



ASPEN
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Since 2005, we've helped over 3,400 companies and 500,000 people work safer

**Workplace Violence
Situational Awareness /
Becoming Jason Bourne/
Active Shooter**

Cathi L. Marx; ALCM, COSS, CHPP, COEA
Aspen Risk Management Group
www.aspenrmg.com



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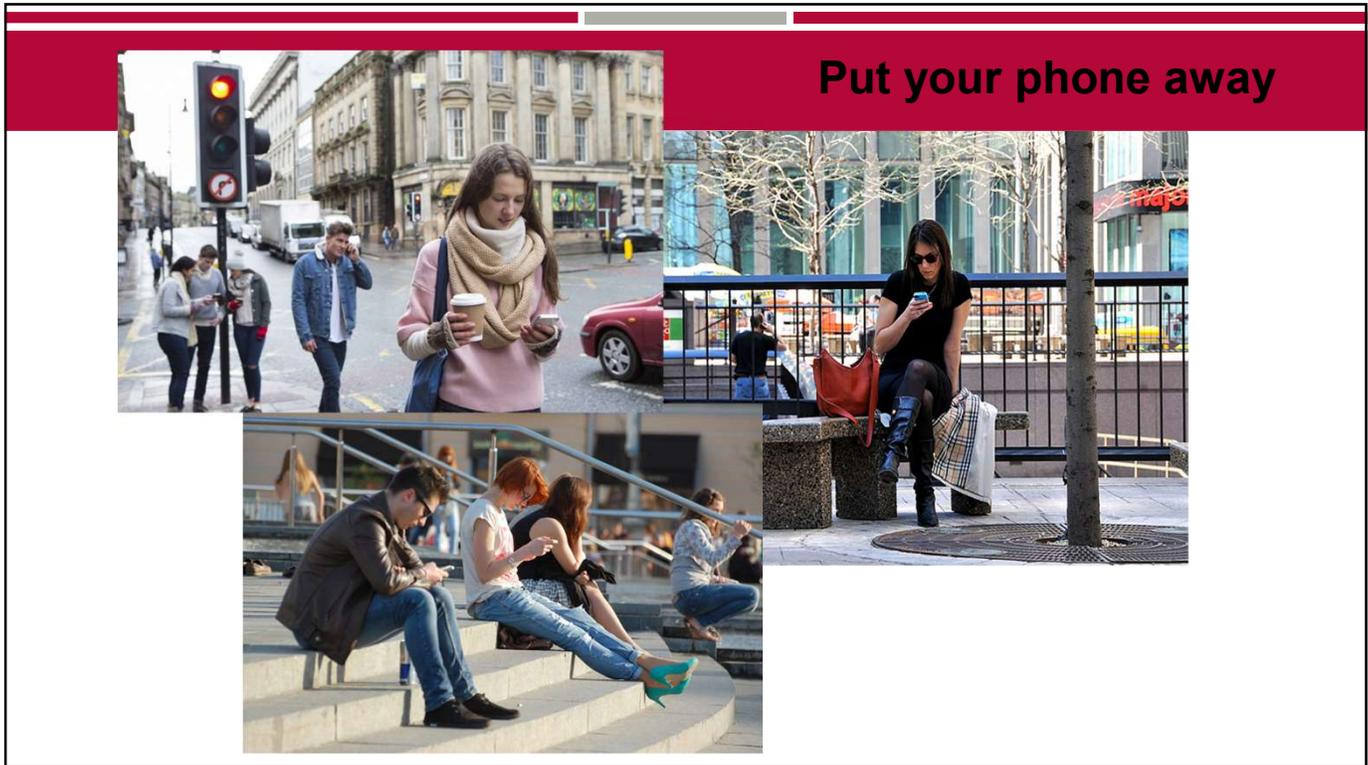
1

The intent of this workshop is to provide guidance on preparing and dealing with workplace violence situations.

Workplace violence situations are fluid, and the circumstances are constantly changing.

