills I’m good at and love using?
- What bits of my new role do I enjoy most and how can I negotiate or volunteer to do more of them?
- Which people can I learn most from and how can I spend more time with them?
- Does my employer share the same values as me? If not, what is this telling me about longer-term decisions?
- What have I learned about making money, gaining recognition, developing employability skills and managing my performance in the first few weeks? How can I apply this learning in the future?

...and is it a win-win for my boss?

To get a true win/win career partnership you also need to step into the shoes of your employer and consider if they are getting what they need from you.

Try answering the following questions from their point of view:

- What contribution is X making to our business and priorities?
- What do they know about the six main components of our business?

DEVELOPING STRATEGICALLY
GENERATING BUSINESS
CONTRIBUTION TO THE WIDER COMMUNITY
VALUING PEOPLE
MAXIMISING RESOURCES
CREATING PRODUCTS AND SERVICES

- What have they shown and done to prove that they understand our financial pressures?
- Do they understand the strengths/weaknesses/opportunities and threats to our business?
- How far have they integrated into our team and made a positive impression?

GET SHOPPING!

A group of recent graduates provided some valuable feedback on how to make the most of your first job opportunity.

Their ideas can help you in your initial weeks so try to adopt the ten habits below and use them daily. First put a tick against all those you think you can realistically use (for future reference).

Then choose your top tip and add it to your Job Shopping List on the inside back cover.

- ☐ Be yourself. Be confident in your own skills – don’t be afraid to offer your views in a constructive way.
- ☐ Talk to people. Tell them you’re new and don’t know where people are located etc. They will be friendly and helpful.
- ☐ Always show willing even for tasks you might not usually undertake. Offer to do things if you are not busy.
- ☐ Listen to any advice and guidance offered – as a newcomer you may not even know the basic stuff.
- ☐ Don’t be afraid to ask. Staff may assume you know or forget to explain what is routine to them.
- ☐ Take plenty of notes for reference. This is vital as you will have lots of new things/procedures/people to remember.
- ☐ Plan the route to work the week before and if possible try a practice run to time the journey and spot possible problems. Being late your first day/week can make a lasting bad impression.
- ☐ Don’t panic. Even if at first things seem different and not as you expected, they’re bound to improve.
- ☐ Whilst everything will be new at first, try not to feel overwhelmed by the amount of work to do. It will soon become second nature.
- ☐ Welcome and encourage constructive feedback.
- ☐ Keep thinking ahead. Don’t just focus on today but look six/twelve months ahead – what will you be doing then?

A man who does not smile should not open a shop.

CHINESE PROVERB





9

BUILD ON YOUR INVESTMENT

JOB SHOPPING IS JUST THE START OF THE PROCESS

STOP!

At some point in your life you may think about buying a house or flat. This will probably be the biggest financial investment you'll ever make.

But shopping for that first home is not the end of the process. For many people it's just the start. That home needs looking after. You need to take care of it, make improvements – or even extend it. Even start thinking about moving up in the property market.

Being successful with your job shopping is not the end of the process either. The previous section has already shown you how to use those first few weeks in your new job to check you're getting good value and achieving a win-win with your employer.

As you settle in further, you need to keep looking around to spot fresh opportunities for development. You may see ways of improving or extending your role. And you need to think how this job can help you take the next step up the employment ladder.

THINK

Think about the ten ways you can help your career develop (overleaf).

These ideas will help you take a close look at how far your new job is letting you express yourself and how much scope it offers to help you move towards the career and life you really want.

Check each idea in turn and consider which ones you need to act on. Now pinpoint any gaps and identify actions you need to take.

'Don't be afraid to fail or move job roles. Even mistakes are a learning experience.'



TEN WAYS

TO BUILD ON YOUR INVESTMENT

1. GIVE YOURSELF SCOPE

Are you in the kind of job where there's potential to develop your career?

CHECK:

Are you able to use the skills you love using and are good at? Is it in a sector you feel passionate about? Does it allow you to work with people and in a place that brings you fun and energy.

2. KNOW WHERE YOU'RE GOING

Are your values strongly aligned with your employer's. Or are they miles apart?

CHECK:

Does your role allow you to put your values into practice? Are you clear on what your employer really values? Are you spending quality time and energy working on things both you and your organisation truly value.

3. POSITION YOURSELF FOR OPPORTUNITIES

Are you positioning yourself for opportunities to develop your job role?

