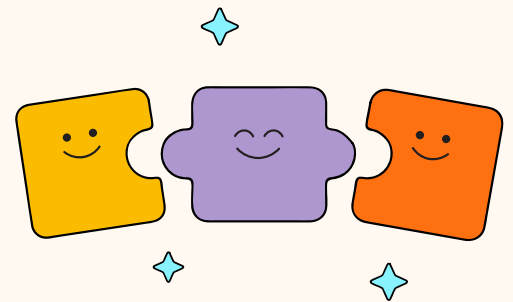


CASE STUDY

Building Interview Readiness at Scale: How Trainers at CGI Empowered Talent on-the-bench



A powerful learning journey co-created with business leaders, featuring frequent check-ins to ensure participant success.

About the Client

CGI is a globally recognized IT and business consulting services firm. Known for its deep industry knowledge and innovative talent strategies, CGI has consistently focused on equipping future talent with the skills and mindset needed to succeed in dynamic work environments.

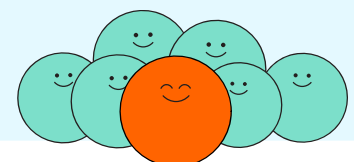
Background

As part of their talent acquisition strategy, CGI hires a large number of final-year engineering students from campuses across India. These first-time employees, while technically proficient, often face challenges to navigate client interviews, confidently and professionally, which are conducted in order for them to win projects. These shortcomings often impacted selection outcomes, despite the candidate's potential.

CGI aimed to support these fresher employees (on the bench) in preparing effectively for interviews to win client projects — so they could represent themselves and the organization better during client project interviews.

They recognized the need to equip their bench strength with behavioral and soft skills critical to acing interviews, including how to:

- Display the right attitude
- Make a strong first impression
- Ask relevant and thoughtful questions
- Conduct themselves professionally throughout the interaction



They were clear — they needed something impactful, scalable, and practical.

Problem

The challenges faced by the organisation were three-fold:



Low Confidence Among Bench Talent: Many candidates struggled to clear client interviews despite strong technical capabilities.



Inconsistent Coaching by Internal Trainers: There was no uniform framework or approach used by internal trainers to prepare candidates.



Lack of Structured Feedback: The absence of mock interviews and structured feedback meant that many candidates remained unaware of how to improve.

The organisation was seeking an initiative that would:

- Standardise the behavioural interview readiness process.
- Enable their internal trainers to deliver impactful interview-readiness sessions.
- Track learning outcomes and improve placements of bench candidates.

Solution

We designed a **comprehensive 90-day capability-building journey** titled "**Ace Your Job Interview**", with a twofold objective:



Empower CGI's internal trainers to coach talent on-the-bench effectively.



Equip bench candidates with tools and frameworks to navigate client interviews with confidence.

The learning journey was designed using a **blended learning approach** and included:

- A self-paced course for foundational knowledge for bench candidates as well as for trainers to ensure everyone was equipped with the same language and framework for behavioural interview readiness.
- A live group reflection session.
- A Train-the-Trainer (TTT) workshop involving conducting mock interviews for practice.
- Post-training assessments and real-time feedback.
- Application challenges of conducting interview training sessions and mock interviews with bench candidates to get them interview-ready so they could win client projects.

Each stage was intentionally crafted to promote real-world applicability, based on adult learning principles, reflection, and experiential practice.

Execution

The program unfolded in multiple, structured phases:



1. Self-Paced Learning for Bench Candidates and Trainers

All trainer participants were first taken through the same self-paced learning journey that the bench candidates would experience. This included:

- The ACE-JOB Checklist (Attitude, Confidence, Empathy, Job Fit).
- The STAR framework to answer behavioural questions.
- Videos, quizzes, and downloadable resources for ongoing practice.

This was done with the aim of equipping CGI trainers with firsthand experience of the learner journey, so they could better understand, internalize, and facilitate the same content for the bench candidates with authenticity and confidence.

By going through the same modules as the bench candidates, trainers were:

- Aligned on the core framework (STAR),
- Familiar with the structure and expectations of the program,
- Able to deliver the sessions in a way that was contextually relevant and empathetic,
- Better prepared to reinforce key learning outcomes during live interactions.

This step ensured consistency in delivery and strengthened the overall effectiveness of the trainer-led sessions.



2. Group Reflection Session

A 60–75 minute virtual session for trainers, facilitated by a FocusU Master Trainer, provided a platform to:

- Clarify concepts from the self-paced modules.
- Share peer learning.
- Discuss real-world interviewing scenarios.
- Discuss challenges faced by bench candidates in cracking interviews (based on an initial survey).
- Discuss the 'pre and post interview trainer checklist' designed by the Master Trainer to clarify how to conduct mock interviews.

This session received an average trainer rating of 9/10, highlighting its impact.