This workshop is intended to provide information for use as a general guide with the understanding that circumstances may prevent the implementation of each, and every protocol reviewed

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Put your phone away

3

- Lessons Learned from Past Events
- Review of Workplace Violence Categories
- Situational Awareness – Becoming Jason Bourne
- Run-Hide –Fight
- Crime Prevention Through Environmental Design
- Closing Thoughts / Next Steps

RUN **HIDE** **FIGHT**

CALL 911 ONLY WHEN IT'S SAFE TO DO SO

RUN

- HAVE AN ESCAPE PLAN
- TAKE COVER
- LEAVE YOUR BELONGINGS
- TALK IF IT'S POSSIBLE
- DO NOT HUNT FOR OTHER PEOPLE

HIDE

- BE IN THE VIEW OF OTHERS WHEN POSSIBLE
- LOCATIONS: UNDER DESKS, IN WALLS, UNDER STAIRS
- HIDE YOUR PHONE (IF POSSIBLE)
- SHUT YOUR PHONE OFF
- BE QUIET

FIGHT

- ACT PROGRESSIVELY
- DON'T FIGHT AS "MUTUAL DEFENSE"
- REPORT OBJECTS
- YELL AND CALL FOR HELP

CALL 911 **WHEN LAW ENFORCEMENT ARRIVES**

- CALL 911 WHEN YOU ARE SAFE
- SHOW A POLYGRAPHIC TO THE OPERATOR
- FOLLOW THE INSTRUCTIONS OF POLICE OFFICERS
- STAY AWAY FROM
- KEEP HANDS VISIBLE

FIGHT ONLY AS A LAST RESORT BE PREPARED

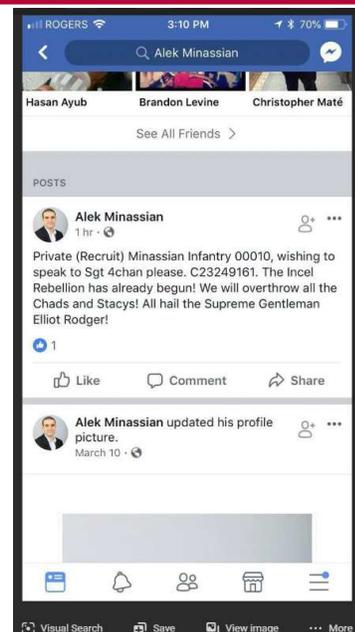
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<ul style="list-style-type: none"> ▪ 1988 – ESL Sunnyvale; 7 killed – Co-worker / (Obsession) ▪ 1999 – Columbine; 13 killed – Student to Student (Power, Oklahoma City and Waco) ▪ 2007 – Virginia Tech; 33 killed – Student to Student (Incel) ▪ 2012 – Colorado Theater ; 12 killed – Third Party (Incel) ▪ 2014 – *Isle Vista Ca; 6 killed – Third Party (Incel, Elliot Roger, "Supreme Gentleman" in INCEL community) ▪ 2016 – Pulse Nightclub; 49 killed- Third party (Terrorist) ▪ 2017- Route 91 – Harvest Festival; 60 killed - Third party (Unknown) 	<ul style="list-style-type: none"> ▪ *2018 – Parkland School; 17 killed – Student (Incel) ▪ *2018 – Toronto Van Attack; 11 killed – Third Party (Incel) ▪ 2021 – King Sooper; 10 killed - Third Party (Unknown) ▪ 2021 – Massage Parlor; 7 killed – Third Party (Misogyny, Incel) ▪ 2022 – Highland Park July 4th Parade; 6 killed Third Party (Possible Incel) ▪ 2022 – Robb Elementary School; 19 killed – Third Party (Possible Incel)
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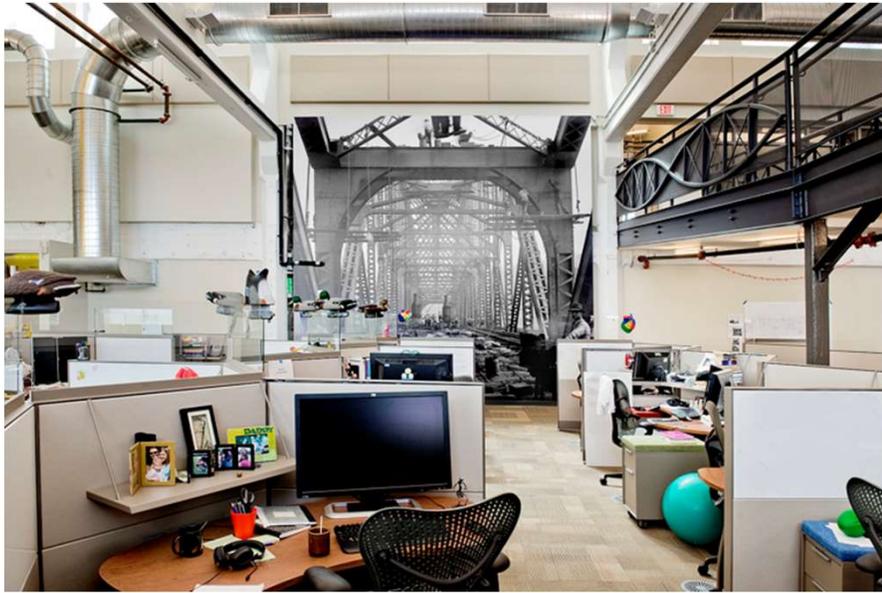
Motivations of Violence

