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On the Cover

Persuasion leads to Influence. A Metaphor in which persuasion initiates motion of influence and gives it energy. This cause and effect relation between Persuasion and Influence is represented by the 3D illustration of Newton Balls. © GoodIdeas - stock.adobe.com

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Director's Note

Thank you for your interest in the Journal of Military Conflict Transformation (JMCT). The theme of this edition is Persuasion and Influence. General Saltzman, the Space Force Chief of Space Operations once said that the higher you climb the ladder, the less you can rely on orders and the more you must rely on influence. It's great to have positional power and leverage, but it's often not enough to get what you want no matter how high you are on the food chain, especially when your goal is long-term success. That's where persuasion comes in. Sometimes it's your communication abilities that makes the difference between mission success and failure.

This volume contains articles that explore ways to influence. Whether your audience is a foreign dictator, other agencies in a multiparty negotiation, a supervisor, or a hostile opponent in a standoff, the art of persuasion is an invaluable tool to have in your toolbox. When reading these articles, I encourage you to think about your negotiations and how you can apply the influence techniques discussed within.

Enjoy the latest edition of the JMCT.

Chad N. McLeod

Chad N. McLeod, P.E., PMP
Director, Air Force Negotiation Center

Editor's Welcome

Greetings JMCT Fellow,

As always, we are glad to have you here with us. I am the Editor-in-Chief for the Air Force Negotiation Center's (AFNC) Journal of Military Conflict Transformation. I have the distinct privilege of serving with our team of dedicated professionals here at the AFNC. We strive to provide an informative resource for diverse communities in advancing the work of conflict transformation.

The theme for this volume is persuasion and influence. The beauty of this work is the compilation of voices hail from a variety of leaders. We invite you to holistically examine the works of these contributors by way of assembling of new knowledge or enriching your existing expertise.

Whatever you choose to do is sure to be a win-win for yourself and those you serve.

In this edition of the JMCT, you will encounter a multiplicity of works surrounding persuasion and influence. You will hear from senior leaders' real-time experiences, the exploration of great power competitors, discovery of personal power, as well as natural disasters, to name a few.

The depth of your excavation rests solely in your hands. Shall we proceed...

Sandra L. Edwards

Sandra L. Edwards, Ph.D.
Editor-in-Chief, JMCT

On Strategic Leadership and Influence : A Q&A with General B. Chance Saltzman

Dr. Elizabeth D. Woodworth, Army War College

*I*n January 2024, the United States Space Force Chief of Space Operations General Chance Saltzman visited the Air War College and spoke to students about a path forward for Space Force success. As the CSO for the USSF, this makes sense. But midway through the lecture, Gen Saltzman pivoted to talk about "Leading in Government Organizations" with some lessons he learned in his career. One thing he said grabbed my attention:

> I used to think the higher you go in rank the more effective your orders are; it's actually the exact opposite...the way you really lead these organizations is with influence. It's trying to achieve unity of effort because there are far too many stakeholders...beyond our control to some degree, but that can radically affect how government organizations work. And what we can do, because of this complexity, is just try to achieve some unity of effort, some unity of action by using the right kind of advocacy and influence, so building up your personal credibility with these stakeholders, being able to engage them, not directing, not driving, not thinking that "if I give the right kind of orders, this is going to work out, but how do I apply influence?" Believe me, as you start to get to that senior colonel rank, this is what's going to matter more than simply saying "I know how to lead an organization, set a vision, build goals, set milestones, track the POAM, direct action." You're rapidly getting out of *that* environment.[1]

Senior leaders all move from issuing orders to exerting more influence as they grow professionally, yet we don't talk about how to be influential enough. The transition from orders to influence is the exact reason I wanted to teach classical rhetoric to Air War College students in our JPMEII Program:

to increase public speaking skills, to explore human connection, and to experiment with persuasion in writing and speaking. Several years ago, in a short article,[2] I recommended JPMEII move in this direction, making communication skills (forming arguments, public speaking, writing logical speeches) a course that is important to strategic leader education.[3] Rhetoric, often called the art of persuasion, is not regularly taught in PME institutions.[4]

My entire academic career has been about understanding and applying influence. I study rhetoric, language use in nonfiction and fiction, communicative acts. When I heard Gen Saltzman say the above, and I understood what I had been grappling with: how to help senior JPMEII students see the benefit of studying rhetoric when influence becomes more important or more effective than giving orders in the highest ranks.[5] I have always explicitly said to my students that understanding and applying the elements of rhetoric to their public speeches, to every communicative act, and even to casual conversation will help them connect to and sustain relationships with their joint colleagues. Gen Saltzman's comment synthesized a few of my ideas about influence and rhetoric with concepts of leadership in large organizations, and I had to pursue this thinking further.

What follows is a Q&A that Gen Saltzman and I put together this spring to explore a bit more about what influence means to him and to share what he's learned about joint and strategic communication.[6] As the CSO for USSF, he's gained a lot of insight into communicative acts that work. The key takeaway from this article is that when one is working with those over which one exerts no direct authority, using influence is vital.

Questions are followed by the CSO's answers, and occasionally, I added an additional response from me. My responses are based on a follow-up phone conversation I had with the CSO, and so those responses are addressed to him and acknowledge that learning in higher education is often a conversation that pushes all involved to new, and perhaps creative, thinking.

Dr. Woodworth

Essentially, in your speech to the Air War College students, you said, "Policy decisions are easy; implementation is very difficult." And you gave the students three points to focus on when in the midst of change (which is all the time):

> Change Management:
>
> - Real change requires more than just a decree.
>
> - Clear communication, engagement, and shared vision is required.
>
> - Courage to execute Mission Command.

Could you please start us out in our Q&A by touching a bit on the first two and how they are vital for the third?

Gen Saltzman

In a military organization, issuing orders and following orders certainly have their place. But real change is a far more complicated endeavor. It is far more iterative, requires learning along the way, mutually supporting feedback loops, and a myriad of other complex human interactions. But if you think you can direct all the actions from the top, you are delusional. Empowering people to take the initiative is the only way to make substantial change.

Empowerment in the face of change requires a comprehensive approach that includes clear communication, engagement, and a shared vision. Sure, you have to make sure everyone involved understands the direction you're moving, but there's a difference between leveraging positional authority to accomplish *your* goals and generating a vested interest across your organization in achieving your *shared* goals. It's the difference between relying on

compliance with the orders you give and inspiring a commitment to the team and mission.

Operating in dynamic, complex environments is par for the course, so leading through change is something every military leader faces at some point. By clearly and transparently communicating the reasons behind whatever change you're working toward, your expectations and the end state you're targeting, you build trust and reduce friction. Continual engagement and productive two-way feedback is about inviting involvement at all levels. By giving team members a chance to provide input, leaders tap into a breadth of expertise they wouldn't otherwise have, and they foster a sense of ownership in the process and the shared vision. But it's about more than giving people a platform to voice ideas, it's about listening to their ideas, addressing their concerns, and incorporating what you can. Finally, it must be recognized that NO guidance is perfectly clear from the outset and that a productive and tight feedback loop is essential to adjusting clarity of the vision and adding specificity to activities as learning occurs.

Mission command means relinquishing some level of control, which can be a real challenge and certainly takes courage. I like to say that leaders need a "Wide Swath of Indifference." It should be noted that *indifference* is not the same as *apathy*. You must care deeply about the results, but you must allow subordinates to find their way in the *how* the results are accomplished. You have to work to be indifferent because your brain will be continually telling you to engage to do it differently in a way that makes more sense to you personally—that can be a danger! It's okay that the leader is uncomfortable, but they must remain indifferent to really empower their subordinates. That's what makes the first two points so important, because once you've established an environment conducive to success through influence and advocacy, you can

relinquish that control with confidence, knowing your team's initiative will get the organization where you need it to go.

Dr. Woodworth

You recommended the book, *Recoding America: Why Government is Failing in the Digital Age and How We Can Do Better* by Jennifer Pahlka.[7] You called it a fresh look. Did this book change your mind about strategic planning or affirm what you'd suspected all along? And what did you do differently because of reading it? Also did you ask your staff to read it, too? What did they think? How did this book influence your thinking on influence?

Gen Saltzman

Yes, I gave the book to all my General Officers. It was confirming of things I suspected, but it gave me a vocabulary and the rationales that I did not have before. It crystalized my understanding of how bureaucracies work and why they struggle with implementation of great ideas. The key takeaway is even if the idea is terrific and everyone is on board, change and implementation of ideas is complicated and requires concerted effort to be effective.

Dr. Woodworth

This is an example of how you welcome and are open to influence in your own professional life—through reading books. You mentioned that all your officers expect you to give them books to read. This is normal. And you know them all personally—one of the benefits of the Space Force being small. You also mentioned how it's vital to read broadly, widely, deeply, outside one's comfort zone, outside one's job, and how vital it is to develop people/communication skills. In fact, one of the ways you communicate is through sharing your thoughts regularly via one-page only documents, "C-NOTES," that introduce a topic, offers perspective, includes important points, and can then generate discussion,

allow debating over key issues of the day and what matters to the Space Force (check this website for more information and previous C-NOTES from the CSO as well as recommended readings: https://www.spaceforce.mil/About-Us/CSO-Leadership-Library/).

You specifically said when we talked (post original Q&A) that "What a guardian brings to the joint fight mostly comes from between their ears." These things that we can't see, that are complex, can get successfully dealt with in a culture that values thinking.

We also briefly talked about education's importance and the value of PME to all in every branch of the military. To explain how it benefits every participant, you said, "Education allows us to find the friction points and work through anything." Additionally, when we discussed the high cost of PME, you said, "Education is not expensive—it's a bargain. It's cheap compared to an aircraft carrier or a spacecraft. We need thinkers who can figure out the details of winning." I heartily agree—we need educated critical thinkers who can outthink our enemies now and in the future.

Dr. Woodworth

At what point in your career did you realize the importance of influence? Would you please tell that story?

Gen Saltzman

I think young people inherently realize the importance of influence. When you are younger, you don't have the authority to direct things you want to happen. Your only real ability to get what you want is to influence an authority figure to see it your way. But this indirect approach requires more energy, so as you move up the chain, you gain authority and try to wield it to get things done. This can be effective when your span of control or scope of responsibilities are relatively limited. As middle management (Major, Lieutenant

Colonel, etc.) you could easily let your authority and giving orders become your primary method for accomplishing tasks; it is simply easier. What parent hasn't become frustrated and yelled, "Because I said so, that's why!" The problem is a leader's responsibilities outgrow this technique. Suddenly you require too many people or external stakeholders' contributions to successfully solve the problems that have been handed to you. Then you realize that your order-giving skills don't solve real challenges. That's when influence becomes your best tactic. But if you haven't been practicing exerting influence over the years, you are not good enough at it.

There was never a singular event that caused me to realize this, but I think most of my leadership skills were absorbed by watching successful leaders ahead of me. I saw how much their ability to wield influence was at the heart of their successes. I'm still not the most patient decision-maker, but I reflect on leaders I watched exercise their influence, and I endeavor to model that style wherever I can.

Courtesy of U.S. Space Force

Dr. Woodworth

Who most influenced you regarding "influence"?

Gen Saltzman

I'm a student of history. History books are filled with the tremendous power of influence, if change can be driven by influence, coercion, force, etc., I gravitate to the amazing stories of change by influence, such as: Dr. Martin Luther King's speeches that drove national change; the influence Gen George Marshall had with President Roosevelt; think

of the change Nelson Mandela created without coercion or force; and consider how much of the words written by Thomas Jefferson have influenced the fabric of our democracy.

Dr. Woodworth

Would you agree that empathy is key component of influence? Why?

Books recommended by Gen Saltzman: Autobiography of Malcolm X; Thinking Fast and Slow; Age of Heretics; and Thinking in Time

Gen Saltzman

Empathy is a key component of influence. It allows leaders to make connections, build trust, and develop understanding at deeper levels than would be possible without it. I was the squadron commander of the Joint Space Operations Center at Vandenberg when the Chinese shot down the Fengyun satellite in 2007. I was standing on the ops floor, and I was a nervous wreck. I don't think I looked like one because I was kind of just standing on the ops floor, eyes caged, but the missile warning operator who was sitting in front of me, the Airman who was going to get the call that would confirm whether the satellite had been destroyed was *real* nervous, and I could tell. He was going to have to make a report, and he was worried. I could just see the way he was fidgeting.

So, all I did was lean forward, put my hand on his shoulder and say, "This is going to be awesome. Are you ready?"

And he said, "No!"

I responded, "Well get ready!"

He said "Okay!"

It was a simple exchange like that, but it took the nervous energy we had and just let it dissipate. It was more about whether he was ready than it was about me and how I felt. Putting your focus on the people around you, what they're going through, how they're feeling, helps them, and it helps you figure out what the best approach to tackling a challenge is.

Dr. Woodworth

Weirdly, being an influencer is a job today. Given the need to improve recruitment and retention, how do you think military organizations could improve influence in their target market?

Gen Saltzman

All services face a similar problem set when it comes to recruiting, but my perspective is understandably influenced by my focus on space and the Guardians I serve. I'm lucky that we're not facing the same recruiting challenges as some of our sister services. That said, we understand the need to attract and retain talented Guardians, people who have the Guardian Spirit and can meet our high-tech and fast-paced operational demands. On the other hand, though, we face unique challenges that the other services don't, which go along with being such a new service. Specifically, when our Guardians tell people they're in the Space Force they often still get the response, "Oh, I didn't know that was a real thing. What do you do?" That just doesn't happen to Soldiers and Marines.

Every service is trying out different things at the tactical level to improve their recruiting and retention, but when thinking about strategic influence, it needs to be about emphasizing the important contributions service members make to our nation and the opportunities service provides. I think back to when I was fresh out of high school, I was excited about all the possibilities that were laid out before me, and I'm sure there are young people today who feel the same way. If we can help them understand what they have to offer, and what service will offer them in return, we can leverage that excitement to their benefit, and to benefit of our nation and our services.

Dr. Woodworth

In a time of political polarization and digital connection/disconnection, influence is a weapon for an enemy. How can US citizens prepare themselves to recognize bad influence from those who might try to undermine our country and those of our allies and partners?

Gen Saltzman

How you are influenced and by what is really a question of character and integrity. Those with character and integrity are resilient against bad influences. Study character, and aspire to being a person of character, the rest takes care of itself.

Dr. Woodworth

Is influence a kind of power that can corrupt? If so, then how do senior leaders guard against falling into a place where their good intentions go awry?

Gen Saltzman

Only to the weak minded—just like money. Influence is a tool, and

tools can be used for good or evil. Leaders must first and foremost aspire to be people of character.

Great "Influencers" Throughout History—According to Gen Saltzman

- Thomas Jefferson: his words capture the grand experiment in government.

- Thomas Edison: he led us from industrial age to information age.

- Paul McCartney: his music inspires people, and McCartney inspires musicians.

- Socrates: he taught us how to question and think.

- Thucydides: all other lessons of war are footnotes after the *History of Peloponnesian Wars*.

Dr. Woodworth

To maintain influence, "thank you" isn't enough—sometimes details in recognition or acknowledgment is needed or worthy. Are rewards ways to influence future behavior or only rewards for previous behaviors?

Gen Saltzman

All actions build culture. What you reward (actively or passively)

endures. That which you punish fades away. Once the culture is well established and supported by people of character, bad influences struggle to take hold, are easily identified, and are not hard to eradicate.

Dr. Woodworth

What's the opposite of influence?

Gen Saltzman

There are several depending on context: ignorance and immunity both come to mind.

Dr. Woodworth

Ignorance is what I was hoping you'd say (my answer to this question "what is the opposite of influence" is always lack of education—ignorance), but immunity is fascinating.

When we talked, you suggested that regardless of "logic or skills, someone who exerts influence must have skin in the game." One who successfully influences others must be part of the team doing the work, be invested in the development of a product or process. And if or when one fails at influencing others, it could be said of the others then that they are immune to influence (at least in that situation).

Dr. Woodworth

If a key aspect of successful strategic leadership is influence, what's one thing you'd tell senior leaders to do to improve, as they step onto the strategic stage?

Gen Saltzman

I'd offer three pieces of advice.

First is make sure you communicate frequently and transparently

with your team. Leaders who make it to the strategic level understand that they can't accomplish anything of significance alone. The profession of arms is a team sport, and communication fosters cohesion and facilitates informed decision making at every level. It encourages people to ask questions, which introduces diverse perspectives, new ideas and novel frameworks. It also builds trust through a demonstrated commitment to

Courtesy of U.S. Space Force

accountability and the well-being of not just the organization, but the people who make the organization what it is.

Second is prioritize active listening. You can ask for input, but your people are going to stop talking pretty quick if they don't feel like they're actually being heard. Now, that doesn't mean you have to take action on every recommendation they offer, but you do need to show a genuine, and the key word is genuine, interest in the ideas they share with you. This creates an open dialogue that will uncover blind spots and lead to better ideas than the ones you started with. It also sets a powerful example and encourages others to do the same.

Finally, you need to find the communication tactics that work best for you and your team. Every leader and every team is different, and it's important to remember that there is no one-size-fits-all solution when it comes to effective communication. Don't forget about maintaining a "wide swath of indifference" in execution.

Dr. Woodworth

Where should military education teach concepts of influence and/
or how often?

Gen Saltzman

I think basic concepts as early as possible but then encourage
everyone to explore influence on their own with good reads about
models, cases, examples and pitfalls (reading lists, disseminate
worthy articles, etc.— see the movies, television shows, and books
listed—and see the famous historical figures listed who successfully
used influence in their time.)

Dr. Woodworth

Because I'm deeply invested in writing/rhetoric (and the influence
that carries with successful execution of text on a page or words
in a speech), I want to ask about how you practice influencing.
I imagine you've spent years talking publicly, on stages, in war
rooms, in board rooms, to impart information, but also to
influence. How many people help you in the process of ideating,
planning, drafting, providing feedback regarding messages/
communication/white papers?

Gen Saltzman

I take in ideas wherever I can find them. I try to be as open
as possible to others critiquing my writing. Although painful
sometimes, critical efforts from people you respect and trust
create better products. And then I reread Peggy Noonan's books
about writing as often as I can. Start with a message, outline the
themes that explain or support the message, provide examples or
anecdotes to make the messages more personal and memorable,
and then finish with a "so what"[8] or call to action.

Dr. Woodworth

How much do you practice before you go public with a message to influence?

Gen Saltzman

Not that much. If I am trying to influence, I need to believe in the message inherently. Once that is true, I like to speak from the heart. Too much practice, and then it comes off as contrived.[9]

Dr. Woodworth

In return for being able to influence others (specifically those not under your command), have you been willing to be influenced (in good ways)? (Here I'm really talking about the role influence has in negotiation a bit, and while it's not all that matters in negotiations, it definitely matters.)

Gen Saltzman

I try to be as open as possible to the influence of other people I respect. I know I don't have all the answers. I know my activities should be influenced by others to be better. I just have to carve out the time and find the right audiences to share ideas with. Sometimes that's difficult in my job.

Dr. Woodworth

If you could successfully influence some change for the future to ensure U.S. National Security, what would that be?

Gen Saltzman

The Space Force is part of a whole-of-government approach to developing international norms of responsible behavior in space, and that's an effort I expect the U.S. will continue to lead and influence well into the future. In the air and maritime domains, we can describe actions as safe or unsafe, and those determinations

are based on well established, and well understood, rules and laws. But, with only a few notable exceptions, international space laws are fairly immature, which makes the same determinations in space operations difficult from an international perspective. Until we establish those norms and get a commitment, from nations worldwide, to say "this is what acceptable behavior looks like," bad actors can argue that whatever dangerous or risky actions they take are nothing but normal.

Dr. Woodworth

Other than your influence over Space Force or Joint Colleagues, what's the best influence you could think of undertaking?

Gen Saltzman

Outside of the mission side of things, I would like to influence young people to increase their proclivity to serve our nation. I'm proud of what I have done. I'm proud to have served. I hope I can influence another generation to follow behind in service to our nation.

Dr. Woodworth

Thank you for this. As we've worked though these questions and answers, I begin to see that my chosen profession and yours are oddly similar. Educators and leaders are both big wielders of influence. We both want to preserve and/or develop the kind of circumstances in which our young people can prosper and develop. And we also care deeply about how we can support the business of national security—providing circumstances in which our best leaders continue to learn and grow into those who take a place in guiding a better future. You do it in your career; I do it in mine. I'd never thought about this before in this same way.

Thank you, Gen Saltzman, for taking time to answer all these questions, to think about what influence means to you, for working with me to explore what learning about influence could mean for strategic leaders, for thinking about ways to learn more about influence. As we rise in the world, we gain power to influence others. You did that here. You allowed me/us/readers to consider that good influence wielded by leaders of good character is a reasonable and achievable goal.

I'll end our Q&A with this fabulous line that Dr. Condoleezza Rice said to Oprah Winfrey: "Power is nothing unless you can turn it into influence."[10]

Courtesy of U.S. Space Force

Movies and television shows that Gen Saltzman recommends that depict how influence is exerted and plays out.

- *The Right Stuff*: Normal people can do extraordinary things.

- *The West Wing*: There are many sides to issues, constructive debate and critical thinking are key to success on complex issues.

- *Man For All Seasons*: Some of the best lines related to character and integrity ever.
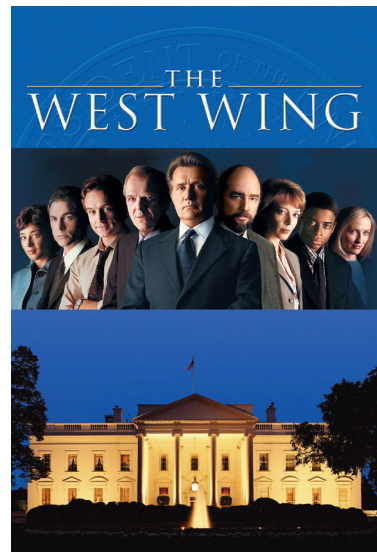
Additional Reading

For additional reading, Dr. Woodworth recommends the below as a place to expand learning about influence. You'll notice that authors writing about influence often also write about one or more of the following: rhetoric, leadership, public speaking, politics, diplomacy, strategic leadership. It's hard to find literature about influence that disconnects it from practical application. These books are a good place to begin a more in-depth exploration.

- *How to Win Friends and Influence People* by Dale Carnegie

- *The Art of Quiet Influence* by Jocelyn Davis

- *The Power of Influence* by John C. Maxwell

- *The Gift of Influence* by Tommy Spaulding

- *Speaking to Influence* by Laura Sicola

- *Influence: The Psychology of Persuasion* by Robert B. Cialdini

- *Influence without Authority* by Allan Cohen and David L. Bradford

- *Lead with Influence* by Matt Norman

- *Leading through Language: Choosing Words that Influence and Inspire* by Bart Egnal

- *Cross-Functional Influence: Getting Things Done Across the Organization* by Susan Z. Finerty

- *Amplify Your Influence* by René Rodriguez

- *Quiet Influence: The Introvert's Guide to Making a Difference* by Jennifer B. Kahnweiler

Endnotes

1 I listened to the recording multiple times to ensure I got this quote exactly right. The AWC holds a digital version of this lecture, but it is not available outside the school. Emphasis mine.

2 This article is part of the published proceeding of the *Inaugural Symposium on Educating Leaders for a Competitive Information Environment: Closing the Gap Between Theory and Practice in Professional Military Education* at National War College/National Defense University. Originally presented as: "Collaborative Writing and Rhetoric for Strategic Communication." Spring 2020.

3 My recommendation was actually to teach classical rhetoric to all levels of PME, but I've only been able to reach the students at the AWC. However, this year, with the help of colleagues from the AWC, Colonel Eric Peterson, USAF and Colonel Jen Mendel, USA, we have been able to teach two cohorts of Captains at the Squadron Officers School about rhetoric. It's the start of something new and great.

4 Rhetoric is an important discipline in human history and education. Until the 20th century, it was part of every educated person's curriculum which included speaking and writing. As education has changed to meet the needs of the millions in attendance—many unprepared—disciplines have gotten more focused, and the concept of Medieval education has faded away. By the Middle Ages, higher education was focused on the trivium (grammar, logic, and rhetoric) and the quadrivium (arithmetic, astronomy, music, and geometry). For hundreds of years, rhetoric held a place of honor in learning. As the Industrial Revolution raged on, education moved from being only given to a few, the landed gentry and aristocracy, to more citizens who needed skills to fill middle management roles. They needed more education than in previous generations—and education that included logic, rhetoric, writing, as well as math. Rhetoric is still taught in schools and colleges, but it was split in the late 19th and early 20th century—some rhetoric education moving to communication departments, some aspects moving to writing in English departments. In the last 50 years, more scholars have focused on rhetoric, and they have revived the field, vigorously publishing materials making rhetoric relevant to the modern era (it was anyway, but new works more clearly reveal that relevance). Now, writing degrees and English literature degrees are not always the same thing. Writing can be its own degree, is its own discipline, and has begun to produce its own doctoral degree earners including degrees sometimes named Writing Studies, Rhetoric, or Composition.

