

A satellite view of Earth at night, showing the Americas illuminated by city lights. The text is overlaid on a dark horizontal band across the top of the image.

The Warrior / Staffer / Negotiator Flexibility in Strategies

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Why Negotiate?

THE OBVIOUS...

The environment is inherently Joint, Interagency, Coalition, Contractor, Non-Governmental Organizations, Media and direct interaction with other governments / people

Flat / lean / undermanned units: More DOD leaders are working with others having same / similar rank

WHAT DOES IT MEAN?

#1 -- Span of Responsibility is > Span of Control

- DOD Leaders are charged with mission success involving people they have no direct authority over
- Collaborative efforts are the norm, not the exception

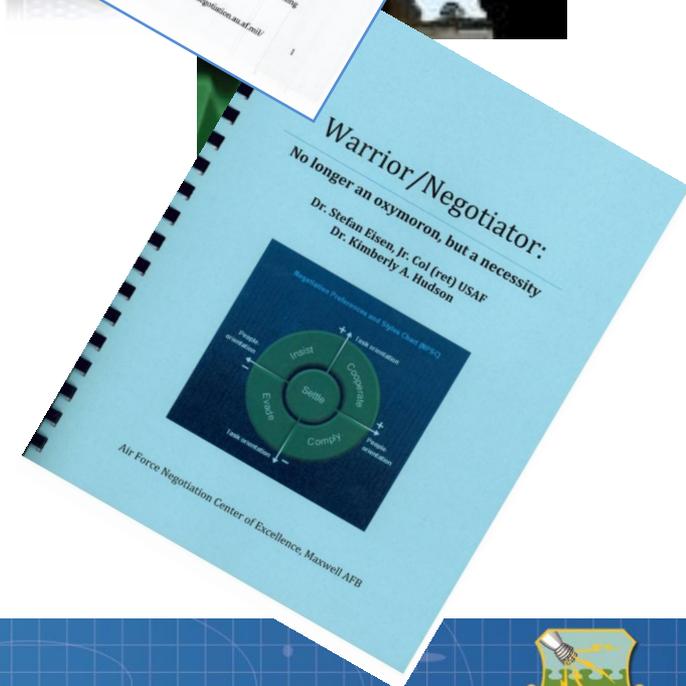
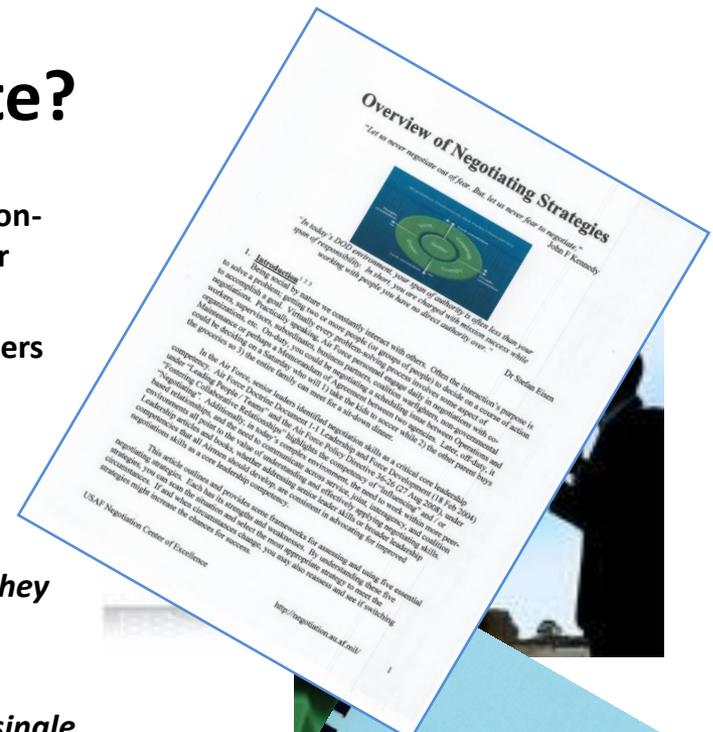
#2 -- The span of knowledge needed for an effective decision > span of a single DOD Leader's situational knowledge

#3 -- AND 2 people looking at the same data may / will come up with different perspectives and conclusions

TRANSLATED: You will be leading people (in your units) who are not like you and will be working with people outside your units that aren't like you

