INTERPERSONAL SKILLS

**Aim:** To discuss the importance of interpersonal skills within a close protection environment

**Intended Learning Outcomes:** By the end of the session trainees will be able to:

1. Explain the need for effective interpersonal skills
2. Explain the range of interpersonal skills needed within the role of a Close Protection Operative
3. Explain the importance of briefing and de-briefing
4. Explain effective negotiation skills
5. Explain the importance of effective communication with Principals, Clients and others involved in close protection operations
6. Explain the need to be properly assertive
7. Explain the importance that protocol has in Close Protection.
**National Occupational Standards:**

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
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<tbody>
<tr>
<td>PCP 2</td>
<td>Plan and prepare to minimise threat and risk to Principals</td>
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<tr>
<td>PCP 3</td>
<td>Liaise and communicate with Principals and others</td>
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<tr>
<td>PCP 5 (SLP2)</td>
<td>Communicate effectively in the workplace</td>
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<tr>
<td>PCP 6</td>
<td>Maintain the safety and security of Principals whilst on foot</td>
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<tr>
<td>PCP 7</td>
<td>Maintain the safety and security of Principals whilst in transit</td>
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<tr>
<td>PCP 9</td>
<td>Use control and restraint to support Close Protection</td>
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<tr>
<td>PCP 10</td>
<td>Respond to potential conflict whilst providing Close Protection</td>
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**Employment NTO**

**UNIT 5 –** Give a positive image of yourself.
INTERPERSONAL SKILLS

Introduction

You may be accustomed to doing things on your own, but sometimes “two heads are better than one”. Considering the ideas of other members of the Close Protection Team, even if they are different from yours, leads to creative and effective approaches to solving problems and getting work done.

Employers appreciate employees who get along with people at all levels; therefore, they seek employees who have good interpersonal skills, such as communication, problem solving, and teamwork abilities. Interpersonal skills enable you to work with others harmoniously and efficiently. Working well with others involves understanding and appreciating individual differences. It also means using those differences to your best advantage.
Positive Image

Project a positive image by adopting a confident posture. If you look like an easy target, you will become a victim. As they say in Jamaica, —

”Duppy know who to frighten”.

The way in which you carry yourself can either attract or deter a potential attacker.

Get into the habit of projecting a strong, confident demeanour during all of your activities from walking on the street, to responding to a knock at your gate, to your interactions with others, particularly strangers. Carry yourself erect with your chin up and shoulders back, and walk with a confident and purposeful stride.
Acknowledgement

When you approach, or are approached by another person, momentarily look that person squarely in the eye so that they will know that you have seen them and that you are not intimidated by them. However, do not —lock eyes with that person as you do not want your look to be misinterpreted as a challenge. After momentarily meeting the person’s gaze, resume scanning the area to retain awareness of your surroundings.
Authoritative Voice
When confronting those who come onto your property or invade your personal space, you should be firm, purposeful, confident and energetic. Act and speak with authority, using short, strong declarative sentences. Make it clear to any person who intrudes on your space or property that you are in control of your environment, your household and your property.

Assertive Attitude
When are you in a situation in which you feel threatened, it is normal to feel nervousness and/or fearful. The important factor is to control these feelings and not let them show to the potential adversary. Maintain an assertive attitude, if only in outward appearance.

1. Developing Assertive Approaches
2. Accepting Responsibilities
3. Resolving Conflicts
1. DEVELOPING ASSERTIVE APPROACHES

Being assertive involves stating your point clearly and positively. Developing an assertive approach is an important step in your evolution towards full self-expression. Ask yourself:

a) Can I complain about an unreasonable workload?
b) Can I ask questions and make statements without fear of sounding stupid or incompetent?
c) Can I stand up for my rights when a friend or a co-worker is rude or unreasonable?

When developing an assertive approach, first think of how you would like to be treated. Most people respect someone who is honest and direct, but you should be respectful of others rights and feelings as well as your own. By showing respect for your own feelings and those of others, you can achieve your desired goals.

