



Lt. Adam Mathieu

West Team Leader
Crisis Negotiation Team

What is Crisis Negotiation?

- Dynamics of Crisis Negotiations
 - Preservation of life
 - Public
 - “bad guy”
 - Public Safety Personnel

What do you think we do?

- Barricaded subject – Armed/Unarmed
- Hostage situations
- Suicidal Subjects
- Emotionally disturbed persons
- “Surround and callout” warrants
- Special operations intelligence gathering
- Any other service needed



LAW ENFORCEMENT Crisis & Hostage NEGOTIATION

Where?



How Long?



Communication?



SUBJECT

91% Male
39% Married
60% White
20% Black
82% No injury
40% 35-40 yrs old
72% Weapon used
37% Handgun
30% Alcohol used
39% Has criminal history

96%
NON-HOSTAGE
situations

Hostage: A person being held involuntarily by another person as leverage to force fulfillment of demands on a 3rd party

Non-hostage: Emotionally driven situation with no substantive demands & the person does not need anything from the police

VICTIM

58% Female
50% White
34% No relationship
26% Family
25% Under 18yrs
80% No injury
14% injury
17% Victim positively influenced subject
45% Not mistreated

What kind of scenes do we respond to?

Resolution



3rd Party Used
17% of incidents

71% Incident unplanned

Incidents with:



Death
99% None

Violence
30% Onset
11% During
62% Unknown

Violence Against
70% Unknown
18% Selected Hostage/victim
12% Law enforcement

How do we do our job?



Purpose Of First Responder Negotiations Training

- First 15 to 45 minutes is a critical time period.
- Average crisis management team response time is 45 minutes to 1 hour.
- The initial responding officer should attempt to. Initiate a dialogue to de-escalate the confrontation in order to lower tension.

Purpose of First Responder Negotiations Training (Cont'd)

- Reduce the likelihood of further violence.
Through the use of “verbal containment.”
- Does not replace negotiations by a trained negotiator.

Crisis State

- A subject is in a crisis state when confronted with a situation perceived to be a threat to his emotional, psychological and physical needs.
- A crisis state affects the way a subject thinks, feels and behaves.

Crisis State (Cont'd)

- Emotions, not reason, are controlling the subject's behavior.
- The subject's normal coping skills have failed.
 - A precipitating event has occurred recently in the subject's life; Quite possible within the last 24 to 48 hours.

Crisis State (Cont'd)

- In most instances the subject has experienced a real or perceived loss.
- Attempt to identify the loss. Usually the loss of:
 - Loved one
 - Job
 - Health
 - Money
 - Self-esteem

ASSESSMENT

- Situation
- Where is it happening?
- What's happening now?

Critical Assessment

- Is the person held as a hostage or a victim?
- The subject's perspective is the key issue!
How does the subject view them!

As a hostage for use as leverage to achieve his
Demands or

As a victim against whom he directs his aggression

Two Basic Types of Incidents

Hostage Situation

- Person held to force fulfillment of certain demands upon a third party
- Threat of harm unless demands are met
- Hostage held as leverage
- Longer incident goes increase safety to hostages

Non-Hostage Situation

- Person held for expressive reasons
- No substantive demand(s)
- Person is a victim... “homicide-to-be”
- Passing of time increases risk to the hostage

Hostage Situation Non-Hostage Situation

- Goal oriented
- Substantive demands
- Generally involves purposeful behavior
- Needs police to facilitate demands
 - Having demands met is primary motivation, not harming hostages
- Realization that keeping hostage alive prevents tactical action
- Expressive ventilation
- Emotional, senseless or self-destructive
- No clear goal
- Lack of substantive demand(s) (no escape demand, unrealistic demands)

INITIAL ACTIONS

- Attempt to contain the situation Prevent:
- Spread of the threat
- When possible, begin to clear the area of innocent civilians.
- Evacuate innocents (witnesses) to a holding area for interviewing.
- Gather immediate intelligence. Background of the subject

CRISIS CLIMATE

- First few minutes are critical: anticipate confusion and chaos.
- Anxiety and fear are the predominant emotions.
 - Expect extreme responses from the subject. (Verbal abuse.....Silence)
- Maintain a low tactical profile.

