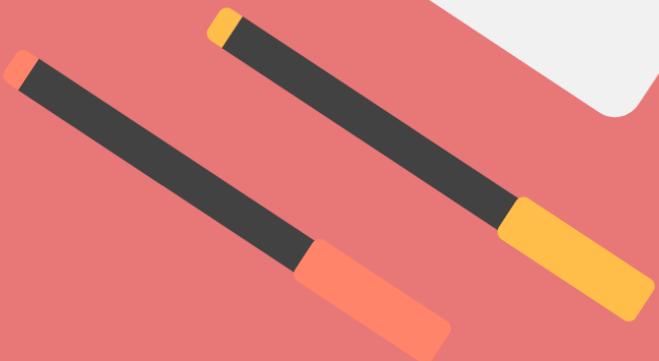




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PRESENTS

# A FOREIGNER'S GUIDE TO FINDING WORK IN THE UK

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# Welcome

Welcome to being a part of unprecedented history. You have decided to move continents! Hundreds and thousands of people are entering the United Kingdom for a variety of reasons. If they can do it, so can you!

You may be feeling anxiety, sadness, moments of inspiration, excitement, or optimism. These are all normal ebbs and flows of the human experience. Based on Maslow's hierarchy of needs, anything that affects your most basic primal needs is bound to be hugely stressful. Perhaps you are looking for a job in the United Kingdom that offers a Tier 2 Visa; perhaps you are fortunate enough to have ties to the UK that allow you to enter the country – but you would like the comfort of having work before you leave home soil. Or, perhaps you have taken the leap (as I did!) and jumped on a flight, and now find yourself in England, looking for work. This resource is for YOU!

Please join our group [South Africans entering the UK requiring career advice & support](#), to network with like-minded expats, and gain tips and leads for employment (and more!).

## **How to use this guide.**

We have curated all our expertise into this handy little resource for YOUR benefit! Pay attention to the following symbols:



### **\*\*\*Top Tip\*\*\***

*We give you nuggets of gold in terms of tips!*

### **Did you know?**

*Things that are not publicised, or that you'll only learn through experience.*

### **Industry secret**

*Exactly that... information you may not be privy to if you are not in the recruitment or Organisational Psychology field in the United Kingdom.*

### **Example**

*An example demonstrating the message we'd like to communicate.*

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**Disclaimer:** Please keep in mind that all the information provided below is based on opinion as well as the author's personal and professional experience. Any advice given should be verified by immigration specialists. We cannot accept any liability on any decisions based on the below information.

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# 1. Get your CV in the UK format

You have a plethora of items on your to do list. However, one of the critical tasks is getting your CV in tip top shape, and in the UK format.

*PS: You may be receiving this resource as a value-added gift from the Holistan team if you booked your Personal Branding Package with us. If we have compiled your CV, feel free to skip ahead! If not, consider the below information if you'll be doing your CV on your own. BUT! If you are interested in our packages, please check out: <https://www.holistan.com/cvs-personal-branding-and-more.html>*

In accordance with International Best Practice, the UK format is fairly simple. It contains:

- Your basic information (Name, contact details and location)
- A professional summary
- Key highlights (not mandatory)
- Your career summary
- Your education and relevant training
- List of core skills and / or competencies (not mandatory)
- No more than 2 pages
- No references listed
- No photograph!

Let's unpack this further...

## Your basic information

In South Africa, we are accustomed to listing everything from our ID number to our marital status, how many children we have and even the state of our health!

This is a big no-go zone in England. In the spirit of equality, the UK doesn't want access to this information attached to your CV. In some instances, however, you may be asked to complete screening questions that may ask you sometimes invasive questions, such as your religion, your sexual orientation and your race. Again, when this happens, it's purely to ensure that fairness is exercised in terms of attracting the right profile of person.



### ***Did you know?***

*In some instances, you may even be asked to remove your name and surname from your CV! Some employers are going as far as possible to prevent ANY unintentional bias in the recruitment process. Perhaps if your name sounds "nice" or familiar to the recruiter (or perhaps they just unconsciously like your name) you may experience positive yet unfair discrimination!*

Another interesting item to discuss is your location listed on your CV.



**\*\*\*Top Tip\*\*\***

*Use a UK Address on your CV, and consider doing the same for your LinkedIn Location.*

If you have a friend or family member residing in the United Kingdom, it will help you leaps and bounds to “borrow” their address until you are in the UK, and have your own address.



**Industry Secret**

*You will most probably get better traction from recruiters if your CV and LinkedIn reflect a UK address.*

When your CV is parsed (jargon for “uploaded”) into a recruiter’s database, there are a number of items they need (you’ll find job boards work the same way): Your name, where you live, your postcode, an email address, your phone number, so on and so forth. If you don’t provide all these items, your CV needs to be uploaded by a consultant, which obviously takes time. There is also the risk that your CV never gets tended to.

If a recruiter’s client needs a candidate, that person will then run a search on their system to see who is available in terms of vicinity, and then if they meet the critical requirements from a skills / education (likely both) perspective. If you have an address in England, it simply gives you the opportunity to be considered as your name will pop up when a position you are aligned to is being searched.



**\*\*\*Top Tip\*\*\***

*By no means pretend that you are in London!*

If you’re fortunate enough to land a screening call (may be online or via a phone call), you can then have a conversation with the recruiter. It’s far more difficult to say no to a person than it is to a CV, so this is a real opportunity to connect with the person on the other side of the line.

It’s important that you offer your recruiter assurance backed by evidence that you are serious about making the move to the United Kingdom. Their reputation is on the line if they present you to their client, and it falls through.



**\*\*\*Top Tips\*\*\***

*You can start creating a paper-trail of evidence to demonstrate “proof” of your intention to move to the UK.*

Proof of intention to emigrate includes the following:

- Your travel is booked (including accommodation)
- You have applied for schooling for your child/ren already
- You have all your immigration paperwork in order, and can tell them that you have the right to work (if you are not applying for a Work Visa) OR
- You have all the documents required if you require a Work Visa



**\*\*\*Top Tip\*\*\***

*Cultivate a healthy relationship with your recruiter. How? Check out our article: <https://www.holistan.com/blog/your-relationship-with-the-recruiter>*

The other reason for asking a friend or family member to “borrow” their address is for a far more practical reason...



**Did you know?**

*Without an address, it's difficult to open up a bank account. And without a bank account, it's near impossible to get an address (lease)!*

#ViciousCycle

*What happens if you do not have a friend or family member in the UK?*

There are two options here. You can either do your research or **narrow down the area you think you'd be likely to settle in** (this does not need to be cast in stone)! Once you have an area in your mind, Google the postcode of that area. The UK is big on using your postcode for everything. And remember! You don't need to put a house number or street name on your CV; just the area and postcode will suffice.

The second option is to **rent a virtual address**. A lot of businesses do this (internationally in fact). In England, even businesses that operate from home do not want their home address being available in the public domain, as it will become available on Google (virtually forever!) if the business is registered in the UK. Thus, businesses choose to rent a virtual address at a nominal cost (as low as £7 a month) so that this legitimate address is reflected in their company registration records. Some subscriptions even allow one's post to be received at the address, and then scanned and emailed to your inbox (or posted at an additional cost). This is hugely helpful because the UK is not completely paperless, and A LOT of important documents will be mailed to you.

Simply Google “virtual addresses for rent in the UK” and you’ll see just how many options there are.

## *What about a UK phone number?*

It's also not a bad idea to have a UK number reflected on your CV. You can simply order a sim card online and have it delivered to a friend in the UK, and ask them to post this to you in South Africa.

You can look at [Giff Gaff](#), as you can purchase airtime without signing up for a contract.



### **\*\*\*Top Tip\*\*\***

*Get a second mobile phone (a cheapie will do!) and keep your sim card in there. In that way, if you do get any calls to your UK number, you can answer them in South Africa!*

## **A professional summary**

This is a short summary that encapsulates your professional history, in a few short sentences. It should demonstrate your areas of expertise, your skills and perhaps what you are looking for. It can be presented as a summary, or as bullet points.



*An example of a REAL candidate's profile is below (personal information removed):*

*Confident, dynamic, entrepreneurial professional with a solid background in acting as strategic partner, supporting ambitious business leaders in achieving outstanding levels of performance through periods of significant change and growth. Competent and comfortable working in fast moving environments, with a palate for ambiguity and complexity, working with cross-functional teams and providing strategic direction. Areas of expertise include combining psychological and behavioural insights and accredited on a range of psychometric tools, alongside: designing and delivering assessment solutions, best practice in talent assessments, applying technology to deliver solutions whilst providing excellent client and candidate experience, problem solving, strategic planning, business strategy, team leadership, management consulting, communications, negotiations, operations, value-add, stakeholder engagement, process improvements, innovation and marketing. Inclination working in fast moving, dynamic environment.*

## Key highlights

This is an opportunity to really showcase your greatest achievements. Have you been selected to complete an Executive Development Programme? Did you create a new process in the business which saved money? Have you won any awards?

Key highlights don't even have to be concrete achievements. Perhaps there is simply something you are proud of in your career, such as mentoring and coaching a peer, or being invited to share your thoughts as a guest blogger on a website.



### \*\*\*Top Tip\*\*\*

*The key is to make anything you have done that you are proud of SOUND like incredible achievements.*



*See below examples of a REAL candidate (personal information omitted).*

- Portfolio of work available at [www.janedoe.com](http://www.janedoe.com).
- Redesigned systems and processes, moving the business from a brick-and-mortar organisation to a full suite of online services and solutions presented during the 2020 Corona Virus Pandemic and lockdown.
- Thought leader in the realm of psychology, mental health, coaching, and psychometrics, invited to appear on mainstream media platforms (television, radio and online forums).
- Valued decision-maker relied upon for recommendations on selection of talent ranging from middle management to C-suite professionals, working across Africa and Australia (for small businesses to blue-chip companies).
- Sought after coach, with a track record of mentoring and coaching numerous high-level professionals.
- In 2016 published the book “XYZ...”
- In same year, developed two Qualifications (RQF 2) on New Venture Development for Adult Learning purposes.

## Your career summary

Your career summary should start with your current role, and then work its way backwards. Your current role should have the most meat and detail, and as you progress, the roles should become more and more summarised.

Remember! You only have a maximum of about 1,5 pages to work with when it comes to your roles and responsibilities. If you have a mature career history, you need to LITERALLY summarise your prior roles as the title, organisation and date. DO NOT fall into the trap of trying to squeeze in too much detail by

- 1) Going over two pages or
- 2) Making the font so tiny that the CV becomes impractical to read



*Here is an example of a REAL candidate's career history (of course, sensitive information has been removed).*

### Professional Experience

**Jan 2015 – present:** Company X  
**Consultant & Coach**

**General Manager, Senior Assessment**

*Founder of Company X, a consultancy focusing on the integrative, fair, scientific manner of assessing individuals for the purpose of selection and development. Company X utilises the science of psychology in various domains, with a focus on B2B and B2C solutions.*

- Executed business growth and development in actively engaging in reviewing feedback to support client journey and sales process, identifying new sales opportunities and performance improvement.
- Pioneered multiple solutions in consulting role, designing specific, bespoke solutions to meet clients' needs, supporting business performance and organisational development within tight deadlines.
- Improved client's achievement of strategic goals in selecting talent by developing unique solutions to problems, increasing average Return on Employment by 34,4 to 5,2 months.
- Partnered with clients in applying robust diagnostic practices, identifying gap between current and desired state.
- Accountability demonstrated when implementing numerous end-to-end process solutions, including design, development, delivery and measurement of a high impact learning journey.
- Conceptualised new assessments, techniques, products, and workshop material.

- Grew business footprint across country, creating a solid brand, capitalizing on various technologies and channels.
- Created content marketing strategy aligned to content for various platforms such as webinars, articles, blogs, media, and monthly newsletter, including some 3000 subscribers.
- Championed PR and Marketing strategies through media engagement and content development.
- Generated consistent organic growth of brand through social media for Facebook, Twitter, Instagram, LinkedIn, YouTube.
- Facilitated the candidate experience, analysing talent, scoring data, writing psychological reports, and presenting findings.
- Executed large scale projects, including simulations and 360s nationally and internationally.
- Guided school leavers with career assessments and feedback.
- Consistently booked for executive coaching for professionals across industries (finance, automotive, construction, IT, Marketing, Aviation, Hospitality, etc.).
- Created personal branding solutions for individuals, with 100% client satisfaction.
- Influenced, mentored and coached Psychology professionals, and facilitating workshops around the country.
- Track-record of superior performance in business development, negotiating and influencing decision makers, resulting in a portfolio of clients including: [Discovery](#), [Clockwork Media](#), [Rustenburg Municipality](#), [Ricoh South Africa](#), [Demographica](#), [Hospitality Property Fund](#), [BARSA \(Board of Airline Representatives in South Africa\)](#), [FastJet](#), [CTC \(Colliery Training College\)](#), [Dipula](#), [Grant Thornton](#), [Houghton Muslim Academy](#), [Ontarget Interiors](#), [Barloworld](#), and [South African Tourism](#) etc.
- Excellent leadership track-record demonstrated by managing associates across South Africa.
- Championed all immersions/simulations for assessment leader, Company Y, for their clients across Africa.
  - Impressive portfolio having assessed some 3500 candidates to date, contributing to the business's revenue.
  - Valued associate relied upon for report writing and 360s, as well as training Consultants and Psychologists.
- Backing Company ABC PTY Ltd with assessment needs, particularly their client, Murray and Roberts across Africa and Australia.

**Aug 2014 – Dec 2014: Company Y Consultant**

**Department Manager & Assessment**

*Devising psychometric assessments and therapeutic solutions for clients.*

**May 2011 – Jul 2014: Company Z**

**Radio Station Manager**

*Management of a national radio station for Pick n Pay (JSE Listed) including 200+ stores. Expanded radio feed into Zambia. Portfolio included overseeing 2 direct reports, Marketing/ PR, Sales, Business development, Stakeholder management, and general operations.*

**Apr 2009 – Apr 2011: Company A**

**Assessment Consultant**

*Completed internship, including evaluating 5-10 candidates daily, writing reports, and advising clients. Marketed the business, trained 4 members of staff, engaged in research, and conducted basic IT support. In 2011, promoted to running assessment department for Gauteng and Cape Town offices.*

### **Your education and relevant training**

Many clients here at Holistan have expressed embarrassment that they do not possess tertiary qualifications. There is NO SHAME in this! In fact, there are many schools of thought that value experience over qualifications. Of course, some roles will demand a specific qualification, so always pay attention to the “critical requirements” which should outline what education is required.

From a CV perspective, keep it brief and to the point. DO NOT list every certificate or workshop you have ever attended (only if it is really related to the job at hand).



#### ***Example:***

*Here is an example of a REAL candidate's education:*

### **Education & Training**

- **2010 BPsych in Psychometry (University of South Africa)**
- **2009 BA Hons Psych (University of South Africa) – RQF 6 / SCQF Level 10 / CQFW Level 6 equivalent**
- **2007 BA Psych (University of Johannesburg) – RQF Level 6 / SCQF Level 9 / CQFW Level 6 equivalent**
- **2003 Senior Certificate (South Africa) – RQF Level 3 / SCQF Level 6 / CQFW Level 3 (GCSE Math & English equivalent)**

*\*\*\*Naric Certificate available upon request*



**\*\*\*Top Tip\*\*\***

*Convert your qualifications and research the formal bodies you need to be a part of to work in your industry.*

If you are going to get a **UK NARIC equivalent**, it can be expensive but well worth it!

You may want to double check with your recruiter before you arrive in the United Kingdom to find out if you need a NARIC Certificate or not.

*Our advice?*

Err to the side of caution and rather get one done.

You will need at least a copy of your original academic transcripts and marks for the entire course you did. All information is provided on the NARIC website here: [www.naric.org.uk](http://www.naric.org.uk).



*On the next page is an example of a REAL NARIC CERTIFICATE (sensitive information has been omitted).*



## National Recognition Information Centre for the United Kingdom

SUFFOLK HOUSE, 68-70 SUFFOLK ROAD, CHELTENHAM GL50 2ED. HEAD OF UK NARIC: DR CLOUD BAI-YUN

Services for individuals: t: +44 (0) 871 330 7033 f: +44 (0) 871 330 7005 [www.naric.org.uk](http://www.naric.org.uk)

(Calls cost 11p per minute plus your phone company's access charge)

## Statement of comparability

For qualification holder:

UK NARIC reference:

Qualifications report page 1 of 1

**Employers and institutions:** you can verify this document is genuine by visiting [www.naric.org.uk/verification](http://www.naric.org.uk/verification)

**Qualification title:** Honours Bachelor of Arts (Psychology)  
**Country of award:** South Africa  
**Year:** 2009  
**Awarded by:** University of South Africa (UNISA)

**Comparison**

**UK Framework levels:** RQF Level 6 / SCQF Level 10 / CQFW Level 6  
**Comparable UK qualifications:** Bachelor (Honours) degree

\*\*\*\*\*

**Qualification title:** Bachelor of Arts (Psychology)  
**Country of award:** South Africa  
**Year:** 2008  
**Awarded by:** University of Johannesburg

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**Comparison**

**UK Framework levels:** RQF Level 6 / SCQF Level 9 / CQFW Level 6  
**Comparable UK qualifications:** Bachelor (Ordinary) degree

\*\*\*\*\*

**Qualification title:** Senior Certificate  
**Country of award:** South Africa  
**Year:** 2003  
**Awarded by:** General and Further Education and Training Quality Assurance Council

**Comparison**

**UK Framework levels:** RQF Level 3 / SCQF Level 6 / CQFW Level 3  
**Comparable UK qualifications:** GCE Advanced Subsidiary (AS) level / Scottish Higher

**Additional comparison information:** Every individual Standard Grade subject passed may be considered comparable to GCSE grades A\*-C, provided marks of A-C have been obtained. Marks of A-E obtained in Higher Grade subjects may also be considered comparable to at least GCSE (grade A\*-C).

**GCSE Maths equivalent:**   
**GCSE English equivalent:**

REPORT END \*\*\*\*\*

DATE OF REPORT ISSUE: 16 NOVEMBER 2020

Please note that the year listed may denote the year in which the qualification was completed or the year in which the qualification was conferred to the holder. The date of conferral is usually confirmed on the final certificate and is when the awarding body formally acknowledges that a student has graduated from the course in question and completed all the established requirements.



**\*\*\*Top Tip\*\*\***

*Research if you need to apply to be a member of a certain Regulatory Body in the UK.*

The scope for this resource does not allow for the detail with regards to the various formal Registration Bodies there are in the United Kingdom. However, if you are part of a formal organisation in South Africa, start researching which body you should potentially join in the UK as soon as possible.

