

# **THE OFFICIAL GUARDIAN ANGELS TRAINING BOOK: 3. PSY-COMM MANUAL**



International Alliance of  
Guardian Angels

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### 3. PSY-COMM MANUAL

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## Guardian Angels Psy-Comm

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You may have heard about “Psy-Ops” conducted by the military. It stands for Psychological Operations, and is part of unconventional, “asymmetric,” and “nonlinear” war tactics. One of the lessons of the Vietnam War is the importance of influencing the minds and hearts of civilians as well as destroying enemy combatants. In fact, in South Vietnam, it was hard to distinguish between civilians and combatants. Psy-Ops uses numerous psychological tactics designed to influence both civilians and soldiers in the war arena. The most popular form of Psy-Ops is simply dropping leaflets encouraging people to either surrender or turn in the enemy for rewards. It may also include broadcasting radio music interspersed with propaganda. When Noriega hid in a church in Panama, Psy-Ops blasted the neighborhood with loud heavy metal music all night.

The only similarity between Guardian Angels Psy-Comm and military Psy-Ops is the goal. Our goal is also to win the hearts and minds of the public. However, our tactics are not so unconventional and aggressive. Psy-Comm stands for Psychology-Communication. It is more of a skill like teamwork than a tactic like ambush. Psy-Comm is the ability to use communication to positively influence the thinking and behavior of others. Although, it is a powerful skill in any situation, it is absolutely critical on the streets.

For example, there is a group of drunk and rowdy people on the streets. They are harassing people and start yelling profanities at a Guardian Angels Patrol. In the first scenario, the Patrol confronts the group. They bark orders at them to get off the street. They threaten to arrest everyone. They even exchange obscene insults. This may lead to a violent brawl. In the second scenario, they utilize Psy-Comm. The PL has everyone posted up close by. The PL and his partner approach the group. They address them in a respectful and confident manner. They seek and identify the “ring leader.” They communicate what the Guardian Angels are about, and what they do on the streets. They are able to quickly deflect any insults or disrespect. In this scenario, there is a much lower chance of a fight. The group will simply get tired of talking and thinking and walk away to have fun.

The most importance differences in these two scenarios are public perception and long-term side-effects. In the first scenario, people walking by hear the Angels cussing and insulting the group. They will also watch the brawl and become even more fearful of the streets. They may not see who started it, but all they see are Angels fighting citizens. Also, in the likely case that the Angels win the battle, they may lose the war. The group may retreat but return with more friends and weapons. Now you will have larger, armed roving gangs of rowdies.

While learning physical self-defense is essential for staying safe on the streets, you will use Psy-Comm hundreds if not thousands of times more often. While the Guardian Angels are well known for our martial arts and fighting skills, we should become increasingly well known for our communication and social skills. Psy-Comm is not only effective on the streets; it is also a powerful tool for motivating and organizing a

community to fight crime. Our job is to bring people in the community together and work together toward a common goal.

## **Social Aptitude**

Psy-Comm is only one part of something larger called social aptitude. When most people think of people with excellent social skills, they think of really out-going, chatty, and loud people, basically social butterflies who go to lots of parties. (Ironically, the loudest people at parties are usually the most sedate and quiet in private. Also, quiet people in public can be rather loud and chatty in private.) However, social aptitude is not just about talking and chatting. In fact, out-going and chatty people can also be socially inept. They gossip about others, spread malicious rumors, lie, discriminate, lose their temper, insult, complain, make enemies, become obnoxious, and make others feel uncomfortable. Social aptitude is simply the ability to make people feel comfortable and trust you. It is the ability to build strong and dependable relationships.

As Guardian Angels, we should have excellent social aptitude not only on the streets but in our communities. We should be able to bring people together to work with and trust each other. We should be able to resolve conflicts on the streets without becoming upset and also resolve conflicts in the community without creating divisions and political wars.

Someone with social aptitude does not go to a party and just hang out with the popular ones. They circulate the room trying to make everyone feel comfortable and welcome. They will even engage the wall flowers. Likewise, we do not just talk to the wealthy and attractive party goers on the streets. We talk to the homeless and poor youth. When we go to community meetings, we do not just talk to the Council members and VIP's. We talk to the citizen in the corner who is probably too afraid of voicing his ideas and problems. We also do not just fill our ranks with people just like us. We accept everyone regardless of race, ethnicity, gender, sexual orientation, religion, age, disability, or political view.

Keep in mind, however, that we also do not exclusively hang out with outcasts. Outcasts can be just as guilty of social ineptitude. They can also spread malicious rumors about the popular people, lie, discriminate, lose their temper, insult, complain, and make enemies. Our goal is to bring everyone together. In this sense, there really are no outcasts. People simply accept each other's differences and work together in spite of them.

## **Social Aptitude**

Respects privacy and is discreet  
Deals directly with problems  
Deals directly with people  
Deals with conflicts  
Assertive  
Listens  
Shares  
Inclusive, tolerant  
Open yet cautious

Understands  
Takes responsibility  
Takes action  
Ethical, honest, moral  
Sense of humor  
Mature, compassionate  
Confronts inappropriate behavior  
Views everyone as equals

Easy to be around, approachable  
Clean and sharp appearance

Accepts and acknowledges emotions

Reliable, consistent, dependable

Forgives but does not accommodate

## **Social Ineptitude**

Gossips, slanders, spreads rumors  
Complains to others  
Disses others behind their backs  
Avoids or exaggerates conflicts  
Passive-aggressive  
Only talks  
Acts closed or aloof  
Exclusive, intolerant  
Overly intimate and gullible or  
overly closed, cynical, and sarcastic  
Judgmental, prejudiced  
Blames, points finger, victim mentality  
Entitlement mentality, helpless  
Unethical, deceptive, immoral, breaks laws  
Easily offended, upset, frustrated, disturbed  
Laughs at and ridicules others  
Ignores and engages in inappropriate behavior  
Believes in social hierarchy, class, and status  
Self-righteous, elitist  
Uncomfortable, defensive, guarded  
Poor hygiene or  
overly obsessive about trendy appearance  
Ignores or belittles emotions or  
inflates them for attention and effect  
Unreliable, inconsistent, undependable  
erratic, unstable  
Burns bridges, creates sworn enemies or  
codependent and accepts abuse

## **Social Ineptitude and Modern Entertainment**

In today's society, with either two working parents or one single working parent, kids are pretty much raised by television and video games. Unfortunately, this is also where they learn their social skills. Television and video games do not profit from creating educational programs about people with healthy social skills. They profit from car wrecks both literally and figuratively. Both television and video games are veritable circuses of social ineptitude. Whether it is Jerry Springer, reality shows, soap operas, professional wrestling, or Grand Theft Auto, you get the same kind of destructive social behavior: lying, cheating, fighting, disrespect, gossip, slander, vendettas, insults, and obnoxious and inappropriate behavior. There is no doubt that this is entertaining for some like watching a car wreck, however, it should not be a model or guide for your own social behavior. Clowns are entertaining, but you do not necessary want to work for one, date one, or live with one.

## **Social Aptitude and Successful Lives and Communities**

Many people measure success by your bank account, size of family, job title, or rank in important social circles. However, there are many wealthy, famous, and popular people who are unhappy and continue to have endless problems with others and dramas. Success is truly marked by the people in your life. If you surround yourself with dependable, honest, open, and compassionate people, and if you have helped improve people's lives, it would be very difficult to consider yourself a failure by any measure.

In addition to this, many people fail because of poor social aptitude. People go from job to job, because they cannot get along with their bosses and coworkers. They will go from one friend to another, because they eventually blow up at their friends or stab them in the back. They go from one intimate partner to another for similar reasons. They do not get along with other family members or even their own children. If they have their own businesses, they cannot get along with suppliers, customers, clients, employees, or business partners. Their life is a continual drama filled with upset, anger, frustration, disappointment, and serial relationships.

Our goal as Guardian Angels begins with crime. Most criminals are socially inept. This is the very reason why they cannot hold down good jobs and make a decent living. This is why they become angry and victimize others. For this reason, part of fighting crime is teaching people social aptitude. At the same time, communities also fall apart because of social ineptitude. Churches do not communicate with community groups, community groups do not talk to schools, schools do not communicate with parents, parents do not trust the police, the police do not trust the public, the public do not trust politicians, etc. Society simply falls apart because of social ineptitude. As Guardian Angels, we should be building up and empowering society and individuals by both teaching and demonstrating social aptitude.



## Guardian Angels Body Language

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### Speaking Body Language

Whether you know it or not, your body speaks volumes. One of the most neglected and misinterpreted languages in the world is body language. No one teaches us proper or effective body language in school. Most of us simply learn by mimicry or trial and error. Either way, our bodies can often betray what we are saying. When we are trying to be friendly, our body language can communicate mistrust. When we are trying to be tough, our body language can communicate uncertainty and fear. Since being a visual deterrent is one of our main objectives, we must learn how to master body language. Body language can also get us out of a bad situation and save our lives.

