



# DAF Coaching Resources

## PROFESSIONAL COACHING SERVICES



### DAF Internal Coaching

- 360+ DAF-Trained coaches
- Available to Total Force
- Two cohorts annually
- Conflict Coaching available



### BetterUp

- 5000+ ICF-certified coaches
- WPM Assessment
- Available to Total Force
- License based



### Executive Coaching

- Exec coaching for Senior Leaders (GOs, SES, O6, CMSgt, GS15+)
- 360 assessments (LCP and Hogan)

\*= Reference to any specific company, products, processes, or services by trade name, trademark, manufacturer, or otherwise does not necessarily constitute or imply endorsement, recommendation, or favoring by the Department of the Air Force.

## COACH TRAINING



### DAF CCFC

- ICF-accredited coach training (80 hrs)
- Graduates coach for DAF internal
- Competitive Process (108 per year)



### Federal Coach Training

- ICF-accredited trainings
- Graduates coach for DoD community and DAF internal
- Competitive selection process



### Coaching Skills

- Offered through CLDS
- 3 performance coaching modules for all civilian grades who are current or aspiring supervisors



COACHING



# DEPARTMENT OF THE AIR FORCE

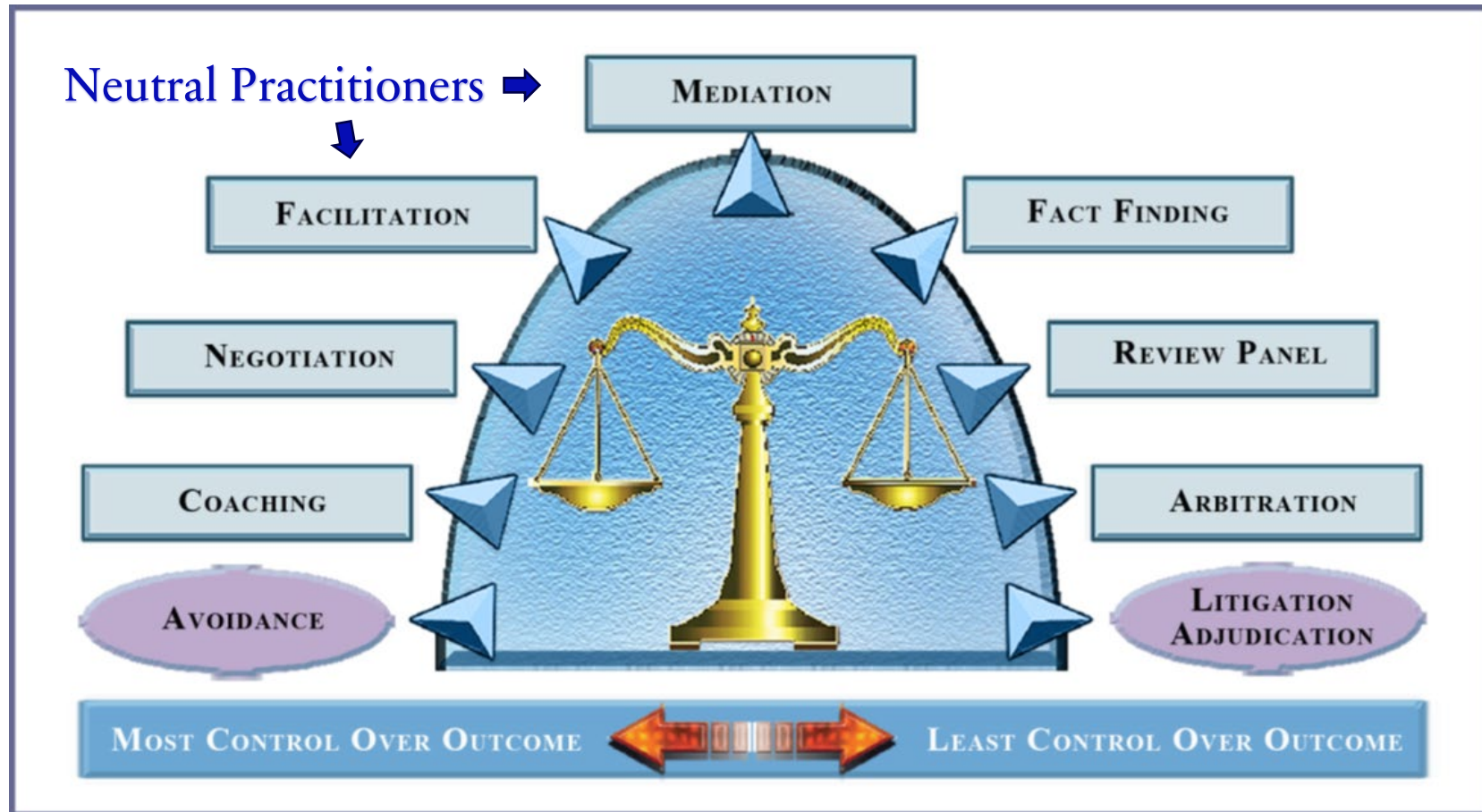
Proudly Announces the Launch of  
Workplace Conflict Coaching

