West Point Negotiation Project

ADRP 6-22 (Army Leadership) Negotiation Content
The new ADRP 6-22 addresses negotiation

- An updated ADRP 6-22, Army Leadership, was published August, 2012

- The updated manual very generally addresses
  - Contexts in which an Army leader may use negotiation skill
  - Principled negotiation as an appropriate approach

- Extending influence beyond the chain of command is a leader competency

- Influencing frequently involves negotiation, even when people do not think of the interaction as a negotiation
Table 6-3. Summary of the competency *Extends influence beyond the chain of command*

Leaders need to influence beyond their direct lines of authority and beyond chains of command to include unified action partners. In these situations, leaders use indirect means of influence: diplomacy, negotiation, mediation, arbitration, partnering, conflict resolution, consensus building, and coordination.

<table>
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<tr>
<th>Understands sphere, means and limits of influence</th>
<th>• Assesses situations, missions, and assignments to determine the parties involved in decisionmaking, decision support, and possible interference or resistance.</th>
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| Negotiates, builds consensus and resolves conflict | • Builds effective working relationships.  
• Uses two-way, meaningful communication.  
• Identifies individual and group interests.  
• Identifies roles and resources.  
• Generates and facilitates generation of possible solutions.  
• Applies fair standards to assess options.  
• Creates good choices between firm, clear commitment and alternatives to a negotiated agreement. |
Chapter 1 – Fundamentals of Leadership

Mission Command

1-19. Mission command is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander’s intent to empower agile and adaptive leaders in the conduct of unified land operations (ADP 6-0). Mission command calls for leaders with the ability to build a collaborative environment, the commitment to develop subordinates, the courage to trust, the confidence to delegate, the patience to overcome adversity, and the restraint to allow lower echelons to develop the situation. Specifically, mission command requires that leaders receive training, education, and experience to become:

- Critical and creative problem solvers, agile and able to make decisions in operational environments with uncertainty, complexity, and change.
- Skilled at applying the Army Design Methodology and the operations process.
- Skilled communicators able to create shared understanding and support for the mission.
- Practitioners able to integrate their efforts with unified action partners, sensitive to the operational and strategic implications of their actions.
- Inspirational leaders who are able to engender utmost trust and confidence with and among subordinates and fellow leaders.
- Lifelong students of the Army profession.
- Adaptive leaders skilled in the art and science of influence, including negotiation and mediation.
6-64. Leaders must often resolve conflicts between Army interests and local populations or others. One method is negotiation. Negotiation is a problem-solving process in which two or more parties discuss and seek to satisfy their interests on various issues through joint decisions. The desired end-state of the negotiation process is the creation of a good choice between a clear, realistic, and satisfactory commitment and a reasonable alternative to a negotiated agreement that better meets the leader’s interests. Interests relate to each party’s needs, fears, concerns, goals, and motivations. Parties’ interests may be shared, different, or in conflict. Effective leaders negotiate around interests rather than positions that tend to be static and unyielding. Negotiation situations often involve multiple issues such as lives, security, resources, and alliances. They occur over time, often in cross-cultural settings with multiple parties, and can be extremely complex. Successful agreements frequently depend on positive relationships. While many approaches to negotiation exist, an appropriate strategy for the current operational environment is principled negotiation. The leader skilled in principled negotiation forms working relationships with the other parties while ensuring sound substantive outcomes that do not require either compromise or force to achieve organizational goals.
Successful negotiations involve several components. Leaders should:

- Understand and be willing to **challenge** assumptions about all parties involved, the desired outcome, the situation, and the negotiation itself.
- Consider the **measures of success** for negotiation and choose the right one for the right situation.
- Prepare thoroughly in a manner that supports the desired outcome and process for negotiation.
- Build **effective working relationships** based on genuine rapport, respect, and reputation. Separate relationship issues from substantive issues and address both on their own merits.
- Utilize **meaningful communication** among involved parties to inquire, acknowledge, and advocate while demonstrating active listening and understanding while shaping perceptions and emotions of all parties.
- Generate many **options or creative solutions** that meet the interests of all parties as well as possible. Creating options should be separate from evaluating and deciding.
- Use **objective, balanced, and fair criteria, standards**, and merit to evaluate options. Apply a test of reciprocity: would one party find this aspect fair if they proposed it?
- Determine **alternatives to a negotiated agreement**. Alternatives are ways that each party can meet their interests without creating an agreement in the current negotiation. What is each party’s best alternative to a negotiated agreement?
- Commit to an agreement only if it is better than alternatives, is the best of many options, and meets interests based on fair criteria. A **commitment should be clearly defined, well planned, and reasonable** for implementing. Leaders must not promise what they cannot or will not deliver just to get an agreement.
- **Review each negotiation systematically and use lessons to learn from one interaction to the next.**
10-10. Leaders often must use negotiation skills to obtain the cooperation and support necessary to accomplish a mission beyond the traditional chain of command. During complex operations, different unified action partners might operate under constraints of their national or organizational chains. This can result in important negotiations and conflict resolution versus a simpler process of issuing binding orders.

10-11. Successful negotiation, employing a joint problem-solving approach, involves building effective relationships, establishing two-way communication, understanding positions to clarify interests, creating possible solutions, using fair standards, and creating a good choice from firm, clear commitments and realistic alternatives. Good negotiators test their assumptions, measure success appropriately for the given situation, systematically prepare, make deliberate process-oriented decisions in conducting negotiations, and thoroughly review interactions.