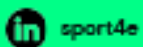
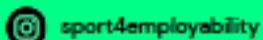


D3.2 METHODOLOGY GUIDE OF CAREER DEVELOPMENT

sport4e.eu



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1. Introduction

The “Methodology Guide of Career Development” is a comprehensive tool designed for both individual and team sport athletes to facilitate their transition from sports to the job market. Developed by the SPORT4E consortium, this guide aims to equip athletes with the necessary resources and tools for effective career guidance and professional development, helping to translate sport-related skills into the labour market.

The guide includes a variety of specialised professional development and psychometric tools to identify the interests, values, preferences, motivations, and skills of young athletes, aiding in self-discovery and awareness. It also features the "Atlas of Work," which provides insights into various career paths, helping young individuals align their skills with market demands. Additionally, practical guides on creating an effective resume and preparing for job interviews are included, along with video interviews offering testimonials and practical advice to inspire and inform young people on their career journeys.

These tools have been included to provide a holistic approach, combining theoretical knowledge with practical insights, to support athletes in their personal and professional growth.

2. Comprehensive self-assessment tools

A self-assessment tool is a formal evaluation of an individual's value system, characteristics, and career goals. It is typically used to gain deeper insights into oneself and explore career opportunities (Indeed, 2022). These tools can

help young athletes identify their interests, personal values, preferences, strengths, weaknesses, motivations, skills, and career aspirations.

The self-assessment tools cover various domains, including Emotional Intelligence, Communication Skills, Teamwork, Adaptability and Flexibility, Creativity, and Leadership. These domains were chosen by the consortium as they encompass transversal skills useful in any job position. Additionally, the consortium selected two Entrepreneurial Potential Assessment Tests, recognizing that entrepreneurship is a common career path for former athletes.

These tools offer a closer look at the multifaceted aspects of athletes' personalities, talents, and abilities, aiding in self-awareness for career planning and decision-making. This enables them to align their career choices with their abilities and preferences.

All selected tests are open-source and easy to complete. Originally in English, the tests in .pdf format were translated into the consortium languages (Italian, Spanish, Portuguese, German, and Hungarian) using the double translation technique to ensure their validity. Other tests, available online, can be automatically translated by machine translations/add-ons.

2.1 Process for Selecting Self-Assessment Tools

The selection process for the self-assessment tests involved two stages of skimming. The primary criterion was that the tests should be open source and easily accessible to all. Another fundamental criterion was their availability in all the consortium languages. When translations were not available, a double translation process was conducted in all the consortium languages to ensure the tests' high validity. In the following subsections, you will find the selected tests for each domain.

2.2 Introduction to Emotional Intelligence Tests

An emotional intelligence test can be a valuable tool for identifying one's emotional competencies and recognising areas for personal improvement. Additionally, it can help develop essential skills for leadership, teamwork, interpersonal relationships, and emotional management. These areas are directly related to emotional intelligence and are fundamental skills in both sports and professional environments.

2.2.1 (EI) Emotional Intelligence Questionnaire (NHS England, n.d.-b)

This self-assessment questionnaire is designed to help you reflect on the various competencies of emotional intelligence as they apply to you. Daniel Goleman first introduced the concept of 'emotional intelligence' to a wide audience with his 1995 homonymous book. He found that while qualities traditionally associated with leadership, such as intelligence, toughness, determination, and vision, are necessary for success, they are not sufficient. Truly effective leaders are also distinguished by a high degree of emotional intelligence, which includes:

- **Self-awareness**

The ability to recognise your emotions, understand your typical emotional responses to events, and see how your emotions impact your behaviour and performance. Being self-aware means seeing yourself as others see you and having a clear understanding of your own abilities and current limitations.

- **Managing emotions**

The ability to remain focused and think clearly, even when experiencing strong emotions. Managing your own emotional state is crucial for taking responsibility for your actions and can prevent you from making impulsive decisions that you might later regret.

- **Motivating oneself**

The ability to use your deepest emotions to move and guide you towards your goals. This ability enables you to take the initiative and to persevere in the face of obstacles and setbacks.

▪ **Empathy**

The ability to perceive, understand, and respond to the emotions of others. Self-awareness is crucial for empathy; if you are not aware of your own emotions, you cannot accurately interpret the emotions of others.

▪ **Social Skill**

The ability to manage, influence, and inspire the emotions of others. Handling emotions in relationships and motivating others are fundamental skills for effective teamwork and leadership.

What to do:

1. **Assess and score** each of the questionnaire's statements.

Score your assessment, using a scale where:

- **1** indicates that the statement **does NOT apply at all;**
- **3** indicates that the statement **applies about half the time;**
- **5** indicates that the statement **ALWAYS applies to you;**

2. **Total and assess your results**

- Transfer your **scores** to the calculation table and total your results. Remember, this tool is not a validated psychometric test - the answers you give are likely to vary depending on your mood when you take it.

3. **Consider your results and identify one or two actions you can take immediately to strengthen your emotional intelligence.**

1. Assess and score how much each statement applies to you:

#	How much does each statement apply to you	Mark your score				
	Read each statement and decide how strongly the statement applies to YOU. Score yourself 1 to 5 based on the following guide. 1 = Does not apply ~ 3 = Applies half the time ~ 5 = Always applies	Mark the number that shows how strongly the statement applies.				
1	I realize immediately when I lose my temper.	1	2	3	4	5
2	I can 'reframe' bad situations quickly.	1	2	3	4	5
3	I am able to always motivate myself to do difficult tasks.	1	2	3	4	5
4	I am always able to see things from the other person's viewpoint.	1	2	3	4	5
5	I am an excellent listener.	1	2	3	4	5
6	I know when I am happy.	1	2	3	4	5
7	I do not wear my 'heart on my sleeve'.	1	2	3	4	5
8	I am usually able to prioritise important activities at work and get on with them.	1	2	3	4	5
9	I am excellent at empathising with someone else's problem.	1	2	3	4	5
10	I never interrupt other people's conversations.	1	2	3	4	5
11	I usually recognize when I am stressed.	1	2	3	4	5
12	Others can rarely tell what kind of mood I am in.	1	2	3	4	5
13	I always meet deadlines.	1	2	3	4	5
14	I can tell if someone is not happy with me.	1	2	3	4	5
15	I am good at adapting and mixing with a variety of people.	1	2	3	4	5
16	When I am being 'emotional' I am aware of this.	1	2	3	4	5
17	I rarely 'fly off the handle' at other people.	1	2	3	4	5
18	I never waste time.	1	2	3	4	5

19	I can tell if a team of people are not getting along with each other.	1	2	3	4	5
20	People are the most interesting thing in life for me.	1	2	3	4	5
21	When I feel anxious I usually can account for the reason(s).	1	2	3	4	5
22	Difficult people do not annoy me.	1	2	3	4	5
23	I do not prevaricate.	1	2	3	4	5
24	I can usually understand why people are being difficult towards me.	1	2	3	4	5
25	I love to meet new people and get to know what makes them 'tick'.	1	2	3	4	5
26	I always know when I'm being unreasonable.	1	2	3	4	5
27	I can consciously alter my frame of mind or mood.	1	2	3	4	5
28	I believe you should do the difficult things first.	1	2	3	4	5
29	Other individuals are not 'difficult' just 'different'.	1	2	3	4	5
30	I need a variety of work colleagues to make my job interesting.	1	2	3	4	5
31	Awareness of my own emotions is very important to me at all times.	1	2	3	4	5
32	I do not let stressful situations or people affect me once I have left work.	1	2	3	4	5
33	Delayed gratification is a virtue that I hold to.	1	2	3	4	5
34	I can understand if I am being unreasonable.	1	2	3	4	5
35	I like to ask questions to find out what is important to people.	1	2	3	4	5
36	I can tell if someone has upset or annoyed me.	1	2	3	4	5
37	I rarely worry about work or life in general.	1	2	3	4	5
38	I believe in 'Action this Day'.	1	2	3	4	5
39	I can understand why my actions sometimes offend others.	1	2	3	4	5
40	I see working with difficult people as simply a challenge to win them over.	1	2	3	4	5
41	I can let anger 'go' quickly so that it no longer affects me.	1	2	3	4	5

42	I can suppress my emotions when I need to.	1	2	3	4	5
43	I can always motivate myself even when I feel low.	1	2	3	4	5
44	I can sometimes see things from others' point of view.	1	2	3	4	5
45	I am good at reconciling differences with other people.	1	2	3	4	5
46	I know what makes me happy.	1	2	3	4	5
47	Others often do not know how I am feeling about things.	1	2	3	4	5
48	Motivations has been the key to my success.	1	2	3	4	5
49	Reasons for disagreements are always clear to me.	1	2	3	4	5
50	I generally build solid relationships with those I work with.	1	2	3	4	5

Totalising and interpreting results

1. **Record** your 1, 2, 3, 4, 5 **scores** for the questionnaire statements in the grid below. The grid organises the statements into emotional competency lists.

