

29-30 MARCH 2012

**SPECIAL
POINTS OF
INTEREST:**

- Feedback from Conference Attendees
- Highlight: Ms. Elizabeth McClintock, Keynote Speaker
- Overview of the Final Simulation

INSIDE:

Lesson Series	2
Roleplay: Diego	3
Junior Leader Panel	4
Roleplay: Salerno	6
Keynote Speaker	6
Changing the Game	7
Cross-Cultural Negotiation	7
Final Simulation	8
Lessons Learned	9
Strategic Negotiation	11
Roundtable	12
Combating Corruption	12
From the Directors	13

WEST POINT NEGOTIATION PROJECT

2012 Conference Proceedings

Negotiation:

A Tactical Asset for Leaders

The third annual West Point Negotiation Conference, entitled “Negotiation: A Tactical Asset for Leaders,” was sponsored by the West Point Leadership Center and the



Network Science Center. The intent of the conference was to better prepare future military leaders for many of the challenges they will face in the near future.

This year’s student delegates included more than 75 cadets from the US Naval, Coast Guard, and Military academies, various Army ROTC programs from across the country, and Canada’s Royal Military College.

More than 100 total attendees participated in interactive presentations, negotiation exercises, and question-and-answer panels. They also heard from a number of experienced negotiators, including recently deployed officers, and special guests that included Brigadier General H.R. McMaster, the incoming commander at the Maneuver Center of Excellence at Fort Benning, GA, and Ms. Elizabeth McClintock, the lead facilitator for the WWICS Security Sector Reform Project in DR Congo.

The negotiation skills and strategies highlighted throughout the two day conference reflect the changing role of military leadership in today’s wartime environment. Military officers’ daily

interactions often place them in cross cultural situations involving complex, high-stakes issues with multiple parties, where relationships are vitally important and sound substantive outcomes are essential. Strengthening future officers’ negotiating skills will help them “focus on the decisive human element by building lasting relationships and managing perceptions” as instructed by General David Petraeus in July 2010.

These proceedings will provide an insight into the activities that took place during this year’s conference.



Lessons in Negotiating:

Professor Jeff Weiss, WPNP Co-Director, laid the foundation for the conference through a series of interactive lessons designed to build the fundamentals of principled negotiation.

Challenging Assumptions

Students and senior attendees worked together to challenge their assumptions and find creative solutions.

“The best negotiators do not negotiate to reach an agreement; they negotiate to create a good choice for themselves!”

“Assume the position!” At Professor Jeff Weiss’s command, conference attendees grasped hands with a partner, and upon a second command to “go” every duo began to arm wrestle. After a minute of straining against each other, conference attendees stopped for an explanation. As Mr. Weiss recounted the rules of the game, we realized the power of our assumptions.

This lively illustration set the stage for our first lesson in negotiating: **the best negotiators question their assumptions** and determine

whether they are acting on empowering or debilitating ones.

Empowering assumptions are helpful because they allow us to get creative with the other party. They include:

- ◆ We can find creative ways to meet both of our interests.
- ◆ Their tendency to follow is an opportunity to lead.
- ◆ People do what they believe is in their best interest.

Debilitating assumptions such as the following often prevent us from creatively seeking the best

solution when we negotiate:

- ◆ Our interests are opposed.
- ◆ This is a zero-sum game.
- ◆ We need to compromise between conflicting positions.
- ◆ Poor communication is their problem.

Our assumptions about ourselves, the other party, the situation, and the negotiation drive our strategies and actions. The unaware negotiator who fails to test their assumptions will often unknowingly achieve a sub-optimal outcome.

Reaching a Good Outcome

Effective negotiators recognize the complex environment in which they operate and use a sophisticated definition of success.

The systematic definition of a good outcome (Vantage Partners, 2008) is one that results in no agreement, or an agreement that:

- ◆ Satisfies **Interests**:
 - * Ours, very well
 - * Theirs, at least acceptably
 - * Others, at least tolerably
- ◆ Is better than our Best

Alternative to a Negotiated Agreement (**BATNA**)

- ◆ Is an elegant, no waste solution and among the best of many **Options**
- ◆ Is **Legitimate** – no one feels taken; outcome feels appropriate and justifiable
- ◆ **I n c l u d e s** **Commitments** that are well-planned, realistic, operational, and

durable

- ◆ Results from a process that helps build the kind of **Relationship** we want
- ◆ Results from a process that is efficient – the product of effective **Communication**



Negotiation Role-play #1: Diego Primadonna

The use of role-play exercises to both learn and practice specific negotiation concepts and skills is a critical component of the negotiation curriculum at West Point. During the conference, two exercises were used for different purposes. These articles reflect what cadets learned from these exercises.

In the first exercise, soccer star Diego Primadonna was looking to play for a struggling club. Personal ambitions and tight finances complicated the deal. As Diego's agent, my goal was simple: get the best deal possible for Diego to include both money and other incentives.

