



Please Tell Us...



Leader Perspectives on Resolving Workplace Conflict Survey



<https://forms.osi.apps.mil/r/w2kcJNdvCn>

Survey Control Number: DAF25-081GCA

Participation is voluntary and individual responses will be kept confidential

SPONSOR: SAF/GCA
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List of approved surveys:
<https://www.my.af.mil/gcss-af/USAF/content/valid>



**Strength Through
Unity Tour**

**Kimberly A. Mlinaz, JD
DAF
Negotiations & Dispute
Resolution**

LEADING THROUGH THE FIRE

The Emotional Landscape

What emotion is this? How does this manifest in the workplace?



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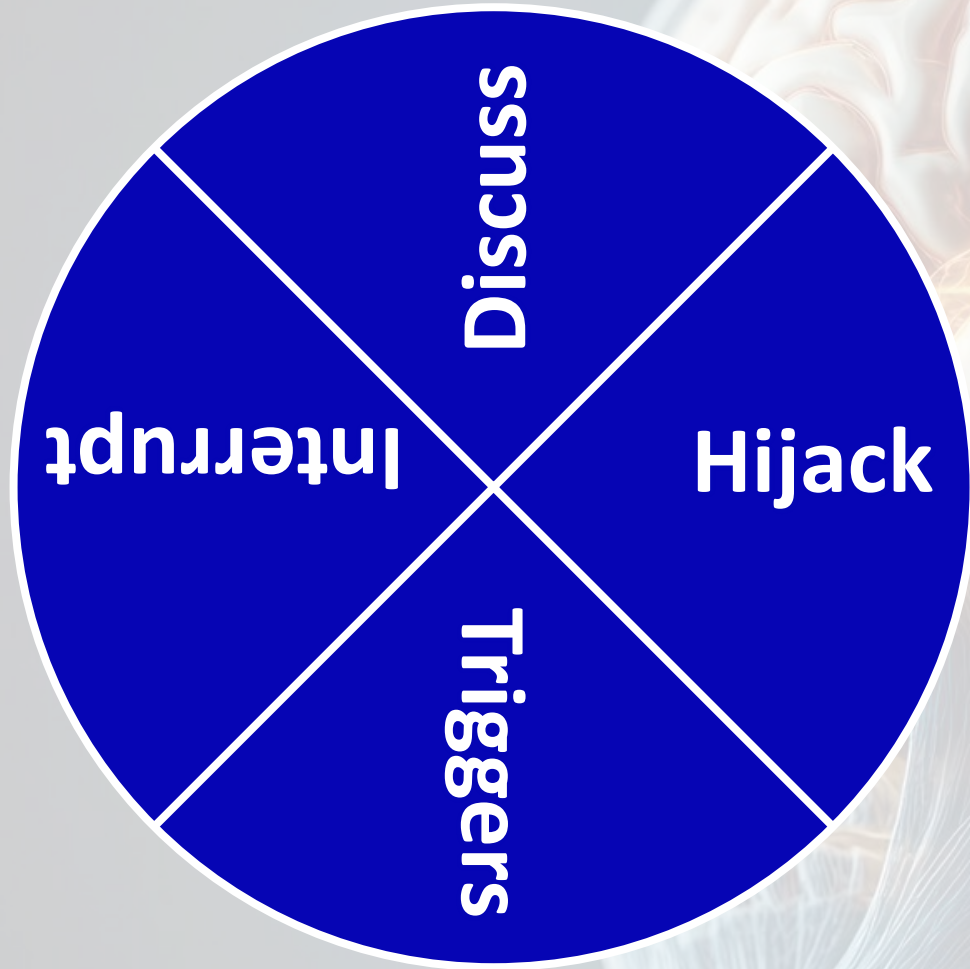
The Key to Emotion in the Workplace

- High-emotion conflict is a reality that leaders must address, not avoid
- Ignoring emotions is not a solution; it can actually escalate conflict and damage relationships.
- Your ability to navigate high-emotion conflict directly impacts trust, cohesion, and mission success.



