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A GUIDEBOOK OF SELECTION PROCEDURE

Introduction

Only a few of us manage to find a dream job at the first attempt. Have you managed to write accompanying documents in a suitable style or pass entrance exams and job interview successfully? Did you get the job position you had dreamt of? If so, you are fine-tuning the details of your employment contract, leading a discussion about your salary or looking forward to your beginnings in a new job.

But what to do if you receive a negative response?

If you want to answer this question you must realise these two points:

- + You will know the results of your performance and employees' selection after your job interview. Even though your results are not positive take the opportunity to find out your weaknesses and strengths in the eyes of interviewer.
- + If you want to learn lesson from your mistakes you must have courage to go through the evaluation in open and critical way together with your good friends.

***"We learn more from our mistakes than from our success. "
(Henry Ford)***

In accordance with this quote, it is important not to give up after the very first failure. You must answer the question: Why wasn't I successful? You will find the answer when you think about the factors which precede getting a successful job position.

You can achieve success at the job interview only when you successfully manage to pass the following activities:

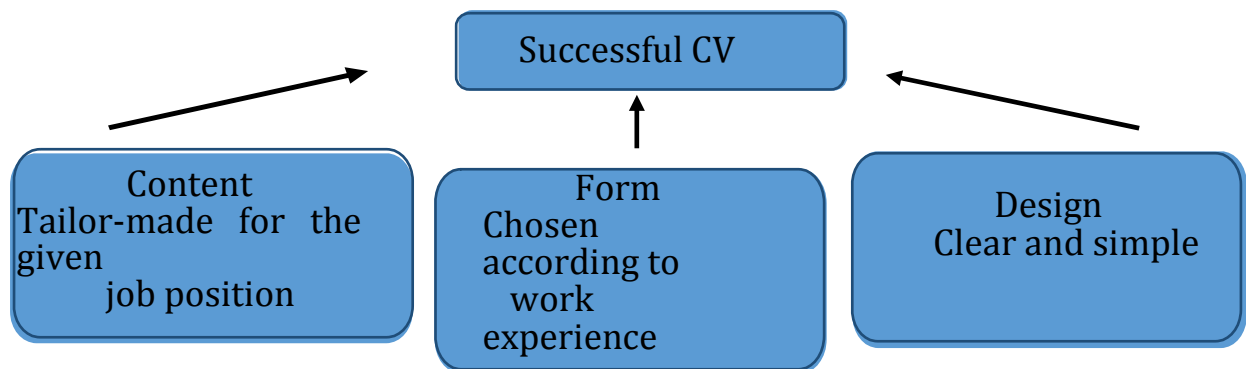
- 1. to correctly complete Europass (Annex 1: Europass - sample),**
- 2. to write letter of application (Annex 2: Letter of application - sample),**
- 3. to prepare cover letter which will attract the employer (Annex 3: Cover letter - sample),**
- 4. to show knowledge and skills in writing tests (Annex 4: Tests of logical thinking - samples),**
- 5. to impress at the job interview (Chapter 1.5; Annex 5: Are you ready for a job interview?
Annex 6: Body language at the job interview).**

1.1 Europass

Have you read a lot of advice and tips how to write the best CV and you still do not know how to do it?

Employers dedicate only a few minutes to study CV of each job applicant. If you don't manage to succeed at first sight, you can spoil the chance. Therefore, it's suitable to follow these rules:

- ✚ Content - concentrate on the things which are the most important. CV should be short, clear and tailor-made to the required job position. It should emphasize experience and skills crucial for the given job position.
- ✚ Form - be careful about the form and clear presentation of your skills so that you can hide your weaknesses and emphasize your strengths. State your education and work experience in a chronological order.
- ✚ Design - systematic and simple graphical design helps the employer to understand CV more easily and quickly. Keep standard type of writing, layout, pay attention to orthography and punctuation. Always check completed CV and delete all the mistakes.



The aim of this part is to explain the procedure of writing CV simply and easily.

The procedure:

- ✚ write down the list of your strengths,
- ✚ choose suitable workplace,
- ✚ find out about given company and job position as much as possible,
- ✚ realise which specific knowledge, experience and skills are relevant for the job position,
- ✚ create CV in which you emphasize your key skills for the given job.

If you follow this procedure, you will make the first step towards your future success.

