

Conflict and Crisis Communication

Principles and practice

Edited by

Carol A. Ireland, Martin J. Fisher and Gregory M. Vecchi

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CONFLICT AND CRISIS COMMUNICATION

Conflict and crisis communication is the management of a critical incident which has the potential for resolution through successful negotiations. This can include negotiating with individuals in crisis, such as those threatening self-harm or taking individuals hostage as part of emotional expression, and also critical incidents such as kidnapping and terrorist activities.

By focusing on the empirical and strong theoretical underpinnings of critical incident management, and including clear demonstrations of the practical application of conflict and crisis communication by experts in the field, this book proves to be a practical, comprehensive and up-to-date resource. Discussion of relevant past incidents – such as the 1993 WACO siege in the United States – is used to enhance learning, whilst an examination of the application of critical incident management to individuals with mental disorders offers groundbreaking insight from clinicians working in this area.

Conflict and Crisis Communication is an excellent source of reference for national and international law enforcement agencies, professionals working in forensic settings, and also postgraduate students with an interest in forensic psychology and forensic mental health.

Carol A. Ireland is a chartered psychologist, forensic psychologist and chartered scientist. She works for Mersey Care NHS Trust, where she is lead for sex offender therapies and crisis (hostage) negotiation, and acts as an advisor in crisis/conflict situations. She is also Director of Studies for the MSc in Forensic Psychology at the University of Central Lancashire, and Vice-Chair of the British Psychological Societies Division of Forensic Psychology.

Martin J. Fisher is a forensic psychologist, chartered psychologist and chartered scientist. Until June 2009 he was the area psychologist for the south central area of NOMS, and with responsibility for specialist services including drugs strategy, safer custody, and mental and physical health service provision. He is now the consultant psychologist in the HMPS Public Sector Bids Unit, as well as being a visiting lecturer in forensic psychology at the University of Portsmouth.

Gregory M. Vecchi is the unit chief of the Behavioral Science Unit (BSU), Federal Bureau of Investigation (FBI). Dr Vecchi conducts research, training and consultation activities in behaviour-based conflict analysis and resolution, crisis management, crisis communication and global hostage-taking. He has conducted extensive research and is published in the areas of conflict and crisis management and communication and he teaches, trains and consults executive law enforcement officers on the topic.

To my mum: for her guidance and continued inspiration. She never doubted me. You are my closest friend.

(Carol A. Ireland)

To Michele.

(Martin J. Fisher)

For Monica, my wife and best friend.

(Gregory M. Vecchi)

原书缺页

LIST OF ABBREVIATIONS

ALS	active listening skills
APA	American Psychological Association
ASAP	Assaulted Staff Action Program
BCM	Barriers to Change Model
BCSM	Behavioral Change Stairway Model
BISM	Behavioral Influence Stairway Model
BPS	British Psychological Society
BSU	Behavioral Science Unit
CCT	Crisis in Context Theory
CEOP	Child Exploitation Online Protection Agency
CID	Criminal Investigation Division
CIRG	Critical Incident Response Group
CISD	Critical Incident Stress Debriefing
CISM	Critical Incident Stress Management
CNT	crisis negotiation team
CNU	Crisis Negotiation Unit
CPR	cardiopulmonary resuscitation
CRIP	content/relational/identity/process [needs]
EFPA	European Federation of Psychologists' Associations
EPI	Early Psychological Intervention Subcommittee
ESC	Emotional and Spiritual Care team (Salvation Army)
FBI	Federal Bureau of Investigation
FIRE	Face, Instrumental demands, Relationship and Emotion
GAD	Generalised Anxiety and Depression Scale
HMPS	Her Majesty's Prison Service (UK)
HNCU	Hostage and Crisis Negotiation Unit
HOBAS	Hostage Barricade Database System

HPC	Health Professions Council
ICISF	International Critical Incident Stress Foundation
ICS	incident command system
IESE	Impact of Events Scale: Extended Version
IOM	Institute of Medicine
LEO	law enforcement officer
LEOSS	Law Enforcement Officer Stress Survey
MMPI	Minnesota Multiphasic Personality Inventory
NCNC	National Crisis Negotiation Course
NICE	National Institute for Health and Clinical Excellence
NIMH	National Institute of Mental Health
NIMS	National Incident Management System
NRM	Negotiated Resolution Model
NVOAD	National Volunteer Organizations Active in Disaster
OHSА	Occupational Health & Safety Administration
OIG	Office of the Inspector General
OPSI	Office of Public Sector Information
PBL	problem-based learning
PTSD	post-traumatic stress disorder
RDLU	Rapid Deployment/Logistics Unit
RCF	Readiness to Change Framework
RPG	rocket-propelled grenade
RPT	role-play test
SAFE	Substantive demands, Attunement, Face and Emotion
SDT	Self-Determination Theory
STEPS	Structured Tactical Engagement Process
SWAT	special weapons and tactics
TADMUS	Tactical Decision Making Under Stress
16-PF	16-Personality Factor Questionnaire

