

## The 3 M-O-N-Keys Model

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### Abstract:

“The Three Monkeys Model: A Framework for Understanding Cognitive Biases in Decision –Making”. The “Three Monkeys Model” offers a novel framework for comprehending the intricate interplay of cognitive biases in human decision-making processes. Inspired by the proverbial “See No Evil, Hear No Evil, Speak No Evil” monkeys, this model proposes three distinct cognitive modes that individuals often employ when faced with choices: Ignorance, Avoidance and Denial. In the Ignorance phase, individuals consciously or unconsciously overlook information that contradicts their preconceived beliefs or desires. This bias can lead to a selective focus on data that confirms existing views while disregarding conflicting evidence, thereby shaping decisions that align with one’s preferences rather than objective reality. The second phase, Avoidance, manifests when individuals actively evade situations or information that evoke discomfort or challenge their established notions. This bias may result in the procrastination of critical decisions, reluctance to seek alternative perspectives, or avoidance of potential risks, ultimately influencing choices based on the desire to maintain a sense of comfort or security. Lastly, the Denial phase involves the refusal to acknowledge the implications of available information, despite its clear relevance to the decision at hand. Individuals exhibiting this bias may rationalize away inconvenient truths, downplay risks, or engage in wishful thinking, leading to decisions that disregard evident facts in favor of maintaining a preferred narrative or belief system. By elucidating these three cognitive modes, the Three Monkeys Model provides a nuanced understanding of how biases influence decision-making processes. Recognizing these tendencies empowers individuals and organizations to implement strategies for mitigating cognitive biases, fostering more informed, rational, and effective decision-making in various contexts, from personal choices to organizational strategies. This abstract outlines the Three Monkeys Model’s potential contributions to cognitive psychology, behavioral economics, and decision sciences, offering a valuable lens through which to analyze and address the multifaceted nature of biases in human decision-making.

The 3 M-O-N keys model is a valuable tool for evaluating ideas, proposals, or decisions in a structured manner. The model involves three roles: the Moderator, the Optimizer, and the Naysayer. Each role plays a distinct part in the evaluation process, contributing to a comprehensive and balanced assessment. Here's how the process flows with these key roles:

### **The Moderator (M):**

The Moderator is responsible for leading the evaluation process and ensuring that all viewpoints are heard and considered. Their role is to facilitate constructive discussions and keep the evaluation process on track. The Moderator ensures that all voices are heard and that the evaluation is conducted in a fair and respectful manner. They set the stage for productive dialogue, encouraging open communication and active participation from all involved parties.

### **The Optimizer (O):**

The Optimizer's role is to provide support and constructive feedback to enhance the proposal or idea being evaluated. This role focuses on identifying strengths and opportunities for improvement. The Optimizer seeks to maximize the potential of the proposal by offering suggestions for refinement and enhancement. Their goal is to find ways to optimize the proposal, making it stronger and more effective. The Optimizer brings a positive and forward-thinking perspective to the evaluation process, looking for ways to elevate the idea to its fullest potential.

### **The Naysayer (N):**

The Naysayer's role is to critically analyze the proposal or idea, identifying potential weaknesses, risks, or areas of concern. While the term "naysayer" may carry a negative connotation, the role is essential for ensuring a comprehensive evaluation. The Naysayer provides a counterbalance to the Optimizer's perspective, raising questions and challenging assumptions. Their goal is to uncover potential pitfalls or drawbacks that should be addressed before moving forward. By voicing concerns and offering constructive criticism, the Naysayer helps prevent oversights and encourages thorough consideration of potential challenges.

### **Process Flow:**

1. **Introduction:** The evaluation process begins with the Moderator introducing the proposal or idea to be evaluated. They set the stage for the discussion, outlining the purpose of the evaluation and the roles of the participants.
2. **Presentation:** The presenter or originator of the proposal shares the details, rationale, and intended outcomes of the idea. This allows all participants to gain a comprehensive understanding of the proposal before the evaluation begins.
3. **Moderator Facilitation:** The Moderator guides the discussion, ensuring that all participants have an opportunity to express their perspectives. They foster an environment of open communication and mutual respect, setting ground rules for constructive dialogue.
4. **Optimizer Input:** The Optimizer offers feedback aimed at enhancing the strengths of the proposal. They may identify areas for improvement, suggest innovative ideas, or propose strategies to maximize the proposal's positive impact.

