



Surviving Verbal Conflict®

“Verbal De-escalation Techniques”

Public Service Professionals

One-Day Program

2018

WORKBOOK

Presented by:
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Harry P. Dolan is a 32-year police veteran who brings 25 years of public safety executive experience to his courses. He retired in October 2012 as Chief of Police of the Raleigh Police Department and is now the CEO of Dolan Consulting Group LLC, an organization of public policy experts who address issues related to public service provision organizations, such as law enforcement agencies, corrections agencies, fire departments, emergency medical services, hospitals, and school districts.

Chief Dolan began his law enforcement career in 1980 as a deputy sheriff in Asheville, North Carolina, and served there until early 1982 when he joined the Raleigh Police Department. In 1987, he was appointed Chief of Police for the N.C. Department of Human Resources Police Department, located in Black Mountain. He served as Chief of Police in Lumberton, N.C. from 1992 until 1998 when he became Chief of the Police of the Grand Rapids, Michigan Police Department. Chief Dolan led the Grand Rapids Police Department for nearly 10 years before becoming Chief of the Raleigh Police Department in September 2007.

Chief Dolan has lectured throughout the United States and has trained thousands of public safety professionals in the fields of service excellence, leadership & management, communications skills, and community policing. Past participants have consistently described Chief Dolan's presentations as career changing, characterized by his sense of humor and unique ability to maintain participants' interest throughout his training sessions.

Chief Dolan is a graduate of Western Carolina University and holds a Master's Degree in Organizational Leadership and Management from the University of North Carolina at Pembroke.



Surviving Verbal Conflict©

Verbal De-escalation Techniques Training

Student Workbook

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Section 1: Introduction

Verbal Conflict is A Fact of Life

- A. Introduction: *Opening Statement*
- B. The Inevitability of Verbal Conflict
- C. Goals of “Surviving Verbal Conflict” Training
- D. Training Objectives
- E. Reasons for the Training: *My Personal Message to you!*
- F. Public Service Professional & Citizen Safety FIRST!
- G. Control Options Discussed During This Presentation
- H. Don’t Let Your Training Tape Run Out
- I. Why “Public Service Professionals” Fall Prey to the: “Rope-A-Dope Syndrome”
- J. Recognize the Warning Signs that Verbal Conflict is About to Lead to a Potentially Career-Altering Consequence
- K. Avoid “TUI”
- L. How to Get the Most out of This Course?

Disclaimer: *The information and attachments contained in the Surviving Verbal Conflict© - De-Escalation Techniques Training are designed to be used as a guide to the subject matter covered and should be thoroughly reviewed by your agency’s training academy, legal department and policy unit before implementation in your agency. For the best benefit the Dolan Consulting Group, LLC (DCG) recommends that the training be implemented in a comprehensive manner, and not in a haphazard, arbitrary or piecemeal way. Accordingly, DCG shall have neither liability nor responsibility to any person or entity with respect to any loss or damage caused or alleged to be caused directly or indirectly by the information, in whole or in part, contained in this Training.*

A. Opening Statement

Just what does it mean to survive verbal conflict? In a word, the essence of it means – Professionalism.

When you boil it down, successful human interaction is artful common sense. The ancients got it right. Rhetoric, the art of persuasion, is based on connecting with people as human beings; all of us want to be treated with respect, understood and know the right thing is being done.

A master of the Rhetorical Continuum, and the various techniques provided during this course, is a master at developing relationships and keeping the peace.

B. The Inevitability of Verbal Conflict

1. Verbal conflict is inevitable.

“Conflicts are a normal part of life; how we deal with them can make a big difference. Often when people resolve conflicts, one person ends up a winner, and one loses out. This may solve the problem for the moment, but resentment and bad feelings can cause more problems later. Another way to look at conflicts is to try to find a WIN-WIN solution, in which both sides can benefit. In this way, conflicts are turned into opportunities to grow and make things better. This approach is the cornerstone of "conflict resolution" - an important tool for bringing peace into our personal lives, our communities and to our world.” – Robert Alan Silverstein

C. Goals of “Surviving Verbal Conflict” Training

1. Provide public service professionals with expanded verbal de-escalation tools
2. Enhance workplace safety
3. Improve relationships between the public service providers and the community
4. Honor the proud tradition of the police serving as community “Guardians of the Peace”

D. Training Objectives

1. The goals of *Surviving Verbal Conflict* © training
2. The concept of “Public Service Professional & Citizen Safety First”
3. The concept of the “Training Tape Running Out”
4. The concept of “Quality of Life Guardians”
5. The concept of the “Rope-a-Dope”
6. Audiences are made not found concept
7. The concept of a verbal abuse deflection
8. The public service veteran concept of “Just how important is this?”
9. The three types of people police encounter
10. The “single voice” concept
11. Avoid “Creating Jeopardy”
12. The six warning signs that a verbal conflict is about to have negative career altering consequences
13. Aristotle’s concept of ethical appeal
14. Aristotle’s concept of logical appeal
15. Aristotle’s concept of persuasive appeal
16. The range of communication skills used when surviving verbal conflict, including the importance of physical appearance, nonverbal communication, voice tone, verbal deflection techniques, empathetic active listening, and building rapport through reflective statements
17. Understanding “Human Universals”
18. The negative consequences of public service professionals public use of “street language”- *The Language of the Street Fallacy*

19. The “TUI” concept- Avoid talking, texting or typing Under the influence of a substance, anger, rage or grief
20. The concept of “position courage”
21. Confronting “Public Service Provider Schitz-storm”
22. The concept of “verbal contact and cover”
23. The “24-hour rule”
24. Demonstrate basic de-escalation techniques in the course of role-playing exercises
25. Understand Sgt. Jim Dolan’s “Dust em Off Rule”
26. Understand the significance of debriefing

E. **Reasons for the Training:** *My Personal Message to You*

1. SVC Will Save Your Career and More
2. Assist you with Managing Hypervigilance
3. Help you Become who you Admire
4. Provide you with the tools to deflect verbal abuse

F. Public Safety Professional & Citizen Safety FIRST!

1. Whenever your SAFETY, or the safety of another person is compromised, you need to take action which include disengaging and/or calling for assistance.
2. Safety First! Establish the ground rules! **Public service professional and citizen safety First! SVC is not a replacement for withdrawal and/or calling for assistance- when faced with the potential of violence.**

View the video illustration of safety first. There is a time to talk and a time to call for assistance/disengage. SVC is focused on public service professional *and* citizen safety.

G. Persuasion Options Discussed During This Presentation

Presence- Form of psychological force established through the officer’s presence and demeanor at the scene.

Verbal Direction/Control- Verbiage utilized by an officer to control or de-escalate a situation



Not the Focus of this Presentation

Physical Interaction or Control

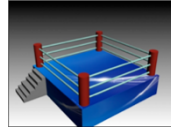
H. Don’t Let Your Training Tape Run Out

- Handling an unhappy customer. . .! (*Practical Exercise*)

1. The public service profession has advanced significantly in field of customer service. Public service professionals routinely train in this field and as a result our profession has advanced considerably in the recent decades. I am convinced that in order to continue the advancement of our professional standards, as well as address public concern, we must enhance our verbal de-escalation training. Our field personnel are woefully ill-prepared to handle verbal abuse and as a result fall prey to the “Rope-A-Dope” far too frequently. We need to address the areas in which public service professional’s “training tape” is running out.

