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Annotated Bibliography
from the Air Force Negotiation Center of Excellence

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Air Force Doctrine Document 1-1. "Leadership and Force Development." February 18, 2004.

"This document provides guidance for Air Force leaders in fulfilling assigned missions. It ensures leaders at every echelon throughout the Air Force have a baseline for preparing themselves and their forces to conduct operations. This is essential for the success of the highly flexible and rapidly responsive operations in which the Air Force routinely engages whether independently or as a component of a joint/multinational task force. Doctrine describes the proper use of air and space forces in military operations and serves as a guide for the exercise of professional judgment rather than a set of inflexible rules. It describes the Air Force's understanding of the best way to do the job to accomplish national objectives." (Summary found in document).

Baron, Renee. *What Type Am I: Discover Who You Really Are.* New York: Penguin Books, 1998.

The file contains a short excerpt from the book. The excerpt discusses some of the MBTI types and percentage distributions of the types in the United States categorized by gender.

Berger, Gail, Mary Kern and Leigh Thompson. "The Enlightened Negotiator: What is the Best Type of Interaction." Working Paper Series, 16th Annual IACM Conference, Melbourne, Australia, June 7, 2003.

"One of the most profound breakthroughs for students in negotiation courses is the realization that negotiations are not always win-lose, or more technically fixed-sum situations. However, many students of negotiation express frustration and exasperation when they attempt these new-found skills in 'real world' negotiations. This dilemma points to a fundamental misassumption about negotiation: the faulty belief that in order to reach integrative (win-win) agreements, both people need to be enlightened, that is, not only aware of the possibility of win-win, but actively committed to reaching win-win deals. In this research we examine whether or not enlightened negotiators can reach integrative outcomes even when the other party is un-enlightened. Furthermore, we investigate whether or not the particular interaction approach taken by the enlightened party is critical." (Summary found in document).

Blascovich, James J., Christine R. Hartel. *Human Behavior in Military Contexts.* Washington, DC.: National Academies Press, 2008.

This book is the compilation of work produced by a committee composed of individuals from a number of academic specialties. This committee held three meetings and identified a variety of possible research opportunities relevant to the military. The first part discusses issues related to intercultural competency, teams in complex environments, technology and training, nonverbal communication, emotion, and behavioral

neurophysiology. The second part offers papers that reinforce the findings of the committee by various authors. The file contains an advance copy of the preface and a portion of Part One.

Bracken, Lisa. "Turn Objections into Concessions and Adversaries into Advocates in Corporate Negotiations." *The Negotiator Magazine***, August 2006, http://www.negotiatormagazine.com/author_index.shtml.**

"As unpleasant as they may be, objections are a natural part of the negotiation process. Likewise, in beginning a negotiation, both opposing participants may regard on another as bitter enemies. These realities can sabotage the tone of discussion and impart defensive assumptions. Recognizing an objection as an opportunity rather than perceiving it as an impasse, and positioning your adversary as your advocate can better prepare you for the subsequent task of structuring compromise, leading ultimately to successful negotiations. This article reveals the inherent complexity of the objection and examines ways in which you can work more cooperatively with your adversary in creating mutual accord." (Summary found in document).

Cohn, Lindsay P. "Military Skills: How The National Vocational Training System Influences Military Organization and Training." Paper Presentation, Inter-University Seminar on Armed Forces and Society, Chicago, IL, October 2007.

The author argues that good soldiers are still key components of operational success and the foreign policy that relies on military capabilities. The recruiting and retention of good soldiers are functions of two interacting economic logics: (1) Skills training required by the military mission (internal factors), (2) The structure and dynamic of the national training system and labor market (external factors). The author tests this theory in five developed democracies. The author discusses the findings.

Craver, Charles B. "The Negotiation Process." *American Journal of Trial Advocacy* **27 (2003): 271-328.**

"In this article, we will explore the six distinct stages of the negotiation process: (1) preparation; (2) establishment of negotiator identities and the tone for the interaction; (3) information exchange; (4) exchange of items to be divided; (5) closing the deal; and (6) maximizing the joint returns. We will discuss the purpose of each stage and the most effective ways to accomplish the objectives underlying each." (Summary found in document).