5. Naysayer Input: The Naysayer critically examines the proposal, identifying potential risks, drawbacks, or areas that require further consideration. Their role is to challenge assumptions and highlight potential pitfalls that need to be addressed.
6. Discussion and Debate: All participants engage in discussion, responding to the feedback provided by the Optimizer and the Naysayer. This stage allows for a thorough exploration of different perspectives and encourages a robust exchange of ideas.
7. Collaborative Analysis: The group collaboratively analyzes the strengths, weaknesses, opportunities, and threats associated with the proposal. The goal is to achieve a balanced assessment that considers both the positive aspects and the potential challenges.
8. Decision Making: Based on the input from the Optimizer and the Naysayer, the group works toward an informed decision regarding the proposal. This decision may involve refining the proposal, addressing concerns raised by the Naysayer, or reaching a consensus on the next.

### **Two Dimensional Matrix**

The two-Dimensional matrix is used to assess the candidate's compatibility with the company culture, values and team dynamics. Here's how it might work:

#### **1. Horizontal Dimension – Fit with Company Culture:**

- On one axis, you assess how well the candidate's values, work style and personality align with company's culture.
- Questions could focus on the candidate's preferred work environment, communication style, approach to team work and alignment with the company's mission and values.

#### **2. Vertical Dimension – Team Dynamics:**

- The other axis evaluates how the candidate would fit within the existing team dynamics.
- This involves understanding the candidate's ability to collaborate, communicate effectively with different team members and contribute positively to the team goals.

Creating a 2-dimensional matrix diagram in the interviewing process can be a valuable tool for evaluating candidates comprehensively. The 2-dimensional matrix encompasses the dimensions of qualifications, skills, experience, and fit, and visualizing this matrix can provide a structured framework for assessing candidates. Here's how you can construct a simple 2-dimensional matrix diagram for the interviewing process:

### **High Level Probing**

#### **1. Matrix Structure:**

- Draw a large square or rectangle to represent the overall matrix.
  - Divide the square into four equal quadrants, each representing one of the four dimensions: qualifications, skills, experience, and fit.

#### **2. Qualifications Dimension (Upper Left Quadrant):**

- Label this quadrant as "Qualifications."
  - Within this quadrant, list the specific educational background, certifications, and any other formal qualifications that are important for the role.
- These could include degrees, specialized training, relevant coursework, or professional certifications.
  - This quadrant serves as a visual prompt to ensure that the candidate's educational qualifications are

addressed during the interview process.

### 3. Skills Dimension (Upper Right Quadrant):

- Label this quadrant as "Skills."
  - Identify the key technical and soft skills that are essential for the role, such as problem-solving, communication, leadership, or specific software proficiencies.
  - List these skills within the quadrant to serve as a reference during the candidate evaluation, ensuring that the interview covers relevant skill-related questions.

### 4. Experience Dimension (Lower Left Quadrant):

- Label this quadrant as "Experience."
  - List significant aspects of work experience that the candidate should possess or that are particularly relevant to the job.
  - This can include past job roles, projects, achievements, and specific challenges or situations the candidate should be able to discuss in relation to their professional experiences.

### 5. Fit Dimension (Lower Right Quadrant):

- Label this quadrant as "Fit."
  - Consider the organizational culture, values, and interpersonal dynamics that contribute to a positive fit within the team and the broader company.
  - Include elements such as teamwork, adaptability, conflict resolution, and alignment with the company's mission and vision.

### 6. Interviewer Notes:

- Below or around the 4-dimensional matrix, create spaces for interviewer notes.
  - Use this area to document specific examples and insights provided by the candidate during the interview, aligning them with the corresponding dimensions of the matrix.

