

# protection mindset training

A<sub>ggression</sub> C<sub>onflict</sub> T<sub>raining</sub> S<sub>olutions</sub>

Scott Winter

# Introductions & Housekeeping

- Open Forum and discussion please participate
- You are surrounded by friends!.....the issues raised here concern us all.
- I highly value your feedback, this is how I get to change, develop and grow.
- Please respect confidentiality the incidents or issues that may be mentioned stay in this room.

# Personal security in a healthcare setting

- Security what is it
- The state of being free from danger or threat / Procedures followed or measures taken / the state of feeling safe , stable and free from fear and anxiety...(oxford)
- Aggression (towards you) is one of the primary risk factors in maintaining personal security unfortunately, Aggression is an increased risk in healthcare – hence the focus of my discussion

# Aggression healthcare

- CANADA
- In a study of 600 nurses in the Toronto area, fully one-third had experienced some form of abuse at work in the five days prior to the study.
- A recent Nova Scotia study of more than 400 nurses found that 63 percent had experienced verbal abuse at work in the past year...
- 35 per cent had experienced attempts of physical harm and
- 21 percent had been the victims of a physical attack.

# Aggression healthcare

- UK (BBC report 8/10/2017)
- Assaults on mental health staff up 25% in four years
- Nearly two-thirds of mental health trusts in the UK provided data under a Freedom of Information request, which revealed assaults increased from 33,620 in 2012-13 to 42,692 last year.
- There were also more than 17,000 assaults by patients on other patients in the UK last year.

# Minimising the risk

**ALL Workplace aggression is identified as a workplace hazard.**

Your personal security and taking steps to mitigate risk serve you in all aspects of your life.

## **How do we minimise this risk?**

Information sharing / planned approach / reporting

Emotional responses / mindfulness / self awareness

Body language (stance / hands / feet / face )-recognition

Your 6<sup>th</sup> sense

Conflict negotiation and de-escalation

# Anger v Frustration:

- walk away,
- have a short break
- or go outside, speak to someone
- Sipping a glass of water,
- Allow yourself to be frustrated however, remove yourself from the source of the frustration.
- We all can get frustrated from time to time, how do you deal with it...?
- If you have dealt with an aggressive incident either on phone or in person, take a few minutes out deep breaths or go for a walk (the next customer will appreciate it!)

