



Department of the Air Force

Negotiation & Dispute Resolution Program – www.adr.af.mil



Strength through Unity Tour

Stakeholder Networking to Explore Collaboration & Relationship Building

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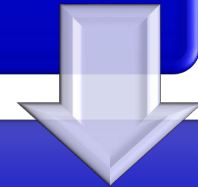
Roadmap



Conflict Mitigation & Performance –
Mission Impact



Partnership Opportunities



Early Intervention



Personal Safety &
Mission Success

Deterrence and
Preventing Future
Conflicts

Peace Through Strength

Protecting
American Values &
Way of Life



Performance Demands are Increasing



Operational Areas	Closer to Mainland China Taiwan Scenario				Farther from Mainland China Spratly Islands Scenario			
	1996	2003	2010	2017	1996	2003	2010	2017
1. Chinese air base attack	Dark Green	Dark Green	Yellow	Orange	Dark Green	Dark Green	Dark Green	Yellow
2. U.S. vs. Chinese air superiority	Dark Green	Light Green	Light Green	Yellow	Dark Green	Dark Green	Light Green	Light Green
3. U.S. airspace penetration	Light Green	Yellow	Yellow	Yellow	Dark Green	Dark Green	Dark Green	Light Green
4. U.S. air base attack	Yellow	Dark Green	Light Green	Light Green	Dark Green	Dark Green	Dark Green	Dark Green
5. Chinese anti-surface warfare	Dark Green	Light Green	Yellow	Orange	Dark Green	Dark Green	Light Green	Yellow
6. U.S. anti-surface warfare	Dark Green	Dark Green	Light Green	Light Green	Dark Green	Dark Green	Dark Green	Dark Green
7. U.S. counterspace	Orange	Orange	Yellow	Yellow	Orange	Orange	Yellow	Yellow
8. Chinese counterspace	Dark Green	Light Green	Yellow	Yellow	Dark Green	Light Green	Yellow	Yellow
9. U.S. vs. China cyberwar	Dark Green	Dark Green	Light Green	Light Green	Dark Green	Dark Green	Light Green	Light Green

“We must have high-performing, mission
– aligned programs at every level.”
- SECDEF

U.S. Capabilities		Chinese Capabilities	
Major advantage	Dark Green	Major disadvantage	Dark Green
Advantage	Light Green	Disadvantage	Light Green
Approximate Parity	Yellow	Approximate Parity	Yellow
Disdvantage	Orange	Advantage	Orange
Major disadvantage	Red	Major advantage	Red