### Appearance



The Guardian Angel to the left looks like a slob. He is wearing his beret incorrectly, his arms are folded, and his shirt is not tucked in. He is conveying a message that he does not care about his appearance, and he likely cares little about anything else.

When we respect and value things, we take care of them. If we value our car, we get it washed and repair dents. If we value our home, we clean it and repair damages. If we value ourselves, we keep a neat appearance and take care of ourselves. How are we supposed to value and care about our communities, if we cannot even value and care about ourselves?

### Head

The tilt of your head conveys a message about dominance, equality, or subservience. When you tilt your head back, you are communicating power and wisdom. When we are young and small, we often look up at adults, and what we see is their nostrils and eyes looking down upon us. By tilting your head back, you mimic the image of the larger, older, and wiser adult. Likewise, when you tilt your head forward, you are communicating subservience and innocence. When we look down at children, we see eyes looking up at us.

In the left photo, the cameraman is standing on a chair and looking down at the Angel. In the right photo, he is kneeling down and looking up at the Angel. You can see how the image on the right conveys more authority and strength than the image on the left.



Now the cameraman is standing at eye level. On the left, the Angel is tilting his head down and looking up at the cameraman. On the right, he is tilting his head back and looking down at the cameraman. You can see how similarly, the image on the right conveys more authority and strength.



When dealing with friendly and respectful people, you should neither tilt your head up or down. By looking them straight in the eyes you are communicating equality.

Motioning the head up and down is the universal language of agreement and affirmation. If someone is complaining to you, communicate that you understand what he is saying by nodding up and down. Motioning the head left to right is the universal language of disagreement or negation. If you shake your head at someone, he will think that you either disagree or disapprove of what he is saying.

## Eyes

When someone looks at you with both eyes, they can judge distance toward you. This is why most predatory animals can look at a single object with both eyes. Prey, on the other hand, need to have a wider range of vision to spot the predators, so their eyes are often on opposite sides of their heads instead of the front. When you look at people with both eyes, you are communicating that you are a predator capable of striking. For this reason, you should not stare. When predators stare, they are making preparations for an imminent strike. If you avert your eyes when passing people or only look at them

out of the corner of your eye or just one eye, you are communicating that you are prey and scared. When you are talking to someone, make good eye contact. When you pass someone on the street, make brief eye contact.

When you squint your eyes, you are communicating skepticism and doubt. When we squint our eyes, we are trying to see something in the distance that we cannot make out for sure. When someone tells us something, and we squint, it is almost as if we are saying, "I just can't see your argument."

When you look up in the air or roll your eyes, you are communicating disbelief and annoyance. There is not much to see up in the air but clouds. For this reason, when you roll your eyes up, you are almost saying, "Your head is in the clouds. I guess that's where I need to look to see your point."

When you patrol, your eyes should always be level on the horizon communicating awareness and self-confidence. Do not keep your eyes on the ground communicating introversion and insecurity. And also do not leave your eyes up in the air, which for a long period of time may communicate insanity.

## Hands to Face

A hand to the face indicates deception or mistrust. The human face is unmatched in its ability to express our emotions, feelings, and disposition. When people are constantly touching or scratching their face, they are unconsciously trying to hide their emotions, feelings, and disposition. Try not to touch your face when talking to people.

The two Angels in the left photo do not appear interested in you. The one on the left is drinking a soda and covering his mouth while the one on the right has both hands concealed in his pockets and is smoking a cigarette. The two Angels on the right appear more interested and approachable. The one on the left is making direct eye contact and reaching out to you, while the one on the right is paying attention.



## Mouth

Obviously, when we are happy and positive we smile, and when we are sad or angry, we frown. Sometimes, however, we need to communicate the opposite. If someone tells us they just slipped on some ice and may be hurt, you do not want to communicate humor. If someone is having a good time and greets you at a special event, even if you have been standing in the sun for eight hours, you do not want to communicate discomfort and resentment. At the same time, be cautious of offering a fake smile or half-serious hard look.

Notice how the Angel's eyes to the left appear to look right through you in an intimidating manner. The eyes on the right are the same as the ones on the left, but with a smile, they communicate a completely different message.



When predators bite, they curl their lips in a pout, bare their front teeth, scrunch their nose, furl their eyebrows, and open their mouth wide. This is the expression of aggression, anger, and hostility. When herbivores eat, they use the back teeth to chew. When you expose the back teeth, you are basically smiling and communicating that you are harmless.

## Shoulders

People tense up their shoulder when they are about to be hit or attacked. This brings up our arms and helps protect us from a blow to the head or chest. When we are stressed, we unconsciously tense our shoulders as if someone was attacking us. Try to relax your shoulders. Occasionally, roll your head and shoulders. You want to communicate that you are at ease talking to people. If there is a conflict, communicating the right amount of ease can help defuse the situation.

The image on the left conveys weakness and insecurity. Notice how simply rolling your shoulders back conveys confidence and strength.

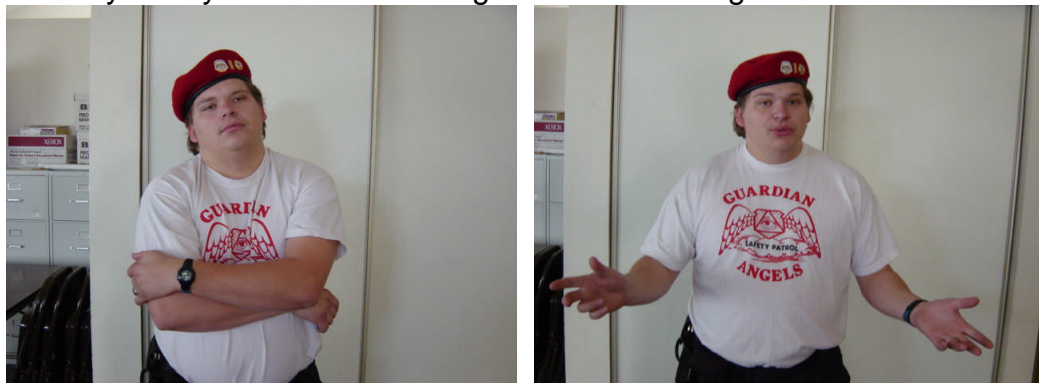


## Arms

Folding your arms or crossing them over to play with your watch or cuffs is a sign of discomfort, dislike, and insecurity. When your arms are close to your body, you are closing yourself from the environment around you. When people walk through dirty or dangerous places, they tend to keep their arms close to their bodies to avoid touching anything. When you fold or cross your arms in front of someone, you are saying, "I don't want to risk reaching out to you, touching you, getting to know you, or worse catching something from you."

When you talk, your arms should be very active and away from your body. This communicates that you want to reach out to people and make contact. It is also a safety technique. If someone tries to reach out to you aggressively, you can intercept him quicker with your arms out.

Would you buy a car from the Angel on the left or right?



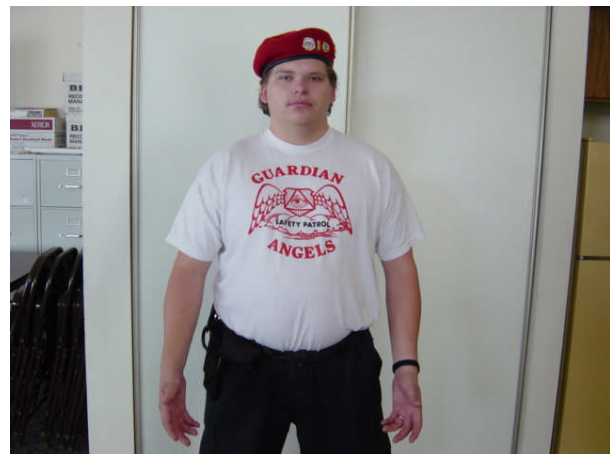
## Hands

Since we use our hands to hold weapons or valuable possessions, often times we try to conceal our hands if we don't want people to know that we have a weapon or valuable possession. Unconsciously, we learn that a concealed hand indicates mistrust or deception.



The Angel to the left has both hands behind his back. He does not appear entirely open and sharing. If his eyes were looking up at the sky, it would be almost as if he was a kid holding a broken lamp behind his back.

The Angel to the left has both hands clenched in fists. He appears threatening, aggressive, or insecure. The Angel to the right exposes both hands. He appears welcoming and non-threatening.



## **Stance**

When you have both feet together, you appear firmly fixed in one spot. This communicates inflexibility and passivity. When you spread your feet further apart and keep your weight between both feet, you are communicating the potential for movement and action. You are communicating flexibility and activism. A wider stance is also safer. If the other person suddenly attacks you, you can either sway backwards to avoid a strike or spring forward to take him down.

## **Angle**

You also want to stand at a slight angle primarily for safety reasons. This presents a smaller target for the other person, and it also allows you greater flexibility and leverage to move backwards or forwards. It is also less threatening to the other person. When a predator prepares for a strike, his entire body is aligned directly toward the target.