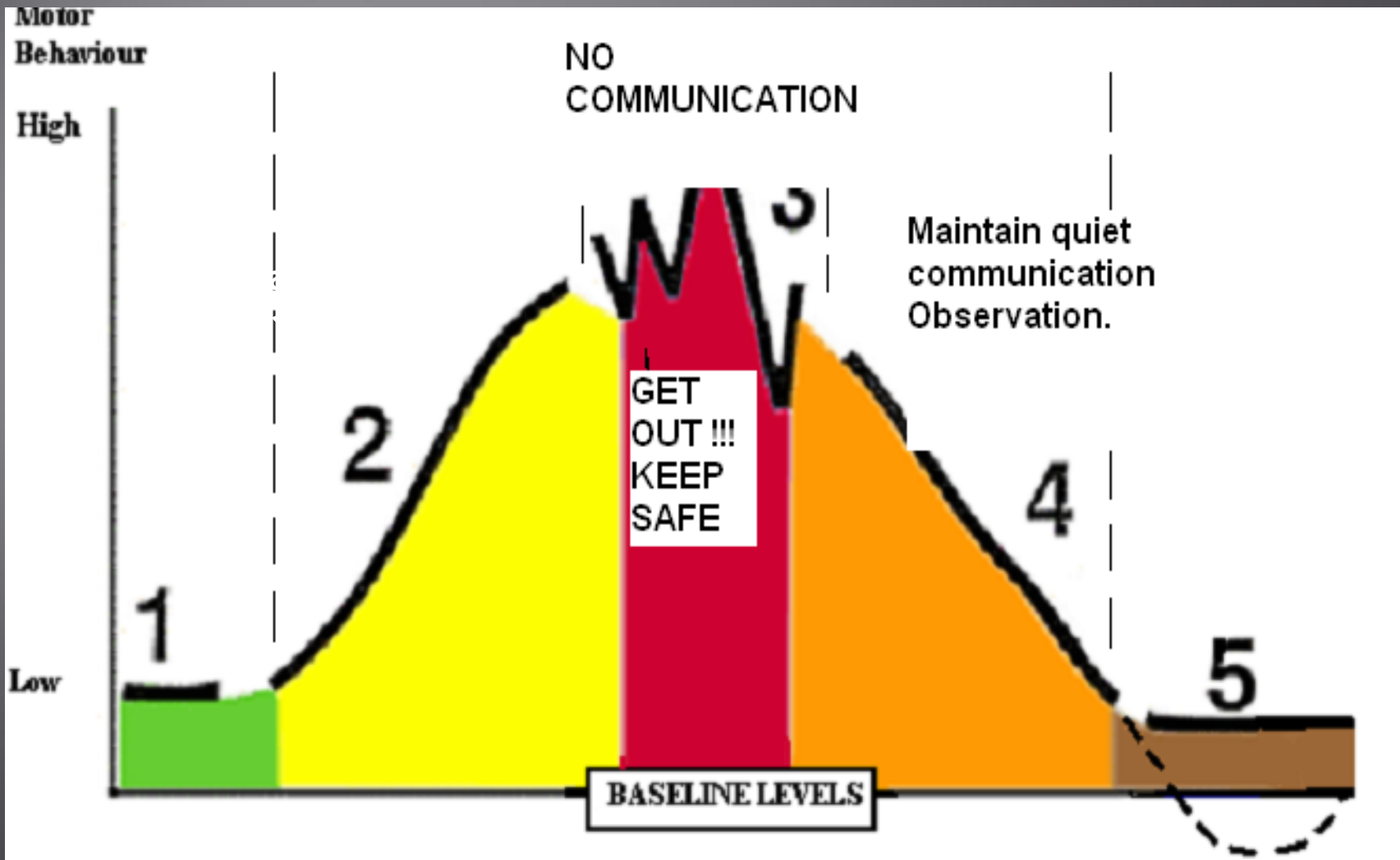


# The Assault Cycle 1

## Strategies/Skills to use Throughout

Physical  
Protective Measures

observation  
continues





Crisis

Escalation

Trigger

Non -  
Compliance

Rude  
Language

Verbal  
Threats

Verbal  
Threats of  
Violence

Threatening  
Gestures

**Lashing  
Out**

**Rage**

Window of Opportunity

# Strategies and Techniques for Maintaining Safety

- Prevention Strategies
- Observation skills
- Self Awareness
- Advanced Communication Skills
- Behavioural Management Contracts
- Practical 'breakaway' techniques
- Code Black (Personal Threat)
- Lawful measures to remove/restrict person from returning
- Remember, in all communications: **R**espect, **E**mpathy, **G**enuineness
- ABCs of Managing Aggression :
  - Antecedents, Behaviour, Consequences

# ABC's of Managing Aggression

## **A Antecedents**

What was happening before. This may prompt some preventative measures for future situations.

## **B Behaviour**

What was the behaviour exhibited. Non-compliance will be managed differently to punching or waving a knife.

## **C Consequences**

What were the consequences for the person who is being aggressive. It is the consequences that will be considered before the person re-offends.

**Be sure to pay attention to these, as you will need to recall them when reporting the incident. They will also provide valuable information with which to manage future potentially violent situations.**

- **This should form part of your regular handovers**
  - **Information is KING**

# Self Awareness & Know your Limitations

The impact of your own issues, situation and circumstances on your ability to safely manage the aggressive situation

May include :

- Stress (personal and work-related)
- Past experiences
- Tolerance level
- Frustration
- Displacement (substitution of feelings – wrong place)
- Level of Experience

Requires a high degree of self reflection and awareness.

