

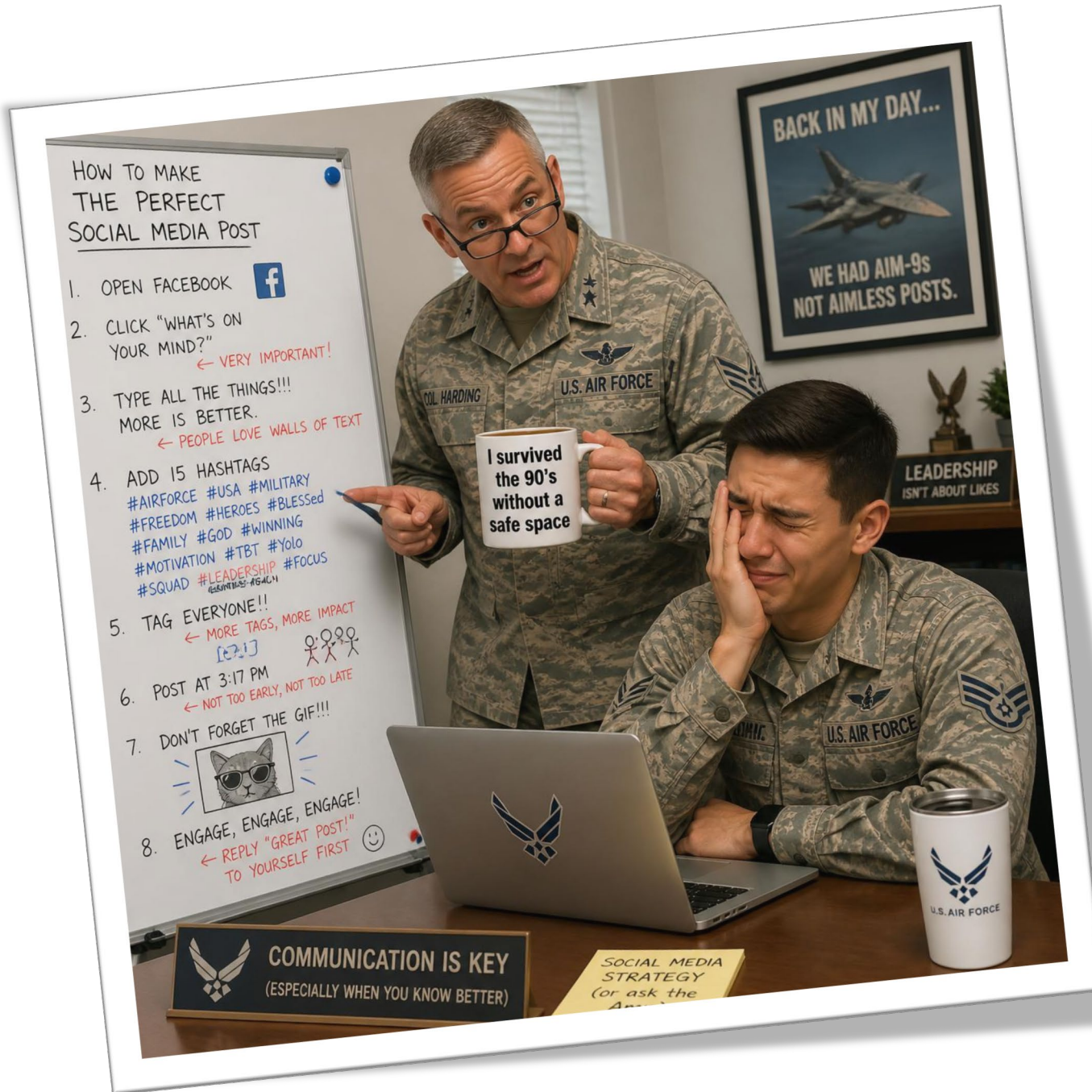


Strength Through  
Unity Tour

Kimberly A. Mlinaz, JD  
DAF  
Negotiations & Dispute  
Resolution

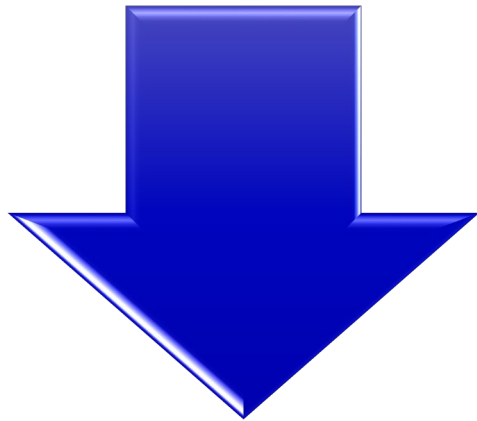
LEADING THROUGH THE FIRE







# You are the Credibility



Social Media Narratives  
Declining Institutional Trust



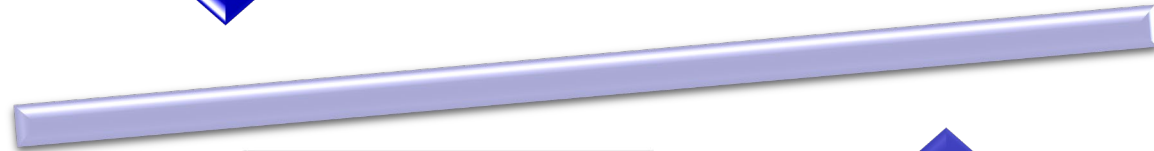
You should be heard,  
accommodated, and protected.

The “Say-Do” Gap

