



AFNC
AIR FORCE NEGOTIATION
CENTER



U.S. AIR FORCE

Judge Advocate General's School -- Gateway IX



AIR UNIVERSITY

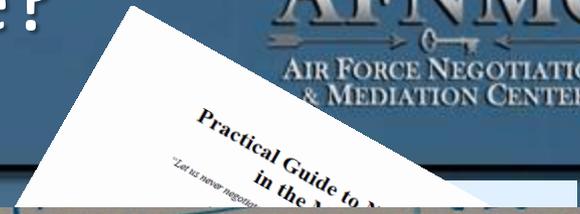


The Warrior / Staffer / Negotiator Flexibility in Strategies

Dr. Stef Eisen, Colonel (ret) USAF
Director, AF Negotiation Center (AFNC)



Why Negotiate?



Interests	• Fill Rgts • Sourcing guidance	• unexecutable guidance	• Mil/IDS sa
Problem		Sourcing guidance - disconnect on executability - process is not to establish	
ZOPA			
BATNA		• Status quo	• enlarge

**What everybody thinks the
life of a JA is like.....**



CC

IG

YOU!!

HHQ

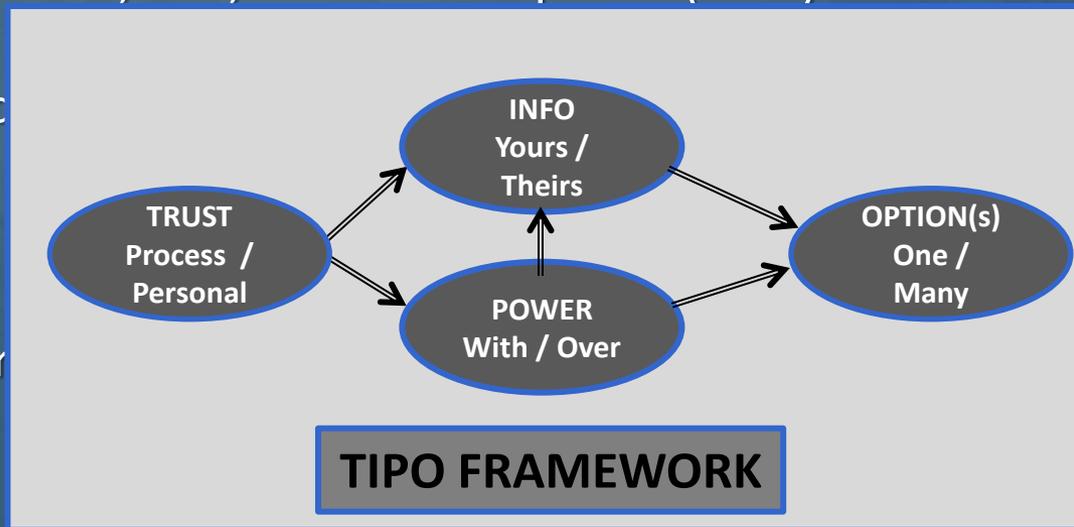
What "JA" life really looks like.....