When assertiveness is practiced at work, everyone wins.
Negotiating with stakeholders
In the course of your duties you will have to converse and generally deal with:

a) Partners, family members, friends, staff and associates of VIP’s
b) Representatives of various Police and security agencies.
c) Representatives of other partnership agencies
d) Other Members of the public

Are you over or under assertive? –
To find out, complete the following exercise:

Answer the statements using the following rating system:

1. NEVER
2. RARELY
3. SOMETIMES
4. USUALLY
5. ALWAYS.
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<thead>
<tr>
<th></th>
<th>I can say no to high pressure autograph hunters</th>
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<tr>
<td>2</td>
<td>I can return defective merchandise to a store</td>
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<td>3</td>
<td>I can speak out if someone butts in front of me in a line</td>
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<tr>
<td>4</td>
<td>I can listen to someone point out a mistake I made without becoming defensive or upset</td>
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<td>5</td>
<td>I can speak in front of a group without undue anxiety</td>
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<td>6</td>
<td>I can complain about an unreasonable workload</td>
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<td>7</td>
<td>I can maintain my point of view in the face of a disagreement from an aggressive, opinionated person</td>
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<td>8</td>
<td>I am able to negotiate, changes in job title or function</td>
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<tr>
<td>9</td>
<td>I am able to ask questions and request further information without fear of sounding stupid or incompetent</td>
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<td>10</td>
<td>Can object when I feel I am being treated unfairly</td>
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<td>11</td>
<td>I can stand up for my rights when someone in authority is rude or unreasonable</td>
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<tr>
<td>12</td>
<td>I can insist that my landlord (mechanic, repairman, etc) make repairs, adjustments or replacements, which are his/her responsibility.</td>
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<td><strong>I can request the return of borrowed money or items without being apologetic</strong></td>
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<td>14</td>
<td><strong>When I need help or a favour from a friend, I can ask directly for what I want rather than using indirect means like hinting</strong></td>
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<td>15</td>
<td><strong>I can make the first move towards beginning a friendship with someone I am getting to know</strong></td>
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<td>16</td>
<td><strong>I can refuse to do something I don’t feel like doing, without feeling guilty</strong></td>
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<td>17</td>
<td><strong>I am able to openly express love and affection</strong></td>
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<td>18</td>
<td><strong>I can ask my roommate/spouse to take on a fairer share of the household chores</strong></td>
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<td>19</td>
<td><strong>I can say no to the demands of close friends and relatives that I do things their way</strong></td>
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<td>20</td>
<td><strong>When someone does something that bothers me I am able to express my feelings</strong></td>
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<td>21</td>
<td><strong>I can accept a compliment graciously without discounting it in my own mind</strong></td>
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<td>22</td>
<td><strong>I can accept my own mistakes and imperfections</strong></td>
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<td>23</td>
<td><strong>I can make my own decisions and feel good about them</strong></td>
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<td>24</td>
<td><strong>I am (or would be) a good model of assertiveness for my own child.</strong></td>
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2. ACCEPTING RESPONSIBILITIES

Accepting responsibilities that go along with your career can help you to advance in your profession. The responsibilities you will be facing at work consist of:

a) Responsibilities that come with the job as a Close Protection Officer
b) Responsibilities that you voluntarily assume
c) Responsibilities that arise from a situation

Usual Work Responsibilities
Your everyday work responsibilities should be clearly described to you upon being hired. These responsibilities will vary from career to career; however, overall they consist of tasks that get work completed and objectives met for the Client.

Your entry-level position may cover a wide range of duties, so if you are asked to perform a duty that is not in your job description, check with a mentor or friend. It is better to refuse to do that particular task than to repeatedly perform poorly or to complete a task that is someone else’s responsibility.
If you are not sure how a duty should be performed, always ask for clarification
If you make an error, take ownership for the error; it is a sign of growth and maturity
If someone corrects your error, you should show appreciation and do not feel threatened

Additional Responsibilities
Accepting additional responsibilities can be done voluntarily or involuntarily. In most realistic work situations, you will be asked to accept responsibilities that are not included in your job description. Handling these requests in a positive and assertive manner can lead to career success. By taking on additional responsibilities, you can;
1. Learn new skills as a Close Protection Officer.
2. Improve your chances for advancement, to Team Leader.
3. Make a positive contribution to the team and company.
4. Assist a co-worker, and help meet deadlines.

New skills and additional responsibilities can always be added to your résumé (CV), thus making you more employable as a Close Protection Officer.
3. RESOLVING CONFLICTS

Conflict occurs in situations in which there is opposition. Opposition occurs when a solution cannot be found in a disagreement. Conflict resolution involves identifying areas of agreement and areas of compromise so that a solution to the disagreement or conflict occurs.

