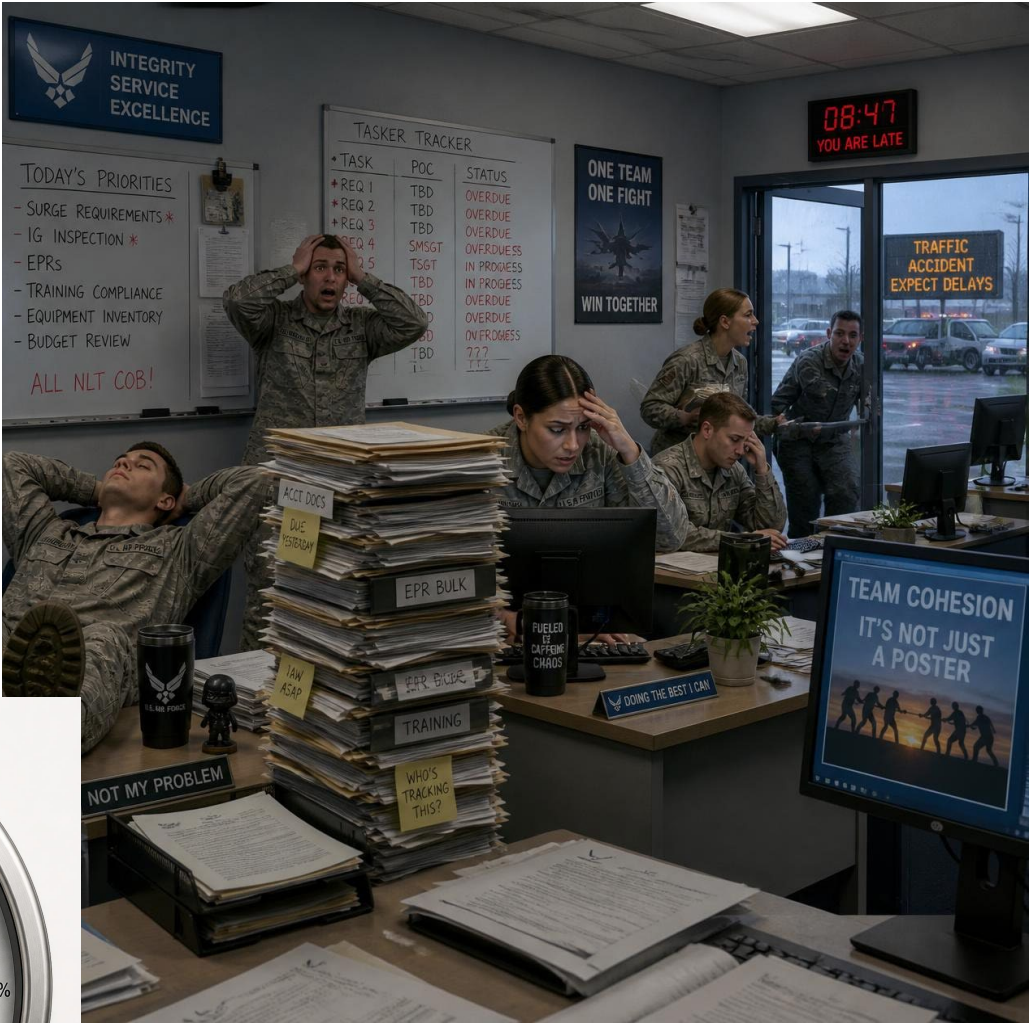


Strength Through
Unity Tour

Kimberly A. Mlinaz, JD
DAF
Negotiation & Dispute
Resolution

The background is a composite image. At the top, a glowing world map is superimposed over a dark, textured background. Below the map, a city skyline at night is visible, with lights from buildings and streets. In the foreground, the silhouettes of several soldiers in tactical gear are visible, looking out over the city. The overall color scheme is dark with teal and yellow highlights from the map and city lights.

HELPING TEAMMATES THRIVE &
ADAPT IN DYNAMIC
ENVIRONMENTS





The Extractive Pressure Equation



$$\text{Extractive Pressure} = \frac{\text{Demand} \times \text{Uncertainty} \times \text{Powerlessness} \times \text{Perceived Unfairness}}{\text{Recovery}}$$

Technology Disruption Era

Top Performance Driver: Creativity

Agility

Connection

Adaptive Performance

Knowledge Work Era

Top Performance Driver: Champion Others

Alignment

Consensus Building

Collaborative Performance

Industrial Era

Top Performance Driver: Focus

Basic Performance



**Extractive
Pressure**



**Is it a discipline
challenge or a
capacity
challenge?**



Help Us Help You



Checking the Water Level

This form is set to “anyone can respond,” allowing for anonymous response.