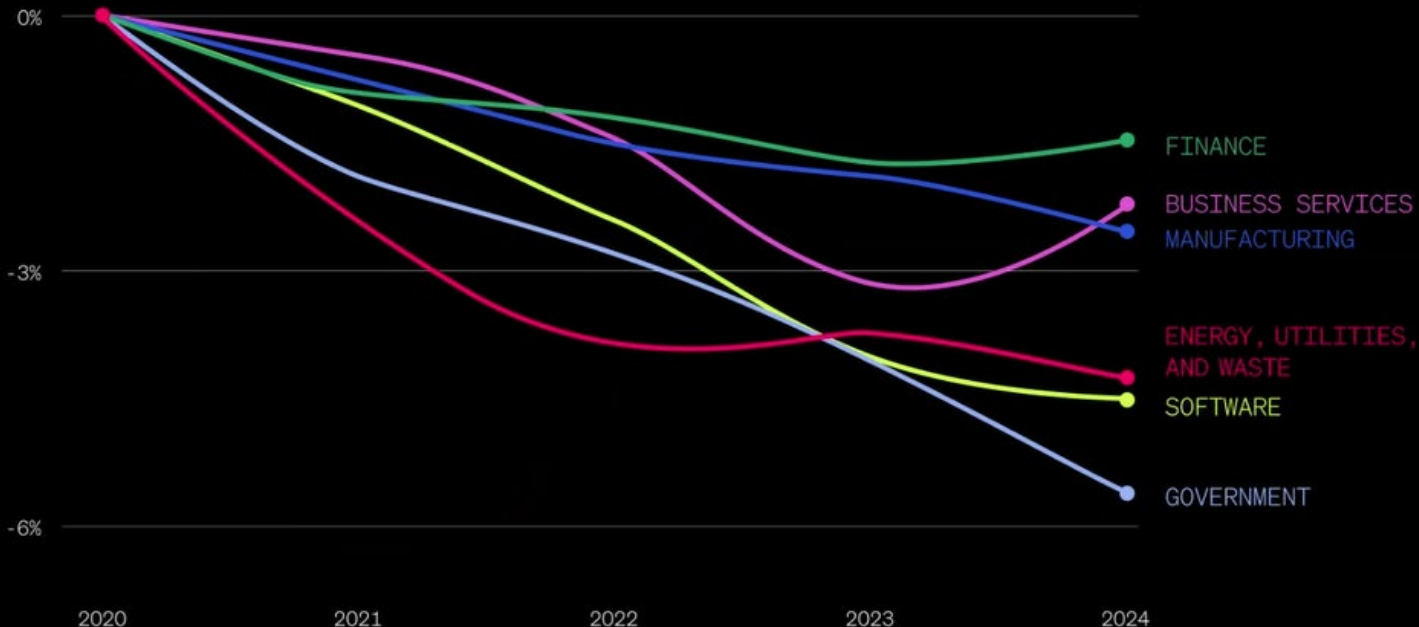
<https://www.rand.org/paf/projects/us-china-scorecard.html>



Global Performance is Declining



Declines in performance over time



Source: BetterUp Labs
Top six industries with the largest sample sizes in our database of over 410,000 employees from 2019-2024. Performance and its drivers, using the Whole Person Model (WPM) assessment, measures the mindsets, behaviors, and outcomes that are central to both personal well-being and success at work.

Increasing amount & pace of change.
Increasing complexity.
Increasing uncertainty.
Declining well-being.
And many other factors...

Better Up – 2024 Report



Modern Take on Performance



FUEL FOR PERFORMANCE

Motivation

Optimism

Agency



PERFORMANCE MODES

Basic

- Focus

Collaborative

- Champion Others
- Alignment

Adaptive

- Creativity
- Connectivity
- Agility

High Performer



How Does Unresolved Workplace Conflict “Drain the Fuel”



Motivation

- Energy depletion
- Reduced job satisfaction
- Decreased productivity
- Increased absenteeism and turnover
- Fear of retaliation or negative consequences

Optimism

- Constant stress and negativity
- Learned helplessness
- Cynicism and distrust
- Dwelling on the problem instead of focusing on solutions

Agency

- Erosion of self-efficacy
- Increased stress and cognitive impairment
- Limited growth and development opportunities
- Exclusion from decision-making
- Micromanagement



Put on Your Oxygen Mask First...



Self-Compassion

☐

- ☐ Positive self-talk
- ☐ Self-awareness
- ☐ Prioritize self-care

Emotional Regulation

☐

- ☐ Label your thoughts and feelings
- ☐ Look for a brief distraction
- ☐ Leverage imagery

Cognitive Agility

☐

- ☐ Regularly re-prioritize
- ☐ Reframe stressful situations
- ☐ Reflect on choices

