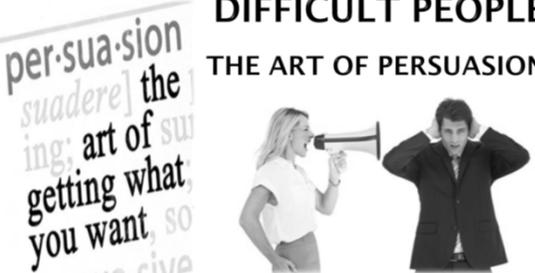


COMMUNICATING WITH DIFFICULT PEOPLE

THE ART OF PERSUASION



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Chad Stieferman

- 2003 - Started with JCPD
- 2005 - Appointed to the SWAT team
- 2006 - Transferred to Detectives
 - RIED Interview and Interrogation
 - VERBAL JUDO
 - 100's of Interviews and Interrogations
 - 1000's of street encounters
- 2014 - Promoted to Sergeant
- 2018 - Promoted to Lieutenant
 - Commander over the Hostage Negotiation Team

This course will

- Teach you how to achieve a professional purpose and to do so with real power and empathy
- Teach you techniques to de-escalate tense situations
- Explain the differences between Sympathy and Empathy
- Give you tools to be a successful communicator
- Help YOU have a more open and satisfying relationship with your Families, Colleagues, Employees, Customers, and Friends.

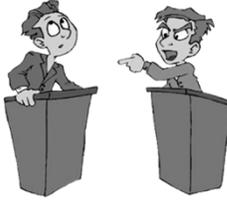
This course will NOT

- Turn the other cheek
- Use touchy feely language
- Push political correctness
- Respect wrongful actions
- Tell you the customer is ALWAYS correct

What separates **PROFESSIONALISM** from **AMATEUR BEHAVIOR** is giving your opponent no solid ground to make a stand against you, with your comments or actions.

This course will NOT

- Teach ...
- Argument
- Debate
- Logic



The goal of this course is **PERSUASION** and accomplishing **VOLUNTARY COMPLIANCE**.

Keys to Successful Communication

- It is not only what you say but **HOW YOU SAY IT**
- The best way to read an adversary is to see the problem from their vantage point ... The true essence of **EMPATHY**
- Motivate a disagreeable person to a point of:
 - Voluntary Compliance**
- Give the **PROPER RESPONSE** to negative and stressful situations.

THREE TYPES OF PEOPLE

The Nice
The Difficult
The Wimp

The Nice

- Will do what you ask them to do the first time you ask
- They like to cooperate
- Will do what they are told
- Have a hard time saying **NO**
- Have a hard time sticking up for themselves

Nice people won't be a problem for you but if you don't treat them right over time you will lose credibility and they will stop supporting you

The Difficult

- Will **NOT** do what you tell them the **FIRST** time no matter how diplomatic you are
- It's not in their nature to say "Oh Yes"
- They want the "WHY" and "WHAT FOR"
 - "WHY" can be one of the most powerfully destructive or constructive words in any language
- **Do Not** resist your opponent or shut out pesky questions. You **MUST** answer and not dismiss the question!!

Difficult people are as eager to argue a point as Nice People are to simply cooperate

The Wimp

- Look and sound like Nice People but are closer to Difficult People
- They will agree and say, "Oh Yes", "You Are Right" but later Stab You In the Back
- They talk behind your back to your coworkers, bosses, friends, or anyone that will listen
- They file lawsuits

Wimps don't like authority and hate being told what to do but don't have the guts to challenge the authority

How to Deal with Each

- Nice
 - Treat **FAIR** and with **RESPECT**
- Difficult
 - Provide them with the facts; "Why" and "What For" along with **EXPLANATIONS**. Be able to defend your positions or decision.
- Wimp
 - Strip them of their camouflage
 - **CONFRONT** them **HONESTLY** but **DON'T EMBARRASS** them, let them embarrass themselves.

