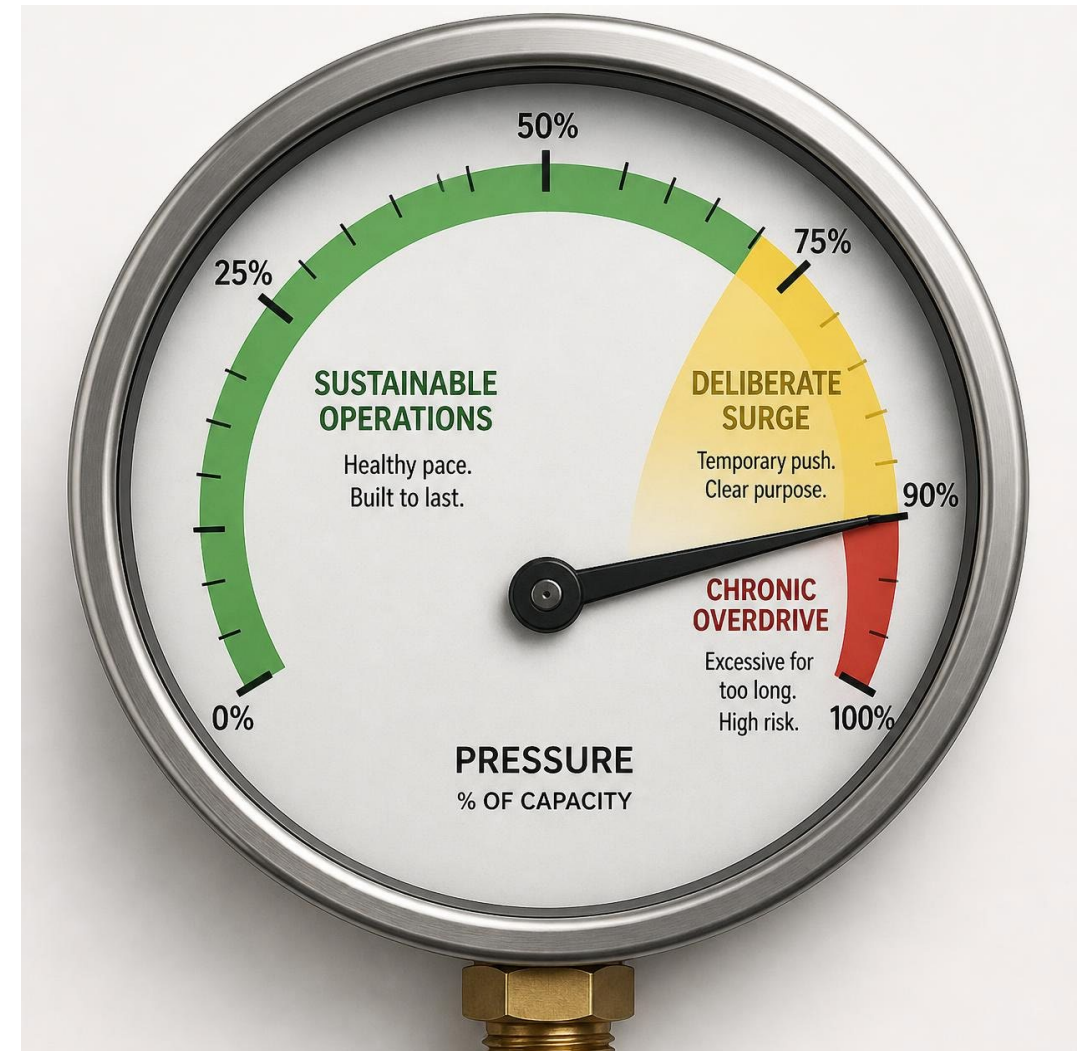


Strength Through
Unity Tour

Kimberly A. Mlinaz, JD
DAF
Negotiation & Dispute
Resolution



UNIFIED UNDER PRESSURE





You are the Credibility



70%

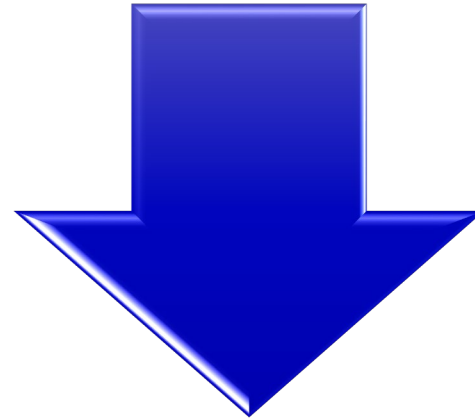
Do I feel heard?

+

Do I feel valued?

+

Do I contribute
meaningfully?

