



Finding Talent Video

Self-Study Guide for Skilled Immigrants

Developed by:

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TRIEC

Toronto Region Immigrant
Employment Council



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada



Ontario

Ontario receives support for
some skills training programs
from the Government of Canada

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About TRIEC

TRIEC creates and champions solutions to better integrate skilled immigrants in the Greater Toronto Region labour market. We work in partnership with employers and with partner agencies that deliver employment-support services to skilled immigrants.

Introduction

Finding Talent is a training video developed by TRIEC. It uses a storytelling approach to present the business case and techniques for companies to leverage the talents of skilled immigrants.

By following the journey of Tarek Khan, a skilled immigrant seeking employment at MetroCan, **Finding Talent** presents hiring challenges that Canadian employers may face and the cultural issues they must address when trying to attract and recruit skilled immigrants.

Integrating Talent

The sequel to Finding Talent, **Integrating Talent** follows Tarek for the first 120 days of his employment at MetroCan, from his first day through his first performance review and up to the completion of his first project.

Tarek experiences many challenges along the way because he doesn't yet understand many unspoken and unwritten rules in Canadian workplace culture that guide communication and team interaction. In addition, Tarek's manager and his colleagues fail to appreciate Tarek's approach to working with others.

The Finding Talent video was originally designed for Human Resources (HR) professionals, trainers, diversity consultants and immigrant-serving agencies who work with employers. These people all play a role in increasing the awareness of issues related to hiring skilled immigrants. Finding Talent is also an important resource for skilled immigrants like you who are employed and/or looking for work. It provides "behind the scenes" information on how a company recruits and hires new staff and gives you an opportunity to learn from someone else's challenges. This video mainly focuses on one immigrant culture. Much of what Tarek and his wife experience applies to newcomers from around the world.

Not every new hire will have a supportive human resources manager or a peer mentoring program in their workplace. As you view the video think about how you might find support for yourself if you are hired into a company without a "Dana."

You can use this self-study guide to learn about the topics covered in the video. It provides an overview of each video scene, identifies key learning objectives, and offers optional activities for you to reinforce your learning.

How to Use the Video and Self-Study Guide

The Finding Talent video and self-study guide will provide you with valuable information on finding a job.

Consider registering with TRIEC and downloading the video instead of viewing it online. In this way, you will be able to view the episodes without interruption.

You will benefit from this video most if you:

- watch the whole video from beginning to end first
- replay segments that are most interesting to you
- talk about the video with a friend or family member
- do at least some of the optional activities included in this guide
- consult the resources to further your learning
- seek employment-support services as you need them
- are open to seeing things from a different point of view

Set aside some uninterrupted time to view the video and read the sections of this guide related to each scene or group of scenes. We have included questions to help guide your thinking about what you have seen. Think about your answers to the questions. In some cases, there will be some notes for you to reflect upon.

The tasks included here are optional. You will know how much time and effort you have to dedicate to this video. The more you put into your learning the more you will get out of it! Come back to the video a few months from now and watch it again. As your employment situation changes different parts of the video may hold more meaning than before.

Cast of Characters



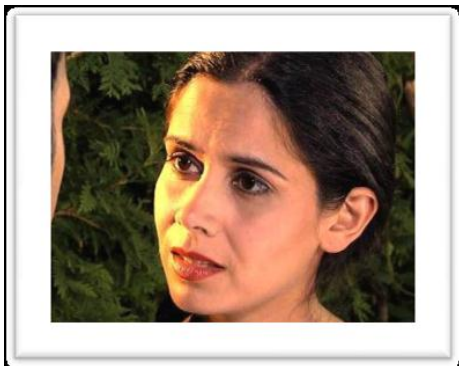
Henry Sutherland is a hiring manager who is head of Research and Development at MetroCan. Despite his strong business background, Henry has not had much experience hiring or working with skilled immigrant employees and expresses concern. His priority is finding an employee who “fits in” and will lead the team to a successful project launch in 120 days’ time.



Dana Bowen is a human resources professional with a small but growing high tech company. Her enthusiasm for her profession comes across in her dealings with Henry and Tarek. Dana is open-minded and well informed of the advantages of hiring skilled immigrants into positions at their professional level. She gains great satisfaction from making a good hire and is as keen as Henry to fill the vacant project manager position with the right candidate.