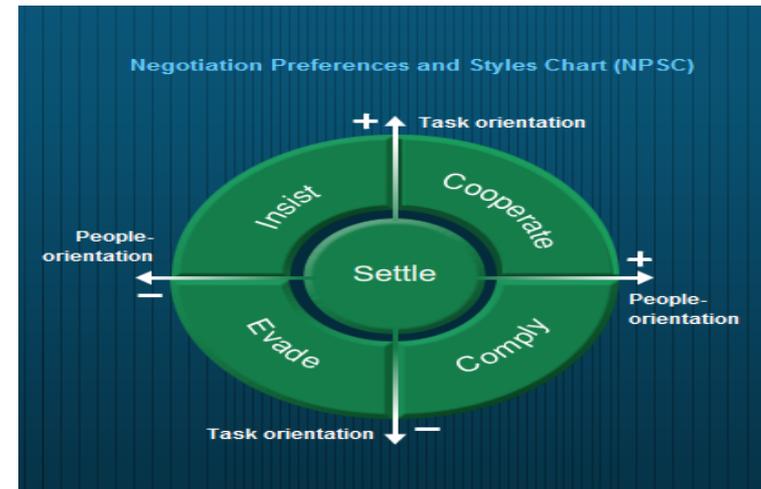
STILL A NEED FOR DECISIVE ACTION in a Collaborative, Interdependent, Complex and Multi-perspective world

- Not an impossible task, but few can do it intuitively

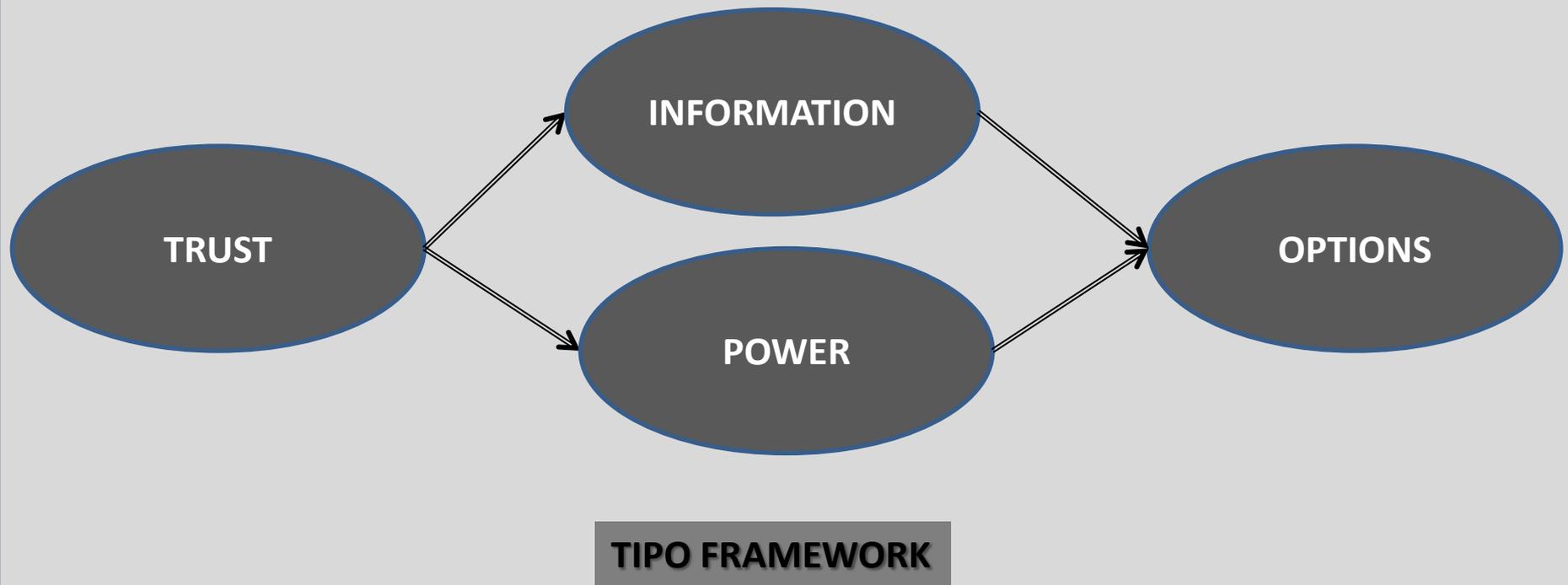


Overview

- The Influence Game, Communication Strategies, and TIPO
- Shortcuts to Strategies
- Insist and Cooperate Strategies
- Staff negotiations (Comborative)
- Counters to Hardball tactics
- Pentagon Per-Plexer Exercise