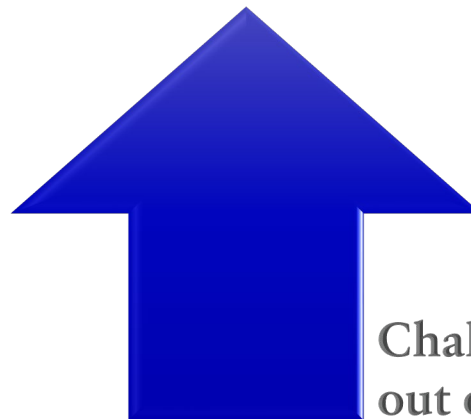
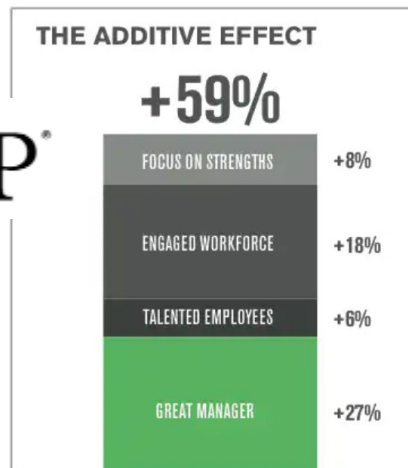
Patriotism and duty to country  
are old fashioned ideas.

Ops Tempo / Deployments / Manning

You are exploited so: “act your  
wage” and “bare minimum  
Monday’s”



GALLUP®



Challenging the idea without credible evidence seems  
out of touch and disconnected.

Internet memes like “hurry up  
and wait” or “the lying recruiter”