For example, if you are registered as a Psychometrist with the **Health Professions Council in South Africa (HPCSA)**, you may be confused to whether or not you should join the **Health and Care Professions Council (HCPC)** or the **British Psychology Society (BPS)** or both.

These memberships are costly, so again, whatever professional you may be – an accountant, lawyer, Human Resources practitioner, etc. – do some Googling. Some employers will not consider you without the respective registration.

**No photograph needed**

When it comes to your CV for the UK market, it's best to leave off the photograph. Remember that you do have the opportunity (and are in fact ENCOURAGED) to have a photograph on your LinkedIn profile.

More on this later!

**List of core skills and / or competencies**

Although not mandatory, you may want to include a list of your hard and soft skills in your CV.



*See the example below of a REAL candidate's listed soft and hard skills.*

**Psychological Competencies**

- Strong Strategic Capability
- High EQ

- Innovative
- Astute problem solver
- Excellent interpersonal skills
- Driven
- Logical thinker
- Proven leadership capability
- Entrepreneurial

### **Technical Expertise & Hard Skills**

- MailChimp
- SEO
- Voice over recording
- Weebly, Wix, Wordpress Website builders
- Copywriting (Advertising)
- Digital Media Marketing
- Canva
- ClickBank
- Skilled orator / presenter / communicator

### **No more than 2 pages**

As tempting as it may be, absolutely DO NOT go over two pages when it comes to your CV.

All the extra detail you may be proud to share can be put into your LinkedIn Profile, or you can even consider having a personal website created (check out our offering on [www.holistan.com](http://www.holistan.com)).

### **No references listed**

There is method behind this tactic. You want to give enough information on your CV to entice the recruiter or hiring manager to contact you by leaving *off* some information. And this information includes your references.

It's far more difficult to say no to a human, than it is to a piece of paper. A call from the recruiter is exactly what you want – because you then have an 'in'!

When it comes to your references, select professionals you have actually worked with in each job role you have held (some recruiters will request this specifically). Obviously, select peers you know will give you an outstanding reference. Moreover, get their permission before putting their names forward to the recruiter!

### **Now let's see what the CV example from above looks like in its entirety.**

We've shown you segments of what the CV should look like, but here are all the pieces of the pie married together as a whole.

## Professional Profile

Confident, dynamic, entrepreneurial professional with a solid background in acting as strategic partner, supporting ambitious business leaders in achieving outstanding levels of performance through periods of significant change and growth. Competent and comfortable working in fast moving environments, with a palate for ambiguity and complexity, working with cross-functional teams and providing strategic direction. Areas of expertise include combining psychological and behavioural insights and accredited on a range of psychometric tools, alongside: designing and delivering assessment solutions, best practice in talent assessments, applying technology to deliver solutions whilst providing excellent client and candidate experience, problem solving, strategic planning, business strategy, team leadership, management consulting, communications, negotiations, operations, value-add, stakeholder engagement, process improvements, innovation and marketing. Inclination working in fast moving, dynamic environment.

## Key Highlights

- Portfolio of work available at [www.janedoe.com](http://www.janedoe.com).
- Redesigned systems and processes, moving the business from a brick and mortar organisation, to a full suite of online services and solutions presented during the 2020 Corona Virus Pandemic and lockdown.
- Thought leader in the realm of psychology, mental health, coaching, and psychometrics, invited to appear on mainstream media platforms (television, radio and online forums).
- Valued decision-maker relied upon for recommendations on selection of talent ranging from middle management to C-suite professionals, working across Africa and Australia (for small businesses to blue-chip companies).
- Sought after coach, with a track record of mentoring and coaching numerous high-level professionals.
- In 2016 published the book "XYZ..."
- In same year, developed two Qualifications (RQF 2) on New Venture Development for Adult Learning purposes.

## Professional Experience

**Jan 2015 – present: Company X****General Manager, Senior Assessment Consultant & Coach**

*Founder of Company X, a consultancy focusing on the integrative, fair, scientific manner of assessing individuals for the purpose of selection and development. Company X utilises the science of psychology in various domains, with a focus on B2B and B2C solutions.*

- Executed business growth and development in actively engaging in reviewing feedback to support client journey and sales process, identifying new sales opportunities and performance improvement.
- Pioneered multiple solutions in consulting role, designing specific, bespoke solutions to meet clients' needs, supporting business performance and organisational development within tight deadlines.
- Improved client's achievement of strategic goals in selecting talent by developing unique solutions to problems, increasing average Return on Employment by 34,4 to 5,2 months.
- Partnered with clients in applying robust diagnostic practices, identifying gap between current and desired state.
- Accountability demonstrated when implementing numerous end-to-end process solutions, including design, development, delivery and measurement of a high impact learning journey.
- Conceptualised new assessments, techniques, products, and workshop material.
- Grew business footprint across country, creating a solid brand, capitalizing on various technologies and channels.
- Created content marketing strategy aligned to content for various platforms such as webinars, articles, blogs, media, and monthly newsletter, including some 3000 subscribers.
- Championed PR and Marketing strategies through media engagement and content development.
- Generated consistent organic growth of brand through social media for Facebook, Twitter, Instagram, LinkedIn, YouTube.
- Facilitated the candidate experience, analysing talent, scoring data, writing psychological reports, and presenting findings.
- Executed large scale projects, including simulations and 360s nationally and internationally.
- Guided school leavers with career assessments and feedback.
- Consistently booked for executive coaching for professionals across industries (finance, automotive, construction, IT, Marketing, Aviation, Hospitality, etc.).
- Created personal branding solutions for individuals, with 100% client satisfaction.
- Influenced, mentored and coached Psychology professionals, and facilitating workshops around the country.

- Track-record of superior performance in business development, negotiating and influencing decision makers, resulting in a portfolio of clients including: [Discovery](#), [Clockwork Media](#), [Rustenburg Municipality](#), [Ricoh South Africa](#), [Demographica](#), [Hospitality Property Fund](#), [BARSA \(Board of Airline Representatives in South Africa\)](#), [FastJet](#), [CTC \(Colliery Training College\)](#), [Dipula](#), [Grant Thornton](#), [Houghton Muslim Academy](#), [Ontarget Interiors](#), [Barloworld](#), and [South African Tourism](#) etc.
- Excellent leadership track-record demonstrated by managing associates across South Africa.
- Championed all immersions/simulations for assessment leader, Company Y, for their clients across Africa.
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  - Valued associate relied upon for report writing and 360s, as well as training Consultants and Psychologists.
- Backing Company ABC PTY Ltd with assessment needs, particularly their client, Murray and Roberts across Africa and Australia.

#### **Aug 2014 – Dec 2014: Company Y**

#### **Department Manager & Assessment Consultant**

*Devising psychometric assessments and therapeutic solutions for clients.*

#### **May 2011 – Jul 2014: Company Z**

#### **Radio Station Manager**

*Management of a national radio station for Pick n Pay (JSE Listed) including 200+ stores. Expanded radio feed into Zambia. Portfolio included overseeing 2 direct reports, Marketing/ PR, Sales, Business development, Stakeholder management, and general operations.*

#### **Apr 2009 – Apr 2011: Company A**

#### **Assessment Consultant**

*Completed internship, including evaluating 5-10 candidates daily, writing reports, and advising clients. Marketed the business, trained 4 members of staff, engaged in research, and conducted basic IT support. In 2011, promoted to running assessment department for Gauteng and Cape Town offices.*

#### **June 2007 – March 2009: Company B**

#### **Radio Presenter**

#### **Jan 2004 – Dec 2004: Gap year in UK**

#### **Bartender**

#### **Education \*NARIC Statement of Comparability available upon request**

- **2010** BPsych in Psychometry (University of South Africa)
- **2009** BA Hons Psych (University of South Africa) – RQF 6 / SCQF Level 10 / CQFW Level 6 equivalent
- **2007** BA Psych (University of Johannesburg) – RQF Level 6 / SCQF Level 9 / CQFW Level 6 equivalent
- **2003** Senior Certificate (South Africa) – RQF Level 3 / SCQF Level 6 / CQFW Level 3 (GCSE Math & English equivalent)

#### **Psychological Competencies**

Strong Strategic Capability Astute problem solver	High EQ Excellent interpersonal skills	Innovative & Flexible Proven leadership skills	Entrepreneurial Driven
------------------------------------------------------	-------------------------------------------	---------------------------------------------------	---------------------------

#### **Technical Expertise & Hard Skills**

MailChimp Weebly, Wix, Wordpress Website builders Canva	SEO Copywriting (Advertising) ClickBank	Microsoft Office (Excel, Word & PP) Digital Media Marketing Skilled orator / presenter / communicator
---------------------------------------------------------------	-----------------------------------------------	-------------------------------------------------------------------------------------------------------------

#### **Accreditations**

<a href="#">RQTU</a>	Occupational Personality and Ability Test User as of 2021   Membership 000000
<a href="#">BPS</a>	Graduate Member as of 2021   Membership 000000
<a href="#">HPCSA</a>	Registered Psychometrist (Independent/Private Practice) as of 2010   Membership PMT000000
<a href="#">Cognadev</a>	Cognitive Process Profile, Values Orientation, Motivational Profile, Learning Orientation Index
<a href="#">SHL</a>	Occupational Personality Questionnaire, Verify Ability Assessments
<a href="#">JVR</a>	Campbell Interest & Skill Survey
<a href="#">M&amp;M Initiatives</a>	Learning Potential Computerised Adaptive Test
<a href="#">PsyTech</a>	15FQ+, Critical Reasoning Test Battery2, General Reasoning Test Battery2, Occupational Personality Profile
<a href="#">De Villiers, Bester &amp; Ass</a>	ShadowMatch (*Certified ShadowMatch Coach)

## 2. Top Tips to apply to your CV

Right! Now that we've covered the actual structure of the CV, let's consider our TOP TIPS when it comes to this all important document.



### \*\*\*Top Tip 1\*\*\*

*Make sure your CV passes through the bots!!*

#### Robot Friendly

Applicant Tracking Software (ATS) is not nearly as scary as it sounds. In fact, in our humble opinion, many software programmes lack sophisticated intuition – at least right now.

ATS is simply a feature that recruiters or hiring managers use to support them in screening CVs. Having to field through HUNDREDS of CVs, ATS is integrated into the application stage to ensure that only CVs that match the job description (JD) will be put forward for perusal.

The reason I say that some programmes are not too sophisticated is because at times, ATS will throw out a CV that does not reflect the EXACT KEYWORDS of the job description.

For example, if the JD required “detail-orientated approach to work” but you have listed yourself as being an “analytical thinker”, the system will not pick up this keyword (or competency, in organisational psychology language).

Theoretically, you could copy and paste the job description into your CV and get put forward for a job you have no idea about!

Of course, we don't recommend a simple copy and paste approach when applying for work. This is because once it reaches the hiring manager (who may have even written the JD!), your integrity will be called into question having regurgitated a JD as a CV.

In terms of performance, there are multiple variables at play. However, you need to aim for “passing” ATS with at least an 80% score (and this varies, from recruiter to recruiter).

In other words, your CV should demonstrate at least an 80% match to the JD. If you can pass through this, you will either:

- Be screened by a recruiter via telephone call, to ascertain if you are the right calibre of candidate for the role
- Or go straight into the assessment phase, receiving a link to complete assessments online (and if you meet the profile of desired candidate, you'll then be contacted by a human)

Lots of automation happens in the United Kingdom – far more than in South Africa. Be prepared for almost the entire recruitment process to be automated. You WILL get TONS of rejection emails, and that's normal. It may sound challenging, but remember to remind yourself that those emails are from computer bots that are literally programmed to respond to algorithms. Do not let those emails negatively affect yours sense of self-worth.



#### \*\*\*Top Tip 2\*\*\*

*Your writing, spelling and grammar needs to be IMPECCABLE in every single document you send to a recruiter or prospective employer.*

### Check, re-check, then check again

Get a friend or family member to read your CV, and then YOU read your CV out loud to ensure it is 100% faultless. *Print your CV, and read it out loud. You'll be surprised what you pick up on from reading your CV from a hard copy!*



#### \*\*\*Top Tip 3\*\*\*

*Paint a great picture of your capabilities, but ensure that it's not an illusion you're creating.*

### Do not lie

This sounds like such an obvious item to raise. You don't need me preaching to you about why you should not lie on your CV.

HOWEVER, if you are wanting to pass through ATS, you'll need to aim to reflect at least 80% of the requirements of the JD to pass through to the next phase.

You're likely to not possess ALL the skills or requirements – and that's fine, as long as you express the keyword cleverly.

For example, if you don't have any experience in managing people but it is a requirement in the JD, reflect the keyword (let's say in this instance its "Leadership" in the JD). You could then list under your skills or competency as "Leadership Capability" or "Leadership Potential". The bot will pick up this key word and you'll be credited for it.

You could then substantiate this in the screening process by demonstrating proof of your leadership capability, like being part of the Body Corporate if you stay in a complex, your leadership role in your church, or any leadership course you are completing.

The rule of thumb is that you should always be able to demonstrate some sort of evidence or proof for the keyword you have listed on your CV.

### Saving your CV

This is an oversight that is really important. Don't simply save your CV as "Marzenna Almendro - CV" because this format does not demonstrate what your experience is. You WANT the recruiter to know what your speciality is without even having to open up your CV document. A lot of recruiters simply run a search in their records, or email inbox. Rather save your CV with the title of the job you are applying for, such as "Marzenna Almendro - CV Talent Acquisition Manager" or "Marzenna Almendro - CV Assessment Consultant".



#### \*\*\*Top Tip 4\*\*\*

*Don't save your CV with a generic title!*

### 3. The Holistan Methodology

Here at Holistan, we have been compiling **Professional CVs** for a good number of years now. We continuously research **international best practice**, observe the **emerging patterns** in business, and pay attention to what **professionals are saying**.

It's the cultivation of not only our expertise around **Organisational Psychology**, but our expertise on the front line. Below we are sharing with you our magical approach that yields excellent returns!

You may be wondering why we would share our most prized IP?

Firstly, we started a movement some time ago, called *#DoingGoodIsGoodBusiness*. In other words, at the core of our values as a business is to support the broader community. If we support 10 people, we are likely to get 1 booking from that, which enables us to do more of what we love! Becoming a Psychology Professional usually demonstrates an inherent desire to uplift and support others; and these are the values our team possesses.

Secondly, our approach is not easily duplicated. It really is an art form, which you'll find out in just a moment.

$$Q + F + V + B + P + D = \text{SUCCESS!}$$

#### 1. Quantify

Utilising numbers and metrics, we create impact. In other words, did your achievements save time for your company? Increase revenue? Mitigate risks?

It may be tricky, but quantifying your responsibilities as far as possible is POWERFUL!

#### 2. Formula

$$\text{APP} = * \text{Action word} + ** \text{Psychological competency} + *** \text{Proof.}$$

We eradicate passive language, and replace this with **action language** - all the while utilising **psychological competencies** which are applicable to you (through the demonstration of **proof**).

*For example:*

**Passive language:** "Prepared contracts with vendors"

**\*Action language:** "Slashed payroll/benefits administration costs by 30% through negotiating pricing and fees, whilst ensuring the continuation and enhancements of services"

**\*\*The psychological competencies we utilise are derived from the Universal Competency Framework (UCF) which is accepted internationally. More info available here: <http://www.shl.com/en/c/united-kingdom/universal-competency-framework/>**

**\*\*\*Proof** is quite simply the evidence contained in your current CV (or gathered during a session if you choose to book coaching with us)

### 3. Visual presentation & organisation

The appearance of your CV needs to scream "high potential". Remember your CV is your marketing tool. It's the first impression a potential employer has of you.

If you're going to do your CV on your own, steer clear of any fancy CV templates. Even the free templates provided by Microsoft Word are a no go.

The reason is that ATS may struggle to scan tricky templates, AND if your hiring manager prefers screening CVs by printing them out, your CV may end up with the formatting looking a righteous mess!



#### \*\*\*Top Tip\*\*\*

*Do NOT send a PDF document...more on this in just a moment.*

### 4. Brevity

The CV cannot and should not be longer than two pages. The most detail should be provided for your current and possibly previous roles. If you have extensive experience, the rest of your career history should just be a summary of your roles at the respective organisations.

### 5. Pronouns removed

Remove all language where you write about yourself. For example, "I was responsible for XYZ...."

All content should be provided in third person. For example, "Accountable for XYZ..."

## 6. Digital readiness

The CV should NOT be saved in PDF as many ATS (Applicant Tracking Software) programmes cannot read a PDF. The CV should always be in Microsoft Word.

And of course, don't forget to utilise the keywords (reflected in the JD) that will enable your CV to pass through ATS.



### \*\*\*Top Tip\*\*\*

*Check out our most powerful **ACTION WORDS** we often use in our CVs!*



<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
Accounted for	Built	Calculated	Dealt
Adapted	Bolstered	Championed	Decided
Administered		Changed	Defined
Advised		Checked	Delegated
Allocated		Cleared	Delivered
Analysed		Coached	Demonstrated
Approved		Collaborated	Described
Arranged		Collected	Designed
Assessed		Communicated	Determined
Assigned		Compiled	Developed
Assisted		Completed	Devised
		Conceptualised	Diagnosed
<b>E</b>	<b>F</b>		
Edited	Filed	Conducted	Directed
Educated	Finalised	Consolidated	Discovered
Effectuated	Forecasted	Consulted	Distributed
Elicited	Formulated	Controlled	Documented
Encouraged	Fortified	Coordinated	Drafted
Established			
Estimated			
Evaluated		<b>G</b>	<b>H</b>
Examined		Gained	Handled
Exceeded		Gathered	Harnessed
Excelled		Generated	Helped
Executed		Granted	Hypothesised
Exhibited			
Expanded			
Expedited			
Experienced			

I	K	L	M
Identified	Kept	Led	Maintained
Illustrated		Leveraged	Managed
Implemented			Marketed
Improved			Maximised
Incorporated			Measured
Increased			Mentored
Influenced			Modelled
Interrogated			Modified
Introduced			Monitored
Invented			Motivated
Investigated			
Involved			

N	O	P	T
Negotiated	Obtained	Performed	Targeted
	Operated	Pioneered	Tested
	Optimised	Planned	Trained
	Ordered	Prepared	Translated
	Organised	Presented	
	Outlined	Processed	
		Produced	
		Provided	

U	V
Upgraded	Validated
Utilised	Valued

# 4. Your Digital Presence

Whether you like it or not, your CV alone is not the only thing you are going to need in your arsenal kit when navigating through the ~~war~~ world of work.

With regards to your Facebook and Instagram accounts, we would encourage you to set them to airtight privacy. The most inconspicuous comment or photograph of you may count against you. As an extra precaution, make your Friends list private.

From a marketing perspective, you need to ensure that the message that you are communicating from your LinkedIn says the same message on Facebook, and again on Instagram (and whatever social media platforms you are on). You can't be a student on Facebook, but a Senior Sales Executive on LinkedIn.

