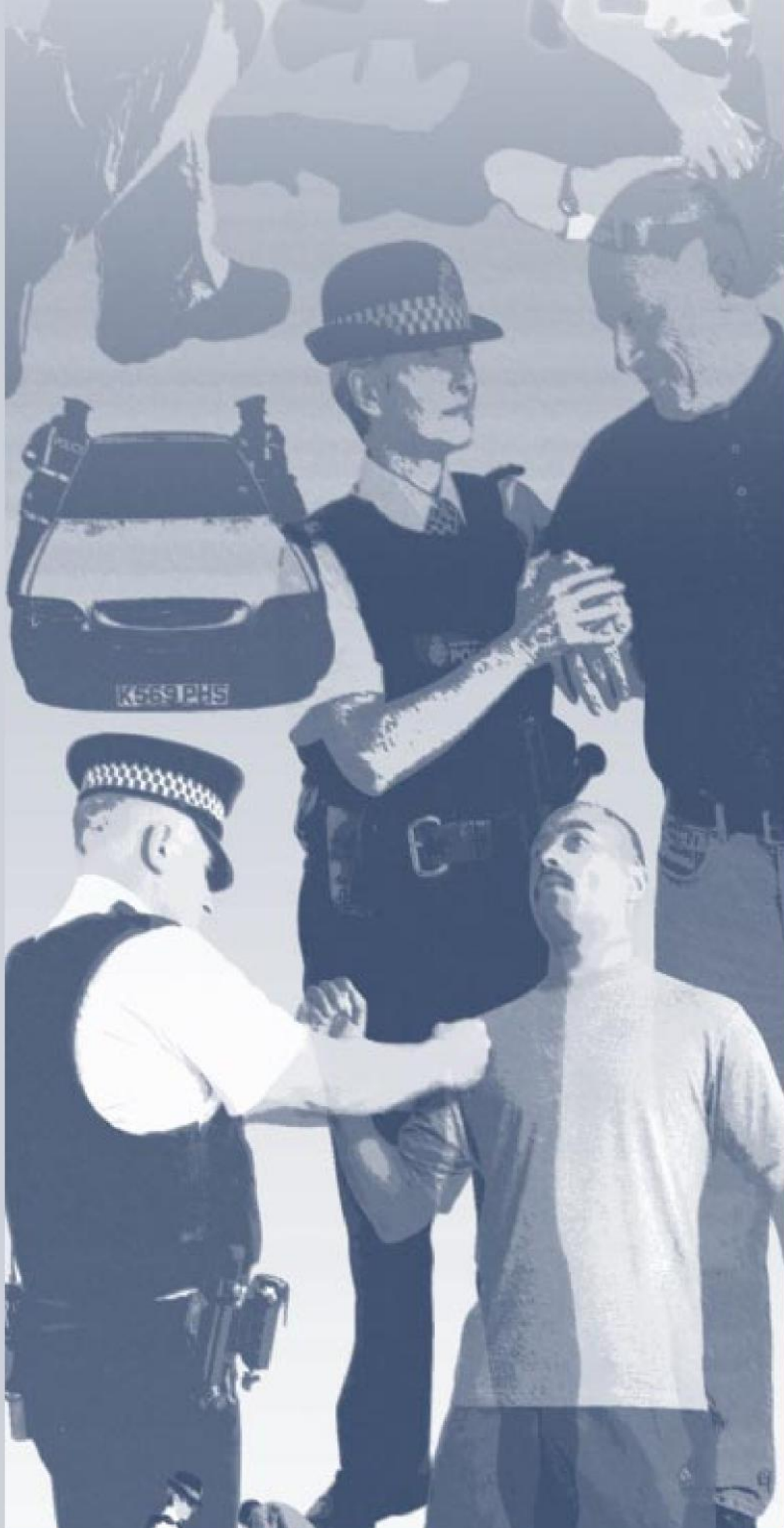


# Personal management skills



## Personal Safety



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# PERSONAL MANAGEMENT SKILLS

## The aim of this module therefore is to:

- how officers might listen to and appreciate their own emotions
- how they might best prepare for dealing with themselves and others, throughout the other modules within this manual, which may depend upon:
- the size and physical condition of the officers (*including any existing injuries that they might have*) and subjects
- the officers' and subjects' state of mental readiness and ability to handle stress
- the training, experience and motivation of the officers or subjects
- the actual circumstances of the situation.

## Introduction

Personal management is an officer's individual responsibility to understand and control themselves, often in stressful situations, in order for them to be able to control other subjects, with **reasonable, necessary, proportionate** and **justifiable** force, which also considers the likely injury to other persons. This subject is devoid of equipment such as handcuffs, batons, sprays and other items, and therefore looks at the operating potential and some of the physiological and psychological aspects of a lone officer either on or off duty. In essence, personal management can be best associated with another indefinable term, 'human nature'.

It is appreciated that any clinically written text may appear far removed from the actual realities of subject confrontation. This is totally appreciated to a point in that there is only one set of laws that is precise, 'Murphy's Laws'. These are a set of semi-humorous laws which, alas, are often true.

- Anything that can possibly go wrong will go wrong
- Anything that does go wrong will do so at the worst possible time
- Anything you plan will cost more and take longer.

Anyone with the slightest familiarity with probability theory, or even a touch of fatalism about the outcome of the most carefully planned research, will appreciate the truth of these 'laws'.

## Operating ranges

It is the responsibility of those persons involved with training, and the officers themselves, to ensure that they are competent in operating in the following ranges. To exclude and potentially compromise the operational officer in any environment may be negligent. This is considered from the profiled subject behaviour and reasonable officer response, coupled with the impact factors. It is important to realise, as in all personal safety matters, that broad concepts and strategies are more likely to be successful than specific approaches that may not match the circumstance.

- Communication range
- Long range, deflection kicking/extended arm, slaps, punches
- Trapping range
- Close range, head (butting and biting), knees and elbows
- Vertical grappling range
- Groundwork and elevation (working below the subject on the floor or on a staircase) range
- Weapons/personal protective equipment/intermediary (items of opportunity) which may cover all the ranges.

## Positioning

With regard to the relative position of the officers in relation to the subjects and the subjects in relation to the officers, it is vital to understand the following positioning diagram.

This plan view illustrates a subject or an officer, and shows what is described as the ‘conventional fighting arc’ or ‘inside position’.

This is the area in which some subjects and officers will have a degree of natural fighting skill. The officer who is likely to expose too many body targets should avoid this area. The remaining area is known as the ‘unconventional fighting arc’ or ‘outside position’, and it is this area that may provide the greatest protection for the officers. Approaches concerning physical restraint should, if possible, be initiated from this position, while the inside position is normally reserved for communication. However, exceptions may occur.

In essence, this diagram illustrates the potential 360-degree operating position and threat to both a subject and an officer.





**IMPORTANT.**

**From a multiple officer tasking point of view, when a subject changes direction, individual officers will be required to take on a different role from their initial one (ie contact to control officer) (see *Communication and Unarmed Skills Module*).**

## Clock positioning system

If the individual positioning diagram is now included within a clock face, then it opens up the possibilities of positioning officers to tactical advantage, not only for individual officer safety but also for the introduction of multiple officers, because it adds clarity to instructions and plans, and subjects may not know the system.