Many causes of conflict arise due to miscommunication. In these situations, your assertiveness skills are of special need. For example, active listening will help you to hear the real message. Sometimes you hear the wrong message due to one or more of the following factors:

1. Cultural differences
2. Differences of opinion
3. Unclear roles or expectations
4. Emotional responses to an issue or person
5. Unequal status
6. Misunderstanding of the language.
Becoming aware of these barriers to effective listening can allow you to work towards focussing on the message and the intention rather than the distraction.

There are five methods to handle conflict:

1. Running away
2. Being obliging to the other party
3. Defeating the other party
4. Winning a little/losing a little
5. Co-operating.
Resolving conflict is an art of communication, as are listening and trying to come to a happy solution for everyone. Talk about what is bothering you, listen to the other party’s explanation, and come to a solution that satisfies both you and the other person. This usually works. Co-operation reduces anger, stress, and frustration.
WORKING IN TEAMS

The amount of work to be accomplished in today’s working environments has increased about as fast as the technological advances have permitted. Since the work to be done is often complex, requiring the expertise of several individuals, teams are formed to meet deadlines, project requirements, and budgets.

Employers greatly value individuals, who can work effectively in teams because they can contribute efficiently to the organization’s goals, complete complex projects rapidly, and respect other team members’ thoughts and opinions.

Listen to what people have to say, and help them in any way you can. Communicate ideas at staff meetings even if you have not fully thought the ideas through. You may be surprised that with the ideas and creativity of your co-workers, your idea can be brought to fruition. Consequently, you may be asked to lead a team project, don’t hesitate to take charge when appropriate.
How to Work in a Team

Working in a team involves a delicate balance of personality, expertise, and co-operation. For a team to function, everyone must keep the best interests of the project, the company, and the team in mind. Many factors influence how a team functions:

1. Corporate culture and employee morale
2. Management and leadership style
3. Deadlines
4. Scope of the project
5. Expertise
6. Other team members.
These variables determine how problems are solved and decisions are made, who does the work, and when the outcomes are implemented. More importantly, they often influence how the team members interrelate. Non-verbal cues, such as facial expression, gestures, and body language are good indicators of the degree of co-operation you can expect from every member of the team.

Here are general tips for helping teams work effectively:

Before the meeting/Briefing:

1. Read the warning order the day before the meeting
2. Prepare information you will need to provide at the meeting.
At the meeting:

1. Always arrive on time.

2. Take cues from the team leader who usually introduces topics and keeps the meeting on schedule.

3. Listen carefully to ideas presented by all team members.

4. Participate in brainstorming ideas such as planning a CP Operation.

5. If you don’t agree, try to find something positive to say about the idea, and then present your opinion in an objective manner.

6. Take notes and create a personal “To do” list.
**Between meetings:**

1. Do the assigned work with the deadlines in mind
2. Communicate with relevant team members to sustain the project momentum and accomplish tasks
3. Contact the team leader if you perceive any problems or issues that can pose a delay to the project/Operation.
Communication skills - (The most important skill of all)

One of the most important skills, the one that lets many would be Bodyguards down badly, is so completely fundamental to our role that its importance cannot be over-emphasised here. That skill is communication.

The CPO has to have complete mastery of communication skills; they have to communicate in many different ways and at all levels. I have seen many men who thought they were born to be Bodyguards; guys who were masters of this or that martial art, etc. They had spent their whole life in either the dojo or the gym and thought all they had to do was turn up for a couple of weeks and then pick up a certificate, making them a Close Protection expert.
These very same men, some of whom looked as though they were incapable of being scared of anything, froze when asked to stand up at the front of the class and introduce themselves to the rest of their classmates. Maybe they thought that throughout their Close Protection career they would be the ‘strong silent type’, having no idea of the importance of communication skills in this industry. When these people are told quietly during the first tea break that they are wasting their time and are being sent home, more than one of them has been stuck for words and tried to resort to violence. This, of course, reinforces our point!
Essentially, there are three basic channels of communication and the CPO needs to be a master of each:

1. Words
2. Tone
3. Non-Verbal Communication

The correct choice of words used in the right context is obviously essential. The tone used is more important than the words and the non-verbal channels of communication (tone, gestures, facial expressions, stance and clothes, etc) are a vital ingredient of any communication. Some studies suggest that these non-verbal channels make up over 65% of our communication. Imagine someone calling you on the telephone and saying ‘You are in big trouble’. You have heard the words but the tone is important. It is the tone in which the words are said that tell you whether you are in big trouble.
Now imagine that this is a video phone and you can see the person who is threatening the trouble smile and wink at you. The words now mean nothing as the non-verbal communication has told you that you are not really in trouble. Without good communication skills, everything else is a waste of time. You might be an excellent driver, a crack shot and martial artist, well trained in First Aid and look the part, but in this industry, if you don’t possess good basic communication skills, you will never get a chance to prove these skills as you will be unlikely to pass the interview!.
When you meet your Principal or Team Leader for the first time, you must be able to communicate well and not just over a two way radio (although that is important). Remember, your non-verbal communication will always be ‘talking’, even when your mouth is not! The clothes you wear, the way you stand, your hairstyle, your clean or dirty shoes, your deportment / manner. Each of these things has to communicate the right message. If any of these things are neglected, then you will not last long and will probably not get a job in the first place.

Communication, whether spoken or written, is simply a way a passing ideas, thoughts, instructions and reasons from one person to another. In the written form, we refer to them as reports and these are covered later on the course. For now, concentrate on the spoken word, the inflection (variation) in the voice frequently signals aggression and that is a root cause of misunderstanding. The way a sentence is phrased can often make a lot of difference – the difference between an order and a request, for example; “You will come this way” or “Will you come this way”? 
Misunderstandings can happen because of accent. This, a man from Tyneside and a man from Cornwall both speak English but with sufficient regional accent to cause an enormous amount of confusion. Another source of communication breakdown is due to differences of interpretation or meaning of words. What may be acceptable to one group can be totally offensive to another. To be referred to as a ‘fag’ at Eton is acceptable, but try calling someone that in the USA and see what response you get!

Many other instances can be found and it is a truism that England and America are two counties divided by a common language, believe me, after working with Americans for seven years in the Middle East, this is certainly the case and I have had to make a conscious effort to mind my “P’s and Q’s” when conversing with Commanding Generals and their staff alike!

Incomplete understanding of another language is another cause of communication breakdown. You will no doubt encounter many types of nationalities of Principal’s during your future career, whose command of the English language is incomplete and care must be exercised to ensure misunderstandings do not arise through this cause.
Communications and professional relations

Regardless of the scope of the CP operation, the officer will have cause to interact with various elements of society. On a daily basis, a CPO will communicate not only with his Principal but also colleagues up and down the command chain.

Situations both routine and extraordinary might mean communicating with the police, emergency services, contractors, security consultants and gardeners.

The CPO must be able to communicate with these people in a manner that reflects the professionalism of the security team and the position of the Principal. A hallmark of the CPO’s professionalism is the way that he can communicate with an attitude of calm confidence.
Avoiding communication breakdowns

“Listen to what’s being said, not what you think was said or expect to be said”

If you’re not sure what was meant by any communication, ask for clarification. It might be a bit embarrassing to ask for clarification, but far less embarrassing than getting a simple instruction wrong or messing up in front of your Principal

In summary if you practice the following bullet points you will not go far wrong;
1. Remember, the tone of how you say something can be more important than the words spoken. If you adopt an aggressive tone, it will not make you look tough, just stupid and will invariably get a similar response in return.

2. Do not use slang or jargon. This could be misinterpreted and is not appreciated by a lot of people.

3. Be firm without being demanding. This is not a contradiction but a skill.

4. “Sir” or “Madame” are easy words that will smooth the way in most situations.

5. Above all, whenever you want to communicate, put the brain into gear before taking the break off the tongue!

6. Always be polite, but do not confuse this with servility. You are not a servant; you are a Close Protection Officer!
The Importance of Briefing and De-briefing

Following on from our discussion on the importance of communication, understanding the importance of both briefing and de-briefing is another fundamental requirement of the CPO. The best laid out plan will count for nothing if it is not briefed to those who are going to be involved in its success, or indeed, its failure!