VERBAL CONTAINMENT

- Contact the subject as soon as possible to:
 - Occupy the subject in order to keep him from harming the victim(s)
 - Reduce the likelihood he will attack the police
 - Distract subject from fortifying the crisis site
 - Project calm professional police demeanor to provide subject with a sense of order

VERBAL CONTAINMENT

- Develop additional intelligence Begin to answer the question, why is this happening?

NEGOTIATION TECHNIQUES

- The first few statements may set the tone for the next few hours.
- INTRODUCTION: (Example) “Hello in there, my name is (no rank/title) with the (law enforcement agency). “I would like to help. Are you okay? Could you tell me what’s going on?”

INITIAL CONTACT

- Don't negotiate alone! Have someone act as your coach.
- AVOID SOLICITING DEMANDS. • Advise the subject you seek a peaceful resolution.
 - Reassure the subject that you have things under control outside.

INITIAL CONTACT

- Advise the subject they are responsible for control on the inside.
- Provide the subject with a “reality check”. “No one is going to come in, but we can’t leave either”.

INITIAL CONTACT

- Ask the subject to consider coming out.
- This question should be accompanied by a sincere and genuine assurance that they will not be harmed and will be treated with respect.
- (Don't press the issue if you meet resistance)

APPROACH

- Lower emotions by providing a non-threatening environment in which the subject may be able to think more rationally.
- Give the subject “a hearing,” an opportunity to tell their story and vent.

APPROACH

- Allowing them to tell “their story” will help them ventilate and may lower their anxiety.
- If they are talking...you are gaining TIME.
- It’s more important to be a good listener than a good talker.

APPROACH

- Listening will provide you with valuable intelligence; everything they say will tell you something about what is happening, and why.
- Listening is the cheapest yet most effective concession you can make.

APPROACH

- Try to see the problem through the “eyes of the subject,” (People want to be understood). - Understanding does not mean agreeing with their actions.
- Let the subject know you are trying to understand their story and their feeling.
- Try to understand the story.... “Let me just make sure I understand what you’re saying, it seems....(in your own words)

APPROACH

The subject may be displaying one or more of the following feelings:

- Anger

- Frustration

- Fear

- Sadness

- Confusion

APPROACH

Let the subject know which feeling you hear:

“This situation has really made you mad.”

“I can understand why that would frustrate you.”

“I guess I would be confused too, if that Happened to me.”

APPROACH

Take your time; speak slowly and calmly.

Your tone indicates your attitude; it speaks louder than your words.

-How you say something is as important as What you say.

Project genuineness and Sincerity.

APPROACH

Ask the subject if they are alright.

Ask if anyone is injured or ill.

If you know the names of the victims use them.
This will help personalize them

AVOID

Giving orders that may escalate the confrontation.

Arguing with the subject.

Bargaining with or making concessions to the subject.

Agreeing to fulfill his demands.

AVOID (Cont'd)

Introducing outsiders (ie: Friends, Family, Clergy, Doctors, etc.)

- If he wants to talk to a particular person he will let you know.

Making suggestions to the subject.

AVOID (Cont'd)

Exchanging hostages; never exchange yourself or others for a hostage.

Exposing yourself in order to negotiate face to face (Think safety-Cover)

MINIMIZATION

Downplay what the subjects has done so far.

“ Nothing much has happened. No one has been hurt (or killed).” (if in fact no one has been killed)

If the subject asks about someone he suspects he may have killed-

“I don't know his condition, because I've been talking with you.”

NEGOTIATION TECHNIQUES

Strive for honesty; avoid tricks.

ASSUME NOTHING- If you are not sure what they mean by something they said...

ASK THEM! “I’m not sure I understand what you mean, could you explain that further?”

NEGOTIATION TECHNIQUES (Cont'd)

However-Use good judgment;

Don't ask him to clarify a vague threat.