Strengthen Your Leadership, Secure the Mission





# Dispute Resolution Spectrum



*Alternative Dispute Resolution Sample Spectrum*





# Contact Information



JBSA-LACKLAND  
1701 Kenly Avenue  
Building 2484, Suite 138  
JBSA-Lackland, Texas 78236  
Phone: 210-671-4284  
Email: 502abw.eo.Lackland@us.af.mil



JBSA-FORT SAM HOUSTON  
2428 Stanley Road  
Building 142  
JBSA-Fort Sam Houston, Texas 78234  
Phone: 210-221-7798  
502abw.eo.fsh@us.af.mil



JBSA-RANDOLPH  
355 B Street West, Suite 4  
JBSA-Randolph, Texas 78150  
Phone: 210-652-3749  
Email: 502abw.eo.Randolph@us.af.mil

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

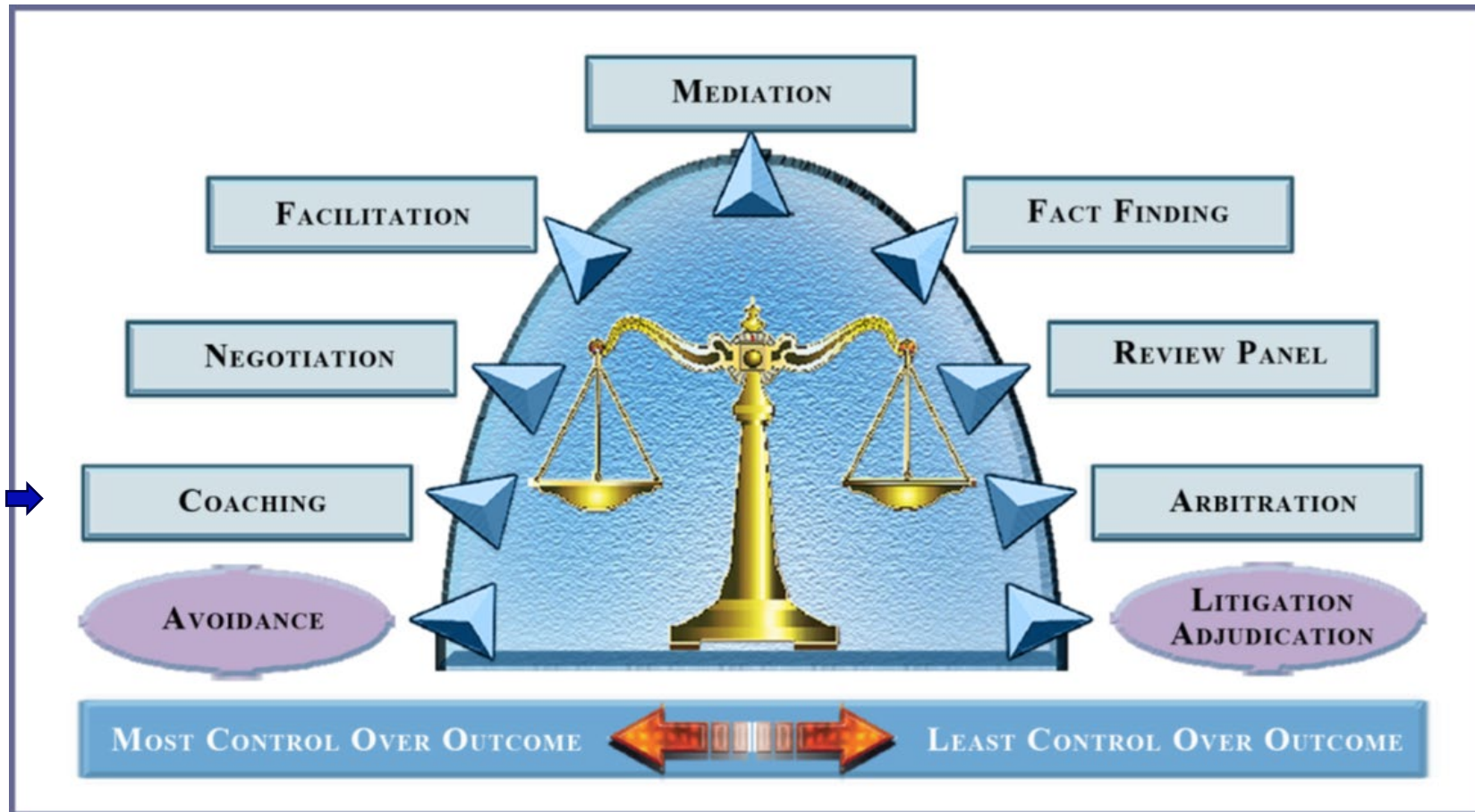




# Dispute Resolution Spectrum



Coaching Cadre →



*Alternative Dispute Resolution Sample Spectrum*



# Coaching Behavior Change Data (Year 3)

## Engagement: Satisfaction

Rich individual experiences are leading to introspection and personal growth

**79%** +1%  
YOY

Sessions rated as  
"Life-Changing" or "Amazing"

**97%** +2%  
YOY

"I gained a valuable insight from  
my session."

**93%** +2%  
YOY

"This session made me more  
effective at work."

**98%** -1%  
YOY

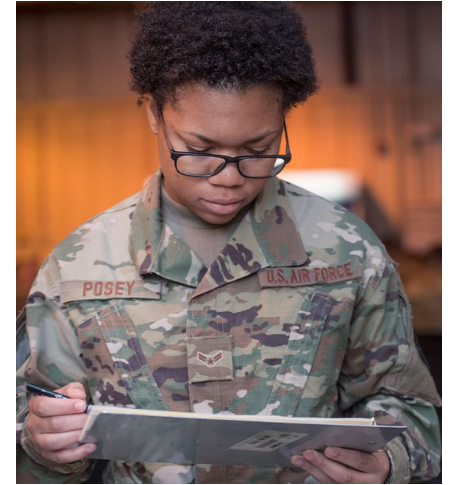
"BetterUp is a valuable use  
of time."

As a result of coaching, Airmen and Guardians report being...

**16% more resilient**

**19% more prepared to do wartime job**

**3% more committed to military career**



## Leadership Competencies

Competencies

Officer / Enlisted / Civilian

Developing Ideas	17%	22%	18%
Developing Self	18%	23%	19%