**Briefings**

A briefing can be required for:

1. The Principal
2. The Team
3. The Principal’s staff (or associates as required)
4. Emergency services
5. External agencies, etc.
Depending on the situation, will determine who will require a briefing. It may just be one on one with you and the Principal if it is a private matter or it may require all of the above for a high risk assignment. You will need to use your experience and judgement on this matter as client confidentiality comes into the ball park to a certain extent.

Prior to every client move, regardless of mode of transport, the Team Leader of dedicated BG MUST GIVE a fully comprehensive and well structured client brief starting out with;
1. Confirmation of his Itinerary before explaining:

a) The route(s) to be taken

b) Communication equipment within the vehicle and a list of emergency numbers

c) Emergency equipment location (including fire-fighting eqpt and med-pack)

d) Explain where the Team Medic(s) is situated within the convoy

e) “Actions On” for each phase of the mission including emergency drills if attacked.
2. Finish your Client briefing with ‘Any Questions Sir / Madame?’ as you want to ensure that your Principal(s) understand all of what you have just explained in case of the worst case scenario!

De-Briefing

The De-brief, is a vital component of Close Protection. This is the phase at the end of an assignment or operation where everyone in the team gets the opportunity to highlight any points, concerns or good points to the TL, Ops Officer and Intelligence Analyst regarding each phase of the mission they have just been on. Equally the TL will take this opportunity to point out his points and concerns to the team.

The lessons learned from the de-brief process, should be recorded and then stored on file to assist in further mission planning. Any concerns, such as a drill that went wrong, will now be dissected and appropriate corrective action taken by the TL. Any enemy activity noticed will be recorded by the Int Analyst and used to then study any enemy patterns/TTP’s etc.
PROTOCOLS, DRESS AND ETIQUETTE

Part of the roll of protecting the Principal are:

1. Assess risks
2. Minimise the effect of lethal attack
3. Brief and advise the Principal
4. Maintain personal qualities
Personal qualities and maintaining protocol are very important to any Close Protection Operation i.e. knowing when to talk and not to talk, addressing the Principal as Sir/Madam etc. It reflects not only your image but that of the company. It also has a great effect on your Principal. Always be smartly dressed.

Clothes are an integral part of close protection as with any profession. They are an outward projection of the character and often personality of the person wearing them. A well-dressed and presented protector is more likely to be awarded a contract than a slovenly dressed counterpart with no table manners whatsoever.

First impressions are extremely important and your potential Client will judge you instantly based on your appearance.
“With you in two ticks Sir – Got my hands full at the moment”!!.
There are four basic areas of protocol where the CPO may slip up!

1. Dress
2. Hygiene
3. Habits
4. Behaviour

DRESS
To convince a potential Client that you are capable of protecting him is no easy task and to a great degree requires a good sales technique. It is not unreasonable for a Client to expect you to look, as well as act the part and simply falling into a suit every morning is not enough.
To the professional protector clothes are no longer just clothes, and a suit is definitely not just a suit! There are various considerations; such as:

1. Will it still be comfortable & look good after wearing it in the hot sun for an 8-hour shift?

2. Will your firearm and other tools of the trade be completely invisible yet constantly accessible?

3. Do my clothes ‘Fit In’ with the Principal I am protection in order to;

4. Not embarrass the Principal

5. Blend in without making the Principal stand out

6. Maintain a low profile

In other words you should be “synonymous” in regards your dress to that of your principle.
Here are a few guidelines for selecting the right apparel for the job:

**SUITS**
Suits are what you will spend the better part of your career wearing and paying close attention to detail when acquiring one is essential.

Firstly, choose a neutral yet conservative colour;

1. **Black** is commanding and very formal. This is the generally accepted choice for high profile details

2. **Navy Blue** - Dark blues are authoritative, especially when combined with white cotton shirts

3. **White** - These are for the tropics and gangster movies.
4. **Light Pinstripe** - Can be a good addition to your wardrobe but be selective with colour

5. **Grey** (Dark) - Grey is neutral and not overly formal, some people wear grey exceptionally well

There is no definite recommendation; it is about personal taste and the requirements of the task at hand. South African trends lend themselves to the dark suit and tie for high profile and cotton trousers and sports jacket for less formal details.
There are two main types of suits, Double and Single breasted. Double breasted suits are more businesslike but look tacky when left unbuttoned; hence an access problem for firearms. Single-breasted suits are comfortable when unbuttoned yet formal enough to pass muster