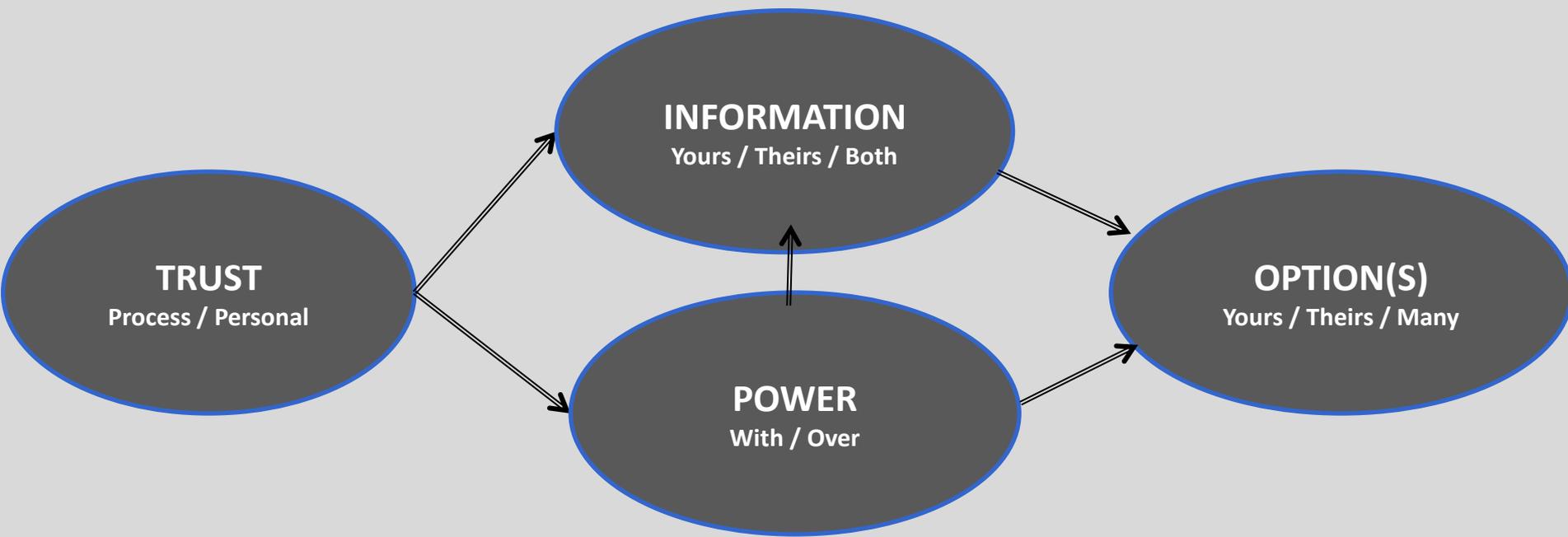
Overview

- The Influence Game and Clues to Trust, Info, Power and Options (TIPO)
- The Negotiations Preferences and
- Insist and Cooperate Strategies
- Negotiating with the Commander
- Cross-cultural impacts





Simple Communications in a Negotiation Influence Game Example



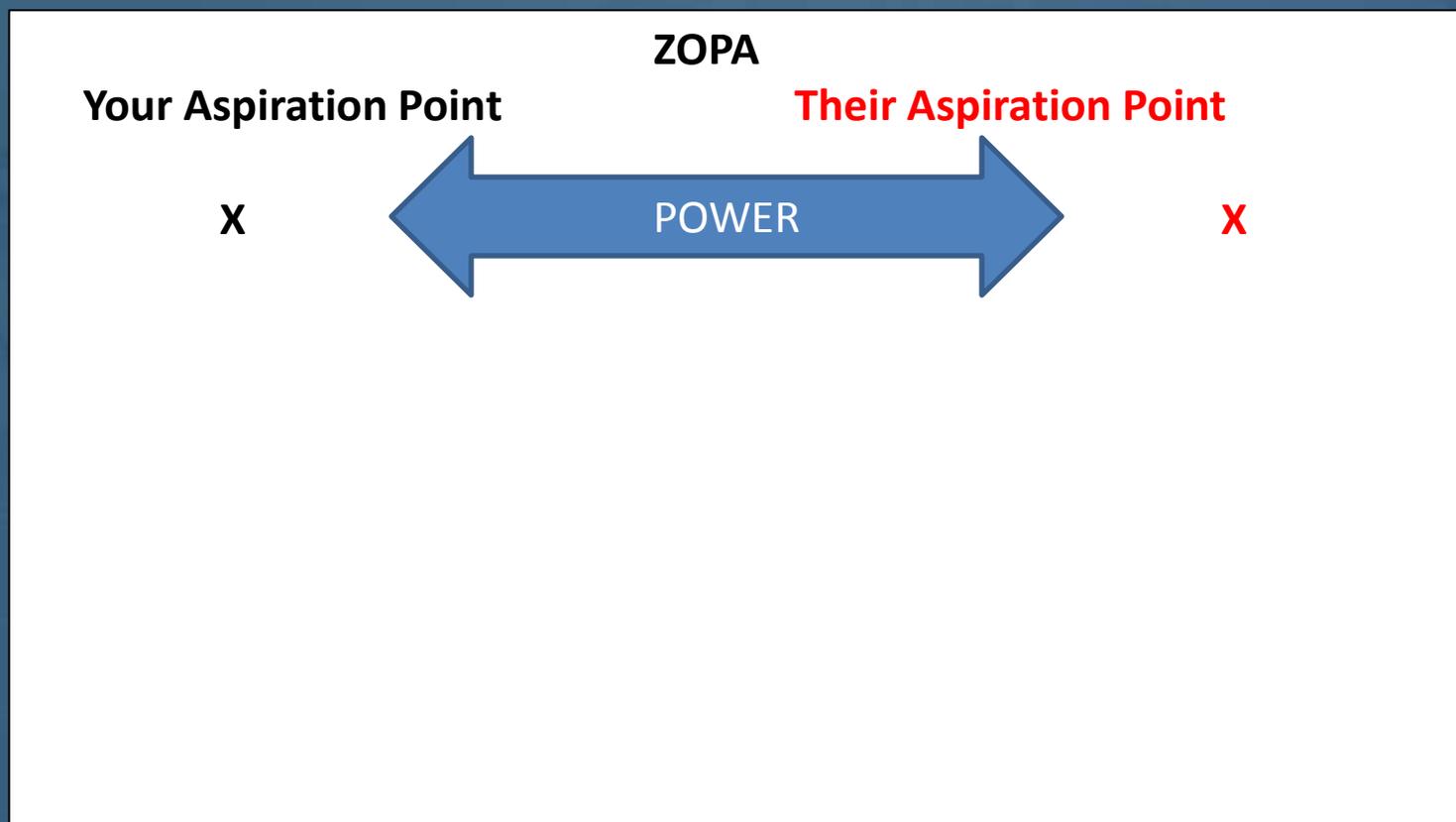
**Trust / Information / Power / Options
TIPO FRAMEWORK**



