

A satellite view of Earth at night, showing the Western Hemisphere. The United States and parts of Canada and Mexico are visible, with city lights glowing against the dark landmasses. The oceans are dark blue.

Avoiding the “Blindside” Negotiations

**Dr. Stef Eisen
Mr Hank Finn
Mr Dave Omeara
AF Negotiation Center of Excellence (NCE)**



Intro and Purpose / Schedule



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- **Intro: AF Negotiation Center of Excellence created in 2006**
 - **Mr. Hank Finn (NCO / CGO) and Mr. Dave Omeara (DL / Web)**
- **Negotiations happen – many negotiations start w/little or no warning**
- **Without a response tool, a blindsided reaction might be:**
 - a) **Give in,**
 - b) **Avoid them or**
 - c) **Dig in and defend.**
- **A why / what / how seminar**
 - **Think better about the three reactions above and make them responses**
 - **Add two more useful responses**
 - **ROE for time: NTE 15/15/15 to leave time for Q&A**
 - **Bottom Line: Assess a negotiation to guide a smart response**



Why Negotiate



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- **Fills every part of our lives**
 - Personal and professional
 - Who hasn't bought a car?
 - In the news

- **Bad Habits**
 - We began life using the insist strategy
 - Just like golf we have to get outside our comfort zone
 - Not intuitive -- must be learned

- **Problem-Solving**
 - Weighing options
 - Balancing people versus mission
 - Conflict is good