Tarek Khan is a talented project manager who has extensive experience working with multinational corporations abroad. Tarek faces numerous challenges while looking for his first job in Canada because he lacks Canadian experience. He faces an unfamiliar approach to hiring with enthusiasm and candour.



Malika Khan is Tarek’s wife. She recognizes how much it will mean to Tarek and the family if he finds a job in his field and at his professional level. Malika’s conversations with Tarek provide him with the opportunity to reflect on his experience.

Scene-by-Scene

Scenes 1 and 2: Attracting Qualified Skilled Immigrant Job Candidates

Description

In the first scene, Henry Sutherland learns his firm has been awarded a significant contract. Immediately afterwards, Henry discovers that his star project manager has been recruited by the competition. He and Dana Bowen discuss the necessary qualifications for the replacement. Henry's list of requirements is long and Dana helps him distinguish between the essential and non-essential skills for the position. Dana ends by reminding Henry that specialized superstars "don't grow on trees."

In Scene 2, Henry and Dana talk about recruitment methods and channels for sourcing qualified candidates. They discuss whether to open up the search to skilled immigrants and how to do so. Dana attempts to allay Henry's concerns by presenting a business case for considering skilled immigrants.

Key Learning Points

- See the employer's perspective on why hiring skilled immigrants makes good business sense.
- Understand some common concerns employers have about hiring skilled immigrants (so that you may address them in resumes and job interviews).
- Identify key elements of your international experience that employers may value.

Questions

- Dana, the HR professional, stresses that it is important to separate the "must-haves" from the "nice-to-haves" when attracting the right talent. What does this mean?
- Have you hired staff? Did you look for the same qualities as Henry? Why or why not?
- Henry doesn't feel a skilled immigrant will "fit" in the organization. What examples does he give of fitting in? Do you have your own examples of organizational fit?
- Dana suggests the option of opening up the search to skilled immigrants. Henry remarks that the company already employs immigrants. At what level are these newcomers working at MetroCan? How do their positions differ from the position Henry is hiring for?
- What are Henry's main concerns about hiring a skilled immigrant for the project manager position? If you had a chance to sit and talk to Henry how would you address his concerns? Draw examples from your personal experience.

Tips and Tasks

- Different cultures have different notions of what it means to fit in at work. Scene 2 provides insight into how employers may view skilled immigrants vis-à-vis organizational "fit", personal qualities and suitability for positions that are commensurate with their skills and experience.
- The "must-haves" are what Henry views as essential to the position – experience, qualifications or qualities that he is unwilling to do without. These are commonly referred to as "requirements." "Nice-to-haves" are commonly referred to as "assets." They include experience, qualifications or qualities that the employer does not consider essential but would make the candidate a more desirable choice.
- Henry is talking about the time and effort it takes for a manager to help a new hire to learn about what the job involves and become ready to work at full capacity without a lot of supervision.

- Both scenes illustrate how employers may perceive hiring newcomers as a risk, especially for positions higher up the corporate ladder. Dana counterbalances Henry's risk-averse behaviour and encourages him to look at their hiring situation differently. Having a sense of where employers are coming from will help you determine a more successful approach to looking for work, for example deciding which experience and qualities to emphasize in cover letters, resumes and interview answers.

Exercise: Henry's Wish List

- Make two columns on a piece of paper, one for "must haves" and the other for "nice-to-haves." Replay the part near the end of Scene 1 when Dana asks Henry for his list of "must have" and "nice-to-have" experience and qualities in a new hire for the project manager position.
- Write down Henry's requests in the correct column of the table below. Do you share these qualities? How would you demonstrate them?

"must haves"	"nice-to-haves"

- List three concerns Henry has about hiring a skilled immigrant for the project manager position. How would you respond to these concerns? Give examples from your own experience.
- Make a list of your strengths and think about how you would present them to an employer.

Scene 3: Accent and Odours – Considerations for Hiring Decisions?

Description

Henry presents his notion of “organizational fit” and his concerns about a newcomer’s ability to “take the ball and run.” He stresses the importance of learning the business “from the ground up.” Dana addresses discrimination based on accent.

Tarek Khan is excited about a job opportunity and preoccupied about how he may present in a job interview.

What an employer may believe is a legitimate reason to reject a candidate might represent a difference in cultural values. This scene of the video deals with some of these cultural biases and how they may affect a good hiring decision. It provides skilled immigrants with a behind-the-scenes view of how employers may assess their resumes and interview performance.