**Stress Lowers Our “Water Level”**

**Peer Friction**

**Miscommunication**

**Frustration**



**High Conflict Behaviors**





# Help Us Help You



Strength Through Unity Hurlburt  
Field



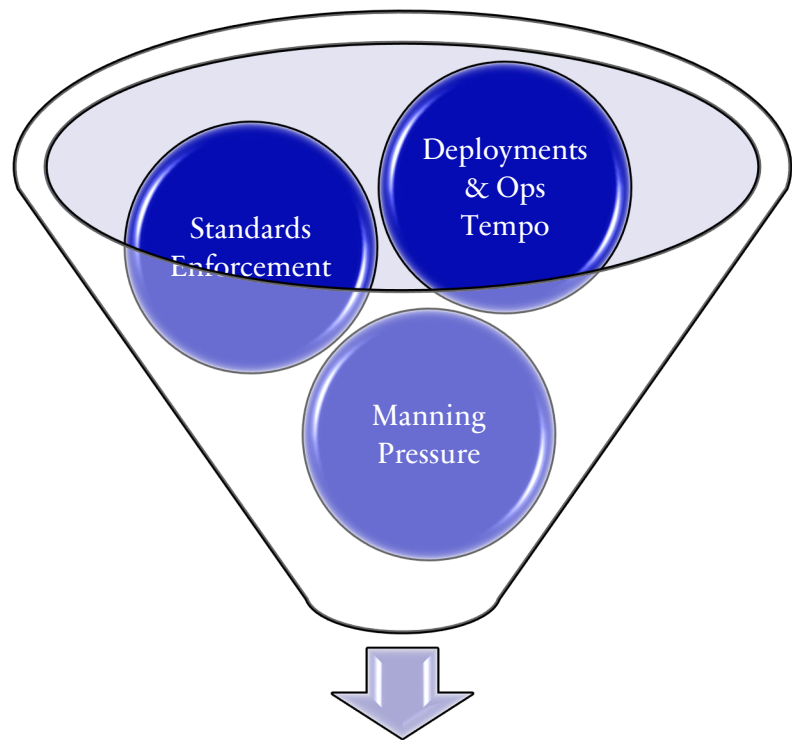
## Checking the Water Level

This form is set to “anyone can respond,” allowing for anonymous response.

Your name and email address are **not** automatically collected.



# Stress Reaction vs. High Conflict Pattern



Catalyzes High Conflict Behaviors

## Recognizing the Pattern

Increased  
blaming of  
others

All-or-nothing  
thinking or  
solutions

Unmanaged  
emotions

Extreme  
behaviors (90%)