Air University: The Intellectual and Leadership Center of the Air Force

Integrity - Service - Excellence



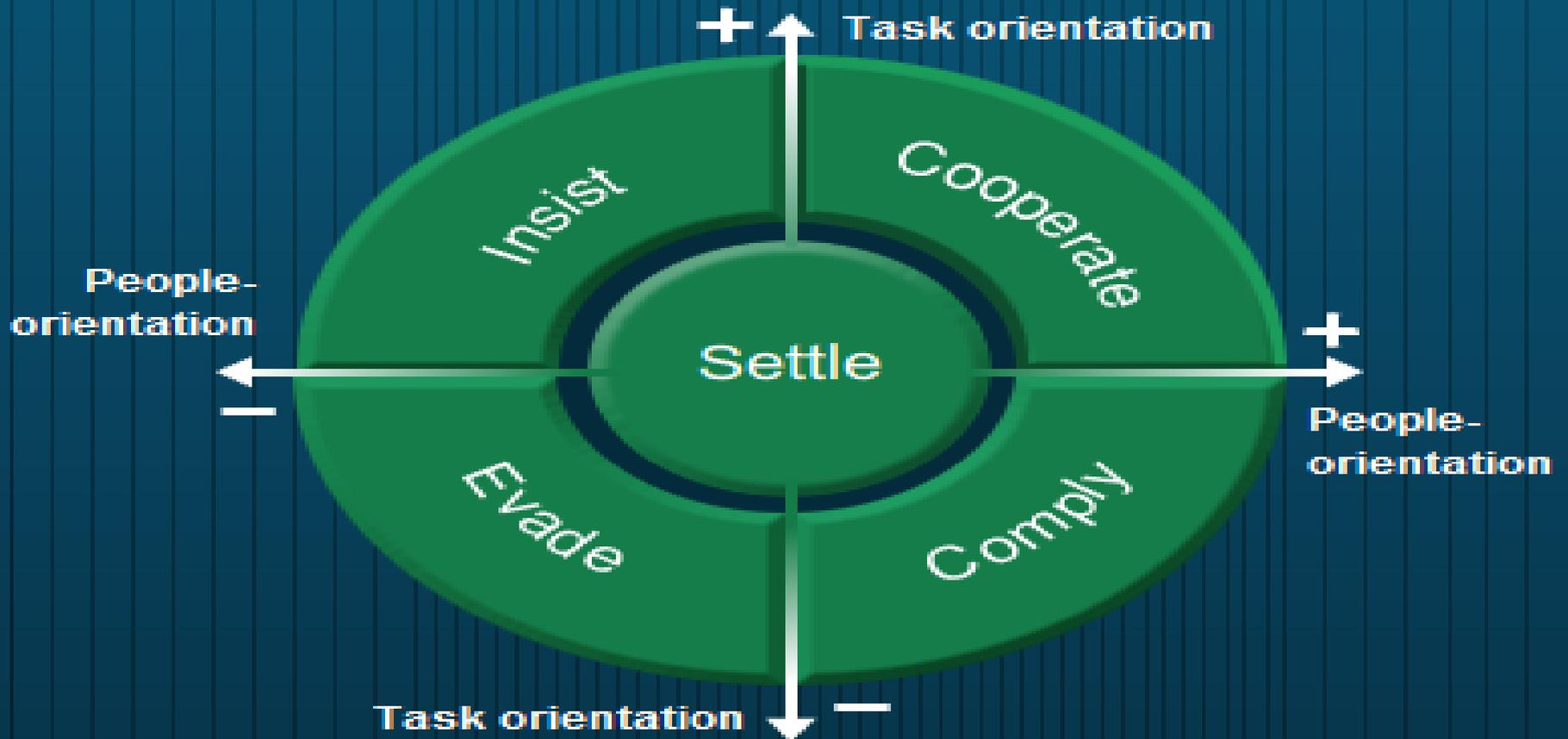
Negotiations Definition



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Negotiation Preferences and Styles Chart (NPSC)



