

# HAMLET'S MIND

ISSUE 69

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## 2020 Current Schedule for the first six months

I am still in the process of finalizing the 2020 schedule. This listing does not include those special requested classes from specific agencies. Note the five-day classes conducted through the community colleges are **tuition free** to NC LEO's and **\$120.00** to all other public and private sector professionals. The tuition for the sixteen hour E-learning classes is **\$70.00** for those other than NC LEO's.

### **I&I: Questioning for Quality Information, Detecting Deception and Gaining Compliance:**

Randolph County CC, Asheboro, NC. Jan. 27 - 31;  
GTCC, Greensboro, NC. Mar. 30 – Apr. 03;  
\*Rowan/Cabarrus CC, Salisbury, NC. Apr. 20 – 24.

### **E-Learning Platforms:**

Conducting a High-Stakes Interview Premortem, Feb. 10 – Mar. 20. (Enrollment restricted to those having completed the Interview Training Recognition Program).

\*How to Interview *like* a Psychopath, April 01 – 28. Rowan/Cabarrus Community College; no mandatory times to be online. One week to complete posted assignments.

\*Interviewing Ethics, March 02 – 31. Rowan/Cabarrus Community College; no mandatory times to be online. One week to complete posted assignments.

Note: The ethics class is a core class in the Interview Training Recognition Program and is recommend for all those tasked with conducting interviews having the potential for substantial, downstream consequences.

\*For any of the Rowan/Cabarrus classes traditional or E-Learning, go to [LETrain@rccc.edu](mailto:LETrain@rccc.edu).

### **Investigative Discourse Analysis:**

Stanly County CC, Albemarle, NC. May 04 – 08.

### Limited Travel Budget? Still Wanting to Improve Interviewing KSA's?

**\*Note: Need an exclusive, E-learning, program to meet *your* specific, organizational *interviewing* needs and parameters? With no required times to be online, participants can still accommodate their professional and personal responsibilities.**

Look for a series of **E-learning** classes with no mandated times to be online, slated for the first half of 2020: For more information on having a program developed specifically for you contact me at: [dwrabon@msn.com](mailto:dwrabon@msn.com) 828-606-9167

## Conducting High-Stakes Interviews

### Within the Interview:

#### *Establish the Frame – Regulate the Communication – Control the Outcome*

#### **Interviewers take note:**

Concerning the communication of the interviewer and the interviewee, there will always be a *matter* that serves as the basis **for** the communication. How that matter is received and processed, by the interviewee, is directly related to the interview outcome. In the following, we will explore, a bit more deeply, the concept of “just what are we communicating about here?”

Turns out, the often used phrase, “It depends on how you look at it”, is highly complex and impactful. How someone looks at something determines how someone responds to it accordingly. Now, the important point for the interviewer, conducting high-stakes interviews, is that whatever the reality happens to be is secondary to the perception. For example, check out:

[https://www.youtube.com/watch?v=Ctz\\_dHfYfb8&t=10s](https://www.youtube.com/watch?v=Ctz_dHfYfb8&t=10s)

When President Trump's tax plan was presented (framed) as Bernie's tax plan, it was the best thing since sliced bread. But, as the young woman noted, if it had been known to be (framed) Trump's tax plan, then the receptivity for the **same criteria** would not have been nearly so enthusiastic. Control the frame – control the other's cognitions.

Remember, this headline: “**Comey: Lynch asked for Clinton *investigation* to be called a *matter*”?** Here you have two frames: *investigation* and *matter*. How the inquiry is framed determines the perceived criticality. For whatever reason, AG Lynch did not want the inquiry to be viewed, by the public, as an “investigation”, but, rather, as a “matter”. In so many words, think

(frame) of an unauthorized, unsecured server in the basement containing classified documents as a “matter”. I have to begrudgingly tip my hat to the maneuver – it worked. No criminal charges were ever filed because it was only a “matter”. As Clement Clarke wrote in “A Visit from St. Nicholas”, “I sprang from my bed to see what was the matter”. So, for Comey it was, “nothing to see here - its only St. Nicholas”, let’s just go back to bed.