## Be Remarkable



It's that time of year when the CVs start slamming my inbox. Some recommendations:

- 1) Personalised comms will stand you in better stead
- 2) Companies want to know why you are obsessed to work \*there\*
- 3) CVs are boring AF. What are you doing to stand out?
- 4) Be R E M A R K A B L E!

9:31 AM · Dec 11, 2019 · [Echofon](#)

27 Retweets 57 Likes

In the words of **Mike Sharman (owner of Retroviral Digital Communications)**, what are you going to do to be **REMARKABLE**?

With regards to our qualitative research in the UK, our findings are as follows:

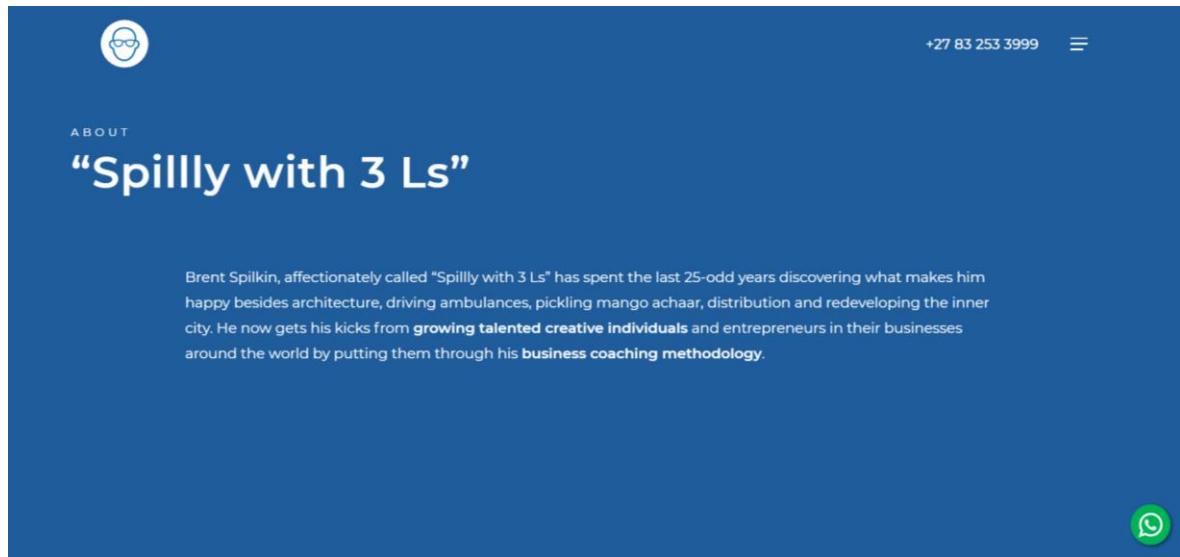
- A large part of the recruitment process is AUTOMATED. Expect to engage with computer bots for MOST of your job-hunting search tactics
- Approximately 50% of recruiters require the candidate to submit an online portfolio!

Employers are very keen to see your portfolio of work in digital form. Online CVs are gaining massive traction at this moment in time; but you'll see for yourself when you start applying.

Take a look at these professionals.

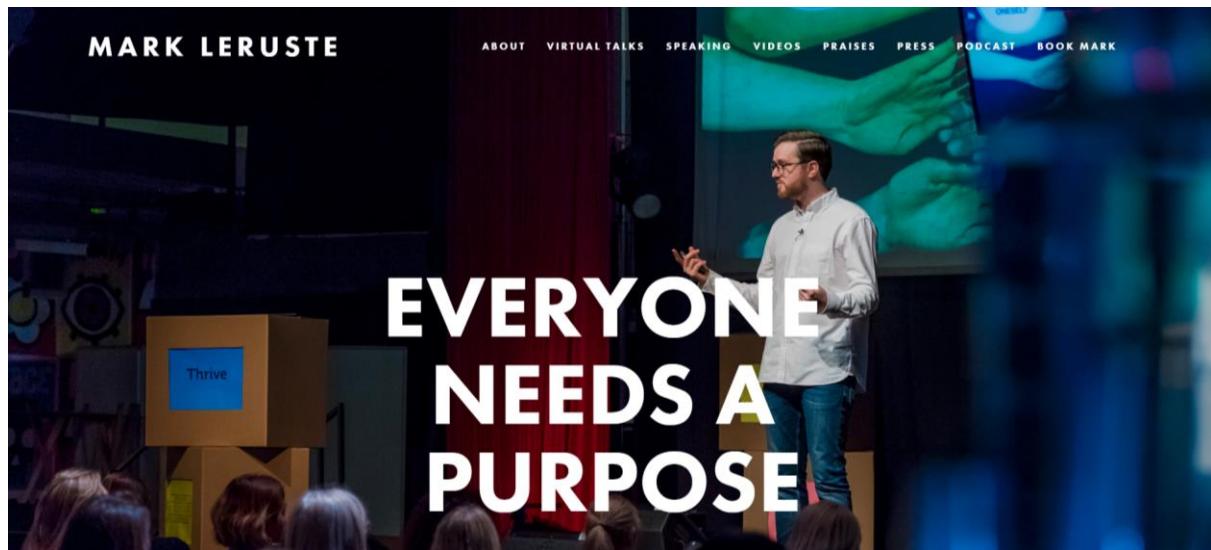
**Brent Spilkin (Business Coach, Mini MBA Author, Public Speaker)**

[www.spilly.com](http://www.spilly.com)



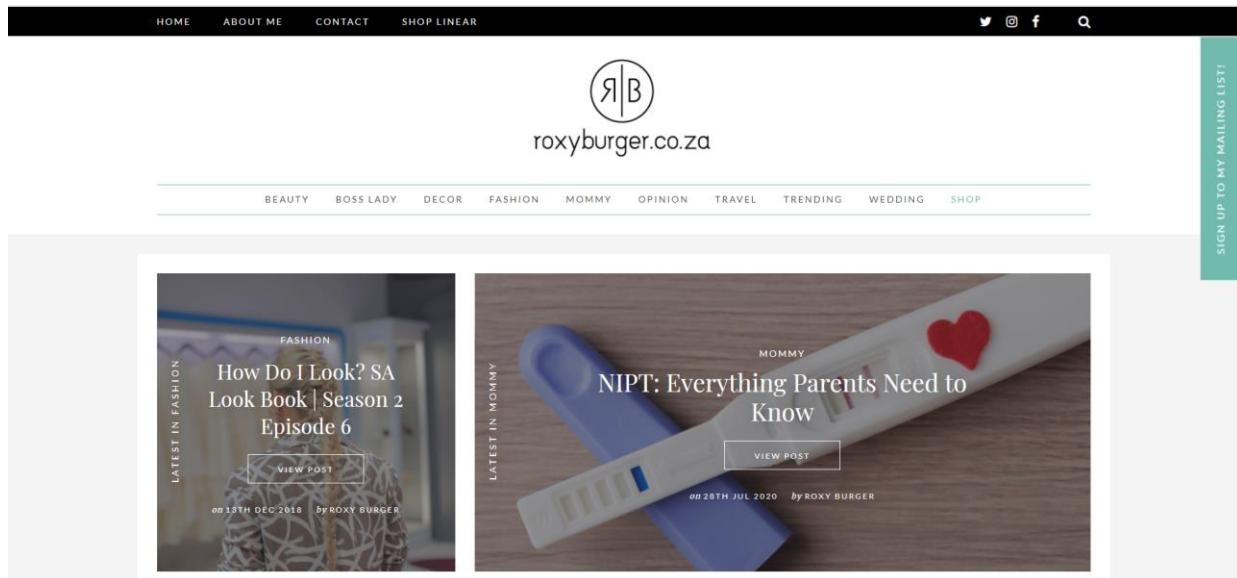
**Mark Leruste (Founder of the Ministry of Purpose | Award-Winning Podcast Host of The Unconventionalists)**

[www.markleruste.com](http://www.markleruste.com)



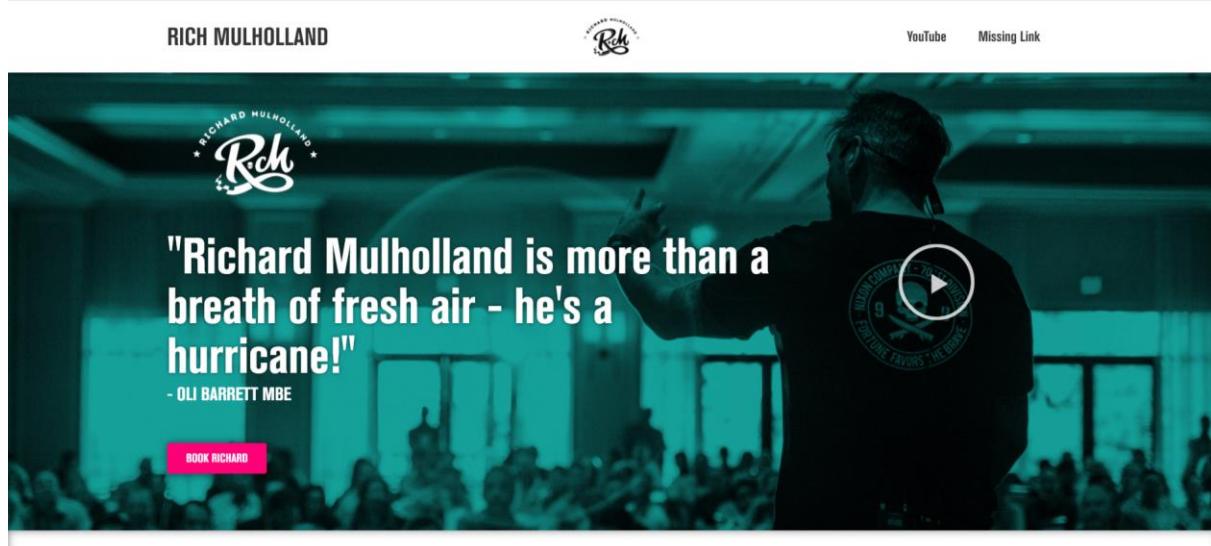
**Roxy Burger (Creative Brand Strategist and Social Media Junkie. TV Host. Blogger and Vlogger)**

[www.roxyburger.co.za](http://www.roxyburger.co.za)



**Rich Mulholland (Founder of Missing Link)**

[www.richmulholland.com](http://www.richmulholland.com)



**Nikki Bush (Award winning speaker & Best-selling author)**

[www.nikkibush.com](http://www.nikkibush.com)



The screenshot shows the homepage of nikkipush.com. On the left, there's a sidebar with navigation links: COVID-19 TALKS, BUSINESS TALKS, EDUCATION TALKS, PARENT TALKS, COACHING SESSIONS, ABOUT NIKKI BUSH, SHOP, BLOG, and a search icon. Below these are two buttons: 'BOOK TODAY' and 'TOY TALK'. The main content area features a large photo of Nikki Bush, a woman with glasses and a colorful geometric dress, speaking on stage. To her right, the text 'WIN @ WORK AND LIFE' is displayed above a subtitle: 'With award-winning Human Potential and Parenting speaker Nikki Bush.' A green 'BOOK TODAY' button with a right-pointing arrow is positioned below the subtitle.

**Mike Stopforth (Entrepreneur, Writer & Global Speaker)**

[www.mikestopforth.com](http://www.mikestopforth.com)



The screenshot shows the homepage of mikestopforth.com. At the top, there's a navigation bar with links to Home, Speaking, Podcast, Blog, Newsletter, and Contact, along with a search icon. The main visual is a large, grainy photograph of a diverse crowd of people sitting in rows, looking towards the left. Below this image, the text 'Impactful digital leadership' is centered in a bold, black font. A thin horizontal line separates this from a smaller block of text at the bottom. This text reads: 'Thank you for visiting my site. I'm the founder of consulting firm Beyond Binary, a keynote speaker, and host of the One-Eyed Man podcast. Through Beyond Binary I drive the evolution of adaptable, impactful and digitally relevant leaders and leadership in organisations around the world.'

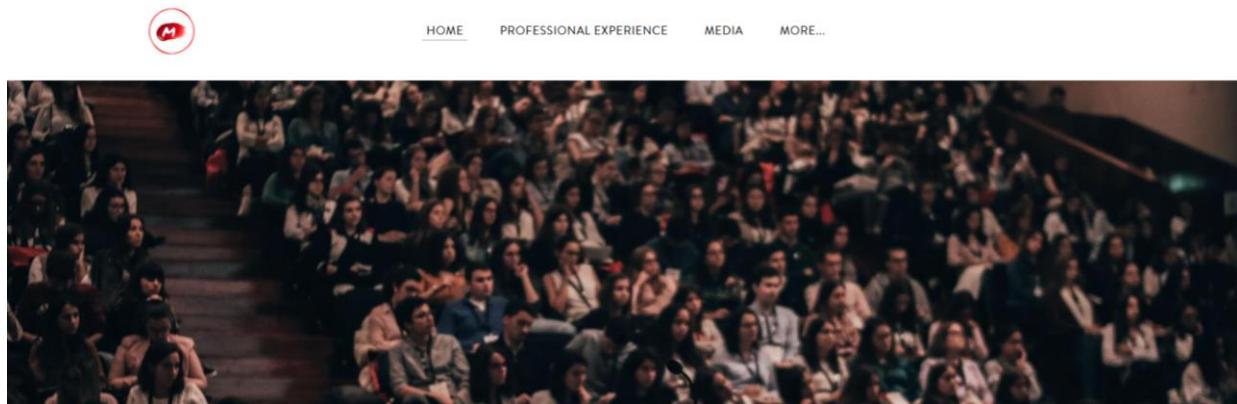
**Vusi Thembekwayo (Global Speaker | Private Equity Impact Investor | International Best-Selling Author)**

[www.vusithembekwayo.com](http://www.vusithembekwayo.com)

The screenshot shows the homepage of Vusi Thembekwayo's website. On the left, there is a sidebar with a 'VT' logo at the top, followed by a list of services: Global Speaker, Venture Capitalist, Author, VT Shop, VT Brand, VT Media, About Vusi (with a dropdown arrow), Videos, Thought Leadership, and Contact. Below this are two buttons: 'BOOK VUSI NOW' and 'VUSI'S NEWSLETTER'. At the bottom of the sidebar is a copyright notice: '© 2018 Vusi Thembekwayo - All Rights Reserved. Website executed by Firing Squad'. On the right, the main content area features three people smiling: a woman with blue hair, a man in a white shirt and tie, and another man in a tan jacket. The background is a bookstore. A large banner in the center says 'ABOUT VUSI' in bold letters, followed by the text 'MAVERICK.', 'LEADERSHIP GENIUS.', and 'SELF-MADE MILLIONAIRE.' Below this is another 'BOOK VUSI NOW' button. To the right of the banner is a video player showing a thumbnail of Vusi speaking.

**Marzenna Almendro (Assessment Consultant | Marketing Extraordinaire | Certified Coach | Thought Leader)**

[www.marzennaalmendro.com](http://www.marzennaalmendro.com)



## Marzenna Almendro

Assessment Consultant | Marketing Extraordinaire | Certified Coach | Thought Leader | CV Writer & LinkedIn Expert



***Did you know?***

*Holistan offers Personal Branding Solutions, which include digital CVs – or personal websites if you will. For more information, visit <https://www.holistan.com/cvs-personal-branding-and-more.html> and consider the Industry 4.0 Solution.*

**This isn't for me**

For some, perhaps the notion of having your portfolio available in one place is attractive. For others, it may feel like just too much of a spectacle to put yourself “out there” online.

There may even be some of you that have chosen to avoid social media altogether, based on your own beliefs, values and / or preferences.

***And that's fine!***

However, from Professional to Professional, you are highly encouraged to at the very least have a LinkedIn profile. Think of it as your digital business card if it's brief, or your digital CV if it's more comprehensive.

## 5. LinkedIn 101

Although perhaps classed as a social media platform, LinkedIn is a professional platform to network with like-minded professionals, follow business leaders you look up to, follow company's pages and consume content that is designed to be interesting to you.

LinkedIn has the job-board section, which is wonderful when it comes to actively looking for work. Then, there is also the opportunity that you may in fact be head-hunted.



### **\*\*\*Top Tip\*\*\***

*LinkedIn is a great way to increase your footprint. Furthermore, it is an excellent:*

- *Platform to connect with professionals*
- *Way to meet recruiters*
- *Opportunity to grow your personal brand*
- *Forum to engage in topics and issues you find interesting*
- *Tactic in searching for work opportunities*

You may have had Holistan create your LinkedIn profile, or perhaps you are embarking on creating (or at least refreshing it) on your own. In summary, your LinkedIn Profile is made up of the following items:

A Compelling Headline  
Background Graphic  
Contact Info  
Your Professional Story Conveyed Via an Engaging Summary  
Up to 5 Optimized Experiences  
Up to 5 Volunteer Experiences  
Skills and Endorsements  
Education  
Up to 10 Publications  
Up to 10 Certifications  
Up to 10 Courses  
Up to 6 Projects  
Up to 10 Honours & Awards  
Languages  
Up to 10 Organizations

If you need support in having your **LinkedIn Profile refreshed** (or created from scratch), check out our **Personal Branding solutions** [here](#). Alternatively, you are invited to check out our **FREE LinkedIn Training** available [here](#).

Let's take it for granted that you are up and running with your own LinkedIn Profile. Let's unpack how you can best capitalise on this platform.

### Growing your connections

LinkedIn does not work like Facebook. Generally when it comes to Facebook for most people, there is a preference that one actually has met a person before they friend, or accept a friend request (although this is not the case for everyone).

With LinkedIn, you don't have to know the person from a bar of soap. Generally, however, there is a common gold thread between you and your connection – such as similar interests, industries or you may simply know someone in common.

If Holistan has created your LinkedIn profile, it does not end with the delivery of the final solution. It is a continuous journey!



#### ***Industry Secret***

*Recruitment is a costly business. Clients can be expected to pay between 6 – 25% of the successful candidate's annual GROSS salary! If a client can avoid paying this heavy fee, they will do anything before they are forced to hire the services of a recruiter. Thus, A LOT of job opportunities do not make it to typical job boards, as hiring managers or company pages advertise these positions on their own newsfeeds. So! If you are making more connections with people in your industry, you'll be privy to job opportunities that are not widely available to the mass public!*

Your next question may be “where do I start when it comes to connecting with relevant professionals?”

Let's demonstrate. In the search bar on LinkedIn, type in relevant keywords. Perhaps you are looking for an IT connection in London?

Search:

IT recruiters London

ITC recruitment London

Recruitment consultants IT London

Head-hunters in London IT

Etc.