Mastering Your Emotional Thermostat: Regulating Your Own Response

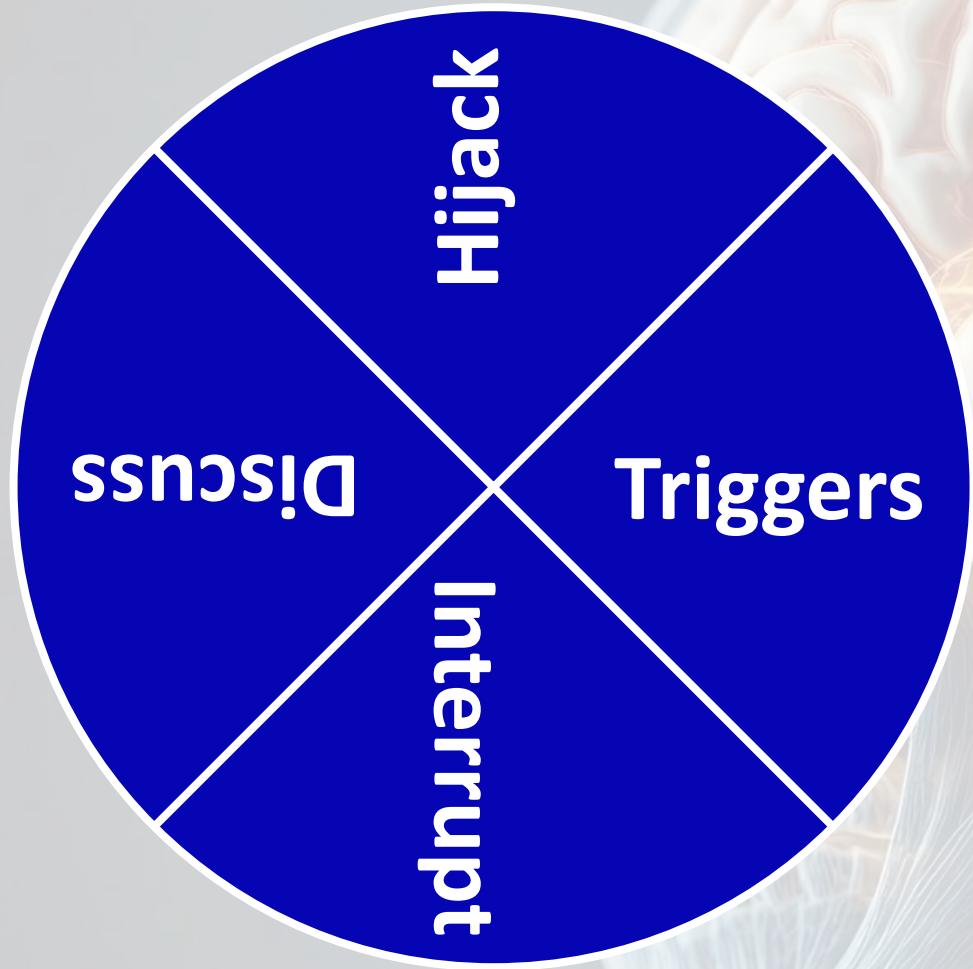
Skill 1: Recognize Amygdala Hijack



- Fight / Flight / Freeze Response
- Automatic / Unconscious
- Recall:
 - Battle Breathing
 - Tactical Pauses
 - Reframing the Battlefield