CHECK:

Share. *Are you sharing your ideas and thoughts to make bottom-line improvements, provide practical solutions, create new possibilities or make simple savings?*

Understand. *Have you used the knowledge gained in the first few weeks to understand the purpose, people, priorities, power and politics of your organisation?*

Nurture. *Have you helped others to grow by volunteering to take on some of their routine tasks (potential areas for development for you) and free them up to make a greater impact themselves?*

4. GET THE RIGHT ATTITUDE

Do you see challenges and setbacks as potential disasters? Or do you view them as vital for growth?

Reflection. *Do you keep a log of all your experiences, good and bad?*

Attitude. *Do you have the right ABC (attitude, belief, commitment) to grow your job?*

Initiative. *Are you being proactive enough at providing solutions not problems?*

Newness. *Are you being innovative in your ideas and contributions?*

5. GIVE YOUR IDEAS A CHANCE

Have you found a suitable place – and the right people – to help your ideas and projects develop?

CHECK:

Have you created a safe early win, a discrete piece of work with achievable deadlines that can demonstrate your capability? Have you identified positive people to help you bounce ideas around, gain feedback and give encouragement? Have you predicted the winds of change in your organisation (competition, technology, downsizing, changing customer needs) and planned how to turn them to your advantage?

6. HAVE FUN

Are you enjoying yourself, making an impact and growing in your role?

CHECK:

Do you look for new challenges when bored (or sit there feeling sorry for yourself)? Is your work still fun? What are you doing to make it even more enjoyable? Can you do anything differently to make more impact?

7. STICK WITH POSITIVE PEOPLE

Is your self-confidence growing or are you letting negative people get to you?

CHECK:

Have you identified the negative types in your organisation and developed strategies to deal with them? Do you surround yourself with positive people? Do you have strategies to deal

with negative feedback, criticism and issues around poor performance?

8. FIND ROOM TO STRETCH YOURSELF

Do you have room to grow or do you feel constrained?

CHECK:

Have you really stretched yourself (or stayed in your comfort zone)? Are you in the right place? Are you clear on the type of organisation, role, working conditions and location that will make you fulfilled and productive?

9. BUILD YOUR SUPPORT NETWORK

Do you have a good support network in place?

CHECK:

Are you making the most of your network (colleagues, fellow students, friends, family, work and social contacts)? Have you created your own team to guide, encourage, and motivate you to realise your potential? Do you have a mentor or coach to learn from (ideally someone in a position you'd love to be in the future).

10. BEAT THOSE BAD HABITS

Are you developing to your full potential or just getting nowhere?

CHECK:

Are you curing unhealthy habits such as cynicism and lack of confidence? Have you identified – and dropped any roles that demotivate you? Can you benefit from good advice to help your career develop?



GET SHOPPING!

To ensure your career continues to develop and mature, you must keep working at it.

Never leave this to chance or to other people.

Below are ten top ways you can do this.

First put a tick against all those tips you think you can realistically use (for future reference).

Then choose your top tip and add it to your JobShopping List on the inside back cover.

You need to:

- ☐ Identify the areas for development on the adjacent page and act on them now.

- ☐ Talk to your line manager and see what they really expect and value in you.
- ☐ Look for sideways moves – secondments or projects you can volunteer for.
- ☐ Identify people in your organisation who can act as mentors to help you develop your role.
- ☐ Ask for a performance review to check you're adding value.
- ☐ Create your own informal team to advise and encourage you.
- ☐ Find a project you can be accountable

for and set clear targets to provide evidence that demonstrates your own success.

- ☐ Find out how key decisions are made, who knows the most about your organisation, who is most respected, who holds the authority as well as who pays the bills.
- ☐ Always be open to possibilities – customers, suppliers, colleagues and distributors are all potential future employers.
- ☐ Consider starting your own business.



10

BE BRAVE

PUT SOME EXCITEMENT INTO YOUR SHOPPING

STOP!

You now know what it takes to succeed in your job shopping. But there's one more thing that will help you get what you want.

You need to be brave. If you really want that ideal job you've pictured for yourself, you have to go for it.

That may mean stepping out of your comfort zone and taking up new challenges. The biggest mistake in job shopping can be following the crowd.

It's time to stop settling for those safe old clothes because you're afraid to try anything new. Or hanging around in the same old aisles stuck with a trolley full of stuff you never really wanted. If you carry on doing the same old things, you'll get the same old result. It's now time to be brave and do things differently.