5 This is not to say that influence doesn't play a huge role in military leadership—it's the intangible sometimes that lead us to follow others into battle. Yes, most will go fight when ordered to—if one is

obligated to follow orders—but how much more effective are all leaders when they are aware of the power and purpose of influence *surrounding* the orders. For those we collaborate with as peers, influence replaces orders.

[6] I asked Gen Saltzman to answer five to seven of all the questions I sent; he answered all of them. As some answers are shorter, we're pulling those into sidebars for easier access.

[7] Just FYI, from my higher education perspective, this reviewer of the book in *Inside Higher Ed* struck a chord: "The upshot of the book for me is about the need to recognize implementation as being just as important as policy. Among other things, that means including the implementers in the discussions at formative stages. The folks who actually have to operate the software know things about it that the pure policy people don't. Build workflows that allow for learning and improvement. Use strategic plans to help people understand the why behind decisions, so when they have to adapt on the fly, they know in which direction to go. And for goodness' sake, stop confusing punctilious compliance with good performance." https://www.insidehighered.com/opinion/blogs/confessions-community-college-dean/2023/07/06/review-recoding-america-jennifer-pahlka.

[8] "So what" is the question all writers need to be asked at the end of their writing task. The question for every piece of communication is "so what?" Why does the author share these ideas? What is the purpose?

[9] I'd like to add that great public speaking often appears spontaneous and heartfelt but is the result of hours and hours of practice using varying parts of a whole text woven together differently for different audiences. It is also about understanding the power of one's voice and how to use it to great effect.

[10] This quote is from "Oprah Talks to Condoleezza Rice"—which first appeared in the February 2002 issue of *O, The Oprah Magazine*. Interestingly, Dr. Rice also shared remarks with students at Johns Hopkins University in the Paul H. Nitze School of Advanced International Studies in a talk on "Terrorism and Foreign Policy." In this talk she contextualizes Great Power Competition in light of influence in three quotes: 1) "Power matters. Great Powers matter. Great powers matter because they can influence international stability for good or for ill due [to] their size, influence[,] and their will. Great powers never have, and never will, just mind their own business within their borders"; 2) "America Today possesses as much power and influence as any nation or entity in the world, and certainly in history. But in stark contrast to the leading powers of centuries past, our ambitions are not territorial. Our military and economic power are complemented by and multiplied by the values that underpin them: democracy, freedom, human rights, the rule of law, honest government, respect for women and children, private property, free speech, equal justice, and religious tolerance" (this is connected to what

Gen Saltzman said about having a good place to work from—good character guides good influence— we have these high hopes for the basis of our power and subsequent influence); 3) "America cannot impose its vision on the world—yet, we will use our influence to favor freedom." The transcription is located here: https://georgewbush-whitehouse.archives.gov/news/releases/2002/04/20020429-9. html. Johns Hopkins also happens to be the university with which our Space Force has partnered for graduate and post-graduate military education for its officers. And the program Dr. Rice spoke to is that in which USSF students participate. Such a partnership is a first, and it acknowledges a robust blend between the goals of traditional PME instruction with cutting edge university education. The first USSF students graduated in May 2024.

Biographies

General B. Chance Saltzman

Gen Saltzman is the Chief of Space Operations (CSO), United States Space Force. As CSO, he serves as the senior uniformed Space Force officer and is responsible for the organization, training and equipping of all organic and assigned U.S. space forces serving in the U.S. and around the world. As a member of the Joint Chiefs of Staff, he also serves as a military advisor to the Secretary of Defense, National Security Council, and the President.

A Kentucky native, Gen Saltzman is a graduate of Boston University and was commissioned into the Air Force in 1991 through the Reserve Officer Training Corps program. Since that time, he served in a variety of positions of increasing responsibility in the U.S. Air Force, commanding at the squadron, group and wing level. In 2020, he transferred to the Space Force as the first-ever Deputy Chief of Space Operations for Operations, Cyber, and Nuclear.

Today, as CSO, Gen Saltzman is committed to ensuring Guardians have the tools they need to serve in the world's preeminent space force, securing our Nation's interests in, from, and to space.

Dr. Elizabeth D. Woodworth

Dr. Woodworth is an Associate Professor of Writing at the Army War College. At PME institutions, she has taught classical rhetoric, creative thinking, regional security studies, strategic leadership, and coached innovation teams. At civilian universities, she taught 19th c. British literature, poetry, interdisciplinary Honors courses, writing (from freshman to graduate), and theories of rhetoric and composition.

She also taught graduate courses for a master's degree in teaching writing she developed and implemented including courses focused on basic writing,

advanced writing, nonfiction and creative writing, rhetoric, and writing across the curriculum.

Dr. Woodworth has published on public relations, baseball, organizational culture and writing, Victorian poetry, 19th c. British drama, general aviation, and professional military education. She is currently working on a book-length treatment of the relationship between building strategic empathy and reading classic works of literature. She recently published an essay on storytelling and strategic communication related to developing civil discourse skills.

Influence and Persuasion in Military Diplomacy

Assad S. Pharr MBA, M.S.

Abstract:

This comprehensive examination delves into the evolving realm of military diplomacy, where subtle influence and persuasion supersede traditional displays of military might. Historically rooted in the strategic deployment of the Armed Forces for diplomatic ends, military diplomacy has transcended the mere demonstration of power. The Cuban Missile Crisis and the Iran Nuclear Deal epitomize this shift, highlighting the critical roles of communication, negotiation, and soft power. The examination dissects the nuanced influence and persuasion strategies within military diplomacy, underlining their increasing prominence over conventional coercive tactics.

Keywords: Military Diplomacy, Influence and Persuasion, Geopolitical Strategy, International Relations

Influence and Persuasion in Military Diplomacy

Military diplomacy is a delicate dance, a choreography of strategic maneuvering demanding precise steps and careful balance, where a single miscalculation could lead to geopolitical discord. History is awash with intriguing narratives where the delicate dance of military diplomacy unfolded against geopolitical order. In contemporary history, the Cuban Missile Crisis exemplifies the extreme tensions of military diplomacy. Similarly, the intricate negotiations of the Iran Nuclear Deal provide deep insights into the complexities and critical nature of decisions in such diplomatic engagements. During the Cuban Missile Crisis, the United States and the Soviet Union found themselves in a tense standoff that tested the limits of military diplomacy. This scenario illustrated

the nuanced and high-pressure environment of military diplomacy, where effective communication and strategic persuasion are vital. It showcased the careful balancing and the intense negotiations required, underlining the precarious nature of military diplomacy. However, an in-depth exploration still reveals that literature often ignores two other profound aspects, influence, and persuasion, that are critical in such dances.

Soviet Range during Cuban Missile Crisis
Courtesy Photo - 142nd Wing
https://www.dvidshub.net/search/?q=cuban+missile+crisis&view=grid

The suboptimal focus on persuasion and influence and its role in military diplomacy in the empirical literature is unsurprising. Traditionally, battlegrounds were no place for the demonstration of soft power. These historical events were characterized by the display of hard power, where nations employed military might as a primary tool in diplomacy. The "big stick" metaphor, famously associated with Theodore Roosevelt's foreign policy, emphasizes an approach where the threat of military force often overshadows the subtler and potentially more effective strategies of soft power. Although the "big stick" approach helped the United States avoid direct conflict, it was generally effective only against weaker adversaries. In today's world, where alliances often involve equally powerful nations, a new strategy focusing on influence and persuasion is required. The traditional use of conventional military force, often represented by an overwhelming show of strength coupled with diplomatic restraint, serves as a visible aspect of coercive power in diplomacy. However, this may be challenging in an increasingly civilized and multipolar society.[1] In addition, the nature of conflicts has fundamentally shifted and increased in complexity, transcending mere kinetic engagements to encompass a spectrum that includes economic leverage, cultural appeal, and

information warfare. Against this backdrop, influence and persuasion have risen to the forefront, shaping the outcome of geopolitical conflicts in an unprecedented manner. Military diplomacy, backed by the artful use of influence, has become a paramount instrument in navigating the complexities of modern warfare. Therefore, examining its salient features, dynamics, and dimensionality is essential research undertaking in military and military conflict dispensation. This article examines the complex role of influence and persuasion in military diplomacy, analyzing various strategies and their associated challenges.

Evolution of Military Diplomacy

Although there is no scholarly consensus on a precise definition of military diplomacy, it is generally understood as "the peaceful use of military assets and resources as a means of a country's foreign and security policy." Military diplomacy often intersects with defense diplomacy, though the two concepts may overlap. Highlighting the importance of military diplomacy, states use it to fortify relationships with other like-minded nations. The aim is to develop mutually beneficial ties with the armed forces of other countries—even those with whom there might be economic competition or soft balancing—to foster a stable international and regional environment.

Thus, the origin of military diplomacy lies in its dual function as an instrument of foreign policy and a mechanism for conflict resolution. Evolving from historical precedents, it involves the strategic deployment of military forces to achieve diplomatic goals, marking a shift from traditional military uses to a focus on collaboration and diplomatic engagement to fulfill foreign policy aims. Military diplomacy can be traced back to modern times, particularly before World War II, a period marked by the formation of substantial military alliances.

Furthermore, military diplomacy has roots extending back to antiquity, though its contemporary application is more explicit. In

ancient times, military prowess often acted as a silent yet powerful diplomatic tool, shaping alliances and influencing geopolitical dynamics. Caesar's campaigns in the East from 58 to 50 BCE exemplify the early use of military resources to extend Roman influence without engaging in outright warfare. Historical events such as the Congress of Vienna in 1815 and the alliances of World War I and II highlight its enduring relevance. The effectiveness of the Marshall Plan, which relied significantly on soft negotiation and military cooperation, illustrates the critical role of influence and persuasion in this context. Both the Marshall Plan and NATO positioned the United States as a predominant power, showing how influence and persuasion can be strategically utilized as vital military assets.

Military Diplomacy that ushered the world into a hegemony needs a drastic refinement to overcome the challenges of a multipolar world.[2] In the past, the USA and USSR yielded undue influence that could have delivered immense persuasive capital. However, today, they both must compound with rapidly evolving conflicts where they are no longer the sole players. Cooperation and collaboration between the militaries of allies is necessary.

Mattis: 'Transatlantic Bond Remains Strong' in Speech Honoring Marshall Plan Anniversary
Photo by Karlheinz Wedhorn
https://www.dvidshub.net/search/?q=the+marshall+plan&view=grid

The United States, for instance needs to leverage its military capabilities not only for defense but also for the purpose of serving as tools of influence. This includes demonstrating to allies like Ukraine that it will guarantee their security in response to increased hostility from Russia.[3] This paradigm shift underscores the contemporary relevance of military diplomacy, where international partnerships and strategic posturing play pivotal roles in shaping diplomatic outcomes.

Critical Actors in Military Diplomacy

As primary actors in military diplomacy, nation-states deploy their diplomatic apparatus to safeguard national interests and forge strategic alliances. The USA is an excellent example of a sovereign state recently engaging in military diplomacy through formal channels. Notable entities like NATO exemplify the cooperative use of military assets for collective defense. The North Atlantic Treaty, signed in 1949, was designed to strengthen the American position in Europe and support the Marshall Plan's goal of containing communism. To this end, the USA engaged in multiple negotiations to build and expand NATO, utilizing military diplomacy to enhance its strategic stance on the continent. These negotiations often involved representatives from multiple nations and highlighted the cooperative nature of military diplomacy within the alliance, where consensus-building and coordinated action are crucial. For instance, the USA had to engage in high-level diplomacy with members of the military alliance to ensure ongoing support for Ukraine in its defensive conflict against Russia. The Cuban Missile Crisis serves as another historical example of nation-state actors using military diplomacy. Today, the diplomatic mechanisms of nation-states continue to play a vital role in shaping military alliances and promoting cooperation, illustrating the core principles of state-centric military diplomacy.

http://outlookafghanistan.net/international_detail.php?post_id=12254

International organizations and alliances have traditionally played a significant role as influential actors in military diplomacy.[4] There are multiple examples, but among them include NATO. Such alliances facilitate joint military planning and coordination, enhancing the efficacy of military diplomacy beyond

individual nation-state capacities. The organization leverages military prowess but often pursues negotiations as a way of resolution. The European Union's Common Security and Defense Policy is another instance where a regional organization engages in military cooperation. The influential actors in military diplomacy, international organizations, and alliances foster collaborative approaches to address global security challenges.

Non-state actors and unconventional influencers', including private military companies, humanitarian organizations, and transnational corporations, also play a significant role in military diplomacy. They sometimes yield unconventional influences and persuasive power that sometimes shape the direction of global conflicts.[5] Notably, the presence of non-state actors in the Syrian conflict displays their impact on military dynamics. Their involvement, often driven by economic or humanitarian interests, adds complexity to military diplomacy,

challenging conventional state-centric approaches. These actors will likely gain more relevance in an increasingly interconnected world where complex conflicts are prevalent and rapidly evolving. This rationalizes the need to examine the strategies of influence and persuasion that these actors can utilize to reduce the risks of global conflict on their interests.

Strategies of Influence and Persuasion

Diplomatic rhetoric and negotiation tactics are considered indispensable tools for shaping conflicts without resorting to force. Familiar rhetoric includes publicized addresses by leaders, correspondences, and the use of influential leaders to broker the negotiations. Leaders' credibility was essential for resolving the conflict in the Cuban missile crisis. Direct correspondence between Kennedy and Khrushchev allowed for a more personal and less confrontational mode of communication. An emphatic call for a peaceful resolution combined with military posturing incorporates both emotional and logical appeals

President John F. Kennedy is shown as he started his radio-television address to the nation on civil rights, June 11, 1963 in Washington.

https://www.msnbc.com/politicsnation/june-11-1963-george-wallace-john-ke-msna60336

to all involved parties. President John F. Kennedy's televised address during the Cuban Missile Crisis exemplified this approach by skillfully blending firmness with an invitation to negotiate. Tactics such as back-channel negotiations were pivotal. Behind the scenes, Kennedy and Soviet Premier Nikita Khrushchev engaged in private diplomacy through these channels. In one significant exchange, Kennedy proposed a systematic solution in a letter to Khrushchev, offering to remove U.S. missiles from Turkey in exchange for the Soviet withdrawal of missiles from Cuba. Additionally, both sides often adopt a compromising stance and make concessions to facilitate agreements. Recently, using U.N. platforms has become a fundamental aspect of military diplomacy, with nations utilizing the U.N. as a forum for compelling belligerent countries to come to the negotiation table.

Actors in military diplomacy often utilize a combination of soft power and cultural diplomacy to shape perceptions and build alliances. Through art, education, or public diplomacy, cultural diplomacy

fosters mutual understanding. For instance, exchanging students or artists can build bridges, exemplifying how cultural influence becomes integral to military diplomacy's toolkit. The use of economic and educational aid, as is the example of reconstruction endeavors by the USA in the WW2 aftermath, are all examples of soft power. The provision of military aid to nations such as Ukraine and Israel by the USA and its allies is also an exemplification of soft power, which is poised to enhance the country's attractiveness, bolstering its global strategic interests.

The traditional approach of projecting strength while simultaneously engaging in negotiations to secure a mutually beneficial outcome in military conflict resolution continues to be pertinent. In contemporary settings, where nations are generally reluctant to initiate unnecessary conflicts, military demonstrations and deterrence strategies serve a dual purpose in military diplomacy: they project strength and prevent conflict. Such demonstrations can include joint military exercises, which signal capabilities and affirm commitments to allies. A notable example is the Pacific region, where the USA has employed military demonstrations to deter actions by countries like North Korea. Deterrence, achieved by showcasing military might, acts as a preventive measure by dissuading potential adversaries from aggressive actions. Although the concept of nuclear deterrence has evolved significantly since the Cold War, it remains a crucial element in shaping diplomatic interactions and influencing international relations. Nuclear deterrence ensures mutually assured destruction.[6] The North Korean regime's pursuit of the weapon has mainly been driven by a desire to portend strength and shape diplomatic dynamics.[7] Hence, a robust symbiotic relationship exists between military demonstrations, deterrence, and diplomatic maneuvering.

The media has emerged as a significant instrument of military diplomacy to the extent of

60th anniversary of the first Ace in the Hole MALMSTROM AIR FORCE BASE, MONTANA, UNITED STATES Photo by Airman 1st Class Elijah Van Zandt https://www.dvidshub.net/image/7485040/60th-anniversary-first-ace-hole

posturing the world to a new era of information warfare. Actors in military diplomacy take advantage of media channels and information campaigns to shape narratives, influence public opinion, and gain diplomatic advantage. One example is the war witnessed in the Syrian conflict, where both actors in the conflict carefully employed the mass media to gain a diplomatic advantage. Actors have been leveraging social media as well to counteract false narratives, disseminate emotionally appealing information, and promote war propaganda. The narratives, sometimes refined to fit the audiences' notions, have significantly influenced the direction of global conflicts.

Case Studies: Examining Successful Applications

Skillful persuasion skills are a bedrock of military diplomacy. Leaders must be capable of persuading the masses and the belligerent nations to pursue a peaceful resolution while ensuring a win-win situation. To achieve this, actors utilize rhetorical skills,

such as pathos, to shape the narrative's perspectives and logos, that is, logical appeal, where they engage directly with the leaders of belligerent nations, whether openly or through back channels. To effectively establish diplomatic channels, their credibility must be beyond doubt. Therefore, certain levels of military diplomacy necessitate the involvement of high-ranking officials such as state secretaries and the president. During the Cuban Missile Crisis President Kennedy played a crucial role. He implemented a naval blockade to avoid direct military confrontation and delivered a highly publicized address to shape public perception and reaffirm his commitment to peaceful dialogue. In private communications, Kennedy proposed a reciprocal deal to Soviet Premier Khrushchev, offering to remove U.S. missiles from Turkey in exchange for the withdrawal of Soviet missiles from Cuba. This strategic engagement contributed to the peaceful resolution of the crisis on October

NATO Meeting BRUSSELS, BELGIUM

Photo by Glenn Fawcett

https://iges.ba/en/security/nato-membership-brings-stability-and-economic-growth/

28, when Khrushchev agreed to remove the missiles.

The Iran Nuclear Deal, formally the Joint Comprehensive Plan of Action (JCPOA), was reached on July 14, 2015. Involving the U.S., Iran, and world powers is a hallmark of military diplomacy that achieved its strategic objective without war. Prior to the deal's negotiation, it was inevitable that there would be a nuclear standoff because the country was two to three months away from making a weapon. In the strict consideration of the sense, traditionally, major world powers would have been forced to take stern military action to stop this from happening. However, the USA and other major world powers opted for military diplomacy. The negotiations were straightforward: they would take a compromise where Iran curtailed its Iran's nuclear program in exchange for sanctions relief. The USA and other powers carefully balanced coercion and cooperation. Commenting on the success of the deal, the White House noted that the "deal removes the key elements needed to create a bomb and prolongs Iran's breakout time from 2-3 months to 1 year or more if Iran broke its commitments. Importantly, Iran will not garner any new sanctions relief until the IAEA confirms that Iran has followed through with the end of the deal. Moreover, should Iran violate any aspect of this deal, the U.N., U.S., and E.U. can snap the sanctions that have crippled Iran's economy back into place."[8] In this context, the vital aspect of military diplomacy was the strong influence yielded by the U.S. president and his counterparts in the West, who skillfully negotiated a deal that swayed Iran from pursuing nuclear weapons. The Iran deal emerges as a critical case study for effective military diplomacy because it involved the strategic deployment of military assets through strength posturing to dissuade Iran from faltering on its commitment, thus preventing escalation. Throughout the negotiations, there was a careful interplay of military and diplomatic communication to manage perceptions and signal intentions, an essential aspect of military diplomacy.

NATO has exerted an undue influence in Eastern Europe since the end of the Cold War, making its endeavors an exemplary illustration of a strategic equilibrium between military deterrence and diplomatic engagement. The 1999 NATO enlargement welcomed new members, balancing deterrence against potential aggression. Joint military exercises, like the Enhanced Forward Presence initiative, underscore NATO's commitment to security. The alliance engages in dialogue with Russia through forums like the NATO-Russia Council, demonstrating military diplomacy's complex but crucial role in maintaining regional stability and preventing conflict. However, this is not the only time that NATO has served as an example of military diplomacy. The engagement of NATO's military units in these regions was hailed for ushering in an era of democracy, which aligned with the security and strategic objectives of the USA and its allies. NATO also began to engage in multilateral military exercises with the new nations, increasing interoperability between the militaries, promoting cultural exchanges, and harnessing the nation's capabilities. This way, NATO served its purpose because the significance of "military diplomacy in foreign engagement is to build a dialogue that may facilitate further communication and, during a crisis, avoid confusion between cultures."[9] The success of NATO is not only seen in the spread of democracy but also through increased ties, with member states coming to the aid of one another during conflicts, hence deterrence.

Challenges in Military Diplomacy

Credibility concerns in military diplomacy often arise due to the lack of a definitive formal framework that is as established as the one for conventional diplomacy. In traditional diplomacy, permanent state departments with clear mandates engage in ongoing interactions with foreign entities, creating a recognized and structured avenue for international relations. Conversely, military diplomacy often lacks such formal recognition and structured processes, leading to suspicions

about the motives and actions of military actors. These suspicions are exemplified by instances like the protests against the U.S. military presence in Japan, where historical conflicts and current military activities can fuel distrust among local populations. In such contexts, transparent communication becomes crucial. Acknowledging historical grievances openly and engaging in candid dialogue can lay the groundwork for rebuilding trust. Sustained cooperation, characterized by consistent actions that align with diplomatic commitments, is essential for fostering durable engagement. The effectiveness of military diplomacy depends on the gradual restoration of trust, which is influenced by historical memories, efforts toward genuine reconciliation, and the practical needs of current diplomatic relations. Military-to-military contacts can play a significant role in this process by enhancing transparency and increasing interdependence, which could in turn reduce the likelihood of conflicts, both state and non-state sponsored. To mitigate trust

and credibility issues, countries involved in military diplomacy must remain transparent, committed, and supportive. These efforts are pivotal in establishing a stable and cooperative international environment, essential for effective military diplomacy.

Military diplomacy has consistently grappled with the complexities posed by unpredictable actors and rogue states. In the aftermath of World War II, it quickly became clear that cooperation with the Soviet Union would be challenging as Joseph Stalin exerted pressure on other states, expanding Soviet influence in Eastern Europe and establishing vassal states. Such unpredictable actors deviate from conventional diplomatic norms, complicating military diplomacy. Private militaries and militias represent a category of unpredictable actors that introduce significant challenges to military diplomacy. The involvement of humanitarian agencies in conflict resolution is crucial, as they provide unique perspectives and insights that are invaluable for crafting

diplomatic solutions. Understanding the motivations of these unpredictable actors is essential and requires a flexible approach to mitigate the risks posed by non-traditional threats. The existence of private militaries, which often depend on ongoing conflict, contradicts the objectives of military diplomacy aimed at fostering stability and peace. These entities pose unique challenges, including budgetary pressures and the risk of rogue operations, complicating their integration into traditional military diplomacy frameworks. Navigating these challenges is crucial in an era where private militaries are increasingly prominent as actors on the diplomatic stage.

The information landscape emerges as a significant challenge for military diplomacy, threatening the erosion of trust, public support, and sustainable peace. The proliferation of disinformation campaigns and cyber threats exposes diplomatic efforts to negative publicity, eroding its trust. Military diplomats must cultivate a sophisticated understanding of information warfare dynamics, employing proactive strategies to counter disinformation and protect the integrity of diplomatic processes. This problem is more pronounced because military diplomacy often lacks a supportive framework under which it can operate to reduce negative publicity and win the support of critical actors. Budgeting remains a significant challenge, considering that most militaries engaged in military diplomacy rarely meet the financial end of the bargain. The USA's engagement in NATO has previously been criticized locally for being unintelligible from a cost perspective, for the U.S. must meet most of the financial obligations of the alliance. This occurs even though most states that initially needed assistance have grown into major economic powerhouses. Therefore, such financial shortcomings can impede engaging in full-blown information warfare with belligerents to the detriment of military diplomacy.

The Future of Military Diplomacy
Military diplomacy operates in an unpredictable environment

characterized by information warfare and must leverage technological tools to navigate the complex information environment. Artificial intelligence, cyber capabilities, and space-based assets will redefine persuasive strategies. Harnessing A.I. for predictive analysis and cyber capabilities for information warfare will become integral. Space-based assets will facilitate enhanced communication and surveillance, transforming the dynamics of military diplomacy.[10] For example, the utility of space-based equipment to enhance communications was evidenced in Ukraine following the dismantling of critical infrastructure in violent conflict.[11] There is nonetheless a need to strike a fair balance and adhere to ethical considerations and international norms. Striking a delicate balance between technological advancement and responsible deployment is imperative to avoid unintended consequences and maintain the integrity of diplomatic engagements. The technologies will also need to be utilized to enhance diplomatic trust and cooperation, as opposed to undermining the sovereignty of a cooperating nation.