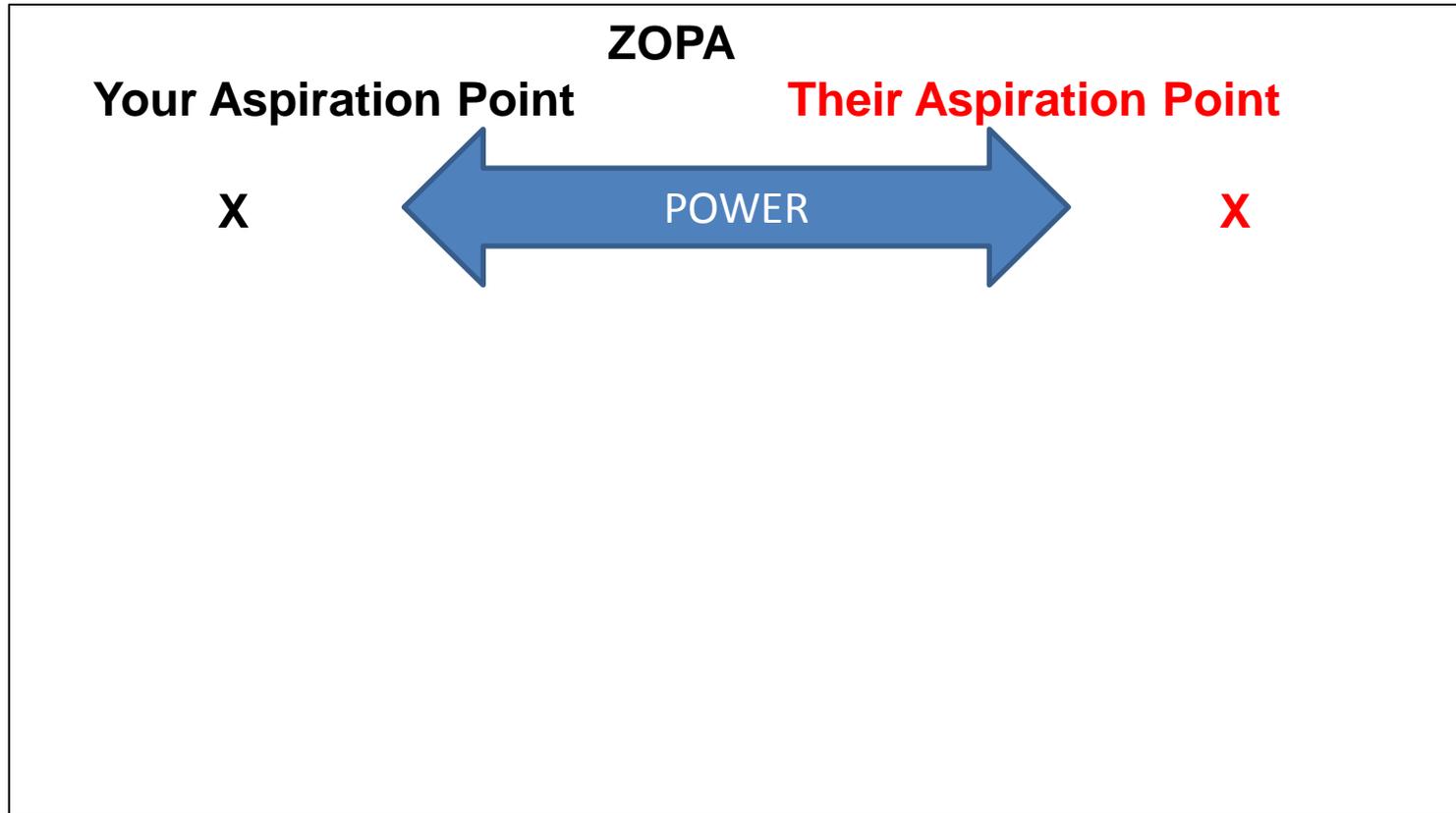


Simple Communications in a Negotiation Influence Game Example



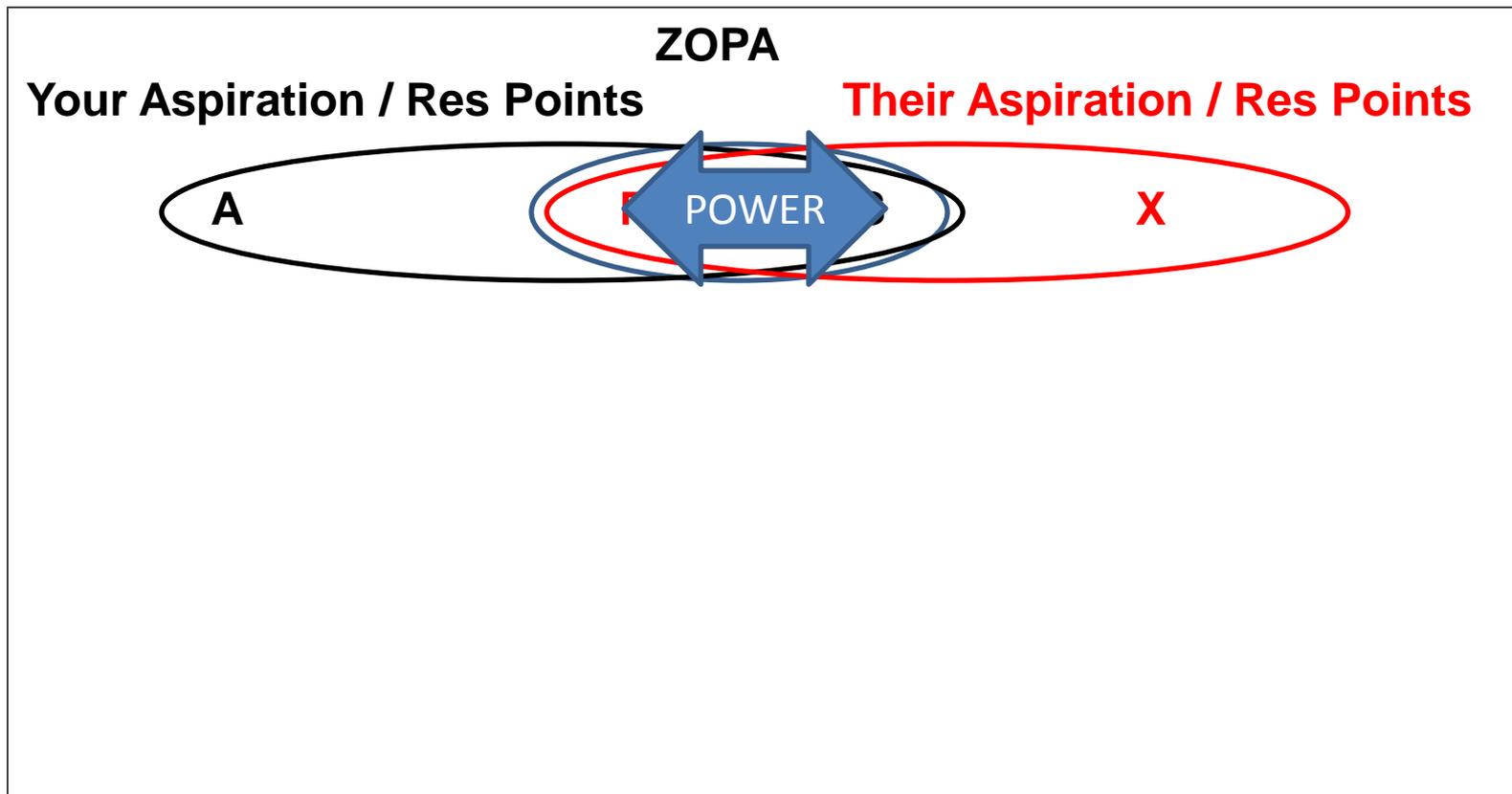
Shortcuts to Some Strategies

