

**SEPAL**  
APPRENTICESHIP BOOK

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# Introduction

## Introduction

The first part of the SEPAL Apprenticeship Book is a guide for youngsters who have limited or no experience of the labor market. The main purpose is to offer to NEETs some ideas about how to behave at the workplace and aid their adaptation to a new job. An important part of this is demonstrating the basic skills that a person must possess and the most useful soft skills for youngsters. Also, it provides guidance on CV development, interviewing strategies and job searching methods.

The second part of the SEPAL Apprenticeship Book describes briefly the mentoring issue and the role of the mentor. The analysis of the role and importance of a mentor is a key issue in the workplace, especially when involves people at the beginning of their working life. The relationship between the mentor and trainee is crucial for young persons who do not have enough work experience and expertise.

The main purpose of the SEPAL Apprenticeship Book is to provide ideas and valuable information to youngsters who are about to begin their working life.

# 01

## PART 1

A) Views and perceptions

A) Views and perceptions

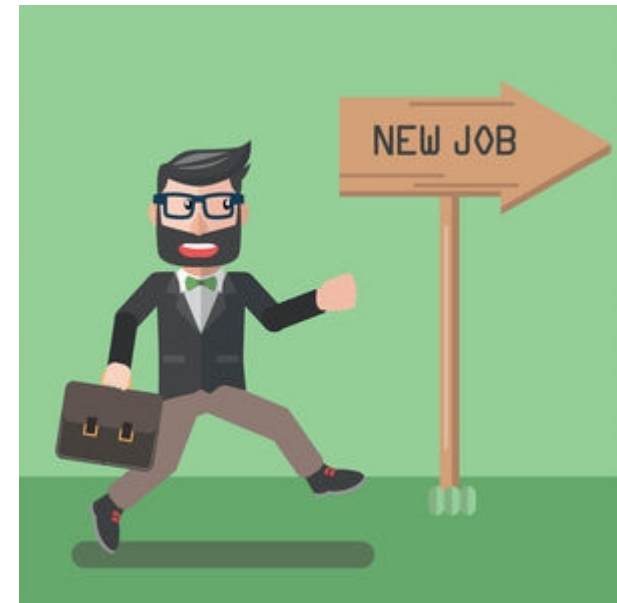
### PART 1

A) Views and perceptions

How to behave at work<sup>1</sup>

Your attitude is just as important as your skills and abilities. From offices to restaurants, learning to navigate any new job requires a unique mixture of people skills and dedication. You can learn to make a good impression on your first day and turn that good impression into a good reputation into the future.

Starting a new job



Source: [www.sunrockrecruitment.co.uk](http://www.sunrockrecruitment.co.uk)

<sup>1</sup>Wikihow.com, How to behave at work. This article was co-authored by Abayomi Estwick. Abayomi Estwick is a Certified Life Coach in Maryland. She received her Life Coach Certification in 2017. Updated: 2 October 2019

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## PART 1

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A) Views and perceptions

### **Get there early.**

In the beginning, it's important to make a good impression and to show up on time. Make sure you're there early enough to get fully prepared and changed, if necessary, to start your shift. Be there 10-15 minutes before your shift starts. Budget your time well in advance, giving yourself an extra 30-40 minutes as a buffer for things like traffic, getting lost, and finding parking.

If you must take public transportation, or your new workplace is somewhere you're unfamiliar with, take the trip a few days ahead of time to make sure you know exactly how long it will take.

It is important not to stay beyond the time you're scheduled. Leaving late may indicate that you are not able to budget your time effectively. Impress your employer by arriving early enough to prepare for the day, then leave when you are finished.

### **Listen and apply what you hear.**

You won't be expected to excel right away at most jobs and most employers know that there will be a learning curve with new hires. So, don't worry so much about making mistakes and messing up in the beginning, but focus on learning as much as possible and listening closely to make sure you don't miss things.

Be conscious of your learning style. If you are a hands-on learner, for example, ask the person training you to walk you through a task rather than having you watch them.

Take a notepad or notebook with you so that you can take down important points during your training. Make it your goal to only make a mistake once. If your boss tells you how to do something, listen and remember so you won't have to ask again.

### **Don't be afraid to ask questions.**

Lots of new employees will be too sheepish to ask questions and will blunder into doing things incorrectly. Know enough to know when you need help. There's no shame in asking for help, especially on your first day. It will be better to have it explained once and be sure you will do it right than to try to guess and get exposed later.

### **Try to anticipate what needs to happen next.**

The process of every workplace is very different. Even if you're skilled and talented, it takes some time to figure out what needs to happen, and in what order. The best way to stand out on your first day as a good worker is to try to analyse the situation and figure out what needs to happen next. At some jobs, your first day can involve a lot of standing around and watching. Jump in when you see an opening.

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At some jobs, you'll need to ask instead of just acting. If you're starting at a kitchen and finish up with some dishes, it might seem obvious that they'll go to the dishwasher, but there may be some other process so, ask.

### **Clean up without being asked.**

One thing that's consistent at every workplace is cleanliness and safety. Straightening up doesn't usually need to be coached. Look out for things you can organize, or ways that you can clean up to make the workplace much easier.

If you work in an office, change out the coffee filter and make a fresh pot. Clean up the cups and spoons and throw away the refuse. Take the trash to the bin. Help straighten up other public areas if they need straightening.

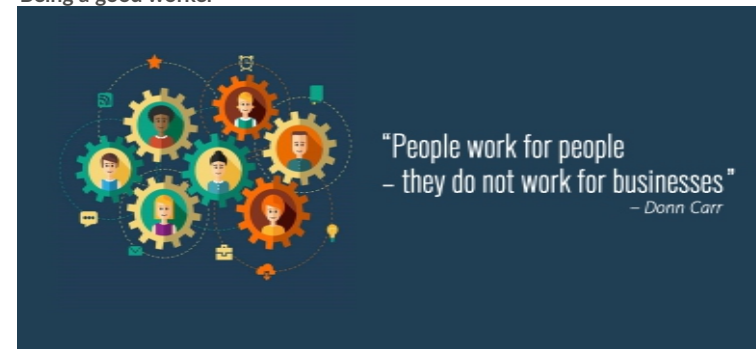
If you work in a kitchen or a restaurant, keep an eye out for obstacles that someone may trip over, or help clean up dishes in the back. Take a turn at the sink if you need to. try to find a way to stay busy.

### **Just be yourself.**

It's not what you know, how talented you are, or even what you do on the first day that will make it a success. It's your attitude and behaviour. Your employer hired you because there was something about your combination of skills and personality that will benefit your workplace. Have faith in your ability to succeed as yourself, and don't think you need to be someone you're not.

You don't have to act like your co-worker's act, for good or for worse. It takes time for people to adjust to a new person in the workplace, so give your co-workers time to adjust to your personality rather than changing your behaviour to match theirs.

### **Being a good worker**



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A) Views and perceptions

A) Views and perceptions

### **Set short-term work goals.**

Being a good employee involves going above and beyond the call of duty. Try to be the best employee that you can be by setting personal goals in the short term to help yourself stand out. After a few days of work, try to identify the things you need to work on the most and make it your goal to get where you want to be.

If you're working in a kitchen, make it your goal to have all the sandwich recipes memorized by the end of the month, so you don't have to consult your cheat sheet. Or make it your goal to get your plate time down to that of the other employees.

Focus more on the quality of your work and less on your efficiency in your first couple of weeks. Make every sandwich well before you worry about making it quickly. Worry about getting faster and producing more as you go on.

### **Be willing and realistic about what you can do.**

Good employees are volunteers, willing to take on extra responsibilities and tasks when asked. If you want to cultivate a reputation as a reliable employee, then be willing to do things that need to be done.

It's also important to know your limits. If you've already got 10 things to do before you leave today, don't volunteer to do one more thing that's going to take several hours. Manage your time effectively.