Don't be afraid to say you don't know the answer to a question they ask.

NEGOTIATION TECHNIQUES (Cont'd)

Encourage the discussion of “everyday matters.”

- Keep subject talking
- Allow time to pass
- Helps build rapport
- Takes his mind off crisis at hand
“Be flexible...Be creative”

DEMANDS

DON'T ask for demands.

Acknowledge his requests (demands) but attempt to “soften” or “reframe” them.

Example:

Demand: A car & \$10,000 in 30 minutes!

Softened Response:

“Okay, I understand you would like some money and transportation, and I’ll pass that request on.”

DEMANDS (Cont'd)

- Avoid saying “no,” this does not mean saying yes.
- Attempt to lower their expectations. I’ll pass that on, but I think it’s going to be a problem.”
- Use the excuse of crisis and chaos for delay in meeting the subject’s demands.
- Avoid using titles such as... “The Chief” “The Boss”
- Instead- Consider using “the command staff, “my people,” or “the decision makers.”

DEMANDS (Cont'd)

Do not dismiss any demands as trivial.

- If they bring it up, it is important to them.
- If it is important to them it is important to you.

DEADLINES

- Never set a deadline on yourself.
- Do not tell the subject something will be done within a specific time frame.
 - It always takes longer than you think.
("Murphy's Law")
- Example: "I'll have the coffee for you in 10 minutes."
- Attempt to dissuade subject from setting deadlines.
- "I can tell this is important to you, but let's not let time get in the way of what you want."

SUICIDE

- If you sense the possibility of suicide....
- ASK “ARE YOU GOING TO COMMIT SUICIDE?”
- This is the preferred response according to crisis intervention experts.
- • You will not “push them over the edge;” nor “put the idea in their head.”

SUICIDE (Cont'd)

Be aware of ...SUICIDE BY COP

Extreme caution must be used as the subject may kill a hostage, citizen or police officer in order to provoke law enforcement into killing him/her.

SUICIDE BY COP- 15 Warning Signs

- The subject is barricaded and refuses to negotiate
- The subject has just killed someone, particularly a close relative, his mother, wife, or child
- The subject says he has a life threatening illness
- The subject's demands of police do not include negotiations for escape or freedom
- The subject has undergone one or more traumatic life changes (death, divorce, financial ruin etc.)
- Prior to the encounter the subject has given away all of his money or possessions

SUICIDE BY COP cont

- The subject has a record of assaults
- Subject says he will only surrender to the person in charge
- Subject indicates that he has thought about planning his death
 - Subject has expressed an interest of wanting to die in a “macho” way
 - Subject has expressed interest in “going out in a big way”
- Subject expresses feeling of hopelessness and helplessness

SUICIDE BY COP cont

- Subject dictates his will to negotiators
- Subject demands to be killed
- Subject sets a deadline to be killed

Indicators:

Hyper-vigilance-scanning his surroundings
Change in rate of breathing
Counting down or
up

Vanessa Vasquez Incident

SURRENDER

- Surrender is always a possibility...plan for it.
- The subject may want to surrender but not know how to go about doing it.
- Help the subject to visualize a safe and orderly exit. -Paint a verbal picture
- Always refer to “when you come out...”

SURRENDER (Cont'd)

- Never take the weapon from the subject's hand.
- Always remain behind cover.
- Remember: The subject needs to be allowed to save face and maintain some level of dignity.

INTELLIGENCE ISSUES

Obtain assistance at the scene to:

Keep a log:

- Deadlines
- Demands
- Positive Topics(hooks??)
- Topics to Avoid
- Intelligence

INTELLIGENCE ISSUES (Cont'd)

- “Hooks:
 - Anything the subject values (ie, people, pets, possessions, job, hobbies, etc.)

ALWAYS RETURN TO THE HOOK

Intelligence on subject

- Information about the subject necessary to understand his motivation, the degree of risk to themselves or others, and his personality type, so that informed decisions about strategies and tactics can be made. Criminal history, old psychological behavior (the best predictor of future behavior is past), military training, survivalist, weapons, violence, mental condition, stress and emotional, depression, medical condition. Physical and clothing description of subject/hostage taker or hostages.