Learning to identify and distinguish the Nice, Difficult, and Wimp is the first step in mastering Communication

Things NEVER to say to Anyone

- Come Here
 - Interpreted as "Go Away"
 - Instead say "Can we talk"
- You Wouldn't Understand
 - Interpreted as "Stupid"
 - Instead say "Let me try and explain"
- Because Those Are the Rules
 - Interpreted as Insensitive, Uncaring, or only being concerned with your authority
 - Instead place the rule and policies in a context that will explain how they contribute to everyone's wellbeing.

Things NEVER to say to Anyone

- It's None of Your Business
 - Interpreted as you don't have a good reason for answering the question
 - Instead explain why the information can't be revealed.
- What Do You Want Me To Do About It
 - Interpreted as sarcasm
 - Instead offer support and help sort out the problem or point them to the right person to help
- Calm Down
 - This command almost always makes people more upset
 - Instead look them in the eyes, touch them gently (If Appropriate) and tell them "It's all going to be all right"

Things NEVER to say to Anyone

- What's Your Problem
 - Interpreted as YOU vs ME
 - Instead say "What's the problem and how can I help"
- "You Never" or "You Always"
 - Interpreted as a generalization and is rarely true
 - Instead state the issue and explain how it makes you feel
- I'm Not Going to Say This Again
 - This is almost always a lie
 - Instead emphasize the seriousness; "It's important that you understand this, so let me say it again and please listen carefully"

Things NEVER to say to Anyone

- I'm Doing This For Your Own Good
 - Interpreted as a sarcastic comeback
 - Instead give concrete examples of how things will improve because of this action
- Why Don't You Be Reasonable
 - Interpreted as you don't respect their position
 - Instead paraphrase their own words by saying "Let me see if I understand your position" and then give their position in your own words.

Ask Yourself

Do you remember **EVERY** spanking you received as a child?

Now how about a **SPECIFIC**, personal slam from someone you cared about?

So, is the phrase "**Sticks and Stones may break my bones, but words will never hurt me**" really accurate?

A wound inflicted by hand or even a weapon will heal and fade from memory over time, but verbal wounds never fully heal.

MOST POWERFUL WORDS IN THE ENGLISH LANGUAGE

Are you looking for an instant TENSION buster?

EMPATHY

Empathy

- DOES NOT mean Sympathy
- You **don't** have to approve
- You **don't** have to agree
- Absorbs tension
- You are seeing the problem through the
 - **EYES OF THE OTHER**

Empathy is the quality of standing in another's shoes and understanding where they are coming from.

The Greatest Speech You'll Ever Live to Regret

When we employ the words that most naturally come to our lips, we run the risk of giving the greatest speech we'll ever live to regret. We wind up saying things we can never take back. This happens most often when we allow others to set the tone in confrontations.

Biblical

Do not let any unwholesome talk come out of your mouths, but only what is HELPFUL for building others up according to THEIR NEEDS, that it may benefit THOSE who listen.

Ephesians 4:29

Biblical

- ☐ Our words should be KIND, ENCOURAGING, & HELPFUL
 - A good man brings good things out of the good stored up in his heart, and an evil man brings evil things out of the evil stored up in his heart. For the mouth speaks what the heart is full of. Luke 6:45
 - A gentle answer turns away wrath, but a harsh word stirs up anger. Proverbs 15:1
 - Likewise, the tongue is a small part of the body, but it makes great boasts. Consider what a great forest is set on fire by a small spark. James 3:5

Break UP

- ☐ Girl breaks up with Father's Teenage Son
- ☐ Son wants to post damaging things about the female on social media
- ☐ Father convinces son to wait 24 hours and then re-evaluate.

**Speaking out of anger will always lead to regret.
Giving yourself time of cool reflection will almost
always change your response.**

Dealing with People Under the Influence

Alcohol / Drugs	Impatience
Frustration	Lack of Self-Worth
Fear	Defensiveness

This could be a criminal, customer, spouse, kids, co-worker, salesperson, customer service rep, etc.