The concept of such a system is simple.

- ◆ The contacting (communication) officer will stand at the 12 o'clock position
- ◆ The primary cover (physical intervention) officer will stand at the 4 o'clock position. (This is preferable, if possible, depending on the environment, due to 85-90% of the world's population being right-handed. Clearly, the early sighting of a weapon from the subject would need to be communicated to others)
- ◆ The secondary cover (physical intervention) officer will stand at the 8 o'clock position if possible
- ◆ In certain circumstances an officer at the 6 o'clock position may be advantageous from a stealth aspect (out of sight).

### IMPORTANT.

**When officers pairs or as 'buddy system' employed. In officer chooses while working**

**each other during positioning skills, communication skills, physical skills and supportive skills.**

The only basic rule with this system is that the subject **always** faces 12 o'clock; no matter if they move, the clock moves with them, and all positions are therefore taken from that.

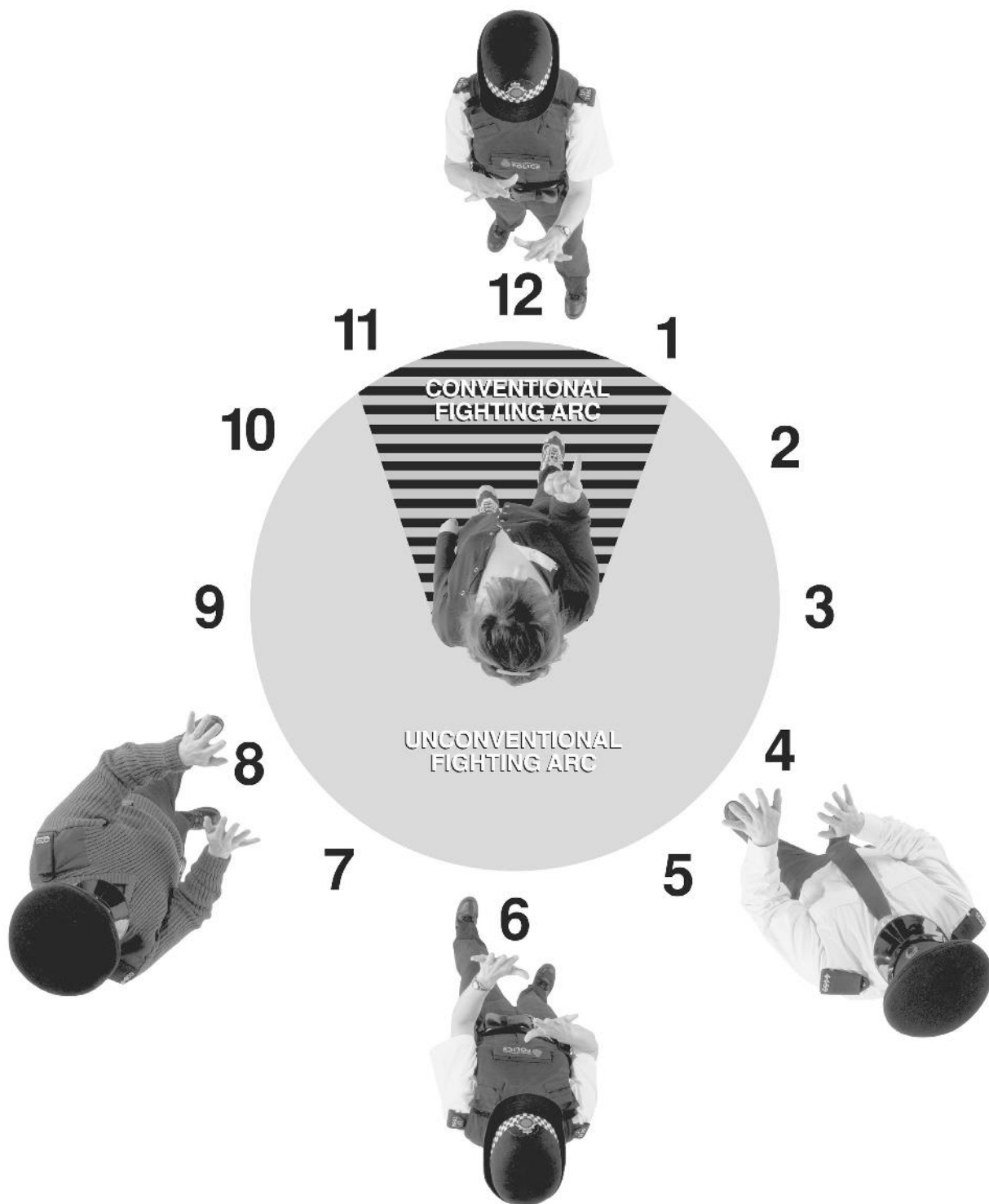
Officers should if possible stay on the edge of a two metre (six foot) reactionary gap (the distance between the extremity of the officers' reach to the extremity of the subjects' reach including any weapon or item of equipment contained in their hands) to aid their reaction time. Closing this down allows them to enter the danger area, where reaction time is reduced, but at some stage this will obviously be necessary to make physical contact with the subject.

Officers should also bear in mind that they may also be victims of this principle, when surrounded by subjects.

Utilising the environment, such as placing their back against a wall or car, structure or corner, prevents approaches from the unconventional fighting arc and may assist the officer. This is because, under conditions of stress, an officer and subject may suffer from **tunnel vision** which is a condition in which peripheral vision (wide vision) is severely reduced or lacking altogether and the individual can see only that which is projected onto the central area of the eye. Based on this physiology it is easy to see why officers stood at the 6 o'clock position in relation to a subject can literally become invisible, and therefore penetrate the danger area far more quickly and safely.

