



Chris Stevens – Professional Biography

Chris is President of Summit Solutions Consulting, LLC, providing services in the areas of workplace violence threat assessment and prevention, team building, strategic planning, managing corporate culture change and other HR issues.

After twenty-three years of service, Chris retired from the San Joaquin County Sheriff's Office as the Personnel and Training manager and Support Services Division Commander. At the time of his retirement, Chris held California POST Advanced, Supervisory and Management certificates.

Chris earned his Masters Degree in Leadership from Saint Mary's College of California in 2010. He is a certified instructor in both Management of Aggressive Behavior (MOAB) and Tactical Communication. Chris is an active member of the Association of Threat Assessment Practitioners (ATAP) and the California Association of Hostage Negotiators (CAHN).

Chris began his law enforcement career in July of 1988 as a Communications Dispatcher, answering 911 lines and dispatching both Law and Fire units. He became a Deputy Sheriff in January of 1990. After nine years of working in almost every area of Custody, Chris finally got out of jail and began patrolling the county. He was transferred to the contract city of Lathrop in October of 1999. In the fall of 2000, he was appointed as the first Lathrop "Community Resource Officer" and given the responsibility of implementing the Community Oriented Policing Program for the city. For almost four years, Chris spent his work hours developing and implementing crime and drug prevention programs, with a heavy emphasis on youth and community involvement. He also served as a member of the Sheriff's Hostage Negotiation Team and boasts a 100% "talkout rate" as a primary and secondary negotiator. In the spring of 2003, he was recruited to be a Public Information Officer for the Sheriff's Office. That summer, he earned a POST instructor's certificate.

Upon promotion to Sergeant in early 2004, Chris was assigned to manage the Sheriff's Work Programs and supervised a staff of twenty-seven full and part time employees who in turn supervised up to over a thousand program participants. Chris was then privileged to partake of the bread and butter work of the law enforcement supervisor, an assignment as a Patrol Sergeant.

In a happy coincidence for an Irish cop, Chris was promoted to Lieutenant on St Patrick's day of 2008. He served in Personnel and Training and was appointed to the post of Acting Captain and Support Services Division Commander in early 2010. He remained in that position until his retirement in August of 2011.

Chris's pre-law enforcement experience includes radio broadcasting, proprietor of a small business and classroom instruction ranging from kindergarten through college. He is in demand as a local speaker and has presented at several statewide law enforcement conferences.



Crisis Negotiations for Everyday Life
(How to Handle the Other Guy's Bad Day)
Course Description (Four Hours)

Please Note: Some of the media used in this presentation contains explicit profanity and is suitable only for mature audiences who will not be offended by such language. Discretion is advised.

It is pretty safe to bet that someone who has taken a hostage and is barricaded inside some rathole with a SWAT team prowling around outside is not having a good day. “Crisis Negotiations for Everyday Life” is an effort to bring the advantages of Hostage Negotiating techniques to everyday law enforcement encounters...specifically, encounters with people who are not having a good day. Taught by a veteran negotiator, the four hour workshop is a condensed version of an eight-hour police training day. It is a multi-media presentation that includes debriefs of actual negotiations and crisis interventions.

Topics covered include:

- **Communication Basics** – Understanding the mechanics of communication.
- **Hierarchy of Needs** – Why negotiating too early won't work.
- **The Initial Response of the Negotiator** – Taking care of the small things first.
- **The Four Stages of Crisis** – If you know where your subject is emotionally, you can hasten the conclusion of the crisis and move on to negotiating.
- **Negotiating Rules Digest** – Proven strategies to avoid failure and humiliation.
- **Indicators of Volatile Negotiations** – Recognizing the triggers to violent behavior.
- **Measuring Progress** – Are you four hours closer to a resolution, or have you just gone through the same hour four times in a row?
- **Tips, Key Words and Phrases** – Stuff the veterans will share with the novices...maybe.
- **The Surrender Ritual** – You are NOT done yet!



Leading From the Line
(Real World Leadership Strategies for Every Stage of Your Career)
Course Description (Four Hours)

Law Enforcement and Corrections attracts “Type A” personalities: hard chargers who have very well formed opinions about how things ought to be and how things would be different if they were in charge. The only problem is...most of us aren’t in charge! This course will help you outfit your leadership toolbox with practical techniques for effecting change in your organization from where you are right now as well as positioning yourself to advance in rank. Whether you are a “Leader in Training”, a “Leader in Action” or a “Leader Mentoring Leaders”, you can make use of the material and resources from this course to make your organization better as you move your own career forward. Topics covered include:

- **Working the Plan:** How to lay out your own personal leadership strategy and make it reality.
- **The Myth of the 800 lb Gorilla:** Moving past brute force and finessing your way to success.
- **The Impossible Dream:** How to move your idea through the layers of bureaucracy without surrendering ownership.
- **Questions You Must Ask:** Protect your projects from critics, pessimists and other killjoys before they attack.
- **Downline is Up:** Why the success of the people who work for you is far more important than your own personal achievements.
- **“POOS Cubed”:** Nine perspectives to consider when composing proposals, writing policy and formulating strategy.
- **Success Without Surrender:** Keeping your personal integrity intact while you outperform the brown nosers, suckups and yes men.
- **The Top Ten Commandments of Leadership:** With no apologies to Moses *or* David Letterman!
- **Bonus Material:** Tons of useful resources that work in real life!