Your name and email address are **not** automatically collected.



Influencing Team Unity

**Improve Task
Achievement**



**Mitigating
Damaging Behavior**



**Support Team
Culture**





Stress Lowers Our “Water Level”

Peer Friction

Miscommunication

Frustration



High Conflict Behaviors

STEP 01

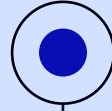
Disrupt the pattern
with a break or change
of surroundings



**Get
Unstuck**

STEP 03

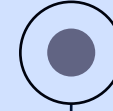
Brainstorm with a
future focus on options
or possibilities



**Regain
Direction**

STEP 05

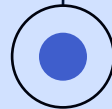
Be a Wingman through
challenging times



**Support Their
Progress**

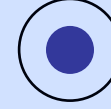
STEP 02

Use past successes to
build positive
momentum



STEP 04

Identify potential
barriers that could
derail progress



**Helping
Teammates Adapt
& Thrive**

Remember AIM:
ALIGN
INQUIRE
MOVE

4 Indicators of High-Conflict Behavior

Blame Externalization

Targets of blame / negative advocates
Unable to see their part in the situation
Are there winners and losers?

All-or-Nothing Thinking/Solutions

People are “all good” or “all bad”
Is this the only way to solve the problem
Extreme perfectionism

Unmanaged Emotions

Big reactions to small stressors
Fast mood swings, with disproportionate cause
Not always loud, could be shut down or tears

Extreme Behaviors

Do 90% of people see this behavior as a problem?
Justification of yelling or slamming doors
Is there escalation in the behavior?

LOOK FOR:

THEIR Words

YOUR Feelings

THEIR Behavior

High-Conflict Behavior Adjustments

Focus on the relationship, not a particular outcome.

Focusing on a particular outcome in the moment can trigger the emotion cycle:
MAD: Mistaken, Assessment of Danger

Focus on the options for the future, not feedback.

Feedback triggers defensiveness, and they are unlikely to agree with your assessment. Pave a way forward.

Remember: SLIC – Limit/Consequence

Respond to misinformation ASAP

Leaving misinformation unaddressed can foster negative advocates (reinforcing them)

Remember: BIFF: Brief, Informative, Friendly, Firm



Pattern?
Connect to Success
Future Focus
ID Obstacles
Support Progress



Simulation – Level I



Your colleague Sally is a flight chief; her team works closely with yours. She's been acting Squadron leader for 3 months, taking on leadership of three flights and the pressure is starting to show. You've heard some grumbling from your team that Sally's being unrealistic in her demands and the friction is getting worse. Today you have your monthly coffee and gab session. How do might you help Sally?