I had to convince the club that Diego's age and recent poor performance were non-factors, and that he would have immediate impact on the field as a leader. Moreover, Diego wanted to start more than anything else, an obvious goal for someone looking to retire on a positive note.

My approach attempted to use what I had learned about the Seven Elements. I focused on their interests and apparent lack of a great BATNA. I also placed emphasis on both the previous and possible future relationship between Diego and this team.

We were able to use the amount paid to the currently injured star player, as well as the amounts paid to other members of the team, as a source of legitimacy to test the various options we developed. The other party and I got creative and came up with several possible solutions to include advertising and merchandising that would ensure Diego's high pay if the club was as successful with Diego on the roster as expected.

By using the seven elements of negotiation both parties were able to reach and agree to a fairly robust deal.

The Seven-Element Preparation Tool

A Systematic Approach to Preparing for Negotiation

The one thing you can control in negotiation is your ability to get very well prepared. As you prepare to negotiate, think through the following:

Interests

- ◆ What are ours? What might theirs be?
- ◆ Are there third parties to consider?
- ◆ Which interests are *shared*, which are *different*, and which *conflict*?

Options

- ◆ What possible agreements or pieces of an agreement might satisfy each of our interests?
- ◆ What are some ways to use differing interests to create value?

Legitimacy

- ◆ What "ought" to govern an agreement? What standards might a judge apply?
- ◆ What external criteria might be relevant to resolving differences?
- ◆ What will *they* argue? What is our best response to their argument? How can we fit their arguments into our case?
- ◆ What will each of us need to justify an outcome to our constituents?

Alternatives

- ◆ What is our Best Alternative to a Negotiated Agreement (BATNA) and what might theirs be?
- ◆ Can we improve ours? Worsen theirs?

Commitments

- ◆ What is our level of authority to make commitments? Theirs?
- ◆ What level and form of commitment should we aim for from any particular meeting, or at any other juncture during the negotiation process?
- ◆ What are mechanisms for changing commitments over time? For resolving disputes?

Relationship

- ◆ What kind of relationship do we want? What kind of relationship do they want?
- ◆ Specifically, what kind of substantive relationship do we want? That is, what is the scope of the business arrangement we want now and over time?
- ◆ What kind of procedural relationship do we want? How do we want to interact with one another?
- ◆ How should we manage the negotiation process to build, or create a foundation for, the kind of substantive and procedural relationship we desire?

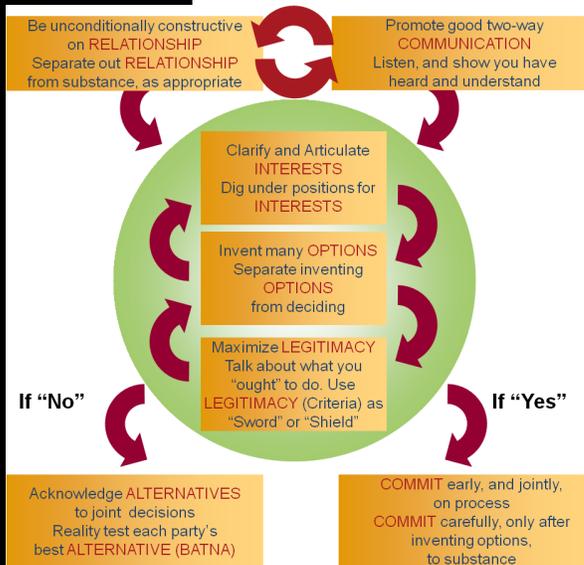
Communication

- ◆ What do we want to learn from them?
- ◆ What do we want to communicate? How can we do so more persuasively?
- ◆ What do we want to avoid disclosing or communicating?
- ◆ What's our timeline and game-plan for negotiating?
- ◆ What negotiation process should we use?

Vantage Seven-Element Preparation Tool

Setting the Context	Interests	Options	Legitimacy
<small>Related Parties (Counterparts, commitments, and others who may affect the situation. Consider drawing a diagram.)</small> <small>Our interests</small> <small>Their interests</small> <small>Important Issues (Subjects) that need to be addressed</small> 1. 2. 3.	<small>List individual and organizational interests, needs, concerns, hopes, and fears.</small> <small>Our interests</small> <small>Issue #1</small> <small>Issue #2</small> <small>Issue #3</small>	<small>List possible options for each issue or major interest. Consider developing four options that might meet both parties' interests, if possible.</small> <small>Issue #1</small> <small>Issue #2</small> <small>Issue #3</small>	<small>Identify objective standards and principles of fairness that might suggest reasonable ways to resolve conflicting interests and choose the most possible options.</small> <small>Issue #1</small> <small>Issue #2</small> <small>Issue #3</small>

Principled Negotiation vs. Positional Bargaining



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When people typically think of the term "negotiation" they usually think of a specific form of negotiation called Positional Bargaining. It involves a "Dance of Concessions" where one party makes an offer, the other party makes a counter-offer or threatens to walk away, and so on until a result is achieved—often a compromise, that neither party likes and fails to meet both parties' underlying concerns.