Demands versus Offers versus Ideas



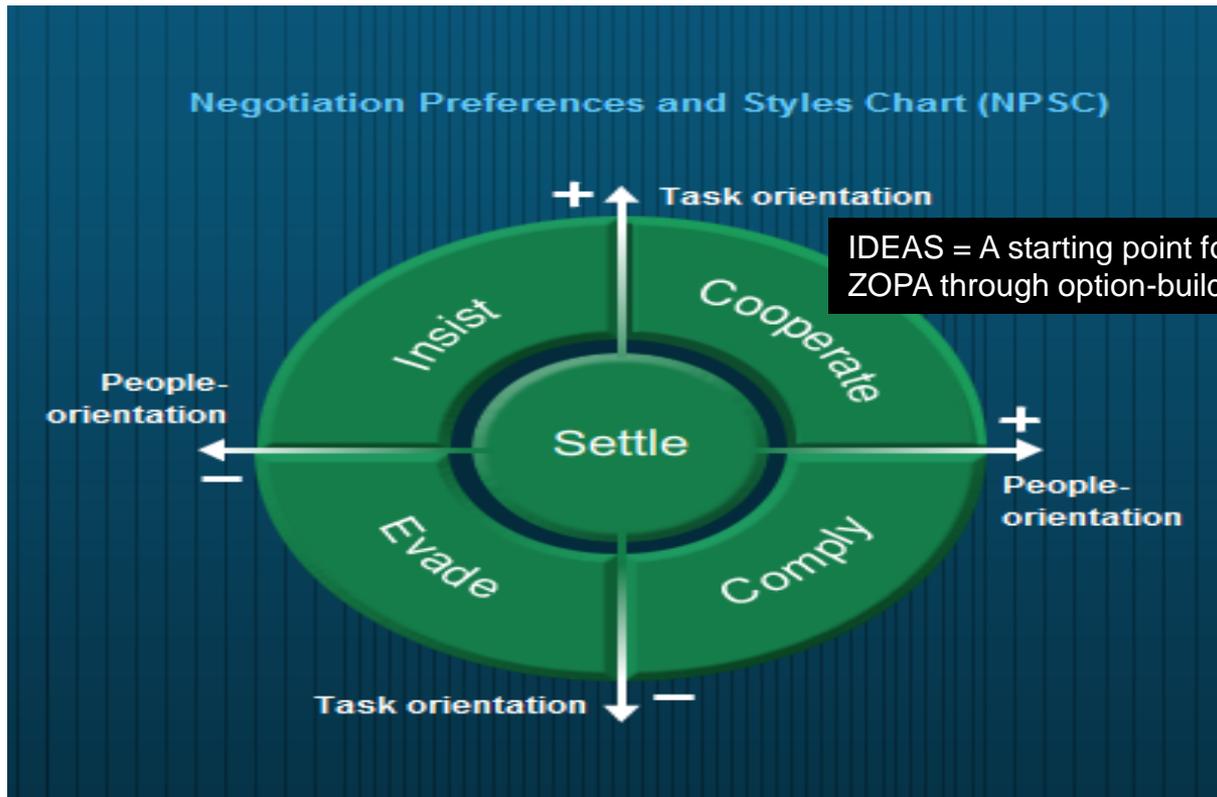
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Shortcuts to Some Strategies

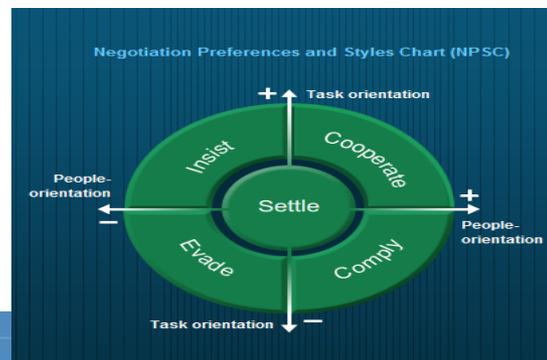
Demands versus Offers versus Ideas



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 what type of 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”, you do what’s easiest, not always best”