Be cautious when you need to be too. If a fellow employee asks you to do something, you're not sure about, it may be more helpful to think up an alternative plan. Be tactful and defer to your boss for help, if necessary.

### **Just do your work, don't do anyone else's.**

A good employee is committed to doing their job well without trying to manage the way others work. When you're at work, stay focused on doing what you need to do to the best of your abilities. Don't spend time getting into another people's work unless they specifically ask for your advice or help. Stand out by getting everything done that you need to do.

Try to avoid workplace gossip. It's easy to group into little work cliques that can distract you from your responsibilities. Just focus on doing your work, not how well other people do their work



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A) Views and perceptions

### Be active.

If you see debris littering the floor of your workplace, don't walk around it, then inform your boss that someone needs to do a little picking up. Just pick it up yourself. Do things for the sake of creating a better work environment, not looking like you're a better employee.

### Bring something extra to the table.

Do your work well and complete it, then look for ways you can do a little extra to help the company you work for reaching its goals. Good employees come to the table with creative ideas for improvements and efficiency tactics to help make your workplace a better place.

Try to come up with a few creative ideas each couple of months, then keep them on hand in case they come in handy. Grab five minutes to chat about your idea in private with your boss, instead of bringing it up at a big group meeting.

### Having the right attitude



Source: medium.com

### Establish long-term work goals.

Where do you want to be in five years? Ten? How can this job help you get there? Set clear and achievable goals for yourself at your job, and work toward them each week. Knowing how your work relates to your ultimate goals in life will give you self-assurance and provide motivation for you to advance your company and yourself.

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Try to keep a list of what you're working toward, to help get you through the weeks. What you're doing right now might not seem that important, but how is this helping you get what you want? How is this moving you up the ladder?

The ultimate goals of the company you work for are also important and should be kept at the front of your mind.

### **Speak well of other employees.**

Employers appreciate employees who support other good workers. When you work hard and consistently help further your company's goals, you become a trusted voice. Use your voice to help others who are worthy of praise and advancement.

If other employees mock or criticize a fellow employee, don't participate. It can be easy to form snarky cliques at work, but it can create a toxic work culture. Don't be a part of it.

If you gossip, lie, or cheat in order to gain position in the company, you may gain ground in the short term, but lose it in the long term as you built up bad relationships with other employees. Allow your employer to evaluate your work and skills and determine where you fit best in the company.

### **Get invested in what you're doing.**

Employers value employees who take pride in what they're doing. If you're doing something, you're passionate about, that's easy. But if you're working a job for the wage, it can be a little more difficult to find that passion. Find some way to get more invested in what you're doing, to let your passion shine through.

Stay focused now what this job affords you and remind yourself that succeeding in this job makes all those things easier. If you're working to feed your family, or to pay your way through college, remind yourself that what you do at work has a direct impact on those parts of your life.

### **Treat everyone you encounter with dignity and respect.**

While some people can be very difficult to interact with in the workplace, when you treat them poorly you should remember that you are negatively affecting your career opportunities with the company.

Your co-workers were as carefully selected as you were, so showing contempt for and disrespect for any co-worker you encounter shows a disregard for the intellect of your employer.

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## PART 1

- A) Views and perceptions
- B) Skills and competencies

A) Views and perceptions

B) Skills and competencies

### Respect the clients

No matter what type of business you run or whether you sell products or services, clients and customers should never feel surprised at being treated well. The keys lie in treating everyone who walks through your door with respect and dignity and making superior treatment a customer service standard.

One of the best ways to help clients and customers feel important is by practicing active listening. Pay attention and avoid unnecessary interruptions while a customer is speaking. When the customer finishes, provide feedback, such as paraphrasing with a statement like, "It sounds like what you are saying is," asking questions to clarify or briefly summarizing what the customer said.

Once you understand what a customer requires, respond appropriately. For example, assure the customer you will be happy to assist her or ask how she would like to see an issue resolved. Although remaining calm when dealing with an upset client can be difficult, you'll often have a much better chance of resolving a complaint or issue successfully with a patient attitude.

Convey appreciation to every client or customer. However, while the last thing a customer should always hear before leaving is "thank you," the statement should fit the situation. For example, saying "thanks for your business" might sound flip to an upset customer. Instead, a statement such as "I apologize for the inconvenience you experienced today. We truly appreciate your business and look forward to seeing you again" is more appropriate. In addition, use the client's name in a parting thank-you statement.

B) Skills and competencies



Source: [www.aboutpeople.com](http://www.aboutpeople.com)

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## PART 1

### B) Skills and competencies

### B) Skills and competencies

#### Good knowledge and use of language<sup>2</sup>

Good knowledge and use of the domestic language is the ability of expression and interpretation of concepts, thoughts, emotions, oral or written, as well as the ability to research, collection and process of written information. This means:

- Ability to read and understand the presented information in a variety of forms (e.g. text, charts, maps, tables)
- To exchange information using a wide range of technologies linked with information and communication (e.g. phone communication, email, computers), recognizing the environment in which the communication takes place adapting oral or written speech.
- Ability to present a complete written report production, arguing on a topic, presentation of a subject to the audience, research and editing information about as subject, locating and highlighting important data.

In the working environment, this skill is important in order to be trusted to carry out responsibilities, to be effective in communicating with colleagues and clients and acting for work promotion.

#### Foreign language skills<sup>3</sup>

Knowledge of foreign languages concerns the ability to understand, express and interpret concepts, thoughts, feelings, facts and opinions in both oral and written form (listening, speaking, reading and writing) in languages other than the domestic. This skill requires the continued and effective use of foreign languages, which is not always consistent with the possession of relevant degrees. This in practice means:

- Understanding of foreign languages texts and spoken words as well as conversation and expression in writing, either daily or about a job, interests or other special issues.
- Intercultural understanding which means knowing and understanding some things about the habits and behaviours of people of other nationalities.
- Ability to work with people from other cultures

In the working environment, this skill is particularly important as the growing extroversion of businesses and organizations implies cooperation, transaction and networking with organizations from other countries. Also, having the ability to communicate in foreign languages can be useful of the benefits of free movement in the EU or work in a wider geographical context.

<sup>2</sup>E-stadiodromia.eoppep.gr Article: Basic skills and how to Develop them. Personal file of career designing  
<sup>3</sup>linguagrecia.com/blog/2014/02/advantages-foreign-language-skills

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## PART 1

B) Skills and competencies

B) Skills and competencies

- Taking initiative and entrepreneurship
- Professional skills
- Self-esteem and building credibility
- Other skills

The most important soft skills

- Confidence
- Enthusiasm
- Curiosity/ willingness to learn
- Adaptability
- Communication
- Teamwork

Life skills

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- Make a basic expense schedule
- Don't run into debts

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#### Arithmetic skills<sup>4</sup>

The arithmetic ability involves good knowledge of numbers, measures and structures, understanding mathematical terms and concepts and answers/solution in everyday situations in life and work. It also includes the ability to use mathematical thinking and presentations (mathematical formulas, models, constructions, graphs). This in practice means:

- Ability of deciding what to measure or calculate
- Observing and recording data using appropriate methods, tools and technology
- Making estimations and verifying calculations
- Having basic knowledge of mathematics (interest, simple equations) and descriptive statistics (reading charts, analysing quotas, finding an average)
- Ability of thinking critically and using tools and data to search solutions

Arithmetic capability is important for every job, whether you are preparing budgets, commissioning and purchasing, reading or comprehending statistical data, calculating and allocating hours, predicting profit or losses etc. Basic skills and knowledge of economics are useful in many professions.

#### Ability to use digital technology

Digital competence requires a good understanding and knowledge of the nature, role and opportunities of information and communication technology (ICT) in life and work. This in practice means:

- Using the main IT applications such as Word processing, Excel, databases, storage and information management.
- Using the computer to carry out various tasks in studies or work, searching for information from the internet, participating in online
- activities (forum, social media), communication and collaboration by email.
- Understanding the opportunities and potential dangers of the internet and electronic communication (email, network tools) for work, entertainment, dissemination of information and participation in collaborative networks, learning and research.

