

# Crisis Negotiation

## Understanding & Using the Skills of Crisis Negotiators

Det. Jeff Thompson, Ph.D.  
Hostage Negotiator | Researcher

# ME

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

# NYPD Hostage Negotiation Team



- “Talk to me”
- Active Listening
- Empathy
- Respect
- Calm
- Patience
- Adaptability
- Guide
- Prepared
- Confidence
- Self-awareness
- Voice tone
- Influence
- Calm
- Rapport

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 (September 1971)
  - Dog Day Afternoon (August 1972)
  - Hostage Situation at Munich Olympics (September 1972)
  - John and Al's Sporting Goods Robbery (January 1973)

# History of NYPD HNT

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

The NYPD HNT was 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 EDT
- Suicidal EDT

# Team Set-Up

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

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Crisis Situations

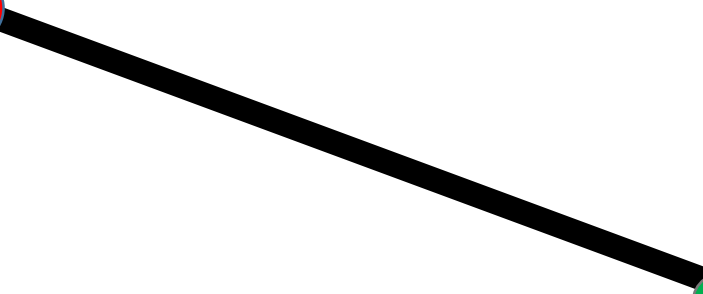
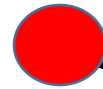
UNIQUE

# What is a crisis?

- 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 and Conflict Communication

**What is the GOAL?**



# Crisis and Conflict Communication

Influence a behavioral change to get  
**VOLUNTARY COMPLIANCE.**

Crisis and Conflict Communication

**Emotional CONTAGION**

# What are skills?

- Active Listening
- Time
- De-escalate
- Empathy and Rapport
- Influence
- Control

# LENS Model

## Law Enforcement Negotiation Stairway Model

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This is Important!

**80/20**

**Rule**

# Active Listening



# Non-verbal Communication

## Situational Awareness

- Eye Contact
- Voice
- Gestures
- Posture

# Active Listening Skills

- Open-ended questions
- Emotional Labels
- 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

**SILENCE**

# Crisis and Conflict Communication

What is the **GOAL**?