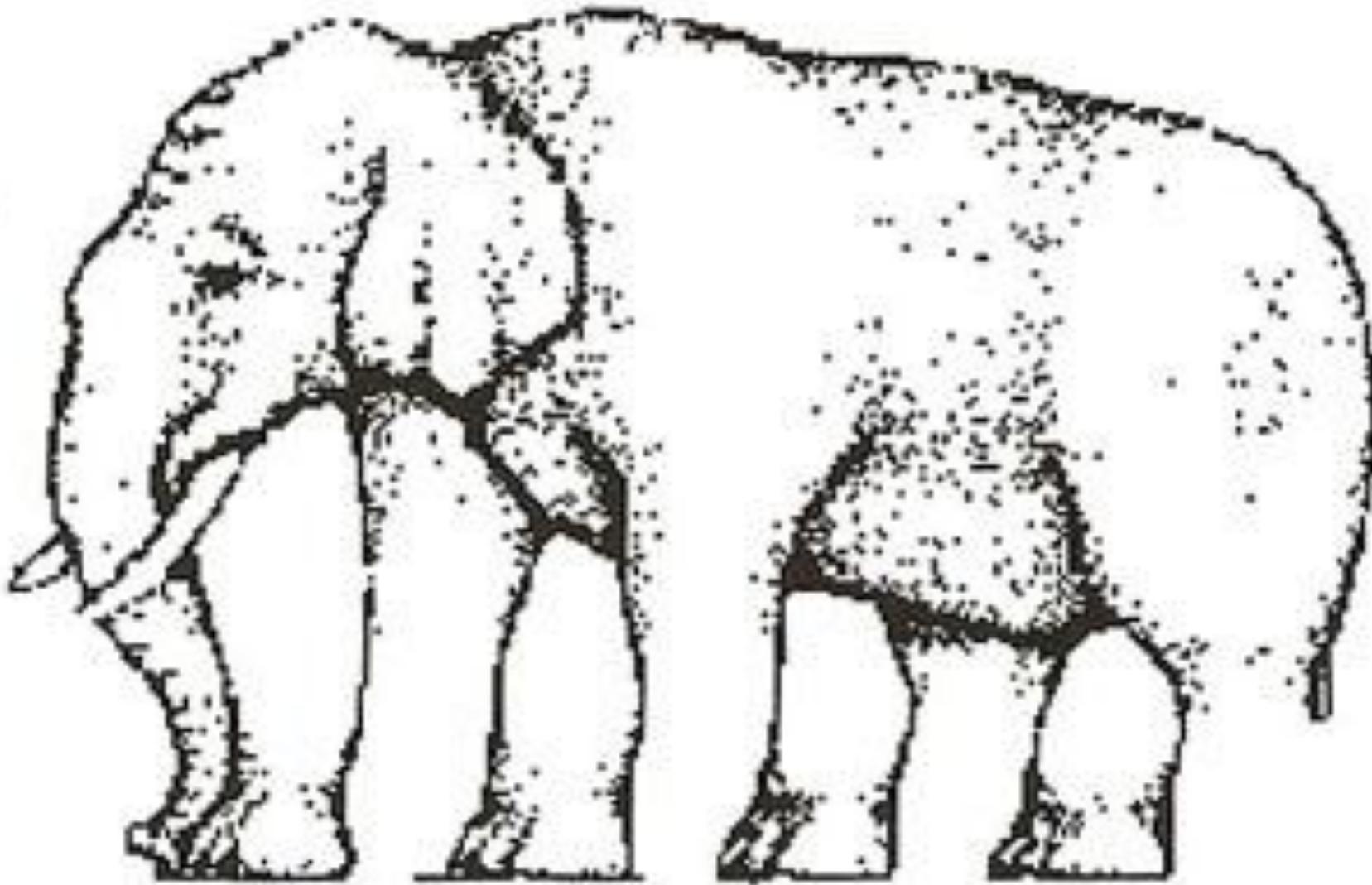


The Dark Side of Thin Slicing....



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Another Example?

We like to problem solve using Convergent Patterns

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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 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



Cialdini's Influencers



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Saying Yes without thinking:

- **Reciprocity**
- **Scarcity**
- **Social Proof**
- **Liking**
- **Authority (People or Computers?)**
- **Commitment**

- **“Ample Parking Example”**



American Tendencies



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- **American Culture**
- **Doers and achievers**
- **Competitive and independent**
- **Informal with lots of social and identity mobility**
- **Always looking forward – shaping the future / destiny**
- **Problem solvers –like to get it over**
- **Time is a resource to be used efficiently to obtain an objective**



Military Negotiating Preferences



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- **U.S. Military Negotiating Preference = Insist**
 - Reinforced by doctrine, training and evaluation

- **Steeped in American competitive tradition**
 - “OK” with risk
 - Good skill to have





Personal Bias



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- **Age**
- **Ethnic Background**
- **Economic/Education Status**
- **Social Status/Specialty Codes**
- **Religious/Political**



BARRIERS



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➤ Cultural Differences (2 people see things differently)

- Family and Kinship
- Religion
- Gender
- Political and Social Relations
- Economics
- Time and Space
- Technology
- Language
- History
- Health
- Learning and Knowledge



BARRIERS



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➤ Cultural Differences

- Family and Kinship
- Religion
- Gender
- Political and Social Relations
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- Time and Space
- Technology
- Language
- History
- Health
- Learning and Knowledge
- Recreation





BARRIERS



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➤ Cultural Differences

“Southern Golf”



AEYC

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Types of Interests



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- **Psychological**
- **Substantive**
- **Procedural/Process**



Trust



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- **Personal** – between two people who share interests
- **Process** – established procedures, institutional, structural



Types of Power

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- **Over or With (Mayor story)**
- **Legitimate – position/rank**
- **Expert – subject matter or process**
- **Coercive – perceived potential to harm or withhold reward**
- **Charismatic – respect or admiration**
- **Reward – the “carrot”**



Framing Your Interest



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➤ **Words Matter**

- **Moderate the Request** – “Need a volunteer”
- **Power of Reference Points** - BMW Floor Mats
- **“Call Now – operators standing by”**