In the 70’s weather histrionics were framed as “global cooling”. That situation didn’t pan out. Consequently, the frame was changed to “global warming”. That reality did not come to pass in like manner. Consequently, the frame, “climate change” was run up the flagpole. Now, we have a frame that is multi-functional. If it rains – “climate change”. If it doesn’t rain – “climate change”. Hot, cold, wet or dry, “climate change” provides a great deal of wiggle room for those having an agenda using climate as the platform to further an agenda.

The importance of the frame is just another reason that attending is so important for the interviewer. As the interviewee talks, listen for the frame and process the dynamics therein to employ applications for the optimal interview outcome. Think: The Knight of the White Moon as a most illustrative example.

### **Interviewers take note:**

So, what does all this mean for the interviewer conducting high-stakes interviews? Answer: everything. How the interviewer **frames** the circumstance is most important to controlling how the respondent subsequently **views** the circumstance. How the respondent views the circumstance determines how he **responds** to the circumstance. There are three, very potent techniques, expedient for the utilization of the frame. We’ll leave those three options for another time and venue.

For those of you, conducting high-stakes interviews, know this: the issue on the table, within the conduct of this level of interviewing, **is framed**. The question is, “Is the frame conducive or oppositional to the optimal interview outcome?” If it is, hooray for you. Maximize the opportunity. If it isn’t, then it is incumbent upon the interviewer to **reframe** – change how the interviewee looks at the situation. And that, my friend, is why they call it “work”.

**Post script:** Interestingly enough having just finished writing the above (11/30/19), I read the following headline:

*Climate change alarmists are pushing for a change in vocabulary to scare people into taking global warming more seriously, starting with terms like “global meltdown” and “climate collapse.”*

As the headline noted, change the frame in order to “scare people”. How the circumstance is viewed impacts the way and manner of the response. Control the frame – control the response.

Am I prescient or what? (Don’t answer, “what”).

## Wires from the Bunkers – Always Appreciated

While, **Homicide** is one of many categories that fall under the banner of “high-stakes” it certainly holds a position of prominence. Whether the case involves the taking of the life of another or the compromise of national security, when the consequences of a negative-interview outcome are substantial, it is incumbent upon the interviewer to be operating at a full-capability level. That level is far beyond foundational.

Now, that I have become the embodiment of the observation, “only the good die young”, feedback, such as that found below, is a primary motivator that keeps me, keeping on. When it comes to high-stakes circumstances, an interviewer capability-level of “good enough” will not carry the flag. I don’t care how long we have been at it, there is more that we can learn and skills upon which we can improve.

*Don: I wanted to tell you that I got to testify to my training and experience with you in one of our homicide trials today. I got to testify that you’ve written numerous books and more. It was an honor for me to get to testify under oath that I had the privilege of learning from the BEST. The methods you taught us gained a truthful confession full of case facts. It was a good day. My District Attorney sends her thanks to you.*

*Subsequent follow-up: Just wanted to let you know we got convictions on all three murder suspects for first degree murder. Life without parole.*

## Fail to Plan – Plan to Fail

As I have mentioned, I am repositioning to direct my time and effort primarily on the conduct of high-stakes interviews. In order to focus on consummate interviewers, for whom I can be of service, I have winnowed my Constant Contact list from over 3,000 down to around 500. Within your purview, you are the best determinant as to what constitutes “high-stakes”. The Cambridge Dictionary defines high-stakes as, “a situation that has a lot of risk and in which someone is likely to either get or lose an advantage”. Circumstances can range from mistakenly hiring someone who subsequently proves to be the organizational spawn of Satan or failing to identify a vulnerability involving national security.