# Crisis and Conflict Communication

Influence behavioral change to get  
**VOLUNTARY COMPLIANCE.**

# Be Genuine

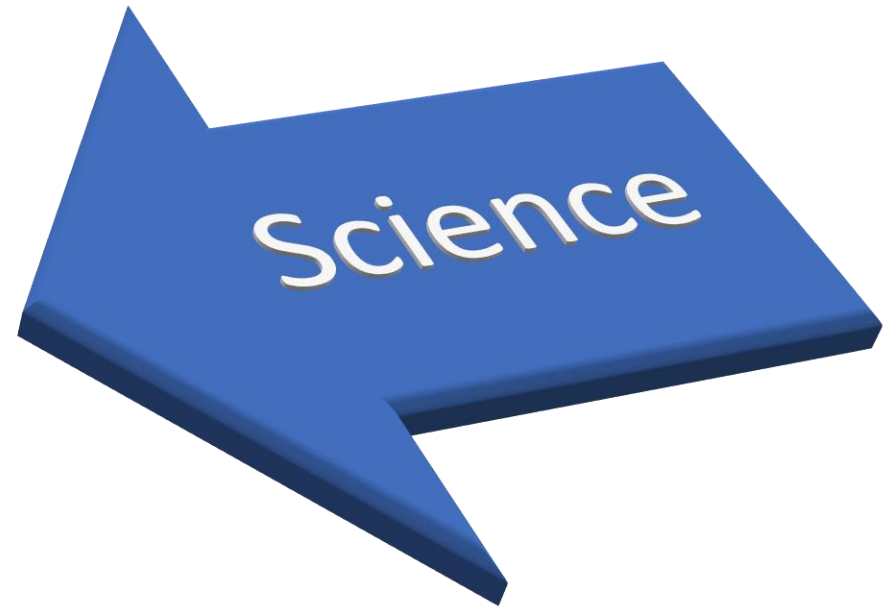
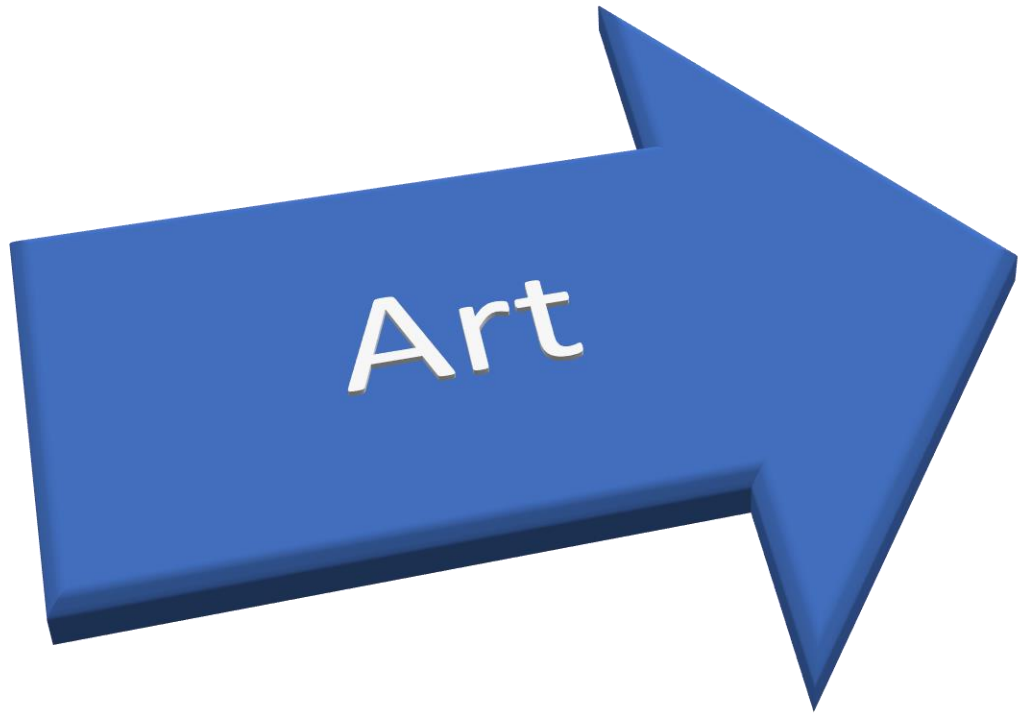




# What are skills?

- Active listening
- Time
- De-escalates
- Empathy and Rapport
- Influence
- Control

There is no finish line.



# 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 \_\_\_\_

**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

Angry  
Furious  
Outraged  
Cheated  
Annoyed

### Hurt

Betrayed  
Despair  
Helpless  
Abandoned  
Pain/Suffering

### Ashamed

Humiliated  
Embarrassed  
Isolated  
Vulnerable  
Trapped

### Your

\* Thoughts  
\* Body  
\* Language  
\* Tone  
are connected

### Sad

Crushed  
Defeated  
Dejected  
Down  
Deflated

### Afraid

Fear  
Frightened  
Threatened  
Nervous  
Worried

\* Express concern for needs

\* Talk through deadlines

\* Be non-judging with  
voice tone & words

\* Avoid "no" "never"

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# Thank You Questions?

- [Crisisnegotiator.blogspot.com](http://Crisisnegotiator.blogspot.com)
- @NonverbalPhD
- [MediatorJeff@gmail.com](mailto:MediatorJeff@gmail.com)