You will need to STAY CALM, read your opponent and attempt to redirect their aggression in a more positive way

Dealing with People Under the Influence

When you

- ☐ REACT, you're being controlled by the situation
- ☐ RESPOND, you're dealing with the situation

Strip Phrases

- Abbreviated versions of words
- Deflection
- Spring you over the insults
- Disempower the other person

Don't use strip phrases when the person is agitated that you're clearly deflecting and not dealing with the conflict at hand. Skip the strip phrase and deal with issues immediately.

Strip Phrases

- 'preciate – Appreciate
 - I 'preciate that but
- Understan' – Understand
 - I understand' that sir but
- T'at – That
 - I got t'ah ma'am but
- B'lieve – Believe
 - I b'lieve that sir but

Everything after the BUT is designed to get the job done and where you place your desired outcome.

2 Principals for Dealing With Difficult People

- Let the person say what they want as long as they do what you say
 - People yelling insults don't mean what they say ... **They are only upset**
 - Focus on their **behavior not their attitude**
- Always go for the **WIN/WIN** solution
 - Let them get their emotions out if they are doing what you want them to do
 - Let them have the last word to save face in front of friends and family
 - If you take away people's **LAST WORD** and have the **LAST ACT**, you could create a violent scenario and make enemies.
 - Let them spout off ... They **WIN** and you **WIN**

REspect vs respect

- **REspect** is what you have to show all people at all times
- **respect** is how you **FEEL** towards someone based on the person or their behavior or actions

You may not **respect** law breakers, disgruntled customers, or rude people, but as a professional you must show them **REspect** while dealing with them.

The GOLDEN RULE!!

Paraphrasing

The only way to **INTERRUPT** people and **STILL** have them **LOVE** and **RESPECT** you.

Paraphrasing: Putting another persons meaning in your own words and deliver it back to them to ensure understanding.

Paraphrasing

- Start with the **SWORD OF INSERTION**
 - Cut into their tirade and take Control
 - "Whoa", "Listen", or "Wait a second"
 - NOT - "Get to the point!"
- Follow up with the **ULTIMATE EMPATHETIC sentence!**
 - "Let me be sure I heard what you just said"
- Now paraphrase their meaning back to them
 - Okay, you are feeling X because of Y, right? The X = an emotion (anger, frustration, etc.) and the Y = the situation/problem.
 - You don't have to be right. You're just guessing at this point.

Speaking in self-defense

- It's unprofessional because you are using words to express YOUR **personal feelings**
- Burns bridges
- Alienates people
- Creates lost opportunities
- Makes you feel good about yourself **TEMPORARILY**
 - I told him!
 - He had it coming!
- A few hours later ... **Regret**
 - I should have said something else!
 - Why did I say that?
 - Why did I have to shoot off my big mouth?

Speaking in self-defense

You **CAN'T** take back harmful words.
People don't forget verbal abuse!!

More complaints come from what you said to someone then what you did to them!!

Use your words to achieve an objective of your choice.

The goal of **PERSUASION** is to gain **VOLUNTARY COMPLIANCE**.

BUT....

It is important that you know what your **FOLLOW UP OPTIONS** are if **WORDS FAIL**.

THREE GREAT COMMUNICATION ARTS

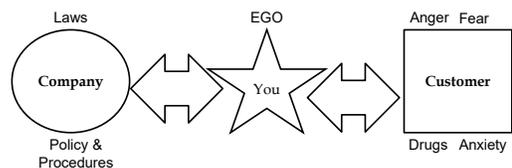
Representation
Translation
Mediation

Representation

- We all have **BUTTONS** and **TRIGGERS!!**
- If you're going to work for others and represent them, you must not allow people to push your button and pull your trigger.
- How do you build a - **TRIGGER GUARD?**
 - Know yourself and what your triggers are. If you don't know yourself, you lose 100% of the time.

Representation

When you speak, you're a mouthpiece and a representative. You do not represent your own ego. Remember, the more ego you show, the less power you have over people.



Representation

- Remember if you don't know yourself, you will lose 100% of the time.
- If you know yourself but you don't know your opponent you will be lucky to win 50% of the time.
- If you know yourself and you know your opponent you can win 100% of the time.