## **Position**

If you are talking to someone regarding a problem, and you are standing next to him focusing in the same direction, you are sending a message that you are both working together in the same direction. If you are standing directly in front of him, you are sending a message that you are going in two opposite directions, and you are both standing in each other's way.



## Guardian Angels 3 Levels of Communication

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### 3 Levels of Communication

The Guardian Angels use three separate and distinct levels of communication. Level 1 is friendly, courteous, and polite. 99% of the time, you will use Level 1 communication, just as likely as you will use Level 1 Force 99% of the time. However, Level 1 is only used when the other person is also being friendly, courteous, polite, and respectful.

Level 2 is firm, questioning, and assertive. This is used when the other person starts becoming sarcastic, mocking, stops listening, condescending, insulting, teasing, or insincere. At Level 2 you raise your voice and start taking charge of the conversation. Ask questions like "Why don't you like us? Why are you making light of this? Why aren't you listening to me?" Talk to the person firmly, "I said you're standing too close to me. Do NOT touch me! Back off NOW!"

Only when the person starts to become courteous and respectful again do you return to Level 1. Otherwise, do not negotiate, empathize, or listen. Level 2 is designed to protect your rights to personal space, not to be touched, and to be respected and listened to.

Level 3 is barking, commanding, and controlling. If the person is not responding to Level 2, Level 3 can be used as the last option before the use of force. Level 3 communicates that you are serious. It may also intimidate the other person. It is also used to inform everyone around you what is going on. If someone continues to touch you and you just take him down, people might think that you are the aggressor. However, if people hear, "DON'T TOUCH ME! BACK OFF NOW!" just before you take him down, they are more likely to consider the other person as the aggressor.

At the third level, you should loosen your diaphragm (the muscle below your lungs). Take a deep breath and then bellow out an order. People over a block away should be able to hear you.

### Communication Exercises

#### 3 Step Exercise

Find a relatively secluded place during the daytime or early evening. Have a person walk into an Angel's personal space. The Angel should first use Level 1 to explain to the person that he is too close for comfort. The person ignores the Angel and walks into his personal space again. The Angel should then use Level 2 to tell the person to back away. The person ignores the Angel again and walks into his personal space. The Angel should then use Level 3 to bark orders at the person.

Make sure that the 3 levels are distinct and clear. They should escalate like steps not a smooth incline. Everyone should be able to distinguish each level. Of

course, if the person seems threatening and aggressive instead of calm and inattentive, you may resort to use of force at any time.

## **Level 2 Talking Over Exercise**

Many people are unfamiliar with Level 2 communication. When we are with our friends we tend to use Level 1. When we are in a fit of anger and rage, we may use Level 3. Rarely, do we get much exercise using Level 2. You should practice Level 2 with the Talking Over Exercise.

A person approaches the Angel and starts going off in a disrespectful and cynical tone. Usually in these cases, an Angel will attempt to argue in a civil and courteous manner. If the person is not responding, the Angel only briefly uses Level 2 and then disengages. You DO NOT want to be caught in public loudly and aggressively arguing with people.

However, for the purpose of this exercise, you will be loudly and aggressively arguing. While the person is going on about how bad the Angels are, the Angel should ignore what he is saying and go into a monologue about the benefits and goals of the Guardian Angels at Level 2.

For many of us, it is hard to talk over others. We have learned that this is both rude and inappropriate. Unfortunately, Angels must be prepared to deal with rude people who behave inappropriately. Most novice Angels will allow loud, rude people to go on and on and try to sincerely answer disingenuous and ridiculing questions. As an Angel, you must learn to talk over these people and take charge of the conversation in order to end it and move on while not becoming emotionally involved.

If the Angel pauses to think, gets stumped, or breaks out laughing or giggling, he loses and must start over again.

## **2 on 1 Exercise**

After the Angel passes the Talking Over Exercise, elevate the pressure with the 2 on 1. This time, two people approach the Angel and pair up on him. The Angel must be able to use Level 2 and take charge of both people. Of course, in reality, if two people ganged up on one Angel, his partner would back him up both verbally and physically. In this case, however, the 2 on 1 pressure should make it seem easy dealing with only one hostile person.

## **Crowd Control Exercise**

Finally, the Angel must deal with a large crowd. This is when all the other students gang up on the Angel. Not all of them will argue with the Angel at the same time. The Angel must learn to address each individual uniquely. He should not be tough and curt with everyone. He should learn to single out the most hostile and aggressive person in the crowd and deal with him firmly and commandingly.

An Angel may very well be called upon to use this exercise in real life. If your patrol is handling a situation and you find yourself surrounded by a crowd, you may be the only one available to talk down the crowd.

## **Multiple Levels Exercise**

In this exercise, multiple people approach the Angel but only one at a time. The Angel must listen carefully and respond immediately to any slight change in tone, attitude, disposition, argument, and sentiment. The first person may be friendly and nice. The second may be nice but slip in a subtle insult. The Angel should immediately pause the conversation and elevate to Level 2. The next person may be nice. The Angel switches to Level 1. Then the next one is hostile and threatening. The Angel must then immediately switch to Level 3. This is designed to train the Angel to switch levels instantly and become more perceptive to people's disposition.

## **Peripheral/Focus Exercise**

A Guardian Angel should also be highly aware of his environment. Even when you are talking to someone, you should continue monitoring the space around the person while still being able to focus on the conversation and person. One exercise to enhance your peripheral awareness is to do a recruiting exercise, while two other students, both standing at the edge of your peripheral vision, throw tennis balls lightly at you. You should be able to catch the balls before they touch your body.



## Guardian Angels Verbal Communication

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Anyone can throw a punch or block a kick. Few people know how to communicate effectively. Effective communication does not mean having the ability to ramble on, lie, argue, blame, waffle, and talk endlessly. Effective communication means being able to change people's behavior by listening, talking, interacting, and learning.

Unfortunately, you do not see communication schools cropping up like you see karate schools. You do not see people participating in communication activities like they participate in softball leagues, health clubs, bowling, basketball, and hiking. You might argue that people are communicating all the time, so why do they need to practice it? What many people witness, however, is one-sided communication. Someone yells at someone else, lectures them, waxes on nostalgically, rambles on about technical statistics or data, accuses, blames, whines, lies, promises, expresses their needs, etc. These are all examples of ineffective monologue.

In order to be an effective communicator, the speaker must make a human connection with his listener and through understanding him, be able to alter his behavior if necessary. Effective communication is the exploration of each party's thoughts and feelings tempered with respect and understanding. It is not the expression of one's thoughts and feelings without regard for the other party.

### Defusing Hostility

Animals rarely attack each other without provocation or attempts at intimidation. In most instances, animals attempt to avoid fights through exhibitions of power and size. Likewise, humans rarely engage in fights without first some attempt at communication.

When conflict arises, an effective communicator can easily handle the conflict as well as create new understanding and cooperation. The first step to conflict management is knowing how far along the hostility ladder the person has traveled. Trying to talk down a person on the brink of violence is pointless and potentially dangerous. Making direct commands at a person who is simply expressing his worries is just as inappropriate. Following are some general categories of conflict and their appropriate responses.

|    | <u>Threat Level</u>                      | <u>Level</u> | <u>Response</u>              |
|----|--|--------------|------------------------------|
| 1. | Calm, cooperative, courteous.            | 1            | Dialogue.                    |
| 2. | Calm, uncooperative, courteous.          | 1            | Dialogue.                    |
| 3. | Calm, uncooperative, disrespectful.      | 2            | Demand respect first.        |
| 4. | Disturbed, uncooperative, disrespectful. | 2            | Assert and command.          |
| 5. | Angry, uncooperative, disrespectful.     | 3            | Protect your personal space. |
| 6. | Uncontrolled, disrespectful.             | 3            | Leave.                       |

Defusing hostility and resolving conflict are skills that require poise, self-confidence, self-control, and inner strength. With practice they become some of the most powerful skills any human can possess.

1. Remain calm.
2. Ask the person what is upsetting them. *“Why are you upset?”*
3. Restate their feelings. *“Okay, so you don’t appreciate us being here.”*
4. Involve them in the solution.  
*“Why don’t you join us? Find out what we’re all about and then decide if it’s worth it.”*
5. If they do not calm down and are simply being argumentative, it is no longer useful to continue talking with them.
  - A. Take charge of the conversation. Do not allow them to interrupt you.  
*“We’re here trying to help people.”*
  - B. Command them.  
*“Stand back! Step back now!”*
  - C. Leave them.

If at any point during this interaction you feel your temperature rising and you feel the need to insult them, you have entered the fast lane toward a violent outcome. In today’s society with concealed weapons, it is not intelligent to provoke someone into a fight. It is more mature and smart to walk away if any party refuses to listen or respect the other. Respect is the first step toward mutual understanding. Without respect, no party will ever understand the other.

