



ENSHRINE

Placements

RE-ENGINEERING YOUR LIFE'S JOURNEY

CV tips to make you shine

Insider information on CV presentation

Your CV is a bit like a herald you send on ahead to spread the word, a signal you transmit to inform others about what value you have to offer. It has to make a comprehensive case for you in your absence, it has to be cogent and cut to the quick because you are not there in person to validate or justify anything it contains. Your CV must speak for you, on your behalf, by speaking for itself; in other words it must be a legitimate ambassador and avid promoter of your merit and worth.

In all likelihood your CV is bound to have to make the perilous journey across the desk of a recruitment consultant or HR manager on its way to the decision makers for the position you want. 'Perilous' because very often the calibre of your CV determines whether your application makes it to the starting line or gets eliminated in the try-outs. In order to ensure you have a fit and fighting chance and qualify to be in the running for a position, your CV has to get over the first hurdle of cracking the nod with a recruitment consultant or HR manager.

In acknowledgement of this, at the beginning of 2011 Enshrine invited peers from our international network of consulting partners and collaborators to share their insights regarding what differentiates an excellent CV from a poor one, from ‘the horse’s mouth’, so to speak. The objective of this exercise was to provide you with some insider tips and guidelines that might assist you in the task of creating a CV that supports rather than sabotages you. Understanding what consultants want and look for in a good CV plays an extremely important role when it comes to whether yours ends up in the fat stack on the floor, or in the small neat pile on the desk ready for presentation to a client.

Invest in yourself

A good CV is an invaluable asset when it comes to navigating the career trajectory you dream of, so it makes infinite sense to invest of yourself when it comes to creating one.

The saying “What you put in is what you get out” is an excellent rule of thumb in this regard.

The quality of the results you obtain with your CV will in large part be determined by the:

- ‘What’ you choose to include in it: the specific information it contains and does not contain. A key to good CV writing lies in knowing what is important and what isn’t. The content you choose should always give the consultant or client reading it clear insight into your understanding of the open position you are aiming to fill. If your content isn’t targeted it suggests you are not versed in the expectations of the role and lack clarity as to how your skill set directly addresses the needs you will be required to fulfil; even when this may not be the case. The *right* information is always more important than *all* the information – it suggests you understand the needs of the position and this substantiates your claim to expert status.
- ‘What’ you invest: the attention you focus on understanding what differentiates a good CV from a poor one, and the resources and energy you choose to invest to ensure yours is doing the best job for you it possibly can. Here it may even be necessary to enlist the expertise of professionals, companies or individuals who offer CV writing services, to assist you in optimising your CV.

Selling books with covers

Imagine you are going on holiday and you have only a few minutes in the airport to buy a book to read. In order to make a decision, you begin by finding a section in the shop containing books of a genre that appeals to your particular tastes. Then most likely it is the front cover and the title that makes you pick up a specific book. You open it and read the inner sleeve and maybe even the first page. What you get from this brief consideration should make you want to know more, and give you enough to go by to make a reasonably informed decision. Based on this information you may choose to buy the book or you put it down and look for another. In much

the same way a consultant or client may accept or reject a CV based on how succinctly it is able to capture and present the relevant information and pique interest.

Paraphrased metaphor provided by Mark Daniel
SmallWorld Australia

Now imagine yourself in a recruitment consultant's shoes for a moment. In front of you on the desk sits a stack of CV's to read for a specific job description. I am sure you would agree that faced with such a task, entertaining reading would not be one of your expectations. But then, entertainment is not what CV's are about. The CV's in front of you are of varying length, structure and style and so the information you require to make a decision may have to be extracted; you may have to hunt for it. When you have loads of CV's to get through it will soon become clear that the quicker and easier it is for you to find the relevant data and assess compatibility between an applicant and the job description the better.