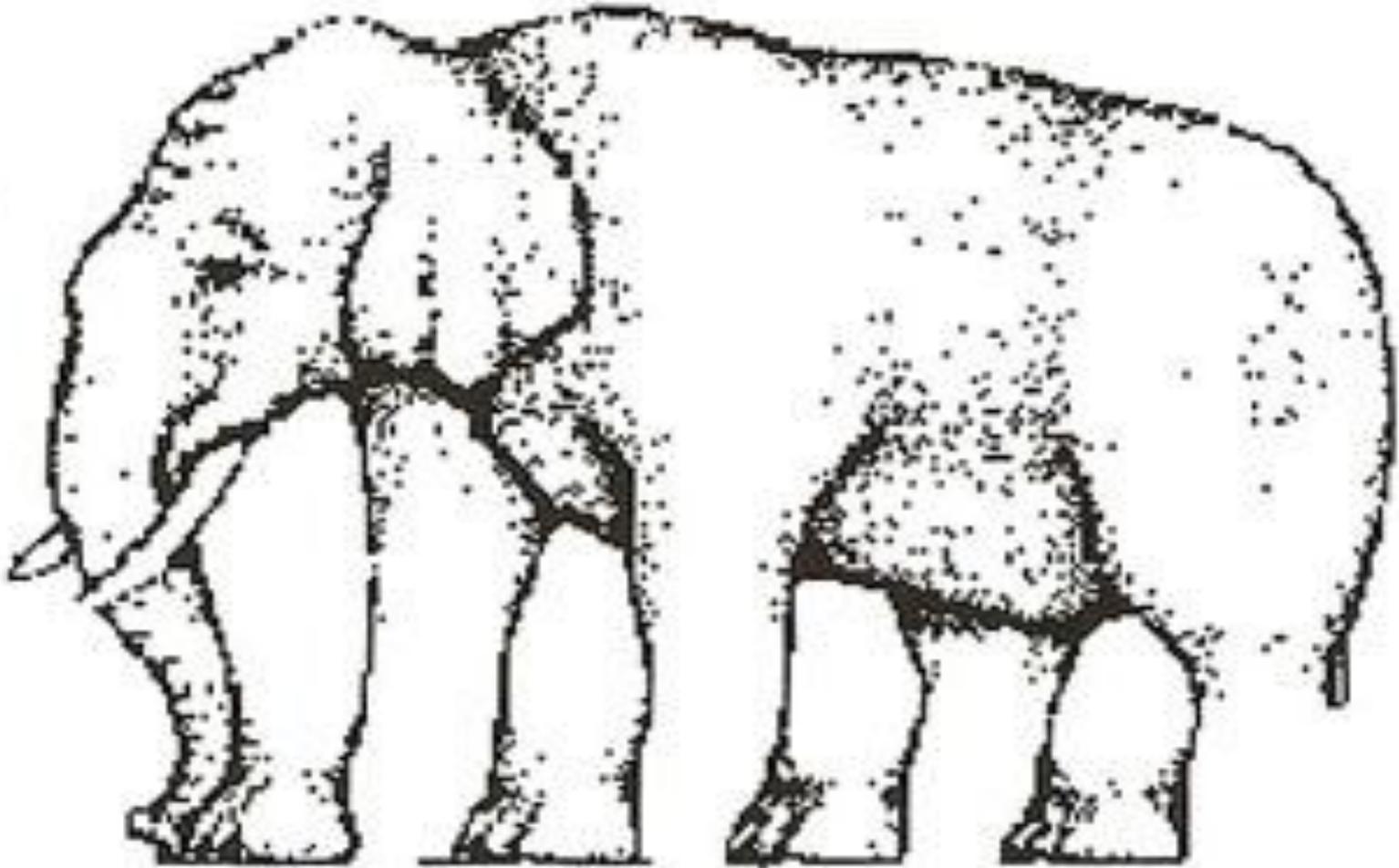


Insist Negotiating Strategy

- Major Tenets:
 - Mis-trust or the unimportance of trust
 - Competition to divide fixed resources – defeat other side; maximize your benefits
 - See the other side as an obstacle to the goal (or possibly enemy)
 - Information is hoarded and marshaled. Reliance on Power = Positions over Interests
 - Options? Only one – YOURS!
- The Process:
 - Planning = define the problem, gather facts, assemble the solution
 - 1st meeting = present the solution and back it up – no need for “wiggle room” since it’s the best idea available
 - Marshalling of support versus search for answers?
 - Power used to pressure: Charismatic, Expert, Reward, Coercive, Position
 - Insist Strategy is an essential skill BUT – psychologically, Insist Strategy means our idea is the “best one”, else we would have come up with another “best idea”
 - Also might believe that the other side, with the same info, should have come up with the same solution – reaction might be ... **“What’s wrong with them?”**
 - Tough to “adjust” to counter proposals
- Insist has its place – its quick, good in a crisis, but there is always 1 “loser”
- American / DOD culture tends to Insist
- When we are under stress and Improv, we might “thin slice” to a non-optimal strategy
- The Counter? Use Cooperative tactics to “turn them” from their position to their interests