The world has become increasingly multipolar, private armies and militias have emerged, and non-state actors have become increasingly more powerful than in the past. Military diplomacy must undergo proactive adaptations in the face of evolving geopolitical landscapes. Military diplomacy must also navigate the complexity of maintaining fluid alliances, remain flexible and adaptive to engaging new allies or subjugating them if needs be.[12] Adaptable strategies, capable of navigating shifting power dynamics and addressing multifaceted challenges, will define the success of military diplomacy in the next few decades when nations such as China, Iran, and Russia have emerged posturing as belligerent nations to Western world order. For military diplomacy to be effective in the contemporary world, it must evolve from relationships defined by hierarchy and dependency to ones characterized by mutual respect and cooperation. This shift requires viewing partner

nations as friends rather than as clients or vassals. Additionally, there needs to be an equitable distribution of both the financial burdens and the benefits derived from military diplomatic efforts. Actors engaged in military and diplomatic missions should adopt a more attentive, cooperative, committed, and logical approach. This strategy would enhance their ability to leverage the persuasive capital of their nations effectively. The old model of navigating military alliances through dominance and coercion is increasingly untenable in a world where such tactics are less acceptable and often counterproductive. There is a strategic imperative to continue investing in regions like Latin America and Africa. These areas, often overlooked, can become hotspots for conflicts fueled by global powers using them as proxies. Investment in these regions should be a key component of military diplomacy, aiming not just to prevent conflict but to foster stability and development, thereby reducing the likelihood of these areas becoming battlegrounds

for belligerent powers. Such a comprehensive approach to military diplomacy not only addresses the immediate tactical needs of security and alliance-building but also acknowledges the broader strategic requirement to foster a stable and peaceful international order.

Military diplomacy, with its emphasis on influence and persuasive capital, has often been underexplored by scholars, largely due to the restrictions placed by military institutions on collaborative academic efforts. Academia and think tanks play a crucial role by providing a solid scholarly foundation that strengthens the intellectual basis of diplomatic initiatives. An interdisciplinary approach that includes experts from both military backgrounds and mainstream academia is essential. By combining rigorous research and analysis, these collaborative teams can offer policymakers a well-rounded and in-depth understanding of the dynamics of influence and persuasion within military diplomacy. This integration ensures that decision-making is

informed and strategic, critical elements for effective military diplomacy. Given the increasing complexity of military diplomacy, there is a need for a systematic and structured collaborative synergy. This approach not only supports the development of effective strategies but also helps to safeguard the strategic advantages of military institutions, preventing potential compromises. Thus, a more open and cooperative relationship between military institutions and academic bodies is vital for advancing military diplomacy in a way that respects both academic rigor and the operational prerogatives of military entities.

Conclusion

The examination of influence and persuasion in military diplomacy has provided substantial insights that can guide future discourse in this field. Military diplomacy increasingly eschews the coercive use of military assets in favor of soft power, focusing on the strategic exchange of capabilities to foster global peace and security. The persuasive capital of various actors, including state and non-state entities, plays a vital role in enhancing the outcomes of these cooperative military engagements. However, as non-state actors gain unprecedented influence, there is a pressing need to explore new methods of engagement. The rapid evolution of technology and the prevalence of information warfare present new challenges, testing the dynamics of influence and power in military diplomacy. These developments necessitate engagements that embody collaboration among equals and encourage states and other actors to negotiate in good faith, build trust, and achieve consensus on critical norms for sustained global peace. Influence and persuasion are crucial for navigating the complexities of military diplomacy in a multipolar world. Diplomatic actors must adopt adaptable strategies for consensus building, leverage technological advancements to enhance transparency, and foster trust where it may not naturally exist. The historical examples of the Cuban Missile

Crisis and the Iran Nuclear Deal highlight the critical importance of skilled persuasion in resolving crises and crafting diplomatic solutions. Techniques such as diplomatic rhetoric, negotiation tactics, and strategic information warfare are essential tools in the arsenal of military diplomats, who must use these to effectively counter emerging challenges and posture more as partners than enforcers to ensure enduring and productive cooperation. As global security faces new threats, the role of military diplomats is poised to expand, complementing conventional diplomacy. These professionals must be adeptly trained to navigate the complexities of emerging threats and manage sensitive negotiations. Emphasizing transparency and positioning themselves as credible alternatives for global peace will enhance their trustworthiness and efficacy. Unlike past dynamics, where engagements and commitments were often skewed towards hegemonic powers, today's military diplomats in allied nations must strive for a balanced approach, ensuring equitable participation and influence. Thus, the intricate dance of military diplomacy is set to become even more intricate and critical in the global arena.

Cuban Missile Crisis – A Lesson in Diplomacy

[By: Ivan Kurilla, Oct. 20, 2014]

https://www.themoscowtimes.com/2014/10/20/cuban-missile-crisis-a-lesson-in-diplomacy-a40571

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Biography

Technical Sergeant Assad S. Pharr was born and raised in the Bronx, NY. He is a dedicated military professional and doctoral candidate at Fielding Graduate University in organizational and forensic psychology. He brings a unique blend of military experience and academic expertise and is currently serving on the Headquarters USAFE/AFARICA A5/8 staff as the Directorate Security Manager. His role is pivotal in shaping the security landscape, where he brings a wealth of knowledge and experience to the forefront of Personnel, Information, and Industrial Security operations. Sergeant Pharr has firsthand knowledge of security operations and the complexities of military organizations. His research interests focus on applying psychological principles in enhancing leadership and organizational effectiveness and investigating forensic issues within military contexts.

Negotiating With The Human Element

- ## Decoding Vladimir Putin and Xi Jinping In Strategic Negotiations

Col Aaron Tillman, USAF

Abstract:

Strategic leaders are required to negotiate with their foreign counterparts, and the outcome of those negotiations can lead to timeless partnerships, competitive standoffs, or horrific wars that will affect entire national populations. Leaders receive negotiation training, but this education and training focuses on the basics of recognizing both parties' positions and interests, then strategizing how to compete and win at distributive negotiations or maximize interest-based negotiations. Strategic-level leaders understand the significance of cultural factors but also need to focus on their negotiating counterparts' individuality and personality type preferences. Leaders must understand the other party's cognitive and emotional dynamics, their personality preferences, and then adjust their negotiating strategy accordingly. First, the author of this article will examine the cognitive dynamics that influence a leader in a negotiation, such as biases, communication skills, perceptibility, rationality, past experiences, and creative thinking. Then, the author will examine emotional dynamics in a negotiation, from individuality factors to the strategic use of emotions in a negotiation. Lastly, this author will explore personality type preferences and how these preferences influence an individual to gravitate towards preferred negotiating styles. This body of work applies these concepts to strategic-level negotiations and what senior US leaders should consider when negotiating with Russian President Vladimir Putin and People's Republic of China (PRC) President Xi Jinping.

Keywords: Strategic Negotiations, Personality Preferences, Human Factors, Strategic Leadership, US-Russia-China Negotiations

*S*enior national leaders are the most significant factor in determining the initiation or termination of a catastrophic war, the grand vision for a country, or fiscal direction and prosperity for hundreds of millions of citizens. Who a country elects or allows to stay in power is significant – particularly in an authoritarian governance system. How well this strategic leader can negotiate with peer leaders in other states will determine the state's success in international affairs and relative growth or decline in instruments of power. Strategic leaders are trained in, or naturally develop, negotiating skills. However, this education and training often focuses on negotiation preparations, recognizing both parties' positions and interests, then strategizing how to compete and win at distributive negotiating or maximize gains in interest-based negotiations. Advanced training will teach leaders to recognize and exploit cultural aspects or avoid cultural landmines. What is missing in this education and training is the cognitive psychology and psychotherapy of the other party in the negotiation, the human on the other side of the table, or on the other end of the phone call.[1] Senior leaders also need to identify how their own personal and intrapersonal dynamics impact negotiations.

The author of this article will examine how leaders must understand the other party's cognitive and emotional dynamics, their personality preferences and types, and how personality factors impact preferred negotiating strategies. This point is especially critical when negotiating with strategic leaders of authoritarian regimes, like Russian President Vladimir Putin and People's Republic of China (PRC) President Xi Jinping. In a republic or parliamentary system, the President or the Prime Minister negotiates international affairs on behalf of a much larger system. Conversely, in autocracy, the dictator wields absolute power of their oligarchy or their party with significant latitude in the negotiation process. To conduct more fruitful strategic-level international negotiations,

senior leaders need to spend time preparing by studying the personality, history, mood, and other human factors surrounding their negotiating counterpart. Personality includes collective attributes of character, behavior, temperament, emotion, and cognitive abilities.[2]

Introducing Russian President Putin and PRC President Jinping
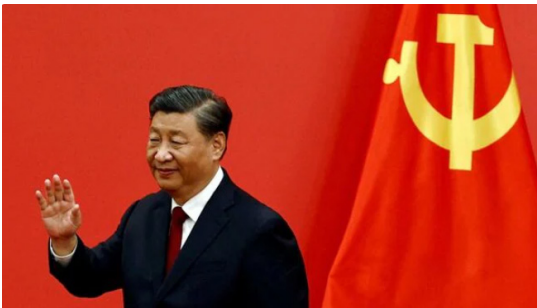
Chinese President Xi Jinping waves after his speech as the new Politburo Standing Committee members meet the media [Abridged]
https://www.livemint.com/news/world/explained-how-xi-jinping-became-the-most-powerful-man-in-china-11666523191921.html

In the current era of Great Power Competition, United States (US) senior leaders need to study how Xi and Putin think, what drives their emotions, how they respond to stress, what their personality preferences mean for their behavior in a negotiation, and how their backgrounds, experiences, and traumas frame their heuristics and decision-making processes. Their individualistic cognitive processes, synthesis of international issues, and world vision will shape their goals, judgment of events, strategies, and actions.[3] As an authoritarian regime, Xi's decision-making power, visions, and ambitions will shape China – Chinese Communist Party (CCP) media proudly proclaim it as a "decision by one authority."[4] *The Economist* featured Xi as "the world's most powerful man."[5] Understanding Xi is vital to US – China foreign relations and negotiating with this superpower.[6] Similarly, Putin views himself as the "Chief Executive Officer of Russia, Inc." However, he is more like a "Mafia family Don."[7] Russian foreign policy is personified solely by Putin, and with recent constitutional changes to enhance his power, this will remain unchanged for the foreseeable future. By studying Putin, senior US negotiators can better understand Putin's influence on Russian foreign policy and Russian strategic thought in negotiations.[8]
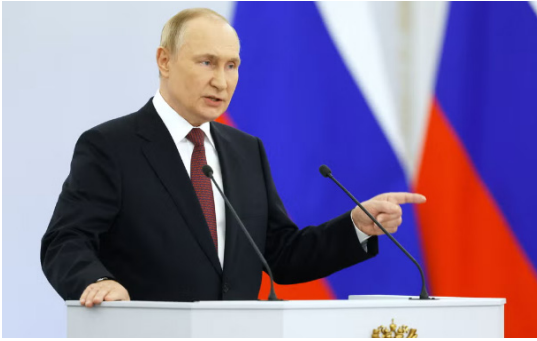
Vladimir Putin speaks in Moscow in September 2022.

Getty Images

As authoritarian leaders, both Putin and Xi are personally more sensitive to maintaining their positions of power. Dictators rarely lose their power without dying or having their power stripped from them, e.g., a coup. They both have personal past experiences that shape their view of the world and how they negotiate. Xi's father was a hero of the communist revolution, and then, as a child, his family was humiliated and brutally expelled as counterrevolutionaries during the Cultural Revolution. Xi was sent to the countryside for traumatic "reeducation."[9] Therefore, Xi's mindset is to dictate and lead China's foreign policy with assertive governance and to avoid the perceived errors of weak leadership of the Soviet Union and Chinese predecessors.[10] Similarly, Putin's memories, experiences, and scars in the Komitet Gosudarstvennoy Bezopasnosti (KGB) shape his cognitive processes. He perceives the West influenced the humiliating collapse of the Soviet Union and the West slighted Russia's attempt at democratic markets in the 1990s under Yeltsin.[11] Putin views the West and democracy as a scapegoat for Russian problems, and based on his narcissistic personality, he credits himself for Russia's recovery and the future of Russia's return to glory. In his mind, "Putin is Russia; Russia is Putin."[12] Understanding past traumas and significant events in the lives of the other negotiating party helps one to understand what personal experiences might influence their thoughts and negotiation positions.

Senior leaders who study Putin and Xi, or have the opportunity to develop relationships with them, will have a better chance to build trust, friendships, understanding, and the respect needed to maximize more efficient negotiations.[13] The relationship formed will profoundly impact the result of current and future

negotiations.[14] Putin's relationship with Trump was more cordial than with Clinton or Biden, and the difference in these relationships could result in different negotiating outcomes in international affairs, affecting hundreds of millions of people. Understanding the cognitive factors, emotional dynamics, and the personality preferences of Putin and Xi will help grasp how they negotiate.

Cognitive Dynamics

Interactions between humans involve interpretations, perceptions, and misperceptions of each other's actions and intentions. Understanding cognitive factors will aid in accurately interpreting the thoughts and decisions of negotiating parties towards their positions, interests, and option development for a potentially agreed-upon negotiated solution. Examined here are cognitive factors including perceptions and distortions, rationality, creative thinking, communication skills, and biases. Cognitive processes include sensations and perceptions, consciousness and attention, memory, learning, thought, and language. These factors are subject to distortion, especially during times of stress or when vital national interests are at stake.[15] For example, a leader's cognitive distortions that alter reality may include overgeneralization, selective abstraction, labeling, dichotomous thinking, and personalization.[16] In a negotiation, a US leader may incorrectly believe, "I cannot make any concessions to Xi or it will be a sign of US weakness" or "My country believes Putin is evil, therefore if I concede anything, I am supporting an evil dictator and then I lose relative power back in the United States." Furthermore, an individual's cognitive dissonance and heuristics are even more pronounced as one leader tries to overlap the lens they look through with the lens of a peer head of state. This could further distort understanding of positions and interests during a negotiation.

Additionally, without spending time with the other party in person and developing an ongoing relationship, there is a greater chance that senior leaders will extrapolate

from their own cognitive rationale and misperceive each other's actual positions and interests in a negotiation.[17] Misperceptions of China are more likely than those of Russia, as senior US diplomats and Presidents had less interaction with Xi Jinping and their Chinese counterparts over recent decades. Nevertheless, it is understood that Xi believes that weak governance in his predecessors damaged the CCP's reputation and international power.[18] Furthermore, Xi believes that the United States will oppose and undermine China wherever possible for political and ideological reasons.[19] Understanding this context in a negotiation is helpful to predict Xi's positions and interests. Likewise, Putin's dominant personality drives him to excessive thin-slicing and dogmatic tendencies. He is close-minded, lacks objectivity, and adamantly supports and defends preconceived beliefs, values, and ideas.[20] Putin's perception is that the world is a Machiavellian, "dog-eat-dog" realm with a zero-sum game, and any gains by the United States are losses and threats to Russia

and himself.[21] These examples highlight how cognitive dissonance, perceptions, and misperceptions will shape a negotiator's thoughts and decision making.

Senior leaders need to understand cognitive rationality, i.e., their own rationality and that of the other negotiating party.[22] Individual rationality looks at how individual senior leaders make monumental decisions in a negotiation depending on whether the decision consists of *no risk*, is cloaked with *uncertainty*, or involves *risky choices*.[23] In *riskless* decisions, individual personality may or may not drive the decision maker to identify options for negotiated solutions and then evaluate, weigh, and prioritize those options. When making decisions under *uncertainty*, different personalities will respond differently to levels of uncertainty when the probabilities of outcomes are unknown, e.g., how will weather affect military operations six months from now? Lastly, making decisions with *risky* choices involves understanding the risk and the probabilities of the outcomes,

e.g., during this battle, we expect a specific percentage of attrition based on computer modeling and war game simulations.[24] Individuals respond differently to the same amount of risk and probability, e.g., Putin or Xi may negotiate and decide differently depending on the same amount of risk. Putin is more risk tolerant, whereas Xi is more risk-adverse. Similarly, senior leader decisions in a negotiation may be irrational or succumb to error if they fail to spend time with probability assessment and have an awareness of their decision-making processes and biases.[25] An individual's rationality and cognitive negotiating framework will influence their perceptions, negotiating strategies, and problem-solving abilities. Clever negotiators will also use knowledge of their rationality and that of other party, to their advantage by getting inside their counterpart's cognitive framework and thus better understand the negotiation. The negotiator's creative ability is just as important – especially in value-creation and interest-based negotiations.

Just as important as perceptions and rationality in successful international negotiations is creative thinking. Senior leaders' personalities will drive creative negotiation strategies and problem-solving frameworks. Individuals with differing personalities will spend various amounts of time understanding the problem, devising a negotiation strategy, infusing flexibility or rigidity into the negotiation, and then assessing the negotiation's success. Individualism drives a person's fluency for many solutions, flexibility to think critically about solutions, and originality to generate unique and creative solutions.[26] Individuals' preferences for convergent or divergent thinking will dictate their creative thinking and problem-solving capacity. Finally, senior leaders will have different aptitudes for deductive and inductive reasoning that determine the logical progression and settlement of the negotiation or the exploration of value creation and problem-solving.[27]

Communication skills are another key cognitive factor in a negotiation

to avoid misunderstanding and work toward an agreed-upon solution that will have lasting impact on nations. If the negotiator is too focused on talking, demanding, or explaining, they will miss out on listening. They may fail to comprehend the other party's interests, positions, and needs to enhance interest-based solutions and value-creation. Listening is not just waiting to speak but an opportunity to improve a negotiating position.[28] "Listening may be the single most powerful tool in achieving win-win, because it tells you what the other side really wants to make the deal."[29] Furthermore, communicating across cultures, in different languages, and through the lens of different ideologies, worldviews, and biases are just a few barriers to effective exchanges in negotiations.[30] If each leader cannot understand each other's inferences, position, and interests (stated and unstated), communication and trust can break down, leading to a failed relationship, failed negotiation, and escalation of conflict.[31] When communication is ambiguous, there is a higher risk for bias as the receiver must rely on their perception, and naturally, the translation is more egocentric.[32] Ambiguity and misperception are especially true when negotiations occur over the phone or through e-mail, where the senior leaders cannot see each other's facial expressions or non-verbal communications or hear the tone of their voices.[33] Another cognitive facet to consider in a negotiation is the other party's cognitive biases.

10 Causes of Miscommunication in the Workplace - How to fix it Today
[By: Chané Greyling
https://wamly.io/10-causes-of-miscommunication-in-the-workplace/

Numerous kinds of biases negatively influence negotiations, and three significant biases are egocentrism, confirmation bias, and self-reinforcing incompetence.[34] With egocentrism, senior leaders overestimate their abilities and maintain a flattering view of

their actions, experiences, and decisions, reinforcing confirmation bias.[35] Egocentrism can steer the negotiator away from the negotiation's central issues and focus on the negotiators' decision-making processes or the relationship between the negotiating parties. Putin and Xi's egocentric personality preferences will enhance this bias, and US negotiators must consider this fact. Confirmation bias will have a compounding negative effect as the negotiator sees or hears what they want and selects or discards information that confirms their preexisting notions. This bias is more pronounced in cross-cultural negotiations where a requirement exists to try to see through the lens of the other culture. In self-reinforcing incompetence, negotiators must gain awareness of their limitations and accurately assess their influence in the negotiation.[36] This work focuses on national senior leaders, but a study of Chief Executive Officers' (CEOs) merger and acquisition decisions highlighted that CEOs are overconfident through a self-attribution bias.[37] Senior leaders may make poor foreign policy decisions and deals when they overly rely on past performance and are biased toward their decision-making abilities. This is particularly true with authoritarian regimes where the dictator has centralized control and decision-making influence. Confirmation bias is relevant to Xi and Putin as their past experiences fuel their suspicions of the West's resistance to communist ideology.

A senior national leader's personality could severely impede an international negotiation if they allow these three (egocentrism, confirmation bias, and self-reinforcing incompetence) biases to compound upon each other for an exponential synergistic effect. Beyond these three major biases, an individual's susceptibility to numerous other heuristics could inhibit a negotiation, including availability, representativeness heuristics, unwarranted causation, perseverance effect, illusory correlation, and hindsight bias.[38] Personality attributes that affect

negotiations extend beyond biases to individual motivation and orientations to negotiation processes. Biases, creativity, communication skills, rationality, perception dynamics are all cognitive factors that affect how leaders approach and execute negotiations. Leaders who engage in negotiations must understand not only the other party's cognitive personality traits but also the individual's emotional dynamics.

Emotional Dynamics

International negotiations are about solving foreign policy issues, but they are also about the senior leaders' feelings, personal relationships, and emotions. "Trust, credibility, satisfaction, and positive emotions as a whole, or alternatively, anger, hostility, distrust, and negative emotions..." are inherently involved in negotiation outcomes.[39] Senior leaders must be aware of other primary emotions that will impact the negotiation: happiness, sadness, fear, surprise, guilt, shame, gratitude, envy, jealousy, revenge, safety, security, and indifference.[40]

As individuals, senior leaders will have predispositions towards *positive affect* or *negative affect*. A negotiator's positive mood can lead to greater cooperation versus competition, which yields greater problem-solving, information exchange, trust, and joyous task and relationship outcomes.[41] Simultaneously, a negative mood can have the opposite effect. Emotional intelligence is a helpful tool to navigate a negotiation, manage personal relationships, and create more opportunities to find common ground for shared positive interests and outcomes.[42] Successfully communicating emotions and understanding the other leader's emotions can steer the negotiation's effectiveness.[43] "Empirical evidence shows how different emotions are linked to different expressive-motor behaviors and how they are spread through nonverbal communication."[44] Therefore, to better understand our non-verbal communication, we need to understand our emotions in the present.

Symbols flag of Russia, USA and China on the chessboard. The concept of political game

[Photo By: WarlokA]

https://depositphotos.com/photo/symbols-flag-russia-usa-china-chessboard-concept-political-game-245904654.html

How negotiators communicate and interpret intentional or unintentional emotions will influence the agreement's success. During negotiations, leaders may deliberately express or conceal certain emotions for a strategic purpose. Research highlights that "rather than suppressing emotion...a better strategy is to engage in emotional reappraisal...if you believe that you may be subject to strong emotional experiences, a good strategy is to reappraise the situation prior to experiencing the emotion."[45] The success of this tactic primarily comes down to self-discipline and skill of the individual, which can be trained and is influenced by the leader's personality preference. This tactic also takes mental effort, which could distract the negotiator from cognitive focus on the issues and interests.[46] Without emotion control, senior leaders may succumb to *conflict spirals* and display unintentional emotions, potentially to the detriment of the negotiation or the relationship.[47] Suppose a head of state loses control of negative emotions and lashes out against their counterpart. In that case, the negotiation may become personal, wherein both parties are no longer focused on international affairs but focused on the reason for the emotions. The negotiation may no longer be about creating value or finding a compromise but rather about winning against a newly formed

personal adversary. Therefore, the leader's emotional intelligence, self-awareness of triggers, and awareness of their counterpart's emotional triggers can influence the negotiation. The senior leader should consider avoiding a topic, a person, or a negotiation and send a delegate if they deem an unintentional, uncontrollable, and damaging emotional response is likely.[48] Alternatively, this information can be used to the negotiator's advantage if it means he or she can capitalize on it or trigger a desired response from the other party.

Spending time with foreign leader counterparts and understanding their emotions, likes, dislikes, and triggers enables the negotiator to incite and influence certain emotions in the other party.[49] Distinctive systematic and heuristic processing of information connects to different emotions.[50] Sad or surprised emotional states focus parties' cognitive functions for information processing, and they problem-solve or scrutinize alternative solutions more

carefully.[51] In contrast, people in both happy and angry emotional states are more focused on the other parties' non-verbal communication than their verbally negotiated positions. Happy and angry emotions boost motivated behavior in a negotiation. For value creation, it may be beneficial to steer the other party towards positive emotions, as happy people see the world positively. They may be less demanding to make a deal to sustain their feelings of happiness, i.e., US negotiators would need to know what provides Putin and Xi positive emotions.[52] Simultaneously, angry people are motivated to solve the source of their anger by finding the agreed-upon decision in the negotiation.[53] Depending on the value of the long-term relationship or parallel interests, some negotiating heads-of-state may concede a negotiation when faced with anger from their counterparts. Therefore, the party expressing anger claimed more value without creating additional value.[54]

If the angry emotion goes too far,

the senior leader expressing the anger may become distracted, and his or her cognitive ability may be impaired. Feuds between senior leaders can become personal, wherein foreign policy issues and intentions are lost, and even the most peaceful leaders can resort to backing their emotions with military action.[55] If a head of state cognitively repetitively refers to another as an enemy or the "axis of evil," that leader will start to think of that other leader as the enemy and then develop corresponding emotional feelings towards that adversary.[56] Simultaneously, the leader receiving such adversarial labels may become defensive, paranoid, and hostile. "Fear begets suspicion and distrust and evil imaginings of all sorts, till each government feels it would be criminal and betrayal of its own country not to take every precaution, while every government regards every precaution of every other government as evidence of hostile intent."[57] These relationship dynamics will break down the effectiveness of negotiations, as seen in United States and North Korean negotiations. In the twenty-first century, the United States increased its rhetoric about Kim Jong Un's mental instability and the North Korean's paranoiac regime. In response, Kim Jong Un became morally defensive and aggressive in pursuing nuclear weapons. Now, the United States has raised the figurative barriers to negotiations and must deal with the public, humiliating, psychological diagnosis and labels that it assigned to the North Korean leader.[58]

The United States should be careful not to treat Xi or Putin as an evil enemy, or it might create the enemy it envisions. When relationships sour, it is essential to understand the dynamics between authoritarian and democratic leaders and the impact of high and low-context cultural factors. In adversarial relationships, it is more difficult for authoritarian leaders in high-context cultures to apologize, save face, and reverse hostile statements or positions to heal a relationship. In democratic, low context culture states, a newly elected leader can more easily reverse a position and

blame the predecessor to heal the international relationship, e.g., Biden blames Trump or Trump blames Obama to improve relations with another country. Considering emotional dynamics with Russia and China, US negotiators should expect minimal emotional response from both Putin and Xi based on their personality traits. Both Putin and Xi have *retiring* personalities meaning they tend to be aloof, rarely expressing their inner feelings. They do not typically use emotion as a negotiation strategy and will come across as calm and untroubled.[59] Furthermore, their personality attributes enable them to emotionally detach from the impact their aggression has during a negotiation.[60] Nevertheless, to increase value when negotiating with Putin and Xi, consider utilizing positive emotion strategies. Then, during value claiming, express more negative emotions towards these leaders to present a perception of power-over, firmness, and discontent – depending on the comparison between the value of the interests against the value of the relationship.[61] Beyond personal cognitive and emotional factors influencing a negotiation, it is prudent to look at the specific personality predispositions of the negotiator and thus predict their negotiation strategy tendencies.