### 7. Assessment and Summary:

- After the interview, use the matrix to summarize your assessment of the candidate within each dimension.
  - This provides a visual reference for evaluating the candidate's strengths and areas for development in relation to qualifications, skills, experience, and fit.

A 2-dimensional matrix diagram can serve as a visual aid to guide interviewers through the evaluation process, ensuring that each dimension is thoroughly assessed and documented. It also helps interviewers to maintain a balanced approach to candidate evaluation, considering not only the technical qualifications and skills but also the candidate's experiences and potential fit within the organization.

By utilizing this structured visualization, interviewers can more effectively align the interview questions to the specific dimensions, document key information, and ultimately make informed hiring decisions based on a comprehensive assessment of the candidates' qualifications, skills, experience, and fit.

	Functional Experience	Industry Experience	Problem Solving skills	Interpersonal Skills	Cultural Fit	Education	Total Score
<b>Weight</b>							
Candidate 1							
Candidate 2							
Candidate 3							
Candidate 4							
Candidate 5							
<b>Weighted Scores</b>							
Candidate1							
Candidate2							
Candidate3							
Candidate4							
Candidate5							
<b>Scale</b>	1	Poor					
	2	Below Average					
	3	Average					
	4	Above Average					
	5	Excellent					

**Low Level Probing:**

When using the term "2-dimensional matrix" in the context of interviewing, it may refer to a systematic approach for evaluating candidates across multiple dimensions or criteria. In essence, it involves considering candidates' qualifications, skills, experience, and potential fit within the organization from four different perspectives.

Here's how the concept of a 2-dimensional matrix might be applied in the context of interviewing:

1. **Qualifications:** This dimension focuses on the candidate's education, certifications, and other credentials that are directly relevant to the position. Interviewers assess whether the candidate possesses the necessary qualifications to perform the job effectively.
2. **Skills:** This dimension refers to the specific abilities and proficiencies that the candidate brings to the table. It involves evaluating technical skills, soft skills, and any other competencies that are essential for success in the role.
3. **Experience:** This dimension looks at the candidate's past work history and experiences, including relevant roles they have held, projects they have worked on, and challenges they have overcome. Interviewers may explore how the candidate's previous experiences have prepared them for the demands of the current position.
4. **Fit:** This dimension focuses on the candidate's compatibility with the company culture, values, and team dynamics. It involves assessing whether the candidate's personality, work style, and values align with those of the organization.

	Punctuality	Experien	Culture	Communication Skills	problem solving	Organisational Skills	Team work Skills	Preparation
<b>Weight</b>								
<b>Candidate 1</b>								
<b>Candidate 2</b>								
<b>Candidate 3</b>								
<b>Candidate 4</b>								
<b>Weighted Scores</b>								
<b>Candidate 1</b>								
<b>Candidate 2</b>								
<b>Candidate 3</b>								
<b>Candidate 4</b>								
<b>Total</b>								

**Uses of Two Dimensional Matrix:**

Using a 2-dimensional matrix approach can help interviewers ensure that they are evaluating candidates comprehensively and holistically. By considering candidates across these four dimensions, interviewers can make more informed and balanced hiring decisions. However, it's important to note that the specific dimensions and criteria within a 4-dimensional matrix may vary depending on the organization, the nature of the role, and the hiring objectives.

In practice, interviewers may create a structured framework or scoring system that allows them to assess candidates within each dimension. This could involve using a rating scale, checklist, or other evaluation tools to objectively measure how well each candidate meets the criteria within the 4-dimensional matrix.

Furthermore, interviewers may ask specific questions tailored to each dimension during the interview process. For example:

- Qualifications: "Can you walk me through your educational background and any relevant certifications or training you have completed?"
- Skills: "Tell me about a time when you had to use your problem-solving skills to address a work-related challenge. What approach did you take, and what was the outcome?"
- Experience: "Could you provide an example of a significant project or accomplishment from your previous role that you believe is relevant to the responsibilities of this position?"
- Fit: "How would you describe your ideal work environment, and what kind of organizational culture do you thrive in?"