More people

- Rhea Beattie** • 2nd Head of Experienced R2R at ESG Recruitment London  
Current: Head of Experienced R2R at ESG Recruitment - ESG Recruitment specialise in assisting...
- Simon Hurlstone** • 3rd+ Head of IT at Hunters London  
Current: Head Of Information Technology at Hunters: Architects, Building Consultants & Employers Agents
- Kate O'Shea** • 2nd Director & Founder - Digital \*\*\* Hiring internally to support growth - experienced recruiters/h... United Kingdom  
Current: Director & Founder - Digital at Arcadian Executives - ...business. I'm a passionate and dedicated head-hunter with 12 years' experience working solely in...
- Stephen Solarin** • 2nd Operations Manager at Fawkes & Reece - We are Hiring in London & Southampton - 077393... London  
Current: Operations Manager at Fawkes & Reece - .... we have established a strong foothold in...

Connect

See jobs

LinkedIn

Messaging

You can then connect with the professionals you find, and add a LinkedIn message, which is more likely to get a response.

Once you start getting connections accepting your invitations, you can pop them a mail.

Search

Home My Network Jobs Messaging Notifications Me Work Advertise

Search

Home My Network Jobs Messaging Notifications Me Work Advertise

Messaging

New message

Search messages

Nikita Mikhailov 11:23 AM You: Hi Nikita How are you doing? I absolutely LOVE...

Stephanie Riddoch Mar 8 You: Hi Stephanie, Thanks for reaching out, but I'm not...

Sean Bradley Mar 4 Sean: Love this cv layout...

Mark, Sean, and you Mar 2 Sean sent an update

Andrew Burgess Mar 2 Andrew: Hi Marzena I hope you are well! I was wonderin...

Write a message...

Send

About Accessibility Help Center  
Privacy & Terms Ad Choices  
Advertising Business Services  
Get the LinkedIn app More

LinkedIn LinkedIn Corporation © 2021

Messaging

Click on the pencil circled in red to open up a new message, and type in the name of the person you would like to message. Your initial message can be succinct, and to the point. Now, whilst managing all of the above, you need to keep your profile up to date with any changes, and you also need to do a number of things on a regular basis to keep your profile “top of mind” to your connections, and to get yourself noticed.



### \*\*\*Top Tips\*\*\*

- Write an article, or do a status update, share an article, or simply ask a question.*
- Join some groups and start participating.*
- Always keep connecting with people!*

## Status updates and articles

When it comes to doing a status update or asking a question, it's super easy. As you'll see circled in red below, you'll simply click here and write your update.

The screenshot shows the LinkedIn homepage. At the top, there is a navigation bar with icons for Home, My Network, Jobs, Messaging, Notifications, and Me. Below the navigation bar, a search bar is followed by a large green arrow pointing right. The main content area features a profile summary for 'Marzenna Almendro' and a 'Start a post' button. A red circle highlights the 'Start a post' button. To the right, there are sections for 'LinkedIn News' and 'Today's most viewed courses'. A KLM airplane image is visible at the bottom of the page.

Also, if you read any interesting articles, add them in your status update.

The screenshot shows the LinkedIn homepage. At the top, there's a navigation bar with icons for Home, My Network, Jobs, Messaging, Notifications, Me, Work, and Advertise. Below the navigation is a banner for 'Hire and Create Freedom - World's Largest & Safest Marketplace for Finding Rock Star Filipino Workers'. The main content area features a post from 'Sean Bradley • 1st' with the caption: 'KLM's big planes continue to take flight... An interesting article... "777 and 787 fleets have kept flying to a surprising degree throughout the pandemic." #aviation #KLMRoyalDutchAirlines'. A large image of a KLM Boeing 777 aircraft is displayed. To the right, there's a sidebar for 'LinkedIn News' with several news items and a section for 'Today's most viewed courses'. On the left, there's a sidebar for 'Marzena Almendro' showing profile stats like 'Who viewed your profile' (178) and 'Views of your article' (10). A red circle highlights the 'Start a post' button in the top right corner of the main feed area.

If, however, you'd like to write a short article, simply click on “write an article” as circled in red above.

This screenshot shows the LinkedIn Publishing menu editor. At the top, there's a navigation bar with icons for Home, My Network, Jobs, Messaging, Notifications, Me, Work, and Advertise. Below the navigation is a 'Publishing menu' dropdown, a 'Normal' view switch, and a toolbar with bold (B), italic (I), underline (U), and other editing icons. A blue 'Publish' button is located on the right. The main area is a rich text editor with a placeholder image of a mountain landscape. The word 'Headline' is typed into the main text input field.

## Headline

Write here. Add images or a video for visual impact.

You'll then be taken to a screen like this, where you can insert an image, write your captivating headline and fill in the body with content.

You could even copy and paste only the first paragraph of your article into the content space, and then have a link to take your reader to your blog – if you have one (and create some great traffic to your personal website!).



### \*\*\*Top Tips\*\*\*

*From a marketing perspective, only licensed images are allowed to be used for mass consumption. DO NOT simply lift an image off from Google – this is a copyright infringement. HOWEVER! For access to FREE and FULLY LICENCED images to use for your LinkedIn Articles (and your personal website, or anything else really) be sure to check out [www.unsplash.com](http://www.unsplash.com)*

The screenshot shows the LinkedIn homepage. At the top, there's a navigation bar with icons for Home, My Network, Jobs, Messaging, Notifications, Me, Work, and Advertise. Below the navigation is a search bar with the placeholder "Search". A banner at the top says "Hire and Create Freedom - World's Largest & Safest Marketplace for Finding Rock Star Filipino Workers". On the left, there's a profile sidebar for Marzenna Almendro, showing her photo, name, title, and bio. It also displays "Who viewed your profile" (178) and "Views of your article" (10), with the "10" circled in red. Below this are links for "See all Premium features" and "My items". A success message "Post successful. View" is shown in a pop-up. The main content area shows a post from Sean Bradley with a thumbnail of a KLM airplane. To the right, there's a "LinkedIn News" section with several articles and a "Today's most viewed courses" section.

You can then check back on how your articles and posts are doing (circled in red above) or see how many people are viewing your profile (circled in blue above). Now try clicking on “views of your article” (circled in red below).

This screenshot shows the LinkedIn homepage with a different layout. The top navigation bar includes Home, My Network, Jobs, Messaging, Notifications, Me, Work, and Advertise. Below the navigation is a search bar. The main content area has tabs for "All activity", "Articles", "Posts", and "Documents", with "Articles" selected. A post from Marzenna Almendro is displayed, showing a photo of a "GOODBYE FRIENDS" sign. Below the post, it says "Bon Voyage!" and "Marzenna Almendro on LinkedIn December 17, 2020". It shows 3 interactions and 10 views of the article, with the "10" circled in red. To the right, there's a "Influencers" section featuring Bill Gates, Angela Duckworth, and Tony Robbins, each with a "Following" button. There's also a "Companies" section featuring IBM and Oracle, with a "Following" button for IBM.

The screenshot shows a LinkedIn profile page for Marzenna Almendro. At the top, there's a navigation bar with icons for Home, My Network, Jobs, Messaging, Notifications, Me, Work, and Advertise. Below the navigation is a search bar with a magnifying glass icon and the word 'Search'. The main content area is titled 'Marzenna's Activity' and features four tabs: 'All activity', 'Articles', 'Posts' (which is highlighted with a red circle), and 'Documents'. Under the 'Posts' tab, there are two posts from Marzenna Almendro and one from Sean Bradley. The first post from Marzenna discusses variants of the virus in the Netherlands. The second post from Marzenna is a link to an article about the South African variant. The third post from Sean Bradley is a link to an article about the virus. To the right of the activity feed is a sidebar titled 'Interests' under 'Influencers', which lists Bill Gates, Angela Duckworth, and Tony Robbins, each with a 'Following' button. Below the influencers is a section for 'Companies' with IBM listed.

You can also click on all activity, articles, posts (circled in red above) and documents to get an idea of what is getting more viewings of interaction.

### **Why post content at all?**

Job-hunting, or getting noticed by a head-hunter is no longer about having a snazzy CV. You really want to be recognised as a Thought Leader in your profession.

Did you know? 90% of online users consume content; 9% share that content; and 1% CREATE that content.

### ***You should aim to be a part of the 1%.***

Guaranteed, there is something YOU know that your audience wants to read about. The trick is to keep it short (500 words or less) and informative. Your writing should be about your reader, not you.



#### **\*\*\*Top Tip\*\*\***

*Posing a title as a question generally gets more traction than a statement.*

*For example, would you rather read:*

*"Create a compelling LinkedIn Profile" or*

*"How do I get noticed with my LinkedIn Profile?"*

By creating content, you will soon be recognised as a credible Professional in your industry. And THAT'S attractive when looking for work in Industry 4.0.

## The LinkedIn Job Board

LinkedIn profile for Marzenna Almendro. The 'Jobs' tab in the top navigation bar is circled in red.

Marzenna Almendro's profile:

- Assessment Consultant | Marketing Extraordinaire | Certified Coach | Thought Leader | marzennaaalmendro.com
- Followers: 2,410
- Drafts: 6

Recent post by Marzenna Almendro:

Amen. In the Netherlands, it's considered discriminatory to call the variants by the countries they were discovered in...

Recent post by Sean Bradley:

Refrain from referring to the virus as "the South African variant", and instead use its scientific name of SARS-CoV-2.

Interests sidebar:

- Influencers:** Bill Gates, Angela Duckworth, Tony Robbins (all with a checked 'Following' button)
- Companies:** IBM

Simply click on Jobs, as circled in red above.

LinkedIn search interface. The 'Job Alerts' button in the top navigation bar is circled in blue. The search bar and location input field below it are both circled in red.

Job searches:

- key account manager (336 new) United Kingdom
- marketing manager (418 new) London, England, United Kingdom
- psychometrist South Africa

Recruitment consultant profiles:

- Recruitment Consultant
- Senior Recruitment Consultant
- Recruitment Partner
- Recruitment c... (with a 'Messaging' button)

Here, you can search for a job title, and by location (circled in red above). You can also create a job alert (circled in blue above), which means you can receive job alerts on email – and you can either receive this weekly or daily.



### Did you know?

*The titles used in South Africa (or anywhere else in fact) can be very different from the titles used in the UK. An example is a Registered Psychometrist in South Africa is called a Psychometrician or Assessment Consultant in the UK. Do you research by Googling, or searching on LinkedIn, and refining what sort of titles are used for your realm of work.*

### The 3 types of LinkedIn Applications

On LinkedIn, there are three ways to apply for a job role (plus a BONUS way, which we'll tell you about in just a bit).

#### **Application type 1: Easy Apply**

This is the EASIEST way to apply for a job on LinkedIn. The reason is because the application is integrated into LinkedIn; in other words, the recruiter or hiring manager is using the product called LinkedIn Recruiter to source talent. All you'll need to do is fill in your credentials, upload your CV and voila! Click Apply! (see Easy Apply circled in red below).

The screenshot shows a LinkedIn search interface with the following details:

- Search bar: assessment consultant
- Location: United Kingdom
- Job Alert Off
- Filter buttons: Jobs, Date Posted, Experience Level, Company, Job Type, Remote, LinkedIn Features, All filters
- Search results:
  - Assessment Specialist** at Department of Education And Knowledge - ADEK, England, United Kingdom. Status: Top applicant. Promoted. **Easy Apply** button (circled in red).
  - Digital Assessment Consultant** at Inspera Assessment, London, England, United Kingdom. Status: Top applicant. Promoted. 23 applicants.
  - Consultant / Senior Consultant Air Quality** at Ricardo Energy & Environment, Glasgow, Scotland, United Kingdom. Status: Actively recruiting. Promoted. 9 applicants.
  - Digital Assessment Consultant (UK)** at London, England, United Kingdom.
- Job details for the first result:
  - Assessment Specialist at Department of Education And Knowledge - ADEK, England, United Kingdom.
  - Posted 2 weeks ago · 401 views.
  - Easy Apply button (circled in red).
  - Save button.
  - Job statistics: 57 applicants, 10000+ employees, Mid-Senior level.
  - Company statistics: 40 alumni.
  - Description: This Role is Based in Abu Dhabi - United Arab Emirates.
  - Job Title: Assessment Senior Specialist.
  - Job Objective: To coordinate all assessment activities with relevant end users and stakeholders as well as develop reports to support decision making pertaining to the various examinations in order to improve the curriculum content.
  - Message button.



### Did you know?

*There may be variations with Easy Apply. Sometimes you may need to answer some screening questions, or at other times you may need to include your cover letter. Easy Apply still remains just that – the easiest!*

LinkedIn search results for 'assessment consultant' in the United Kingdom. The 'Easy Apply' filter is selected. Job details for 'Assessment Specialist' are shown.



### \*\*\*Top Tip\*\*\*

If you are under pressure for time, and prefer the Easy Apply function, you can set a filter to only demonstrate the Easy Apply jobs on offer (see circled in red above).

**REMEMBER!** There is no bypassing the bots though. You'll still need to ensure your CV reflects the keywords as outlined in the JD.

LinkedIn search results for 'assessment consultant' in the United Kingdom. The 'Easy Apply' filter is selected. Job detail page for 'Consultant / Senior Consultant Air Quality' at Ricardo Energy & Environment shows the 'Apply' button circled in red.

### Application type 2: Diverted to the Company website

The next type of application is when you click on Apply, and you are diverted directly to the company's website.

Here, you'll need to fill out your credentials, you may be asked to complete some screening questions, sometimes you can include your cover letter and there may be a feature to upload additional documents, such as your degree certificates, reference letters, etc.

#### ***Application type 3: Diverted to an external job board***

Exactly the same as the above, but this time you will be diverted to one of the typical job boards in the UK (more on this later!).

If you already have a profile on the job board, you'll simply need to log in and apply. If you do not have a profile, you'll be required to create one.

Both options above are time consuming (but worth it).

#### ***BONUS application type: Email***

On the odd occasion, a hiring manager may in fact include their email address in the body of the job description. This is a massive BONUS! Now you:

- *Know they are hiring*
- *Have direct access to the name and contact details of a decision maker*
- *Know what they require based on the JD*

This is MASSIVELY helpful, as personable emails (with a follow up call – if you're able to do some investigation around the person's contact number thanks to Google) are better received than applications the hiring manager on the back end of a job ad.

#### **Requesting Recommendations**

How many times have you asked your friends for a recommendation on a product or checked out a company's reviews on Google before purchasing an item?

As humans, we often make decisions based upon what's known as social proof. The same process goes for hiring decisions. Hiring managers, recruiters, and HR professionals are on the lookout for "social proof" of your talents. LinkedIn recommendations are a perfect opportunity to share reviews from your former employers, managers, peers, direct reports, customers, and clients.



#### ***Did you know?***

*Unfortunately, you cannot upload a testimonial or reference from a colleague, manager or colleague (unless you upload this as a document onto LinkedIn). You need to ask someone to write an actual LinkedIn recommendation for you. Luckily, it's as easy as pie.*

From your newsfeed, click on the ME icon and then VIEW PROFILE (circled in red below):

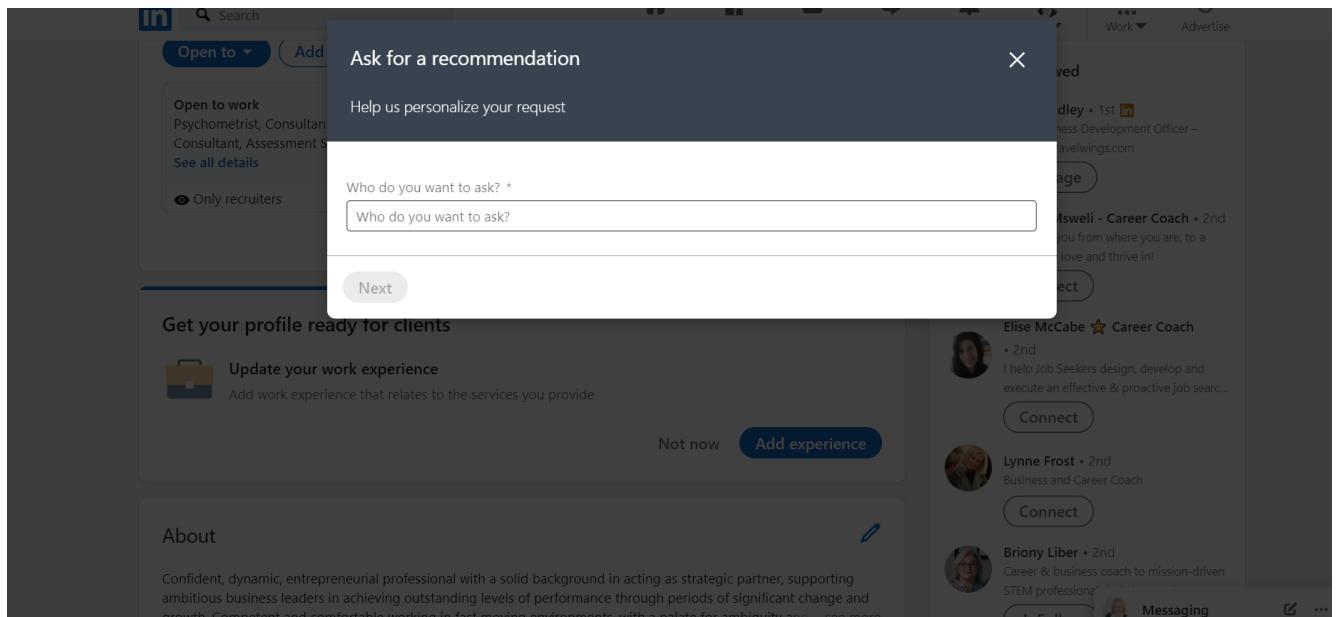
The screenshot shows a LinkedIn profile page for Marzenna Almendro. The top navigation bar includes icons for Home, My Network, Jobs, Messaging, Notifications, and Me. A sidebar on the right provides account management options like 'Access My Premium', 'Settings & Privacy', 'Help', 'Language', 'Manage Posts & Activity', 'Company: Holistian', 'Job Posting Account', and 'Sign Out'. The main profile area displays Marzenna's photo, name, title ('Assessment Consultant | Marketing Extraordinaire | Certified Coach | Thought Leader'), and website ('marzennaaalmendro.com'). It also shows who viewed her profile (178), a post from Jay Van Bavel, and a message from Nikita Mikhailov. Below the profile is a brain diagram illustrating neural regions related to empathy.