- Hate / Racism / Terrorism
- Politics /Fanaticism
- Co - worker to Co-worker
 - Stalking / Obsession
 - Resentment
 - Frustration
- Domestic Violence
- Mental Illness
- **Incel** Phenomenon (135+ deaths since 1989)



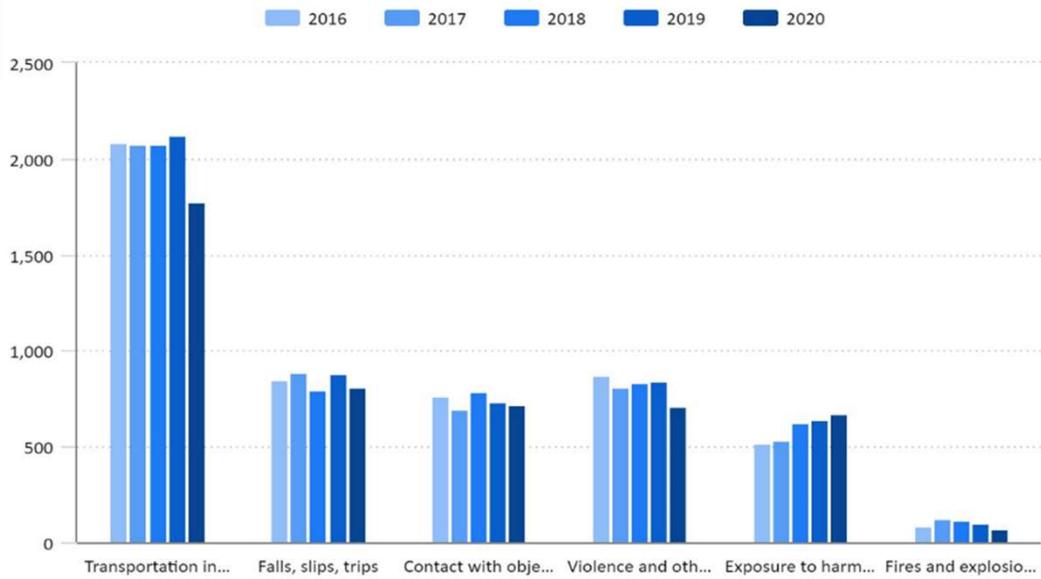
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Workplace Violence



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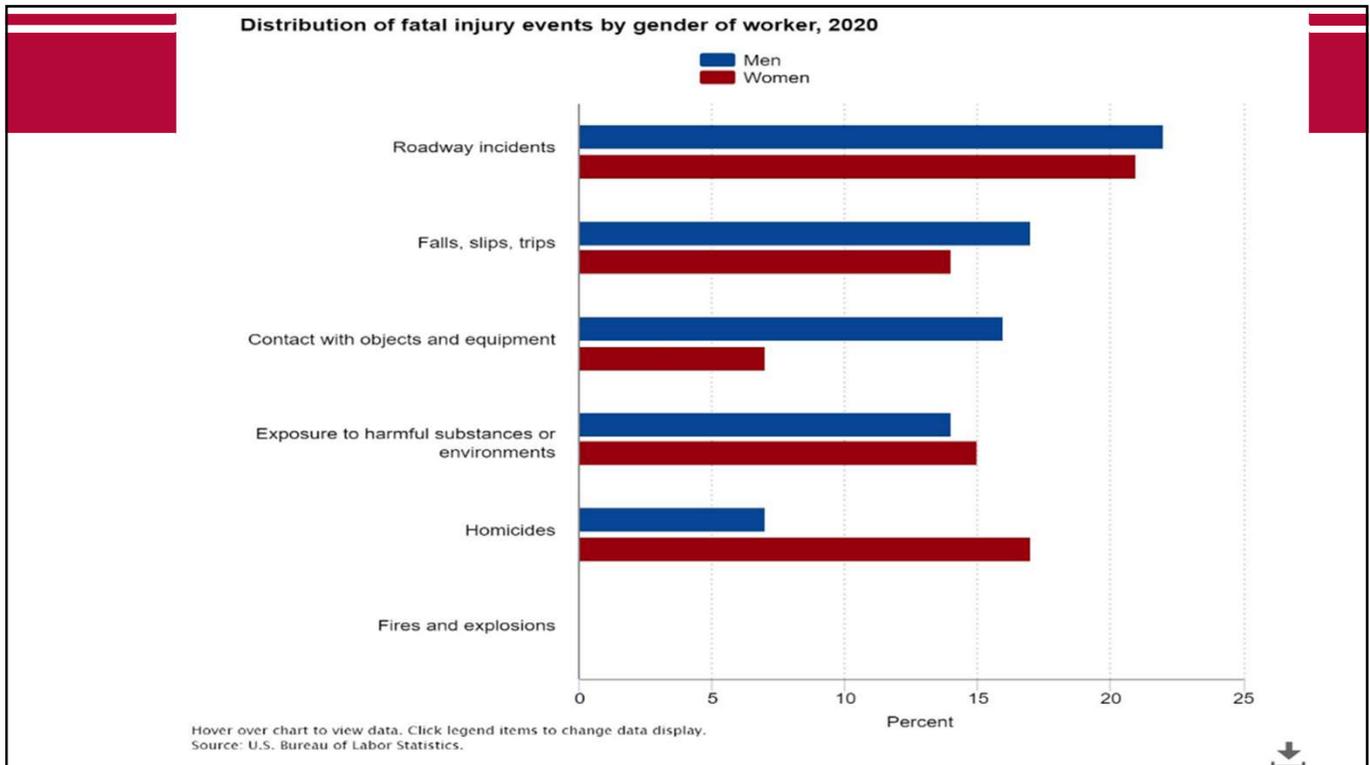
Fatal work injury counts by event