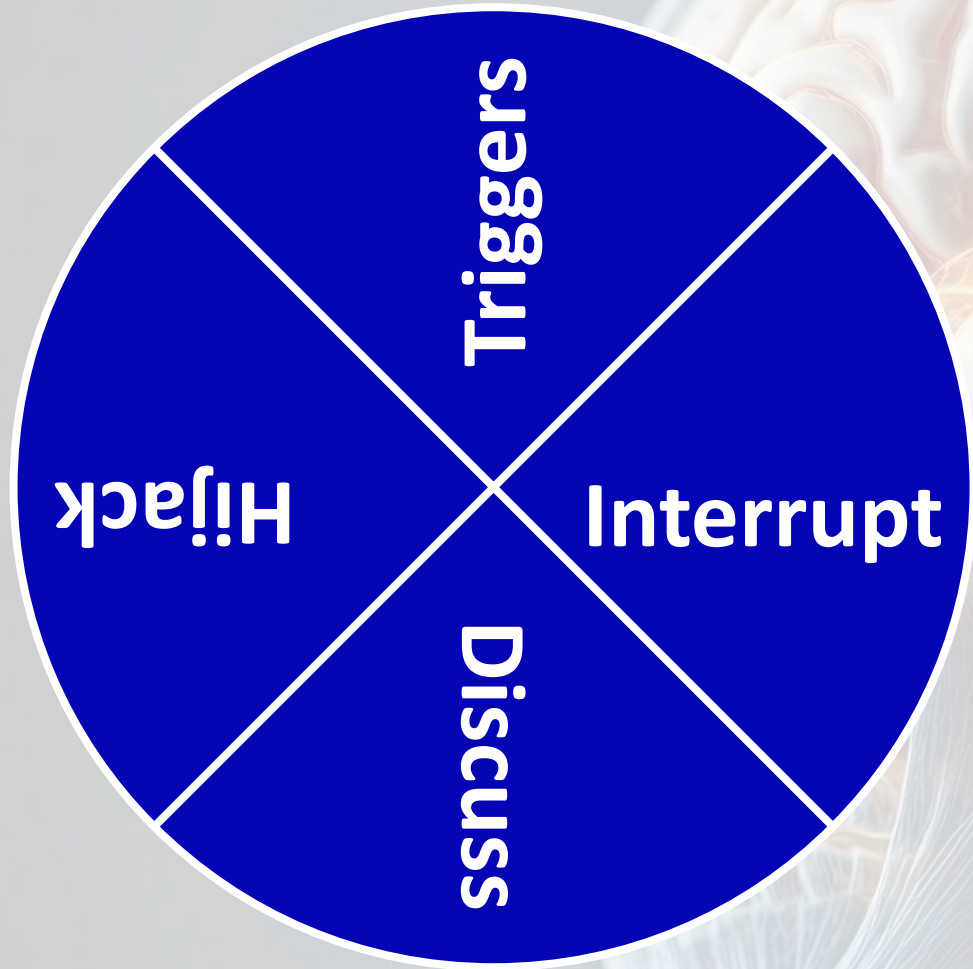
Activity: What is your “early warning sign?”

Skill 2: Understand Your Behavior Triggers



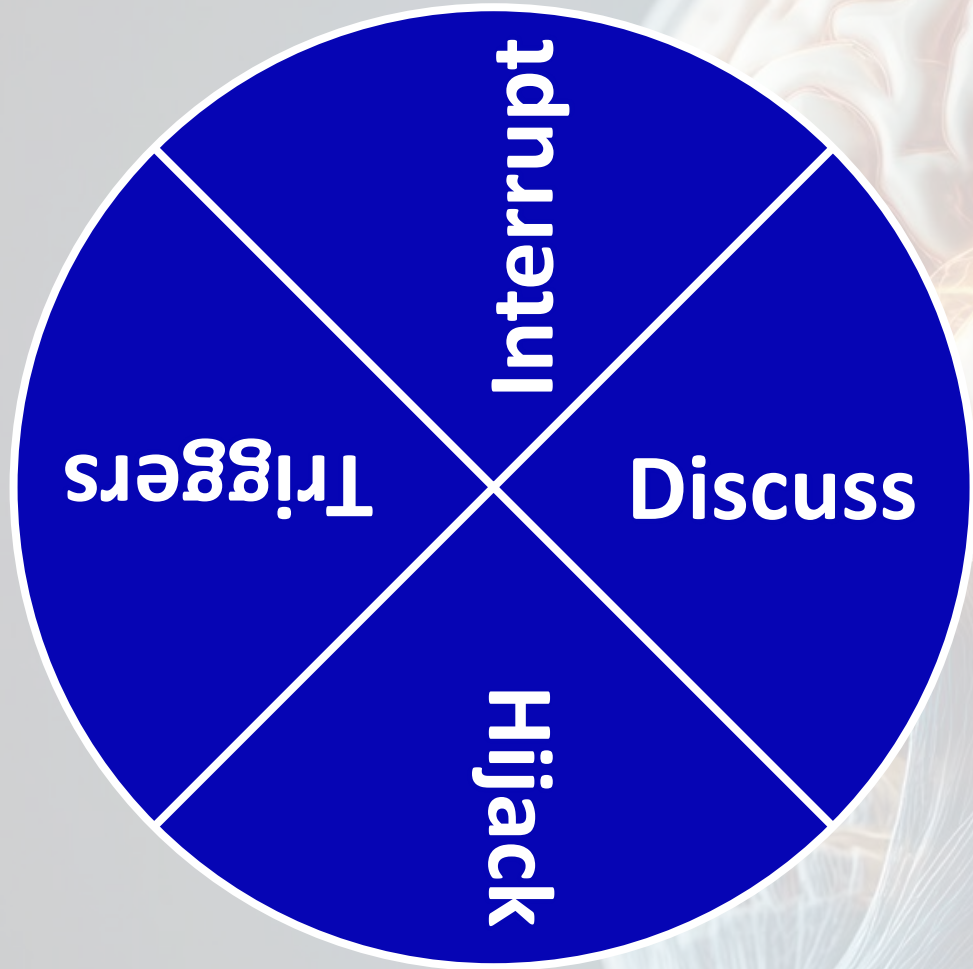
- Specific situations, words, or actions of others that tend to spark a response