1.2 A letter of application, cover letter

A letter of application is a formal document in which the applicant applies clearly, simply and politely to work in a chosen company. Its annexes are often

- + cover letter,
- + CV,
- + documents about education,
- + work references and
- + approval of processing the personal details (See Appendix 2: A letter of application).

Cover letter serves as a fast applicant's introduction. It should raise reader's interest in getting to know more about you. Its content is wider than the content of application letter. Its function is to indicate the job position you are interested in, to highlight the knowledge, skills and experience which correspond to the employer's needs. (See Appendix 3: Cover letter - sample).



Design of the application letter:

1. Head

✚ We state the applicant's address in the head of document
Contact details of job applicant are framed to the centre of the line,
usually underlined in the form:
title, name and surname, address (street, street number, post code, town,
code of delivery post), phone number, mail address:

Mr. Charalampos Vafidis, 40 Melinas Merkouri street, Volos
38446, Greece,
Tel.number: 00306972308579, charvaf@gmail.com

2. Company address

✚ The address of company which the application letter is addressed to
is written on the left side, framed to the left, under the applicant's
address after leaving 4 empty lines (the third empty line should
contain the phrase: "Registered letter") in the form:

- Business name of the company
- Legal form of organisation
- Title, name and surname of the person responsible
for applicants' selection Job position of this person
- Street and street number
- Post code and town, code of delivery post

For example:

Mr. Charalampos Vafidis, 40 Melinas Merkouri street, Volos
38446, Greece,
Tel.number: 00306972308579, charvaf@gmail.com

Registered letter

Loulis Group
Private Limited Company
370 08 Sourpi Magnesia Greece
Tel. number. 003024210 94550 | Fax 003024210 94555
e-mail: loulis@loulisgroup.com
Public Limited Company
Head of human resources
Mgr. Lida Malikentzou
e-mail: l.malikentzou@loulisgroup.com
82 Iasonos street
382 21 volos, Greece
Tel.number. 003024210 94 550 - Fax 003024210 94 555

3.Place and date of completing the application letter

✚ written after three empty lines, without commas, framed to the right:
Volos, 11th November 2016

4.Name of the document

✚ written in bold, framed from the left side

Application letter

5.Text

Application letter should contain basic information in which you clearly and politely explain what are you applying for. It is common to start with the initial salutation.

✚ 1st paragraph:

Answer the question: "Where did you find the job offer? Why are you interested in this job offer? "

It is appropriate to state the name of the job position you are applying for in this part.

✚ 2nd paragraph:

- highlight your present-day work experience with the description of duties you carried out and the success you achieved,
- highlight your education and skills related to offered job position.

✚ 3rd paragraph:

- highlight your personal qualities which differ you from the other job applicants.

✚ 4th paragraph:

- formal final salutation at the end of the letter and willingness to meet personally at the job interview

6. Your own signature

7. Appendices (highlighted):

Appendices

Name(s) of appendix(ces)

1.3 Selective tests

Tests are often an important part of selection procedure, mainly in the case of fresh graduates, self-motivated employees or employees transferred from other companies. Their role is to verify applicant's information, discover his potential, skills, character features and personal profile. Obtained data provide the image of the job position which suits applicant the best. The most often used tests are the tests of logical thinking which evaluate abstract, verbal and numerical skills of job applicant (see Appendix 4: Tests of logical thinking - samples).



1.4 Phone interview

Before you are invited to a job interview, an HR manager can call you. It can be a phone interview for preliminary selection in which he finds out if you really meet the requirements. He verifies your information or your interest in applying for this job position. Its aim is also to examine how you react and process unexpected situations. Therefore, try to answer the questions clearly and promptly. Be friendly and helpful because your way of reacting is also one of the factors in the selection procedure.

1.5 Job interview

Have you reacted to a job offer? Have you ever been invited to a job interview? It means that your CV and cover letter were impressive. Now, it is important to prepare for the job interview, make an impression and increase your chance of getting the job. Most people find the job interview stressful no matter if it is their first job interview or they have participated in several previous ones. There is a wide range of strategies which can help you feel more relaxed. The most effective way how to cope with stress is to be ready.

1.5.1 Preparation for the job interview

Prepare for the job interview at home and pay attention to these areas:

- + Personal data - you should remember what you wrote in your CV. A Human Resources manager usually verifies this information. It's a chance for you to tell more about yourself.