Shortcuts to Some Strategies



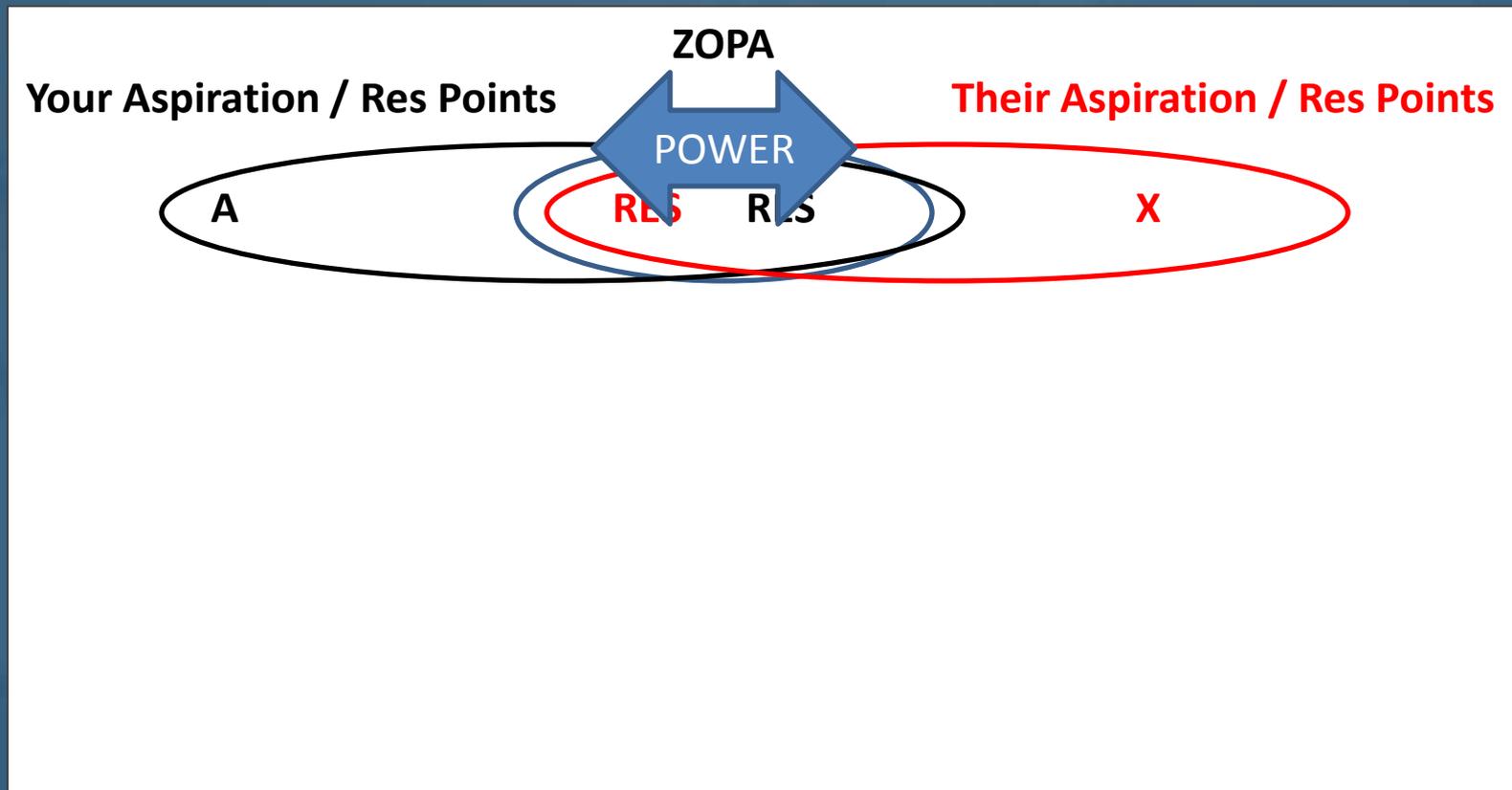
Demands versus Offers versus Ideas





Shortcuts to Some Strategies

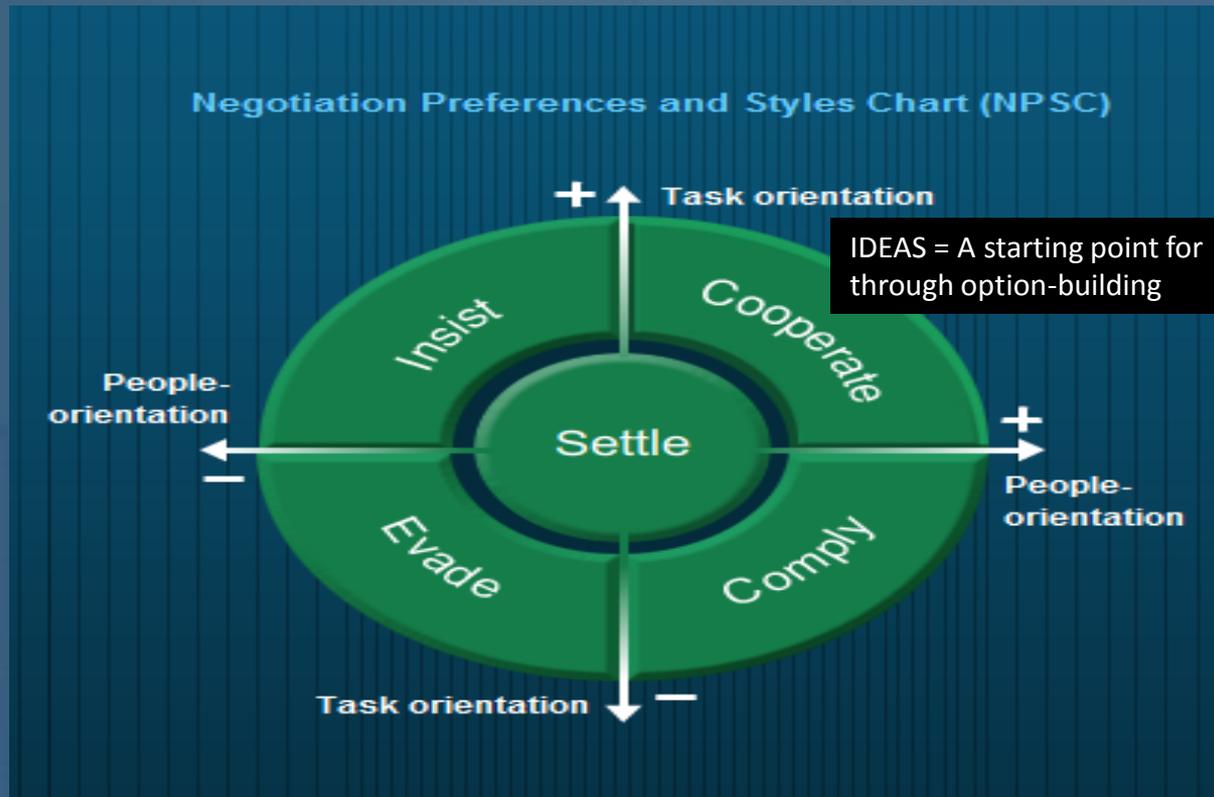
Demands versus Offers versus Ideas





Shortcuts to Some Strategies

Demands versus Offers versus Ideas





Creating a ZOPA in the Real World



- US government working with a local water vendor to get water to support the staff on a US sponsored project
 - Local water vendor is trust-worthy and fair
- Relationship building conversation reveals the water vendor is also a leader in the local village
 - Late summer -- Crops are ripe
