

CRISIS Negotiation

Understanding & Using the Skills of Crisis Negotiators

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Hostage Negotiator | Researcher

Me

- NYPD Detective
- Hostage Negotiator
- Trainer
- Researcher
- Mediator
- Masters Negotiation
- PhD Conflict Resolution



NYPD Hostage Negotiation Team

adaptability
guide
Empathy
confidence
prepared
self-awareness
Respect
open-minded
"Talk To Me"
voice tone
Calm
rapport
Patience
influence

Crisis situations are known for

- Stress
- Anxiety
- Tense
- Unpredictable
- Lack of Information
- Emotionally driven

History of NYPD HNT

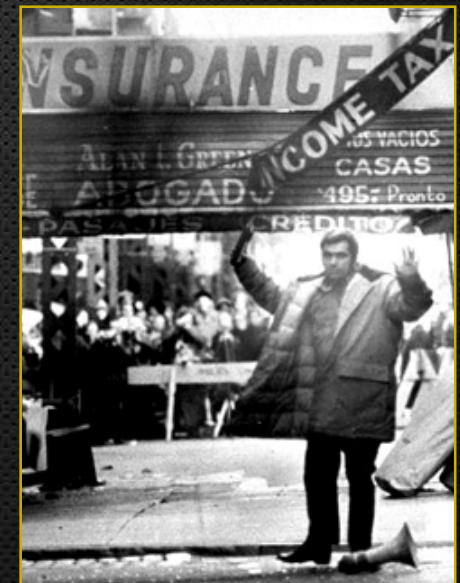


- Created in 1973
- Result of 4 prior incidents in 2 years
 - Attica Prison Riots (Sept/1971)
 - Dog Day Afternoon (Aug/1972)
 - Hostage Situation at Munich Olympics (Sept/1972)
 - John & Al's Sporting Goods Robbery (Jan/1973)

History of NYPD HNT



- 4 incidents
- 58 people killed in total
- 12 were law enforcement





The NYPD HNT was the first ever organized HNT in the world.

Team Breakdown



- 1 Lieutenant
- Just over 100 Negotiators
 - Lieutenants
 - Sergeants
 - Detectives
- Respond when activated

Situation Types



- Hostage(s)
- Barricaded Perpetrator
- Barricaded EDP
- Suicidal EDP

Team Set-up



- Primary Negotiator
- Coach
- Scribe
- Intel Gatherer
- Supervisor





CRISIS SITUATIONS

UNIQUE

What is a

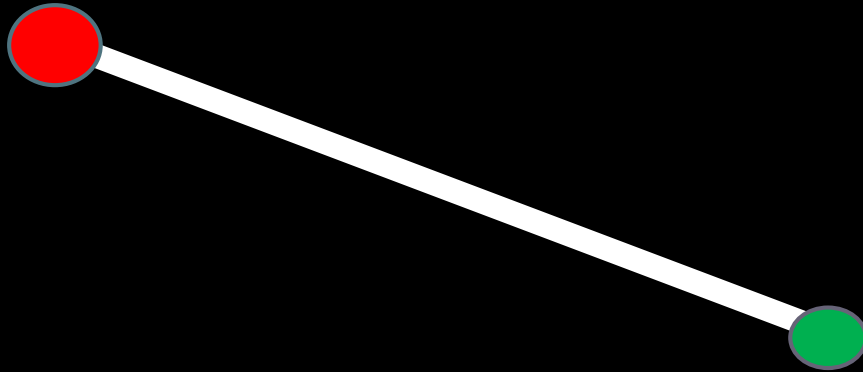


- ⦿ A condition of instability or danger
- ⦿ A dramatic emotional upheaval



Actions are guided by:

emotions



rational thought

Our Role

“We all need to be good listeners and learn to demonstrate our empathy and understanding of the problems, needs, and issues of others.

Only then can we hope to influence their behavior in a positive way.”