In all modern work environments, the knowledge and ability of using IT applications are important, especially as a way of managing the daily routine and solving the individual problems that arise.

<sup>4</sup> [teach-nology.com/teachers/subject\\_matter/math/arithmetic/](https://teach-nology.com/teachers/subject_matter/math/arithmetic/)

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## PART 1

### B) Skills and competencies

### B) Skills and competencies

#### Importance of lifelong learning<sup>5</sup>

Lifelong learning ability includes awareness of learning needs, the ability to pursue and persist in learning, the ability to organize individual and/ or collective learning, together with effective time and information management. Personal and professional development has to do with the ability to find the time and resources to develop and improve skills and knowledge. This in practice means:

- Willingness to constantly learn and grow
- Evaluation of strengths and the areas that need further development
- Setting personal learning goals
- Identifying and approaching learning resources and opportunities
- Planning and achieving learning goals

In today's ever-growing society, the increase in knowledge takes place at a very fast pace and the demands of the labour market are constantly changing. Consequently, training and supplementary education are a permanent priority for the modern worker and enable him to respond to new and increasing demands by continuously upgrading his knowledge and skills. All learning activities in which we participate throughout our lives in formal or non-formal as well as non-formal learning and contribute to improving knowledge, skills and resources in personal, social and professional level, constitute lifelong learning.

#### Flexibility, adjustability<sup>6</sup>

Flexibility/adjustability is the ability to adapt to changes and new data, adapting plans and, if necessary, goals and using the new information and situations in a creative way. This means:

- Finding new solutions
- Keep tracking of the progress of a job and changing plans if it is necessary
- To cope with the pressure creatively
- Seeing any problems as opportunities to improve skills or plans
- Working effectively in different environments and with different people
- Be resilient, which means to deal with adversity and adapt to change, even when conditions are discouraging or disruptive

During your working life you will need to change job and employers and experience changes at work. The ability to quickly and easily adapt is a competitive advantage, as people who can quickly adapt to change and perform multiple tasks in different environments are positively appreciated in the job market.

<sup>5</sup><https://www.enixeio.gr/article/2328> Maria Giampoulaki  
<sup>6</sup>E-stadiodromia.eoapp.gr/Article: Basic skills and how to Develop them. Personal file of career designing

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### Communication and interpersonal skills



Source: jacquelyns.home.blog

Interpersonal and communication skills include the ability to listen and observe in order to truly understand, discuss, effectively translate our thoughts and ideas verbally or in writing, associate and express ideas in a clear and effective way, utilize strategies and skills to work with others, to persuade or influence, to encourage participation, to negotiate, to give and take. This means:

- Having the ability to write and presenting aptly and correctly structured texts in a comprehensible and appealing way to others.
- Using body language to express interest and active engagement
- Creating and keeping a positive first impression on others
- Ability of starting and tuning a conversation by remaining open to different views and opinions
- Ability of developing interpersonal relationships in the workplace by understanding the diversity of each person
- Ability of convincing others by putting forward the right arguments while considering their own needs and positions
- Be active as a citizen, communicate effectively with institutions and organizations, effective separate professional from personal life, participate in cultural activities.

Communication and good interpersonal relationships are vital for most jobs, not just for motivating staff but also for achieving the business goals of an organization. To enable staff to do their job properly and accurately, they need to understand both their own role and others, as well as be able to work effectively and work as a member of a team. This can be achieved only through good communication and interpersonal relationships. It is essential that oral and visual communication to be at levels that will not only help in the transmission of messages and in concert, but also in improving understanding, cooperation and service.



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### B) Skills and competencies

#### Problem solving<sup>8</sup>



Source: [www.skiprichard.com](http://www.skiprichard.com)

The problem-solving skill is the ability to evaluate situations, identify problems, examine ways to resolve them and choose the most appropriate. This process includes the recognition of long-term consequences, as well as the design, implementation and evaluation of an action plan to solve the problem. This means:

- Think creatively and find innovative ideas for implementing a project.
- Collect analyse and organize the information you need.
- Plan, organize and manage your resources to achieve your goals (time, money, work, human resources etc.)

In the work environment, people who take personal responsibility to ensure the achievements of goals are recognized. Also, people who can see that there is a better way to do something and are ready to explore and apply changes and do not give up when something is not going well, are recognized.

#### Creativity<sup>9</sup>

Creativity is the ability to think beyond the ordinary. In order to be creative, you should be able to discover new and innovative ways of thinking and ways in which things are done. This means:

- Be able to capture and implement new ideas

<sup>8</sup>E-stadiodromia.eoppep.gr Article: Basic skills and how to Develop them. Personal file of career designing  
<sup>9</sup>E-stadiodromia.eoppep.gr Article: Basic skills and how to Develop them. Personal file of career designing

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### B) Skills and competencies

### B) Skills and competencies

- Make alternative use of existing resources
- Do not get caught in routine and repetition

Employers want people with fresh ideas to help them design new products and services, cope with challenges and competition and expand their businesses.

#### Working in groups<sup>10</sup>

Working in a team means that someone can work smoothly and efficiently in cooperation with colleagues. This requires several other skills, such as being able to encourage and inspire other members of the team, to compose, to compromise and sometimes to put aside their 'ego', to have communication and other interpersonal skills such as negotiation, influence and understanding. This in practice means:

- Keep a good level of relationships with others and engage in a variety of activities.
- Present your own ideas and at the same time be willing to listen and accept the ideas of others.
- Contribute to a common goal
- Work with others in a way that one's abilities complement each other's abilities.
- Be effective when it is necessary
- Engage and provide feedback to other team members
- Be open to feedback from other team members
- Manage and resolve any conflicts

Group work is a priority for most employers. People who can empower the team, contribute with new ideas, have leadership skills and decision-making skills on the one hand and ability to follow directions and play their role in a team, are being evaluated very positively. Teamwork and the ability to work in a team environment is an important factor in achieving goals and results for all organizations regardless of their size.

#### Taking initiative and entrepreneurship<sup>11</sup>

Sense of initiative and entrepreneurship refer to a person's ability to turn his ideas into action. It includes creativity, ingenuity, innovation and risk-taking, as well as the ability to design and manage projects in order to achieve specific goals. This means:

- Develop a network of personal contacts and support
- Create and exploit opportunities
- Provoke and prepare changes rather than trying to respond when they arise.
- Suggest changes in teamwork
- Tackle the challenges dynamically and take responsibility for your decisions and actions
- Making decisions, setting goals and planning steps to achieve them

<sup>10</sup>E-stadiodromia.eopep.gr Article: Basic skills and how to Develop them. Personal file of career designing

<sup>11</sup>E-stadiodromia.eopep.gr Article: Basic skills and how to Develop them. Personal file of career designing

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### B) Skills and competencies

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- Be able to identify strengths and weaknesses in a situation or plan
- Be able to demonstrate prowess, determination, will, responsibility, adaptability, optimism.

In the workplace this skill is particularly important, as it is linked to understanding the context of work, accessing opportunities and risks, exploring alternatives and exploiting challenges and innovation. This skill must characterize mainly those who choose to start their own business.

However, in today's labor market is important to have an entrepreneurial spirit, whether if someone wants to set up his own business or not, entrepreneurship helps people to broaden their career opportunities and personal development. It also helps to face the challenges and uncertainties in workplace with resourcefulness, flexibility and efficiency.

#### Professional skills

Professional knowledge and skills are those which are acquired or developed by adults through the exercise of their profession, voluntary work, internship etc. These skills are directly related to the exercise of the individual's profession which could be the use of machines, implementation of specific information systems, exercise of specific activities requiring relevant training or experience, etc.

Professional skills can make someone a competitive candidate for a job that requires them and other professional may not have.