This will take you to your own profile. Click on ADD PROFILE SECTION:

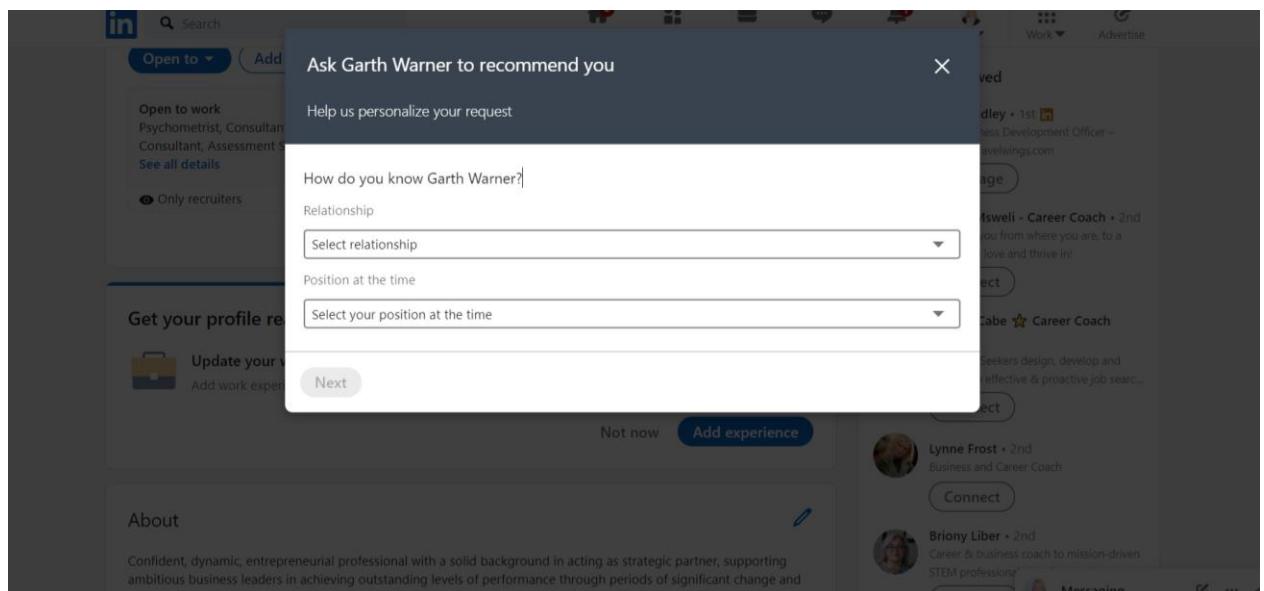
The screenshot shows a LinkedIn profile page for Marzenna Almendro. The top navigation bar is identical to the previous screenshot. The main profile area features a large circular photo of Marzenna, her name, title, and website. Below this, her location is listed as 'Hockley, England, United Kingdom · 500+ connections'. A 'Contact info' section is present. At the bottom of this section, there are three buttons: 'Open to', 'Add profile section' (which is circled in red), and 'More...'. To the right of the profile, there is a sidebar with options for editing the public profile, adding it in another language, and promoted content from LSE and Unisa. A 'People also viewed' section is also visible.

A drop-down menu will appear, click on ADDITIONAL INFORMATION and then choose the REQUEST A RECOMMENDATION option.

The following will appear (see below), and you can type in the name of the person you would like a recommendation from. If they are not on LinkedIn or not connected to you yet, they obviously are not able to do the recommendation.



After selecting the right name, click on it and complete the next section which looks like this:



Once you have entered the details and clicked next, you will have a section in which to send a message to the person who you would like recommendation from.

Depending on how well you know them, it may just be informal, or you can keep it professional and simple.

If you are asking someone to do this for you, who has not provided LinkedIn recommendations before, do ask them to keep it short and sweet.

Once they have completed the recommendation, you will receive a notification so you can view it before you publish it.



**\*\*\*Top Tip\*\*\***

*Click on the following link for step-by-step instructions on how to request a recommendation: <http://bit.ly/1JJqtmn>.*

To conclude things with a collection of our favourite LinkedIn tips, see below.

### **LinkedIn Support**

LinkedIn is there to support you. There are a number of changes and additions you can make to optimize your LinkedIn profile and improve your personal brand.



**\*\*\*Top Tip\*\*\***

*For additional help and pointers, check out [LinkedIn's Help Center](#).*

### **Customize your LinkedIn URL**

Click on the following link for instructions on how to customize your LinkedIn profile URL:

<http://bit.ly/1Ma3WtB>.



**\*\*\*Top Tip\*\*\***

*Studies have shown that 93 percent of recruiters will search for your social media profiles after they review your resume. Make it easy for people to find and connect with you by customizing your profile's public web address.*

### **Your LinkedIn Photograph**

When choosing your profile picture, opt for a standard head shot of you that supports your personal brand and portrays you as professional and friendly. Avoid using a group shot, an awkward selfie, or a cropped image where half of your hair is cut out or covered by someone's arm.

To avoid the image looking blurry, select a photo that's 400 x 400 pixels or larger. If either width or height exceeds 20,000 pixels, your photo will not upload. Click on the following link to learn how to add or change your profile photo: <http://bit.ly/1QHI74t>.

Here are a few of our tips when taking a picture for LinkedIn:

- Stand against a solid background. White is always best - but the colour is not as important as having a SOLID background (so no trees or pretty patterns as a backdrop)
- Clothes... here, the darker the better. Again, if possible, keep your clothing solid (for inspiration, look at what news anchors typically wear).
- Please smile. It does not have to be a toothy grin - but even a slight smile is warm and inviting.
- Ensure you are looking at the lens and not glancing to one side.

- Hair. As long as it is neat, it can be in any style.
- Ladies! Make-up should be sleek but not over the top.
- Don't over-do jewellery. Either earrings or a necklace. Nothing too distracting.
- Gents! When it comes to beards, the rule of thumb: as long as its groomed, you're good to go.
- The pictures should be cropped to include your head and shoulders.



**\*\*\*Top Tip\*\*\***

*Studies have shown your LinkedIn profile is 40 percent more likely to get clicked on when you include a profile picture. However, not just any photo will do.*

#### Add a relevant background image

Upload a background photo or branded graphic that helps tell your story. The new recommended size is 1584 wide by 396 high. (4:1 proportion). If your background image appears blurry or pixelated, choose an image with a file size as close to the maximum (8 MB) as possible, as images with larger file sizes typically look better. Photos will also look better than images with logos. Click on the following link to learn how to add or change your background image: <http://bit.ly/2a5CkIr>.



**\*\*\*Top Tip\*\*\***

*To create a FREE, professional LinkedIn Banner, simply visit [www.canva.com](http://www.canva.com) and navigate to the templates of LinkedIn Banners. You are spoilt for choice!*

#### LinkedIn Premium

This costs around USD30.00 per month. It's not a cheap investment, but if you are truly aggressive about finding a prospective opportunity, we would recommend you sign up (and sadly we get no kickbacks for making such a recommendation!).

Features include:

- Direct messaging to recruiters
- Capacity to apply to roles as a featured applicant
- Check out who's checking you out
- Data / insights - see how you compare to other candidates
- Online video courses (with certificates that reflect on your LinkedIn Profile)



### \*\*\*Top Tip\*\*\*

*Shhhh don't tell LinkedIn we told you this!*

*You can sign up for a month for free to see if you find the paid (Premium) option valuable. You will need to input your bank details though, which are secure (LinkedIn is EXTREMELY strict with data protection).*

*If it's not worthwhile to you personally, you can cancel and not lose a cent! But beware; you will only get ONE free trial in your lifetime...So they say.*

*On the far right-hand corner, simply click on "Try Premium Free for 1 Month".*

## LinkedIn Analytics

When searching for Jobs on LinkedIn, specifically look at the manner in which your desired job description lists the competencies they are looking for. These key words are CRITICAL.

If you have NOT got these keywords listed in your LinkedIn profile (as skills and endorsements), ADD IT! ALSO ensure your cover letter matches these same key words (you are encouraged to tweak your CV to include similar keywords IF they are absent).

You can set job alerts so that you are emailed about new opportunities which match your interest, and the frequency can be set to weekly, or daily.



### Industry Secret

*When using LinkedIn Recruiter, one has the opportunity to identify a MAXIMUM OF **10 KEYWORDS** (or competencies / traits you would like your candidate to possess).*

*However, from a candidate perspective, what you probably don't know is that you have the opportunity to nominate up to **50 keywords** (or competencies / traits). Our advice is to **exhaust using all 50 of your keywords.***

*The math is simple. Rather exhaust all keywords, as the probability of matching to only 10 keywords is then higher.*

Our favourite part of LinkedIn premium (for candidates) is the analytics and insights you are privy to.

Check out the below example:

The screenshot shows a LinkedIn Premium competitive intelligence report. On the left, there's a list of job ads: 'Psychology Lead (UK)' by Oliva, 'Talent Lead (UK - Remote)' by Prolific, 'Journal Specialist - Psychology' by Frontiers, and 'Recruitment Consultant' by Eximum. On the right, under 'Top applicants', it says 'You're in the top 25% of 31 applicants based on your LinkedIn profile'. Under 'Top skills', a red circle highlights 'Psychology', 'Microsoft Excel', 'Teamwork', 'Cognitive Behavioral Therapy (CBT)', 'Social', and 'Psychology'. Other listed skills include Leadership, Public Speaking, Social Media, Microsoft PowerPoint, and Data Analysis.

If you choose to sign up for LinkedIn Premium (even for the one-month free trial version) our advice is to look at a few job ads, and take note of the common keywords used across those JDs. Then use these keywords in your LinkedIn profile (of course, only if you possess at least some elementary skill for it! #DoNotLie).

### Download the app

We would recommend downloading the LinkedIn app onto your phone. Here, you'll be able to access emails, apply for jobs, etc. quickly and easily from your phone.



#### \*\*\*Top Tip\*\*\*

*To keep top of mind, search for companies / people / subjects you are interested in. Follow them, like their status updates, share their articles, etc. Do this at least daily if you can.*

### Network

Don't forget to join any alumni groups that exist. Click on the following link to learn more about joining LinkedIn groups: <http://bit.ly/1QHSHbj>.



#### Industry Secret

*By joining and actively participating in LinkedIn groups that are specific to your industry and field, you are bound to be exposed to recruiters who are notorious for trolling these groups in search of qualified candidates.*

### Add work samples to your profile

You have the ability to provide samples of your work by adding links and uploading presentations, videos, and images to projects you've worked on that demonstrate your expertise and skills. Learn how to add, edit, move, and remove work samples to the **Summary**, **Education**, and **Experience** sections on your profile here: <http://bit.ly/1Sehoyq>.



#### **\*\*\*Top Tip\*\*\***

*There's no better way to give employers a better sense of your accomplishments than showing them visual samples of your achievement.*

### Show off your additional talents

If you speak multiple languages, volunteer in your spare time, or participate in relevant professional associations, add this information to the appropriate sections of your LinkedIn profile. For more information, visit <http://bit.ly/1nRTDPv>.



#### **\*\*\*Top Tip\*\*\***

*You have the ability to add additional sections to your profile to give employers a more personal, 360-degree view of you as a professional.*

# 6. The Cover Letter

Your cover letter is a massive part of landing an interview for the job you have your eye on. Research demonstrates that you have a 40% higher chance of being considered for a role if you attach a cover letter with your application.

Remember Holistan offers this service in some of our packages (see [here](#)). However, if you would like to do this yourself, take heed!

In the subject line of your email, make sure you have the name of the Job and Reference Number (if it is on the advert), because this helps the reader know which job you are applying for.

Broadly speaking, your Cover Letter will either be addressed to a recruiter (if the job is being sourced by a recruitment agency) or to the hiring manager (if they are recruiting directly at your desired organisation).

Here are our Do's and Don'ts for your cover letter:

**Do:**

## **Follow a winning structure**

The general structure we prefer to stick to is: a quick taster of who you are, and what you can bring to the role in question. You also may want to bullet point your achievements. Here is a general outline of what you can include in the structure of your cover letter:

- Include what your NI number is (omit if you don't have it yet)
- Your address (just your postcode will suffice)
- State whether you have a car and / or drivers licence
- What vicinity you would like to work in (e.g., "30 miles from my home...")
- Your salary expectations (or at least state "market related" if you want to keep things open)
- Your phone number (so that they don't have to refer back to your CV)

Please see our template examples below.

## **Your USP (Unique Selling Point)**

Do you want to know what your magic power is? There is no one on earth just like you! Use that. What unique hard and soft skills can you offer the organisation? What special capabilities do you have, which was earned through your UNIQUE work experience?

## **Research the organisation**

This won't only be beneficial when drafting that Cover Letter, but for the interview too. Demonstrating that you've put in some effort to understand the organisation's values, mission and strategic objectives will always leave a positive impression.

## **Read it out loud**

Or even better, get someone else to read your Cover Letter out to you. If you don't have a human in your vicinity, Microsoft Word has a read-back function.

## **Don't:**

### **Don't Repeat your CV**

Don't use the Cover Letter as an opportunity to now repeat bulleted points into paragraphs. Use your Cover Letter as an opportunity to talk about the rich expertise you gained from your last position, as opposed to the tasks. Use this as an opportunity to be a storyteller.

### **Don't have errors**

Your spelling and grammar needs to be impeccable. Enough said.

### **Don't make excuses**

Whether your application is because you have just emigrated (DO NOT slate South Africa!), you've just gotten divorced, tough economic times has forced you to seek work, or that you are willing to learn (it gives the impression that your experience is limited)... don't make excuses! As heartless as this sounds, business is not empathetic generally. Decision makers face their own stress and pressure, and are focused on finding the right candidate for their role.

### **Don't go over one page**

If absolutely necessary, then rather change your font size. But try and keep it succinct and to the point.

### **Don't elaborate on your Right to Work**

Employers face HEAVY fines if they employ someone WITHOUT the right to work in the UK. It is sufficient to state that you have the right to work in the UK, and then leave it at that. If they request more information on this, provide it. The reason for this is that you don't want to draw attention to the fact that you are fresh in the country (with limited or zero UK experience) if you start unpacking all the nitty gritty around your Visa.



#### **\*\*\*Top Tip\*\*\***

*If you don't have it, don't mention it. For example, if you don't have a car, don't mention it (the UK has an amazing transport system, as you likely know).*

## **Templates**

Take a look at some examples we've provided you of actual cover letters we have compiled for our clients.

### **Example 1**

*Date*

*Name*

*Title*

*Company Name*

*Address*

*City, Location*

*Dear Mr./Ms. (Name): or; Dear Director of Human Resources:*

*Keen to deliver immediate and long-lasting results as (**Company Name**)'s next (**Position Title**), I am confident that my significant experience is a perfect match for your needs. With more than 25 years of experience supporting major project management and change management initiatives relevant to ERP systems and best practice methodologies, I am eager to explore this opportunity with you.*

*Most recently in the role of Program Manager with XYZ South Africa, I was responsible for the successful execution and delivery of a key business transformation project within an exceptionally tight deadline. Having advanced through a number of specialised roles, you will quickly note the strength and scope of my abilities upon reviewing my CV.*

*A few highlights of my suitability for this role include the following:*

- *My availability to relocate to different countries or continents for the right position and role.*
- *A broad portfolio of skills coupled with a strong work ethic and the ability to meet or exceed all business objectives.*
- *A collaborative and supportive team leadership style as well as a proven record of accomplishment when working in cohesive, multi-disciplinary team environments.*

*I am genuinely interested in further exploring this opportunity. I propose we arrange a time for us to talk, where we can discuss your needs and my background in detail. Until then, thank you for your consideration.*

*Sincerely,*

*Jane Doe*

## **Example 2**

*Mr or Ms Surname*

*Department*

*Company ABC*

*Company Address*

*Date, year*

### **RE: POSITION ADVERTISED AND REF#**

*Dear Sir or Madam:*

*As a highly accomplished Management Professional, I would like to apply for the position of (POSITION NAME) as advertised by your Company, (COMPANY NAME).*

*With extensive Change Management, Solutions delivery, and Project Management expertise, I am able to apply a structured Change Management approach and methodology to develop and implement actionable and targeted plans. Furthermore, with a hands-on approach I ensure the delivery of project goals whilst managing project needs and critical dependencies.*

*Additional areas of expertise I offer your Company include, but are not limited to the following:*

- *Comprehensive knowledge of the methodologies and principles of Change Management.*
- *Excellent team player with an ability to work effectively at all levels in an Organisation.*
- *In-depth knowledge of Project Management tools, approaches, and phases of the Project life cycle.*
- *Exceptional communication, problem solving, and root cause identification skills.*
- *Strategise with key Business Stakeholders to develop and execute various action plans.*
- *Assist new Employees to understand concepts.*
- *Offer subject matter training with regards to Projects*

*I am comfortable working in ever changing and stressful environments and possess a willingness to accept the responsibility when delegated. I am eager to join a Company that requires a team player who understands Business mechanics, is able to motivate individuals in achieving Company goals and targets, and who is able to get the job done.*

*I am confident that I have the expertise your Company is searching for and humbly believe that I can be a valuable asset to your Organisation. I will welcome the chance to discuss my qualifications and candidacy with you in greater detail.*

*Thank you for your consideration.*

*Sincerely, Jane Doe*

# 7. Entering the UK Job Market

Understand what your salary expectation should be, as this may largely influence the types of roles you want to pursue. See salary guides for 2020 below (2021 guide not available at the time of publishing this resource).

<https://www.adecco.co.uk/-/media/adeccogroup/brands/adecco-global-2016/uk/media/pdfs/Adecco-UK-2020-Salary-Guide>

<https://www.reed.co.uk/average-salary>

## How do you find a job in the UK?

- Upload your CV to various job boards
- Connect with likeminded professionals and recruiters on LinkedIn, and keep your eyes peeled to the organisation's pages you are following (they advertise here first!)
- Connect with recruiters to register with them
- Don't underestimate the power of other social media forums like Facebook – especially Facebook Marketplace; there are PLENTY of jobs there (you will only be able to use this option when in the UK as the jobs are aligned to your location)
- Reach out to your network on email or social media, and express that you are on the market for an opportunity in the UK. You don't know who you know, who may be introduce you to someone they know!
- Research. Look at organisation's you'd like to work for, and upload your CV onto the company website, and apply for jobs.
- Sign up for job-fairs in the UK. A simple Google search of "job fairs" will show you what is out there!