In addition to asking targeted questions, interviewers may also use behavioral interviewing techniques to gain insights into how the candidate has demonstrated the dimensions of the matrix in their past experiences. This can involve asking candidates to provide specific examples that illustrate their qualifications, skills, experiences, and fit within a professional context.

Overall, the 2-dimensional matrix approach provides a structured framework for interviewers to evaluate candidates in a comprehensive and organized manner. By considering candidates across multiple dimensions, organizations can enhance the objectivity, consistency, and thoroughness of their hiring process, ultimately leading to better-informed hiring decisions.

**Interview Probing:**

Certainly! Tailoring questions to evaluate candidates within each dimension of the 4-dimensional matrix can help interviewers gain a comprehensive understanding of a candidate's qualifications, skills, experience, and fit within the organization. Here are some specific questions that can be asked to evaluate candidates within each dimension:

**1. Qualifications:**

- "Can you walk me through your educational background and any relevant certifications or training you have completed?"
- "How have your educational qualifications prepared you for the specific requirements of this role?"
- "Are there any specific courses, workshops, or professional development activities you have pursued that you believe are directly applicable to this position?"

**2. Skills:**

- "Tell me about a time when you had to use your problem-solving skills to address a work-related challenge. What approach did you take, and what was the outcome?"
- "Can you provide examples of specific technical skills or software proficiencies that are important for this role, and how you have applied them in your previous work?"

- "How do you approach communication and collaboration with colleagues, and can you share an example of a successful teamwork experience?"

### 3. Experience:

- "Could you provide an example of a significant project or accomplishment from your previous role that you believe is relevant to the responsibilities of this position?"

- "Describe a challenging situation you encountered in a previous job. How did you handle it, and what did you learn from the experience?"

- "Tell me about a time when you had to adapt to a major change or unexpected circumstance at work. How did you navigate the situation?"

### 4. Fit:

- "How would you describe your ideal work environment, and what kind of organizational culture do you thrive in?"

- "Can you share an example of a time when you had to resolve a conflict or disagreement with a colleague? How did you approach the situation?"

- "What do you know about our company's culture and values, and how do you see yourself contributing to our team dynamics?"

These questions are designed to elicit specific examples and insights from candidates, allowing interviewers to assess their qualifications, skills, experience, and fit within the organization. In addition to these questions, interviewers can also use behavioral interviewing techniques to delve deeper into a candidate's past experiences and actions, gaining a clearer understanding of how they have demonstrated the dimensions of the 2-dimensional matrix in real-life situations.

It's important for interviewers to listen attentively to candidates' responses and probe further when necessary to gather thorough and meaningful information. This approach can help ensure that the evaluation process is comprehensive and provides a robust basis for making informed hiring decisions.

Remember, while these questions offer a starting point, it's crucial to adapt them to fit the specific requirements of the role and the organizational context. Creating a tailored set of questions that align with the two dimensional matrix can help interviewers gather the most relevant and insightful information from candidates during the interview process.

## Conclusion

Traditionally, interviewing process is a one dimensional process of probing a candidate fitness to the available role in the company. A set of people interview the candidate to determine whether the candidate possess a workable knowledge for the role he or she is going to play in future.

However If the candidate is probed in two dimensional process, one probing the positive aspects of the candidate and the second probing on the negative aspects of the candidate will be more effective than the traditional methods.

So we can use 3 M-O-N-Keys model, a set of 3 people playing a moderator, optimizer and naysayer roles individually to probe the candidate's suitability for a given position.

Each parameter is probed for utilizing this structured visualization, interviewers can more effectively align the interview questions to the specific dimensions, document key information, and ultimately make informed hiring decisions based on a comprehensive assessment of the candidates' qualifications, skills, experience, and fit.

Finally, a two dimensional matrix is used to capture the candidate's compatibility with the company culture, values, and team dynamics. It involves assessing whether the candidate's personality, work style, and values align with those of the organization.