



Conflict Management Strategies for BRAC

Army Alternative Dispute Resolution Program



What is Conflict Management?

A working definition –

A systemic, proactive process to identify and resolve issues in controversy early in their life cycle, before they develop into disputes, and to maintain a robust alternative dispute resolution capability to resolve the disputes that do arise efficiently, effectively, and expeditiously.



BRAC Transition Period

- Potential impact on people and organizations
 - Stress, uncertainty
 - Difficulty managing change
 - Decreased morale, productivity
 - Increased complaint activity (EEO, grievance)
- CPAC representatives are on the BRAC front lines, providing services to *ALL* Army clients (organizations, leaders, managers, employees)



Another Tool for the BRAC Tool Kit

- Interest-Based Problem Solving techniques
- Very effective in identifying the source of conflict, and devising options to resolve it
- People and problems get entangled by:
 - Perceptions
 - Emotions
 - Communication
 - Assumptions



Perceptions



Emotions

- Recognize they exist
- Acknowledge them
- Allow for venting
- Don't react to them



Communication is Key

- Asking questions to clarify goals
- Allowing for venting!
- Encouraging reflection on positions and interests on all sides
- Framing and re-framing language and ideas
- Shifting perceptions
- Exploring choices and options
- Exploring BATNAs for all sides



Assumptions

- ?? – Don't assume ask questions to clarify



Interest-Based Negotiation

Focusing on interests can result in:

- Non-monetary solutions to problems
- Better communication due to improved understanding of each party's motivations
- Development of new options based on a thorough examination of all variables
- Discovery of issues not initially apparent that are decisive in reaching consensus



ADR: A Business Solution for Workplace Disputes

- ADR is any *voluntary* procedure, using a *third-party neutral*, to resolve a dispute outside of litigation or other formal adjudication procedures
 - Common ADR techniques:
 - Mediation
 - Facilitation
 - Conciliation
- Proven record of effectiveness in settling disputes and resolving the real issues that cause them
- Two major advantages of ADR for the parties:
 - Control and empowerment
 - Finality (or closure) through negotiated settlement



Army ADR Program Goals

- Promote the early identification and resolution of issues in controversy at the lowest possible level (conflict management)
- Support and assist Army components and activities to build and maintain effective conflict management and dispute resolution capabilities
 - Training & mentoring
 - Third-party neutral support
- Establish and implement comprehensive ADR policies and guidance for all Army dispute resolution activities



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