## Dealing With Detached Cynicism And Noncommitted Criticism

Most novices will assume that the only verbal problem we come across is hostility. Hostility is obvious. People may insult or laugh at us. One of the subtler and equally dangerous forms of verbal attack is detached cynicism and noncommitted criticism. Evil triumphs when good people do nothing. Fighting evil is only half the battle. Fighting apathy and cynicism is the other half. People will find any excuse and rationalization to do nothing. Their excuses and rationalizations will sound like this:

*It is too dangerous*

Danger will increase only when no one acts. When bad people feel that there is no one to resist them, they will only gain confidence and power. There are many things you can do that are safe and effective.

*It will not accomplish anything*

Any effort made is an accomplishment. When you act, you may make mistakes, but you learn and grow. When you do nothing, you not only fail to learn, you succumb to even greater despair and demoralization. When people become hopeless, they become desperate. When they become desperate, they are more likely to use violence and turn to destructive measures. More evil in the world is the product of despair than sickness or sinister motives.

*You are not going to change the world*

Our goal is not to change the world. Our goal is to change people's attitudes one person at a time. When we empower people, they not only empower those around them but they no longer enfeeble those around them creating a double positive impact. The influence of a few empowered people has a far-reaching ripple effect.

*No one else is doing anything*

We are doing something. Every solution begins with someone doing something. If everyone avoided doing things just because no one else did it, there would be no progress or invention in the world. Everything that we have today began with one person doing something differently.

*You're just doing it for ulterior motives*

It is pure fantasy to always assume people are either doing things for only social or only selfish motives. We all do things for both social and selfish motives. A mother protects her children not only to protect them from injury but also to protect her genes from harm. A cynic will always see the mother as selfish. In reality, we are both social and selfish beings, however, when a mother protects her children, we choose to view that as noble. When she abuses or neglects her children, we view that as selfish.

*There's no scientific or quantitative evidence that you are improving anything*

There is quantitative evidence that our patrols do make a difference when we concentrate on a specific area. When science and quantitative analysis find a way to measure how people feel and how their attitudes improve, we will have scientific and quantitative evidence. Our goal is to empower people with ideas and make positive changes in their lives, to help others, and improve their communities. Modern science can measure temperature rising, but it has yet to measure a community's self-confidence improving. Provide us with the scientific or quantitative evidence that we are not improving anything.

## **Public Involvement**

A lot of people work hard 8 to 5. Those who work in the private sector think that they don't work for the government, but we all do. One day out of each week, we work for the city, county, state, and federal government. We give them a full day's paycheck every week, and in return, we expect them to solve all our problems. In a lot of people's minds, it is bad enough they work at all for government. Now they're supposed to become more involved in dealing with things the government should be doing? Crime, drugs, gangs, blight, urban decay, traffic, waste, pollution, health, and poverty: these are all things the government should be handling right?

The government is not a safe deposit box for our conscience. We do not get to throw money at the government and expect all our problems to go away. How many people have spent thousands of dollars on diet programs, health books, fitness gadgets, and gym dues? How many people have gained weight since then? Human psychology and physical fitness are both based on our long history of being active creatures. If we do not act on our own behalf to solve our own problems, we become both depressed and out of shape.

Social problems affect every single one of us. If we put our collective heads together, we could solve every single one of them. Today, citizens are joining neighborhood advisory councils. Citizens are complaining to corporate offices. Citizens are trying to buy more fuel-efficient vehicles. Citizens are volunteering to build housing for the poor. In fact, people are volunteering now more than ever. Whether you volunteer with the Guardian Angels or with your city government, it doesn't matter. So long as you are doing something, you are actively engaging your social conscience, and you are actively empowering yourself and all those around you.

You can sit on your couch after work and eat fat-free snacks and watch the boob tube. You can pretend that your neighborhood is not going to hell. You can pretend that your kids are safe. You can pretend that poverty does not exist. You can even pretend that you are content with life, but you cannot pretend that you are happy.



## Guardian Angels Identifying Deception

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One of the most common mistakes novices make dealing with people on the streets is believing everything they hear. This is not to say that all people you meet on the streets are untrustworthy. However, on the streets, there is a greater incentive for people to lie. Most interactions are brief, so it is hard to verify the truth. Oftentimes people will tell you what they think you want to hear. They may also exaggerate the dimensions of their problems or tell tall tales about their accomplishments. One of the favorite lies of men is claiming to have been part of an elite military unit like the Navy SEALs or Green Berets. Another one is that they are trying to start anew on the straight and narrow path. Oftentimes, they will tell you what they are fantasizing.

The best test for the truth is simple inquiry and verification. If someone claims to be a former Guardian Angel, ask older members if they know him. Or simply ask the person what he remembers about patrolling and training. Throw trick questions at him like, "What was the codename of your patrol platoon?" (There are no codenames for patrol platoons, and there is no such thing as a patrol platoon.)

You can also tell if a person is being deceptive by observing their body language. These are signs of deception:

- ✓ Hesitation when talking
- ✓ Higher pitched voice
- ✓ Stutters, stammers
- ✓ Shorter answers to questions
- ✓ Dilated pupils
- ✓ Touches himself often and especially around the face
- ✓ Hides their palms
- ✓ Blinks more
- ✓ More shallow breathing
- ✓ Licks lips because of dry mouth
- ✓ Unnatural pose or body position
- ✓ Tightened, tense shoulder and neck muscles

There are also misleading signs. Liars do not pause more while talking or talk slower. They do not smile less or make less eye contact. Liars also try to confuse the issue with unclear, ambiguous, and distracting language. They may become defensive and excited to cover up their fear and insecurity. Keep in mind, some liars are so habitual that they will come across as natural and honest, and they will not show any signs of deceptions. Also, some people are just naturally nervous and will fidget and stutter out of habit, however, if such a person suddenly relaxes and speaks slowly and methodically, then he may be lying.



## Guardian Angels Conflict Resolution

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### Conflict Resolution And Arguing

Arguing and conflicts are not bad things. Many people try to avoid them, because people usually argue with atrocious tactics and incompetence. When people think of arguments and conflicts, they naturally think of anger, tempers, fights, yelling, heartburn, stress, anxiety, broken friendships, regret, emotional pain, insults, and suffering. Quite the contrary, arguments and conflicts should really bring us happiness, joy, understanding, enlightenment, power, intimacy, peace, calm, harmony, and love. How bizarre you may think.

Arguments and conflicts are really recognitions of diversity, richness of experience, and creativity. If you could only go to one restaurant, there would be no argument or conflict, but life would also be very dull and bland. If you could go to a thousand restaurants, your life would be potentially enriched and enjoyable. The problem lies in how we go about choosing the best of many options.

The old-fashioned school of thought is that there is only one right answer, and it usually depends on your social rank. A father is on the top, the mother below him, the eldest son next, the eldest daughter, etc. People did not argue much, simply because there was this strict social order. Today, that social order only limits us from truly exploiting all the opportunities and choices given to us with this Information Revolution. If dad were the only one allowed to make a choice, the entire family would suffer from the father's limited ability to interpret, analyze, and decipher all the available information and exploit all the resources.

Arguing means that we view each other as equals, and we are exchanging our ideas, opinions, experiences, and beliefs in order to develop a better understanding of the problem and each other. So the first step to effective arguing is to treat everyone as equals. The second step is to learn how to argue fairly, respectfully, and effectively; how to turn conflicts into opportunities and understanding.

### Transferring and Unloading Conflict

Another problem with conflict is misplacing conflict on the wrong person.

**Unloading conflict:** If your boss brings up problems with your performance, and you are not allowed to argue the point, you may turn around and bring up petty or nonexistent problems with the company or your own staff.

**Transferring conflict:** You may be frustrated that your spouse is not spending enough intimate time with you. If you feel uncomfortable telling her this, you may end up berating her for being late to a minor, insignificant appointment.

One of the keys to effective conflict resolution is to identify the root cause of the conflict as well as whether people are just transferring problems from other unresolved matters in their personal life.

### **Ground-Rules for Conflict-Resolution and Arguing**

1. Deal with it. Do not allow conflict to fester. Let the petty conflicts alone, but address and deal with disgruntled or argumentative members. Of course, too many petty conflicts may be an indication of a larger conflict.
2. Respect everyone as equals regardless of age, gender, race, religion, nationality, sexual orientation, and disability. Do not insult them in order to diminish their reputation and credibility.  
*"You're an idiot. Why should anyone believe you?"*
3. Use logic and acknowledge emotion. Do not yell, curse, glare, stare, pound your fist, push, face off, or raise your voice.
4. Respect people's ideas, opinions, and beliefs. Do not be sarcastic or condescending.  
*"That's the stupidest thing I ever heard, but for you, it's a major improvement."*
5. Don't interrupt, but also don't dominate the discussion.
6. Listen.
7. Often people prefer to be understood than agreed with.
8. Admit when you are wrong or that you do not know. Don't gloat when others admit they are wrong.
9. Do not use inflammatory or insulting language.  
*"That's absurd. That's idiotic. That's ridiculous."*
10. Do not offer a fake apology.  
*"I'm sorry you took it so personally."*
11. Do not blame.  
*"You're the reason everyone is quitting."*
12. Avoid using qualifying or detracting language.  
*"You're energetic, BUT you get too excited."  
"That sounds good, HOWEVER it won't work."  
"I won't insult you. ON THE OTHER HAND you should tell me that it hurts your feelings."*

## External Conflict Resolution

1. Separate John and Jane.
2. John states problem. Angel 1 restates.
3. Jane states problem. Angel 2 restates.
4. Angel 1 asks John what he wants to happen.
5. Angel 2 asks Jane what she wants to happen.
6. Angels 1 and 2 compare notes and create a solution.
7. Angels 1 and 2 propose solution to John and Jane.
8. Repeat until both sides agree or simply force both sides to walk away.