I. Why Public Service Professionals Fall Prey to the: “Rope-A-Dope Syndrome”¹

To take people off their game: “You don’t make them mad, you make them angry”- Muhammad Ali



1. Public service professionals often evolve from being dedicated pros to hypervigilant, frustrated veterans who appear convinced that no one understands them except other public service peers. Without training and professional support, they can become highly vulnerable to the “Rope-A-Dope Syndrome”. Once “Rope-A-Doped” they are “TUI”, talking under the influence of frustration, anger, sense of victimization, outrage etc.
2. Once successfully “Rope-A-Doped” they struggle to deflect verbal abuse and find themselves bringing insufferable people, figuratively, home with them for dinner. Reality based training applied to verbal de-escalation techniques and learning to identify and manage hypervigilance is critical if we are going to provide our personnel with the tools indispensable to succeed at work and home.”- Chief Dolan, (Ret.)
3. Avoiding “The Rope-A-Dope” Syndrome: (*Avoiding a power struggle is the art of Surviving Verbal Conflict*©)

¹ Hauser, T. (1992). *Muhammad Ali: his life and times*. New York, NY: Simon & Schuster.

- a) Rope-a-dope - comes from a boxing tactic of pretending to be trapped against a rope, goading an opponent to throw tiring ineffective punches. This phase was coined by Mohammad Ali.
- b) Be Aware of your PERSONAL HOT BUTTONS! "Rope-a-dope comment or issue often stated by a manipulative person triggering an immediate intense reaction" - Chief Dolan
- c) Why do people verbally abuse you? IT WORKS

J. Recognize the Warning Signs that Verbal Conflict is About to Lead to a Career- Altering Consequence. Notice when verbal conflict is about to change your career and your life and not in a good way.

- 1. "Self-Referential Language" (Resume' recital) taking words personally as a challenge to one's position. "I've been in this job since you were in grade school, I started out as a beat cop, worked as a detective, and now I'm a sergeant and you are going to challenge me by -----!"
- 2. Facial expressions/body language.
- 3. "You talkin' to me _____?"
- 4. "I don't get paid to take this _____."
- 5. "I don't have time for this _____."
- 6. "_____ See-Saw" (back and forth)
- 7. "Do you want me to call the _____?"

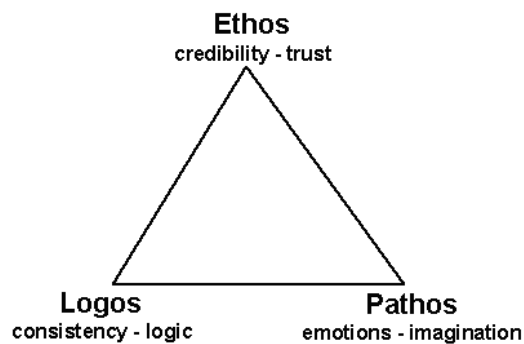
K. **Avoid becoming "TUI"**

- 1. **"TUI"** *"Talking, texting, or typing under the influence of anxiety, rage, grief, or intoxicating substance"*
- 2. Public service professionals need to be aware when they take words personally and become angry, they will appear to others present as "TUI"

Section 2: “Chief Dolan’s Rhetorical Continuum”

A. Rhetoric: Aristotle’s Art of Persuasion

The art of using speech to persuade



1. Aristotle revealed three methods of persuasion – ethos, logos, and pathos. Ethos, or one’s ethical appeal, refers people being persuaded to comply because it is perceived as the ethical or moral thing to do.
2. The ethical appeal only works when people accept that you, and your requests, are legitimate. If people perceive that you lack legitimacy because of your appearance, words, or actions, it is hard to gain compliance. Logos, or one’s logical appeal, refers to the use of logical explanation in order to change a person’s mind.
3. Some people need to hear a logical reason for a request before they will comply. Pathos, or appeals to one’s passions, refers to people being persuaded by reasoning that touches their personal sentiments or emotions. Pathos persuasion shows people how they will personally benefit from cooperating.

B. “Chief Dolan’s Rhetorical Continuum”

How would Aristotle use “*The Rhetorical Triangle*” to De-escalate People Under the Influence

1. *Surviving Verbal Conflict* © emphasizes use of the *Rhetorical Continuum* when dealing with verbal resistance and argument from a citizen. The *Rhetorical Continuum* gives you verbal persuasion options – ethical, logical, and emotional appeal – that correspond in complexity with the level of verbal resistance encountered. Utilizing this tool helps public service professionals visualize their verbal options and understand when it is best to use each one. The *Rhetorical Continuum* helps professionals use these options to survive verbal conflict.

- a) In this section, we will discuss how public service professionals can use Aristotle’s wisdom of using the “Rhetorical Perspective” (speech to persuade and de-escalate) before the training tape runs out!

