

# Interviewing using organisational psychology for motivational and cultural fit

By  
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*The selection process must sift through a candidate's inherent desire to do well in the interview.*

*People exaggerate, they lie, and they would have an interviewer believe they are the best for a job.*

*And yet, selecting the "best" candidate is not always the "Right" selection.*

*Candidates with exceptional credentials and even attitudes may grossly underperform in a specific organisational culture, while the individual who has less credentials may excel.*

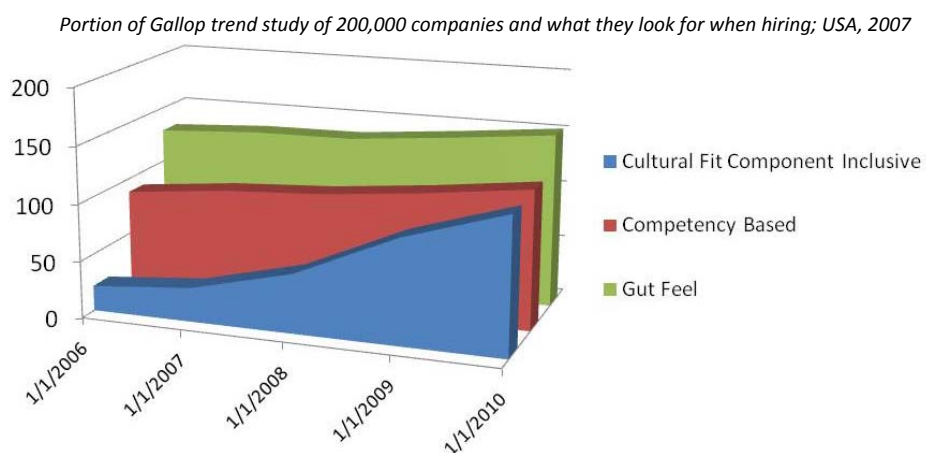
*This paper discusses how to cut through deception and to the truth.*

*It assists interviewers to identify those who will excel and even further affect and develop an organisational culture in line with organisational vision.*

This white paper discusses the applications of the Directive Communication Psychology Interview kit and its background in selection applications to motivational and cultural fit.

Before the selection process even begins so you know what to really look for in a candidate. Getting the right employee for your organisation goes beyond job description and skill, and even “personality”; it comes down to the very essence of your organisation and its culture, or at least the culture you want to have.

The three questions that should be asked are “What type of culture does your organisation want to have?”, “What type of culture does it actually have?”, and “What are the values, communication processes, and emotional drives a new employee should have to fit in to their position and the culture that will help it to Evolve?”



With this in mind the interviewer is more prepared to identify the nuances of an employee’s “Cultural Fit”. Each individual introduced into an organisation reacts to its culture. Those reactions will perpetuate it, decline it, or possibly evolve it. So it becomes essential to understand your organisation’s culture before you even begin the selection process.

Culture can be summed up as a recipe for the way your organisation functions. Some recipes create lots of volume but have little taste, others may be too spicy, and yet others may taste good but be tough and difficult to chew. Also, many recipes may have the same ingredients but in different measures to create very different end results. Some of the key factors in an organisation’s recipe are: measure of innovation, measure of blame, measure of empowerment, measure of structure, measure of cooperation and measure of personal development within the organisation.

*The CCEE (Corporate Culture Evolution Evaluation), tool included in the DC Interview kit, is designed to assist in discovering and understanding the current level of culture evolution an organisation is at.*

Once the culture objectives are established, there are specific competency areas you will need to know. Do they actually possess enough of the specific hard skill required to do the job? *This component is not a part of the DC Interview kit and should be addressed with other competency based evaluations and testing for the specific competencies.*

After it is established that the candidate does have the skills required, the interviewer needs to know how that person will fit into your corporate culture and the specific job, how they will react to the people they work with and make them feel, how the people they work with will react to them and how that will affect their personal performance, what will motivate them and what will cause them to lose interest, how they process information and how that will complement or hinder effectiveness with the people they work with, how they will react to pressure within the cultural mechanism and how they will demonstrate leadership.

The following are the 3 foundations the DC Interview kit uses to identify the right employee for your performance and culture objectives.