While you might hope that consultants don't "judge a book by its cover," the truth is, especially when there is pressure and deadlines involved, they invariably do. The truth is surveys indicate that on a first reading, consultants seldom spend more than 60 seconds scanning a CV to determine the suitability of any given candidate; all the more reason to ensure that the right data is highlighted to grab the attention immediately. While consultants might strive to keep your best interests at heart and do their best to remain objective, the basic fact of the matter is that, being human, they are highly influenced by the quality and presentation of a CV. In fact, very often the manner in which a CV is presented is used by consultants in a "read between the lines" fashion, to gain insight into a candidate's sense of professionalism and his or her attention to detail. Poor structure, spelling mistakes and missing data or fields of information immediately raise red flags. It is a mistake to think that being an engineer or a technician as opposed to a literature graduate should cut you some slack. Getting someone to proof read and fix your poor grammar is something that for most is not that difficult to accomplish – even more reason for why it rubs the wrong way when it is below par. Although allowances are often made for second language speakers, junior or less skilled roles, the bottom line is that poor presentation makes for a less than glamorous entrance. Your CV usually makes the first impression – and first impressions last. Ultimately the more senior the role, the more important it is to get it right.

While your consultant can assist you with getting your CV tip-top for presentation to a client, you simply can't rely on them to do the work for you. And this includes expecting them to dig and hunt for the information they are looking for to determine whether you are the right match for the client's needs and the specifications of the open position. Take the power into your own hands by ensuring your CV highlights your value and ability in the most favourable light possible, and that it does so in an easy to read, professional and accessible fashion.

Your CV is not about you

Your CV is not a description of your ego, an illumination of your personality, or even simply a record of your qualifications, career and employment history; even though it contains these things. Your CV is ultimately a document that should describe a solution to a problem a client is experiencing *now*. For most people, a CV is a historical record of their career to date, rather than a living testament of the value they can add to a company or division through a specific role today. To a large extent the past is meaningless unless it can be directly related to needs in the present.

Solve a problem - answer a need.

CV's have a specific purpose, and that is to market your value in a manner that targets a specific job description. Put differently, your CV should prove that you are competent and qualified to answer a client's specific need.

How can you give an appropriate answer when you don't know what the question is? You can certainly try, but 'hit and miss' would likely be a good way to describe such an approach, and effectively you would just be guessing. By the same token, how can you send your CV for a job that you have not researched thoroughly? In the same way that a question defines and determines the answer, so too the job description defines and determines how your CV should be structured and how you focus your competence and experience.

The shotgun approach doesn't work. Know what you are aiming at – know the job description.

A CV must be written for the reader within a specific context and with a view to achieve a specific result. Be true to yourself and skills but adapt and change your CV according to needs. Look at the job description and draw the experience and achievements to speak to that on the front page. Although the basic content of your CV will remain the same because it is based on fact, you should be willing to adapt, edit and arrange the information according to each specific job you apply for.

An employer is only looking for someone to solve a problem for them and the key of the success of the CV is to identify that problem and ensure that the CV clearly explains how the individual can solve the problem and what part of his/her experience, background and achievements prove that he/she can achieve the result required.

*Ian Irvin
Irvin Hunt UK; ENEX Honorary Life President*

Once again, just having all of the relevant information somewhere in the CV for the client or consultant to fish out is not enough. Your ability to draw forth the evidence that speaks to a specific need, highlight and foreground it for ease of access and visibility, is part of how you prove your competence.

Serve the ‘numbers’ pudding

Your CV must answer the question “So what”? Qualification and capability is not the same thing, so the ‘what’ in this case is *proof*. If the proof is in the pudding then the pudding itself is the achievements and measurable results. Your CV should justify your ability and right to function within a specific industry and designation, and at a certain level, based on evidence that you have successfully done so before. It should succinctly and efficiently qualify you to do a particular job for certain market related remuneration.

What do consultants and clients want to hear?

- Dollars saved.
- Dollars earned.
- Time saved.
- Increased efficiency and thus productivity.
- Experience at managing large projects and teams successfully.
- Customer satisfaction.

And all of the above should be presented in percentages and figures related to bottom line.

For example: *Implemented a system for managing data that improved overall division efficiency by 20% within an 18 month timeframe.*

Can you “do what it says on the can”?

