

*Negotiations:
A Preparation Guide for Commanders*

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AGENDA

- **Purpose**
- **References**
- **Negotiation Definition**
- **Negotiation Preparation**
 - **Four Keys to Success**
- **Actions During a Negotiation**
- **Post Negotiation Actions**

NEGOTIATION TRAINING PURPOSE

- **Train company and above leadership on the mechanics of negotiation preparation and execution.**
- **Provide cultural, political and military scenarios that the unit is likely to encounter in theater.**

NEGOTIATIONS DEFINITION

- **Negotiation is defined as; affecting reciprocally of parties; to arrange or bring about through conference, discussion, and compromise; to accomplish or cope with successfully.**
- **Under this definition, negotiations happen from the squad leader to general officer level. (Gas Station Operations - Government Council Distribution)**

CULTURAL BRIEFS

Take Away: Don't offend anyone

- Don't shake a female's hand unless she offers it first
- Don't move away if an Arab "invades your space"
- Don't behave arrogantly or lose your temper
- Don't touch women or engage them socially
- Don't pat a person on the head
- Don't blatantly show the bottoms of your feet
- Don't bring a big entourage into a persons house
- Don't use big hand gestures / finger movements
- Don't use the left hand to eat or offer food
- Don't ask personal questions about female family
- Don't slouch when sitting
- Don't use the "OK" hand gesture
- Don't try to convert someone to your religion

BOTTOM LINE: You're so worried about offending, you can't focus on mission.

WHAT DO WE REALLY NEED TO KNOW..

BOTTOM LINE: Cultural niceties are important but stay focused on the tactical mission.

- What is the enemy thinking and why?
- What are my friends thinking and why?
- What will they do if I take action X and why?
- How are cultural issues impacting my operations?
- How can I make them do what I want them to do?

EFFECTS BASED OPERATIONS

Offensive, defensive, stability, and support operations planned and executed to achieve the commander's desired effect on a threat element, civil leader (tribal, ethnic, or governmental), or population group.

EBO achieves the commander's desired effect through the synchronized, sequential, or simultaneous application of leadership, maneuver, firepower, and information.

INFORMATION GAP

- Computer, drones and layers of three-letter information agencies above the tactical level are **no substitute for human eyes and brains**. Therefore, the focus of every agency must be at the tactical level.
- Information that does not benefit the soldier in combat is irrelevant.
- To do this we must close the information gap.
- Each negotiation/operation provides information: can this information answer a PIR if so get the information to subordinates.

Pre-Negotiation Preparation

EXAMPLE CAMPAIGN PLAN

Foster the establishment of a single, transparent, market-based economy
Establish programs to retrain and employ 5000 ex-military personnel
Create and manage a Civilian Conservation Corps-like work force to employ 1000 Mosul citizens
Increase the number of store front small business firms
Establish a vocational/technical job-training program to enhance the economy's skill base by 1000 workers
Self-sufficient civic leadership
Establish accountable and transparent state institutions with the autonomy to conduct all required business activities
A law enforcement system that is professional, capable, and trusted
Establish and train, to international standards, an ethnically diverse police force representative of the population they safeguard
Establish and train efficient an investigative division that ensures due process
Enhance overall effectiveness and efficiency of the judiciary system IOT foster civilian trust
A functioning infrastructure capable of providing the appropriate level of service
Restore selected government functions (Public Works, Food and Agriculture and Education) to provide basic services to the community
Modernize selected government functions (Justice, Telecommunications, Health, Public Safety and Road Repairs) to provide improved services to the community