Self-awareness		Managing emotions		Motivating oneself		Empathy		Social Skill	
1		2		3		4		5	
6		7		8		9		10	
11		12		13		14		15	
16		17		18		19		20	
21		22		23		24		25	
26		27		28		29		30	
31		32		33		34		35	
36		37		38		39		40	

41		42		43		44		45	
46		47		48		49		50	

1. **Calculate** a total for each of the 5 emotional competencies.

Total		Total		Total		Total		Total	
=		=		=		= (E)		=	
(SA)		(ME)		(MO)				(SS)	

2. **Interpret** your totals for each area of competency using the following guide.

35-50	This area is a strength for you.
18-34	Giving attention to where you feel you are weakest will pay dividends.
10-17	Make this area a development priority .

3. **Record** your result for each of the emotional competencies: strength, needs attention or development priority.

	Strength	Needs attention	Development priority
Self awareness			
Managing emotions			
Motivating oneself			

Empathy			
Social Skill			

5. Consider your results and identify one or two actions you can take immediately to strengthen your emotional intelligence. Put them into your **Well-being@work plan**.

2.2.2 How emotionally intelligent are you

The test aims to evaluate emotional intelligence through 15 items. At the end of the test an index of emotional intelligence will be automatically calculated. It will serve as a starting and a reflection point.

URL to access the test:

<https://www.mindtools.com/axbwm3m/how-emotionally-intelligent-are-you> (MindTools | Home, n.d.-c)

2.3 Introduction to Communication Skills tests

The assessment of communication skills assessments gauge one's capacity to articulate thoughts, to listen actively, to negotiate, and to cooperate. Achieving successful communication hinges on confidence, clarity, and the adeptness to engage and connect with others. While these abilities may be innate for some, diligent practice can empower anyone to excel as a communicator.

2.3.1 The training box- communication skills test

The test is open source, composed of 20 items and there is a total score calculation with analysis and recommendations for improvement.

URL to access the test:

<https://www.thetrainingbox.eu.com/communication-skills-test/skills-test/>

(MindTools | Home, n.d.-c)

2.3.2 Communication skills quiz - High Speed Training

The test is composed of 5 items. The correct answers will be presented immediately.

URL to access the test:

<https://www.highspeedtraining.co.uk/hub/communication-skills-quiz/>

(O'Regan, 2024c)

2.4 Introduction to Team Working tests

Teamwork is a skill that can be significantly honed in the realm of sports, particularly in team sports, and it holds immense importance in transitioning to the workplace, as it profoundly influences organisational performance. A proficient team has the capacity to yield outstanding results, whereas a dysfunctional one can result in disruptions, missed deadlines, and strategic setbacks. Enhancing and comprehending teamwork skills can pave the way for the creation of a highly efficient workforce.

2.4.1 Team effectiveness assessment, by Mind Tools

Composed of 15 items. The score calculation is followed by an analysis and recommendations for improvement.

URL to access the test:

<https://www.mindtools.com/ab0p0t5/team-effectiveness-assessment>

(MindTools | Home, n.d.-d)

2.5 Introduction to Adaptability and Flexibility tests

Tests evaluating adaptability and flexibility play a pivotal role in the transition from the sports arena to the professional domain. They gauge an individual's capacity to adapt and navigate through novel challenges, skills essential not only in sports where strategies evolve but also in the workplace, where new projects and roles constantly arise

2.5.1 Adaptability, Flexibility and Resilience test by Sheffield university

It is an open-source test, composed of 16 items. Total score calculations with recommendations for improvement and analysis of the result.

URL to access the test:

<https://careers.dept.shef.ac.uk/interactive/attributes/resilience/> (*Adaptable, Flexible and Resilient*, n.d.-b)

2.6. Introduction to - Entrepreneurial Potential tests

Assessment tests for entrepreneurial potential are crucial during the transition from the sports realm to the professional arena. These assessments play a vital role in identifying entrepreneurial traits that can be effectively transferred from sports careers to the workplace, such as leadership, problem-solving, and initiative-taking abilities. Entrepreneurship emerges as an enticing path for many athletes looking to transition from sports to the business world, capitalising on their unique talents and experiences.

Two notable tests for evaluating this entrepreneurial potential are the "Entrepreneurial Potential Assessment Test" and the "Are you ready to take the risk?" test by the Federal Reserve Bank of Kansas City, both of which are farther ahead in this guide. These assessments highlight entrepreneurial skills that can be nurtured and utilised in the workplace, providing valuable

insights for individuals aiming to translate their sports backgrounds into professional success.

2.6.1 Entrepreneurial Potential Assessment Test (Studocu, n.d.-b)

It is an open-source self-assessment test composed of 15 items. The instructions for completing the test will be provided below.

entrepreneurial

Read the following statements carefully and **CIRCLE THE NUMBER** which indicates your **DEGREE** of **AGREEMENT** or **DISAGREEMENT** with them according to your way of seeing and doing things.

Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
----------------	-------	---------	----------	-------------------

1	2	3	4	5
---	---	---	---	---

1. I am generally optimistic.

1	2	3	4	5
---	---	---	---	---

2. I like doing things better than other people do them.

1	2	3	4	5
---	---	---	---	---

3. When I solve a problem, I try to find the best solution without concerning myself too much about other possible solutions.

1	2	3	4	5
---	---	---	---	---

4. I like to chat with my co-workers after the workday is over.

1	2	3	4	5
---	---	---	---	---

5. If I bet at the races, I'd rather take a chance on a long-shot that might bring a big pay-off.

1 2 3 4 5

6. I prefer to set my own objectives and work hard to reach them.

1 2 3 4 5

7. I am easy to approach and get along well with others.

1 2 3 4 5

8. I like to be well informed about what is happening and take steps to find out.

1 2 3 4 5

9. I work better when someone guides and advises me.

1 2 3 4 5

10. When I know I'm right, I can convince others.

1 2 3 4 5

11. I often find that other people make me waste precious time.

1 2 3 4 5

12. I like watching hockey, baseball and other similar sports.

1 2 3 4 5

13. I tend to talk easily and openly about myself to others.

1 2 3 4 5

14. I don't mind following orders from superiors who have legitimate authority.

1 2 3 4 5

15. I prefer developing plans rather than putting them into effect.

Evaluate your Answers

Give yourself one point for each time you have CIRCLED THE NUMBER 1 OR 2 in responses to statements:

1, 2, 6, 8, 10, 11, 16, 17, 21, 22, 23 and 24;

and one point for each time you have CIRCLED THE NUMBER 4 OR 5 in your response to the statements:

3, 4, 5, 7, 9, 12, 13, 14, 15, 18, 19, 20 and 25;

TOTAL YOUR POINTS _____

So, what are the results....

21-25	You have great entrepreneurial potential. With such potential, it's surprising you haven't gone into business already (if that's the case, of course).
16-20	This result shows you have definite entrepreneurial potential. However, your success in business could depend on the abilities you show and the resources you have available.
11-15	This result puts you in an intermediate zone. You are probably capable of going into business, but you would have to put a lot of effort and perseverance into it. Outside help and follow-up in the form of advice and encouragement would be an asset to you. Some adjustment might also be necessary.
6 to 10	Your entrepreneurial potential seems fairly weak. You would certainly have to reconsider some of your opinions, attitudes and behaviour patterns.
1 to 5	Be realistic. It would probably be difficult for you to evolve into the business world at present. You should become seriously informed about the restraints and demands of the entrepreneur's career.