Key Learning Points

- Gain a deeper understanding of the possible meanings of “fit” and how that translates to the business world.
- Identify the benefits of networking while looking for a job.

Questions

- Henry, the hiring manager, uses the analogy of Crosby (Canadian hockey player) and Malkin (Russian hockey player) when he describes to Dana what he is looking for in the new project manager. Malkin is technically a better player, but Crosby is more “well-rounded.” What does Henry mean by “well-rounded” here?
- Tarek thinks that the smell of the food he eats may be the reason why he doesn’t get hired. In your experience, is this a genuine concern?
- How does Tarek find out about the vacant post at MetroCan? Why is this activity an important source of job leads?

Tips and Tasks

- Henry refers to two famous hockey players to illustrate the qualities he is looking for. Dana does not appear to be a hockey fan and models an effective way of asking for clarification.
- A well-rounded person has a balanced range of skills and interests.
- Tarek tells his wife, Malika, that he found out about the opening at MetroCan because he met someone at a networking event. This is a good example of how effective networking can be, especially since Tarek didn’t even know that he was speaking to the very person who had just left the project manager position.
- The majority of job opportunities are not posted or advertised. Networking is one way to find out about these “hidden” jobs.
- Listen to the way Dana asks Henry to explain what he meant about the two hockey players. Practice asking for clarification.
- Contact an agency that provides employment support services to learn more about what networking is and how you can prepare for it.
- Research possible networking events and attend one or two. Reflect on what you have learned about your field and about how you behave in a group of people you do not know. Did you introduce yourself? Did you talk about your experience? Did you ask others to talk about themselves?

Scenes 4 and 5: Telephone Screening Interview

Description

Tarek wonders whether he should join a club with “Canadian” in the title and include it in his resume so that resume screening software would screen him in.

Dana conducts a telephone interview with Tarek for the project manager position by using a standard telephone pre-screen form. She stresses that cultural difference may be an important asset for organizations that wish to compete in an increasingly global marketplace.

Key Learning Points

- Analyze potential meanings of “Canadian experience.”
- Explore answers to a few common interview questions.

Questions

- Tarek mentions his lack of Canadian work experience as a barrier to finding meaningful employment. What do you think “Canadian experience” means to employers like Henry?
- Dana mentions that interviewing skilled immigrants by telephone can be challenging. Think about your experience with telephone interviews. What challenges did you encounter? How could you overcome them?

Tips and Tasks

- An employer may deny some candidates a job because they lack “Canadian experience” but what does this really mean? It may mean exactly that – the candidate has never had a job in Canada or has never had a job here at their professional level. “Canadian experience” may be a substitute term to describe what is actually discrimination. In many cases however, it could also be a shorthand employers use to describe unknowns that they find unsettling. These could include not knowing any of the candidate’s previous employers, not being familiar with schools candidates went to or being concerned that candidates may not know key suppliers, etc. These concerns may not all be fully addressed in an interview, leaving the employer with a feeling that there is not the right fit.
- Participating in a telephone interview at a moment’s notice can be challenging at the best of times and especially when it is a first interview in a new country. A professional telephone manner is very important because the listener cannot see the speaker. Tone of voice and choice of words become even more essential to communicating effectively. It may be more difficult to concentrate on what the speaker is saying. Find a quiet place where you will not be interrupted.
- Find a friend who can interview you over the phone in English. Give him or her a few interview questions to choose from. (See the Resources section for common interview questions). Introduce yourself and answer the interview questions. How did you do?
- Replay the telephone screening interview from the video. Record the main points from Tarek’s answers to Dana’s two interview questions.
 - Why are you interested in this position?
 - Why did you leave your most recent employment?
- Does Tarek give appropriate answers? Does Tarek say more or less than he needs to? What was Dana expecting to hear? Did Tarek meet her expectations? What could Tarek have said?
- Think of your own answers to these questions.

Scene 6: Screening Resumes of Skilled Immigrant Job Candidates

Description

Dana and Henry react to Tarek's resume that includes extraneous details and follows a format not typical in Canada. This leads to a discussion on cultural bias in considering skilled immigrant job candidates for positions above entry-level. Dana warns against eliminating someone due to unconscious cultural bias on their part.

Tarek is invited to a face-to-face job interview with Dana and Henry.

Key Learning Points

- Identify key Canadian expectations about resume format and style.
- Explore ways to address a potential employer's concern about how long it might take for someone to become fully accustomed to a new position.

