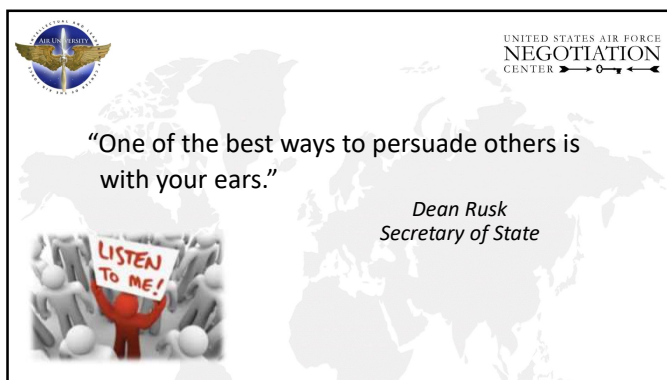




1



2




3


Slide 1

RAO Text with red font denotes suggested deletions and text in green font are suggested insertions.


RUSSELL, SUSAN J CTR USAF AETC , 2022-02-03T17:23:09.399



Overview




- Communication & Conflict
- Terms, Definitions & Assessing the Environment
- Problem Solving Approaches
- The Cooperative or Interest Based Process
- Barriers to Effective Negotiation
- Overcoming Barriers




OVERVIEW

4



Communication & Conflict




Officially Reported	Did Not Report
9.3%	55.3%
7.5%	54.37%
8.18%	52.72%


- Top Three Reasons Employees Did Not Report Conflict:
 - Feared the incident would not be taken seriously
 - Fear of reprisal
 - Perceived lack of support from the Chain of Command

Implications:
 Damaged Trust
 Employee Disengaged


5




Communication & Conflict




- U.S. employees spend approximately three hours a week dealing with conflict.
 - \$359 Billion paid hours wasted
- Why does conflict NOT get resolved?



6




Communication & Conflict




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Communication & Conflict

- Communication?
 - A process by which information is exchanged between individuals through a common system of symbols, signs, or behavior
- What is “Effective” Communication?



8



Communication & Conflict



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9



Negotiation Terms





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Negotiation Terms




- **Interest Based Negotiations:**
 - An on-going, deliberate process leveraging communication, critical & creative thinking, and trust building skills to create cooperative/ mutually beneficial options to achieve goals (if possible) and transform conflict.


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Negotiation Terms



- Distributive – Divide fixed assets
- Integrative – See the other side as a partner, possibility create unseen value by using a more cooperative process



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Slide 10


RAO This comment was previously listed in the slide. It will need to be removed once verified that it has been rectified.
RUSSELL, SUSAN J CTR USAF AETC , 2022-02-03T16:48:07.936

Slide 11

RAO This comment was previously listed in the slide. It will need to be removed once verified that it has been rectified.
RUSSELL, SUSAN J CTR USAF AETC , 2022-02-03T16:48:07.936

Slide 12


RAO The comment (This is not in the lesson plan) was previously in the slide and will need to be removed once changes have been made.
RUSSELL, SUSAN J CTR USAF AETC , 2022-02-03T16:49:02.312



Negotiation Terms

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- Aspiration Point - the best option one hopes to get
- Reservation Point - the least favorable option or bottom line you will accept
- BATNA - Best Alternative to a Negotiated Agreement*



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Negotiation Terms

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- Position – What you want
- Interest – Why you want something



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The Environment

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Slide 13

RAO The comment (Anchoring is not on this slide) was previously on the slide and will need to be removed once rectified.
RUSSELL, SUSAN J CTR USAF AETC , 2022-02-03T16:50:59.533

Slide 14

RAO The comment (Anchoring is not on this slide) was previously on the slide and will need to be removed once rectified.
RUSSELL, SUSAN J CTR USAF AETC , 2022-02-03T16:50:59.533