If you are highly stressed going into an aggressive situation be aware this will affect the outcome, Your body language may undermine what you are saying:

- “What you do speaks so loudly that I cannot hear what you say” Ralph Waldo Emerson



# Conflict Communications

- Be aware of your stance, your body language
- This is a very powerful communication tool
- Your voice and tone are equally important
- Try to be Self – aware (this will affect communication)
- Are you stressed , upset can you deal with this effectively would you need assistance.
- Be realistic
- Be aware of that “gut instinct” listen to it, most people can identify that someone is upset from a distance away, use this engage early, don't let someone fester only to explode later

# Aggression defence mechanisms

- **Suppression / Repression** : Not thinking about it
- **Displacement** : Taking an emotion that belongs in one situation displaying it in another
- **Denial**: “ Travelling down that river in Egypt” ...Refusal to believe...events have or will happened...
- **Projection**: Taking feelings about ourselves and focusing them on other people
- **Minimising**: a watered down version
- **Withdrawal**: being afraid of rejection or afraid to fail...
- **Deflection**: changing the subject (humour or anger )
- **Fantasy**... “If Only”
- **Reaction-formation**: faking your feelings opposite of what you really feel

# Conflict Communications

- Do you find that so much detail is lost, misinterpreted or misunderstood in an email or SMS.
- Considerable weight is placed upon the interpretation of Body language including vocal intonation during communication  
(Albert Mehrabian research )
- Your body language can create an image, make someone lose interest, make people angry or hurt and you haven't said a thing.
- Eye contact, mannerisms , stance, and distance all play a part in normal social interactions. As do social norms,/ cultural understandings; things that you know to do but are never said
- Parties with drinks/ socially/ in conversations look for the social interactions and what is taking place you may see things like social “norming” “stereo typing” “gender role nomination”
- Your body language can send non verbal cues that may contradict what you are saying

- “People may hear your words but they FEEL your attitude”

John C Maxwell

- “I think Self awareness is the most important thing towards being a champion”

Billie Jean King

“ Life is 10% of what happens to you and 90% of how you react to it...”

Charles Swindoll



# Conflict Communications

- L.A.S.S.I.E
- **L**isten and (don't just hear...LISTEN)
- **A**cknowledge
- **S**eparate
- **S**it down
- **I**ndicate
- **E**ncourage



# Conflict Communications

- **Listen / Hear** to an angry client, find out what happened what triggered the anger, what was the cause. This can later be used to formulate solutions
- **Acknowledge** the feelings and the situation of the person- this doesn't necessarily mean an apology or an admission of guilt, point out what is and what is not acceptable.
- **Separate** the person from the situation, let others know where you are going and the approximate time.
- **Sit down** elaborate on what you found out during the listening phase, use clarification to ensure you are both talking about the same thing.
- **Indicate** options (the possible from impossible) discuss and
- **Encourage** that a choice be made, if agreed commit yourself to the chosen option

# Conflict Communications

- Listen / Hear
- Be mindful of your proximity and your space use distance / space to enhance your conversation style.
- Paraphrase: your speech and your body language should be that of an ACTIVE listener. Sometimes people may just need to have a vent or a rant, sometimes this is a good tool to use.
- Your conversation should be customer specific not industry specific, detail the information to that of the understanding of your client / customer
- Use open ended questions to facilitate communication / talking this is the basis of aggression manipulation and control (advanced communication)
- Move from the “reptilian” brain to the higher thought mammalian brain

# Conflict Communications

- Voice; lower and quiet your voice this controls both yourself and the level of communication
- You can manipulate the environment and your speech and body language ,Forcing the other person to hear you
- Listening is a complex communication skill, if the de-escalation is working listening will come later.
- Don't use cheap outs in a conversation...MATE / DARL / CALM DOWN , TAKE IT EASY , RELAX ,BUT (use their first name if you can, look to the source of the issue.)
- Use all the information you have to your advantage.

# Conflict Communications

- Silence may also be used (be careful though)
- Use open questions with a pause of silence.
- Be careful how you phrase your statements / questions, paraphrasing is a good method to solicit understanding.
- Put the mouth into gear before it opens, if you feel anger or tension building inside you seek either an excuse to leave a minute or get another staff member.
- Your job is to get the other person talking
  - Remember your body language will be telling

# Conflict Communications

- Never argue in a kitchen...
- Create a safe word or code with other staff ...discuss
- Be aware of your surroundings...
- If someone is crying or upset, glass of water.
- Separate from the situation, this is very good for several reasons...
- Walk and talk
- One to one approach, removed from stressor, implies confidence
- Sitting down forces the body to adopt an more relaxed approach (have you ever noticed some people can't sit down if really angry..)