Personality Preferences & Negotiating Strategies

An individual's personality preferences and type will influence his or her cognitive and emotional dynamics in a negotiation, as well as, determine which negotiation strategy the individual will naturally prefer to use. Senior leaders need to consider these aspects as they negotiate with their foreign counterparts. Negotiators come with an infinite array of personality characteristics and traits with endless combinations.[62] The other nation's leader may be stubborn, short-tempered, insecure, Machiavellian, risk-tolerant, or risk-averse.[63] Understanding cognitive psychology and psychotherapy of self and the other negotiator will provide advantages in a negotiation. This is not easy, but it is a worthwhile endeavor for negotiators to adjust their

negotiation strategies to secure the best possible outcome. Benjamin Franklin stated, "There are three things extremely hard: steel, diamond, and to know one's self."[64] It is hard to know one's self, and similarly hard to truly know someone else. Many personality type indicators exist to help identify self-personality tendencies and predict the personality predispositions of the other negotiating party. The Myers-Briggs Type Indicator (MBTI) is a widely known and accepted assessment for psychological type understanding of individual preferences towards orientating with the world and processing and evaluating surroundings. Negotiators will have differing mental processes toward taking in information, identified as *sensing* and *intuition* preferences. Negotiators will differ in how they process the information they have taken in, identified as *judging* or *perceiving* preferences. Then, individuals will use their judging mental processes to come to conclusions with *thinking* and *feeling* preferences.[65] Lastly, MBTI provides insight into whether individuals focus their attention and energy outwards toward people and activities *(extraversion)* or orientated inwards through thought and reflection *(introversion)*.[66] MBTI uses these personality attributes to create a system of 16 dynamic personality types that define peoples' preferences, where people favor certain types over others but express all types from one time to another.[67] The 16 personality types can be sorted by *process pairs or orientation pairs*. The process pairs will primarily drive the mental processes of negotiators – defined as the dominant (core of the personality) and auxiliary (balances the dominant process) processes.[68] Suppose a senior leader can understand their *process pairs* and those of the other party. In that case, they will have an advantage in a negotiation by understanding the personality preferences that will influence the negotiation. While it is highly speculative to assume Putin and Xi's MBTI personality type, this author surmises that Putin's personality type is ISTP. Putin likely has dominant introverted thinking,

Table of the Myers-Brigg Type Indicator

[By: Julia Simkus]

https://www.simplypsychology.org/the-myers-briggs-type-indicator.html

auxiliary extroverted sensing, tertiary introverted intuition, and inferior extroverted feeling tendencies.[69]   This author suspects that Xi's personality type is ISTJ. Xi likely has dominant introverted sensing, auxiliary extroverted thinking, tertiary introverted feeling, and inferior extroverted intuition tendencies.[70] These traits align with their personal profile, further developed below. Understanding

Putin or Xi's MBTI personality type enables US negotiators to predict how these leaders will think, feel, behave, and make decisions during negotiations.

Similarly, Costa and McCrae's study of personality factors in negotiations proposes the "big five" personality dispositions as *extraversion, agreeableness, conscientiousness, neuroticism, and*

openness.[71] Like MBTI, extraversion refers to a person's outward energy, sociability, talkativeness, and optimism. While this can help develop relationships, it can also be a liability if the individual shares excessive information in an extrovert's talk-first, think-later tendency.[72] *Agreeableness* is an individual's predisposition towards courtesy, sympathy, cooperation, tolerance, trust, and flexibility.[73] These negotiators tend to favor cooperative, accommodating, and comply strategies. *Conscientiousness* focuses on negotiators' gravitation to discipline, organization, diligence, and responsibility.[74] These negotiators may be more task-focused with fewer predispositions towards negotiating strategies that preserve relationships. *Neuroticism* is the measure of the negotiator's level of anxiety, insecurity, worry, and pessimism.[75] Negotiators with neurotic behavior may struggle with value-creation and cooperation and use evade tactics earlier and more regularly. Lastly, *openness* refers to the individual's creativity, divergent thinking, and curiosity.[76] This predisposition will enable value-creation, and negotiators will favor cooperative, collaborating strategies with interest-based negotiations. Of these "big five" personality dispositions, Xi and Putin both favor a combination of *conscientiousness* and *neuroticism*. Personality preferences and personality types that are dominant in a negotiation will dictate negotiating style preferences, i.e., patterns of behavior that are relatively stable in a negotiation.

A negotiating style is not fixed, but it takes energy to flex away from our dominant and auxiliary personality processes and adapt to the other party's personality, culture, or the strategy needed in a negotiation.[77] Based on personality assessments, many models highlight a negotiator's preferred negotiating style. The dual concern model, inspired by the Managerial Grid model, will identify if a person is inclined to be a *trader, sharer, taker, loser, or giver*, depending on their focus on results or relationships.[78] National leaders likely lean toward trader, sharer, and taker attitudes towards negotiations. The trader

uses a collaborative negotiating strategy to focus on both achieving the desired negotiated outcome and maintaining the relationship.[79] The sharer has a moderate focus on the result and a significant interest in preserving the relationship.[80] The *taker* attitude has an antagonistic approach with greater concern for the result and little concern for the relationship.[81] Similar to the Managerial Grid, the Air Force Negotiation Center has a Negotiation Strategy Chart (NSC) that identifies similar problem solving approaches as *evade, insist, cooperate, comply*, and *settle*.[82] While the purpose of the NSC is to decide what strategy might be most appropriate in a given negotiation, people tend to gravitate towards specific strategies depending on their personality preference towards interpersonal relationships or task orientation, i.e., avoid conflict, over-conformity, or ambitious and impatient strategies versus conservative and patient approaches. Breslin and Rubin propose another model that mirrors the NSC, where in situations of conflict or negotiations, different personality types may have one of five responses: *highly competitive, accommodating, compromising, collaborating*, or *avoiding*.[83] In intense competition or potential conflict between countries, it is crucial to plan for how the other nation's leader may respond based on their predispositions to conflict and their biases. Though, a stressed leader may also act irrationally.

In addition to considering an individual's unique personality types and preferences, it is also important to understand the negotiator's unique motivational orientation in the negotiation. Strategic leaders are motivated in different ways in a negotiation, whether it is support for positional power, national interests, or their ethical principles.[84] While there are many motivational orientations, the most common three are *individualistic, competitive*, and *cooperative* negotiators.[85] *Individualistic* motivation orientations exist among strategic leaders who crave power and are in positions where a failed negotiation threatens their position of power. These leaders have more

pronounced personal motivations, i.e., a US president's focus on reelection or Putin and Xi's concern about military coups. *Competitive* motivational orientations are likely between parties that are historically adversarial and desire to increase the relative power gap between the two leaders or states. Their mental models view the negotiation through a realism, dog-eat-dog lens.[86] *Cooperative* motivational orientations may come from leaders emphasizing the *greater good*, value-creation, or Hobbesian principles. Their mental model views the negotiation as a partnership.[87] Though the *cooperative* motivational orientation may have more inclination towards ethical principles, an individual's morality is a personality factor that will influence the negotiation. Understanding the motivational orientation of the personality of the opposing negotiator will provide clarity on how to create value, focus on interests, and achieve the most from the negotiation.

After understanding that individuals have unique personality traits, predispositions, and motivational orientations that influence their tendency towards a specific negotiating strategy, a savvy negotiator will anticipate what kind of negotiator he or she is dealing with and prepare the negotiation strategy accordingly. Shapiro and Jankowski explain four different types of negotiating personalities, i.e., the *extrovert, pragmatic, analytical, and amiable* negotiators. Suppose the other nation's senior leader negotiating is extroverted. In that case, expect that individual to want to talk, whether telling unrelated stories, being helpful in communicating his or her positions and interests, or inadvertently over-disclosing information, e.g., their Best Alternative to a Negotiated Agreement (BATNA) or reservation price.[88] *Extrovert* negotiators prefer to talk first, and then think about what they said, and then talk again. Conversely, introverts will think, then talk, and think about what they said. When negotiating with *extroverted* leaders, do not chase their ever-changing talking points to avoid frustration. Instead, understand that this is how they

process information and formalize their thoughts - especially with new information they may not have processed in preparation. It can be challenging to solidify terms with an extrovert as this person verbally processes ideas, and then may want to pause the negotiation to find an analytical data-support individual to discuss the details further.[89] Use agendas and get agreements signed in writing to finalize agreements with extroverts. Also, understand that *extroverts* often seek recognition, so avoid personal attacks and sarcasm, and remind them how much the agreed-upon deal will help their national reputation.[90]

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Senior leaders with *pragmatic* personalities can make negotiations difficult as they want to lead the negotiation and solve many issues within minimal time, often treating time more valuable than money. *Pragmatic* people are often impatient loners, and they can be intimidating. These negotiators arrive prepared with high goals and focus on insist, hardball negotiating strategies. They focus on not losing as much as they focus on winning.[91] Because of their impatience and tendency to get bored with the negotiation process and building relationships, these national leaders may miss opportunities for their country, feel threatened by a failed deal, and resort to conflict and threats. If not careful, pragmatic negotiators may cause deadlocks and build barriers between countries. However, *pragmatic* negotiators live for the challenge and the competition. Giving in too quickly to a national leader with a pragmatic personality may incite them to push harder for the confrontation and visceral reaction they want. Appeasement is not an option.[92] Heads of State negotiating with *pragmatic* negotiators must start with more aggressive anchor points, a more expansive bargaining zone, not giving in too early, and

focus on value creation that allows the other party to declare victory and believe they have won the negotiation.

The *analytical* negotiator's personality predispositions focus on logic, information, and details and can be as obsessed with the process as much as the outcome of the negotiation. This type of negotiator tends to be more cautious and thorough, eliminate emotion, and take the human out of the negotiating process.[93] It is important that he or she can explain the outcome of the negotiation by what is deemed correct by ethical principles, the process, or international rules-based order. These individuals will emerge as formal, conservative, and organized. If the other negotiating party is *analytical*, regardless of cultural tendencies, expect the party to show up prepared and confident in his or her position(s), then negotiate methodically and deliberately, never moving to the next issue until the past issue is resolved or at least compartmentalized in an organized manner.[94] These negotiators are less inclined to focus on bonding and relationship building, or at a minimum, it will require more cognitive energy for these efforts.[95] For *analytical* negotiators, the negotiation is a maze or puzzle wherein if they move slowly and methodically, the negotiation is solved to the correct and only viable solution. They tend to be divergent thinkers, taking the time to process all available information and then develop, compare, and select the best course of action. Not slowing down to their pace or trying to force a position upon them could cause the analytical negotiator to seize up, leading the negotiation to a gridlock.[96] "The more you push, the more they resist."[97] Extroverted energy will put *analytical* negotiators on the defensive. The best strategy to negotiate with an analytical negotiator is to slow down and come prepared with conclusive evidence that supports positions. Rather than trying to switch their negotiation style and process, find data that supports positions and interests within their style and process.[98]

Lastly, *amiable* negotiators gravitate towards relationship building, and people are more important than the tasks or facts. Their personality traits are more reserved, personable, social, and informal. They are also great active listeners with astute emotional intelligence. Think of Bill Clinton quintessentially saying, "I feel your pain."[99] They focus on *collaborative* and *compromising* strategies with a team, for value-creation, and interest-based approaches. At the end of the negotiation, they want an agreed-upon deal and a friendship.[100] These senior leaders will use an *evade* approach, if needed, to avoid confrontation and then navigate the negotiation cautiously to work out the issues and interests while preserving and strengthening the relationships. Because they will temporarily evade when needed, they can be challenging to pin down in their decision-making and thoughts. They might even be appeasing in the moment, apologize, then change course later.[101] Because of the positive, emotional atmosphere, it is possible to get lured into a sensation that the negotiation is progressing only to realize the *amiable* negotiator cannot make a commitment or decision based on divergent perceptions of reality. Nevertheless, *amiable* negotiators are more inclined to conclude and compromise on a deal that no one hates or loves – the win-win deal. When negotiating with *amiable* negotiators do not go on the attack or rush them for quick decisions, instead focus on people issues first.[102] Build the relationship first, and the negotiation will progress towards a deal.[103] After comprehending diverse personality types, predispositions, and associated negotiating strategies, US negotiators are more likely to successfully negotiate international affairs with Xi and Putin.

Negotiating with PRC President Jinping

Understanding Xi's enigmatic nature and personality traits is challenging for US senior leaders. China expert Jeffrey Wasserstrom recognized that few studies or biographies exist to document Xi's personality traits and preferences. Xi successfully

conceals his true identity and remains inaccessible. However, Xi enforces his paramount authority to personally guide China's foreign policy decision-making by promoting the so-called "Xi Jinping Thought on Diplomacy."[104] Therefore, trying to understand Xi as the man and personality behind Chinese diplomacy is crucial. It is essential to understand that Xi is cautious and disguises his intentions.[105] Xi is dominant, conscientious, and pragmatic with a cunning survival instinct and exquisite timing and flexibility on when to decide and take action on an issue.[106] Under Xi's wolf-warrior diplomacy, negotiators can expect unconventional, offensive, assertive, uncompromising approaches.[107] Xi promotes principles of practicality and flexibility, and the importance of "always proceed from reality" and "seek truths from facts."[108] Supporting these findings, the Psychology Department of the College of Saint Benedict (CSB) and Saint John's University (SJU) conducted a personality profile of Xi Jinping. Their conclusions also identified Xi's primary personality traits as dominant, conscientious, pragmatic, and competitive. He scored lower with personality patterns associated
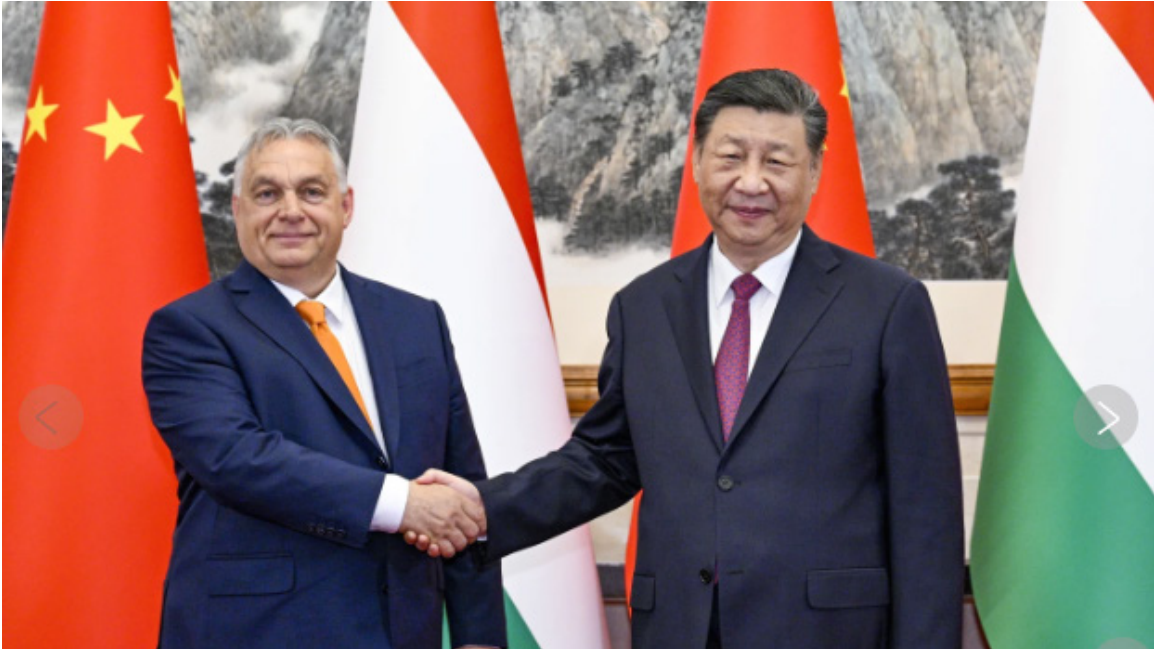
Xinhua News Agency, Hungarian Prime Minister Viktor Orban, left, shakes hands with Chinese President Xi Jinping before meeting at the Diaoyutai State Guesthouse in Beijing, Monday, July 8, 2024 (Li Xurene/Xinhua via AP)
https://apnews.com/article/orban-xi-china-hungary-ukraine-russia-b021484c18a2f2a4f92cb931869f2bfa

with accommodation, social, and outgoing traits.[109] Understanding these personality traits is important to predict Xi's negotiation predispositions and strategies effectively. From the personality preferences introduced earlier, Xi will manifest a combination of conscientiousness and neuroticism predispositions and prefer **insist**, *competitive*, or *trader negotiating strategies*, or fall aback on *compromise* or *settle* strategies. Xi may also prefer to evade and revisit the negotiation in the future when negotiating from a more significant position of power. Simultaneously,

he also has repeatedly mocked people with assertive and extremist views and values the principles of restraint and proportionality. Xi is a *pragmatic* negotiator and, thus, utilizing a strategy against a *pragmatic* negotiator with Xi will yield effective results.

Negotiating with Russian President Putin

US senior leaders have more experience negotiating with Putin, and historical examples demonstrate that Putin is a *pragmatic* negotiator who does not prefer *compromising* negotiation

strategies, e.g., arms control issues. Similarly, the Psychology Department of the CSB and SJU conducted a personality profile of Putin. Their conclusions also identified Putin's primary personality traits as dominant, ambitious, and conscientious. His secondary personality patterns are dauntless, with a retiring introverted preference that hinders emotional intelligence and interpersonal vitality. His shortcomings are a lack of compromising, empathy, and cognitive flexibility. The study summarized his personality as an *expansionist hostile enforcer*.[110] Putin enjoys intimidating others, demanding obedience and respect, and expecting others to recognize his talents without reciprocity. In a negotiation, Putin will be stubborn, decisive, and persuasively coercive.[111] It will be hard to establish trust with Putin as he is suspicious of the other party's true motives and will strive for *power-over* as he uses a hostile tone and treats the other party as an adversary.[112] Putin takes strong initial positions with a small bargaining zone, and those positions further harden over time with minimal adaptation.[113] However, tactically, he is adaptable and willing to experiment, disrupt, and take significant risks - as demonstrated by the Ukraine conflicts.[114] Putin is unassertive in value creation and appears less interested in interest-based negotiation strategies. While Putin does not gravitate towards the *compromising* or *collaborating* strategies of the *amiable* negotiator, there is an interesting correlation. Like the *amiable* negotiator, Putin is predisposed to *evade* by not saying "No" but instead using an oblique refusal and saying, "That is interesting." This response can leave senior US negotiators believing the negotiation is progressing or concluding when really Putin is noncommittal.[115] Putin's default is to sit back and wait for the United States to come off their anchor or offer further concessions.[116] With his retiring personality, in a negotiation, he will tend to be aloof, avoid strong ties with the other party, and have minimal emphasis on relationship

Russia's President Vladimir Putin awards India's Prime Minister Narendra Modi with the Order of St. Andrew the Apostle the First-Called at the Kremlin in Moscow, Russia July 9, 2024. REUTERS/Evgenia Novozhenina

https://www.reuters.com/world/white-house-india-has-ability-urge-putin-end-war-ukraine-2024-07-09/

building.[117] Similar to negotiating with Xi, it is most effective to us a negotiation strategy against a *pragmatic* negotiator when negotiating with Putin.

Conclusion

US senior leaders will negotiate international affairs with peers from other countries that will impact world history. While leaders receive basic negotiating skills, this education and training focuses on preparations, positions, and interests, then strategizes how to compete and win at distributive negotiating or maximize interest-based negotiations. Senior leaders understand the importance of culture in negotiations. However, more deliberate thought needs to be placed on the other negotiating party's cognitive psychology and psychotherapy. Leaders who negotiate must understand their counterpart's cognitive and emotional factors, their personality preferences, and their preferred negotiating strategies. This fact is especially vital when

negotiating with strategic leaders of authoritarian regimes like Putin and Xi. To conduct more productive strategic-level international negotiations, strategic leaders need to spend time preparing by studying the personality, mood, and other human factors surrounding their negotiating counterparts. This paper recommends further research into Putin and Xi's personality type preferences and how US negotiators can better successfully negotiate specific foreign policy issues with Russia and China.

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Biography

Colonel Aaron Tillman is assigned to the Air War College, Air University, Maxwell Air Force Base (AFB), Alabama. Prior to this assignment, he was an Instructor of the Leader Development Course (LDC) for Squadron Command at the Commander's Professional Development School, Maxwell AFB. Colonel Tillman received his commission from the United States Air Force Academy in 2002. He served in various operational assignments as a B-52 instructor pilot and as a T-6 instructor pilot and flight examiner. Colonel Tillman served as Commander of the 37th Flying Training Squadron at Columbus AFB, Mississippi. He served in a staff assignment at Air Force Global Strike Command's Strategic Plans, Programs, and Requirements Directorate and deployed to Baghdad, Iraq, as an Air Advisor in support of Operation INHERENT RESOLVE. Colonel Tillman is a command pilot with over 3,000 flying hours, including 300 combat hours, in support of Operation ENDURING FREEDOM.

In 2009, he graduated with distinction from Embry-Riddle Aeronautical University with a Master of Aerospace Science Degree. He also earned a Master of Science Degree in Military Operational Art and Science in 2014 as a Distinguished Graduate of Air University.

The Power Within : Understanding the Art of Influencing and Associated Skills

Dr. Novadean Watson-Williams

Abstract:

Today, the desire to act, behave, and respond depends on several influencing factors. Typically, an individual's response is either reactive or proactive. Successful leaders celebrate when an individual is willing to take a more proactive approach to accomplishing a task. However, many individuals in positions of authority struggle with influencing individuals to think, process, and make decisions proactively—they fail to effectively channel the power within and apply the art of influence and associated skills. With the correct approach, an individual can become a leader who influences positive results despite the task, people, or challenge involved. Jim Rohn wrote, "Attitude is greatly shaped by influence and association."[1] In essence, it is better to use critical actions to influence people and build a positive relationship than to ostentatiously flaunt the use of influence. The article will address embracing the power within by inviting an individual to become the influential leader people need, exploring key concepts and principles of influence, and providing guidance for applying influential skills, techniques, and practices. The article will help individuals fulfill Adrian Rogers's quote, an American author and influential leader, who stated, "It is more important to influence people than to impress them."[2]

Keywords: Influence, Leadership, Power, Persuasion, Trust, Active Listening, Transactional, Transformational, Charismatic, Cognitive Bias

What's the compelling influence in most people's lives that's leading them to think, make decisions, and act? Is it the smartphone that many people have developed an emotional attachment to? Is it the personal and professional leaders embraced and appreciated in and out of the workplace? Or is social media changing people's attitudes, behavior, and perceptions? Several different people, things, or ideas influence an individual. Recently, technology has become more immediate in influencing people regardless of culture and persuasions. According to the Pew Research Center 2021

survey of U.S. adult's social media use, people continue to use social media despite the content credibility, debates, disagreement, and disputes.[3] As of 2021, 81% of technology users were reported using YouTube sites, 69% were reported using Facebook, 71% used Instagram, and 65% used Snapchat with about half of the technology users saying the same of TikTok.[4] Individuals who use these technologies have consciously or subconsciously experienced some form of influence. Many individuals have even taken the entrepreneurial step to become "influencers" in social media. Werner Geyser with Influencer MarketingHub explained, "Over the last decade, we have seen social media grow rapidly in importance. According to the most recent statistics, the projected number of global social media users in 2023 is 4.89 billion, indicating a 6.5% rise from the previous year."[5] He added, "Influencers in social media" have built a reputation for their knowledge and expertise on a specific topic. They make regular posts about that topic on their preferred social media channels and generate large followers of enthusiastic, engaged people who pay close attention to their views. Brands love social media influencers because they can create trends and encourage their followers to buy products they promote."[6] Consequently, concepts such as mega-influencers, micro-influencers, and nano-influencers have become commonplace.[7] While elements of influence frequently influence people's daily lives, how much of that influence positively affects or leads them?

