



## **ADVANCED CRISIS NEGOTIATIONS**

### **COURSE OVERVIEW AND INSTRUCTIONAL GOALS**

**COURSE LENGTH:**                      24 Hours (3 Days)  
   11 Hours Classroom  
   13 Hours Practical

### **COURSE OVERVIEW**

The Advanced Crisis Negotiations course is designed for individuals who have already taken a basic negotiations course and/or understand the basic concepts of a hostage/barricade incident. The course is customizable based on the needs and wants of the co-host agency. All Crisis Negotiation Teams are different. Some teams are busier than others. Some teams have frequent incidents unique to their area. In the interest of providing our members with the most appropriate Advanced Crisis Negotiations training experience for your team or region, we have assembled a “menu” of potential topics from which to choose.

Please review the module menu and select the segments you believe would bring the most instructional value to your Negotiation Team. The goal is to provide an advanced 3-day course that is custom designed to meet your team’s individual needs. Given the fact that individual modules are of different duration, we would ask that you prioritize the modules in numeric order (1, being the most desired). We will endeavour to include as much instruction as time allows.

Each 3-day course will include a Negotiation Skills Review and Practical Application Exercises based on your needs and preference.

The following topics/modules are available for inclusion in your course:

#### **ADVANCED ACTIVE LISTENING SKILLS REVIEW** (Strongly recommended)

We begin this module with an interactive discussion regarding potential obstacles to effective communication which includes best practices for managing perceptions in our subject. This module includes an interactive and impactful exercise that compares and contrasts the differences between our common communication strategy of “Advocacy” contrasted with the more effective communication strategy of “Inquiry.”

We will explore the various levels of negotiation which includes identifying the differences between people’s “positions” and their “underlying interests.”

We will identify and review the 8 critical active listening skills that have been identified as Minimal Encouragers, Open Ended Questions, Reflecting/Mirroring, Emotion Labelling, Paraphrasing, “I” Messages, Effective Pauses and Summarizing. Each of these active listening skills will be described in detail and an interactive skills building exercise will follow the review of each skill.

The module will conclude with an examination of those things that Negotiators do that could best be described as rapport builders and rapport killers as well as a strategy for defusing anger in our subject.



## **TEAM ROLES, COMMUNICATION TOOLS AND THE ROLE OF THE MEDIA (Optional content)**

This module represents a quick review of team roles which includes: Primary Negotiator, Secondary Negotiator (Coach), Team Leader, Intelligence Negotiator, Situation Board Negotiator, Scribe, Tactical Liaison, Equipment Officer and Mental Health Professional.

We will explore the pitfalls associated with using the “Boss” as a Negotiator and we will look at best practices for NOC configuration and structure. In this module, we will also explore the value of Situation Boards, the use of the Negotiation Position Paper and the module will conclude with an exploration on how the Negotiation Team can maximize their effectiveness by capitalizing on an effective relationship with the media.

## **BEHAVIORAL ASSESSMENT (Strongly recommended)**

The majority of situations in which Negotiators are called upon to engage with a subject would be considered a non-hostage event. In fact, the FBI Hostage Barricade Database System (HOBAS) would suggest that 90% of situations Negotiators are deployed would be non-hostage or crisis-based events.

Often what differentiates the true hostage taking from the non-hostage taking is the motivation of the subject and the way in which they are viewing the person they are holding. This module provides a detailed review of the differences between hostage, non-hostage and high-risk events. This is important to the management strategy of the event and would also be critical information for Command and the Tactical component.

This module is predicated on three sets of factors; those being situational factors, (where the event is taking place) behavioral factors (what are the demands of the subject as well as their willingness to negotiate) and risk factors (Presence of threats etc).

This session will also incorporate information relating to action criteria (sometimes known as Action Imperative) that encourages us to constantly ask the question of “Why are we doing what we are doing, and why are we doing it now?” “What has changed and are there any other less aggressive options available that we may not have considered.”

