

Pre De-Escalation Techniques

Transforming Customer Interactions Using
Science and Fact Based Interviewing



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Introduction

- **What types of difficult conversations are you having with people paying support or people receiving support?**
- **What manual or electronic case management tools are you using during your conversations to keep you focused?**

What if... you had the opportunity to be present in the room with Stephen Paddock before the Route 91 shooting?

Stephen Paddock

Dear STEVE:

YOU SAID YOU WOULD GO TO
battle AND YOU WOULD BE THE VICTOR
WITH 150 DEAD UNDER YOUR BELT IS NONSENSE
PLEASE DON'T TALK LIKE THAT ABOUT
HURTING INNOCENT PEOPLE WOMEN AND
CHILDREN.

WHAT DO HILTON BIRTHDAY HAVE TO
DO WITH ANYTHING? YOU ASK ME IF I

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CHILDREN.

WHAT DO HILTON BIRTHDAY HAVE TO
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What if you had the opportunity to be present in a room with Elliot Rodgers before the Santa Barbara attack?

I didn't want to be in Isla Vista on April 26th, the day I previously planned on carrying out my plans. Hearing all of my enemies partying and having a good time on the day I was supposed to kill them all would be too much to bear. I immediately called my mother and asked her if I can stay at her house for the whole weekend, exaggerating my illness so that she would let me. While there, I visited the doctor to ask about the condition of my cold, and spent the weekend in deep, peaceful contemplation.

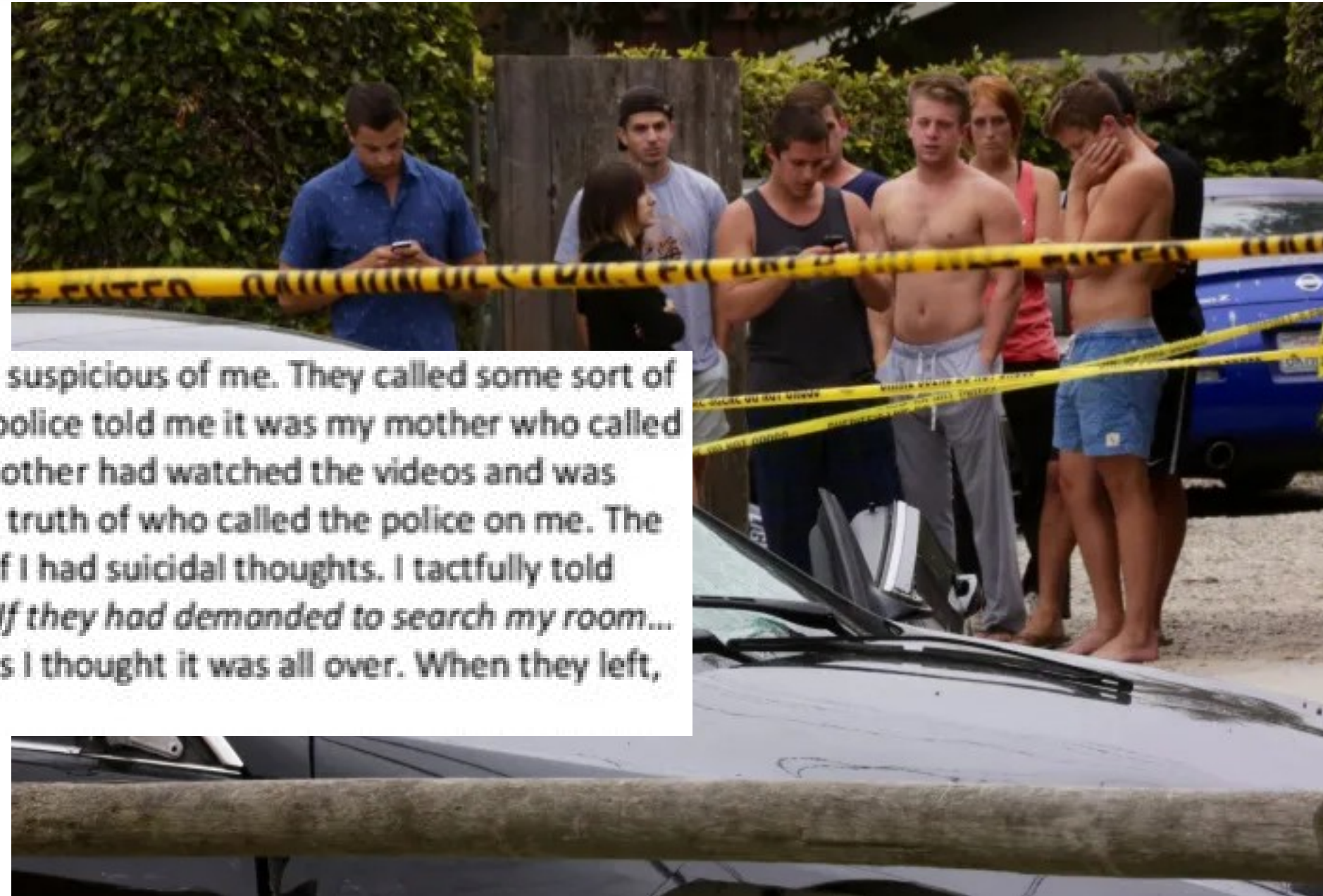
Upon my return to Santa Barbara, I assured to myself that *this was it*. May 24th, 2014 was the final date. There is no postponing it anymore, no backing out. If I don't do this, then I only have a future filled with more loneliness and rejection ahead of me, devoid of sex, love, and enjoyment. I have to do it. It's the only thing I can do. May 24th, is the absolute last weekend in the Spring semester in which I can carry out this plan efficiently. After May 24th, the Spring semester at SBCC will end, and all of the SBCC students will go back to their hometowns, which means less enemies to kill in Isla Vista. Sure, UCSB would still be in session, but I want to kill both UCSB and SBCC students. The Day of Retribution is my sole purpose on this world, and I am ready.