It is important to include achievement statements with each position you have held. Achievement statements describe the skills you have and the result of applying those skills. When constructing achievement statements, write them with a focus on the needs of the position; this will make it easier for the reader to understand how you will be able to help them, and address the needs they have. Each achievement statement will need to provide the reader with three pieces of information:

- what you did (the action)
- to what or whom (the focus)
- and the positive affect you achieved (the result)

The focus should be more on achievements than on duties. Still, in and of itself listing achievements is not enough unless your achievements are reinforced by numbers. Describe what you implemented, and more importantly what results your efforts accomplished.

Many candidates spend a lot of time talking about their features, but not the benefits. In other words, what exactly does your suite of skills and experience mean to your potential employer and the position? What can you offer to the company and the position? Never assume the reader will just know, be explicit.

Identify your unique selling points (USP's) that might give you a competitive edge over other applicants. What can you do, based on your career trajectory and experience, that might set you apart and make you especially attractive when it comes to solving the client's problem or addressing a need? Highlight these points clearly in relation to the requirements and expectations of the position. It is here that your technical competencies play an important role. Defining and listing your technical competencies is critical, especially when the role has a highly technical bias. Supplying a skills matrix if you can is always useful. However, when it comes to your technical capabilities, beware of coming across as patronising in terms of the terminology you use.

Best foot forward: Structure and order of presentation

It is important to prioritise the information on your CV so that what is most important catches attention first. Some guidelines for the sections your CV should contain and the order in which it is best to present them are as follows:

1. Target profile or high level overview
2. Key characteristics, achievements and/or key career highlights
3. Previous positions
4. Personal information and contact details
5. Qualifications, professional memberships and specific technical competencies
6. Industry awards
7. References

Section one: Target profile or high level overview

This is a simple paragraph at the top of the CV that, in a few short lines, sums up your character and value offer. Your target profile should clearly and concisely articulate what you want to be doing and why you can do it.

For example:

A multi-lingual Sales Director with diverse global sales experience and a proven ability to generate profitable sales in the industrial automation sector. An impressive 15 year track record of designing and implementing sales strategies, building, leading and motivating teams to meet targets within 'blue chip' companies. Highly creative and self-motivated with the natural ability to identify and cultivate key people. Performance driven and committed to service excellence. Currently seeking a new opportunity to make a significant difference within an organisation that requires a dynamic and objective driven individual.

Your target profile should make you stand out from the crowd. Once again real success arises when you have properly identified an employer's needs and can precisely focus your profile to match this. The remainder of your CV should then, based on previous positions held and quantified achievements, evidence support and justification of the statement in your profile.

Section two: Key characteristics, achievements and/or key career highlights:

This is a brief tour of your experience for quick scanning. In the next section outlining your previous positions you can 'zoom in' and offer greater detail.

For example:

a. Leader of a team of 12 engineers responsible for overcoming challenging design and maintenance issues pertaining to the commissioning of the Bendifo Slurry Plant (\$10m). Upon completion of the project the fully operational plant was maintained competently by excellent staff.

b. Successfully completed \$12m project on time and within 5% of budget. Project specifications incorporated a total multidisciplinary replacement, commissioning, plant start-up and testing of unit control, instrumentation, protection and information systems on three fossil-fuel fired 350 MW electrical power generation units (Arnot power station units 4, 5 and 6).

Section three: Previous positions

The most important information here is:

- Company name
- Dates
- Designation or position title
- Related achievements

If you have held positions unrelated to your current industry or sector focus, keep those descriptions brief. For related positions and particularly for the most recent, you might wish to include a brief description of the company and its service offer as well as your key responsibilities and accountabilities. If you are a senior applicant with a long career history, it is suggested that information regarding positions earlier than 15 years ago should be kept really simple, presented with bullets or in point form, or left out entirely.

The information in this section should all be presented in reverse chronological order, beginning with most recent or current position.