Example:

1. Separate John and Jane.
2. John: "She's being a bitch and took my keys." Angel 1: "Okay, so she now has your keys."
3. Jane: "He's supposed to take me home." Angel 2: "So he was going to drive you."
4. Angel 1: "So you want your keys back?"
5. Angel 2: "Do you want him to drive you home?"
6. Angels 1 and 2 compare notes and create a solution. Jane will return the keys, and John will promise to drive her home.
7. Angels 1 and 2 propose solution to John and Jane.
8. John refuses to drive her home. The Angels must then order Jane to return the keys but offer to get her a taxi.

## Internal Conflict Resolution

1. Jose states problem. Kim restates.
2. Jose states how it makes him feel. Kim restates.
3. Kim replies. Jose restates.
4. Jose replies. Kim restates.
5. Mediator analyzes the problem and tries to determine if there are any underlying or root issues.
6. Kim proposes solution.
7. Jose accepts/decline solution. If declined, Jose states solution.
8. Mediator creates solution if necessary.
9. Jose says something about Kim. Kim says something positive about Jose.

Step 9 is designed to leave a good impression at the very end. Both sides must walk away believing that the other person truly respects and values them.

Example:

1. Jose: "Kim keeps dissing me on patrol." Kim: "You think I am being disrespectful to you on patrol."
2. Jose: "It makes me angry and feel like you think I'm a joke." Kim: "By being disrespectful to you, it upsets you and humiliates you."
3. Kim: "I get angry at you, because you never listen to me on patrol." Jose: "You feel that I do not listen to you, and this angers you."
4. Jose: "I did not realize I was doing this, sometimes I have to concentrate on what's happening on the street. I am sorry."
5. Mediator analyzes the problem and tries to determine if there are any underlying or root issues. Mediator: "You two got in an argument a month ago, and I still feel that you both have hard feelings about that. This is just a continuation of that problem."
6. Kim: "I will make an effort not to be disrespectful to you on patrol."
7. Jose: "I would very much like that. And I will make an effort to listen to what you have to say on patrol."
8. Mediator creates solution if necessary. Mediator: "You guys will both have to work on respecting each other. If this problem continues, you both cannot patrol."
9. Jose: "I think you have a lot of great ideas, and you're very outgoing with people on the streets." Kim: "I think you care a lot about the people out there, and you make a really strong effort to help people."

The mediator should only allow either side two warnings for breaking the same arguing ground rules. On the third warning, the Conflict Resolution session ends, and the offender receives disciplinary action.

You should only conduct two Conflict Resolution sessions for the same problem. After that, the Chapter Leader must decide who is causing the problem. She must then separate the two individuals. If this cannot be done, she must simply let go of the one causing the most problems.



## Guardian Angels Understanding Arguments

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An argument is a conclusion and reasons for supporting that conclusion.

For example, the following statements are not arguments; they are just conclusions:

“The Guardian Angels help communities.”

“We deter crime and are positive role models for youth.”

However, combined, you have an argument:

“The Guardian Angels help communities, because we deter crime and are positive role models for youth.”

The second part of the statement is the reason that supports the first part, the conclusion.

### Identifying Bad Arguments

Winning arguments is not the goal of Guardian Angels communication. Our goal should be creating more understanding and cooperation. However, some people are simply argumentative and will try to assert that he is smart or logical and you are stupid or irrational. Protecting yourself with verbal communication is just as important as protecting yourself with physical tactics. Your focus should not be on insulting and hurting the aggressor. Your focus should be on protecting your rights and reputation while attempting to influence the aggressor’s mind and behavior.

## Bad Logic

### False Logic

*“All vigilantes are activists. All Guardian Angels are activists; therefore, all Guardian Angels are vigilantes.”*

The argument above is illogical. Just because all vigilantes and Guardian Angels are activists, does not mean Guardian Angels are vigilantes.

### False Deduction

*“You guys were patrolling my neighborhood last night, that’s why the gangs were tagging the place last week.”*

There could be many reasons for one thing. Ask why he believes one thing leads to another. Why does he believe citizen involvement leads to more crime? What caused the crime in the first place? Could it be lack of citizen involvement?

### Contradiction

*“Working with the police isn’t going to help any neighborhood. We’ve worked with them for years on cleaning up one neighborhood, but the crime just moves to another neighborhood.”*

Simply point out the contradiction. “You said working with the police doesn’t help, yet you also said they helped clean up one neighborhood. Maybe if more neighborhoods worked with the police, more neighborhoods would be cleaned up.”

### False Association

*“You guys wear boots and berets like you’re some kind of Nazi Youth.”*

If the person is wearing hip hop or loose clothing, ask him if he belongs to a gang. Do all guys with long hair want to be women? Just because two things have a few things in common, does not mean one has anything to do with the other.

### Coincidence as Correlation

*“Ever since you guys started patrolling, there have been more traffic accidents in the neighborhood. You guys are causing this.”*

Coincidence or correlation does not prove cause. If he was on the same block as a double homicide, and he was the same race as the suspect, ask him if he should be arrested for murder.

## Misleading Rhetoric

### Credibility

*“You’re an idiot. Why should we listen to an idiot?”*

Few can argue that we should listen to idiots; however, the person must first prove that you are an idiot to begin with.

### Over-Generalizing

*“You’re nothing but a bunch of vigilantes. All you community activists are wackos just trying to get attention.”*

Any generalization can be destroyed with one example to the contrary. Ask him what he thinks of Martin Luther King Jnr, Gandhi, or Cesar Chavez. What about the Red Cross, Salvation Army, and Amnesty International?

### Conviction as Proof

*“I am completely and totally convinced that you have absolutely nothing to offer us.”*

Whenever someone seems absolutely certain and positive, it does not hurt to ask questions and allow him to justify his certainty. “Why do you think that? What makes you believe that? Explain your position.” Oftentimes, you will find out that the person has not really thought things through. His overconfidence is only hiding his lack of knowledge and confidence. Provide him with the information he needs to feel secure.

### Opinion as Fact

*“Nobody likes the Guardian Angels, and no community wants to work with you.”*

Challenge the opinion. Ask him whom else he has spoken with. Tell him about all the people you have spoken with who think to the contrary.

### Taking Things Out of Context/Omission

*“You guys say that you will hit people and choke them out.”*

Provide context. “We will only use minimal force necessary to arrest someone or protect our lives. We have extensive training in the appropriate use of force. We focus on non-injury and non-violence.”

## **Undesirable Alternatives**

*“If we accept the Guardian Angels, the gangs will just attack us. Either we just learn to live with the gangs, or we have Guardian Angels and gang killings.”*

Provide desirable alternatives. “Oftentimes gangs give up. Criminals are always looking for short cuts. Faced with a united front, you can overcome most adversaries. Ever heard of divide and conquer?”

## **Misdirection**

*“The Guardian Angels patrol the same streets as the drug dealers. Some Guardian Angels used to be gang members. They’re probably working with the drug dealers.”*

Provide clarity and direction. “Just because you’re on the same street as drug dealers, does that make you a drug user?”

## **Circular Arguments**

*“We should reject the Guardian Angels, because after most of us reject them, we will have a consensus against them.”*

Point out the problem with the argument. “Do most of you reject us? Is there a consensus? Is everyone in the community represented here? Who says you represent the entire voice of the community?”

## **Assumed Bias**

*“We don’t need the Guardian Angels, because nobody wants to have citizens patrolling the street.”*

Address the bias or prejudice. “What makes you think nobody wants that? A lot of people want our help. We wouldn’t be around for so long if nobody wanted citizens patrolling the streets.”

## **Loading the Argument**

*“Anyone who supports the Guardian Angels does not want to work with us and help the community. They just want to divide the community and cause trouble.”*

Unload the argument. “People actually want to unite the community and solve crime problems. The only way to do that is to work together and involve everyone.”

## **Arguing Semantics**

*“What does it really mean to patrol? Isn’t that just another way of saying harassing people? When the military conducts patrol, they kill people. We don’t want patrols in our neighborhood.”*

Argue the interpretation. “Patrol also means ensuring safety and security. Patrol also means interacting with and helping people. Also, we do not just patrol, we educate and we empower.”