(1) Ethos - ethical appeal

(2) Logos - logical appeal

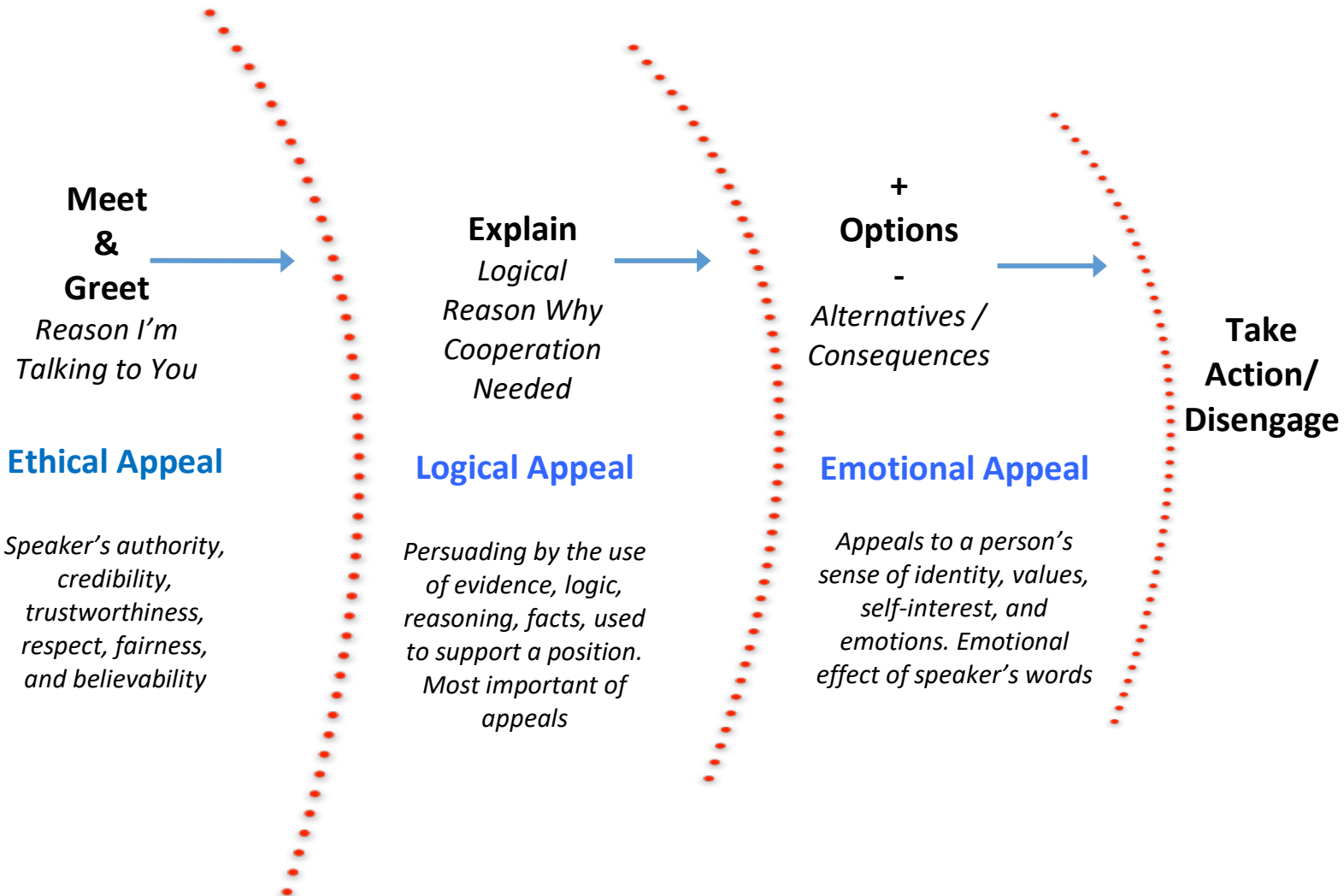
(3) Pathos - emotional appeal

2. The *Rhetorical Continuum* arranges verbal persuasion options from lowest to highest levels of complexity and engagement. At the low end of the continuum is the ethical appeal alone, which requires the least complexity of effort. In the middle is the addition of the logical appeal, and the high end of the continuum is the emotional appeal. The citizen’s level of resistance determines the persuasion option applied by the public service professional.

[Note to Student: Refer to the Chief’s Corner Article: “**Verbal De-escalation Techniques: How They Actually Work**” in your course materials and read it at your convenience.]

“Chief Dolan’s Rhetorical Continuum”

Connect to the wisdom of Aristotle



IMPORTANT!

Officer & Citizen Safety FIRST!
Whenever your SAFETY, or the safety of another person is compromised, you need to take action which includes disengaging, calling for assistance, or, when appropriate, engaging, i.e. escalating.

3. How do these three concepts apply to helping public service professionals deal with difficult and argumentative verbal interactions with citizens? People respond better to one type of persuasion over another depending on their personality, the context of the situation, or their mood at the moment. Public safety professionals need to be able to determine the most appropriate method of persuasion for each specific situation and apply the appropriate persuasion method to gain citizen compliance or cooperation.

4. One fun way to illustrate these three concepts is through three popular characters from the *Star Trek* series. Dr. Leonard “Bones” McCoy, the medical officer on the starship *Enterprise*, illustrates the ethical appeal. In almost every episode he states, “I’m a doctor” as he tries to assert his authority and get people to listen to him. He seeks compliance with his requests based on his authority as a Doctor of Medicine. Dr. McCoy is the embodiment of ethos.

Mr. Spock, on the other hand, is the ship’s first officer and an excellent illustration of the logical appeal concept. Mr. Spock, who is a member of an alien species that does not feel emotion, operates entirely on logic. In almost every episode, Spock responds to decisions based on motion by uttering the phrase, “Captain, that is highly illogical.” When confronted with problems, Spock always lays out the options for action and the logic behind each. Spock is the embodiment of logos.

Finally, James T. Kirk, the ship’s captain, is a good illustration of the emotional appeal. He leads the crew by tapping into their emotions and inspiring them to follow him. Through overacting, William Shatner tries to stir passion and emotion in the crew so they will perform the mission because they have an inner desire to do so. Captain Kirk is the embodiment of pathos.

a) Star Trek Example of the Rhetorical Perspective

- 1) Ethos - Dr. McCoy “Bones”: “I’m a doctor Jim,” you should listen to me because I have the knowledge, credibility to state what I did.
- 2) Logos- Mr. Spock: “That’s not logical Captain.”

- 3) Pathos- Captain Kirk: Emotion. “We must boldly go where no man has gone before.” What is in everyone’s best interest?



5. How Aristotle Would De-escalate People under the Influence of an Impairing Substance, Anger, Rage, Anxiety or Grief.
- a) Safety First! Establish the ground rules! **Public service professional and citizen safety First!** Whenever your safety, or the safety of another person is compromised, you need to take actions which include disengaging and/or calling for assistance. **[Note to Student: once again SVC is not a replacement for call for assistance or withdrawal - when faced with potential violence.]**
- b) **ETHOS** (*Ethical Appeal*) Meet and Greet Basics: Reason for the encounter. Most people, 80%, comply with an officer’s request when “credo/legitimacy” is demonstrated:
- 1) Show everyone *professional* respect.
 - 2) Call citizens “sir” or “ma’am” or by their last name with the appropriate prefix of “Mr.” or “Ms.” While it feels unnatural to do so with someone who just verbally abused a team member and is cursing you, showing even this kind of person respect increases the legitimacy of the service professional in the eyes of those who witness the incident. Any YouTube video that results from the incident will end up making you look good and the citizen look like a fool.
 - 3) Identify Yourself
 - 4) Explain the *Reason for Encounter*: **[When conducting citizen interactions, it is recommended that you state the reason for your inquiry.]**
 - 5) Always be aware of safety

6) Ask Required Questions and/or for Compliance when Required

7) Close Professionally

“When the trust account is high, communication is easy, instant, and effective.”- Stephen R. Covey

SUMMARY: Meet & Greet Basics [The purpose is to establish authority and rapport.]

1. Meet & Greet with *Reason for Encounter*

2. Identify Yourself

3. People universally want to know why, avoid, “*You know why I am here?*”

My name is _____ and the reason I came to talk to you is _____.

4. Ask Required Questions and/or for Compliance when Required

5. Close Professionally: i.e. “*Thank you for your assistance and understanding.*”

8) Sgt. Jim Dolan’s “Dust ‘Em Off Rule”: Following an interaction with a citizen service professionals would be wise to explain the reasons for the encounter and their actions. Serves to enhance legitimacy. (“*Pick ‘em up, dust ‘em off and send ‘em back on their way*”)

c) **LOGOS** (*Logical Appeal*): Demonstrate “Commanders Intent” by explaining the logic, rationale for your decision, practice, policy and/or procedure. We can get close to 90% of people to comply with lawful requests when we look the part, deflect verbal abuse, treat people with respect, empathize, paraphrase, and tell them WHY

1) Logical appeal- persuading by the use of evidence, logic, reasoning, and facts used to support a position. Explaining the logical reason why compliance is needed. “The law requires....”

