



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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 kimberly.mlinaz@us.af.mil

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

Strength Through
Unity Tour

Kimberly A. Mlinaz, JD
DAF
Negotiation & Dispute
Resolution



UNIFIED UNDER PRESSURE

**Reflect on a time when lack of
communication, trust, or cohesion contributed
to a mission failure.
Discuss.**



A photograph of a city street in ruins. In the foreground, there is a large pile of rubble, including twisted metal, debris, and a damaged car. To the left, a building is partially collapsed, with the word 'SPORTS' visible in red letters. In the background, several tall, modern buildings stand, some appearing damaged. The sky is overcast and hazy.

You have the power to foster a team environment where communication is clear, trust is strong, and conflict is addressed head-on. In fact, the mission depends on it.



De-escalation Under Fire: Maintaining Composure and Control

Skill 1

Recognize the Early Warning Signs

Reframe the Battlefield
Tactical Pause



Skill 2

Tactical Communication

Active
Listening

“I”
Statements

Find
Common
Ground



Skill 3

Take a Tactical Time Out

**Time outs without
escalation**

Strategic choice



De-escalation Simulation

3: Supervisor / Employee / Observer

Employee: Your 3-year-old son's daycare is unexpectedly closed tomorrow, and you have no childcare options but telework. You can't take leave because of a key report due by COB tomorrow.

Supervisor: Childcare is not an authorized use of telework, and this report must be done by employee for a key meeting the next day.



Key Learning Points

- Your ability to maintain composure under pressure is critical to de-escalating conflict on your team.
- Effective communication is a powerful tool for recycling perspectives and finding common ground.
- Knowing when to disengage and take a tactical timeout is a sign of strength and can prevent further escalation.

Rebuilding
Trust After the
Battle:
Repairing
Relationships &
Restoring
Cohesion



1

2

3

4



Skill 1: Acknowledge the Impact

Use “Strategic Empathy” to
understand perspectives and
acknowledge the impact on
morale and productivity

1

2

3

4



Skill 2:

Facilitating Dialogue

Technique: Create opportunities to “talk straight” – openly, but professionally. Keep in mind we may need to be wingmen that support and encourage.

Discuss: How can we do this effectively in the DoD workplace?

1

2

3

4



Skill 3:

Taking Responsibility

Technique: Own your own role in the conflict, even if it was unintentional.

“Radical Responsibility”

Discuss: How can this help you to build credibility and demonstrate commitment?

4

3

2

1



Skill 4:

Rally Around Reality

Technique:

Communicate transparently
Focus on what you can control
Embrace adaptability

Activity: What we know, and
what we don't know.

Known facts?

Key Uncertainties?

How can we act even with
uncertainty?

4

3

2

1



BLACK HAWK DOWN

DoD must focus on building the core capability of transformation because “the pace of change is moving faster than the pace of bureaucracy.”