Principled Negotiation offers a way out of the dilemmas often associated with Positional Bargaining by incorporating all seven elements of negotiation in particular ways and a specific sequence. The Circle of Value approach to negotiation illustrates how building relationships and fostering good

communication can help create the conditions for joint problem-solving rather than competition.

A negotiator's job in Positional Bargaining is simply to distribute a fixed amount of value between the involved parties with the goal to claim as much of that value as possible. The Principled Negotiator, on the other hand, digs into the needs, fears, concerns and motivations beneath positions, develops creative ways to meet both parties' interests, and applies merit and standards to choosing defensible options. The goal in principled negotiation is to create a good choice between the negotiator's BATNA and reaching a commitment with the other party.

Junior Leader Panel

Captain Peter Kelly, a 2007 graduate, currently with I-1 ADA in Okinawa, Japan, Captain Austin Milster, a 2007 graduate, formerly a Fires Platoon Leader in B Battery, I-41 FA at Fort Stewart, GA, ILT Adam Demarco, a 2009 graduate, currently a Paladin Platoon

Leader with the 5-82 FA, Ft. Hood, Texas and ILT Bryan Rodriguez, a 2009 graduate, previously a Maneuver Platoon Leader with Bravo Co, 2-12 Calvary in Kirkuk, Iraq, participated in the junior leader panel during the 2012 WPNC.

brought the issue up with his battalion commander, believing he had the authority to make the proper changes. Negotiations with the lieutenant colonel went well, but nothing resulted.

As it turned out, the base belonged to a general officer at the corps-level, who all decisions had to go through. Captain Milster's assumption as to who had authority over base security was incorrect, contributing to a highly inefficient negotiation process. This ultimately resulted in 46 Iraqi casualties when the enemy conducted a vehicle-borne IED attack on the ECP.

What is an example of a situation where you had to continuously reevaluate your assumptions to come to a solid agreement?

While working on an Iraqi base near Baghdad, Captain Milster was in charge of the security at an entry control point (ECP) on the base. He noticed that security was poor and

ILT Rodriguez shares his insights with attendees while ILT Demarco, CPT Milster and CPT Kelly observe.



What was a difficult negotiation you faced downrange?

While in Kirkuk, Iraq, ILT Demarco's unit was taking almost daily indirect fire (IDF) on their FOB. When he set out to solve the problem, he found out the locals had no services (water, sewer, etc.) and the Kurdish Iraqi Police chief who had been given funds to build the services had been pocketing the money because of poor relations between him and the Sunni Muslim Sheik. In order to manage the legitimacy battle between the Sheik and IP Chief, ILT Demarco changed the game by challenging their

legitimacy and weakening the IP Chief's alternatives. After several weeks of negotiations, ILT Demarco negotiated a deal between the IP Chief and Sheik that resulted in release of funds to build services for the locals, which led to a drastic reduction in the amount of indirect fire they took. The key take away for ILT Demarco was finding the core interests between the groups and using shared interests to create a unique solution.

What is one key lesson or tool from your negotiation training that has benefitted you the most?

Captain Kelly had the opportunity to work a counter narco-terrorism operation in Honduras. While there he had to manage negotiations between the DEA, US Army Special Operations, Navy SEALs and the Honduran leaders and local police. As the elite planner, he had to communicate with all of these agencies and continually assess

his assumptions. CPT Kelly believes communication was essential to this, allowing him to build a relationship, enter the circle of value, and discover their key interests.

ILT Rodriguez believes relationship and legitimacy were critical to success in the negotiations he engaged in while overseeing a traffic control point (TCP) between two major cities in Iraq. There were problems with the manner by which the Iraqi soldiers were securing the TCP and checking vehicles. Having developed a relationship with the Iraqi leaders, he leveraged this relationship and illustrated a worst-case scenario that was personal to the Iraqi soldiers in order to have them better understand the magnitude and importance of their security job. The trust the Iraqi soldiers placed in ILT Demarco allowed the negotiation to flow effectively, ultimately leading to better security measures at the TCP.



Graduates' Advice

The graduates reflected on what they learned from their instruction in negotiation at the Military Academy, how it helped them while deployed, and what cadets should focus on.