#### Self-esteem and building credibility<sup>12</sup>

A lack of self-confidence affects the credibility and credibility affects a career. The definition of credibility is the quality of being believable and worthy of trust. If you don't believe to yourself, you can't expect others to believe in you. If you don't trust yourself, other people won't trust you either.

How to be confident and gain credibility at work:

- Know yourself
- Be yourself, never pretend
- Trust yourself
- Practice small acts of courage
- Build your own confidence
- Reach out, help others

<sup>12</sup>E:stadiodromia.eoeppep.gr Article: Basic skills and how to Develop them. Personal file of career designing

# 01

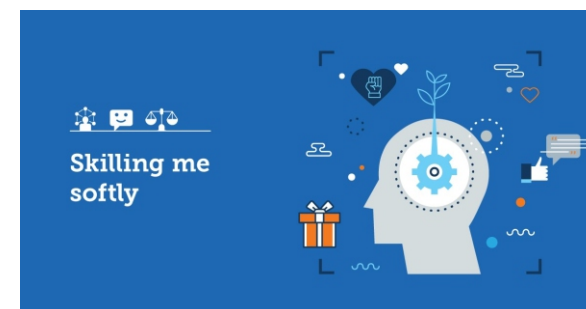
## PART 1

### B) Skills and competencies

#### Other skills

The skills that have been recorded so far are indicative and more oriented towards working life. However, it is very likely that through different life and work experiences will be developed other skills that have not been included so far.

#### The most important soft skills



Source: medium.com

#### Confidence<sup>13</sup>

Confident people tend to work more happily and are unafraid to go for promotion or take new challenges. First, you need to know yourself. To get know yourself answer these questions:

- When do you feel confident and powerful?
- When do you feel insecure, not good enough, or trapped?
- What is preventing you from feeling confident, secure or powerful?
- Where do you feel you are not good enough?
- Who do you know in your field that is confident? What can you learn from him/her?
- What actions do you need to take to stop feeling 'not good enough'?
- What makes you feel happy and fulfilled?
- What is your dream? What goals do you have?

Two main things contribute to self-confidence: self-efficacy and self-esteem. We gain a sense of self-efficacy when we see ourselves mastering skills and achieving goals that matter in those skill areas. This is the confidence that if we learn and work hard in an area, we will succeed.

<sup>13</sup> Randstad.gr Article: Soft skills at the workplace

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B) Skills and competencies

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This type of confidence leads people to accept difficult challenges and persist in the face of setbacks.

This overlaps with the idea of self-esteem, which is a more general sense that we can cope with what is going on in our lives and that we have a right to be happy.

### Enthusiasm<sup>14</sup>

Enthusiasm can mean the difference in not just getting a job but succeeding in a job and even advancing in a career. A positive and enthusiastic attitude is a critical component of workplace success. When employers look at prospective candidates, beyond skills, experience and training, they look for those who demonstrate enthusiasm.

A candidate who can demonstrate a positive attitude and eagerness to tackle the job will have an advantage over one who displays an attitude viewed by the employer as negative or disinterested. In fact, many employers would rather provide job skills training to an enthusiastic but inexperienced worker than hire someone with perfect qualifications but a less-than-positive attitude.

Employees who are viewed as enthusiastic are known to provide good customer service, resolve interpersonal conflict effectively and work productively with others. There are many ways in which an individual might demonstrate enthusiasm in a workplace. For example, in a job interview, he or she might smile, sit up straight, make eye contact and discuss training and work experience in an upbeat manner.

Once hired in a position, an enthusiastic employee will typically show up on time, show interest in his or her job and demonstrate a willingness to listen, learn and try new things. An employee with enthusiasm comes across as someone who wants to be at work and who is willing to do what it takes to get the job done.

### Curiosity/willingness to learn<sup>15</sup>

The capacity to learn  
is a gift; The  
ability to learn is a  
skill; The  
willingness to learn  
is a choice.

Brian Herbert

<sup>14</sup>Randstad.gr Article: Soft skills at the workplace  
<sup>15</sup>Randstad.gr Article: Soft skills at the workplace

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Willingness to learn expresses the human desire, cheerfully consenting or readiness to know new things and to improve yourself.

In the business aspect, willingness to learn means you are a person who wants to be more qualified and wants to be up to date with changes and tendencies in your professional area. It is one of the most valuable skills required by companies nowadays. It is among the most important skills to put on a resume. The importance of willingness to learn:

- Gives ability to create. The more things you learn, the more ideas come to your mind.
- Opens doors to you for career and business success. There is no way to be successful if you are stuck with the old things.
- Helps you to deal with unexpected
- Helps you improve self-confidence
- Gives you more flexibility

Tips to improve your willingness to learn skills:

- Always remember that desire to learn is the path for making your dreams reality
- Meet inspiring people. Surrounding yourself with intelligent and educated people is important.
- Be open to taking advice. Search and ask for opinions other people who are competent in the area you want to develop
- Don't fear the failure. Learn from it
- Find out what are your weaknesses and gaps in the field you want to develop

Ways where curiosity will get you ahead in the game:

- Show eagerness to learn
- Stay current in the news
- Reach out to employers about job openings
- Develop your skills
- Discover new ways to challenge yourself
- Think outside the box

#### Adaptability<sup>16</sup>

Adaptability as a skill refers to the ability of a person to change his actions, course or approach to doing things in order to suit a new situation. We constantly change our lifestyles because our world is changing always. Two of the most important soft skills that are coming to the forefront are adaptability and flexibility. Some people mistakenly think that the ability to change according to the needs of a situation or a willingness to compromise, show weakness or a lack of conviction.

Adaptability is a sought-after job skill as employers increasingly rely on flexible job descriptions and rotate employees into different roles. Your ability to adapt to changing

<sup>16</sup>Randstad.gr Article: Soft skills at the workplace

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situations and expectations makes you more valuable to a current or prospective employer. Adaptability in the workplace is when an employee can be flexible and have the ability to adapt to changing work conditions. Staying calm means not folding under pressure when something changes, or a problem occurs. Developing a solution is being able to come up with a plan when there is a problem

Here we'll look at four skills to nurture as you embark on developing your team's ability to adapt:

- Think creatively. Your team should be encouraged to explore different avenues for fostering creativity and accomplishing work goals with a new mindset.
- Embrace ambiguity
- Exercise emotional intelligence
- Shift focus

### Communication<sup>17</sup>

Most jobs require employees to have good communication skills, so that they can express themselves in a positive and clear manner, both when speaking to people and in writing. Demonstrating strong communication skills is about being able to convey information to others in a simple and unambiguous way. It involves the distribution of messages clearly and concisely, in a way that connects with the audience.

Good communication is about understanding instructions, acquiring new skills, making requests, asking questions and relaying information with ease. Good communication skills are perhaps the most basic skills that you can possess as an employee, yet they remain one of the most sought-after by employers. In today's competitive jobs market, communication skills in the business world are highly sought after, with recruiters looking for candidates who can communicate information, negotiate and confidently deal with customers. Listening carefully, speaking clearly and putting others at ease are very valuable attributes to possess.



Source: [www.quora.com](http://www.quora.com)

<sup>17</sup>European-business.com, article: the 9 most important soft skills for the job.

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### Top communication skills

- **Emotional intelligence** is the ability to understand and manage your emotions to communicate effectively, avoid stress, overcome challenges and empathize with others. It's a skill which is learned over time rather than obtained. There are four main strands to emotional intelligence: self-awareness, self-management, social awareness and relationship management. Each of these strands is important in its own way and allows you to communicate confidently with a variety of people.

- **Cohesion and Clarity**

Good communication is much more than saying the right thing; it is about communicating messages clearly and concisely.

Before you start a conversation, type an email or begin a discussion, have in mind what the purpose of the communication is and what information you hope to obtain as a result. Lack of clarity and cohesion can result in poor decisions and confusion.

- **Friendliness**

In any type of communication, make sure that you set the right tone. A friendly tone will encourage others to communicate with you. Always try to personalize messages, particularly when working with partners or fellow colleagues.