**are working in multiples, a should be effect, an a partner, and they look after**







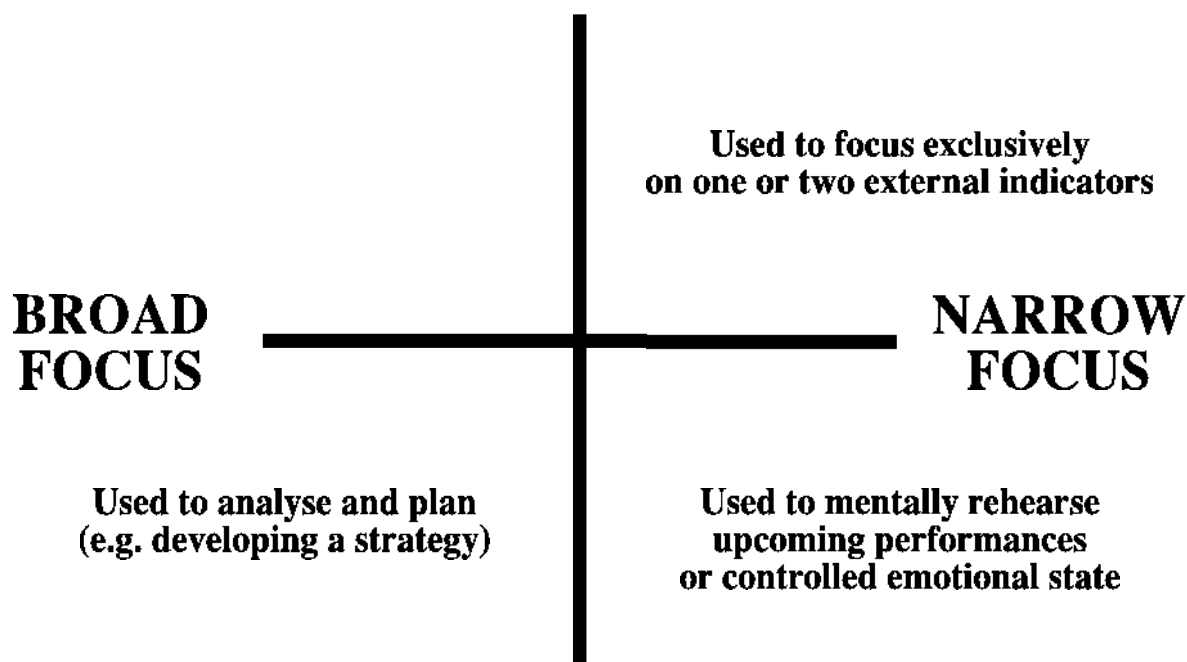
## Attentional control (concentration)

Performance under stress is a critical concept for police officers. Clearly, there are some officers who are okay performers under normal circumstances, but collapse when the 'pressure' is on. In professional policing terms, however, what matters most is how an officer will perform when decisions have to be made and action taken.

Dr Robert Nideffer developed the theory of attentional and interpersonal style in his work with elite athletes at Olympic and professional level. Basically, concentration varies along two dimensions.

- ♦ **Breadth:** At any given moment an officer's attention is either **broad** (focused on multiple things simultaneously) or **narrow** (focused on one thing)
- ♦ **Direction:** An officer's focus is also external (focused outside the officer's head) or internal (focused inside the officer's head).

Concentration is involved in driving a vehicle, and while making a decision under stressful circumstances, as data is collected, organised and delivered. In personal safety terms, whether an officer is introverted or extroverted has very little relevance to the ability to make good decisions or take appropriate action. At the moment of truth, relevant stimuli are all that matter.



## Broad external focus

This is where an officer is simultaneously attending to many different things which are in the surroundings. This focus could best be described as ‘street sense’ style, or general awareness of what is going on.

This is the correct focus for crossing a busy main street, and it is the focus that is used by top athletes such as football players. It is the ability to sense and read where the other team members are and what the defence is doing that allows successful choices. It is also the focus of a high productivity salesperson as they assess whether or not a client is ready to buy. In fact, in most situations where an officer has to react to other people, the broad external awareness or ability to read the situation may determine success or failure.

## Broad internal focus

Inside the officer’s head, when they are focusing on many things at once, is described as an attentive or analytical type of attention. Generally, broad internal focus is the ‘big picture’ focus used by leaders to develop strategies, and determine plans.

## Narrow internal focus

This is a ‘here and now’ problem solving focus, where the relevant information is in the present. If an officer were to be asked to complete a complicated mathematical equation in their head, it would be calculated using narrow-internal. Equally, if an officer were asked to imagine lying on a beach, for example in Hawaii, then this focus would generate to that mental image.

## Narrow external focus

This is the attentional style used as the officer is about to take action. It is the focus frequently used by some highly disciplined officers who become subject matter experts. There appears to be a single-mindedness to this style which dictates that everything is shut out and complete focus is apparent, such as when preparing to strike a subject on a final target area in a way which is likely to cause massive injury, even death. In an experiential way, this may be what some schoolteachers of yesterday were referring to when they screamed ‘pay attention!’.

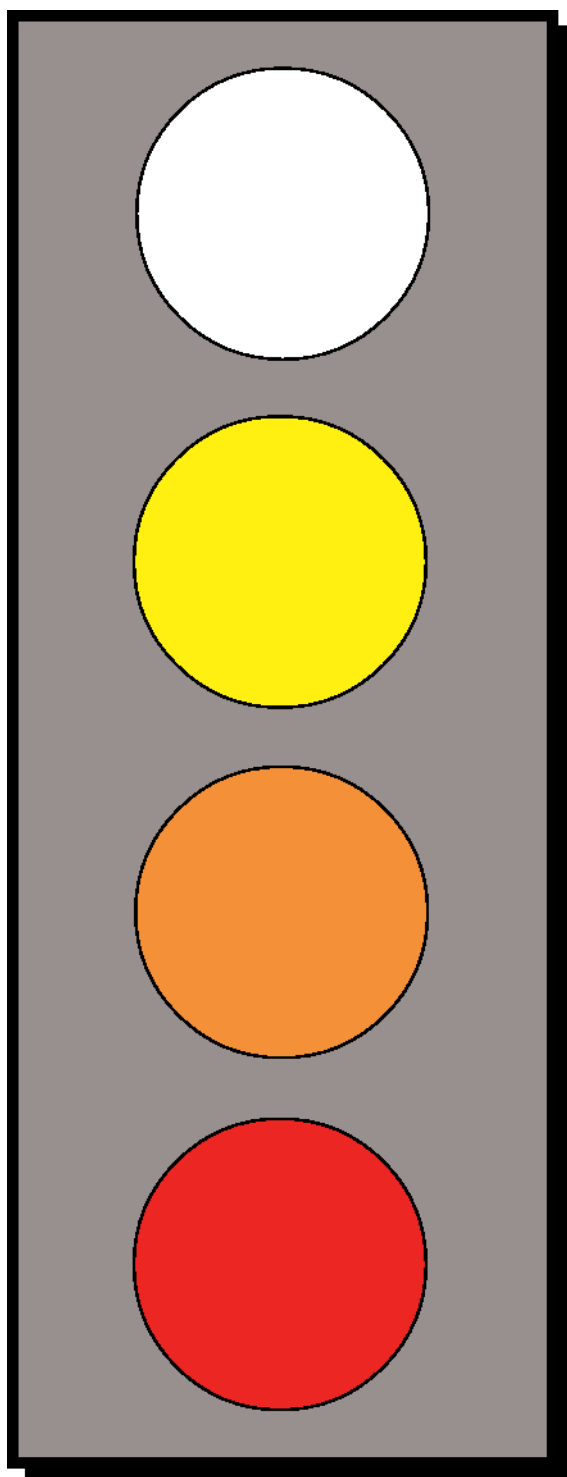
Officers can only be tuned into one focus at a time, but the essential thing to realise is that officers have the capacity to tune into all the focus areas. What is known, however, is that each officer has a preferred focus or attentional style. This is the style that is heavily relied upon in performance situations. The issue of a dominant style is critical because it is also known that this is the style an officer will go to under pressure. The implications of this should be clear. If successful performance is the result of the right match between the situational demands and the attentional style, then the officer will perform best under pressure if his/her dominant style matches the situation.

