



EDMONTON REGION IMMIGRANT  
EMPLOYMENT COUNCIL

# CAREER MENTORSHIP

## MAP AND RESOURCE GUIDE

**ERIEC.CA**

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# THE CAREER MENTORSHIP MAP



# JOB SEARCH MAP:



GOALS  
TASKS  
ONLINE RESOURCES

# ERIEC CAREER MENTORSHIP

## JOB SEARCH

| SELECT GOALS                   |                         | TASKS | ONLINE RESOURCES FOR SUPPORT   |
|--------------------------------|-------------------------|-------|--|
| IDENTIFY PROFESSION            | CANADIAN CREDENTIALS    |       | <ul style="list-style-type: none"> <li>• Job Bank</li> <li>• NOC</li> <li>• IQAS</li> </ul>  |
|                                | BRIDGING PROGRAMS       |       | <ul style="list-style-type: none"> <li>• Bridging Program</li> </ul>   |
|                                | CONTACTS & JOB TARGETS  |       | <ul style="list-style-type: none"> <li>• Charities Sector</li> <li>• Career Upgrade Roadmap</li> <li>• Get Job Faster</li> </ul>   |
| NETWORK JOB OPPORTUNITIES      | PROFESSIONAL NETWORK    |       | <ul style="list-style-type: none"> <li>• LinkedIn Can Help</li> <li>• Information Interview</li> </ul>   |
|                                | HOW TO NETWORK          |       | <ul style="list-style-type: none"> <li>• Best Networking</li> <li>• Build Relationships</li> <li>• Use Job Search Guide</li> <li>• Use LinkedIn Effectively</li> </ul>   |
|                                | INTERCULTURAL           |       | <ul style="list-style-type: none"> <li>• Cross-Cultural Comparison</li> <li>• Connections That Count</li> </ul>  |
| SEARCH FOR JOBS                | HOW TO SEARCH           |       | <ul style="list-style-type: none"> <li>• Job Bank</li> <li>• Popular Job Search Sites</li> <li>• Essential Skills</li> <li>• Tweet</li> </ul>                            |
| CREATE RESUMÉS & COVER LETTERS | RESUMÉS                 |       | <ul style="list-style-type: none"> <li>• Résumé Toolkit</li> <li>• Get Recruiters' Attention</li> <li>• Sample Resumés</li> </ul>  |
|                                | COVER LETTERS           |       | <ul style="list-style-type: none"> <li>• Email Cover Letters</li> <li>• Are Cover Letters Relevant?</li> <li>• Sample Letters</li> </ul>                                 |
|                                | INTERCULTURAL           |       | <ul style="list-style-type: none"> <li>• Canadian-style Résumé</li> <li>• Good Cover Letter</li> </ul>   |
| PREPARE FOR JOB INTERVIEWS     | FIND PERSONAL STRENGTHS |       | <ul style="list-style-type: none"> <li>• Land a Job with 12 Words</li> <li>• Get Hired When Not Qualified</li> </ul>   |
|                                | INTERVIEW SKILLS        |       | <ul style="list-style-type: none"> <li>• Master Job Interview</li> <li>• Interview Tips</li> <li>• 5 TED Talks</li> <li>• How to Impress in Remote Interviews</li> </ul> |
|                                | INTERCULTURAL           |       | <ul style="list-style-type: none"> <li>• Cross-Cultural Comparison</li> <li>• Double Your Value</li> <li>• Navigating the Interview</li> </ul>                           |

# JOB SEARCH

## IDENTIFY PROFESSION

### CANADIAN CREDENTIALS

#### • Job Bank

AUTHOR: GOVERNMENT OF CANADA  
RETRIEVED: SEPTEMBER 2016

Tool to explore careers by occupation. Find available jobs, wages, outlook, as well as skills, knowledge and job requirements specific to an occupation and location.

 [WEB URL](#)

#### • NOC - National Occupational Classification 2016

AUTHOR: GOVERNMENT OF CANADA  
HOST: HRSDC  
RETRIEVED: SEPTEMBER 2016

NOC 2016 is the authoritative resource on occupational information in Canada. If a profession is regulated: The National Occupational Classification (NOC) 2016 is a tool used daily by thousands of people to understand the jobs found throughout Canada's labour market.

 [WEB URL](#)

#### • IQAS (International Qualifications Assessment Service)

AUTHOR: GOVERNMENT OF ALBERTA  
HOST: ALBERTA LABOUR  
RETRIEVED: SEPTEMBER 2016

The International Qualifications Assessment Service (IQAS) assesses international educational credentials and compares them to educational standards in Canada. IQAS Assessments are designed to increase access and entry to: the job market, educational institutions and professional regulatory organizations.

 [WEB URL](#)

### BRIDGING PROGRAMS

#### • Bridging Program

AUTHOR: COMMUNITY AND BUSINESS SERVICES  
HOST: HUMAN SERVICES ALBERTA  
RETRIEVED: SEPTEMBER 2016

Alberta Human Services Immigrant Bridging Program includes programs, training, financial income support and examples. The Bridge to Work Program is designed to help immigrants gain local work experience and understand the Canadian work environment. This program will help you prepare to work in an entry-level position.

 [WEB URL](#)

#### • Charities Sector

AUTHOR: BRIAN EMMETT AND GEOFFREY EMMETT  
HOST: IMAGINE CANADA  
RETRIEVED: SEPTEMBER 2016

Canada's charities and nonprofits are a large and growing part of the Canadian economy. They generate jobs and growth and provide valuable services.

 [WEB URL](#)

#### • Career Upgrade Roadmap

AUTHOR: OLIVIA GAMBER  
HOST: CAREER ATTRACTION  
RETRIEVED: SEPTEMBER 2016

Sections 4 & 5 summary:

Job target identification: get specific with job titles and companies. Create a clear vision – e.g. I want to be an X at company Y:

- As you search-reflect on new information and contexts (assess your fit to job and company)
- Choose 3-5 job titles to test out

Use LinkedIn - find job titles and level (not specific jobs yet):

- Research the title for roles, skills and salary (what problems you'd be hired to solve)
- Target 30-40 companies with the job title

Use LinkedIn groups – to find people holding the job title, career path, background, skills (filter by place, industry and company size) - to explore many opportunities:

- Test your assumptions of job title and markets
- Build relationships

Go into this in discovery mode authentically and believe that many people will help and give advice:

- Add your extended network on LinkedIn
- Identify experts i.e. are in or were in the industry or role you chose

Meet directly or have an introduction:

- Contact via LinkedIn
- Contact by email – efficiently and conveniently
- Contact by phone and then if possible in person later

Taking this action to assess your market allows your networking, resumé etc. to have the same focus – producing good results.



WEB URL

## • Get Job Faster

**AUTHOR:** WILLIAM ZENG, ACADEMIC DIRECTOR, CANADIAN SECURITIES INSTITUTE (CSI)  
**HOST:** CANADA BOUND IMMIGRANT  
**RETRIEVED:** RETRIEVED: SEPTEMBER 2016

Perspective on what newcomers, interested in starting a financial services career in Canada, should be prepared for and where they can start. Can be applied to other careers as well.

Tips:

- **Do your homework:** Map out your career path. Build on your existing qualifications. Bridge the gaps between your Canadian and international experience.
- **Do your homework:** Treat your resumé as a reflection of who you are and what you want to achieve. Use your resumé to do a gap analysis of your skills. Tailor your resumé.
- **Your network is your net worth:** Crack the hidden job market: Don't be shy about cold calling. Build relationships.
- **Mentors are your role model:** Find a mentor you trust. Build a successful mentor-ship relationship. Find mentorship programs targeted towards new Canadians.
- **Canadian credentials matter:** Get your foot in the door. Go the extra mile. Choose the right credentials.



WEB URL

# NETWORK JOB OPPORTUNITIES

## PROFESSIONAL NETWORK

### • LinkedIn Can Help

**AUTHOR:** LINKEDIN HELP  
**HOST:** LINKEDIN  
**RETRIEVED:** SEPTEMBER 2016

LinkedIn is the world's largest professional network with hundreds of millions of members, and growing rapidly. Mission is to connect the world's professionals to make them more productive and successful:

- Establish your professional profile and control one of the top search results for your name.
- Build and maintain your professional network.
- Find and reconnect with colleagues and classmates.
- Learn about other companies, and get industry insights.
- Find other professionals in the same industry using groups.
- Share your thoughts and insights through LinkedIn's long-form publishing platform.
- Tap into the knowledge of your network.
- Discover new career opportunities by searching for jobs.

Find out how LinkedIn member Mei transformed her career with eight career-building opportunities she found on LinkedIn:



WEB URL

### • Information Interview

**AUTHOR:** REBECCA KNIGHT  
**HOST:** HARVARD BUSINESS REVIEW  
**RETRIEVED:** OCTOBER, 2016

The information interview is a research tool to find more about a particular career path or a specific occupation by talking to people in an occupation or career area. Information interviews are often done by telephone, but some people may prefer to meet you face-to-face.



- Why should I do an information interview?
- Who should I interview?
- What do I say? How do I get started?
- What questions should I ask (occupation specific and career questions)?

 [WEB URL](#)

## HOW TO NETWORK

### • Best Networking

AUTHOR: ANGE FRIESEN  
HOST: WORKOPOLIS  
RETRIEVED: SEPTEMBER 2016

Three ways to make the connections you need to build an amazing professional network:

1. Get involved.
2. Find your champions.
3. Be generous.

 [WEB URL](#)

### • Build Relationships

AUTHOR: A MENTORING PARTNERSHIP RESOURCE  
HOST: TRIEC  
RETRIEVED: SEPTEMBER, 2016

Networking is not a short-term activity with an immediate outcome – a job offer. Rather, over the long haul, it's an opportunity to connect with people and build lasting relationships that are mutually beneficial to all involved. TRIEC interviewed some volunteer mentors on the specific advice they give out to find out to share what networking means.

 [WEB URL](#)

### • The Culture of The Canadian Job Search

AUTHOR: COLEEN CLARKE  
HOST: WORKOPOLIS  
RETRIEVED: JANUARY 2017

Workopolis created this resource to describe Canadian job search norms and values. It covers Canadian job search behaviours that will make a positive impression.

 [WEB URL](#)

### • Use LinkedIn Effectively

AUTHOR: MIND TOOLS EDITORIAL TEAM  
HOST: MIND TOOLS CLUB –  
PART OF FREE NEWSLETTER  
RETRIEVED: SEPTEMBER 2016

Article describes LinkedIn as primarily a professional networking website. Although some people use it for job searches and recruitment, it mainly helps you to get in touch with past colleagues and potential clients, and expand your professional network.

With tools like LinkedIn Answers and Groups, you can establish trust with those in your network and improve your reputation, while keeping up-to-date with industry news and trends.

Article includes practical advice on professional use, organizational use and etiquette.

 [WEB URL](#)

## INTERCULTURAL

### • Cross-Cultural Comparison

AUTHOR: TRIEC  
HOST: TRIEC CAMPUS  
RETRIEVED: SEPTEMBER 2016

Use the worksheet to compare the specifics of networking in another country and in Canada. Use this tool:

- As a conversation starter when discussing networking techniques.
- As part of a facilitated activity in a training session or workshop.
- To help broaden understanding of the impact of cultural differences on the networking process

(Requires you to create a free account and log in to TRIEC campus and search for: A cross-cultural comparison of networking practices under recruitment and printable resources).

 [WEB URL](#)

### • Connections That Count

AUTHOR: COLLEEN CLARKE  
HOST: WORKOPOLIS  
RETRIEVED: SEPTEMBER 2016

Tips on how to make the most of your networking time – specifically to the industry, role, companies and location.

 [WEB URL](#)

# SEARCH FOR JOBS

## HOW TO SEARCH

### • Job Bank

AUTHOR: GOVERNMENT OF CANADA  
RETRIEVED: SEPTEMBER 2016

Tool used to search for jobs and job market information specific to job and location. Also explore careers, occupation, education programs, wages, outlooks and skills and knowledge needed. Use the career tool to learn about what fields of study are in demand. Gain information on job market trends.