This "assessment" attempts to evaluate your aptitude for business and is based on a number of characteristics observed in entrepreneurs. It cannot, of course, claim to make an exact evaluation of your entrepreneurial potential, but it is a good way to find out where you stand.

2.6.2 “Are you ready to take the risk?”, by the Federal Reserve Bank of Kansas City

This is a self-assessment test composed of 25 items. At the end of the test, the score can be calculated. Depending on the score, the athlete that takes the test can begin to understand if entrepreneurship is a possible path.

ARE YOU READY TO TAKE THE RISK?

Another test to assess the entrepreneurial potential of the young athletes is by the **Federal Reserve Bank of Kansas City**.

HANDOUT 1 - ENTREPRENEURIAL SELF-ASSESSMENT SURVEY

This survey is for your personal information. Please answer each question as honestly as possible.

Strongly agree		Somewhat agree		Strongly Disagree
5	4	3	2	1

_____ 1.	I am willing to work 50 hours or more per week regularly.
_____ 2.	I am willing to accept both financial and career risks when necessary.

____3.	I would like to take full responsibility for the success and failures of my business.
____4.	I would experience more financial success by operating my own business.
____5.	I feel a great deal of pride when I complete a project successfully.
____6.	I have a high energy level that can be maintained over a long period of time.
____7.	I enjoy controlling my own work assignments and making all decisions that affect my work.
____8.	I have a strong desire to achieve positive results even when it requires a lot of additional effort.
____9.	I can function in ambiguous situations.
____10.	One or both of my parents are/were entrepreneurs.
____11.	I believe that my abilities and skills are greater than those of most of my peers.
____12.	People trust me and consider me to be honest and reliable.
____13.	I always try to complete every project I start, regardless of obstacles and difficulties.
____14.	I am willing to do something even when other people laugh or belittle me for doing it.
____15.	I can make decisions quickly.

TOTAL SCORE:

SCORE	Assessment evaluation:
57-75	You have outstanding potential to become an entrepreneur.
38-56	You have satisfactory potential to become an entrepreneur.
21-37	You could work towards entrepreneurship by focusing on strength development.
15-20	You might explore other career options in addition to entrepreneurship.

Adapted from the Women's Initiative for Self-Employment:

<http://nebraskatickettowork.org/sites/ttw.unl.edu/files/self-assessment.pdf>

2.7 Introduction to Creativity tests

Creativity is a versatile skill crucial for problem-solving, innovation, and adaptation across various scenarios. The assessment tests provided below offer valuable insights into an individual's creative aptitude and can play a pivotal role in devising tailored strategies for career advancement.

2.7.1 The divergent association task

This test involves thinking of 10 unrelated words. It takes 2 to 4 minutes. It measures verbal creativity.

URL to access the test:

<https://www.datcreativity.com/> (The divergent association task, n.d.)

2.7.2 How creative are you?

This test helps to determine attitudes, values, motivations and interests that characterise creativity. It is composed of 40 items and provides the

automatic calculation of the score.

URL to access the test:

<https://www.kellogg.northwestern.edu/faculty/uzzi/ftp/page176.html>(*How Creative Are You?*, n.d.)

2.8 Introduction to Leadership test

Taking tests to assess one's leadership style is paramount during the transition from the sports arena to the professional sphere. These evaluations aid individuals in comprehending their leadership approach, pinpointing strengths, and areas requiring further development. As athletes move from sports to the workplace, the capacity to wield effective leadership can significantly impact their professional success. Thus, possessing tools to assess leadership style can furnish invaluable guidance for athletes seeking to transfer their leadership skills from sports to the professional realm.

Below, you'll find a self-assessment test for gauging leadership style.

2.8.1 What is your leadership style?

This test is composed of six items and it gives an analysis of the results and recommendations for improvement at the end.

URL to access the test: <https://www.idealists.org/en/careers/quiz-leadership-style> (Perrotta, 2024)

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3. Atlas of Work access

The Atlas of Work is a comprehensive and evolving database of occupations, constantly updated to reflect changes in the job market. Its aim is to provide a universal description of various occupations, allowing for the monitoring and evaluation of market trends (Italy: The Job Atlas, 2021). It offers detailed descriptions of occupations in terms of the activities involved and the products or services provided.

The “Atlas of Work access”, after you have defined your strengths and weaknesses with a good self-assessment, can be a perfect guidance tool.

The Atlas of Work supports several functions:

1. **Recognition of Achievements:** It facilitates the acknowledgment of skills and achievements gained in non-formal and informal learning contexts. This recognition is crucial for valuing skills acquired outside traditional educational pathways and can aid in entering initial training programs.
2. **Guidance and Counselling:** The atlas supports guidance, counselling, and skills auditing services. These services are vital for helping individuals identify their unique skills and areas needing development. This personalized support assists young people in making informed career choices and developing the skills necessary to achieve their professional goals.

3. **Design of Targeted Learning Activities:** The Atlas aids in designing learning activities tailored to prepare individuals for the labour market, to update their skills, and to facilitate career transitions. The development of such training programmes should be based on quantitative data from reliable statistical sources on training trends and labour market demands.
4. **Policy Tool for Active Employment:** It serves as a policy tool for evaluating career options within the qualifications system. By providing a clear view of available opportunities and the skills required by the labour market, the atlas enables better planning and management of active employment policies.
5. **Alignment of Skills and Market Needs:** The Atlas helps to identify and narrow the gap between job supply and skill demand in the labour market, ensuring that labour market skills needs are aligned with the qualifications system.

Each country typically has its own Atlas of Work. The consortium partners have decided to provide links to the 'Atlases of Work' for their respective countries: Italy, Spain, Portugal, Germany, and Hungary. While links are provided for these countries, similar resources can usually be found for other countries through a brief web search.

Here you will find the links for each country:

ATLAS OF WORK	LINK
ITALY	https://www.anpal.gov.it/atlante-del-lavoro-e-delle-qualificazioni
PORTUGAL	https://www.ine.pt/xportal/xmain?xpid=INE&xpgid=ine_publicacoes&PUBLIC

	ACOESpub_boui=107961853&PUBLICACOESmodo=2&xlang=pt
SPAIN	https://atlasnacional.ign.es/wane/Trabajo
HUNGARY	https://www.nive.hu/index.php?option=com_content&view=article&id=1097
GERMANY	https://www.boeckler.de/de/faust-detail.htm?sync_id=HBS-006877.

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4. Crafting an Effective Curriculum Vitae: A Comprehensive Guide

Upon determining your professional path through self-assessment tools and the work atlas, it is important to create a good CV based on the professional path identified.

CURRICULUM VITAE - is your first impression a positive one?

The term "Curriculum Vitae" comes from Latin and means "life journey." In this context, the Curriculum Vitae, or "CV" for short, is the document that presents an individual's skills, qualifications, and academic background, enabling recruiters to make an initial selection of candidates.

The aim of this chapter is to equip young athletes with the tools and skills they need to present themselves effectively to potential employers and succeed in the competitive labour market, whether in the field of sport or elsewhere.

An active job search will be successful if job applicants understand that recruiters are looking for the ability to solve problems, leadership, well-written communication, teamwork, and other key skills in a CV.

There are several important steps and considerations involved in creating a compelling CV that effectively showcases one's skills, experience, and achievements.

What to Include in a CV:

1. Personal Information:

- Name
- Address or place of residence
- Phone number(s), Mobile number(s), email address, social media profiles, etc.
- Date of birth
- Photograph (optional)

2. Professional Summary and/or Objectives:

- A concise description or statement of objectives highlighting main skills, experiences, and career goals in a telegraphic style.

- Keywords should be used (refer to ATS¹ systems).
- This section should be adapted to the specific job position the athlete is applying for.

3. Education and Training (in chronological order, starting with the most recent):

- Diplomas and other relevant academic qualifications, achievements, and honours, indicating dates and places of award.
- Postgraduate studies, specialisations, and refresher courses (last 5 years).

4. Work Experience (in chronological order, starting with the most recent):

- Previous jobs (organisation, location, job title, dates of employment, main responsibilities, key contributions, or achievements).