Questions

- Tarek attached a photograph to his resume and his resume was longer than the standard one to two pages. Why do you think he did this? What could Tarek have done differently to tailor his resume to meet the expectations of a Canadian employer?
- Why might Henry have asked Dana if she had seen where Tarek lives?
- What does Henry mean when he says he doesn't have time for "a steep learning curve?" How might Tarek address these concerns in an interview?

Tips and Tasks

- There are many different culturally appropriate ways to describe one's work experience on paper. Hiring managers in Canada tend to look down on resume formats they feel are not typical; for example resumes that are too long and include too many personal details. For this reason, many skilled immigrant job seekers are screened out at this early stage.
- In Henry's mind, MetroCan will not meet its product launch date if the new hire requires too much time to learn the ins and outs of this particular project manager position. Tarek could have talked a bit more about his experience that is directly related to the project manager position. He could have mentioned that he is a quick learner and keen to find out how the company operates.
- Research standard North American resume formats. Find out the difference between a resume and a curriculum vitae and when it is appropriate to use each style.
- Ask someone in an organization that offers employment-support services to review your resume. Ask for help in finding a professional from your field to critique your Canadian-style resume.

Scene 7: Interviewing Skilled Immigrants

Description

Tarek arrives for his interview. Both he and Henry experience culturally based misunderstandings as they engage in small talk before the interview begins. The interview itself gets off to a shaky start.

Key Learning Points

- Understand how cultural references and differences in body language may result in miscommunication.
- Learn more about acceptable topics for small talk.
- Learn about behavioral style interviewing.

Questions

- What are acceptable topics for small talk, especially in a business setting?
- What is your reaction to the misunderstanding about “hockey?” Have you had a similar experience? What did you learn from it?
- Henry does not understand when Tarek responds by shaking his head from side to side. How would you interpret that behaviour? What could have helped Tarek understand Henry’s reaction better?
- Have you encountered any other misunderstandings based on body language? What can you do to minimize this kind of misunderstanding?

Tips and Tasks

- Henry’s enthusiasm while he talks about ice hockey is matched by Tarek’s enthusiasm as he talks about field hockey. This demonstrates that the two men share a common interest in sports and that both are comfortable making small talk about their passions. The difference lies in their cultural frame of reference and inability to understand what the other is talking about.
- Tarek nods his head to indicate that he’s ready to start the interview but the interviewers are confused because they think he’s signaling that he’s not ready to begin.
- Practice making small talk with the people you encounter in your daily life.

Scene 8: Tell Me About Yourself

Description

Henry tries to determine whether Tarek will “fit in” at MetroCan. Tarek answers the question, “tell me about yourself” and provides more personal details than Henry or Dana expected. Both Henry and Tarek share their reactions with the viewer.

Key Learning Points

- Understand the main points to cover in response to the interview question “Tell me about yourself.”
- Explore non-verbal cues that indicate it is time to stop talking.
- Gain insight into how hiring managers in Canadian workplaces might feel about responses that are not what they expect.

Questions

- Tarek mentions his former university and “drops” (mentions) his professor’s name. Why might Tarek “name drop”? What meaning does this have for the interviewers?
- What do you think of Tarek’s response to “tell us about yourself?” Identify elements of Tarek’s answer that would be seen as out of place to the interviewers. What is a preferred response?
- Does Tarek’s response demonstrate poor professional judgment, cultural differences or a lack of interview experience here in Canada?
- Henry tells the viewer that he thought Tarek was never going to stop talking. During the interview scene what cues, or signals, did Henry show to indicate he was ready to move on to the next question? Are these universally understood cues? What others do you know?

Tips and Tasks

- When asked to tell the interviewers about himself, Tarek mentions his former university and a famous professor. This information does not impress the interviewers and does not fit the mold of what they are looking for in his answer. In a job interview, “tell me about yourself” is a signal to give a brief overview of yourself professionally – your career development, what led you to apply for the position, etc.
- Sometimes interviewers take for granted that every interviewee, regardless of background, understands and knows how to respond to typical interview questions. They may not realize that the way in which a question is asked is based in a language and culture that may be confusing to the interviewee.
- Henry’s body language indicates that he’s ready for Tarek to stop answering an interview question. Henry stops nodding his head to encourage Tarek to continue, gets a blank look on his face and gazes away. Sometimes it is difficult to recognize these cues when we are nervous.
- Practice answering the question “tell me about yourself.” Time the response. Aim for providing a concise overview of your education and experience in less than 60 seconds. Record your voice. Find someone else to listen to your response and give you feedback on the following points:
 - Are you speaking too quickly?
 - Are you pronouncing the words clearly?
 - Are you hesitating?
 - Are you saying “um”?
 - Are you getting straight to the point?
 - Are you saying anything extra?
 - Is your voice loud enough but not too loud?