After only a week passed since I uploaded those videos on Youtube, I heard a knock on my apartment

Apparently, someone saw my videos and became instantly suspicious of me. They called some sort of health agency, who called the police to check up on me. The police told me it was my mother who called them, but my mother told me it was the health agency. My mother had watched the videos and was very disturbed by them. I don't suppose I'll ever know the full truth of who called the police on me. The police interrogated me outside for a few minutes, asking me if I had suicidal thoughts. I tactfully told them that it was all a misunderstanding, and they finally left. *If they had demanded to search my room...* That would have ended everything. For a few horrible seconds I thought it was all over. When they left, the biggest wave of relief swept over me. It was so scary.

...they would have found the videos on my phone, and the police on my side. That will ruin everything. The moment an suspicion of me was dropped after I took down the videos from Youtube, and the police never came back.

During the last few weeks of my life, I continued my daily adventures around town, trying to experience as much of the world as I could before I die. Upon doing this, I realized that the only world I can possibly ever experience is a twisted world of constant suffering. No matter where I go, I have to face all of the same injustices. Young couples are everywhere! They constantly remind me of what I have lacked all my life. I cannot go out of my room without seeing a young couple that would make me feel envious and enraged. *How dare those girls give their love and sex to those other men and not me*, I constantly think when I see young couples. There is nowhere in the world I can go anymore. There is no





What if... you had the opportunity to be present in a room prior to any of these child support associated news reports?

Slain Fla. woman was seeking owed child support

A woman was found dead in her home along with her three young children had been in court days early to seek child support from her slain 6-year-old twins' father, who has a lengthy criminal record.

"This operation was conducted to remind parents of the importance of making regular child support payments and hopefully renew their commitment to do the right thing," said Sheriff Provenzano. "Child support is a safety net for many Somerset County families. Children depend on child support for their basic needs."

A total of 38 parents were arrested as part of a 3-day sweep by Somerset County Sheriff

"The roundup was a great success as far as the statistics show," he said. "What we don't see is how many delinquent parents pay up once they know we are looking for them. Knowing that they face possible arrest encourages delinquent parents to uphold their obligations or face incarceration. It creates a compounding effect of payments that lasts weeks after the roundup."

Kentucky dad hacks Hawaii system to fake death rather than pay 6-figure child support debt

He would rather die than give her a dime – at least on paper. Prosecutors say a Kentucky father [hacked into](#) Hawaii's death registry, impersonated a doctor and created his own death certificate in order to fake his own demise to avoid paying more than \$600,000 in child support to his ex.

