



Some Ideas on Working in a “Flat World”

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Why Negotiate?

THE OBVIOUS...

We do this everyday, whether we know it or not

WHAT DOES IT MEAN?

1. Span of Responsibility is > Span of Control

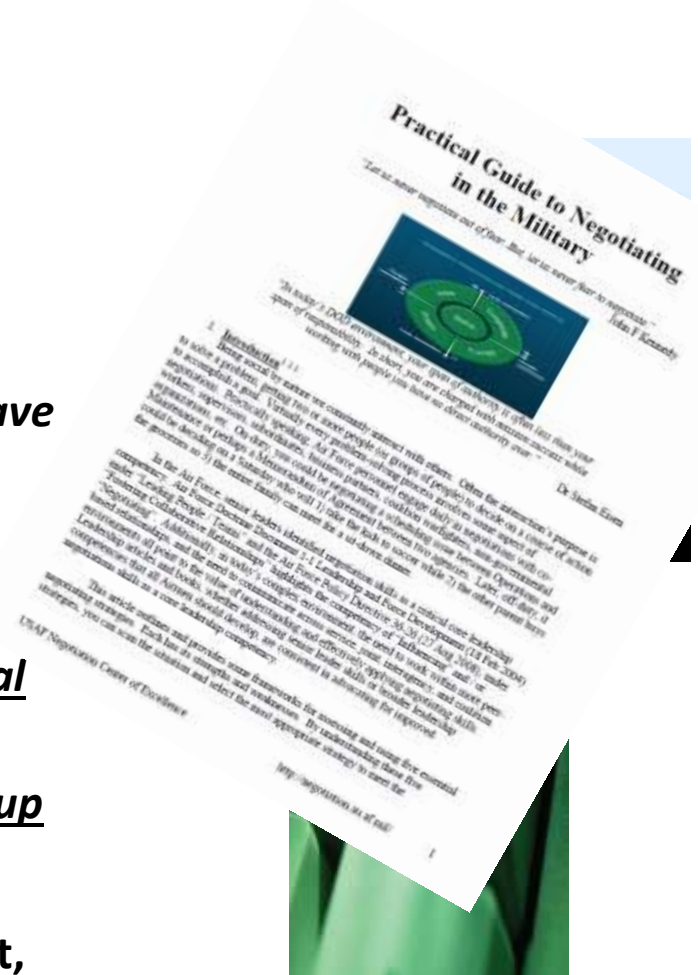
- You must get the job done *working w/people you have no direct authority over*
- *Collaboration is the “New Normal”*
- *Matrix organizations! It’s a “flat world”*

2. The Span of Knowledge needed > span of your situational knowledge

3. AND 2 people looking at the same data may / will come up with different perspectives and conclusions

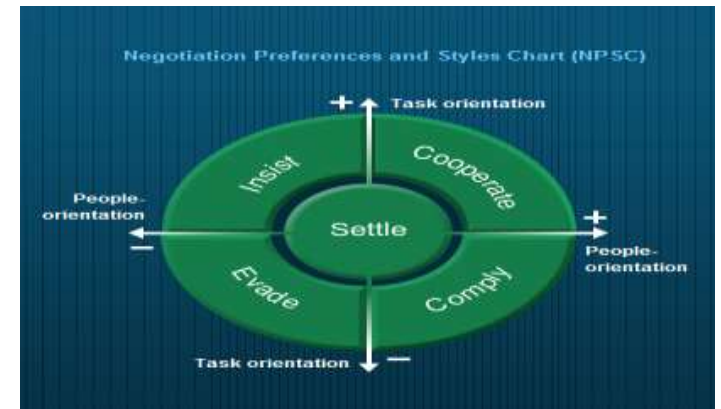
TRANSLATED: Still need decisive action in an Interdependent, Complex and Multi-perspective world

Not an impossible task, but few can do it intuitively



Overview

- **Barriers to negotiation**
- **Some of the more powerful tools**
 - **Positions versus Interests**
 - **. Versus ?**
- **Rational decision-making?**