If you are buying an off the rack suit, always chose a reputable establishment from which to buy it. Don't be shy to ask for the advice of sales staff who can arrange alterations where needed. Avoid using Friday afternoon and Saturday sales staff as they are generally casual staff and not as knowledgeable as their full time counterparts

If your finances allow, have a tailor make a suit for you, it is a true investment in your wardrobe and the difference between an off the shelf and bespoke suit is vast. Whether buying an off the rack suit or acquiring a tailored one, always fit the garment with your carry weapon and other equipment on and check for comfort. A good tailor will be able to alter your suit so that only a true professional will recognize the tell tale bump of a concealed weapon.
SHIRTS
Avoid loud coloured shirts, stay with pastels or preferably white cotton shirts, they are slightly harder to iron, but worth it in comfort. Bespoke (tailored) shirts are another worthy investment and often not as expensive as one might think. Choose carefully and decide whether you need cufflinks or a standard cuff

TIES
Where finances are a concern in terms of your wardrobe a good suit and several ties can make an immense difference. Your Client will not realize that today's suit is the same as the day before yesterdays simply because you are wearing a different tie. Choose ties carefully, not too loud but not too dull - conservative yet elegant. Silk ties are preferable, as they tend to retain their natural shape longer.
SHOES

Avoid slip-ons - these are for casual wear. Shoes should be leather and well made. Inspect the stitching and soles, as they will have to cope with a lot of wear and tear. You will spend more time than the average individual standing so comfort is paramount. Your shoes must be polished at all times. If circumstances allow on assignment keep a pocket buff handy to quietly ensure that their appearance is always 100%

Your dress is - as mentioned earlier - of the utmost importance, appearances count for a lot in this business and snap judgments are often the order of the day

Appearing more of an executive than a protector is often an asset in terms of low profile as well as the overall impressions of professionalism your dress will help create.
HYGIENE

We have all met someone who stinks of body odour and if it’s a fried or colleague we can tell them politely. If it’s your Principal then you might have to just put up with it. If it’s you, then rest assured if you were working with me I would tell you about it!

Often when someone smells of BO, the smell actually comes from their clothes rather than them. They think that they can sweat into a suit all day for several days and it won’t smell. ‘WRONG’. No matter if you shower every day, if your clothes stink, then so do you! When the Principal gets a whiff of you in his car, you will probably get the sack so ensure that personal and clothing hygiene is way up on your list of priorities as a CPO! This includes your teeth.

Close Protection and halitosis are not good companions, so if you suffer from this, ensure you take preventative action and then maintain it! Also look out for Garlic the day before your shift. If you are working tomorrow ‘DO NOT EAT GARLIC TODAY’ as the principal, again, will not appreciate breathing in last night’s aroma of stale Vindaloo from Sadiq’s restaurant.
Your hair
If you are lucky enough to retain some, should be tidy and synonymous. If you are looking after a rock star the a pony tail may well be synonymous, but your pride and joy will not fit in with the majority of business people so you best take a trip to the barber shop! If you suffer from dandruff, get some shampoo that deals with the condition as the Principal will not appreciate watching a snowfall inside his Bentley dropping from your Barnet!

Fingernails
Should be clipped and kept clean, wear odourless ant-perspirant and don’t drown yourself in the latest aftershave to the point where it is overpowering and the principals eyes begin to water in the car because of your liberal application of Rampant Stallion classic cologne!
HABITS & BEHAVIOUR

Normally it would not warrant discussion to enter into these topics. However, given the number of operatives I have seen on assignment scratching their private regions, chewing gum, smoking in front of the Principal, looking scruffy, eating with their mouths open, etc. I have decided to reiterate the basics:

1. Always be well presented, neat and tidy
2. Never smoke on duty or before a shift
3. Dress conservatively - don’t attract attention
4. Do not scratch anything - it will NOT fall off
5. Never chew gum while working - it looks unprofessional!
6. Always keep a handkerchief handy - sniffing is a no-no.