- + Information about the company - you should know the company's name as well as the information about its activities; history and representatives, sometimes even about competitors. The best source of information is company's web page or the articles in media. You can get a different view of the company if you imagine how your skills could possibly meet company's needs, aims and so contribute to its future development.
- + Information about the offered job position - think about content of the offered job position, study the requirements carefully, prepare questions for the job interview in order to highlight your interest.
- + Psychic comfort : regard job interview as a meeting where you want to show the best of you. Don't get angry, be honest and truthful, the company will verify the information you gave them.
- + Frequently asked questions - questions are usually repetitive at every job interview. Therefore, it is appropriate to prepare answers in advance (See Table 1: How to answer, or not to answer the most frequent questions).

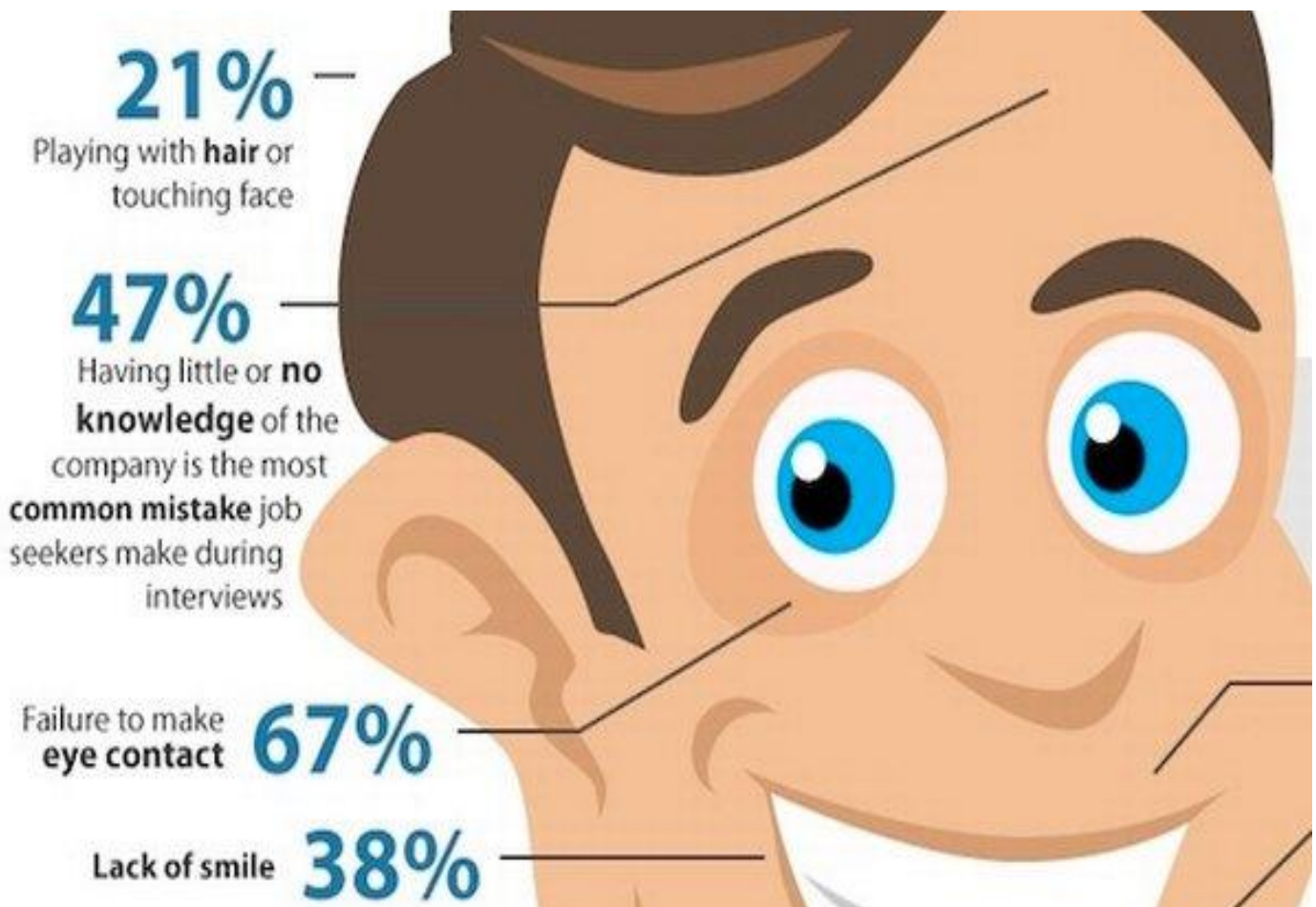
The most common job interview questions:

- Can you tell me something about yourself?
- Why do you want to work for our company?
- What do you know about our company?
- Why are you interested in this position?
- Why are you leaving your current job?
- What were the last projects that you worked on?
- Where do you see yourself in few years?
- In what way do you differ from others?
- What are your greatest accomplishments and setbacks?
- Tell us your strengths and weaknesses
- Do you prefer working in a group or on your own? Explain why.
- How do you handle stress?
- How do you solve conflicts? Describe a concrete situation and how you managed it.
- What are your interests?
- What are your salary requirements?
- How would you react if you were asked to take a course needed for your job?

Looking for the most suitable answer for the most frequently used questions, you can find useful Chart 1, which shows the most frequent mistakes when answering.

Chart 1: How to answer and not to answer the most frequently asked questions

Question	How not to answer	How to answer
Why do you want to work for our company?	I was contacted by personal agency, that is why I am here. You are an international company. You have high salaries. A friend of mine told me to try it.	I have been watching your company, it is stable, perspective, and offers an opportunity of career growth. When I found out about your offer, I immediately knew it is the best choice.
Why should we choose you	I perfectly fit for this job.	While reading your



in the first place?	(the answer seems to be arrogant and conceited)	advertisement, I had a feeling that I fit the description of a man you are looking for.
What do you consider to be your biggest strengths?	I am a born leader.	Describe situations where you have proven as a leader, e.g. you managed to organize a charity evening, my project got award.....
	I am a team player.	Describe situations, where you showed that you are a team player, e.g. while working on a project "XY" I was in charge.... I helped my colleague to solve a problem, he could not cope with it on his own....
	I am a workaholic. (You not always score with this statement.)	Most employers are looking for stable employees, workaholics do not last at their jobs.
What are your weaknesses?	I do not have any weaknesses.	Focus on what you need to improve and highlight where you see the opportunity to improve e.g. I am not very skilled but I want to gain the experience and your company is the right place for it. In the case of strengths, always think of an example where you can prove your strength appeared.
Do you prefer working in a group or on your own? Explain why.	I am a team player.	Good interpersonal relationships and a pleasant atmosphere are very important to me. I like to communicate and solve problems in a team. It's a chance for me to learn from others and gain their experience.

Why did you leave your previous job?	I had a terrible boss and stupid colleagues. (Your prospective employers might suppose you will one day tell this about them and spoil their good name.)	I have been watching your company for some time and I always wanted to work in a large, stable company, with a good name, so when I found your advertisement I did not hesitate for a moment.
What are your interests? What are your free time activities?	I like adrenaline sports.	Family, travelling, reading books.
Questions concerning privacy, religion, family state or sexual orientation.	HR should not ask questions like these. But if he does, it is appropriate to answer like: If possible, I would like to omit this question. Can my answer influence the result of interview?	

1.5.2 Day of the interview

Come on time!

In order not to spoil the first impression, come with spare time. Employers like employees who are on time, therefore it is appropriate to come at least 15 minutes earlier. If you are not familiar with the location, look it up on the map in advance, or go and see the place beforehand. Always have some spare time included in case of unexpected situations, such as traffic jam or late bus. Have a phone number of contact person with you, so you can announce him or her that you cannot come or that you will be late.

What to wear?

The day of the interview is the first time you meet with potential employers in person. You must, therefore, have a good visual impression, consisting of clothes and manners. Research of the organization that you have done beforehand can provide information about how the company employees dress. It's good to know that you should not choose a heavy perfume or too showy jewellery. Although the appropriateness of clothing depends on the job, it never hurts for ladies to wear suits, elegant dresses or pants with blouses. And for men elegant trousers combined with shirts, ties, possibly a suit.

Do not smoke before the interview, cigarette smoke will be smelt even a few minutes after. Do not chew a gum. Turn off your cell phone.

What to take with you?

Do not forget to take your ID card, CV, verified photocopies of diplomas, and all the certificates, possibly the job offer and notebook with the pen to write down notes on the day of the interview.

Do I have to work
on weekends?