Walter Scott Had Bench Warrant for His Arrest, Court Documents Show

Walter Scott owed more than \$18,000 in child-support payments when he was fatally shot by a South Carolina police officer.



Science-Based Interviewing

Fundamentals Course

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SCIENCE-BASED INTERVIEWING

Questions and Interview Mapping

PLANNING &
ANALYSIS

THE INTERVIEW

CLOSING

Data Assessment
(Boards)

Objective Setting

First Impressions

First Lines &
Predictable Dialogue

ORBIT

HIEAAR Principle

Wheels

Credibility Assessment

Cognitive Interview

Strategic Use of Evidence

Reaffirm Rapport

Target Message

Summary

Listening, Communication & Impression Management





Planning and Analysis

What do we consider before speaking to a person paying, a person receiving payment, or a subject or witness?



Planning and Analysis

Assess and organize information and requirements **(The Planning Boards)**

- Facts
- Information
- Inferences
- Objectives



PLANNING & ANALYSIS

FACTS (verified)

INFORMATION (unverified)

INFERENCES (What we think about it)

What we definitely know.

Examples:

Physical Evidence

DNA

Video

Biographical information

**What do we have that isn't
verified yet?**

Examples:

Witness Statements

Informants

**Assumptions about case AND
subject?**

- ALL reasonable conclusions based off facts and information
- Bias Check
- Alternate/Competing inferences

OBJECTIVES:

(What gaps do we have? What do we need to know?)



IMPRESSION MANAGEMENT

First Impressions

- Stereotypes & Biases
- Warmth & Competence

Branding

Opening Lines (Engage & Explain)

