



Dealing with Confrontational Situations

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Where might you get confrontational situations?

- Complaints about service
- Refunds in shops
- Food complaints in restaurants
- Long queuing
- Take away restaurants
- Dealing with shoplifters
- Any where that you can refuse sale or entry

POP – Person, Object & Place

- **P**erson

Be aware of the person's build in relation to you.

Is the person alone or are they accompanied?

Can you see the person and their body language?

- **O**bject

Are there any objects near you or involved that could potentially

be used in a serious conflict? E.G Fragrance bottles, beer bottles, fire extinguishers, chairs etc

- **P**lace

The place that a situation takes places can increase the risk dramatically.

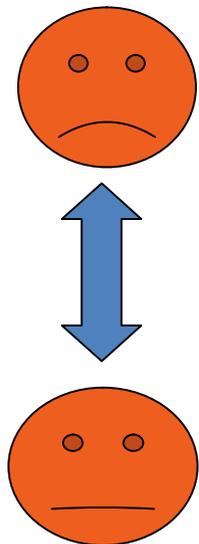
Be aware of dealing with confrontational situations where there is only one exit from the room, or you are in confined space.

Body Language

Standing square on, face to face with someone may come across as intimidating and conflicting.

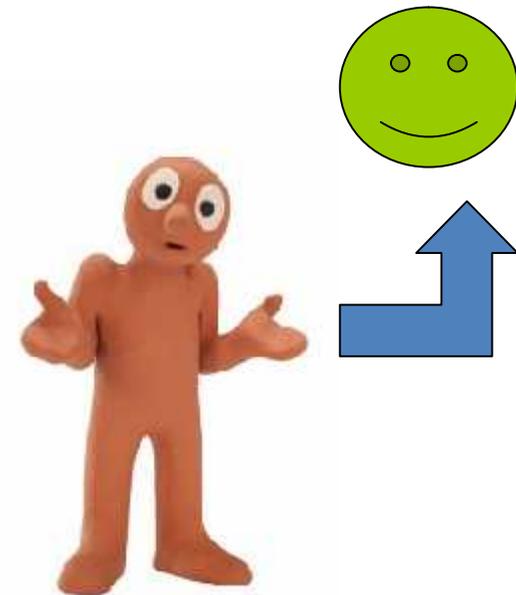
Instead, position yourself slightly to the side of the person you're dealing with, at a reasonable distance.

By showing open hands towards the person it helps portray a non-aggressive approach.

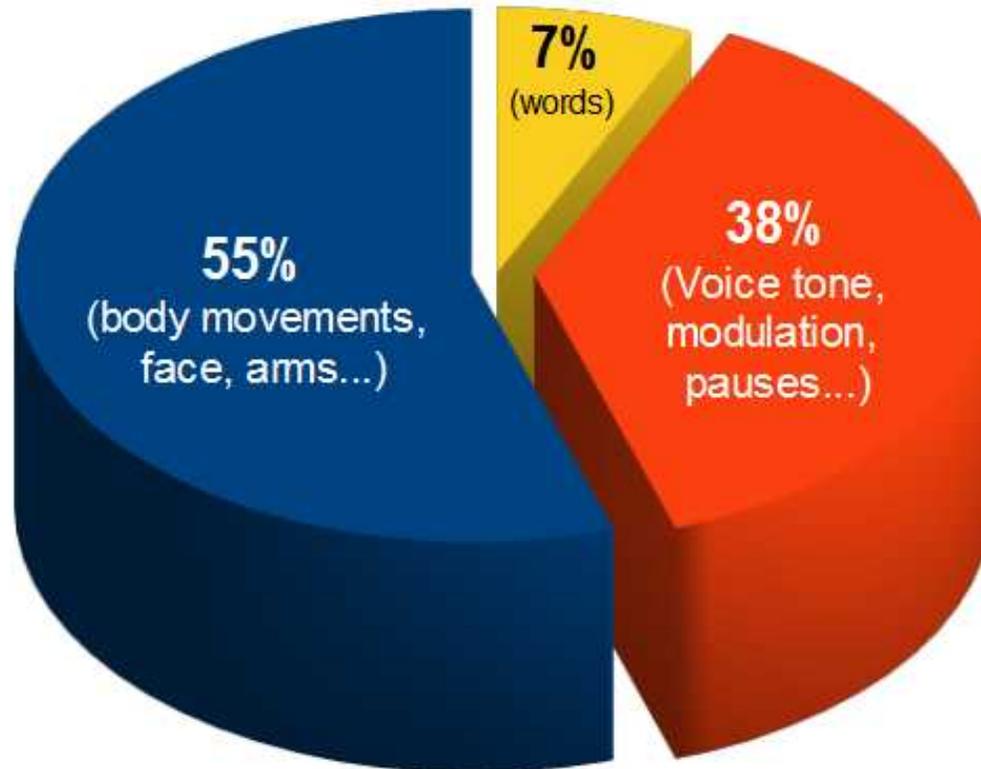


Remember we are trying to **de-escalate** the situation not escalate it.

It also is the **safest** position to be stood if there were any violence to take place, and is known as 'opening the gate positioning.'



Channels of Communication



Albert Merrabian's communication model proves how much we communicate through our body language, tone of voice & how we express ourselves.

You may of heard the term 'talking with your hands.' This is an example of how people communicate using the channels of communication model.