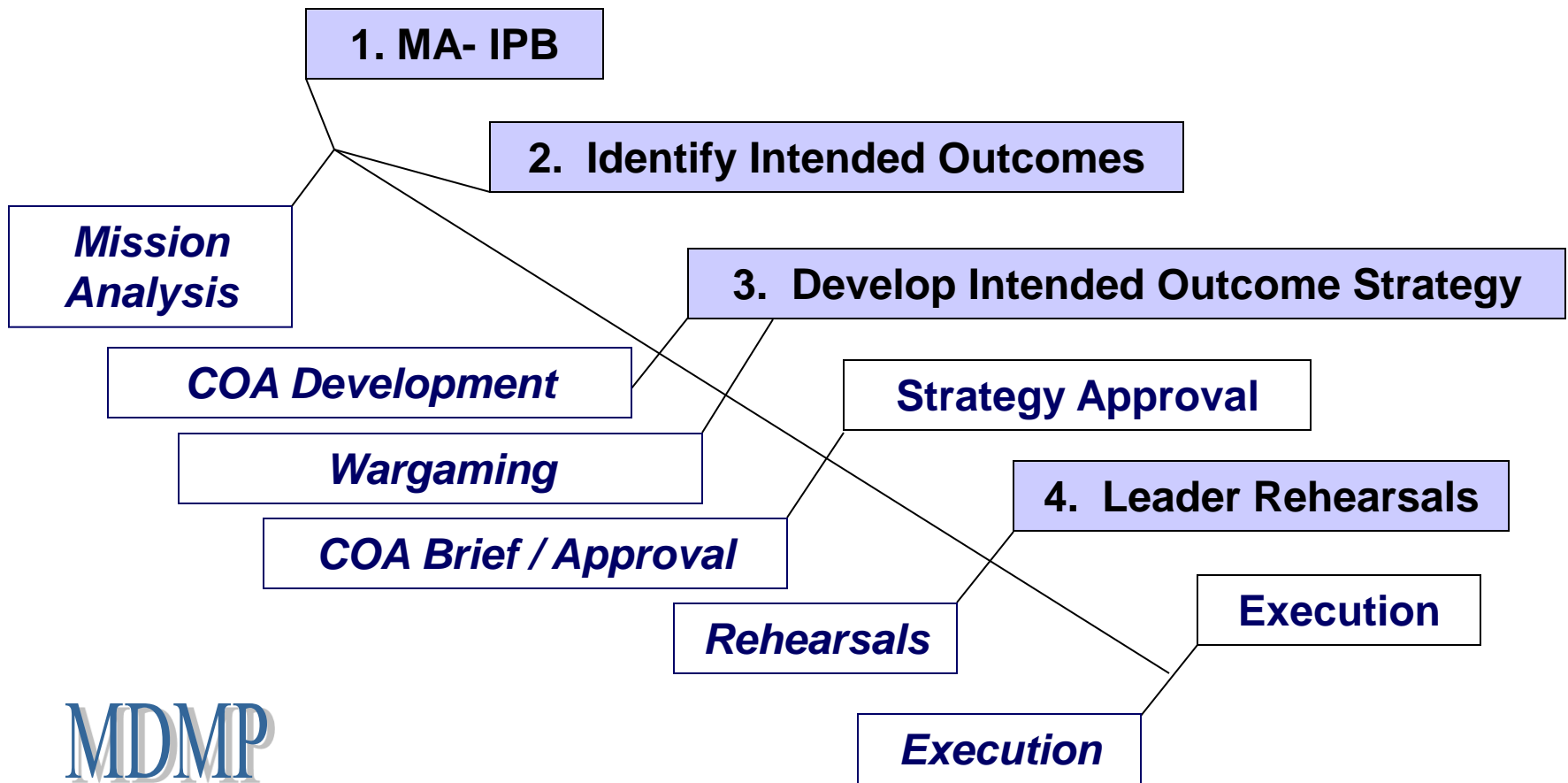
PRE-NEGOTIATIONS PREPARATION:

Four Steps to Success

- 1 Mission Analysis - IPB
- 2 Identify Intended Outcomes
- 3 Develop Intended Outcome Strategy
- 4 Leader Rehearsals

The methodology for negotiation preparation is similar to the Military Decision Making Process

A PREPARATION METHODOLOGY



MDMP

PRE-NEGOTIATIONS PREPARATION:

Mission Analysis - IPB

- **Religious/Tribal make up of Area of Interest**
- **Previous industry and economic staples**
- **Educational Institutions**
- **Civic Law Enforcement**
- **Former Military/Regime influence**
- **Current Assessment at TOA (Pattern Analysis)**
- **Forces and resources available (Troop to Task)**

CULTURAL INTEL FACTORS

- Languages
- History, development of city, region & nation-state
- Religions (beliefs & institutions)
- Social groups
 - Ethnic, race, tribe/clan, religious, economic
 - Segmentation, distribution, history, power
 - Leaders, elites, followers (religious, tribal, civil, business)
 - Relationships with state, groups: Pro, Neutral, Insurgent
- Customs, attitudes, social taboos
- Cohesive and divisive issues in the community
- Literacy rates and education levels
- Social roles of population segments (women, elders)
- Cultural variations and manifestations
- Cognitive Domain
 - Negotiating
 - Persistent, historically-based perceptions, outlooks, temperaments
 - Distinctive organizational behavior (political, economic, social)
- Culturally significant locations
- Dates, holidays and events