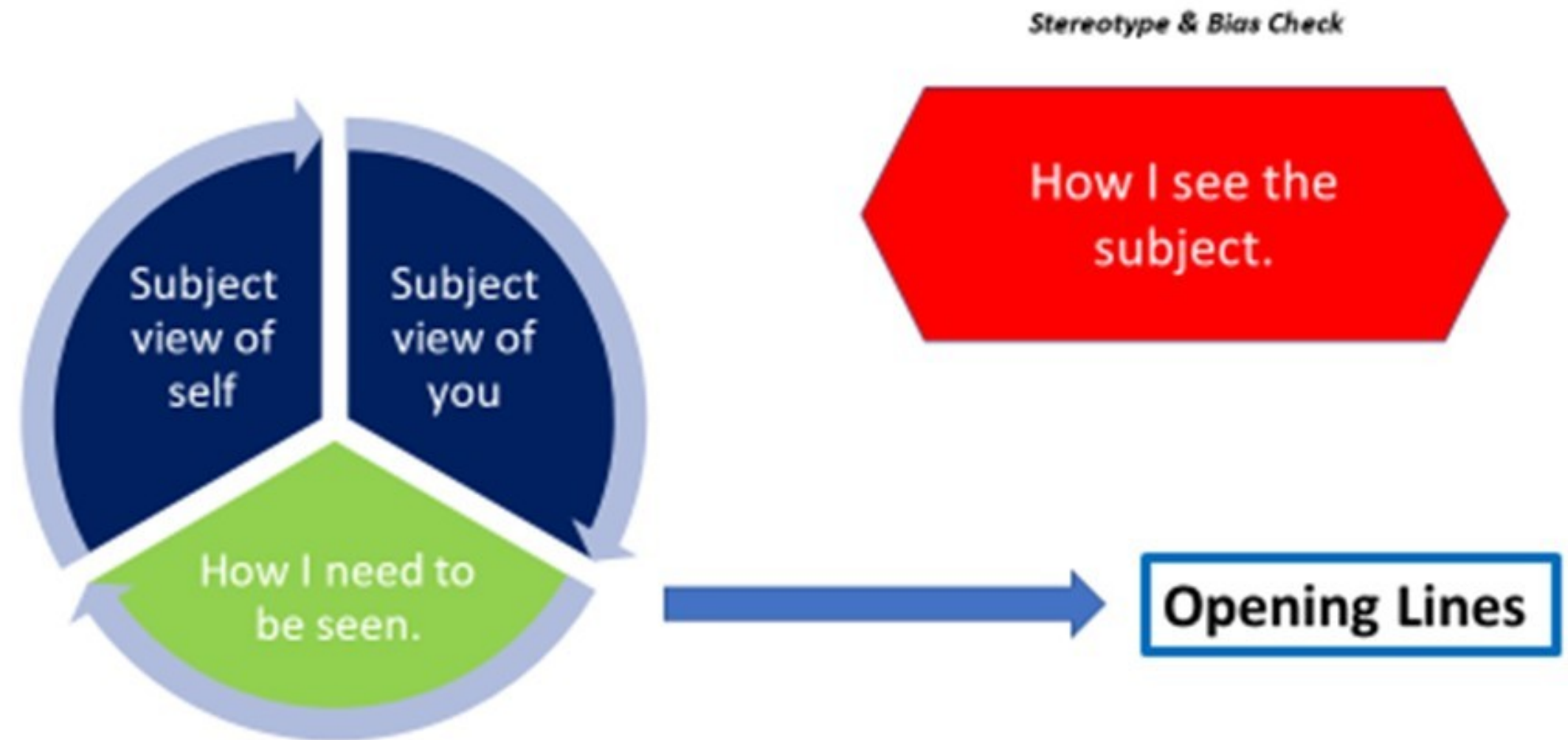
Predictable Dialogue



PERSPECTIVES WHEEL

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