3. Train-the-Trainer (TTT) Mock Interview Workshops

Delivered in one for each batch of trainers (trainers were divided into two batches for easier and more impactful execution), which included:

- Live mock interviews with volunteers (real candidates).
- Feedback shared by trainers to candidates based on an 'interview evaluation sheet' designed by the Master Trainer using the self-paced course material for consistency.
- Observational feedback by other trainers (peers) using the structured trainer checklist.
- Feedforward discussions with trainers to elevate coaching quality.

The mock interviews simulated real-world interviews and gave trainers direct experience in coaching and giving actionable feedback.

Workshop Feedback:

- CSAT Scores: 8.9/10 and 9.0/10 across two days.
- NPS Scores: 63% and 73%, reflecting high advocacy.



4. Postwork Video Assessment

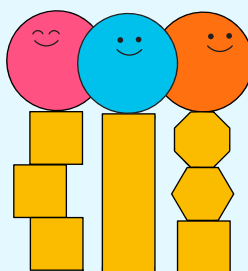
Participants analysed 3 scenario-based video interviews on an LMS and shared the feedback they would provide to the candidate in the scenario. This helped them build fluency in evaluating candidates using the STAR framework. The Master Trainer scored each and shared individual feedback on all submissions.

- Completion Rate: 92%
- Average Assessment Score: 91.8%



5. Trainer Assets & Application Challenge

Trainers were asked to use the resources created for them (Facilitator Guide, Training Slide Deck, Pre & Post Interview Trainer Checklist, and Interview Evaluation Sheet) to run workshops as well as mock interview sessions effectively with the candidates to prepare them for client project interviews. Trainers were asked to submit their experience through a survey.

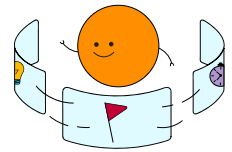


Impact

The impact of the initiative was seen both in outcomes and feedback:

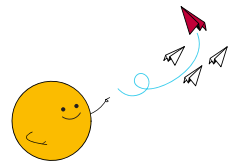
1. Trainer Readiness

- Confidence scores rose to 9/10 on average.
- Trainers found the STAR method easy to apply and replicate.
- 23 certified trainers conducted sessions with 54 bench candidates.



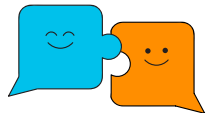
2. Placement Outcomes

- Out of 54 trained candidates, 27 were successfully placed, showing a direct correlation between training and performance in client interviews.



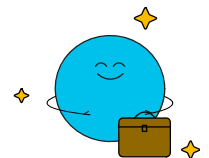
3. Trainer Feedback

- 83% rated the training assets (guides, checklists, slides) as very useful.
- 58% found the TTT workshop very effective, while 33% rated it as effective.
- Challenges highlighted: time constraints, need for more mock interview samples.



4. Sustained Application

The use of pre/post checklists, STAR method, and probing techniques are now part of the training playbook, enabling consistent trainer-led coaching across business units.



Testimonials

“

The STAR framework and mock interview sessions were the most valuable part of the journey.

- TTT Participant

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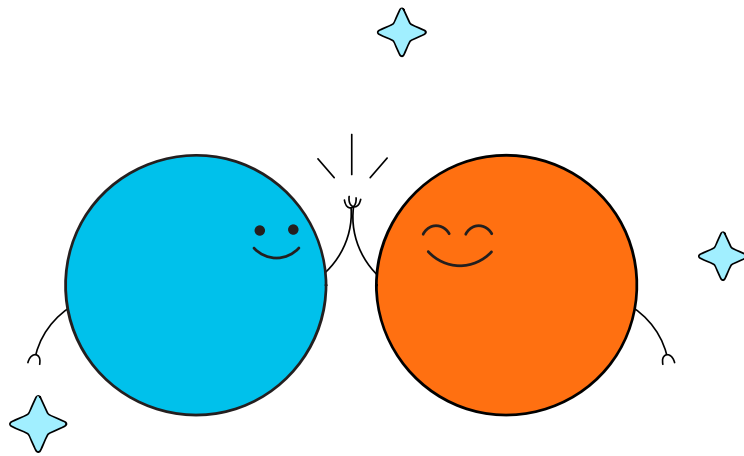
The training gave me a structured way to coach and build confidence in our partners. I'm already seeing the results!

- Certified CGI Trainer

Conclusion

This project exemplifies how a well-structured learning journey — designed for real-world application — can lead to behavioural change and measurable business outcomes.

Capability-building interventions that empower internal stakeholders (like CGI's trainers) have the highest chances of long-term success. This was one such journey — that improved trainer effectiveness, enhanced candidate confidence, and most importantly, moved the needle on real placement outcomes.





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www.focusu.com