Ref: Mehrabian, A. (1972). *Nonverbal communication*. Aldine-Atherton, Illinois: Chicago

Important considerations during confrontational situations

- Consider what could be the cause of the confrontation
- Consider who else is working with you that can help / is not helping the situation
- Your own ability and confidence – are you the best person to deal with this situation?
- Has the person had a bad experience in your premises before?
- What resources / options / policy / law have I got to help me deal with the situation?

Trigger words during confrontational situations

Listen out for certain trigger words or phrases that may indicate a person's behaviour is changing. Also be mindful of what you say because trigger words can increase a person's tolerance level, and they work both ways.

"Hold on."

"Hang on."

"What's your problem?"

"Just a sec"

"Here's what I'm gonna do"

"I can't do that."

"We can't do that."

"We are very busy now."

"I don't know."

"You should have"

"Calm down."

"Like I said"

"We'll have to call you back."

"yeah but"

"That's against company policy."

"If you had read your receipt."

"I'm sorry but"

"so you're telling me"

"That's not my department. You'll have to speak with someone else."

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Warning signs during confrontational situations

When a person is starting to lose self control and become more difficult to deal with they give off warning signs, if you pick up on any of these warning signs it gives you an indication the person may lose their temper and become aggressive or violent.

- Arms folded displaying a defensive attitude
- Silence or blunt answers to questions
- Feet tapping and irregular movements
- Long heavy breathing
- Redness in the face
- Blaming others
- Interrupting you when you are speaking
- Unnecessary comments / remarks
- Their head is faced upwards or staring at the floor
- Standing as tall as possible

Danger signs during confrontational situations

When a person is on the verge of losing self control they will subconsciously display some of the following danger signs.

- Their face will start to lose colour from red back to normal
- Fists will clench and tighten
- Their lips will naturally tighten over their teeth
- Their head will drop forward to protect their throat
- Their eyebrows will drop to cover their eyes. (frowning)
- Their hands will rise above their waist
- Their shoulders will tense up
- Their stance will change from square to a more side on position
- Their whole body will become slightly lower down

Attitude and Behaviour Cycle



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Attitude and Behaviour Cycle Explained

- As a security officer / customer service officer / manager the likelihood is the situation has already escalated before you arrive. When you arrive at the situation and can see people are irate, it is important not to go in at the same level.
- If you go into the situation matching their aggression, your attitude will affect your behaviour and you are more likely to find yourself in a situation that gets out of control. This is because your attitude and behaviour, which could be as subtle as your tone of voice changing. This has an impact on other people's attitude, which in turn affects how they behave towards you or others.
- By approaching a situation open minded and calm, trying to find out exactly what the situation is, speaking clearly and in an even tone, you are more likely to bring the person's attitude to an appropriate level. In turn their behaviour will match their appropriate attitude, and the chances of the situation being resolved are much greater.

Attitude and Behaviour Continued

- Almost every situation you deal with in your premises or in fact on the street outside your premises will be in the public view. It is important as security staff / representatives of your company and yourself, that you remain professional at all times.
- Any member of public can be a witness to the situation. If you display good attitude and behaviour you will be much more likely to be supported by the public, instead of targeted.
- There is CCTV everywhere in premises now, so please remember how your attitude and behaviour may come across on CCTV. CCTV can work in your favour, so portray the right body language when dealing with people and use the open hands to display your intentions to resolve the situation.

LEAPS Communication Model

Listen

Listening to the person you are dealing with helps you to engage and show interest into what the situation is.

Empathise

Empathising with the person you are dealing with is a great way of initially diffusing the situation. Use phrases such as “I can totally agree I would feel that way if it was me”

Ask Questions

Try to establish as much information about the person’s situation so you can come up with an ideal solution by asking opens questions. Use ‘5WH’ questions – Who, What, Why, Where, When and How.

Paraphrase

Repeat back key words or sentences to reassure the person you are dealing with and give them some confidence in you, paraphrasing some of the information you have gathered from them will help the person feel reassured that you fully understand their situation.

Solution

Try come up with as many solutions to the situation, make sure you know your company policies in order to come up with the right solutions. Or if necessary, go over and above to resolve the situation.

CUDSA Model for conflict management

Confront

Confront the behaviour you are witnessing. This could require you to be assertive.

Understand

The position of everyone involved. It could just be a misunderstanding but give time for everyone involved to explain their part.

Define

The problem, get to the root of the problem if you can to help you decide an appropriate solution.

Seek

Between you try to seek an appropriate or necessary solution to the problem.

Agree

The way forward that all involved are happy with. This will not be possible in every situation but always back up your decision with a reason to help people understand.

Intoxicated Customers

- If you are having difficulty dealing with an intoxicated customer, please use your BACIL radio for police assistance.
- Failing that if you have exhausted all of your verbal tactical options, please contact the police on the '101' number.
- Remember the police are much better equipped to deal with these people and have powers and means to deal with them suitably.
- **Do Not put yourself or your colleagues at risk.**

Feedback, Question & Answers

We hope you have learned from this pack and will transfer the knowledge into your role in your workplace.

If there is anything you don't understand, would like more information or personal interactive training in your premises please contact BACIL on **0113 2413012** or e-mail **sean@bacil.org**

The End

The mobile BACIL website is now live. To access it simply log on as follows

<https://cis.bacil.org/login.aspx>

Thanks for coming your attendance is appreciated

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