Hover over chart to view data. Click legend items to change data display.
Source: U.S. Bureau of Labor Statistics.



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Types of Workplace Violence

- **TYPE 1:** Violent acts by criminals who have no other connection with the workplace but enter to commit **robbery** or **another crime**.
- **TYPE 2:** Violence directed at employees by **customers, clients, patients, students**, inmates, or any others for whom an organization provides services.
- **TYPE 3:** Violence against **coworkers**, supervisors, or managers by a present or former employee.
- **TYPE 4*:** Violence committed in the workplace by someone who doesn't work there but has a **personal relationship** with an employee—an abusive spouse or domestic partner.

* Critical Incident Response Group - National Center for the Analysis of Violent Crime - FBI Academy, Quantico, Virginia

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Regardless of Motivation - There is always a Progression

- Prevention = Goal is to stop the “Avenger”
- Perceived injustice
- Feels victimized
- Externalization of responsibility
- Develops a grudge
- Obsessed with avenging the grudge
- Avenging action



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Possible Indicators of Potential Violence

(Recipe)

- **Increased** use of alcohol and/or illegal drugs
- **Often** exhibit angry or argumentative behavior
- **Unexplained** increases in absenteeism
- **Blame others** for their problems
- **Repeated violations** to policy and procedures
- **Fail to take responsibility** for their own actions
- **Retaliation** against perceived injustice



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Possible Indicators of Potential Violence (Recipe)

- **Increasingly** talks of problems at home
- Increasing **belligerence**
- Behavior which is suspect of paranoia **“everybody is against me”**
- **Hypersensitivity** to criticism
- **Recent acquisition/fascination** with weapons
- Talk of previous **incidents of violence**
- **Empathy** with individuals committing violence

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Behavioral Coding

- **Normal Behavior** – Set standards for rules of conduct
 - What is your organizations definition of “normal”?
 - **Boundary Probing Behaviors** – Push tolerance levels
 - See what they can get away with (Terrorists are experts)
 - If no **disrupter** at this point the BP “becomes the norm”.
- ↓ ↓ ↓ ↓
- **Attack Related Behaviors** – Desensitizing / Dehumanizing.
 - Writes about it
 - Talks about it
 - Skill-set building
 - Develop Attack Plan



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Reasons for Not Disrupting the Behavior

- Inserting **“Just”** in the behavioral description
- **Unilateral** Risk Assessment
- Afraid to do anything because they might **“Set the person off”**
- Assuming the person is getting help **because they are in counseling**
- **Fear** of a **lawsuit**
- **Fear** of **being wrong**
- **Fear** of **insulting the potentially violent co-worker**

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When Do I Do What I know I should Do?

- When it ***hurts my business.***
- When my ***intuition kicks in.***
- When other co-workers or clients are ***afraid.***
- When other co-workers or clients ***complain.***
- When I know I need to set ***limits and boundaries.***
- When it fails the ***“reasonable person”*** test.
- When I need to be ***firm, fair, consistent, and assertive*** to deal with people and protect myself and my co-workers.