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



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

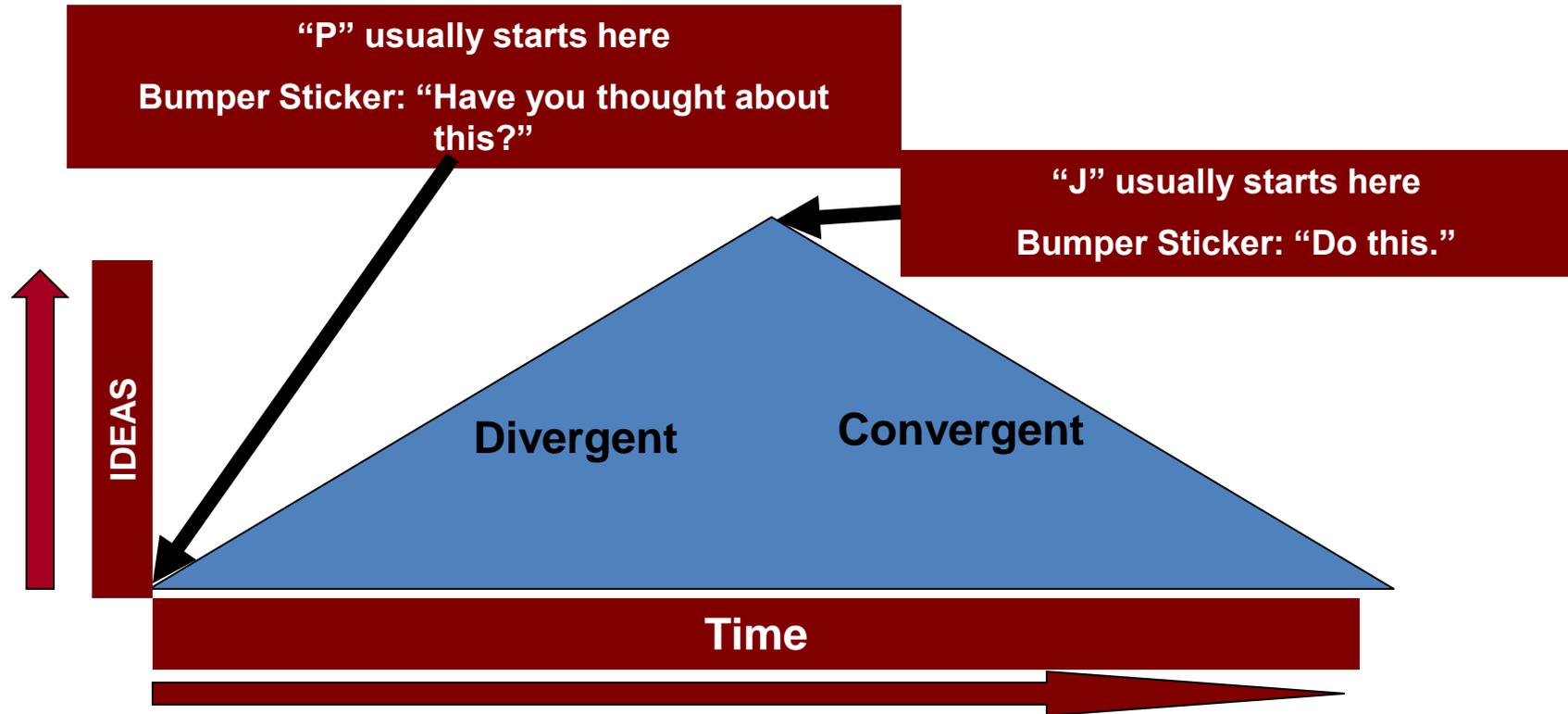
Might you / your cohorts have a hard time “seeing things” another way?

History and Hard-headedness

- Ernst Udet was the quartermaster general of the Luftwaffe in 1938 – 2nd highest ace from WWI and also a firm believer in dive bombing
 - All acquisitions were approved by him
 - Ground controlled radar was demonstrated to him
 - **His response: “Good God! If you introduce that thing you'll take all the fun out of flying”**
 - He also required all combat aircraft to be capable of dive bombing, including the 4 engine (driving 2 propellers) He-177

Lorber, *Misguided Weapons* (2002)

Convergent / Divergent Problem-Solving



Cooperative Negotiating Strategy (CNS)

Best Leverage of IBN Principles

- CNS: Planning -- demand / position (x2), but also determine / prioritize interests (x2)
 - Identify Interests from Values and Needs
 - Values (world / moral view) and Needs (Food, Shelter, Identity, Security): rarely negotiable
 - See if Interests are: Procedural / Psychological / Substantive



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Contrast Positions / Interests Contrast (1978 Camp David Accords)

- **Post 1973 Stalemate: Sinai Peninsula under Israeli Control**
 - **Israeli Position:** Insisted on keeping control of the Sinai
 - **Egyptian Position:** Insisted on getting the Sinai back; not willing to sign any agreement with Israel until Sinai returned
- **Beyond the position (what) – President Carter (at Camp David) asked the “CT” questions to get to the interests. Revealed some key issues:**
 - **Israeli interest** was not to keep the 60,000 km² (23,000 sq mi); it was “security”
 - **Egyptian interest** was “territorial continuity” that kept with their 5,000 year history
- **Cooperative solution addressed BOTH interests – Sinai returned to Egypt with a guarantee to “de-militarize” the peninsula. And a third party helps validate (process trust).**



Cooperative Negotiating Strategy (CNS)