# Things you can experiment with

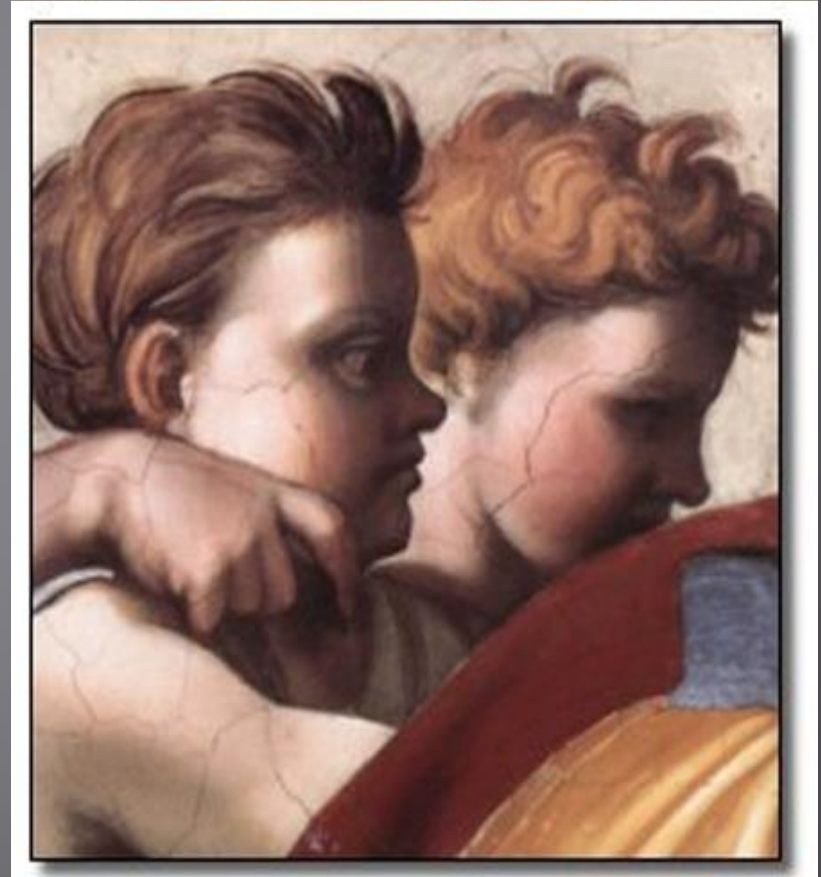
- When in a meeting or in a group just slightly change your body posture...
- who copies who? or changes at a similar time, look for these small changes it may tell you who has a power base,
- who is ignoring or not interested...have a look...you may be surprised.
- Outside...When approaching a group...have a look at the feet??? 😊

# Things you can experiment with

- Feet...point them toward the person you are listening / talking to???
- The Obama Hug? (do you remember the way I greeted you ...)
- We form opinions of someone we meet for the first time in a few seconds this assessment is based on far more on what we see and feel than the words they speak.
- On many occasions we form a strong view about a new person before they speak a single word



- Hand gestures...
- Hand positions / and hand directions
- The tension between Pope Julius II and Michelangelo is well documented.
- In this picture he portrayed the pope as the prophet Zechariah,
- The angel depicted behind the Pope has been painted as doing a hand gesture known as “the fig” – a very derogatory old world hand gesture...?



# Conflict Communications

- Take a breath...
- Indicate the options available, give choices
- DO NOT LIE
- All your communication should be based upon :
- Respect , empathy and genuineness
- Encourage a choice be made
- Choice has power or at least the “perception of self determination”

