

Headquarters U.S. Air Force

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Conflict Management & Dispute Resolution (CM/DR) Program

Mr. Paul Firman/AFNC
Chief, CM/DR Education & Training

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“One of the best ways to persuade others is with your ears.”



Dean Rusk
Secretary of State

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Overview



- ADR and the Mediation Process
- Mediation & Negotiations
- Communication Review



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Alternate Dispute Resolution



The *Administrative Dispute Resolution Act of 1996*
 Department of Defense Instruction 5145.05
 Air Force Instruction 51-1201



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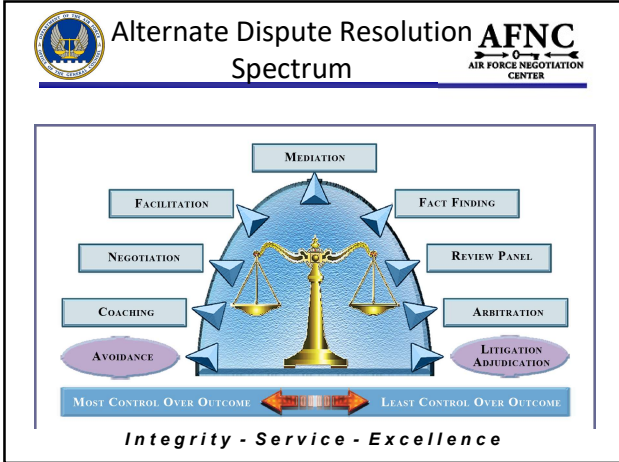
Air Force Dispute Resolution

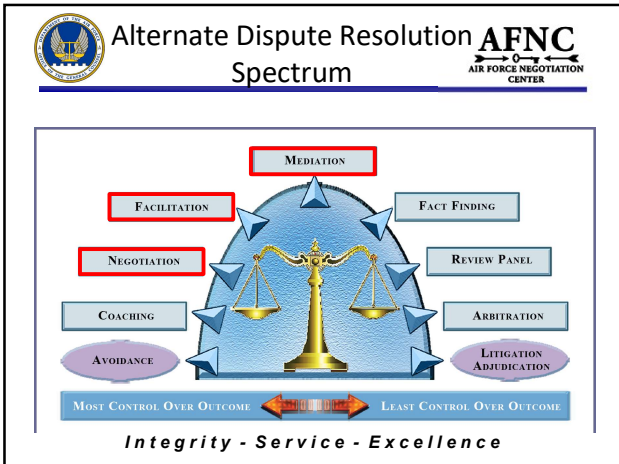


- Goals:
 - Reduce disruptive/damaging disputes
 - Assist Commanders/Leaders



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Air Force Dispute Resolution

- Model Standards of Conduct adopted in 2005 by:
 - The American Bar Association
 - American Arbitration Association
 - Association for Conflict Resolution

ABA
Defending Liberty Pursuing Justice

American Arbitration Association
Dispute Resolution Services Worldwide

Association for Conflict Resolution

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Standards of Conduct for the **Mediator**:

- Self-Determination
- Impartiality
- Conflicts of Interest
- Competence
- Confidentiality
- Quality of the Process



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Why have these standards?

- Promote public confidence as a process for resolving conflict.
- Fundamental, basic ethical guidelines



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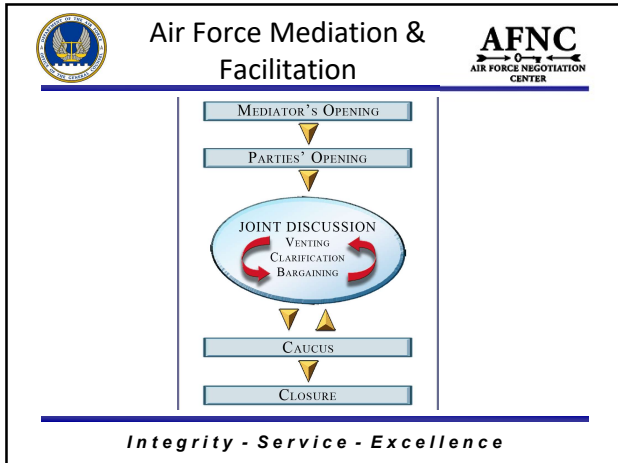
Air Force Mediation & Facilitation



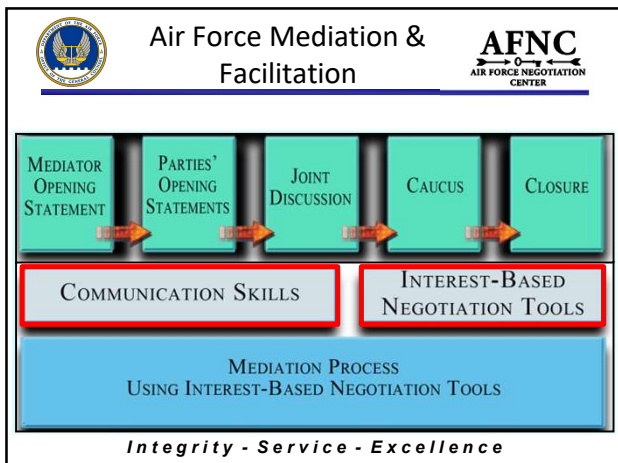
- The mediator DOES NOT solve the “problem”
- Impartial 3rd parties that facilitate a process
 - The parties reach their own settlement
- Air Force uses the “Facilitative” Process



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- Air Force Mediation & Facilitation**
- AFNC
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- Mediator mistakes:
- Not remaining *Neutral!!* (Perception is everything!)
 - Attempting to advocate a solution/solve the problem
 - Drawing incorrect assumptions/conclusions (Example)
 - Allowing the parties to "always" speak to you?
 - Lack of patience
 - Uncomfortable with emotions (Reacting)
 - Squashing communication
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Air Force Mediation & Facilitation



An interest-based negotiation approach (IBN)

- An exchange of information and ideas
- Mutually-beneficial solutions
- Options for mutual gain!

A mediator uses interest-based problem solving to:

- help the parties identify positions, but understand / focus on interests!



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- Mediator/Facilitator Role?

Drilling down to interests!

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Active Listening (Gives them a chance to be heard)

- Focus on what the other person is saying
- Don't challenge, interrupt or start to problem-solve

• Active Asking

- Paraphrase the message, summarize and clarify; "If I heard you correctly..."

• Question to further understanding

COMMUNICATION IS



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AF Compendium



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Summary



- ADR and the Mediation Process
- Mediation & Negotiations
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