Activity: Reflect on past conflicts and identify the specific behaviors that trigger responses in you. Consider why you might be responding that way.



Skill 3: Interrupting the Hijack Response

- Stop the Train
 - Combat breathing
 - Pattern interrupts
- Redirect the Train
 - Reframing
- Focus on Joint Problem-Solving



Small Group Discussion

When have you seen members of your team or perhaps peers in hijack response? What might you considering doing in the future to interrupt this pattern?

Key Learning Points

- Understanding the amygdala hijack and recognizing your personal signs of escalation are the first steps to managing your emotional response.
- Identifying your behavior triggers can help you anticipate and prepare for volatile situations.
- Interrupting the hijack response will help you regain control and make more rational decisions.

Navigating the
Emotion
Minefield:
Engaging
Others with
Courage and
Clarity



Acknowledge Emotions with Strategic Empathy

Def: Seeking to understand others and then strategically leveraging that understanding to make progress.

- Acknowledgment does not mean agreement
- “Facts vs. Feelings” – Both are essential for a full understanding and an effective resolution



Setting Boundaries & Maintaining Professionalism

- Assertive communication: “I” statements, expectations, and saying “no.”
- “Attack & Defend” Strategy
 - Refuse to engage in personal attacks
 - Focus on issues, not personality
 - Seek common ground and shared goals

3

Addressing Withdrawal & Inaction

- **Proactive Outreach: Intervention strategies, positive first contact**
- **“Opportunity to Talk Straight”**
 - **Share ideas without initial judgment**
 - **Honesty without fear of reprisal**
 - **Clarifying questions**

Support the “Engaged-Exhausted” Profile

- Recognize the signs of burnout: cynicism, performance issues, emotional control issues
- Provide support and resources:
 - Real conversation about workload
 - Access to helping resources
 - Negotiate time off if required

THREE PARTY SIMULATION

Airman: While you are the junior member of the team, you are the expert on this issue. At the staff meeting, your colleague Jake talked all over you, took credit for your ideas, and frankly misstated several key points. One mistake, if implemented, would jeopardize the project's success. Everyone congratulated Jake on a "job well done" as they left the meeting. You were already frustrated with Jake's behavior when, on your way to talk to your supervisor, you remembered Jake is up for the same "team leader" promotion you are. That frustration just became all out anger.

