

WEST POINT
NEGOTIATION PROJECT
3D ANNUAL CONFERENCE



Negotiation: *"A Tactical Asset for Leaders"*

29-30 March 2012

*United States Military Academy
West Point, New York*

WPNP History

The West Point Negotiation Project was established in early 2009 in response to feedback from graduates who had taken MG390: Negotiation for Leaders. These leaders reported finding the skills developed in the course to be of critical importance in their deployment experiences and requested greater access to resources and training for their units. Since its founding in 2009, the WPNP has conducted actionable research, trained military units, assisted with development of negotiation doctrine and training resources, and hosted an annual conference for undergraduate students. This year the WPNP conducted its tenth mobile training workshop for units about to deploy in support of the Global War on Terror. In addition, the WPNP runs various programs aimed at cadet development, involving over 100 cadets in monthly engagements with experts in the field of negotiation, as well as research, consulting, and other activities. In total, the WPNP has helped teach negotiation to over 1000 military leaders. The Project is under the direction of faculty and staff in the Department of Behavioral Sciences and Leadership at the United States Military Academy, West Point, New York, and is assisted by a robust team of over 25 cadets who volunteer their personal time to address one of the Army's most pressing needs. The project is also supported by Vantage Partners, a consulting firm in Boston, whose founders have been engaged in negotiations in both business and the highest levels of government for over 30 years.

The WPNP is currently engaged in Army outreach through the annual conference, mobile training teams, and other advising projects. Our research is currently focused on the issue of corruption in Afghanistan, as well as the use of multi-party negotiations to teach advanced skills in negotiation training. The WPNP regularly consults with members of TF Shafafiyat (Transparency) in Afghanistan, as well as other Army agencies who are developing curriculum or working through difficult negotiation situations. Most recently, MAJ Aram Donigian and Professor Jeff Weiss published the article *Towards a Better Way to Engage* in COIN magazine. The project has additional publications due out this spring and summer. All of our activities are engaged upon with an aim toward cadet development. Cadets regularly support and often take leading roles in all of the above activities, fulfilling the core mission of the United States Military Academy: to develop leaders of character.



WPNP Welcome Note

For U.S. military leaders in the Global War on Terror, the nature of the job has changed since the start of the war in 2001. In a 2005 briefing at the U.S. Military Academy at West Point, one division commander outlined his lieutenants' daily operations in Baghdad: running a presence patrol at 0700, helping to establish a local market by 0900, working to get power restored to a city block at 1200, attending a town council meeting at 1800, and conducting a raid on a suspected insurgent's residence at 0100. Each of these missions involved some type of a negotiation.

Sometimes demands and threats do work. Sometimes they are even necessary. However, the situations that today's military officers face are more complex than ever, involving multiple parties, issues, and cultures. How leaders choose to manage each negotiation creates perceptions and precedents in surrounding communities, and opens up or cuts off opportunities to solve the next challenge faced. The stakes can be life and death, physical security, critical scarce resources, or political capital. In July 2010, General David Petraeus issued guidance to the International Security Assistance Force (ISAF) in Afghanistan reminding them to focus on the decisive human element by building lasting relationships and managing perceptions through effective processes and solutions with local leaders and residents, as well as within the ISAF chain of command, all while still pursuing enemy combatants. This directive requires military leaders at all levels to be mentally agile and adaptable – to systematically assess when the use of force and when skilled negotiation is the best approach to take.

This year's West Point Negotiation Conference, entitled, "***Negotiation: A Tactical Asset for Leaders***," is sponsored by the West Point Leadership Center and the Network Science Center. The conference is intended to better prepare you for the challenges that lay ahead by:

- Building negotiation skill through interactive presentations, practical negotiation exercises, and debriefs designed to enable you to extract important lessons.
- Hearing from recently redeployed captains and lieutenants discussing their negotiation experiences, observations, and lessons learned from both Afghanistan and Iraq.
- Hearing from experts in cross-cultural negotiation on what they do to be successful in their current operating environment.

We are honored to have you with us for the next two days. Please do not hesitate to engage us or any of the conference staff if you have any questions or concerns. Now let's learn to negotiate!