Emphasis Items

- CNS: Planning -- demand / position (x2), but also determine / prioritize interests (x2)
 - Identify Interests from Values and Needs
 - Values (world / moral view) and Needs (Food, Shelter, Identity, Security): rarely negotiable
 - See if Interests are: Procedural / Psychological / Substantive
 - Separate facts from assumptions
- CNS requires Trust (TIPO): Determine method of Trust – will direct the execution (personal or process trust)
- CNS leverages Power With as opposed to Power Over
- Meetings are not to present / defend positions, but work at sharing info
 - From the shared info, assumptions are validated or revised, interests are identified and prioritized, and options are developed (not judged)
 - A ZOPA might integrate seemingly non-related items (Donut Schedule Story)
 - Look to exchange items that are low cost to you and high value to your opposite
 - Focus on the problem while actively managing the relationship
- Solution is the option (from all the proposed options) that best meets both side's top interests
- CNS usually gets a better solution and the solution usually gets executed
- This takes TIME. No real shortcuts. You may walk in with your idea and walk out with something very different from your "idea"



The “Offer” Game

Several versions out there – take about 5 minutes each

- NOT a 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”



The "OFFER GAME" 1.0

Single instruction sheet for BOTH PLAYERS

Hand the instructions to Player #1 (THE DEALMAKER) – they complete the offer and hand to player #2.
Player #2 (THE RATIFIER) then reads the instructions and completes the game.

1. No talking at all.
2. No body language

PLAYER #1 (THE DEALMAKER): You are the deal-maker. You have been given \$100 with a condition. You must make a written offer (any offer) to Player #2. The range of the offer can be from you keeping the \$100 (i.e. your offer is \$0 - \$100) to you offering Player #2 the entire amount (i.e. your offer is \$100 - \$0). Any other offer in this range is also ok to make (i.e. offering them \$1.00 - \$99.00; or \$50.00 - \$50.00; etc.)

The FIRST number you put on the offer sheet is what you are offering Player #2. The second number on the offer sheet is what you are proposing to keep. The offer sheet is below – tear it off and fill out as you see fit

Hand the sheet to Player #2 when the instructor gives permission.

Player #2 (THE RATIFIER): You either accept the offer by marking the "yes" block or reject the offer by marking the "no" block. There is no follow-on – this is a one-shot deal. If Player #2 marks "yes", then the money is divided up according to the offer on the sheet. If Player #2 marks "no", then either Player #1 or Player #2 gets ANY of the money (i.e. it disappears)

There is only 1 round in this game.

I, Player #1 (THE DEALMAKER) have \$100 – I am offering you _____ and I plan on keeping _____ (the two amounts must add up to \$100). You have the option of accepting the offer by saying "yes" or rejecting it by saying "no"

Player #2 (THE RATIFIER) – YOUR RESPONSE IS:

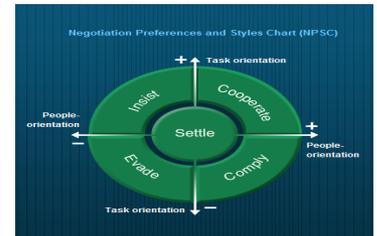
Yes

No



Comborative Strategy: Hybrid of Competitive and Collaborative

- Major Tenets:
 - Agenda predominates: parties must know the objective / suspense BEFORE the meeting
 - Issue Ripeness is evident and BATNAs are poor
 - Declaratory strategy might work, but you need interpersonal and process trust
 - Competitive Cooperation to best divide the semi-fixed resources – get what you need but also what they need
 - Information must be shared -- but TIME is the real enemy
 - Options? The ones you can best and quickly develop
- The Process:
 - Planning = define the problem, gather facts, assemble your proposed solution
 - Does it meet you wants or needs – separate the two
 - Estimate their wants and see if your solution meets it
 - Time is key, use the meeting for critiquing proposed solutions, not brainstorming
 - Actively listen to their perspectives – gains insight to their needs
 - Work to first get both to the satisficing level, then to the gains level
 - Agree to allow gains as long as no one loses below the satisficing level
 - In CNS, you don't want to leave value on the table. In "Combor", you want to get away from the table in time



Hardball Tactics and Countermeasures

1. Intimidation

Ask them to help – you’re conflicted (?) or call them on it (.)

2. Good cop / bad cop

Ask them to help – this was then, this is now, what changed (?) or call them on it (.)

3. Highball/lowball

Ask for validation (?) or make a deep counteroffer (.)

4. Exploding offer

Ask for validation (?) or call their bluff (.)

5. Lying

Keep notes and give them one “out” (?) or call them on it (.)

6. Snow job

They must validate each point (?) or “no time for the snow job” (.)

7. Nibble

Be prepared with a counteroffer (?/.)



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. Strategies might change during the negotiation**
- **If you use CNS, make sure you have the time**
- **Comborative Strategy helps meet the realities of the time crunched staff environment**
 - **Preserves Trust / relationship -- seeks solutions over victories**
- **It really is all about communicating**



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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)

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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.

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



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