No-Notice Negotiation Situation

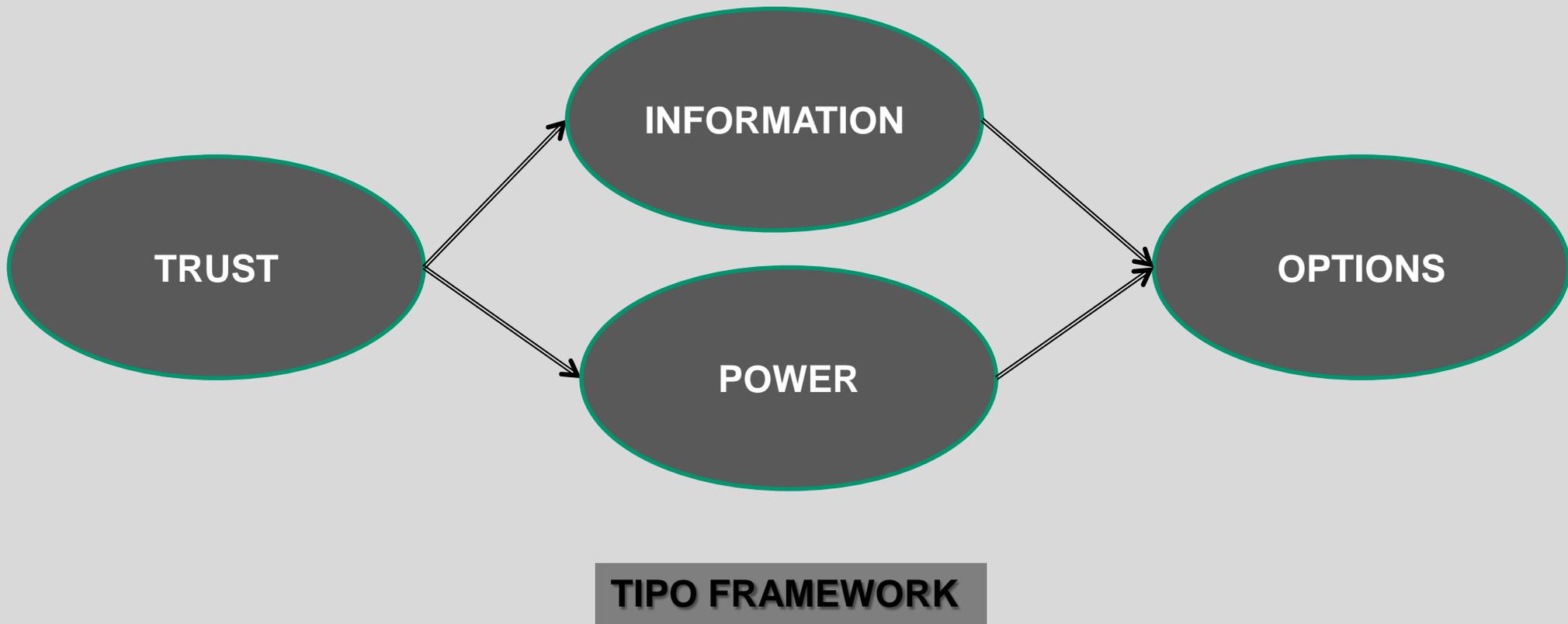


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- You are in the middle of _____
- New Airman (to your unit) walks in.....
 - Looks in a rush.....
 - Hands you a piece of paper and says: “I need you to do this now!”
- What’s your reaction? What might you do?
 - Sure! Whatever!
 - Not today...
 - I can get this done first thing tomorrow AM
 - No; we’ll do it this way – next week...
 - What’s up?



No-Notice Negotiation Situation





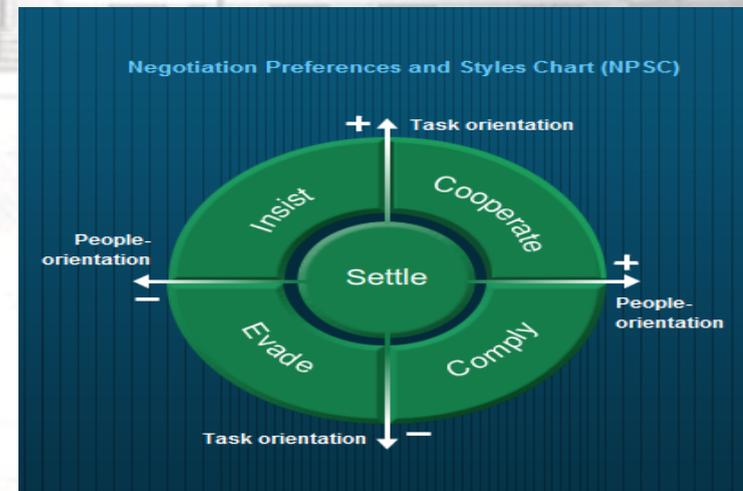
Shortcuts to Some Strategies



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Sure! Whatever!

