



KEi Case Study #4

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KEi Behavioral Competency Interviewing Lab provides documentation that Internet-based self-teaching tool increases effectiveness of career transition coaching while significantly improving job seeker confidence in competitive job market.

SITUATION

Career transition support services providers do not have a cost effective process to instruct large numbers of laid-off workers in the use of job interviewing techniques that will give them a competitive advantage in a highly competitive job market.

Competitive advantage for a job seeker means being able to deal with the following two facts:

- 60% of Fortune 500 companies are using behavior-based interviews to gain proof of job qualifications.
- 80% of all job failures are attributed to failures in Behavioral Competencies - traits that are shaped between 7 and 12 years of age.

A recent study involving 2,100 job transition candidates across seven Career Transition Centers in the Denver, Colorado area, verified that the top two improvements needed are:

- “More time spent on interviewing skills”
- “More time spent on improving the resume”

Industry service providers are engaged in aggressive price competition that directly impacts the amount of person-to-person interaction time between career transition coaches and the job transition candidates. This price erosion is also being fueled by employer desires to pay less and less for services that will be delivered to their “former employees.”

To improve profitability and deliver efficient, effective one-on-one interaction between career transition coaches and job transition candidates, a tool is needed that can increase quality in interview performance and in the resume.

ACTION

KEi designed Interview Labs that provided career transition candidates the opportunity to practice interview question responses using an online tool consistent with the strong trend toward employer use of behavior-based interviewing techniques to ask questions that explore Behavioral Competencies.

Sixty-six candidates participated in six separate labs at three separate locations. Each lab was conducted in four phases to optimize learning value:

Phase 1...overview information on the reasons that employers are shifting to behavior-based interviewing.

Phase 2...online creation of Behavioral Competency interview questions for a real job, using the actual techniques used by employers.

Phase 3...online structuring of the most effective interview response for each question.

Phase 4...face-to-face interaction with an interviewer, including verbal delivery practice and peer feedback.

RESULT

The piloted KEi Behavioral Competency Interviewing tool did enhance value in three areas:

1. Increased awareness and improved candidate confidence.
2. Convenience of online self-explanatory/self-teaching for candidates.
3. Efficient addition to coaching effectiveness.

Increased awareness, improved confidence...

A majority of candidates were ending their career transition services not knowing how to properly answer behavior-based interview questions. Before candidates practiced answering, this KEi online tool enabled them to experience the rationale for employer design of Behavioral Competency questions. This unique two-step process enabled them to respond according to employer needs. Candidates now completed their services with a competitive advantage for re-entering the job market.

Self-explanatory, self-teaching...

The KEi tool provided a new perspective that demonstrated the need to connect reality-based interview responses with high impact accomplishment statements on the resume. Candidates learned first hand how to strengthen their resume by including essential points of their improved interview responses.

Efficient coaching effectiveness...

Resumes better reflected accomplishments that supported refined interview responses. When the candidates used the KEi tool to create their own (directly applicable) interview questions, the time involvement of the coach became more productive. The KEi tool also equipped the coach with specific instructions for improving the quality of the interview responses.

BEHAVIORAL COMPETENCY LAB SURVEY RESULTS

- Behavioral Competency Interviewing exercise is helpful YES.....100% NO....0%
- Examining the employer's perspective is helpful YES.....100% NO.....0%
- Online tool is easy to understand and navigate YES.....95% NO.....5%

Candidate comments were extremely positive including strong appreciation for the opportunity to utilize the online tool:

“This should be emphasized in the original beginning class.”

“The most helpful of the sessions I have attended.”

“It tied together nicely and gave very specific suggestions.”

“This is the second time I have taken the lab. Once again, it was invaluable. Doing it a second time enabled me to successfully present myself in a behavioral interview.”

“More time allotted for using the system would be great. I really enjoyed the class but wanted more time to review questions.”

“Make the exercise available a little longer after the lab.”

“I feel the behavior-based interview was very helpful. It gave me a different perspective on interviewing.”

“I had to adjust my thinking. Gave me additional insight into different thought processes.”

“Gave me a new perspective on interview questions to help me prepare.”

“I realize how I failed to distinguish myself in an interview last week. I glazed over my responses rather than providing all the necessary specifics to make my answer strong.”

“I would pursue the exercise again to gain more knowledge of the employer’s perspective.”

“It gave me a better understanding and will be helpful to me in preparing for future interviews.”

“100% understanding of the employer’s perspective.”

“Just having these questions brought to the front of my mind is important.”

“This is a skill that takes lots of practice.”

“I dislike role-playing exercises. I liked the fact I was able to do an exercise with the class.”

“Definitely improved my perspective from both sides, gives me something with which I can work.”

“It will be very helpful in my interview preparation.”

“Being able to anticipate and practice is extremely helpful in building confidence and differentiating myself in the interview.”

“I’ve only been looking at it from my own point of view. I think to get a job, I need to be more cognizant of the employer’s point of view.”

“Very helpful. Not much of this area is covered through other sources.”

“I believe this is very useful. I’d like to use it for every job that I apply for.”

“Absolutely valuable. It becomes more powerful as a tool to help me remain on task for future performance reviews and goal setting for promotions.”

“I have never done a behavior-based interview so this really helps.”

“I enjoyed using the online application.”

“Allows you to build and refine your experiences that relate to the core requirements.”

“It’s tough to put yourself in the employer role.”

CAREER TRANSITION COACH REACTIONS

100% of the twelve career transition coaches expressed positive support after receiving hands-on introduction to the online KEi Behavioral Competency Interviewing tool.

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