For example:

Feb 1 1999 – Sept 30 2007 **SAFX-Power: Senior System Engineer**

SAFX-Power

A South African based venture, SAFX-Power quickly developed into a global leader in the energy industry, with more than 300 engineers and a workforce of close to 2000 employees. Its service offer encompassed the capacity to facilitate a diversity of plant designs including power stations and was exceptionally strong on system engineering and project management with ISO 9001:2000 and NQA-1 quality assurance accreditation.

Responsibilities:

- Reassess the company's General Design Criteria in order to implement a specific new design with South America as a target market.
- Leading and mentoring teams.
- Contributing to business and engineering process definition, improvement and control – ISO9001 and NQA-1.

Achievements:

- Proposed and implemented a different approach to satisfying safety regulations in conjunction with business needs. Facilitated discussions and negotiations with key role players within the business and the regulatory commission in order to progress and pass the proposed system design.
- Liaised with various departments and levels of engineering resulting in them having a greater understanding of the complex issues of how a client need can manifest itself as a system, sub system and component and how traceability should be maintained.

Reason for leaving: Personal and career growth

Section four: Personal information and contact details

Be sure to include:

- Full name
- Contact information including:
 - email
 - phone numbers
 - address

It is suggested you provide a private email address and preferably a personal mobile number for all correspondence and communication with your recruitment consultant and or prospective employer, especially if you are considering a new position while still employed.

Beyond this your personal details should be kept to a basic minimum. If a prospective employer wants to know more than this it is up to them to request it.

Section five: Qualifications, professional memberships and specific technical competencies

List your degrees and diploma's as well as additional courses you have done. It is important to include the dates of study and the institution where the qualification was obtained. Once again, remember to keep this information focused on the needs of the position you are applying for. Information regarding secondary education should be kept to a minimum; only highlight information that might add relevant value, such as mentioning that you were head-boy or a prefect to indicate a tendency toward leadership from an early age – and then only if the position you are aiming for requires leadership capability.

The details of specific modules within your qualifications are unnecessary unless they point to a specialisation that makes your value offer unique relative to the needs of the position. So courses you have done which are unrelated to your specific sector or industry focus are not necessary unless they sell your particular value offer for a position in a unique way. For example having done a course in first aid may be an added bonus for certain positions even though not a direct requirement.

Professional memberships can boost your credibility as they validate your position as a respected member of your industry.

Technical competencies directly related to the needs of the position you are applying for are important. In the contemporary context, listing computer skills can grant an inside view into your level of administrative competence, irrespective of the industry you are in.

Character and personality traits that might make you an appropriate match for a position may also be included here. For example, if the job you are aiming for requires you to work on site in a remote location where you have to work alone without supervision, it would be acceptable to make mention of your ability to do so – especially if you can back this up with past experience, dates, locations and results. If possible, extract data from a recent psychometric analysis/report, or get one done.

Section six: Industry awards

Include any acknowledgements by your industry for contributions you have made.

Section seven: References

Be sure to have lined up at least two referees and include as much information about them (business title, company name, and relationship to you – past or present) as possible. The quality of your referees reflects strongly on how you in turn will be perceived, so choose them wisely. Try to offer as much contact information for them as possible so that recruitment consultants and/or prospective employers do not have to struggle to connect with them, and choose people who will be forthcoming and complimentary (while still sticking to facts) when approached to provide a reference for you.

Look and Feel: style, layout and design

Ultimately the manner in which your CV is presented should reflect an integrated balance between form and content; it should be tailored to the sensibility of the industry and thus the reader. Different industries have different sensibilities and expectations. In the engineering and technical sectors, facts, figures and a scientific bias are naturally favoured over artistic flair. Specifications and tolerances rule over clever turns of phrase and pretty design elements. Generally good CV's in this arena are described as those that cut to the chase and present the information succinctly and clearly with as little fanfare or embellishment as possible.