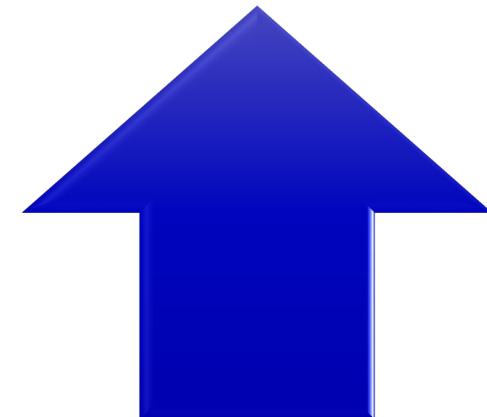
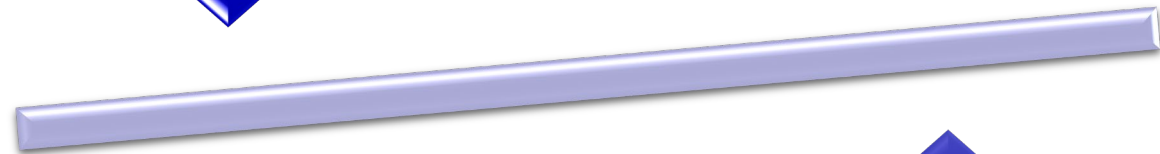


Social Media Narratives

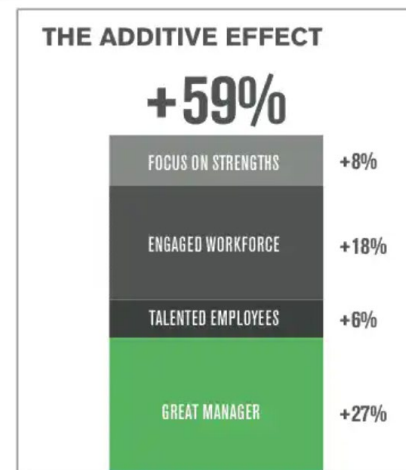
Declining Institutional Trust

The “Say-Do” Gap

Ops Tempo / Deployments / Manning



GALLUP®





Stress Lowers Our “Water Level”

Peer Friction

Miscommunication

Frustration



High Conflict Behaviors



Help Us Help You



Strength Through Unity Hurlburt
Field



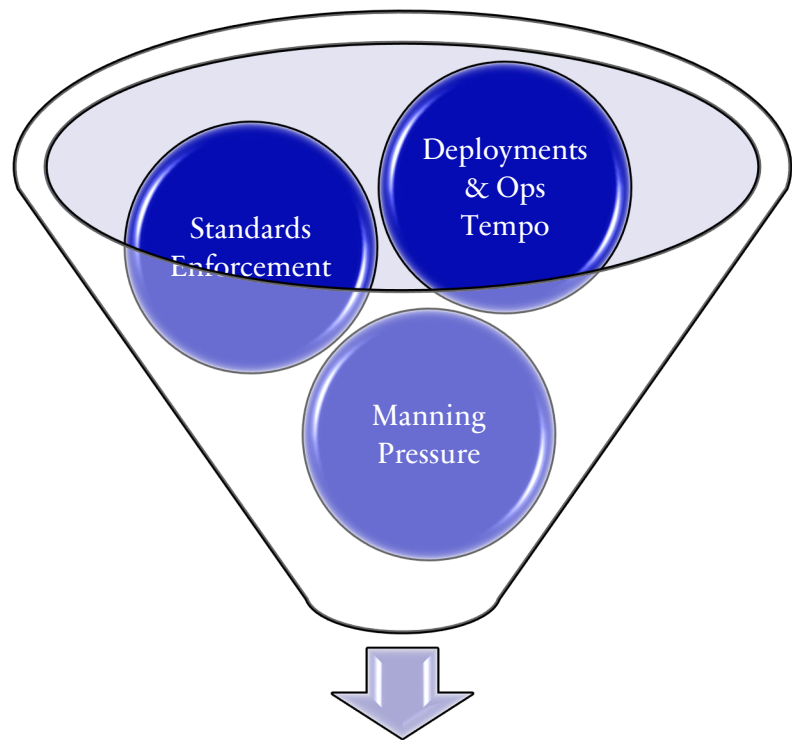
Checking the Water Level

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

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.