Key Learning Points

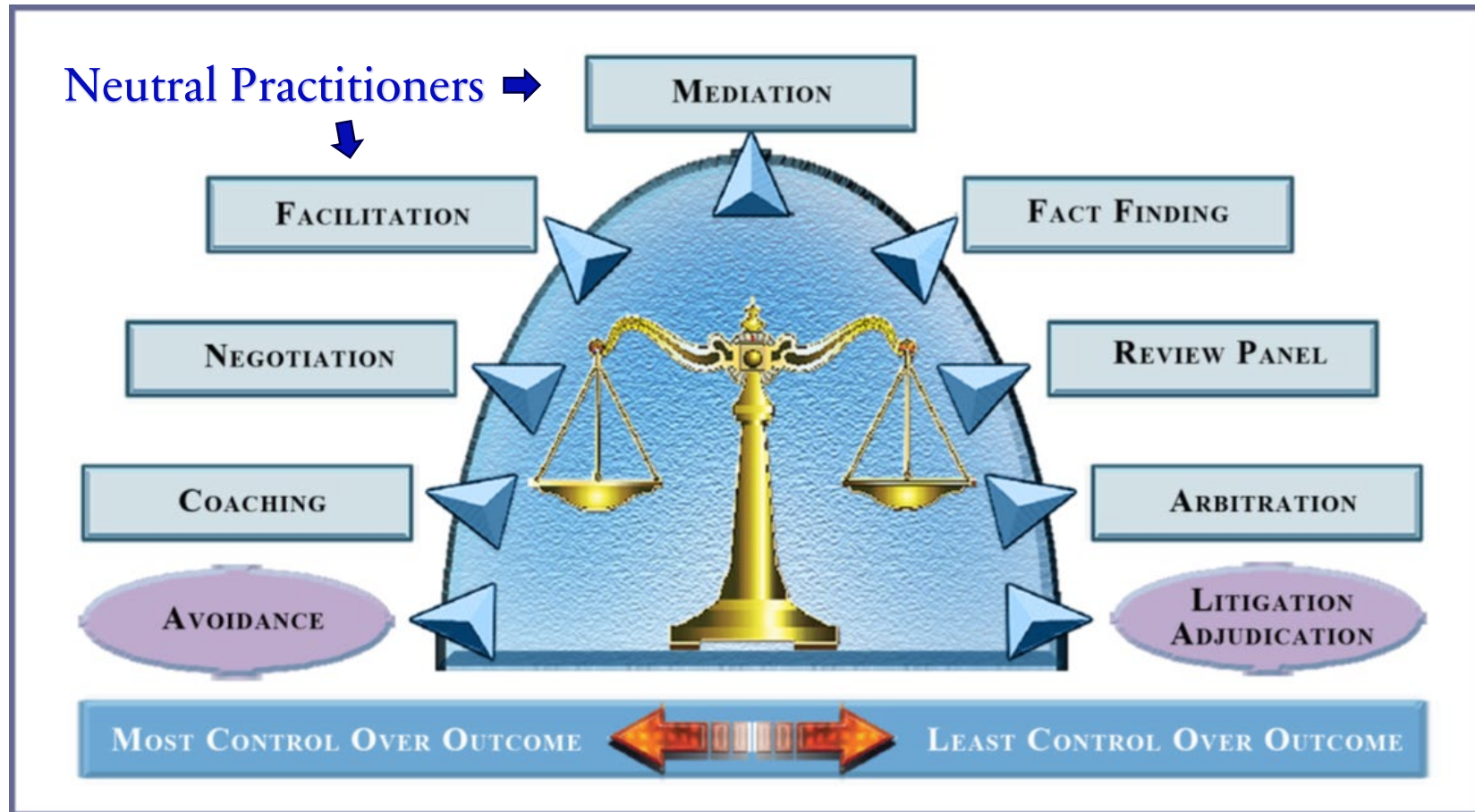
- Engaging with others to resolve high-emotion requires courage, clarity, commitment, and strategic empathy to influence and drive change.
- Setting boundaries, maintaining professionalism, and proactively addressing inaction are critical for maintaining team cohesion and performance.
- Supporting team members who are at risk of burnout is essential for maintaining a high-performing team.

Connecting to Resources and Commitment





Dispute Resolution Spectrum



Alternative Dispute Resolution Sample Spectrum



Certification for DAF Neutrals



DAFI 51-1201: “Certification at Level I is mandatory to mediate as a “lead” or solo mediator.”