- (a) Most important of Aristotle's Appeals
 - d) **PATHOS** (*Emotional Appeal*): Provide positive alternatives and negative consequences for non-compliance. What's in this for me? Self-interest motivates. We can get close to 95% of people to comply with lawful requests after we have appealed to their self-interest and emotions.
 - 1) Appeals to a person's sense of identity, values, self-interest, and emotions. Emotional effect of speaker's word.
 - 2) Provide People with Options: Positive/Negative
 - (a) Explain to people the *positive options* available to them in contrast to the *negative options* which will result due to unlawful non-compliance.
 - (b) Focus people on the positive alternatives available to them versus the negative consequences of continued non-compliance
 - (c) Confirm Choice: "So, what you're saying is you would rather..... than.....with my request..."
 - (d) What's in this for me? Greed/Self Interest Motivates
 - e) Take Action or Dis-engage (*To comply or not comply the citizen's choice*). Ordinarily we can estimate that Less than 3- 5% of people service professionals encounter fail to comply with requests for lawful compliance. Therefore, citizen encounters end in one of the following manners:
 - 1) Resolve the conflict with compliance
 - 2) Exhaustion of the Rhetorical Continuum Strategies
 - 3) Tactically Disengage
 - 4) Take enforcement action/arrest
6. Citizen encounters and requests for service Exercises: *Utilizing the "Rhetorical Continuum"*

Section 3: ETHOS Overview

Ethical Appeal: *Speakers authority, credibility, trustworthiness, respect, fairness and believability*

**Meet
&
Greet**

*Reason I'm
Talking to You* →

Ethical Appeal

*Speaker's authority,
credibility,
trustworthiness,
respect, fairness, and
believability*

Works with
approximately
80% of People

- A. **Ethical Appeal: Credo/Credibility**
- B. **Raise Expectations & Tell People Why:**
 - 1. "Make your Audience"
 - 2. Become less dependent upon "ATM" and more effectively trained to use *Persuasion (Rhetoric)*
 - 3. Don't Take Anything Personally
 - 4. "Why?" Is Not Always a Form of Disrespect? *The descendants of Valley Forge want to know WHY:*
- C. **Beware "Service Provider Schitzorm" may be on Scene**
- D. **Appearance & Demeanor Matter**
 - 1. Credo: *Credibility*
 - 2. Manage your "Moment of Truth"
- E. **Body Language: Non-verbal Communication**
- F. **Interpersonal Cues Predicting Violence**
- G. **Human Universals**
- H. **Rewind Concept: *That didn't come out right, can I start that over?***

A. **Ethical Appeal:** *Speakers authority, credibility, trustworthiness, respect, fairness and believability*

1. *Credo Speakers: 80% of people comply with our requests and directives when we act and look the part of the public safety professional*
 - a) Authority
 - b) Credibility
 - c) Trustworthiness
 - d) Respect
 - e) Fairness
 - f) Believability

B. **Want to Improve Morale at Home and Work?** *Raise expectations and tell people why!*

“The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.”- Michelangelo

“All People by their nature desire to know”- Aristotle

1. Make your audience:
 - a) “Audiences are made, not found” – Aristotle
 - b) Public service professionals “*Make an Audience*” the minute they meet the citizen and continue right up until they depart. *Illustration of how public service professionals can “Make an Audience.”*

2. Become less dependent upon “ATM” and more effectively trained to use *Persuasion (Rhetoric)* when safety is not compromised.
3. Don't Take Anything Personally
 - a) “Nothing others do is because of you. What others say and do is a projection of their own reality, their own dream. When you are immune to the opinions and actions of others, you won't be the victim of needless suffering.” - Miguel Ruiz
 - b) The Significance of WHY! - Don't act as if the question ‘Why?’ was a form of disrespect, respond as if it's your obligation to explain ‘Why’, and when necessary go ahead and explain your rationale. You may be surprised by the response you receive.
4. “Why?” Is Not Always a Form of Disrespect:
 - a) “Why?” This is a one-word question that requests clarification, reasoning, or purpose of some thing or some request. Asking ‘why’ is a universally human concept. **Aristotle pointed this out over 2,300 years ago when he said, “All human beings, by nature, desire to know.” It is also a truly American word. In the United States, the greatest country in the history of the planet, we have taken the question why to the next level.**
 - b) During the American Revolution, General George Washington realized he needed help creating a professional army out of his rabble of untrained, undisciplined farmers and tradesmen. Benjamin Franklin contacted and recruited Baron Friedrich von Steuben from Europe to help. Baron von Steuben, who had joined the Prussian army at the age of 17, was a combat veteran with 30 years of military service in numerous wars across Europe. He had trained and led soldiers in many military campaigns against Russia, Poland, and France. If anyone knew how to train and lead soldiers, it was him. But then he met the Americans.
 - c) Baron von Steuben arrived at Valley Forge to begin training these new American recruits and quickly learned that the training techniques he used in Europe were ineffective here. When he gave orders, he immediately received pushback from the American soldiers who questioned everything he did. He was used to European soldiers who rarely questioned orders. Frustrated, von Steuben wrote in his personal diary the following entry.

C. Beware “Public Service Worker Schitzorm” may be on Scene

1. *Refuse to tolerate “Public Service Worker Schitzorm.”* We need to refuse to tolerate ““Public Service Worker Schitzorm.”” (pronounced “shit-storm”) in our midst. This is the type of person who, through words and actions, creates needless conflict most of the time. Most of the horrible YouTube videos of bad police behavior involved an “Public Service Worker Schitzorm.” Through peer pressure, coaching, and disciplinary action, we need to communicate clearly to these types of officers that their behavior is hurting our entire profession, placing us all at risk of injury and lawsuits, and will not be tolerated.

“Swearing doesn’t make your argument valid; it just tells the other person you have lost your class and control.” – Shannon L. Alder²

D. Appearance & Demeanor Matter

1. Credo (credibility) – Yes, your appearance and what you say matters – Your credibility
2. Manage your moment of truth: When a citizen first encounters our service, what do they see?
3. Does what you wear at work matter? “Clothes make the man. Naked people have little or no influence on society.” -- Mark Twainⁱ
 - a) Makes a STATEMENT
 - b) A MENTAL SHORTCUT statement
 - c) We all “JUDGE A BOOK BY IT’S COVER”
 - d) We all like to be RIGHT
 - e) NANO SECOND statement

² Alder, S. L. (2011). “Sharon L. Alder Quotes” on Good Reads website: http://www.goodreads.com/author/quotes/1391130.Shannon_L_Alder (accessed October 25, 2015).

4. When a single service professional engages in unprofessional demeanor with a citizen, the research shows this negatively impacts people's attitude toward all service providers.
5. As this unprofessional demeanor spreads, it has a cumulative effect on the public as more and more citizens lower their impressions of public service professionals.