- ◆ Preparation and listening are the keys to success.
- ◆ There are many different ways to create value; money can be one part of an option, but is often an ineffective means to establishing a lasting, working relationship.
- ◆ Your first negotiation sets the stage for all future interactions.
- ◆ Understand your authority as a Platoon Leader. Do not promise anything you cannot provide.
- ◆ Pause, reflect, & step into the other person's shoes when you are tempted to react emotionally to a problem or a situation. Make deliberate decisions, not reactionary ones.
- ◆ If a negotiation comes to a deadlock, take a break and approach it from a new angle.
- ◆ The negotiation tool kit fits in your ACU pocket. Carry it with you. *(All four panelists carried their cards with them when deployed and had them with them at the conference!)*
- ◆ Look at everything as a negotiation. The best way to improve is to continually practice and review.

“I addressed the issues of trust and differing perceptions first. Then I was able to press for his interests, while clarifying mine.”

Negotiation Roleplay #2: Salerno Gas Station

This scenario involved a newly deployed American lieutenant and an Afghan gas station owner whose main access to his station was cut off by the expansion of a U.S. Forward Operating Base (FOB).

The owner’s brother had been kidnapped by the Taliban, his gas was continually being stolen by the Afghan National Army, and the Taliban had been buying his gas and using his gas station to launch attacks on the American FOB. The Americans, meanwhile, had

failed to deliver on a number of promises to the owner and had not adequately addressed his nearly two-year old claim for lost business.

Both parties desired to reach a substantive agreement on the claim for damages, to share possible intelligence, to locate the brother, and to cease the ANA’s extortion; but issues of mistrust and poor communication made negotiating nearly impossible.

Utilizing the negotiation skills I had just learned, I resisted the temptation to make a substantive concession to buy trust. Instead, I addressed trust and perceptions first and then dug into his goals and interests. I was able to persuade the other party that both of our interests could be met by creating a fair, joint solution, thereby avoiding compromise, while improving communication and the relationship.

“Don’t be the leader riding the donkey, who has lost the donkey.”
-Afghan Proverb

Meet the Keynote: Miss Elizabeth McClintock

This year the keynote speaker for the Thursday evening dinner was Ms. Elizabeth McClintock. Ms. McClintock is a Founder and Managing Partner with CMPartners, LLC, an organization that specializes in designing and implementing negotiation, conflict management, and leadership training programs for both private and public sector organizations around the world. Ms. McClintock spoke mostly about her time as the lead facilitator and program designer for the Burundi Leadership Training Program for eight years.

Many are familiar with

the tragic Rwandan genocide that claimed 800,000 lives in a matter of months. However, the lesser known rolling genocide in neighboring Burundi had not

Region of East Africa. At the end of the conflict the rebels needed to be integrated into the government, including the military, for full reconciliation to occur.



Imagine fighting an enemy for decades, and then one day you are told that he will be your new commander? Obviously, this is not an easy change to make! This is where Ms. McClintock and her

team come in. They host conflict resolution and mediation workshops with members of the new Burundi army so that they can reconcile past differences

been characterized by a single event, but rather an ongoing conflict. Burundi is a tiny country situated just south of Rwanda in the Great Lakes

and look towards the future.

Ms. McClintock's address was very timely for this year's attendees. Many of the cadets will soon be deployed; however many will not experience the same deployment situations that current soldiers are facing. With the impending end to combat missions in 2014 and an

increased focus on a negotiated agreement with the Taliban or reintegration of former insurgents, tomorrow's lieutenants may be called on to assist in integrating former fighters into a unit they will be training and advising.

Their success or failure in that mission could help determine whether Afghanistan

remains unified or whether it descends into another civil war.

Ms. McClintock meets with Cadet Kakule Nguramo from the Democratic Republic of Congo.



Spotting & Changing the Game

Professor Jeff Weiss shared five strategies for negotiating when the other party is being a "hard bargainer".

- First: *Step to the Balcony*, or step back and assess the situation.
- Second: *Diagnose the other party's behavior*. How are they using (or not using) each of the seven elements to their advantage and why are they

negotiating in this way? Most negotiators only use 1 or 2 elements.

- Third: *Change the Game*. Ask yourself how you can use the seven elements to your advantage, either by introducing an element not currently being used, changing the use of an element they're using, or questioning the other party on their approach (while suggesting a new one).

- Four: *Stick with your strategy*. Once you've chosen a new game, be persistent.
- Five: If necessary, agree to play the opponent's game, or resort to your BATNA.

Negotiating Across Cultures

"An interpreter will be your senses in a foreign country, your eyes by observing cultural behaviors that may be very strange to you, and your ears because everything you hear on the street will be different, and your voice because speaking to people in a language they do not understand accomplishes very little. As a result you need a person you can trust and treat as a team member." Mr. Hussein Hassan, an Assistant Professor in the Defense Language Institute at the U. S. Army Command and General Staff College and former interpreter for U.S. Forces in Iraq, began the Cross Culture Panel with a lesson in trust and team work.

It is important to understand that an interpreter represents the connection between you and a culture that in most instances will be completely alien to you. Neither you nor this community will understand each other well during

Mr. Hussein Hassan, a Professor of Arabic at the U.S. Army Command and General Staff College and former Interpreter for U.S. Forces in Iraq.



early interactions. This is why trust is so important in the three-way relationship between a soldier, an interpreter, and a community.