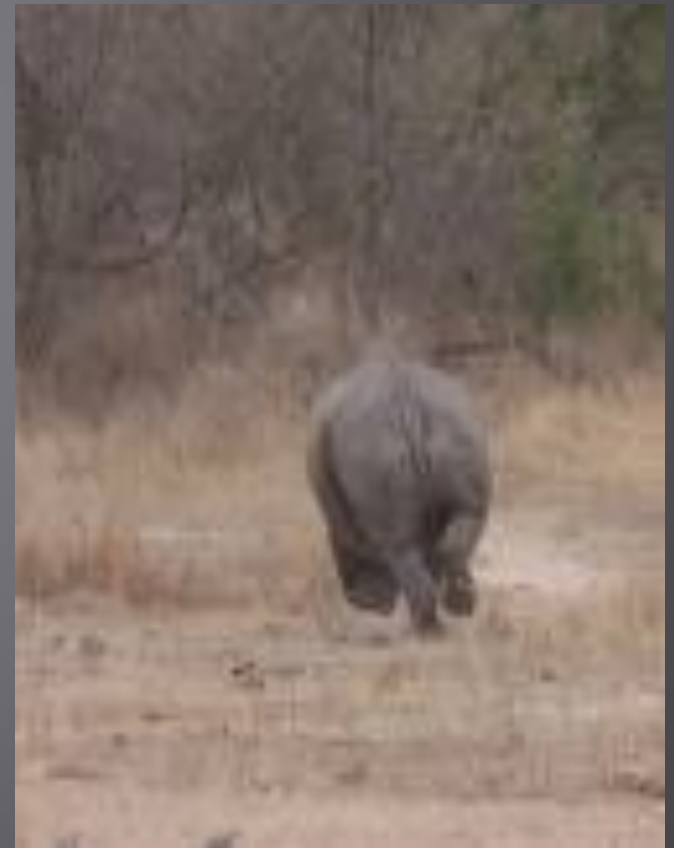
# Cover Your Ass

# C Y A

- Report incidents of aggressive behaviour.
- As you would report any other workplace hazard. If not reported it didn't happen!
- Most people don't just become angry, they usually have arrived at that point due to a number of issues, you don't have a crystal ball, communication is the only way you will find out.

# Aggression: what if it all turns pear shaped?

- Being aware of your immediate proximity and using the available space to assist you whilst dealing with an aggressive person.
- This is using the available space or furniture to put a barrier between yourself and the attacker but not limiting communication,
- Some examples would be
- Desk , corner of a wall , chairs , bed anything that makes it that little bit harder for the offender to grab or hit you.
- Outside you could use the corners of a vehicle, a tree or a pole.
- **Remember... no matter how tough you might think you are, running away is ALWAYS an option!**



# I don't trust words , I even question actions; BUT I never doubt patterns

- Be conscious and alert when dealing with an aggressive person
- Always keep your eye on the attacker and the threat
- Use the persons first name.
- Be conscious of your Presence / stance (uniform does have power) (stand side on to the aggressive person)
- Use your voice, continue the communication with the aggressive
- If commands are used: strong voice, strong stance , no more than 5 words.
- Breathing: the Flight / Fight response will affect your breathing , pulse and demeanour controlling your breathing will control the tone and volume of your voice and help to control your body language.
- When going to an incident, If possible discreetly empty your pockets. (preferably the intervention is planned...)

# “A bad system will beat a good person every time”

W E Demming

- Create Management plans for aggressive persons
- Discuss and formulate a response plan, involve security officers,
- **Communication is the key and most important issue**
- If a patient or family member is aggressive everyone that may enter their room .... all should know.
- Management plans assist in providing clear instruction and directives should aggression occur, this may include speaking to the aggressive person / friends or family .
- Declining them access
- Creating a behaviour contract.