Scene 9: Social Activities

Description

Henry continues to try to determine whether Tarek will “fit in” and asks him what he likes to do on weekends. Tarek mentions that on Friday nights he and his family are usually at the mosque. Henry becomes concerned.

Key Learning Points

- Examine an example of how an interviewer may jump to conclusions.
- Explore how a candidate might be proactive and address unspoken concerns the employer may have during the interview.

Questions

- When Tarek mentions that he visits the mosque most Fridays, Henry looks concerned and wonders to himself whether Tarek would go out for a beer with the clients and go the extra mile to acquire business. How might interview candidates anticipate this type of unspoken concern? How might they prepare to address these concerns in their answers to interview questions?
- Have you hired people? Did you have concerns that you didn’t communicate? Did these concerns affect your hiring decisions?

Tips and Tasks

- In order to prepare for a job interview, it is helpful to anticipate what might create concern for employers. In this case, we see that Henry makes an assumption and becomes doubtful about Tarek’s ability to socialize with clients and with the team. Other concerns that employers might have include whether a candidate will be able to travel or work late.
- Ways in which you might address these unspoken concerns include learning about the demands of the position ahead of time and asking a few probing questions in the interview to learn more about the company’s expectations. In your answer to “tell me about yourself” (or a similar question near the beginning of the interview) you may state that you are able to put in extra time to get the job done.

Scene 10: Call of Duty

Description

Dana asks a question about going “above and beyond the call of duty” to get a job done. Tarek provides an example from a previous job, even though he is not really sure he has understood the question.

Key Learning Points

- Learn some idiomatic expressions.
- Identify techniques for learning new business jargon.

Questions

- How could Tarek have asked for clarification of the meaning of idiomatic expressions? How could he avoid sounding repetitive if he had to clarify more than one expression? Provide examples.

Tips and Tasks

- Skilled immigrants may have trouble understanding idioms and slang (informal words or expressions), in part because these expressions are deeply rooted in an unfamiliar culture. Active listening techniques such as asking for clarification become even more important during a job interview.
- Jargon is the use of terms used by people who work in a specific field or share a common interest. It takes time to become familiar with industry-specific terms and short forms. Sometimes jargon can be especially confusing because a term that usually means one thing in general usage may have a different meaning in the context of a particular industry.
- There is a distinction between industry-specific jargon that is globally understood and company-specific jargon that only employees will need to learn. You should know the jargon of your industry. This will help you understand job postings as well as communicate qualifications and experience.
- Strategies to learn new acronyms, new business jargon or industry slang
 - Keep a small notepad/diary at your desk. Jot down new or unfamiliar acronyms or expressions you see/hear as they come along. Compile a list.
 - Search for answers on your company's INTRANET site, if available.
 - Consult a team member or another person on your team that you trust, and ask for clarification.
 - Purchase one of the many book or CD resources available to learn North American business jargon and slang.
 - Go to a free online site that provides business slang, jargon and idioms.
- Define the following business-related idioms:
 - call of duty
 - lone wolf
 - get the ball rolling
 - the bubble has burst
 - the buck stops here
 - burn your bridges
 - someone means business
 - a fat cat
 - come full circle
 - in a tight corner
- Think about more idioms to add to the list.

Scenes 11 and 12: Assertiveness

Description

Tarek is uncomfortable answering a question about a time when he disagreed with his boss. Dana shares her views on differing cultural values related to assertiveness at work. She also talks about workplace hierarchies and the relationship between managers and subordinates.

Key Learning Points

- Understand different cultural values with regard to being assertive and handling disagreements with individuals in positions of higher authority.
- Recognize the importance of learning about managers' expectations in the Canadian work environment.

Questions

- Tarek stated that he wouldn't argue with his supervisor even if he didn't agree with the supervisor's idea or approach. What might Tarek's view tell us about his ability to resolve workplace conflicts and resolve differences with superiors?
- How does culture play a role in Tarek being unable to challenge his supervisor or boss?
- How might Tarek have answered this interview question differently?