5. Other Skills (distinctive factors between job applicants):

- Highlight relevant skills, both technical and behavioural or transversal.
- Discuss sports experience and related skills acquired.
- Group skills into categories: technical skills (know-how), behavioural/soft skills (knowing how to be), transversal skills, and linguistic competencies (knowledge of foreign languages).

For example, an experience as a basketball player can include:

- Technical skills (ability to analyse opponents and develop effective game plans).

¹ [The concept Applicant Tracking System](#) (ATS) refers to an applicant tracking system, usually for human resources departments. They are digital systems whose main purpose is to automate selection processes. ATS are usually based on the use of keywords that must be specifically related to the characteristics of the job offer. This is the main method used to establish the correspondence between the candidates' CVs and the needs to be filled. A classification system is set up where the functions that define the job are compared with the information on each candidate's CV. ([O que é um ATS \(Applicant Tracking System\)? | APD](#)).

- Behavioural skills (leadership, teamwork, resilience, determination).
- Transversal skills (communication, adaptability).

Each experience can be very important and useful to include in the CV.

- 6. Digital Transformation:** Note the importance of artificial intelligence skills, which are increasingly valued by recruiters. Highlight these skills if applicable.
- 7. International Experience:** Include participation in Erasmus mobility programs, work experience abroad, or in international/multicultural teams. This demonstrates the ability to adapt to culturally diverse environments.
- 8. Other Information:** Include additional details that may add value to the application (publications, association memberships, interests, etc.).
- 9. Certificates:** Attach relevant documents proving the training listed on the CV or the awards received.

By following these guidelines, athletes can create a strong CV that effectively communicates their qualifications and experiences, helping them stand out to potential employers.

4.1 CV Formats: Tailoring Your Application

The process of structuring a CV involves three key steps:

- 1. Choosing the Format:** Deciding on the structure of the CV.
- 2. Formatting and Outlining:** Organising and formatting the document.
- 3. Reviewing and Editing:** Personalizing and tailoring the content.

When actively seeking employment, it's crucial to customise the CV for each application, emphasising skills, experience, and qualifications that align with the specific requirements of the position. Using keywords from the job description can optimise the CV for Applicant Tracking Systems (ATS).

Several factors should be considered when selecting the type of CV to use:

- **Company / Organization Type:** Traditional companies may prefer classical structures.
- **Industry / Sector:** Different sectors may have different preferences.
- **Organisational Culture:** The company's culture may influence the choice of format.
- **Position Applied For:** The requirements of the position should inform the CV structure.
- **Applicant Profile:** The length and nature of the applicant's career path.

After addressing these considerations, decisions can be made regarding the most suitable structure and layout for the application.

There are three main formats for presenting information in a CV:

1. **Chronological (Most Common):** Presents professional information objectively, typically listing employers, locations, start and end dates, and positions held.
 - Example: See [Example 1](#).
2. **Functional:** Useful when the career path has gaps or interruptions that are difficult to explain.
 - Example: See [Example 2](#).
3. **Combination (Preferred by Recruiters):** Combines the strengths of the chronological and functional formats.
 - Example: See [Example 3](#).

These formats provide flexibility in organising professional background information, catering to various career paths and preferences.

4.2 Formatting and Outlining Your CV

Ensuring the readability of your CV is paramount. It should be organised, concise, precise, and "clean." This means using sans-serif fonts, maintaining consistent formatting, and ensuring adequate spacing.

Remember: less is more!

Examples of Layouts:

1. **Traditional CV:** The simplest type, providing a straightforward presentation of information.
 - Example: See [Example 1](#).
2. **Europass CV:** Introduced by the European Union in 2002, Europass aims to create a standard model for quick and clear reading of candidates' skills. It features a simple and linear structure, making it ideal for those seeking employment abroad or with limited work experience. Pre-set editable templates are available online.
 - Example: See [Example 4](#).
 - Link: [Create your Europass CV | Europass](#)
3. **Creative CV:** These models are widely used today, with various multimedia tools available to automate the process. However, personalization is key to stand out. Templates are accessible to everyone, so there's a risk of multiple applicants using the same one.
 - Stylized CV: Example - See [Example 5](#).
 - CV Infographic: Example - See [Example 6](#).
 - Web-based CV: Example - See [Example 7](#).

4. **Multimedia CV:** An innovative approach that combines different types of media to present qualifications in a dynamic and engaging manner. Creativity is essential for this layout.

There are several reasons why making a video resume is worthwhile:

- It is expressly requested by your future company (the only case in which you can not do without it).
- It allows you to differentiate yourself from the competition and get out of the usual candidacy schemes.
- Clearly show your communication skills and personality.
- Leave an indelible memory in the selectors
 - o More information: [Video Resume Examples](#)

-

Various tools are available for creating any of these CV templates, including [Canva](#); [Kickresume](#); [CvGenius](#); [LiveCareer](#); [Easel.ly](#); [VisualCV](#); [NovoResume](#); [My Perfect Resume](#); [pdfCV](#); [OnLineCV](#); [ResumeCoach](#); [BestOnlineResume](#); among many others.

Additionally, here are two videos that can provide valuable insights into creating a compelling CV that intrigues recruiters:

1. **How To Write An ATS-Friendly Resume Using ChatGPT in 2024 | BEST FORMAT & TEMPLATE:** [Watch here](#).
2. **How to Write a ChatGPT CV in 2024 | Complete Tutorial:** [Watch here](#).

Lastly, reviewing and editing the content is crucial. CVs and cover letters should undergo meticulous proofreading to ensure well-constructed and grammatically correct sentences. Spelling mistakes are unacceptable. Seeking suggestions and feedback can be invaluable in this process.

4.3 Maximising Your LinkedIn Profile on Your CV

LinkedIn can be a pivotal tool, and including a LinkedIn link on your CV is paramount. In today's job market, a significant number of employers utilize LinkedIn for recruitment purposes. Therefore, maintaining an attractive and up-to-date profile is crucial when actively seeking employment. (Example: [Fátima Pinto's LinkedIn Profile](#)). Always ensure your LinkedIn profile is accessible via the provided link.

Creating a profile that captures attention begins with:

- **Professional Profile Photo:** Opt for a visible, unaccompanied, and smiling photo. While adding a photo is not mandatory, it can enhance your profile.
- **Specific Professional Title:** Instead of a general designation like "top-level athlete," use a more specific title such as "top-level rowing athlete."
- **Engaging Summary:** Craft a direct and engaging summary highlighting skills, experience, and career goals. Incorporate keywords wherever possible.
- **Experience and Skills:** List professional experience, project participations, and related activities. Emphasise technical skills appropriately.
- **Additional Sections:** Highlight relevant information such as volunteering, training courses, publications, etc.
- **Own Content:** Participation in interest groups, publication of relevant content, and interaction with other users can be advantageous.

4.4 Crafting an Effective Cover Letter

Recruiters often request a motivation / cover letter alongside the CV. This document can be the body of the application email, an attachment, or integrated into the CV using the same template.

The cover letter typically comprises three parts and concludes with a polite valediction:

1. Introduction: The applicant states the purpose of the letter, references the vacancy, and articulates interest in the position by demonstrating knowledge of the company/organisation and its activities.

2. Development: The applicant explains their added value based on experience and highlights differentiating elements that could benefit the company.

3. Conclusion: The applicant concludes by requesting an interview, expressing confidence, aligning with the essence of the company / organisation, and urging action.

Valediction options include "Kind regards," "Regards," "Sincerely," or "Cordially," among others. A simple, abbreviated semi-formal valediction is ideal.

It is essential to maintain a simple, clear, easy-to-read, and aesthetically pleasing style throughout the cover letter.

Additionally, the following video provides valuable tips for creating a standout cover letter: [PROVEN 3 Sentence Cover Letter – Best Cover Letter Format & Examples: Watch here.](#)

4.5 Essential Reminders for Crafting Your CV

- **Completeness:** Fill in every field accurately.
- **Accuracy:** Describe work experience precisely.

- **Content:** Introduce yourself to the recruiter with relevant content.
- **Consent:** Include consent for personal data processing and sign the curriculum if not already present.
- **Security:** Save and convert the CV to PDF before sending it to the HR department to prevent alterations.