## **SUICIDE INTERVENTION SKILLS (Strongly recommended)**

This module will open with a brief discussion relating to method and gender patterns as they relate to suicide as well as an examination of the relationships between suicide and depression as well as suicide and alcoholism.

Motivations for suicide will be examined and a tool will be offered for conducting a lethality assessment to determine where the subject may be on the suicidal continuum. The module will continue with a comparison between homicidal and suicidal ideation. This section will include a comprehensive review of a number of considerations in relation to managing a potential jumper including a series of pre-death indicators many suicidal people illustrate immediately preceding the completion of suicide.

The session will continue with a series of communication strategies to be employed as well as strategies for managing psychological delusions the subject may be suffering from. This will include information regarding engaging the potential suicidal person in a “safety plan” and ways to lower potential lethality. The session will conclude with information relating to the possibility of potential suicide by cop or victim precipitated homicide.



## **INFLUENCE AND GAINING COMPLIANCE** (Strongly recommended)

Based on the work of Dr. Robert Cialdini, founding author and expert on patterns of social influence, this module will provide the Negotiator strategies for applying influence when engaged with a subject. These theories include:

**Theory of Reciprocity:** When people are given something, often they feel compelled to give something back.

**Theory of Commitment:** If we as a negotiating team can get a subject to commit to a certain course of action, a certain deliverable or a certain behaviour, often the subject will honour that commitment.

**Theory of Social Proof:** When we find ourselves in situations in which we are uncertain or feeling ambivalent, most often we look around and replicate or imitate the actions of those people around us.

**Theory of Liking:** If we can get people to “like us” we most often have influence over them. This theory will also include tactics to get the subject to develop an affinity for the Negotiator.

**Theory of Scarcity:** If a person feels that a commodity is going to be scarce, it often drives their behaviour in an interesting way; they want that item more.

**Theory of Authority:** When people view another person as “in authority” it commonly causes that person to act in a certain manner and understanding that dynamic is a good tool for the Negotiator to have.

## **NEGOTIATION DYNAMICS** (Optional content)

In this module, we will explore the elements required for a successful negotiation as well as strategies for managing subjects who do not respond to our efforts to contact them. The focus of this section is to provide strategies relating to one-way communication.

This section will address negotiation techniques that span from the initial contact with the subject, techniques to overcome negotiation obstacles, managing demands and deadlines and will differentiate between expressive demands, instrumental demands and non-negotiable demands. In addition, we will explore the differences between offensive threats and the defensive threats we often hear from the subject.

Stockholm Syndrome dynamics will be reviewed as well as those indicators of progress often requested by Command as well as indicators of regression. This module will conclude with a presentation of how the team should make the most of a “time out” as well as review of the surrender ritual.

## **MANAGING INDIRECT NEGOTIATIONS** (Strongly recommended)

This module will include information relating to the selection, vetting, types and scripting of potential Third Party Intermediaries (TPI) as well as a review of situations in which the use of a TPI is appropriate. Additionally, we will explore methods of contact to be used when connecting a TPI to a subject and the potential pitfalls associated with the use of a TPI.



The module will then examine the appropriate use of interpreters, vetting, selection and logistical application for the use of an interpreter. The session will conclude with an exploration of how to best manage a situation in which the Negotiator is put in direct contact with the hostage

## **INSTRUCTIONAL GOALS**

Upon completion of this course the attendee will be familiar with:

1. Communicating with the Non-Responder
2. Tactical role of the negotiator and tactical action guide
3. Incident debriefs and incident assessments
4. Scenario development and writing a scenario
5. Response exercises
6. How to conduct practical exercises (scenarios)
7. Practical exercises (scenarios)



## **ADVANCED CRISIS NEGOTIATIONS**

### **DAY TO DAY / HOUR TO HOUR AGENDA**

This is a sample agenda. The topics and hours may vary depending on the modules chosen. The total number of hours will not vary, however.