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interview

The interview starts with greeting, at handshake gently press hand and look into the face of greeting person. Keep an eye contact during the interview. Relax, cooperate, try to develop

the dialogue, and try to set comfortable mood. Do not interrupt the other speaker when speaking, take your time when answering the questions. Respond to every question, even if you had the answer in your resume. Refer to the concrete experience and situations. Job interview is a place where you have a space to talk about your abilities and characteristics, so feel free to use it fully.

There is usually time for your questions at the end of the interview. Do not stay quiet, prepare your questions beforehand. HR usually keep track of their number and quality. The questions are indicators of your motivation, as well as your preparation for the interview. If the interview is covered by agency, ask for specific working time, rewards, benefits, work environment, organizational structure, team, superiors, company culture and opportunities of growth and development.

If the interview takes place at the company with HR department or with the manager, ask for a closer description of a working day, which shall serve you as filling the picture of work position and job requirements, company culture, team, relationships, competence or responsibilities. In this case, it is more appropriate to ask about rewards, salary, benefits and working time in the next round.

You should be able to answer the following questions at the end of the interview:

- + What is the job description of mentioned job position?
- + How does the company treat people?
- + When is the commencement of work planned?
- + How long will the selection process last? How many rounds?
- + When can you expect notification?
- + What is the next step?
- + Is it necessary to deliver additional materials?
- + Is it necessary to take some tests? (professional, linguistic, psychological?)

Do not forget about feedback at the end of the interview. You will show that you are willing to reveal your weak spots, you can be self-critical and you know how to accept feedback and you are interested in removing your weaknesses.

1.5.4 Meaning of non-verbal communication when filling a job position

Keep in mind that your attitude can be as important as the things you say about yourself - body language is very important. Good HR can tell when the applicant is telling the truth or not only with the help of the right signals. Take a deep breath and greet interviewer with a firm handshake. Wait until you are asked to sit down, sit straight, keep an eye contact - believe in yourself. (Appendix 6 - Body language at job interview, series of pictures with explanations.)

Generally known negative signals:

- ✚ Forehead shrinkage - outrage,
- ✚ Lifting eyebrows - distrust, arrogance,
- ✚ Not keeping an eye contact -submissiveness, dishonesty,
- ✚ Significant departure from partner - disinterest, disapproval,
- ✚ handling of objects, playing with hair, repeatedly checking a watch - nervousness, anxiety, fear,
- ✚ clicking of fingers - nervousness, impatience,
- ✚ clenched fists - aggression,
- ✚ building a roof out of fingers together with chin-up - objections, arrogance,
- ✚ lifting the index finger - aggression,



- ✚ crossing arms and legs - disinterest, insecurity, closeness, opposition,
- ✚ stretching - arrogance, dominance,
- ✚ face touching - uncertainty, nervousness,
- ✚ rubbing the nose or swiping underneath the nose, neck scratching - lie,
- ✚ turning back from people - disagreement, disinterest.

Generally known positive signals:

- ✚ Relaxed, friendly position,
- ✚ Hearty handshake, palms open,
- ✚ Adequate strength of voice, switching slower and faster pace of speech,
- ✚ Keeping an eye contact,
- ✚ Appropriate usage of smile,
- ✚ Sitting straight, legs slightly bent under the chair,
- ✚ Approachable gestures.

Practice Plan

Exercise 1: Europass

Time	What will we do?	What do we need?
15 min.	Student is given instructions on how to fill in Europass	Appendix 1: Europass - instruction manual
60 min.	Student fills Europass online: https://europass.cedefop.europa.eu/editors/sk/cv/compose	Europass - blank form
10 min.	Student clicks on preview and checks grammar mistakes and the form itself	
10 min.	Students exchange and check each other's CVs	

Exercise 2: Job application form and cover letter

Time	What will we do?	What do we need?
15 min.	Student is given instructions how to write formal documents like job application and cover letter	Document scheme, samples
60 min.	Student writes the job application letter and the cover letter	Appendix 2: Job application - sample Appendix 3: Cover letter - sample

10 min.	Printing and signing the job application and cover letter,	
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completing documents (qualifications, certificates, etc.)