Mr. Hassan highlighted four key tasks for building trust between yourself and another culture: (1) demonstrate care and concern—show that you want to make a difference, (2) maintain consistency—do not make promises that you cannot keep, (3) think "big picture"—prove that your goals are not limited to a certain area, but are instead universal in nature, and (4) build a

personal connection with both the community and your interpreter. This will help to eliminate misconceptions that are present in both sides of the relationship.

The key is to take advantage of your presence within a culture and treat it as a learning experience. "If you have at least a minimal knowledge of one other culture, this helps you develop an attitude helpful to understanding others." Do not underestimate your knowledge, because spending six months to a year in another culture will often times without a doubt give you a better understanding of that culture than a decade of reading about it from a textbook. However, "it is not all about your expertise or the amount of information you have, but instead about maintaining a receptive mindset."

By keeping an open mind and building trust with your interpreter and the surrounding community, you enhance your ability and effectiveness as a combat leader.

Final Simulation

Conference attendees engaged with locals during the Final Simulation.



The last negotiation exercises of the 2012 West Point Negotiation Conference took place during the Final Simulation. These exercises challenged attendees to test their newly developed negotiation skills and tools in situations similar to those that have occurred in real life. Attendees interacted with cadets currently or recently enrolled in the MG390 Negotiation for Leaders course. These role-players portrayed the 'hard-bargainers' that the attendees negotiated with in two different scenarios.

The Final Simulation took place near Trophy Point and historic Battle Monument. Attendees wore their combat uniforms and were equipped with imitation M4 carbines. Attendees were also able to enjoy MRE's for lunch! The hard-bargaining cadets were clad in robes and burkas.

This year all attendees encountered two different hard bargainers who played the roles of difficult counterparts similar to ones that coalition soldiers have encountered during their tours in Afghanistan and Iraq. These scenarios required attendees to apply all of the skills and tools that they had learned over the course of the conference. The goal of each scenario was for the negotiators to "change the

game" in various ways in order to get the hard bargainer to conduct principled negotiation, and to facilitate a successful outcome. The attendees were given limited information and only 15 minutes to prepare for each negotiation. Each negotiation lasted 20 minutes, followed by a 10 minute AAR (after action review) in which the cadets and attendees reviewed what went well during the negotiation and future areas to focus on for improvement.

One of the scenarios was a negotiation between a US Army platoon leader and an Afghan elder who was coming to the platoon leader to discuss a land claim dispute. The elder claimed he had the deed to the land and that the US Army unlawfully paid the sub-governor \$2 million when in fact they should have paid him. The elder offers to take \$1.5 million if the PL will just pay him right then.

Delegates were forced to identify which of the seven elements the Afghan elder was using (and not using) as a barrier to agreement, and then figure out ways to use the elements to get past the elder's hard bargainer tactics. The attendees took many varied approaches to this negotiation. They were able to apply their new skills and work to change the game by utilizing

their training, creativity, and persistence. Some appealed to the Elder's needs and interests, offering medical aid and food assistance. Others spent time building the relationship and establishing ways forward that cultivated trust between the elder and platoon leader. Overall, the attendees developed a variety of creative options, with their possible solutions demonstrating application of what the attendees had learned over the previous day and a half.

Attendees met with varying levels of success but overall demonstrated a disciplined and systematic approach to negotiation. Many attendees felt that the Final Simulation was the perfect culminating event in which to practice and showcase their newfound negotiation skills and tools. The West Point Negotiation Conference's Final Simulation was a success, with all attendees able to work through and experience realistic scenarios very similar to what they may experience as future Army Leaders.



Scenic Battle Monument was the location for the Final Simulation.

Gen. Robert W. Cone, Commanding General of the U.S. Army Training and Doctrine Command, watches attendees negotiate with a hard bargainer during the Final Simulation.



Lessons Learned

Attendees Share Unique Perspectives on their Experiences

Kakule Nguramo

International Cadet, Democratic Republic of Congo
US Military Academy, 2014

Before I had the privilege to participate in the West Point Negotiation Conference, I thought of negotiation as a simple matter where people meet to address issues of common interest. I came into the conference with a skeptical attitude, expecting to find a series of redundant exercises that consistently failed to offer anything novel. I doubted that a 'study' of negotiations would be any more than buzzwords and oversimplified theories, which could not attain any level of practical application or originality. I quickly found that was untrue, a personal illusion.

Assessing different case studies, learning the entire circle of Negotiation, interacting with other participants, and most

importantly, listening to different guest speakers sharing their experiences, I came to understand that negotiation is far more than my initial presumption. Negotiation is an art and a science, deserving equal consideration as other social sciences. Negotiation is not unlike political and economic studies, where rules should be strictly and inclusively applied. Negotiating is not gambling; rather, it requires meticulous preparation in order to succeed.

