TACTICAL COMMUNICATION
Course Objectives

◦ Increase officer safety
◦ Enhance professionalism
◦ Decrease complaints
◦ Decrease vicarious liability
◦ Lessen personal stress at work and home
◦ Improve court power (articulation)
◦ Increase morale
“Standoff” Video
S.A.F.E.R.
Security

- Safety zone
- Create distance and space
- Use barriers if physical violence erupts
Attack

- Someone physically attacks, attempts to attack or threatens to attack you and has the present ability to attack

- Any display of a weapon

- Act, Disengage, Defend
Flight

- Whenever someone flees from you or will not stay within your immediate proximity

- Act!

- Or call for assistance.
Excessive Repetition

◦ Anytime anyone repeats the same phrase or word over and over again.

◦ Act! Or call for assistance.

◦ Be aware of verbal and non-verbal behavior.
Revise Priorities

- Whenever a matter of higher priority requires your immediate attention or presence

- Act!
Procedural Justice

- Focus on the way law enforcement interacts with the public and how the characteristics of those interactions shape the public's view of the police. Their willingness to obey the law, cooperation with the police in fighting crime and actual crime rates

- Voice
  - Giving the citizens a voice during encounters
  - Just because we are listening it doesn’t mean we must agree with them

- Respect
  - Treating people with dignity and respect

- Neutrality
  - Being neutral in decision making

- Trustworthiness
  - Behavior and actions that convey trustworthiness
The goal of law enforcement $= \text{GVC}$

- To Gain Voluntary Compliance

- Our ability to stay safe, appear professional in the public eye is crucial and cannot happen unless we can deal with verbal abuse and criticism, redirect negative behavior and generate voluntary compliance.

Talking them into handcuffs
The truth is…

- Law enforcement officers use force 3% or less of the time
- 97% of our contact with the public is verbal
Intervention Concepts

- Pre-Intervention Preparation
  - Calm yourself, autogenic breathing
  - Center yourself, get focused
  - Develop a strategy for intervention
Intervention Concepts

- Intervention Format
  - Attempt to get person’s attention
  - Check on their perception of reality
  - Attempt to establish a rapport
  - Explain your perception of reality
  - Move towards resolution
How to Diagnose a Verbal Encounter

- Problem
- Audience
- Constraints
- Ethical presence
P.A.C.E.

- **Problem** – there are always two problems—the way you see the problem and the way the other person see the problem.
- **Audience** – view people as audiences – know it is your responsibility to give the best performance you can. Never create a bigger disturbance than the one you were called out to handle.
- **Constraints** – there is always something that makes the situation difficult.
- **Ethical Presence** – be what you represent!
Perception is Key

- If we act professional, we will be perceived as professional.
- When someone is under the influence of adrenalin, emotion, anger, aggravation, etc. in order to gain voluntary compliance their perception is key and not our perception.
Principles of Dis-Interest

- Always keep a professional face
- Always treat others the way that THEY would want to be treated. “The Platinum Rule”
- Never inflate people with adrenaline
- Flexibility is strength: rigidity is weakness
- Re-direct rather than resist
The 3 Deadly Arenas

1. Street
2. Court
3. Media
3 Kinds of People We Deal With

◦ Cooperative

◦ Difficult
  ◦ They ask the “Why?”
  ◦ Who do you think you are?
  ◦ Where do you get your authority from?
  ◦ What’s in it for me?

◦ Deceptive
Three Types of People
5 Universal Truths

◦ All people want to be treated with **dignity** and **respect**.
◦ All people want to be **asked** rather than being **told** to do something.
◦ All people want to be **told why** they are being asked to do something.
◦ All people want to be given **options** rather than **threats**.
◦ All people want a **second chance**.
Types of Verbal Assaults

- Authority
- Profanity
- Family Safety
- Physical Features
- Age
- Sex / Sexuality
- Education
- Skill / Competence
- Economic Status
- Religion
How To Handle Verbal Abuse

Natural Reaction = Confrontation

vs.

Studied Response = Deflection & Redirection

Natural language or Responding in Kind is disastrous!

◦ “I ‘preciate that, but...”
◦ “I understand’ that, but...”
◦ “I hear that, but...”
◦ “I got that, but...”
◦ “I’m sorry you feel that way, but...”

Note: Combination Phrases Work Best
Verbal Deflectors
Your Triggers

1. What are your Buttons – Triggers
2. Who is best at pushing them?
3. Why is understanding yourself in this way important?
4. Is there anything you can do about your buttons – triggers?
Activity #2

Answer the previous slide questions.
Power Principles

◦ As ego goes **UP**, power and safety goes **DOWN**!

◦ AS ego goes away, power and safety **RISE**!

◦ You must **DISSAPPEAR** to have influence over others!
Our Brothers and Sisters Keeper?

Sometimes officers find themselves in the same square box that other people find themselves in.

They are “under the influence” of emotions and out of control. They need our help, and it is up to us to help our fellow officer think right.

Discussion:
Have you ever had to intervene with another officer?
Activity #3
Ethical Interventions

◦ Professional – Pre Incident Prevention

◦ Direct – On-Scene Intervention

◦ Delayed – Post Incident Remedies
Ethical Interventions

- Professional – Pre Incident Prevention
  - Raise / Maintain Personal Ethical Presence
  - Performance of your Personal Ethical Presence
  - Impacted Other Officers by your Personal Ethical Presence
Ethical Interventions

- Direct – On Scene Officer Override
  - Level One: Verbal
  - Level Two: Positioning
  - Level Three: Physical
Ethical Interventions

◦ Delayed – Post Incident Remedies

◦ Make an Apology, when and if appropriate

◦ Debrief Incident – Improve Future Behavior

◦ Supervisor Notification / Report Writing
Communication

The Opposite of Talking Should Be Listening, But for Most People It is Waiting...