Gen. David Allvin



Key Learning Points

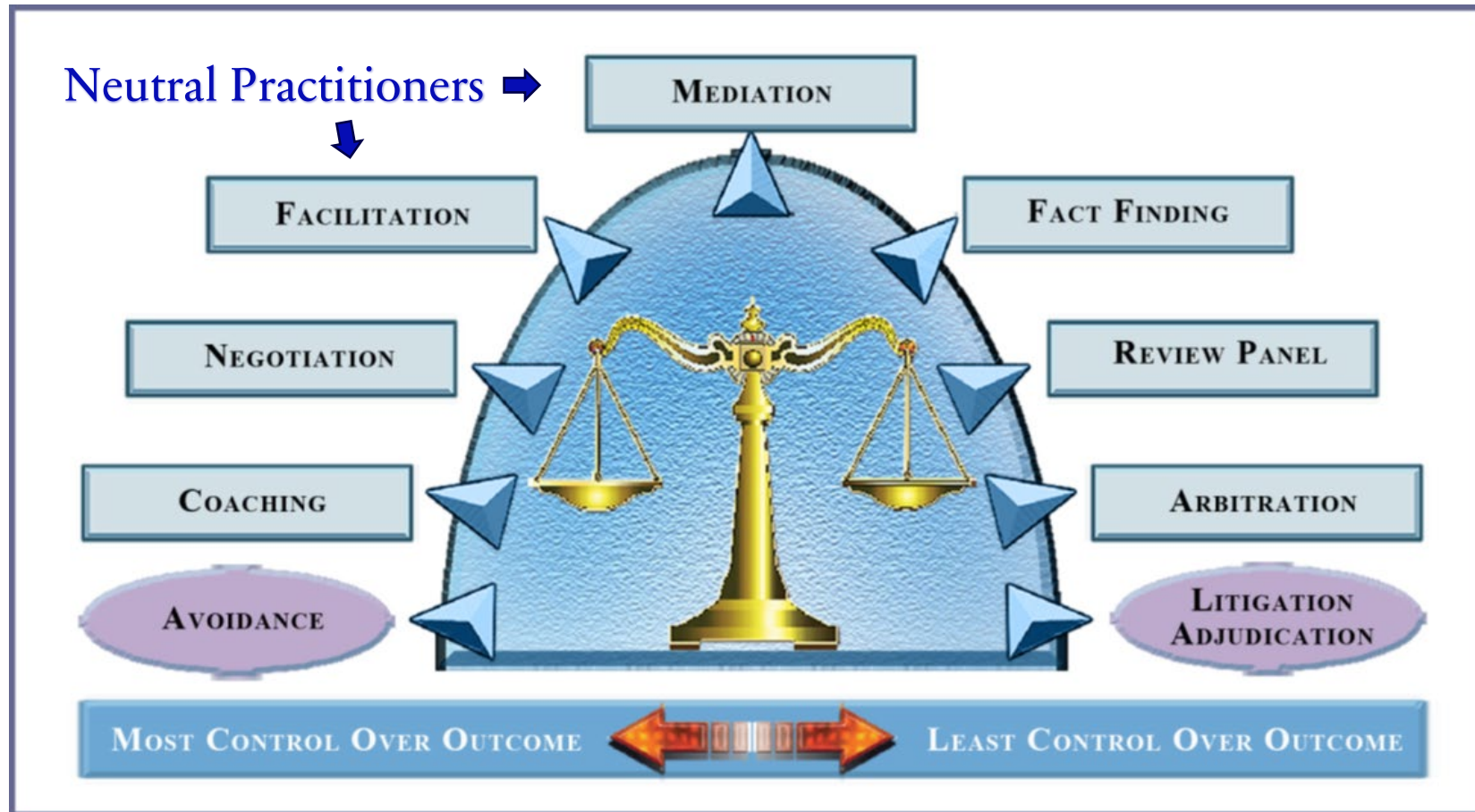
- Rebuilding trust requires open and honest communication and acknowledging the impact of conflict on the mission and unit cohesion.
- Taking responsibility for your own role in the conflict is essential to build credibility and demonstrate commitment to repair.
- In uncertainty, rallying around reality, focusing on what you can control, and embracing adaptability are the keys to success.

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



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Building 2484, Suite 138

JBSA-Lackland, Texas 78236

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

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JBSA-Randolph, Texas 78150

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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



NDR Value Proposition

Contact us today

Strengthen your leadership,
Secure the Mission

Watch on YouTube

Watch later

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/>

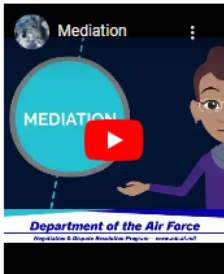


Main Webpage — “Dispute Resolution”



DAF MEDIATION

WHAT IS IT?



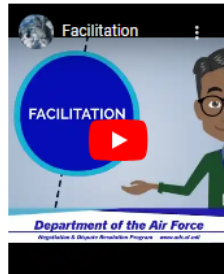
Mediation is a highly-structured process for resolving disputes and challenging disagreements, led by a certified neutral.

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>



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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

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Mediation

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Facilitation

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Conflict Coaching

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Videos Explaining What We do



YouTube – Services

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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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6.4K views • 4 years ago

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Preparing for Mediation

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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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Opening Statement Instructional

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Joint Discussion

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Caucuses

Air Force Negotiation & Dispute R...
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Option Building Demonstration

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Option Building Instructional

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YouTube – Services

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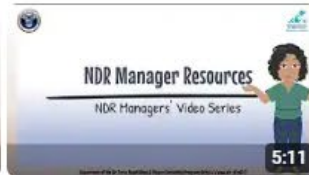


NDR Managers ▶ Play all



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-...