Quick Tips Summary:

- Tailor the resume to each job offer; avoid sending the same resume for different positions.
- Utilise social networks like LinkedIn to your advantage, ensuring a professional image and removing unsuitable content.
- Add external links: LinkedIn profile, personal website, or blog if available.
- Be honest about experiences and skills; dishonesty doesn't pay.
- Recognize the importance of soft skills and match them to the required position.
- Remove unnecessary elements like photos, marital status, religion, or salary expectations.
- Address long gaps in work experience in the cover letter.
- Double-check for spelling mistakes.
- Include a clear, concise, and accurate cover letter; avoid lengthy narratives.
- Remember, there are no second chances for a good first impression; the CV must be a key instrument to achieve this.

“Crafting a Credible CV: Personalization is Key”

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Example 1 – CHRONOLOGICAL CV/RESUME

CHRONOLOGICAL RESUME

John Doe

Address: 123/1, Astoria Lane, City, State 75645 Contact: 222/555-7242

Email: professional.emailname@somemail.com

SUMMARY

- 3+ Years of work experience as Operations Manager in ABC Company Name
- 2 Years of work experience as Quality Control Manager in XYZ.
- 3 years of work experience as Associate Maintenance and Quality Engineer in QWERTY.
- Lean Six Sigma Black Belt certificate holder.
- ASNT NDT Level 3 certificate holder.
- Strong leadership skills with an eye for detail.

EMPLOYMENT HISTORY

ABC Company Name

Operations Manager

January 2013 - Present

Role

- Supervising the overall manufacturing process.
- Managing the supply chain of the Manufacturing process.
- Minimizing downtime by devising creative solutions to problems.
- Assisting and supervising maintenance and quality engineers.
- Scheduling the process and delegating tasks.

XYZ Company Name

Quality Control Manager

January 2011 - January 2013

Role

- Supervising the manufacturing process for effective quality output.
- Supervising quality check of final batch using both Destructive and Non-Destructive testing.
- Using principles of Total Quality Management for achieving high quality standards at every step of the process.

QWERTY Company Name

Associate Maintenance and Quality Engineer

January 2008 - January 2011

Role

- Regular upkeep of the different machines to avoid downtime.
- Fast and effective maintenance at the time of breakdown to minimize downtime.
- Performing Destructive and Non-Destructive Testing on different samples from each batch of final product.
- Compiling the detailed report of each batch.

EDUCATION HISTORY

SOME University



(Source: [chronological cv - Procurar Imagens \(bing.com\)](#))

[Example 2 – FUNCTIONAL CV/RESUME](#)

Administrative Functional Resume Sample

Julie Zhang, B.A.

2 Bloor Street St. E, Toronto, Ontario M2S 3G3
(H) 416-377-2822 (W) 417-978-6666 julie.zhang@utoronto.ca

SUMMARY OF QUALIFICATIONS

Results focused, client-oriented Administrative Assistant with extensive experience working in a high-volume, deadline-driven environment. Proven ability to work under pressure and remain focused during constant interruptions. Self-motivated and self-directed, improved the efficiency and accuracy of the office by restructuring the organizational flow. A multi-tasker, with excellent communication skills; sensitive to the needs of students, staff and faculty; developed writing materials which are being used to promote the Faculty of Medicine.

KEY WORDS

◆ Administration ◆ Customer-Service Oriented ◆ Organization ◆ Multi-tasker

KEY ACCOMPLISHMENTS

Office Organization & Support

- Managed the department's journal collection; took the initiative to learn about the system used by medical libraries to categorize materials and set-up the same system for the departments, greatly enhancing access to information from these sources by staff and students.
- Ensured office equipment ran smoothly and properly and managed the inventories, ordered equipment and supplies. Created a more efficient monitoring process that enabled the quick identification of items and materials that needed to be restocked.
- Coordinated a better security system for staff, faculty and students by initiating mandatory Radiation Badges upon arrival.

Ensured the patient record filing systems were in good order and scheduled appointments with the utmost confidentiality and highest standards of sensitivity.

Communication & Customer Service

- Played a key role in the drafting of promotional materials for the department. Created the template for marketing materials to prospective faculty that continues to be used as a principal information document for recruitment.
- Consistently dealt with confidential information and services; maintained the highest standard of discretion when handling caseloads concerning staff, faculty and students.
- Effectively handled incoming inquires from visitors at the Front Desk, and by e-mail and phone; quickly identified and ensured that they were received by the appropriate staff and faculty members in the department.
- Provided high quality services by personally greeting arrivals and professionally determining the nature of the enquiry.
- Prepared orders for frames and contacts with 100% accuracy and assisted patients with their initial selections prior to consultation with the optometrist.

Computer Proficiency

- Tracked and inputted debit memos, purchase orders, and purchase requisitions using FIS financial

(Source: [functional cv - Procurar Imagens \(bing.com\)](#))

EXAMPLE 3 – MIXED CV/RESUME

HARRY SMITH

Sales Manager - 2 years experience

EDUCATION

2013-2014: Skema Business School
International Business
Msc France + China + USA Campus

2013-2014: Skema Business School
International Business
Msc France + China + USA Campus

PROFESSIONAL EXPERIENCE

2013-2014: Sales Manager
THEM ALTIMA GROUP | BEIJING
In charge of a 200 clients, portfolio & its expansion
Created proposals, set up the project,s scope and
settled the Sales argumentation for potential leads in
close cooperation with the Board of Directors
Proposed SEO/SEM Digital Strategies for leads & clients
with a content onsite optimization strategy

2013-2014: Founder and Sales Director
MYCVFACTORY | BEIJING
In charge of a 200 clients, portfolio & its expansion
Created proposals, set up the project,s scope and
settled the Sales argumentation for potential leads in
close cooperation with the Board of Directors
Proposed SEO/SEM Digital Strategies for leads & clients
with a content onsite optimization strategy

2013-2014: Founder and Sales Director
MYCVFACTORY | BEIJING
In charge of a 200 clients, portfolio & its expansion
Created proposals, set up the project,s scope and
settled the Sales argumentation for potential leads in
close cooperation with the Board of Directors
Proposed SEO/SEM Digital Strategies for leads & clients
with a content onsite optimization strategy

CONTACT

- ▶ Los Angeles, Calif. USA
- ▶ +336 74 11 36 35
- ▶ harrysmith@gmail.com
- ▶ French Nationality

OBJECTIVES

After 2 years in Sales & Marketing, I am now looking for a new opportunity in Beijing as a Sales Manager. I would like to join an International Company with the possibility to contribute and learn.

SKILLS


French	—————■
English	—————■
Spanish	—————■
Chinese	—————■
Pack Office	—————■
Internet	—————■
Zoho CRM	—————■

INTERESTS

Ice skating (Competition level)
Windsurfing (Competition level)
Ballet (12 years)
Horse Riding (Galop 5)

(Source: [mixt resume - Procurar Imagens \(bing.com\)](#))

EXAMPLE 4 – EUROPASS CV

Mary Smith Date of birth: 18/04/2000 Nationality: Portuguese Gender: Female	
	ABOUT ME Enthusiastic and dedicated sports professional with a Bachelor's degree in Sports from the Faculty of Sports, Lisbon. Proven experience in training children in basketball and a strong background as a basketball player. Seeking opportunities to leverage academic knowledge and practical experience in a dynamic sports environment.
CONTACT ✉ xxx.yyy@www.com	EDUCATION AND TRAINING 2019 – 2023 PPP, Ireland ● Bachelor in Education XXXXX
	WORK EXPERIENCE 01/04/2023 – 30/07/2023 Ireland ● Internship (3 months) www • Facilitated basketball training sessions for children, focusing on skill development, teamwork, and sportsmanship. • Assisted in organizing and managing club events, tournaments, and competitions. • Provided mentorship and guidance to young athletes, fostering a positive learning environment.
	LANGUAGE SKILLS MOTHER TONGUE(S): English Other language(s): Portuguese Listening B1 Spoken production A2 Reading B1 Spoken interaction A2 Writing A2
	Spanish Listening B1 Spoken production A2 Reading B1 Spoken interaction A2 Writing A2
	<i>Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user</i>

(Created at EUROPASS, [Criar o seu CV Europass | Europass](#))

EXAMPLE 5 – STYLISED CV/RESUME



(Source: CV [estilizado - Procurar Imagens \(bing.com\)](http://estilizado-procurar-imagens.bing.com))

EXAMPLE 6 – INFOGRAPHIC CV/RESUME



The infographic CV/Resume for José Antonio Fernández Herrera is designed with a clean, modern aesthetic. It features a profile picture of the candidate, a central skills section with circular icons for Creatividad, Trabajo Equipo, Liderazgo, and Gestión, and a language proficiency section with horizontal progress bars. The work experience is divided into 'Actual Puesto Laboral' (IBM Computer MX) and 'Anteriores Puestos Laborales' (Android Sudamérica, Global Computer, Informática Easy). The education section highlights a Master's degree from the University of Barcelona and a Bachelor's from the University of Santiago de Compostela. Contact information is provided at the bottom left, and a LinkedIn profile link with a QR code is at the bottom center.