WEB URL

### • Popular Job Search Sites

AUTHOR: DENISE HANSEN  
HOST: CANADIAN IMMIGRANT  
RETRIEVED: SEPTEMBER 2016

For those who have exhausted personal contacts and networks or for those who are looking for immediate employment, advertised jobs are another option to securing employment. Includes links to general job sites and occupations specific sites.



WEB URL

### • Essential Skills

AUTHOR: PETER HARRIS  
HOST: WORKOPOLIS  
RETRIEVED: SEPTEMBER 2016

A close look at how to choose education and training for the job market of the next five to ten years.

Key Points:

- When it comes to landing a job, digital literacy is the new literacy
- Eight jobs that will always be in demand
- Where the jobs will (and won't) be created over the next five to ten years
- Communications, tech savvy, and constant learning will be required for jobs in all field



WEB URL

### • Tweet

AUTHOR: LEANNE BULL  
HOST: MONSTER.CA  
RETRIEVED: SEPTEMBER 2016

If you haven't made Twitter part of your job search strategy, it's not too late. Topics include:

- getting started
- the basics
- follow, observe and absorb
- engage with others
- share content and build a follower base
- keep your job hunt in mind

Includes links to other relevant topics.



WEB URL

## CREATE RESUMÉS & COVER LETTERS

### RESUMÉS

### • Résumé Toolkit

AUTHOR: NATALIE SEVERT  
HOST: MONSTER.CA  
RETRIEVED: SEPTEMBER 2016

Toolkit is thorough and focuses on practical information to prepare a great resumé. It includes:

- Resumé vs. CV
- Formatting your resumé
- The objective
- Accomplishments
- The social resumé
- Closing
- Additional resources



WEB URL

### • Get Recruiters' Attention

HOST: WORKOPOLIS.CA  
RETRIEVED: SEPTEMBER 2016

With job descriptions, recruiters tell you what the skills they want. Here are six easy steps to write your resumé to get recruiters' attention:

- Make your skills relevant to the job offer
- Research people who already have the job you want
- Add extra skills for extra value
- Add the universal skills that all employers want
- Numbers will make you stand out from the crowd
- Beat the bots by adding keyword skills



WEB URL

## • Sample Resumés

COMPANY: RESUME WORLD INC.  
HOST: RESUMEWORLD.CA  
RETRIEVED: SEPTEMBER 2016

Resumés must be written around your profession and/ or your targeted job competency requirements to best market your experience, skills and accomplishments for optimal interview results.

This site provides information and samples and then also has templates and services on pay bases.

 [WEB URL](#)

## COVER LETTERS

### • Email Cover Letters

AUTHOR: LARRY BUHL  
HOST: MONSTER.CA  
RETRIEVED: SEPTEMBER 2016

If you're doing a job search or resumé submission via email, the first impression any employer will have is from your cover letter.

Some tips for creating successful email cover letters are the same as for paper cover letters: Be professional, with correct spelling and grammar, and – very important – do use them. Other tips pertain only to the electronic medium, and when disregarded, could ruin your chances before your foot is in the door.

- Don't waste your subject line
- Use standard cover letter protocol
- Keep it short and dynamic
- Keep it simple
- Keywords are key
- Be specific
- Play by their rules
- Check it again

 [WEB URL](#)

### • Are Cover Letters Relevant?

AUTHOR: MARK SWARTZ  
HOST: MONSTER.CA  
RETRIEVED: SEPTEMBER 2016

Strong arguments remain for preparing a tightly written cover letter. Includes what three Canadian specialists have to say.

- Always write a cover letter even if you don't send one
- If you do send a cover letter, make sure it's well written
- Customize your content and cover any gaps

 [WEB URL](#)

## • Sample Letters

COMPANY: RESUME WORLD INC.  
HOST: RESUMEWORLD.CA  
RETRIEVED: SEPTEMBER 2016

Letters are an excellent vehicle to remotely speak to and convey a positive impression to a potential employer. This site provides information and samples and then also has templates and services on pay bases.

 [WEB URL](#)

## INTERCULTURAL

### • Canadian Style Resumé

AUTHOR: OCASI (ONTARIO COUNCIL OF AGENCIES SERVING IMMIGRANTS)  
HOST: SETTLEMENT.ORG  
RETRIEVED: SEPTEMBER 2016

While Canadian resumés come in many different formats, they share some standards that you should know about.

 [WEB URL](#)

### • Good Cover Letter

AUTHOR: OCASI (ONTARIO COUNCIL OF AGENCIES SERVING IMMIGRANTS)  
HOST: SETTLEMENT.ORG  
RETRIEVED: SEPTEMBER 2016

These tips can help you create a good 'Canadian style' cover letter.

 [WEB URL](#)

## PREPARE FOR JOB INTERVIEWS

## FIND PERSONAL STRENGTHS

### • Land a Job with 12 Words

AUTHOR: PETER HARRIS  
HOST: WORKOPOLIS  
RETRIEVED: SEPTEMBER 2016

1. First impressions can be crucial to landing a job in interviews and are created with small talk:
  - First time to speak in person
  - Not prescribed or predictable i.e. can't be rehearsed
  - Indicates ability to interact confidently under pressure

- Indicates ability to think on your feet and communicate effectively

## 2. How it is accomplished:

- Stay positive
- Tell a short funny story
- Share a laugh to connect

Think of it as a moment to build rapport so interviewer will like you, the team will like you and see that you can represent them in public.



## • Get Hired When Not Qualified

AUTHOR: PETER HARRIS  
HOST: WORKOPOLIS  
RETRIEVED: SEPTEMBER 2016

Ever stumbled across a job you'd be perfect for, except that you don't quite have all of the qualifications? Here's how you can still get hired.



## INTERVIEW SKILLS

### • Master Job Interview

COURSE NAME: YOUR MENTEE AND THE JOB SEARCH  
(SECTION 4)  
HOST: TRIEC CAMPUS  
RETRIEVED: SEPTEMBER 2016

This e-learning module discusses the important role of job interviews in the recruitment process. In today's competitive labour market, the ability to effectively present yourself can greatly influence an employer's ultimate hiring decision. Mastering the art of presentation requires considerable practice, planning and foresight. Follow the tips provided in this module to help your mentee ace the job interview.

Learning outcomes:

- Describe typical interviewing practices in Canada
- Recognize common challenges newcomers encounter in job interviews
- Discuss strategies to succeed in job interviews

(Requires signup and login – access TRIEC campus and search 'help your mentee master the job interview')



### • Interview Tips

AUTHOR: WORKOPOLIS  
HOST: WORKOPOLIS  
RETRIEVED: SEPTEMBER 2016

In many ways, a job interview is like a date. After reviewing your cover letter and resumé and

determining you have enough of the skills and experience needed for the role, the hiring manager is interested in getting to know you a little better. Through a series of questions, interviewers want to learn about more than just your qualifications; they're also looking to understand your thought process and personality to determine if you're the right fit for their company. To uncover that, interviewers will typically use three types of interview questions:

1. Skills-based (hard and soft)
2. Behavioural
3. Situational

This article takes a closer look at what they are, why interviewers ask them and how you should answer them.



### • 5 TED Talks

AUTHOR: LILY ZHANG  
HOST: THEMUSE  
RETRIEVED: SEPTEMBER 2016

Links to five TED Talks that are both enjoyable to watch and useful in helping you prepare for your next big interview.

1. **Your Body Language Shapes Who You Are** (author: Amy Cuddy)
2. **How to Speak so that People Want to Listen** (author: Julian Treasure)
3. **Talk Nerdy to Me** (author: Melissa Marshall)
4. **How to Spot a Liar** (author: Oamelar Meyer)
5. **The Optimism Bias** (author: Tali Sharot)



### • How to Impress in Remote Interviews

AUTHOR: MIND TOOLS LTD.  
HOST: MINDTOOLS  
RETRIEVED: SEPTEMBER 2016

As business has become more global, organizations are increasingly relying on remote interviews for both recruitment and promotion. Traditionally these took place over phone but nowadays companies frequently use the video capabilities. Article expands on seven steps to acing a remote interview:

1. Don't fail technology
2. Choose appropriate setting
3. Treat it like a face-to-face interview – dress, prepare and be punctual
4. Watch body language and turn taking (don't interrupt and pause briefly before speaking)

5. Make eye contact
6. Use notes to jog memory but don't read word-for-word
7. Remove distractions, keep focused, silence phone

Email a thank-you note to reaffirm interest and keep your name in mind.

**(Full article access requires signup with Mindtools for free trial period and login– then search 'How to Ace a Remote Interview: Making a good impression by phone or video').**



## INTERCULTURAL

### • Cross-cultural Comparison

COURSE NAME: A CROSS-CULTURAL COMPARISON OF JOB SEARCHING PRACTICES  
 HOST: TRIEC CAMPUS  
 RETRIEVED: SEPTEMBER 2016

Draw on this worksheet to compare the specifics of job searching in another country and in Canada.

Use this tool:

- As a conversation starter when discussing job search techniques.
- As part of a facilitated activity in a training session or workshop.
- To help broaden understanding of the impact of cultural differences on the job search process

**(Signup and login required – access TRIEC campus and search 'a cross-cultural comparison of job searching practices')**



### • Double Your Value

AUTHOR: PETER HARRIS  
 HOST: WORKOPOLIS  
 RETRIEVED: SEPTEMBER 2016

Five skills to showcase to increase the number and the type of jobs available to you, apply for a job or prepare for an interview:

1. **Writing skills** – fluent communicator online and social media skills in reading, writing and proofreading
2. **Speaking skills** – public speaking and presentations, use of PowerPoint
3. **Bilingual** – fluency in French and English

4. **Ability to code** – having basic ability gives an edge
5. **Digital literacy** – using spreadsheets and word processing and social media skills



### • Navigating the Interview

AUTHOR: CENTRE FOR INTERCULTURAL EDUCATION  
 HOST: NORQUEST COLLEGE  
 RETRIEVED: OCTOBER 2016

Resources provide both immigrants and HR professionals with opportunities to notice differences and to build skills in adapting their responses when they encounter unexpected communication within an interview.

Resources include:

- **Videos:** Interviews of 4 candidates from diverse cultures, their comments afterwards and an HR panel debrief
- **Navigating the Interview:** A Guide for Candidates
- **Navigating the Interview:** A Guide for Human Resources
- **Navigating the Interview:** Assessment Activity

Through comparison of video interviews by credible candidates from different cultural backgrounds, this resource makes visible the invisible curriculum of diversity and inclusion in the Canadian job interview.

Materials can help:

- Newcomers gain confidence in describing what is expected from a job candidate and in explaining what is valuable about the skills they bring to the interview.
- HR professionals gain confidence in describing what is expected from a job candidate in the interview and in explaining how cultural norms influence decisions when selecting a candidate for a position.
- All participants better understand the perspectives influencing the interview as they relate to small talk, questions about motivation, leadership, planning, conflict management and non-verbal communication.