### \*\*\*Top Tip\*\*\*

*Consider a Marketing Desk Drop. This is a campaign to communicate a message to your recipient, via a cool gift. It does not have to cost a fortune! In fact, the key here is to be memorable. If there is someone you REALLY want to notice of you, or if you are targeting a company you REALLY want to work for, this may be your winning ticket. This kind of campaign needn't even cost a penny; contemplate starting an Instagram campaign to get the attention of your recipient, or start a hashtag (print them on some t-shirt and take pictures of yourself sporting this hashtag in interesting locations!). Be inventive! Check out the story of Kirsty Sharman of Retroviral who started the campaign [#WeWantKirsty](#) which went viral and landed her a job at Retroviral!*

[https://www.youtube.com/watch?v=de\\_5SfP1ic8&t=177s](https://www.youtube.com/watch?v=de_5SfP1ic8&t=177s)



### Example

*Check out an example of a Marketing Desk Drop below. The caption reads "Hi. This delivery is not a mistake. I pretended to be a Postmates delivery guy to ensure my resume was delivered to you personally..."*



## Job Boards

Check out the following:

The official government online job board is <https://www.gov.uk/find-a-job>

[Reed](#)

[Indeed](#)

[Monster](#)

[Glassdoor](#)

[CV Library](#)

[LinkedIn](#)

[Total jobs](#)

[Career Builder](#)

[Jobsite](#)

[Dice](#) (Tech Jobs)

A recruitment agency pays a fee (either annually or monthly) to advertise on job boards. Generally, you'll be able to find the app for the above mentioned, more popular job boards. We encourage you

to download the app onto your phone. You can then set up alerts for the type of jobs you are looking for, and then apply relatively easily. For this option, you may need to set up a generic cover letter via the app.

Smaller job boards are often much cheaper for smaller recruitment agencies to advertise on, and still work very well. Our suggestion is for you to upload your CV onto both types. The more job boards you put your CV on, the bigger your footprint becomes for recruiters to find you. You can just Google “online job board” and many will pop up.



#### **Niche tactics**

*Google your speciality along with the related job board. For example “hospitality job boards”. Each industry has a plethora of job board dedicated to that specialism.*

Please note that an online job board, like the ones mentioned above, are subscription based and agencies use them. You still need to register with actual recruitment agencies as well, not just the online ones. Being on job boards alone is not enough for your job search. Maximise all opportunities!

A few of the smaller job boards are:

[One to One Personnel](#)

[Field Recruitment](#)

[Job Today](#)

[Job Flurry](#)

[Free Job Posting](#)

[All the Top Bananas](#)

[What Jobs](#)

[Jobs Lady](#)



#### **\*\*\*Top Tip\*\*\***

*Set Alerts! Always set up alerts on each job board, for your ideal job and start applying as soon as you receive an alert.*

*It's also a good idea to keep a list of all the positions you have applied for so that you can follow up. Excel works a treat!*

One of the biggest errors is expecting a recruitment agency to call you back once you have submitted your CV. Please read our article on [Your Relationship with the Recruiter](#). **YOU** need to do all the follow ups!

When you see a job that aligns to your profile, call the recruitment agency, and if you can, find out who is managing that job spec. If you get to speak to them, great! Introduce yourself, give them some background on who you are and what you can offer, and then get their email address so that you can pop your CV over to them.

Finding work is similar to the entrepreneur scoping for clients!

This tactic is often used in business development: Use LinkedIn to search the recruitment agency, look who works there and connect with them. Send through a LinkedIn message, which is your initial ‘cold call’. Once you have a name, you can then call to follow up.



***For example:***

*It's simple; you have the right name of the person you want to speak to – so go straight to them! You will find that the gatekeeper will put you through a lot quicker if you have a name. Another reason to use LinkedIn!*



***Top Tip:***

*Create a new email account DEDICATED to your job applications. You are going to be inundated with emails (99% of them automated emails). It simply makes your life easier to set aside time to field through this inbox without running the risk of deleting a legitimate email from an actual human!*

#### Last seen at...

Just like you can see when someone was last online on WhatsApp (if your settings enable this feature), job boards work the same way. When sourcing for talent, I would always pay attention to when the candidate was last online, to give me an idea if they were still actively seeking work.

Once you have posted your CV on the job boards you have selected, you need to show recruiters that you are still available and looking for work. On some job boards, recruiters can see when you last logged in, or when you last made a change to your CV, or when you last applied for a job.

Keep logging in every couple of days / weeks so that the recruiter can see when you were last online. Also, ensure that your CV status is set to visible so that recruiters can see that you are available.

#### Recruitment agencies

In South Africa and the United Kingdom, this is a largely unregulated sector. Even if there are bodies that recruiters become a member of, this is not enforced (like it is for example, in the health fraternity). Anyone can set up an agency, and that's why there are so many of them. However, don't be completely put off; smaller agencies may work harder to find you a job as they may not have as many clients on their books like the big guys. It's not a bad idea to scout for small, niche or boutique agencies. You will get to know your consultant and they may value you.

#### Registering with agencies

You will generally need the documents below – and only originals may apply.

1. **Right to work** in the UK (Passport, BRP, VISA, etc.)
2. **Proof of Address** – two documents or bills in your name, and as new as possible. You may struggle with this so apply to be on the Electoral Voters Roll as soon as you have an address.



**Top Tip!**

*A family member or friend who is living in the UK already can do the above for you before you arrive. Or they can request for your name to be put on their gas or electricity bill prior to your arrival.*



**Did you know?**

*A mobile phone bill is not classed as proof of address. Unfortunately.*

3. **National Insurance Number.** You will need to apply for this as soon as you arrive. You can work without your NI number, but you will need to show proof that you have applied. Whilst it's legal to work without it, some recruiters or organisations don't like offering this option. More info here: <https://www.gov.uk/apply-national-insurance-number>
4. Your CV.
5. **References.** You need their name, job title, company, email address and telephone number. Ensure that you have already asked your referees to provide you with a reference, and urge them to complete it as fast as possible. Some of your references will be invited to complete an online reference, whereas others may be called by a recruiter.



**Top Tip!**

*Do not attach your reference letters to your email when you are sending your CV to anyone.*

6. **Qualifications.** You need the originals. Getting a UK Naric equivalent is also very worthwhile. Go to [www.enic.org.uk](http://www.enic.org.uk) and apply online. It is quite costly, however, so engage with recruiters before you arrive, as they will know whether you need to do a UK Naric check or not.



### **Top Tip!**

*If you have a family member or friend who resides in the UK, ask them if you can have your Naric Certificate posted to them. Not only will it save you a heap of money, but it will likely arrive much faster compared to arriving in South Africa. You can then ask that person to scan and email you a copy – and simply pick up the original when you arrive in the UK.*

7. **South African Police Clearance.** This clearance costs a lot of time and money if you do it from the UK. Even if you don't think you need one – do yourself a favour and just do it whilst still in South Africa. If you are going to work with children, vulnerable adults, caring, health and social care, and sometimes finance, you are going to need it. More on this later!



### **Top Tip!**

*You can go to your local police station in SA to apply for the police clearance certificate. Take cash with you (ZAR 150.00 last time we checked), your own copy of your ID, and wet wipes (some police stations may not offer soap and water to wash the ink from your hands – which is VERY messy). If you choose to take your application to Pretoria yourself, your clearance will likely be ready in 2 weeks, as opposed the 8 weeks you will be told to wait otherwise.*

8. **Profile picture.** Some recruitment agencies, care agencies, or the corporate world may need a professional profile photograph of you for your name tag/card, or for the company website. It's not a bad idea to have a few photographs taken in South Africa before you leave (and bonus – you can even use one for your LinkedIn Profile!)
9. **Drivers Licence.** You CAN in fact apply for your UK one as soon as you arrive; although it is stipulated you need to have been in the country for 180 days, you can do this straight away. You will need to contact the DVLA (forms can be collected from any Post Office). Complete the form, include your postal order (the price will be on the form, but estimate about £45.00), and include your SA licence together with your Passport, BRP etc. It takes about 10 days to receive your new UK licence in the post, although recently waiting periods have been up to 8 weeks. Visit <https://www.gov.uk/exchange-foreign-driving-licence> for more info.

### **Your screening interview with a recruiter**

Be prepared to fill in lots of paperwork.

You may need to do some skills-based computer assessments, including tests looking at various competencies:

- Microsoft Word, Excel and / or PowerPoint
- Spelling and grammar
- Financial skills
- Typing and accuracy

- Other non-skills-based assessments (like personality etc) \**although not often with recruitment agencies*

### **Temping**

Temping is heavily underestimated. One needs to keep in mind that often women can take around 12 months maternity leave, and so there are wonderful positions available (irrespective if you are male or female filling in for someone on mat leave). Some temp contracts are on-going and could last months; others are temp to perm if the client likes you. Don't overlook temp opportunities; remember, they cover virtually all roles.

### **Don't PDF your CV!**

Often recruiters use their own CV formats (omitting your name and contact details) on their own templates when presenting you to their client. Make their life easier by providing your CV in Word.

Secondly, some ATS (Applicant Tracking Software) are not able to read the PDF. Err toward the side of caution and always provide your CV and Cover letter both in Word.

## 8. How to interview in the UK

Generally, the process when it comes to recruitment in the UK is:

1. Screening call – you'll be informally screened prior to your interview
2. If you pass this stage, you'll be notified of a formal interview (there may be 2-3 of these, and this may include different people, or a panel of professionals)
3. You may need to complete psychometric assessments (at times this can be used right at the beginning instead of the screening call)
4. Final interview
5. Offer



### \*\*\*Top Tip\*\*\*

*Know what is on your CV without having to continuously refer back to it.*

If working through a recruitment agency, they may support you with what to know and how to prepare. Usually, your recruiter would have met their client, so ask them about the individual you're going to be interviewed by. Prior to the interview you can get yourself ready by:

1. Checking out the company website and getting an understanding of what they do.
2. Connect with your interviewer on LinkedIn. Look at where they've studied, their work history, etc. This will help you get a better understanding of them as a person, and you may be able to demonstrate your knowledge of them during the interview (which is always a positive – but make sure what ever you bring up is relevant).
3. Follow the company on LinkedIn.
4. Look at Companies House <https://beta.companieshouse.gov.uk/> to see turnover, shareholders, date of incorporation. What you see here is for your information only and not to be discussed at the interview, but it gives you further insight.

### Dos and Don'ts at your interview:

#### Do

- Dress the part (refer to our Chapter on Personal Branding).
- Smile (even if inside you are nervous).
- Treat every person with respect, from the tea lady to the CEO.
- If faced with a panel interview, make an effort to memorise each person's name, and make sure you look at each individual.
- You'll be asked if you have any questions – and you should. You could ask things like what challenges is the business facing? What is your prospective manager's management style? What are the expectations of you? Your KPI's? Did the position come about due to a resignation, or is it a brand-new role? What would your career trajectory look like?

- You may be faced with situational questions (refer to our section on Competency Based Questions) and have your answers prepared.
- Thank your interviewer for their time.
- If the interview is online:
  - Ensure your background is solid and as light as possible. You may even think about investing in a ring light!
  - Make sure the height of the computer / laptop is adjusted so that you are not looking down at the interviewer (important!) or looking up at them. You should be eye level with the interviewer.
  - Have a copy of your CV available if you need to refer to it (although it should flow from your memory relatively easily!)
  - Paste sticky notes around your laptop screen to help prompt you with keywords.
  - Have a glass of water, pen and paper handy, and the interviewer's telephone number in case you lose connection.
  - Mute yourself if your dog starts barking, etc.
  - Log on early.
  - Listen! Don't rush to speak but listen to your interviewer CAREFULLY. You don't want to be talking over the other person. It's awkward.

### **Don't**

- Raise the issue of remuneration; this will be addressed later in the recruitment process. If you are asked, make sure you have done your research on what you are expecting. Otherwise, you can say you would be happy with an offer that is "market related".
- Moan about South Africa.
- Talk about yourself if asked "Tell me about yourself". Paradoxical as it may sound, this is the opportunity to express what you can do for the business. As Organisational Psychology Professionals, we often ask this question to also gauge where the candidate's strategic focus is at (the more you talk about yourself as an individual, the more operational you are viewed; the more you talk about yourself in terms of what you can do for the business, the more strategic you are seen to be).
- Ask if you did well after you conclude the interview. It's rude.
- If the interview is online:
  - Check your IT connection, ensure your camera and microphone are on and working properly, ensure you have good lighting (if you are interviewing from SA, check Eskom's load-shedding schedule!). You may even consider investing in a UPS (Uninterrupted Power Supply) because online Interviews are very popular at the moment (go figure!) and even post Covid-19, may be a new established norm.

### **Afterwards...**

- If you are enthusiastic about the role, let your interviewer know.
- Pop an email to the interviewer to thank them for their time, and again remind them of your enthusiasm for the role.
- If the interview was arranged through a Recruitment Agency, debrief with your recruiter thereafter. They will then debrief with their client and may be able to provide you with the interviewer's experience of the engagement.



**\*\*\*Top Tip\*\*\***

*Check out our article on The Perception of South African Professionals Abroad here: <https://www.holistan.com/blog/the-perception-of-south-african-professionals-abroad>*

# 9. Personal Branding

This section may be useful for the interview process (yes – even online interviews!) as well as when starting your new job in England.

## *Business dress*

“What is considered appropriate business attire?”

This question is asked a lot, not only from people in business, but from many entering or returning to the work force or those who find themselves needing to “dress up” for speaking engagements, special meetings, interviews and the like. Of course, you may really feel out of your depth if you find yourself fresh in a new country!

## It depends on your industry

The reality is that you dress differently for different occupations.

The “power suit” you’d wear to close deals in a corporate environment would be totally inappropriate for teaching pre-schoolers, for example. Or the tee shirt and stretch pants you’d wear to teach a dance number for your show would raise eyebrows during a pitch meeting to wealthy potential backers.

Knowing what’s appropriate, and when, can have a huge impact on your success.

What do you do when you put something on and then have second doubts about how well it will be received?

When in doubt, just remember:

Clothes match your work environment and the people with whom you interact. Work in a formal, strict place or industry? Wear formal clothing. Work in a casual, fun place or industry? Then wear casual, fun clothes.

Think of your business setting. The more skin you show, the less formal it becomes, so if you want to keep matters strictly business, be sure to cover up.

Your approach to business dress establishes trust and credibility for everyone with whom you interact. They know what to expect from you and will always treat you accordingly.

*We talk about IQ, but what about your AQ?*

Aesthetic intelligence, particularly when it comes to the visual aspects of your identity, reflects your ability to pick up social cues and communicate effectively.



### ***Top Tip***

*Dressing is a key method of communicating. Your clothes are the vocabulary, and how you combine them pulls together your message. Your accessories are the punctuation.*

It's no coincidence that powerful men and women rarely look dishevelled (at work). Taking care of yourself and investing in your appearance sends a positive message about who you are and how you want to be treated: "I'm in the game- I get it. Listen to me."

That doesn't mean you need to look like a runway model in the office. Nor are fashion and beauty the only ways to exude confidence. But we all perform for an audience, and sharp aesthetics can command power and help win over your boss, co-workers and clients.

Successful people aren't bogged by fashion and beauty rituals; they use them to their advantage. They're tools in their arsenal-part of their boardroom artillery.

Here are six ways power players exercise their AQ muscles in the workplace.

1. Follow the dress code policy of the workplace
2. Always ensure good fit
3. Pay attention to detail
4. Healthy hygiene habits
5. Grooming essentials
6. Add your "own style" to your wardrobe.

#### **Wardrobe essentials for the working woman**

1. Classic white shirt- crisp well-tailored blouse is perfect for separates such as skirts and pants and can also be layered under sweaters, jackets and vests.
2. Black tailored suit jacket- can be dressed up or down and compliment any outfit.
3. Tailored trousers in dark neutral colours-basic trousers that aren't too snug and fall straight down without flare are a classic and flattering fit to everybody's shape.
4. Day to night dress e.g., wrap dresses work beautifully in the office but can also easily transition to an evening look.
5. A basic cardigan- choose one with a feminine cut in a fine knit weave and pair it with everything from trousers to dresses to skirts.
6. A skirt with your perfect cut- every woman should have a skirt that complements her body shape.
7. Blouses, shirts and tops in seasonal prints, trends and colours.
8. Good leather or leather-look handbag in black.
9. Black leather closed or peep-toe pumps, boots for winter or sandals in the warmer months.
10. Black leather belt with classic buckle.
11. Classic black loafers.
12. Classic trench coat in a neutral colour.

13. Classic cut dark blue or black work jeans.

#### **Wardrobe essentials for the working man**

1. Classic white shirt- crisp well-tailored textured shirt is perfect for separates such as pants and jeans, and can be layered under sweaters, jackets and waistcoats.
2. Black or navy well-tailored suit- can be dressed up or down.
3. Dress shirts- white and blue plain shirts and some printed shirts.
4. Classic blazer or sports jackets. Versatile to mix and match and wear in a more casual setting.
5. A basic cardigan- choose one in a neutral colour in a fine knit weave either a crew or V-neck. Use it for a layered look in colder weather.
6. At least three ties. One preferably in a solid colour (red) in good quality fabric. The other two in a pattern.
7. Dress watch- classic metal or leather strap.
8. Black leather formal shoes or boots. Every suit-and-slacks combo needs a nice pair of dress shoes to match.
9. Black leather belt with classic buckle. A wise investment would be a set of interchangeable belts and buckles.
10. Casual style shirts- polo shirts and plain T-shirts.
11. Classic black loafers or dark brown shoes specifically go well with navy suits.
12. Classic trench coat in a neutral colour.
13. Classic cut dark blue or black work jeans.



#### ***Top Tip***

*Read our article on **10 Steps to Sculpt your Personal Brand** [here](#).*

# 10. Insider insights

What has allowed Holistan to offer a truly Unique Selling Point is our rich expertise in various arenas. Besides having a team of accomplished copywriters and editors, our biggest area of expertise is in the realm of Organisational Psychology.

We are the strategic advisors who support business leaders and decision makers with regards to which talent to choose. We are competent in:

- Designing job descriptions
- Identifying core competencies required in a role
- Designing batteries of assessments for candidates
- Compiling psychological reports, matching candidates to job roles
- Providing verbal feedback to decision makers on the performance of candidate's on their psychometric assessments

Professionals in the Organisational Psychology sector possess critical skills – but often it's not used for the benefit of the candidate, hence what makes Holistan so unique, because we're in your corner!

Failing to plan often means that you plan to fail. That's why Holistan is here – to support you to allow your strengths to shine, and to tend to any possible development areas.

However, in alignment with our Ethical Code of Conduct, we will never act in a manner to give anyone an unfair advantage over the other.

All our tactics are ethical, but most importantly, FAIR.



## ***Top tip***

*If any professional professes to work in the Organisational Psychology sector, and makes ANY claims around:*

- *Giving you template answers to psychometric assessments*
- *Professes to put in a “good word” for you*
- *Accesses your data without your written consent*
- *...or any other promise that seems unethical*

*REPORT THEM IMMEDIATELY to their related Regulatory body (for example, the Health Professions Council in South Africa, or the British Psychology Society, etc.)*

## **Psychometric Assessments**

Completing psychometric assessments can create anxiety in the most self-assured individual. The very notion of undergoing a test to determine your competency for a job is vomit-worthy! However, to give you peace of mind, ALL decision makers are encouraged to make decisions around talent selection based on numerous factors (such as education, experience, reference, interview performance, etc.) and NOT JUST psychometric assessment results.