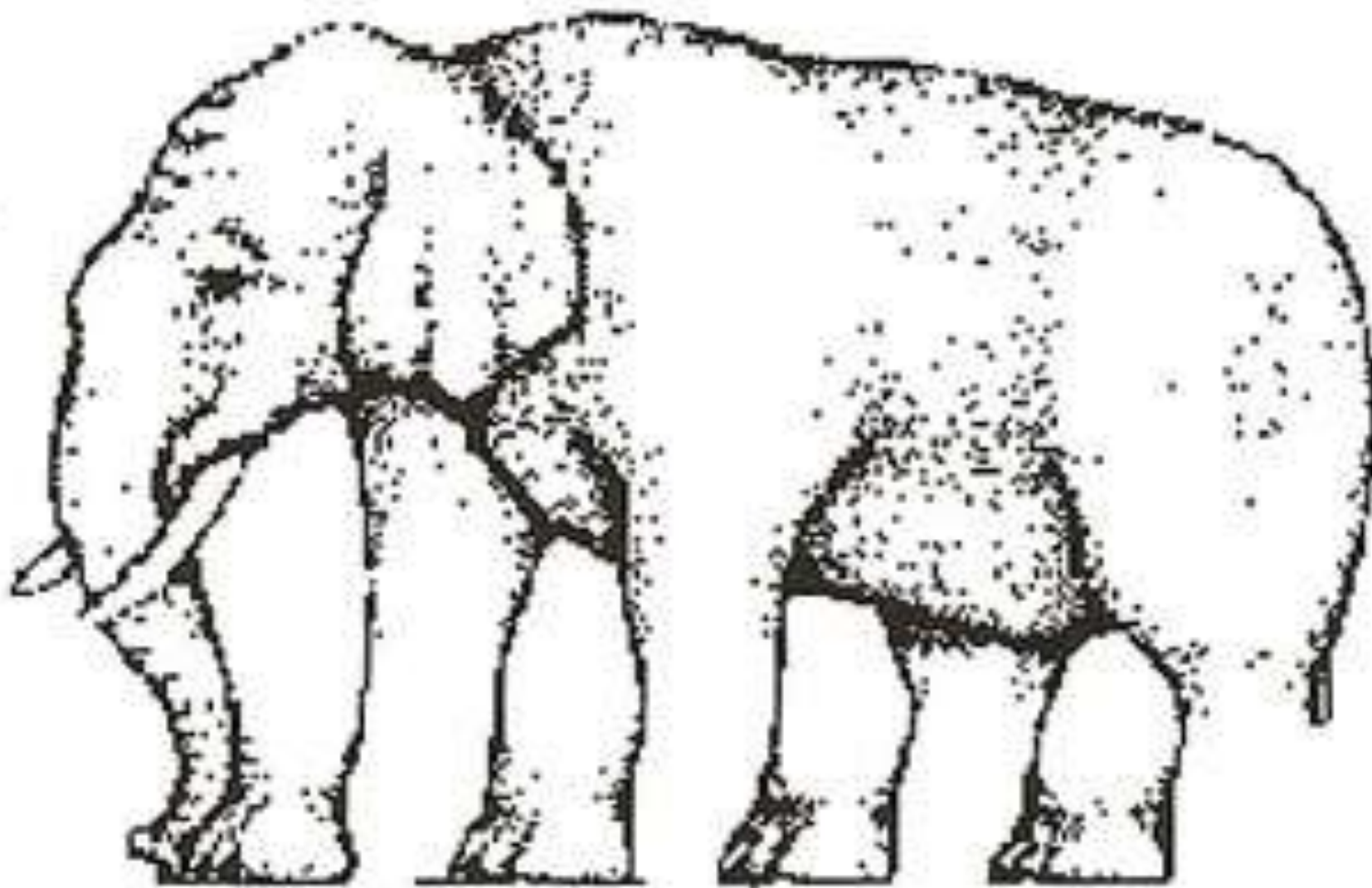
Cialdini's Influencers

Thin Slicing to a conclusion (Yes) w/out thinking:

- **Reciprocity (Quid pro Quo?)**
- **Scarcity (Shamwow!)**
- **Social Proof (____body has got one)**
- **Liking (How to get to be like....)**
- **Authority (My opinion or the P/E CM readout?)**
- **Commitment (well, you've already.....)**

“Ample Parking Example”

Blink: The Good and Bad....



Another Example?