JOSÉ ANTONIO FERNÁNDEZ HERRERA
Informático - Gestión sistemas

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.

COMPETENCIAS PROFESIONALES

- CREATIVIDAD
- TRABAJO EQUIPO
- LIDERAZGO
- GESTIÓN

COMPETENCIA LINGÜÍSTICA

- Español (nativo)
- Inglés (nivel C1)
- Francés (nivel B1)

COMPETENCIA TÉCNICA Y SOFTWARE

- Wordpress
- HTML5
- Ofimática (Office)
- Gestor correo

ACTUAL PUESTO LABORAL

IBM COMPUTER MX
Desarrollador de app móvil
2015 - Actualmente (Ciudad de México)
Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

ANTERIORES PUESTOS LABORALES

ANDROID SUDAMÉRICA
Gestión de bases de datos
2013 - 2015 (Sao Paulo)
Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

GLOBAL COMPUTER
Analista de sistemas
2011 - 2013 (Barcelona)
Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

INFORMÁTICA EASY
Becario en prácticas
2010 - 2011 (Santiago de Compostela)
Lorem ipsum dolor sit amet, consectetur adipiscing elit

FORMACIÓN ACADÉMICA

UNIVERSIDAD DE BARCELONA
Máster en gestión de sistemas
2010 - 2011 (Barcelona)

UNIVERSIDAD DE SANTIAGO DE COMPOSTELA
Ingeniería Técnica informática
2005 - 2010 (Santiago de Compostela)

DATOS CONTACTO

- 0034 65 43 21
- jose.antonio@gmail.com
- jose.antonio.fer
- linkedin/jose.antonio.fer
- @jose.antonio.fer
- Avenida de Lugo, 33, 2ªA
Santiago de Compostela

Visita mi perfil [LinkedIn](#)

(Source: [cv infografico - Procurar Imagens \(bing.com\)](#))

EXAMPLE 7 – WEB-BASED CV/RESUME

Ainsley Bevis

Download in PDF | Print This CV | Email Me



Ainsley Bevis
Website: www.bloomwebdesign.net
Email: info@bloomwebdesign.net
Mobile: 0000-000-000
Address: 123 Fake St, Australia

Objective

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Morbi ipsum mi, eleifend id volutpat sit amet, laculis ac odio. Vivamus consequat sapien non nulla bibendum posuere. Sed vulputate, lectus quis vehicula tincidunt, elit nisi volutpat ante, vel aliquam metus dui ut magna. Integer auctor, quam sit amet auctor fermentum, metus risus dapibus arcu, id ultrices leo enim quis erat. Nunc neque est, porta ac venenatis sit amet, eleifend id libero. In vitae urna libero. Nullam quis lacus vitae erat convallis interdum ac sed diam. Donec ac semper risus.

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About Me

Nam ullamcorper justo nec massa posuere posuere. Phasellus fermentum ligula sit amet tortor molestie nec vestibulum lorem ultrices. Mauris ac ante et magna auctor volutpat. Vivamus fermentum pellentesque erat ac egestas. Donec dictum mattis velit vitae pellentesque. Lorem ipsum dolor sit amet, consectetur adipiscing elit. In a felis est. Aliquam dictum elementum dui, sit amet feugiat libero rutrum quis. In hac habitasse platea dictumst. Duis ut ipsum justo. Ut non purus elit. Vestibulum faucibus malesuada metus eu mollis. In eget diam nibh. Aenean vitae orci ligula, id congue ante. Duis porttitor, mi ut condimentum vestibulum, dui felis bibendum orci, vitae convallis nisi purus id sem. Sed a tellus a enim suscipit rutrum.

Integer non mollis nisi. Fusce tincidunt tempus auctor. Ut id elit odio, id pharetra odio. Sed egestas dapibus adipiscing. Proin elit nulla, molestie in pretium pretium, faucibus sit amet dui. Aenean venenatis dolor ut leo accumsan vel fringilla orci rhoncus. Pellentesque volutpat odio sit amet mi pretium laoreet. Pellentesque eleifend tellus dui. Suspendisse malesuada libero eget est dignissim ac condimentum felis imperdiet. Maecenas interdum lacus vitae mi fermentum vestibulum. Nullam et ipsum augue, in mattis lectus. Ut sapien diam, rutrum ut eleifend sed, egestas sed purus.

Nam ullamcorper justo nec massa posuere posuere. Phasellus fermentum ligula sit amet tortor molestie nec vestibulum lorem ultrices. Mauris ac ante et magna auctor volutpat. Vivamus fermentum pellentesque erat ac egestas. Donec dictum mattis velit vitae pellentesque. Lorem ipsum dolor sit amet, consectetur adipiscing elit. In a felis est. Aliquam dictum elementum dui, sit amet feugiat libero rutrum quis. In hac habitasse platea dictumst. Duis ut ipsum justo. Ut non purus elit. Vestibulum faucibus malesuada metus eu mollis. In eget diam nibh. Aenean vitae orci ligula, id congue ante. Duis porttitor, mi ut condimentum vestibulum, dui felis bibendum orci, vitae convallis nisi purus id sem. Sed a tellus a enim suscipit rutrum.

Tutorial By www.bloomwebdesign.net

Profile

Education

Work History

Skills

Follow Me

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(Source: <https://designbump.com/resume-design-tutorials-to-learn/>)

5. Mastering Job Interview Preparation

After designing and finalizing your resume, ensuring you are well-prepared for a successful interview is crucial

Navigating through the job interview phase effectively can be the decisive factor between securing a position and falling short. As the job market constantly evolves, the interview emerges as the pivotal moment where candidates can showcase their skills, experience, and personality, forging connections and transforming simple conversations into collaborative opportunities.

In this section, we delve into various job interview techniques that can elevate a candidate's performance, enabling them to navigate challenges, grasp employer expectations, and narrate their journey compellingly. Success in interviews hinges on meticulous preparation. Beyond being an assessment, interviews serve as a platform for candidates to articulate their identity and value proposition beyond what's stated on a CV.

First and foremost, it is crucial to recognize the diverse formats interviews can take:

1. **Online Interviews:** With remote interactions becoming prevalent, initial interviews are often conducted online. These assessments can include technical evaluations, behavioural assessments, and case study analyses, among others.
2. **Face-to-Face Interviews:** These typically occur in subsequent stages and may adopt specific formats:
 - Individual Interviews: One-on-one sessions between the interviewer and candidate.
 - Panel Interviews: Simultaneous assessment by multiple interviewers.
 - Series Interviews: Successive individual interviews conducted by different stakeholders.

- Group Interviews: Collective assessment of candidates, often involving challenges to demonstrate various competencies like logical reasoning and leadership.
- Stress Interviews: Employers adopt a hostile stance to evaluate candidates' responses, often for senior management roles.
- Social or Informal Interviews: Candidates may be invited to company social events for informal interactions.

Recognizing the variability of this pivotal moment in the selection process, thorough preparation is essential for candidates to showcase their suitability for the job.

Phone Interview: A phone interview often serves as an initial screening step before an in-person meeting. Despite its informal nature, it holds significant weight and should be approached with professionalism.