Lessons From the Hills

Course Description (Four Hours)

In 19th century Appalachia, the still young United States experienced a cultural phenomenon that would have gone unnoticed had it not been so violent and persistent. “Lessons From the Hills” uses the lessons learned about this unusual period of American history as a framework to discuss the fierce commitment to a personal and professional "code" that is rooted in a warrior culture, but must be practiced side by side with the task of providing support to victims and services to good citizens as well. This training examines the balancing act law enforcement professionals face as they maneuver through layers of bureaucracy, deal with a sometimes uninformed public and maintain the safety and security of the communities they serve.

With a lesson plan that combines academic theory with practical application, the clash between today’s urban warrior culture and the demands of 21st century society will be examined through the afternoon to illustrate these principles and more:

- **Social Capital** – How we use personal relationships and influence to solve problems, work around obstacles and otherwise get things done. And, how we can shoot ourselves in the foot by ignoring the “politics” of the workplace.
- **Perspective Shift** – The reasons why many members of line staff believe Managers and Commanders “forget” what it is like to be a working cop, and how we all can practice the principles of Adaptive Leadership to minimize the phenomenon.
- **Change** – How it works (and doesn’t work) from the top down and from the roots up.
- **Ethics** – The challenge of both Doing the Right Thing and Doing Things Right.
- **Officer Safety** – “Hey...Let’s be careful out there!”

Lessons from The Hills promises to be an afternoon filled with old stories being given new life as strategies for success in the law enforcement workplace.



In House Problem Solving (How To Be Your Own Consultant) Course Description (Four Hours)

Designed for supervisors, administrators and those who wish to promote, In House Problem Solving is a primer about the nuts and bolts of getting things done. Using the processes of Action Research and Collaborative Inquiry, workshop participants uncover a real life problem, take it apart through group analysis and formulate an initial plan to move toward the solution.

At the conclusion of the workshop, participants will:

Possess a working knowledge of the theory of Action Research.

Possess a working knowledge of how to facilitate a brainstorming session.

Have participated in a brainstorming session addressing an actual operational challenge.

Possess a working knowledge of “Idea Triage”; the classification of ideas on a spectrum of workable to unworkable.

Have participated in at least one cycle of Action Research addressing an actual operational challenge.

Hour One – Basics of Action Research (AR)

What AR is and what it is not

The Action Research Cycle: Plan, Act, Collect, Reflect

Assembling Your AR Team

Diagnosing and Influencing Team Dynamics

Hour Two – Conducting Research as a Group (Part One)

Discovering the Right Questions

How to Have a Productive Brainstorming Session

Mind Mapping and other note taking strategies

Hour Three – Conducting Research as a Group (Part Two)

“Idea Triage”: Classifying ideas as workable, unworkable, immediate or delayed.

Finding and Following the Thread of an Idea

Solution Development: From Chaos to Order, From Grand Vision to Daily

Behaviors that will Bring You Closer to Your Goals

Hour Four – Creating a Case Study

This hour will be spent taking the class through an AR cycle, beginning with recruiting a case study from within the class (or, if no one is feeling adventurous, describing the challenge from an historic case study) and walking the class through the project, exercising the skills learned in the first hours of the class. The emphasis will be on observing group dynamics for problem solving and analyzing how the facilitation of the AR is executed to bring the group through at least one productive AR cycle.



Coming in 2012...

Gaming the System
(How to Manipulate Your Boss for Fun and Profit)
Course Description (Four Hours)

One of the first lessons a smart new supervisor will learn is that the good boss will kiss up to his (or her) employees far more than to his (or her) own supervisor. Here's a fact you need to learn early in your career: Supervisors, you will never look better than your people do. If you are working the line, the same inside information goes for you, too. The dirty little secret is...*The better you look, the better your boss looks!* Sadly, most employees (and many supervisors and managers) don't understand this fundamental truth. When this happens, egos get in the way and energy gets wasted on competing with the wrong people.

"Gaming the System" explores the relationship between supervisor and direct report and shows how a smart boss doesn't mind being manipulated...as long as they are kept up to speed, the work gets done, creativity is evident and excellence is pursued. This four hour training brings together theories from several different disciplines and shows how theory can be turned into practical application that makes working together more productive, more interesting and (most importantly) more fun!

Topics covered include:

- **Working With Systems** – How stuff that seems to be totally unrelated to your job finds its way into your everyday work and what you can do about it.
- **"The Dilbert Effect"** – Why do idiots seem to do so well? And how can they be so lucky?
- **Game Theory** – How thinking in terms of "zero sum" (if someone wins, someone else must lose) sets supervisors and direct reports up as competitors and coworkers up as enemies and what to do to make everyone a winner.
- **"The Medici Effect"** – Why a boss or direct report who thinks differently than you is a much greater asset than a like-minded individual.
- **The Law of Unintended Consequences** – Plans don't always come together. Here's why.
- **The Importance of Trust and Conflict** – The place for failure is in a safe environment. The real world may be the proving ground, but flaws are hammered out by constructive confrontation between coworkers.