Targets of Blame & Negative Advocates

# People First!

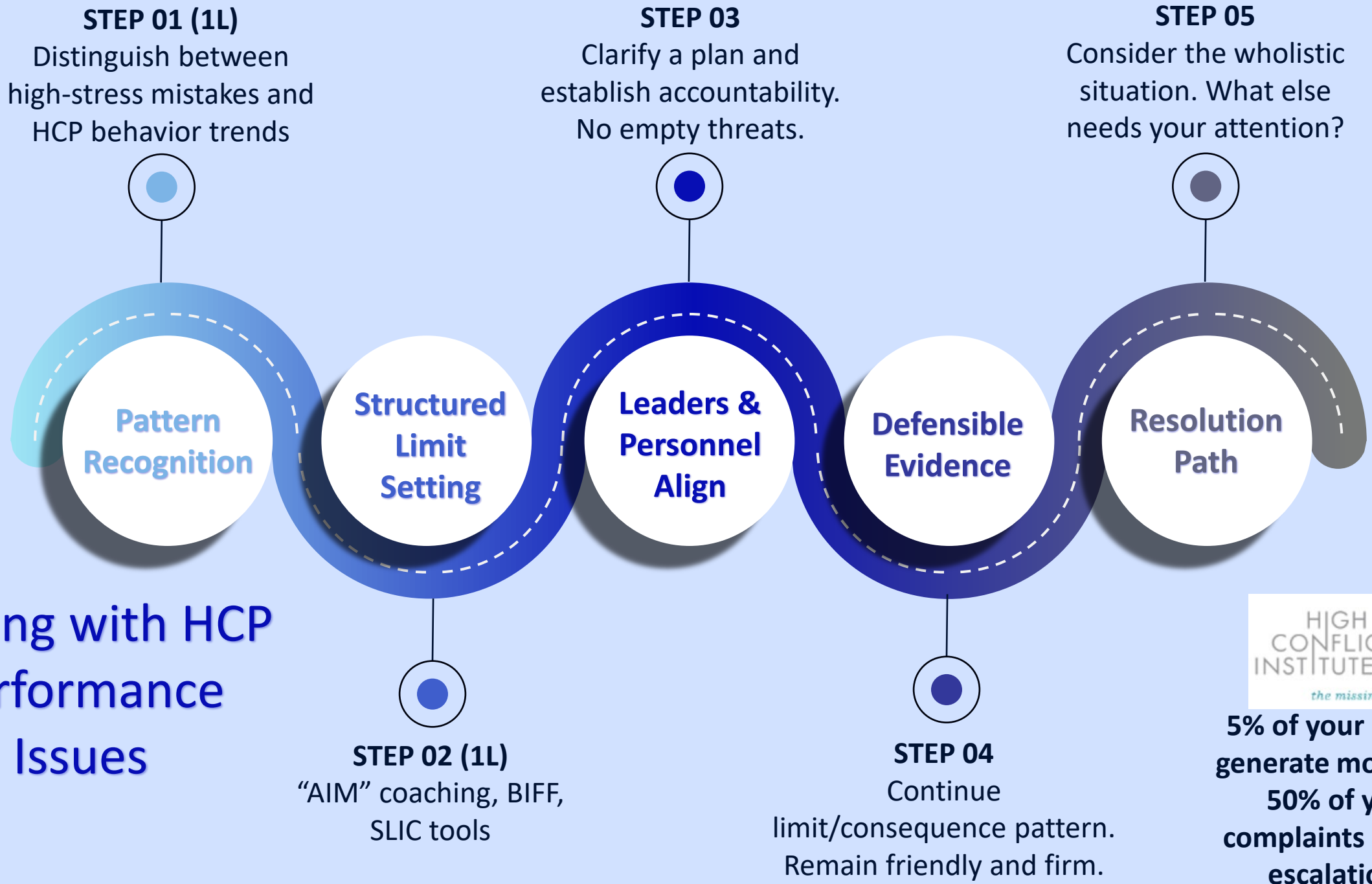


**Equipping your front-line leaders with the time and skill to coach.**

**Backing firm, structured boundaries with unproductive or problematic people.**

**Upward advocacy for structural fixes that mitigate systemic problems.**

# Dealing with HCP Performance Issues



**5% of your people  
generate more than  
50% of your  
complaints and HR  
escalations.**

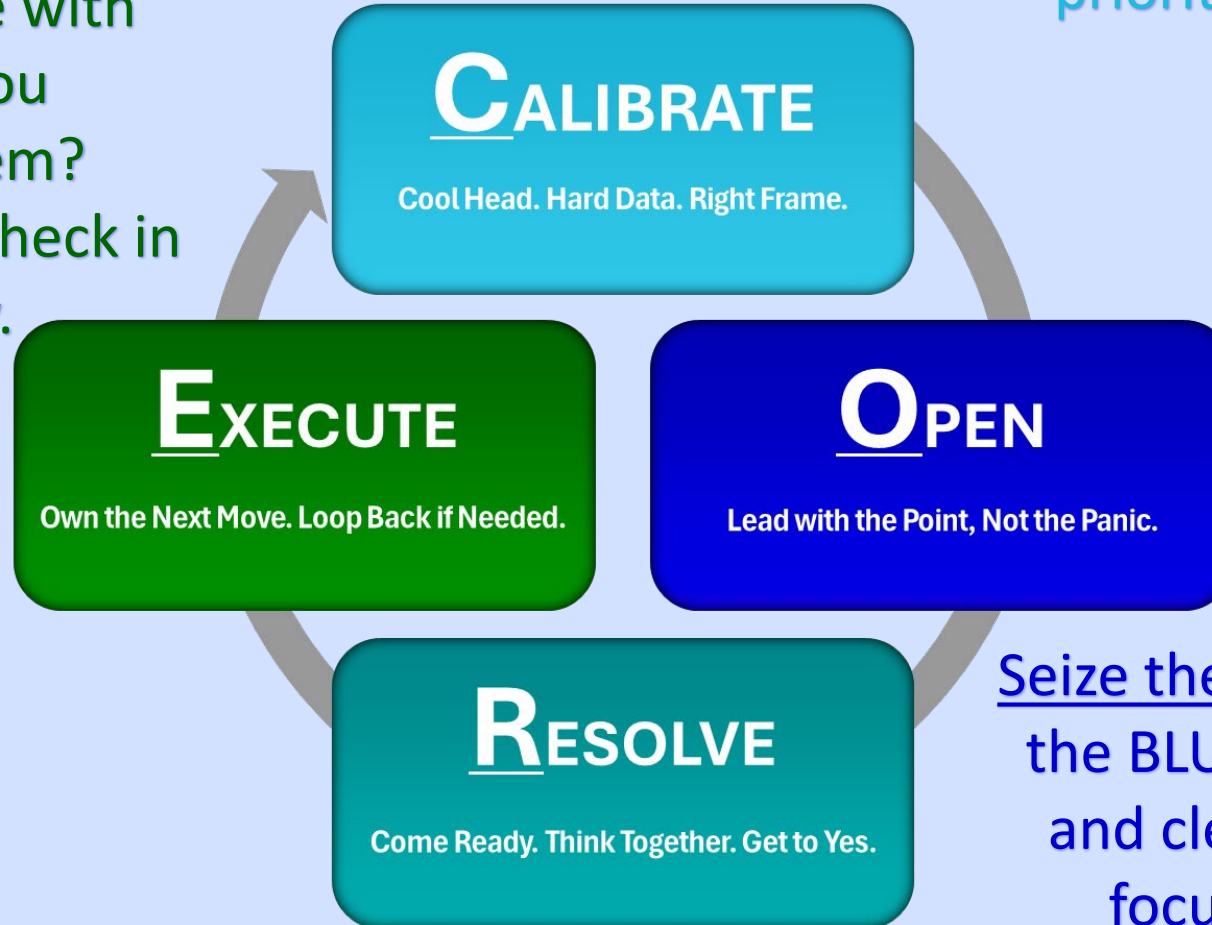


# Techniques for Influencing Up

Solidify the Win: Close with clarity. What are you responsible for? Them? Establish an update or check in for accountability.

Tactical Prep: Get control of your composure, be sure about the info, and center leadership's priorities.

BONUS: Is this ready for escalation or do you need to mentor the supervisor?



Seize the First 15 Seconds: Deliver the BLUF, then move to “breach and clear.” Project control and focus from the first word.

Drive the Problem Solving: Give your recommendation with clarity on the trade-offs. Welcome tough questions.



# Simulation



Your unit just got back from your third short notice deployment, and you are all exhausted. An E-5 supervisor just walked in your office. Clearly, he is on edge, talking fast, with a raised voice. So far, you've gathered that he is demanding that a defensive, blaming, and manipulative Airman be initiated for discharge. The paperwork is a mess. The NCO seems adamant but somewhat overwhelmed himself. And what you know about the Airmen doesn't justify discharge. How do you handle this conversation?