*Gary Noesner, Chief Negotiator, FBI
(ret.)*



Crisis & Conflict Communication

What is the

Goal?



Crisis & Conflict Communication

Influence a behavioral change
to get:

voluntary compliance



Crisis & Conflict Communication

Emotional

Contagion

What Are Skills?

- ◎ **Active listening**
- ◎ **Time**
- ◎ **De-escalate**
- ◎ **Empathy & Rapport**
- ◎ **Influence**
- ◎ **Control**

LENS Model

Law Enforcement Negotiation Stairway Model

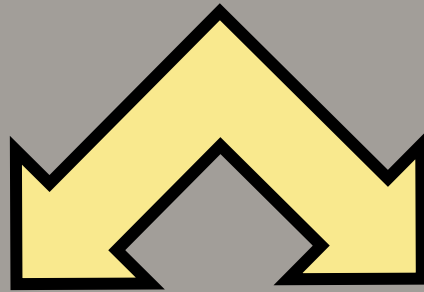


This is important!

80/20

Rule

Active Listening



Affective

Effective

Nonverbal Communication



- Eye Contact
- Voice
- Gestures
- Posture

Situational Awareness

Active Listening Skills

- *Open-ended Questions*
- *Emotional Label*
- *Paraphrase*
- *Reflect/mirror*
- *Silence*

Open-ended Questions

- What happened next
- Tell me more
- Then what happened

Emotional Label

Angry

Upset

Sad

Frustrated

Pissed off

Hopeless

enraged

* Don't ask

Paraphrase

- Give the gist of what was said, include the emotional label.

Reflect/Mirror

“...nothing has worked.”

“...that’s all.”

“...I am so upset.”

Active Listening Skills





Crisis & Conflict Communication

What is the

Goal?



Crisis & Conflict Communication

Influence a behavioral change
to get:

voluntary compliance

Be Genuine



What Are Skills?

- **Active listening**
- **Time**
- **De-escalate**
- **Empathy & Rapport**
- **Influence**
- **Control**

**There
is no
finish line**

Art

Science

CRISIS Negotiation SKILLS SHEET

Active Listening Skills

Emotional label

"You sound like..."
"It seems..." "I hear..."

Reflect/Mirror

Repeat the last few words

Paraphrase

"Let me get this right..."
"So what you're saying is..."

Open-ended Questions

What happened today?
Tell me more about ____

Summarize

Include emotional label,
use when you feel stuck

Minimal Encouragers

"mmm" "uh-huh" "I see"
"Really" "Yeah"

Effective Pauses

Use prior to speaking
Encourages the person
to continue speaking

"I" Messages

I feel ____ when you ____
because ____

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SLOW DOWN
The process

Positive
TONE
Assertive

Be
CALM
Your actions
are contagious

C.P.R.

Charisma

Ability to have a positive
influence & have subject
reappraise situation.
Need rapport first.

Professionalism

Be confident & prepared.
Know your skills & how to
properly use them.

Rapport

Use active listening, be
attentive, possess empathy.
Positive, non-judging,
respect.

Identify Emotions

Fear Sadness Anger Shame

Reduce threat,
uncertainty.
Police are there
to help.

Not alone, Help
is available.

Refocus subject
away from target.

Acknowledge
difficulty;
Counter feeling of
being cut-off.

Saving Face?

Mad Hurt Ashamed

Angry	Betrayed	Humiliated
Furious	Despair	Embarassed
Outraged	Helpless	Isolated
Cheated	Abandoned	Vulnerable
Annoyed	Pain/Suffering	Trapped

Your

* Thoughts
* Body
Language
* Tone
are connected

Sad Afraid

Crushed	Fear
Defeated	Frightened
Dejected	Threatened
Down	Nervous
Deflated	Worried

* Express concern for needs

* Talk through deadlines

* Be non-judging with
voice tone & words

* Avoid "no" "never"

Thank You

Questions?

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