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AIR FORCE NEGOTIATION
CENTER

U.S. AIR FORCE

Conflict Management & Dispute Resolution

AIR UNIVERSITY **AFNC**
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Negotiation, Communication &
The Interest Based Process

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Overview **AFNC**
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- Why Learn to Negotiate?
- Terms & Definitions
- Assessing the Environment
- Problem Solving Approaches
- The Interest Based Process
- Barriers to Effective Negotiation
- Overcoming Barriers

Why Learn to Negotiate?

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Why Learn to Negotiate?

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- U.S. employees spend approximately three hours a week dealing with conflict.
  - $359 Billion paid hours wasted

- Why conflict does not get resolved?
  - Almost every office conflict can be traced back to a problem with communication

Negotiation Terms
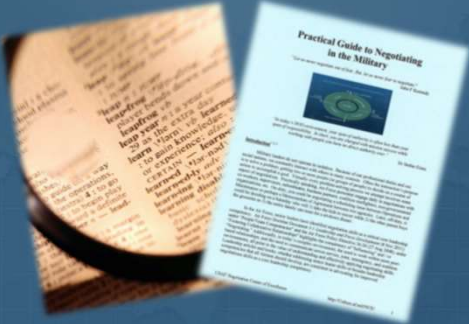
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Negotiation Terms
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- Military Negotiation:
  - An on-going, deliberate process <u>leveraging communication</u>, <u>critical & creative thinking</u>, and <u>trust building</u> skills to create cooperative/mutually beneficial options to achieve goals <u>(if possible)</u> transform conflict

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

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

The Environment

Assess

Assess

- Task
- Relationship

Assess

- Depending on the Task and Relationship assessment, how the conflict could/should be resolved?
  – My way
  – Their way
  – Together

- Is time a factor

Assess

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

TRUST

Assess

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- Information
  - Yours
  - Theirs
  - Both

Assess

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- Power
  - Over
  - With

7/22/2022

Problem Solving Approach — AFNC Air Force Negotiation Center

Exercise — AFNC Air Force Negotiation Center

Problem Solving Approach — AFNC Air Force Negotiation Center

- 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

Define the Approach

Problem Solving Approach

Cooperate/Negotiation

- An <u>Interest</u>-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 <u>positions</u> but focusing on <u>interests</u>*

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Positions?

- What you want
- Your solutions
- Basis for argument
- End discussion*

Interests?

- Why you want something
- Underlying reasons*

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10%
Positions

**90 %
Interests**

Negotiation — AFNC Air Force Negotiation Center

1978 Camp David Accord

Israeli: control of the Sinai?
Egypt: wants the Sinai back?

Israeli interest: Security
Egyptian interest: The land / 5000 year territorial history

Negotiation

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- A good negotiator will:
  - Not ignore positions, but…
  - Help the parties understand each other's interests
  - How? Help them listen more than talk
  - Work on prioritizing interests
  - Manage conflicting interests

Drilling down to interests is CRITICAL!*

Negotiation

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- Use open-ended questions to invite thoughts and explanations
  - What else can you tell me about…
  - How would you…
  - Why… or… help me understand?
  - Use questions to clarify perceptions/assumptions
- Ask one question at a time*

Barriers to Effective Negotiation
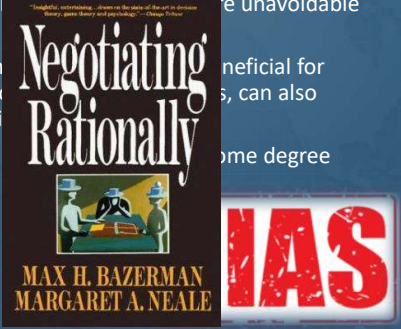
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Barriers to Effective Negotiation — AFNC (Air Force Negotiation Center)

- Biases, emotio... ...e unavoidable influences on ...
- Unconscious in... ...neficial for getting us thro... ...s, can also sabotage deci...
- Can be recogni... ...ome degree

Negotiating Rationally — MAX H. BAZERMAN, MARGARET A. NEALE
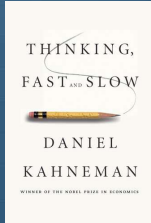

Cognitive Bias — AFNC (Air Force Negotiation Center)

- Mental errors caused by oversimplification:
  - Our lens that filters out, amplifies, changes incoming information
  - Built over time/experience

  - Uncertainly Bias: strong need to manage risk
  - Confirmation Bias: fuel pre-existing views/dismiss information that contradicts

THINKING, FAST AND SLOW — DANIEL KAHNEMAN — WINNER OF THE NOBEL PRIZE IN ECONOMICS

Bias in Leadership — AFNC (Air Force Negotiation Center)

The ability to influence the problem-solving and negotiating strategy of another

Why is it so tough?
- Time constrained / under pressure
- Military culture = decisiveness
- Take info from subordinates, but not always advice

What can you do?
- Listen, ask good questions (help leadership understand the greater underlying interests)
- Bias management

Conversational Narcissism
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- Changing the subject in order to favor oneself

- Overusing the "shift response" and under-using the "support response"

- Planning what to say instead of listening

Overcoming Barriers
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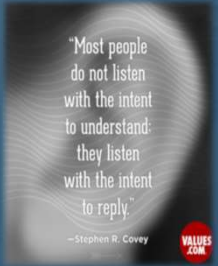
- Active Listening: (Listen first, talk later)
  - Accept responsibility for understanding (Cultural?)
  - Summarize and clarify;
    "If I heard you correctly…"
- Listen to learn, not answer
- Listen to understand, not judge

"Most people do not listen with the intent to understand; they listen with the intent to reply."
–Stephen R. Covey
VALUES.COM

A Shift In Approach

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A Shift in how to approach problem solving:
- Less combative (When appropriate!)
- Mutually beneficial solutions

From	To
What you want (Positions)	Why you want it (Interests)
This is the only way to solve this!	What are some different ways to solve this?
How about we split the difference?	Splitting the difference may leave value on the table?
Making Statements!	Ask questions, try to understand?
Strength from anchoring, being right!	Open to learning and creativity

Recommended Reading

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Summary

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