Embracing the Power Within - Become the Influential Leader People Need

Embracing the power within is a call to empower individuals to capitalize on their abilities to influence by setting an example for others to emulate as the camera is always on. People are looking for and yearning for positive influence and leadership. Albert Schweitzer contented, "Example is not the main thing in influencing others. It is the only thing."[8] Napoleon Hill further asserted, "Think twice

before you speak, because your words and influence will plant the seed of either success or failure in the mind of another."[9] The concept "influence" conveys power and inspiration or the ability to persuade and encourage an individual to think, analyze, process, and act socially, economically, culturally, and politically. Who should embrace the power of influence? Leaders, managers, those in sales and marketing, politicians, lobbyists, advocates, educators, parents, caregivers, innovators, entrepreneurs, social workers, counselors, chaplains, and any individual who wants to make a difference should seek personal and professional growth with the power of influence anchored at the core of every training and development exercises and experiences. According to Cislak, Cichocka, Wojcik, and Frankowska's research, those who seek power for influence and personal control tend to have better relational effects.[10]

The connection between influence and leadership is astonishing. In research conducted by Arthur Zuckerman, he found that 65% of employees surmised that what makes an effective leader is the ability to "lead through influence."[11] Laker and Charmi also found that 95% of the publications they examined used the terms "leadership" and "influence" interchangeably after evaluating books and articles from a database of 700,000 generated by 200 countries for 200 years.[12] The Michigan Leadership Studies, conducted in the 1950s at the University of Michigan to examine leadership behaviors, revealed that positive power serves as an underlying force when it comes to using influence to encourage and promote accountability and synergy as a leader.[13] John Kotter, author of the book *Leading Change*, contended, "Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles."[14] DeCenzo, Robbins, and Verhulst extended to complete the functions of management, the leading function is necessary for inspiring, supporting, and motivating people

ROTC Formation leads the Way CLEMSON, SOUTH CAROLINA, UNITED STATES Photo by Ken Scar
https://www.dvidshub.net/image/8046618/rotc-formation-leads-way

for the next level of growth, responsibilities, and position.[15] "Without the capacity to influence others, [an individual's] ability to make what [someone else envisions] a reality remains elusive because, after all, no one can do it alone," noted George Hallenbeck.[16]

Where there is influence, there is the power to lead. Developing influential leadership skills and fostering a nurturing workforce are essential. Unfortunately, organizations need to provide better development of leadership knowledge and skills with an aim to influence positively. For instance, the 2019 Global Human Capital Trends survey reported, "...805 of its respondents rated leadership as a high priority, but only 41% believe their companies are ready to fulfill their leadership requirements." Beck and Harter reinforced, "Gallup reported in two large-scale studies in 2012 that only 30% of U.S. employees are engaged at work, and a staggeringly low 13% worldwide are engaged. Worse, over the past 12 years, these low numbers have barely budged, meaning that the vast majority of employees worldwide are failing to develop and contribute at work." Developing the next generation of leaders is the primary agenda for 55% of CEOs

surveyed, especially since 63% of millennials do not believe they are adequately prepared to lead and consequently positively influence.[17] However, it is comforting to note that studies also highlighted that those who completed training and development focused on influential leadership theory, practice, and applications in real-world settings resulted in an improved leadership learning capacity of 25% and performance of 20%.[18]

Key Concepts and Principles of Influence

The ability to influence is a complement to understanding key concepts and skills and applying them systematically. Demonstrating the principles of influence typically includes concepts and principles such as position, power, and authority; perceptions, opinions, and emotions; and nonverbals, messaging, and delivery.[19] These concepts, principles, and skills are teachable. Laker and Patel contend, "...you'll need to master the art of influence — a skill which, like any other, can be learned."[20]

Position, Power, and Authority

[By: Garri Hendell, April 24, 2019]
https://warroom.armywarcollege.edu/articles/not-all-the-army-fault/

Regarding position, power and authority, Lussier and Achua contend, "Power is about achieving influence over others. However, power is the potential influence over followers."[21] Hence, the ability to influence is possible in position, power, and authority. More specifically, an individual may possess varying positions, power or authority in an organization as a result of legitimate power—offered due to rank, duty, work or status; reward power—exercised when celebrating and praising others with intrinsic or extrinsic rewards; coercive power—implemented when punishing or responding to another individual in a hostile, consequential manner with demotions and reprimands; expert power—used to display knowledge,

skills, talents or gifts of a particular subject, matter or concern; referent power—extended and awarded out of respect, adoration, and care; informational power—resulting from access to proprietary, essential or otherwise needed information; framing power—formed to shape perceptions and narratives with the goal to change an individual's judgment or belief system; connection power—aligned with building relationships to persuade or exert power; and agenda power—used to demonstrate the art and skill of prioritizing and directing discussions and resources.[22] These types of power (reward coercive, legitimate, expert, and referent) coined in the 1950s by John R. P. French, Jr. and Bertram Raven, celebrated for their influential work on the bases of social power and other forms of power (informational, framing, connection, and agenda) are often associated with capitalizing on influential strategies and tactics.[23] Sergeant Major Kenneth Farley championed the power of influence by stating, "One of the great leaders of my career, and personal mentor, showed me what effective **leadership through personal power** was through his daily and consistent actions. He would go out of his way to greet every Soldier he came in contact with. This command sergeant major explained to me that respect is not deserved or granted, it is earned. Soldiers will do absolutely anything for a leader whom they respect and trust. To this day, I make a constant effort to earn the respect and trust of my subordinates."[24]

Perceptions, Opinions, Emotions, Nonverbals, Messaging and Delivery

While the perception and actual use of position, power, and authority may have an impact on how an individual utilizes theory, practice, and awareness to address complex and dynamic situations and environments, effectively using perceptions, opinions, emotions, nonverbals, messaging, and delivery may also empower an individual's ability to influence. Petty and Cacioppo's Elaboration Likelihood Model (ELM), coined in the 1980s, reminds that persuasion, a critical

attribute of influence, often unfolds via the central or peripheral route.[25] **The central route** uses more scientific facts, logic, and data to influence behavior and attitude; the **peripheral route** focuses more on cognitive cues and emotional appeals to influence reactions, performance, and conduct.[26] Lewicki, Bruce, and Saunders further expand on how using the central routes to influence will impact the message and delivery; they argue that the leader needs to know how to make the message attractive to the recipient by first understanding the recipient's needs.[27] They contended that the true sense of influence is the ability to frame a normative message consistent with the recipient's value system so the receiver can respond with a "yes."[28] On the other hand, peripheral routes to influence might involve the arrangement, format, source, and credibility of the message.[29] When an individual or leader is qualified, has a trusting reputation, attractive (personally and professionally), friendly but confident, has good human relations qualities, and is aware of other's emotions, the individual or leader heightens the ability to influence and get realistic outcomes.[30] Laker and Patel elaborated, "Influence can be defined as the ability to affect the character, development, or behavior of someone or something, and it requires developing a strong emotional connection with yourself and others. Those who master the art of influence are often skilled at tapping into the emotions that drive people's actions. **This [further] explains why influence is synonymous with leadership**."[31] John C. Maxwell, the celebrated author of leadership principles and tenets, reinforced, "Leadership is influence."[32] Understanding influential concepts and principles is the start of activating the power within to influence, but applying influential skills, techniques, and practices is a good foundation for being able to influence by transformation, transaction, and charisma as a leader.

Applying Influential Skills, Techniques, and Practices

While understanding the art of

influence can be vital to changing perceptions, behavior, and attitudes, applying influential leadership skills is equally important. These skills include fostering a relationship of trust; active listening skills; four critical skills: organizational intelligence, team promotion, trust-building, leveraging networks; and transformational, transactional, and charismatic influence; and cognitive biases.

ASG-KU Organization Day
Photo by Claudia LaMantia
https://www.dvidshub.net/search/?q=organization&view=grid

Fostering A Relationship of Trust

To effectively exercise influential skills, first **build a relationship of trust**, warmth, and openness. Cuddy, Kohut, and Neffinger's research discovered that "Most leaders today approach their jobs by emphasizing competence, strength, and credentials. But without first building a foundation of trust, they run the risk of eliciting fear, resentment, or envy."[33] They added, "The best way to gain influence is to combine warmth and strength—as difficult as Machiavelli says that may be to do."[34] Failure to build a connection with trust, warmth, and openness can result in isolation and separation. Seventy-nine percent of employees will vacate a position if they do not receive adequate appreciation from their leadership.[35] Gallup found successful leaders motivate and engage their employees.[36] John Maxwell summarized, "In your sphere of influence, you must develop deep, meaningful relationships that go beyond seeing someone daily because you simply work in the same office. Relationships grow loyalty, influence and ultimately the business."[37]

Active Listening Skills

Active listening is essential to building a rapport of trust and confidence. Lewicki, Saunders, and Barry argue that to achieve one's

Walk of Hope TRAVIS AIR FORCE BASE, CALIFORNIA, UNITED Photo by Hun Chustine Minoda
https://www.dvidshub.net/image/7430510/walk-hope

goals, leaders need active listening tactics to understand interests and motives, especially for mutual gains.[38] Lewicki, Saunders, and Barry added that active listening skills allow others to speak candidly about their goals, emotions, priorities, preferences, and other needs.[39] Bloom and Bloom, relationship experts featured at many conferences, universities, and institutions of learning throughout the country and overseas, contend, "When I sincerely listen and engage with another person, especially those that are so different from myself, I can begin to understand their philosophy of life."[40] They explained, reflecting on the term "High Impact Listening" coined by Bill Gault, a tribal elder, active listening allows them to be present-minded regardless of the perspectives. Overall, active listening promotes supportive, meaningful relationship of trust and respect, which helps to solidify the goal of demonstrating influential leadership.

Four Critical Skills: Organizational intelligence, Team Promotion, Trust-Building, and Leveraging Networks

Complementing a positive relationship of trust and active

Travis AFB Airmen fuel the force

[Photo by Senior Airman Karla Parra, 60th Air Mobility Wing]

https://www.dvidshub.net/image/7681765/travis-afb-airmen-fuel-force

listening to heighten the ability to influence are four critical skills: **organizational intelligence, team promotion, trust-building, and leveraging networks.** According to the Center for Creative Leadership, the ability to influence requires four critical skills, including **organizational intelligence**, which gives an individual the ability to achieve mission and goals by exercising organizational politics and strategies—they are used to advance various initiatives and tasks with realistic and practical team tactics; **team promotion** efforts that celebrate small wins and promotions beneficial to the entire organization; **trust-building** to assuage fears, worries and doubts, and promote a culture

with realistic risks, adjustment to changes and a trusting foundation; and **leveraging networks** to align people, things, ideas, and processes with the correct resources and connections.[41]

Transformational, Transactional and Charismatic Influence

Other findings suggest that **transformational and charismatic transactional influence** are warranted among the many skills needed to become an influential leader. **Transformational** influence requires a leader to inspire new ideas and enlist support for the organization's vision and mission by earning the trust, commitment, and respect of key personnel.[42] Appropriately, applying this effort often compels individuals to passionately pursue and meet the organization's vision, mission, goals, and strategies.[43] Laker and Patel assert that influence by transformation encourages individuals to solve problems using a more self-managed team approach by promoting collaboration and cooperation and fewer hierarchical structures,

thereby removing restrictions, challenges, and delays.[44] Some key activities of transformation influence would be challenging the status quo, promoting new trends, encouraging unconventional thinking, and permitting contributions to new visions and initiatives.[45] Unlike transformational influence, which aims to promote the organization's overarching efforts, **influence by transaction** helps individuals build confidence and develop by reaching short-term goals and celebrating small wins and achievements throughout the process. Lussier and Christopher define leaders who use influence by transformation as vision-oriented and leaders who use influence by transaction as task—and reward-oriented.[46] Influence by **charisma** uses a softer approach and endearing personal qualities encapsulated with the gift to inspire and increase self-confidence and self-efficacy.[47] According to the influential German sociologist Max Weber, charismatic leaders typically display extraordinary characteristics, inspiring others.[48] This type of influence draws heavily on a strong emotional bond that produces unconditional loyalty, devotion, obedience, and commitment.[49] Those who influence with charisma leave a lasting impression on people.

Cognitive Biases

While exercising keen influential skills takes time to develop and master, an individual might make errors or mistakes during the process. Oscar Wilde encourages by contending, "Experience is simply the name we give our mistakes."[50] Lewicki, Saunders, and Barry label these errors as **cognitive biases** hindering performance.[51] These systematic errors in thinking may influence how leaders apply influential skills. While many examples of cognitive biases exist, below are just a few examples:

- Confirmation Bias—pursuing information that will support the thinking of being right, while ignoring contradicting facts.
- Horn/Halo Effect—the tendency to treat someone well or not so well based on favorable traits or
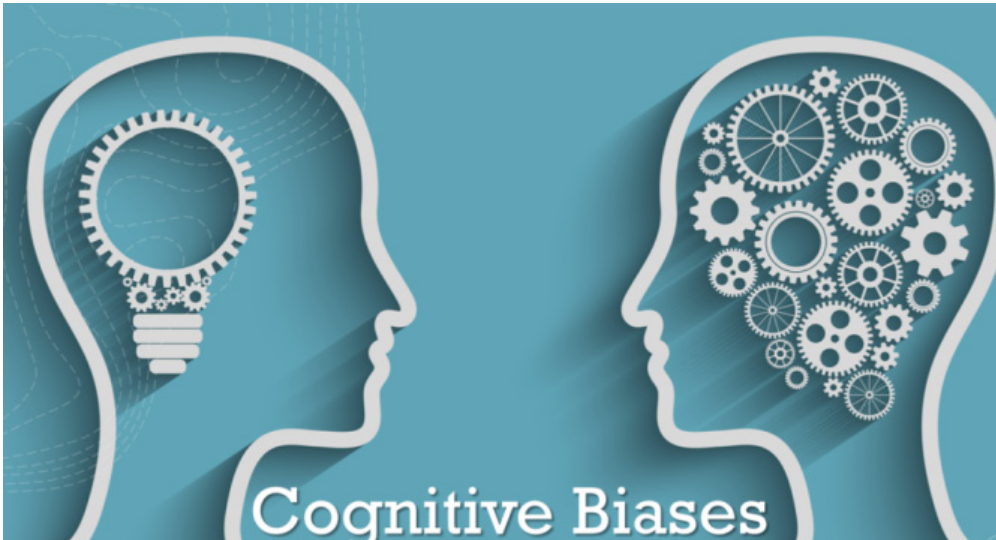
Cognitive Biases
[By: Intervu.ai]
https://intervu.ai/cognitive-biases/

characteristics for the halo effect or unfavorable traits or characteristics for the horn effect.

- Anchoring and Adjustment Biases—using the first set of information shared to make decisions such as a number.

- Self-Serving Bias—associating internal factors instead of external factors to someone's failure or success.

- Overconfidence—is an individual believing his or her ability to be accurate exceeds what is correct.

Charlotte Ruhl asserts that becoming aware of these biases is a good first step, but a leader, using various skills to influence, needs to train the unconscious mind to recognize and strategically address these biases by completing relevant training and development, carefully thinking before acting and reducing distractions.[52] John Maxwell reminds, "For many of us, we have the opportunity to lead in some capacity. However, to maximize our influence we must continually be growing…"[53] He stressed that individuals must know who they are as they build character, know who they know as they build relationships, know what they know while increasing their knowledge, know what they feel as they become open to intuition, know where they've been to learn from

experiences, know what they've done to capitalize on past success, and know what they can do, so they have the confidence to lead with influence.[54] Jack Welsch, former chairman and CEO of General Electric, further emphasizes, "Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others."[55] General Colon Powell reinforces the following rules to consider when exercising the art of influence:

- It ain't as bad as you think. It will look better in the morning.

- Get mad, then get over it.

- Avoid having your ego so close to your position that when your position falls, your ego goes with it.

- It can be done!

- Be careful what you choose. You may get it.

- Don't let adverse facts stand in the way of a good decision.

- You can't make someone else's choices. You shouldn't let someone else make yours.

- Check small things.

- Share credit.

- Remain calm. Be kind.

- Have a vision. Be demanding.

- Don't take counsel of your fears or naysayers.

- Perpetual optimism is a force multiplier.[56]

Conclusion

The ability to influence aligns with the ability to lead. Interestingly, the ability to effectively build rapport and trust to promote positive influence remains a concern for many leaders and organizations. Learning pivotal influential concepts and principles such as position, power, and authority; perceptions, opinions, and emotions; and nonverbals, messaging, and delivery will provide a springboard for applying vital skills used to influence. Using these skills of fostering a relationship of trust; active listening; organizational intelligence, team promotion, trust-

building, and leveraging networks; transformational, transactional and charismatic influence; and cognitive biases will ignite the power within and set the stage for practicing effectively the art of influencing and promoting a positive impact. Kotter contended, "Whether taking a firm that is on its knees and restoring it to health, making an average contender the industry leader or pushing a leader farther out front, the work requires great cooperation, initiative, and willingness to make a sacrifice..."

Moreover, understanding the art of influencing and associated skills will further help establish a sense of urgency, often needed to start the momentum for change. Stephen King, well known for being the "King of Horror" and an American author with many distinguished publications, contended, "We [may] never know which lives we influence, or when, or why."[57] The reward of influencing as a leader awaits those who are willing to initiate the power within and apply the art and skills of positively influencing.

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Biography

Dr. Novadean Watson-Williams is currently the Chief of Program Effectiveness and Evaluation for the Jeanne M. Holm Center for Officer Accessions and Citizen Development at Maxwell Air Force Base where she evaluates and assesses the effectiveness of developing Air Force officers and citizens at 145 Reserve Officer Training Corps detachments, over 800 Air Force Junior ROTC Units, Officer Training Schools (OTS), and Holm Center Curriculum, impacting the lives of over 125,000 students annually.

She previously served as the Chief of Instructor Education and Evaluation for the Holm Center; Course Director and Assistant Director of the Information Technology Department for the Academic Instructor School; Curriculum Manager at the Community College of the Air Force; Education and Career Counselor at Sembach Air Station, Germany; Assistant Education Director at Incirlik Air Base, Turkey; and Education Counselor at Ramstein Air Base.

Crisis Negotiating

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A Security Forces Officer's Experience During Hurricane Katrina

Lt Col Mike Atwell

Abstract:

In the high-stakes environment of military operations, effective communication is an indispensable tool for keeping order and ensuring the success of a mission. This article delves into a scenario when I was a young United States Air Force Security Forces Officer confronting a tense situation aboard a C-130 aircraft. Faced with an individual wielding a knife and exuding aggression, I employed a strategic combination of verbal judo, empathy, active listening, humor, and sarcasm to deescalate the volatile circumstances. This narrative unfolds against the backdrop of a challenging and confined setting, highlighting the officer's use of communication techniques to navigate the complexities of human emotions and diffuse a potentially hazardous encounter. First, I will provide background information on Hurricane Katrina and how I ended up as C-130 aircrew security. Second, I will discuss several techniques that are beneficial in negotiating with a difficult person. Third, I will discuss potential indications and warnings of crisis escalation and the approaches I used to supply a win-win scenario for my opponent and myself. Fourth, I will illustrate how well-timed sarcasm and humor were able to reduce tensions in my negotiation and lead to a peaceful resolution.

Keywords: Verbal Judo, Negotiations, Security Forces, and Influence

Perfect Storm

*H*urricane Katrina, one of the deadliest and costliest hurricanes in United States history, struck the Gulf Coast in late August 2005, devastating the city of New Orleans and its residents. This Category 3 hurricane brought destructive winds and torrential rains, but it was the subsequent failure of the levee system that caused catastrophic flooding in large parts of New Orleans and the need to evacuate thousands of displaced residents. The U.S. military, particularly the U.S. Air Force and the U.S. Coast Guard, mobilized quickly to respond

Hurricane Evacuation Route Photo by Narvikk

https://www.istockphoto.com/photo/hurricane-evacuation-route-sign-on-highway-gm845609190-138374821

to the catastrophic aftermath of the hurricane. Military aircraft, including C-130 Hercules and other transport planes, were used to evacuate residents from flooded areas and transport them to safety. These planes played a vital role in swiftly moving people out of harm's way. It was during those evacuations that I, a young security forces first lieutenant, provided aircrew security. This is where my story unfolded, and where I learned the crisis negotiations lessons outlined below.

U.S. Air Force Security Forces (SF)

Officers are trained in conflict de-escalation techniques and many other useful skills however, crisis negotiations in mid-flight are not part of our training regimen. The following paragraphs will discuss my personal experience as a USAF Security Forces Officer, flying aircrew security missions during the Hurricane Katrina evacuations from Louis B. Armstrong Airport, New Orleans in 2005 to a staging location at Ft. Chaffe in Barling, Arkansas. During the mass evacuations of civilians from New Orleans during the catastrophic storms of 2005, SF Phoenix Ravens were activated

as military transport crews and tasked to evacuate thousands from flood ravaged New Orleans. Ravens are uniquely qualified, performing close-in aircraft security, supplying flight deck denial to on-board threats, and employing verbal judo techniques to avert crises in-flight. Unfortunately, at that time, I was not a qualified Raven and would only have my SF training to rely upon. Despite not being a qualified Raven, I received a call and was activated because of the shortage of trained SF Ravens in the region. My novice negotiation skills were going to be tested that night.

C-130 Photo by Senior Airman Stephanie Serrano 19th Airlift Wing
https://www.dvidshub.net/image/1905035/c-130

Dealing With Difficult People

I had my 72-hour pack and was issued my 9-millimeter pistol, and I waited on the dark ramp for the inbound C-130 to pick me up. Once on board, the loadmaster gave me a quick situation report (sitrep) of what to expect on the mission. There were only four aircrew onboard and we would be flying into chaos. Thousands of recent homeless personnel from New Orleans were staged at Louis B. Armstrong Airport and most carried only the clothes on their back. They were angry, scared, and we were not authorized to tell them anything. When I asked why exactly I was on the plane, the loadmaster told me that I was on the plane to ensure that nobody endangered the aircrew during the evacuations. It seems that there had been problems with unruly evacuees on earlier flights and my job was to keep the aircrew safe until we reached Ft. Chaffee, Arkansas.

We began our descent, and it was chaos on the ground at the airport. Hundreds of planes lined up waiting to pick up passengers who were standing on the tarmac holding pillowcases with whatever they could grab before they were evacuated from their neighborhoods. We made multiple trips that night, picking them up

from New Orleans and flying them to Ft. Chaffee, a large secondary staging area, where they would receive food, clothes, toiletries, and a temporary place to stay. It was during the last trip, that a young man who appeared to be a gang member approached me at my position at the bottom of the crew ladder. He was visibly agitated as he stepped up to me and asked where the plane was heading. I began to decide what type of person might be confronting me. In his book *Verbal Judo*, the Gentle Art of Persuasion, Dr. George Thompson categorizes people into three types: nice people, difficult people, and wimps.[1] This guy fell in the difficult category, and difficult people will not do what you tell them to do the first time that you ask. Doesn't matter how diplomatic you are, it's simply not in their nature to say, "Oh yes." Their nature makes them say "Why? What for?" Difficult people challenge your authority.[2] Recognizing this person as difficult, knowing his evacuee status, having a general understanding of what he'd experienced in the last week, and paying close attention to his

body language as he spoke to me, I decided to employ tactical empathy. Chris Voss defines tactical empathy as "seeking to understand the feelings and mindset of another in the moment and also hearing what is behind those feelings so you increase your influence in all the moments that follow is bringing our attention to both the emotional obstacles and the potential pathways to getting an agreement done."[3] Rather than ignoring his frustrated position while wearing a uniform and carrying a loaded firearm with safety off, I chose to reply in what Chris Voss refers to as a calm late-night DJ voice that I understood he would like to have some information, but that I could not provide him with that and that someone would be able to answer all his questions when we landed.

Escalation or Win - Win

Unfortunately, he understandably had just experienced a horrible event, lost his home and belongings and was now flying to an unknown destination. He was at the end of his rope and out of patience. There were over one hundred passengers

in the cargo hold and all eyes were on us as the young man pulled a large knife and pointed it in my face. He began to curse me and was taking out all his frustrations on me as I backed up enough to give myself space to react to his threat. I honestly believed that everything he had experienced up to this point was beyond his control and now I was adding to that frustration because I wouldn't provide him with the information he believed was due to him. Dr. Thompson explains that the secret is simple: It's okay if someone insults, resists, or attacks you. Laugh it off. Show that it has no meaning, no sting. If you fight back and resist the affront, you give it life and credibility. If you defend yourself, you invite counterattack.[4] It might be simple, but laughing it off was going to be easier said than done in this scenario.

