

Podcast #: De-escalation Tactics and Linguistic Theory

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Host: Grace Jones

Guests: Maurice McDonald

Description: Listen to host Grace and guest Maurice, a retired law enforcement officer, as they discuss the importance and process of de-

escalation tactics and how language plays a key role.

Transcript:

Intro-

Grace

Hello and welcome to this podcast episode. I am so excited to share this 35 min or so with you as I interview an experienced and knowledgeable retired law enforcement officer about the importance and the process of de-escalation tactics.

Some linguistic theories to keep in mind when listening to his stories and examples are Brown and Levinson's Politeness Theory and Howard Giles' Communication Accommodation Theory.

If you haven't already, I encourage you to go and listen to my previous episode that addresses these theories more in depth.

Now let's meet our guest...

Interview-

Maurice

Ok... um... My name is Maurice McDonald and I have um... I have been um... 30 years as a law enforcement officer with the Charlotte police department in Charlotte North Carolina. Um... I was a patrol officer; detective and I was a D.A.R.E officer for many years teaching drug education in the school system and also working the streets and different um... task force and different things. I've been involved in and um... street crimes those kinds of things. And of course, the education part of it, teaching at the academy those times of things. Becoming a high school counselor. When- after I retired... I was a college instructor first and then I um... did the um... domestic violence counseling as well with batter intervention program with men and women who have been um... court ordered to go to jail for assaulting their partner. So, an array of different things.

Grace

Yeah, yeah absolutely. Okay, um so you- you taught at the academy? What exactly were you teaching?

Maurice

I taught a class called *Dealing with Victims in The Public*. You know, because obviously wheneverybody that police officers interact with are not suspects.

Grace

Right!

Maurice

And you're dealing with people who have mental challenges, you're dealing with people who maybe have, you know, special needs or you're even talking with rape victims.

Grace

Right, absolutely.

Maurice

You can't treat them like perpetrators.

Grace

Right!

Maurice

Culturally different people. So, so... it's this idea of mainly victims. So... so that they don't feel like their suspects.

Grace

Absolutely! So, when you were serving as um... as an officer were you given training on deescalation?

Maurice

Yes. Back then it- it wasn't a lot. It- it was some um... but over the years, you know, it had to increase because of the times changing.

Grace

Right. So, what- you said that it wasn't a lot, but do you remember exactly what it consisted of or...?

Maurice

It, you know- it talked about, you know um... coming in listening to people, treating people with respect, things along that line. Here for them, but a lot of it-it was maybe out of all the hours

you got of training there I may have gotten maybe... 10 hours of de-escalation training. Out of the entire maybe... um... I'm gonna say four months of training.

Grace

Oh, wow! Okay, so the other part of it was-?

Maurice

Because most of it was about laws, Constitutional law, criminal law, traffic laws, safety, report writing. Everything you have to do and do your job, but the de-escalation piece probably, maybe 10 hours.

Grace

Yeah

Maurice

But I am sure that its more now because of what's been happening the past few years.

Grace

Yeah, yeah... so while you were an officer what were some tactics that you used um... to deescalate tense situations?

Maurice

Um... first and foremost listen to people... That-that I would say is the most important part. Going in listening. Active listening, not just going in... First and foremost, the idea is that officer safety is first, you know, after then... after that you can make sure you listen to what's going on...um... to the person. Because most people just want to be heard, you know, and um... Number two don't start- don't go in yelling at people. Not-not going in with the attitude "I'm the police, you do what I say" um... I'm in your house and I'm telling you, I'm pointing my finger at you, telling you to sit down shut up. Or if you are in your house and your partner are having a disagreement... Number one you pay the bills in that house.

Grace

Right, yeah.

Maurice

And I'm gonna come in the house telling him, putting my finger in his face, you don't like me irritating him so you're going to say something to me as well, whoever it may be, you know. And so, listening, don't go in with the authoritative "my way or the highway" to what they're saying. Recognizing that I lower my tone of voice, even if they're yelling at me, I keep my tone

of voice calm. I don't react to what you may say if I don't have a charge to-to um... make an arrest and number one, don't go in there always trying to make an arrest.

Grace

Right, right

Maurice

You know, assessing the situation. What's going on? And if I can lower my tone of voice, tone it down, and no matter what they say keep my own tone down and hopefully they'll bring theirs down... and now we can... I- I can hear of how I can be of service, you know.