One of the greatest communication skills is LISTENING, really listening to people; Not only what they say but how they say it.

Translation

The ability to put what you say in the most proper, fitting, assertive, and powerful words possible.

How do you put your precise meaning into the mind of your listener?

Translation

Content

- You have to know:
 - EXACTLY what you're TALKING ABOUT
 - Be KNOWLEDGEABLE in the content

Know your products, policies & procedures, and the law.

Coding Translation

- You have to put your message into words that reflect your meaning
- The words you choose must be ones that will be understood by the person you're delivering them to
- Don't talk above or below your recipient
- If you find yourself having trouble communicating with people of different walks of life, it may be because you're thinking of yourself instead of them
- If you allow your ego to get in the way you will communicate in your own language not the language of the other person

Translation

Sending

- Once you know what you're going to say and how you're going to say it you have to transmit it
 - Your voice: Tone & Pitch
 - Your nonverbals: Facial Expressions, Body Language, Posture, Eye Contact, etc.
- They all have to **support the sincerity** of your message

Translation

Decoding

- This is the responsibility of the recipient, but it is in direct proportion to how effective your content, coding, and sending were accomplished
- This could also be affected by external distractions and the recipients own internal mental noise or influences

Translation

Listening

The art of listening is:
NOT A NATURAL ACT

- To become an **ACTIVE** listener you must do 4 things:
 - Be **OPEN** and **UNBIASED**
 - **HEAR** the **literal words** spoken
 - **INTERPRET** the **data**
 - **INTERPRET** the **acting**

Translation

Listening

- People **Hardly Ever Say What They Mean When They Are Aggravated**
 - People under the influence of liquor, drugs, rage, fear, anxiety, ignorance, stupidity, or bias don't mean what they say

If you respond in the same demeanor you will lose 100% of the time

Translation

Listening

- You have to **take control** of the **CONVERSATION**.
- Use a Sword of Insertion
 - "Whoa", "Listen", "Wait a second"
- Then agree with them, tell them they are right about whatever they think their issue is and you want to help them resolve it

This doesn't mean they are right it just means your agreeing, THEY think there is a problem

Translation

**NEVER react to what people SAY
React to what they MEAN**

Just remember:
People hardly ever say what they mean

Mediation

- Now that we have **taken control** of the conversation we are going to try and get them to **see something new**
- Based on what the complaint is we can use many different baits to appeal to them
 - The value of time, money, job, family, craftsmanship, reputation, relationships, etc.

Mediation

- If your opponent or customer has something to **GAIN** or **LOSE**, you have something you can use
- Simply put you're going to skillfully present options

Elements of Communication

Content carries a weight of: 7 - 10%
Voice carries a weight of: 33 - 40%
Nonverbal carries a weight of: 50 - 60%

If your on the phone
Content carries a weight of: 7 - 10%
Voice carries a weight of: 73 - 90%

Elements of Communication

There are four elements to the voice:

Tone (Most Powerful of the 4)

- Conveys your TRUE ATTITUDE toward the person
- There are many times when your voice must lie and you will have to camouflage your tone but you have to be convincing or you will make it worse
- **Tone has caused more complaints, violence, divorce, loss of business, and hatred than anything else**

Elements of Communication

Pace

- Your Speed, How fast you talk

Pitch

- How high or low and how loud or soft you speak

Modulation

- It's your rhythm and inflection

Elements of Communication

Nonverbal Communication

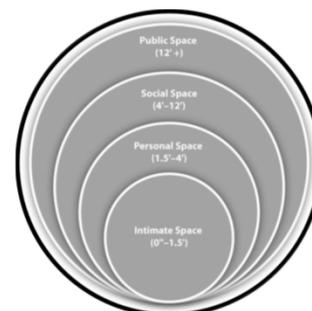
- Facial expressions
- Micro expressions
- Use of Hands
- Posture (Closed or Open)
- Eye Contact
- Clothing
- Grooming
- Sweating
- Toe/Pencil tapping
- Proximity

Elements of Communication

IT'S WHAT YOU DON'T SAY THAT COUNTS!



