AFNC

AIR FORCE NEGOTIATION CENTER

U.S. AIR FORCE

AFNC Mission Brief FY16

AFNC Mission

AFNC
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to develop One Air Force Airmen with adaptive conflict management, negotiation, and Alternative Dispute Resolution skills to succeed in the dynamic, global AF mission

We Teach!

Why Negotiation?

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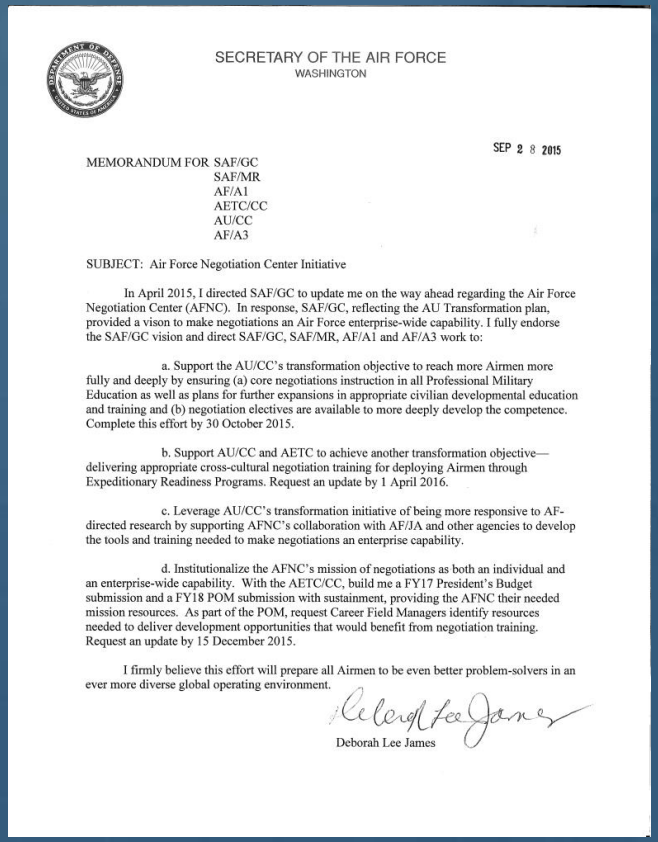
On September 28, 2015 Secretary James directed senior Air Force staff to deliver a vision, making negotiations both an individual as well as "enterprise-wide" capability

Building on the foundational work of the General Counsel and Air University (AU), the AFNC will continue its education mission to meet SECAF's goal for the One Air Force



SECRETARY OF THE AIR FORCE
WASHINGTON

SEP 28 2015

MEMORANDUM FOR SAF/GC
SAF/MR
AF/A1
AETC/CC
AU/CC
AF/A3

SUBJECT: Air Force Negotiation Center Initiative

In April 2015, I directed SAF/GC to update me on the way ahead regarding the Air Force Negotiation Center (AFNC). In response, SAF/GC, reflecting the AU Transformation plan, provided a vison to make negotiations an Air Force enterprise-wide capability. I fully endorse the SAF/GC vision and direct SAF/GC, SAF/MR, AF/A1 and AF/A3 work to:

a. Support the AU/CC's transformation objective to reach more Airmen more fully and deeply by ensuring (a) core negotiations instruction in all Professional Military Education as well as plans for further expansions in appropriate civilian developmental education and training and (b) negotiation electives are available to more deeply develop the competence. Complete this effort by 30 October 2015.

b. Support AU/CC and AETC to achieve another transformation objective—delivering appropriate cross-cultural negotiation training for deploying Airmen through Expeditionary Readiness Programs. Request an update by 1 April 2016.

c. Leverage AU/CC's transformation initiative of being more responsive to AF-directed research by supporting AFNC's collaboration with AF/JA and other agencies to develop the tools and training needed to make negotiations an enterprise capability.

d. Institutionalize the AFNC's mission of negotiations as both an individual and an enterprise-wide capability. With the AETC/CC, build me a FY17 President's Budget submission and a FY18 POM submission with sustainment, providing the AFNC their needed mission resources. As part of the POM, request Career Field Managers identify resources needed to deliver development opportunities that would benefit from negotiation training. Request an update by 15 December 2015.

I firmly believe this effort will prepare all Airmen to be even better problem-solvers in an ever more diverse global operating environment.

Deborah Lee James

Why Negotiation?