The young gang member continued to close the distance between us and continued his verbal assault. As Dr. Thompson mentions in his book, there are several things negotiators should never say to anyone and would have only made the situation worse.[5] Saying, "Because those are the rules" and "Calm Down" are two of those things. Those words might have pushed the gang member standing in front of me to attack me with the knife in his attempt to gain access to the aircrew. Fortunately, my training had prepared me both mentally and physically for his aggressiveness. I allowed the insults to roll off me and employed tactical empathy, to understand his feelings and the mindset in that moment and hear what was behind those feelings to increase my influence. Additionally, as trained, I positioned myself at a 45-degree angle to prepare myself for physical confrontation should negotiations fail. I noticed that although his posture and mannerisms were aggressive, he had yet to do anything that would push me to the point of engaging him, possibly because there was such a large audience watching our negotiations. I understood that he was most likely accustomed to quickly resorting to violence to coerce those around him. However, he was finding me a hard negotiator and I had to continue, because the

To shoot or not to shoot RAMSTEIN AIR BASE, RHEINLAND-PFALZ, GERMANY Photo by Senior Airman Nicole Keim
https://www.dvidshub.net/image/1817778/shoot-not-shoot

worst alternative to a negotiated agreement or WATNA[6] of firing my weapon on a plane would make everyone's problems much worse.

I tried to identify a way to common ground, but I was a military officer, guided by rules and a code of conduct and he was the very opposite of those things. He was angry with his current situation, and he believed I was the only roadblock to what he now wanted, information. Additionally, we had been briefed to be on the lookout for gang members among the other evacuees and my opponent was mostly likely in that category. He refused my offer to take a seat for safety reasons. He refused my suggestion of putting his knife away. I tried to engage him in distracting conversation, but all his frustrations were focused on me now. I avoided engaging him from a position of power because I was sure that it would escalate into a worst-case scenario, but when he stepped closer and told me again that he was going to go upstairs and talk to the pilot, I realized the situation was escalating. I consciously chose

to interact softly and not engage forcefully. I remained professional and continued to employ my verbal judo. Unfortunately, up to this point my conciliatory tactics allowed him to control the situation and feel empowered to continue to press the situation. So, I took a chance and put my hand on my weapon and told him that if he did not return to his seat like everyone else, I would be forced to engage him with my weapon. I waited, hoping that my verbal judo and lack of overt aggression would allow him to save face in front of his friends and the other passengers. Everything I had done or not done up to this point was important because saving face is usually a fighting issue, whether the conflict occurs on the street or in the boardroom, in the court or in the bedroom.[7]

Sarcasm Saves The Day

After a tense few minutes, he laughed and asked if I really intended on shooting him, and I jokingly told him I would rather not because the USAF made us pay for our own bullets. That broke the ice, and I assured him that he should put the knife away before we landed, or he would be going to jail instead of staying with his relatives and friends. Much to my relief and everyone else that was watching our exchange, he remarked "we're cool," put away the knife and returned to his seat. The successful application of a principle for dealing with difficult people was used. Allowing the young man the last word, he felt as though he was in charge and decided he no longer needed to continue his aggression. Let them spout off, they win, you win.[8] We landed without further incident and all the passengers were transported to the next staging area. Sometimes, knowing when to say something is just as important as knowing what to say during a negotiation. Dr. Thompson surely was directly referencing my situation when he wrote "Verbal Judo will teach you to respond—not react—to situations. Using what George Thompson calls "the most dangerous weapon on the street today: the cocked tongue," you will learn to be verbally adaptable and flexible, just as practitioners of physical judo do. You will learn

to use your words to redirect the negative force of others toward positive outcomes."[9]

Reflection

In summary, although a truly short negotiation, this was one of the most stressful moments of my career. At the time of the incident, I found myself thinking of how helpful it might have been to have the experiences and qualifications of a Phoenix Raven graduate. I considered the benefits of having another security forces member with me and all sorts of other "what ifs". In hindsight, I was a bit lucky, but I also was able to assess and adapt to the ongoing negotiation, remain calm, and keep my composure with that young man on the plane. I would assess that such a situation would have gone much differently if I had not chosen to recognize the emotions of the conversation and instead focused on solving the problem.[10] Considering the crisis he had experienced, he was angry with his circumstances and ready to take his frustrations out on me. Actively listening to his verbal and nonverbals, along with tactical empathy, opened opportunities to engage in ways that he understood. Additionally, I didn't expect voluntary compliance just because I had the position of authority or responsibility.[11] I also have found that humor is a universal language and is an adept tool if used correctly. Fortunately, a scary situation was avoided: the airplane landed safely, traumatized evacuees were treated and relocated, and most importantly, my opponent avoided further traumatization and jail, while I avoided buying replacement bullets!

Endnotes

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Biography

Lieutenant Colonel Michael D. Atwell is an Air National Guard Intelligence Officer. He is currently the A2/6S, Chief, Strategic Plans, Programs, and Integration at the Air National Guard Readiness Center, Andrews AFB, Maryland. He is a 2024 graduate of Air War College and has held previous assignments in MQ-9 deputy operations group command, OSS squadron command, ISRG, targeting and security forces squadron command. He holds a B.S. in business administration from Arkansas State University. He earned his commission through the Academy of Military Science in Knoxville. Lt Col Atwell also holds an M.A. in Strategic Studies.

Leveraging Multi-Party Negotiations to Build Operational Missions

Maj Karianne Moody, USAF

Abstract:

In a previous assignment, higher headquarters tasked my USAF unit to stand up a new operational mission with minimal guidance. It seemed simple enough at first, but this was a gargantuan task. I had the privilege to lead a team of subject-matter experts who, through integrative multi-party negotiations, successfully negotiated the terms of the new mission and solidified them via a formal agreement between the USAF and a civilian agency. We used the negotiation cycle and the Trust, Information, Power, and Options (TIPO) framework as a roadmap to success. Throughout the year-long experience, I learned that the integral nature of the human element in negotiations is imperative, that there are many components to the process, and that the negotiation is never truly over. At the end of the day, building a new operational mission was monumental, but creating and maintaining professional relationships was the most meaningful accomplishment.

Keywords: multi-party negotiations; influence; integrative negotiations; operations; planning

"You did a great job: now don't mess this up!"

*T*his was the feedback I received from a now-retired supervisor after successfully creating a new operational mission. This article identifies how we got there; from a vague requirement to a working end state and that coveted "great job" compliment from the boss. Headquarters announced that our unit received several personnel positions for a new mission but did not specify how those positions would be employed or what exactly that mission would be. To use an analogy, I was the cook who had been given three eggs and some flour but no recipe, and I wasn't even told what exactly the customer

wanted to eat. Over the course of a year, my tasks were to negotiate the terms of a new mission across various units and then to gain the signatures and approval of over 50 civilian agency personnel spread across six separate groups in a binding legal document to lawfully execute the mission. Every one of those fifty representatives had veto power to kill the mission, and only one senior leader from a civilian agency had the authority to approve it. After clarifying the desired end state from my U.S. Air Force (USAF) leadership, I quickly realized I could not navigate this nebulous situation alone.

My unit built a team of subject-matter experts, which I was honored to lead. Through integrative, multi-party negotiations coupled with relentless communication, my unit successfully established a new operational mission through detailed planning, creating shared goals, and leveraging relationships through influence.

The success of the mission standup can be analyzed through the phases of the negotiation cycle and the Air Force Negotiation Center's Trust, Information, Power, and Options (TIPO) framework, solidifying the value of these models for future negotiations. This article will focus on the intangible aspects of negotiations, rather than specific operational details, to provide a fresh perspective on how successful negotiations focus just as much on human interaction as they do on decisions about processes and operations. Throughout the prolonged experience, I learned that the integral nature of the human element in negotiations is imperative, that there are many components to the process, and that the negotiation is never truly over. After all, even that "great job" compliment was followed up with a "don't mess this up."

Multi-Party Negotiation

The negotiation cycle is comprised of three iterative phases: pre-negotiation, negotiation, and outcome.[1] Traditional negotiations contain two parties, but this leviathan problem had to account

Military Negotiation Process
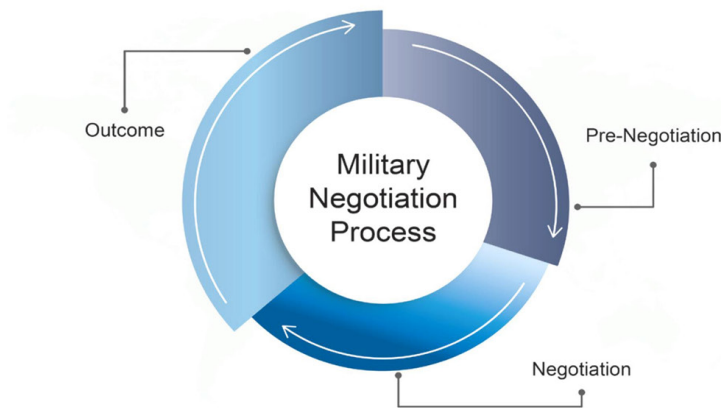
"Foundational Negotiation Concepts."
[United States Air Force Negotiation Center at the Air University, August 5, 2022.]
airuniversity.af.edu/Portals/10/AFNC/FoN%20Student%20Guide.pdf?ver=5mwxmXXrzzTvjvUl6p9QGg%3D%3D

for six separate groups. Multi-party negotiations are defined as "where more than two parties are working together to achieve a collective objective."[2] They bring an added complexity to an already challenging situation.

The six groups represented interests from two agencies: one civilian and one United States Air Force (USAF). The civilian leader represented a government civilian agency comprised of a local team, a geographically-separated team, and headquarters staff that were all parties to the negotiation process. On the USAF side, the parties included my squadron, group, and wing leadership, representing the

Department of Defense's (DoD) interests. We needed buy-in from all groups for mission success, and this social complexity factored into how the team approached the negotiation.

One challenge was geography, with the groups spread across four different geographic regions and time zones. Furthermore, the "procedural complexity" of multiple meetings to coordinate viewpoints and follow up on controversial topics was time-consuming.[3] Nonetheless, three factors can make multi-party negotiations more productive and mitigate the complexity: "readiness, the context of interpersonal

relationships among parties, and the context of the larger policy that it supports."[4] By understanding the need for readiness, the team recognized the importance of its pre-negotiation research. We considered the context of interpersonal relationships among all parties, recognizing the need to identify spokespersons for any engagements due to the individual's keen emotional intelligence and interpersonal skills. The team considered these various factors before pursuing a particular negotiation style.

Integrative Negotiation

When choosing a negotiation style, you must determine the interests of each party and where they are in conflict or agreement and consider the context of your current relationship with the various parties. This lays the groundwork to posture for an integrative negotiation. The art of negotiation serves as "a mechanism for decreasing competition among actors while increasing collaboration, thereby increasing time capital."[5] This collaborative, time-conscious mindset was the foundation of my unit's approach toward integrative negotiation. Integrative negotiation differs from the distributive negotiation tactics you would use to buy a car, where you are trying to get the best deal possible in your favor and to your opposite's detriment. Integrative or cooperative negotiations focus on problem-solving through cooperation, mutual gains, and a "win-win" approach that allows "both sides to achieve their objectives."[6] The team utilized a cooperative approach, considering both the importance of the relationships between the people involved and the importance of the task.[7]

Relationships

The team built relationships by prioritizing the relationships between the people involved and the importance of the task and simultaneously focused on negotiating a mutually beneficial outcome. We understood that "agreements reached by integrative means enhance relationships, whereas distributive negotiations

tend to degrade relationships."[8] The negotiation approach was honest, respectful, and full of integrity.[9] We did not attempt to hide any information from our respective partners and kept all discussions professional. If there were any personality conflicts, which are inevitable when working with people, due to an individual's direct approach or not sugar-coating information, everyone would realize it was not a personal attack. We also realized the government agency's concerns about a new mission were just as valid as the USAF's. Most importantly, a successful integrated negotiation is centered on "superior listening skills."[10] We actively listened to the other parties' concerns and aspirations and refined our communication skills. Our communication approach proved vital because it enabled all parties to be transparent with each other and make decisions based on the same information. These facets are all hallmarks of a mature integrative negotiation.
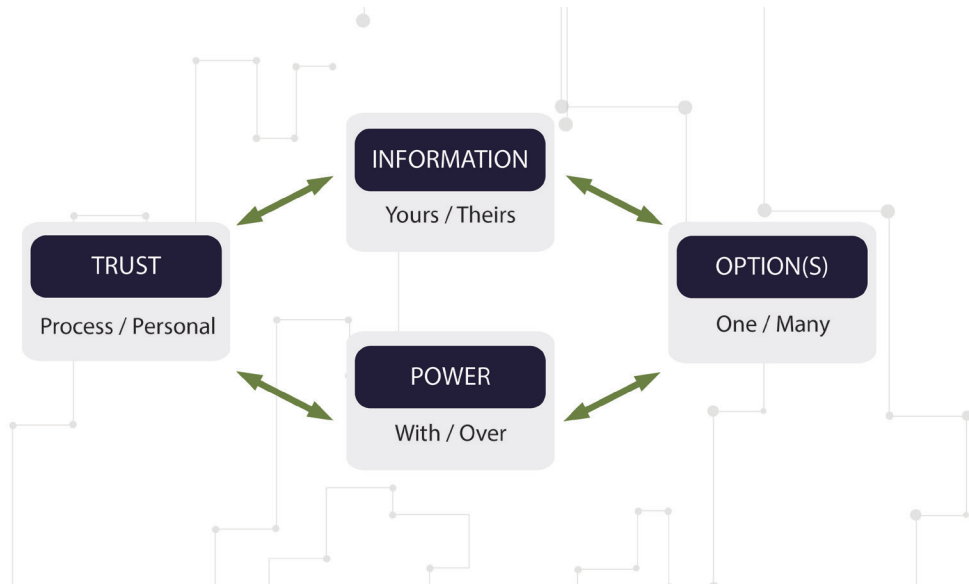
Pre-Negotiation

We entered the pre-negotiation phase after understanding we were utilizing a multi-party integrative negotiation style. Now, the real work started. The pre-negotiation phase and the requisite planning are the most critical and time-consuming parts of the negotiation cycle. It was imperative to confirm and refine our commander's intent, however vague, and also establish an "internal consensus" within our small team on the direction we wanted to take with the new mission.[11] This was critical to ensure the USAF's positions and interests were appropriately advocated for on behalf of the DoD. Furthermore, we needed to research not only the mission but also the key decision-makers within our USAF chain of command and the civilian agency. During this planning, we established a negotiation strategy based on the TIPO model.

Trust, Information, Power, and Options (TIPO)

After determining the negotiation style and respective parties, it was essential to frame *how* we would craft our approach. Our methodology can best be analyzed

"Trust, Information, Power and Options (TIPO) Analysis Framework."
[By: Dr. Stefan Eisen. Air Force Negotiation Center, July 25, 2018.
https://www.airuniversity.af.edu/afnc/display/article/1584080/trust-information-power-and-options-tipo-analysis-framework/

through the negotiation cycle model and TIPO framework. Throughout each phase of the cycle, the TIPO framework helped guide the team's assessment of the negotiation progress. TIPO consists of trust in processes and people, information from all parties, the power with or over the other parties, and all options available.[12] The framework provides a way to understand "how trust influences how you use information and power, and how information and power influence the way you develop options to solve your problem."[13] Using the negotiation cycle model and TIPO framework as a roadmap, we were one step closer to mission success.

Trust

First and foremost, we needed to establish trust with all parties. Trust is defined as "the belief or evidence you have to accept the opposite's interactions with you as being genuine and truthful."[14] It can be categorized as trust in a person or a process and is a key indicator of success in negotiations.[15]

To build trust, my team gained influence within the civilian organization to get a seat at the proverbial negotiation table. We accomplished this by leveraging a few team members' existing relationships with staff members from the civilian organization.

Building on these relationships, we exhibited commitment and consistency with our mission position. During the pre-negotiation phase, we focused on following through with our commitments. As Cialdini posits, "Once we make a choice or take a stand, we will encounter personal and interpersonal pressures to behave consistently with that commitment."[16] By partnering with the civilian agency early on for other related mission sets, we ensured their commitment to future missions in the new area of responsibility. Commitment and consistency are crucial elements that can help build and reinforce trust between parties. It is vital to demonstrate and maintain these qualities to elicit trust from others. With trust established, we moved to information gathering.

Information

To gather credible information, the team scoured the National Defense Strategy for mission priorities to craft the best mission set for the USAF team to execute. It is important to stress the team received minimal guidance on what mission to execute from senior leadership. When we asked for clarification, we were told to develop options. It is clear to me now the senior leaders were not even sure what they wanted. Our commander's intent was to create a new mission within the area of responsibility for the new personnel to execute. We had to determine the specifics on our own, which was a monumental task. We determined who the influential leaders were in the civilian agency to get their buy-in and seek out information from them: good leaders deconflict, but great leaders coordinate.

We rallied and decided how to execute the negotiation to ensure it was mutually beneficial to our unit and the civilian agency. We also needed to research the bureaucratic requirements of the mission creation process and discuss our findings about how it would benefit our unit and the civilian agency we were negotiating with. We learned the civilian agency we were working with was standing up its own mission in the same area

of responsibility as the USAF but with a different scope based on its headquarters' guidance. However, the agency did not have enough personnel to conduct the mission independently at that time. The USAF had the personnel resources it needed. This is where the element of scarcity came into play with the civilian agency.[17] The principle of scarcity states that "whatever is rare, uncommon or dwindling in availability" bestows value on that product.[18] With the civilian agency's limited and scarce personnel resources of its own, it was willing to accept whatever assistance the USAF could provide vis-à-vis personnel. The USAF personnel were in high demand. The notion of "less is best, and loss is worse" factored into the negotiation.[19] Having assistance from the USAF, however minimal, would eliminate the agency's risk of having zero assistance to execute the mission.

Our research revealed the agency was potentially at risk of losing its new mission to another location if it did not get personnel to start working on the target set.

We utilized this information as a motivator for the agency to approve our mission because we offered personnel in return for its support. Our unit was not mandated to work with the civilian agency. We could have allocated our in-demand resources outside the civilian agency by giving the personnel positions to another USAF unit, thereby eliminating the need to work with the agency. However, that could be perceived unfavorably by its headquarters for potentially not working well with others. The civilian agency would more likely partner with us to approve our mission if we allocated billets to its burgeoning mission set. We needed to understand the leadership's interests from all the organizations to approach this topic.

"How to Effectively Handle a Multiparty Negotiation - GLOBIS Insights," [By: Tanya Ileto Diaz. July 6, 2022.] globisinsights.com/career-skills/communication/multiparty-negotiation/

It was necessary to comprehend the human element by understanding

the leadership style of each commander and the cultural norms of the USAF versus a civilian agency. The team researched how each leader preferred to digest information, take meetings, and what drove their decision-making process. Coupled with trust and influence in both the processes and personnel, we utilized the information regarding each leader's position and interests within the organization to craft a mutually beneficial agreement. This information reinforced the foundation of the solid professional relationships we built to further shape the team's integrative-based negotiation approach.

Dr. Eisen asserts that "the level of trust directly influences information."[20] Through mutual trust, all parties remained transparent with information sharing. The mutual trust we fostered between organizations promoted transparency and collaborative information sharing. Information is the currency that helps buy the power needed to successfully execute a negotiation.[21]

The next step was to determine the power dynamics among all instrumental players.

Power

Considering the following step of the TIPO model, focused on power, our team next looked to determine the power dynamics among all key players. Dr. Matyók states, "Today's military leader is most impactful when employing negotiation to persuade, build consensus, garner support, and demonstrate win-win outcomes that can grow and expand over time."[22] This process involves understanding how the various forms of power impact a negotiation. My team and unit were the underdogs because we were new to the mission area. We analyzed the various sources of power the civilian agency possesses that we did not: expert and positional power.[23] The civilian agency, including the geographically separated team, had in-depth knowledge of the mission area of responsibility. Both the civilian agency's team and my USAF chain of command held internal legitimate power to its organization,

defined as "power derived from a key position within a hierarchical organization."[24] Determining how this new mission could benefit each leader's organization was the foundation of the team's negotiation approach and how we appealed to those with more power than ourselves.

We thoroughly worked through the chain of command to garner the support of each commander. Throughout each level of the organization, every commander was responsible for a specific mission. The team's research of each organization's priorities, combined with understanding their personality and leadership style, helped shape the approach we took with each commander. We also leveraged our previously established referent power from building trust, which is "derived from the respect or admiration one commands because of attributes like personality, integrity, and interpersonal style."[25] These tactics helped create a balance of power and reinforced our integrative negotiation approach.

Options

We were not firm on *how* our mission would be accomplished; we cared about the end state and were flexible with options. Building options "requires defining the problem and identifying resources available."[26] Each party could see the broad goal of supporting the National Security and Defense Strategies and that we were all on the same team. Moreover, the collective resources and information of all parties, in conjunction with trust, enabled a wider variety of options for mission execution, such as flexibility in its scope and timeline implementation.

Negotiations

After the arduous research and pre-negotiation phase, it was time to negotiate with all 50 parties. The negotiations were conducted in person or via video teleconference. After each engagement, the team returned to the proverbial drawing board; they digested any new information and carefully reshaped the negotiation terms based on any points of contention without compromising our

mission's integrity and desired end state. My team considered cross-organizational factors, establishing a shared vocabulary to reduce communication errors, a tactic used in cross-cultural negotiations.[27] Lastly, we listened more than we spoke to demonstrate our respect for the other parties.[28]

During active negotiations, we revisited many elements of the TIPO framework, solidifying its iterative use within the negotiation. For example, we discovered an unknown piece of information after one meeting. We found out there were limited seats for the USAF to conduct its mission within the civilian agency's building, and concessions would be necessary on both parts to allocate capacity. This information ties back to the importance of information sharing because, without seating for military personnel, the mission would not be able to move forward. Because of the previously established relationship with the civilian agency, our unit was able to process this information before it was too late. The TIPO framework eased the communication process because of its straightforward approach to understanding the intangibles of a negotiation and the human elements.

Outcome

Ultimately, the USAF committed to providing personnel to the organization and demonstrated commitment to supporting the civilian agency's own mission stand-up. The USAF's reputation in the organization was consistent in

"Winning the Game of Boardroom Chess."
Michael Jarrett, Andy J. Yap, Curtis LeBaron. INSEAD Knowledge, March 6, 2024.
https://knowledge.insead.edu/leadership-organisations/winning-game-boardroom-chess

taking responsibility for its actions and working collaboratively with other agencies. The organization trusted the USAF to uphold their end of the agreement based on demonstrated commitment and consistency.

The pinnacle of the negotiation was a sit-down meeting with the senior executive of the approving government agency. Their approval was the make-or-break moment. Ultimately, the extensive research and preparation produced the desired results and end-state; we successfully negotiated the terms of the new mission and solidified them via a formal agreement with fifty-two signatures. The senior executive was fully on board because of the team's extensive research on multi-party integrative negotiations and utilization of the TIPO framework's outcomes.

Solutions and Way-Forward

While there may be binding contracts or a specific exchange of information, personnel, or ideas involved, it's important to remember negotiation terms can change based on national or unit priorities, and all parties involved should be aware of this. Understanding the desired end-state and what success looks like for each member involved in the negotiation is crucial. These lessons learned solidified that "negotiation processes are about achieving enduring outcomes."[29] Furthermore, communication does not stop once the negotiation terms are finalized. I have since left the organization, but the mission endures. While it continues to expand and adapt to the current operational environment with new leadership forging the path, the relationships my team fostered remain in place. I hold those relationships and the human element of negotiations as the most significant achievement. If you want to go fast, go alone; if you want to go far, go together.[30]

Notes

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Biography

Influence of the Wolf

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Abstract:

Influence and persuasion are tools everyone should learn if they want to be effective. Like the claim from the beginning of the book Getting to Yes that everyone is a negotiator, Jordan Belfort starts his book, Way of the Wolf, with the statement selling is everything. Although the specific techniques Belfort teaches are not an exact fit for the military, the basic principles are worth considering and many of his techniques could be easily modified for military use. Understanding your audience, asking good questions to develop rapport, and detailed planning of your approach are just some of the techniques included in Belfort's strategy. Influence tools should be bound by ethics and integrity when used by any military leader. Used appropriately, Belfort's influence techniques parallel directly to the power of persuasion a military leader needs to be successful.

Keywords: Influence, Persuasion, Sales

In one of the most popular books on negotiations, *Getting to* Yes, the very first sentence says "Like it or not, you are a negotiator".[1] In the same vein, Jordan Belfort proposes "selling is *everything* in life. In fact, either you're selling or you're failing."[2] The fact is, we're all salesmen in one way or another and we all could benefit from understanding the influence and persuasion techniques salesmen use. The key is to determine which techniques are applicable to the "sale" you're trying to make and how to apply them in your line of work. My goal in this article is to analyze Belfort's methods from a military perspective to determine how his influence techniques apply to us in the Department of Defense. Although not everything he teaches translates to the military, there are many lessons we can learn from
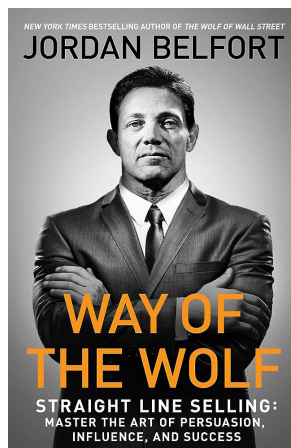
Jordan Belfort and his book, *Way of the Wolf: Straight Line Selling: Master the Art of Persuasion, Influence, and Success*.