Very Sincerely,
Mr. Jeff Weiss & Major Zach Mundell
Co-Directors, WPNP



Schedule Day 1



29 MAR	THURSDAY	
TIME	EVENT	LOCATION
0655-0720	Breakfast	Cadet Mess Hall (Students Only)
0730-0815	Welcome / Introductory Remarks	Haig Room
0815-0900	Recognizing Our Assumptions	Haig Room
0900-0915	Break	Haig Room
0915-1015	Defining a Good Outcome	Haig Room
1015-1030	Break	Haig Room
1030-1040	Intro to Negotiation Exercise 1	Haig Room
1040-1140	Deliberate Prep for Negotiation Exercise 1	Haig Room/JH514
1140-1215	Negotiation Exercise 1	Jefferson Hall
1215-1245	Lunch	Haig Room
1245-1345	Negotiation Exercise 1 Debrief	Haig Room
1345-1425	Positional Bargaining and the Circle of Value	Haig Room
1425-1435	Break	Haig Room
1435-1535	Junior Leader Panel	Haig Room
1535-1550	Break	Haig Room
1550-1605	Intro to Negotiation Exercise 2	Haig Room
1605-1655	Deliberate Prep for Negotiation Exercise 2	Haig Room/JH514
1655-1740	Negotiation Exercise 2	Jefferson Hall
1740-1840	Negotiation Exercise 2 Debrief	Haig Room
1840-1900	Break	Haig Room
1900-2100	Dinner & Keynote: Ms. Elizabeth McClintock	Haig Room

Schedule Day 2



30 MAR	FRIDAY	
TIME	EVENT	LOCATION
0655-0720	Breakfast	Cadet Mess Hall (Students Only)
0730-0800	Review Day 1	Haig Room
0800-0900	Cross-Cultural Negotiation Panel	Haig Room
0900-0910	Break	Haig Room
0910-1025	Spotting & Changing the Game	Haig Room
1025-1035	Final Simulation Overview & Pairing	Haig Room
1035-1355	Final Simulation	Trophy Point
1355-1410	Break	Haig Room
1410-1510	Final Simulation Debrief	Haig Room
1510-1520	Break	Haig Room
1520-1600	Lessons Learned	Haig Room
1600-1645	Strategic Negotiation: BG McMaster	Haig Room
1645-1715	Conference Wrap-up	Haig Room



WPNP Mission

The West Point Negotiation Project exists to enhance the ability of military leaders to conduct negotiation in the complex and challenging situations they face in both combat and peace.

Strategic Negotiation Speaker

“The Critical Importance of Negotiation and Mediation Skills in Contingency Operations: ISAF’s Efforts to Address the Threat of Corruption and Organized Crime in Afghanistan”



Brigadier General McMaster

BG(P) H.R. McMaster is the incoming commander at the Maneuver Center of Excellence at Fort Benning, GA. BG McMaster directed CJIAF-Shafafiyat (Transparency) at ISAF (International Security Assistance Forces) Headquarters in Kabul, Afghanistan from July 2010 until February 2012. Prior to this assignment, BG McMaster served in numerous command and staff positions including: Commander, E Troop, 2nd Squadron, 2nd Armored Cavalry Regiment; Commander, 1st Squadron, 4th Cavalry Regiment; U.S. Central Command staff; Commander, 3rd Armored Cavalry Regiment; Advisor to GEN Petraeus; and Director, Concept Development and Experimentation (later renamed Concept Development and Learning), in the Army Capabilities Integration Center (ARCIC). BG McMaster is a 1984 graduate of the United States Military Academy. He also holds an M.A. and Ph.D. in American History from the University of North Carolina at Chapel Hill.

Keynote Speaker

“Negotiating Civil-Military Relations: Stories from Africa and Beyond”



Ms. Elizabeth A. McClintock

Elizabeth McClintock is a Managing Partner with CMPartners, LLC and Chair of the Board of Directors of The Bridgeway Group. In her work, Ms. McClintock offers consulting services and designs and implements negotiation, conflict management, and leadership training programs for both private and public sector organizations around the world. Currently, Ms. McClintock is the lead facilitator for the WWICS Security Sector Reform Project in DR Congo and recently completed work as the lead facilitator for the WWICS *Strengthening Governmental Collaborative Capacity in a New Liberia* project. She also co-facilitated a two-year USAID-funded program to develop a conflict resolution curriculum for Burundian high schools, in partnership with the Burundian Ministry of Primary and Secondary Education. Prior to this, she acted as the manager of a leadership-training program in Timor-Leste and as the lead facilitator and program designer for the Burundi Leadership Training Program. Ms. McClintock also develops and implements courses with the World Health Organization, focused on improving the ability of WHO member states to better manage the global health diplomacy process. Ms. McClintock is currently a Ph.D candidate at the Fletcher School at Tufts University.