Developing Others	17%	19%	16%
Developing Organizations	22%	28%	22%

**79%**  
Report  
high or  
extreme  
influence on  
Resilience

**61%**  
Report  
high or  
extreme  
influence on  
Readiness

**57%**  
Report  
high or  
extreme  
influence on  
Retention

**31%**  
Report  
high or  
extreme  
influence on  
Recruiting

*Integrity - Service - Excellence*



# ***Executive Coaching***

- **Provides professional, executive coaching to senior leaders to both better develop individual capabilities and to create an enhanced culture of coaching within the DAF**
- **Part of DAF Senior Leader Development Portfolio (Flatter, Inc)**
- **Ten sessions over 12-month period with PCC-level coach**
- **Includes Leadership Circle Profile (LCP) 360 assessment and 60-minute feedback session**
- **Available to:**
  - **General Officers (O-7 to O-10), AD, AFR, and ANG**
  - **SES/DISES members (Tiers 1, 2, and 3)**
  - **Colonels (O-6), AD, AFR, and ANG**
  - **GS-15s**
  - **CMSgt, AD, AFR, and ANG**
- **Contact Senior Leader Management Teams for additional info (CFMs for GS-15)**





# What is Conflict Coaching



- **Formal Coaching:** A structured partnership where the coach leverages intentional conversations and thought-provoking questions to support individuals in achieving their goals, self-discovery, and unlocking their potential
- **Conflict Coaching:** Through a coaching framework, guides leaders to understand the dynamics of a conflict situation, identify possibilities for resolution, and enact a strategy for resolution.