Elements of Communication



Elements of Communication

Remember, **up to 93%** of your **SUCCESS** with people has to do with **YOUR DELIVERY** and only the slightest percent has to do with what you actually say

A mediocre idea brilliantly presented often gains acceptance, whereas a brilliant idea badly presented often dies in birth

Diagnosing the Encounter

PACE

- ❑ Problem (Situation you are in)
- ❑ Audience (To whom are you speaking)
- ❑ Constraints (Obstacles to effective communication)
- ❑ Ethical Presence (Your professional face)

Diagnosing the Encounter

Problem

There are always 2 kinds of problems

- ❑ Your Problem: The way you see it as a professional
- ❑ Their Problem: The way they see it as a customer

The two of you will probably never see the problem the same way. The only way to succeed in these situations is to define the problem from the customers point of view first.

Diagnosing the Encounter

Audience

- ❑ How does your customer differ from you?
- ❑ How does your customer see the problem different then you?
- ❑ What are your customers values and beliefs?

Diagnosing the Encounter

Constraints

- ❑ Just about anything can be a constraint
 - Rage, mental illness, belief system, life influences, uprising, values, ethics, etc..
- ❑ There are only three things you can do with a constraint:
 - Step around it
 - Ignore it
 - Use it

Diagnosing the Encounter

Ethical Presence

- ❑ If you can't convince the customer that you are trying to work with them your going to fail
- ❑ You must put on your professional face and show concern at all times even if your bluffing
- ❑ This is not about conning someone into unrealistic expectations. It is addressing their problem from a language they understand to find an outcome that benefits them and the company

Diagnosing the Encounter

- ❑ Define the Problem!
- ❑ Determine how your Audience sees the problem and how they differ from you?
- ❑ What are the Constraints that are making the interaction difficult?
- ❑ Keep a concerned and caring face!

Five Universal Truths of Human Interaction

All people want to be

- ❑ Treated with DIGNITY and RESPECT
- ❑ ASKED rather than TOLD to do something
- ❑ INFORMED as to why they are being ASKED or ORDERED to do something
- ❑ Given OPTIONS rather than THREATS
- ❑ Given a SECOND CHANCE when they make a mistake

The Five Truths

1. All cultures want to be respected and treated with dignity regardless of the situation
 - When treated with disrespect - all people want to fight and get revenge
2. All people would rather be asked than told what to do
 - To ask is a sign of respect
 - To tell is often a sign of disrespect

The Five Truths

3. All people want to know why they are being asked or told to do something
 - Telling people the why is another sign of respect
 - Not telling people why is a sign of disrespect and lowers morale
4. All people would rather have options than threats
 - Providing a choice shows respect and allows people to save face
 - Threats are disrespectful and forces people that have a backbone to resist and fight back

The Five Truths

5. Finally, all people want a second chance to make matters right
 - People are human and we err and act in ways we wish we had not
 - Whenever appropriate, people value being given a second chance to get it right

The Five Truths

The first truth "Treat everyone with dignity and respect"

MUST BE FOLLOWED AT ALL TIMES NO EXCEPTIONS

The other 4 are subject to the SAFER concerns.

SAFER Concerns

- ❑ Security of people or property under Attack
- ❑ Unlawful Flight from ones lawful presence
- ❑ Excessive repetitions: we have covered all our verbal bases and have no compliance
- ❑ Revised priorities:
 - Something unexpected happens that is of greater concern or severity and must be handled immediately with no time for talking
 - Words may become secondary, actions primary

Points To Remember

- ❑ If you learn the underlying principals, you don't need to remember every detail of the training or every step of each process.
- ❑ Give people Reassurance and strive to calm them down and reduce the tension.
- ❑ Use Empathy:
 - Empathy Absorbs Tension
- ❑ A surefire way to increase tension is to allow your ego to guide the conversation or by telling someone to calm down.



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Questions

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