 - Trouble getting them to storage due to the lack of trucks (claim is that the last US aid package left them with no repair parts [black market to blame])
- The American wants a water contract, the local wants.....
- Where is the ZOPA?

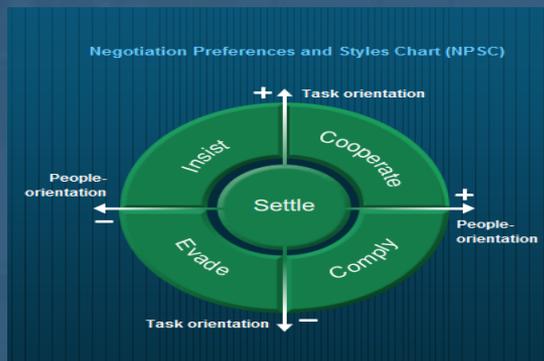


Execution Tips. If you plan to use...



- ... Evade, inject some “Hope” to minimize the impact on the relationship
- ... Comply, chose to make it “Easy” or “Hard”
- ... Insist, make sure you have enough power left over for executing the agreement
- ... Insist (and you don’t want to permanently impact the relationship) – declare the strategy in advance
- ... Settle, make sure you know what’s “Fair”
- ... Cooperative, decide the trust the opposite values the most and then develop it