1. Identification of how a candidate interprets the world around them. This is a factor in organisational communication where “the mix”, affects culture and, personal and group effectiveness.
  - a. The tool used is the Directive Communication Colored Brain Communication Inventory (CBCI)

#### **Background**

*Directive Communication™ Colored Brain technology was developed by Arthur F. Carmazzi around three separate bodies of work based on investigations by:*

1. *C. Cloninger, on Temperament and Character in 1994 involving 4 years of modern genetic research*
2. *Dr. Sandra Seagal, David Horn and their associates since 1979, involving more than 50'000 people representing over 25 cultures and identifying inherent distinctions in the genetic functioning of people as whole mental – emotional – physical systems. The studies included tracking babies from 2 1/2 weeks of age for more than 12 years,*
3. *Ned Herrmann’s research on whole brain thinking since 1972*

*These works were revisited and findings combined to conceive a practical model of how people are distinguished from others by their own specific way of processing the world around them, processing information, learning and problem-solving, communicating, and relating to others. The model was then statistically tested across 60 different corporate and 6 cultural environments with over 8,000 people.*

*This is NOT a test for behavior or personality, but an inherent way the brain processes and communicates.*

*The CBCI is validated by the American Institute of Business Psychology*

The distinctions determined through the CBCI in brain functioning are more fundamental than age, emotional values, race, culture and gender. They seem to exist globally, characterize males and females equally, and be observable at every age level. They can be identified even in infancy.



**The 4 measured criterion of the CBCI are:**

- Natural mental processing strength (*the natural genetic strengths that determine how the candidate's brain processes information, and how he/she will take action in a given career situation*)
- Learned mental processing strengths (*The learned ability to get results in an area unrelated to the candidates natural brain processing*)
- Mental Flexibility (*The ability to productively work and communicate with others that operate with different mental processors*)
- Communication improvement areas (*Determining what brain processing types are difficult for a candidate to mix with is instrumental in preventing potential problems in management and teamwork*)

The Directive Communication™ organization of the different colors of the brain in classification of genetic neuro-processing defines the way each person experiences their environment and takes in and interprets information, which results in specific ways of perceiving and evaluating events and situations. This identifies 4 key components of Cultural fit:

- i. The communication and perception gaps that can create reactionary behavior that will affect personal and group effectiveness.
- ii. Contribution of perceptual variety – how and if they will be able to add a different perspective to the group for enhanced results and problem solving
- iii. Work processes that that can compliment or deter the effectiveness of a work group or department
- iv. A candidates capacity to adapt to and understand other others perceptions and communication processes

**b. Other Applications of the CBCI**

By identifying the fundamental patterns in the way our brain genetically functions, we *overcome* misunderstanding, conflict, and wastage of individual and group potential. Awareness of the brain color gives us the means to maximize our capacity to act intelligently, to *Turbo Charge* our natural gifts and use them to maximize our ability to fully enhance organisational culture through greater cooperation and communication.



When we are able to understand others at a deeper level, we set the basis to unleash greater potential and competencies in groups, and we gain greater harmony with our environment and our teams.

Each color makes up about 60% of the way function in our world. One color differs from the other colors in the way they process information, learn, communicate, problem-solve, act and react in teams, and become stressed. Each color has its own requirements for learning, developing and functioning. Each has unique gifts and is given to specific ways of perception, thus creating a unique way for each to develop within their organisational culture.

The organisational culture may promote or inhibit development of our natural abilities and create new “brain software” that allows individuals to use their natural processor to emulate characteristics of other brain colors. Problems in competency occur when people try to ignore their natural processing and “do” a different color instead of using their natural processes, or work with others who have complementary natural abilities, to achieve the same outcome.

2. Identify if a candidate’s emotional and cultural fit with the job description and organisational culture
  - a. The tool applied is the Colored Brain Communication Cards (CBC Cards)

**Background**

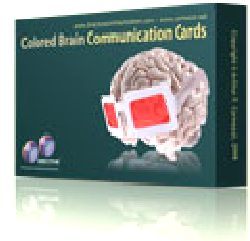
*The CBC cards were researched, designed and refined by Arthur F Carmazzi over a 2 year period with more than 4000 trials. They are designed to elicit subconscious thoughts, emotions and even lost memories associated with a particular focus. They work by extracting subconscious associations to specially chosen and created pictures.*

*The cognitive process in decision making and information delivery uses available conscious references and accesses feelings, knowledge, and information associated with that decision or focus. CBC cards aid in drawing out and the solidification of these thoughts, information and feelings by introducing a visual catalyst that stimulates the association between ideas, thought processes, logic, and emotions.*