Exercise 3: Job interview

Time	What will we do?	What do we need?
20 min.	An expert gives a lecture on how to prepare for a job interview, how to answer the frequently-asked questions correctly	Experienced human resources expert Appendix 4: Tests of logical thinking
20 min.	Students will watch a video showing what kind of applicant's behaviour is appropriate or inappropriate	Video
40 min.	Students will select a job position which they want to apply for. Then, they write their answers to the answer sheet with examples of situations which reflect their positive character features.	Appendix 5: Are you ready for the job interview? (answer sheet)
60 min.	Students are divided into groups and discuss the situations displayed on the pictures. Students try to reveal what can body language indicate about an applicant	Appendix 6: Body language at a job interview (pictures with description)

Conclusion

Applicant, who wants to be successful on the recent European labour market, must be prepared for all the stages of job interview - from correspondence between the job applicant and potential employer, to verification of realized circumstances by tests and job interview. This publication shall help us to create own CV, job application and cover letter. It shall point out the mistakes which are better to be left out at the job interview and emphasize the need of a thorough preparation.




Appendix 1: Europass


PERSONAL DATA

Give your name and surname



 Give street name, number, code, city, country.

 Give your phone number.  Give your mobile phone

 number. Give your e-mail address.

Sex: Give your sex. | Birth date: dd/mm/yyyy | Nationality: Give your nationality..

NAME OF JOB YOU ARE APPLYING FOR WORK POSITION PREFERRED JOB NAME OF THE STUDY PROGRAMME

Give the name of your potential employer / work position / preferred job / study programme.

WORK EXPERIENCES

Give date (from - to):

Give a kind of job or work position.

Give name and address of the employer (or full address and webpage). Give main activities and responsibility.

Give an economic sector.

EDUCATION and PREPARATION

Give date (from - to).

Give name of acquired qualification.

Give name, address and country of the organization providing the education and preparation.

▪ Give a list of main subjects/Professional skills.

PERSONAL SKILLS

Give your native language(s).

Native language

Other languages

UNDERSTANDING		SPEAKING		WRITING

Listening
interaction

Reading

Oral

Individual oral
Performance

Levels:
A1/2 - Language
basics
B1/2 - Individual
user
C1/2 - Experienced
user

Organizational
and managing
skills

Replace this text with a description of your organizational and managing skills. Indicate where you acquired these skills.
Example: management position (responsible for 10-member team).

Communication skills

Replace this text with a description of your communication skills. Indicate where you acquired these skills.
Example: good communication skills acquired at the position of export as sales manager.

Working skills

Give your other work skills which are not given in the previous parts. Indicate where you acquired these skills.
Example: capability of quality control on excellent level (responsibility for quality auditory).

Computer skills

Replace this text with a description of your communication skills. Indicate where you acquired these skills.
Example: good knowledge of Microsoft Office™.

Other skills

Give your other skills and competences which are not given in the previous parts. Indicate where you acquired these skills.
Example: Carpentry.

Driver's Licence

Give a vehicle group.
Example: Eligibility to drive B-class vehicles.

ADDITIONAL
INFORMATION
Publications
Presentations
Projects
Conferences

Give publications, presentations, projects, conferences, seminars, prizes and awards, memberships and references which you consider relevant.

Seminars
Prizes and
Awards
Memberships

References

Give a list of attached documents.

APPENDICES

Examples: certificates and qualifications copies, job/work confirmation, job position, publications, research and development

Appendix 2: Application letter

**Mr. Charalampos Vafidis, 40 Melinas Merkouri street, Volos
38446, Greece,
Tel.number: 00306972308579, charvaf@gmail.com**

Registered letter

Loulis Group
Private Limited Company
370 08 Sourpi Magnesia Greece
Tel. number. 003024210 94550 | Fax 003024210 94555
e-mail: loulis@loulisgroup.com
Public Limited Company
Head of human resources
Mgr. Lida Malikentzou
e-mail: l.malikentzou@loulisgroup.com
82 Iasonos street
382 21 volos, Greece
Tel.number. 003024210 94 550 - Fax 003024210 94 555

Volos, November 11, 2016

Request for a job - job application

Dear Sirs,

Based on your advert published on the website: www.workenter.gr on November 11, 2016

I am applying for the work position of export sales referee.

Your job offer is very interesting for me. I am experienced in working with people from my previous job. I speak English fluently. I am an expert in typewriting as well as working with PC
- on the user level of MS Office and Internet.

My advantages include reliability, flexibility and communicativeness. Thank you for reviewing my request in advance.

