

# Learning from Legends

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By: Michael Reddington, CFI

The International Association of Interviewers (IAI) was spawned from the success of CFI's and established with the goal to create a global community to develop leaders across all industries. Education is a large component of the development process and the advisory board is consistently looking for experts who can support this need. These efforts connected IAI with Dr. Ed. Geiselman from UCLA earlier this year. Hopefully each CFI remembers Dr. Geiselman's book, *Memory Enhancing Techniques for Investigative Interviewing: The Cognitive Interview*, as one of the source texts used to create the CFI exam. Dr. Geiselman was eager to share his knowledge with IAI's membership and agreed to co-facilitate as seminar with Dave Zulawski, CFI, CFE from Wicklander-Zulawski and Associates (WZ).

Dr. Geiselman and Mr. Zulawski partnered together to create a two day program that had never previously been conducted. Dr. Geiselman agreed to cover his cognitive interview on the first day and Mr. Zulawski agreed to cover varying interrogation techniques that can be used following an interview on the second day. The most exciting part of the program was the relevance of the material across all industries. Human resources professionals, law enforcement officers, auditors and loss prevention executives all run into the same challenges interviewing witnesses, victims and suspects. This common ground allowed us to build a seminar that would educate CFI's while promoting the association to non-members.



R. EDWARD GEISELMAN, PH.D

**So the content was created, the dates were set, the location was chosen, the stage lights came on and...**

Dr. Geiselman opened the program with his discussion of the Cognitive Interview. The Cognitive Interview protocol was established by Dr. Geiselman and Dr. Ronald Fisher after extensive academic and practical research. They created the technique to maximize the amount of accurate information gained from cooperative victims and witnesses. The technique takes patience to execute, but is easy to learn.

The cognitive interview can be used, in whole or in part, to the advantage of any interviewer. The basic structure of the cognitive interview starts by developing rapport and providing the subject with clear instructions for the interview.

The subject then provides the interviewer with an untainted narrative which can be reviewed several times, section by section, with specific questions. The interview then reviews the information with the subject to ensure accuracy and closes the interview. This process may be quick, or it may take several hours.

The adjustment most interviewers may have to make is to focus on conducting subject centered interviews, not interviewer centered interviews. Dr. Geiselman reminded us that the subject has the information and the interviewer needs the information. Therefore it is important that the interviewer assists the subject in retrieving the necessary information and does not disrupt the subject. Several other takeaways from his presentation include:

- We do not store memories like pictures or videos. Memories are scattered in pieces throughout our brains.
- We can help people significantly improve what they remember by helping them to remember the context first
- Provide clear directions, stay patient, don't interrupt
- Ask open ended questions and NEVER include information in your questions that the subject has not already provided you with.
- Encourage multiple retrieval attempts from different angles when the subject fails to initially remember information

**Unfortunately not all interviews are conducted with honest people.**

Unfortunately not all interviews are conducted with honest people. Dave Zulawski opened the second day by discussing false confessions and how to transition from an interview into an interrogation. Every interview is different and interviewers need to choose the best approach for each subject based on the totality of circumstances. Mr. Zulawski discussed how to use several techniques to obtain the truth during an interrogation. These techniques included the transitional statement, the enticement question, the direct accusation, the WZ Method, the participatory approach and the factual approach.



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Mr. Zulawski discussed how the transitional statement can be used as a tool to read a subject's behavior at the end of the interview. This is particularly effective when the interviewer is unsure of the subject's honesty. At the conclusion of the interview the interviewer can state that he/she was unable to eliminate the subject from the investigation and judge the subject's response. If the subject appears surprised and their response is consistent with most innocent people the interviewer may decide to forgo the interrogation. If the subject's reaction is not consistent with most know truthful people the interviewer can transition to the interrogation.

The enticement question can be used during the interview, during the interrogation or as a transition between the two. The enticement question is designed to entice a subject to consider that evidence may exist that contradicts his/her story. This is accomplished by locking the subject into a story, reminding them of investigative tools and then asking them if there is any reason why evidence may exist that contradicts there story. This is much more effective than bluffing because the interviewer is not telling the subject that evidence does exist, he/she is asking them if there is any reason they could think of that it might exist.