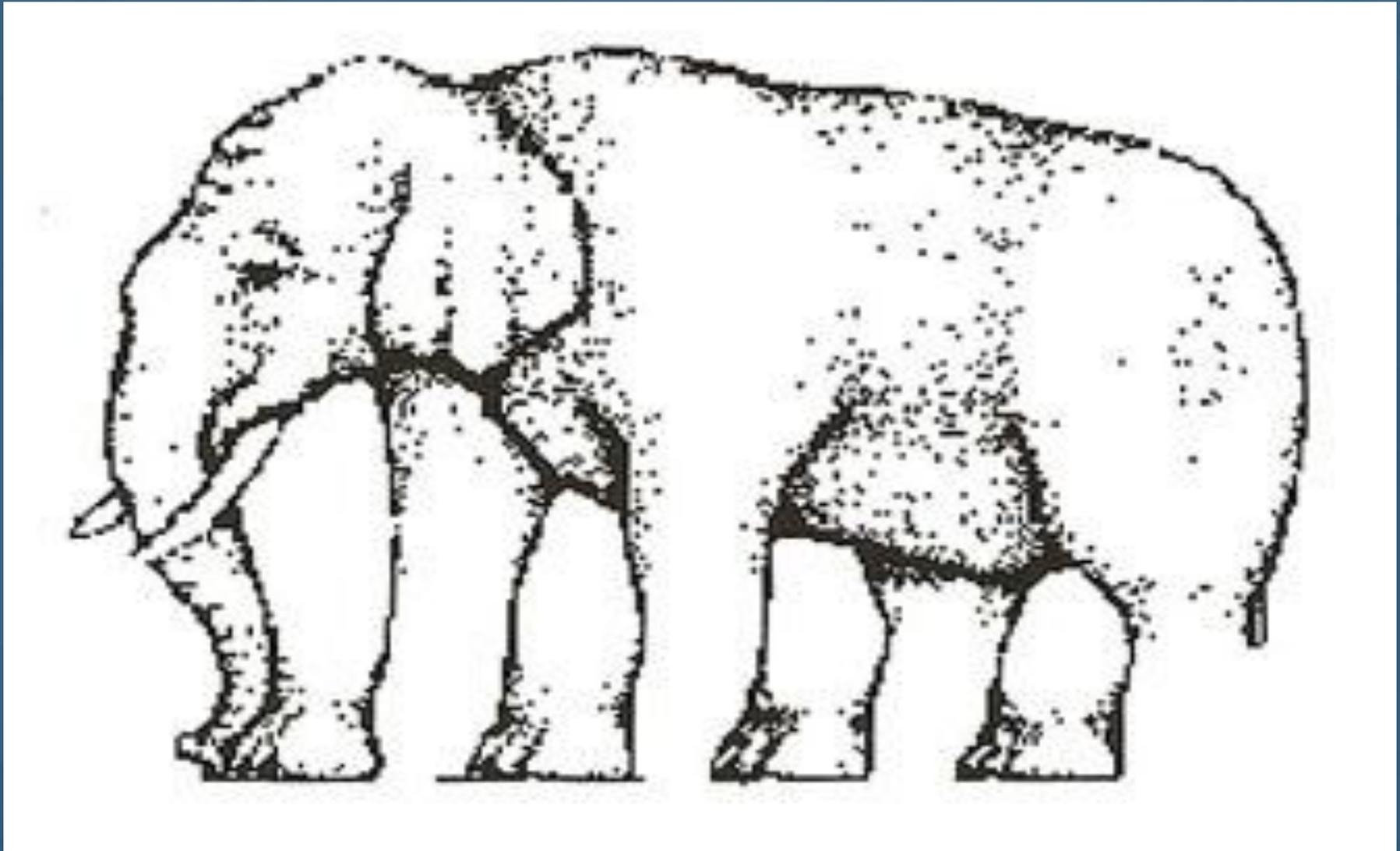
Bottom Line: Assess the context (TIPO) and deliberately select an NPSC strategy – avoid the negotiations “Improv”. In an “Improv” (or thin Slice), people do what’s “most efficient”, not always best”





Blink: The Dark Side of Thin Slicing....

AFNMC
AIR FORCE NEGOTIATION
& MEDIATION CENTER





Another Example?

We like to problem solve using Convergent Patterns



According to a research at an English university, it doesn't matter in what order the letters in a word are, the only important thing is that the first and last letter is at the right place. The rest can be a total mess and you can still read it without problem. This is because we do not read every letter by itself but the word as a whole.

Ceehiro

Might you / your cohorts / boss have a hard time “seeing things” another way?



Contrasting Insist and CNS



Insist

- Trust non-existent or not needed
- Information is hoarded
- Power over
- Position prevails
- Meeting to advocate a solution – defensive to counterproposals
- Opposite is the “enemy”
- A competition over fixed resources

- “Staff work” data collection
- Focused on “Me”

- Pro
 - Quick / Efficient

- Con
 - Psychological buy-in to a solution
 - Tough to adjust to counterproposals
 - There is a “loser”

CNS

- Trust is required
- Information is shared
- Power with
- Prioritized Interests / Needs
- Meeting to explore the possibilities – open to counterproposals
- Opposite is a co-problem solver
- A cooperative effort to see if resources can be innovatively expanded

- Research-based
- Focused on “We”

- Pro
 - Potential for two winners
 - Non-Judgment of counterproposals
 - Psychological buy-in to a process