- **Confidence**

In all interactions, confidence (but not over-confidence) is crucial. Demonstrating confidence will give customers faith in your abilities to deliver what they need, and that you will follow through with what you have promised.

- **Empathy**

Within a busy work environment, everyone will have their own ideas about how things should be done. Even if you have disagreements with your colleagues or partners, their point of view should be considered and respected. Empathy is also beneficial when speaking with customers in certain types of customer-facing role.

- **Respect**

Empathy leads into the next communication skill, respect. If you respect the ideas and opinions of others, they will be more likely to communicate with you. Active listening or simply using the name of the person you are speaking to can both be effective. Make sure that when you type emails, you don't sound insincere or write in a way that is insincere.

- **Listening**

Good communication is all about listening effectively. Take the time to listen to what the other person is saying and practice active listening.

Pay attention to what the other person is saying, ask questions and clarify points, and rephrase what they have said so that you know you have understood correctly.

- **Open Mindedness**

Try to enter communications without having an agenda.

Strong communications require an open mind and a commitment to understanding other people's points of view. If you disagree with the people you are speaking to, try to reach a middle ground that benefits all parties.

- **Tone of Voice**

The tone of your voice can set the whole mood of the conversation. If you start the discussion in an aggressive or unhelpful manner, the recipient will be more inclined to respond in a similar way.

The tone of your voice will include the level of emotion that you use, the volume you use and the level of communication you choose.

- **Asking good questions**



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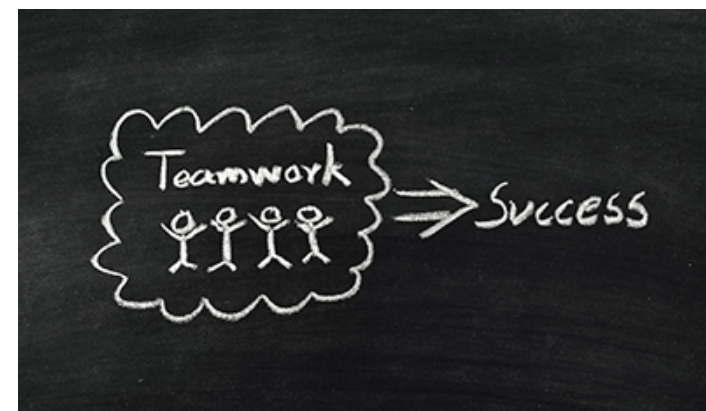
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Good questions can help conversations flow and improve the outcome. During a conversation, always aim to ask open-ended questions. These are questions with prompts which encourage the recipient to speak about certain points and they require more detailed responses. If you need further information still, you can use probing questions which request even more information from the recipient such as 'Tell me the process of...'. During the conversation include a mixture of questions including clarification, 'what if' scenarios and open-ended questions to make sure that you achieve what you set out to do at the beginning of the call or conversation.

### Teamwork<sup>18</sup>



Source: [www.careerbilis.com](http://www.careerbilis.com)

Teamwork is when workers combine their individual skills in pursuit of a goal. Important teamwork skills in the workplace include helping and guiding, persuading, sharing openly and willingly, being an active participant, being flexible, and showing commitment.

Teamwork is an essential part of workplace success. Like a basketball team working together to set up the perfect shot, every team member has a specific role to play in accomplishing tasks on the job. Although it may seem as if one player scored the basket, that basket was made possible by many people's planning, coordination, and cooperation to get that player the ball. Employers look for people who not only know how to work well with others, but who understand that not every player on the team can or will be the one who gets the ball. When everyone in the workplace works together to accomplish goals, everyone achieves more.

Teamwork involves building relationships and working with other people using several important skills and habits:

- Working cooperatively
- Contributing to groups with ideas, suggestions, and effort

<sup>18</sup>European-business.com, article: the 9 most important soft skills for the job.

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- Communication (both giving and receiving)
- Sense of responsibility
- Healthy respect for different opinions, customs, and individual preferences
- Ability to participate in group decision-making

When employees work together to accomplish a goal, everyone benefits. Employers might expect to “see” this in action in different ways. For example, team members in the workplace plan and work cooperatively to assign tasks, assess progress, and deliver on time. They have professional discussions during which differing approaches and opinions might be shared and assessed in a respectful manner. Even when certain employees end up with tasks that were not their first choices, jobs get done with limited complaints because it is in the spirit of teamwork and with the overall goal in mind. A leader or manager may often serve as the teamwork facilitator. In this case, team members participate respectfully in discussion, carry out assigned tasks, and defer to the leader in the best interest of the goal. Consensus is wonderful, but not always possible, and an assigned leader will often support and facilitate the decision-making necessary for quality teamwork to exist.

#### Life skills<sup>19</sup>

##### Open a bank account

A bank account is a financial account, which stores money on behalf of a customer. In general, the two most common types of bank accounts are transaction accounts and savings accounts. A transaction account (or checking account) allows the customer to freely and immediately access their money. This can be through cash withdrawals from an automated teller machine (ATM) or electronic funds transfer (EFT) through computers. As such, the transaction account is best suited for everyday use. In most cases, a customer will open a savings account alongside a transaction account.

##### WHY SHOULD YOU HAVE A BANK ACCOUNT?

- Security is an important reason why people store their money in bank accounts. Unfortunately, keeping physical cash at home is not safe since your home is exposed to the risk of burglary, natural disasters such as floods and accidents such as fires. It is similarly unwise to bury your money underground since moisture and air will likely decompose your money. When you deposit money into your bank account, the bank will store your money in their secured vaults. Also, if you need to transfer a large sum of money to a friend who also has a bank account, your bank can do it for you safely.

- Convenience is another major benefit of having a bank account. When you have a bank account, you can access physical cash wherever there is a bank branch or ATM. Alternatively, you can also pay for goods and services electronically through a debit card, which is linked to your bank account. Having a debit card also allows you to

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- shop online, which gives you greater access to a variety of products from around the world

- Earning interest is another important reason to have a bank account. You may notice that each year, the price of many goods and services rises gradually. For example, a bag of apples costs \$1 today; however, next year, the same bag of apples might cost \$1.02. This economic effect is referred to as inflation. As more money is required to purchase the same good or service due to inflation, the value of that same money falls. Having a savings account that earns interest protects you from inflation and the declining value of money.

Finally, having a bank account allows you to better manage your saving and spending habits. Clever management of saving and spending can ultimately help people reach their financial goals such as purchasing a house or car.

While there are many benefits to having a bank account, it is just as important to protect your bank account from thieves. When purchasing goods and services online, ensure that the computer is protected by anti-virus software. If your debit card is ever lost or stolen, you should notify your bank immediately so that they can disable the card and send you a replacement.

### Make a basic expense schedule



Source: [www.doughroller.net](http://www.doughroller.net)

At the beginning learn from the employer what sum of the basic salary will be transferred into your bank account every month (the net amount, i.e. "on hand"), next start planning your expenses.

Make a list of fixed expenses which you will bear every month: the rent and housing fees (the bills for the provided services: phone, the Internet, public transport, water, electricity, etc.); transport costs (fuel or the public transport tickets), instalment loans/repayment of liabilities (e.g. seizure by a bailiff) etc. The costs of food, clothing and entertainment should also be included.

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By creating a list of expenses, you will learn what your true costs of living are like and get a possibility to maintain control of your own finances. It will also help you to assess the financial background, i.e. how much money is left once the most important liabilities have been paid. You will be able to verify whether you can afford the next expense without worrying where to get the money from to survive till the end of the month.

Make a list of irregular expenses, the ones which are incurred once or a few times a year: occasional events (birthdays, name days), holidays, car service/repair, holiday travels, renovations and others. While looking at your financial condition, decide what amount of money you must put aside in order to set up your own fund of irregular expenses. This amount can be assigned to the fixed expenses. Thanks to this kind of a solution you will create “financial backing” which will ensure your financial security for the so called “rainy day”.