COL Timothy Kirk



Colonel Timothy R. Kirk is the senior Afghan Hand in the ISAF Combined Joint Interagency Task Force Shafafiyat (Transparency), the anti-corruption task force. He is also the chief of the civil society branch, responsible for COIN anti-corruption efforts in Afghan civil society. Colonel Kirk graduated from the U.S. Air Force Academy in 1993 with a Bachelor of Science Degree in Biology with a German Language Minor. He holds a Masters Degree in Sports Medicine from the U.S. Sports Academy, Alabama, a Masters of Logistics Management Degree from the Air Force Institute of Technology, and a Masters of Airpower Art and Science from the School of Advanced Air and Space Studies. Prior to his current position he served as the lead speechwriter for the Chairman of the Joint Chiefs of Staff, Joint Staff, Pentagon and previously as the speechwriter to the Chief of Staff of the Air Force, Headquarters Air Force, Pentagon, in the Secretary of the Air Force and Air Force Chief of Staff Executive Action Group.

Mr. Hussein Hassan



Mr. Hussein Hassan is currently an Assistant Professor in the Defense Language Institute at the U.S. Army Command and General Staff College where he teaches Arabic. Prior to becoming a U.S. Citizen, Mr. Hassan served as an interpreter for U.S. forces in Iraq. Specifically, Mr. Hassan was the first local national interpreter hired by 4/1 Marines, USMC in Sadr City, Baghdad. Mr. Hassan served as the interpreter for Eagle Troop 2nd ACR and a CA/PSYOP element in Sadr City from 2003-2004. In 2004 he was then selected as the battalion commander's personal interpreter for 2/5 CAV, 1st Cavalry Division in Sadr City. Mr. Hassan then served battalion commanders of the following units in Baghdad: 4-64 AR, 3rd Infantry Division, 1/12 IN, 4th Infantry Division, and 4-9 CAV, 1st Cavalry Division. In 2007 Mr. Hassan emigrated to the United States. Mr. Hassan holds a B.A. in English from the University of Baghdad College of Languages and a M.A. in Education with emphasis on Instructional Technology from Brandman University, California.

WPNP
Junior Officer
Panelists



CPT Peter Kelly is a 2007 graduate of the United States Military Academy and is currently assigned to 1-1 ADA Battalion in Okinawa, Japan. Prior assignments include Fire Control PL with D/1-1 ADA, Tactical Director and Fire Distribution Section OIC with HHB/1-1 ADA, Counter-Narco Terrorism (CNT) OIC for JTF-B in Honduras.



CPT Austin Milster is a 2007 graduate of the United States Military Academy and is currently assigned as a ground liaison officer at Barksdale Air Force Base. Prior assignments include fire support officer with 3-69 Armor and Fires Platoon Leader in B Battery, 1-41 FA at Fort Stewart, GA.



1LT Adam DeMarco is a 2009 graduate of the United States Military Academy and is currently a Paladin Platoon Leader with 5-82 FA. Prior assignments include Asst Bn Fire Support Officer and the Asst Bn Effects Officer for 2-12 CAV, 4th BCT. During the unit's deployment to Iraq in 2010 1LT DeMarco was assigned as the Personnel Security Detachment Platoon Leader. In this assignment 1LT DeMarco was responsible for setting up and overseeing key leader engagements in his battalion's AO.



1LT Bryan A. Rodriguez is a 2009 graduate of the United States Military Academy and is currently a Bn S4 with 27 BSB, 4th BCT, 1st CAV Division, Fort Hood, TX. Prior assignments include Maneuver Platoon Leader, B Co, 2/12th Cavalry in Kirkuk, Iraq where he was in charge of several checkpoints in (2) different locations that contained over (20) US and Iraqi Forces respectively. He also completed over (20) KLEs in Kirkuk city with a population just shy of a million people. Prior to his deployment he was a Maintenance Platoon Leader, F, FSC, 2/12th Cavalry, Fort Hood, Texas.