Grace

Right, right

Maurice

That's what I need to do. Um... also- and also make it known that I'm not here to make an arrest. I don't want anybody to go to jail. Especially, if it's a situation where it is, I said, domestic or something- anger. If I don't have a charge, you know, if I'm not here looking to get one.

Also using officer discretion because discretion is huge. You know, if I'm- if I'm not here to make an arrest and this situation that I'm assessing right now is about... how can I de-escalate? I even let them know sometimes, "hey listen, I'm not here to make an arrest. An what I really want us to do is de-escalate." I mean I would not make it a secret.

Grace

Right!

Maurice

Of what I'm trying to do. I really, "I realize you're upset now", "It appears you're-" and that's another word I have to use, "it *appears* that you're upset". Because I don't want- if I say you're upset and you say "well, I'm not upset!" but because you're yelling and those type- "it appears there's something wrong". Because choosing words carefully... you know

Grace

Absolutely!

Maurice

Avoiding saying things like "I know how you feel". No, I don't know how you feel. You know, walk in their shoes. Empathy. Come out with empathy. You know, and de-escalate. I mean that whole idea of um... my facial expression, my gestures with my hands. All of these things play a

major role. Standing with my hand on my weapon. You know, my body language. All of those things play a role and that- that was... those key points that officers have to learn.

So those were some of things that- that I used. And also, sometimes if I could, if they're in a crowed. Move them to a private, if I can ask them to walk over with me away from people... because that way people don't get to instigate it. I get to talk to them like they're human.

Grace

Absolutely, right.

Maurice

And actually, listen to them... and start thinking about some solutions. If I can make a referral, you know, their having an issue. "Okay, I hear what you're saying." And then of course, I think my-my background, because I was- I was fortunately as I started going back to school, got my degree in counseling I started doing some paraphrasing. You know, reflective listening, you know that- that type thing, and saying "hey listen, what I heard you say was this." And this is one of the things I, you know, "I heard you- correct me if I'm wrong, but did you say this?" and "how can I be of service?" You know, that type stuff. And then, you know, make some referrals because I found out people would be more corroborative. Now there were times in-in a crisis situation, life or death situation, you have to get things under control first.

Grace

Right!

Maurice

You know, but if this is not one of those situations of- of an imminent threat to someone right now, or someone is inside with a weapon with a fugitive that you're looking for. That's a whole different ball game. Because once we've rendered this individual- they're under control, now we can talk. because a lot of times people want a talk when it's a violent situation- you always have to have officer safety as paramount, you know. But if you just- like I said- move the person to a location and- and talk to them.

You know, um... I know for me also, avoiding over reacting. Trying not, you know, overreact to situations that's happening right now so that I don't get people excited. You know, and um... of course I noticed something to- that officers that made mistakes in the past, that use to instigate fights with clients- is this finger.

Grace

Yeah

Maurice

Putting that finger in someone's face. Even at this camera I'm pointing at you now it-it becomes very intimidating. "You go sit down!" as if I'm your parent.

Grace

Right

Maurice

It's this whole situation where you're a 5-year-old or 7-year-old and your mom or dad says "You clean your room now!" You know, well if you're 21 or 30 years old, you're an adult and there's a grown man doing this at you. "Get your finger out of my face!" so, when you take your hand and knock it out of my face, oh! well assault on a police officer. So, you have to be careful not to instigate things by you pointing your fingers and doing those kinds of things. Respect the person's space. Respect their space. And I know there are people who- suspects that'll try to-they'll take off running from you- they, they may be guilty. But I'm just talking about when you're talking to people, respect their space and not be so condescending toward them. And that's another thing, don't be condescending. You know, techniques- you need to understand I'm here talking to this person; I can get more assistance from them- I can get more information if I treat them with respect. You know, and my tone of voice- oh my gosh! It's not what you say, everybody knows that, it's how it's said.

Grace

Yeah, yeah

Maurice

You know, "Hey stud" you know, "hey, hey" you know "hey, look you- you know you *blankety* *blank*."

You know, putting your foot on their car- on their bumper while you're writing them a ticket. Now that car to you may be an old hooptie but to that person that's their transportation, and you put your foot on their bumper.

Grace

Yep!

Maurice

Not good! the question is would you put your foot on the mayor's car, or a doctor that's driving a Mercedes? Would you treat him the same way?