**Well-Trained
Practitioners**

**Basic Mediation
Course**

**3 Evaluated Co-
Mediations**

**Good Ethical
Standing**

**Training is
Current**



Version 3 – 7 September 2022



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

Contact your local NDR Office for a Referral



JBSA 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

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Building 142

JBSA-Fort Sam Houston, Texas 78234

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JBSA-RANDOLPH

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JBSA-Randolph, Texas 78150

Phone: 210-652-3749

Email: 502abw.eo.Randolph@us.af.mil



Web & Training Resources Tour



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



Main Webpage



NEGOTIATION & DISPUTE RESOLUTION



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

<https://www.adr.af.mil>



Main Webpage — “Level Up”



CONFLICT COACHING



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:**



WHAT IS IT?

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



EXECUTIVE SERVICES



REQUEST A CONSULTATION

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.



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/>

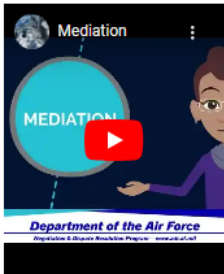


Main Webpage — “Dispute Resolution”



DAF MEDIATION

WHAT IS IT?



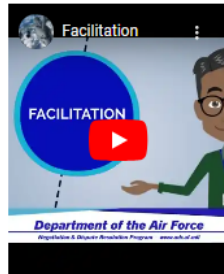
Mediation is a highly-structured process for resolving disputes and challenging disagreements, led by a certified neutral.

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

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NEGOTIATION & DISPUTE RESOLUTION

www.adr.af.mil

Air Force Negotiation & Dispute Resolution Program

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What We Do ▶ Play all

NDR Value Proposition

Air Force Negotiation & Dispute R...
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Mediation

Air Force Negotiation & Dispute R...
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Facilitation

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Conflict Coaching

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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

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1.2K views • 4 years ago

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Mediation Process

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Preparing for Mediation

Air Force Negotiation & Dispute R...
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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

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Opening Statement Instructional

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Joint Discussion

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Caucuses

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Option Building Demonstration

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253 views • 4 years ago

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Option Building Instructional

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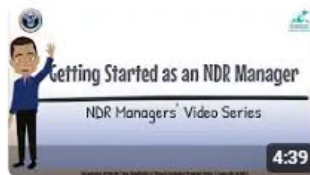


YouTube – Services

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

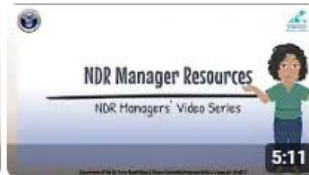


NDR Managers ▶ Play all



Getting Started as an NDR Manager

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Resources for NDR Managers

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Mediator Recruitment for NDR Managers

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Webinars ▶ Play all



Making an Impact: Influencing Team Unity...

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Turning Straw into Goal: Secrets of Leading High-...

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Step Up and Step In: When, Why and How to Intervene i...

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Handle Toxic Work Relationships Like A Pro...

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The Question is the Answer: Get Results with Effective...

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Negotiating Difficult Conversation

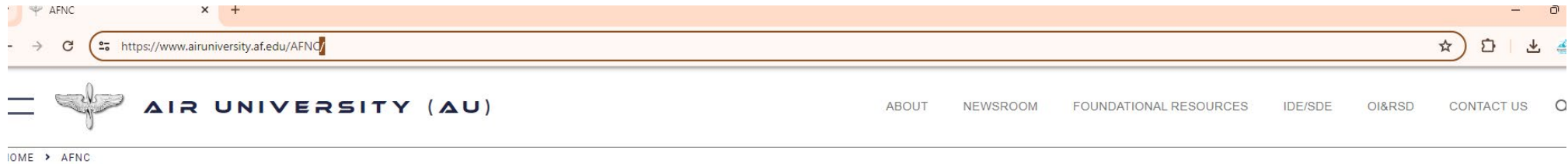
Air Force Negotiation & Dispute R...
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General Training Videos
on Conflict
Management Topics