Voluntary / Impartial / Confidential / Self-Determination





# Is Coaching the Right Tool?



## Who Might Seek a Conflict Coach:

- Managing an employee whose behavior is negatively impacting the mission
- Intervening with a team struggling to work together because of strained relationships
- Overcoming a tendency to avoid challenging conversations or getting “unstuck” from a difficult situation
- Transforming employee venting into productive, mission-enhancing change

## Who Might Need a Different Tool:

- The conflict is the subject of pending litigation where mediation/facilitation might be a more appropriate tool
- The leader may not be ready to consider alternative perspectives or be prepared to commit the time and resources toward working for resolution
- There is a larger systemic issue at play that must be addressed before progress is possible



# Web & Training Resources Tour



- NDR Program Website
  - [www.adr.af.mil](http://www.adr.af.mil)
- YouTube Channel
  - <https://www.youtube.com/@airforcenegotiationdispute8925>
- Air Force Negotiation Center
  - <https://www.airuniversity.af.edu/AFNC/>



# Main Webpage





NDR Value Proposition

Contact us today

Strengthen your leadership,  
Secure the Mission

Watch on  YouTube



Negotiate  
to accelerate  
mission success



Negotiate  
to accelerate  
mission success

In an environment where every Airman and Guardian must be performing at their full capacity to meet the pacing threat, engaged leaders understand how to use their influence to strengthen unit cohesion and achieve mission effectiveness. Discover how the [Negotiation and Dispute Resolution Program](#) can be your “secret weapon” for strategically shaping successful outcomes and delivering impactful results.

## STRENGTHEN YOUR LEADERSHIP, SECURE THE MISSION

I AM LOOKING TO . . .



Become a Better Negotiator



Level Up My Conflict Management Skills



Get Help Resolving Workplace Conflict



# Main Webpage — “Level Up”



## CONFLICT COACHING



### WHAT IS IT?

DAF leaders - across the force - may request confidential assistance in mitigating the conflict that crushes unit cohesion.

### REQUEST A CONFLICT COACH

You can request a conflict coach through your local NDR Manager. If you do not know who that is, contact your local Equal Opportunity Office for a referral. To learn more about other **DAF COACHING PROGRAMS:**



## EXECUTIVE SERVICES



### WHAT IS IT?

DAF Senior Leaders may request a consultation with the Director of Negotiation & Dispute Resolution to develop a multi-modal approach to resolving organization-level conflict.

### REQUEST A CONSULTATION



Access tools and resources to help you level-up your skill in resolving conflict:

### VIRTUAL TRAINING OPPORTUNITIES:



Two-Day Conflict Management & Dispute Resolution Course

### ON DEMAND RESOURCES:

Making an Impact: Influencing Team Unity Among Your Peers  
Video Checklist

Turning Straw into Goal: Secrets of Leading High Performing Teams  
Video Checklist

Step Up and Step In: When, Why, and How to Intervene in Conflict  
Video Checklist

Handle Toxic Work Relationships Like a Pro: Keep Civil When Others Do Not  
Video Checklist

Negotiating Difficult Conversations Video Checklist

The Question is the Answer: Get Results with Effective Questions  
Video Checklist

CONTACT US

<https://www.adr.af.mil/Conflict-Management-Skills/>



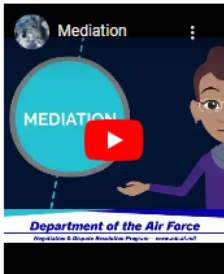


# Main Webpage — “Dispute Resolution”



## DAF MEDIATION

### WHAT IS IT?



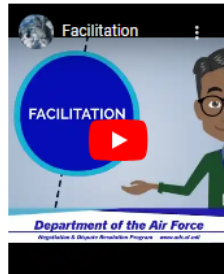
Mediation is a highly-structured process for resolving disputes and challenging disagreements, led by a certified neutral.

*Not only do DAF certified neutrals assist in the resolution of complaints against the Agency, they can help you resolve conflict in the workplace even before a complaint is filed. Keep reading to discover how you can maximize your chances of securing lasting, effective solutions.*



## DAF FACILITATION

### WHAT IS IT?



Facilitation is a flexible process for working out interpersonal conflicts at the earliest possible stage, with the help of a certified neutral.