Here are some pointers and suggestions offered by recruitment consultants with regard to CV design:

- Length:
 - Aim for a maximum of 2 pages and a minimum of 1. This may come as a surprise, but remember that the more accurately you can position your value offer relative to the needs of a position, the more you evidence that you understand what will be expected of you and can offer a solution to the client's problem. By all means try not to exceed 5 pages.
- Design:
 - Simple layout with bullets or tables: to the point and professional.
 - One colour is best, but no more than two colour and then not for aesthetic reasons, but rather for ease of reading.
 - With regard to the font used, Tahoma and Verdana are good because they are easy to read both onscreen and in print.
 - If necessary, a 9.5 point size can be used to increase the amount of information you are able to get onto a page.
 - Only include a photo if it is of excellent quality and if you are photogenic, otherwise not. Nowadays, with increasing pressures around discrimination in the workplace, many recruiters recommend excluding a photograph entirely. For the recruitment agency's purposes a picture is useful as a reminder but it may bias client selection.
- Style:
 - Not too "clever" – functional and easily read.
 - Impersonal style - factual/scientific. You may wish to tell the consultant/client about yourself as part of your introductory or cover letter or include some information in your target profile. Some consultants take note of personal inclusions such as hobbies etc. However, space permitting, personal data should be minimised unless it highlights something about you that might have specific relevance to the position you are applying for. A simply summary of personality character is sometimes helpful if punchy and clear, but remember that your CV should reflect performance more than character since the employer is looking for someone to produce some kind of result. A psychometric test is far more valid than talking about yourself randomly.
 - Your CV should not evidence any belief system bias unless your views and values are relevant to the specific nature of the company (in which case you had better have done your homework and be absolutely certain of the company's position) or the industry you are applying to work in. Healthy advice is that unless you're looking to work for a religious, political, or social organisation, you would be well advised to refrain from sharing your personal philosophies.

Finally, when presenting your CV to a recruitment consultancy, be sure to present it both in PDF *and* MS word format. While consultants may not alter the information contained in your CV they may wish to edit out names and contact details during the presentation phase of the

process and add their branding (logo) etc. for ease of identifying you as one of their candidates to client.

Red Flags

What are consultants looking out for that they *don't* want to see? Consider where your CV might be at risk of being interpreted in a negative light, and wherever possible, validate or frame the information in order to ensure that you leave no questions unanswered. The following points generally raise red flags in CV assessment and are indicative of what consultants consider to be a poor CV:

- Lack of cohesion, structure and formatting. Unfocused information – the CV comes across as just being “thrown together”.
- Poor grammar and spelling.
- Overly verbose statements that are not fact focused or pertinent.
- Too much ‘clever’ publishing and ‘flashy’ design and layout. A bad photo of you.
- Very often the poorest CV is the longest. Too much information, especially if it is irrelevant, gives the impression you don't know the needs of the position you are applying for.
- Missing data such as institutions or organisations and dates. (e.g.: degree but no institution).
- For completed studies: did you complete the qualification in the expected timeframe? If it took longer - why? In some cases taking longer might be a negative thing. However, it can at times be a positive. If you were paying for your own tuition and had to take a break year to generate necessary funds to continue and complete, this indicates determination and initiative. Ultimately it is better to refrain from putting pending studies on a CV, especially when they have been engaged for what seems like a long time.
- ‘Gaps’ in career progression (years that are unaccounted for and are not motivated or appropriately framed in the CV).
- Random career movements (‘job hopping’) that appear to be unrelated to natural cycles in career progression. In engineering for example, movements every 4-6 years are acceptable, while shorter stints may cause concern unless framed appropriately.
- Downward movements in career progression from an organogram perspective that are not appropriately motivated or justified. Lateral movements are fine so long as they indicate gaining experience of the full spectrum of an industry.
- Poorly substantiated reasons for leaving a position, or worse, blatantly stating that you were fired, let go for making poor calls of judgement, or left a previous position as the result of to conflict with superiors or co-workers. Carefully phrase and position your motivations to leave in a manner that will not cast doubt on your character or choices.
- The divulging of confidential or privileged information regarding a previous company or organisation – this indicates poor judgement and/or questionable character.