- Con
 - Takes time
 - Egos must be checked at the door
 - Can be multiple winners



Cases for Consideration

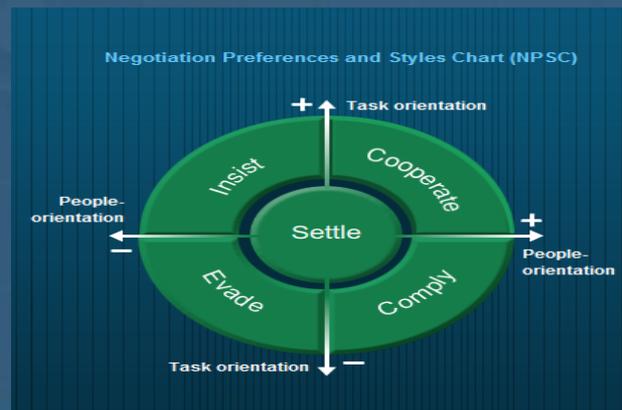
Contrast Positions / Interests

Deployed @



- Incident: Food poisoning at a deployed location – 30% of assigned troops sick – no fatalities
- Commander's position: Get rid of the local vendor – barred from ever serving on-post again
- Local Vendor's position: This was a one time mistake – not to happen again
- Positions are immovable – impasse and bad feelings
- Third party: Local military official (friend of the vendor and commander) goes behind the scenes
- Commander's interests: food safety for the troops – last deployment, he lost three Airmen to possible food poisoning. Vowed a "never again" attitude. In light of this, demands high standards. Also wants to provide support to key FSS/MWR activities, understands how it helps with morale.
- Vendor's interest: maintain a good relationship with the base. Vendor ops provides key employment for the area. Continuously upgrading equipment to meet uncompromising food safety standards? Could actually prove the incident was a one-time event.

• Options?





Cases for Consideration Leverage Interests



- MX and Operations were in a tug of war!
 - OPS needed to ease “crew duty day” (12 Hours) – current @ 18/18/18/18
 - Demanded 24/24/24 to get crews @ 12 hours
 - MX couldn’t produce 24/24/24 under the current conditions
 - Demanded more \$\$ for more MX contractors
- “Reframing”
 - MX and OPS both interested in equipment and flight safety
 - MX and OPS both interested in high quality training
- With the new “frame”, a discussion on options opened up
 - T/O times compressed from 5 to 3 minutes = saving MX time on the ramp
 - MX: Opened a 36-48 minute “donut” in the schedule for flexibility
 - OPS: Got the fly day to 12 hours AND increased crew discipline



Pause for the “Offer” Game





The “Offer” Game



Three cycles in this game – take about 5 minutes each

- NOT a true negotiations exercise, but a bargaining exercise

Situation – there is an imaginary amount of \$\$ in the offer – NO other strings attached – treat each game as a “new” situation

- “Dealmaker” makes offer --- “Ratifier” can ONLY accept or refuse
- If accepted, then the \$\$ are distributed according to the offer
- If refused, ALL the \$\$ disappear and nobody gets anything

RULES!

1. No talking! No body language!
2. “Dealmaker” writes down own the offer
3. “Ratifier” marks the offer as they desire, and returns it to the “dealmaker”



Deal #1



Dealmaker:

You have \$100 to do with as you wish.



Deal #2



Dealmaker:

You have **\$1,000** to do with as you wish.



Deal #3



Dealmaker:

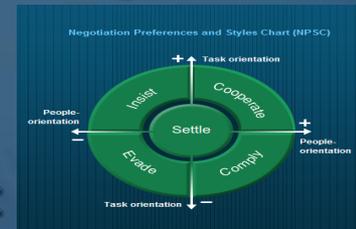
You have \$1000 to do with as you wish.



Working with the Commander

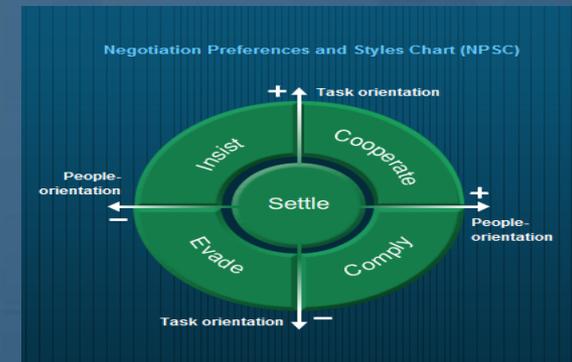


- W/CCs tend to positions – they are also “into interests”, but time (and the endless stream of challenges) is their enemy
- WTMTM/Y? You have choices, but it is all about framing and strategies
- Always use framing to turn the commander to CNS:
 - “Boss, understand your position, but would you agree that some critical questions need answers so we can determine the best path?”
 - “Boss, understand your position, but if I poke around a bit, I might come up with some ideas. When would you like a report back, tomorrow noon or COB?”