Engaged exhausted profile:
Purpose, Meaning, Get it Done Attitude



The Value Proposition

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



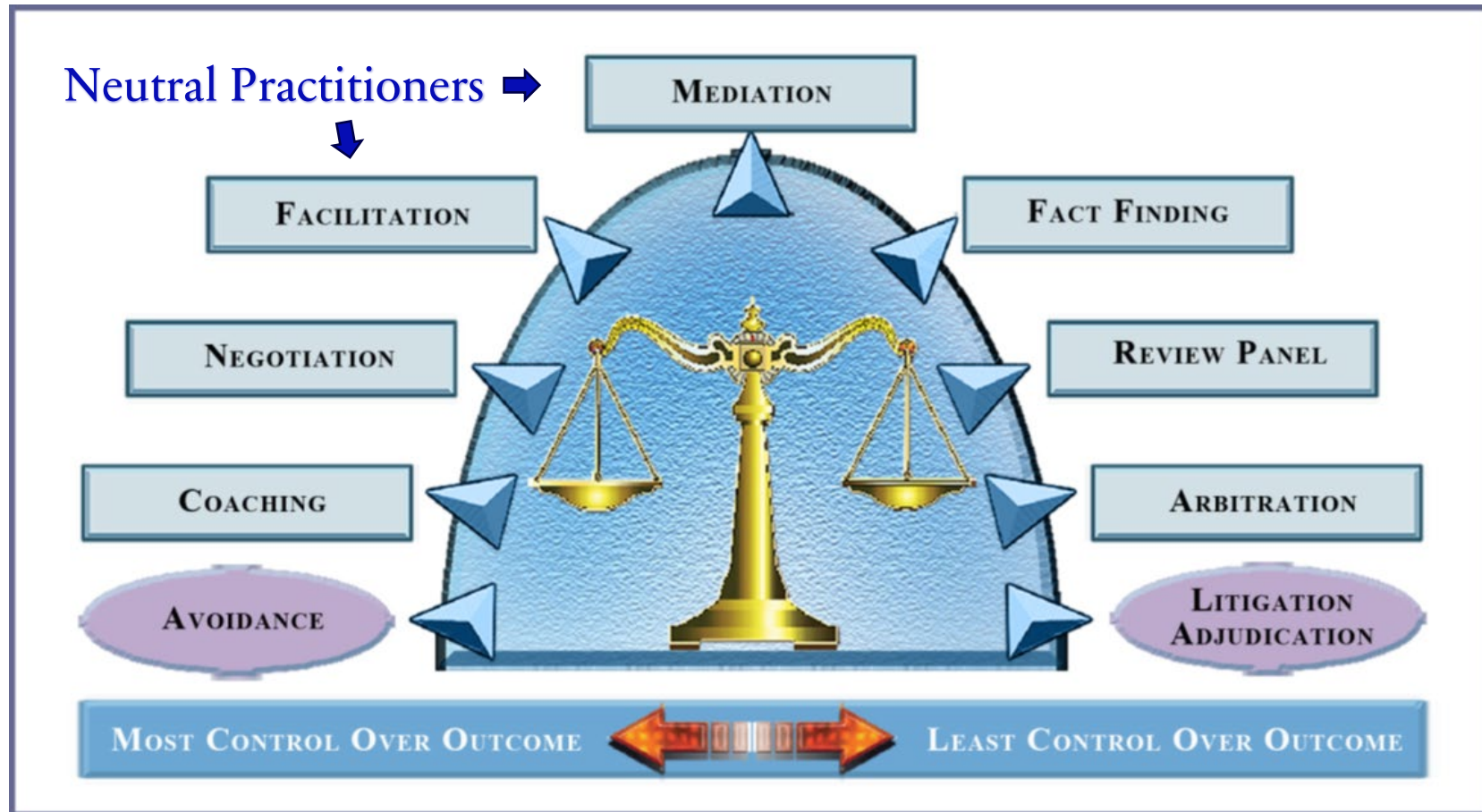
The Value
Proposition

www.adr.af.mil





Dispute Resolution Spectrum



Alternative Dispute Resolution Sample Spectrum



Qualification Requirements for Neutrals



Basic Mediation
Course

DAF

DA

Basic Mediation
Course

Evaluated
Activities

3 Evaluated Co-
Mediations

Mediate at Least
1x/Quarter

Good Ethical
Standing

Good Ethical
Standing

Training is
Current

DA ADR
Quarterly Trg.





