



The Exact Expertise to  
Ignite and Sustain Performance™

## LSA Global | White Paper



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## 25 Years of Effective Interviewing

By Jim Kennedy

**W**e've seen a lot of changes in our 25 years of providing cutting-edge interview training to professionals all over the world. The business day has stretched from 9 to 24 hours. Candidates have morphed from sweaty-palmed novices into highly-coached pros. And interviewing has finally been recognized as a critical leadership skill. But as much as some things have changed, others—unfortunately—have stayed the same.

We offer a quick look at some of the greatest changes—and challenges—of the past quarter-century and how we've responded to them. We also note a few practices and beliefs that we think could use improvement.

### What's New

- **Talent.** Worldwide, the growing shortage of smart, educated, motivated candidates who are a good organizational fit has highlighted the need for improved interview strategies.

We've created the Interview Funnel™ model, and tailored new questioning techniques to a more diverse workforce so interviewers can understand and assess individual differences in a more objective way.

- **Internet.** Along with everything else on the planet, the Internet has revolutionized hiring practices. Because a huge number of job opportunities are available on a 24/7 basis, disappointed new hires can move on quickly to something else. Also, candidates can find reams of insider advice on how to prepare for a typical behavioral interview.

We offer unexpected and opportunity-based questioning techniques for these Internet-ready candidates. Unexpected questions are a way to see candidates "think on their feet."

And, opportunistic questions convert the answer to the last question into a new question, thereby drilling down and also minimizing the possibility of rehearsed answers.

- **Millennials.** A new generation of workers, the Millennials (those born since 1979) are bringing much sought after skills into the workplace along with new expectations about balancing work and personal life commitments. Interviewers need to understand these new attitudes and use new questions to probe motivation. They can also learn to tailor their interview to engage the Millennial.

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## The Exact Expertise to Ignite and Sustain Performance™

- **Authenticity.** Candidate authenticity (read: honesty) has sadly declined, and there is a growing willingness among job seekers to pad their resumes and fudge answers in an interview.

We teach our clients how to protect themselves from these trends without creating a negative or stressful interview experience.

- **Speed.** Today, business gets done at warp speed.

Our one-day training program can be delivered in a half-day version or tailored in other ways to meet client needs. We also deliver training through our website in a 2-hour, self-paced program. And we provide 24/7 online support for a year to all seminar participants.

### What Needs Improvement

- **Context.** Many interviewers still don't realize that people organize their memory by their experiences, not their competencies. That's why "Give me an example . . .," type questions come out of the blue, provide no context and actually encourage shallow or fabricated answers.

You can have a conversational interview and generate more authentic answers when you create the right context and time frame for the candidate to answer your questions.

- **Listening.** Some interviewers still do most of the talking and miss the chance to follow the last answer with a question that drills even deeper.

We believe that the best questions often come from the answers that precede them. Effective listening is key.

- **Totality.** When a team interviews a candidate, we still see individual interviewers focusing only on certain, targeted attributes. This means that no one interviewer gets a complete picture of the candidate. They also miss undisclosed weaknesses (e.g., candidate is ambitious but not a team player).

Each interviewer needs to learn enough about the total person to be able to predict future on-the-job performance and behavior.

- **Strategy.** Some interviewers still hope to find a few "magic bullet" questions in an effort to play "gotcha" with a candidate. Or, they rely on a list of uncoordinated questions that don't involve a strategic approach.

Interviewers should cover a range of topics or time periods to get repeated examples and patterns of behavior. They need to conduct an interview that reveals both the breadth and depth of the candidate.

- **Untrained.** Every school teaches students how to take an interview, yet none teach how to give one. Each year, college grads, new MBAs and lawyers show up at work with no formal training in how to interview effectively.

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For 25 years, interviewing has been our passion and the exclusive focus of our business. We put the interview advantage back on the client side. We thank our clients for contributing to our success and welcome the opportunity to help both old and new clients keep their edge with Effective Interviewing!®

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## About LSA Global

Since 1995, LSA has helped leading organizations create and maintain competitive advantages through people. We work with a select group of clients to help them “move the needle” - from simple awareness of best practices through actual adoption of new skills on-the-job to measurable performance that truly impacts the business.

Over 85% of our business comes from repeat clients and our customer satisfaction rating is 97.5%. Our clients tell us that we are different. Our clients tell us that we save them both time and money. Our clients tell us that they appreciate access to certified best-in-class experts across many areas.

## How Far Do You Want



## To Move the Needle?

- Our **Sales** clients confirm that they have grown sales by 40%, increased units sold by 42%, increased average pricing by 12%, and closed over 50% of their pipeline.
- Our **Customer Loyalty** clients confirm that their customer revenue per household increased by 18%, repeat calls decreased by 48.4%, single contact resolution increased by 6.1% and their overall customer satisfaction increased by 10%.
- Our **Leadership and Management** clients report that we decrease their costs by up to 50%, while helping increase speed-to-productivity by 60% and decrease unwanted attrition by up to 40%.
- Our **Project Management** clients inform us that, by regularly completing projects that meet or exceed expectations, they have become an anomaly in the world where most projects disappoint or fail.

Our clients succeed in the marketplace through increased revenue, decreased costs, and higher productivity. They maintain that our rigorous assessment, implementation, and measurement capabilities bring them tangible results. As an organization, we are fiercely devoted to supporting their success.

For more information, please visit us:

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