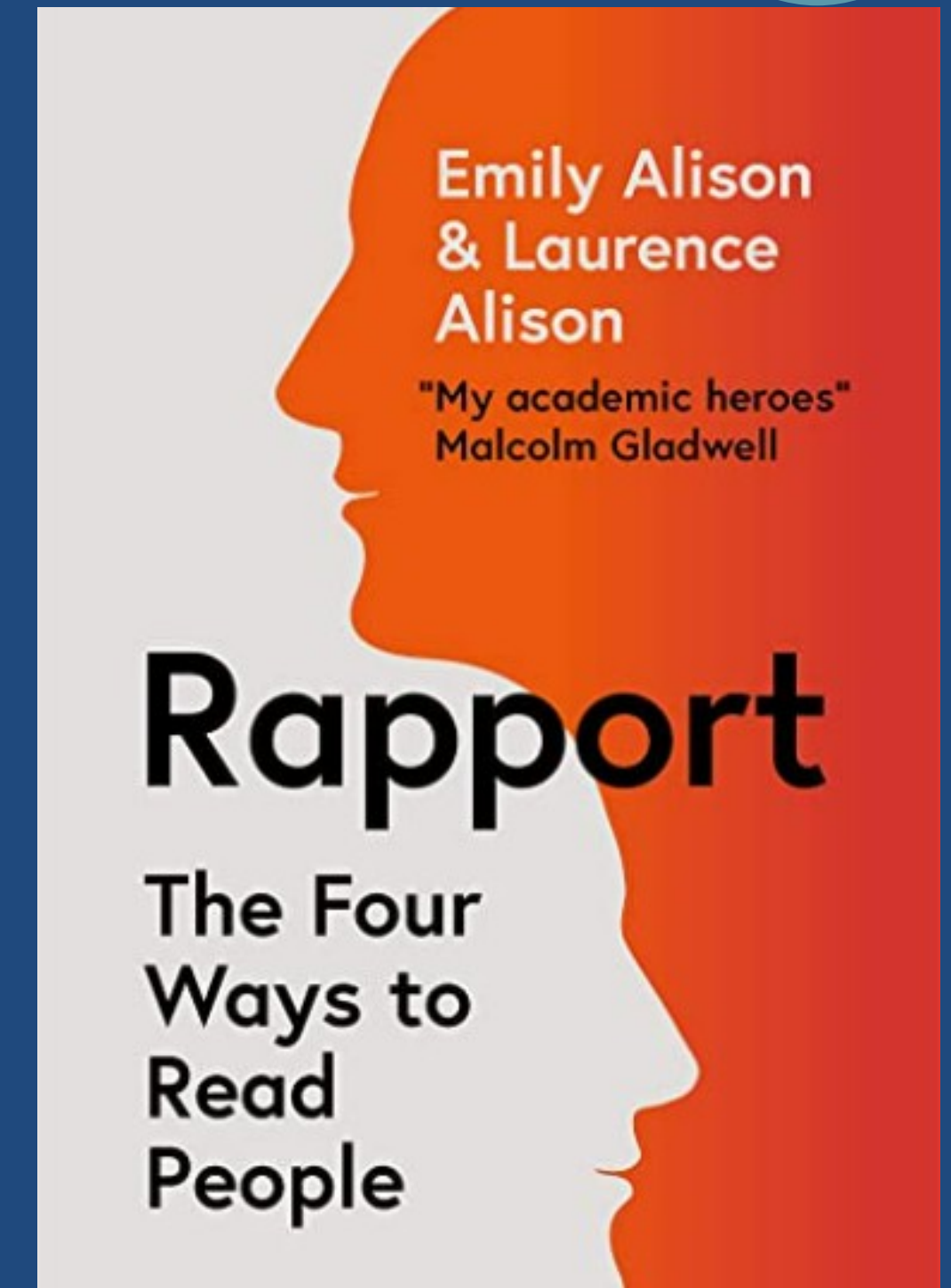
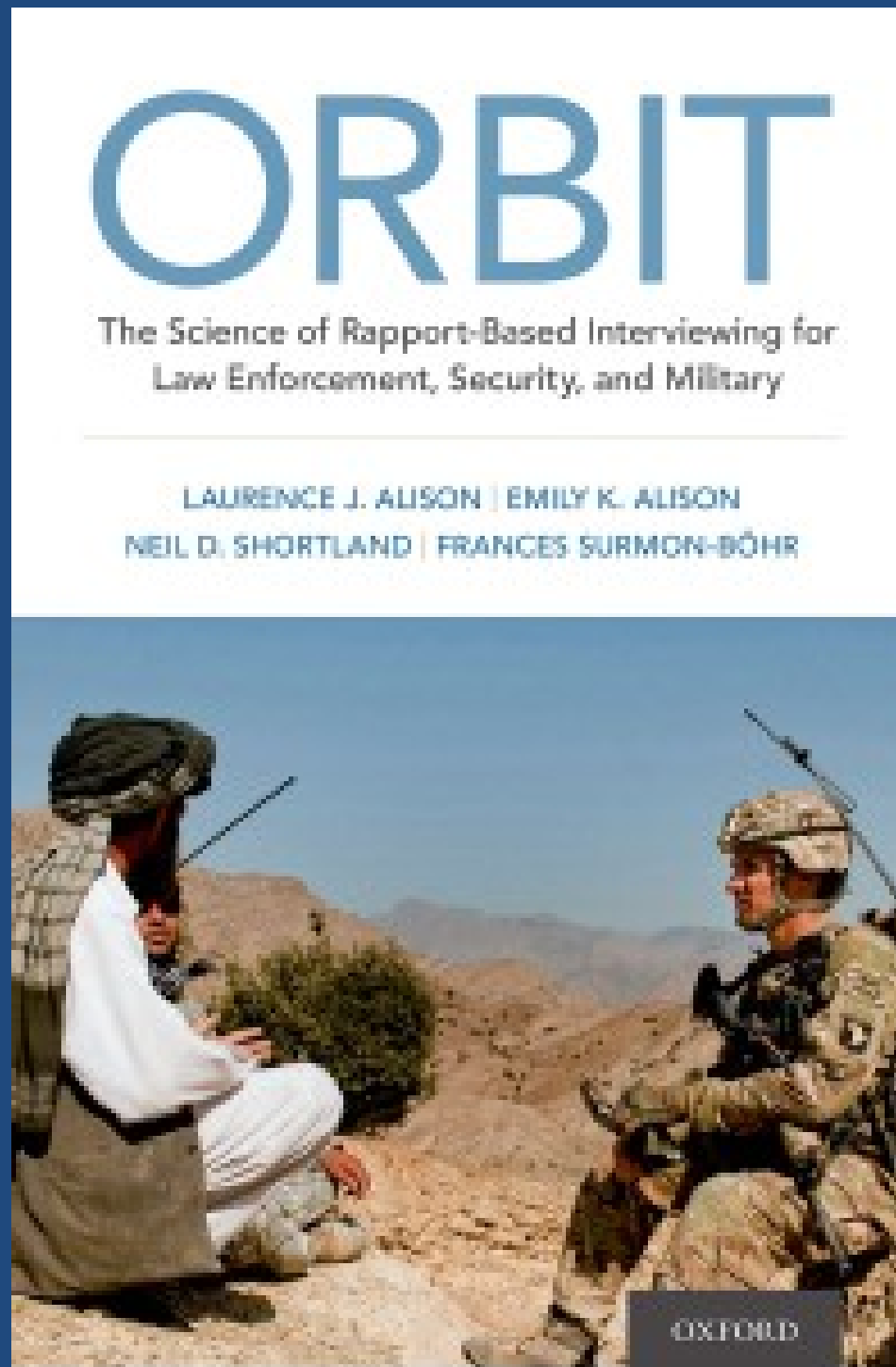
Perspectives Wheel





WHAT IS RAPPORT?