Relationship
Future Focus
Misinformation
BIFF / SLIC

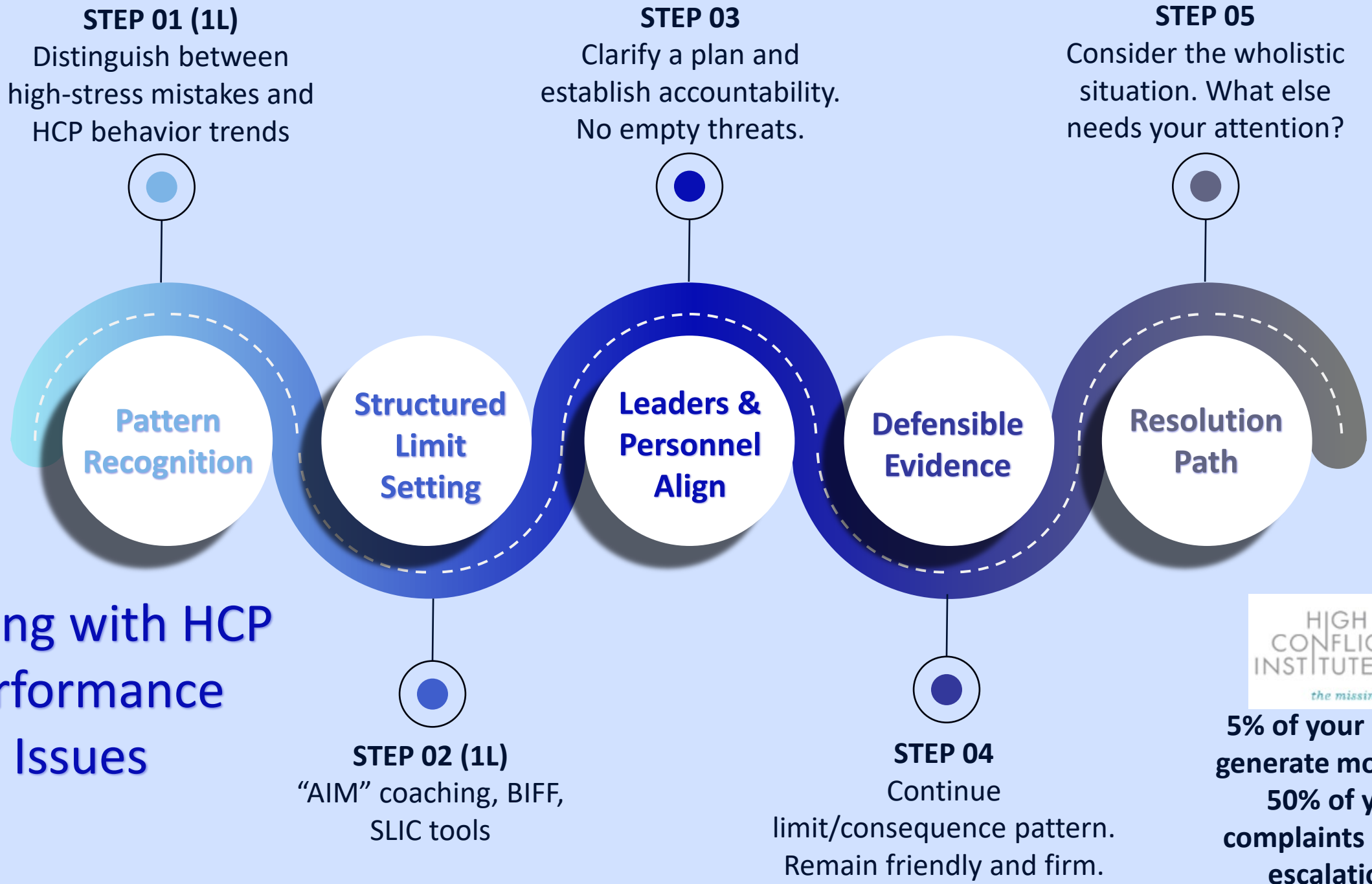


Simulation – Level II

Your conversation with Sally did not go well. She spent most of your time together telling you that your team is failing the mission and that you need to step up your leadership. As she was standing up to leave the coffee shop, she turned around and loudly said “I thought I could count on you, but you’re abandoning me like everyone else. What are you, jealous?” Then she slammed the door on the way out. You wisely took some time to cool off and regain your composure. But you know you cannot leave things like this – your team is counting on you.



Dealing with HCP Performance Issues



**5% of your people
generate more than
50% of your
complaints and HR
escalations.**



Tyndall Contact Information



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



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

Conflict Coaching



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



Help Us Help You

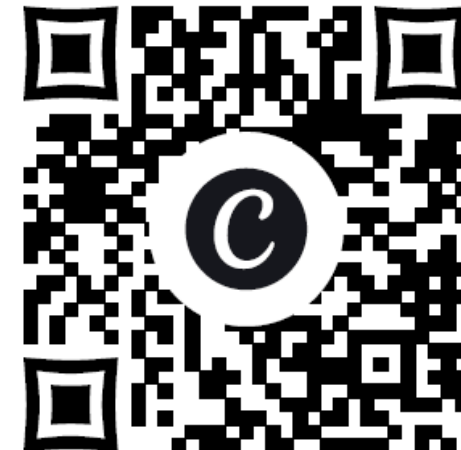


No endorsement intended.

Card 1: Write down one person who might be exhibiting high conflict behavior? What is your next step here? (Keep This)

Card 2: What is the biggest roadblock to successfully mitigating damaging behaviors or dealing with high conflict people in your workspace? (Turn this In)

To download the slides or capture the resource links, click here:





Questions?



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