Assess




- Task
- Relationship







16



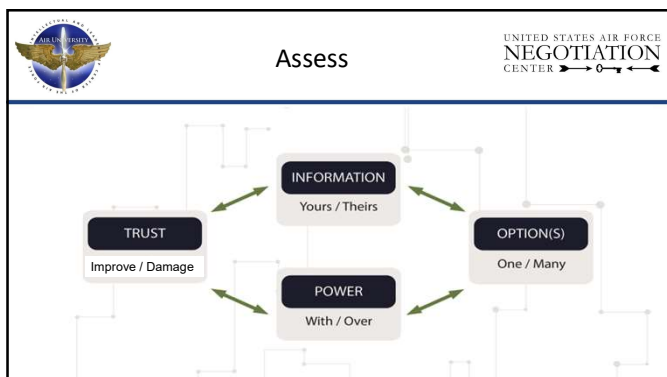
Assess



- How could/should the conflict be resolved?
 - My way
 - Their way
 - Together



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Assess

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- Trust/Rapport
 - Need to build it
 - You don't care



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Assess

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- Information
 - Yours
 - Theirs
 - Both




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Assess

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- Power
 - Over
 - With

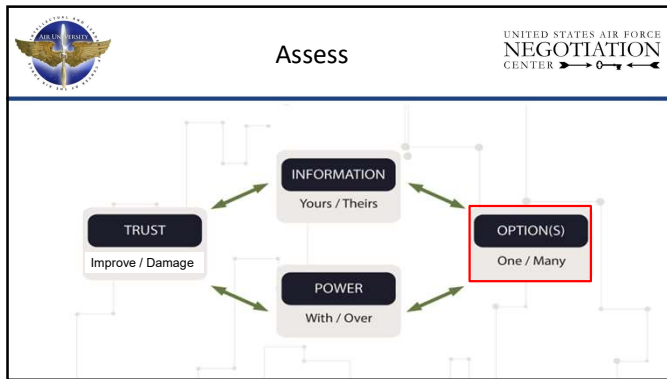


21

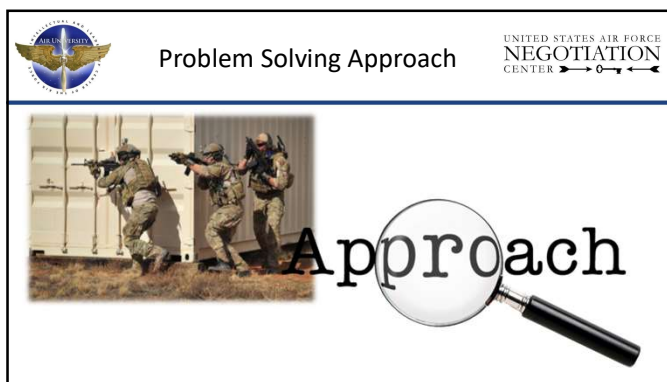
Slide 20

RAO I couldn't change the text color in the notes to show options. So, I 'm providing alternative to the 5th sentence here. What about changing it to read, "Then we'll discuss some barriers so we can be aware of how to overcome them"?