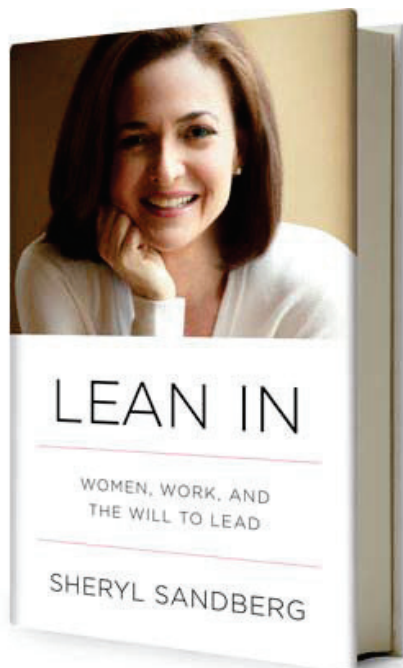
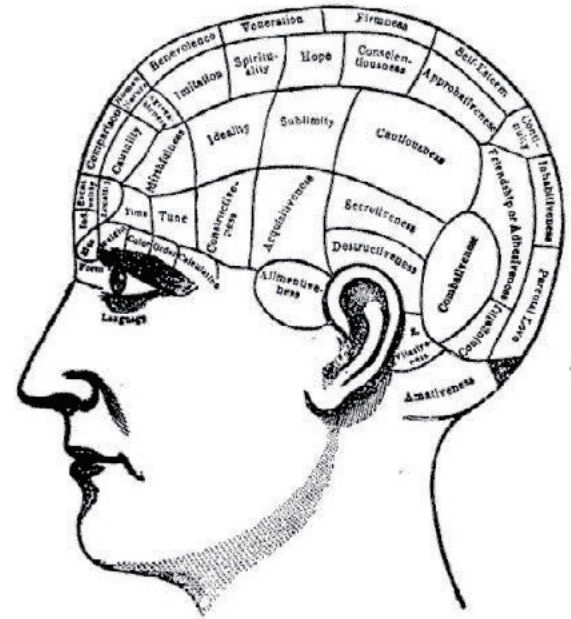
The direct accusation does present several advantages, but it creates many disadvantages as well. The biggest advantages include a high level of confidence and an creating a clear behavior read. The disadvantages are more numerous including inciting denials, creating confrontation, forcing the suspect to defend a position, exposing evidence and limiting potential admissions.

The WZ Method is a non-confrontational approach that allows the suspect to convince themselves they are caught, save face, transfer blame and make the decision to confess on his/her own. This method is a little lengthier; however this time allows the interviewer to reduce the subject's resistance before he/she is ever accused. Disadvantages of the WZ Method include the suspect's behavior is often subtle and it may take longer for the interviewer to become comfortable with it. However, WZ Method is designed to limit denials and increase admissions because the suspects don't know what the interviewer has discovered during the investigation.

The Participatory approach can be used with the WZ Method or the direct confrontation. The interviewer begins with an interview that locks the subject into a very specific story, knowledge base or position. Once the interviewer has the suspect locked in he/she can transition to an interrogation to convince the suspect that the truth is known and they can't talk their way out of it because of the position they previously locked themselves into.

Finally the factual approach is great when the interviewer has insurmountable evidence. This technique is used best when only one piece of evidence is revealed at a time and the interviewer holds back the most significant evidence until the end.

Overall it was a fantastic seminar. Those of us in attendance were fortunate to learn from two pioneers who spent their careers creating and executing these techniques. Every attendee, no matter their experience level, walked out with new information and tools for their investigative tool boxes. This was the first of many similar seminars to come. IAI will continue to partner with Dr. Geiselman, and continue to identify other experts who can help create world class interviewers. Keep an eye on the website for video from this seminar and information on other upcoming events.



## *Lean In* by the COO of Facebook, Sheryl Sandberg

A Review by Jodie Murphy CPP, CFI, Sr. Mgr. of Investigations, Gap Inc.

The Gap Inc. Investigations team recently completed reading the National Best Seller *Lean In: Women, Work, And The Will to Lead* authored by Sheryl Sandberg. Sandberg, the Chief Operating Officer at Facebook speaks to the challenges that many women face in leadership roles and throughout their professional journey. She outlines the benefits of how women leaders are good for the boardroom, and offers advice on how women can be more effective about "competing for those seats." Her message of individual growth and perseverance through everyday challenges is realistic and encouraging and speaks beyond the biological and societal differences that we've come to assume. *Lean In* raises awareness on issues faced by working women, both with and without children, and is a recommended quick read for both women and men!

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