As the definition indicates, within the conduct of high-stakes interviews, there is “a lot of risk”. That being the case, undertakings to enhance the likelihood of a successful interview outcome, are essential. One such essential, that is most neglected, (and is a highly contributable factor resulting in the interview going south) is **planning for the interview**. So, let’s get one thing straight upfront: planning for a high-states interview is not accomplished by merely giving some thought as to what questions to ask. Planning, as we are envisioning herein, encompasses a *formalized process, involving an adequate allocation of time, capability and effort be able to*

*view the interview as a multi-dimensional undertaking and stage-manage the communication event accordingly.*

I am happy to see that, increasingly, organizations – conducting critical-level interviews - are responding to the need to be able to adequately plan for the conduct of a high-stakes interview. Just about the time you are processing this issue of *Hamlet's Mind*, I will have conducted an eight-hour session for an organization addressing how to plan for a high-stakes interview. We utilized hands-on, job-specific examples to take the examination to where the rubber meets the road. Topics included: the strategist's mindset; the strategist's skillset, propositional logic and the planning process, the 411 of question development and equifinality within the conduct of the interview.

It is a most challenging gift for me to be able to conduct these advanced interviewing classes – it stimulates the gray matter and necessitates that this trainer strives to be on top of his game. I am fortunate to have the opportunity.

### **Challenge: Are You a Question Generating Machine?**

Alright, let's see what you've got. Here's the challenge: below you will find a statement I found on a discussion thread while perusing LinkedIn. In this circumstance, hypothetically, the individual that made the statement is sitting right across from you within an interview setting. How many (and what are the) amplifying questions can you – as the interviewer - develop from that statement?

“Tell them what they can win, Don.” First prize is a **free** beer with Elizabeth Warren. Second prize is two **free** beers with Elizabeth Warren. I jest. There is however, a nice (relative term) prize for, not just the most, but, also accounting for the most perspicacious questions. The statement, in play, is:

*“Impeachment is going forward pretty much on schedule, despite Trump's illegal obstruction.”*

Give it a go. Please send your submissions to: [dwrabon@msn.com](mailto:dwrabon@msn.com)

### **Ripped from Today's Headlines and into the Interview**

*Examining a most subtle form of Deception*

#### **“Joy Behar: Don't tell Americans before you take their guns”**

*“They (those running for office) should not tell everything they're going to do. If you're going to take people's guns away, wait until you get elected -- then take the guns away. Don't tell them ahead of time.”*

Now, certainly, “The View” is nothing more than a modern day version of the tea party segment in *Alice in Wonderland* and no one is going to view Joy Behar as the north star of intellect, however, there is something in what she is babbling for the interviewer to process.

### **Interviewers take note:**

First, Behar is advocating deception via concealment. Her position is, you should present yourself as someone you are not – the ends justify the means. For her, honesty is certainly not the best policy. As a convicted fraudster told me, he falsified his resume, by leaving his previous employment off – concealment – so that he could get a salary that “he deserved”. He had been convicted of stealing over one-hundred thousand dollars from that previous employer.

Certainly, everyone is not going to be as publicly joyful of their advocacy for deception as Ms. Behar, nevertheless, she is representative of a widely held mindset. Hillary Clinton had noted in a campaign speech, “you need both a public and a private position” on issues. Conceal from the public what your real positions are. As another example, a survey of managers indicated that over half suspected applicants regularly deceive on their resume.

Concealment is a highly effective, covert form of deception. It is the easiest form of deception for the deceiver and the most challenging to detect for the target of the deception. Concealment gives the target of the deception (in this case, the American citizenry) a false sense of reality. They are not aware of something (consequential) that **is**.

For the interviewer, recognizing deception via concealment is paramount. When deception is occurring via concealment, everything the interviewee is purporting is the truth. It is just not **the whole truth**. Knowing when the interviewee is purposely leaving something out is foundational. Equally important is having the ability to ask the appropriate amplifying questions to bring forth that which is concealed. No one expects for the main stream media to ask anything other than simple-minded questions. But, then again, they are not really interviewers in the credible view of the term. Rather, they are, agenda-driven propagandists. Their communication is a purposeful platform, not a search for the truth.