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There are two timelines in violence:

- **Event Threshold** – can be stopped (prevention)

“all people who drew blood made threats, but not all people who made threats drew blood”

- **Event Horizon** – gone tactical (active shooter)

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Type – Four: Domestic Violence in the Workplace

- 1 in 4 women and 1 in 7 men will experience severe physical violence by an intimate partner in their lifetime. (CDC, 2017)
- An estimated 9.7% of women and 2.3% of men have been stalked by an intimate partner during their lifetime. (CDC, 2017)
- Nearly half of all women and men in the United States will experience psychological aggression by an intimate partner in their lifetime. (CDC, 2017)
- Over half of female and male victims of rape, physical violence, and/or stalking by an intimate partner experienced some form of intimate partner violence for the first time before 25 years of age. (CDC, 2010)

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What It Might Look Like at Work

- Emotional or psychological abuse
- Stalking
- Financial abuse
- Cold weather clothing in summer
- Unexplained bruises
- Actual or threats of physical or sexual violence
- Unplanned leave time
- Discomfort when with others
- Noticeable change in use of make-up
- Sudden changes in addresses
- Reluctance to divulge current address
- Reluctance to participate in informal activities outside of the office

Inside the Unraveling Marriage Before a Husband Killed His Teacher Wife at Calif. Elementary School

Authorities say that Cedric Anderson's brief marriage to Karen Smith was unraveling before he took a gun to her elementary school and killed her

Ga. Mom Is Fatally Shot by Boyfriend at Her Workplace Before He Turns Gun on Himself

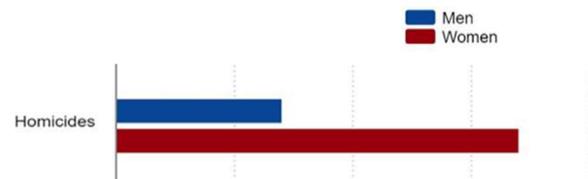
Leilani Billingsley's mother says she had no idea her daughter's boyfriend was capable of such violence, saying, "I feel like I failed my baby"

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A women is 20x's in more danger when she decides to leave a domestic violent situation



Distribution of fatal injury events by gender of worker, 2020



Mayo Clinic

<https://www.mayoclinic.org/healthy-lifestyle/adult-health/in-depth/domestic-violence/art-20048397>

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Situational Awareness

How do I know if I'm paying attention to the right things?

if you
SEE
something
SAY
something™



Are there behaviors or warning signs of an imminent threat that I should know about?

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Alleged gunman in Buffalo shooting asked to leave store day before

abc NEWS
Monday, May 16, 2022 6:14PM

Buffalo suspected gunman was kicked out of Tops store the night before rampage: What we know about shooting

John Bacon, Adria R. Walker and Jorge L. Ortiz USA TODAY
Updated 5:47 p.m. CT May 16, 2022

Suspect Frank James was spewing racist hate years before Brooklyn subway shooting

By MICHAEL LEWIS
April 13, 2022 | 9:12PM | Updated

Indiana mall shooter waited in food court bathroom for over an hour; Victims include married couple

Greenwood Park Mall shooting victims include a married couple and a 12-year-old girl, police said

Gunman allegedly stayed inside California church for hours before opening fire

By SHANEKIA HARRISON
May 11, 2022 | 4:58PM | Updated

Uvalde gunman threatened rapes and school shootings on social media app Yubo in weeks leading up to the massacre, users say

Chou lurked around the church until the early afternoon, according to the letter, and then attended a lunch in honor of a pastor who had just returned from Taiwan.

After the meal, congregants spotted Chou “applying iron chains to start locking the doors shut,” according to the letter. When they confronted him about his actions, the 68-year-old reportedly refused to respond. “They assumed he was a security guard,” the letter stated.

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US · Published July 5, 2022 7:42am EDT

Uncle of July 4th Parade shooter says there were 'no warning signs' he would carry out attack

Highland Park shooting suspect Robert Crimo III is 'a real quiet kid,' his uncle says

His uncle said he is "a real quiet kid."

"He keeps everything to himself, and he doesn't express himself," he explained. "So he just sits down on his computer. There's no interaction between me and him."

The 22-year-old also had an [extensive online rap catalog](#), (he called himself "Awake the Rapper") where he published a cryptic track in October 2021 that appeared to suggest he was planning a life-defining act beyond his ability to stop.

