



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

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

A person in a military uniform is seen from behind, sitting on the edge of a dark, rocky cliff. They are looking up at a vast night sky filled with stars and a bright, glowing nebula or galaxy. The overall color palette is dominated by deep blues and blacks, with the light from the stars providing a stark contrast.

Strength Through  
Unity Tour

Kimberly A. Mlinaz, JD  
DAF  
Negotiation & Dispute  
Resolution

STRENGTH STARTS WITHIN

**Reflect on a time when a supervisor's positive action or support significantly impacted you.**



**Leadership is Influence: you  
already possess the things that  
make you a strong leader and  
you have the power to  
positively impact your team's  
resilience and performance,  
even under pressure.**





# Mastering Your Inner Fortress: Building Mental Toughness

# TOOL 1: Tactical Pauses

Activity: Combat Breathing

Application: How can this tool help you regain composure, reduce reactivity, and improve decision-making in high-stakes situations?

# TOOL 2: Reframing the Battlefield

Activity: Cognitive Reframing

Application: How can we connect mental toughness to the idea of “optimism in motion?” How can this help us to reinforce unit cohesion and mission effectiveness?

# TOOL 3: Recognize & Celebrate Victories

Activity: Mission Debrief – Write down 3 recent accomplishments, either work or personal

Application: How can acknowledging successes boost morale, reduce stress, and improve overall wellbeing, contributing to stronger, more resilient teams?

# SMALL GROUP DISCUSSION

**Discuss how using personal strategies for mental toughness can help you be a more effective leader in demanding, uncertain environments.**

# Key Learning Points

- Resilience is not about avoiding stress; it's about developing the skills to dominate it effectively
- Small, consistent self-strengthening practices can have a significant impact on your overall well-being and leadership effectiveness
- Your mental and emotional health is a strategic advantage that directly impacts mission success



# Coaching for Peak Performance: The GROW Model



# Goal

What do you want to achieve?

# Reality

Where are you now?

# Options

What could you do?

# Will

What will you do?



Goal Setting

## TECHNIQUE: SMART Goals

Framework

Specific

Measurable

Achievable

Relevant

Time-Bound

## ACTIVITY: Practice In Pairs

Help each other set a SMART goal related to a current work challenge in your organization.



Reality Check

## TECHNIQUE: Clarification

Understand the current situation  
with objectivity & honesty.

Clarifying Questions

Gathering Data


Seeking feedback

## ACTIVITY: Practice in Pairs

Practice asking questions to help  
the other assess the current reality  
of their chosen challenge.



Explore Options



TECHNIQUE: Option-Building  
Brainstorm a range of potential solutions, without judgment.  
Then, consider the pros and cons of each option.  
Encourage creative thinking throughout.

ACTIVITY: Practice in Pairs  
Brainstorm potential solutions to the chosen challenge.



Establish Will

## TECHNIQUE: Commit

Develop a course of action and a plan for implementation.

Don't forget to include:

Identification of obstacles

Contingency plans

Accountability measures

## ACTIVITY: Practice in Pairs

Discuss potential roadblocks to the options, then commit to a path ahead – consider accountability.

# Key Learning Points

- The “GROW” model provides a structured framework for effective coaching conversations.
- By helping your team members work through this problem-solving process, you empower them to take ownership and help them achieve peak performance.
- Coaching skills are a powerful tool for building resilience, fostering cohesion, and enhancing mission effectiveness.



# Connecting to Resources & Commitment



- DAF
- Coaching
- Conflict Coaching
- Training Resources



# 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 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

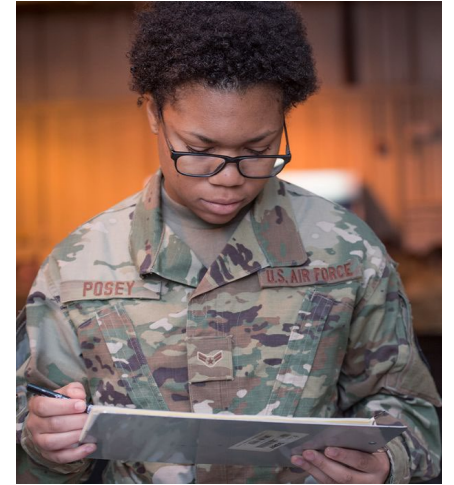
"BetterUp is a valuable use  
of time."