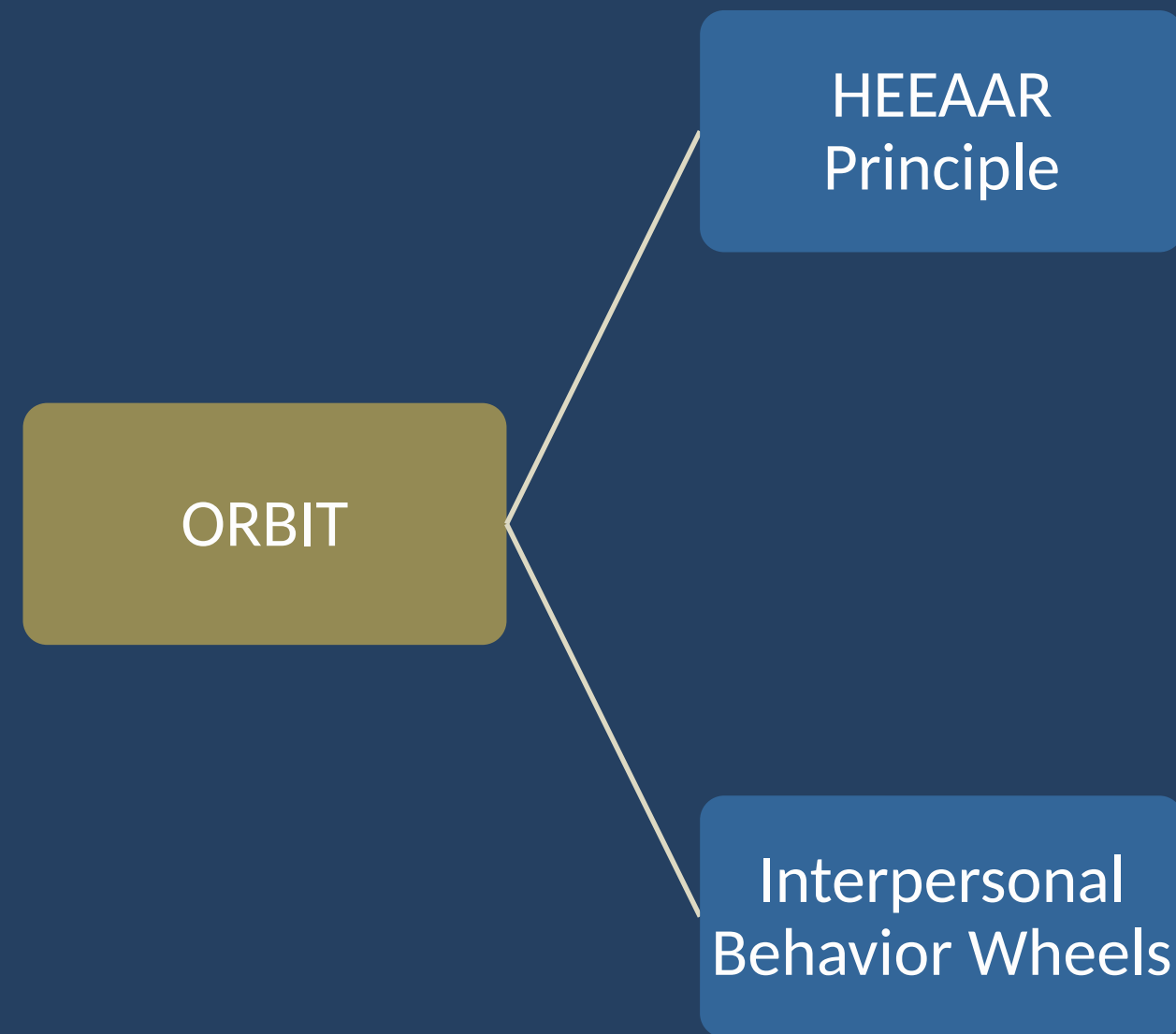






ORBIT

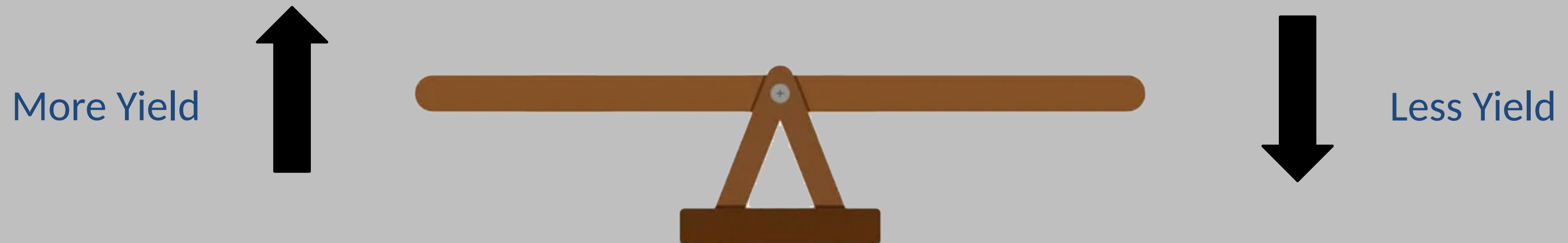
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Initial study
included 2,000
hours of interviews

- Terrorists
- Murderers
- Sex offenders



WHAT IS NOT RAPPORT?

Being nice.

Being weak.

Being a push-over.

Being their friend.

Using psychological “tricks” on people.

Something you do at the introduction before the “real business” of interview.

Offering water, cigarettes, or seeing if they are alright to continue.

Building Rapport – the HEEAAR Principle

Honesty

Avoid using deceit or trickery; be clear, objective and direct; keep calm and leave emotions at the door.

Empathy

Objectively identify and acknowledge the subject's relevant perspective, thoughts or feelings without judgment or feigning personal agreement.

Evocation

Draw out the subject's underlying values and core beliefs to uncover their motivations.

Autonomy

Provide choices and openly acknowledge that it is the subject's right to choose whether or not to share and cooperate.

Adaptation

Have a flexible agenda so that you are able to actively listen to your subject.

Reflection

Actively listen to your subject and repeat back their own words to obtain more detailed and complete information.

GOOD LISTENING SKILLS

- Open-Ended Questions (TED)
- Effective Silence
- Minimal Encouragers
- Summarizing, Paraphrasing, Mirroring
- Reflections: Simple & Double-Sided
- *On the one hand you say X, but on the other hand you say Y – help me understand*