Yours faithfully

Charalampos Vafidis

Appendices

CV

(Europass)

Cover letter

Qualification

s

References

Appendix 3: Cover letter

**Mr. Charalampos Vafidis, 40 Melinas Merkouri street, Volos
38446, Greece,
Tel.number: 00306972308579, charvaf@gmail.com**

Registered letter

Loulis Group
Private Limited Company
370 08 Sourpi Magnesia Greece
Tel. number. 003024210 94550 | Fax 003024210 94555
e-mail: loulis@loulisgroup.com
Public Limited Company
Head of human resources
Mgr. Lida Malikentzou
e-mail: l.malikentzou@loulisgroup.com
82 Iasonos street
382 21 volos, Greece
Tel.number. 003024210 94 550 - Fax 003024210 94 555

Volos, November 11, 2016

Cover letter

Dear Mrs. Malikentzou

Based on your advert published on the website: www.workenter.gr on
November 11, 2016,
I am applying for the work position of export sales referee.

The vacancy in your company addressed me a lot thanks to advertising campaign to your latest software. I perceive Loulis Group as a modern company, with original and innovative approach to new technologies. As a customer, I know high quality of your products therefore I consider the opportunity to work in your company as exceptionally attractive. I assume that company with such a focus has a long-term perspective and it will enable me to improve and develop my business and communication skills.

I have a 3-year experience on a position of export and sales manager in EPSA Company, where I worked as a first-contact person. The former employer appraised my ability to see an opportunity where others did not. To make a dialogue with a client is not any problem for me thanks to excellent communication skills, use of English language and flexibility when

finding an optimal solution.

I like challenges and cope with stress well. I consider myself as an empathic, dynamic and reliable person with a positive work approach. I get along with other people perfectly, that is why they approach me quite repeatedly. In spite of being an independent person, team work is not a problem for me.

I believe that my experiences make me a good candidate for the offered work position. If my cover letter impressed you, further detailed information about me can be found in the attachments (CV) or I can add it personally at the interview.

I am looking forward to your reply.

Yours sincerely

CharalamposVafidis

Appendix 4: Tests of logical thinking

Samples of the test to find out verbal capabilities of a job applicant
Right answer is marked in bold.

1. There is a word missing in the sentence and your task is to select a term to finish it: An opposite of despair is
a) joy b) hope c) welfare d) hatred e) love

An opposite of desire for power is.....
a) humiliation b) non-resistance c) modesty d) obedience

2. Choose a word which is not suitable to the other terms logically:
a) smart b) fast c) abrupt d) to run

Answer: The word to run does not belong to the others logically - just because of being a verb.

3. Impulsive means:

a) furious b) aggressive c) angry d) quarrelsome

Answer: The right answer is the word quarrelsome, all the 4 words are connected by bad mood but quarrelsome means to be prone to disagreement and opposite point of view.

4. Which of the following cities is not located in Europe?

a) ADRIMD b) OSWCOM c) LIBNER d) GNEBIJI

Answer: d) BEIJING, other cities are: Madrid, Moscow, Berlin

5. Which word does not refer to a car brand?

a) ELPO b) ROFD c) LIEME d) TRICONE e) DONHA

Answer: c) MIELE, other car brands are: Opel, Ford, Citroen, Honda

Samples of the test to find out mathematical skills of a job applicant

The tasks testing mathematical thinking of a job applicant can be very diverse - from

multiplying tasks of different levels to problem tasks.

Example:

1. Estimate the probable right

solution. $40784 \times 73278 = ?$

a) 7 754 224 872 b) 4 343 762 762 c) 2 988 569 952 d) 1 238 475 432

If $3x + 3 = 15$, how many is "x"?

Answer: 4

If $59 = 25\%$, how much is 100%?

Answer: 236

2. Problem tasks

19 members of a staff team want to contribute to a gift for their colleague who becomes retired. They decided that everyone pays the same contribution but this will be derived from their working time. 10 of them work full-time, 4 work 3 days per week, 5 work 2,5 day during week. They collected 149 euros. What was the sum the member of a staff team paid individually?

Answer: 6 €

Samples of the test to find out abstract capabilities of a job applicant

Example: Look at these diagrams and decide what the continuation of sequences is.



(a)

(b)

(c)

(d)

(e)

Answer: The right answer is (b) because the 2 triangles located diagonally-opposite always follow after the first triangle.

Appendix 5: Are you ready for a job interview?