## **Losing an Argument**

Arguments usually descend into insults and mud slinging when people realize that they can no longer win the argument with logic and reason. Guardian Angels can also find themselves in this predicament. In order to avoid insulting people and losing your temper, you should practice the art of arguing so that you never run out of things to say. If the other person starts to lose and throws insults, leave. However, if you have treated the other person with respect while arguing with him, he may respond quite differently. He may simply stop arguing and start thinking about what you are saying. Do not be surprised at how many supporters and recruits you can discover from people who are at first skeptical or argumentative.



## Guardian Angels Attitude

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### Assertiveness

The Guardian Angels attitude is neither passive nor aggressive. You are passive when you allow others to walk all over you. You subordinate your interests, rights, and needs to the interests, rights, and needs of others. You are appeasing and conflict avoidant. You are aggressive when you are the one stepping all over everyone else. You want others to serve your interests, rights, and needs. You are uncompromising and exploit conflicts to force others to back down. People can also be passive-aggressive. This means that for the most part they are passive; however, if you push them too far, they instantly become aggressive.

The Guardian Angels attitude is assertiveness. We are neither passive nor aggressive. We do not allow anyone to take advantage of us, and at the same time we do not take advantage of others. We protect our rights, pursue our interests, and fulfill our needs, but we also help others protect their rights, pursue their interests, and fulfill their needs. We do not avoid conflicts, but at the same time, we do not create them as a weapon to intimidate and manipulate others. We compromise, negotiate, and argue in order to learn about everyone's ideas, needs, and feelings and create a solution that best serves everyone.

Many people are not quite sure what the difference between aggressive and assertiveness is. Too often, they mistake assertiveness for aggressiveness. You know when you are being aggressive when you feel yourself losing your temper and becoming upset. Assertiveness is marked by calm, alertness, and poise.

### Taking Charge

While on patrol, a Guardian Angel must always be ready to take charge of any situation. Usually, when you are hanging out with trusted friends or relatives, you do not have to always try to take charge of every conversation or discussion. As Guardian Angels, however, whenever we are dealing with people who are being disrespectful or argumentative, we must take charge to resolve the situation immediately. We simply do not have the luxury of engaging in long, heated debates in public. People will simply view us as harassing the public.

### Selling Energy/Confidence

A Guardian Angel must also exude both energy and confidence primarily for safety reasons. If criminals suspect that we are uncertain, afraid, or insecure, they will feel more confident attacking us or simply committing crimes in our presence. Either way, it creates a more dangerous situation. In public, we must always be certain of our mission and confident in our skills and abilities.

Selling energy and confidence also attracts others to our cause. When people look around for things to do, they are also looking for people who are energized about what they are doing. In their minds, they believe that doing the same thing will energize them. People simply do not want to get involved in an activity that will sap their energy away. If you are too tired, stressed, or upset, do not go out on patrol. People are quick to pick up on positive energy and quick to avoid negative energy. If you truly understand our mission, work hard to fulfill the goals, and have a positive outlook, you will naturally exude positive energy and confidence.



## Guardian Angels Poise Under Pressure

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There is a saying that experience comes before courage, never the other way around. This is the reason that a Guardian Angel must not only be trained physically but more importantly psychologically and mentally. When you are dealing with a dangerous situation, people react based on the many subtle ways you respond. If you are being verbally challenged, and you respond by hurling insults and counter challenges, you are only communicating your own fear and lack of control. It is important in any dangerous situation to maintain control and poise so that you can respond intelligently, effectively, and quickly to anything.

There is a schoolyard game called dissing. The game involves two kids throwing insults at each other, like, "You were so ugly as a kid, your mother had to tie pork chops around your neck to get the dogs to play with you." The goal is to force the other person to lose his cool and his ability to come back with a witty insult. The actual point of the game is to teach both sides how to think clearly and quickly under pressure without losing their cool. Anytime one side loses his cool, it is an indication that he is no longer thinking clearly, and he is therefore more vulnerable to attack and manipulation.

When most people encounter an emergency or dangerous situation, they tend to freeze and become self-conscious. One of the greatest fears people have is talking in front of a group of people. How about dealing with a life and death situation in front of a group of people? As a Guardian Angel, you cannot afford to freeze when the pressure's on. Your life as well as the lives on patrol is at stake. There are three keys to maintaining calm and focused under pressure:

1. Preparation.
2. Focusing on the welfare of others.
3. Focusing on your mission and goals.

These also happen to be the keys to dealing with combat stress. Those who are least likely to suffer trauma during combat are the most prepared, focus on the welfare of their buddies or platoon, and truly believe in what they are fighting for. On the other side are those who are not prepared, are only concerned about their own survival, and have no idea what they are fighting for.

### **Fight or Flight Instinct**

Without any training, the natural impulse of any animal when dealing with a serious threat is to fight or run. When we perceive a serious threat, our heart beats faster, adrenaline is released into our blood stream, our muscles including our facial muscles tighten, and we tend to hold our breaths. This may work well for dealing with predators in the wild, but it works poorly in the urban jungle. The presence of weapons as well as the ability of the threat to communicate, opens up all kinds of options,

opportunities, as well as dangers. We cannot afford to shutdown our minds and react like savage animals. In order to deal with all these threats and opportunities, our minds must be constantly alert, active, and analytical.

*Can we still verbally de-escalate the situation? Can we take verbal control of the situation? Is there a weapon? Can we outmaneuver the attackers? Do we have the best fighting positions? Is there still a path of escape for the attackers? Is there a way to allow them to save face and retreat? Do they have backup waiting around the corner? Is that a police siren in the background? Has anyone called 911? Does the Patrol know that this is a throwdown? Is there anyone missing on patrol?*

In modern street fighting, it is the matador that usually wins, not the charging and raging bull.



## Guardian Angels Recruiting

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Recruiting is the lifeblood of a chapter. When a chapter stops recruiting, it starts dying. While it is important to get people in a community more involved and to work together, you accomplish more with more members.

Recruiting is the same thing as selling. Instead of selling a car or cell phone service, we are selling a concept. The concept is volunteering and community involvement. We are not just trying to get people to join the Guardian Angels so that we can brag about having a larger chapter. We are trying to raise people's consciousness and get them thinking about serving their communities. Whether they end up volunteering with the Red Cross or us it really does not matter. Either way, we are doing our job improving the community by getting more people involved.



Recruiting Booth, Reno, Nevada

### Attitude

The biggest obstacle to successful recruiting is your attitude. First, many people do not like being rejected. They take it too personal. Whether you are trying to get a job or a date, the same concept applies. You are not selling yourself. You are first selling a superficial image. When people reject you, they are not rejecting everything about you. They are only rejecting a snapshot of what you are presenting.

Second, people do not like to work hard to make a connection. Their attitude is: they know their program is great, if people cannot see that, too bad for them. Your attitude should be: people have no idea what a great program this is. It is your job to give them as much information and motivation as possible in a short period of time.

When people look around for things to do or groups to join, they look for positive energy. If they see that you are excited, pumped, and enthusiastic about what you are doing, they are more likely to be interested in becoming a part of it and soaking up some of that positive energy.

## **6 Step Recruiting**

### **1. First Contact**

The Guardian Angel will always initiate contact with a friendly salutation.

“Hello.” “Good evening.” “What’s up?”

If the person stops and asks who we are or what we are up to, go to step 2.

### **2. Education**

Ask them if they have ever heard of the Guardian Angels. Explain what we are about, what we are doing, and why we are doing it.

“We’re volunteers patrolling the streets. The residents in this neighborhood called upon us to check out some potential drug dealing, so we’re out here trying to scare off the dealers and users. We’re trying to get more people involved in cleaning up this area.”

### **3. Questions**

The Guardian Angel then asks the person if he lives in the area, if he has seen any problems, and what he thinks about the problems. The 3<sup>rd</sup> Step is designed to open up the person for two purposes. First, he becomes a great source of intelligence about the community, and second, he feels like he’s making a connection with you. You come across as interested in his interests, ideas, opinions, needs, and concerns.

“Have you ever studied martial arts?”

“Have you ever thought about joining the Guardian Angels?”

“Do you go to college here?”

“Do you live here in town?”

### **4. The Pitch**

The Guardian Angel then asks if the person has ever considered getting involved and volunteering. Before he can answer, sell the Guardian Angels concept and some of the benefits.

“We try to help people out and get people involved. We do self-defense and martial arts training. It’s all free. When you patrol, you get to meet more people in your community and get to know more about your city. We sometimes travel to other chapters to help them out, and they visit us.”

### **5. The Close**

If the person rejects the offer, offer him a flier anyway if he runs into anyone else who may be interested in joining or if he changes his mind. Also ask him if he would consider just coming out for one training or patrol just to see what it’s like. If the person accepts the offer, get his name and phone number and give him a flier. Assure him that he is doing a great thing and will get a lot out of it.