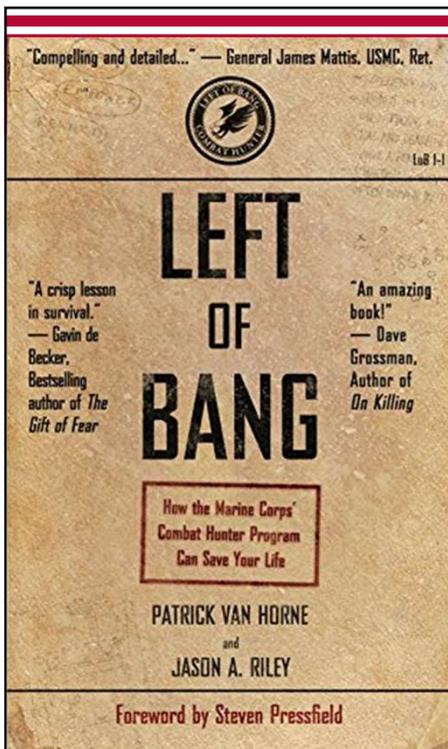
"Like a sleepwalker, I am unable to stop and think," Crimo rapped in the song. "My actions will be valiant and my thought is unnecessary. I know what I have to do, I know what's in it, not only for me but for everyone else."

"There is no past or future, just the now," he continued. "It is more abstract than I can ever imagine. I can feel the atmosphere pushing me in. It's unstoppable, like a wave pulling me under, I can't breathe without it."

"I need to leave now, I need to just do it. It is my destiny, everything has led up to this," Crimo said. "Nothing can stop me, not even myself. Is there such thing as free will, or has this been planned out, like a cosmic recipe?"

"It is what I've been waiting for in the back of my head, ready to be awakened, It is what I've been sent here to do, like a sleepwalker," he added in the track.

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If an attack is on a timeline, the "Bang" is the middle. "Bang" is the "act".

"Bang" is what we want to prevent or get away from.

Being left of "Bang" means we observed pre-event indicators.

These occur earlier in the timeline for the "Bang" to happen.

Being right of "Bang" is reactive. We allowed the bad guy to act first.

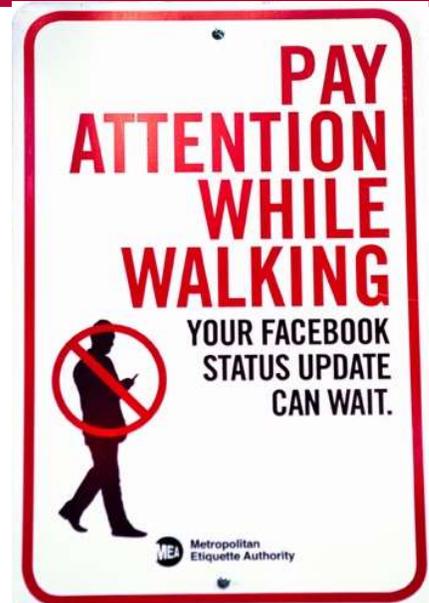
Being left of "Bang" is our journey into situational awareness.

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Jason Bourne – Situational Awareness

“ability to scan the environment and sense danger, challenges and opportunities, while maintaining the ability to conduct normal activities.”

In other words, to pay attention to your surroundings while not appearing to be paying attention.



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Jason Bourne – Situational Awareness



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Survivors have said...Center for Personal Safety

- **Took responsibility** for own safety
- Aware what was happening **right away**
- Prepared **“What if”** questions asked pro-actively
- **Practiced**



- The first step towards this goal is to develop a survival mindset. A survival mindset is a protective shield comprised of three components:

Awareness, Preparation, and Rehearsal.

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Awareness, Preparation

- **Awareness**, involves taking the time necessary to gain a **basic understanding of an active shooter situation**.
- **Preparation**, includes looking at your environment through a survival lens; a lens that focuses on the **“what if” questions**.

Survivors prepare themselves both mentally and emotionally to do whatever it takes to make it through their situation.

Awareness Color Code Chart

WHITE
The lowest level. You are 'Switched Off' and unaware of what is going on around you and really not ready for anything. Reasons affecting why one may be in this condition may include; sleep, fatigue, stress, or impairment due to drugs/alcohol.
YELLOW
You are alert and aware but also calm and relaxed. You are alert to the surroundings (and environment) and to the people who occupy it and to their body language. You are alert, not paranoid. In this state it is difficult for someone to surprise you.
ORANGE
A heightened level of awareness. You sense that something is not right. This is the time to evaluate and to formulate a plan. Evasion and diffusion works best here before the next level.
RED
The fight is on! You are taking Decisive and Immediate action! Recognizing attack rituals and set-ups helps one to avoid this level.

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Rehearsal

Rehearsing, your plan will reduce your response time and build your confidence.

In essence, your rehearsal serves as a **survival test** so that you can readily recognize sights and sounds (gunshots) that are **foreign to the environment**.

A pre-determined survival mindset will help you **take rapid, effective actions** in a stressful situation.