Tips and Tasks

- A behavioral interviewing style is widely used. The logic is that how you behaved in the past in employment-related situations will predict how you will behave in the future. Interviewers may tend to assume that all candidates will act similarly regardless of their cultural background. Candidates may feel that it is only common sense to act in the ways they are describing. This potential mismatch in perceptions of how to address workplace issues may result in a poor interview outcome for the candidate, even though the candidate may have the requisite skills and experience.
- Different cultures have differing views of assertiveness in the workplace. In a typical Canadian workplace assertiveness tends to be valued. It is acceptable to challenge ideas as long as you do so diplomatically. One technique is to point your finger at yourself first, rather than point your finger at someone else. Change a "You" statement to an "I" statement. Talk about what "I understand" rather than "What you said..."
 - Example: "I'm having trouble understanding your approach. Can you explain why you want to take that course of action?" *instead of* "Your approach is wrong."
- In some cultures, being assertive at the expense of offending one's superior is not considered acceptable. In fact, it could damage one's career if the culture values strong deference to authority.
- Tarek could have answered this question differently by saying something like, "In my former workplaces it would not have been appropriate for me to openly disagree with my boss. I do have ideas to contribute and look forward to learning the Canadian way."
- Think about a time when you disagreed with an approach or a decision taken by your boss. Did you voice these concerns or did you keep quiet? Why did you behave the way you did? What was the result?
- Reflect on what you would need to know about workplace culture before you voice disagreement.

Scenes 13 and 14: Past Accomplishments

Description

Tarek answers a question about standing up for an unpopular decision at work and reveals how much he values the achievement of the team over the achievement of an individual. Dana addresses group harmony and individual achievements and recommends acknowledging cultural differences when making good hiring decisions.

Key Learning Points

- Understand different cultural values regarding group harmony and individual achievements.
- Recognize the importance of learning about managers' expectations in the Canadian work environment.

Questions

- Tarek asks for clarification as to whether standing up for an unpopular decision implies taking credit or taking blame. He then states that whatever decision he makes must be one

that the rest of the team supports. Do you think Tarek knew his decision-making skills were going to be evaluated? How appropriate is his answer given that the interviewers were looking for a response that would reflect his decision-making skills?

- What are some ways in which you can learn about what is likely to be expected of you in a typical Canadian workplace?

Tips and Tasks

- Different cultures have differing views of group harmony and individual achievement in the workplace. Canadian employers often want to know about a candidate's decision-making skills and ability to take initiative because these are the kinds of skills and behaviours expected on the job. Many skilled immigrants struggle with providing responses because they were not in a position to make decisions on their own at work or to take initiative before getting consent from their supervisor.
- Read about communication and teamwork in North American workplaces.
- Reflect on your own views about workplace hierarchy.

Scenes 15 to 17: Colloquialisms and Business Idioms

Description

Both Henry and Tarek struggle with the use of unfamiliar terms but get their points across with some help from Dana. Tarek finds it easier to mention his weaknesses than his strengths.

Key Learning Points

- Learn that employers value the ability to talk about one's achievements.

Questions

- Why do you think Tarek placed more emphasis on highlighting his weaknesses than his strengths? Does this mean he is a weak candidate?
- How comfortable are you when you talk about your strengths?
- What are acceptable weaknesses to bring up in an interview? How should they be described?

Tips and Tasks

- In some cultures, talking about one's strengths is considered boastful because one must follow a path of continuous improvement. As a result, some skilled immigrants tend to downplay their strengths. This may come across negatively in an interview setting where Canadian employers are accustomed to hearing responses that highlight one's strengths over weaknesses.
- It is important to think about the position you are applying for and not pick a weakness that will disqualify you from the position. Choose an area that you would like to improve upon and share how you will do this. For example, you may choose to mention that some people find you a bit slow, that you are very careful and that you really want to do an excellent job. Find something that you can turn into a strength.

Scenes 18 and 19: Interview Guides

Description

Dana and Henry discuss Tarek's suitability for the job and decide to offer him the position. They agree on the need to coach new hires and to reduce systemic barriers to employment for skilled immigrants through the use of an interview guide. Dana also stresses the importance of dealing with cultural bias in considering a good hire.

Henry finds Tarek's hand gestures distracting and therefore doesn't pay as much attention to the content of Tarek's answer. Henry and Dana have different impressions of how the question about decision-making was answered and discuss poorly worded interview questions.

Key Learning Point

- Learn the value of asking for clarification during interviews.