Air Force Negotiation Center

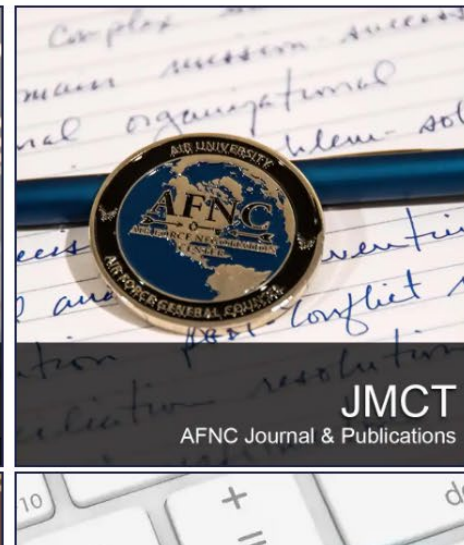
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UNITED STATES AIR FORCE
NEGOTIATION
CENTER

at The Air University

START HERE





Air Force Negotiation Center

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



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airuniversity.af.edu/AFNC/Events/

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UNITED STATES AIR FORCE
NEGOTIATION
CENTER

at The Air University

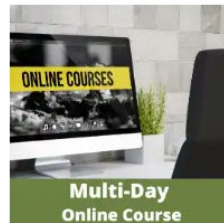
AFNC HOME ABOUT AFNC JMCT COURSES FACULTY CONTACT US STAY CONNECTED COLLABORATORS

AFNC COURSES

Available Courses



60 – 90 Min
Webinars

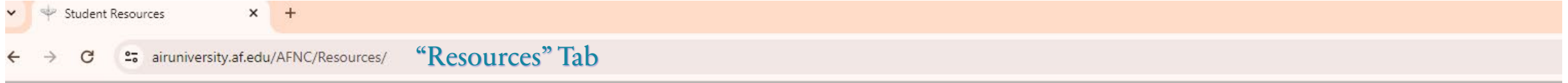


Multi-Day
Online Course



Air Force Negotiation Center

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

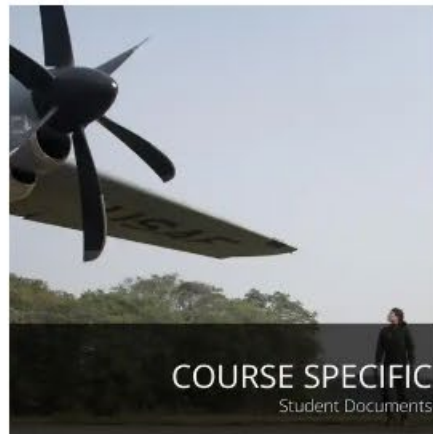


HOME > AFNC > RESOURCES

RESOURCES



CONFLICT MANAGEMENT
RESOURCES
Student Documents



COURSE SPECIFIC
Student Documents



RECORDED
Webinars/Lessons



Campus Resource
Center

QUICK LINKS

CAREERS

CONN



Unit Cohesion &
Operational
Effectiveness

Internal disputes lead to less efficient, less adaptable teams who are more prone to errors, directly impacting mission success.

Prevent Escalation
& Maintain
Discipline

Leaders must mitigate internal conflict before it leads to disciplinary problems and decreased morale for order and focus on the mission.

Promote a Positive
and Respectful
Workplace

Effective conflict mitigation promotes respect, which fosters teamwork and innovation, keeping the team forward-looking and engaged.

CALL TO ACTION

A photograph of a stealth bomber, likely a B-2 Spirit, parked on a runway at dusk. The aircraft is white and sleek, with a distinctive diamond-shaped nose. It is positioned in front of a large, modern hangar with a high, arched roof supported by numerous vertical pillars. The hangar's interior lights are on, illuminating the structure. The sky is a deep blue with some clouds, and the runway is lit up. Several ground crew members and service vehicles are visible around the aircraft.

Commit to practicing one specific skill for navigating high-emotion conflict in the next week.



Informal Course Feedback



Leading Through the Fire



<https://forms.osi.apps.mil/r/H17rryrcnT>



JBOSA Resources

www.adr.af.mil/JBOSA-STUT



Questions?



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Negotiation & Dispute Resolution

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