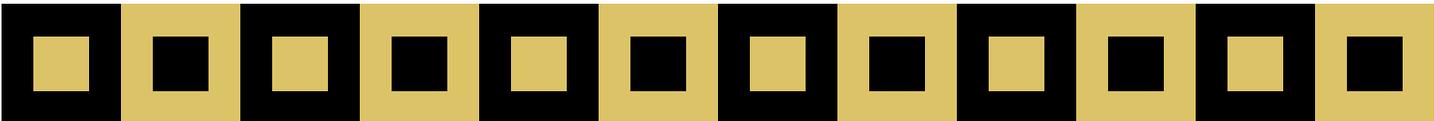
Actually framing the discussion in the international political context, where a mutual misunderstanding of culture and faith differences seems to prevail, negotiation can serve as either a tool to reconcile tensions or a sword dividing nations. By learning negotiation skills in an inclusive environment focused on meticulous study and mutual



Cadets from the Royal Military College Canada and Army ROTC negotiate their first case at WPNC 2012

respect, our ability to use negotiation to mitigate mistrust has been greatly enhanced.

As future leaders in this critical time, we must put this skill in our toolkit. For as we grow, mastery of negotiation and negotiation philosophy will be more important than the ability to shoot an M4.



Erick Heaney

US Military Academy, 2015

I had always perceived negotiation as revolving around manipulating or tricking people into doing what you wanted without giving up your position. This conference showed me several aspects and methods of

negotiating, many of which draw on a deeper understanding of intrapersonal relationships and the 2nd and 3rd order effects of how you approach a negotiation. I joined WPNP in hopes of learning about negotiation to benefit me and my subordinates in the future, but it was not until the Junior Leader Panel that I understood how important these

skills are and will be. War is no longer a simple assault and secure process, but a project based on relationships and communication. Seeing the real mistakes and

events that were discussed in the panel made the looming threat of being placed in a high stakes situation clear to me. I was fascinated by the models and processes involved in conducting a thorough negotiation and how successful it could be when properly applied.

The most important thing I took away from the conference was the importance of establishing a relationship and entering the circle of trust. I realized how often people cut to the chase and want to do business and get what they came for without considering how important it is to establish a working relationship with the person on the other side of the negotiation. Setting a foundation for future communication stood out to me as essential in our future roles as military officers.



Canadian, Coast Guard and US Army Cadets.

Lessons Learned (continued)

Mario Cortizo
International Cadet, Panama
US Military Academy, 2013

Attending The West Point Negotiation Conference was a great experience, and will not only help me on my professional development as a cadet but also as a future leader. During the conference we were able to perform practical negotiation exercises, listen to junior officers' negotiation experiences, and hear from several experts on cross-cultural negotiation.

Throughout the West Point Negotiation Conference all of the attendees learned invaluable lessons and the importance of having good negotiation skills. Among my biggest take-aways from the conference is that during any negotiation

the key factors that can lead to a successful negotiation are: preparation, building a relationship, knowing both parties' interests, keeping options open and always targeting your BATNA (Best Alternative to Negotiated Agreement). Attending this conference not only gave me a better picture of how negotiations are developed, but also enabled me to put into practice my negotiation skills during our final negotiation exercise.

After attending two days of negotiation classes, conferences, and training exercises, I can say that attending the West Point Negotiation Conference was a great developmental experience. Conferences like this

one are of great importance, since having leaders with good negotiations skills will lead to win-win situations and improve both parties' level of satisfaction.



Attendees enjoy a quick MRE lunch during the Final Simulation before continuing their negotiation exercises.



Emily Waugh
US Military Academy, 2013

Negotiation skills are crucial in today's military. The United States plays a critical role globally. In order to conduct nation building, it is important to build relationships. While it is also vital to accomplish the mission, the way you do so can determine the way the locals view the military's role in their country. I thought the example with the gas station owner really proved this point. He was not originally against the United States' involvement but he became extremely frustrated with the way he was being treated. No one stopped to ask him why or really listened to what he was saying. I believe this was a recurring theme throughout the conference—to ask “why?” and listen intently. Locals are civilians, not soldiers, so you cannot expect them to obey without knowing why. Their livelihoods are at stake and they want to be heard. If military leaders make it a point to

negotiate when feasible, more civilians on the battlefield will see that the United States is truly there for the benefit of their nation.

I also really appreciated the different panels. I thought the junior panel was great because it gave the members of the conference a glimpse into the lives they will lead and how important negotiation is once you leave the Academy bubble. It also showed how important translators are. It was valuable to hear how important it is to build trust between you and your translator.

Another lesson I learned during the conference is the importance of cultural awareness. It is imperative to show that you are attempting to learn about their culture. It was

emphasized that if you demonstrate an effort to learn their language and how their society works, they will respect your hard work. And there must be respect if there is to be trust. And there must be trust if there is to be progress.