Trained	Untrained
Anxious	Panic
Recall what they learned	Fall into disbelief
Prepare to Act	Lost in Denial
Commit to Action	Descend into helplessness

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Establish a Baseline

- First determine **“what is normal”**
- Then you can spot **“anomalies”**



“Anomalies are things that either do not happen and should, or that do happen and should not”

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Mastering the OODA Loop

<http://www.artofmanliness.com/2014/09/15/ooda-loop/>

- Decision making process by military strategist John Boyd – fighter pilot.
Observe, Orient, Decide, Act
- We associate the **“Observe” with situational awareness**; but...
- **“Orient”** tells us **what** we should look for when observing, then puts the **“Observations”** into context so we **know what to do with the information**.

Observe + Orient = Situational Awareness

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Kinesics:

“Conscious and Unconscious body language”

- Dominant (Intimidation) vs. submissive behavior
- Comfortable vs. uncomfortable behavior
- Interested vs. uninterested behavior



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Observe + Orient = Situational Awareness

Train yourself to “see” not just “look”

- Observation:

Man walking toward you.



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Observe + Orient = Situational Awareness

Train yourself to “see” not just “look”

- Observation:

Man walking fast toward you, not using eye contact



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Observe + Orient = Situational Awareness

Train yourself to “see” not just “look”

- Observation:



Man walking fast toward you, not using eye contact, with hands in pockets

Observations: (Looking) + **Orient** (Seeing = Context) that is Situational Awareness

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Remember our baseline – What is an expected normal

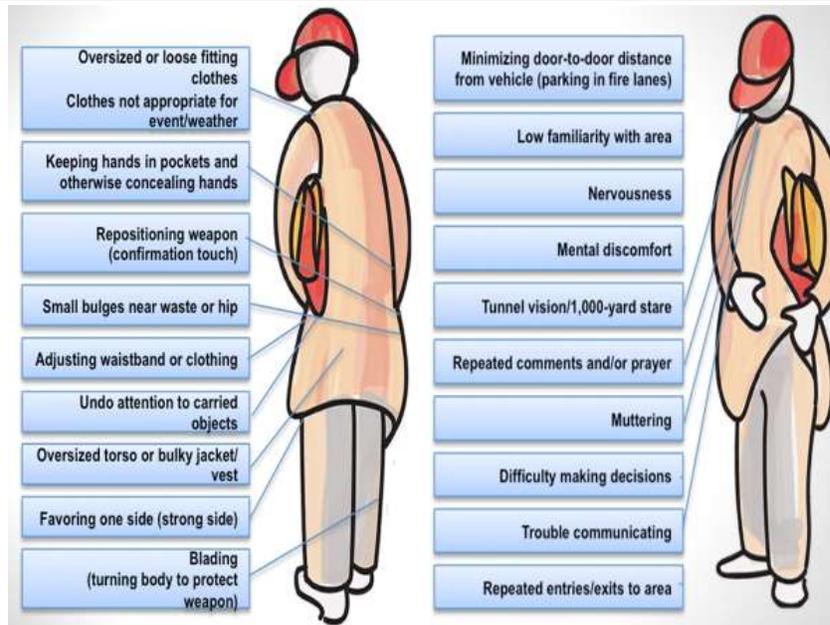
- Does the person's behavior fit the baseline for normal?
- If the person's emotions and behavior do not fit the baseline;

then the person becomes the anomaly.



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Situational Awareness



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According to John Boyd-

“Ambiguity and uncertainty surround us.
When our circumstances change, we often fail to shift our perspective and
**instead continue to try to see the world as we feel it should be;
not the way it actually is.”**



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“Run, Hide, Fight”

<https://www.youtube.com/watch?v=5VcSwejU2D0>

- This video, recently produced by the **Houston Mayor’s Office of Public Safety and Homeland Security**, dramatizes an active shooter incident in the workplace. Its purpose is to educate the public on how to respond during such an incident. Warning: The initial sequence in this video may be disturbing.

- <http://www.activeshooter.lasd.org/>
The **Los Angeles County Sheriff's Department** has created this video, Surviving an Active Shooter.



<https://www.fbi.gov/video-repository/run-hide-fight-092120.mp4/view> - In this FBI training video, customers at a bar are caught in an active shooter event.