- Embellishment or exaggeration that paints a false or inflated perception of you and your abilities.
- Unnecessary details about your life that have no relevance to the specific position being aimed for.
- ‘Bad mouthing’ or making negative comments about current or previous employers or colleagues. Your CV is not a place to vent your frustrations or prove a point.
- Salary expectations: including your salary expectations in your CV is not advisable because it gives you no room for negotiation. Rather leave this information out and discuss it during the interview with your recruiter. Preferably leave financial negotiations with a prospective employer up to your recruiter as well.
- Presenting career history in chronological order beginning with the first position held. Remember, most important information first which means your current or most recent position title and role.
- Lack of focus on the needs of the position being applied for.
- ‘Generalistic waffle’ about yourself - overly personalised.
- Lack of detail regarding responsibilities/accountabilities and a lack of measurable results and achievements.
- Referring to previous positions as ‘jobs’ versus ‘positions’. (Comes across as unprofessional).
- Lack of references and relevant contact information of referees.

Solid CV summary

The following points serve as a general reminder of what distinguishes a good CV from a poor one:

- Punchy, focused data/facts highlighting your strengths, skills and experience relevant to the needs of the specific position you are applying for - at a glance.
- Dates, structure and flow – accounting for any gaps. ID or DOB, EE status.
- A clear definition of what you are looking for and proof that you are entitled to aim for it.
- Professionally presented with a specific format that is maintained throughout.
- Less is more – information is prioritised and edited in accordance with the needs of the position and if at all possible, not more than 2 pages of A4 in length.
- Listing employment history in reverse chronological order, from the most recent position with employment duration.
- Focus on achievements and measurable results: NUMBERS.
- Detailed lists of relevant duties/responsibilities/accountabilities.
- The inclusion of personality and/or character traits that are relevant to the needs of the position being applied for - *only*.
- Solid references with updated contact information.

To do as you do

While we at Enshrine have done our utmost here to give you some of the best tips and guidelines we could possibly lay our hands on with regard to designing a great CV, at the end of the day consultants and employers read CV's in their own way, and there will always be a personal bias involved in the process of selecting suitable applicants based on submitted CV's. Some people like to know about your personal traits and characteristics and others want only the hard facts. There are as many opinions about the specifics of a good CV as there are people out there. While CV writing is by no means a science, there is a lot to be said for clear structure and answering to the client's needs. Ultimately however, the key is to be true to yourself when presenting yourself through your CV while also remaining true to the nature of the industry you are working in. What is the temperament of your industry? How does your industry work? What are the expectations of your industry? These questions will help you to focus your CV clearly and succinctly.

**Is it more important that the machine is blue or red?
Or more important that it can function to specification and within tolerance?**

You know what your professional expectations are of yourself and others in the workplace, and so you should treat your CV as an extension of this premise. Your CV should evidence your credibility as a member of your particular industry and specific designation. If you ensure that your CV can do as you do, then you will certainly be on the right track.

**Enshrine wishes to thank the following colleagues and partners
for contributing to our "CV tips to make you shine":**

Caryn Darley – Enshrine Placements
Ian Irvin - Irvin Hunt UK and ENEX Honorary Life President
**Walied Alie and Arlene de Swardt - PhiBlue Innovative Resource
Management**
Dale McCann – AfroAnt
Mark Daniel – SmallWorld Australia



“On behalf of the team at Enshrine I wish you all the best for getting your CV into tip-top shape so that it can be the best ambassador for you it possibly can be, and sincerely hope our CV Tips have been beneficial to you. Please see below for further resources and services we offer”.

Best wishes,

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Enshrine Placements is a unique South African based placement consultancy servicing the engineering and technical sectors. We are a focused team of specialists that bring uncompromising, fresh values to the market we serve.



Our credo: **“Re-engineering your life’s journey”**, is born out of our desire to make a difference and unleash the full potential of our internal staff and the candidate’s and client’s we service.

Enshrine services the following sectors and industries:

Chemicals. Civil Engineering. Construction. Industrial Automation. Management Consulting. Logistics and Supply Chain. Mechanical or Industrial Engineering. Mining and Metals. Oil and Energy. Utilities. Renewable and Environmental. IT Engineering.

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Candidate Value Proposition Marketing

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