## Colour code system

The colour code system known as ‘Cooper’s Colour Codes’ was developed many years ago when a pistol instructor developed it to give law enforcement officers an immediate and visual system of reflecting the changes of threat in their environment. It was realised that officers being skilled in particular areas were of little use if the officers were still trying to make decisions about what level the threat had reached, and what the correct response should be.

Cooper called the colours ‘Conditions’ and, rather like the ‘Bikini Alert’ system which informs officers about various states of security, they sought to ‘visually trigger’ and condition the officers to a particular state of mind. In this case, similar to a traffic light system.

- ◆ **Condition White.** This is where the officer is switched off and this is likely to happen naturally. ‘Transition’ periods, such as when the officer is sleeping, in the ‘safety’ of their own environment (ie police vehicle, their own home), walking down the street ‘looking but not seeing’, and failing to believe that a knife attack could happen on a sunny Sunday afternoon, are classic examples of situations in which an officer may be unable to recover from a surprise incident. This may send them into a ‘**denial response**’. This is a defence mechanism that simply denies thoughts, feelings, wishes or needs that cause anxiety. In other words, the officer may experience that ‘I can’t believe that this is happening to me!’ feeling. In effect, using incompatible, unnecessary or a complete lack of techniques and tactics!
- ◆ **Condition Yellow.** This is the condition that officers should be in 100% of the time. It is not a state of paranoia, but merely seeks to get their radar switched on, and effectively gain good ‘situational 360 degree awareness’, such as subject watching. Police officers may do this naturally, but may need to enhance this by not only looking but also by being curious and seeing as well.
- ◆ **Condition Orange.** This is the condition that means an officer must evaluate and make a decision. Being switched on effectively buys the officer time to stay in control; however, an officer should not and probably would not be able to stay in this condition all the time.
- ◆ **Condition Red.** The condition is now very simple, theoretically. Engage the situation or disengage the situation. This is colloquially known as the **fight** or **flight** response.



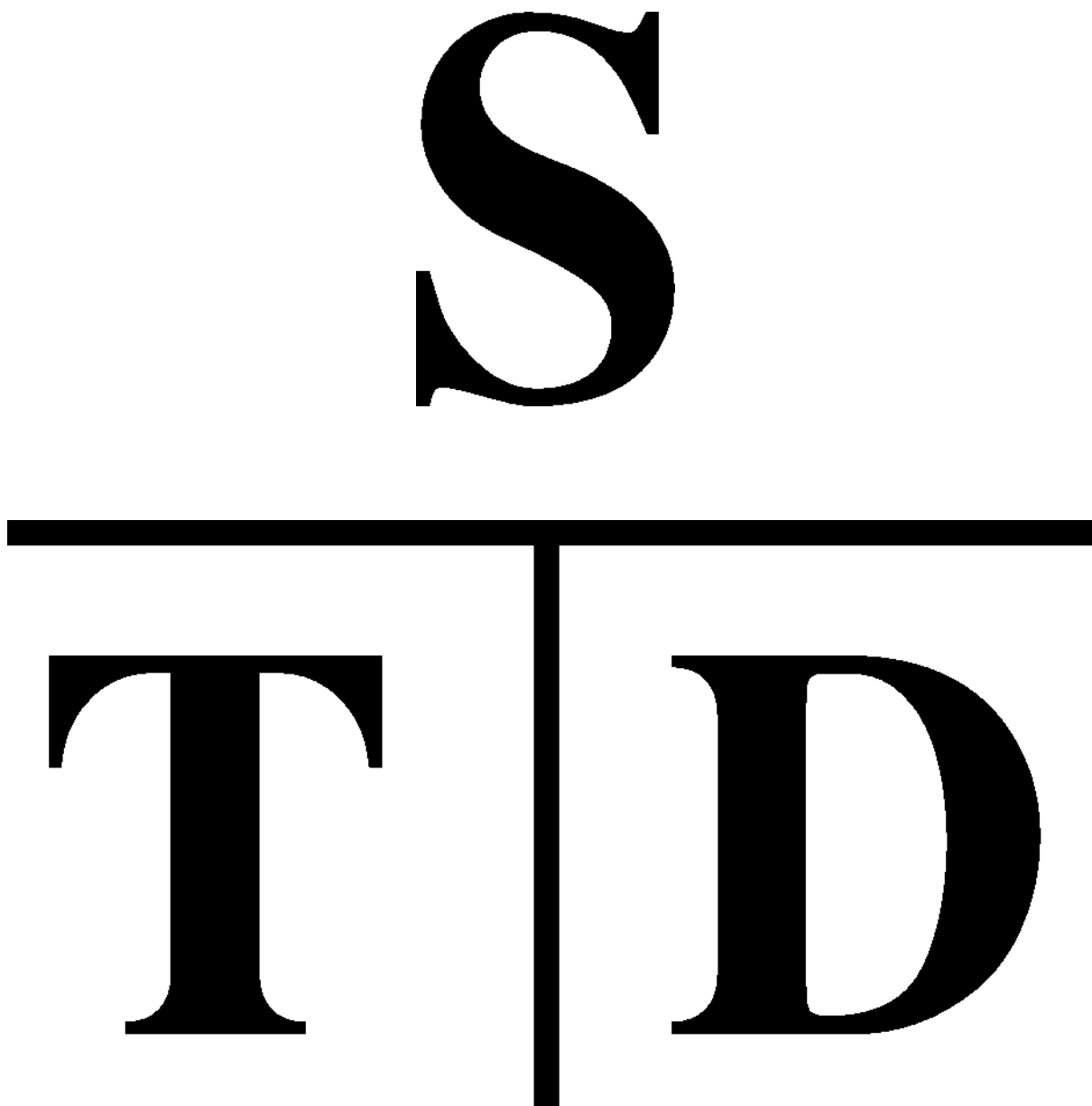
## Fright, flight, fight, posturing, submission

### Fright

Fright may be substituted for the denial response, the initial response of officers who are in Condition White. The recovery time needed to adjust to normality will determine how the officers survive.

### Flight

Flight or the effectiveness of evasion of a situation or the lack of commitment to it may very well depend on the situation in which the officers find themselves. Although an open environment such as the road or street area may be easy to manoeuvre around, the closed environment such as the subject's home, a pub, club, room or vehicle may be alien to the officers, but familiar to the subject. Also, furniture within a room may inhibit the officers' safe and injury free exit. When an officer's safety and the control of a subject is at stake, time, speed and distance are mathematically crucial factors. All tactical calculations can be achieved with an equation. An easy way to remember time speed and distance is to put the letters into a triangle as illustrated below. To know one aspect simply cover it up.



## Fight

This will depend on the operating range and might also depend not only on ethical issues, such as reasonable, necessary, justification, proportionality, injury and use of force, but it may also prey on the officer's lack of confidence. Additionally, the officer may have personal moral issues to contend with such as value of life, and the belief that the risks involved outweigh the benefits. This may cause hesitation, ultimately affecting the officer's survival. In this regard an officer may reflect on and decide what type of personality they are for operational effectiveness.