Question Answer Example

- 1) Tell me something about you.....
- 2) What do you know about our company?.....
What do you expect from the offered job?.....
- 3) Why do you think you are the proper
candidate for the work position?.....
- 4) What are your major successes and fails?.....
- 5) Where do you expect yourself in 5 years?
- 6) What are your strengths?.....
- 7) What are your weaknesses?.....
- 8) How do you cope with stress?.....
- 9) How do you solve conflicts?.....
- 10) How would your colleagues describe you?.....
- 11) What are your hobbies?.....

Appendix 6: Body language at an interview



Fig. 1



Fig. 2



Fig. 3



Fig. 4



Fig. 5

Fig. 1: Strained body-control gives negative impression, it can discourage a customer and invokes overburdening.

Fig. 2: Opened and relaxed body-control, accompanied by direct sight, reveals sovereign and communicative personality standing by her opinions and listens gladly to other people's opinions and accepts them as well.

Fig. 3: Shuffling refers to restlessness, uncertainty or indifference.

Fig. 4: Subordinate attitude - you don't believe in yourself, you look like you need protection.

Fig. 5: Superior attitude - you perform arrogantly, looking dominantly, you are not open to others' opinions.



Fig. 6

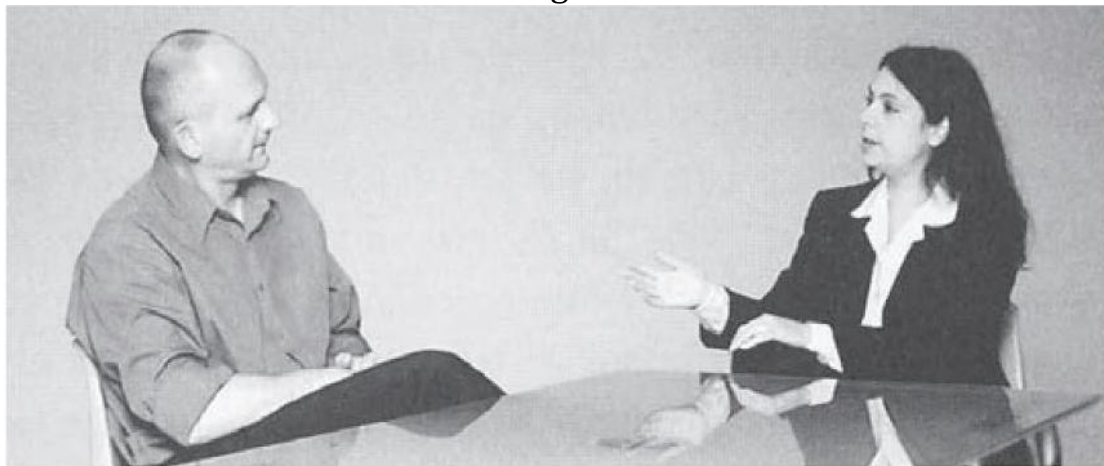


Fig. 7

Fig. 6: No interest, no self-confidence.

Fig. 7: Open, communicative and relaxed attitude, job applicant listens and talks actively.



Fig. 8



Fig. 9

Fig. 8: Critical attitude, no will to talk, incommunicativeness, waiting game.

Fig. 9: Manifestation of negligence and dominance.



Fig. 10



Fig. 11



Fig. 12



Fig.13

Fig. 10: Crossed legs reflect protective, critical attitude, upper part of the body looks relaxed but crossed legs might invoke distrust or scepticism.

Fig. 11: Performs openly, relaxed and concentrated, ready to listen and talk actively.

Fig. 12: From dominant to arrogant attitude, looking too relaxed.

Fig. 13: Hesitating and subordinate pose indicating that you don't have the courage to take-over the offered job position.



Fig. 14



Fig. 15



Fig. 16



Fig. 17

Fig. 14: The job applicant doubts about what he hears, he lies. His gesture expresses uncertainty and embarrassment.

Fig. 15: Applicant is nervous having a feeling that he is going to be cheated.

Fig. 16: Applicant thinks, tries to find proper solution, he needs a bit more time for thinking.

Fig. 17: The job applicant expresses no interest.



Fig. 18



Fig. 19

Fig. 18 and 19: In general, crossed arms are interpreted negatively and always perform in connection with body-control and mimicry. The applicant on the left performs in a refusing and unsympathetic way. Crossed arms accompanied by a furtive smile, like in Figure 19, create an impression of having sympathetic and cheerful man in front of us.