Discussion



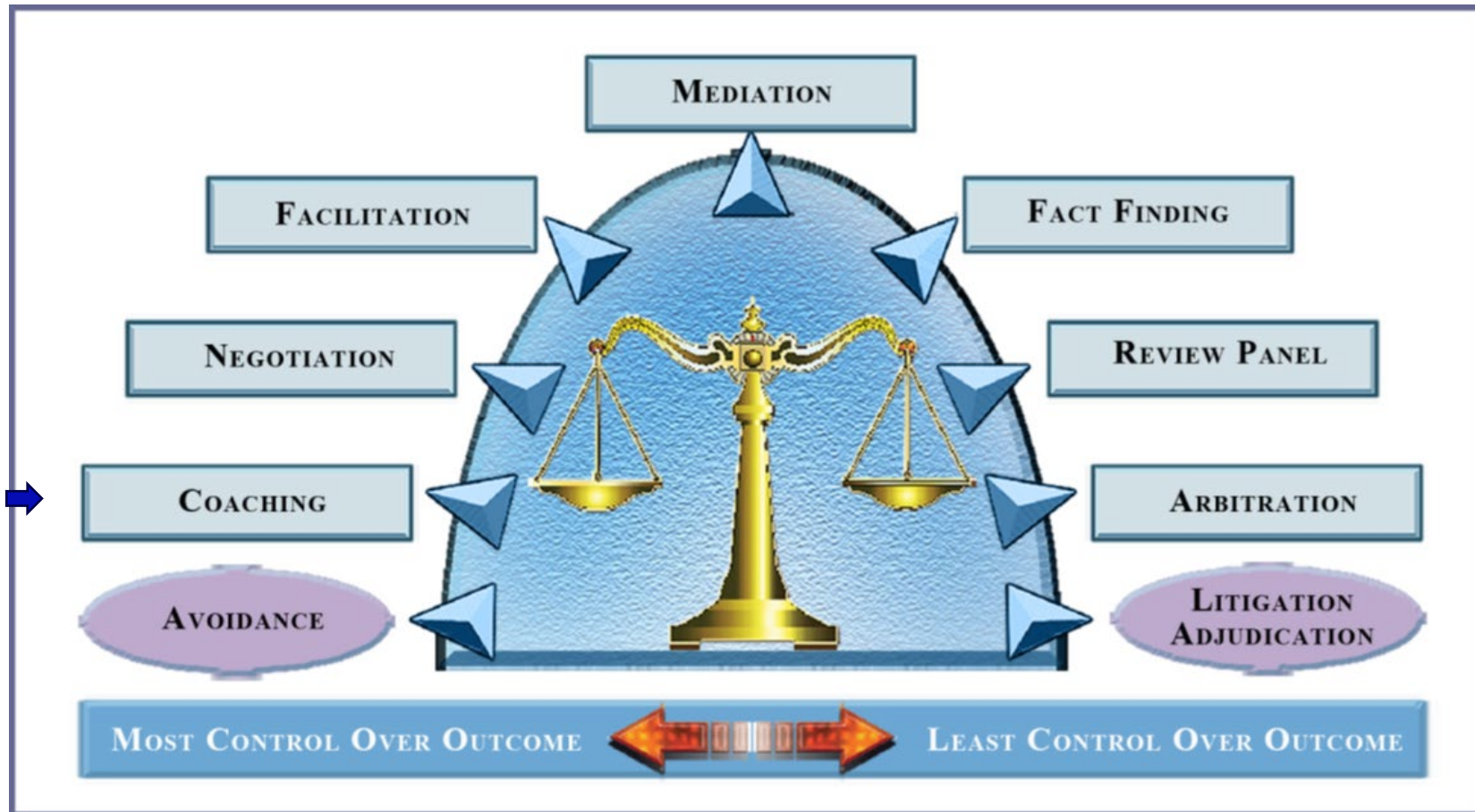
Where might you and/or your clients
benefit from access to Certified
Neutrals for Mediation or Facilitation?
How does the joint environment
impact this?