Dr. Stefan Eisen Jr., COL(ret) USAF

Dr. Eisen is the founding Director of the Air Force Negotiation Center of Excellence, Maxwell AFB, AL. He is the past Air War College Dean of Academics and retired from the Air Force in 2006 after 30 years of active duty service. A five-time commander, he led the 737th Training Group (Air Force Basic Military Training), Lackland AFB, TX., the Air Force Reserve Officer Training Corps HQ at Maxwell AFB, AL, the 37th Flying Training Squadron, Columbus AFB, MS., and the 3830th Student Squadron, Squadron Officer School, Maxwell AFB, AL. He was also Commander, Air and Space Basic Course School, Maxwell AFB, AL.

Dr Eisen teaches, researches and writes on a wide variety of topics concerning negotiations, including the Cooperative Negotiating Strategy (CNS), Trust, Information, Power and Options (TIPO) model, cross-cultural negotiating styles, conflict management, as well as strategic leadership and change management. His audiences include international and DOD professionals, civilian business and civic leaders as well as undergraduate students. In 2011, Dr Eisen earned the AF General Counsel's Alternative Dispute Resolution Award for his teaching and program excellence as well as Air Education and Training Command Inspector General "Professional Performer" recognition.

Mr. Chris Clark

Mr. Clark is the lead for professional military education for the TRADOC Culture Center. He retired from the US Army after serving 20 years as an Intelligence Analyst.



During his military service, Mr. Clark served in numerous locations around the world to include Iraq, Germany, England, Japan, and South Korea. Assignments of note include serving on a Military Transition Team for the 1st Mechanized Brigade, 9th Iraqi Army Division; as an instructor for the 35F 10 Intelligence Analyst Course; and as a Chief Instructor for the Military Intelligence Senior Leaders Course.

Mr. Clark has worked with the TRADOC Culture Center for five years. As the professional military education lead, his duties include developing culture education products for use in professional development courses for the enlisted and officer cohorts. He is responsible for ensuring that all products are developed in accordance with the Army Culture and Foreign Language Strategy.

Professor Jeff Weiss



Professor Jeff Weiss is a partner at Vantage Partners where he runs the Alliance Management practice area. He also works extensively with Vantage's Fortune 500/Global 1,000 clients on how to most effectively govern, manage, and measure the performance of their alliances. Prior to founding Vantage, Prof. Weiss helped to build Conflict Management Group, a non-profit consulting firm that works with governments around the world on managing conflicts of public importance. Prof. Weiss was also a member of the Harvard Negotiation Project. Prof. Weiss has published extensively on negotiation, partnering, and change management. A few of his recent publications include: *Making Partnerships Work: A Relationship Management Handbook*; *Managing Alliances for Business Results: Lessons Learned from Leading Companies*; *Transforming Trading Relationships into Partnerships: A Cross-Industry Study of Customer-Supplier Collaboration*, as well as articles published in the *Harvard Business Review*, "Extreme Negotiations", "Simple Rules for Making Alliances Work" and "Want Collaboration? Accept — and Actively Manage — Conflict." Prof. Weiss is a graduate of Dartmouth College and Harvard Law School, and is a member of the Massachusetts Bar. Along with his work at Vantage, he also serves on the faculty of the Amos Tuck School of Business at Dartmouth College and the faculty of the United States Military Academy at West Point. In addition, Prof. Weiss is also a founder, and presently serves as the co-Director, of the West Point Negotiation Project. Prof. Weiss was awarded West Point's 2010 Apgar Award for Excellence in Teaching. He is also a recipient of the Department of the Army's Commander's Award for Civilian Service.

Major Zachary Mundell



Major Zach Mundell is a co-director of the West Point Negotiation Project and an assistant professor in the Department of Behavioral Sciences and Leadership. A native of Bennett, Colorado, MAJ Mundell enlisted in the Army in 1993 as a Blackhawk helicopter repairer and crew chief. Following his first assignment with 1/501 Aviation Regiment in Korea, he attended the United States Military Academy Preparatory School and the United States Military Academy. Major Mundell graduated from USMA in 1999 and received his commission as an Armor officer. Major Mundell has served in a variety of leadership assignments in both armor and aviation units. He has deployed to both Bosnia as part of Stabilization Force 7 and to Operation Iraqi Freedom. He holds a Bachelor of Science in Environmental Engineering from West Point and a Master of Business Administration from the University of Chicago Booth School of Business.

WPNP Staff

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CDT Andy Oswald - WPNP XIC

Conference Team

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CDT Chris Beatty - ACIC
CDT Caleb Cline - S1 (External Affairs)
CDT Matt Demartino - S1 (Internal Affairs)
CDT Trevor Hanson – S1 (VIP Coordinator)
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