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



# ***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



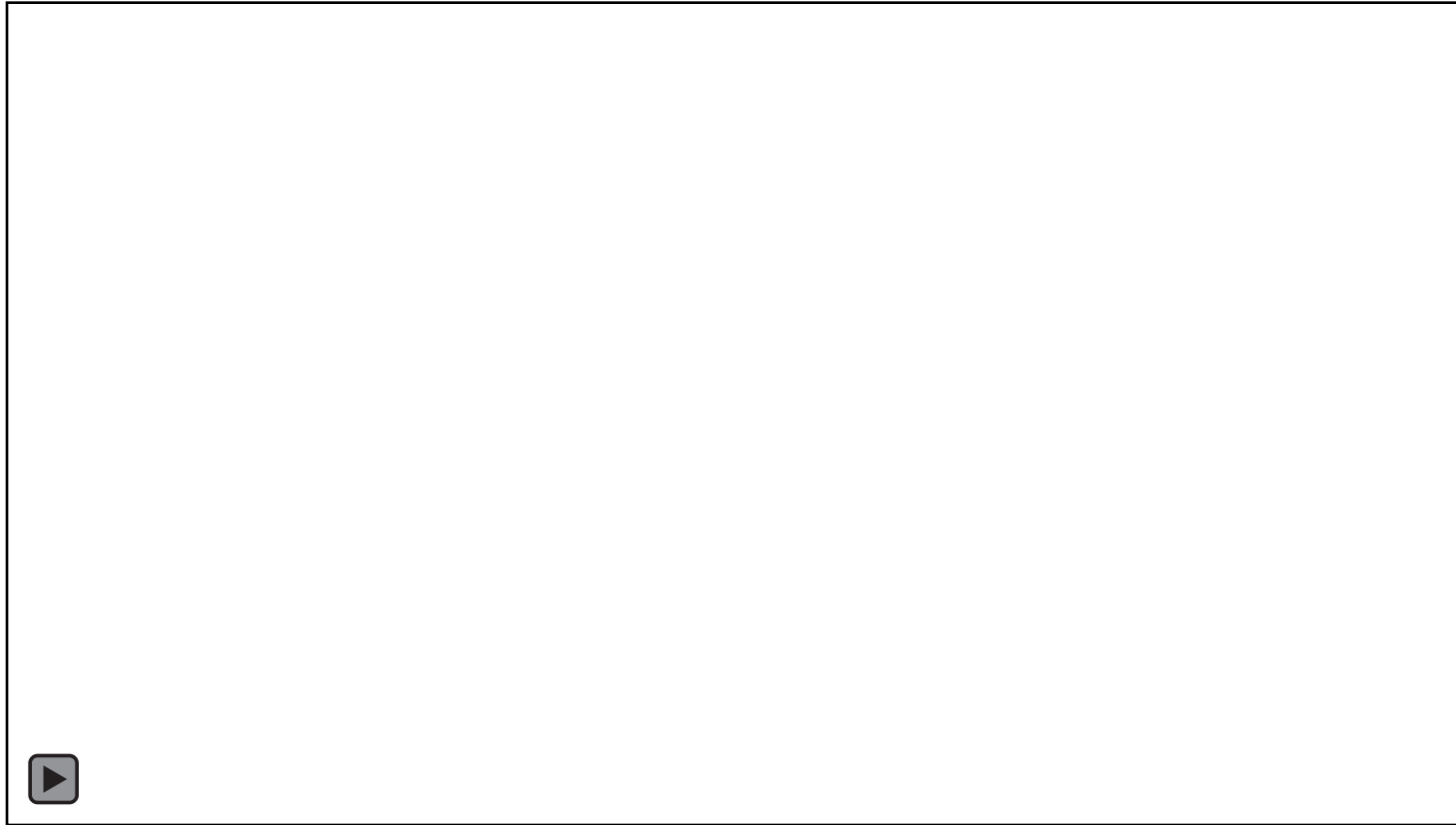
- **Formal Coaching:** A structured partnership where the coach leverages intentional conversations and thought-provoking questions to support individuals in achieving their goals, self-discovery, and unlocking their potential
- **Conflict Coaching:** Through a coaching framework, guides leaders to understand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

Voluntary / Impartial / Confidential / Self-Determination

**CONTACT your local NDR Office for a Referral**



# Conflict Coaching



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



# 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




# Performance Management Coaching Course



<https://www.airuniversity.af.edu/CLDS/Schedule-of-Classes-and-Enrollment-Links/#coaching-courses>

MAFHRMS426: Introduction to Performance Management Coaching

Open Enrollment



Unit Cohesion &  
Operational  
Effectiveness

Prevent Escalation  
& Maintain  
Discipline

# Peace Through Strength

Promote a Positive  
and Respectful  
Workplace



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 low, flat profile. It is positioned in the center of the frame, facing the viewer. The runway is illuminated by ground lights, and the sky is a deep blue with some clouds. In the background, there is a large hangar with a high, arched roof. The hangar's interior is lit up, and several people can be seen working on the aircraft. The overall scene is dramatic and emphasizes the advanced technology of the aircraft.

**Commit to practicing one specific coaching skill or self-strengthening technique in the next week.**



# Informal Course Feedback



Strength Starts Within



**JBSA Resources**

<https://forms.osi.apps.mil/r/21RWS4LvB8>

[www.adr.af.mil/JBSA-STUT](http://www.adr.af.mil/JBSA-STUT)



# 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](mailto: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](mailto: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](mailto:502abw.eo.Randolph@us.af.mil)



# 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>