# CAREER CHANGE MAP:



GOALS  
TASKS  
ONLINE RESOURCES

# ERIEC CAREER MENTORSHIP

## CAREER CHANGE

| SELECT GOALS                                     | TASKS  | ONLINE RESOURCES FOR SUPPORT  |
|--|--|---|
| IDENTIFY TRANSFERABLE SKILLS APTITUDES STRENGTHS | TRANSFERABLE SKILLS                          | <ul style="list-style-type: none"> <li>Identifying Your Work-Specific Skills</li> <li>Five Skills</li> <li>Finding Career Direction</li> </ul>          |
|  | TRANSFERABLE APTITUDES                       | <ul style="list-style-type: none"> <li>Identifying Your Employability Skills</li> <li>Success Profiles</li> </ul>                                       |
|  | TRANSFERABLE STRENGTHS                       | <ul style="list-style-type: none"> <li>Analyzing Your Accomplishments</li> </ul>  |
| IDENTIFY NICHE JOBS                              | LEVERAGE QUALIFICATIONS                      | <ul style="list-style-type: none"> <li>What's Your Personal Brand</li> <li>Tips for Applicants</li> </ul>   |
|  | LEVERAGE EXPERIENCES                         | <ul style="list-style-type: none"> <li>Competencies</li> </ul>  |
| IDENTIFY ALTERNATE JOB REQUIREMENTS              | SKILLS                                       | <ul style="list-style-type: none"> <li>Company &amp; Industry Research</li> </ul>   |
|  | CREDENTIALS                                  | <ul style="list-style-type: none"> <li>Job Market Trends and News</li> </ul>  |
|  | EDUCATION & TRAINING                         | <ul style="list-style-type: none"> <li>Training for Work</li> <li>my Skills my Future</li> </ul>  |
| NETWORKING NEW CAREER OPPORTUNITIES              | INFORMATION INTERVIEW & NETWORKING PRACTICES | <ul style="list-style-type: none"> <li>Information Interview</li> <li>Interviewing: Do and Don'ts</li> <li>Networking Refined: New Practices</li> </ul> |
| REFINE & ADAPT SKILLS                            | REFINE SKILLS                                | <ul style="list-style-type: none"> <li>Job Search Tricks</li> <li>4 Secrets to Building a Portfolio</li> </ul>  |
|  | BUILD RELEVANT SKILLS                        | <ul style="list-style-type: none"> <li>What to Do When You Can't Find Work</li> <li>Alternate Careers</li> </ul>  |
|  | INTERCULTURAL SKILLS                         | <ul style="list-style-type: none"> <li>Canadian Immigrant Interview</li> <li>Job Bank</li> </ul>  |



# CAREER CHANGE

## IDENTIFY TRANSFERABLE SKILLS APTITUDES STRENGTHS

### TRANSFERABLE SKILLS

#### • Identifying your work specific skills

AUTHOR: GOVERNMENT OF ALBERTA  
HOST: ALIS.ALBERTA.CA  
RETRIEVED: OCTOBER 2016

- Information and exercises to help you identify your work-specific or technical skills.
- Find the language to describe your skills to potential employers. (Include skills you've acquired through volunteering, managing household or other activities.)

**Note:** Located in *Advanced Techniques for Work Search*



#### • Five skills you probably already have that can double your value on the job market

AUTHOR: PETER HARRIS  
HOST: WORKOPOLIS  
RETRIEVED: OCTOBER 2016

Five skills to showcase to increase the number and type of jobs available to you, to apply for a job or to prepare for an interview:

Includes:

- **Writing skills** – fluent communicator online and social media skills in reading, writing and proofreading
- **Speaking skills** – public speaking and presentations, use of PowerPoint
- **Language skills** – fluency in both English and French
- **Ability to code** – having a basic ability gives an edge
- **Digital literacy** – using spreadsheets and word processing and social media skills



#### • Finding Career Direction: Discover yourself and your purpose

AUTHOR: MIND TOOLS EDITORIAL TEAM  
HOST: MINDTOOLS  
RETRIEVED: OCTOBER 2016

Finding Career Direction: (2 minute video) recommends that you ask yourself three questions to find the right career:

1. **Who am I?** (To identify key skills and talents)
2. **What do I want to do?** (What kinds of jobs will suit these skills and talents and also your values)
3. **How do I make the move?** (Write the steps you will need to take – qualifications, job shadow, set short term goals and get to work)

Summary of Article accompanies video and suggests that work through the process:

1. **Who am I?** Focus on difficult areas where you made a positive difference
2. **What do I want to do?** Brainstorm and then research careers you identify as possible (keeping links to what you have already achieved), prioritize to top 5 choices
3. **How do I get hired?** Develop your long term plan, develop short term goals, map your progress, and do the 'what if' analysis (contingency plans)

**Note:** Full article is only available within the *Mind Tools Club*



### TRANSFERABLE APTITUDES

#### • Identifying your employability skills

AUTHOR: GOVERNMENT OF ALBERTA  
HOST: ALIS.ALBERTA.CA  
RETRIEVED: OCTOBER 2016

Employability skills are the critical skills you feel competent using that are valuable across fields and in most workplaces. E.g. communication; analysis, problem solving and research; flexibility, adaptability and management etc.

- Exercise focuses on categories that employers identify as most important.



- Completing the exercise will produce skills you feel competent using and will highlight the skills you're best at – the transferable skills you can emphasize when writing your resume and talking with employers.

**Note:** Located in *Advanced Techniques for Work Search* pages 7-9.

 [WEB URL](#)

## • Success Profiles

AUTHOR: DDI  
HOST: DDI WORLD  
RETRIEVED: OCTOBER 2016

Although success profiles focus on the organization side of the desk, mentees/mentors can use this process to focus mentees' abilities or capacities in a way that would resonate for companies they are interested in working for. It will help in preparing for the competencies and motivations needed in doing the job.

Success Profiles<sup>SM</sup> help organizations start down the path toward hiring or promoting the best people by identifying the characteristics that describe the ideal candidate for the job. These characteristics fall in the following four categories:

- **Work Experience (what I have done):**  
The situations that an individual entering the job should have experienced or, at least, to have had some exposure.
- **Knowledge and Skills (what I know):**  
The education and training necessary for job success.
- **Personal Attributes (who I am):**  
The characteristics of an individual's personality and the factors that contribute to the individual's motivation to perform at a high level and remain on the job.
- **Competencies (what I can do):**  
An individual's capabilities that enable high performance.

 [WEB URL](#)

## TRANSFERABLE STRENGTHS

### • Analyzing your accomplishments - STARS

AUTHOR: GOVERNMENT OF ALBERTA  
HOST: ALIS.ALBERTA.CA  
RETRIEVED: OCTOBER 2016

STARS storytelling technique – allows you to articulate what you did and the results you achieved by describing your accomplishments in the following way:

**S T A R S**  
Situations Task Action Results Skills

You will use these accomplishment statements in resumes and cover letters and for preparation for behavioural questions in interviews.

**This resource provides examples and practices for writing accomplishment statements.**

**Note:** Located in *Advanced Techniques for Work Search* pages 12-16.

 [WEB URL](#)

## IDENTIFY NICHE JOBS

### LEVERAGE QUALIFICATIONS

### • What's your personal brand

AUTHOR: GOVERNMENT OF ALBERTA  
HOST: CHR.ALBERTA.CA  
RETRIEVED: OCTOBER 2016

Think about your own personal brand when it comes to applying and competing for jobs – what do you offer, and what makes you stand out from other applicants? It's important to recognize the significance of the information you provide when applying for a job opportunity, as you're often competing against a strong pool of talent.

This publication provides information, tips, examples and resources to help you prepare concise and relevant information when applying for a job with the Alberta Government.

It's organized around two areas of action:

1. **Doing Your Homework** – It's important to understand as much as possible about our organization and the job, to help you determine if it's a good fit (compatibility) and to showcase your competencies.

It's also helpful to understand the different steps in our staffing process so you know what to expect and how to prepare.

2. **Marketing Yourself** – Your cover letter, resume, and any other information you submit is your opportunity to clearly illustrate how your competencies make you a strong candidate for the job. All applications are carefully evaluated against the qualifications outlined in the job posting, and only those who most closely match the job requirements are invited for further assessment

**Note: Handbook with guided practices using and exercises**

 [WEB URL](#)

## • Tips for applicants

AUTHOR: GOVERNMENT OF ALBERTA  
HOST: CHR.ALBERTA.CA  
RETRIEVED: OCTOBER 2016

The staffing process in the Alberta Government is a competitive process. This article describes their hiring process and then gives a few suggestions to keep in mind when you apply for jobs with them.

Provides links to the Alberta Public Service Competency Model and the Competency Self-Assessment Questionnaire good resources to help you better understand the Competency Model and help you identify examples of where you've demonstrated a competency in your past employment or experience.

 [WEB URL](#)

## LEVERAGE EXPERIENCES

### • Competencies - Alberta Public Services (APS)

AUTHOR: GOVERNMENT OF ALBERTA  
HOST: GOA LEARNING CENTRE  
RETRIEVED: OCTOBER 2016

These competencies will be used in Alberta Public Services to:

- Hire the best people
- Provide performance feedback
- Focus staff development
- Prepare people for different roles


What are behavioural competencies? Behaviours that are essential to reach our goals in serving Albertans: relationship, thinking and achievement.

- **Relationship competencies**
  - develop networks
  - build collaborative environments
  - develop self and others
- **Thinking competencies**
  - creative problem solving
  - systems thinking
- **Achievement competencies**
  - agility
  - drive for results

**There is a one page summary of the competencies and the behaviours identified for each competency online at:**

 [WEB URL](#)

**There is a two page summary of the competencies and the how they will be used in Alberta Public Services (APS) at:**

 [WEB URL](#)

## IDENTIFY ALTERNATE JOB REQUIREMENTS

### SKILLS

### • Company & Industry Research

AUTHOR: GOVERNMENT OF ALBERTA  
HOST: ALIS.ALBERTA.CA  
RETRIEVED: OCTOBER 2016

Whether you're planning your career or searching for a job, research will help you get a realistic picture of what it might be like to work for a company or in an industry. You can discover things such as:

- the skills and training required to work in an industry
- the values the company or industry reflects
- the key players in the company or industry
- opportunities, trends and demands for certain occupations
- the changes and challenges the industry may be facing

Use the resources to get started and learn about:

- **Opportunities and trends**
  - occupations and jobs in demand now and predictions for future demand

- **Industry outlooks**

- unbiased forecasts on industry, economic and trade activity in Alberta

- **Labour market information**

- labour force statistics, census analysis, labour market forecasts and more.

- **Professional associations**

- networking websites, business directories, union and professional associations.

- **Wages and salaries**

- wage and salary information by occupation and geographic area, plus information on skills shortages in Alberta



WEB URL

Training for Work programs supports newcomers, Indigenous people, women, unemployed individuals, as well as individuals on Employment Insurance and Income Support.

Contains links to Immigrant Bridging, Integrated Training, Self Employment Training, Transition to Employment Services and Workplace Training.



WEB URL

- **mySkills myFuture – a career onestop website**

AUTHOR: SPONSORED BY U.S. DEPARTMENT OF LABOR,  
EMPLOYMENT AND TRAINING  
HOST: A 'CAREERONESTOP' WEBSITE  
RETRIEVED: OCTOBER 2016

This is a US American website but has application in Alberta as well. Useful for helping you identify career options based on your experience through a unique skills-matching process:

- you enter a job you have had
- it produces careers using similar skills
- you pick a career and then explore it



WEB URL

## CREDENTIALS

- **Job Market Trends and News**

AUTHOR: GOVERNMENT OF CANADA  
HOST: JOB BANK  
RETRIEVED: OCTOBER 2016

Labour market events - key to helping job seekers understand where the opportunities (short, medium and long-term) might be in a local community and elsewhere in the country.

**From this site users can also research job search, explore careers and employers.**



WEB URL

## NETWORKING NEW CAREER OPPORTUNITIES

### INFORMATION INTERVIEW & NETWORKING PRACTICES

- **Information Interview**

AUTHOR: CAREER SERVICES  
HOST: SENECA COLLEGE  
RETRIEVED: OCTOBER 2016

Information Interviews are important to network, learn about an occupation and a company. Includes:

- possible people to interview
- questions to ask
- information interview tips



WEB URL

## EDUCATION AND TRAINING

- **Training for Work**

AUTHOR: GOVERNMENT OF ALBERTA  
HOST: WORK.ALBERTA.CA  
RETRIEVED: OCTOBER 2016



The Government of Alberta is helping individuals get back to work through workplace skills and training programs.

Training for Work is a suite of programs and services for unemployed, marginally-employed, and under-represented groups in the workforce.