Questions

- How might you answer Henry's questions about avoiding a decision? How could the question have been asked using plain language?
- Tarek has an excellent technical vocabulary related to his profession of project management. How is your technical vocabulary in English? What are ways in which you could improve it, if required?

Reflection

Now that you have finished viewing the video and reading this guide it is time to take a few moments to reflect on your own situation. Complete the following sentences.

Two things I have learned from watching this video are...

One thing I will do differently is...

One thing I would like to learn more about is ...

Resources

Organizations that provide employment-support services to skilled immigrants will already have a lot of job search information and resources that will supplement the key learning points from Finding Talent.

Type of resource	Reference Information
“Fitting In”	
article	<p>The Value of Person – Organization Fit Dr. Handler, Charles, ERE.net, May 20, 2004 http://www.ere.net/2004/05/20/the-value-of-person-organization-fit/ Describes the two types of fit: Person – Job Fit (P-J Fit) and Person-Organization Fit (P-O Fit). Directed to HR professionals</p>
article	<p>Organizational fit is key to job success Montgomery, Clifford E., BNET HR Magazine, Jan. 1996 http://findarticles.com/p/articles/mi_m3495/is_n1_v41/ai_17974991/ This source describes why the traditional model of hiring for technical skills and credentials often doesn't work very well and provides a case study of an alternative, more successful selection process.</p>
article	<p>Perceived and actual organizational fit: multiple influences on attitudes By Ritchie, C. Michael, Journal of Managerial Issues, June 22, 2006 http://www.allbusiness.com/management-companies-enterprises/1182039-1.html A scientific article. The authors “review literature on actual and perceived values fit, derive propositions from the literature on their inter-relationship and their effects on attitudinal outcomes, and describe a field study examining these relationships.”</p>
article	<p>Your First Days Working at a New Job: 20 Tips to Help You Make a Great Impression Hansen, Randal S., PhD and Hansen, Katherine, PhD. Qunitcareers.com http://www.qunitcareers.com/first_days_working.html An article with 20 tips on what to do and what to expect in order to create a strong first impression on your colleagues and employers</p>
article	<p>What not to do when starting a new job The Times, April, 2008 URL: http://business.timesonline.co.uk/tol/business/career_and_jobs/article3714249.ece A few pointers that may seem somewhat redundant but also could very easily turn into mistakes if you're too nervous and don't pay attention.</p>
Web page	<p>Adjusting to a New Job http://www.ipsychotherapist.com/Networking/firstjobcenter/AdjustingToJob/adjustingtojob.html Directed to new college graduates First days on the job</p>

Type of resource	Reference Information
	Advice on how to make it easier for yourself and your co-workers when you're starting out in a new job.
brochure	<p>“Business Etiquette: The New Rules in a Digital Age” Robert Half International http://www.accountemps.com/Employment-Resources A guide to the etiquette for interacting through of professional and social networking sites, e-mail, instant messaging, mobile devices, phone, video and Web conferencing.</p>
Resume Writing	
Web page	<p>44 Resume Writing Tips Daniel Scocco http://www.dailywritingtips.com/resume-writing-tips/</p>
Web page	<p>Writing a Resume Service Canada http://www.youth.gc.ca/eng/topics/jobs/resume.shtml</p>
Telephone Interviews	
article	<p>Phone Interviews Accountemps http://www.accountemps.com/Phone-Interview-Tips (Accountemps)</p>
Web page	<p>Phone Interview Tips and Techniques http://www.best-job-interview.com/phone-interview-tips.html</p>
Web Page	<p>About Phone Interviews http://www.best-job-interview.com/phone-interviews.html</p>
Web Page	<p>Phone Interviews Tips and Techniques http://www.best-job-interview.com/phone-interview-tips.html</p>
	<p><i>Build An Interview</i> (http://www.buildaninterview.com/) offers comprehensive information and advice to interviewers and interviewees.</p>
	<p>For the self-directed guide, include specific links to the following: “Interview Questions- Behavioral Interview” http://www.buildaninterview.com/behavioal_interview_questions.asp This section includes five articles that explain the behavioral interview and include tips how to prepare for it. Trainers could feature the whole site as a useful resource. It helps to understand and convey the interviewer’s perspective.</p>
book	<p>The Everything Practice Interview Book: Make the Best Impression - and Get The Job McKay Dawn Rosenberg, F+W Media, 2004 Available on Google Books Body Language – p. 31</p>