Air Force Negotiation & Dispute R...
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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...

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

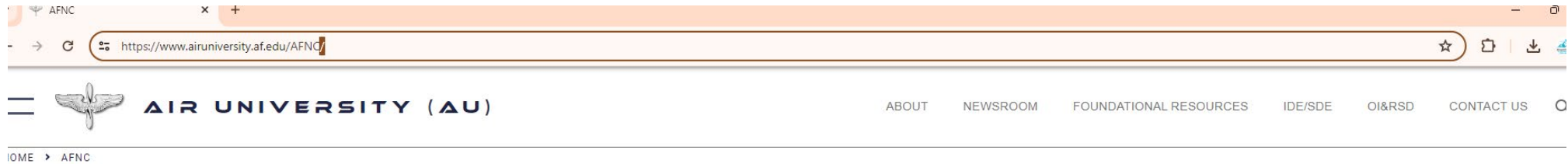
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160 views • 4 years ago

General Training Videos
on Conflict
Management Topics



Air Force Negotiation Center

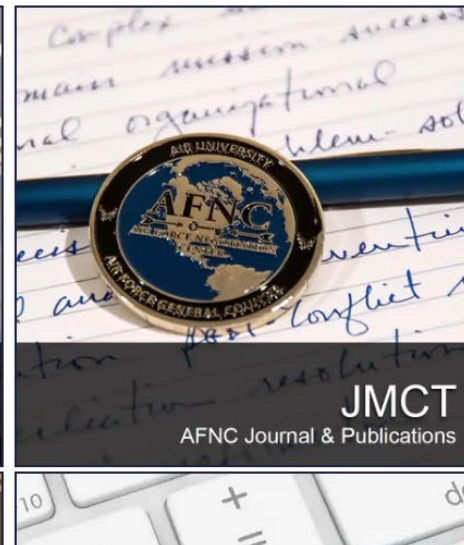
<https://www.airuniversity.af.edu/AFNC/>



UNITED STATES AIR FORCE
NEGOTIATION
CENTER

at The Air University

START HERE





Air Force Negotiation Center

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



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at The Air University

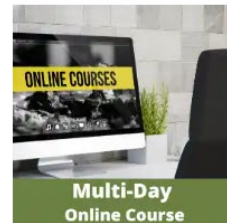
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AFNC COURSES

Available Courses



60 – 90 Min
Webinars

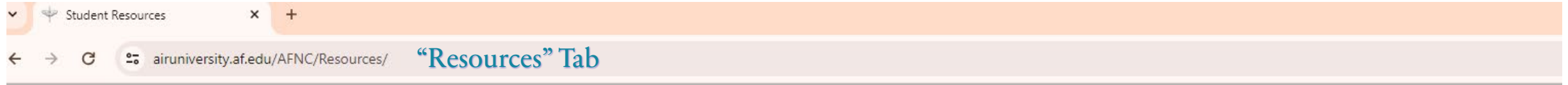


Multi-Day
Online Course



Air Force Negotiation Center

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

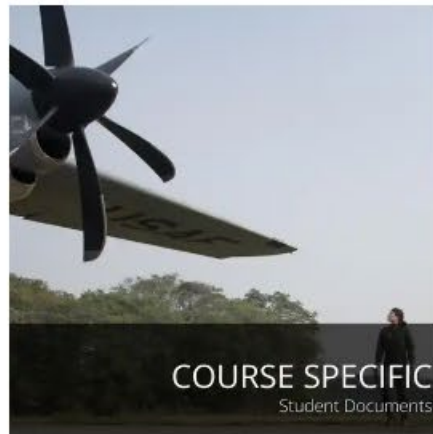


HOME > AFNC > RESOURCES

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 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 a mix of industrial and natural elements, with the artificial lights of the runway and hangar contrasting with the natural light of the twilight sky.

Commit to practicing one specific de-escalation or trust-building technique in the next week.



Informal Course Feedback



Unified Under Pressure



<https://forms.osi.apps.mil/r/r815wSC68e>



JBSA Resources

www.adr.af.mil/JBSA-STUT



Questions?



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