Create a personal saving scheme. Social and discretionary bonuses or other funds obtained from the employer under supplementary remuneration can be used for a clearly defined alternative goal, e.g. buying a new TV set. Thanks to this you will make your objective clear and create a plan of your saving, putting aside, e.g. the funds from the received bonus, which will allow you to, within a few months/years, realize your dreams without bearing losses and running into debts.

#### **Don't run into debts<sup>20</sup>**

Do not take credits, loans and payday loans

- If you intend to use them it is worth taking credits or loans provided by banks, not the so called “shadow banks” or the “payday loans”. The services offered by these entities are much more expensive to pay off than the credits or loans obtained at the bank.
- The best option, however, is to avoid making commitments which will burden our household budget every month, especially in the situation when one has no steady job and stable financial position.
- Should anything happen which will make paying off the debts impossible, we may become subject to criminal liability.

Do not make additional commitments if you already have loans

- Having taken a credit/loan we may be unable to pay off the new debt which might result in a criminal liability.
- When the borrower now of incurring liabilities at the bank already knows that he is unable to comply with the contractual obligations (will be unable to pay off the credit/loan), he will be subject to liability under the criminal law.
- Should we stop paying off the loan instalments due to the circumstances that took place after the conclusion of the credit/loan agreement (e.g. loss of the job, illness, other random events), then the borrower does not become subject to criminal prosecution.

<sup>20</sup>IN FOR EX, Erasmus+ Program

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CV making skills<sup>21</sup>



Source: [www.careers.govt.nz](http://www.careers.govt.nz)

Your CV, short for curriculum vitae, is a personal marketing document used to sell yourself to prospective employers. It should tell them about you, your professional history and your skills, abilities and achievements. Ultimately, it should highlight why you're the best person for the job. A CV is required when applying for a job. In addition to your CV, employers may also require a cover letter and a completed application form.

Your CV should be clear, concise, complete, and up to date with current employment and educational information.

Here are the sections you must **include**<sup>22</sup> in your CV:

- Name, professional title and contact details

The first part of your CV, positioned at the top of the page, should contain your name, professional title and contact details. Under no circumstances should you title your CV with 'curriculum vitae' or 'CV' as it's a waste of valuable space. Treat your name as the title instead.

<sup>21</sup>Theguardian.com, 10 tips of writing a successful CV, Katy Cowan

<sup>22</sup>www.cv-library.co.uk, Career advice, How to write CV tips.

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When it comes to your contact details, your email addresses and phone number(s) are essential. Once upon a time, it was customary to include your full address on your CV. Today, you simply need to list your town and county.

- Personal profile

A personal profile, also known as a personal statement, career objective and professional profile, is one of the most important aspects of your CV. It's a short paragraph that sits just underneath your name and contact details giving prospective employers an overview of who you are and what you're all about.

You should tailor your profile to every job you apply for, highlighting specific qualities that match you to the role. Aim to keep your personal statement short and sweet, and no longer than a few sentences. To make the most of this section, you should try to address the following:

- Who are you?
- What can you offer the company?
- What are your career goals?

- Experience

Your employment history section gives you a chance to outline your previous jobs, internships and work experience.

List your experience in reverse chronological order as your recent role is the most relevant to the employer.

When listing each position of employment, state your job title, the employer, the dates you worked and a line that summarizes the role. Then point your key responsibilities, skills and achievements, and bolster each point with powerful verbs and figures to support each claim and showcase your impact.

It helps to choose the duties most relevant to the job you're applying for, especially if it's a long list. If you have many years' worth of experience, you can reduce the detail of old or irrelevant roles.

- Education and qualifications

Like your experience section, your education should be listed in reverse chronological order. Include the name of the institutions and the dates you were there, followed by the qualifications and grades you achieved.

If you have recently left education, you may write your degree. If you have a degree, you could list a few of the most relevant modules, assignments or projects underneath.

- Key skills

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If you're writing a functional CV or have some abilities you want to show off to the employer immediately, insert a key skills section underneath your personal profile. You should aim to detail four to five abilities at most.

- Hobbies and interests

If you feel that your CV is lacking, you can boost your document by inserting a hobby and interests' section at the end. Be careful though; avoid listing hobbies that don't add value to your CV or are run-of-the-mill, like reading. Draw on interests that make you stand out or are relevant to the job.

What someone should not include<sup>23</sup>:

- Do not include statements of self-praise and emphasis
- Do not include explanations for job changes in your CV
- Do not include your salary details
- Do not include references, unless specifically asked
- Do not include family details
- Do not include a conclusion statement at the end of the CV

Job research strategies<sup>24 25</sup>



Source: <http://www.managingamericans.com>

- Define your preferences and explore your options. As you begin looking for a job or internship, consider the following: Time commitment, location, and personal expectations (pay rate, job duties, growth opportunities, how it translates to a long-term career).

<sup>23</sup>[www.cv-library.co.uk](http://www.cv-library.co.uk). Career advice. How to write CV tips.

<sup>24</sup>[Educa.com](http://Educa.com). Job research strategies

<sup>25</sup>[Monster.com](http://Monster.com). Article: a winning job search strategy

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- Identify your current and desired skills. Identify transferable skills that you have learned through your previous jobs, internships, classes, group memberships, volunteer work, and hobbies. Some examples of transferable skills include leadership, organization, and communication skills. Build desired skills by doing any of the above or taking a class or workshop.
- Use job search links. There are dozens of job search links that can help you find the right job.
- Have a resume and cover letter ready if you're actively applying for jobs, attending career fairs, or walking into businesses to inquire about job openings.
- Career days provide excellent opportunities to discover job and internship information, speak directly with employers, submit résumés, and learn more about your field of interest.
- Contact companies directly. In addition to researching employment information and opportunities on company websites, you can contact them directly by inquiring via email, phone or in-person about job openings. Bring your résumé and a cover letter in case they're accepting applications.
- Consider using an employment agency. Many employers use employment agencies to do their initial screening for jobs.

### Interviews



Source: [economictimes.indiatimes.com](http://economictimes.indiatimes.com)



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Interview is an important selection technique where there is two-way exchange of information either on one-to-one basis or by an interview panel. The interview gets important information from the candidates and can also judge whether they can fit into the organisation culture. Interview is a two-way conversation. It is a personal form of communication between two people. It is a beneficial process for both the interviewer and the interviewee. The interviewer tells the applicant about the job preview and helps the interviewee make his mind about whether he wants to take that job.

### Interview preparation<sup>26</sup>

An important part of interview preparation is to take the time to analyse the job posting, if you have it. As you review the job description, consider what the company is seeking in a candidate.

Make a list of the skills, knowledge, and professional and personal qualities that are required by the employer and are critical for success in the job.

Before you go on a job interview, it's important to find out as much as you can about not only the job, but also the company. Company research is a critical part of interview preparation. It will help you prepare to answer interview questions about the company and to ask the interviewer questions about the company. You will also be able to find out whether the company and the company culture are a good fit for you.

For a concise understanding of the company, check out the company website, specifically the "About Us" page. Get a sense of how the company compares to other organizations in the same industry by reading articles about the company in industry magazines or websites.

Take the time to practice answering interview questions you will probably be asked during a job interview. This will help give you a chance to prepare and practice answers and will also help calm your nerves because you won't be scrambling for an answer while you're in the interview hot seat.

Practice interviewing with a friend or family member ahead of time and it will be much easier when you're in a job interview.

Try to conduct the practice interview in the same format as the real interview. For example, if it is a phone interview, ask a friend to call you to practice answering questions over the phone. If it is a panel interview, ask a couple of friends to pretend to be a panel.

Don't wait until the last minute to make sure your interview clothes are ready. Always have an interview outfit ready to wear, so you don't have to think about what you're going to wear while you're scrambling to get ready for a job interview. Regardless of the type of job you're interviewing for, that first impression should be a great one. When dressing for an interview for a professional position, dress accordingly in business attire.