E. **Body language** – *Our nonverbal communication governs how other people think and feel about us.*

1. What message are you sending without saying a word?
2. What do others see when you arrive on scene?
3. **Your body language shapes who you are** - Amy Cuddy³
4. *What does yours say?*
5. **Read the Signs**

Non-Verbal's: From the Receiver's Point of View⁴

Content = 7-10 %
 Voice = 33-40 %
 O.N.V. = 50-60 % (*Other Non-Verbal's*)

93% = Delivery Style

³ Cuddy, A. J. C. (2015). *Presence: bringing your boldest self to your biggest challenges*. New York, NY: Little, Brown, & Co.

⁴ Mehrabian, A. (1981). *Silent Messages: implicit communication of emotions and attitudes*. Belmont, CA: Wadsworth.

H. **“Human universals**--of which hundreds have been identified--consist of those features of culture, society, language, behavior, and mind that, so far as the record has been examined, are found among all peoples known to ethnography and history.”

What we all have in common as opposed to how we are different

1. *“A few examples of human universals, those in the cultural realm include myths, legends, body adornment, daily routines, rules, concepts of luck and precedent, and the use and production of tools; in language there are grammar, phonemes, polysemy, metonymy, antonyms, and an inverse ratio between the frequency of use and the length of words; in the social realm there are a division of labor, social groups (including thinking of them as entities or agents), age grading, the family, kinship systems, ethnocentrism, play, exchange, cooperation, and reciprocity; in the behavioral realm there are aggression, gestures, gossip, and facial expressions; mentally there are emotions, dichotomous thinking, wariness around or fear of snakes, empathy, and psychological defense mechanisms.” -Donald E. Brown*
2. George Thompson’s 5 Universal Truths

According to Dr. George Thompson, instead of focusing on how people are different, we should focus on how people are the same.⁷

- a) All people want to be treated with **DIGNITY** and **RESPECT**.
- b) All people want to be **ASKED** rather than being **TOLD** to do something.
- c) All people want to be told **WHY** they are being asked to do something.
- d) All people want to be to be given **OPTIONS** rather than **THREATS**.
- e) All people want a **SECOND CHANCE**.

⁷ Thompson, G. J., & Jenkins, J. B. (1993). *Verbal judo: the gentile art of persuasion*. New York, NY: William Morrow and Company.

Section 4: LOGOS Overview

Logical Appeal: *Persuading by the use of evidence, logic, reasoning, facts, used to support a position. Most important of appeals*

Explain
*Logical Reason
Why
Cooperation
Needed*

Logical Appeal



*Persuading by the use
of evidence, logic,
reasoning, facts, used
to support a position.
Most important of
appeals*

Helps bring up to
90% of people into
compliance

- A. **Logical Appeal**
- B. **Demonstrate “Commanders Intent”**
- C. **“Language of the Street Fallacy”**
 1. Street language vs. Professional Language
 2. Position Courage
 3. Prevent Creating Jeopardy
- C. **Deputy Chief Dan Savage “G Rated Communication Rule”**
- D. **The Fundamentals of Verbal Deflection**
 1. Recognize the “Three Types of People”
 2. Why Deflect Verbal Abuse
 3. Veteran Communicators Overriding Question
 4. Empathize & Paraphrase
 5. Use Verbal Deflectors
 6. Verbal Deflection Phrases
 7. Additional Verbal De-escalation Tools

A. **Logical Appeal:** *Persuading by the use of evidence, logic, reasoning, facts, used to support a position. Most important of appeals*

1. Means *not* engaging in a debate with the citizen but deflecting the statement and providing logical persuasion instead. Employing both the ethical and logical appeals

Contact: *"I have a right to be here at this meeting!"*

Public service professional: *"I hear that, sir, and I'm not saying you have to leave. However, I do need to clear a path for the ambulance to save this person's life."*

Public service professional: *"Sir, you have some good options for places to stand to still watch what is going on. I'm not telling you to leave. You can stand over there on the sidewalk or the grass, but I need the street clear. What do you say you work with me on this and watch from the sidewalk?"*

B. **Demonstrate Commanders Intent - Raise the potential for compliance by telling people WHY and explaining the rationale for your decision, practice, policy and/or procedure.**

1. We can get close to 90% of people to comply with requests when we look the part, deflect verbal abuse, treat people with respect, empathize, paraphrase, and tell them WHY.
2. Tell people why you are conducting an encounter.
3. Explain the policy and/or logic behind the request (*reason for the encounter and need for compliance*)

C. Chief Dolan's "Language of the Street Fallacy"

1. Street language vs. Professional Language

- a) Escape the natural tendency to fill people with adrenaline. Avoid "Backfire Language"

(1) Take time outs

(4) Slow down

2. Position Courage:

- a) Courageous or arrogant statements uttered only when an individual is at work and/or in uniform. Not at work or out of uniform and by themselves, the individual lacks the courage to speak arrogantly. The position and/or uniform, with these individuals, generates courage.

"Rudeness is the weak man's imitation of strength." - Eric Hoffer

3. Prevent creating jeopardy: *may be defined as a situation where a service provider departs from sound tactics or policies and his/her behavior unnecessarily places him/her (and/or others) at greater risk of harm because of those actions. For example, a service provider calling a citizen a derogatory or offensive name in the presence of a family member.*

D. Chief Dan Savages' "G" Rated Communication Rule

1. You can communicate with people without using foul language. You just need to practice using professional language and correct inappropriate language in the field.

E. The Fundamentals of Verbal Deflection: *Learn How to Deflect Verbal Abuse and Stop Bringing People Home with you for Dinner Who Verbally Abuse you at Work!*

1. Recognize the "Three Types of People": *Proceed with Caution*

AGREEABLE:

The most common type encountered in society. The agreeable personality type will likely be compliant if the officer appears legitimate in appearance, word, and action. (NOTE: Public service provider "Schitzorm" can easily turn the ordinarily agreeable person into a challenger with a negative demeanor or just a few comments)

CHALLENGING:

Characteristics of this personality type, which is known for demanding explanations for orders before willingly giving compliance to commands. This type will likely be physically compliant (but not necessarily verbally congenial) if the officer explains the reasons for his or her requests or actions. (NOTE: The challenger presents a safety concern to the officer because they are non-compliant, however due to their personality type they often display pre-attack indicators prior to making an aggressive move. Watch the body, if there is a conflict between the body language and verbal, focus on the body language.)

MANIPULATOR:

The most dangerous type. This personality type will likely pretend to be compliant but may ambush the officer. As Dr. Thompson would say, "they paint a cloud of illusion" their words and actions are inconsistent. Often times they confuse you when they say, "I don't want a problem officer", yet they do not comply with your lawful directive to place their hands on the car. (Watch the body, if there is a conflict between the body language and verbal,

Three Types of People



2. Why deflect verbal abuse?

- a) You are a “Guardian of the Peace”
- b) Keeps you from bringing negative people home with you for dinner
- c) Deflection is the key to avoiding the “Rope-A-Dope Boxing Ring.”
- d) “Never argue with a fool.” Onlookers may not be able to tell the difference- Mark Twain

‘I hear that,
(Verbal Deflector)

However

“G” Rated Language



**“Deflect over the
Rope-A-Dope Boxing Ring”.**

"Between the stimulus and the response there is space, and in this space, lies our power and freedom". - Victor Frankl

[**Note to Student:** Refer to the Chief's Corner Article: "**Don't Lose the Agreeable People**" in your course materials and read it at your convenience.]