## • Interviewing: Do and Don'ts

AUTHOR: KATHARINE HANSEN PH.D.  
QUINTESSENTIAL CAREERS  
HOST: LIVECAREER  
RETRIEVED: OCTOBER 2016

Information Interviewing frequently results in high-quality contacts and referrals. Includes:

- Do and don'ts
- Links to: Informational Interviewing Tutorial: A Key Networking Tool  
 [WEB URL](#)
- Several recommended articles on the information interview  
 [WEB URL](#)

## • Networking Refined: New Practices

AUTHOR: COLLEEN CLARKE  
HOST: WORKOPOLIS  
RETRIEVED: OCTOBER 2016

Short article with focus on career change. Includes pointers on:

- Define type of role and industry desired
- Narrow down focus
- Update LinkedIn profile and photo
- Increase visibility in multidisciplinary and industry related groups
- Contacts with names and referrals create a warmer introduction

Includes tips on:

- Embrace idea that people often want to help
- Get out and be seen at activities
- Follow up on leads – even the weakest ones
- Be conscious of time and energy people are giving you
- Dress the part for the role you are targeting
- Call or email ahead – stay positive about meeting time and confirm location

 [WEB URL](#)

# REFINE & ADAPT SKILLS

## REFINE SKILLS

### • The Job Search Trick that Every Career Changer Needs to Know and Use Now

AUTHOR: ERIN GREENAWALD  
HOST: THEMUSE  
RETRIEVED: OCTOBER 2016

Match your online persona with your offline goals by creating a personal landing page (i.e. *yourname.com*):

- The product pitch
- The Q&A
- Share your thoughts and expertise
- Do (and show off) the work

**Note: Includes a Sign up for "Create a Website That Will Land You a Job" information**

 [WEB URL](#)

### • 4 Secrets to Building a Portfolio That'll Make Everyone Want to Hire You

AUTHOR: AJA FROST  
HOST: THEMUSE  
RETRIEVED: OCTOBER 2016

Create a professional online portfolio to give employers a feel for your skills, enhance your personal brand, or make yourself more visible on the web.

1. Figure out what you're showing off (the type of work you want to be hired for)
2. Keep it simple (design examples are included)
3. Make it easy to navigate
4. Remember it's not just about your work

 [WEB URL](#)

## BUILD RELEVANT SKILLS

### • What To Do When You Can't Find Work in Your Chosen Field

AUTHOR: ANGE FRIESEN  
HOST: WORKOPOLIS  
RETRIEVED: OCTOBER 2016

The search for meaningful work that pays well can be a grind. But don't give up hope; it is possible to find work you love, and a pay-check that matches.

There is one main thing you need to do: keep yourself in the game. Whatever industry you're aiming for, find ways to stay involved.

- Find online spaces – get your voice out there
- Start a blog – become a thought leader in the field
- Find ways to connect face-to-face with people doing the work you want to
- Get involved with a project to show off your skills
- Freelance to build your portfolio a little bit

Focus on transferable skills

- What do you love about profession you've chosen
- What skills have you built that relate - both hard skills and soft skills
  - **Hard skills** – technical  
e.g. accounting, database design
  - **Soft skills** – time management, communication
- Search job listings using key words you've identified

Use this time to build relevant skills you are missing.

 [WEB URL](#)

### • Alternative Careers: Taking a different path to meaningful employment

AUTHOR: DR. NICODEME MUGISHO, PROFESSIONAL IMMIGRANTS NETWORKS (PINS) LEADER  
PRESENTATION  
HOST: TRIEC  
RETRIEVED: OCTOBER 2016

According to the 2015 Canadian Public Policy research on Employment Match Rates in Regulated Professions, only 24.1 per cent of internationally educated immigrants are working in their profession, compared to 51.5 per cent of the Canadian born and educated.

Alternate careers can be a positive action:

- Alternative careers offer a wide variety of opportunities for immigrant to use their skills meaningfully in Canada and help them gain employment without spending huge amounts of money and time re-educating. These careers may not be what was originally perceived by the immigrant but will result in similar outcomes.

It is important to remember though, that a career plan B still requires a plan:

- Learning the Canadian job-seeking methodology is vital. Understanding the uniqueness of the combination of (your) personal skills and the wide array of opportunities available, coupled with a committed approach to career development will lead to meaningful and rewarding careers.

**Includes information on PINs - a directory of professional immigrant associations.**

 [WEB URL](#)

## INTERCULTURAL SKILLS

### • Canadian Immigrant Interview with Zabeen Hirji, TRIEC Co-Chair

AUTHOR: CANADIAN IMMIGRANT  
HOST: TRIEC  
RETRIEVED: OCTOBER 2016

The head of human resources at RBC talks about diversity, foreign credentials, soft skills and her tips to get the job.

In the role as chief HR officer:

- How and when she incorporates diversity in HR strategies
- How hiring managers should deal with considering candidates with foreign-trained credentials and experience
- Best tips for an immigrant job seeker who is not having luck in finding a job
  - Mentoring and networking – even at peer level e.g. your local banker

- Join associations in your desired profession
- Volunteer to learn about Canadian culture and build relationships
- Become fluent in the language
- Work on developing cultural competence
- Create a Canadian style resumé
- Learn soft skills that Canadian employers look for
  - Presents the attitude and aptitude to work with clients and in teams
  - All about communication skills – to express yourself and participate

*"When I first came to Canada, I felt that in order to be a Canadian, I had to give up my identity – that I had to make a choice. When you do that, it actually is the beginning of a bad thing. You are no longer able to be yourself. When you are not yourself, you don't perform at your best.*

*Guess what, I don't have to choose. I'm Canadian, I'm of Indian origin, I was born in Tanzania and I'm a woman – I'm all of those things. These are the things that make me unique. By bringing to the table my sameness and differences, those become assets as opposed to a liabilities."*

 **WEB URL**

## • Job Bank

HOST:

GOVERNMENT OF CANADA

RETRIEVED:

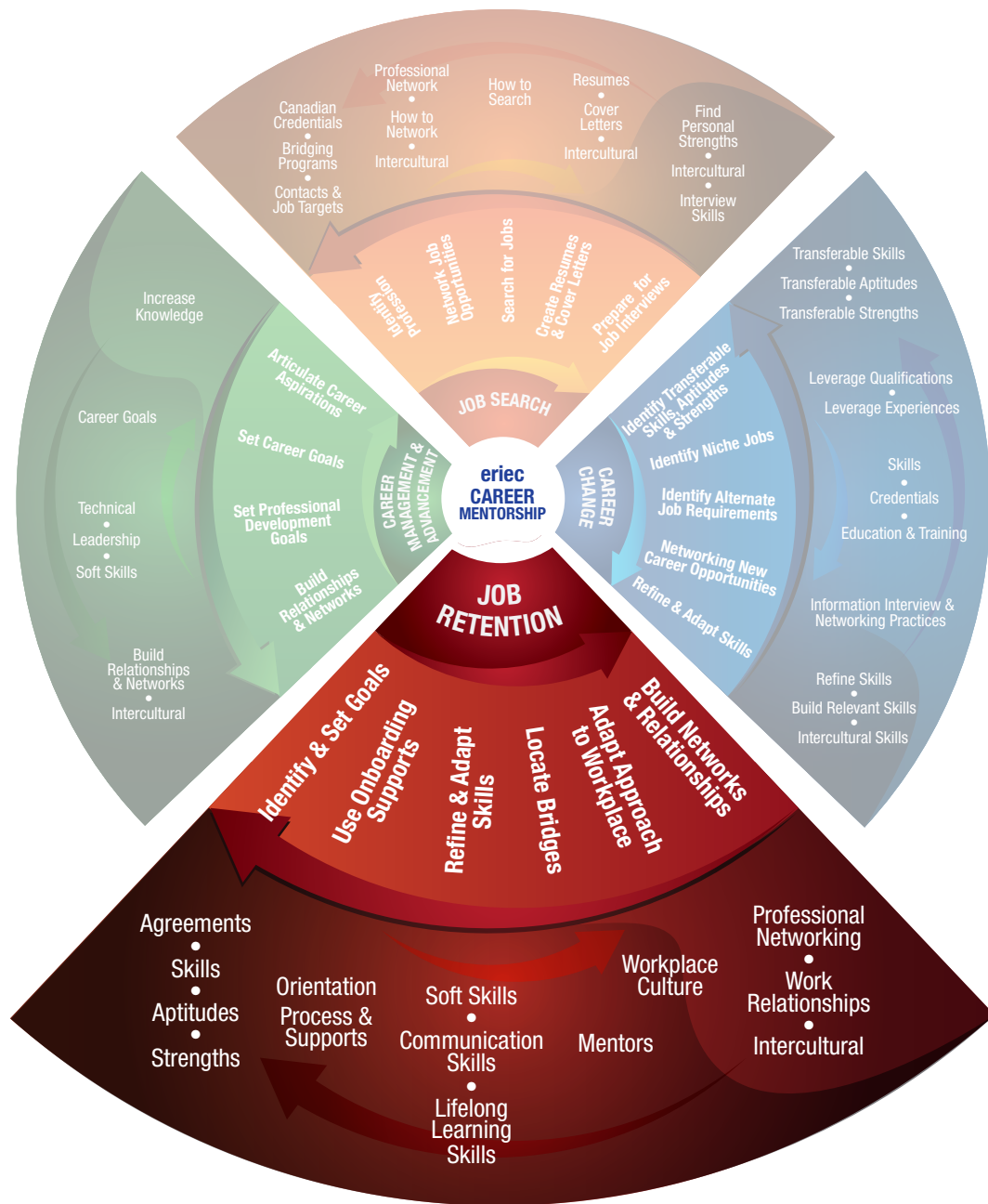
SEPTEMBER, 2016

The information interview is a research tool to find more about a particular career path or a specific occupation by talking to people in an occupation or career area. Information interviews are often done by telephone, but some people may prefer to meet you face to face.

- Why should I do an information interview?
- Who should I interview?
- What do I say? How do I get started?
- What questions should I ask – (occupation specific and career questions)?

 **WEB URL**

# JOB RETENTION MAP:



# ERIEC CAREER MENTORSHIP

## JOB RETENTION

| SELECT GOALS                   | TASKS                          | ONLINE RESOURCES FOR SUPPORT   |
|--------------------------------|--------------------------------|--|
| IDENTIFY & SET GOALS           | AGREEMENTS                     | • Employment Agreement Template  |
|                                | SKILLS                         | • Develop Your Job Retention Skills  |
|                                | APTITUDES                      | • Off to the Right Start   |
|                                | STRENGTHS                      | • How Setting Goals Can Improve Your Work Performance<br>• Getting Started   |
| USE ONBOARDING SUPPORTS        | ORIENTATION PROCESS & SUPPORTS | • The Orientation Process<br>• Orientation Topics Checklist for New Employees<br>• Orientation Buddy Information Sheet and Checklist |
| REFINE & ADAPT SKILLS          | SOFT SKILLS                    | • Getting Feedback: Taking Responsibility for Your Performance<br>• 6 Ways to Stand Out at Work                                      |
|                                | COMMUNICATION SKILLS           | • Understanding Communication Skills   |
|                                | LIFE-LONG LEARNING SKILLS      | • Take Charge of Your Learning at Work   |
| LOCATE BRIDGES                 | MENTORS                        | • Flash Mentoring<br>• Reverse Mentoring   |
| ADAPT APPROACH TO WORKPLACE    | WORKPLACE CULTURE              | • What To Do When You're New<br>• The Next Step After Getting Your Job – Retain It   |
| BUILD NETWORKS & RELATIONSHIPS | PROFESSIONAL NETWORKING        | • Professional Networking – Building Relationships for Mutual Benefit  |
|                                | WORK RELATIONSHIPS             | • Building Good Work Relationships   |
|                                | INTERCULTURAL                  | • A Cross-Cultural Comparison of Networking Practices  |



# JOB RETENTION

## IDENTIFY & SET GOALS

### AGREEMENTS

#### • Employment Agreement Template

AUTHOR: HR COUNCIL  
HOST: HRCOUNCIL.CA  
RETRIEVED: OCTOBER 2016

The purpose of an employment agreements is to set out the terms and conditions of the relationship between an employer and employee. The template is a guide.