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Run- Hide - Fight



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Course of Action - Run

- Survival chances increase if you recognize what is happening and act quickly;
- Move quickly; don't wait for others to validate your decision;
- Leave belongings behind

RUN – RUN – RUN – RUN – HIDE, FIGHT



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Course of Action - Hide

May not be able to get out

- Shooter is between you and the only exit
- Would have to enter area where shooter is positioned



▪ Hiding place

- Well hidden and well protected
- Avoid places that might trap you or restrict movement

- Find a room that can be locked with objects to hide behind
- Blockade door with heavy furniture
- Turn out lights; become totally silent
- Turn off noise-producing devices
- Call 9-1-1 (If you can do so without alerting the shooter)

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Course of Action - Fight

- Shooter will succeed in shooting all those with whom he comes in contact, UNLESS you stop him
- Develop a survival mindset that you have **“what it takes”** to survive when your life is on the line
- You must be prepared to do whatever it takes to neutralize the threat



You must choose to survive



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What Can you Do Starting Now?



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Crime Prevention Through Environmental Design

Natural Surveillance - Directed primarily at keeping intruders easily observable.

Maximize visibility of people, parking areas and building entrances: doors and windows that look out on to streets and parking areas; pedestrian-friendly sidewalks and streets; front porches; adequate nighttime lighting.



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Crime Prevention Through Environmental Design

Territorial Reinforcement - Physical design creating or extending a sphere of influence that develop a sense of territory for the “users”.

Define property lines and distinguish private spaces from public spaces using landscape plantings, pavement designs, gateway treatments.



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Crime Prevention Through Environmental Design

Natural Access Control - Directed primarily at decreasing crime opportunity by denying access to crime targets and creating in offenders; a perception of risk.

Designing streets, sidewalks, building entrances and neighborhood gateways to clearly indicate public routes and discouraging access to private areas with structural elements.



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Crime Prevention Through Environmental Design

Target Hardening - Window locks, dead bolts for doors, interior door hinges, access controls, cameras, barriers.



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Workplace Violence - Closing Thoughts

Situational Awareness and Face Coverings

- There are people around you also wearing face coverings and some bad people are using this as an **excuse to do bad things**.
- Good people know that the face covering is a **barrier to good communication**.
- What is the old saying? "The eyes are the window to the soul". **Look at their eyes, are they smiling?** you will know because the face covering moves up and down.
- Is there an openness and sense of camaraderie to what we are all going through, or **are they averting their eyes, hands in pockets looking around**.
- Be more vigilant. We are at a disadvantage because we are all distracted. **But remember body language is important**. If it doesn't feel right, it's not right.
- Get away, **don't stay in a place where voices become raised**. These days anger is so close to the surface. Don't engage, walk away.

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Workplace Violence - Closing Thoughts

- Establish a relationship with local police – offer tour, solicit advice.
- Arrange furniture to prevent entrapment – Office desks parallel to the door.
- Assure that exit doors are accessible and clearly marked
- Train employees to “assess” the public when they enter premises
- Maintain / enforce security procedures
- Employees must be the “first line of defense”
 - Report concerns immediately
 - Report potential domestic violence situations, encourage communication with staff

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Situational Awareness - Closing Thoughts

- Limit access to one primary entry.
- Identify safe rooms, or areas within each office where you can hide and secure your location if needed.
- Continue staff dialogue:
 - Situational Awareness: **Being Jason Bourne**
 - Discuss **“Tailgating” and “Shadowing”**
 - Implement a **badge system**
 - Install panic buttons / alarm systems
 - Create **code words** to end an event and **duress phrases** for staff
 - Develop a **survival mindset**
- Know the concepts of **“Run , Hide, Fight”** and Fight your **normalcy bias**



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Situational Awareness - Closing Thoughts

- Park in well lighted areas – never use cell phone when walking to and from car. Put down your cell phone – always be in “relaxed alert” – Condition Yellow
- Watch everyone in your immediate circle and beyond
- Listen for anomalies. What is the normal baseline of where you are?
- When in a restaurant never sit in a booth, always chairs and table; watching the door and the people
- Look for exits, always; inside and outside.
- Be prepared; not paranoid - being paranoid isn't healthy.

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#1 NATIONAL BESTSELLER

THE GIFT OF FEAR

"THIS BOOK CAN SAVE YOUR LIFE."

AND OTHER
SURVIVAL SIGNALS
THAT PROTECT US
FROM VIOLENCE

GAVIN DE BECKER
author of *Protecting the Gift*

GIFT OF FEAR –

“Only human beings can look directly at something,
have all the information they need to make an accurate
prediction,

perhaps even momentarily make the accurate
prediction....

and then say that it isn't so.”

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Thank you!

It has been my honor to spend time with you today!

List in chat box one thing you learned today, or a behavior that you will change because of today's webinar!

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Steve Thompson, ARM, COSS
Senior Vice President; Aspen Risk Management Group

Sthompson@aspenrmg.com
<http://aspenrmg.com>

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