3. Always Ask Yourself the Veteran Communicators Overriding Question

- a) Just how important is all this?
- b) What is the government/public interest involved here?

4. Empathize & Paraphrase: *See the world through the eyes of the other and reflect your understanding back to the other in his/her words.*

- a) Empathy- *(The most powerful word in the English Language)* See the world through the eyes of others.
- b) Tactical Empathy: Listen with empathy and gather intelligence. Discover the meaning of the words so that you are not distracted and/or react to the words. The intelligence gathered can then be used as you paraphrase back to people who are TUI your understanding of what really is the matter. Most importantly, it helps you avoid being drawn into the rope-a-dope boxing ring.
- c) Find common ground- "I see where you're coming from, however, if you were a police officer what would you do if someone....."
- d) **PROVIDE PEOPLE "TUI" WITH OPTIONS** - And, there is always a better option- *Alternatives and consequences*

"Sir, if you comply with my request and allow me to have the supervisor call you when she returns, we can work to resolve your concern. (Positive

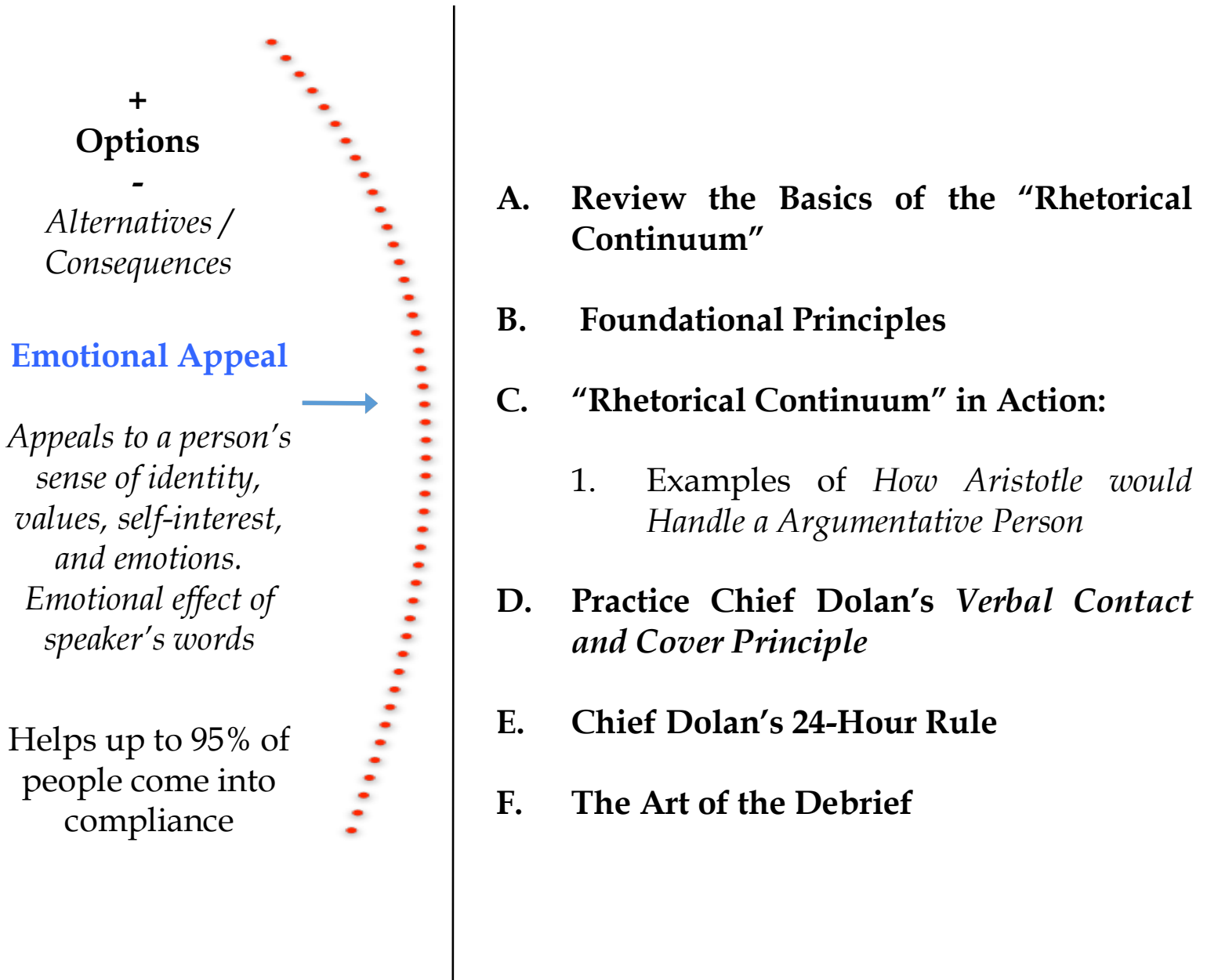
6. Verbal deflection phrases: The word “However” assists you with avoiding the “Rope-A-Dope” boxing ring. In addition, the phrases help you redirect a challenging or manipulative person to the matter at hand in your professional attempt to gain compliance.
- a) I hear what you’re saying “**However**”
 - b) I see what you’re saying “**However**”
 - c) “I ‘preciate that, **however...**” (*The Late Dr. George Thompson was famous for using this “strip” phrase “I ‘preciate that” to help him avoid becoming emotionally overinvested with an angry/upset contact.*)
 - d) “I understan’ that, **however...**”
 - e) “I hear that, **however...**”
 - f) “I’m sorry you feel that way, **however...**”

Combination Phrases Work Best

- g) I hear what you are saying, and I got that, **however...**
 - h) I understand that you are angry, and I might be too under the same circumstances, **however...**
 - i) I hear that, and I’m listening, **however**
 - j) I can see you are upset, and that’s unfortunate, **however...**
 - k) It seems that way, and I agree it’s difficult, **however...**
7. Additional Verbal Deflection Tools
- a) The novice responds to words while the veteran listens for the meaning of words behind the emotion. They gather intelligence through listening to a person who is “TUI” – talking under the influence. They then respond to the meaning behind the words.
 - b) Don’t debate when you are trying to de-escalate
 - c) One Lead Voice Concept - *One person talks at a time*
 - d) Avoid the Natural Tendency to Fill People with Adrenaline

Section 5: PATHOS Overview

Emotional Appeal: *Appeals to a person's sense of identity, values, self-interest, and emotions. Emotional effect of speaker's words*



A. Review the Basics of the Rhetorical Continuum

1. At the heart of this course is the *Rhetorical Continuum*. The *Rhetorical Continuum* arranges verbal persuasion options from lowest to highest levels of complexity and engagement. At the low end of the continuum is the ethical appeal alone, which requires the least complexity of effort. In the middle is the addition of the logical appeal, and the high end of the continuum is the emotional appeal. Also, like the use of force continuum, the citizen's level of resistance determines the persuasion option applied by the public safety professional.

a) The *Rhetorical Continuum* provides public safety personnel with a range of response options that are applied to the situation in proportion to the citizen's level of verbal resistance.