THINK

Spend five or ten minutes thinking of ways you can be braver in your job shopping. Don't be afraid to come up with ideas that will take you out of that familiar comfort zone.

Try to find new challenges and avoid shopping in the old familiar places.

**'Creative people
always take two
steps into the dark.
It's the always, not
the two steps, that's
important.'**





GET SHOPPING!

Below are ten ideas to get you started on a brave new approach to your job shopping. First put a tick against all those tips you think you can realistically use (for future reference). Then choose your top tip and add it to your Job Shopping List on the inside back cover.

You need to:

- ☐ **CHEER UP THE SHOP ASSISTANT.**
Create your own luck by talking to as many people as possible, even if it's to ask for help. Practice with people who are paid to be nice back to you!
- ☐ **DON'T DODGE THE CHARITY BOX.**
Sometimes you need to give to receive. Gain some voluntary experience in your local community such as hospital radio or befriending adults with learning disabilities.
- ☐ **LET SOMEONE GO IN FRONT OF YOU.**
Don't rush, take your time and keep smiling. You never know who you could be standing next to. Never make an enemy on your way up – you could meet them on the way down.
- ☐ **CHANGE THE MOOD MUSIC.**
Improve your background music by bringing in fresh, practical ideas and energy. Better still delete those negative tracks playing inside your head.
- ☐ **OFFER SOME BONUSES YOURSELF.**
Volunteer your time, skills and talents where they are needed most. Look for secondments, new projects and areas of expansion. Free up your manager's time by taking on some of their tasks.
- ☐ **EXPLORE ALL THE SHELVES.**
Don't get loaded down with other people's expectations – search the shelves for what is really right for you.
- ☐ **TRY SOME NEW SHOPS.**
Break out of your set routines and be adventurous. Try starting your job shopping somewhere different – eg. by focusing on work you think is interesting but have never really researched.
- ☐ **WATCH OTHER SHOPPERS.**
Always keep an eye on what other people are shopping for. Learn from role models. Look out for people with similar interests you can work or partner with.
- ☐ **DON'T OVERLOOK THE SMALLER STORES.**
You don't just have to shop with the crowd in the big stores – you'll find lots of job possibilities in smaller businesses.
- ☐ **CHECK IT OUT AT THE TILL.**
Take a final look when you reach the till – have you really made the right choices? Always be ready to put things back if you're not truly committed.

YOUR JOB SHOPPING LIST

Here is your final Job Shopping List. You should now have filled in the top tips you've identified as you worked your way through this guide.

Shopping for a job – and the life you want, is an ongoing process so make sure you refer to the list on a regular basis. It will remind you of the kind of work and approach you need to achieve the life you really want.

You'll also find it helpful to check back to the various Get Shopping sections and recall the other top tips you've identified to help you. You ideally need to work your way through all ten tips to achieve your full potential. But don't worry. Just take on what you can manage – you can always go back and have another go later.

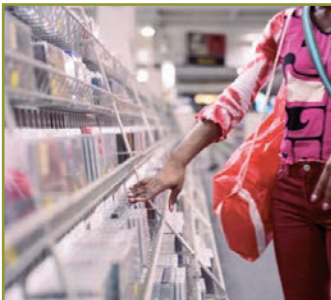
HAPPY SHOPPING!



I'm going to get lucky with my job shopping by...



I'll focus on the skills I love using by...



The first step that will take me to the kind of job I've pictured is...



The best way of reaching the future I've planned is...



I'll boost my confidence by...



I'll shop smarter by...



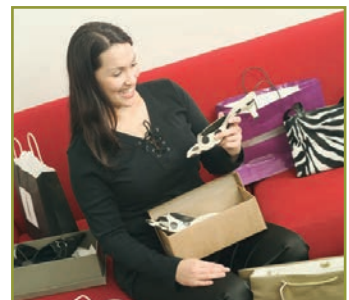
I'll build my supporting band by...



I'll make sure I get value for money by...



I'll build on my investment by...



The first brave step I'll take is...



JOBSHOPPING

FINDING THE RIGHT JOB IS A BIT LIKE SHOPPING...

The secret of success is knowing just what you want and exactly where to find it. But that's never easy, especially when you are just setting off on your career. In your shopping you'll be facing lots of choices – not just about your work but about partners, friends, where to live... everything that shapes your personal world. This guide will pinpoint the ten things you need to know to make the right choices as you set about shopping for the job – and life – you really want.

Written by Dr Peter Hawkins and Helen Wakefield.