Intelligence on location

- Type of construction of the structure
- Location of power, water, and gas shutoffs
- Construction of the interior
- Floor plans
- Nature of security devices
- Presence of dogs or other noise-making animals
- Presence of security alarms
- Fences, terrain, storage sheds, garages
- Hazardous- material, chemicals, explosives,

Prepare to brief responding crisis management personnel

- Command
- Negotiators
- Tactical
- Investigators

SUMMATION

Remember to be:

- Genuine (Be yourself)
- Non-threatening
- Understanding
- Patient (Slow it down; buy time)
- Safe

HOW ABOUT THESE TWO?





De-Escalation

MGL Ch 6E established POST

De-Escalation is mandated by post

“no-knock” warrants significantly reduced

Verbal Management

- Most valuable tool we have is our words
 - Everyday world and crisis
- A SINGLE WORD can make a situation go in a negative direction
- Carefully select your words!!!!!!!

Management



- Will the subject
- You come across subject?
- Even someone may not if they are in crisis

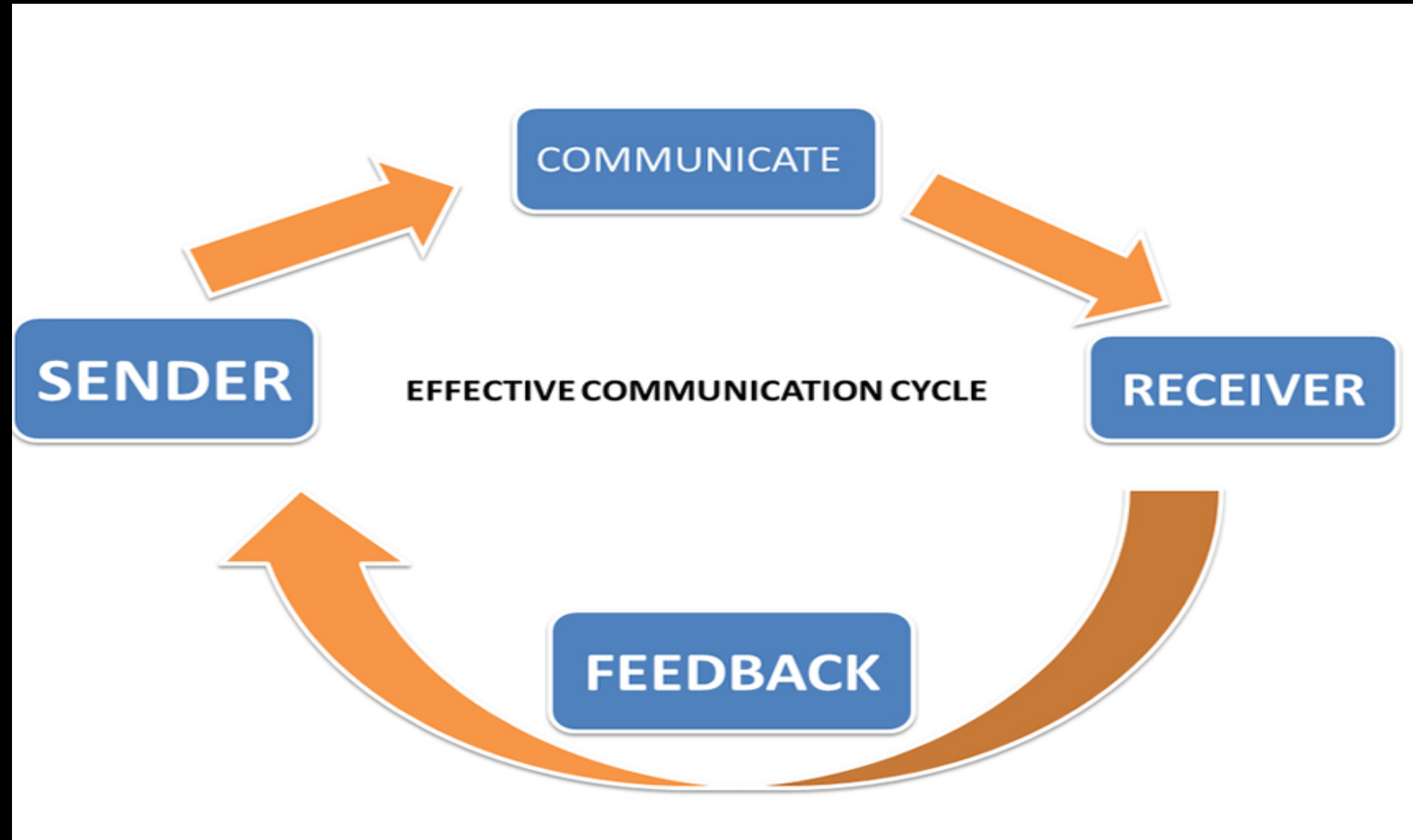
Verbal Management

- Control Yourself
- Your fear and indecision create anger and indecision
 - Very easy to pick up on fear and uncertainty
- Fear Leads to bad decisions
- Be Zen
- We ask ourselves
 - “Should I be the one trying to do this”?

Dynamics of Negotiations

- Questions:
- Use them to Initiate conversation
- Get an explanation of the event or subject's goals or needs from subject's point of view
- Open ended versus closed ended question
- Ensure the communication cycle is being followed

What is the communication cycle?



- We must focus on the process more than the outcome
- Do not speak over the subject
- Show respect