**Includes: Sample content for an employee agreement**

 [WEB URL](#)

New hires need to concentrate on important soft skills:

- organization and time management
- communication skills
- problem solving
- interpersonal skills

If you are concerned with being competent in these soft skills actively look for ways to learn them:

- assess your competence
- identify skills you need to develop
- set out a training plan
- search for help and be pro-active

 [WEB URL](#)

### SKILLS

#### • Develop Your Job Retention Skills

AUTHOR: COUNTY OF WELLINGTON EMPLOYMENT  
RESOURCE CENTRE  
HOST: WELLINGTON.CA  
RETRIEVED: OCTOBER 2016

- Seven strategies for keeping your job (includes details on what they mean)
- Skills needed for job retention (soft skills include descriptors)
- Skills most sought after by employers (credit to quintcareers.com)

 [WEB URL](#)

### STRENGTHS

#### • How Setting Goals Can Improve Your Work Performance

AUTHOR: LAURA HUTTON  
HOST: AUSTRALIAN INSTITUTE OF BUSINESS  
RETRIEVED: OCTOBER 2016

Goal-setting provides a number of benefits to the working professional. They can also be useful at an organizational level in areas such as quotas, objectives, deadlines and budgets.

Article describes how taking the time to set goals can greatly improve your working performance in five areas:

1. Ability to focus on priorities
2. Guides decision-making
3. Responsibility for own actions
4. Helps in using time effectively
5. Ability to measure and evaluate

 [WEB URL](#)

### APTITUDES

#### • Off to the Right Start - Teaching Basic Skills to New Hires

AUTHOR: MINDTOOLS EDITORIAL TEAM  
HOST: MINDTOOLS.COM  
RETRIEVED: OCTOBER 2016

Studies show new hires often have the technical skills needed but have problems with:

- numeracy and literacy standards of recent graduates
- communication
- interpersonal skills
- emotional intelligence

## • Getting Started - Test Your Skills and Identify Your Strengths

You can learn the essential skills you need to be an exceptional leader, a valued team member, and an outstanding contributor in the workplace.

Answer 15 statements on a scale from not at all to very often and an analysis will be given to help you identify your strengths and start developing your weaknesses in the following areas:

- personal mastery
- time management
- communication skills
- problem solving and decision making
- leadership and management

Personal results with descriptors and links to developing material are provided.

 [WEB URL](#)

# USE ONBOARDING SUPPORTS

## ORIENTATION PROCESS & SUPPORTS

### • The Orientation Process

AUTHOR: GOVERNMENT OF ALBERTA  
HOST: ALIS.ALBERTA.COM  
RETRIEVED: OCTOBER 2016

Written as a guide to employers but also useful for new employees to understand the 'best case' scenario.

New Hires need more than a welcoming handshake and an armful of paperwork and policy manuals. They're concerned about fitting in, being understood and respected, having the right skills and not being in over their head.

A prepared orientation includes:

- information in manageable chunks
- looking at the process from the new hires POV
- a new hire buddy system
- regular check-ins

- customizing the approach (age,culture,gender)
- welcoming atmosphere
- big picture
- opportunities for contributions
- checking for hidden talents
- evaluate the process
- a stay interview

Includes questions from the new employee regarding concerns and questions they may have.

### *Retaining Your Staff, HR Series for Employers*

 [WEB URL](#)

### • Orientation Topics Checklist for New Employees

AUTHOR: TRIEC  
HOST: TRIEC CAMPUS  
RETRIEVED: OCTOBER 2016

A helpful tool for anyone looking for guidance on successfully onboarding written from employer perspective but useful for new employees too. Provides overview of topics important to address, including invisible cultural norms that often get overlooked but are critical for adjusting to the Canadian workplace including:

- company/departmental overview
- job expectations
- policies and procedures
- administrative/housekeeping items

**Note: Requires signup, login and search for "Orientation Topics Checklist for New Employees"**

 [WEB URL](#)

### • Orientation Buddy Information Sheet and Checklist

AUTHOR: TRIEC  
HOST: TRIEC CAMPUS  
RETRIEVED: OCTOBER 2016

Information sheet and checklist useful in identifying expectations, tasks and approaches to ensure a successful new employee orientation process. Orientation Buddies play a very important role in ensuring new team members quickly become contributing members to team. They possess the knowledge and skills which the new employee requires to succeed in his/her role. They also demonstrate performance which is valuable to

the team, and provide an example of what is expected of all team members.

Information on:

- buddy benefits
- expectations of buddy
- tips for buddies
- buddy resources

Orientation buddy information and checklist.

**Note: Requires signup, login and search for "Orientation Buddy Information Sheet and Checklist"**

 [WEB URL](#)

## REFINE & ADAPT SKILLS

### SOFT SKILLS

#### • Getting Feedback: Taking Responsibility for Your Performance

AUTHOR: MINDTOOLS EDITORIAL TEAM  
HOST: MINDTOOLS.COM  
RETRIEVED: OCTOBER 2016

Feedback can be incredibly useful if you want to grow, both personally and professionally. It's important to realize that you'll often need to ask for feedback.

- Be specific about what you want to know when you ask for feedback. Ask questions to clarify anything that you're unsure about, and be graceful as you receive the feedback. Keep in mind that it's often as difficult to give feedback as it is to hear it. With that in mind, make sure that you say "thank you"!
- After you've received feedback, take time to understand the other person's comments and then come up with a plan to improve. The information you receive through feedback can turn into goals that you can use to improve your career.

It's important to be proactive about soliciting feedback. Article looks at how to ask for feedback and how to learn from it.

 [WEB URL](#)

#### • 6 Ways to Stand Out at Work

AUTHOR: ALBERTA LEARNING INFORMATION SERVICES  
HOST: GOVERNMENT OF ALBERTA  
RETRIEVED: MAY 2016

At work you want to be noticed for all the right reasons. The most effective way to do this is to show your employer every day that hiring you was a great decision!

To attract positive attention and succeed at work, try some of these practical strategies:

- be reliable and dependable
- be proactive
- be a Team Player
- be flexible and adaptable
- be appropriate
- be positive

Working is about more than simply getting the job done — it's also about building and keeping a solid reputation and positive relationships in the workplace.

 [WEB URL](#)

### COMMUNICATION SKILLS

#### • Understanding Communication Skills

AUTHOR: JAMES MANKTELOW AND AMY CARLSON  
HOST: MINDTOOLS.COM  
RETRIEVED: OCTOBER 2016

This article discusses that the purpose of communication is to get your message across to others clearly and unambiguously.

- Doing this involves effort from both the sender of the message and the receiver.
- In a recent survey of recruiters from companies with more than 50,000 employees, communication skills were cited as the single more important decisive factor in choosing managers.
- Getting your message across is paramount to progressing in the workplace

**Article includes a graphic of removing barriers throughout the process**

 [WEB URL](#)

## LIFE LONG LEARNING SKILLS

### • Take Charge of Your Learning at Work

AUTHOR: ALBERTA LEARNING INFORMATION SERVICES  
HOST: GOVERNMENT OF ALBERTA  
RETRIEVED: OCTOBER 2016

Lifelong learning is one of the best investments you can make in yourself and your career. The Work and Learning Quiz in this article is designed to help you:

- track the learning and development activities you're involved with
- assess how effective you are at taking charge of your own learning
- think about ways to boost your learning, both on the job and outside of working hours

 [WEB URL](#)

## LOCATE BRIDGES

### MENTORS

### • Flash Mentoring

AUTHOR: PETER SHERER  
HOST: SENIOR EXECUTIVES ASSOCIATION  
RETRIEVED: OCTOBER 2017

Article contains information on:

- what is flash mentoring
- what is the origin of flash mentoring
- how does flash mentoring actually work
- tips for mentors and mentees
- what are some examples of where flash mentoring has been used

 [WEB URL](#)

### • Reverse Mentoring – Building Mutually Beneficial Partnerships

AUTHOR: MIND TOOL EDITORIAL TEAM  
HOST: MINDTOOLS.COM  
RETRIEVED: OCTOBER 2016

Companies are now starting to realize that top-down learning is not always appropriate, particularly where social media and use of technology are involved, and "reverse mentoring" programs are emerging as a result.

These give junior team members the opportunity to share up-to-date skills and knowledge with more senior colleagues.

Article looks at reverse mentoring and discusses how you can use it to build your skills and bridge generational gaps.

 [WEB URL](#)

## ADAPT APPROACH TO WORKPLACE

### WORKPLACE CULTURE

### • What to Do When You're New: How to Be Comfortable, Confident, and Successful in New Situations

HOST: MINDTOOLS.COM  
RETRIEVED: OCTOBER 2016

We can learn to get better at being new with tools and techniques. This online video describes a manual for newcomers everywhere. Best suited for introverts who find new social situations daunting and the employers who are onboarding them.

 [WEB URL](#)

### • The Next Step after Getting Your Job – Retaining It!

AUTHOR: NICK NOORANI  
HOST: PREPARE FOR CANADA – CANADA'S ONLINE MAGAZINE FOR IMMIGRANT PROFESSIONALS  
RETRIEVED: OCTOBER 2016

A tip sheet with 11 very basic tips for retaining your job.

 [WEB URL](#)

# BUILD NETWORKS & RELATIONSHIPS

## PROFESSIONAL NETWORKING

### • Professional Networking: Building Relationships for Mutual Benefit

AUTHOR: MINDTOOLS EDITORIAL TEAM  
HOST: MINDTOOLS.COM  
RETRIEVED: OCTOBER 2016

In today's world, where people often need to work together in loose partnerships to achieve their goals quickly, "knowing the right people" is more important than ever. So the ability to develop and maintain a broad network of "business friendships" is a critical skill for every career professional.

Article includes:

#### What is networking?

- Networking means getting to know other people, and their abilities and interests; and doing so in the expectation that this may provide mutual benefit.

#### Why network?

- Provides the ability to share information quickly and easily,
- Enables doing your current job better by building relations with others in org.
- Helpful in project-based working and ever-changing structures.
- Managing stakeholders

#### How to network?

- Write your network objectives
- Map your network
- Brainstorm your offer
- Identify gaps – e.g. move from organizational level to industry level

 [WEB URL](#)

## WORK RELATIONSHIPS

### • Building Good Work Relationships: Making Work Enjoyable and Productive

AUTHOR: MIND TOOLS EDITORIAL TEAM  
HOST: MINDTOOLS.COM  
RETRIEVED: OCTOBER 2016

According to the Gallup Organization, people who have a best friend at work are seven times more likely to be engaged in their jobs. This article looks at how you can build strong, positive relationships at work, why it's important to have good working relationships, and how to strengthen your relationships with people that you don't naturally get on with.