- Non-Judgmental Affirmations
- Don't Argue

Derived from the work of Laurence & Emily Alison.

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REFLECTIONS/ SONAR

Simple Reflection	Pick up on key words and reflect them back to the subject to encourage further discussion.
Double-Sided Reflection (On One Hand)	Create a contrast between different statements by the subject or between statements by the subject and known evidence. Ex: "On one hand you say x, on the other hand we have evidence of Y – help me understand."
No Arguing	Do not argue when you get resistance. Rather, acknowledge the resistance by reflecting it back to the subject. Ex: "I can hear your feeling frustrated by this, help me understand why."
Affirmation	Acknowledge & reinforce positive behaviors to motivate disclosure.
Reframe	Restate information back to the subject, using slightly different wording, to help assure the subject that you understand what they have told you so that you can then refocus to a particular topic or change the topic.

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Be Sincerely Curious

- Credibility Matters
 - *You can't fake this*
- Course Correct
 - *When mistakes are made*
 - *Apologize*
 - *When misinterpreted*
 - *"What I did mean, what I didn't mean..."*
 - *Take a Break*
- Empathy vs. Sympathy
- Stay within the Ethos of HEEAAR
- Recognize how people see themselves
- Treating individuals as human beings



Elon Musk



How Did this Conversation Go?