- **Trust (personal / process)**
- **...Information (all / some / none) ... (assumptions / facts)**
- **...Power (over / with)...**
- **and Options (single / multiple)**





Shortcuts to Some Strategies

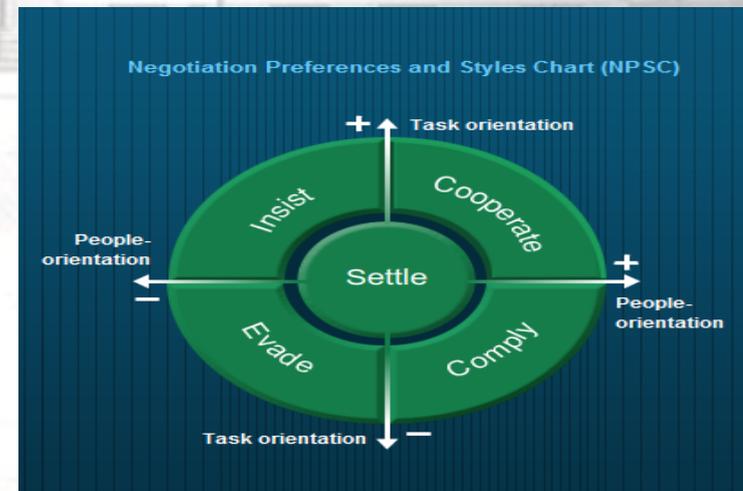


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Not Today

- Trust (personal / process)
- ...Information (all / some / none) ... (assumptions / facts)
- ...Power (over / with)...
- and Options (single / multiple)





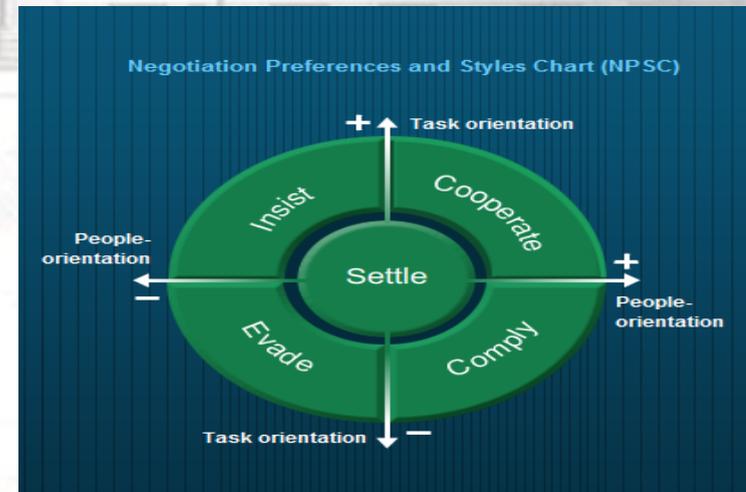
Shortcuts to Some Strategies



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I can get this done first thing tomorrow AM

- **Trust (personal / process)**
- **...Information (all / some / none) ... (assumptions / facts)**
- **...Power (over / with)...**
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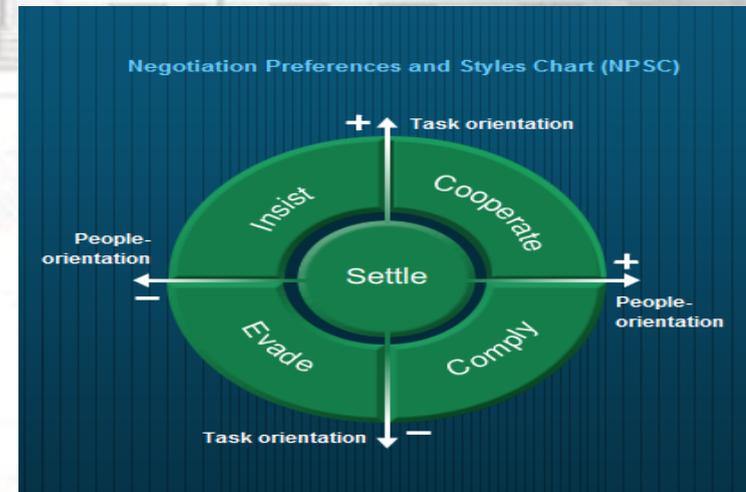
Shortcuts to Some Strategies



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No; we'll do it this way – next week...