*When the Cards are used in a “Game” apparently unrelated to work, the visual cortex and subconscious take over and the mind relaxes its defenses, allowing a more honest communication to surface. The “character” of the subconscious emerges and one can observe truth over the need to impress.*

i. CBC Cards Application in Interviews

1. Topics that are typically not associated with a job or interview are used to identify specific emotional drives that indicate fundamental values and motivations that drive their action and desires in life and work. This component of the CBC card application allows the interviewer to interpret wheatear the **candidate is emotionally and mentally suited to fit in the corporate culture, vision, and organizational and brand values**. This identifies if the type of job they would excel in and the type of job that they would underperform in. This is all exposed when a candidate explains what each card means
2. A clear distinction of the candidate's primary emotional drive allows the interviewer to understand a candidate's real reason for wanting to work in the organization and the gratification they will get from their job.
3. The process by which the candidate looks through the cards and the relationship the cards have toward each other can identify some of the communication processes unique to that individual and expand on the results from Colored Brain Communication Inventory
4. The candidates type of cards and any structure the candidate uses to display the cards also has an indication with the candidates possible work processes.
5. The types of cards that are chosen, when cross referenced with the process of choosing the cards, identify perception and communication processes which also indicate who they will work well with and who they will have conflict with



ii. Other applications of CBC Cards include:

1. To assess the way someone really feels about a situation or project
2. To communicate to yourself and others at the deepest most intimate levels
3. To have a greater insight about decisions you need to make
4. Have a better understanding of the consequences for actions you need to take
5. Helping others to realize a greater meaning in what they are doing
6. Discovering the needs of those you work with and expressing your needs
7. Creating deeper communication between people working together
8. Establishing the motivating factors in an action or decision
9. Discovering greater insights about products or services
10. Creative idea generation and brain storming

3. Identifying potential problem areas that could arise in work environment, work priority motivation, productivity potential and time organization
  - a. The tool applied is the World of Work Map

### Background

*The World of Work Map was researched and designed by Arthur F Carmazzi. It was created to manifest the motivational and sometimes destructive paths one takes in areas of work. It is in essence a spreadsheet of traits and experiences disguised as an old world map.*

*Because the brain is largely influenced by the visual cortex, appearances (and how it is framed) affect the way the brain deals with information. Conscious references of poor performance and priority become clouded in the “game” and truth once again appears. The focus is transferred to game rather than to the effect of the information.*

*Through a series of questions related to the global “idea” of work, a payer reveals global problems or harmony that would be inherent in how others react to them in a work environment.*

*The continent ranking processes of importance and frustration expose uses of time and the player’s motivational priorities.*

- i. The representations of good and bad are seen on the map as metaphors. So whenever your brain is working in metaphors then you tend to be less restrictive in your thought process and more honest when dealing with things at a more subconscious thought level.
- ii. The map depicts 5 continents divided into 5 distinct areas that have positive and negative representations.
  - Continent 1: Meeting Land and the Cliffs of Death - metaphor for meetings
  - Continent 2: Social Jungle and the Desert of Despair - metaphor for social encounters at work
  - Continent 3: Directive Interaction Forest and the Swamps of Darkness - metaphor for communicating about specific action
  - Continent 4: Team Mountain and the Mountain of Fire - metaphor for working in teams
  - Continent 5: Solo Caves and the Bottomless Pit – metaphor for working alone
  - The center of continents is the ‘unknown’ Uncharted Waters



It gives you a representation of an office related work environment and lowers a candidate’s defenses because it looks like playing a game.

With a candidates mind in this more relaxed state it helps you create associations to these metaphors that go back to your working environment, determine where your productivity is, and indicate how you feel in various work functions and work sphere, both positive and negative.

Each continent on the map is also related to a chunk of information about something a candidate might do. Because of that it is easier to bring out thoughts and feelings regarding priorities and to see how much time a candidate spends in these work spheres. When your rank these in order of importance, it helps to identity where your priorities lie.

Also because these meeting land areas are divided into chunks it becomes a place where you have a different perspective. As you use the map it helps you identify “your” map of how you really work, how you feel about certain areas and what problems you have in those work spheres. Think of it as a travel map, ask yourself what are the sights you would see, what fun things you would do or what experiences you have had in this place.

The fundamental result is that an interviewer will determine how this candidate:

- Will Enhance or Spoil CORPORATE CULTURE
- Will affect the VALUES and MOTIVATIONS of the people they work with
- Will contribute MORE THAN JUST SKILL to the department or team they’d be joining
- Would demonstrate LEADERSHIP in an organization
- Would WORK UNDER PRESSURE

**There are thousands of Books on how to do well in an Interview but none to date about beating this system. Candidates can fool you consciously, but the subconscious will always reveal the truth.**

The process takes between 20 to 40 minutes to complete a full interview and know if the candidate that is being interviewed, is indeed the right employee.

*Arthur F. Carmazzi is the Principal Founder of the Directive Communication Methodology and Voted as one of the world's top 10 Leadership Professionals by Global Gurus International. He is a bestselling author and specializes in psychological approaches to Leadership and Corporate Culture Transformation.*

[www.directivecommunication.com](http://www.directivecommunication.com) and [www.carmazzi.net](http://www.carmazzi.net)