To handle a phone interview adeptly, consider the following:

- **Tone of Voice:** Employ an appropriate tone as the interviewer relies heavily on vocal cues for evaluation.
- **Communication Habits:** Avoid common pitfalls such as speaking too quickly, interruptions, and filler words like "um."
- **Clarity:** If uncertain about the specific job offer being discussed, seek clarification rather than assuming.
- **Express Interest:** Demonstrate genuine enthusiasm and interest in the role, potentially offering immediate availability for a brief call to underscore your engagement.
- **Rescheduling:** If unable to speak at the moment or unsure about the job offer, politely request to reschedule.
- **Note-Taking:** If unable to take notes during the call, inquire if the interviewer can email the details or arrange a follow-up call for further information.

Mastering phone interview etiquette enhances your chances of progressing to the next stage in the hiring process.

5.1 Essential Pre-Interview Preparation

Before stepping into the interview room, candidates must undertake several preparatory tasks to ensure they make a strong impression and are well-equipped to discuss their qualifications and fit for the role.

Pre-interview Phase:

1. **Record-keeping:** Maintain a comprehensive record of all job applications to easily identify specific positions when contacted for an interview.
2. **Organisation:** Compile a dossier containing all supporting documents mentioned in the CV, such as certificates, courses, and training records, to present a complete picture of qualifications.
3. **Company Research:** Explore the company's website and social media platforms to understand its mission, vision, values, and organisational culture, providing valuable insight for interview discussions.
4. **Job Role Investigation:** Familiarise yourself with the job description and requirements to align your skills and experiences with the role's expectations.
5. **Appearance:** Consider the company / organisation culture when selecting attire for the interview. Opt for a casual or smart casual dress code unless otherwise specified. Avoid wearing the same outfit for subsequent interviews.

Before the interview, candidates should reflect on the following questions:

- What are my technical skills?
- What are my linguistic abilities?
- What soft skills (social, interpersonal, and relational) do I possess?

- What qualifications and skills are outlined in the job profile?
- How can I effectively highlight my skills in relation to the job's requirements?

Thorough preparation in these areas will instil confidence and enhance the candidate's performance during the interview.

Figure 1: What to Wear to your Job Interview (source: www.career.vt.edu)

Here there are some tips on what to wear to your job interview

In general, choose a style that makes you feel comfortable.

- Lay out your interview outfit the evening before and check for stains, tears or missing buttons;
- Make sure your interview clothing is clean and well pressed;
- Avoid strong and persistent perfumes, cologne and aftershave;
- If you can, avoid flashy jewellery

(source: www.career.vt.edu)

- If you are a woman facing a job interview for a formal company, you can opt for a Tailleur or a shirt paired with a skirt or trousers.
- Dress in dark, neutral colours like blue, gray or black for a classic style, a few accessories and a light facial makeup.
- If you are a man who has to have a formal interview, dressing in a dark suit, white shirt and tie is the right style. If the interview is in attendance, also make sure your shoes are clean and polished.

Source: [Italia, A. (2022, March 16)]

5.2 Interview phase: Key Strategies and Practices

The interview phase is the pivotal moment where candidates have the opportunity to demonstrate their suitability for the position. By implementing strategic preparation and practising effective communication, candidates can maximise their chances of success.

Before delving into the interview phase, it is crucial to lay the groundwork for success. Here is how to navigate this critical stage with confidence:

1. **Punctuality:** Arriving on time is paramount to make a positive first impression.
2. **Analysis of Job Offer:** Thoroughly analyse the job offer and requirements to align your skills and experiences with the stated criteria. Be prepared to articulate how your qualifications meet the employer's needs.
3. **Discussion Preparation:** Anticipate discussing professional, educational, sporting, and social experiences. Highlight relevant achievements and results that showcase your capabilities.
4. **Practice:** Practise responding to various types of interview questions. Consider recording a simulation to refine your posture, eliminate unnecessary filler words, and correct any mistakes.

Sample Interview Questions:

- Why do you want to change jobs?
- What do you know about our company / organisation?
- Describe your leadership style.
- How do you handle stress in the workplace?
- What are your hobbies outside of work?
- What motivated you to seek a change in your current employment situation?
- Can you tell me about the circumstances that led to your current unemployment status?

- What aspects of our company appeal to you the most, and why do you wish to work here?
- What specifically about this job caught your interest, and how does it align with your career goals?
- What insights can you share about our company, its culture, and its values?
- Reflecting on your previous role, what aspects did you find most rewarding or enjoyable?
- If given the opportunity, what changes would you have implemented in your previous job to enhance efficiency or productivity?
- Could you describe a particularly engaging project or task from your career history?
- Tell me about a colleague or team member with whom you had a particularly positive working relationship.
- What types of behaviours or traits in colleagues tend to frustrate you the most?
- Have there been instances where you had to adjust your schedule due to unexpected tasks or challenges? Can you elaborate on one?
- How do you maintain motivation and dedication to your work, especially during challenging times?
- In transitioning to our company, what forms of support or resources would you find most beneficial for a successful start?
- Can you describe your approach to leadership, or the style of leadership you prefer from others?
- How do you typically manage stress and pressure in a professional setting?
- Beyond work, what hobbies or interests do you pursue in your free time?

- Would you describe yourself as ambitious in your career pursuits?
 - Can you share an aspect of your professional skill set that you consider an area for improvement or growth?
 - What sets you apart as a candidate for this position, and why do you believe you are the ideal fit?
5. **Non-verbal Communication:** Pay attention to non-verbal cues, such as a firm handshake, as they contribute to overall communication effectiveness.
 6. **Showing Interest:** Demonstrate interest in the company and the role by asking insightful questions about team dynamics, career development opportunities, performance evaluation, and expected salary. Here are some examples:
 - What is the structure and dynamics of the team I will be joining?
 - Can you describe the level of autonomy and responsibility associated with this position?
 - What opportunities for career development are available within the company?
 - How does the company evaluate employee performance, and what are the expectations for success in the initial months of this role?
 - Could you provide insight into the expected salary range for this position?
 7. **Closing Questions:** Inquire about the next steps in the hiring process and when a decision will be made. Clarify whether you will receive notification of the outcome.

Navigating the interview phase with thorough preparation and thoughtful engagement can significantly enhance your candidacy and increase the likelihood of securing the desired position

5.3 Different format of Job Interviews

Interviews are indeed a critical component of the job application process, serving as a platform for both the employer and the candidate to assess mutual fit. The format of an interview can vary significantly, each presenting its own set of challenges and opportunities.

5.3.1 Face-to-face format

Among the most common formats are face-to-face interviews, which require a blend of professionalism, poise, and personal connection.

Here are some technical details and tips to excel in a face-to-face interview setting:

- 1. Be punctual:** Punctuality is the first point in your favour; it demonstrates respect for the interviewer's time and a commitment to professionalism.
- 2. Pay attention to your non-verbal communication:**
 - Maintain eye contact by looking the interviewer in the eye without overdoing it (don't stare).
 - Give a sincere handshake; don't shake the other person's hand too hard or too loosely.
 - Sit properly with your back and shoulders straight.
 - Smile, but don't overdo it.
- 3. Show your confidence and enthusiasm:**
 - Say hello to the person who is welcoming you and wait for his or her greeting.
 - Wait to be invited to sit down.
 - Don't take the initiative to smoke.
 - Don't chew gum.
- 4. Communicate clearly and assertively:**
 - Show interest and enthusiasm for the opportunity by answering questions clearly and precisely.

- Emphasise what you have achieved and link this to the job you're applying for.
- Provide concrete examples that illustrate your skills (technical and soft).
- If you are faced with an unexpected question, think before you answer and don't be afraid to ask for clarification if you need it.
- Be authentic/genuine.

For further insights and best practices, consider watching "Best Responses to Common Interview Questions | The Interview Game by Indeed" on YouTube, which offers valuable tips for navigating the interview process: <https://youtu.be/hN7f6pqKodQ>.

5.3.2 Online Format

In the digital age, online interviews have become increasingly prevalent, offering both convenience and challenges. This format requires not only the usual interview preparation but also attention to technical details that can make or break the experience. Here are some essential tips to ensure your online interview is a success.

Technical Details:

1. **Be punctual!** Connect to the provided link a few minutes before the scheduled time to ensure everything is working smoothly.
 - Verify you have a stable Internet connection and that your audio and video settings are functioning correctly.
 - Choose a location with minimal distractions, sober, clean, and with adequate lighting.
 - Switch off or mute your mobile phone to avoid interruptions.
2. **Posture and Communication During the Interview:**
 - Look at the camera, not the screen, to simulate eye contact with your interviewer.