- **Trust (personal / process)**
- **...Information (all / some / none) ... (assumptions / facts)**
- **...Power (over / with)...**
- **and Options (single / multiple)**





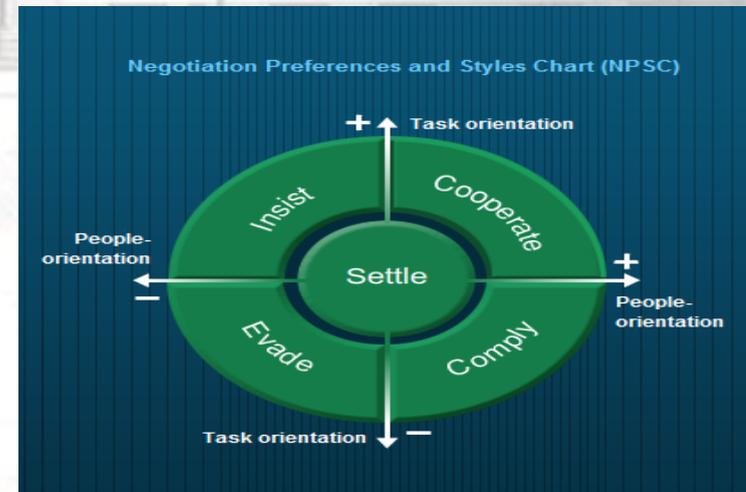
Shortcuts to Some Strategies



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What's up?

- Trust (personal / process)
- ...Information (all / some / none) ... (assumptions / facts)
- ...Power (over / with)...
- and Options (single / multiple)





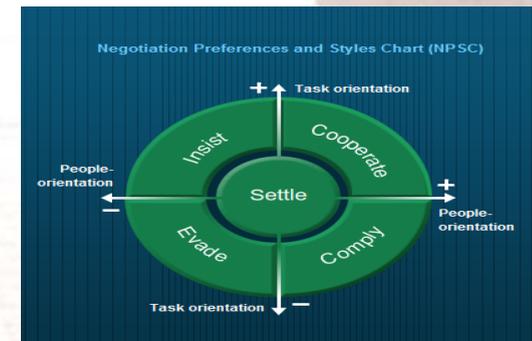
Execution Tips. If you plan to use...



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- ... 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”**





The Next Step - How



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- **The NCE mission – Teach, Outreach, Research**
- **The challenge – How to maximize our outreach?**
- **The solution - The NCE website**
 - **Audience – Public and private sites**
 - **The Airman, The DoD team, Students, Academic community, Public**
 - **Ease of access for the deployed community = use of the public site as much as possible**



The Search



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Google

Air Force Negotiation



Search

About 6,020,000 results (0.12 seconds)

Everything

Images

Maps

Videos

News

Shopping

More

Warner Robins, GA

Change location

Show search tools

[Air Force Negotiation Center of Excellence conducts EU, NATO ...](#)

www.af.mil/news/story.asp?id=123280320

Nov 17, 2011 – "You don't get what you deserve, you get what you negotiate," reads the sign on the door of the **Air Force Negotiation** Center of Excellence, part ...

[Air Force Negotiation Center of Excellence](#)

negotiation.au.af.mil/

Jul 15, 2011 – **AIR FORCE**. AIR UNIVERSITY. FOIA. COMMERCIAL TEL: 334.953.7729. LAST UPDATED: 15 JULY 2011. /. QUICKTIPS ON **NEGOTIATION** ...