NOTES ON CONTRIBUTORS

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Martin J. Fisher is a Chartered Psychologist, Forensic Psychologist and Chartered Scientist. Until June 2009 he was the Area Psychologist for the South Central Area of NOMS with responsibility for specialist services including Drugs Strategy, Safer Custody, and Mental and Physical Health Service provision. He is now a Consultant Forensic Psychologist in the National Offender Management Service

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Carol A. Ireland is a Chartered Psychologist, Forensic Psychologist and Chartered Scientist. She works for Mersey Care NHS Trust at Ashworth Hospital, where she is the lead for sex offender therapies and crisis (hostage) negotiation, and acts as an advisor in crisis/conflict situations. She also works at the University of Central Lancashire, where she is the Director of Studies for the MSc in Forensic Psychology. At the university, as Director of Studies, she also leads on the postgraduate qualifications for the Child Exploitation Online Protection Agency (CEOP) and postgraduate qualifications in crisis communications. Dr Ireland manages her own consultancy firm, Bowland Psychological Services, delivering expert witness reports, training and consultancy. She has authored over 40 publications, including journal articles, books and book chapters, mainly on offending, consultancy and crisis (hostage) negotiation. Dr Ireland is currently Vice-Chair of the British Psychological Society's Division of Forensic Psychology.

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Gregory M. Vecchi, PhD, is the Unit Chief of the Behavioral Science Unit (BSU) of the Federal Bureau of Investigation (FBI). Dr Vecchi conducts research, training and consultation activities in behaviour-based conflict analysis and resolution, crisis management, crisis communication and global hostage-taking. Dr Vecchi began his service with the FBI in Miami, Florida, in 1996, where he worked on a variety of organised crime and drug matters, both domestically and internationally. Dr Vecchi became an auxiliary crisis (hostage) negotiator in 1998 and was formally certified by the FBI in 2002 and later by the London Metropolitan Police Department in 2005. In his capacity as a field negotiator, Dr Vecchi responded to numerous warrant and barricade situations, co-managed the Miami Crisis Negotiation Team and trained local, state and federal law enforcement officers on a variety of crisis management and negotiation topics. In 2003, Dr Vecchi was promoted and transferred to the FBI's Critical Incident Response Group (CIRG), where he was assigned to the Rapid Deployment/Logistics Unit (RDLU) and subsequently to the Crisis Negotiation Unit (CNU) as a programme manager. During his time at RDLU, Dr Vecchi deployed to Iraq in support of counter-terrorism operations and while assigned to CNU he responded to and conducted research on international kidnapping matters. Prior to joining the FBI, Dr Vecchi was a special agent/criminal investigator with the US Department of Justice – Office of the Inspector General (OIG), US Department of Agriculture (OIG), and the US Army Criminal Investigation Division (CID). Dr Vecchi earned a PhD in Conflict Analysis and Resolution from Nova Southeastern University, Fort Lauderdale, Florida, in 2006, an MS in Criminal Justice from the University of Alabama, Tuscaloosa, Alabama, in 1999, and a BS in Human Resource Management from Park College, Parkville,

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FOREWORD

Conflict can't be eliminated but it can be mitigated and managed. The more tools a conflict resolution practitioner is able to accumulate in his or her toolbox the greater the likelihood of success. Effective communication is the linchpin skill necessary to peacefully address conflict and crises.

Negotiation remains an art form that can be learned and improved upon through training and, practice. The hallmark trait of a professional is the never-ending quest for knowledge: knowledge that easily translates to practical application. *Conflict and Crisis Communication: Principles and Practice* achieves the invaluable and essential balance between theory and application. The talented and experienced authors who have contributed to this seminal work understand the importance of providing the reader with a strong theoretical foundation combined with application strategies and techniques deftly illustrated by case studies. Individual facts and circumstances, context and the totality of circumstances are recurrent themes in their situational approach.

Regardless of whether the operational milieu is a correctional institution, mental healthcare facility or a hostage/barricade situation, the ability to assess an individual's emotional stability, personality and motivation is paramount. Emotionally disturbed persons and subjects suffering from some form of mental disorder account for approximately half the crisis situations encountered by crisis negotiators. The authors strongly advocate the sound practice of negotiating with regard to the observable behaviour while staying clear of trying to diagnose and/or label a subject. A flexible approach to viewing personality disorders is suggested. Despite what a clinical diagnosis may suggest, each individual may present traits, characteristics and behaviours to different degrees along a continuum. Understanding how various personality disorders may derail a negotiation is a major factor in arriving at the most effective strategies, themes and techniques. Crisis negotiators must collect all available intelligence, plan and then actively

manage the interaction. These best-practice approaches are clearly demonstrated throughout the work.