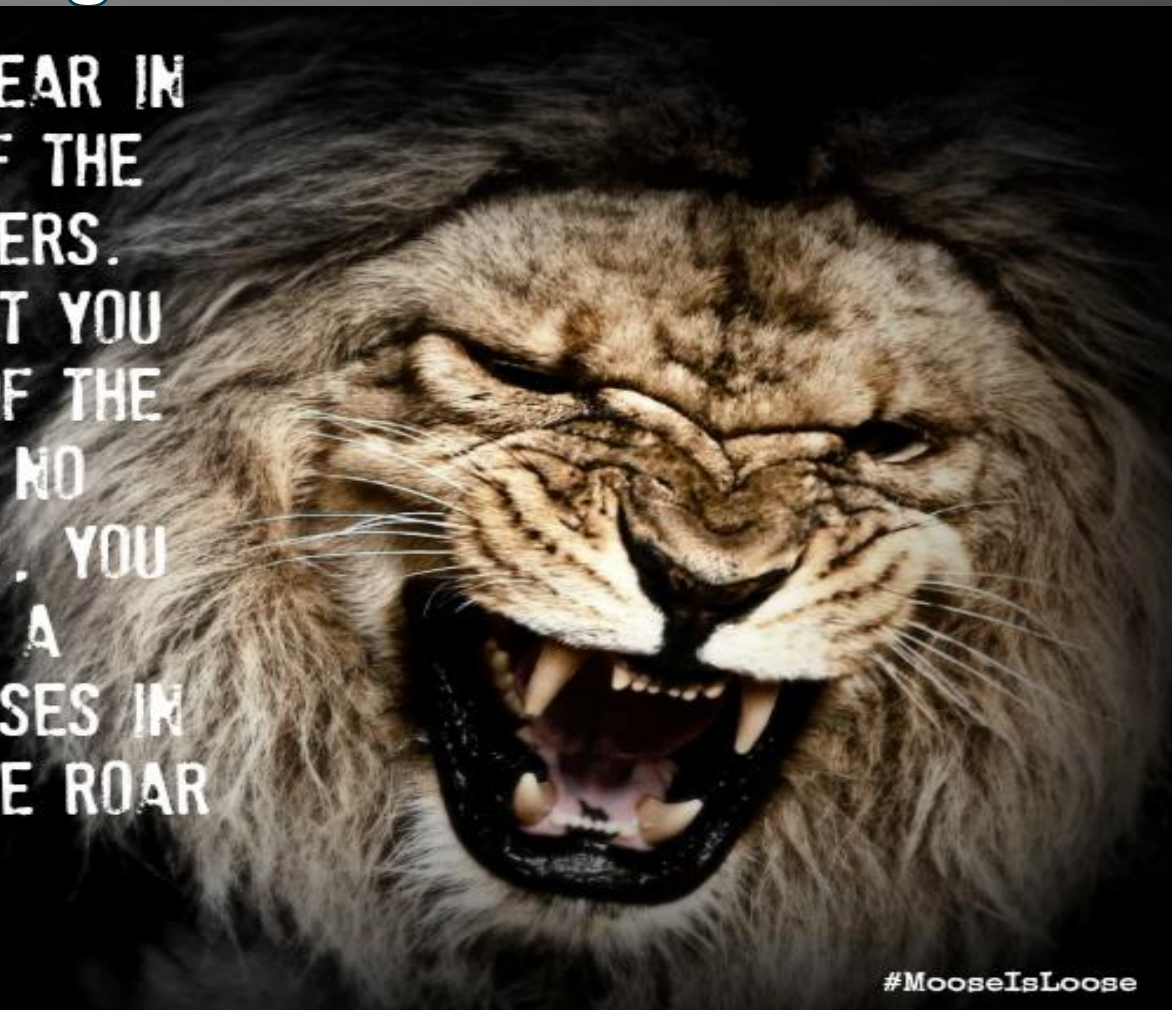
# The Magic of seeing the lion

- Positive thinking exercise
- Engage yourself with positive thoughts challenge negative thoughts
- Become aware, challenge your mindset
- “me” time
- Ask 5 whys...(to find a root / systemic cause) be the child scientist

# The Magic of BEING the lion

THE GREATEST FEAR IN  
THE WORLD IS OF THE  
OPINIONS OF OTHERS.  
AND THE MOMENT YOU  
ARE UNAFRAID OF THE  
CROWD YOU ARE NO  
LONGER A SHEEP, YOU  
BECOME A LION. A  
GREAT ROAR ARISES IN  
YOUR HEART, THE ROAR  
OF FREEDOM.

— OSHO



#MooseIsLoose



# The most valuable asset is YOU

- You are the most valuable asset.
- You are not employed to be a sound board for aggression or a collector of verbal diarrhoea.
- You are not employed to be assaulted.
- Keep yourself and others safe.
- Information and knowledge is power use this to the best of your ability. –share it-
- Know that You will always be an asset, you are important, valued and you are loved.

There is a lion inside you: look the world in the eye, look around you...

- A positive attitude may not solve all your problems but it may annoy enough people to make it worth the effort.....
  - thanks “be good to yourself!”