Grace

Yeah. Right!

Maurice

So that- that's so key. So- so I guess that's just some things that comes to mind um... for me um... I guess focusing on my thoughts and- and feelings, you know, and making sure I'm going to treat them with respect immediately.

Grace

Absolutely!

Maurice

Not-not because you're a woman, not because you're black, not because you're a Mexican, not because you're Trans, not because their Lesbian, everything else. Not because their Jewish, not because of whatever. All my biases, I got to know my biases, and making sure I'm not allowing this to come into play. And even if somebody comes at me with their stuff I cannot react. Overreacting to somebody saying "Well, you arrested me because I'm black". You know, and I've heard that many times, and no- no that's- that's not a factor. Or "I bet if I were white you wouldn't be talking to me this way- I bet." You know, that's their issue I can't get drawn in because that could cause me now to no longer try to de-escalate. Now I'm looking for a charge. And that- that is a slippery slope sometimes.

Grace

Absolutely! Yeah, so you were talking about like- yeah how you have to be aware of your own emotions, keeping those in check as well. So, what- what would be the primary factor- like how would you do that? Is it just like by focusing on your goal or...?"

Maurice

Yeah, I um... focus on number one, what is this interaction about that I have with this citizen now? did they call me? Did I stop them? Do I have a charge? Is there a warrant for- for the person? You know, because I've had people who were in the past- because of officer discretion-induvial who I've stopped or whatever and I um... smell the odor of marijuana- Okay so now I've got some probable cause, but- but this whole point of, you know, let them know what I have and what I'm going to do- explain. I think the first thing is after you stop somebody, tell them why I stopped them- "hello" give them my name and tell them why I stopped them, as opposed to "give me your license." You know, "unass the car", "grrrgrr" you know barking orders. Which a lot of officers do, they bark orders as opposed to, you know, "my name is officer McDonald, the reason I'm stopping you today is-" explain it. "May I see your drivers license?" you know, that type- at that point so I know who I'm talking to. You know, and I'm approaching them- and that still sometimes doesn't work- still my goal is to get information. My philosophy has always been "I can get more bees with honey then vinegar", the old adage. Treat people fairly, speak calmly to them, give them the eye contact, still- still maintain safety issues that- that you may have, but explain some things and let them know "hey listen" you know, "if everything checks

out, you know, we're going- you know, my goal is for you to continue on your day." You know, that's the whole point, and just treat them with a lot um... a lot of kindness, and watching my body language- as I said before, my tone of voice, my eye contact I have with them. Meanwhile, still paying attention to everything that's going around me. And explain everything that I'm about to do and-and why I'm doing it.

Grace

Absolutely! Yep, um... so I think we kind of already touched on it um... but I'll go ahead and ask you the question. What were some signs you looked for when determining what tactic to use?

Maurice

I would look at their body language. read their body language, read their eye contact. Are they nervous? You know um... are they upset about things? And then of course, if their upset I'm trying to bring them down and -and try to determine why they are upset. And um... its all about reading them and I think that's gained through a lot of experience and some training. But -but like everything else you can have some great training but the more experience you have with it you get better- you should get better!

Grace

Right!

Maurice

That's like a chef. Oh! a chef right out, you know, culinary school there- there pretty good but you see that same chef 5 years later when they've been training under other people- oh my gosh! That food is going to be amazing. You know, because they learned and – and provided they have worked their craft.

Grace

Right!

Maurice

You know, because some people who have 30 years' experience as a police officer, but they got 1 year of experience 30 times over. they haven't- they've just been there- they hadn't tried to help anybody, their whole point is "I'm a law enforcement officer, and all I want to do is arrest", "I don't want to be a social worker, I don't want to be- I'm not a counselor. My job is to get the bad guy." And that's all they see. "I'm going to answer my calls and everybody's a criminal. I don't trust anybody." That mind set is the old dinosaurs and that- that is not good for today.

Grace

Right

Maurice

You know, that won't work. Because now everybody has a cell phone, now everybody is- is questioning you, everybody is- a college students are taught to question.

Grace

That's true.