## Fair discrimination

By their very nature, Psychometric Assessments are discriminatory. Think of boxing; boxers are assigned into different weight divisions (e.g., Strawweight; light flyweight right through to heavyweight). Thus, individuals who weigh 105lbs or less are placed in the strawweight division; those who weigh above 200lbs will be placed in the heavyweight division. This is fair discrimination, as we are categorising and differentiating to ensure that the boxers are playing on an even keel.

Psychometric tools are used to discriminate which profile of person is the better fit for the role. However, because of the very nature of the tool, there are firm parameters that these tests are bound by. In fact, in South Africa, psychometric tests are controlled by law.



### Did you know?

*The Employment Equity Act (which can be downloaded [here](#)) as originally passed in 1998, placed limitations on the use of psychometric testing in occupational settings in South Africa. It specified in section 8 that psychometric tests and related techniques need to have certain properties before they can be used legally to assess persons for jobs. These are:*

- **TESTS MUST BE RELIABLE**
- **TESTS MUST BE VALID**
- **TESTS MAY NOT DISCRIMINATE UNFAIRLY AGAINST ANY INDIVIDUAL OR GROUP**
- **IT MUST BE POSSIBLE TO USE THEM FAIRLY**

*Also note that it is allowed to discriminate on the basis of the inherent requirements of the job. **It is unfair discrimination which is forbidden.***

*In August 2014, the following additional requirement was introduced by this amendment act, namely that tests needed to be certified by the HPCSA in order to be used in the work environment, and was set aside by a decision of the High Court. The other requirements as mentioned above, remain valid.*



### Did you know?

*Likewise, in the United Kingdom, the use of Psychometric Assessments is reserved for Professionals registered on the [Register of Qualifications in Test Use](#). Test users (as referred to in the UK) are too required to act within the Ethical confines as set out by the British Psychology Society, which can be accessed [here](#).*

What does this mean in reality? Well, if a test is used to assess if someone has strong financial skills as an example (because say we are hiring for the role of Financial Manager), then it's absolutely

imperative that we discriminate the best profile of person who possesses those skills (amongst other competencies).

It becomes unfair (and illegal) if we assign perhaps a non-English candidate to complete the financial assessment in English (and the question items are word sums / problems).

There are numerous other internal, scientific properties that the assessment needs to conform to, which are regulated by formal bodies (like the HPCSA or the BPS).



***Industry secret:***

*Organizations, such as Red Bull UK, or King Price SA, will have candidates' complete assessments to filter out profiles of talent which match the organisation's requirements! Even smaller organizations are adapting their approaches and have built-in their own assessment process to flush out candidates. The end result? Profiles and CVs of candidates that actually meet the spec will go through to be perused by a decision maker.*

### You don't know what you don't know

How does one prepare for something if they don't know how or what to prepare for? By their very nature, psychometric assessments can't be prepared for. The best advice a professional can offer you is to answer as honestly as possible, and try your best.



***Top Tip:***

*Read our article on preparing (as best as you can) for Psychometric Assessments [here](#).*

However, we will give you some sound advice (in alignment with our ethical guidelines) that will allow you to at least put your best foot forward.

One of the topics around fairness in Test Use, is exposing candidates to the testing forum. Although most of us may be considered computer literate in this day and age, there are still those who find navigating a computer somewhat challenging.

Moreover, the whole psychometric experience can be familiar to some, and unfamiliar to others. Thus, to allow candidates the equal opportunity to prepare for the experience, there are a number of practice examples one can do.

Generally, there are three types of psychometrics assessments (and today, they are usually computer based):

- Cognitive
- Ability
- Personality

## **Cognitive**

These types of assessments measure various competencies, such as one's problem-solving approach, thinking processes (like analytical skills, logical approach etc), learning potential and various intelligences.

These can be timed, or untimed assessments, and you usually cannot study or draw on any knowledge base to complete the assessment. Usually, sometimes there is no right or wrong answer per se; just different ways of doing tasks, or thinking.

Formats can vary from multiple choice to providing your own input into the designated areas.

## **Ability**

These measure very specific abilities, for example, numeracy skills, verbal reasoning skills, Microsoft skills, etc. This draws on a person's intrinsic knowledge or skill in a particular area. Thus, it is theoretically somewhat possible to 'study' for this assessment if your ambition is to sharpen your skills – but attaining the skill takes time.

The best way to liken this type of assessment is that of an exam completed at tertiary level.

The assessment is usually timed, and there ARE right and wrong answers. One needs to apply their knowledge to work out the answer. For example, you may know the formula to work out a percentage, but you'll need to put that into practice and provide an answer to a problem (if you're completing a financial test).

Formats are usually multiple choice.

## **Personality**

These are not timed, although you are encouraged to work as quickly as possible, because usually your first answer is the most representative of your truth.

What do we mean by that? Well, personality assessments are in fact self-reports. They are not an objective truth, but rather a version of the truth. And it's YOUR version, or how you see yourself.

Formats are multiple choice, to scales from strongly disagree to strongly agree, to rating scales.

## **Other techniques**

There are other ways to assess a candidate, which can include simulations, or competency-based questions.

## **Simulations**

Simulations can also be referred to as case-studies, immersions or role plays, as part of an assessment centre. You are given a brief to study, and usually have a specified amount of time to prepare for the engagement or encounter. Usually, the content is fictitious, so there is no way Google, or any intrinsic knowledge can help you – but you rely upon various competencies and thinking processes to assimilate the information, and then work out a solution to present.

The format can be face to face or online, and is almost always timed. One is then assessed according to an established framework of competencies.

### **Competency Based Questions**

Competency-based questions or interviews (also known as structured, behavioural or situational interviews) are designed to test one or more skills or competencies. The interviewer has a list of set questions, each focusing on a specific skill, and your answers will be compared against pre-determined criteria and marked accordingly.

Competency interviews work on the principle that past behaviour is the best indicator of future performance. They can be used by employers across all sectors.

They differ from normal or unstructured interviews, which tend to be more informal. In unstructured interviews recruiters often ask a set of random, open-ended questions relevant to the job, such as 'what can you do for the company?' and 'why did you apply for the job?' to get an overall impression of who you are. A competency-based interview is more systematic, and each question targets a skill needed for the job.



#### ***Industry Secret:***

*Although this may differ from sector to sector, generally speaking, the key-competencies regularly sought after by employers in the UK include:*

- *strategic complexity*
- *adaptability*
- *commercial awareness*
- *communication*
- *conflict resolution*
- *decisiveness*
- *independence*
- *flexibility*
- *leadership*
- *problem solving*
- *organisation*
- *resilience*
- *teamwork*

### **\*\*\*Disclaimer\*\*\***

*There is no one-size-fits-all approach. Every job is different, and even the same job in different organisations may demand different competencies. This is the beauty (and curse) of engaging in psychometric assessments from a candidate perspective. You truly are matched to the job role; the premise is if you are highly competent in the role, if your values are aligned and you have a behavioural match, you are likely to be a high performer. Although it may sound like a kick in the teeth if you face a string of rejections, count yourself blessed WHEN you are selected for a role based on your psychometric profile – and all the other factors we mentioned previously. Because it is likely that you will perform optimally in the given role. The best way you can ‘prepare’ for the latter two techniques is to think about the above competencies practically. Try and nominate examples where you have demonstrated such.*



#### ***Did you know?***

*Here at Holistan, we offer coaching to optimize your strengths, and work on your developmental areas. Our expertise is around assessing hundreds of thousands of candidates – so we know what to look for. Imagine having access to this sort of information to get you ready for the job of your dreams!*

*For more info visit: <https://www.holistan.com/executive-business-or-life-coaching.html>*

### **Practice!**

To expose yourself to the assessment process, you may want to consider completing some free assessments online.



#### ***Top Tip***

*A quick search on Google overwhelmed us with the amount of organizations selling practice assessments! There is NO NEED to purchase a single assessment. Complete a few practice rounds, but remember that each organisation that you interview for may have their own set of bespoke solutions. DO NOT overwhelm yourself with getting too immersed in practicing for psychometric assessments, as they are simply so varied. If you decide to by-pass practicing at all, that's fine!*

### **Cognitive Assessment**

Abstract Reasoning: <https://www.psychometricinstitute.co.uk/test-area-instructions.asp?testid=14>

### **Ability assessments**

Numerical: <https://www.psychometricinstitute.co.uk/test-area-instructions.asp?testid=13>

Verbal: <https://www.psychometricinstitute.co.uk/test-area-instructions.asp?testid=16>



### ***Industry Secret***

*If there IS time you have to invest, we would certainly encourage you to practice your answers to competency-based questions! The questions may not all be the same, but the answers can be tweaked to suit various questions... and we are going to give you the most valuable insight you will ever receive in just a few short moments!*

Get yourself interview-ready by coming up with answers to typical questions that will likely be posed in an interview. Practice in front of the mirror, or role-play with your partner.

The idea is to pay attention to the key words (competencies) outlined in the job description, and then think of questions you would ask someone you were about to employ. Below some examples:

**Competency:** Strategic Capability / problem solving skills

Question: Please give me an example of a complex problem you had to solve. Describe the situation, your actions and the eventual outcome.

**Competency:** Commercial awareness / problem solving skills / risk management

Question: Tell me about a specific business problem you recently highlighted that strongly drew on your expertise and your knowledge of the changing regulatory / legislative framework? Describe the potential impact of this risk, and how you addressed it?

**Competency:** Commercial awareness / innovation / critical thinking skills

Question: What have you personally done to increase opportunities or improve circumstances for those around you? Please describe a specific action or project that is important to you.

**Competency:** Resilience / stress management / emotional intelligence

Question: Can you think of a time where you were under severe pressure to deliver a particular result – how did you handle the pressure, and in retrospect, is there anything you would do differently?

**Competency:** Client Relationship Management / interpersonal skills / conflict management

Question: Describe a recent situation where you dealt successfully with a difficult or demanding client by successfully adapting to the situation.

**Competency:** Persuasiveness / impact / stakeholder management

Question: Describe a time you influenced a difficult internal or external client to view a situation from your perspective. Please be specific in your example:



### ***Top tip***

*As much as you may want to come across as humble in the interview (and please endeavour to!) DO NOT down-play your accomplishments or achievements. This is the time to shine.*



#### **Industry Secret**

*Always ensure the significance of whatever example you nominate demonstrates how it benefitted the organisation as a whole – not you as an individual (even if they ask you, ‘What did that mean to **you**?’ or ‘How did that make **you** feel?’).*

#### **Stratified Systems Theory**

As a departure point from above, a widely accepted international theorem in Organisational Psychology is Stratified Systems Theory, or SST by Elliot Jacques. Without going into too much theoretical detail, some computer-based assessments are based on this theorem, such as [Cognadev's Cognitive Process Profile](#) or CPP. A LOT of competency-based questions or simulations are too, based on this theoretical paradigm.

In layman's terms, the more operational, routine, junior to mid-management roles will require a more concrete approach to answers. Here, the focus is on problem solving where the solutions cited conform to an environment that is:

- Structured
- Requires a pragmatic approach
- Allows for detail orientation
- Solutions manifest in the short to medium term
- There is a reliance on a degree of certainty when making decisions



#### **Example 1**

*A doctor in private practice, who relies heavily on his expert knowledge and experience when treating patients on a daily basis. He examines them, diagnoses their illness, and sends them on their way with their script.*

The more strategic roles require one to demonstrate comfort with applying a more systemic, big picture approach to problem solving, with comfort in an environment characterised by:

- Chaos
- Ideas
- Dynamic changes
- Long-term approach
- Uncertainty – with the application of judgement and discretion when making decisions



#### **Example 2**

*A doctor who works in collaboration with other professionals, researching and co-creating a vaccine to treat the novel Covid-19 virus. His work – together with his colleagues across nations – will have a global impact and will likely influence how people treat viruses, and even human behaviour into the future (given the imperative of personal hygiene, social distancing, etc.).*

There are far more complexities at play in the above-mentioned examples, but we simply wanted to concretely demonstrate the difference between an operational (familiar) environment versus a strategic (unfamiliar) environment.

**There is no right or wrong way to be!**



#### ***Industry secret***

*From a purely qualitative perspective, and having been in the industry for many years now, about half of all candidates mis-read their cognitive capability. They either think they are suited to an operational environment when they have strong strategic potential, and then sometimes, vice versa. Hence the need for scientific methods, such as psychometric assessments, to measure such. You don't know what you don't know!*

Everyone demonstrates different degrees of comfort when working in different environments. However, it's important to objectively assess what your degree of comfort is, and then align your job searching strategies to applying for jobs that are ideal. This is purely from a cognitive perspective; of course, there are a plethora of other variables at play, such as one's cultural fit, personality match, so on and so forth.

It was for this very reason that Holistan decided to offer the candidate (you!) the option to create a bespoke solution and assess one's capabilities, and then match that to the job searching strategy. If this feels like something you'd be interested in, get in touch with us on [info@holistan.com](mailto:info@holistan.com).



#### ***Industry secret***

*If your values (from a career perspective) are to work in a position that will reward you handsomely, and allow you progression to management positions, it's no secret that one would need to demonstrate higher strategic complexity. Many individuals can hinder their own potential by heavily focusing on answering competency-based questions from a concrete perspective. If you are wanting to work in more strategic environments, ALWAYS answer ANY interview question with this at the back of your mind: what was the SYSTEMIC impact of your answer / solution?*

For a full break down of the different work environments in Stratified Systems Theory, refer to Appendix 1.



#### ***Top Tips***

*Read our articles below to aid your preparation for the interview and assessment process:*

[8 Tips to Cream your Role Play](#)

*Negotiating a salary:*

[Am I being paid my worth?](#)

# 11. Encouragement

Every single person on this earth has value to add. Europe is also a place where disparity between income groups is not nearly as prevalent as they are in South Africa.



## ***Did you know?***

*In economics, the Gini coefficient, sometimes called the Gini index or Gini ratio, is a measure of statistical dispersion intended to represent the income inequality or wealth inequality within a nation or any other group of people. It was developed by the Italian statistician and sociologist Corrado Gini.*

***South Africa*** remains a dual economy with one of the highest, persistent inequality rates in the world, with a consumption expenditure **Gini coefficient** of 0.63 in 2015. High inequality is perpetuated by a legacy of exclusion and the nature of economic growth, which is not pro-poor and does not generate sufficient jobs.

*In layman's terms, some jobs may be perceived to be shameful, or embarrassing to do. We don't even recognise this inherent, unconscious belief if we were born and bred in South Africa.*

People in the UK (and across Europe, really) who do simpler jobs, such as packing shelves, caring for the elderly or removing garbage, are not looked down at. Of course, if you're reading this, it's likely that you are aiming for a career that is going to tick the boxes to meet your intrinsic needs. Perhaps that's a healthy pay cheque? Maybe it's security? Or perhaps you're quite simply wanting to be considered on an even playing field?

Just remember! It takes time to find a new opportunity. It's very easy to get disheartened if all you are seeing are a continuous string of rejection emails. I've been there (read my story [here](#)). It's likely many people YOU know have been there. But at the end of the day, it's a numbers game that needs to be played with a great strategy in mind. Saying that, please take heed of the following advice:

- Don't just apply for anything and send the same CV - you need to adapt your CV each time. Holistan can generate a good base CV for you, PLUS we've shared our own unique methodology for you to do the same. However, once you have your standard template CV, you need to build on it for each application.
- Use the wording from the job advert to add to your CV – but don't make it too obvious.
- Follow up, follow up and follow up again. Searching for a job is heavily reliant on persistence.
- Need to plug a gap? There is NOTHING wrong with taking an interim job until you find your dream job. MOST people's first job in the UK was not their dream job. There is no shame in earning an honest wage. You WILL find a job, and I can promise you to get a minimum wage job is relatively EASY. Think care work, packing shelves or working at the local store. However, it is all dependant on your unique situation (as well as your pride, and your saving account balance).

## What next?

- Know your value – look at salary guides and Glassdoor to give you an idea of what your salary expectations should be.
- Diversify your job search:
  - Apply via online job boards
  - Apply via company websites
  - Engage and register with recruiters
  - Keep expanding LinkedIn reach daily
  - Use LinkedIn to connect with companies you would like to work for, approach HR
  - Utilise social media – join job pages or employment pages on Facebook; search recruiters on Twitter and interact! (We've said it before and we'll say it again; you will be surprised at how many jobs are advertised on Facebook marketplace – however you'll need to be in the UK, or change your location settings on your phone, to be privy to these opportunities)
  - Chase up recruiters
  - Persist, persevere and be determined
  - Consider what image you are portraying on social media. Block your visibility, ensuring only your friends and family can see your photos, interests, comments etc. and ensure that your main photo page doesn't give too much away.
  - It's also not a bad idea to Google yourself to make sure nothing dodgy crops up!



### \*\*\*Top Tip\*\*\*

*Create a separate email account ONLY for job applications. You are going to be BOMBARDED with emails with regards to job alerts you set up, as well as responses to applications (a ton of rejections coming your way – and that's NORMAL). Always keep reminding yourself that imperfect software programmes are throwing out a ton of valid applications. Those rejection emails are NOT from humans; they are templates sent because certain algorithms didn't align to your profile (sometimes rightly so, sometimes you may be unfairly thrown out if your CV didn't contain the exact terminology in the JD). It is NOT a reflection of your value or what you have to offer.*

## Freelancing

You may need to consider doing some freelance work to keep your head above water when you first arrive in the UK (and you can start even before you leave SA!). First world countries contract professionals just like you to do almost anything you can think of. Virtual assistant? Creating Copy?

Putting together Power-point presentations? You can literally make a few hundred dollars or pounds for a few hours work.

Check out our favourite sites here...

[Fiver](#)

[Upwork](#)

[Zeerk](#)

[Guru](#)

[GigBucks](#)

[Fivesquid](#)

### **Reach out**

Get in touch with family, friends, and ex-colleagues if you are actively on the market. Don't be shy to ask for introductions. Ask for references from previous bosses. As the old saying goes, it is not what you know, it is who you know.

# 12. Information to aid your assimilation into the UK

Emigrating is one of the biggest traumas a human being can experience in this lifetime. However, anything *worth it*, is going to mean that there is some pain in your journey getting there. Here is some advice to facilitate your assimilation into your new home – England.

## **Police Clearance**

In the UK, there are two types of Police Clearances, referred to as the DBS (Disclosure and Barring service): A BASIC and an ENHANCED DBS.

You can do a basic DBS online; it's cheaper, but it's not worth it as it won't be widely accepted.

An enhanced DBS is the better option, and you cannot do this yourself. Instead, the company requesting the DBS will process this for you (or you can get an agency to do one if you so wish).