Dispute Resolution Spectrum



Coaching Cadre →



Alternative Dispute Resolution Sample Spectrum



COACHING



DEPARTMENT OF THE AIR FORCE

Proudly Announces the Launch of
Workplace Conflict Coaching

Strengthen Your Leadership, Secure the Mission





Conflict Coaching



<https://www.youtube.com/watch?v=c3b1ent4F-M>



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



Discussion



Where might you and/or your clients benefit from access to Conflict Coaching? What joint assets are available?



Discussion



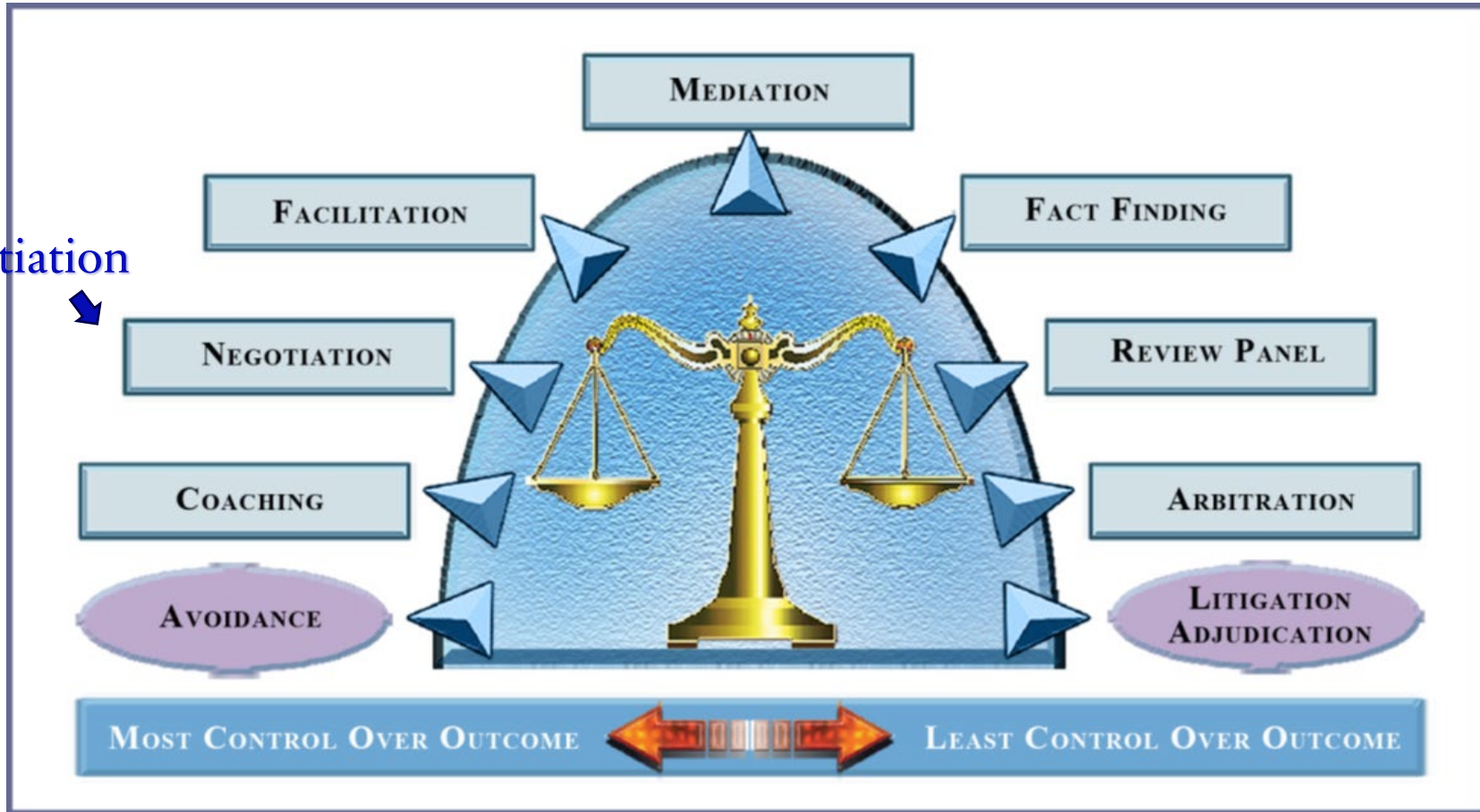
How might your organizations partner and/or share resources to inspire leaders to engage in conflict mitigation sooner and more effectively, especially in this joint environment?