Negotiator selection and training are also highlighted. At a minimum, crisis negotiators should have maturity, resilience and patience. The most effective training to develop the essential skill sets is also discussed. Well structured role-playing scenarios are invaluable to a crisis negotiator's development. Emotion will always trump reason. Crisis negotiators must fully appreciate that strong emotions need to be addressed and have time to be vented before any meaningful attempts can be made at problem-solving. The authors illustrate the process necessary to influence and eventually modify a subject's behaviour. Active listening remains the baseline skill for crisis communicators to use in order to demonstrate empathy, build a working rapport and positively influence a subject. The behavioural influence stairway is fully explained and depicted by case examples of subjects who display both expressive and instrumental needs.

The management of crisis situations is crucial to the ultimate outcome. The authors remind us that when incident management falters, the costs are highly visible and many times result in the loss of life. Incident management is a complex process that relies on objective evidence and special input to maximise the chances for a positive resolution. Case studies of the Waco siege, the Moscow State Theatre siege and the Beslan school siege clearly depict how the pitfalls of over-confidence, selective exposure and confirmation bias can negatively impact on rational decision-making. Despite the professional agility and best efforts of crisis managers, not all critical incidents have a successful conclusion. At the end of the day, the subject has a free will and they may decide to exercise it in a counterproductive manner. In addition to the complexities of incident management, ethics must also be factored into the equation. A meaningful discussion is presented on the considerations necessary to effectively navigate a way through decision-making and the actions taken while maintaining one's professional integrity.

The book also considers the physiological, psychological and behavioural responses that may result from critical incidents. Trauma is a subjective experience and many times results in a discernible ripple effect. This issue is examined from the perspectives of both the victim and emergency responders. A thorough review of the history and evolution of critical incident stress debriefing and management is provided that accentuates the challenges, controversies and best practices. Additionally, the authors clearly distinguish the differences between an operational debrief and an emotional one. Both briefings are necessary but the goals and objectives are very different.

The behavioural dynamics experienced by victims of critical incidents is also an area of focus. Captivity is an important subject area for negotiators but many times receives scant attention or is overlooked completely. The authors look at this phenomenon from pre-incident to post-incident reintegration. The values and beliefs that a victim takes into captivity combined with their resiliency can determine the degree of the ordeal's impact and the length of recovery. The

Stockholm syndrome, an often misunderstood topic, is also clearly defined and illustrated through anecdotes.

The FBI provided me with the opportunity and privilege to steer their flagship crisis negotiation programme. I experienced first-hand the critical need for patience, flexibility and creativity when addressing conflicts and critical incidents. A former FBI executive once opined that crisis negotiation is law enforcement's most effective non-lethal weapon. I continue to share that opinion. The ability to peacefully resolve conflict has never been more in demand or relevant than in contemporary society. Virtually every week there seems to be another horrific incident of workplace violence taking place somewhere in our countries. Experts in the field of workplace violence prevention identify frustration as a result of communication breakdowns or a lack of communication as significant contributors to a number of active shooter incidents. The active shooter circumstance can easily morph into a hostage/barricade situation. Effective crisis communication skills can peacefully resolve conflict and save lives. That is why *Conflict and Crisis Communication: Principles and Practice* should become a 'go to' tool in every crisis negotiator's toolbox.

Stephen J. Romano
FBI's Chief Negotiator (retired)

Note: The views expressed in this book do not necessarily represent the views of the FBI.

CONTENTS

<i>List of figures and tables</i>	ix
<i>List of abbreviations</i>	xi
<i>Notes on contributors</i>	xiii
<i>Foreword by Stephen J. Romano</i>	xvii

1 Conflict and crisis negotiation: the negotiated resolution model	1
<i>Gregory M. Vecchi</i>	
2 Negotiation: principles and theoretical underpinnings	34
<i>Neil Gredecki</i>	
3 Crisis situations: communications, goals and techniques	53
<i>Samuel L. Browning, Andrea M. Brockman, Vincent B. Van Hasselt and Gregory M. Vecchi</i>	
4 Application of mental illness and cognitive impairment to the critical incident: considerations and implications	75
<i>Carol A. Ireland</i>	
5 Application of personality disorder to the critical incident: considerations and implications	93
<i>Carol A. Ireland</i>	
6 Ethical considerations in a conflict and crisis situation	112
<i>Martin J. Fisher</i>	