- Martyristic officer is an officer who tends to regard the rights and feelings of other subjects and officers often at their own expense. This officer might allow others to get the upper hand, simply because they are afraid of what they might do to them while using the skills.
- Nihilistic officer is an officer who has little regard for themselves or others. This officer might be able to inflict pain on others, but would certainly care about being hurt themselves.
- Aggressive officer is an officer who places high regard for themselves with little or no regard for others. This officer might be one to use the skills learnt for the purpose of hurting others while building a reputation for themselves.
- Assertive officer is an officer who regards both themselves and others. This officer tends to stand their ground and may occasionally give way, but usually strives to seek a mutually beneficial solution to the problem. An assertive officer is one who will not use the skills unless absolutely necessary.

Subject types may be simply defined in the following ways.

- Co-operative subject (yes type) would be a subject who an officer considers would comply by their demeanour and communication.
- Potentially unco-operative subject (maybe type) would be a subject who may resist upon being touched, is unstable due to alcohol, drugs, mental illness, euphoria, or a combination of these. Additionally, this type

of subject may have criminal tendencies and relish the approach of an officer within their danger area because they have 'nothing to lose'! This subject may be generally regarded as the most tactically dangerous to deal with, because officers may be uncertain of the actions and reactions of the subject.

- Totally unco-operative subject (no type) would be a subject who is already physically resisting. This subject may need to be controlled.

## Posturing

Posturing is a common trait associated with conflict. From a police officer's perspective, this may be any type of gesture or warning or danger sign (see Communication Module).

These actions may be designed to convince an officer, through both sight and sound, that the subject is a dangerous and frightening adversary. This may also be the case from the subject's point of view when an officer is seen in an offensive or defensive stance using loud, repetitive, verbal commands, complemented with handcuffs, incapacitant spray, baton, shield, dog or firearm. The drawing of an item of equipment, which is dependent upon the officer's holstering skills, is a use of force and may need justification. Some officers and subjects are really interested in 'status, display, profit and damage limitation'.

When the posturer has failed to dissuade the other persons, officers or subjects, then the options become fight, flight or submission.

## Submission

Submission is a surprisingly common response and it usually takes the form of cringing and exposing some vulnerable portion of the anatomy to the subject or officer once the person has surrendered. This may be one of many reasons why footballers 'in a wall' shy away from the penalty kicker shooting the ball towards them, while they protect themselves and the goal area, or when people rapidly lower themselves when a gunshot or explosion is heard. Submission is a period of inactivity.

## Pre-incident indicators

Pre-incident indicators may be best described as factors other than individual **warning** and **danger signs** (see Communication Module) which affect the situation that the officers are dealing with. Certain subjects may be described as amateur psychologists who can quickly weigh up officers without conscious attention or reasoning. Officers, however, need to develop their intuition or gut feeling by objectively representing the facts without reference to feeling or opinions. The following list may assist with that process.

- ◆ Unnatural hindering of the officers' movement
- ◆ Mutual third party subject movement towards the officers
- ◆ Sudden changes of status of subjects near to the officers. These may include predatory movements such as circling and two or more subjects moving into towards the officers from opposite directions (clock system)
- ◆ A verbal exchange with the officers initiated by a stranger
- ◆ Targeting (officers' body areas) or escape glancing by the subjects
- ◆ Subjects approaching the officers at an angle (clock system)
- ◆ Subjects hiding their hands causing an unnatural walking posture (presence of property/weapons)
- ◆ Bumps, pushes, shoves or grabs towards the officers
- ◆ Vehicles stopping alongside, or slightly to the front of or behind the officers
- ◆ Any obviously intoxicated subjects
- ◆ A second pass by a vehicle or subjects (very important).
- ◆ Attempts at 'baiting' the officers
- ◆ Glances between apparent strangers as they approach, impede, call or otherwise interact with the officers
- ◆ Undue attention towards the officers or police vehicle presence.

## The decisive cycle

Everything that we do in life is based on a simple yet unavoidable cycle. Whether it is buying a car, choosing a partner, or even something mundane such as making a small purchase, whatever the requirement, we always follow the same thought process. We **assess** the available information, **decide** what to do and then take some form of **action** or no **action** at all.

- ◆ **Assess** the situation, based on judgement, experience and training
- ◆ **Decide** whether there is any urgency, using the conflict management model (see Conflict Management Module), and the application of use of force in law and training
- ◆ **Act** with a conditioned reflex action, judgmental use of force levels, training and **justification**.

Although we perform this cycle many times each day, we seldom do it well. There may be many factors that impede or interrupt this cycle. The most serious of these interruptions are those associated with extreme stress and danger or the sheer speed of events as they occur.

### Startle or reflex actions

The first distraction is the '**startle reaction**'. This response is 100% predictable in all animals. For instance, if a shotgun were fired unexpectedly, then all people nearby would exhibit the same **initial reaction** or **involuntary reflex action**.

Certain reflex actions are automatic and, in many cases, predictable in response to a specific stimulus, e.g. shivering in response to cold. Simple reflex actions are often controlled by the autonomic nervous system. They are a very important part of the reflex or involuntary action.

The officers and subjects may exhibit the following physical and mental actions:

- ◆ shoulders hunch
- ◆ head moves forward or ducks
- ◆ neck cranes forwards
- ◆ hands come up around the chest or head
- ◆ muscles tighten (shoulders and stomach most noticeably)



- ◆ eyes narrow or squint (narrow focus)
- ◆ heart and pulse rate increases dramatically
- ◆ hair 'stands up on the back of the neck'
- ◆ adrenaline and dopamine (the chemical cocktail) is released into the bloodstream.

These startle responses are unavoidable, and there are no magic cures that will negate the reflex action. However, realistic training may improve this by progressive and instinctive training, which may be conditioned (see Simulation and Judgmental Training Module).

A conditioned response to a given set of circumstances is induced by repetitive drills until it becomes a motor memory function, or conditioned reflex action (see Unarmed Skills Module). It is important to realise that a 'conditioned reflex' action to a given situation may well be the answer (although there must always be a thought process involved whatever the speed of the incident or occurrence). **There is no such animal as an 'automatic response'.**

Only by recognising the early pre-incident indicators can we sometimes negate the startled response. Some officers have developed a sixth sense (see Use of Force Report Writing Module) and others may have been specially trained to react to a dangerous situation (instinctive conditioned reflex and motor memory training).

## The chemical cocktail

The chemicals **adrenaline**, **dopamine**, **endorphins** and **cortisol** exist in the human body. Powerful emotions such as excitement, apprehension, fear and severe stress may trigger the chemical cocktail and officers and subjects may then be boosted with an increased adrenal dose. These chemicals act faster than alcohol and the effects may be instantaneous and overwhelming.

### Adrenaline

This chemical increases heart rate, oxygen supply to the lungs, and blood supply to the muscles. It also promotes the supply of glucose into the blood for immediate energy, thereby preparing the mind and body for immediate action, helping it to cope with fear, stress or violent exercise.