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<u>The Air Force designates Negotiation as a leadership skill</u>:

- **AFDD 1-1, Nov 2011, "Leadership and Force Development"**
  - ***Fostering collaborative relationships through building teams and coalitions, especially within a large organization, and negotiating with others, often external to the organization, becomes a necessary competence.*** **(page 30)**

- **AFDD 1-1 considers negotiating a "*Leading People*" competency for *fostering collaborative relationships* (page 56)**

- **Supported by other DOD, AF and AU documents**

- **Feedback from users is overwhelming – we need this!**
  - **One of AU's highest rated programs**
  - **Consistent repeat invites to conduct seminars, etc.**

Negotiation Education

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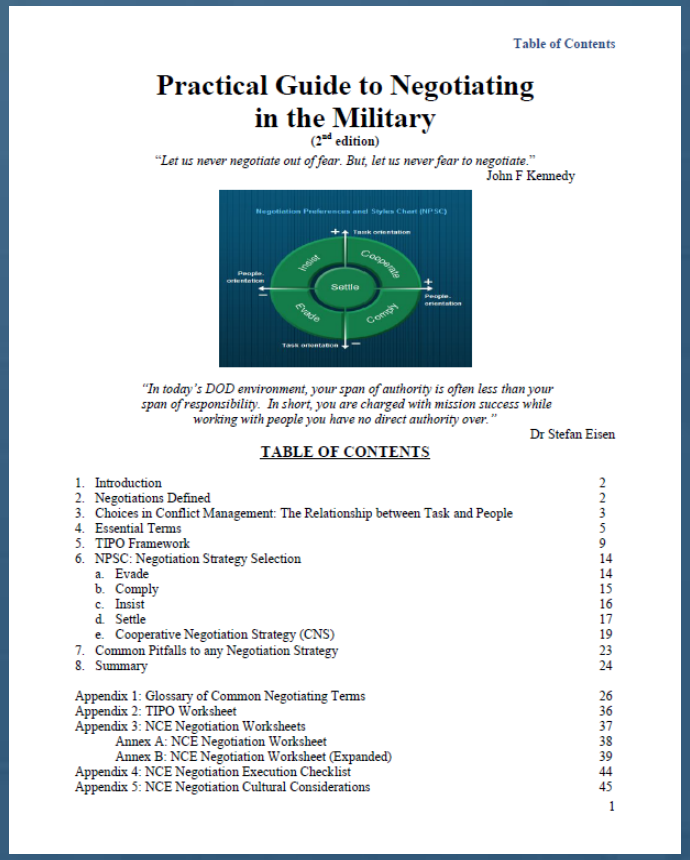
Since 2005, AU has supported negotiation education

- **Foundational Professional Military Education**
  - **SOC, ACSC, and AWC Core and elective offerings**
- **Grew over time to all levels of PME**
  - **Consistent model from Airman to Four-Star**
  - **Foundational *Practical Guide to Negotiation***
  - **Theory-based, application-driven**
  - **Cross-cultural and interagency focus**
- **Supports Professional Continuing Education**
  - **Broad success stories**
  - **Classic Instructional Systems Design approach**
  - **Small organization with big impact**
  - **Target is an enterprise capability**

Negotiation is a leadership tool to that tackles the challenges of a diverse environment



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Practical Guide to Negotiating in the Military
(2nd edition)

"Let us never negotiate out of fear. But, let us never fear to negotiate."
John F Kennedy

"In today's DOD environment, your span of authority is often less than your span of responsibility. In short, you are charged with mission success while working with people you have no direct authority over."
Dr Stefan Eisen

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What We Do?

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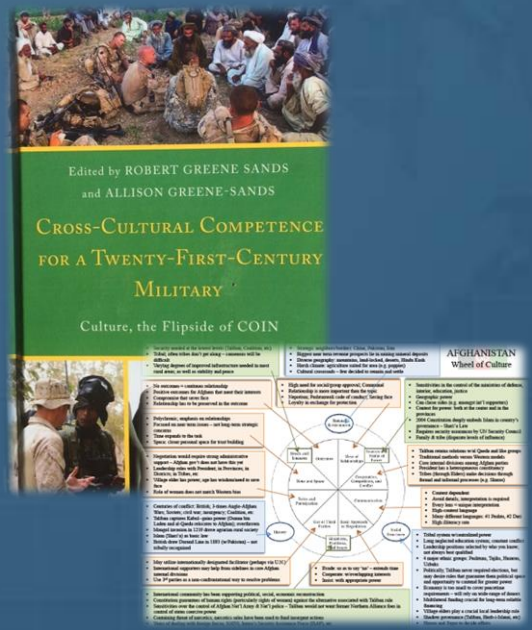
Teach