<sup>26</sup>Wikijob.co.uk/Interview advice, Interview preparation

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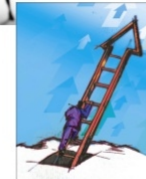
If you're applying for a job in a more casual environment, such as a store or restaurant, it's still important to be neat, tidy, and well-groomed, and to present a positive image to the employer.

It's important to know what to bring (and what not to bring) to a job interview. Items to bring include a portfolio with extra copies of your resume, a list of references, a list of questions to ask the interviewer, and something to write with. It's also important to know what not to bring, including your cell phone (or at least turn your phone off), a cup of coffee, gum, or anything else beyond yourself and your credentials.

It's important to know where you need to go for your job interview – ahead of time. That way, you'll avoid running late to the interview. Use Google Maps or another app to get directions if you're not sure where you are going. Program your GPS, if you have one, so you can find the best route to the company. Check on parking, if it's an issue. If you have the time, it's a good idea to do a practice run a day or two before the interview. That way, you'll be sure about where you are going and how long it will take to get there. Give yourself a few extra minutes and arrive a little early to the interview.

### The 4x20 rule<sup>27</sup>

#### 4 X 20 rule...



- First 20 seconds
- First 20 words
- First 20 steps
- Top 20 cm

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Source: [www.slideshare.net](http://www.slideshare.net)

<sup>27</sup>In for Ex, Erasmus\*

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Your appearance is your image and is the first thing the employer notices. It is therefore important for interviewed people to dress up according to the standards of their potential job.

Understand what professional dress code means. It is not all the dresses you have that can be worn to an interview.

- 20 seconds (the first seconds of the meeting decide about the impression which we project on our interlocutor);
- 20 steps (our body movements and posture are observed):
  1. take a calm but firm step towards the interlocutor,
  2. stand steady (feet slightly apart from each other, not wide apart or at attention), without shuffling the feet,
  3. the host is the first one to offer the hand – remember about a bold and firm handshake,
  4. an upright posture signals self-confidence, openness and good mood,
  5. take an open body posture (do not cover the torso, arms freely on both sides of the body),
  6. tilt your head towards the other person, which suggests interest.
- 20 cm of the face (mimicry and facial expression):
  1. maintain eye contact with the interlocutor (by this you show interest in the conversation as well as your openness and engagement),
  2. smile naturally so that you can create a friendly atmosphere and let receive you as a nice and open person,
  3. do not touch your face while talking and do not cover your mouth as this can be seen as a sign of insincerity and nervousness and can make communication difficult.
- 20 words (apart from what we want to say, it is important as we do it):
  1. prepare the formula of greeting in advance
  2. speak calmly, do not raise your voice
  3. speak your words accurately and clearly
  4. focus on the pace of the speech (when we are stressed, we tend to speak fast so try to slow down)
  5. use short intervals between parts of your speech (this will allow you to gather thoughts, calm down and control the tremor of your voice)
  6. avoid language errors, swearwords and jargon.

During a job interview, listening is just as important as answering questions. If you're not paying attention, you're not going to be able to give a good response. It's important to listen to the interviewer, pay attention, and take time, if you need it, to compose an appropriate answer. It's also important to discuss your qualifications in a way that will impress the interviewer.

Also, be ready to engage the interviewer. You want there to be a give and take in the conversation, so you're building a relationship with the interviewer rather than just providing rote responses to questions. Have questions of your own ready to ask the interviewer.

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### D) Advantages of Apprenticeship

Towards the end of the interview, let the recruiter know that you believe the job is an excellent fit and that you are highly interested. You'll know if the interview went well if it runs longer than 30 minutes, you discuss salary, or you get an invitation for a second interview.

#### D) Advantages of Apprenticeship.

The main idea of apprenticeship is to reduce unemployment levels and allows people to access employment from a less academic avenue. Apprenticeship programs provide young people with the opportunity to take their first steps in the business world and they play a key role in producing highly qualified workers. They represent highly structured training programs that help unskilled individuals acquire the competences that are needed to succeed in a chosen industry. Hands on training is an opportunity to put the existing skills into practice and helps the youngsters to gain more confidence in themselves and in the working environment.

#### Advantages for the enterprises<sup>28</sup>

A significant issue that must be mentioned is about the advantages that the enterprises have from apprenticeship programs. Some of them are:

- **Creating specialized staff.** It ensures the proper training of the future employees and the emergence of new talents for the business. The creation of specialized staff contributes to the development of social skills such as cooperation, teamwork and trust. It also ensures that the apprentices will understand and be integrated into the culture of the business.
- **Improvement of competitiveness.** The apprenticeship programs allow the enterprises to train staff in a manner which precisely corresponds to the ongoing and future needs of the business. They also offer continuous access to specialized workforce and improve the competitiveness of the enterprise.
- **Innovation.** The apprenticeship programs ensure that business will respond to new market trends. Also, create a dynamic developing team of employees and increase creativity and innovation.
- **Productivity.** The apprenticeship programs ensure that even the new apprentices can contribute to the productivity of the business and they can operate supportively to the existing staff especially in periods of high demands and heavy workload.
- **Cost reduction.** The apprenticeship programs allow the selection of staff with the best performance through a variety of talented apprentices and reduce the risks of unsuccessful placements. Also, ensure the rapid transition and adaptation of staff and eliminate the demanding and expensive search for specialised staff from the external labour market.
- **Loyalty.** It is significant for every organisation to continue finding talented individuals and developing their skills. This enables the organisation to be driven forward and create loyalty ties with its workforce.

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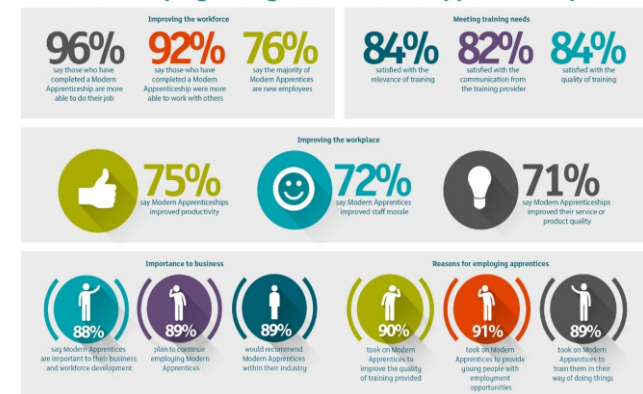
### D) Advantages of Apprenticeship

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- Employers' attractiveness. The apprenticeship programs create a positive image for the business not only in the internal but also in the external environment and combine the corporate responsibility with recognition.

An apprenticeship is more than just obtaining qualifications and learning new skills. A regular employee would often just learn how to do their own job role in the private firm alone, whereas an apprentice learns how to do that entire role and must be prepared to do it in any situation, in any organization. Apprenticeship programs provide the youngster with the opportunity to explore new ways of working, to identify ways of improving the present organizational practices. They also learn how to progress through their career and how to adjust in a work environment. Often an apprentice will have to learn and explore a range of social skills, problem solving skills and technical skills that other people lack. They learn to set their own boundaries and how to become self-sufficient and responsible. More importantly, they get to learn this their own way, through real life experience.

#### What employers say about Modern Apprenticeships



\* 2014 Evaluation Research and 2015 HR Employer Survey 2015

#### Apprenticeship program through SEPAL project with the contribution of WISE experts<sup>29</sup>

On the vocational profile and together with the young adult, the WISE team decides if further vocational training is to be pursued before employment. Within SEPAL project, youngsters can be included in a 4-month apprenticeship program within existing social enterprises or private firms. Ideally the apprenticeship offers matches the individual preferences and needs, so the larger the offer, the better. Yet, if the young adult is confronted with too many "excellent" possibilities or options, the decision will be difficult and might be regretted afterwards, with a negative impact on work motivation.