#### **DAY ONE**

<b>Hours:</b>	<b>Instruction:</b>
0800-0900	Course Administration
0900-1200	Advanced Active Listening Skills
1200-1300	Lunch (not provided)
1300-1430	Team Roles
1430-1700	Behavioral Assessments

#### **DAY TWO**

<b>Hours:</b>	<b>Instruction:</b>
0800-1200	Suicide Assessment and Intervention Skills
1200-1300	Lunch (not provided)
1300-1400	Influence: Gaining Compliance
1400-1500	Negotiation Dynamics
1500-1700	Managing Indirect Negotiations

#### **DAY THREE**

<b>Hours:</b>	<b>Instruction:</b>
0800-0900	Scenario Preparation
0900-1500	Scenario and Skills Practice
1500-1700	Scenario De-Brief



## ADVANCED CRISIS NEGOTIATIONS

### COURSE OUTLINE

- I. Preface
  - A. Course Overview
  - B. Instructional Goals
  - C. Agenda
  - D. Outline
  - E. Co-Host Logistics
  
- II. Advanced Active Listening Skills
  - A. Obstacles to Effective Communication
  - B. Managing Perceptions
  - C. Levels of Negotiation
  - D. 8 Critical Active Listening Skills
  - E. Rapport Issues
  
- III. Team Roles, Communication Tools, and the Role of Media
  - A. Team Roles
  - B. Negotiations Operation Center Configuration
  - C. Situation Boards
  - D. Position Papers
  - E. Media Relationships
  
- IV. Behavioral Assessment
  - A. Differentiating Events
  - B. Situational Factors
  - C. Behavioral Factors
  - D. Risk Factors
  - E. Action Criteria
  
- V. Suicide Intervention Skills
  - A. Method Patterns
  - B. Gender Patterns
  - C. Motivations
  - D. Communication Strategies



- VI. Influence and Gaining Compliance
  - A. Negotiation Strategies for Applying Influence
    - i. Theory of Reciprocity
    - ii. Theory of Commitment
    - iii. Theory of Liking
    - iv. Theory of Scarcity
    - v. Theory of Authority
  
- VII. Negotiation Dynamics
  - A. Non-Responsive Subjects
  - B. Negotiation Obstacles
  - C. Managing Demands
    - i. Expressive
    - ii. Instrumental
  - D. Threats
    - i. Offensive
    - ii. Defensive
  - E. Stockholm Syndrome
  - F. Surrender Ritual
  
- VIII. Managing Indirect Negotiations
  - A. Third Party Intermediaries
    - i. Vetting
    - ii. Types
    - iii. Selection
    - iv. Scripting
    - v. When Appropriate
    - vi. Methods of Contacting
  - B. Interpreters
    - i. Vetting
    - ii. Selection
    - iii. Logistical Applications
  - C. Direct Contact with a Hostage
  
- IX. Practical Scenarios



## **ADVANCED CRISIS NEGOTIATIONS CO-HOST LOGISTIC REQUIREMENTS**

### **CLASSROOM**

Adequate seating for up to 34 students with tables, good ventilation  
Marker board and markers  
Flip chart with paper

### **AUDIO VISUAL**

LCD Projector for computer presentation  
Large projection screen (minimum of 6'x6' screen size)  
Speaker system to connect to laptop for audio  
Extension cord and power strip  
AV table or cart

### **OTHER**

Access to copier  
Several designated break-out rooms for practical training exercises and role playing  
(Depending on number of students, 3 – 6 scenarios are run, so 3 – 6 large rooms would be needed to accommodate negotiating teams and an additional 3 - 6 small rooms (or areas) to accommodate role players.  
One Negotiating Team: One large room for negotiators, one small area or room for a role player.  
Yellow sticky pads for practical training exercises.  
Other Special needs such as role players and tactical team members to participate in scenarios (if available)  
Negotiation equipment including the following: at least one throw-phone, two bull horns or two PA systems, radios or walkie-talkies (if available)





## ADVANCED CRISIS NEGOTIATIONS STUDENT EQUIPMENT LIST

### INDIVIDUAL

Law Enforcement ID  
Pen and Paper