- Don't problem solve too quickly
 - Avoid early resolution
- It's NOT about you

Negotiation Tools

- Content
- 7 - 10% of what is said has an impact on the receiver
- Voice
- 90% of what is said has an impact on the receiver
- You voice
- DON'T



Verbal Management

- WHEN YOU'RE MOUTH OPENS, YOUR EARS CLOSE



Three Basic Listening Modes

- **Competitive or Combative**
- **Passive or Attentive**
- **Active or Reflective**

Competitive or Combative Listening

- Happens when we are more interested in promoting our own point of view than in understanding or exploring someone else's view.
- We either listen for openings to take the floor, or for flaws or weak points we can attack.
- As we pretend to pay attention we are impatiently waiting for an opening, or internally formulating our rebuttal.

In Passive or Attentive Listening

- We are genuinely interested in hearing and understanding the other person's point of view.
- We are attentive and passively listen.
- We assume that we heard and understand correctly, but stay passive and do not verify it.
- **THE MOST DANGEROUS TYPE OF LISTENING**

Active or Reflective Listening

- Is the single most useful and important listening skill.
- In active listening we are also genuinely interested in understanding what the other person is thinking, feeling, wanting or what the message means, and we are active in checking out our understanding before we respond with our own new message.

Listening Tips

- CAUTION

- Depending on the situation, you could reflect back the other person's **account of the facts with:**
 - **Thoughts and beliefs.**
 - **Feelings and emotions.**
 - **Wants, needs or motivation.**
 - **Hopes and expectations.**
- **Why Caution?**