Maurice

So therefore, you don't take status quo. You will be questioned; you will be videotaped. You don't mind them videotaping, but I know officer safety is important and that's it. because I wouldn't dare tell somebody to turn it back on individuals and trust me- you want to go home at night but by the same token I want to be able to have this individual to corroborate with me as much as possible. And I'll be patient and that arrest is the last thing- in certain circumstances- again when you got a high profile- someone who's armed, someone who's a fugitive and, you know, a known drug dealer those types of things, known to carry weapons that's a different approach as opposed to when you're talking to individuals. But even that individual has rights and you're still going to treat him with respect. Because I arrested some people who were, you know, bad guys. Some of them you'd have to chase and catch them, but the moment its over you go back and you still got respect. You know, and that's hard-that's a hard switch to turn off. You chase somebody and you- or they shot at you and now you got them under control, that tendency to want to put that- that you know, to start punching because you're caught up in your moment, but you still got to learn to de-escalate things. And people are watching.

You know, for example the George Floyd situation. Those officers- the culture says he's the older officer, he- he should know. The other officers are sitting there "well, you know" ... going along with it. Listen, no you can't do that. De-escalate. There were people, bystanders, same thing you can't- you got to de-escalate. You know, "if you don't move, I'll arrest you!" because their videotaping you, their videotaping you from 10 feet away. Come on! Don't go over there and try to do things because their videotaping you and try to look for a charge, you know. De-escalate if you're in a crowd of people, come on, you're out numbered.

Grace

Right!

Maurice

So, you know, let's see if we can do this.

Grace

So, we did go ahead and touch on training. So, um... that was the next question. Do you think that de-escalation tactics can be successfully taught or does it only come from experience?

Maurice

Um... both. You need- it has to be taught. Trained, just like firearms. Its taught. Defensive driving is taught. Everything, all the different scenarios. Handcuffing someone is taught. Howhow to restrain someone, you know, don't put your knee on their neck. So, everything is taught. But along with the teaching the experience comes in. when you have the experienced officer- the veteran officer- that you ride with, some- some departments you ride with them for 15 or 16 weeks, you may- on different shifts. So, you're going to be learning things, which is why that role is so important to training. The training officer to me is one of the most important um... positions at any law enforcement agency. Because I was told that the first day I hit the streets- he called me "stud", he looked like Uncle Fester from the Adams family, bald head with the kinda stuff there, and he said "stud, you know, forget all that crap you learned in the rookie school. I'm going to teach you how to police." So, in other words, all that stuff about treating people right, victims' assistance, he told me "Forget all that crap" he's going to teach me how to police. And some of the things he taught me- he was a good guy- but some of that stuff he taught me I realized "mhmm, that'll get you fired."

Grace

Right

Maurice

And sure- and sure enough he got fired about six years after I had been on the police department, he got fired. And- and I look back on- before his retirement. He was like 5 years from retirement he got fired, lost his job- So, I didn't forget all that stuff they taught me. I just did what I had to do to get by him. But I knew right from wrong.

And – and I tell you- if I tell you this right now, I'm a live to tell you this because I made an arrest for someone, picking up someone up from a department store for stealing, and they had handcuffed him already. He was being very belligerent with them; all I was doing was transporting him to the jail. But when I went there and I talked to him nice- he was angry in the car, he was kicking my window- I de-escalated. I was young, I was- I think 23 years old- I de-escalated the situation I told him "Listen, right now you're innocent- that officer has to come to court. I don't know what happened. He says you stole something, but he's got to come to court and prove it. But if you kick out my window now that's another charge. I would appreciate it if you not kick my window out so- a matter of fact it's a hot day." It's in august, I said "I'd like to put the window down in- the back window down just a little bit so some air can come in. I'm going to put the air condition on full blast." Because I know there's a shield there so he can't get a lot of air back there. I said "but, I just need you not to kick the window down, not try to

get out while I'm driving or something so you get injured." I said, "as a matter of fact, what radio station do you like to listen to on the way to the jail?"

And he said, "what?" He said "I like country." Because this be in the south, he said "I like country music." I said "me too!" And so, the idea- is that I treated him all the way nice to the jail. And they always tell you to search your own prisoner- I'm going to fast forward for time's sake.

We got to the jail; he told me I was nice to him. He said he didn't like the other guy "he- he was a butthole. I don't like him I like him." So, with that said, we got in there- as police officers you have to take your weapon off and put it in a locker before you go in- so you go in, so there are no weapons. Long story short, he came over to me and tapped me on the shoulder and he wanted talk to me. I said "excuse me, what do you want me to call you?"

He said, "just call me Cowboy."