7. Leave your nose alone!

8. Never use slang - talk clearly and with the necessary respect.

9. Never engage in idle chatter while working.

10. Never fraternise with your Client.

11. Avoid social contact with your Client, to enable yourself to keep an objective distance at all times.
Confidentiality

You will often overhear your Principal’s conversations with other family members or associates. The simple rule here is to keep all that you hear to yourself. There will be times when your confidentiality will be tested to then limit, such as the wife of your principal insisting that you tell her if her husband has been seeing his mistress!

You must tread very carefully in situations like this as if you refuse outright to say anything then the wife may well arrange for your dismissal. However, if you tell her anything then you will also be dismissed. You will have to use all of your charm and communication skills to explain your confidentiality policy!

Be a rock of trust for your Principal. He must be able to trust you above all others and you will very quickly become history if he suspects you cannot be trusted and get a name for this on the Circuit then you will very quickly lose your name and have to look for an alternative career.
Mealtime etiquette

If you are ‘fortunate’ enough to be invited to sit down to a formal dinner with your Principal and his associates, you have just entered into a minefield if you don’t know your dessert spoon from your soup spoon! Most of you who have been a member of the Sergeants or Officers mess will understand the basics, but for the remainder, here are the rules;

- Generally speaking, most tables are set so the cutlery is arranged in the order of its use, starting from the ‘OUTSIDE IN’. There are two distinctly different ways of using your knife and fork. In the UK and Europe, you eat as you always have with the fork facing down in your left hand and with the knife in your right. The same rule applies initially in the USA whilst the food is cut with the right hand. However, one the food is cut; the fork is generally moved to the right hand, turned upwards and used in this way.
Bread and butter:

One of the biggest mistakes is using the small spreading knife to cut the bread roll. You should use your fingers to break the bread and then use the small knife to spread the butter. Do not butter the whole roll or slice of bread at once. Tear off a small piece and butter this only

DO NOT ATTEMPT TO MAKE A SANDWICH!
How to eat different foods:

1. **Artichokes** – Tear a leaf off, dip it in the vinaigrette or sauce, and put it through your teeth to remove the soft edible part, discard the thin inner leaves, cut out the centre which will leave the heart, eat the heart with a knife and fork.

2. **Avocados** – They often come served in their skin and just halved. Pick up the avocado in one hand whilst you scoop out the contents with a fork.

3. **Caviar** – This will be served in a small bowl with its own spoon. To make canapé, you make small amounts of minced onion lemon slices and toast. As it is passed, you assemble it with your knife, pick it up and eat it with your hand.

4. **Shellfish** – Hold the shells with one hand while spearing the meat with a fork. Never eat clams that are not fully open, and never noisily suck juice from shells no matter how delicious!

5. **Meat and Poultry** – For chicken, turkey ribs and chops, you should always eat as much as you can, using a knife and fork. Only if it is an informal meal should you pick up a bone with your fingers to finish.
6. **Snails** – Use the tongs to hold the snail and the pick to remove the flesh. Very often served with garlic, you may eat all the garlic sauce from the shell on to the bread that is usually served with it.

7. **Soup** – The soup spoon should be in your right hand with the thumb on top. Spurn it away from you and fill it by moving it away from you across the surface of the soup. Then sip the soup without making a noise like Harold Steptoe, from the side of the spoon, not the point. To get the very last of the soup, tip the soup dish away from you and scoop it up with your spoon.

8. **Spaghetti** – Easiest food to make a fool of yourself with and end up covered in sauce. Take a few strands on to your fork and twirl them against the edge of your plate. If the spoon is served, put the tines of the fork into the spoon and twirl away. If you find you have dangling ends of spaghetti, either suck them quickly and slowly into your mouth without causing a whiplash effect, or just bite them off and hope they land on your plate and not the table or your lap.
The opposite sex

Years ago before political correctness was an issue, it was often said by many Bodyguards that you could only make it as a Bodyguard if you had testicles. If any women took offence they could infer to the acronym below, but this was really a tongue in cheek way of saying that CP was a male only profession;

- T  eamwork
- E  nthusiasm
- S  tamina
- T  enacity
- I  nitiative
- C  ourage
- L  oyalty
- E  xpertise
- S  ense of humour.
Women are now an integral part of the industry and as more and more women now become Close Protection Officers, they are taking many jobs that used to be the sole preserve of men.