B. Foundational Principles

1. The principles underlying the *Rhetorical Continuum* come from Aristotle's principles of persuasion. Persuasion is the act of changing someone's mind through reasoning, and Aristotle revealed three methods of persuasion – ethos, logos, and pathos. Ethos, or one's ethical appeal, refers to people being persuaded to comply because it is perceived as the ethical or moral thing to do. The ethical appeal only works when people accept that you, and your requests, are legitimate. If people perceive that you lack legitimacy because of your appearance, words, or actions, it is hard to gain compliance. Logos, or one's logical appeal, refers to the use of logical explanation in order to change a person's mind. Some people need to hear a logical reason for a request before they will comply. Pathos, or appeals to one's passions, refers to people being persuaded by reasoning that touches their personal sentiments or emotions. Pathos persuasion shows people how they will personally benefit from cooperating.

C. The Rhetorical Continuum in Action (Examples)

[**Note to Student:** Review *Chief Dolan's Rhetorical Continuum Diagram* bringing all the course content together]

D. Chief's Dolan's "Verbal Contact & Cover Principle" and "The 24-Hour Rule"

1. Practice "Chief Dolan's Verbal Contact and Cover Principle"

- a) Catherine Genovese¹, the "Bystander Effect"¹ and "Groupthink"¹

Groupthink: No single individual feels responsible for what is occurring "Members consider loyalty to the group the highest form of morality." Term coined by social psychologist Irving Janis (1972)

Diffusion of Responsibility: "When a task is placed before a group of people, there's a strong tendency for each individual to assume someone else will take responsibility for it – so no one does." - "The Diffusion of Responsibility: Why assigning responsibility to groups doesn't work" Posted Jun 14, 2010 Psychology Today

The Bystander Effect: "The bystander effect occurs when the presence of others discourages an individual from intervening in an emergency situation. Social psychologists Bibb Latané and John Darley popularized the concept following the infamous 1964 Kitty Genovese murder in New York City." -Psychology Today

- b) Supervisor Coffee Wants to Talk with You!

If a team member is being rope-a-doped and starts playing the insult seesaw with a manipulative person, step forward and say, "Hey Dolan, Supervisor Coffee wants you to call him right away. I'll talk to this person while you take care of that." This allows the team member time to back away from the conversation and calm down.

Are you willing to be that kind of partner to your colleagues?

[**Note to Student:** Refer to the Chief's Corner Article: "**Verbal Contact and Cover: Protecting Your Colleagues and Your Profession**" in your course materials and read it at your convenience.]

E. “Chief Dolan’s 24-Hour Rule”

1. Public service professionals often find themselves in challenging emotional circumstances at work and at home. Although in some cases an immediate reaction is necessary, many situations provide the professional with the opportunity to delay a response. Over the course of my career, I have discovered the overwhelming benefits of delaying a response for 24 hours.
2. Information first delivered in the midst of a crisis is rarely completely accurate, so be very careful responding with a “knee jerk” comment you will long regret!
3. In 24 hours, you will always respond more professionally and effectively, absent emotion.
4. We often find that with the clarity 24 hours brings, the matter didn’t warrant action at all; we simply allowed our anger to elevate the incident to a false level of importance.
5. If you can’t delay 24 hours, try 2 hours 40 minutes, 2 minutes 40 seconds, or as in the case of a live T.V. interview 2.4 seconds before responding to a question.

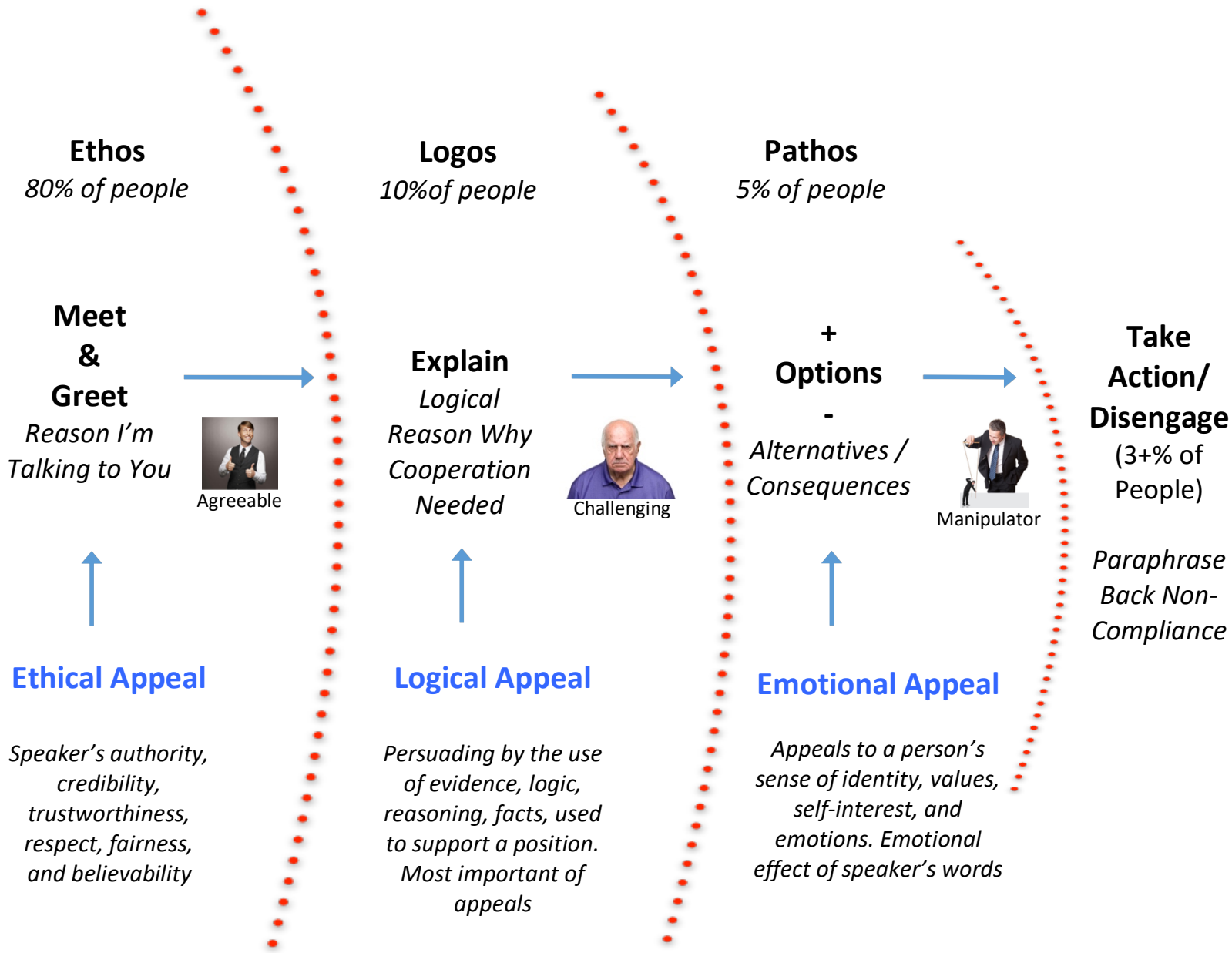
[Note to Student: Refer to the Chief’s Corner Article: **“The 24-Hour Rule”** in your course materials and read it at your convenience.]