Distribution of Ethnoreligious Groups and Major Tribes



Ethnic Group	Estimated Population	Also Found In	Religion	Language
Arabs	16 to 20 million	Throughout North Africa and the Middle East, Iran	65-80 percent Shia, 20-30 percent Sunni, less than 5 percent Christian	Arabic (Iraqi dialect)
Kurds	3.6 to 4.8 million	Turkey, Iran, Syria, Armenia, Georgia, Azerbaijan	Mostly Sunni, Shia, and Yazidi minority	Kurdish
Turkomans	300,000 to 800,000	Related to other Turkic peoples in Turkey, Azerbaijan, Iran, and Turkmenistan	Primarily Sunni	South Azeri Turkish
Others	As many as 1 million	Mostly Christians, Iranians, and other groups found in the Middle East	At least 50 percent Christian; Shias, Sunnis, and members of other religions account for the balance	Mostly Arabic, some Persian and other languages

PRE-NEGOTIATIONS PREPARATION:

Identify Intended Outcomes

- Every meeting must have an intended outcome.
- Identifying the intended outcome is initially a **joint effort** between the **leader** and the **staff officers** following the IPB phase.
- Once identified, the staff examines the suitability and feasibility of the intended outcomes.

PRE-NEGOTIATIONS PREPARATION:

Develop Intended Outcome Strategy

- Expect the staff to bring you a course of action for approval.
- Once approved, the staff will **wargame potential variations** that you might be led down.
- Finally, ensure that your leader **prep sheet suits you** and meets your needs in order to meet the commander's intent.

LEADER PREP SHEET

CONTACT: ((Name))			DTG:	Copy__ of __
Desired Endstate:				
STRATEGY:			CONTACTS INTENT:	
IO THEMES:				
Talking Points:			Order of Events:	
			<ul style="list-style-type: none"> • • • • • • • 	
Possible Impasse Issues:			Offers:	
Negotiations Points:				
<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪ 				
BIO:		Coordination Measures:		EXIT STRATEGY:
-		<ul style="list-style-type: none"> ▪ ▪ ▪ 		<ul style="list-style-type: none"> ▪ ▪
Promises Made: (Previous MTG)		Promises Made: (Today)		Promises Kept:

LEADER PREP SHEET: EXAMPLE

CONTACT: ((Name)) Mayor Jamel		DTG: 131800FEB02	Copy_1_ of _9_ (CDR/XO/S3/CPT/CDRS)
Desired Endstate: Iraqi police join coalition forces at the 3 check points you have established in town.			
STRATEGY: Convince the mayor that by forcing his police to conduct joint ops in town he will increase his sphere of influence. Helping him during future elections.	CONTACTS INTENT: Increase his ability to be elected. Maintain Security so his shops/farm can survive .Increase town revenue potential		
IO THEMES: We must promote a safe and secure environment. With Iraqi Police/Government in the Lead			
Talking Points: Small talk about recent success on his farm. Safety and security in his town will increase his power base.	Order of Events: <ul style="list-style-type: none"> • 1000: Small talk (Farm/Soccer) • 1015: Business (Powerbase/Security/Checkpoints) • 1045: Close Out (Promises/Small talk) • 1100: Exit • • • • 		
Possible Impasse Issues: Female Searches and separating family members at check points	Offers: Assist in contracting to Hire 50 police at \$5 a day for 30 days:\$7,500 We will provide at a minimum of 3/12 at each check point.		
Negotiations Points: <ul style="list-style-type: none"> ▪ Joint operations are needed to promote you taking control of this town We will not be here for ever. (Appeal to his ability to be a community leader.) ▪ You need to establish strong support for the upcoming election. ▪ These check points will increase the security and economy. ▪ ▪ 			
BIO: <ul style="list-style-type: none"> - Stood up as mayor as US Forces arrived and has maintained a good reputation - 2 Sons in police force - Owns a date farm and fruit stand 	Coordination Measures: <ul style="list-style-type: none"> ▪ Money for police/weapons (S4) ▪ Troop To Task (S3/CDRs) ▪ Link Up with Police (MiTT) 	EXIT STRATEGY: <ul style="list-style-type: none"> ▪ Respect his call to mosque ▪ Noon Meal 	
Promises Made: (Previous MTG) <ul style="list-style-type: none"> - Provide 10 weapons for police - Provide radios for police - Look into school supplies - We will provide security 	Promises Made: (Today) <ul style="list-style-type: none"> - 	Promises Kept: <ul style="list-style-type: none"> - 10 Weapons for police - Established 3 check Points 	

Train the Force!