Some of the traditional problems that men used to have looking after women now affect women looking after men. This subject is about working with or for someone of the opposite sex. Nevertheless, there are many more men who look after women than vice-versa so much of this information is directed that way.
Differences between men and women:

Apart from the obvious physical difference, we are often told that there are some other mental, emotional and intuitive differences between men and women. Generally, it is thought that women tend to be more personal than men and are often perceived to make less effort to keep their emotions in check and let others know what they are feeling. This generalisation can be quite wrong, especially when talking about women who have ‘testicles’ and are at the top of their professions and use Close Protection or are Close Protection Officers. Successful women at the top of their tree may well display fewer differences, if any, than their male counterparts.

Women CPO’s who have tried to use their ‘charms’ on male clients have become spectacularly unemployed, as have many male CPO’s who have discovered that the lady client they initially thought would be a pushover, turns out to be a hard taskmaster and display more balls than they do.
Difficult situations

Obvious situations do arise when a CPO of the opposite sex to their client is at a disadvantage. Toilets, changing rooms and men’s clubs are obvious examples where problems may occur. If you are in a one-on-one protection role then most situations like this are compromises. If the threat to your client is so high that using a toilet alone is dangerous, then why haven’t you got same sex back-up? And why are you in the area where using toilets might be dangerous?

The compromise in this instance is that even though you cannot go in without raising your profile somewhat, you are aware of who has gone into the toilets since you arrives and count them in and out, so when your Principal has to use them, you are at least aware if they are empty or not. Experience will let you know what is an over-long time to spend in the toilet and if they overstay you will have to use your ingenuity to check them out.
Mixed sex Bodyguards and clients can come across problems when clothes shopping, especially when changing rooms are gender divided. If you are trying to maintain a low profile then trying to look like all the other bored spouses waiting to be asked ‘Does my backside look big in this?’ is probably your best bet. Stay as close as you can so that you can hear any call for assistance.
Getting into trouble

Some people, men or women, can be communicative. They wear their hearts on their sleeve and appear to be friendlier than similar clients or work colleagues. Misreading personal traits such as touching, hugging and smiling, to be intimate actions or a ‘come-on’ may well be disastrous. Male and female CPO’s should especially heed the age old saying:

‘Don’t play where you’re paid’.
Summary

A career in CP used to be an exclusively male environment. This is now not the case! This has nothing to do with political correctness, women have always been capable, but more to do with the rise of women in general. It is now more common to find women at the helm of large companies, or self-made millionaire entrepreneurs at the top of rich lists.

It is just natural progression that women should enter the industry and do well within it. The problem is, that the career does not appeal to many women, which is why there is always a shortage of well trained women CPO’s.
Looking after children

Very young children, say from 4 to 11, are particularly easy to look after as they tend to do as they are asked, when they are asked and without question. Any older than this and some children become quite independent and often resent your presence, especially if their friends do not have CPO’s.

Role model:
CPO’s can often become popular with the youngsters that they look after. The resulting influence that the CPO can have over the children is considerable.
You should be aware that much of what you sat may well get reported back to the child’s parents. It can sometimes be difficult to please both the parents and the child. Doing exactly as the parents want is the correct way to progress, but it can make your relationship with the child difficult, which in turn can hamper your protective arrangements. You should always try to find a little compromise and keep both the children and parents happy but always remember who pays your wages

Some children have been known to blackmail their Bodyguards, constantly threatening to tell ‘Dad’ what you did or you didn’t do, said or didn’t say. They will sometimes even threaten to make things up, just to get their own way. Other children can be a delight to look after and there are many children in between these two extremes.
Looking after children can be demanding but it can also be fun. Encourage youngsters to take some responsibility for their own security and always check that schools follow your instructions. While you have got to keep the child happy, you must also fulfil your obligation to the parent who is paying you.
Summary

Many of the skills in this chapter we learned at our mother’s knee and I hope that most people didn’t really learn too much from the hygiene and habits chapters!!! You should be aware that protocol can be a minefield in different countries. Essentially exercising good protocol means not embarrassing yourself or your Principal. You must do your homework when visiting other countries with different cultures as it is easier to mess up!

Ensure that you understand and practice the correct protocol and skills when working with females and children at all times. Remember the characteristics of a good Close Protection Officer from chapter one of this course. Put them all into practice when it comes to applying your Interpersonal skills along with a good dollop of common sense and you shouldn’t go far wrong.