## **6. The Follow Up**

The day after the patrol give him call. Do not let him wait two days or more. Keep in mind that people are very unsure about getting involved and changing their habits. They need as much support and assurances as possible. If he does not show up the first time as promised, call him the next day. Sell him again on the benefits of joining, and assure him that he is doing the right thing and will discover a lot of opportunities and rewards in joining. Keep in mind you are not done selling him after the first contact. You should continue selling him on the phone, during his first appearance, and throughout his membership.

### **Pause**

Unless you are involved in a serious situation, talking to people on the streets should be your main priority. The entire Patrol should stop and post up. Do not make the person feel as if you are in a hurry to get anywhere or you have better things to do. Many people will act as if they do not expect you to want to talk for long. Keep the conversation going. Be relaxed and open.

### **Persistence**

Sometimes members have finally shown up on their fifth or sixth appointment. Some people have difficulty making up their minds, and all it takes to pull them one way or the other is persistence. In their minds, if you are persistent enough to pursue them, it must be important enough to join. If you are going to give up on them only after the third or fourth try, it probably wasn't meant to be.

While you may prefer to have members who are go-getters and have initiative, keep in mind your own hesitations and doubts when you first joined. You already know the benefits and rewards of being a member, and that is the biggest difference between you and a recruit.

### **Don't Act Desperate**

Be persistent, but avoid being desperate. Do not bargain with a recruit to come out. (E.g., "I'll pick you up and buy you something to eat if you come out on Saturday.") Once a recruit becomes a Safety, he should not continue to flake. This will set a poor example for the rest.

### **What Motivates You?**

Ask yourself, what gets you exciting about the Guardian Angels? What benefits do you enjoy the most? Look back on your experience as a Guardian Angel and think of all the things that made you keep coming back for more.

## **The Next Leaders**

Also keep in mind that the next person you recruit may end up being a Chapter Leader or even Regional Leader. There is no telltale sign of who will succeed or leave. There have been quiet and reserved recruits who have left early and others who have become leaders. There have been energetic and enthusiastic recruits who have also left early or become leaders. A recruit's experience as a Guardian Angel is the main thing that determines whether he will quit after one patrol or end up becoming a leader.

## **180-Degree Recruitment**

180-Degree Recruitment means the ability to convert a hostile person into a Guardian Angel recruit. The ability to achieve this requires incredible levels of maturity, poise, self-control, and communication skills. One powerful way to defuse a hostile situation is to educate the angered party about the mission of the Angels, and then get him interested in joining. Once you have placed the person on your side, he is more likely to relax and view you as a friend not an enemy.

## **Sales Techniques**

If a car salesperson handed you a brochure of his hottest car and walked away, do you think he would be a salesperson for long? The objective of recruiting is not to hand out fliers. The objective is to open up communication with someone, build a bridge for him to cross toward you, and motivate him to cross it.

There are two different openings for patrolling and special recruitment campaigns:

During patrols, you are not actively recruiting, but you can still take the time to recruit. For patrols, all you need is a greeting and a pause. If someone greets you as you walk-by, do not turn around and stop him. If someone, however, greets you and walks up to you or asks a question, you have a perfect opening to recruit him.

During a recruitment campaign, you are more aggressively approaching people. Hand people fliers and greet them. "Afternoon sir." "How you guys doing?" If they pause in their tracks, approach them and recruit them.

Keep in mind that during recruitment, you are first learning something about them. Then you are focusing your sales pitch in that direction. Do not just stand there and wait for them to keep asking questions. Take charge of the conversation and get them excited about the idea of joining. You must give them the energy it takes to overcome their fears and concerns. If you offer no energy, they will not call. If you do not build the bridge, they will not cross their river of fear.



## Guardian Angels Media Interviewing

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Media interviews are almost the same as job interviews. You are given a very small window through which to make your first impression, and there is a lot of pressure. Hopefully, by following these simple rules, you will learn how to master both situations.

### 7 Rules Of The Interviewee

1. Don't be prejudiced.

Don't expect the interviewer to be mean and vicious. Many local news people have to live in the community they serve. They cannot be making enemies all the time. Also, local news stations do not have the budget for investigative journalists who are more likely to be aggressive, biased interviewers. By expecting an interviewer to be hostile, you create a hostile atmosphere, and the self-fulfilling prophecy comes true.

2. Don't answer questions; respond to them.

Every question is an opportunity and springboard for you to itemize all the great activities and events in which the Angels are involved. It's an opportunity for showing off accomplishments and services. Even a negative question can be turned around into a positive response.

*"Isn't it dangerous to patrol the streets?"*

"Safety is our number one concern. We provide training to keep our members safe. We focus on self-discipline, emotional maturity, and poise. Our members stay safe not through fighting skills, but through communication skills. We teach our members how to communicate effectively."

3. Don't be defensive. Take charge of the interview.

Don't wait for the next question. Volunteer positive comments.

4. Use short, simple, concise sentences.

An interview is like a shopping list rather than a short story. Over 90% of the interview will end up in the garbage, so news reporters are not looking for a beginning, middle, and ending. They are looking for "sound-bites" - quick, short sentences that concisely convey an idea.

*"How do the Guardian Angels support themselves?"*

Long response:

*"Well, we're open to donations from people, anyone can really donate to us, they just have to mail a check or something to our mailing address, or they can donate whatever*

*they want, like radios, or some people have donating printing, like Kinko's will donate free printing for our fliers."*

Sound-bite:

"We are fully supported by private donations. In addition to money, we accept free equipment or services like printing. Our address is... Donations help us fight crime here in Reno. Donations help us provide activities for youth and educate the community."

Also try to avoid using excessive jargon and slang.

5. Emphasize the positive.

Just like a job interview, you want to paint a bright, positive, friendly image.

6. Don't lie.

If you do not know the answer, or you feel the answer might be wrong, do not lie. Simply, tell the interviewer that you do not know. Credibility is the foundation for understanding. If the public feels that we are not credible, they will not listen to us, and they will never understand our objectives.

7. Never lose your cool.

Sometimes an interviewer will try to get underneath your skin in order to make you lose your temper and attack him. Keep in mind you are not speaking with him alone; you are speaking to thousands of people watching television. When you attack the interviewer, the viewer feels as if you are attacking him. The interviewer is an intermediary. Always keep your poise and dignity, and the viewer will sympathize with you and may even start to question the interviewer.

### **Surviving An Ambush**

It rarely happens, but it is always best to be prepared. An ambush occurs when the interviewer continually asks biased, suggestive, accusatory and negative questions.

*You don't really have any plan in case you're fired upon?*

*How many hours do you really spend learning about drug and gang awareness?*

*You have no way of really knowing if a new recruit is dangerous?*

*You still haven't answered my question.*

A hostile reporter should be treated exactly like a hostile person on the streets. Do not get emotionally involved and angry. Calmly reassert the positive ideas and comments. Do not allow the reporter to interrupt you. Take charge of the interview. If the reporter continually badgers you, simply tell him that you do not believe the interview is being conducted fairly or that you feel the questions are suggestive and unfair. Calmly inform the reporter that you would rather not continue the interview. Do not stick your hand in the camera lens and never say "no comment."

Before you leave, offer the reporter a hand to shake and thank him for his time. In other words, do not leave your dignity and graciousness on the chair; take it with you. Finally, offer the reporter a second chance. "I'd gladly sit down with you again and answer your questions so long as they are impartial and fair."

Also, never talk off the record or aside. Everything you tell the reporter can and will be used as part of the interview. The interviewer may even comment about how you arrived and how you left.

## **Negative Interview Questions**

*Why haven't we heard much of the Guardian Angels lately?*

We used to receive a lot of media attention when we first started because of the controversy and novelty of citizens patrolling the streets. Today, public involvement is not only the norm; it is expected. While we may not get as much media attention, we are getting the attention of the communities we serve.

*The Guardian Angels used to be pretty large. It appears to be much smaller now.*

In the 70's and 80's, thugs and gangs used to hang out on streets by the hundreds. It used to take armies of Guardian Angels to take back the streets. At the same time, with high unemployment, many people had nothing else to do but volunteer. Today, drive-by shootings have deterred most criminals from loitering in large numbers. At the same time, low unemployment means less free time to volunteer.

Meanwhile, we have both streamlined our patrols and diversified our services. We now offer youth programs to tackle the source of many crime problems. We also have Internet safety, self-defense, and education programs. We have also expanded internationally and have chapters as far away as England and Japan.

We may not have one hundred members patrolling a neighborhood, but we don't need one hundred patrol members. Of course if unemployment increases, we may see a resurgence in street crime but also a resurgence in volunteering.

*Why haven't the Guardian Angels developed consistent funding and support?*

In the beginning, the leadership made the decision not to use professional fund-raisers and dedicated grants. They believed that this would jeopardize its flexibility and responsiveness to the community. In the midst of all the controversy, they certainly did not want the establishment to water down their efforts or restrict their abilities. Additionally, many large donors were still wary of this up-start group. As a result, the organization has been run by part-time volunteers juggling careers, family, as well as other responsibilities.