[Factsheets : Negotiation Center of Excellence](#)

www.adr.af.mil > Fact Sheets

Nov 2, 2010 – The **Air Force Negotiation** Center of Excellence (NCE), with its residence programs housed within Air University (located at Maxwell Air Force ...

[PDF] [U.S. Air Force Fact Sheet NEGOTIATION CENTER OF EXCELL...](#)

www.culture.af.mil/library/pdf/nce_factsheet.pdf

File Format: PDF/Adobe Acrobat - [Quick View](#)

NEGOTIATION CENTER OF EXCELLENCE. The U.S. **Air Force Negotiation** Center of Excellence (NCE) was created in 2005 through a Memorandum ...



http://culture.af.mil/NCE/



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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)

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

QUICKTIPS ON NEGOTIATION

Cooperative Negotiation Strategies - This quick tips list is a bare-bones description of the five essential cooperative negotiating strategies and tips on when, where and why to use each.

NCE IN THE NEWS

[Air Force Negotiation Center of Excellence conducts EU, NATO training](#)

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"A deliberate process for two or more people or groups to solve a difference or problem"
Dr. Stef Eisen, 31 March 2011

ne-go-ti-a-tion -noun
"Mutual discussion and arrangement of the terms of a transaction or agreement: the negotiation of a treaty."
Random House Dictionary, 2011

"Negotiation is a basic means of getting what you want from others. It is back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and others that are opposed."
Getting to Yes, Fisher and Ury, 1991, pg. xvii

"Negotiation is a process whereby two persons or groups strive to reach agreement on issues or courses of action where there is some degree of difference in interest, goals, values or beliefs. The job of the negotiator is to build credibility with the "other side," find some common ground (shared interests), learn the opposing position, and share information that will persuade the "other side" to agree to an outcome."
National Defense University Strategic Leadership and Decision Making

Many well-known written works on negotiation fill their introductions with stories and examples of how we use negotiation in our daily lives. Negotiation is a fact of daily life. We negotiate at home, in business, when shopping for expensive consumer items, and during our operational military missions. We also use different negotiation styles and strategies depending on the situation and we often switch strategies without realizing it.

Negotiation has as many formal definitions as there are styles and situations of negotiation. The NCE calls negotiation a "deliberate process between two or more people or groups to solve a difference or a problem." Our bottom-line mission is to help you learn to negotiate better. We specifically want to improve your effectiveness in the use of negotiation as a tool for mission success. The challenge comes in the fact that negotiation deals with people, and because human behaviors are difficult to predict, negotiation is both an art and a science. A strong understanding of the scientific techniques used for successful negotiation and the artful application of those techniques will improve your chances of success.

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ation Links About Us

➤ Answer some basic questions on negotiation



Warrior Focus



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Warrior / Negotiator

[Warrior/Negotiator: No longer an oxymoron, but a necessity](#)

As the US militaries operational battlespace evolved over the past decade, senior leaders identified the shortfall in relevant negotiation teaching material for deployed forces and for use in pre-deployment training. A majority of available academic writings were helpful, but fully focused on civilian and business negotiation. To answer this shortfall, the USAF Negotiation Center of Excellence developed this primer (*see hotlink above*) to fill this gap and to prepare leaders for operationally relevant negotiations. The primer takes information from numerous sources and presents a simple, process-based approach to the art and science of negotiation. It is not the answer, but part of the solution. This primer should be incorporated in pre-deployment training events and exercises and referenced in pre negotiation planning.

[Practical Guide to Negotiating in the Military](#)

July 2011 – The NCE’s latest work on military negotiation. This article provides an up-to-date look at the challenges of negotiations conducted in a military environment. The work incorporates the ideas of TIPO or the role of trust, information, power, and options with the cooperative negotiation strategy. This article is shorter than the primer and is a great place to start in your study of military negotiations.



- **Education & Training**
 - **Course Syllabi**
 - **Course Briefings**
- **Simulations and Exercises**
 - **Games, Exercises & Case Studies**

Games, Exercises & Case Studies

Games

Two Dollar Game - negotiation exercise available on the MIT OpenCourseWare site

Furd Merkat - A two-part, two player game that compares competitive and cooperative negotiation styles in a car buying scenario. Developed by the NCE for academic use.