RUSSELL, SUSAN J CTR USAF AETC , 2022-02-03T17:13:30.169



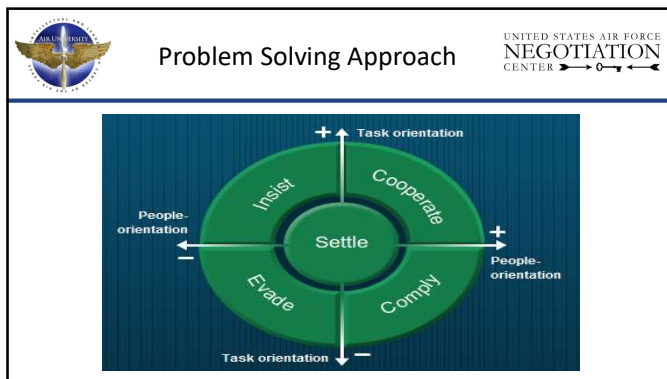
22



23



24



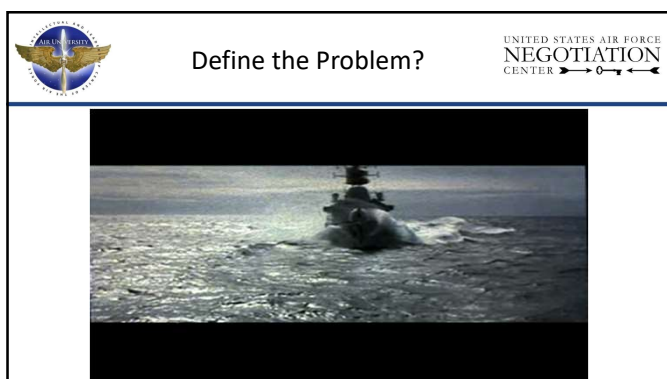
25

Problem Solving Approach

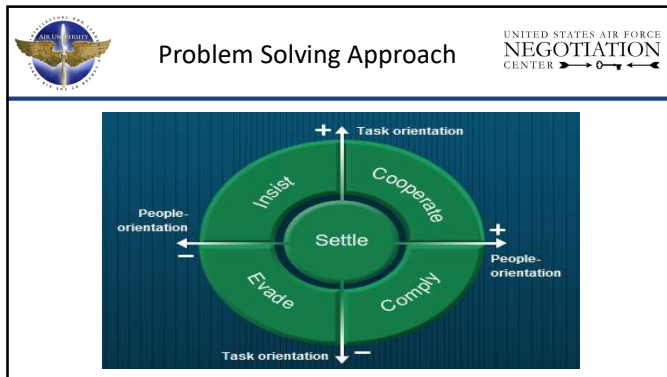
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- Insist/Demand:
 - Contest of wills, objective is to win
- When is this appropriate?
 - Task is critical
 - No need to work on/worry about the relationship
- Why use this?
 - Trust
 - Information
 - Power
 - Task/Relationship

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Problem Solving Approach

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- An Interest-Based Negotiation approach (IBN)
- An exchange of information and ideas
- Mutually-beneficial solutions based on:
 - Importance of relationship and task!
 - Trust/Rapport? Desire to build it
 - Information sharing
 - Power sharing
 - Acknowledge positions but focus on interests*

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Problem Solving Approach

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<u>Positions?</u>	<u>Interests?</u>
<ul style="list-style-type: none"> • <u>What you want</u> • Your solutions • Basis for argument • End discussion* 	<ul style="list-style-type: none"> • <u>Why you want something</u> • Underlying reasons*

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Slide 29

RAO Should this say Cooperative/IBN as header on the next few slides as opposed to Cooperate/IBN since we refer to Cooperative or IBN in other areas in the lesson and in the slides?

RUSSELL, SUSAN J CTR USAF AETC , 2022-02-03T16:54:18.131



Cooperative/IBN Approach



Remote Base Runway Security

AF Security Forces: Thinks they should handle security

Hosts Nation Military: Would like to the handle security

AF Security Forces: Trusts their own team

Hosts Nation military: Saving face with govt & people



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Barriers to Effective Negotiation & Communication







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Barriers to Effective Negotiation & Communication



- Conversational Narcissism:
 - Changing the subject in order to favor oneself
 - Overusing the “shift response” and underusing the “support response”
 - Listening to respond vs understand



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Barriers to Effective Negotiation & Communication



- Why is listening so tough?
 - Time constrained / under pressure
 - Leadership = decisiveness



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Barriers to Effective Negotiation & Communication




- We think four times faster than a person can speak, and... we need only about 25% of our mental capacity to listen. We have 75% capacity left for our mind to wander.



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Barriers to Effective Negotiation & Communication



- It's tempting to get so caught up in our own voice, what we have to say... but your voice is only as strong as your ability to listen.
- Dangers of not listening:
 - Risk of disengaged people
 - Miss out on great ideas
 - Lose the respect of others
 - Damage trust

Duncan Brodie
<https://goalsandachievements.com/>

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Problem Solving Approach

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Your Organization/Team?

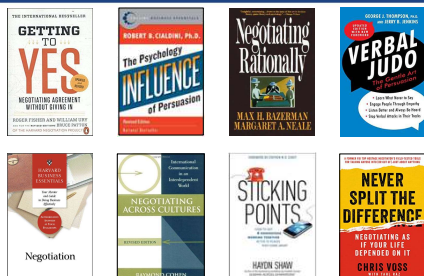
<p><u>Competitive/Directive</u></p> <ul style="list-style-type: none"> • Restrict information flow • Absolutes • Aggressive communication • Argue/defend positions • Individual wins • Distributive bargaining 	<p><u>Cooperative/Interest Based</u></p> <ul style="list-style-type: none"> • Improve information flow • Flexible • Active listening, Asking • Discuss/understand interests • Organizational wins • Integrative negotiation
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Recommended Reading

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