*"At the Table" - On demand resources to help you prepare for a mediation or facilitation.*

#### PRE-MEDIATION PREPARATION:

Benefits of Mediation: Video Checklist

Mediation Process: Video FAQ

Preparing for Mediation: Video Checklist

#### MEDIATION COMPONENTS:

Opening Statement Instructional: Video Checklist

Opening Statement Demonstration: Video

Joint Discussion: Video Checklist

Caucus: Video Checklist

Option Building Instructional: Video Checklist

Option Building Demonstration: Video

<https://www.adr.af.mil/Workplace-Dispute-Resolution/>



# YouTube – Services

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



Air Force Negotiation & Dispute Resolution

youtube.com/@airforcenegotiationdispute8925

Search

NEGOTIATION & DISPUTE RESOLUTION

www.adr.af.mil

**Air Force Negotiation & Dispute Resolution Program**

@airforcenegotiationdispute8925 · 150 subscribers · 22 videos

More about this channel ...more

[adr.af.mil](http://adr.af.mil) and 1 more link

Customize channel Manage videos

Home Videos Playlists Community

**What We Do** ▶ Play all

**NDR Value Proposition**

Air Force Negotiation & Dispute R...  
2 views · 3 days ago

CC

**Mediation**

Air Force Negotiation & Dispute R...  
11 views · 3 days ago

CC

**Facilitation**

Air Force Negotiation & Dispute R...  
9 views · 3 days ago

CC

**Conflict Coaching**

Air Force Negotiation & Dispute R...  
8 views · 3 days ago

CC

**Videos Explaining What We do**



# YouTube – Services

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



## Preparing for Mediation ▶ Play all

Basics of why choose mediation, what the mediation process is and how to prepare for mediation.



### Benefits of Mediation

Air Force Negotiation & Dispute R...  
1.2K views • 4 years ago

CC



### Mediation Process

Air Force Negotiation & Dispute R...  
6.4K views • 4 years ago

CC



### Preparing for Mediation

Air Force Negotiation & Dispute R...  
368 views • 4 years ago

CC

Videos to Help the Parties  
Prepare for Mediation or  
Facilitation and What to  
Expect in Mediation

## More on Mediation Components ▶ Play all

More information on preparing for and participating in mediation components including opening statements, joint discussion, caucuses, and option-building.



### Opening Statement Demonstration

Air Force Negotiation & Dispute R...  
1.1K views • 4 years ago

CC



### Opening Statement Instructional

Air Force Negotiation & Dispute R...  
258 views • 4 years ago

CC



### Joint Discussion

Air Force Negotiation & Dispute R...  
206 views • 4 years ago

CC



### Caucuses

Air Force Negotiation & Dispute R...  
566 views • 4 years ago

CC



### Option Building Demonstration

Air Force Negotiation & Dispute R...  
253 views • 4 years ago

CC



### Option Building Instructional

Air Force Negotiation & Dispute R...  
174 views • 4 years ago

CC



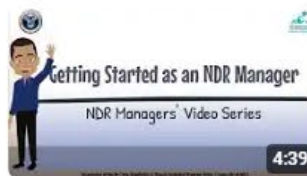


# YouTube – Services

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



## NDR Managers ▶ Play all



**Getting Started as an NDR Manager**  
NDR Managers' Video Series  
4:39

**Getting Started as an NDR Manager**  
Air Force Negotiation & Dispute R...  
31 views • 1 month ago  
CC



**NDR Manager Resources**  
NDR Managers' Video Series  
5:11

**Resources for NDR Managers**  
Air Force Negotiation & Dispute R...  
20 views • 1 month ago  
CC




**Mediator Recruitment**  
NDR Managers' Video Series  
5:27

**Mediator Recruitment for NDR Managers**  
Air Force Negotiation & Dispute R...  
25 views • 1 month ago  
CC


## General Training Videos on Conflict Management Topics

## Webinars ▶ Play all




**Making an Impact**  
Influencing Team Unity Among Your Peers  
43:20

**Making an Impact: Influencing Team Unity...**  
Air Force Negotiation & Dispute R...  
244 views • 4 years ago  
CC




**Turning Straw into Goal**  
Secrets of Leading High-Performing Teams  
50:05

**Turning Straw into Goal: Secrets of Leading High...**  
Air Force Negotiation & Dispute R...  
72 views • 4 years ago  
CC




**STEP UP & STEP IN**  
WHEN, WHY AND HOW TO INTERVENE IN CONFLICT  
55:02

**Step Up and Step In: When, Why and How to Intervene i...**  
Air Force Negotiation & Dispute R...  
121 views • 4 years ago  
CC




**Handle Toxic Work Relationships Like a Pro**  
Keep Civil When Others Do Not  
43:45

**Handle Toxic Work Relationships Like A Pro...**  
Air Force Negotiation & Dispute R...  
197 views • 4 years ago  
CC



**THE QUESTION IS THE ANSWER**  
46:20

**The Question is the Answer: Get Results with Effective...**  
Air Force Negotiation & Dispute R...  
123 views • 4 years ago  
CC



