

Headquarters U.S. Air Force

Integrity - Service - Excellence





The Dispute Resolution Process

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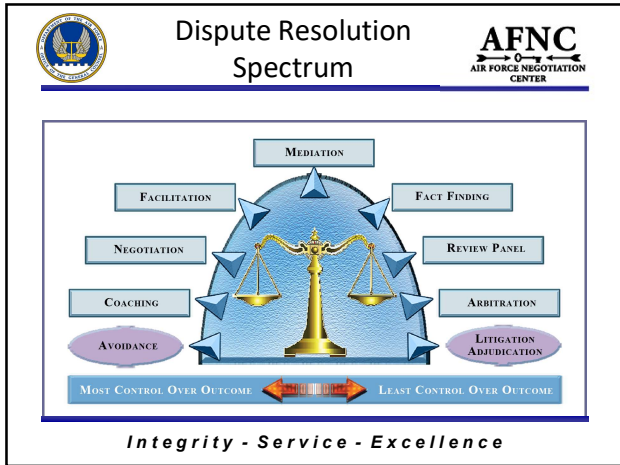
Overview

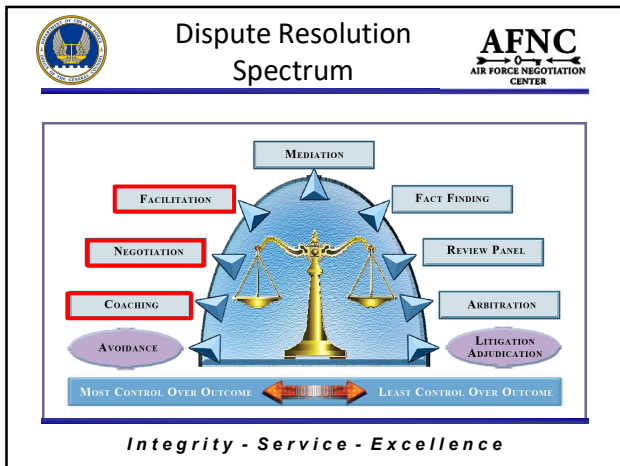


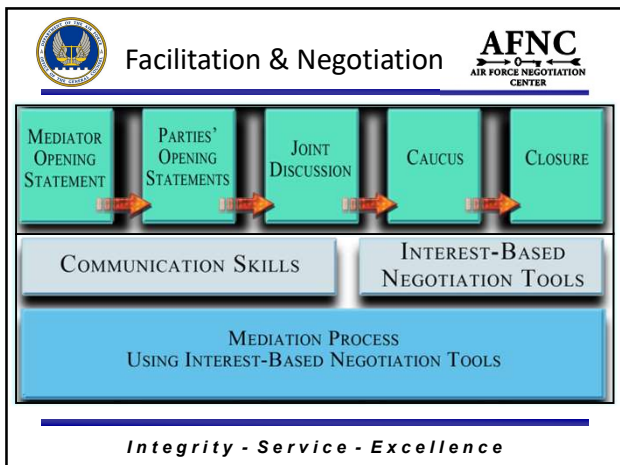
- Facilitation & Negotiations (The Model)
- Using the model (Stages)
- Mistakes

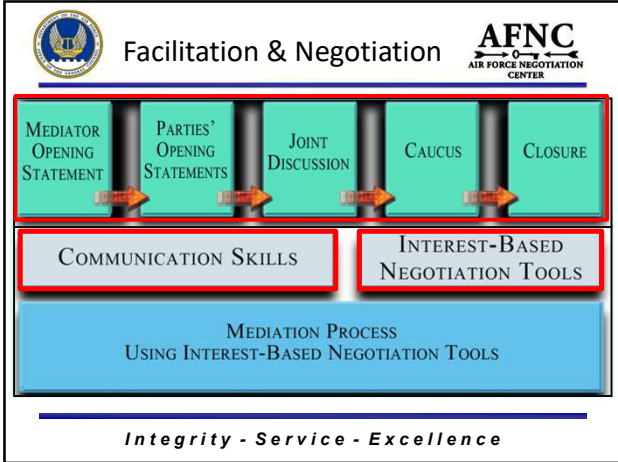


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Facilitation & Negotiation **AFNC**
AIR FORCE NEGOTIATION CENTER

- An interest-based negotiation approach (IBN)
- Exchange information & ideas
- Mutually-beneficial solutions
- Options for mutual gain!
- A facilitator uses interest-based problem solving to:
 - help the parties identify positions, but understand / focus on interests!