We like to problem solve using Convergent Patterns

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Ceehiro

Positions versus Interests

1978 Camp David Accords

- **Post '68 Stalemate: Sinai Peninsula under Israeli Control**
 - **Israeli Position:** Insisted on keeping control of the Sinai
 - **Egyptian Position:** Insisted on getting the Sinai back; not willing to sign any agreement with Israel until Sinai returned
- **Beyond the position (what) – President Carter (at Camp David) asked the “CT” questions to get to the interests. Revealed some key issues:**
 - Israeli interest was not to keep the 60,000 km² (23,000 sq mi); it was “security”
 - Egyptian interest was “territorial continuity” that kept with their 5,000 year history
- **Cooperative solution addressed BOTH interests – Sinai returned to Egypt with a guarantee to “de-militarize” the peninsula. And a third party helps validate (process trust).**



Leveraging Interests

- Institution moving to BlackBoard delivery
 - Could “direct” movement, but faculty resistance would be high
- “Reframing”
 - Faculty interest is good programs and quality education. Professional development is part of that interest
 - Institution interest is good programs and quality education AND maintaining a solid balance sheet.
 - Proposal to meet both interests: 40% of the cost savings (manual grade tracking, savings, etc.) would be returned to faculty to boost t
 - Department account



Pause for the “Offer” Game



The “Offer” Game

Several versions out there – take about 5 minutes each

- NOT a negotiations exercise, but a bargaining exercise

Situation – there is an imaginary amount of \$\$ in the offer – NO other strings attached – treat each game as a “new” situation

- “Dealmaker” makes offer --- “Ratifier” can ONLY accept or refuse
- If accepted, then the \$\$ are distributed according to the offer
- If refused, ALL the \$\$ disappear and nobody gets anything

RULES!

1. No talking! No body language!
2. “Dealmaker” writes down own the offer
3. “Ratifier” marks the offer as they desire, and returns it to the “dealmaker”

The "OFFER GAME" 1.0

Single instruction sheet for BOTH PLAYERS

Hand the instructions to Player #1 (THE DEALMAKER) – they complete the offer and hand to player #2.
Player #2 (THE RATIFIER) then reads the instructions and completes the game.

1. No talking at all.
2. No body language

PLAYER #1 (THE DEALMAKER): You are the deal-maker. You have been given \$100 with a condition. You must make a written offer (any offer) to Player #2. The range of the offer can be from you keeping the \$100 (i.e. your offer is \$0 - \$100) to you offering Player #2 the entire amount (i.e. your offer is \$100 - \$0). Any other offer in this range is also ok to make (i.e. offering them \$1.00 - \$99.00; or \$50.00 - \$50.00; etc.)

The FIRST number you put on the offer sheet is what you are offering Player #2. The second number on the offer sheet is what you are proposing to keep. The offer sheet is below – tear it off and fill out as you see fit

Hand the sheet to Player #2 when the instructor gives permission.

Player #2 (THE RATIFIER): You either accept the offer by marking the "yes" block or reject the offer by marking the "no" block. There is no follow-on – this is a one-shot deal. If Player #2 marks "yes", then the money is divided up according to the offer on the sheet. If Player #2 marks "no", then either Player #1 or Player #2 gets ALL of the money (i.e. it disappears)

There is only 1 round in this game.

I, Player #1 (THE DEALMAKER) have \$100 – I am offering you _____ and I plan on keeping _____ (the two amounts must add up to \$100). You have the option of accepting the offer by saying "yes" or rejecting it by saying "no"

Player #2 (THE RATIFIER) – YOUR RESPONSE IS:
 Yes

No

Foot Stompers

➤ We all negotiate – but to be a better negotiator requires deliberate skill building

➤ Know yourself

➤ Know the tools



➤ Know when you are emotional, know when you are rational

➤ Practice, practice, practice

Foot Stompers -- Summary

- **The challenge: achieving success working directly with people where little / no authority exists**
- **When it comes to negotiating, the Insist Strategy is in our primary culture**
- **TIPO can help assess the situation and NPSC helps select a strategy. Strategies might change during the negotiation**
- **Working the issues: frame the dialogue to attempt CNS – move to other strategies as the environment demands – don't let the position drive out their interests**
- **These strategies can work elsewhere, but need adaptations**



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A 'Chopper' Landing - OVER THE PACIFIC OCEAN -- A 55th Rescue Squadron HH-60G Pave Hawk crew lands onto a Navy ship near San Diego during water-rescue training. The helicopters are based at Davis-Monthan Air Force Base, Ariz. (U.S. Air Force photo by Staff Sgt. Lanie McNeal)

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QUICKTIPS ON NEGOTIATION

Steps in Interest- Based Negotiations - Interest-based negotiation can be a complex process. Following simple steps to include careful planning, deliberate development of interests and options, and movement towards closure set you on the road to success.

Reach back Resource
<http://culture.af.mil/NCE/>