The organization now has developed a better reputation with the establishment and civic leaders, and it is beginning to experiment with more established fund-raising

and grant programs. Today we have the Urban Angels, a grant funded program that teaches youth important life-skills in urban schools.

*The Guardian Angels are just a bunch of gangsters turned do-gooders.*

First, that's a good thing if we help turn the lives of gang members around. That has a multiplying effect, because not only do we have a positive impact on what would have been all the gang-member's victims, but the ex-gang member has a positive impact on all the people he meets in the future. Secondly, the Angels are not anything like a gang by a long shot. We don't use or sell drugs. We don't have weapons. We don't rape women. Our members don't go to jail. We are neither sexist nor homophobic. Quite the opposite, we are constantly protecting the rights of women and gays. We teach people how to protect themselves against rape. We give kids an alternative to a life of crime, gangs, and drugs.

*Some accuse the Guardian Angels of being misguided, Dudley do-rights.*

A goody-two-shoe enforces the rules of establishment, because he is afraid to be viewed as an outcast. The Angels are often viewed as outcasts, so this doesn't make any sense. Additionally, we don't go around telling people to tie their shoe laces, cross their "t's," and say "excuse me" after sneezing. We don't enforce etiquette. We stop thugs from raping women. We stop drug addicts from harassing people. We provide communities with hope. We protect the kid that's getting his head beaten in. We don't go out and help people get brownie points. We do it, because it sickens us to think that no one else wants to do it. Helping others doesn't make you a goody-two-Shoe; it makes you a better person than the cynic that sits on his stump ridiculing others for trying. If anyone is more misguided, it is the cynic who won't even raise a finger to help others but will raise hell to condemn those who try. We deal with a lot of that kind of mentality on the streets, and invariably they have a crack pipe sticking out their mouths.

*Some accuse the Guardian Angels of being media hungry.*

Being visible is what the Guardian Angels is all about. If we were not visible in the streets and in the communities, we would have very little impact on the criminals not to mention the community. We need to be visible to be effective, that is why we wear bright red berets. If we stalked alleyways in black masks and camouflage, it would take quite some time to catch one criminal while having absolutely no impact on all the others in the area. The community wouldn't feel any safer, if they couldn't see us. The criminals wouldn't feel the community is being watched, if they couldn't see us. We also need the media to signal us into a community. Criminals watch television just like the rest of us, but community members also watch, and they see others getting involved in helping the community, they feel more empowered to make a difference too. At the very least, they are less likely to think that "nobody cares, so why should they." Many Guardian Angels I've met are actually afraid of talking to the media. These aren't the

kind of people that like to juggle flames and attract a crowd. They just want to clean up their communities.

*Aren't Guardian Angels just thrill-seekers out for a rush, something to shake up their otherwise mundane lives?*

Certainly, many recruits join for that reason, but all too often, they realize that patrolling is not a thrill ride. There is a lot of training and responsibilities. These thrill-seekers soon quit and look for cheaper thrills.

## **Big Press Arrogance**

In the beginning, big press was mostly on our side promoting us as a heroic and revolutionary idea. The vast majority of their readers were sick and tired of government excuses and lies, and big press catered to their sentiment. Today, big press has changed both in ownership and attitude. Large corporations now mostly own both press and media. Their focus has moved away from professional yet expensive investigative journalism toward “fashionable news entertainment.” Unfortunately, being a mostly grassroots, community endeavor, the Guardian Angels are neither viewed as “fashionable” nor “entertaining.” For this reason, big press has either ignored us or attacked us with a certain type of elitist, mocking condescension.

Current news articles sarcastically describe Guardian Angels searching for terrorists, being part of a dying breed, or in search of a purpose or mission. They may snidely follow patrols out and pounce on opportunities to criticize the way we dress and how we handle situations. They eagerly interview anyone who is against us while ignoring our supporters. No one will ever be able to accuse them of being impartial, fair, professional, journalistic, or balanced. These reporters are a new breed of fashion police who monitor and enforce fashionable political and social activities as well as attire.

Unfortunately, this type of arrogance is a step backwards in time when people believed that only the elite should rule society. The elitist slogan was: left to their own devices the masses will only destroy themselves. Instead of government, however, we are witnessing the elitism of big press. Instead of government regulating every facet of our lives, big press is attempting to regulate our minds and lives by praising the fashionable and political correct causes while persecuting independent public initiatives and programs. They are a whisper away from calling the Guardian Angels an extremist, provincial, commoner cult.

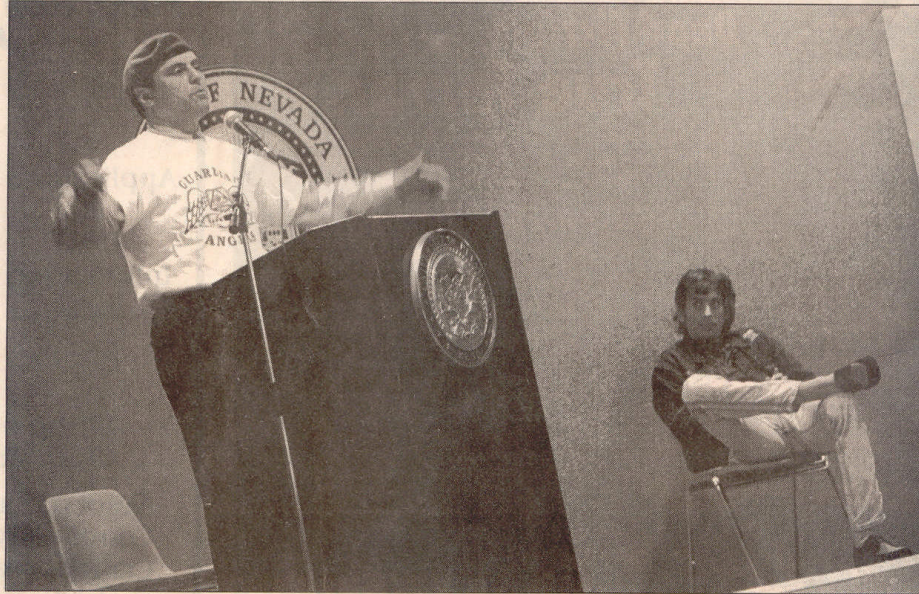
While you should always treat every person, including every reporter, with initial respect and openness, you should also be prepared to defend the very foundation of your belief system and identity. It is important to communicate that we are citizens with a right to help our communities. We may not be celebrities or millionaires, but we are just as important people with a real cause and real problems. In a world of fake promotion, we put our lives on the line. We also live in a decentralized, progressive society where we put faith and trust in the public and not powerful, elitist groups. We are not here to entertain anyone.



## Guardian Angels Public Speaking

Curtis Sliwa  
argues against  
the legalization  
of marijuana in a  
debate against  
High Times  
magazine editor,  
Steve Hager at  
the University of  
Nevada, Reno  
1997

### debate the legalization of marijuana



Wally Giller

*Steve Hager and Curtis Silwa square off in a debate in the ASUN Auditorium Tuesday night.*

### Guidelines for Public Speaking

1. **Be prepared.** Rehearse what you will say and define what your intentions are. Do you want to introduce a new program or recruit new volunteers?
2. **Be energized.** Do not make a presentation tired, stressed, or worried. Energize yourself with light exercise if necessary.
3. **Be neat.** Make sure you have no stains or creases.
4. **Thank your audience.** Make a point to thank whomever invited you to speak. If you are speaking in front of a board or council, thank them for allowing you to speak.
5. **Introduce yourself.** Introduce your name and the Guardian Angels. Assume that some people do not know who the Guardian Angels are, and some people have misconceptions about us.
6. **Be loud and clear.** Do not mumble or whisper. You are talking to the back of the audience not the front.
7. **Make eye contact with the audience.** If you see people's eyes wandering or appearing uninterested, try modulating your volume and making brief pauses between messages.
8. **Use friendly, confident body language.** Do not cross your arms or cover your face. Make bold and confident arm gestures. (See Sliwa above.)

9. **Talk in the active voice.** Try to use strong, action verbs like “go, move, change, improve, work, fight, cooperate, help.” Avoid the passive voice (e.g., “Our youth programs are designed to provide youth with more productive alternatives for after school activities.” Instead say, “We are going to teach kids after school, and we are going to improve their self-esteem and confidence.”)
10. **Speak concisely and down to earth.** Avoid technical jargon and wordiness. (E.g., “We hope to engage the young, urban demographics with effective, hollistic programs designed to create a more efficient and productive pool of knowledge base and skills to counteract the negative, criminal, gang influences in our neighborhood areas.”)
11. **Progress from the past to the future.** This is what we have done in the past, this is what we intend to do now, and this is what we hope to accomplish in the future.
12. **Thank everyone.** Thank them for listening and set aside time to talk to people after the presentation.