## Endorphins

These chemicals may be described as natural painkillers, which are produced by the body. Endorphins are released at times of stress such as trauma and also during strenuous exercise, eg physical confrontation.

## Dopamine

This chemical is formed from an amino acid called tyrosine that in turn helps to manufacture brain neurotransmitters called **norephrine** and **dopamine**. These are natural 'uppers' to bring the brain to full attention, thereby helping the officer or subject to perform mental activities such as concentration while under stress. The chemical also speeds up nerve impulses in the part of the brain that controls muscle contractions.

## Nor Adrenaline

This chemical is a hormone which causes



### NOTE:

**Cocaine and other drugs may also act as a catalyst to release the same adrenaline and dopamine chemicals**

*(see Positional Asphyxia, Excitable Delirium, and Sick Cell Anaemia - Unarmed Skills)*

vasoconstriction (where blood will retreat from the appendages such as the hands, fingers, feet and toes towards the major muscle groups to add strength) and will raise both systolic (ventricles emptying) and diastolic (ventricles filling) blood pressure, although not stimulating an officer's or subject's general metabolism. The main function of this chemical is to mediate the transmission of impulses in the sympathetic nervous system (which operates whenever the body's activities increase, including emergency situations such as **flight** or **fight**).



## Cortisol

This is a naturally occurring hormone, which is thought to reduce the effects of shock.

### The advantages and disadvantages of the chemical cocktail

Like most things in life there are advantages and disadvantages to the effects the chemical cocktail may produce.

#### Advantages

- ◆ additional strength
- ◆ increased pain threshold
- ◆ increased awareness and detailed focus on the immediate threat.

#### Disadvantages

### General muscle tightening

It is the almost immediate mixture of chemicals, and the sodium content in muscle groups, which cause them to tighten. This means that fine motor movements (see Unarmed Skills Module) are difficult. Some deft manipulation skills, such as unholstering and holstering skills, which are additionally dependant upon equipment (see Handcuffing, Incapacitant and Baton Modules) may also be difficult, if not impossible, under stressful conditions.

The inability to operate an incapacitant spray in short, sharp bursts with the index finger or thumb may become apparent with inexperienced officers. This condition is known as '**convulsive or gorilla gripping**' and may be associated with the freeze factor and loss of fine and complex motor functions (see Unarmed Skills Module).

It may also manifest itself when conventionally gripping a side-handled baton and attempting to transfer the energy of the baton to a body target during a rotating spinning type technique. With such gripping, the strong hand may act as a brake and prevent the baton from rotating, hence lack of energy transference. The phenomenon of increased hand shakes may also be apparent; therefore officers should be aware that holding a handcuffed subject with the handcuffs and inadvertently shaking them might be likely to initiate pain and possible injury to the subject.

From a head and neck perspective the officers should try to sweep their heads and glance sideways as often as possible to be aware of the environment, and to prevent fixation of attention upon the subjects to the exclusion of others (see Tunnel Vision).

## Visual slow down

This may also be known as **tachypsychia** (speed of the mind), the distortion of perceived time. A classic example of this would be a 'near miss road traffic accident'. The incident seems to take place in slow motion. Although the actual incident may be over in less than a second, it feels like forever. Anyone who has experienced this may feel a 'hot flush' afterwards and is immediately 'woken up' (adrenal rush).

## Tunnel vision

This phenomenon is where the mind focuses on the threat to the exclusion of the officer's and subject's ordinary peripheral or all-round vision. It may appear as though the officer is looking at the threat through a tube or tunnel and it requires conscious effort (head turning and side glancing) in order to see more than a few degrees to the left, right, up or down. This could obviously be a problem if the officers were dealing with multiple subjects (see Unarmed Skills Module).

## Auditory exclusion

This may be defined in a number of ways, and may be known as 'tunnel hearing'. The first way may be described as a high pitched ringing in the ears at the moment of crisis. Other sounds such as gunshots, tyres screeching and people screaming seem to fade into the background. The high pitched sound is predominant. This is partly due to physical reasons, as the adrenaline and dopamine in the officer's and subject's system may dilate the blood vessels in and around the ears, making it physically difficult to hear. Another reason for the hearing loss is mental. **Cognitive dissonance** prevents the mind from prioritising sounds. As a result of this the officer may be able to hear a colleague a long distance away as opposed to a subject nearby.

## Cognitive dissonance

Basically, the threatened officer may not remember large details of the situation or event, but they may remember small, minute details. This is apparent from the many eyewitness accounts of violent situations. The victim may recount exactly what happened in minute detail, but is unable to recount the gross events taking place at the peripheries of the incident. Witnesses, on the other hand, can remember few intricate details, but may remember the general or large occurrences of the event. Associated with this phenomenon is remembering things out of sequence, where trivial things seem to loom large

in the mind immediately after the incident, and important things tend to become lost to short-term memory.

## Psychological splitting

Also commonly known as **excorporation** or ‘having an out of body experience’. This may manifest itself either as being so well trained that the body moves so fast and efficiently that the conscious mind cannot keep up, or where the threatened officer or subject sees themselves outside of their body dealing with the situation. Conceptually, instead of the officer acting on the stage, the officer is sat in the audience watching themselves on the stage. This is fairly common with sportsmen and women in the stress of competition.

## Precognition

This is commonly referred to as having a ‘sixth sense’, and results from the officer having seen something so many times that they can see it coming before the unthreatened observer or a witness does. A classic example of this occurs while driving a car. Although, when driving, you may only be able to see the back of another driver’s head and shoulders and no words are spoken, you can predict what is likely to happen before it does because of subtle movements of both driver and vehicle. Many people drive regularly, and they have seen it before. In the personal safety field, how an officer is conditioned (be it repetition or simulation training) may dictate how they react in the future to stimuli. The connection with the flight or fight reflex is that, in a deadly threat situation, the mind draws upon memory resources that are typically used. Clearly, the best memory that an officer can have is a successful real-life incident.

## Post incident fatigue

One of the least considered, but still important, effects of the chemical cocktail is what is known as ‘post incident fatigue’. This may be anything that causes a massive adrenaline dump. A parachute jump, a bungee jump, and for police officers a high speed pursuit and violent confrontation may be likely to be equated to a full day’s physical work. In response to this there must be a ‘climb down’ period after the incident, in order to establish reality, such as simply having a cup of tea and a chat. (Diffusing techniques are discussed in the Post Traumatic Stress element of this module and Edged Weapons Skills Module.)

With regard to subjects, officers could expect to see or experience the following types of behaviour, as a result of the chemical cocktail.

## Fear behaviour

Fear-based violence has been described as being caused by an officer’s and subject’s perception that they are being threatened by an officer, subject, group or situation. This reaction could therefore be based upon neurosis (a disease of the nerves), chemicals or actual stimuli. In this situation a person may panic and attempt to fight their way out of a situation.

## Criminal behaviour

Criminal violence is basically coercion, where the officer is told either verbally or non-verbally that they have two choices, either to submit or to face the consequences. Whenever an officer is placed in a situation where refusing to surrender to another’s wishes may result in physical injury, then the subject may be inclined towards a criminal frame of mind and ultimate action.