## **Interviewing Courses Highlighted**

This element comprises a series involving the examination of and purpose for, specific interviewing courses that I offer. Interviewing is not a one size fits all, follow the footsteps-in-the-snow procedure. It is a complex process and contains unique factors that are as numerous to the degree that there are interviewers. Interviewing is as subtle as a kaleidoscope. One slight, communication dynamic can change - for better or worse - the picture. That being the case, the macro and micro phases of the interviewing process, merit specific examinations.

In this segment, we’ll examine the class: **Investigative Discourse Analysis – level II**.

Within our operation, the primary purpose for the analysis of text is to aid in the development of amplifying questions for subsequent interviews. In the foundational offering of investigative

discourse analysis, we process how to conduct an analysis of verbatim documentations – narratives, transcripts, letters, depositions, emails, social media, etc. In the level II topic examination, we delve more deeply by recognizing and utilizing meta-communication - communication within communication. While, the focus of the class is on the analysis of documentations, addressing the importance to be capable of recognizing and responding to these elements during the conduct of real-time interviews is tackled as well.

This, three-day session, is provided exclusively for those I have directly had the opportunity to train in the foundational investigative discourse analysis class. That being the case, there is a relatively small, eligible population. I will be offering the class via traditional and E-learning platforms.

### **Specifically Focused Interviewing Classes Currently in Operation**

#### **Interviewers take note:**

Interviewing – most especially, high-stakes interviews, is a pointillistic process. That being the case, for consummate interviewers, a **foundational class** will not carry the flag. Just as an individual cell is comprised of a multitude of parts and substances, the interviewing process is multifaceted in the extreme. Over time, the listed sessions have been brought forth to respond to the complexities of the communication event we reference as “an interview”.

Fraud Related Interviewing

Is That the Truth? – Detecting Deception within Interpersonal Communication

Incorporating Elicitation Techniques into the Interview

Interviewing Ethics (*core session for the Interview Training Recognition Program*)

Contemporary Interviewing Dynamics (*by invitation only*)

Utilizing Fake News to Enhance Deception-Detecting Capabilities (*by invitation only*)

Post Admission Interviewing

Detecting Deception within Interpersonal Communication

In Search of the Linguistic Black Swan

Interviewing Generation ME!

Advanced Interviewing: The Concept of Persuasion

Conducting High-Stakes Interviews

Investigative Discourse Analysis – Level II (*pre-requisite: Investigative Discourse Analysis*)

Interviewing Head to Poe

Interviewing Persons with an Intellectual Disability – An Investigator’s Perspective

Interviewer Attribute: Maintaining Objectivity

Conducting an Interview Premortem (*by invitation only*)

How to Interview like the Dickens

Surviving the First Three Minutes of Your Interview

Interviewer Personality Dynamics

Interviewer Communication Profile

How to Interview **LIKE** a psychopath

Interviewing **THE** psychopath

Interviewing the Suspected Child Abuser

Interviewing the Suspected Rapist

Socrates: I'm Just Asking (*by invitation only*)

Investigating Allegations

Maslow Got it Right – and That's a Real Problem (*by invitation only*)

**My five texts - and no one should ever be without them all:**

*Interviewing and Interrogation*, 3<sup>rd</sup> edition;

*Fraud Related Interviewing*;

*Persuasive Interviewing* 2<sup>nd</sup> edition;

*Investigative Discourse Analysis* 2<sup>nd</sup> Edition;

These can be ordered directly from Carolina Academic Press - (919) 489-7486, online at <http://www.cap-press.com> or [www.amazon.com](http://www.amazon.com).

My newest text, "*An Endless Stream of Lies: A Young Man's Voyage into Fraud*" – is available in electronic and print formats from Amazon or Barnes and Noble.

Until March, remember: If you don't ask, the answer is automatically, "No".

All the best, Don Rabon, CFE.