Type of resource	Reference Information
Communication	
book	Negotiating for Dummies Donaldson, Michael C. Available on Google Books Listening to Body Language – p. 121 Advice on how to read your counterpart's body language and what kind of information you can get from it.
blog	5 Tips on Leveraging Body Language at Work http://www.projectmanagers.net/profiles/blogs/5-tips-on-leveraging-body
blog post	25 Perfect Phrases for Starting a Business Conversation http://www.artofspeakingbusiness.com/?p=20 This source has 25 opening lines for starting a business conversation, with a few different approaches (compliment, advice, etc.).
	Business English – Useful Expressions http://www.eslgold.com/business.html An extensive list of expressions in all areas of business communication, from apologizing and introductions to delivery of presentations
	Idioms http://www.eslgold.com/idioms.html Self-study guide to English idioms, slang and expressions
article	Are You Assertive Enough American Management Association http://www.amanet.org/training/articles/Are-You-Assertive-Enough.aspx The article discusses five signs of low assertiveness and suggests alternative assertive behaviour.
article	Learning to Just Say NO March 04, 2010 By: Pat Nickerson and Alec Mackenzie American Management Association http://www.amanet.org/training/articles/Learning-to-Just-Say-NO.aspx
book	Wiley, Terrence G. and Heide Spruck. Communicating in the Real World: Developing Communication Skills for Business and the Professions. Prentice Hall Regents, New Jersey, 1987.
Interviews	
blog post	Tips for Making Small Talk during a Job Interview http://www.earthwormjobs.com/en/art/407/
guide and video	The “Tough” Interview Questions Published by The People Bank http://www.thepeoplebank.com/PDF/toughinterviewquestions.pdf http://www.youtube.com/watch?v=mePZHBaKmJo

Type of resource	Reference Information
book	<p>The 250 job interview questions you'll most likely be asked: and the answers Neruki, Peter, F+W Publications, 1999 Available on Google books The Basic Interview Questions: Skills & Experience (p. 63) Sample questions and sample answers to interview questions. Also provides general tips on what to say and what not to say.</p>
video	<p>Job Interview Bootcamp: Answering Interview Questions http://www.youtube.com/watch?v=JYql0mAp2AY&feature=related</p>
video	<p>Job Interview Bootcamp: Interviewing Strategy http://www.youtube.com/watch?v=BQMtFFb-E7k&feature=related</p>
Web page	<p>Addressing Work Experience in a Job Interview http://www.ehow.com/video_4433783_addressing-work-experience-job-interview.html</p>
video and transcript	<p>Tons of Work Experience but No Credentials http://www.jobinterviewtools.com/blog/index.php/tons-of-work-experience-but-no-credentials/ A video (and transcript) about doing an interview where you have a lot of previous experience but no official certification.</p>
	<p>How to interview like a top MBA: job-winning strategies Leanne, Shelly, McGraw-Hill e-books, 2004 Available on Google books Describe Work Experience Effectively – Phrasing Matters (p. 48)</p>
Business Etiquette and Teamwork	
book	<p>Business Etiquette for Dummies Fox, Sue. Wiley Publishing Inc., Second edition, 2008 Available on Google books See “Understanding the pecking order”, p. 74, Developing good relations with your superiors”, p. 33 “Developing good relationships with your peers”, p. 30 “Developing good relationships with your staff” p.32</p>
book	<p>Managing Your Boss. A business success guide Man, Sandi. Barron’s Educational Series, Inc. 2001 See p. 44 This source touches on body language, what to say at different points of the conversation, handshake and other elements of professional interactions.</p>
blog	<p>Why Smart People Make Lousy Teams Weisul, Kimberly, BNET, April 2011 http://www.bnet.com/blog/business-research/ The role of emotional intelligence and the effect of strong individualism on team work</p>
Web page	<p>Belbin Team Role Theory</p>

Type of resource	Reference Information
	http://www.belbin.com/rte.asp?id=8 Describes a popular classification of the roles and individual could play on a team.
Web page	Ten qualities of an effective Team Player http://www.dummies.com/how-to/content/ten-qualities-of-an-effective-team-player.html
article	Secrets of a Successful Team Widener, Chris http://www.woopidoo.com/articles/chriswidener/successful-teams.htm
book	Goldman, Lynda. <i>You're Hired...Now What?</i> Oxford University Press, Don Mills, 2010.



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