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Facilitation & Negotiation **AFNC**
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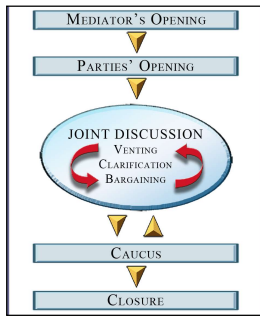
- Your Role?

Drilling down to underlying interests / issues

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Using the Air Force Model



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Opening?



- How much pre-information?
- Setting up the room
 - Table
 - Who sits where
- Greeting the parties



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Your Opening Statement...



- Why should you do an opening statement?



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Your Opening Statement



- Your first formal contact with the parties
 - Sets the tone
 - Builds trust and credibility
 - Ensure parties understand:
 - The process
 - Your role
 - Ground rules

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Your Opening Statement



OPENING STATEMENT

- Thank both parties for being here!
- Silence all electronic devices
- Have you set aside sufficient time? (How much time?)
- Self-Determination: Today I am NOT here to impose a decision!
- I will attempt to maintain neutrality with regard to who is right/wrong
- Your Role? Facilitate Discussion, their role (open communication)
- Today, (You are empowered!)
- I will help guide the process / Assist with communication

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Parties' Opening Statements



- Why do we want the parties to do an opening statement?



IMPORTANT

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Parties' Opening Statements **AFNC** AIR FORCE NEGOTIATION CENTER

- Length of Opening Statement
- "Uninterrupted"
- Questions?



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Parties' Opening Statements **AFNC** AIR FORCE NEGOTIATION CENTER

- Start to identify the issues:
 - Active listening begins here!
 - Listen to the positions, past events, but consider how to uncover interests / issues
 - What questions could you ask? How can the parties begin to move forward?
 - Parties begin to listen to each other (With your help)
 - Active listening begins here!!

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Transition to Joint Discussion **AFNC** AIR FORCE NEGOTIATION CENTER

- Summarize
- Share some of what you heard
- Ask follow-up questions?



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Joint Discussion



- Ask clarifying questions
- Find out what's going on below the surface
 - Focus on interests, not only positions
- Use active listening skills
- Take appropriate notes



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Joint Discussion



- You are a buffer
- Encourage questions and discussion between parties
- Suspend/control judgement
- Gauge parties ability to interact
- Active Asking!
- Consider when to Caucus
(Private Session)



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Private Meeting



- An optional meeting between the facilitator and one party
- Arrange a separate waiting area for other party
- If you have a private meeting with one party, why have a private meeting with the other?

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Private Meeting



- When should you have a private meeting?
 - At impasse
 - Facilitator is losing control
 - Party needs to cool-off and re-focus
 - At the request of one or both parties
 - Facilitator needs to interact with a party in private
- It's a tool, not a routine step...

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Private Meeting



- Why would privacy be needed?
 - Party may be reluctant to share information
 - Facilitator may need to "Reality Test"
 - Generate ideas by asking "what if" questions
 - Coach the parties. Encourage productive listening
 - Summarize. Parties feel like they've been heard. They can correct / add information
 - Close by asking: "Anything you don't want me to share?"

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Facilitation



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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Conflicts of Interest



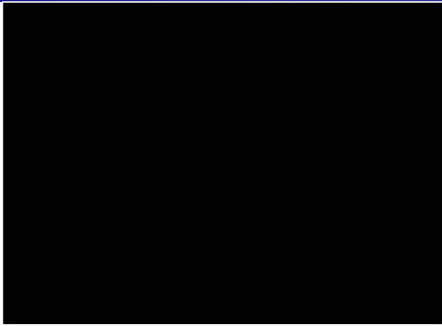
- What is your primary conflict of interest?
- Don't take sides or push your resolution outcomes
 - Brainstorming/reality check
- Bias management



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Final Test



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"I can win an argument on any topic, against any opponent. People know this, and steer clear of me at parties. Often, as a sign of their great respect, they don't even invite me."

Dave Barry

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AF Compendium



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Overview



- Facilitation & Negotiations (The Model)
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