The article describes:

#### Why Have Good Relationships?

- Defines good relationship characteristics
- Where to build good relationships
- How to build good relationships
- Difficult relationships

 [WEB URL](#)

## INTERCULTURAL

### • A Cross-Cultural Comparison of Networking Practices

AUTHOR: TRIEC  
HOST: TRIEC CAMPUS  
RETRIEVED: OCTOBER 2016

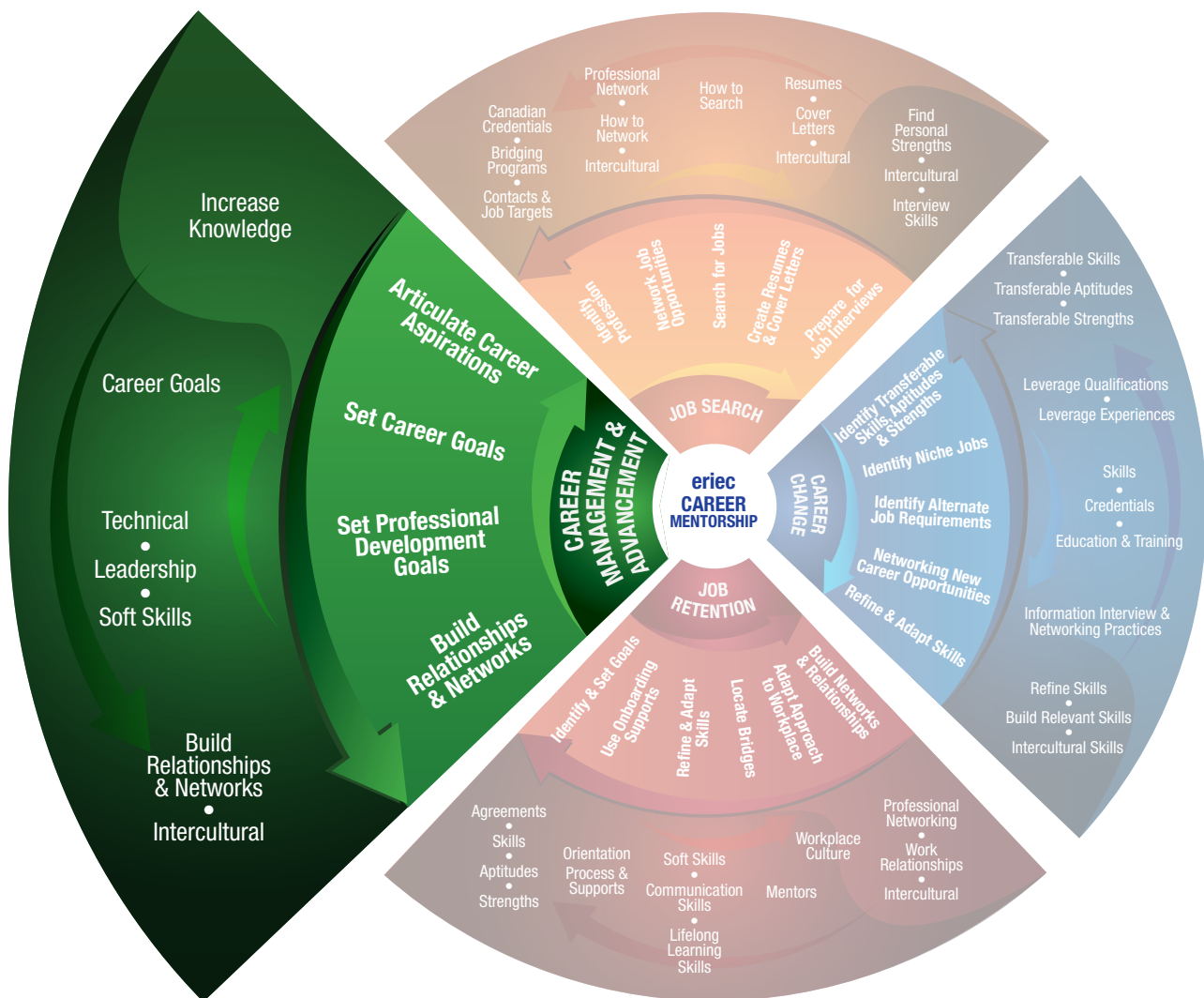
Networking is important for job seekers, but it is also relevant to those employed in their field who want to continue advancing in their careers. It's a way of creating opportunity.

Being aware of some of the cultural differences that influence networking can be helpful in bridging the differences.

Provides a framework for comparison.

 [WEB URL](#)

# CAREER MANAGEMENT & ADVANCEMENT MAP:



GOALS  
TASKS  
ONLINE RESOURCES

## ERIEC CAREER MENTORSHIP

|                                 |                                    | SELECT GOALS                         | TASKS | ONLINE RESOURCES FOR SUPPORT   |
|---------------------------------|------------------------------------|--------------------------------------|-------|--|
| CAREER MANAGEMENT & ADVANCEMENT | ARTICULATE CAREER ASPIRATIONS      | INCREASE KNOWLEDGE                   |       | <ul style="list-style-type: none"> <li>• Career Advancement in Corporate Canada</li> <li>• 10 Real People on <i>How They Landed 10 Jobs They Love</i></li> </ul>       |
|                                 | SET CAREER GOALS                   | CAREER GOALS                         |       | <ul style="list-style-type: none"> <li>• Decision Making Model</li> <li>• Keeping Your Career on Track in a HOT or NOT Economy</li> </ul>                              |
|                                 | SET PROFESSIONAL DEVELOPMENT GOALS | TECHNICAL                            |       | <ul style="list-style-type: none"> <li>• From Technical Expert to Manager</li> </ul>   |
|                                 |                                    | LEADERSHIP                           |       | <ul style="list-style-type: none"> <li>• Setting Goals to Meet Business Objectives</li> <li>• Goal Setting</li> </ul>  |
|                                 |                                    | SOFT SKILLS                          |       | <ul style="list-style-type: none"> <li>• Giving Feedback</li> <li>• Communication Skills – Start Here</li> </ul>   |
|                                 | BUILD RELATIONSHIPS & NETWORKS     | GOOD WORK RELATIONSHIPS & NETWORKING |       | <ul style="list-style-type: none"> <li>• Building Good Work Relationships</li> <li>• How Leaders Create and Use Networks</li> <li>• Professional Networking</li> </ul> |
|                                 |                                    | INTERCULTURAL                        |       | <ul style="list-style-type: none"> <li>• Cross-cultural Communication</li> <li>• Cultural Intelligence</li> <li>• Diversity at Work</li> </ul>                         |

# CAREER MANAGEMENT & ADVANCEMENT

## ARTICULATE CAREER ASPIRATIONS

### INCREASE KNOWLEDGE

#### • Career Advancement in Corporate Canada: A Focus on Visible Minorities – Survey Findings (released in June 2007)

AUTHOR: THE DIVERSITY INSTITUTE IN MANAGEMENT &  
TECHNOLOGY  
HOST: RYERSON UNIVERSITY  
RETRIEVED: OCTOBER 2016

This report explores one important aspect of career advancement: the development of critical relationships.

Presented data from more than 17,000 managers, professionals, and executives working in corporate Canada. The report showed that visible minorities were less satisfied with their careers, less likely to report positive experiences and perceptions regarding their workplaces, and more likely to perceive workplace barriers than their white/Caucasian colleagues. This illustrated that the challenges for visible minorities—as for women—do not end with getting in the door, but continue as careers progress.

- To help identify and better understand subtle differences between visible minority and white/Caucasian women and men.
- Having a network, having a mentor, and having a champion are necessary career advancement. However, these relationships are frequently formed during informal networking opportunities, and visible minorities often feel excluded from such activities.
- Thus, visible minorities are disadvantaged in forming and developing connections that could help them advance their careers.
- Because the workplace relationships of Canadian managers, professionals,

and executives, regardless of visible minority status, predict two important proxies for organizational performance — career satisfaction and organizational commitment — these relationships are not only critical for individuals, but also for organizations.

 [WEB URL](#)

#### • 10 Real People on How They Landed 10 Jobs They Love

AUTHOR: ALYSE KALLISH  
HOST: THE MUSE  
RETRIEVED: OCTOBER 2016

We're constantly telling people to "follow their dreams" or "find their passions," but we also understand that this might sound easier than it is. So, we want to make this journey more tangible for you—and we know just who you should listen to.

10 stories from real, live people on how they stumbled upon, applied for, and landed their dream jobs. Plus, some tips they have for ending up in the perfect gig—just like them!

Including:

1. I defined what I wanted in a job and landed one that doesn't feel like work
2. I took a leap and landed a job I love in a totally different field
3. I used social media to score my dream job
4. I built my network to find a company where everyone cares for each other
5. I aligned my passions with the company's and landed a job that matched my skills and interests perfectly
6. I wasn't afraid to ask questions and landed a weird and wonderful job
7. I was brave and found my dream job in a new city
8. I applied to a role that didn't exist and landed my dream job
9. I stepped outside my comfort zone and landed a job that inspires me every day
10. I combined my different passions and experiences into a dream job

 [WEB URL](#)



# SET CAREER GOALS

## CAREER GOALS

### • Decision Making Model

AUTHOR: MANITOBA EDUCATION AND TRAINING  
HOST: WWW.EDU.GOV.MB.CA  
RETRIEVED: OCTOBER 2016

Whether you are just starting to plan for your future, wanting to change jobs or looking to advance your career, this model is designed as a tool to assist you with lifelong career development planning. We encourage you to revisit the Decision Making Model often to help you stay on the road to success as you journey through your career and evolve throughout life.

Includes 5 steps to assist:

1. Evaluating myself
2. Exploring options
3. Making decisions
4. Setting goals
5. Putting my plan into action

 [WEB URL](#)

### • Keeping Your Career on Track in a HOT or NOT Economy

AUTHOR: ALBERTA LEARNING INFORMATION SERVICES  
HOST: GOVERNMENT OF ALBERTA  
RETRIEVED: OCTOBER 2016

All economies, including Alberta's, move through cycles. These economic ups, downs and in-betweens affect the labour market and workplace, from the availability of jobs to the demand for specific skills. In a "hot" economy, there are many jobs available and it's relatively easy to get hired. In a "not" economy, there are few jobs available and the competition for them may be fierce.

The key to keeping your career on track through these cycles is to take positive action in the areas of your work and life that you can control. Following these suggestions will help.

Includes ideas on:

- Increasing your value as an employee
- Review your career plan
- Assess your skills – transferable, computer, work specific
- Take charge of your learning

- Maintain your network
- Develop plan B

 [WEB URL](#)

# SET PROFESSIONAL DEVELOPMENT GOALS

## TECHNICAL

### • From Technical Expert to Manager

AUTHOR: MIND TOOLS EDITORIAL TEAM  
HOST: MIND TOOLS  
RETRIEVED: OCTOBER 2016

Because of your technical expertise and your ability to reach performance goals consistently, your organization made you a manager.

Any management promotion can be a challenge, but it's especially hard on people with strong technical skills, but who have little or no management experience.

Article explores how to make the transition, and what you can do to excel in your new role. Article describes:

- Management challenges
- Skills you need – delegating, briefing, motivating, communicating etc.
- Tips for making the transition to manager

Look at the key skills you need to be an effective manager, and focus on learning one new skill at a time.

 [WEB URL](#)

## LEADERSHIP

### • Setting Goals to Meet Business Objectives

AUTHOR: ST LOUIS UNIVERSITY  
HOST: WWW.ELU.EDU  
RETRIEVED: OCTOBER 2016

Goals should be set with employees, not for employees.

Setting mutually agreeable goals with employees should be a positive process.

Setting goals will lead to higher levels of performance and more motivated employees.

1. Agree upon goals that are Specific, Measurable, Achievable, Relevant and Time Bound. These refer to SMART goals.
2. Create a final document that lists the goals that you both agree on. This list is to become the section of the performance evaluation that states goals to be accomplished in the next evaluation period. It will provide a road map for future discussions about progress and performance:

- Presents guidelines for writing effective goals
- Describes SMART goal model
- Discusses how goals help employees
- Provides SMART Goal Worksheet



WEB URL

## • Goal Setting

AUTHOR: UNIVERSITY OF CALGARY  
HOST: UCALGARY.CA  
RETRIEVED: OCTOBER 2016

Goal setting examples including commit goals and stretch goals.



WEB URL

## SOFT SKILLS

## • Giving Feedback

AUTHOR: MIND TOOLS EDITORIAL TEAM  
HOST: MINDTOOLS.COM  
RETRIEVED: MAY 2016

Information from the manager's perspective – can be shared inside an organization. This perspective can be useful for the receiver's understanding as well.

This guide offers 10 simple tips that managers can use to deliver clear, actionable feedback.