## Tantrum behaviour

This form is described as the most confusing of all types of violence and is the most difficult to handle. Based upon internal anger, which is outwardly directed, it can be best compared to an explosion looking for an excuse to happen.

## Frenzied behaviour

It has been suggested that a subject in a frenzied state does not perceive limits or balances. The brakes have been taken off the situation and it is spinning out of control.

## Belt, body armour management and equipment retention

Any item of equipment that could injure an officer if taken by a determined subject, or if the officer should fall or be pushed against an object, should be forwardly positioned on the belt or body armour between the officer’s arms. This to some degree protects the officer’s frontal 180 degrees. Less vital equipment that is unlikely to cause harm to the officer, such as medical, writing and ancillary items, may be carried elsewhere.

### Strong foot side and hand

This refers equally to the officer's and subject's dominant foot, side and hand, which would largely be the right foot, side or hand, as 85-90% of the world's population is right-handed.

### Weak foot side and hand

This refers to the officer's and subject's non-dominant foot, side or hand, although the National Personal Safety Training Programme deals equally with both left and right-handed officers and subjects.

### Stance (see Unarmed Skills Module)

Statically, the officer should have a balanced stance with the dominant leg to the rear, and the non-dominant leg to the front. The legs should be placed slightly apart, with the knees slightly bent. The hips may be slightly angled or 'bladed' away from the potential threat. **However, be aware that any stance clinically taught in a training environment might very likely fail in an operational situation, when an officer is under conditions of stress, or when walking. Therefore, the officer must be able to operate without dependency upon a certain stance or position such as the hips squaring naturally to meet a potential threat.**

### The holstered carry

Even though the officer's handcuffs, baton, incapacitant spray and other equipment may be holstered, the officer should not become complacent in the presence of any subjects, especially while in close proximity, such as a football crowd where an item might be taken.

#### COMPETENCES

- ◆ Officers' elbows should be tucked into their side to prevent equipment being taken (see Ready Stance - Unarmed Skills Module).
- ◆ Officers should shield equipment with their weak hand while in close proximity to any potential threat.
- ◆ Officers should force the equipment into the holster, if able to do so.



#### IMPORTANT.

If an officer's equipment holster becomes faulty or allows the officer's equipment to fall out, thereby compromising the officer and any third party, it is the responsibility of both officer and trainer to report and resolve the matter.

Fully enclosed equipment holsters or a purposely tailored trouser or skirt pocket may enhance retention, but may interfere with the drawing and application process.

## The low carry

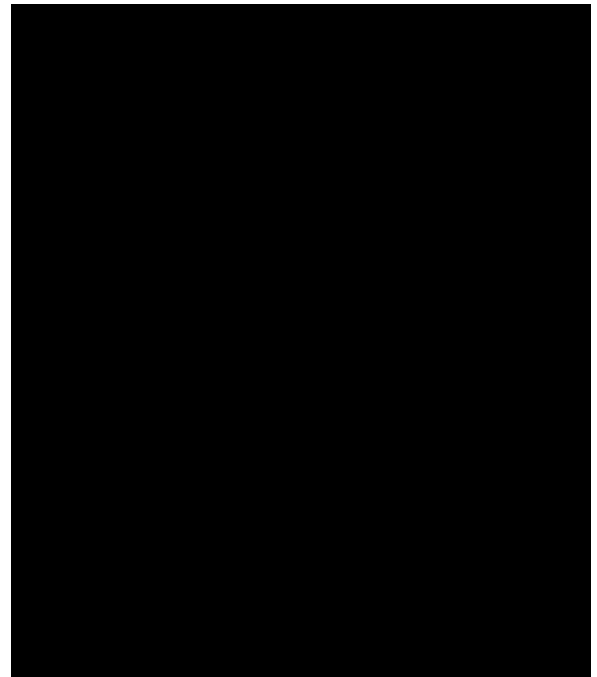
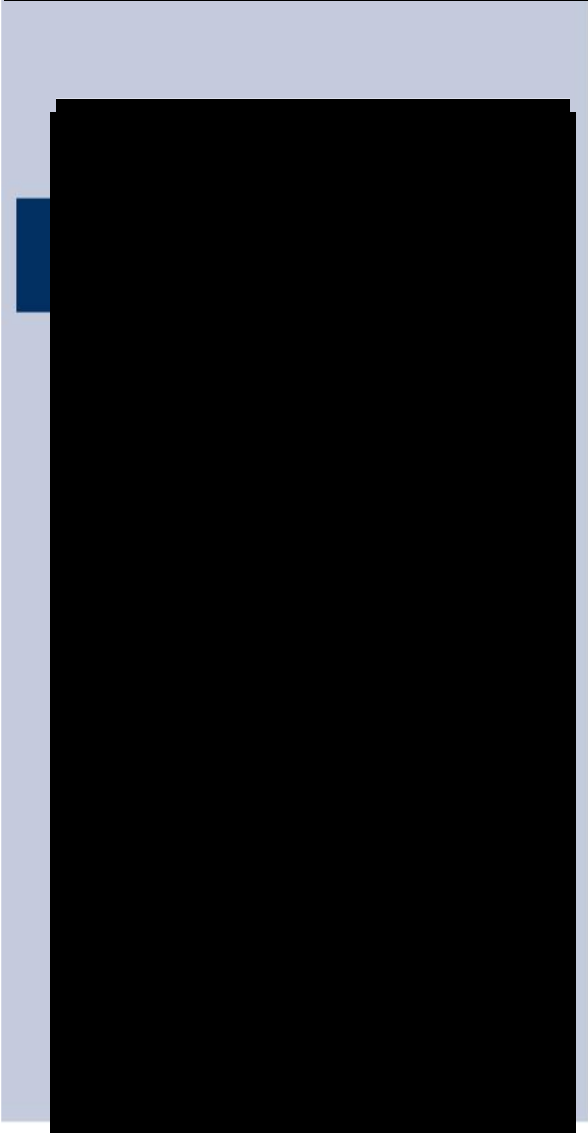
(see Open and Closed Position in Straight and Side-Handled Baton Module).

[Redacted]

[Redacted]

## COMPETENCES

- ◆ [Redacted]
- ◆ [Redacted]
- ◆ [Redacted]
- ◆ [Redacted]
- ◆ [Redacted]



## The mid carry

[REDACTED]

### COMPETENCES

- ◆ [REDACTED]
- ◆ [REDACTED]
- ◆ [REDACTED]

## The covert carry

[REDACTED]

### COMPETENCES

- ◆ [REDACTED]
- ◆ [REDACTED]
- ◆ [REDACTED]
- ◆ [REDACTED]
- ◆ [REDACTED]



## The high carry

[REDACTED]

### COMPETENCES

- ◆ [REDACTED]
- ◆ [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

## How to recover the equipment if taken completely

[REDACTED]

[REDACTED]

### COMPETENCES

- ◆ [REDACTED]
- ◆ [REDACTED]
- ◆ [REDACTED]
- ◆ [REDACTED]
- ◆ [REDACTED]

[REDACTED]

2

3

[REDACTED]

## Breath control

When an officer or subject is in a frightened state, they tend to breathe quickly and with shallow breath. This physiologically makes it difficult to think clearly and methodically. The following two breathing exercises may, with practice, help officers to maintain a clear and pragmatic mind.