Exercise [The instructor forms the students into small groups and then shows the class two summary video selections of real life interactions between citizens and public service professionals. After each video is shown, the instructor directs the students to roleplay/discuss within their groups any positive or negative officer actions they observed in light of lessons learned in this training course.]

F. The art of the Debrief

1. Throughout my career as both a chief and line officer, I learned most from candid non-threatening debriefing sessions. When managed properly by the leader, first reviewing what went well and then discussing areas for growth or improvement, all present will depart more knowledgeable than when they entered.
2. Teams that regularly debrief following critical incidents, special events, or unusual occurrences create a learning organizational culture focused on constant improvement

Summary Role Play Demonstrations Using “Chief Dolan’s Rhetorical Continuum” to Confront Non-Compliance



Section 6: Take-A-Ways *Closing Thoughts*

A. In this course, we have discussed the fundamentals of verbal conflict and how today's public service professionals identify challenges and effectively respond to community expectations. We discussed how the Rhetorical Continuum could help gain citizen voluntary compliance. We have also examined how the Great Communicators use persuasion to deflect verbal abuse and stay focused on the mission at hand. Finally, we have discussed verbal and non-verbal communication from the receiver's point of view, the speaker's impact and delivery style.

1. Important Points to Remember Regarding Enhancing Community Relations:

- a) 50% of the problem is eliminating the negative citizen/customer contact (*unprofessional, verbally abusive, and no use of verbal de-escalation*).
- b) The other 50% is creating opportunities for non-confrontational, face-to-face contact with citizens, especially in areas and people of greatest need.
- c) Have an Out of Office Experience!

"People fail to get along because they fear each other; they fear each other because they don't know each other; they don't know each other because they have not communicated with each other." - Martin Luther King Jr

"Happiness depends upon ourselves." - Aristotle

[**Note to Student:** Refer Dr. Johnson's Research Brief: "**Improving Police-Minority Relations: The Out of Car Experience**" in your course materials and read it at your convenience.]

B. **To Sum It All Up**, Surviving Verbal Conflict® boils down to serving as a professional. We need to ensure that all of our interactions with the public strive to meet expectations of proper behavior. However, the reality is that this job is hard, some citizens are very challenging, and it takes effort and skill to be able to handle challenging citizens.

1. **Show everyone professional respect.** Call citizens “sir” or “ma’am” or by their last name with the appropriate prefix of “Mr.” or “Ms.” While it feels unnatural to do so with someone who just assaulted an innocent victim and is cursing you, showing even this kind of person respect increases the legitimacy of the public service professional in the eyes of those who are receiving service.
2. **Use verbal deflectors to deflect verbal abuse.** Dealing with unhappy or dissatisfied people is part of the job in many occupations. Do not get rope-a-doped into an arguing match that will make you look bad on YouTube, especially after the citizen edits out his own abusive comments. Briefly acknowledge the abuse and move past it by saying something like, “I hear what you’re saying, I get that, but I need your cooperation with _____.”
3. **Listen and empathize.** Listen to what they say and empathize by trying to see the situation through their eyes. This is not just another complaint. Slow down and provide whatever assistance or understanding you can.
4. **Give them options.** Even if the citizen is being unreasonable, pose your requests as a positive option that shows the citizen what he stands to benefit from cooperation. You could say, “Sir, wouldn’t you rather be home right now having dinner? The faster I can get _____ the faster I can assess the information and get you on your way. I know you don’t want to be here at city hall right now, but it is really up to you how long this takes.” This plays to feelings of fairness as it lets the citizen decide how things will play out for him or her. It also shows the public that you gave the citizen a chance to cooperate.
5. **Confirm noncompliance.** If it is necessary to disengage with the citizen, and safety permits, get the citizen to confirm his or her noncompliance verbally. “Sir, so what you’re saying is you would rather _____.” Is that what you are really saying? I need to know if that is really what you want.” Posing the question like this, forces the citizen to face the reality of further noncompliance, and shows any members of the public watching the interaction that the citizen chose what came next. You gave them a chance to avoid the need for the negative alternative.

6. *Train for real life.* Since it is a fact that public service professionals are required to use their communication skills thousands of times more often than other skills, and more citizen complaints each year result from communication than occur from negative interactions, why do we spend so little time training for verbal communication under stress. It is better to fail in a training environment and learn from the mistake rather than fail out in the community in the crosshairs of a cell phone camera.

C. Review Training Objectives **[refer to the training objectives found in the student workbook.]**

D. Closing Statements

Just what does it mean to survive verbal conflict? In a word, the essence of it means – *Professionalism*.

Actually, when you boil it down, successful human interaction is artful common sense. The ancients got it right. Rhetoric, the art of persuasion, is based on connecting with people as human beings; all of us want to be treated with respect, understood and know the right thing is being done. Getting along with people is understanding that we are a wonderful mashup of personalities. In fact, depending on the situation, each of us most times are agreeable or a bit challenging. We can even be a bit manipulative. Yes, you can admit it. Yet, we want the same things. Wouldn't it be wonderful if we met someone, especially your service professional, your nurse or your internet geek for example, who practices the skills we discussed here no matter which personality I showed up with!

A master of the *Rhetorical Continuum* and the various techniques is a master at developing relationships and making friends. In the course of doing so he and she become better people, better husbands, wives and fathers, better colleagues and certainly better at delivering public safety services and community well-being. Yes this is work, necessary work and worth the work of mastering the process, methods and techniques of human interaction.

While this workshop provided you with basic principles of effective communication skills for surviving verbal conflict - mastery of it *never* ends. Begin now! Even when having everyday casual discussions, take the conversation through the steps: Listen with empathy, discuss the facts, and explain options. Remember you are the professional! Practice until it becomes more than second nature, practice until it is intuitive, automatic, part of you. Ask yourself – “How do I wish to be remembered?”

"The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness, or skill. It will make or break a company ... a church ... a home. The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude ... I am convinced that life is 10% what happens to me, and 90% how I react to it. And so it is with you ... we are in charge of our Attitudes." – Charles Swindoll

"When the debate is lost, slander becomes the tool of the loser." - Socrates

"Discourage litigation. Persuade your neighbors to compromise whenever you can. Point out to them how the nominal winner is often a real loser -- in fees, expenses, and waste of time." - Abraham Lincoln

If I had to point to the essential skill that contributed to my most meaningful and memorable policing career, it has to be how I got along with those around me and especially with those I served. Actually, in distilling all those years; if I had to pin down the essential character of a law enforcement professional it would have to be that he or she has mastered and continues to master surviving verbal conflict.

Thank you,
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Thank You!

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