You'll be required to provide original documents to the company that is processing your DBS. Agencies charge differing rates for processing a DBS depending on how much they want to charge as a processing fee. A DBS costs in the range of £44 (enhanced version) but if going through a third party (or prospective employer) expect to pay approximately £60. You may be fortunate with some agencies covering the cost of the DBS for you.

Once your DBS is processed, the disclosure certificate will be posted to you. You can have a lost certificate reprinted but it may cost you plus if its more than 3 months old, you will need to apply for a new one.

You can then choose to join the Update Service which makes your DBS portable for other companies/agencies to use. You have 30 days from the date of getting your DBS to do this; if you don't, you need to start the process again.

It costs around £13 per year and it means you won't need to apply for another, so it's very worthwhile doing it. No one can do this part for you; only you can.

For information, check out: <https://www.gov.uk/guidance/digital-and-online-services>



*Here is an example of what a FULL DBS looks like below:*

# Enhanced Certificate

Page 1 of 2



Disclosure &  
Barring Service

No DBS Fee Charged

Certificate Number

Date of Issue

01 MARCH 2021

## Applicant Personal Details

Surname:

Forename(s):

Other Names:

Date of Birth:

Place of Birth:

Gender:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

JOHANNESBURG SOUTH AFRICA

FEMALE

## Employment Details

Position applied for:

CHILD AND ADULT WORKFORCE COVID19 SUPPORT WORKER

Name of Employer:

## Countersignatory Details

Registered Person/Body:

Countersignatory

## Police Records of Convictions, Cautions, Reprimands and Warnings

NONE RECORDED

## Information from the list held under Section 142 of the Education Act 2002

NONE RECORDED

## DBS Children's Barred List information

NONE RECORDED

## DBS Adults' Barred List information

NONE RECORDED

## Other relevant information disclosed at the Chief Police Officer(s) discretion

NONE RECORDED

## Enhanced Certificate

This document is an Enhanced Criminal Record Certificate within the meaning of sections 113B and 116 of the Police Act 1997.

In South Africa, the Police Clearance certificate may be an aggravation to attain. However, it's better to face the frustration and apply for this from South Africa.

If you do it from the UK, the fingerprints may cost you approximately £75 and not every Police Station will do it for you. You can apply via your local Police Station in South Africa.

When you get to the UK, you generally may be required to produce your overseas police clearance if in the last 5 years you have lived in ANY country worldwide for a period of 6 months or more.

When you arrive in the UK your SA Police Clearance will suffice and each company has their own protocols (if they want to subject you to a DBS).



***Top Tip:***

*Consider doing additional courses and qualifications to upskill, and to set yourself apart in the market by searching jobs you are interested in, and paying special attention to any recurring gaps you recognise.*

### **Do not stop learning**

There is a plethora of resources available to upskill on virtually anything you can think of. There are plenty of websites (like [Udemy.com](#) or [Alison.com](#), for example) that are providing sometimes free courses to support you. Harvard University is also offering loads of free courses at this moment in time... check it out [here](#).

Here are some other nuggets of gold to consider:

The UK Government site is rich with learning courses which are FREE! Click [here](#) for information.

Health & Safety CSCS - [www.cscstesting.com](#) or [www.citb.co.uk](#)

Psychology Conversions – [www.bps.org.uk](#) & [www.hcpc-uk.org](#)

Legal Qualification Conversion - QLTS - [www qlts com](#) or [www.allaboutlaw.co.uk](#)

Site Management Health & Safety - SMSTS - [www.citb.co.uk](#)

Nursery Education - [www.cache.org.uk](#)

### **Travel in the UK**

Driving in the UK is not expensive in terms of purchasing a vehicle; it's the MOT, tax, insurance, gas and parking which is costly! A lot of people make use of public transport. You may want to check out:

[www.thetrainline.com](#)

[www.arrivabus.co.uk](#)

[www.tfl.gov.uk/maps/track/tube](http://www.tfl.gov.uk/maps/track/tube)

[www.nationalrail.co.uk](http://www.nationalrail.co.uk)

You can download the Apps associate to the above websites too. For drivers, good old fashioned Google maps works a charm.

### Where to live

Expect to experience some challenges in securing a rental; the math is easy: there are many prospective tenants, and only a limited number of properties. Finding work and finding a property to rent are actually very similar: a large portion of the process is automated!

[www.spareroom.co.uk](http://www.spareroom.co.uk)

[www.rightmove.co.uk](http://www.rightmove.co.uk)

[www.openrent.co.uk](http://www.openrent.co.uk)

### Children and Education

Education in the UK ranges, but generally, it's pretty solid and on par with the South African semi-private schools (sometimes better than even SA private schools!).



#### ***Did you know?***

*Pupils are placed into school based on their age and not their academic ability. The UK does not fail learners; they are advanced through the education system and supported if they fall behind.*

**Pre-School** is usually 0-5 years education and can be in a nursery setting, day care setting, with a childminder or with a nanny. Most children start school at the age of 4.

Nursery schools can be rather expensive, so consider a childminder too as they follow exactly the same curriculum and are still governed by Ofsted.

Your Local Authority (or LA) may be able to guide you when looking for a registered childminder in your area or consider websites such as:

[www.daynurseries.co.uk](http://www.daynurseries.co.uk)

[www.mumsnet.com](http://www.mumsnet.com)

**Primary & Secondary Schools** can be considered based on their Ofsted (the Education Regulatory Body) and what the Ofsted Report says. Keep in mind, however, that schools that 'only' achieve a GOOD rating are perfectly fine schools. Of course, you'll probably be eyeing out the OUTSTANDING rating; however, the difference between the two are negligible.

If you would like to consider schools and their Ofsted grading in a map format, have a look at [www.watchsted.com](http://www.watchsted.com).

Covid-19 has had some blessings, in that a large proportion of schools now offer online videos of their schools which was used as an opportunity for parents to view the school online instead of attending open days.

You will apply to your local council area for your child's place in a school – NOT the school directly. Simply Google what council your selected school is in (or area you have chosen to stay in) and apply through the web. You CAN apply for your child's place in a school if you have an address of a friend or family member (and proof of address – such as your name on a utility bill) even whilst still in South Africa. You will get 4 school options to choose from – populate ALL areas. Your choices should be in the order of your preferences.



**Top Tip**

*The term “the postcode lottery” is used often in England; schools are assigned generally based on where you reside. The more affluent your area (postcode), the more challenging it may be to get into your school of choice.*

*To put your mind at ease, the education system in England is generally solid. Although areas differ from one to the next, you can expect your child to receive an education that is decent.*

Key Stages are divided into Year Groups and age ranges; each new school year starts in September and runs to late July.

**Nursery and Reception** is for ages 3-5 and may be referred to as Early Years or Foundation Stage. The curriculum used is called EYFS - Early Years Foundation Stage.

**Key Stage 1** is for ages 5-7, and the Year Group 1 to 2.

**Key Stage 2** is for ages 7-11, and the Year Group 3 to 6 with 3 and 4 being lower Key Stage 2 and 5 and 6 being upper Key Stage 2.

Learners will do SATS at the conclusion of Year 6. These are specific exams which will determine what set/grading your child will start in at secondary school. There may be a transition leader or phase leader who supports the transition from primary to secondary school.

**Key Stage 3** is for ages 11-14, and the Year Group is 7 to 9. Learners choose subjects in Year 9 to take through to GCSE (final school exams), similar to the Grade 9's who choose their subjects back in South Africa.

**Key Stage 4** is for ages 14-16, and the Year Group is 10 to 11. Learners will write their final GCSE exams around May/June.

The UK education system has some form of grading in school, often called sets. In high school in the core subjects (maths, science, English) there is usually a top set or set 1, 2, 3 depending on the size of the school.

Exams are graded from 1 to 9 with 9 being achieved by the top 2% of learners in the United Kingdom.

[www.goodschoolsguide.co.uk/curricula-and-exams/sats-standard-assessment-tests](http://www.goodschoolsguide.co.uk/curricula-and-exams/sats-standard-assessment-tests)

**Key Stage 5** is for ages 16-18 and is more commonly known as Sixth Form or College. Some high schools have a 6<sup>th</sup> form attached to the school, others do not, and college then needs to be attended. This is a 2-year course where the learner can take A Level OR BTEC subjects. Either or will give the learner entry into University, and there are a wide range of subjects for academic and non-academic learners.

The UK also offers a range of apprenticeships and advanced apprenticeships, with specialist recruiters focusing on this.



#### ***Did you know?***

*If your child has any learning difficulties, they will be supported! Remedial care is referred to as SEN (Special Educational Needs) or SEND (Special Education needs and disabilities). Your SENCO (Special Education Needs Coordinator) will make contact with you to guide you along. You may be asked to get a referral from your local GP to get an appointment with a psychologist for your child to be formally assessed. Even if your child was assessed in South Africa, the UK will require their own assessments be conducted. However, submit all medical records you may have from SA to your child's school, and the relevant health professionals.*

*Pupil referral units (PRU) or Inclusion Units are for children who cannot attend mainstream school. Google this for more information.*

# 13. Conclusion

Everything in life is cyclical. You may be money poor but time rich if you are struggling to find work when you first get to the UK. Aggressively look at your budget, cut all luxuries, and apply your mind to some out the box thinking.

Get outside and get active. Take note of what you consume - not just food wise, but with regards to the news too. Don't watch every video or read every article sent to you on WhatsApp. Only read trusted news sources. And limit your screen time. Get your hands on one of your books that you've been promising to read forever.



## \*\*\*Top Tip

*Although massively helpful, BEWARE of the Facebook groups. Some people tend to complain a lot, and some of the information provided is INCORRECT. Although conversely the groups can be incredibly supportive, don't make critical decisions based on opinion.*

Take a look at some useful info right here to fill your mind with some of our favourite content curated over the years:

[Roadmap to Success](#)

[Personal Development and Growth](#)

[Becoming Your Most Authentic You](#)

[Four Tips to Get Your Mojo Back](#)

[The 5 Second Rule](#)

[7 of my Personal Tips to Survive Trauma](#)

[Are you a Polymath?](#)

If you need some active support at this time, reach out to us. Holistan offers coaching that is practical, impactful and supportive. Click [here](#) for more info.

You will start to feel settled after you arrive in the UK – just give it time. You WILL make it just like so many others have before you. Far more resilient and ambitious than ever before. *But you need to choose that mindset.*

**Need more assistance?**

For more information, please visit our website [www.holistan.com](http://www.holistan.com)

#### 14. Appendix 1: Stratified Systems Theory by Elliott Jacques

Level	Pure operational	Diagnostic Accumulation	Alternative Paths (Tactical Strategy)	Parallel Processes	Pure Strategic
<b>Structure</b>	Rules Policies	Parameters; Frameworks Boundaries	Fuzzy guidelines Big picture	3–5-year hypothesis Future scenarios	5 – 10-year vision for long term viability
<b>Focus</b>	Task	The person / case /situation / problem	The whole system Big picture	Future possibilities Outside the paradigm	The macro environment
<b>Time</b>	1 – 3 months	3 months to 1 year	1 to 3 years	3 to 5 years	10 years Long term viability
<b>Key Capability</b>	Sensory orientation Touch, feel, sight	Accumulation of information Understanding needs	Making connections	Modelling (creating a model of the future); Scenario planning	Weaving
<b>Process / Operation</b>	Reactive step-by-step Overcoming one obstacle at a time	Analysing and generating solutions Customising to needs	Understanding & translating strategy into effective, efficient outcomes through refining processes, restructuring, considering tangible & intangible variables, continuous improvement Restructuring Best Practice	Aligning the current system with future possibilities Working across silos	Long term viability across macro contexts Considering the interplay of dynamics within / across macro contexts
<b>Excellence</b>	Accuracy Precision Minimising cost / waste Quality Getting it right	Pre-empting potential obstacles Service orientation	Optimising systems Continuous improvement System efficiency	Ability to see underlying patterns & dynamics; To suspend knowledge & be open to possibilities	Aware of emerging patterns Industry strategy
<b>Output</b>	Can be completely specified	Cannot be precisely specified	Understanding company's strategy & making it work / practical	Aligning current systems with future possibilities; Business strategy	Adapting to different systems / environments
<b>Examples</b>	Clerical work Manual labour Hands-on operations Working with tools & routine operations	First level of technical specialist or professional Teaching, training, direct sales, rule-based technical work/programming First line supervisor	Department or unit manager i.e., middle and senior management level. Manage direct operating systems (i.e., middle manager, divisional manager, principal specialist); First level of organisational improvement; Individual technical specialists;	General Management level; Senior management, chief specialist and professional roles in the organisation; New product developers. Research Scientists.	CEO of a subsidiary company within a large corporation; Chair of a multi-national corporation Individual researchers and philosophers, developing the frontiers of knowledge

			Professionals and scientists operating independently		
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Level	Pure operational	Diagnostic Accumulation	Alternative Paths (Tactical Strategy)	Parallel Processes	Pure Strategic
Type of work	Concrete definite direct; routine, structured & well defined; has clear & familiar rules for achievement or successful completion	Is often technical / specialists & done by graduates i.e., engineers, scientists, therapists; Involves being familiar with & supervising operating tasks ensuring productivity; First line management, direct leadership. Does not necessarily have clear cut goals & outcomes – can be ambiguous	Involves working with a whole operating system within a functional unit	Focuses on business processes and business strategy; Involves coordination the work of various functional units or business units; Ensures that the organisation remains viable	Involves corporate strategy a big system thinking; Creates and organises whole, unified systems; is concerned with the viability of both the organisation itself and the relevant industry; May contribute towards industry renewal by creating philosophical trends; Moves beyond business issues to ensure that the organisation contributes to the environment and society in general
Way a person works	Completes operating tasks one by one Overcomes hindrances & obstacles through practical solutions Applies 'all or nothing' reasoning with no room for Ambiguity Uses existing knowledge on a set number of dimensions	Builds up or accumulates practical knowledge and data of a particular group of tasks; Uses this practical knowledge together with theoretical guidelines, to diagnose current or anticipated problems; Comes up with solutions to these problems, and then initiates the actions that will deal with them; Can deal with issues away from the actual situation through thinking and reflection; Handles ambiguity by either-or reasoning that separates alternative approaches; Classifies and sorts information using relatively fixed rules of thumb	Aims to get the very best from the functional unit, and devises different goal-directed tactical strategies to achieve this Uses specialised knowledge of operational aspects, and incorporates both theory and experience; Considers all the implications – current and future, short term and long term, - of strategy, including how to change it should problems occur; Anticipates and prepares for future work by applying 'cause & effect' logical reasoning (if this happens, then I will have to do that); Finds best	Plans and implements long term business solutions; Translates abstract ideas and decisions into strategies and tactics; Plans how the organisation is to be managed in the present so that it achieves its future, as reflected in its mission statement; Manages and/or coordinates several interacting projects simultaneously in order to achieve a general overall objective; When planning interacting projects, juggles resources	Directs and effectively manages complex multi-layers operational systems; deals with constantly changing events and circumstances; Continually adjusts broad strategy to ensure balance with environments; Intuitively senses and focuses on interconnections between many variables within the macro-economic context; Seeks new relationships between previously unrelated concepts, formulates new rules and shapes new systems and

			practical solutions to problems and makes best use of all available resources – human, material and financial; Evaluates systems and practices to identify and then put in place, the most suitable & efficient ways of working; Classifies and sorts of info using relatively fixed guidelines	between them so that maximum progress can be made and the overall goal achieved. Has true accountability; Uses a specialised and generalised knowledge base of principles and operating systems which provides guidelines for extrapolating and integrating information	knowledge fields in the process; Works towards achieving viability for both the organisation and its relevant industry, both within the system and in relation to society in general, can create new structures appropriate to organisational, societal and global change
<b>Type of info dealt with</b>	Concrete, real facts, definite rules, clear & linear procedures, direct causal chains, stable familiar contexts	Concrete, theoretical and often Specialised Clear and linear procedures Relatively stable contexts	Complex and both concrete & abstract; meaningful wholes, systems, plans, budgets, networks; Ambiguous goals & outcomes; relatively stable contexts	Primarily complex, unfamiliar and ambiguous; Often abstract, theoretical and generalised, such as long-term policies and strategies, values, business solutions, Ambiguous realities and goals; Unstable and unpredictable contexts	Highly abstract and complex, based well developed and broad-based knowledge base; Philosophical concepts, paradigms, and visions of universal., socio-political & economic trends, long term strategies, holistic systems, uncertain and ambiguous realities and unstable contexts
<b>Language used</b>	Focuses on tangible, concrete objects, techniques,	Focuses on objects, methods and outcomes	Focuses on the symbolic, e.g., consumables, equipment, resources	Has a conceptual focus, i.e., talent pool, culture, values, capital accumulation, assets, labour	Centres around macro-economic issues and intangibles i.e., free trade, capitalism, democracy
<b>Judgement</b>	Uses discretion in evaluating personal productivity	Is based on how the rules may be applied in a given situation	Relates the planning and implementation of approaches that will optimise the use of resources to make the most of the operating system	Profit and loss accountability; the planning and implementing of strategies to ensure organisational viability	Is concerned with organisational and industry viability moves beyond straight issues to ensure that contribution is at the level of issues surrounding society, the environment and global concerns

# 15. About the Author – Marzenna Almendro:

*Marzenna is a Registered Psychometrist with the Health Professions Council of South Africa (HPCSA) and a Registered Test User with the British Psychology Society (BPS), with over a decade of experience in consulting.*

*The proud owner of [Holistan](#) which she created in 2015, Marzenna is now a Non-Executive Director for the business. She demonstrates a passion for writing, having self-published her first book “[Chasing the Dream: A Guide to Practice Management in the South African Context](#)” in April 2016. This led to the opportunity to develop two National Qualifications on New Venture Development for the South Africans Qualifications Authority (SAQA). Apart from this, she is a qualified Shadowmatch coach.*

*Her early career saw Marzenna gaining experience as an advertising copywriter, voice over artist and presenting on radio and television. With her rich experience in [marketing and branding](#), she created an incredible methodology around offering individuals various [Personal Branding](#) packages. Her team are fully trained in offering clients phenomenal results when creating compelling CVs, cover letters, LinkedIn profiles...and MORE!*

*Emigrating to the UK in December 2020, Marzenna decided to re-enter formal employment. This meant that for the first time since creating her unique formula and supporting hundreds of clients in the past, she needed to put her own methodology into practice.*

*In less than 15 weeks of touching down on English soil, Marzenna was made a remarkable offer for a position of choice in the United Kingdom. As an expat with limited UK experience, during a global pandemic, she was able to not only find a job... she was able to secure the perfect role!*

*Today, she lives in the beautiful village, Hockley in Essex with her family. You can read more about her journey from South Africa to the UK here: <https://www.marzennaaalmendro.com/personal-blog/my-story-from-johannesburg-to-essex>*

*For more information, please reach out directly: [marzenna@holistan.com](mailto:marzenna@holistan.com).*