Attendees and West Point cadets mingle at a “Meet and Greet” social event held the night before the conference kicked off.

Strategic Negotiation: Brigadier General H.R. McMaster



BG McMaster at work.

(Denver Post/CF Walker)

Brigadier General H.R. McMaster came to the conference as the final speaker and shared his experiences commanding several different units, from 1st Squadron of the 4th Cavalry Regiment to the 3rd Armored Cavalry Regiment, and how these taught him the necessity of the negotiation process. General McMaster began by discussing the requirement for an institutionalized negotiation process as a way of producing results in foreign conflict areas by creating better cooperation with the local populations.

General McMaster highlighted some of his key takeaways for future junior officers. By determining the interests that both parties hold, a junior officer can articulate to those under their command what their sacrifice will accomplish. General McMaster also spoke extensively on the idea of developing a relationship,—even if it is only a short-term one—to assist in negotiations. The art of building

relationships on trust and respect should be inculcated into each new Army leader.

His discussion then turned to the reasons why the West Point Negotiation Conference relates to strategic-level operations ongoing in Afghanistan and Iraq, speaking primarily on 3 key points:

(1) When entering into the negotiation process the first step is to understand one's own interests and the interests of the other parties in the negotiation. By doing this decision makers can effectively determine what risk to take based on mission objectives. Should this facet of the negotiation process be neglected, U.S. Forces will have great difficulty assuring foreign populations that their interests are accounted for.

(2) When entering into the negotiation process we must understand the alternatives available to both sides and how to address those, whether it is through the use of historical precedents or

negotiating for a long term commitment.

(3) The development of solid relationships with the people who are in the negotiation is essential to progress. Simply put, by doing this we can effectively build trust with those whom we must engage.

General McMaster's arguments have profound implications for U.S. strategy in Afghanistan and future conflict areas. Communities such as Iraq and Afghanistan are targeted by international terrorist organizations for operations in order to destabilize U.S. interests and build a supportive population base to recruit from. By understanding the interests of a population, the U.S. Army can effectively find ways to address them and reduce the number of potentially disgruntled communities that are easily targeted. There are also major implications for combating organized crime in our areas of operation. General McMaster explained that the only way to combat organized crime and corruption in Afghanistan is by exerting influence on key Afghan leaders. The goal is for Afghanistan to develop a government that is trusted and respected by its people.

**“Clear intentions,
easy destination”
- Afghan Proverb**



Negotiation Roundtable

WPNP hosted a “Negotiation Roundtable” on Saturday morning following the main conference. The roundtable discussion focused on ways that current Army negotiation trainers, educators and researchers could work to develop more effective and unified negotiation training, as well as how to assess training effectiveness. Attendees represented those responsible for negotiation training at nearly all of the Army’s officer professional development courses, the Air Force Negotiation Center of Excellence, the Army TRADOC Culture Center, the Army Research Institute, and several other organizations.



At this year’s meeting, attendees focused on establishing clear lines of communication among one another, increasing awareness among group members of what

approach each takes to teaching negotiation, heightening awareness of the resources each has to offer the military, facilitating greater cross-organizational collaboration, and a

brief discussion regarding a possible comprehensive framework for negotiation education within a military professional’s timeline.

LTC (R) Ken Riggins, a negotiation instructor at the Command and General Staff College, served as the lead facilitator. LTC Riggins has established an online forum that group members will now be able to use for maintaining contact and sharing their ideas about negotiation education and how to more effectively train the Army’s leaders to be better negotiators.

COL Kirk’s Reading List

Come From the Shadows
By Terry Glavin

The Long Way Back: Afghanistan’s Quest for Peace
By Chris Alexander

Deadly Embrace: Pakistan, America, and the Future of Global Jihad
By Bruce Riedel

The Wars of Afghanistan: Messianic Terrorism, Tribal Conflicts, and the Failures of Great Powers
By Peter Tomsen

COL Timothy Kirk is the senior Afghan Hand in the ISAF Combined Joint Interagency Task Force Shafafiyat (Transparency), the anti-corruption task force.



Negotiations: Combating Corruption

“It is not enough to just build a government; you have to focus on the society as a whole.” COL Tim Kirk, a member of the ISAF anti-corruption task force in Afghanistan, sets a clear direction for international efforts in this beleaguered nation. “In the past we have made the mistake that government equals governance.” However, that is rarely this case. The Afghan people have little respect for their government because it is unresponsive and in most instances fails to provide even basic protection.

The ISAF Combined Joint Interagency Task Force Shafafiyat aims to resolve these problems. Currently, “the international community is overpowering the [Afghan] government, to the exclusion of the people while simultaneously throwing around billions of dollars in aid money to a private sector that was not prepared.” In order to fix this

imbalance, it is necessary to put the power back into the hands of the people. “The objective is to infuse ISAF’s dialogue, plans, and perspectives with ideas that are gathered direct from the Afghan people.”