Dealing with subjects





Dealing with subjects







© Koerden In NL



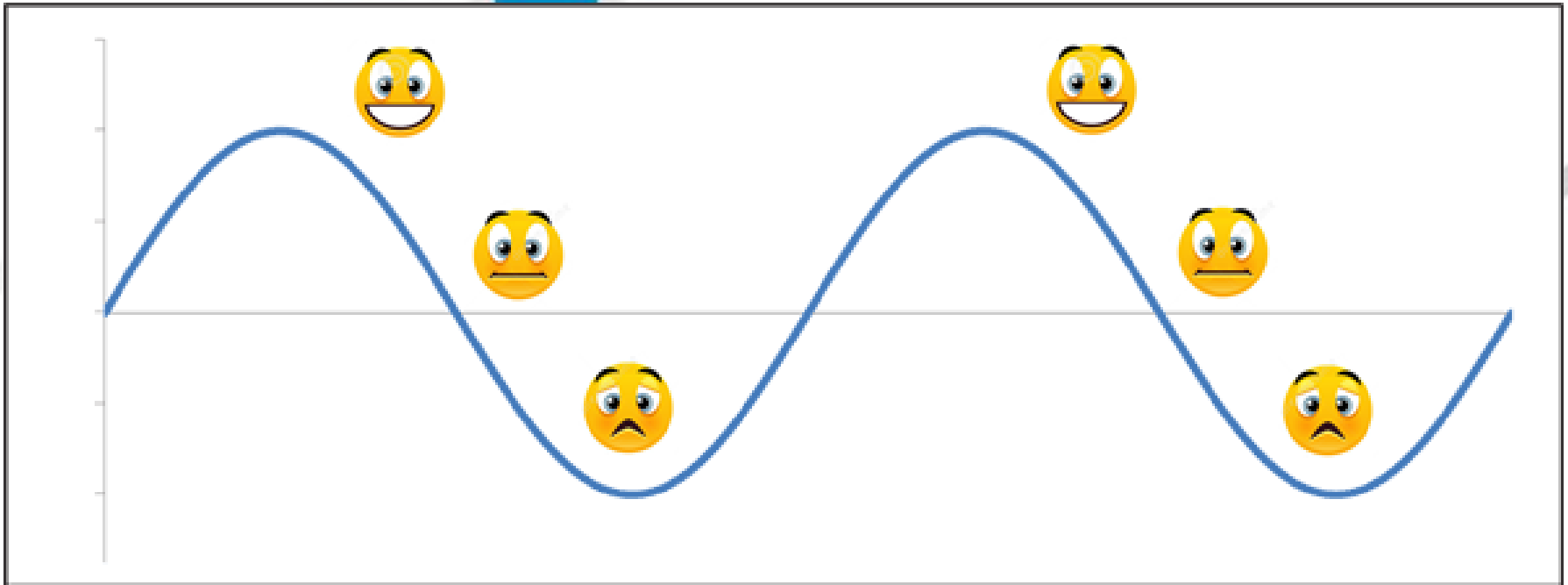
Negotiation Tools

- Think for the distressed (huh?)
 - Try to think for others like they'd think for themselves later
 - Needs, etc –
- If they have something to lose or gain, you have something to use
- Remember, what are we trying to build with the subject
- RAPPOR

When can we build rapport?