<sup>29</sup>SEPAL Innovation Book

# 01

## PART 1

### D) Advantages of Apprenticeship

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Therefore, at this level, the idea is to provide the individual with at least 2 options based on his/her preferences, that were identified during the assessment phase and maybe include other 2 or 3 outside the area of his/her interest. This approach will facilitate decision and it will increase the confidence of making the right choice. It is important to have a large list of options to fit the different preferences of youngsters, but presenting the offer in a manageable, individualized manner prevents the overwhelming difficulty of selecting "the right" apprenticeship program.

The vocational training duration should be kept at minimum, as longer periods diminish motivation. Many potential apprentices might have had bad experiences with the school system therefore they are unwilling or reluctant to engage in classroom-like training approaches that focus mostly on providing theoretical knowledge. Providing vocational training in the real work environment, with the focus on developing the practical skills and the basic soft skills, can be very attractive and enhance the motivation for participation. Also, the perspective of an internship at a private enterprise, on the open labor market can mitigate the negative expectations about training outcomes ("I study for nothing, nobody will hire me anyway ") and learned helplessness regarding work.

For some youngsters, especially for those that had negative experiences at former workplaces, no work history, low work skills the friendly, tolerant, inclusive and stigma-free environment of social enterprises can be a strong incentive and a good starting point. There they can find supporting colleagues and peers that can act as positive role models and skilled mentors that can kindly coach them to develop relevant work skills and knowledge. Of course, for the other NEETs that already have the skills and the experiences, the apprenticeship might seem a waste of time and resources. Therefore, this stage could be skipped, and other services should be provided, for example support with finding a job on the open labour market or coaching for performing efficiently at task.

Some apprenticeship programs can be developed within the private firms and subsidies are offered for both the apprentice and the employer through existing national programs. Money are a strong work incentive therefore, it is important to check if there are any fiscal opportunities that could encourage the development of apprenticeship programs and training of mentors working also in private firms. Increasing the number of apprentices within the private firm or organization can have a positive impact on organizational development.

# 02

## PART 2

### A) Mentoring

## PART 2

### A) Mentoring



Source: [www.businesssolutionsbydesign.com](http://www.businesssolutionsbydesign.com)

Mentoring is a system of semi-structured guidance whereby one person shares their knowledge, skills and experience to assist others to progress in their own lives and careers. Mentors need to be readily accessible and prepared to offer help as the need arises - within agreed bounds.

Mentoring is more than 'giving advice' or passing on what your experience was in an area or situation. It's about motivating and empowering the other person to identify their own issues and goals, and helping them to find ways of resolving or reaching them - not by doing it for them, or expecting them to 'do it the way I did it', but by understanding and respecting different ways of working.

#### Basic characteristics of a good mentor

A good mentoring relationship provides new employees as well as interns with someone that will share their professional knowledge and expertise in the field. A good mentor is available to answer any questions relevant to the job. Good mentor-mentee relationships are a two-way street; consequently, if you want a good relationship with your mentor, become a good mentee. This requires a genuine interest in your mentor and a willingness to do what it takes to become successful as an intern or new employee in the field.

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Following suggestions and recommendations as well as reading all pertinent literature available in the field is a good way to show your mentor that you are committed to being successful and that you take your career and responsibilities seriously.

#### Essential roles of a successful mentor<sup>30</sup>

##### Teacher

This role requires the mentor to share experiences as a seasoned professional. First, however, the mentor needs to be aware of the skills needed to perform job tasks successfully. It is important to share lessons learned from past mistakes to strengthen the mentor trainee relationship. The teaching role also requires mentors to step back and understand that the trainee is just beginning the learning process. Mentors need to be able to see the job as the trainee does and remember how difficult it was to learn new skills.

##### Guide

As a guide, the mentor helps the trainee to navigate through the job and the inner workings of the organization. The "behind the scenes" or shop politics are not always obvious to an outsider. The mentor should explain the "unwritten workshop rules" so that the trainee can become aware of the shop environment. This includes knowledge of special shop procedures that are not always documented.

##### Counsellor

The role of counsellor requires the mentor to have a trusting and open relationship with the trainee. The mentor needs to stress confidentiality and show respect for the trainee. Mentors can promote confidentiality by not disclosing personal information shared by the trainee. While the mentor explains the job, listening is also very important. It is another way to show respect.

##### Advisor

This role requires the mentor to help the trainee develop professional interests and set realistic career goals. As an advisor, the mentor talks to the trainee about what he or she wants to learn and sets career goals. Keep in mind that the process of setting goals must be flexible enough to accommodate changes in the workplace.

##### Motivator

Motivating the trainee is a difficult yet essential mentor role. Motivation can be learned but is typically a natural inner drive that compels a person to be positive and succeed. Mentors can motivate trainees to succeed through encouragement, support, and incentives. They can also motivate trainees by showing them support.

##### Door Opener

In the role of door opener, the mentor helps the trainee establish a network of contacts within the workplace. This gives trainees a chance to meet other people for professional, as well as, social development. As a door opener, mentors introduce trainees to their own contacts to help build the trainee's own network structure.

<sup>30</sup> MENTORING FOR APPRENTICESHIP Compiled by Stuart Bass Keystone Development Partnership. Train the trainer for on-the-job training, February 2017. Prepared by KDP for 1199C Training and Upgrading Fund.



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#### Coach

The role of coach helps the trainee to overcome difficult and challenging maintenance and repair jobs. Coaching is a complex and extensive process, not an easy skill to perform. Specifically, coaching involves feedback. This is best done while the trainee performs work tasks and the mentor looks on, giving positive and constructive feedback as the situation demands. Good mentors will not provide feedback when they do not know much about the subject or circumstances. It is not appropriate to criticize the trainee in the presence of others. Some coaching is best when it is done in private. No one likes it when his or her faults or weaknesses are pointed out in public.

#### A good mentor possesses the following qualities:

- Willingness to share skills, knowledge, and expertise.
- Demonstrates a positive attitude and acts as a positive role model.
- Takes a personal interest in the mentoring relationship.
- Exhibits enthusiasm in the field.
- Values ongoing learning and growth in the field.
- Provides guidance and constructive feedback.
- Respected by colleagues and employees in all levels of the organization.
- Sets and meets ongoing personal and professional goals.
- Values the opinions and initiatives of others.
- Motivates others by setting a good example.

#### Relationship between the mentor and mentee

Successful mentoring relationships must contain the following elements:

- Mutual respect
- Clear expectations of the relationship
- Personal connection
- Shared values
- A sense of altruism
- Active listening

In contrast, unsuccessful relationships are characterized by:

- Poor communication
- Lack of commitment from either party
- Personality differences
- Real or perceived competition between parties
- Conflicts of interest
- A mentor's lack of experience in his or her role

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### A) Mentoring

**When a mentor and mentee develop a relationship, it passes through several phases<sup>31</sup>**

#### **Initiation stage.**

This stage is defined by two individuals who enter a mentor and mentee relationship. They traditionally meet through either professional connections or personal networking. Mentors often seek to mentor talented or “coachable” individuals, while mentees seek mentors who possess the sort of experience and connections, they need to further their careers.

#### **Cultivation stage.**

In the cultivation stage, the focus is on learning, development and growth. Examples of this might include:

- Learning how to work more effectively
- Completing challenging assignments
- Increasing a mentee's exposure within his or her organization
- Mentee sponsoring
- Giving and accepting general advice

This phase is particularly rewarding because of the interpersonal bonds that tend to form during this time. In addition, the mentee may give back, teaching the mentor about things such as new technologies, methodologies and any emerging industry issues.

#### **Separation stage.**

At this stage, the relationship comes to an end. Amicable separations often happen because mentees feel as though there is nothing left to learn, or they want to form their own identity outside the context of their mentor. Problematic separations occur if only one party wants to separate.

In this final stage, the mentor and mentee may continue their relationship on redefined terms. If this stage is successfully navigated, the two can develop into amiable colleagues and even friends.

<sup>31</sup>[online.husson.edu/mentor-and-mentee](https://online.husson.edu/mentor-and-mentee)

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