Dispute Resolution Spectrum



Assisted Negotiation



Alternative Dispute Resolution Sample Spectrum



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/>
- NDR Program HQ Workflow
 - SAF.NDR.Workflow@us.af.mil



Main Webpage



NDR Value Proposition

Contact us today

Strengthen your leadership,
Secure the Mission

Watch on YouTube

Watch later

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



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/>

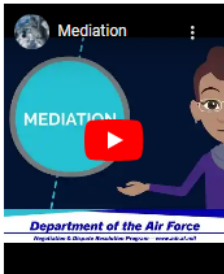


Main Webpage — “Dispute Resolution”



DAF MEDIATION

WHAT IS IT?



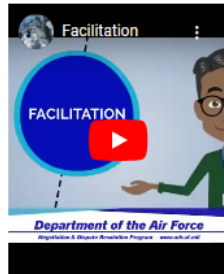
Mediation is a highly-structured process for resolving disputes and challenging disagreements, led by a certified neutral.

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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Search

NEGOTIATION & DISPUTE RESOLUTION

www.adr.af.mil

Air Force Negotiation & Dispute Resolution Program

@airforcenegotiationdispute8925 · 150 subscribers · 22 videos

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adr.af.mil and 1 more link

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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

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Conflict Coaching

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

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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

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

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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

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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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1.1K views • 4 years ago

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Opening Statement Instructional

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

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Joint Discussion

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

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Caucuses

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

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Option Building Demonstration

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

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Option Building Instructional

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

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YouTube – Services

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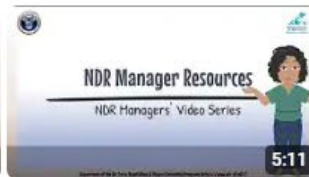


NDR Managers ▶ Play all



Getting Started as an NDR Manager

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

Air Force Negotiation & Dispute R...
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Mediator Recruitment for NDR Managers

Air Force Negotiation & Dispute R...
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Webinars ▶ Play all



Making an Impact: Influencing Team Unity...

Air Force Negotiation & Dispute R...
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Turning Straw into Goal: Secrets of Leading High-...

Air Force Negotiation & Dispute R...
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Step Up and Step In: When, Why and How to Intervene i...

Air Force Negotiation & Dispute R...
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Handle Toxic Work Relationships Like A Pro...

Air Force Negotiation & Dispute R...
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The Question is the Answer: Get Results with Effective...

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Negotiating Difficult Conversation

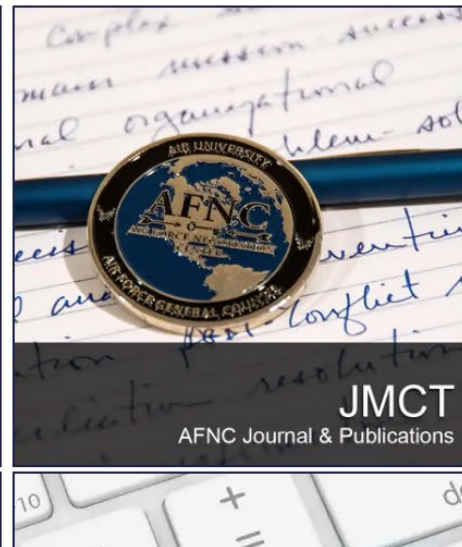
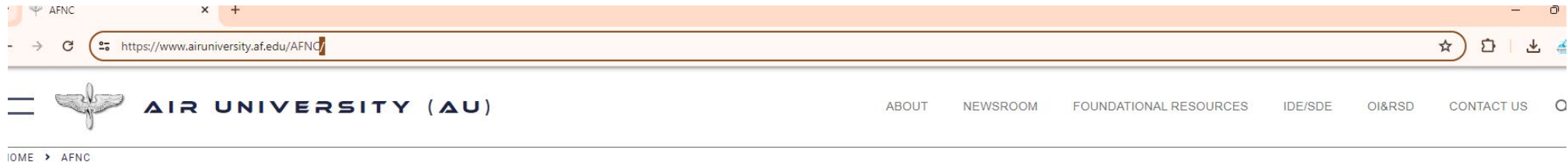
Air Force Negotiation & Dispute R...
160 views • 4 years ago