Competitive Car Buying
Buyer
Seller

Cooperative Car Buying
Buyer
Seller

Faculty Administration
Debrief
Worksheet

Offer Game - A two player game that examines the impact of control variables on negotiations. Developed by the NCE for academic use.

Player One
Player Two

The Banauue Challenge: A two-party cross-cultural negotiation exercise in between a relief group and a local village.

Banauue Map
Village Leader Guide
Relief Group Guide
Village workbook
Relief Workbook



➤ Negotiation Links

➤ Links to research resources.

➤ DoD and Academic Sites

➤ Bibliographies

Alternative Dispute Resolution

[Air Force Deputy General Counsel](#)
[Air Force Alternative Dispute Resolution Program](#)
[U.S. Navy](#)
[Online Introduction to Alternative Dispute Resolution](#)
[U.S. Office of Personnel Management](#)
[Alternative Dispute Resolution \(ADR\) - a Resource Guide](#)
[ADR Techniques and Methods](#)
[Air Force practices and resources](#)
[U.S. Department of Justice](#)
[Office of Dispute Resolution](#)
[ADR Working Group Site](#)
[Rand Institute for Civil Justice](#)
[Alternative Dispute Resolution](#)
[Defense Logistic Agency, Defense Supply Center Columbus](#)
[ADR Information](#)
[Interagency Alternative Dispute Resolution Working Group](#)
[Federal ADR Program Manager's Resource Manual](#)
[Core Principles for Non-Binding Workplace ADR Programs](#)
[U.S. Agency for International Development \(USAID\)](#)
[Alternative Dispute Resolution Practitioner's Guide](#)
[Association for Conflict Resolution](#)
[Conflict Resolution Quarterly](#)
[Army Corps of Engineers](#)
[ADR, Litigation, and Planning](#)



Feedback



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FEEDBACK

We would appreciate any comments, suggestions, complaints or issues with the content provided or the website itself. Please direct any feedback to the email address listed below.

REACHBACK

The NCE is chartered to assist you with your negotiation issues. If you need help with any negotiation issue send us a email.

NCE Email address

afclc.nce@maxwell.af.mil

- **NCE highly values feedback and suggestions**
- **Ready to work any issues for the Airman and the Joint Team.**
- **Planning for the Future**
 - **Consistent reviews and updates**
 - **Phase two – targeted improvements**

Contact Us

Negotiation Center of Excellence

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NCE Email address: afclc.nce@maxwell.af.mil

NCE Contact Number: 334 953-9544



http://culture.af.mil/



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An Air Force Medic provides basic medical services to the locals in Afghanistan.



WELCOME TO THE AFCLC

The Air Force Culture and Language Center was founded at Air University in April 2006. In activating the center, the Air Force embraced the Air Force Chief of Staff's intention to improve Airmen's cross-cultural competence.

In April 2007, the Air Force further demonstrated its commitment to culture learning by selecting cross-cultural competence as the centerpiece of Air University's re-accreditation efforts. In December 2007, the Center was made responsible for culture and language training, as well as education, across the entire Air Force.

The AFCLC's team of highly-qualified military and civilian experts provide the Air Force with a "one-stop shop" for language, region and cultural force development. The AFCLC is part of Air University's Spaatz Center for Officer Education at Maxwell Air Force Base.

IN THE SPOTLIGHT



Secretary Panetta: Language Training Critical to U.S. Interests, Security

NEWS & EVENTS



Air Force launches cutting-edge culture & language website

TRENDING NOW



@AFCLC briefed @SimonSinek on Wed; our 'why' is Cross-Cultural Competence - what's yours? <http://tiny.cc/h4ejg>

INFORMATION REQUEST

Interested in AFCLC training and education? Request using your official email below.

[CLICK HERE TO REQUEST INFORMATION](#)



Summary



Develop America's Airmen Today ... for Tomorrow

- **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**
- **Recommend starting with CNS**
- **Constantly re-assess TIPO**
- **Want more? <http://culture.af.mil/NCE/>**

Questions?

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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.

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>

Questions?

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