AU Professional Education processes Negotiations and ADR

Outreach

Support to the AF And other agencies



Research

Student and Faculty

What do We Teach? Adapted a Classic: Interest-Based Negotiations (IBN)

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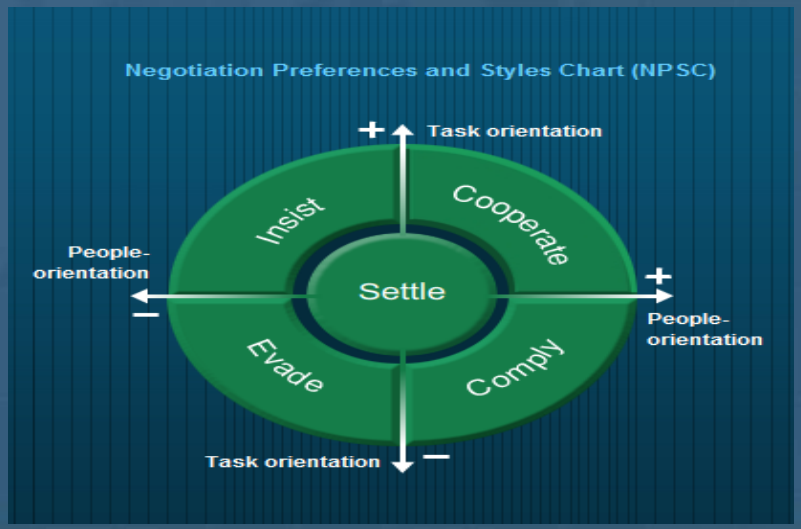
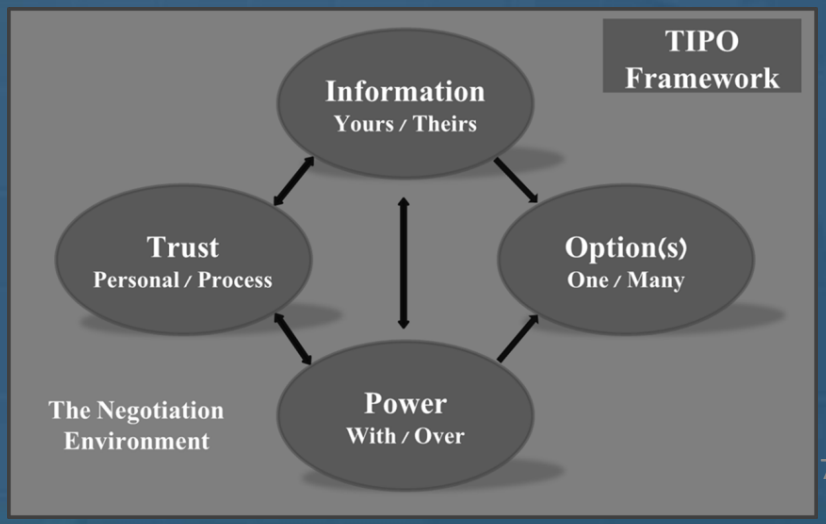
Negotiation theory and application for military learners

- **The Trust, Information, Power, and Options Model (TIPO)**
  - **The AFNC developed this model for the tactical, operational, and strategic military environment. Provides a quick framing and analysis baseline for strategy selection**
- **The Negotiation Preferences and Styles Chart (NPSC)**
  - **The AFNC adapted the NPSC from the classic business / diplomatic models**
  - **Military Context: All FIVE Styles have their place in military negotiations**
  - **Based on analysis of positions and interests of all parties**





Online Course Examples

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http://jko.jten.mil/

Search: Negotiations

AFNC Leadership

Dr. Stefan "Ice" Eisen
AFNC Director

Mr. Hank "Hammer" Finn
AFNC Deputy Director

Shown teaching our Joint Knowledge Online Cross-Cultural Negotiations Course @ http://jko.jten.mil/

Why Contact Us?

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- The AFNC team teaches a key Air Force leadership skill
- Where are we located?
  - We are located at Maxwell Air Force Base
  - We are assigned to the Air University
- We are a small, experienced, and professional team
  - Wide Reach
  - Cost Efficient
- See our Web Site at http://culture.af.mil/NCE/
- Reach-back? Yes! stefan.eisen@us.af.mil hank.finn@us.af.mil paul.firman.1@us.af.mil david.omeara.1.ctr@us.af.mil

Call us at 334 953-9544