Source: https://www.inc.com/john-rampton/wolf-of-wall-street-lessons.html

The Air Force does not employ used car salesmen. We normally aren't convincing people (Belfort calls them prospects) to buy things. We don't work on commission and we're not trying to make a profit. Most of us don't sell "products", but we do sell something. Have you ever had to convince your team to implement a change that isn't popular? Have you ever needed someone to do something for you and they were outside your chain of command, and you didn't have positional power over them? Have you ever approached your boss about the direction they were headed, the orders they gave, knowing there was a better way?

Did you try to change his or her mind? If you said yes to any of these questions, then congratulations, you are a salesman.

If you've seen the Martin Scorsese movie, *The Wolf of Wallstreet*, then you're already familiar with who Jordan Belfort is, as the movie is adapted from his memoir which goes by the same title, with Leonardo DiCaprio in the titular role. *Spoiler alerts. Skip this paragraph if you want to see the movie and haven't yet.* Belfort was a stockbroker that started a company called Stratton Oakmont where he taught young salesmen who were barely capable of "walking and chewing gum at the same time" how to sell stocks, swindling people out of their money. He made millions of dollars and lived the good life with cars, planes, a yacht, women, and drugs. But like most men who make their fortunes through illegal means, he eventually got caught and spent 22 months in prison. Then he became a motivational speaker teaching the art of salesmanship.[3] That's where his book picks up.

He is still a motivational speaker, and a consultant for sales corporations and an author of a few books, including *Way of the Wolf,* the focus of this article. Belfort claims he has the rare natural talent of being a born closer, able to break through the objections that stop most salesmen from sealing the deal. The premise of *Way of the Wolf* is the abilities Belfort possesses naturally can be taught, using what he calls the Straight Line Selling method. He taught his below average salesmen, or as he refers to them, the Strattonites, how to close, and he can do it for you too![4] What he's really teaching is influence and persuasion techniques, in a sales context.

We might not sell things in the military, but I believe there are lessons to be learned from his book. I'm not going to give away all his tools and techniques, but I will attempt to convince you his concepts are worth considering and implementing in the pursuit of being a better communicator and negotiator. But first, I want to address the question most would ask if I were to recommend this book to them: *Didn't that guy go to jail?*

The Ethics of Influence

Yes, Jordan Belfort did unethical and illegal things. He abused drugs. He hurt people along the way including his family, his business partners, and his clients. He got caught and he paid dearly for it, losing almost two years of his life in prison. He presents himself in the book as a changed man, but whether he is truly reformed or not, I maintain Belfort's voice is still one worth hearing for three reasons.

First, with every concept in this book, he strongly advises the techniques be implemented ethically. Belfort states, the Straight Line formula presented in the pages of *Way of the Wolf* removed the unethical parts, and if implemented correctly is a money making force for good. He encourages honest and ethical sales that are not just truthful, but free of omissions and misleading statements that can ruin your reputation and poison the culture of your organization.[5]

Belfort says he'll never sell something he doesn't believe will actually benefit someone, and if he ever believes his product is not a good fit for someone, he won't attempt the sale.[6]

Second, you can learn from the mistakes of others just as easily as you can from their successes. Belfort's story is a cautionary tale worth reading to learn the consequences of losing your way. Seeing others fail is a great way to avoid making the same mistakes.

The third reason I believe *Way of the Wolf* is worth reading requires a bigger picture analysis of the ethics of influence and persuasion. Recently, I was discussing another one of my favorite books called *Never Split the Difference: Negotiating As If Your Life Depended On It*[7] by Chris Voss with students at the Air War College at Maxwell Air Force Base. Although Voss presents different lessons and techniques from those taught by Jordan Belfort, both authors subscribe to the power of influence and persuasion, and both can appear at least on the surface to be underhanded. One student commented, it feels somewhat manipulative to use some of the techniques Voss presents like "bending their reality" and giving the opponent "the illusion of control." You could make the same case with Belfort's sales techniques. He doesn't hide the fact the goal is to move people to take action to get what you want.[8] In response, I submit to you influence is a tool, just like a hammer, a pen, a knife, or a gun; and as with any tool, it can be used for good or for evil. It's up to the wielder to decide how the influence will be implemented. If you're using influence techniques for selfish gains to the detriment of the person you're influencing, then I agree with Belfort, you're in the wrong and the cautionary tale that is Jordan Belfort's life may foretell your destiny. But if you're trying to persuade someone with the tools of influence to do something you genuinely believe is for their own good, and you're not lying or being deceitful, then I believe you can rest easy. I'll leave the last word on this subject to the man himself. The very last sentence in *Way of the Wolf*

states, "success in the absence of ethics and integrity is not success at all. I had to learn that the hard way, but you don't-especially with this book as your guide."[9] Now, on to the concepts I believe apply to the military leader, starting with understanding certainty.

> "success in the absence of ethics and integrity is not success at all."

Certainty – The Three Tens

The first chapter in *Way of the Wolf* is about the importance of certainty in three areas referred to as the three tens, and how influence techniques should increase the prospect's level of certainty in those three areas. They are the product (what you're selling), you, and your organization. The salesman should first recognize where the prospect is on the certainty scale (from one to ten) for each element. If they're close to zero in any of the areas, then it is probably best to move on to someone else. Belfort says ineffective salesmen waste their time trying to sell to people who are clearly not interested. If they're near

ten, then you've got a good shot at closing the sale. When their number for any of the three tens is in the middle, that is when the salesman makes their money by persuading the prospect into an increased level of certainty.[10]

When trying to persuade your audience, you'd be wise to determine the certainty level of the person they're trying to influence. For instance, if in an initial conversation with a leader you're trying to convince, their verbal or nonverbal responses scream "that's the stupidest thing I've ever heard", you're unlikely to succeed in persuading them otherwise. If they have the positional power to decide on the issue, you'd be better served to go back to the drawing board instead of wasting their time and yours. If your audience's words, body language, and tone indicate they're bought in with your plan, then it's probably time to make the offer and then be quiet and let the leader make his or her decision. But if your prospect is somewhere in the middle, they'll probably throw up a smoke screen of uncertainty,

or as Belfort calls it, an objection,[11] and this is when the influence work begins.

Responding to Objections

At Stratton Oakmont, there was a low point in the business where his salesmen were continually striking out. The problem wasn't the prospects were outright saying no. The problem was they would deflect the sale with delaying objections. Most of these objections fell into two categories; let me talk to someone else or it's not a good time. The responses would sound something like: call me tomorrow, let me talk to my wife/partner/lawyer/accountant, send me some information, or call me back after Christmas/back to school/tax time. Belfort believes these objections were not quite honest. They were actually smoke screens covering up the real problem; uncertainty in one of the three tens. The real problem was a lack of trust; trust in the product, or the salesman, or the company they represented.[12] Instead of addressing the dishonest objection head on, Belfort suggests deflecting away from the objection with a scripted response and towards raising the level of certainty in the area that is low (more about scripts later in the article).[13]

In the military world, have you ever proposed an action where the response was not no, but some form of the objections in the paragraph above? After sharing your idea, have you ever been asked to write a white paper (a paper used to present or advocate for a position)? How about give me 24 hours to think about it and I'll let you know? With the latter, how often does the leader not provide an answer in the promised timeframe? The smoke screens received by Belfort's salesmen are the same ones some military leaders use when a plan is proposed to them, and the reasons they use them are the same. It's a lack of certainty in the proposed plan, the presenter, or the organization that will carry it out. I'm not going to give away Belfort's entire formula, but it's worth your time to learn these deflection techniques. When you hear these types of objections, you

can recognize what's really behind the smoke screen, the root cause of uncertainty. The focus of your persuasion should be towards increasing the audience's certainty and the process begins almost immediately.

The First 4 Seconds – First Impressions

Belfort states it takes four seconds for a prospect to develop the all-important first impression. You've got four seconds to show you're smart, enthusiastic, and an expert in your field.[14] And it's not just the words in your opening pitch. Tone and body language are crucial in those first four seconds. In fact, about 90% of human communications are non-verbal, consisting of tone and body language.[15] Everything from what you wear, how you use your hands, to even how you stand can affect the impression you give to your audience. These elements are not enough to win the sale, but it's enough to lose it, with a bad first impression being almost impossible to overcome.[16] It's about the prospect's unconscious mind,

that Systems 1 thinking made popular by Daniel Kahneman in his book *Thinking Fast and Slow*.[17]
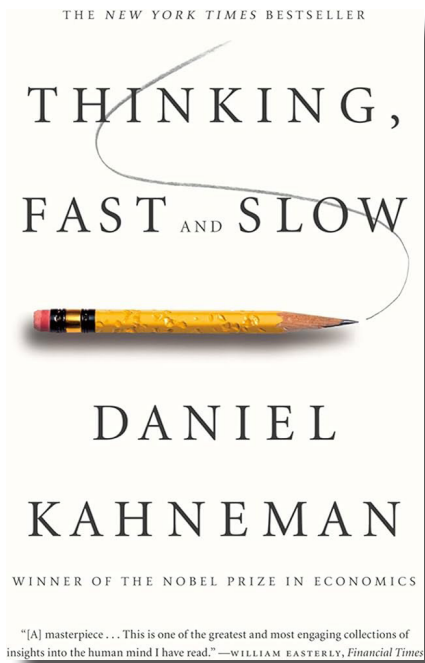
The salesman who appears untrustworthy, sloppy, or just weird triggers an unconscious warning system in the audience's mind,[18] and us in the military are not immune.

The military leader is just as susceptible to the positive and negative effects of the first impression as any salesman. Although military members don't have much of a choice when it comes to what they wear, pretty much everything else is fair

game. Belfort provides a myriad of techniques including how you should stand depending on whether you have a male or female audience, what you should do with your hands, how much eye contact you should make, the way you shake hands and many other things that can increase or decrease your likeability; that element that is important for developing trust and certainty. Belfort's advice on body language is worth following, but he spends even more time on the tone of voice.

Belfort goes as far as to call tonality the secret weapon of influence. Words move a prospect logically towards the sale, but tone moves them emotionally.[19] Tone reaches into the subconscious area of the mind and can make the difference between success and a deflective response like, let me think about it or develop a white paper. You should consider how your tone is used in the statements made to their prospect. The *Way of the Wolf*'s section on tonality is helpful, but the additional resources from Belfort's website at www.

jordanbelfort.com/tonality are even more so. Mastering tone in your speech separates the closers from the rest. Of course, getting past those first four seconds is only the first step towards completing the sale. There also must be a logical basis to convince your audience to agree with you and that is where the energy equation comes in.

The Overarching Equation of Energy

In sales, for the prospect to sign up for your product, there is an overarching energy calculation that runs through their mind, and it must equate into the positive before they're willing to say yes. There is always a cost, or as Belfort calls it, energy in. This energy is usually in the form of money, but it also could be time, effort, political capital etc.... On the other side of the equation, there is the benefit from the product. For instance, it could be a faster car, or a better golf swing, or a quicker way to make dinner. In their brain, the prospect will calculate the benefits, subtract the energy in, and decide if it's worth it. Although a positive

calculation doesn't guarantee a sale, a negative will almost doom the salesman's chance at success.[20]

It's not uncommon for a persuader to fail to consider the audience's energy/benefit equation when selling an idea or plan. In the military setting, the energy in is more likely to be labor and effort than it is money, but the same principle applies. For example, if you were trying to convince a leader from another unit to commit manpower towards your plan, how would the equation look? A wise persuader will see the sales pitch from the other unit leader's perspective, calculate what it will cost them and how they will benefit. If the equation computes to the negative (more energy in than benefit out) then the plan may need some more work. If understanding the audience is the way to determine their energy calculation, the best way to get there is through asking good questions.

Sell Me This Pen –Good Questions and the Power of Rapport

In one of the early scenes in the movie, Leonardo DiCaprio asks one of his salesmen to sell him a pen.

Source: https://www.entrepreneur.com/growing-a-business/does-jordan-belforts-sell-me-this-pen-sales-trick/384437

At the very end of the movie, he repeats the request to audience members at a motivational speaking engagement, to which they reply with insincere and bumbling attempts to explain the wonderful features of this ordinary pen. The movie scenes are based on a real encounter discussed in the book between Belfort and one of the Strattonites (his employees). In the real story, the Strattonite uses some great persuading words to convince Belfort of how great this pen is and why he should buy it, but the problem is he's missing the point. First, although it's great to talk excitedly about the product, going on and on about the wonderful merits of a random pen that really isn't very

special is disingenuous (Belfort uses a harsher and more crass term). But even more important, he doesn't even know if the prospect (in this case Belfort) needs or is in the market for a pen. Belfort uses this example to emphasize the importance of intelligence gathering.

Asking good questions, or gathering intelligence, does two important things. First, it identifies if what you're trying to sell is a good fit for the prospect, identifying the cost benefit ratio discussed above. And second, this is where massive amounts of rapport can be gained. Just think about how off-putting it would be if someone came up to you on the street and asked if you wanted to buy a pen, and then went into a sales pitch about how great this pen is. You'd be thinking who is this guy and what gives him the right to start selling me this pen? He doesn't even know me. I didn't ask for this. In contrast, if you were talking to a salesman and they spent a fair amount of time trying to get to know you by asking questions about you, you'd probably start to

think maybe this guy actually cares about me and isn't just trying to take my money.[21] The same can be said in the military context when you're trying to persuade someone to your side.

If you wanted to convince a colleague from another organization to buy into your plan, how would you start? Would you go right into your sales pitch, explaining why they should join your team, why it logically makes sense, and even what's in it for them? Or would you start with questions to understand your audience and determine how best to frame your persuasive argument? In my experience teaching thousands of Air Force military and civilian employees, most start with the former, going right into the sales pitch, and they're missing an opportunity. The best example I know is in an ice breaker exercise we use during some of our lectures called Convince Me. We ask the students to pair up and have one student tell their partner something they'd never do or never buy, and their partner's job is to convince

them to do or buy that very thing. About 80% of the students will open with "convincing" statements. "Jumping out of an airplane is such a rush." "There is no better way to conquer your fear of sharks then jumping into that shark tank." "That expensive purse, car, tv etc….. is such high quality. It will definitely make your life better." They might think they're doing a great job using influence and persuasion, but just like the Strattonite and his pen, they're missing the point. Understanding the person you're trying to influence is extremely important to making a good pitch. Asking good questions helps you understand your prospect and tailor your influence towards what is important to them, and it is also critical for building rapport.

By asking good questions, you're investing in the relationship and increasing the trust that leads to certainty about you. You're saying I care about you, I understand you, and I feel your pain.[22] Questions about what is important to them, what would be an ideal scenario for them, and what is their biggest headache reaches into their world and builds understanding.[23] Like every other part of the sale, there are pitfalls that must be avoided. Belfort states, building rapport is not just pretending to like what the prospect likes. If you're insincere, you risk losing the rapport you're trying to build, but if you stay on topic and focus on the interests of the other party, it brings you much closer to positive results in persuasion.

Scripts – The Importance of Preparation

Tying it all together in Belfort's method is the importance of being prepared. Every part of the sales pitch is carefully crafted, from the first four seconds to the close. The method Belfort teaches for preparation and delivery is through script writing. Writing a script takes multiple iterations to get it right. Good script delivery requires training and drilling, reading the script out loud and to others, and preferably memorizing it. Having the words nailed down allows the salesman to focus on listening, tonality, and body posture. Every

https://www.linkedin.com/pulse/become-better-presenter-building-script-jan-richtar
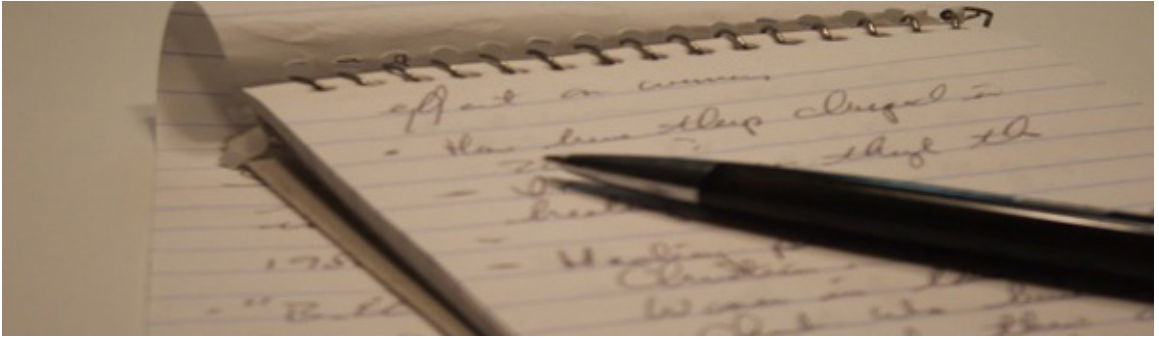
part of the sales pitch should be included in the script, but it shouldn't be so complicated it can't be memorized. The first words out of your mouth identify who you are and then ask permission to ask questions. The questions you will ask and even the logical order in which you ask them is important, beginning with less invasive and increasing to more while rapport is being built.[24] The body of the sales pitch is carefully written, maximizing the value of every word while remaining true and free of ambiguity and omissions. Responses to objections should be ready to go when you sit down with the prospect. Even the initial and subsequent offers (assuming the prospect doesn't bite on the initial) should be planned in advance.[25]

At first glance, you may be tempted to skip over script writing per the Straight Line Method as not directly applicable to the military persuader. Memorized scripts work well for salesmen that sell the same thing day in and day out, but it would be impractical for us in delivering a presentation when the pitch will only be given once or even a few times. But the principles behind script development as portrayed in Belfort's book can increase the effectiveness of persuasion in the military. You should think about how you'll start the presentation by properly introducing yourself, remembering the importance of the first four seconds. What questions do you need to ask your audience and in what order? How do you present your plan in the best possible way while maintaining your

ethical standard? Are you prepared for the objections, both real and smoke screens that may come? Do you have a backup offer if they don't accept your first pitch? All these points and more are explored in *Way of the Wolf* and could be the key to success of the military persuader.

Conclusion

If your job includes communicating with people, then on some level you are a salesman. Understanding how to influence your audience towards your goal is important for success. The concepts salesmen use, specifically those that are successful closers can be effective for us in the context of military negotiations and influence. Although *Way of the Wolf* is written from the perspective of a salesman, the basic tenants apply to the military persuader, with some adjustments needed to apply to the military context. It starts with the first impression and how you're perceived by your audience. Then good questions should be asked to understand the person you're trying to persuade and develop rapport that leads to trust. Understanding

why the audience is uncertain and how to overcome that uncertainty are critical for success. It requires understanding the cost benefit ratio from the audience's perspective and increasing their level of certainty in what you're trying to sell, in you, and in your organization. Similar to good negotiations, it all starts with planning. Using the basic concepts Belfort teaches in script writing would also benefit the ability to persuade. Within all the concepts of influence and persuasion, the overarching principles of ethics and integrity should be subscribed to, otherwise the success of winning the persuasive battle may ultimately lead to the failure of losing the war.

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Biography

Chad McLeod is the Director for the Air Force Negotiation Center (AFNC), Maxwell AFB, AL, where he is responsible for the design, development, and delivery of AF-wide training in conflict management as a core leadership competency for all Airmen (officer and enlisted) and Air Force civilians. Prior to joining the AFNC, Mr. McLeod worked for twenty years as an Army Civilian with the U.S. Army Corps of Engineers (USACE). While with USACE, he delivered construction projects and programs at military installations throughout the Southeast United States and in the Republic of Korea.

Leading Beyond Orders • • The Influence of Persuasive Leadership in Shaping Military Futures

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Abstract:

This article, collaboratively authored by TSgt Sodeman, Ofc. Marshall, and MSgt (R) Marshall, explores the nuanced dynamics of influence and its overarching power in shaping persuasion within both military and civilian contexts. The research delves into how positional and knowledge-based influence wield persuasive efforts, demonstrating varied outcomes across historical examples, recent developments, and everyday workplace scenarios. It examines the potency of influence in leadership roles, highlighting how influential positions leverage persuasive powers to drive organizational and operational changes. The article offers an in-depth analysis of various leadership styles—transactional, servant, and transformational—and their implementation in military settings, drawing on examples from contemporary leaders and historical figures to illustrate their impacts. The concepts discussed ensure that all insights and conclusions uniquely contribute to the discourse on leadership, influence, persuasion, negotiation, and followership in the Air Force.

Keywords: Influence, Persuasion, Leadership, Transactional, Positional, Servant, Transformational, Followership

*I*t has been long documented and understood that positions of power and status overtly affect the power of persuasion. From the inherent power of kings and regents to modern military structures, those in subordinate positions are incapable or prone to refusing commands from those above them. These power dynamics inherent in leadership positions shape outcomes and organizational effectiveness. Leadership in the military is profoundly influenced by the ability to use persuasion and influence effectively. This article explores the evolution and impact

of these dynamics within military operations, proposing that while traditional leadership models focus on compliance and control, contemporary approaches that emphasize empowerment and ethical persuasion are increasingly pertinent. Influential leadership does not place or force others on a "concrete path" but persuades them to forge their way forward. Influential leaders achieve goals by having those who work under them drive their successes. This article will help delineate the varying perspectives around influence and the power of persuasion.

Influence can incite persuasion consciously or unconsciously within individuals or groups, usually determined by the perceived importance or influence held by those involved. The concept of influence in leadership encompasses the capacity to affect individuals' attitudes, beliefs, or behavior).[1] Military leadership presents unique challenges within the 'Chain of Command' structure, ranging from extreme circumstances to basic

followership.[2] It involves strategic persuasion and motivational techniques that align individual actions with broader organizational goals.[3] Transitioning from the theoretical frameworks of influence and leadership to their practical applications, we now examine positional leadership within the military, where hierarchical structures and formal authority underscore the dynamics of command and control.

In the military, positional leadership is a fundamental aspect whereby commands are disseminated down, as this structure is inherent to a superior-subordinate dynamic. This model is predicated on a compliance-based framework where orders are followed due to the authority of the position rather than the persuasiveness of the leader.[4] For example, when a superior officer issues an order, it changes individuals' decision-making process, causing them to unconsciously begin thinking about how the new task will be completed, removing all previous goals from their main objective.[5]

Even as subordinates work to end their current task, their overall objective has changed to the new order. From the current Air Force structure, we see this with our frontline Airman, who will change direction and execute the orders given to them by their superiors. Compare this to the more seasoned non-commissioned officers (NCOs) who may see the 'bigger picture' and, therefore, may instinctively recognize setbacks in the execution of that order. Objectively, it does not mean that either party is wrong with how they proceed to complete the issued command; rather, both are operating for the betterment of the unit, with the ultimate goal of carrying out the order.

Simple tasks generally are completed without question, i.e., computer-based training (CBT) or attending a briefing. Over time, the culmination of these simple tasks expands an individual's perspective, augmenting the dynamic response between leader and subordinate.[6] More specifically, a subordinate is typically viewed as having "less power," but as they gain knowledge, the influential power of the leader decreases, and the power dynamic begins to balance out.[7] As this individual progresses within their sphere of influence, the power dynamic shifts to reflect their elevated position and knowledge. A great example from recent USAF history is the strong leadership of CMSAF (R) Kaleth Wright (2017-2020) and the windfall support he received for changing established professional development protocols for NCOs and SNCOs.