Mission+Quality+Stakes

## ALIGN

1  
Realign your team with the mission, clarify your intent, and define what success looks like. Be precise.

Questions+Barriers+Risks

## INQUIRE

2  
Diagnose the true barrier. Use an inquisitive tone and open-ended questions. Receiving bad news well protects the future.

Acknowledge+Solve+Decide

## MOVE

3  
Is the breakdown clarity?  
Capacity?  
Authority? Own your part, confirm their accountable elements.

**Brief**: Arguments are triggering  
**Informative**: Info, not argument  
**Friendly**: Open & close friendly  
**Firm**: End firm or with 2 choices

**Set Limit**: Fact-based, credible consequence  
**Impose Consequence**: Comparable  
**EAR**(maybe): Empathy, attention, respect  
Beware of empty threats.



# Hurlburt Contact Information

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<https://www.youtube.com/@airforcenegotiationdispute8925>



<https://www.af.mil/About-Us/Coaching/>  
Conflict Coaching



<https://www.airuniversity.af.edu/AFNC/>



# Help Us Help You

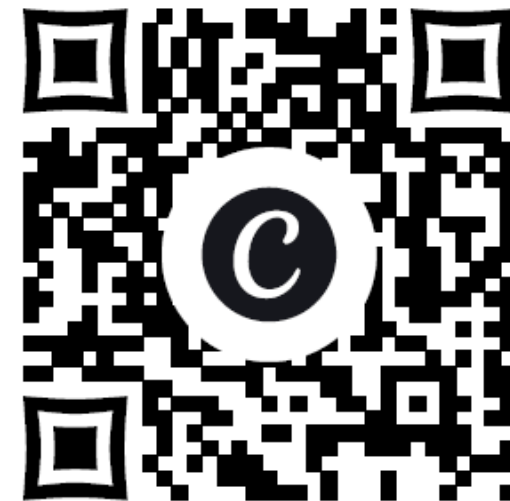


No endorsement intended.

Card 1: Identify one specific NCO you need to mentor this week on coaching, or a situation that you need to set clear, structured limits. (Keep This)

Card 2: What is the biggest obstacle challenging you in protecting your team's mental readiness or team cohesion? (Turn this In)

To download the slides or capture the resource links, click here:





# Questions?



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