The goal is to build trust-based relationships that will help develop an informed society and a transparent government. This is accomplished by working with people from all spectrums of society to help foster the foundations of an active civil society, such as public media, social networks, and education.

“In Afghanistan, everything boils down to relationships. And the trust base of those relationships is essential to achieving any kind of success.” We have to start by talking with the Afghan people and sharing both parties’ interests. When this is done the opportunities are limitless.

A Note from the WPNP Directors

We hope you enjoyed the West Point Negotiation Conference and look forward to hearing your stories of putting the strategies and tools into practice. As you work to improve your skills, remember that effective negotiators:

- ◆ Are aware of, and willing to question, their assumptions
- ◆ Have a robust measure of success
- ◆ Prepare systematically
- ◆ Act purposively in choosing their approach to negotiation
- ◆ Get themselves and their counter-parts into “The Circle” when creative solutions are required
- ◆ Work to spot, diagnose, and actively change the game when faced with a hard bargainer
- ◆ Review and learn from their negotiations

Also keep the Seven Elements in mind. They will help you as you engage in each of the activities noted above.

Practice, review, adjust, and practice some more. The more you do this in low risk situations, the more you will build the ability and confidence to perform effectively in high risk situations. As you practice, consider the ideas you generated at the end of the conference:

- ◆ Find an opportunity each week to prepare for a negotiation using the 7-Element Prep Sheet
- ◆ Analyze, using the Spotting, Diagnosing & Changing the Game Tool, a negotiation you see in the paper, on TV, at the movies, or in your day-to-day life
- ◆ Teach someone one of the key concepts, techniques, or tools
- ◆ Regularly review your negotiations, capturing What Worked and what you’d Do Differently next time
- ◆ Keep a negotiation journal where you capture key lessons and effective strategies
- ◆ Pick a low risk negotiation to practice getting into “The Circle”
- ◆ Reopen a failed negotiation, using new ways to prepare and conduct the negotiation
- ◆ Take time to be aware of when you are in a negotiation and practice using one of the strategies discussed (e.g. digging for interests, inventing options, appealing to standards, separating relationship from substance)
- ◆ Ask others for feedback on how you are negotiating
- ◆ Keep the laminated tip cards nearby and review them regularly. Take them with you when you deploy.

Great leaders must be great negotiators. Your effectiveness in leading troops, building relationships with local populations, and solving complex problems will depend in large part on your skill as a negotiator. We hope the conference serves as a springboard for your future success.

Good luck! Contact us anytime if you need help, have a question, or have a story to share.

— **Mr. Jeff Weiss, MAJ Zach Mundell & MAJ Neil Hollenbeck**
(wppnp@usma.edu)

About WPNP

Founded in 2009, the purpose of the West Point Negotiation Project is to enhance the ability of military leaders to conduct effective negotiations in the complex and challenging situations they face in both combat and peace.

Recognizing the growing importance of the human dimension on today's battlefield, WPNP's initiatives emphasize the importance of effective negotiation strategies to the success of our ground forces. Specifically, the Project exists to:

- ◆ Contribute to the development of leaders of character by providing them with a forum in which to engage, study and practice the art and science of negotiation

- ◆ Collect, publish and distribute effective negotiation practices from experienced leaders
- ◆ Develop improved negotiation models and strategies for leaders and units
- ◆ Produce and make available high quality negotiation training materials
- ◆ Conduct high-impact training for Army units about to deploy
- ◆ Exchange ideas among negotiation practitioners and scholars within and outside of the military
- ◆ Encourage multidisciplinary collaboration within West Point and the greater military for improving the theory,

Save the Date!

The 4th Annual West Point Negotiation Conference is scheduled for 10-12 April 2013. We look forward to seeing you there!

- ◆ teaching and practice of negotiation
 - ◆ Serve as a consulting resource to the Army on key negotiation issues
- For more information please visit www.wpn.org or visit us on Facebook.

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WPNP Research Fellows and Senior Members present at the U.S. Air Force Language and Culture Center and the School of Advanced International Studies Symposium on "Conflict Management in Culturally Complex, Uncertain, and Volatile Environments" in Washington, D.C.



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Current & Upcoming Projects:

- Creating a Small Unit Combat Leader Negotiation Guidebook for publication and military-wide distribution
- Supporting negotiation training and curriculum development with the Navy SEALs, I-10 Infantry Division, and other deploying units
- Consulting on special military projects, including corrupt network analysis with TF Shafafiyat
- Cadet summer internships with ESPN, Boston Scientific, Partners for Democratic Change, and the Institute for Creative Technologies

WPNP would like to extend its gratitude to Vantage Partners for sharing the models, methods, and tools they have developed over the past 30 years through research and practice.



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