



The Exact Expertise to
Ignite and Sustain Performance™

LSA Global | White Paper



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YouTube Impacts Behavioral Interviewing

For many years job seekers have turned to books such as "Answers to the 100 Toughest Interview Questions" or to college placement offices for interview advice. Since then, there's been exponential growth in interview coaching services—from outplacement firms to the Internet and most recently to YouTube. A quick search of the video sharing website brings up hundreds of consultants offering free advice on "acing the behavioral interview."

Instant access to professional interview coaching on YouTube changes the game for interviewers. For one thing, it means they have to give up the mistaken notion that using behavioral interview techniques gives them a special advantage. In an era where candidates can learn the ins and outs of behavioral interviewing online, interviewers are more often playing catch up than calling the shots. In fact, when interviewers follow a standard behavioral interview script, they are likely to make several errors.



Here's how—the interviewer asks a typical "Give me an example of a time when you demonstrated a particular competency" question. The very nature of this question automatically telegraphs the answer to the candidate, who's not about to deny having the required competency. Also, savvy candidates know that this typical behavioral interviewing technique is going to be used and have had plenty of time to prepare or even make up impressive examples. Finally, interviewers may forge ahead at this point, wrongly assuming that a single answer to a competency probe is proof that the candidate actually possesses the desired trait.

But you can't learn the whole truth about candidates by batting questions and answers back and forth, especially when they play the game better than you. Instead, exploring various or consecutive periods of time in a candidate's past is the best way to discover who that person really is.

We provide interviewers with a proven model that reveals actual experience and behavior without telegraphing expectations to the candidate. The model allows probing of different time periods in the candidate's life and reveals the presence or absence of repeated patterns of behavior.

The properly trained interviewer will also draw on opportunistic questioning to follow-up or drill down on each answer, rather than merely moving on to the next question. Interviewers who use a highly structured interview script may find today's candidate knows the script as well.

Another challenge is that probing for a single strength or competency can miss an offsetting and undisclosed weakness. For example, a candidate may be decisive but lacks good judgment. Or he might

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be able to handle stress or think strategically but isn't collaborative or results-oriented. Interviewers must learn how to uncover the weaknesses as well as strengths in each individual.

Our method of interviewing provides a more personal and conversational way of evaluating candidates than traditional behavioral interviewing. Today's candidates welcome a positive interview where they can tell their own story rather than endure endless grilling on a list of competencies. And they appreciate being asked questions tailored to their own background and experiences instead of following a generic, one-size-fits-all script.

YouTube may have made candidates smarter than ever about traditional behavioral interviewing. But that doesn't mean interviewers can't stay one step ahead of the curve by learning and applying advanced techniques.

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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.

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