Tips that are described in the article include:

1. Focus on change
2. Prepare your comments
3. Be timely
4. Make it regular

5. Consider using situation-behaviour-impact (SBI)
6. Listen
7. Use 'I' statements
8. Limit your focus
9. Balance positive and negative
10. Follow-up

Key Points:

Feedback is a conversation. You need to know how to give it effectively, and how to listen to responses to your comments. You can plan for it, and manage it carefully to avoid misunderstandings. Above all, aim to be objective in all that you say – this will help you keep emotion out of the conversation, and focus on what needs to change. Giving feedback may never be your favourite means of communication, but it's a powerful means of bringing about change, and, in time, it will make your workplace more harmonious and more productive.



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## • Communication Skills Start Here

AUTHOR: MIND TOOLS EDITORIAL TEAM  
HOST: MINDTOOLS.COM  
RETRIEVED: MAY 2016

From the premise that *"many business people find it hard to communicate effectively – we've all received incomprehensible, jargon-ridden messages, and we've experienced the misunderstanding, frustration and missed opportunities that come with them."*

However, with the right skills, anyone can become an exceptional communicator.

Mind Tools Resources include many resources to build powerful communication skills.

They have grouped their resources under:

- Understanding the fundamentals
- Planning your communications
- Communicating powerfully in writing
- Communicating impressively face to face
- Running productive meetings
- Giving great presentations

- Winning others over
- Mastering the art of feedback
- Handling difficult communication situations with grace

**Note to access this site that teaches you the skills you need for a happy and successful career you will need to Subscribe to the free newsletter, or join the Mind Tools Club for access to all the resources.**

 [WEB URL](#)

# BUILD RELATIONSHIPS & NETWORKS

## GOOD WORK RELATIONSHIPS & NETWORKING

### • Building Good Work Relationships

HOST: MIND TOOLS  
RETRIEVED: SEPTEMBER 2016

According to the Gallup Organization, people who have a best friend at work are seven times more likely to be engaged in their jobs.

This article looks at how you can build strong, positive relationships at work, why it's important to have good working relationships, and how to strengthen your relationships with people that you don't naturally get on with.

The article describes:

- Why Have Good Relationships?
- Defines good relationship characteristics
- Where to build good relationships
- How to build good relationships
- Difficult relationships

Key Points:

Building and maintain good working relationships will not only make you more engaged and committed to your organization; it can also open doors to key projects, career advancement, and raises.

Start by identifying the key stakeholders in your organization. These people, as well as your clients and customers, deserve extra time and attention.

Then, devote a portion of your day to laying the foundation of good

relationships. Even five minutes a day, if it's genuine, can help to build a bond between you and a colleague. Be honest, avoid gossip, and try to compliment people on a job well done. After all, the more you give in your relationships, the more you'll get back from those around you!

 [WEB URL](#)

### • How Leaders Create and Use Networks

AUTHOR: HARVARD BUSINESS REVIEW  
HOST: HOW LEADERS CREATE AND USE NETWORKS  
RETRIEVED: MAY 2016

We've found that networking—creating a fabric of personal contacts who will provide support, feedback, insight, resources, and information—is simultaneously one of the most self-evident and one of the most dreaded developmental challenges that aspiring leaders must address.

Includes frame of three forms of networking:

1. Operational
2. Personal
3. Strategic

The Three Forms of Networking Managers who think they are adept at networking are often operating only at an operational or personal level. Effective leaders learn to employ networks for strategic purposes.

 [WEB URL](#)

### • Professional Networking: Building Relationships for Mutual Benefit

AUTHOR: MIND TOOLS EDITORIAL TEAM  
HOST: MINDTOOLS.COM  
RETRIEVED: OCTOBER 2016

In today's world, where people often need to work together in loose partnerships to achieve their goals quickly, knowing the right people is more important than ever. So the ability to develop and maintain a broad network of business friendships is a critical skill for every career professional.

Article includes:

Why network:

- Share information quickly and easily
- Do current job better

- For project-based working
- Manage stakeholders

How to network:

- Write network objectives
- Map network
- Brainstorm offers
- Identify gaps

Key Points:

Networks help you do your current work better and can open up future opportunities. It's give and take – looking out for opportunities when you can help others and attracting new opportunities as valued member of your networks and communities.

 [WEB URL](#)

## INTERCULTURAL

### • Cross Cultural Communication

AUTHOR: MIND TOOLS EDITORIAL TEAM  
HOST: MINDTOOLS.COM  
RETRIEVED: OCTOBER 2016

Business environments have expanded to include various geographic locations and span numerous cultures. Making it necessary to understand how to communicate effectively with individuals who speak another language, or who rely on different means to reach a common goal.

Topics include:

- Cross-cultural communication – the new norm
- Understanding cultural diversity
- Developing awareness of individual cultures
- Mutual acceptance
- Keep it simple
- Get help when you need it

 [WEB URL](#)

### • Cultural Intelligence

AUTHOR: MIND TOOLS EDITORIAL TEAM  
HOST: MINDTOOLS.COM  
RETRIEVED: OCTOBER 2016

When you're working in an international environment, you need to make a real effort to

understand the cultural backgrounds, beliefs and attitudes of the people around you. If you don't, you'll struggle to get things done.

Some people – those with high "cultural intelligence" – are good at spotting cultural differences, and they adapt their behaviour accordingly. This is a key skill when working with culturally diverse groups. It's very possible to develop cultural intelligence. This article, looks at what it is, and how to build it:

- What is cultural intelligence?
- The advantages of cultural intelligence
- Developing Cultural Intelligence
  - Drive
  - Knowledge
  - Strategy
  - Action

Key Points:

Cultural intelligence is someone's ability to adapt to different cultures and to understand people's values, beliefs, attitudes, and behaviours. Culturally intelligent people can then use this information to communicate, collaborate, and negotiate with people from diverse backgrounds.

 [WEB URL](#)

### • Diversity at Work: How to build a foundation for diversity at work

HOST: HR COUNCIL FOR THE NON-PROFIT SECTOR  
RETRIEVED: OCTOBER 2017

This section suggests how organizations could build a strong foundation for diversity.

- The role of leadership
- Publicizing the commitment to diversity and inclusion
- Commit with a policy

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# APPENDIX

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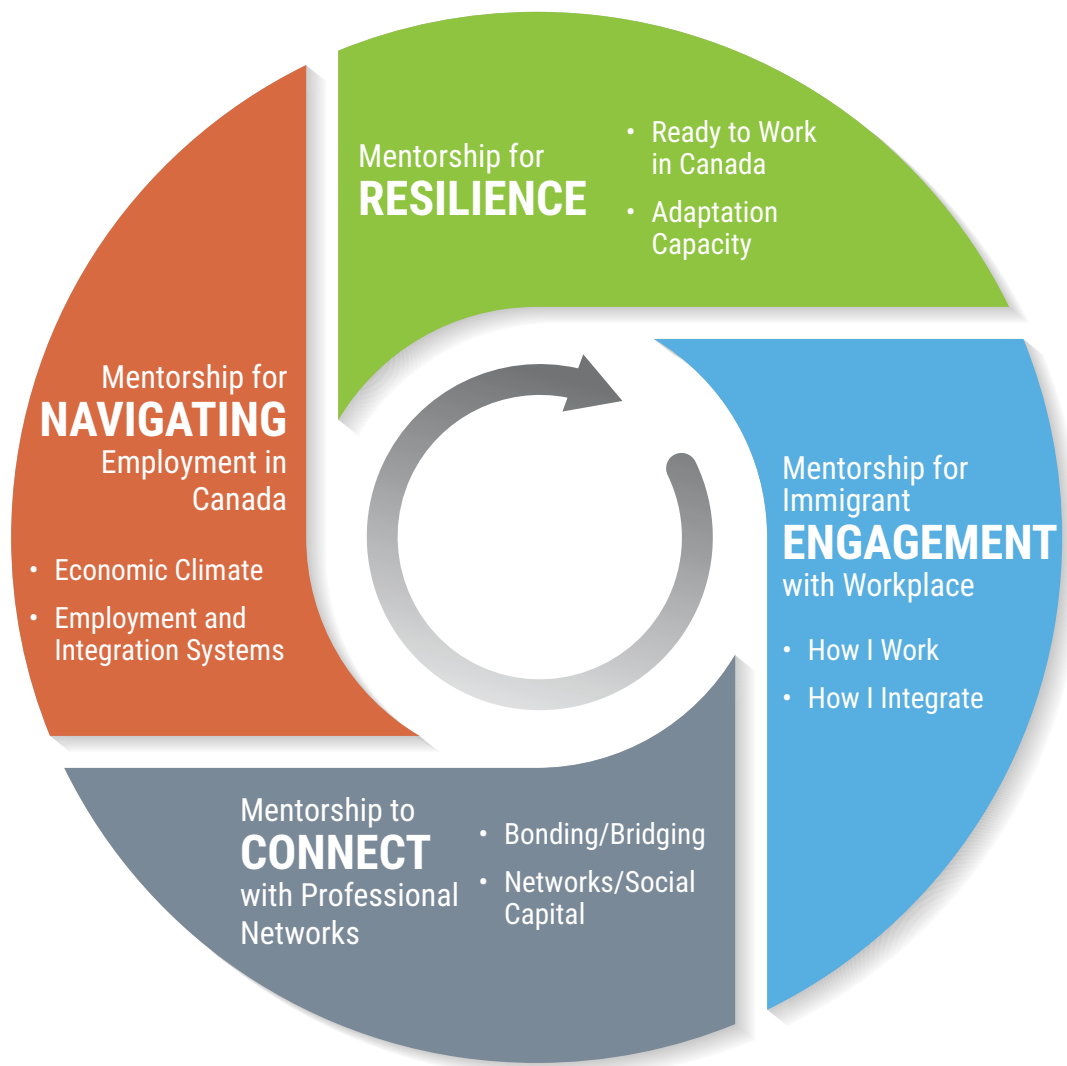
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# Good and Emerging Mentorship Practices

Mentorship practices change over time. We reviewed emerging practices from company-based mentorship programs and targeted mentorship practices (for immigrants and women in leadership). We describe these mentorship practices here by relating them to mentee outcomes, the capacity mentees can develop through participation in a mentorship program. We focus on a mentee's capacity to adapt (resilience), to engage at work, to connect to networks and to navigate their career in Canada.

## Mentorship for Mentee Resilience, Engagement, Connecting and Navigating



## QUADRANT 1: Mentorship for Resilience

1. Mentees who can adapt
2. Mentors who can build capacity
3. Companies who can receive immigrant professionals

### Mentees Who Can Adapt to Work in Canada

Mentorship Programs that support mentee resilience have an effective program structure for both mentor and mentees. Mentees who are adapting to career transition and to living in Canada benefit from participating in a structured mentorship program. Effective structures include:

1. Mentors and mentees are matched based on skills and development needs.
2. Goals are outlined and tracked.
3. The minimum time commitment is established.
4. Mentorship relationships are monitored
5. Mentors and mentees are held accountable.
6. Mentorship is linked to talent management goals.
7. Mentorship is linked to business strategy.<sup>1</sup>

Within companies, professionals without access to influential mentors can fall behind. Research has shown that:

Women, women of colour, and men of colour are especially vulnerable...senior leaders-individuals whose experiences and positions provide a wellspring for sage advice and introductions to influential others – often choose to mentor those who “look like” themselves. And because white men dominate top positions in most organizations, by definition women and people of colour lose out.<sup>2</sup>

Visible minorities can need to shift their “style, language, and behaviour to better fit in” with workplace culture, to fit in with a “Canadian way of working” that is unfamiliar. This unfamiliar way of working can be perceived as being incompetent; immigrant professionals can be held to a higher standard of performance than Canadian, Caucasian co-workers.<sup>3</sup> A mentor with preparation on cultural differences and intercultural communication can support a mentee in navigating the shift to workplace politics and culture.

### Mentors Who Can Build Capacity in Others

Mentors bring their capacity to develop people through the mentorship relationship. Good mentorship programs define the mentor role. Mentorship is an opportunity to develop leadership skills for mentors.