**Negotiating Difficult Conversation**  
Successful Strategies for Negotiating Difficult Conversations  
28:45

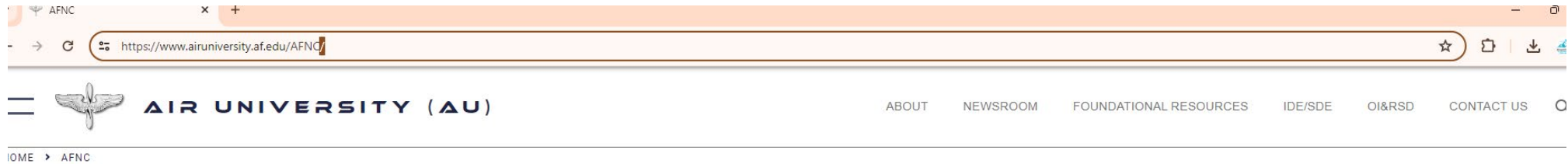
**Negotiating Difficult Conversation**  
Air Force Negotiation & Dispute R...  
160 views • 4 years ago





# Air Force Negotiation Center

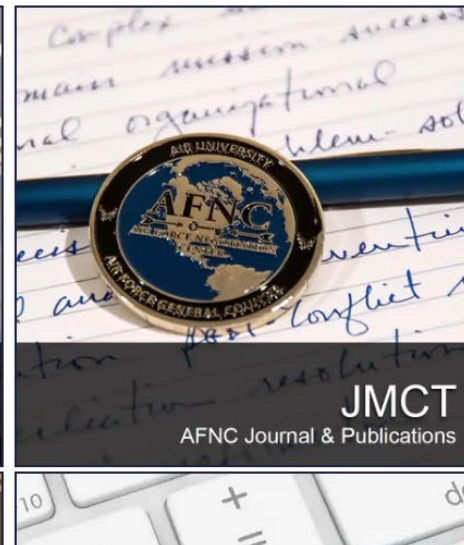
<https://www.airuniversity.af.edu/AFNC/>



UNITED STATES AIR FORCE  
**NEGOTIATION**  
CENTER

*at The Air University*

**START HERE**





# Air Force Negotiation Center

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



Air University (AU) > AFNC > Events

airuniversity.af.edu/AFNC/Events/

AIR UNIVERSITY (AU)

ABOUT

HOME > AFNC > EVENTS

UNITED STATES AIR FORCE  
**NEGOTIATION**  
CENTER

at The Air University

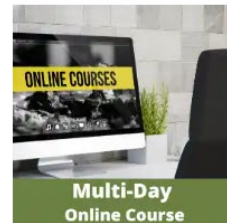
AFNC HOME ABOUT AFNC JMCT COURSES FACULTY CONTACT US STAY CONNECTED COLLABORATORS

## AFNC COURSES

### Available Courses



60 – 90 Min  
Webinars

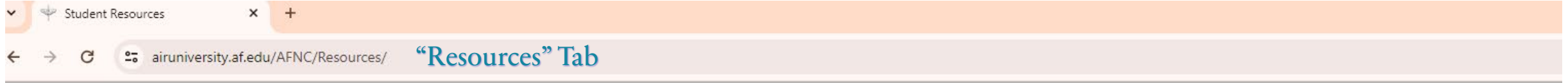


Multi-Day  
Online Course



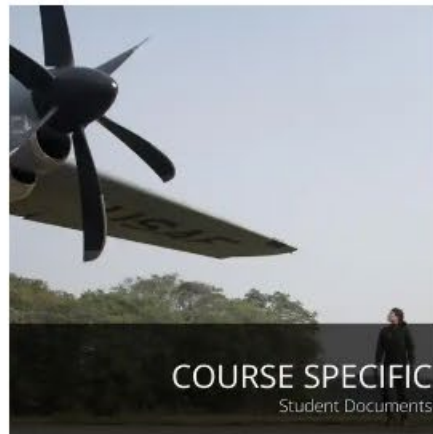
# Air Force Negotiation Center

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



HOME > AFNC > RESOURCES

## RESOURCES



QUICK LINKS

CAREERS

CONN





# Questions?



**Ms. Kimberly A. Mlinaz, J.D.**  
Director  
Negotiation & Dispute Resolution

(571) 256-6658 (DSN 260)

Cell: (202) 528-2470

[kimberly.mlinaz@us.af.mil](mailto:kimberly.mlinaz@us.af.mil)

YouTube:

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

LinkedIn:

<https://linkedin.com/in/Kimberly-Mlinaz>