JOINT BASE SAN ANTONIO-FORT SAM HOUSTON, Texas - Chief Master Sgt. of the Air Force Kaleth O. Wright discusses resources available to the civilian workforce
[Photo By: Michael L. Watkins, Jr.]
https://www.jbsa.mil/News/News/Article/1270360/cmsaf-underscores-leaderships-role-in-developing-airmen/

Contrasting with traditional models, Chief Wright's tenure exemplifies a leadership style that seems to be an amalgamation of successful leadership components

from history. Wright's leadership style incorporated empathy, community building, and ethical behavior, significantly altering Air Force culture and operational effectiveness. Liden et al. define servant leadership as placing the needs of subordinates above their own and striving to help them attain organizational and career success.[8] Wright embodies the nine components of a servant leader: empathy, creating community value, conceptual skills, empowerment, helping subordinates, putting subordinates first, ethical behavior, fostering relationships, and servanthood.[9] His accomplishments garnered him the nickname "Enlisted Jesus", and based on the servant leader model, the nickname is very fitting.[10]

Chief Wright's approach to leadership was characterized by his proactive stance on addressing challenges. Instead of merely acknowledging the hardships faced by the followers, he actively sought solutions to mitigate their problems.[11] This strategy was a fundamental aspect of his initiatives in professional development, commonly known as putting 'Airmen first,' which exemplifies the transformative impact of servant leadership in military settings. His commitment to improving conditions for Airmen helped foster a culture of support and empowerment, ultimately enhancing organizational effectiveness and morale. This type of leadership action is still seen within the Air Force today, even years after his retirement, with 'caring for people' elevated within organizations based on his direction and priorities.[12] Mendoza goes on to say how the old 'suck it up or leave' attitudes have been slowly pushed out as servant leaders become the new norm, leading to a positive shift in climate within today's Air Force.[13]

This shift towards servant leadership can be paralleled in some ways to the leadership of historical figures like Alexander the Great, who, although operating under a different model, similarly understood the power of influencing and unifying his followers through

persuasive oratory and visionary leadership. Centuries earlier, we see a similar pivotal moment in leadership during Alexander's campaign of conquests from Greece. In 324 B.C., Alexander faced significant unrest within his ranks at Susa, now the modern-day Iranian town of Shush.[14] Due to a miscommunication and the introduction of Persian troops into the ranks, Alexander's Macedonian troops had mutinied against him. As he addressed his mutinous troops, his speech reflected his positional power and ability to connect, persuade, and ultimately unify his army, showcasing a blend of leadership qualities that transcends time. Alexander delivered his now-famous speech:

> Macedonians, my speech will not be aimed at stopping your urge to return home; as far as I am concerned you may go where you like. But I want you to realize on departing what I have done for you, and what you have done for me... All the wealth of Egypt and Cyrene, which I won without a fight, are now yours, Coele Syria, Palestine and Mesopotamia are your possession, Babylonia and Bactria and Elam belong to you, you own the wealth of Lydia, the treasures of Persia, the riches of India, and the outer ocean. You are satraps, you are generals, you are captains. As for me, what do I have left from all these labors? Merely this purple cloak and a diadem.[15]

The impact of Alexander's speech, in its totality, awed the Macedonians, who then begged for forgiveness and offered many options to absolve their transgressions in their King's eyes.[16] Alexander then threw a great feast for over 9,000 inspired and loyal Persians and Macedonians, cementing a united army and people.[17] Alexander's charisma and influence with the army enabled his persuasion to work on the rank-and-file, altering their perspectives to his goals. As detailed by Arrianus, Alexander the Great's leadership provides a historical perspective on how positional leadership

Statue of Alexander the Great in Thessaloniki. Credit: Alexander Gale / Greek Reporter

https://greekreporter.com/2023/11/22/alexander-the-great-mutiny-speech/

can lead to profound loyalty and effectiveness in achieving military objectives.[18] His position enabled the ability to persuade his troops, even in challenging situations, which contrasts sharply with modern military leadership's more structured and reward-based approaches.

But what if Alexander's great speech didn't happen or was propagated by someone much lower-ranking and non-influential? Suppose the speech was conducted by a member of the army who understood the need for a speech like Alexander's to be given but did not have the influence a higher rank would impart. In this case, their lack of positional leadership and the combined influences that come with such a position would likely have rendered less impact. Throughout the remainder of Alexander's speech, he details the legacy of empowerment and influence curated by his father, that he brought to the region's people.[19] Alexander's position of power was hereditary and supported by military and political clout. Alexander was the only individual who held his men's influence

and respect to make this speech possible and have it resonate despite the high tensions between the Macedonians and Persians.[20]

Much like Alexander, who uniquely commanded respect and influence over his troops, today's military leaders use a transactional leadership model to delegate tasks and missions, thereby aligning subordinate actions with strategic objectives and maintaining control over operational outcomes. However, based on the combined experiences of the authors Sodeman, Marshall, and Marshall, this alignment with strategic objectives does not grant a superior overt positional leadership or influence. A transactional leader focuses on needs based on priority, where the organization is first, then the leader, and finally the follower.[21] Transactional leaders set and enforce standards for their subordinates to ensure a goal is attained. Leaders following the transactional model provide constructive and corrective measures to ensure the completion of required tasks.[22]

The military often focuses on operational effectiveness and safely accomplishing the mission; therefore, transactional leadership often affords a concrete path for directing subordinates toward mission success by prioritizing the organizational needs.[23] But how does the subordinate contribute to the transactional model?

In the transactional leadership model, subordinates' contributions are often predicated on the clear establishment of rewards for performance. This dynamic involves negotiations among the parties involved—leaders, subordinates, and organizational units—to align individual efforts with the mission's needs. Success is achieved when a tangible reward is factored into the subordinate's decision-making process to accomplish their assigned tasks.[24] These rewards might include progress toward award packages, decorations, or promotion opportunities, which visibly recognize and reinforce desired behaviors. However, not every subordinate is motivated purely by external rewards. Some

are driven by intrinsic motivations, responding more effectively to inspirational goals rather than material incentives. This is where transformational leadership intersects with the transactional model. Transformational leaders excel in articulating a compelling vision of the future, thereby inspiring subordinates to internalize mission goals and work toward them with a heightened sense of purpose and autonomy.[25] This leadership style transforms the approach from mere compliance to one where subordinates are motivated to independently seek solutions, moving beyond the constraints of direct orders or prescribed instructions.[26]

Transformational leadership distinguishes itself from transactional leadership by enhancing the entire organization rather than advancing individual interests. Implementing this leadership style can be challenging but immensely rewarding, as it necessitates a leader's ability to communicate the mission's broader objectives and inspire alignment among team members.[27] This style is particularly effective in contexts like Training Squadrons, where leaders must be familiar with the strategic goals and operational demands. These leaders are critical in molding their students based on the units' ethos and preparing personnel for future challenges, whether on active duty or during deployments. While transformational leadership can potentially boost organizational performance and personnel development significantly, it also carries risks of burnout due to the high demands it places on leaders and their teams.[28] The drive for collective success often overshadows individual needs, making balancing mission demands with personal well-being difficult. This intense focus may complicate negotiations for personal time off, reflecting the persistent tension between the mission's requirements and the individual's needs. As we examine the nuanced challenges and benefits of transformational leadership, it's crucial to consider broader research, which indicates that the type of leadership adopted

can significantly influence key organizational outcomes such as morale, retention, and operational success.

Studies by Abbas and Ali highlight that while transactional leadership can effectively achieve immediate goals, transformational leadership tends to have a more significant and lasting impact on organizational commitment and personnel satisfaction.[29] Furthermore, the blend of these styles can sometimes produce optimal outcomes, adapting to specific situational demands of military operations. In stark contrast, servant-based and positional-based leadership models focus more on directly rewarding or punishing subordinates based on their performance. These seemingly straightforward approaches motivate individuals to either significantly outperform their peers or step outside their comfort zones, ensuring that organizational goals are met.[30] The ineffectiveness of using only a traditional transactional method, as observed by many in the service, suggests that combining elements of transactional, transformational, and servant leadership could harness the strengths of each, potentially leading to enhanced overall effectiveness and a more adaptable leadership strategy within the military context.

This conglomerate of styles suggests a multifaceted approach can enhance effectiveness and adaptability. Let's examine the limitations of using a single leadership style. When examining the practical effects of a purely transactional leadership style on individuals like "Airman Doe," one can see that his actions consistently aim to win awards or gain recognition. This reward-driven approach may condition him to associate his efforts exclusively with tangible rewards. Such a model raises concerns about his motivation's sustainability. If recognition ceases, Airman Doe might question the value of his efforts, leading to reduced productivity or even attrition from the service.[31] This underscoring of the limitations within transactional leadership, while effective in

achieving short-term goals, may fail to foster long-term commitment and satisfaction among personnel.

Servant leadership also faces limitations in the military's highly structured and hierarchical context. One significant challenge is the potential conflict between the servant leader's focus on individual development and the military's operational demands for discipline and conformity. This tension can sometimes result in a slower decision-making process when consensus is sought versus direct command, which may not always align with the rapid response required in critical situations.[32, 33] Additionally, the emphasis on individual welfare might occasionally undermine the perception of authority, crucial in maintaining order and discipline within the ranks. Finally, the extensive commitment required from leaders to effectively practice this style may lead to burnout, especially in resource-constrained settings where leaders must balance multiple roles and responsibilities.[34]

https://meridianuniversity.edu/content/what-are-the-core-transformative-leadership-characteristics

Therefore, transformational leadership offers a more sustainable model that leverages the leader's influence to inspire and motivate personnel. Instead of relying solely on external rewards, these leaders cultivate a deeper engagement with the mission, encouraging individuals to commit to the unit's success through a shared vision. This style enhances immediate operational effectiveness and will promote long-term career development with operational understanding, particularly for those involved in tactical operations.[35] As we anticipate the future and the changing demands of military leadership, it is essential to evaluate how the consistent use of influence for persuasion could impact organizational dynamics and individual motivation. Routinely, the primary objective for military leaders is not to transform their troops but to instill confidence in them to effectively accomplish their tasks, supporting the mission. Yet, during performance reviews or in the construction of award packages, this 'transformation' often subtly shifts towards 'transactional' where motivating actions like volunteering or pursuing educational goals are 'redefined' from holistic and empowering to a requisite for advancement. These leaders reinforce this by using their experiences and achievements to guide and influence their subordinates' preparations for advancement tests or boards.[36] In these cases, a leader's guidance and incentives convert to 'carrots of persuasion' instead of intrinsic motivators.

This article has explored the evolving dynamics of leadership within the U.S. Air Force, demonstrating how the shift from traditional positional leadership to servant leadership and transformational styles significantly enhances organizational effectiveness and individual morale. We have seen that leadership effectiveness in military contexts relies profoundly on the nuanced use of influence and persuasion rather than mere authority. As highlighted, the transformational leadership approach fosters a

culture of empowerment and ethical behavior, supporting immediate operational success and cultivating long-term professional growth and satisfaction among personnel. Moreover, the blend of transformational, transactional, and servant leadership styles has been shown to adapt effectively to the specific demands of military operations, aligning strategic objectives with personal development goals. This multifaceted approach encourages a more engaged and motivated workforce capable of navigating the complexities of modern military challenges. The article underscores the importance of moving beyond traditional command and control models to embrace more holistic leadership practices that value trust, empathy, and the personal growth of each team member. As military leadership continues to evolve, consistently applying these influential leadership styles will be crucial in shaping a responsive, resilient, and ethically grounded force ready to meet the future's

Chief Master Sgt. of the Air Force Kaleth O. Wright speaks to U.S. Air Force Airmen during an enlisted all-call at Ramstein Air Base, Germany, July 26, 2018. Wright visited numerous units to speak with Airmen about enlisted issues. (U.S. Air Force photo by Airman 1st Class D. Blake Browning)

https://www.airmanmagazine.af.mil/Features/Display/Article/2604019/cmsaf-wright-looks-back/

challenges head-on. This shift is not merely about changing leadership tactics but transforming the ethos of military engagement to serve individuals and the broader organizational mission better.

Influence and persuasion are pivotal elements in military leadership, shaping strategy and day-to-day operations. The power to effectively influence and persuade is rooted deeply in the inherent authority of leadership positions but extends beyond mere command to inspire genuine commitment and action.[37] As outlined in the article, military leaders leverage these tools to enforce compliance and motivate and align their team members with broader organizational objectives.[38] This dynamic is crucial in a structure where obedience is paramount, yet every member's engagement and proactive contribution are vital for operational success. Leaders like CMSAF (R) Kaleth Wright have exemplified how transformational and servant leadership models, which heavily rely on ethical persuasion and empowerment, can lead to profound enhancements in Air Force culture and effectiveness, moving beyond the traditional transactional methods that focus primarily on rewards and punishments.[39, 40] Thus, the article emphasizes that the ability to influence and persuade within the military context evolves from the power of position to the power of a leader's character and vision, fostering a more cohesive and resilient force.

Mentoring
https://kalamdreamlabs.com/pages/mentoring

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Biography

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Persuasion and Influence : Developing the Stealth Warrior

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Abstract:

Leaders are called upon to employ persuasion and influence in accomplishing missions. This article is designed to help the reader gain insights with regard to persuasion and influence as a branch of learning by reviewing contributions from both historical and current figures. After this inspection, the author turns the reader's attention to some means by which one of our national treasures can be developed – the stealth warrior. The stealth warrior not only incorporates practices and strategies to secure outcomes which enrich his/her growth, but also those which help to serve the greater community. These contributions are influential in helping secure our homeland, near and abroad.

Keywords: Authentic Inner Compass, Discipline, Persuasion, Influence, Decision-making

Wars and rumors of wars. Global peace. Change that makes a positive impact. Let us go back. Let us move forward. Our land is filled with many voices clamoring to be heard. How do we decide which one or ones to give weight, credence, or accept? The decision is primarily based upon one's authentic inner compass.[1] Though the authentic inner compass is a component of decision-making, be mindful that a compass requires calibration from time to time. Various instruments may be used to course-correct and the options to do so may be broad in scope. In light of these things, let us consider persuasion and influence as a couple of instruments one can use in this effort.

Leaders are called upon to employ persuasion and influence in accomplishing missions. The overall charge for those in command and

leadership roles is encapsulated in conduct. Per Air Force Instruction (AFI) 1-2, Commander's Responsibilities conduct includes leading people as well as exemplifying Air Force Core Values both professionally and personally.[2] The purpose of this work is to help the reader recognize the nuances between persuasion and influence, and how these disciplines facilitate developing the *stealth warrior* in-garrison and abroad for conflict transformation. The way forward in processing these concepts is via surveying persuasion and influence as a discipline then examining elements of stealth warrior development. This endeavor will culminate with recommendations and conclusions related to the theme of this article.

Persuasion and Influence as a Discipline

Discipline is defined as a branch of knowledge or learning.[3] We will explore the concepts of persuasion and influence in this context. Prior to continuing this discussion, a definition for the word persuasion and the word influence is in order.

Though some may use the words interchangeably, each word has distinctions. Persuasion is defined as "...the skill to influence other people, situations or realities... can spur someone to action or make a decision..." [4] On the other hand, influence is defined as "...the capacity (of persons or things) to be a compelling force on or to have an effect, changing how someone or something develops, behaves or thinks." [5]

The branch of knowledge and learning for persuasion and influence is rooted in thousands of years in the human experience. Some of the ancient philosophers who posited positions and contributed to the discipline of persuasion and influence are Aristotle, Plato, and Cicero. A more current philosopher is Cialdini. Carnegie, Shapiro, Lares, Cochran, and Digan are also members of this guild.[6] The collective thoughts of these members weave a composite pattern showcasing the theme of cohesive engagement as elements of learning related to persuasion and influence.

Ancients

Aristotle introduced a means of expanding learning with regard to persuasion and influence by incorporating the use of ethos, pathos, and logos in rhetorical persuasion. Ethos is described as relating to a person's credibility and character. Pathos relates to one's appeal to the audience's emotion. Logos consists of using logic and reason in expression.[7] Lares, Cochran & Digan integrated "...Aristotle's concepts because they are strong, simple, and actionable."[8]

Plato shaped the branch of learning relating to the idea of persuasion and influence through inspection of what he termed in a work called *Laws*. Per Morrow, Plato's conception of persuasion entailed:

...one of the main purposes of the Laws is to insist upon the supremacy of law, even over officials of government. What his followers may have done in positions of power, or what Plato himself might have done in such a position, is not a part of his teaching. If we can believe his words, his main reliance was upon persuasion...the emphasis upon education...for the purpose of producing citizens who have learned to like what the law enjoins and dislike what it forbids. In the later work we even find a provision, almost unique in political philosophy, that the laws themselves should be prefaced by preambles of a "persuasive" sort, so that those who are expected to obey will understand the purpose of the law and become more disposed to recognize its authority.[9]

Plato's work related to the *Laws* leans towards influencing citizenry and government via use of words rather than force to achieve desired outcomes. When inspecting the discipline of persuasion and influence, one can understand why Plato is included as a contributor.

Cicero helped expand acumen regarding persuasion and influence by use of Academic Skepticism. This practice builds in the use of deliberating both sides of an argument. More specifically:

Lockheed Martin F-22 Raptor in flight
Photo by Mike Mareen
https://stock.adobe.com/images/lockheed-martin-f-22-raptor-in-flight/523726457

The Academics argued on both sides of every issue in order to undermine the dogmatic confidence of their interlocutors. Cicero's teacher, Philo, also applied this method in order to determine which position enjoyed the most rational support...Rather than present his personal views, Cicero laid out in dialogue form the strongest arguments he could mine from other philosophical texts. The idea was to encourage the reader to come to his own conclusion, but even more importantly, to adopt the Academic method of inquiry. Perhaps the most attractive feature of Academic philosophy for Cicero was the intellectual freedom guaranteed by the method.[10]

Cicero is hailed as a great Roman. It is reported Cicero found that persuading people consists of three different steps: 1) stimulate their emotions; 2) change their opinion; 3) get them to act. In some ways, stimulating the emotions is the most important part of an argument. Heinrichs posited Steps 2 and 3 could not take place without Step 1.[11]

Currents

Cialdini crafted levers of persuasion and influence by engaging what he

terms as principles of persuasion. They are identified as reciprocation (the rule says that we should try to repay what another person has provided us); liking (we are more influenced by the people we like); social proof (we determine what is correct by finding out what other people think is correct); authority (strength of authority pressures in controlling behavior); scarcity (opportunities seem more valuable to us when they are less available); commitment and consistency (once a stand is taken, there is a natural tendency to behave in ways that are stubbornly aligned with the stand); unity (strong connections, belonging together, kinship).[12]

Carnegie introduced a *folksy-styled head-to-heart* approach to the augmentation of persuasion and influence. Though his original work was designed to support members of the business community,[13] Carnegie found that the concepts contained within his work transcended community. He concluded, "The desire for a feeling of importance is one of the chief distinguishing differences between mankind and the animals."[14]

The principles outlined within Carnegie's writings are still relevant and useful today. In *How to Win Friends and Influence People*, Carnegie divided his work into four sections. Within these sections are principles related to people. To provide an encapsulated perspective of the relevance of his principles, even in today's times, a list of the first two sections and the affiliate principles are listed below:[15]

Section I. Fundamental Techniques in Handling People

- Principle 1, Don't criticize, condemn or complain
- Principle 2, Give honest and sincere appreciation
- Principle 3, Arouse in the other person an eager want

Section II. Six Ways to Make People Like You

- Principle 1, Become genuinely interested in other people
- Principle 2, Smile
- Principle 3, Remember that a person's name is to that person the sweetest and

most important sound in any language

- Principle 4, Be a good listener. Encourage others to talk about themselves
- Principle 5, Talk in terms of the other person's interests
- Principle 6, Make the other person feel important—and do it sincerely

Lares, Cochran & Digan broadened the knowledge with regard to persuasion and influence by blending art, ethics, and a process. These theorists also created the expansion of knowledge related to persuasion and influence by harmonizing disciplines in the fields of psychologists, philosophers, economists, medicine, sociology, and other domains to garner a better understanding of why people do what they do.[16]

The development of learning with respect to persuasion and influence is multifaceted. At its core, the human domain is central to the growth and progress of the discipline. The orchestration of introspection, being extrospective,

weighing, assessing, engaging combined with the balancing of thoughts, practices, and deliberate inquiry procures the continued progression of this specialty. Those who served as trailblazers in this field of study and those who work to widen and extend the trial do not relegate their efforts to one segment of society. These mentors and practitioners also help develop and shape one of our nation's most precious treasure – the stealth warrior.

Stealth Warrior Development
The act of building a *stealth warrior* has its origins in the stealth fighter.[17] A stealth fighter is defined as "a fighter that is difficult to detect by radar; is built for precise targeting and uses laser-guided bombs."[18] A stealth warrior is defined as "a person who incorporates practices and strategies which are flexible and translucent to achieve precise, laser-focused and honorable goals."[19]

Development is an act that involves press (to push), discomfort, joy,

and jubilation. In each dimension of development, the participant seeks an expected end. The stealth warrior not only incorporates practices and strategies to secure outcomes which enrich his/her growth, but also those which help to serve the greater community. In light of these complements, an exploration of how the warrior can infuse vision, alignment, execution, negotiations, and conflict transformation into persuasion and influence practices.

Closeup of a beautiful antique dagger with teeth on the blade and a bronze handle
By SKfoto
https://stock.adobe.com/images/closeup-of-a-beautiful-antique-dagger-with-teeth-on-the-blade-and-a-bronze-han-dle/196768064

Vision

"Where there is no vision, the people perish."[20] There are a plethora of works referencing vision in leadership. For example, an advanced search of the Air University online database yielded 43,428 results related to 'vision in leadership'[21], alone. When conducting the same phrase search using Google Scholar, an astonishing 4,820,000 results were returned in 0.03 seconds.[22] The point of including these findings is to raise the stealth warrior's awareness with respect to significance of a vision.

The creation of a vision albeit for an organization or for oneself requires a press. Leading researchers have found that vision is critical to everyone's work, not just those who are at the tip of the spear. "A truly great vision elevates our work. It sparks our imaginations. It touches on our human need to do something of value with our lives...a vision can help us stand out from our competitors, ...a vision provides purpose, ...a vision drives the creation of goals.[23] How does vision relate to persuasion and influence? In order to have a vision manifest in the natural, the originator of the vision has to be able to move others to join in the effort. Otherwise, the vision may go unfulfilled. The

proper use of persuasion and influence is a means to reduce the potential of a vision unrealized.

Alignment

Alignment is a process which may lead to discomfort. Consider how one feels when conditioning for an event e.g., a competition, a battle, etc. The exertion required to achieve success in these venues will more likely than not generate tenderness or soreness. However, the end state of one's efforts is to perform the mission. These ideas relate to the physical alignment. In developing the stealth warrior, physical is indeed one aspect of growth, but building alignment via messaging is another element. Clear and simple statements help. Here are some tips to build alignment in message which, in turn, can be implemented to persuade and influence the recipients of the message: (a) be straightforward and transparent; (b) look at it from the receiver's viewpoint—what one says needs to make sense to them; (c) monitor their reactions and ask questions to ensure they understand what is said; (d) headline your message; (e) create talking points that balance the big picture and the details; and (f) refer back to your message over time.[24] Astute messaging facilitates robust tensile strength alignment.

Execution

3d rendering of ancient Samurai helmet type in low key light
By Brilliant Eye
https://stock.adobe.com/images/3d-rendering-of-ancient-samurai-helmet-type-in-low-key-light/417730972

The hard work of synchronizing vision and alignment promotes the manifestation of joy and jubilation during execution. The application of persuasion and influence during execution coheres these three units (vision, alignment, and execution). The sagacious warrior strives to advance a supportive community in which members see the worth of their efforts; thereby, have substantive and respectful encounters with internal and

external clients. Some means to maintain this dynamic is found in (a) leading by example; (b) commit to deadlines; (c) reduce the time between meetings on projects; (d) challenge priorities to make time for initiating action; and (e) recognize proactivity and help people see new initiatives as part of their jobs.[25]

Negotiations

In accomplishing the aforementioned collective, negotiations come to bear. The stealth warrior prepares to negotiate by employing theory and practice. The member can orchestrate theoretical astuteness by attending professional development courses or individual study. A way to participate in practice as the way forward in preparing for negotiations is by engaging in workplace negotiations using the shadow process with a seasoned mentor or participating in mock situation training. Whether one opts to use theory or practice to develop negotiation acumen, negotiations are central to sustaining a vibrant workforce and one's ability to persuade and

influence those involved directly impacts the end result.

Conflict Transformation

As the stealth warrior continues to develop, the need to survey interactions as a whole elevates strategy. Conflict transformation is an instrument to foster this outgrowth. "Conflict transformation is to envision and respond to the ebb and flow of social conflict as life-giving opportunities for creating constructive change processes that reduce violence, increase justice in direct interaction and social structures, and respond to real-life problems in human relationships."[26] One may be curious as to the benefit of using this concept. Conflict is a normal and natural part of life.[27] Conflict transformation is designed to produce a means to not simply *look* at a matter, but to *see*. This framework also entrusts the member to look beyond the immediate concern and discover the why. Rather than seeing an outcome as a static end-state, it encourages seeking to continuously evolve and develop the quality of relationships.[28]

Recommendations & Conclusions

In light of the dynamic shifts in human interactions on the world stage, the ability to flex from one posture to another is vital and essential in outpacing our near-peer competitors. This author recommends the instruments of national power (diplomacy, information, military, and economic) be expanded to make persuasion and influence a separate component. Countries and nations outside the United States are striving to become the new world power. The use of persuasion and influence paired with conflict transformation may be used to abate the intensity of conflict and potentially secure more allies for the United States. Human beings are agents of change as we have the ability to choose the manner in which we conduct ourselves as well as impact our surroundings. Developing the stealth warrior as an instrument of deterrence cultivates a stronger more agile vessel for use in defense of our homeland, near and abroad.

USA and China flag pint screen on balls for tariff trade war and military war between both countries conflict
By Dilok
https://stock.adobe.com/images/usa-and-china-flag-pint-screen-on-balls-for-tariff-trade-war-and-military-war-between-both-countries-conflict-by-3d-render/451411234

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Biography

Dr. Edwards is the Primary Advisor & Program Manager of Education and Training for the Air Force Negotiation Center (AFNC). As Primary Advisor, she provides senior-level guidance regarding organizational, educational, training, budget, procurement, and contracting matters. She also serves as a neutral for the Department of Defense and the Federal Executive Board, Dallas-Fort Worth.

This edition of the Journal of Military Conflict Transformation is in dedication to Mark McGregor.

His contributions to both the Air Force Negotiation Center and the Journal of Military Conflict Transformation are greatly appreciated. He will forever be remembered.

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