Waiting To Interrupt!
Communication
When People are in Crisis

RESPOND To The Meaning, Never REACT To The Words.
Context – The Message Behind the Words

What they say.....
◦ You finally show up!
◦ I’ve been paying my taxes for years!
◦ The one time I need You...You can’t even show up at a decent time!
◦ That’s a Bunch of Crap!
◦ I Don’t Believe This!

What they mean...
◦ I’m scared!
◦ HELP!
◦ I Need My Car!
◦ How Do I Prevent This From Happening Again?
The 5 tools for Generating Voluntary Compliance - L.E.A.P.S.

- **Listen** - It is more important to look interested than to be interested
- **Empathize** – Do not sympathize instead build ground to stand upon
- **Ask**- Open ended sincere curious questions
- **Paraphrase** – Re-phrase and provide feedback of their own information they provide to you
- **Summarize** – Be Clear, Be Concise, and when appropriate, Be Authoritative
L.E.A.P.S.

- **Listening**
  - Project a listening face (eye contact, nodding head, “I understand.”)
  - Respond to the meaning, do not react to the words
L.E.A.P.S.

- **Empathetic**
  - Project an empathetic face
  - Construct a verbal means to relate to the subject
  - You don’t have to agree with what they say you simply have to understand their perspective
L.E.A.P.S.

- **Ask**
  - Forecast or set context for your questioning
  - Vary the questions to lessen resistance or calm the audience
L.E.A.P.S.

- **Paraphrase**
  - Necessary backup system to communication
  - We are hearing what the person is telling
  - You can interrupt without generating resistance
  - No one will listen harder than to their own point of view
  - “Let me be sure I understand what you just said?”
  - It often makes the other modify their statement after hearing their meaning in different words
L.E.A.P.S.

- **Summarize**
  - Recapping the entire contact
  - Creates decisiveness and authority
  - Reconnects communication when temporarily interrupted
  - Checks on understanding
  - Improves memory retention
Communication Delivery

From The Receiver’s Point Of View

◦ Content = 7-10%
◦ Voice = 33-40%
◦ Other Non Verbal’s = 50-60%

93% = Delivery Style.
Voice

- 33-40% (What you say)
- How you Say It

If there’s a contradiction between Content & Voice, which should you believe?
Components to a Message

◦ Content – the literal message

◦ Voice –
  ◦ Tone – reveals the person's attitude toward any given subject, can escalate a situation
  ◦ Pace – speed
  ◦ Pitch – High v. Low
  ◦ Modulation – Words that are stressed (Ebb & Flow)
  ◦ Command presence – all about how you say it vs. what you say

*90% of Conflict comes from Wrong Tone of Voice
Other Non-Verbal’s (Suspect)

- 50-60%
- Body Language
- Proxemics: Spatial Relations

- If there’s a contradiction between Voice & ONV, which should you believe?
- Other Non-Verbal’s
  - Change in breathing patterns
  - Excess perspiration
  - Shifting of the focus of one's eyes
  - Dropping one's center balance
Non-Verbal Communication (L.E.)

◦ 50-60% of your message is conveyed through your non-verbals
  ◦ Personal Space
  ◦ Reasonable Arc of Movement (RAM)
  ◦ Uniform Appearance
  ◦ Facial Expressions
  ◦ Stance

◦ When verbal and non-verbal contradict, people will believe the non-verbal.
  ◦ Examples:
    ◦ Wearing sunglasses while speaking to someone vs. taking them off or raising out of view so they can see your eyes.
    ◦ Crossing your arms.
    ◦ Rolling your eyes.
    ◦ Looking away when being talked to.
Activity 1

Discuss personal experiences involving non-verbal cues during a law enforcement encounter you had in the field.
**Proxemics**

- Remaining Alert
- Control of Distance
- Personal Danger Zone
- Relative Positioning
- Contact / Cover
- Multiple Subjects
- Cutting Herd Tactics (Divide & Control)
- Reasonable Arc Concepts
Tactical 8 Step Concept

1. Appropriate Greeting with Name, if Known
2. Identify Yourself / Assignment, if Unknown
3. Explain Reason For The Contact
4. Any Justifiable Reason For...If Needed
5. Ask for Identification if Unknown / Required
6. Additional Information – Wellness Check
7. Decision Stage
8. Appropriate Close
The Art of Mediation

Be very descriptive, paint a clear picture for them of what they have to lose.
The Four Appeals: Sources Of Persuasion

- **Ethical**: Your alliance is your ethical appeal and it is the most powerful.
- **Practical**: This appeal is GVC by using an off-beat strategy.
- **Personal**: This is the second most powerful appeal and it is the GREED PRINCIPAL – If they have something to win or lose – then you have something to USE!!!
- **Rational**: This is reasonable and logical… But people don’t care about logic when they are upset.
Tactical 5 Step Concept

- Ask (or Order)
- Set Context (Provide an Explanation)
- Give Options (Create & Present Options / 2)
- Confirm Noncompliance (You are confirming that what they say and do is what they mean)
- Act – Disengage and/or Escalate

The process works like a use of force continuum. You use what you need based upon what the person does or does not do. Document through the lens of the 5-Step Process as a report template.
Activity

- 5 Step
- 8 Step
Questions?