PRE-NEGOTIATIONS PREPARATION:

Rehearsal Considerations and TTPs

- **Rehearsals are key to negotiation success**
- **Include interpreter in rehearsal – ensure he understands your issues, the Intended Outcome, military jargon, etc.**
- **Establish leader / interpreter signals (ex. tap on arm to stop talking)**
- **If you host the negotiation:**
 - **Ensure facility appearance is professional**
 - **Rehearse pick-up of partner at the gate**
 - **Sanitize the negotiation location (no operational graphics, etc.)**
 - **Plan snacks and drinks**
 - **Eating up front can lighten the partners mood**

ACTIONS DURING A NEGOTIATION

ACTIONS DURING A NEGOTIATION

Leader Do's and Don'ts

- Don't ever lie or bluff
- Avoid discussion of politics, religion, or 'policy'
- Don't have side-bar conversations – very rude
- Don't tell jokes – they do not translate well
- Don't look at your translator – look at your counterpart when you speak to them. Maintain eye-to-eye contact
- Don't rush off to the next meeting. Make them feel “this” meeting is the most important event in your day
- Don't promise anything beyond your ability to control
- In Iraq, don't schedule meetings between 1300-1500
- Do know if the civilian is a decision-maker (For CO CDRs/PLs)
- Do finish on-time
- Do stay in your lane
- Finish with review of agreements made!

NEGOTIATIONS TTPs

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- **Put your game face on and be ready. Watch your facial expressions**
- **Appearance- perceptions are everything- this applies to all those with you (Strong Security = Discipline)**
- **Time management plan:**
 - **25% casual, develop ‘professional relationships’**
 - **50% business**
 - **25% closure and ‘relationship’ time**
- **Emphasize win – win solutions**
- **Only shift to “win-lose” if all else fails**
- **90% of all progress occurs away from the table (Follow Through)**

NEGOTIATIONS TTPs

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- **Only make threats- if you are prepared to follow-through**
- **Treat translators as pacing items!**
- **REHEARSE, REHEARSE, REHEARSE – you can not over-prepare**
- **Every aspect of the meeting is deliberate – even small talk**
- **Stick to your agenda – do not let a confrontational person drag you all over the map (May not be the primary negotiator)**
- **Watch your body language**
- **Always separate the person from the problem – attack the problem**
- **Be a GOOD listener**
- **Be able to say “I don’t know”**

WHAT YOU SHOULD EXPECT FROM INTERPRETORS

- Translate your message word for word
- Uses same tone and inflection you use
- Speaks in first person
- Presents a professional appearance (well groomed)
- Speaks for approximately the same length of time as you
- Is prepared, knows the general subjects / topics
- Will be on time, at the right place

INTERPRETOR TTPs

- **Rehearse them - Make them part of your team - Invest your time in them – know his religion, background, history of hostilities!**
- **Speak succinctly and simply, short bursts**
- **It takes extra time to get your message across – make sure you plan for it**
- **Act normal – speak as if the interpreter is not there**
- **Always try to take a second interpreter (Your note-taker can use this one)**
- **Plan the placement of your interpreter (beside, behind, or between)**

POST NEGOTIATIONS ACTIONS

POST NEGOTIATIONS HOTWASH:

- **A leader's credibility is directly linked to the follow-through on agreements made**
- **Leader and staff must conduct a post-negotiation hotwash – *the sooner the better!***
- **The project officer briefs:**
 - **Review of agreements made**
 - **Outstanding issues captured**
 - **Recommended next steps**
- **The leader listens, provides clarity and guidance for next steps**
- **Leader and staff officer discuss linkage to other persons of influence, current events, IO themes and campaign plan**
- **ID / announce taskings that result from hotwash (Bring to TF TGing Meeting and Review Troop to Task)**

PRACTICAL EXCERCISE

SCENARIO

- You are meeting Abu Hamad the Deputy Mayor of Zahka for the first time. You want to establish initial contact.
- You know that two bridges in the city were destroyed by bombing during the war. Only one bridge remains and connects each half of the city. There is work currently being done by US Engineers to re-build the two bridges. Currently, it takes several hours to get through the military check-point of the one functional bridge.
- The meeting occurs in Hamad's office. Your desired outcome is: you want to establish yourself as the new commander and forge an initial positive relationship. You are also interested in his perspective of how things are progressing in the city.

QUESTIONS?