Align
Inquire
Move
BIFF / SLIC



Simulation

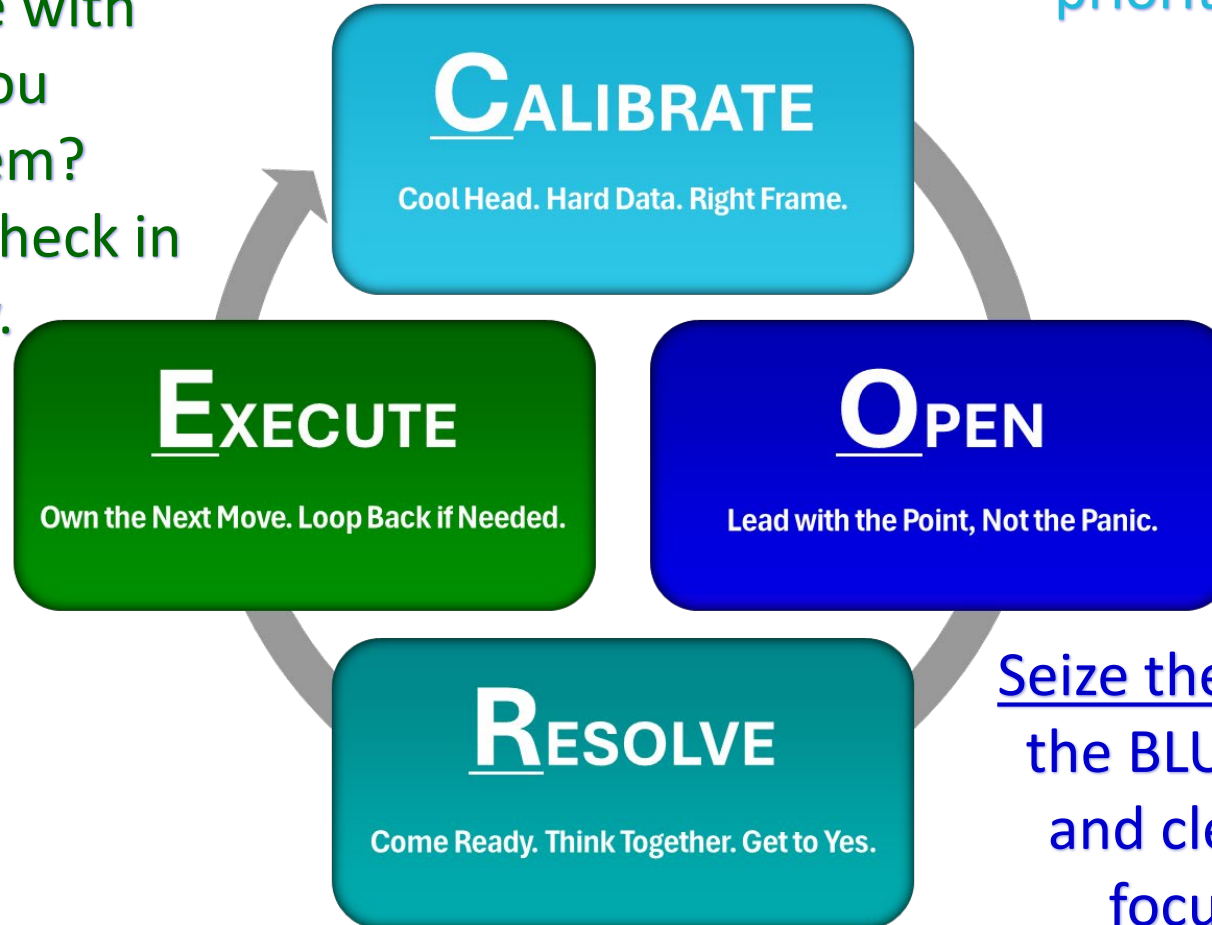


Your unit just got back from your third short notice deployment, and you are all exhausted. One of your hard chargers has started turning in late/sloppy work. When you went to talk to him about it, he was defensive – pointing out why it's not his fault, but otherwise evasive. As you walk away, you hear him mumbling under his breath about the non-stop BS around here, and you are not at all confident his performance is going to improve based on this conversation. What do you do next?

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.



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.



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

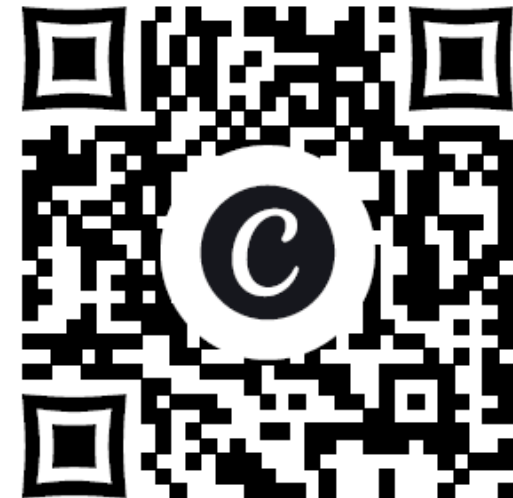


No endorsement intended.

Card 1: Write down one Airmen you need to have an “AIM” conversation with, and your first “Inquire” question. (Keep This)

Card 2: What is the biggest thing that might force you to be directive instead of coaching? (Turn this In)

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





Questions?



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