I said "Okay Mr. Cowboy, if you will sit down right here, when I finish my paper work I promise I'll come back to you."

"All right." He had been drinking, at that time he was in his 50's and I'm young. And so, I went back over to him after I finished my paperwork. He said "Boy I like you- I got something- you all right! All the police aren't like you."

And I said, "Well all right I-I'm glad you think so."

He said, "I got something I want to give you." And he pulled up his pants leg, he had cowboy boots on, and he pulled a butchers knife out about 12 inches long and gave it to me handle first. Had I mistreated him he could have stabbed me in my back and many other police officers- cut my throat. He would have been the only one armed with all the deputies. He could have killed a lot of people inside the jail. I didn't search him because the other officer had told me he had searched him already. But the fact that I de-escalated a situation- I'm alive to do this interview with you. So, no one ever had to tell me the goodness of de-escalating. You know, the radio station, calling him by "Mr. Cowboy", you know "what radio station do you want to listen to?", air conditioning in the back of the car, "I'd like to put the window down so there would be some-" Now mind you he stole something, he was going to jail, but I treated him with respect and empathy. Because, it-it's hot in august in North Carolina with the window up and very little air conditioning. And I've known officers to do the opposite, they turn the heat on in the summer time when guys irritated them, leaving them in the car with the heat on in the summer. I mean come on! You're intentionally provoking. But I think the idea of de-escalating is awesome, you have to do that.

Grace

Absolutely! Yeah, wow that's a cool-that's an amazing story.

Maurice

And- and I'm glad to tell it because that means I'm here.

Grace

Absolutely!

Maurice

Because I had my back to him. Had I'd been calling him names like the other officer did, or put my finger in his face saying "you're a homeless bum, you're a nobody." He has that knife, and I don't have a weapon- oh, yeah.

Grace

Wow!

Maurice

And I think it goes back to my grandmother's old trend, my grandmother told me to treat people with respect, treat them with dignity, if they don't have respect give them some.

Grace

There you go! Yeah, absolutely.

Maurice

And that- that to me- oh! that stayed with me.

Grace

Absolutely! I don't know how much more time we have... but there was one other question that I kind of came up with and I wanted to see what you thought about it. Um... there's one linguistic theory I'm actually looking at, it's called um... Politeness Theory and they talk about negative politeness and positive politeness. Basically, though its um... people don't want to be restricted, so they don't want to be told what to do or given orders. So, negative politeness says that, you know, using words like "could you" or um... "would you be able to". And positive politeness is talking about um... how people want to be accepted or they want you to-to like them or, you know accept them. So, I wanted to ask um... if you thought that, you know, was it appropriate- would these politeness theories be appropriate for police to use?

Maurice

Absolutely! You know, you would- "I would appreciate it if you, you know, step out of the car." Um... "do you think you would be able to, you know, step over here to the curb?" Like I said, asking someone to step away- "hey we're standing by- and there's a lot of traffic here, cars going by- for our safety, you know, I'd appreciate if you stepped over here with me." You know, "what would it look like if you and I were able to solve this issue?" You know, "what are you

thinking- what are your thoughts if I were to ask you questions and answer question that you may want to have?" You know, "what would it look like if we" vs. "you". You know, "if- if we were able to solve this-this situation." You know, "I know you realize you want to get your child back" or "you want to get this-" You know, "I know you're upset at this moment. Listen the faster you corroborate with me I can now be able to do this, and then we can accomplish this." I think to me it's like problem solving, but we need collective, we have to work as a team. And asking that whole point of not um... I like that idea of if- "if you were to do this and I were to do this we can solve- we both can have a happy medium." You know, those types of things. Issues going on with neighbors or there are issues going on between an employer and an employee. You know, the employee- employee feels like- "he called the police on me." And then you're doing an assessment- well do I really have a crime here? You know, you realize "well technically" - "I know you're here to arrest me" - "no, I'm not here to arrest you. I'm here to hear your side." You know, "would you be willing to share- let me hear your side?" You know, not interrupting them when their talking. That whole approach changes. So, I think that-that positive theory will work. Because you said the positive theory was more like um... was finding out what the person wants or...?

Grace

Yeah, positive politeness is kind of like agreeing with them about some sort of their- you know, agreeing with some part of their wants.

Maurice

Mhm... that's right! And let them know "you're absolutely right. This neighborhood crime is right." And this idea "you're only stopping me in this neighborhood because I'm black and was speeding."