- What happens to our thinking process when we

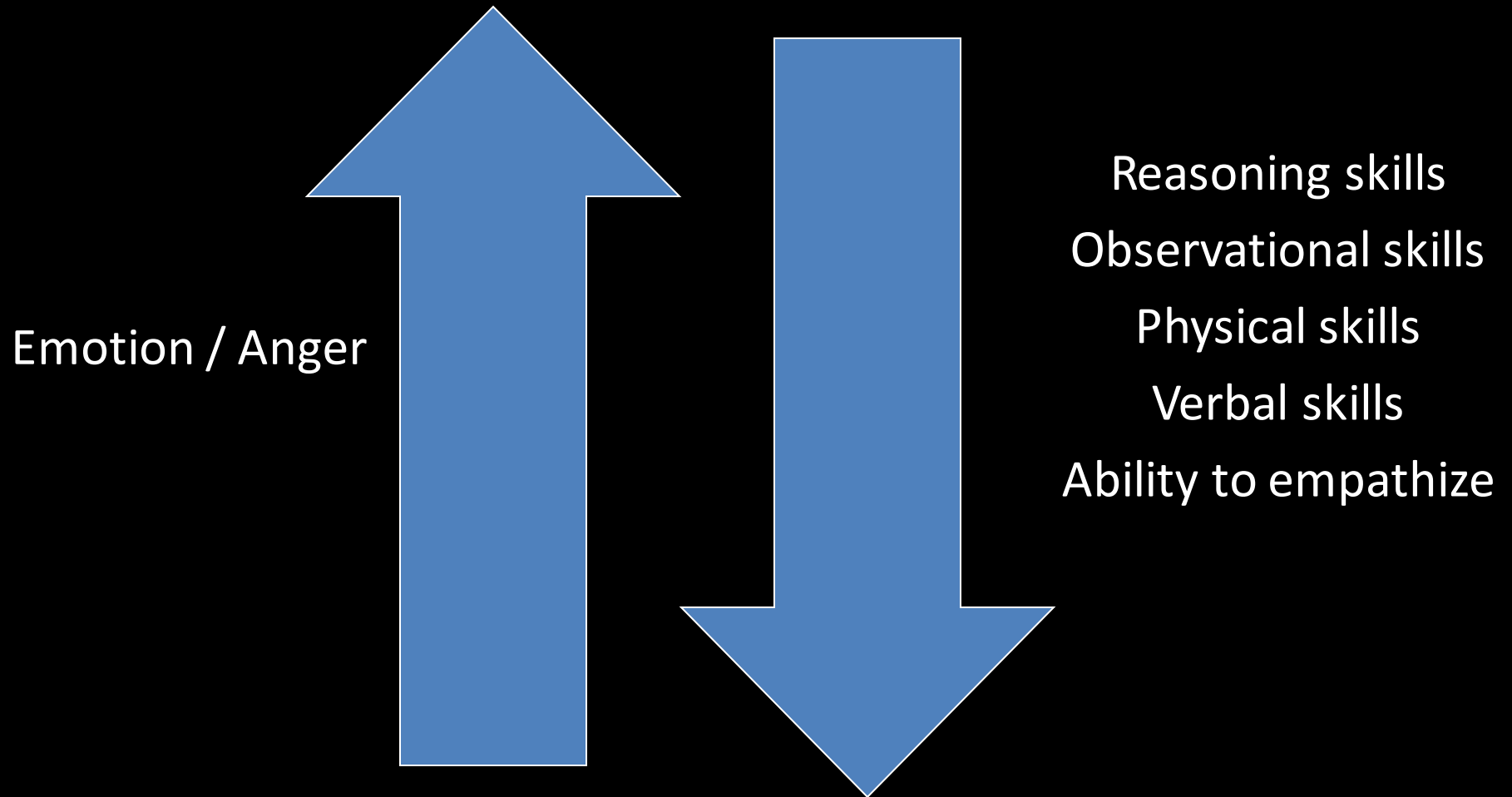
Exuberance



Despondency



Emotional Balance



Negotiation Philosophies

- Always use open ended questions
- Focus on the process more than the outcome
- Do not speak over the subject
- Show respect
- Don't problem solve too quickly
 - Avoid early resolution
- It's NOT about you

Negotiation Philosophies

- Sympathy versus Empathy
 - What's the difference?
- Sympathy implies pity and over involvement in the situation
 - Can come across as condescending
- Empathy implies understanding and objectivity

ACTIVE LISTENING

Activ

- Listen for emotion



y
rcumstances
for their people ?