- Possible Wing Commander responses:
 - “I don’t have the time”
Your follow-up NPSC strategy....?
 - “I’ll give you XY time”
 - Your follow-up NPSC strategy....?
 - “What do you have in mind?”
 - Your follow-up NPSC strategy....?





**I Don't Often Negotiate with the Wing
Commander....**

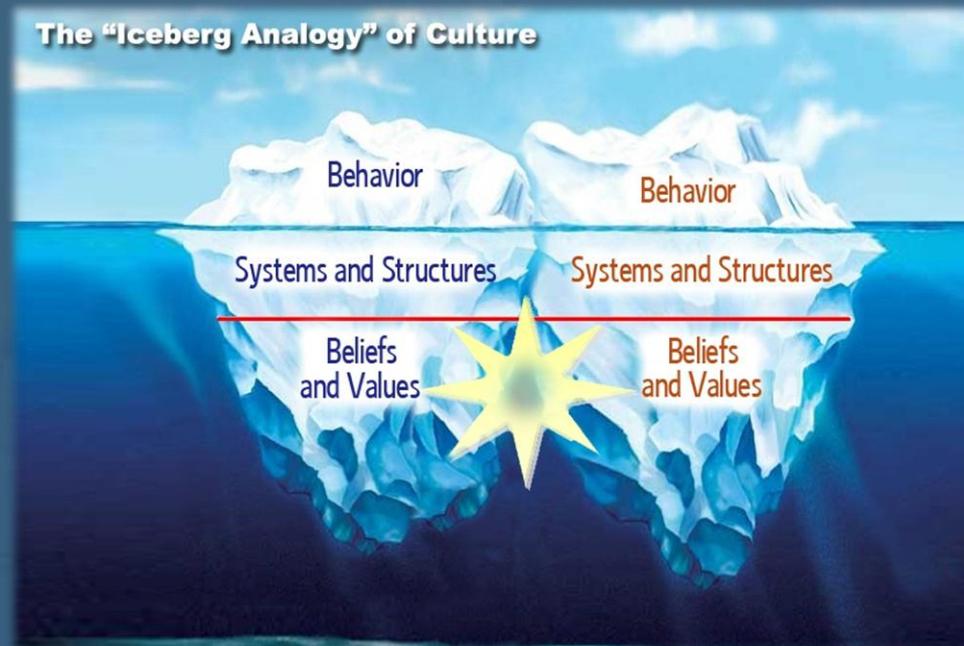


**But When I Do, I Call on the AF
Negotiations Center**



Considerations for Cross-Cultural Negotiations

- Conflict can result when different cultures collide and differences (in beliefs and values) are hard to see



- With understanding, it may be seen as “differences”; without understanding, it can be “thin sliced” as wrong



Breaking world records is all the rage in China

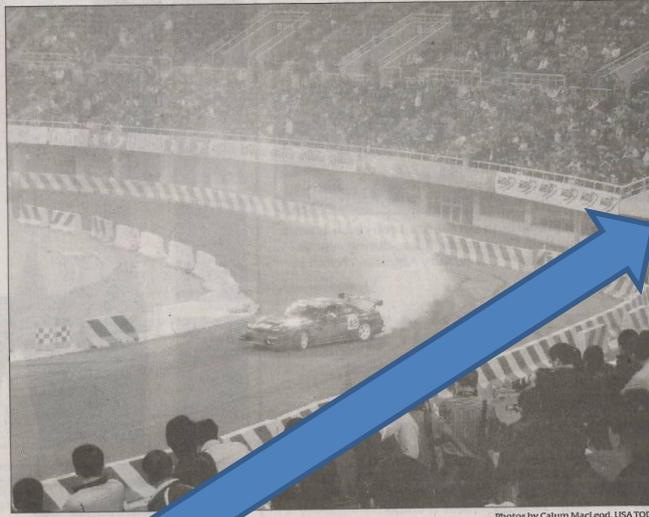
The 'most,' the 'longest' and the 'largest': Ordinary citizens strive for superlatives

By Calum MacLeod
USA TODAY

TIANJIN, China — Inside the "Water Drop" Olympic stadium, the pressure rises with a pall of tire smoke and the screams of fast cars, but driver Wang Qi stays calm.

"Even if I fail today, I will definitely break the record one day," he promises.

In a nation crazy for cars, Wang is intent on topping the world record mark of 7,572 feet for longest vehicle drift, or sideways driving, according to Guinness, a priority on



Photos by Calum MacLeod, USA TODAY

On the fast track, driver Wang Qi says of his attempts at breaking a world record at the Drift Series Tianjin Grand Prix.



Driver Wang Qi wanted to top the record.

Group he chairs, a construction machinery giant, produces much of the equipment that powers

The trend "shows Chinese people *are the same as people all over the world*, and they share a fascination for superlatives"

For their country, for their city, and *sometimes just for themselves*, more and more Chinese are chasing targets weird and wonderful with the same enthusiasm Americans have shown.....