"Well, people went down to the city council and complained that the street- people are speeding- and so the police came out here and we are running radar in-on this street. Because their kids are playing this street. One almost got killed yesterday or school buses have- people are passing stopped school buses. So, the captain has asked us to come out here in this area to-"um...

"You wouldn't do this in a white area!"

"Well, you know, if anyone calls- they went to the city council- and unfortunately people in the neighborhood get stopped because you live in the neighborhood, and if you are going 10 miles over the speed limit that's what caused this." You know, "No, we were not picking on you. This is a direct response to citizens' complaints." You know, "you're right, I agree with you, the speeding is a problem." And those types of things, and sometimes, you know, in this particular time I said "you know what I'm going to do, this time I'm going to give you a break." You know-I'm you know, "I want you to spread the word for me, you know, what would it look like if you told people who live in this neighborhood to slow down?"

You know, now he looks at me like "oh, he was going to give me a ticket, but now he's not giving me a ticket because now I'm going-" Now that's going to do more positive- "what would it look like?"- because now he's going to spread that word that "hey there not just trying to get us, he could have given me a ticket. Ya'll better slow down, you know, they're running radar on-on our streets here."

"Oh, they're only picking on us!"

"No, he said because with the city council complained and that's why they're out here." You know, so it's always that- that idea of sharing information, collaborating, and having people see the bigger picture. Now some still won't believe you, but at any rate that's the best you can dobecause I do- I think that this theory could be used.

Grace

Right! Yeah, yeah, I liked how you were talking about you're involving them, right. They are collaborating with you. Yeah!

Maurice

Yeah! And- and the idea of "we". Many times, in my career I have situation where it was hostile situation and- and an officer assaulted someone, assaulted a handcuffed man- which was this man's son- and he came up to me- and I reported it so the officer is going to get in trouble. He kicked him while he was handcuffed, kicked him in the face. So, I witnessed it in front of 500 people so I- the gentleman came over there and — and was very angry of course and then when I told him I saw what happened- "you're all going to cover that up aren't you!?"

"No sir." You know, "I'm writing my report right now as of what I saw. He kicked your son while he was handcuffed."

And he said, "you writing a report?"

"Yeah, that's exactly what I saw."

And then he turned around to the crowed, "Go home, go home! We got this under control." He said "we got this under control." He became an ally. He used the word "we". And then-then of course he came back to me he said, you know "you're not going to let them cover this up?"

I said, "no sir." I said "Now I'm going to report it. Internal affairs they have to do what they have to do. But I'm going to report what I saw." And suddenly he became the ally, and years later the gentlemen came down to court- because the officer got terminated- but at the end of the day I'd see that man on the street he'd always give me the head nod- he give me, yeah that's-because he knows "he's okay". As opposed to "get out of my face sir I'm doing my report. I don't want to talk to you." Because when I did that- when I did- by having that interaction with him he became the ally and made people leave. He was pushing the crowed back, "Go back! My son, he got it. We have this under control. Ya'll go home! Don't get in trouble. The police are

doing they're job. He said he saw him kick my- they going to investigate it. that officer saw him kick- he, he did kick him, he did kick him!" And that means he sent 200 people home out-out of the street. Because he was along with the police instead of the police hitting them. He was telling people "I got this! That's my son. Ya'll got nothing to do with this- the police, they going to handle this. Yeah, yeah, he kicked him. he did kick him! Yeah, yeah, it was wrong, yes it was wrong. but the police said he saw him and he- he going to" You know, "they aren't covering it up, they aren't covering it up!" and that kept us safe. Because there was like 10 officers and 500 people. Angry people. And so, it was one of those deals- but he's- "ya'll go home!" He was doing that and which I'll never forget that. You know, so realizing that how you think in the moment...

Grace

Yep, absolutely!

Maurice

I didn't know there was a theory back then but I was- I was use-

Grace

You were using it!

Maurice

Thank you for educating me! See, exactly right.

Grace

That's- that's the cool thing about linguistics is that we just kind of look at what people are already doing and then we come up with a name for it.

Maurice

That's right! That's exactly right. You know, that- that was, you know, the idea behind deescalating and bringing people as allies as- as opposed to being adversaries.

Outro-

Grace

Thank you so much for listening to this episode. As always be kind and keep on learning.