Some key qualities needed by mentors include:

1. Being approachable
2. Having a desire to help
3. Sharing information
4. Communicating openly
5. Being trustworthy
6. Respecting their mentee
7. Offering appropriate feedback
8. Sharing technical expertise
9. Providing support<sup>4</sup>

### Companies Who Can Receive Immigrant Professionals

Companies can track the contribution of mentorship to organizational performance. People who are visible minorities had 17% higher career satisfaction scores in organizations that tracked diversity measurements (e.g. diversities represented, promotion rates, etc.) compared to organizations who did not track diversity.<sup>5</sup>

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<sup>1</sup> Catalyst, 2010, Making Mentoring Work, p. 1-2

<sup>2</sup> Catalyst, 2010, Mentorship at Work, p. 2.

<sup>3</sup> Catalyst & Diversity Institute in Management & Technology, 2007, Career Advancement in Corporate Canada: A focus on visible minorities – survey findings, p. 28.

<sup>4</sup> Adapted from MindTools, 2016, Mentoring Skills: Bite-Sized Training, p. 5.

<sup>5</sup> Adapted from Catalyst, 2007, Career Advancement in Corporate Canada: A Focus on Visible Minorities, p. 11.



## MENTORSHIP PROGRAM GOALS AND ORGANIZATIONAL MEASUREMENT <sup>6</sup>

| MENTORSHIP PROGRAM GOALS   | POTENTIAL ORGANIZATIONAL MEASUREMENTS  |
|--|--|
| Develop diverse talent ready for leadership  | <ul style="list-style-type: none"> <li>• Number of mentees from diverse employee groups receiving important assignments.</li> </ul>  |
| Create a more inter-culturally aware workforce   | <ul style="list-style-type: none"> <li>• Number of mentoring participants placed in cross-region matches.</li> <li>• Number of mentorship objectives related to learned culturally-specific trends/intercultural competence.</li> <li>• Number of cultural/intercultural objectives achieved.</li> </ul>   |
| Retain talent  | <ul style="list-style-type: none"> <li>• Number of high performers mentored and retained compared to high performers not mentored</li> </ul>   |
| Mentorship program goals <ul style="list-style-type: none"> <li>• number of mentors / mentee matches,</li> <li>• gender balance,</li> <li>• racial / ethnic backgrounds,</li> <li>• participant satisfaction.</li> </ul> | <ul style="list-style-type: none"> <li>• Per cent of employees in program from diverse groups.</li> <li>• Compare promotion rates for mentorship participants to people not mentored.</li> <li>• Compare employee engagement data for mentorship participants, e.g. satisfaction, retention, engagement.</li> <li>• Perceived access to more opportunities for mentorship participants.</li> </ul> |
| Monitor benefits and costs of mentoring programs. E.g. impact of mentoring on career and day-to-day work.  | <ul style="list-style-type: none"> <li>• Calculating return on investment in a mentoring program (e.g. Sodexo assessed the ratio of monetary gain to the cost of running the mentoring program. In 2007, Sodexo had an ROI of 2 to 1, related to enhanced productivity and employee retention).</li> </ul>   |
| Establish mentorship program accountability goals and someone to lead accountability process.  | <ul style="list-style-type: none"> <li>• Identify measures needed to show progress.</li> <li>• Determine specific accountability measures and apply them appropriately and consistently.</li> <li>• Link accountability to talent/career management outcomes.</li> </ul>   |

### QUADRANT 2: Mentorship for Immigrant Engagement with Workplace

1. How I work
2. How I integrate

The Sample Mentor and Mentee Career Development Action Plan (Catalyst, 2010) guides mentors and mentees to work through questions:

- What future assignments should a mentee become involved in?
- What positions would help the mentee gain the skills needed to achieve their career goals?
- How should the mentee navigate the workplace?

The mentor/mentee relationship can provide a non-threatening venue for feedback. The mentor/mentee relationship can also provide support and role modeling to better understanding organizational politics, unwritten rules and insights into organizational culture.<sup>7</sup>

<sup>7</sup> Catalyst, 2010, Making Mentoring Work, p. 5

## QUADRANT 3: Mentorship to Connect with Professional Networks

1. Bonding and bridging connections
2. Building networks and social capital

### Mentorship as a Bonding or Bridging Connections

In a company, mentorship is often a bonding connection. The mentor/mentee relationship is a place to “explore new ideas in a safe and confidential space.” The relationship can support mentees to test out ideas, share concerns and be an incubator for creativity and development.<sup>8</sup>

Successful mentoring relationships include:

1. Open communication including the ability to share knowledge and career-related experiences openly with each other. Active listening is a key aspect of mentoring communication.
2. Empathy and compassion including the ability to share without feeling judged and feeling safe while sharing both positive and negative experiences and emotions.
3. Mutual exchange including sharing information and exchanging expertise and experience.<sup>9</sup>

In mentoring immigrant professionals, the mentorship relationship is often a bridging relationship; mentors and mentees may connect across differences in professional backgrounds, workplace or ethno-cultural norms. They may also connect across different expectations of roles and the way that mentorship conversations will work. A successful bridging mentorship relationship can build confidence for mentees to develop other professional relationships, adding to their network in Canada.

Some differences to be bridged in a mentor/mentee relationship include:

| CATEGORY <sup>10</sup> | DESCRIPTION  |
|------------------------|--|
| 1. Communication       | <p>Could include:</p> <ol style="list-style-type: none"> <li>a. Managing loss of face for mentee and for mentor</li> <li>b. Allowing for differences in comfort discussing personal information or challenges. Mentees may tend to only discuss positive experiences with their mentor.</li> <li>c. Allowing for differences in comfort to receive critical feedback. Being sensitive to public/private context for feedback.</li> <li>d. Differences in communication styles and body language</li> </ol>   |
| 2. Relationship        | <p>Could include:</p> <ol style="list-style-type: none"> <li>a. Expecting friendship beyond boundaries of mentor/mentee relationship.</li> <li>b. Differences in manner of address (e.g. formal/informal) that cross comfort boundaries for either mentor or mentee.</li> <li>c. Reservations about working with matched mentor or mentee (e.g. gender, age, cultural or religious differences)</li> <li>d. Challenges in establishing trust related to differences in norms, such as different expectations of when sufficient trust has been established to take on the work of mentoring relationship.</li> </ol> |
| 3. Mentorship Roles    | <p>Could include:</p> <ol style="list-style-type: none"> <li>a. Differences in expectations for roles</li> <li>b. Differences in understanding hierarchy and power status between mentors and mentees.</li> </ol>  |

<sup>8</sup> Catalyst, 2010, Making Mentoring Work, p. 4

<sup>9</sup> Zikic, J. 2015, Building Successful Exchange Relationships. Retrieved from <http://triec.ca/wp-content/uploads/2015/12/2015-JelenaZikicMentoringRelationshipsReport.pdf>.

<sup>10</sup> Adapted from Miler, J., Ostmeier, E., and R. Franke, 2013, Critical incidents in cross-cultural coaching: The view from German coaches. International Journal of Evidence Based Coaching and Mentoring, 11(2), 19-32.

## Building Networks and Social Capital

**What networks should the mentee target based on their career goals?**

**What informal mentors and relationships should mentee build or further develop?**

The focus for networking may change if the mentorship program goals is job search, career management, or job retention.

## Virtual Mentoring

One emerging practice that provides an alternative to top-down mentoring, Mentormatch by MeshNetwork is an online mentorship matching service targeting millennial professionals based on a peer to peer model. In this approach, people connect with others to share ideas, exchange expertise and learn from each other. The approach is based on a concept of “mesh networking”, based on peer-to-peer interaction and engagement.<sup>11</sup>

Here is an overview of the pros and cons for virtual mentoring<sup>12</sup>:

| PROS   | CONS  |
|--|---|
| Knowledge exchange from both parties.  | Challenges in communication – lack of visual cues is possible through online communication tools such as Zoom, Skype. |
| Mentorship relationship is facilitated with a flexible meeting schedule.                   | Time zones are a possible challenge.  |
| Pool of potential mentor/mentees to match is larger when not limited to geographical area. | Lack of interest/engagement between matched pair.   |
| Good exposure for mentee to professionals/contexts they might not have had.                | Technology problems.  |

## Flash Mentoring

Another emerging practice is **flash mentoring**. A flash mentoring session involves a one-time meeting –in person or using technology--between a mentor and a mentee. A flash mentoring session could be held for only a few minutes to a couple of hours. The pairing of the mentor and mentee is usually done informally, without any commitment on the part of the mentor or mentee to stay in contact or meet again, although they sometimes do as an outgrowth of their discussion. There are numerous variations of flash mentoring approaches, including the following.

**Sequential Flash Mentoring:** The mentee is paired with more than one mentor for a series of one-time meetings or discussions with each mentor. For example, a mentee could participate in one-time flash mentoring sessions with four different mentors, once per month over a four-month period. A variation of sequential flash mentoring is speed mentoring, where mentors and mentees meet for only a few minutes and then rotate to another mentor/mentee immediately afterwards, and so on.

**Group Flash Mentoring:** A mentor is paired with a small group of mentees for a one-time meeting. A variation of this flash mentoring technique is group speed mentoring, where a mentor meets with a small group of mentees for, say, 20 minutes and then rotates to another group of mentees immediately afterwards, and so on.<sup>13</sup>

Flash Mentoring supports mentors and mentees to:

1. Set up job shadowing for a desired role
2. Learn cross-functionally in roles across a company
3. Gain advice from multiple people in more senior positions on personal growth planning
4. Better understand best practices within the role that the employee currently holds
5. Make a chemistry check, in which employees first use flash mentoring to ensure that a long-term mentoring relationship will have good chemistry
6. Get a perspective touchpoint, in which an employee struggling with solving an issue can request an outside point-of-view.<sup>14</sup>

<sup>11</sup> <https://meshnetwork.wordpress.com/mentormatch/>.

<sup>12</sup> Insala 2016 <http://www.insala.com/Articles/the-pros-and-cons-of-virtual-mentoring.asp>.

<sup>13</sup> <http://www.flashmentoring.com/>.

<sup>14</sup> <http://chronus.com/blog/modern-mentoring-flash-mentoring-for-organizations>.

## QUADRANT 4: Mentorship for Navigating Employment in Canada

1. Navigating employment systems (credentialing)
2. Navigating economic climate

### Navigating Employment Systems (Credentialing)

Mentorship programs for internationally educated professionals need to use trusted information about credentialing requirements. The use of action plans to support mentee progress are strengthened by anchoring their plan in a mentee's overall career development portfolio including credentialing and continuous education requirements.<sup>15</sup>

### Navigating Economic Climate

The ALLIES Mentoring report describes mentoring immigrant professionals as a low-cost, high-impact intervention. Employment outcomes for immigrant professionals participating in mentorship programs included:

1. Mentees improved their economic standing twelve months after mentoring.
  - a. Unemployment decreased from 73% at time of mentoring to 19% within 1 year.
  - b. Full time earnings increased from \$36,905 to \$59,944, an increase of 62%.
2. Employment in their field.
  - a. 71% of mentorship participants were employed in their field; 47% were employed at their appropriate level.
3. Successful mentees find employment faster than the average newcomer professional.
4. Most mentees find permanent work, likely receiving benefits packages that increases effective earnings.<sup>16</sup>

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<sup>15</sup> Catalyst, 2010, Making Mentorship Work, p. 4.

<sup>16</sup> Allies (2013) Mentoring Report. Retrieved from [http://alliescanada.ca/wp-content/uploads/2010/05/ALLIES\\_Mentoring\\_report\\_2013\\_final.pdf](http://alliescanada.ca/wp-content/uploads/2010/05/ALLIES_Mentoring_report_2013_final.pdf).



An abstract graphic consisting of several overlapping, curved, wave-like shapes in various shades of blue, ranging from a deep navy to a lighter sky blue. The shapes flow from the left side of the page towards the right, creating a sense of movement and depth. The top of the graphic is cut off by the top edge of the page.

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