- Dress appropriately, as this is a crucial detail that should not be overlooked, even in an online setting.
- Pay attention to your non-verbal communication, as it can significantly impact your interviewer's perception.
- Communicate clearly and assertively, ensuring your enthusiasm and interest in the role are evident.

For additional guidance on excelling in your virtual interview, consider watching "How to Ace Your Virtual Interview" on YouTube, which provides valuable tips and insights: <https://youtu.be/7t3k9fSNWel>.

5.4 Post-interview phase

In the quest for the perfect job match, the interview process is a pivotal step where first impressions are made, and potential is assessed. However, the journey doesn't end when the interview concludes. Reflection and follow-up are equally important in making a lasting impression and setting the stage for future opportunities. Conducting a self-assessment after each interview is a valuable practice that can significantly enhance your interview skills and readiness for subsequent encounters. This introspective exercise allows you to critically evaluate your performance, identify areas for improvement, and refine your approach to better align with the expectations of potential employers.

Conduct a self-assessment exercise

This will enable you to address any weaknesses or less positive points, ensuring you are better prepared for your next interview.

Sample questions for your self-assessment:

- How did the interview go?
- Did I effectively highlight my skills?
- Did I talk too much or too little?
- Was I not dynamic enough or too dynamic?
- What impression of myself did I convey? Positive or negative?

- What can I do to improve my performance in a future job interview?

Additionally, maintaining professional courtesy by sending a thank-you email post-interview is a courteous gesture that reinforces your interest in the position and leaves a positive final impression.

5.5 Elevator pitch

An active job search can also begin with a personal pitch, often referred to as an elevator pitch or speech. This format allows you to take the initiative, succinctly conveying who you are, what you do, and what you aspire to do within a brief timeframe —typically the duration of an elevator ride (60 seconds or less).

An elevator pitch should be precise, concise, clear, and delivered with positivity and persuasion. It is structured around four key points, focusing on what you want to do, rather than what you don't:

1. Who you are.
2. What you do.
3. What makes you unique.
4. How you do it and who it impacts.

For an elevator pitch to be effective, your delivery should be fluent, clear, with good inflection, and a harmonious tone of voice, without rushing. Time is limited, but the message must be clear and enthusiastic; avoid rambling. Practice is crucial but ensure your speech doesn't sound rehearsed or insincere. Non-verbal communication, including facial expressions and posture, is also vital.

An elevator pitch is your opportunity to assertively showcase your skills, making a positive first impression. Offering business cards or a resume at the end of your presentation is important in this context.

Begin and end your elevator pitch by inviting questions, such as:

- Please don't hesitate to interrupt me if you have any questions.
- If anything is unclear, feel free to ask any questions you may have.

As you craft your presentation, remember it's about telling a story that starts with "who I am," "what I do," "what I want to do," and "why you should hire me."

The key to becoming adept at "selling" your skills is practice.

Video: How To Create Your 30 Second Elevator Pitch! | The Intern Queen - https://youtu.be/Lb0Yz_5ZYzI

Figure 2 – Elevator pitch

ELEVATOR PITCH
Choose your words carefully to tell your story & nail your first impression!
Practice, Practice, Practice until it becomes natural!

NON-VERBAL:

- Eye Contact: Look at the person 60-70% of the time
- Smile
- Handshake: Firm, 2-3 pumps
- Posture: Stand tall and confidently
- Voice: Display confidence & enthusiasm

VERBAL:

- Introduction: Name, Year, Major, Activities, Aspirations
- Show evidence of knowledge/interest in the employer
- Discuss how your skills/activities are an asset to the company
- Ask open-ended questions about the company or position
- Something that will encourage dialogue

HERE'S A SAMPLE DIALOGUE FOR THE ELEVATOR PITCH:

YOU Introduce yourself: "My name is Joe Smith. I am a sophomore majoring in marketing and am a member of Penn State Marketing Association and Sapphire Leadership."	COMPANY Say something about the company or an interesting fact: "I learned about your marketing internship through Career+. I'm particularly interested in this because you give actual in-class and paid marketing experience within the marketing internship."	YOU Say something about what skills you bring to the company or what you can offer them: "I believe my previous experience using social media as the marketing chair for Penn State's involvement in PSMA will be an asset to your company in this position."	COMPANY Ask an open-ended question that will encourage dialogue: "Could you tell me some of the specific projects I could expect to work on in this role?"
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TIPS FOR FRESHMEN/SOPHOMORES:
"If a company X-I knew you are not hiring freshmen/sophomores, but could you give me some feedback on what to do so I will be marketable for an internship my junior year?"

(source: adapted from

<https://careerconnections.smeal.psu.edu/networking-linkedin-and-elevator-pitch-tips/>)

5.6 Final Reminders

It is important to recognize that a job interview is a two-way, mutual discovery process. Each interview is like a unique puzzle, where both parties try to fit their pieces together to see if they can create a coherent picture. (Faap, 2024). An interview offers a chance to gain deeper insights into the potential employment partnership, determining if the job relationship between the candidate and the company could work. From the candidate's perspective, an interview can also reveal whether the company provides the environment needed to nurture their ambitions and support personal growth.

Asking questions is also crucial to understand if the company aligns with the candidate's career aspirations and personal values. Questions might pertain to the future team the candidate would join if selected, or about professional and personal development, such as inquiring about organisational policies that support learning and well-being.

Final note: Don't be discouraged by a few "No's". Finding the right opportunity may take time, and persistence is key.

And Remember: Preparing for an active job search is the best way to approach job interviews with confidence and professionalism.

Good luck!

References

- Italia, A. (2021b, December 23). Il colloquio telefonico. <https://www.adecco.it/come-trovare-lavoro/il-colloquio-telefonico>
- Italia, A. (2022, March 16). *Come vestirsi per un colloquio di lavoro: consigli per ogni settore.* <https://www.adecco.it/come-trovare-lavoro/come-vestirsi-per-un-colloquio-di->

URL: <https://www.youtube.com/watch?v=IUilRmrSBhg>

The second interview is with Paola, a coach with extensive experience in guiding athletes as they embark on their professional journeys. During the interview, Paola shares her vision on how sports can be an essential element in shaping a successful career.

URL: <https://www.youtube.com/watch?v=Z4KD8BTBjNY>

Additionally, a third interview is included, which simulates a job interview between a former athlete and a recruiter.

URL: <https://www.youtube.com/watch?v=8d21pBVFgDI>

The interviews are conducted in English and are accompanied by subtitles in all the languages of the consortium, ensuring that the content is accessible and understandable to a wide audience.

These interview simulations can be invaluable tools for athletes preparing to venture into entrepreneurship or entering the workforce.

7. Conclusion

This deliverable, titled "Methodological Guide of Career Development," equips individuals with practical tools and resources to navigate the job market with enhanced awareness and preparation.

The Comprehensive Self-Assessment Tools underscore the significance of introspective evaluation, enabling individuals to pinpoint their strengths, areas for growth, interests, and personal values. This deeper self-understanding facilitates informed and strategic career choices.

The Atlas of Work Access presents a panorama of job opportunities, aiding in the exploration of the job market and the discovery of fulfilling career paths that may not be immediately apparent.

The Guide on Creating a Curriculum outlines best practices for constructing an effective resume that articulates experiences, skills, and qualifications in a clear and compelling manner. A well-crafted resume is crucial for capturing the interest of recruiters and securing interview opportunities.

The Guide on Job Interview Preparation offers insights and strategies for navigating job interviews successfully, from initial preparation to tackling challenging questions. Practice and preparation are vital in building the confidence required to excel in an interview setting.

Finally, the section on Video Interviews highlights the real-world experiences of individuals who have made the transition from sports to the job market, including both coaches and athletes. These stories serve as a source of inspiration and offer concrete examples of successful career pivots.

In conclusion, the journey of career development is distinct for every individual and necessitates a proactive and reflective approach.

It is our hope that this methodological guide from the SPORT4E project will provide valuable tools and inspiration to assist professionals in achieving their career objectives, as they continue to explore, grow, and adapt. Professional success is a perpetual journey of learning and development!

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