### Full breathing.

This is the foundation of proper breathing. Start by taking a full and complete breath. Imagine a glass being filled with water to its brim. Then exhale this breath completely, imaging this glass being emptied of every drop of water. Place the palm of your hands on your abdomen. Feel your breath filling your lungs.

### Cycle breathing.

This is an effective method of consciously controlling our breath rate.

- ◆ Inhale to the count of four
- ◆ Hold your breath to the count of two
- ◆ Exhale to the count of four
- ◆ Hold your breath to the count of two.

It is imperative to practice cycle breathing prior to an incident so that this breathing rate can be evoked without counting. This in turn may bring the officer to a state of calm, hence to operating effectiveness.

### Post traumatic stress referral and the leadership, support and supervisory role (see Edged Weapons Module)

It is incumbent upon not only supervisory, but also individual officers to appreciate and recognise some of the symptoms associated with post traumatic stress disorder.

### Post traumatic stress disorder diagnosis

The following observational and identifying signs may assist with officers supporting each other, irrespective of rank or position.

**Post traumatic stress disorder is where an officer has experienced an event that is outside the range of usual human experience, and**

**which would be markedly distressing to almost anyone.**

**The traumatic event is persistently re-experienced in at least one of the following ways:**

- ◆ recurrent, intrusive and distressing recollections of the event
- ◆ recurrent distressing dreams of the event
- ◆ sudden acting or feeling as if the traumatic event were recurring
- ◆ intense psychological distress at exposure to events that symbolise or resemble an aspect of the traumatic event, including anniversaries.

**There is persistent avoidance of stimuli associated with the trauma or numbing of general responsiveness, which may be indicated by at least three of the following:**

- ◆ efforts to avoid thoughts or feelings associated with the trauma
- ◆ efforts to avoid activities or situations that arouse recollections of the trauma
- ◆ inability to recall an important aspect of the trauma
- ◆ markedly diminished interest in significant skills
- ◆ feeling of detachment or estrangement from others
- ◆ restricted range of effect
- ◆ sense of foreshortened future.

**There are persistent symptoms of increased arousal, as indicated by at least two of the following:**

- ◆ difficulty falling or staying asleep
- ◆ irritability or outbursts of anger
- ◆ difficulty concentrating
- ◆ hypervigilance
- ◆ exaggerated startle response
- ◆ physiological activity upon exposure to events that symbolise or resemble an aspect of the traumatic event
- ◆ duration of disturbance if at least one month.

After a traumatic event has occurred, it is important to take some positive steps to deal with the aftermath. This is called 'diffusing', which is an informal method of bringing officers back to reality. This should not be confused with 'critical incident debriefing', which has a more official status. (Both Diffusing and Critical Incident Amnesia and Debriefing will be more thoroughly discussed in the Edged Weapon Module.)

Below is an individual test developed by the British Medical Journal, October 1998 which deals with recognising and managing stress problems in their early stages.

During the past month (fairly continuously)

- |   |        |
|---|--------|
| 1. Have you felt keyed up, on edge?               | Yes/No |
| 2. Have you been worrying a lot?                  | Yes/No |
| 3. Have you been irritable?                       | Yes/No |
| 4. Have you had difficulty in relaxing?           | Yes/No |
| 5. Have you been sleeping poorly?                 | Yes/No |
| 6. Have you had headaches or neckaches?           | Yes/No |
| 7. Have you had any of the following:             |        |
| trembling?  | Yes/No |
| dizzy spells?                                     | Yes/No |
| sweating?   | Yes/No |
| frequency of urination?                           | Yes/No |
| 8. Have you been worried about your health?       | Yes/No |
| 9. Have you had difficulty in falling asleep?     | Yes/No |
| 10. Have you had low energy?                      | Yes/No |
| 11. Have you had loss of interests?               | Yes/No |
| 12. Have you lost confidence in yourself?         | Yes/No |
| 13. Have you felt hopeless?                       | Yes/No |
| 14. Have you had difficulty in concentrating?     | Yes/No |
| 15. Have you lost weight?                         | Yes/No |
| 16. Have you been waking up early?                | Yes/No |
| 17. Have you felt slowed up?                      | Yes/No |
| 18. Have you tended to feel worse in the morning? | Yes/No |

Scoring: Add up the number of 'Yes' answers.

0-4 Healthy

5-9 Beginning to struggle

9-18 Seriously struggling

**The best item of equipment a police officer has is their mind. Develop it and reap the benefits of professionalism, operating effectiveness and confidence.**

## Further reading

- *The Penguin Dictionary of Psychology*. ISBN 0-14-0051280-2
- Hodder and Stoughton, *Gross Psychology, The Science of Mind and Behaviour. Third Edition*. ISBN 0-340-64762-0
- Consterdine, P., *Streetwise. The Complete Manual of Personal Security and Self-Defence*. Protection Publications. ISBN 1-873475-527
- Anagnostakos, T., *Principles of Anatomy and Physiology, Sixth Edition*. Harper Collins. ISBN 0-06-046704-5
- ACPO/NPT *Personal Safety Programme 1996*
- De Becker, G., *The Gift of Fear. Survival Signals that Protect us from Violence*. Bloomsbury. ISBN 0-7475-3691-0
- Siddle, B. K., *Sharpening the Warrior's Edge, The Psychology and Science of Training*. PPCT Research Publications. ISBN 0-9649205-0-6
- Grossman, Lt. Col. D., *On Killing. The Psychological Cost of Learning to Kill in War and Society*. Back Bay Books Little Brown. ISBN 0-316 33011-6.
- PPCT *Defensive Tactics Instructor Manual*. PPCT Management Systems Inc
- Applegate, Col. R., *Recognised Authority CQC Techniques*. Infantry Journal, March 1943
- Knight PhD, FACSM, L., *ISC Control Points. New Generation of Pressure Points*. ISBN-0-929736-19-2
- *Post Traumatic Stress, A Proactive Approach Student Lesson Notes*. Faculty of Personnel and Resource Management. National Police Training, Bramshill
- *Simunition Advanced Instructor Manual*
- *Physio-Psychological Effects of Violent Encounters*. Internet publication by Patrick Casey. [pcasey@interart.com](mailto:pcasey@interart.com)
- *Attentional Control in Canoeing*. British Canoe Union Psychological Support. Internet [publication. www.brunel.ac.uk](http://www.brunel.ac.uk)
- *Nideffer's Model of Attentional Focus*. Internet publication. [www.coe.unt.edu/martin/KINE5170/5170Elite/sld009.html](http://www.coe.unt.edu/martin/KINE5170/5170Elite/sld009.html)
- *TAIS Attentional and Interpersonal Style Inventory Assessment Instrument*. Internet [publication. www.psilimited.com/tais3.html](http://www.psilimited.com/tais3.html)