General Training Videos
on Conflict
Management Topics



Air Force Negotiation Center

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





Air Force Negotiation Center

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



Air University (AU) > AFNC > Events

airuniversity.af.edu/AFNC/Events/

AIR UNIVERSITY (AU)

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UNITED STATES AIR FORCE
NEGOTIATION
CENTER

at The Air University

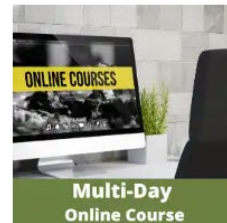
AFNC HOME ABOUT AFNC JMCT COURSES FACULTY CONTACT US STAY CONNECTED COLLABORATORS

AFNC COURSES

Available Courses



60 – 90 Min
Webinars

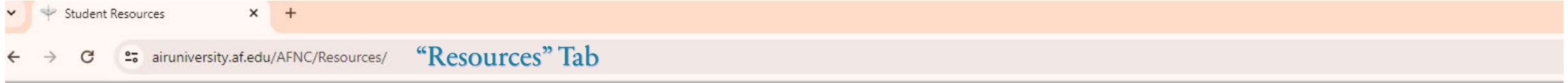


Multi-Day
Online Course



Air Force Negotiation Center

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

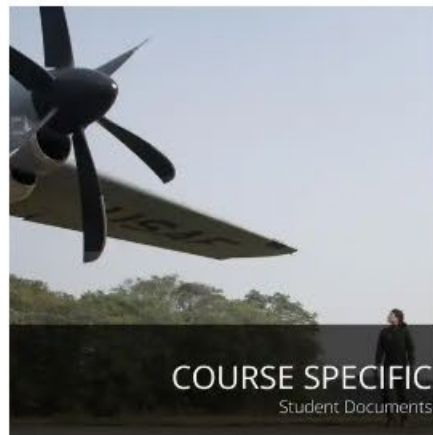


HOME > AFNC > RESOURCES

RESOURCES



CONFLICT MANAGEMENT
RESOURCES
Student Documents



COURSE SPECIFIC
Student Documents



RECORDED
Webinars/Lessons



Campus Resource
Center

QUICK LINKS

CAREERS

CONN



JBSA Contact Information



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JBSA-Fort Sam Houston, Texas 78234

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502abw.eo.fsh@us.af.mil

JBSA-RANDOLPH

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JBSA-Randolph, Texas 78150

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

Army ADR Program

- ADR Program Director: Mark Toole
mark.w.toole.civ@army.mil
- ADR Program Coordinator: Valaria (Ria) Johnson
Valaria.r.johnson.civ@army.mil
- Organizational mailbox: usarmy.pentagon.hqda-ogc.mbx.adr@army.mil
- ADR Website (Updating): [https://ogc.altess.army.mil/Alternative Dispute Resolution](https://ogc.altess.army.mil/Alternative%20Dispute%20Resolution)



Informal Course Feedback



Stakeholder Session



JB SA Resources

<https://forms.osi.apps.mil/r/tW7WjaAsxC>

www.adr.af.mil/JBSA-STUT



Questions?



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Negotiation & Dispute Resolution

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