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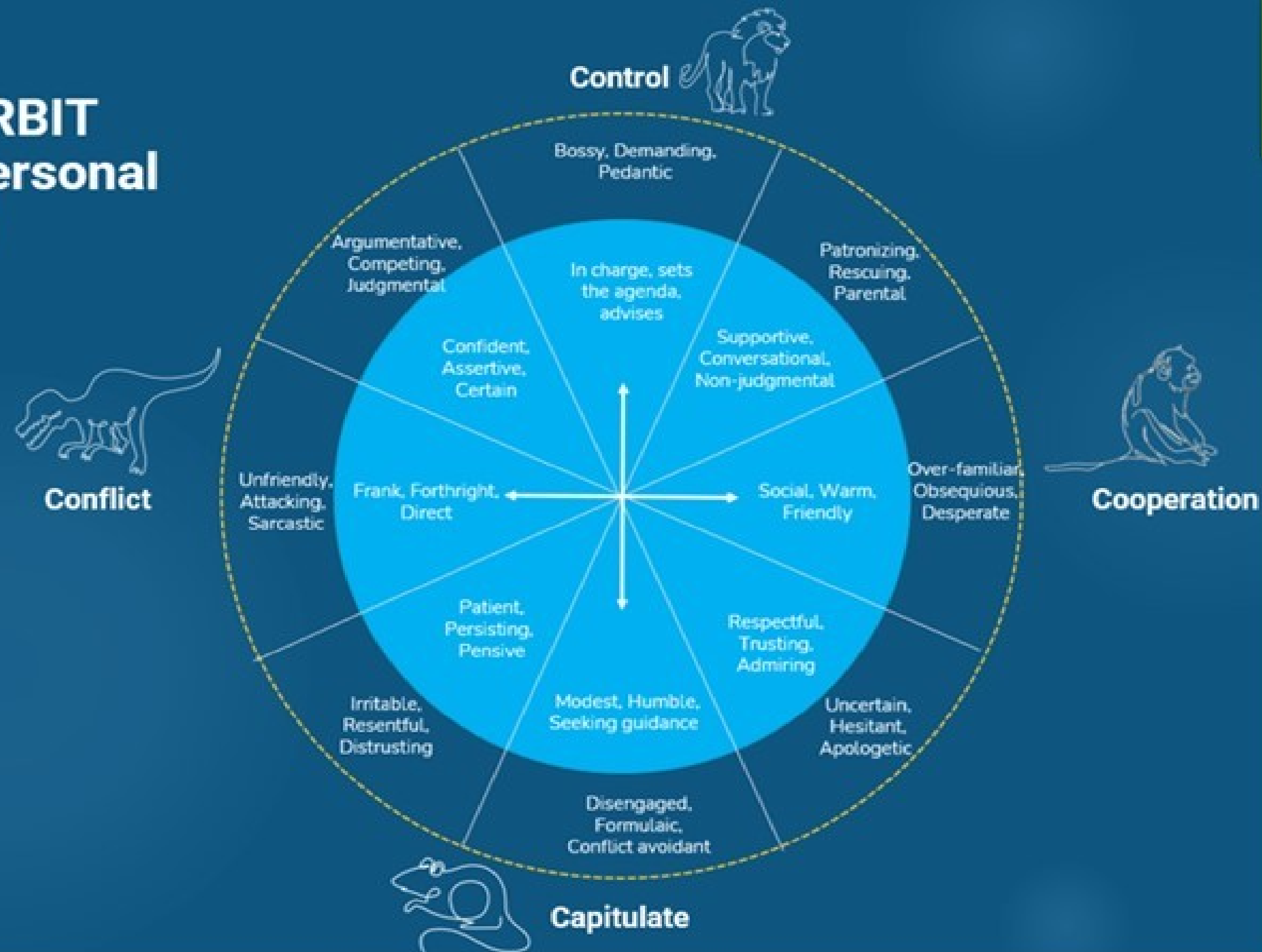
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Rocky Rambo

The ORBIT Interpersonal Wheel



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Role Play (Time Permitting)

Managing a Parent Who Provides False Information

Context: You are a **child support customer service representative** speaking with a parent who is not disclosing their full income. You have reliable information indicating another source of income. The challenge is to get the parent to provide the correct information without pressuring or confronting them aggressively.

Objective: Participants must use **HEEAAR** skills to address discrepancies and gather truthful information.

Assess and organize information and requirements

- Facts
- Information
- Inferences
- Objectives



Role Play

Assess and organize information and requirements (**The Planning Boards**)

- Facts
- Information
- Inferences
- Objectives



Questions?





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Thank you!



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