...See more individual record attempts, I doubt China will ever overtake America as an American might tape himself to a wall, but a *Chinese might not be that crazy, and may fear losing face.*

ant to do records. t to try," their city, or the... e she... eared in... mains the 7 records. ions will rankings nth spot, ts Rowan president... rds. hese peo- people all ey share a tives." Si-... ion, at 1.3 world. Its a Central for "most watched TV network," likely because the Communist Party makes it hard for other channels to compete. Other records were set centu-

est ranwa... Last m... own wor... boom (or... ed concre... long beas... up skyscr... China... records t... es, insist... ds enti... iza... do," say... Guinness... who, for... attempts... or immedia... verification... Most record challengers submit their bids for free online. "In China, our tradition is to be humble. We're told, 'Don't try to be No. 1,'" says Dong, 42. "But the younger generation is more individualistic and confident than before. They want to stand out." Besides social change, China's

gather in Xingcheng, Huludao, a swimwear-making hub. "There were lots of pretty... break a world record," says Zhang, 47, who is confined to his bed by disability. Another Chinese stunt driver excelled this week on the hugely

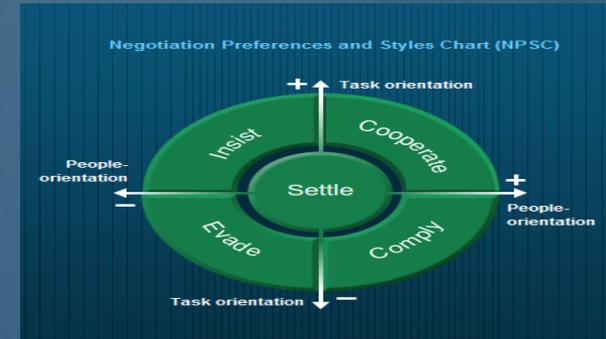


Cross-Cultural Negotiating Framework “Low Context” to “High Context”



- **Low Context culture = Informal, Egalitarian and Results Oriented (BLUF)**

- Preserve society by what we do – ample social mobility
 - Conflict is normal – even celebrated
 - More abundant resources / social mobility = easier to take risk
 - Question authority and “Tilt the Machine” philosophies
 - Learning from failure is key to “improvement”
 - Time is used to “get things done”
 - Stronger belief in the ability to control environments and destiny



- **High Context culture = Formal, Hierarchical, and Relationship Oriented**

- Preserve society by how we care for others – restrained mobility – emphasis on harmony
 - Conflict is the failure of the social fabric that preserves harmony
 - Less abundant resources / social mobility = less preference for risk
 - Consensus reigns, but leadership directs. Careful to change something that’s worked for 5,000 years
 - Learn by watching how consistency has ensured survival
 - Time “shows respect” and “builds relationships” – Through relationships, things get done
 - Stronger belief that “other” controls environments and destiny
- Bottom Line: With all good intentions, you might talk right past each other



Foot Stompers -- Summary



- The leadership challenge: achieve mission success working directly with people where little / no authority exists
- When it comes to negotiating, the Insist Strategy is in our primary culture (and even stronger in our secondary (military) culture)
- Use TIPO to assess the situation and NPSC to select a strategy and get insight on their strategy. Strategies might change during the negotiation
- Work the Commander's Issues: frame the discussion to attempt CNS – move to other strategies as the environment demands – don't let the commander's position drive out their interests
- Our strategies can work elsewhere, but need adaptations. If not considered, with all good intentions, you might be talking right past each other
- Reachback!



Weekend



- Rosa Parks Museum – 231 Montgomery Street (9-3 on Sat)
- Freedom Rides Museum -- 210 S Court Street (12-4 on Sat)
- Southern Poverty Law Center – 400 Washington AV





AIR FORCE NEGOTIATION CENTER OF EXCELLENCE



AFCLC
Air Force Culture &
Language Center

Welcome **What is Negotiation?** **Why Negotiate in the Military?** **How can I improve?**

Home

Warrior Resources

Education & Training

Simulations & Exercises

Research & Publications

Current Engagement

Negotiation Links

About Us



A 'Chopper' Landing - OVER THE PACIFIC OCEAN -- A 55th Rescue Squadron HH-60G Pave Hawk crew lands onto a Navy ship near San Diego during water-rescue training. The helicopters are based at Davis-Monthan Air Force Base, Ariz. (U.S. Air Force photo by Staff Sgt. Lanie McNeal)

1 2 3 4 5 6 7 8 9 10 11 12

QUICKTIPS ON NEGOTIATION

Steps in Interest-Based Negotiations - Interest-based negotiation can be a complex process. Following simple steps to include careful planning, deliberate development of interests and options, and movement towards closure set you on the road to success.

F
E
E
D
B
A
C
K
/
R
E
A
C
H
B
A
C
K

Reach back Resource
<http://culture.af.mil/NCE/>