elp deal with

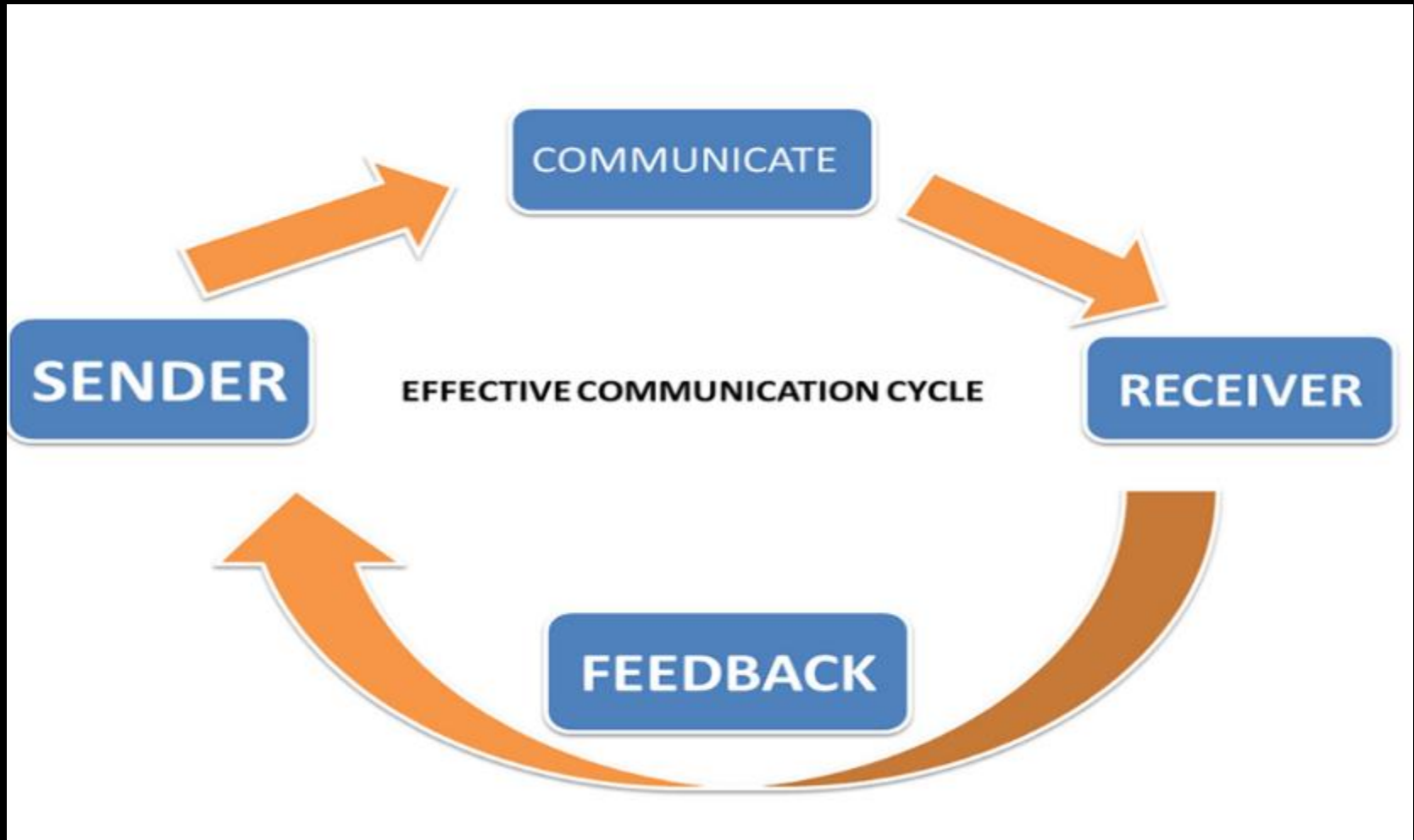


Active Listening

- Paraphrasing
- Repeat what someone tells you in different words
- Make them know you are “hearing” them
- Where did you hear that before?

Active Listening

The communication cycle!!!!!!!!!!



Active Listening

- Reflecting – Mirroring
- Repeating key phrases, “the spirit” or the last couple words the subject says – keeps them going
 - You need medicine
 - You are frustrated about the situation
 - Your people need help

Active Listening

- Effective Pauses



LENCE



Active Listening

- Minimal Encouragers
- Uh-huh
- Yes
- BEWARE things like “OK”

Active Listening

- “I” Messages
 - Very hard for some people
- Express your feelings in a non threatening way
- “I” feel frustrated when you wont let us help people that need us
- “I” am worried about you
- NOT – “I” know what you need
- NOT – “I” understand

Active Listening

- Use Deflectors
- A response that just acknowledges a message
 - I appreciate that
 - I believe that
 - YOU DON'T UNDERSTAND
- Let them vent - Ride the emotional roller coaster

Who should deal with people in crisis?

- Who in the group should do the negotiation?
- Negotiators shouldn't command
- Commanders shouldn't negotiate
 - Unless they can delegate command to another team member during the process

Thank You

- Questions?
- Preguntas?
- الأسئلة؟
- вопросы?