Dawson, Roger. "Basic Principles Make You a Smarter Negotiator," *The Negotiator Magazine***, December 2002, http://www.negotiatormagazine.com/article32.html.**

"The way that you conduct yourself in a negotiation can dramatically influence the outcome. I've been teaching negotiating to business leaders throughout North America

since 1982 and I've distilled this down to five essential principles. These principles are always at work for you and will help you smoothly get what you want." (Summary found in document).

Dawson, Roger. "Setting the Climate for a Non-Confrontational Negotiation," *The Negotiator Magazine*, July 2004, http://www.negotiatormagazine.com/article206_1.html.

"What you say in the first few moments of a negotiation often sets the climate of the negotiation. The other person quickly gets a feel for whether you are working for a win-win solution, or whether you're a tough negotiator who's out for everything they can get." (Summary found in document). This article provides suggests for how to set the tone of a negotiation.

Dugan, Maire A. "Power," *Beyond Intractability*, June 2003, http://www.beyondintractability.org/essay/Power/.

This article offers a definition of power and how power can bring about change. The article also discusses sources of power. In addition to the definition and sources of power, the article describes three types of power: Integrative or collaborative, coercive and exchange. The author includes an additional bibliography for more in-depth information on the topic of power.

Dunlap, Jr., Charles J., and Paula B. McCarron. "Negotiations Goes to War." http://www.au.af.mil/au/awc/awcgate/usafa/negtowar.doc.

The authors argue that, "everyone agrees JAGs in these billets need to be well versed in the substantive areas of the law: fiscal law, military justice, claims, the law of armed conflict, but they also need to know how to effectively interact in their environment with a variety of key players: the deployed commanders, community leaders, MAJCOM and NAF lawyers, host-nation representatives, sister service members and members of multi-national forces." (Summary found in document). The authors describe the process of negotiation and discuss a number of important issues, such as, interests, options, alternatives and relationships.

Gardiner, William. "Air Force Contract Negotiations: Importance, Roles, and Major Problems in the United States and Four NATO Countries." Gardner Associates Inc East Lansing, MI, 1982.

"The objective of the study was to ascertain the role and importance of the contract negotiation function as perceived by Air Force acquisition personnel. Special emphasis was placed on negotiation skills in domestic negotiations and on negotiation peculiarities in the overseas environment. The survey population was divided into three groups: negotiatiors, supervisors, and users. Personnel at four AFSC product divisions (AD, ASD, ESD, SD) were surveyed." (Summary found in document). The author discusses the perception of a negotiators function and obstacles to negotiation objectives.

Gerras, Stephen J. "Thinking Critically about Critical Thinking: A Fundamental Guide for Strategic Leaders.", United States Army War College, 2006.

"The purpose of this paper is to analyze the concept of critical thinking and then make suggestions for how the Army can close the gap between the need to develop critical thinkers and what is actually happening. This paper is not just for Training and Doctrine Command (TRADOC) organizations; rather, it is to serve leaders throughout the Army in their efforts to develop their own critical thinking skills, while creating a climate that develops the same skills in their subordinates. This document is a user's guide to critical thinking. Most of the contexts, examples, and recommendations are Army-centric, although everything in this paper is applicable to all military services and governmental organizations." (Summary found in document).

Hemeon, Howard, Hollace Lyon, Ann Martens, Thomas Walker and Mike Conn. "An Investigation of Relationships between U.S. Air Force Leadership and Organizational Psychological Types as a Means for Addressing Change." Research Paper, Air Command and Staff College, 1995.

This paper examines the relationship between leadership in the USAF and MBTI types as a means for addressing change within the organization. Organizational character is discussed in the context of Jungian typology. Recommendations for implementing change through the AF leadership is discussed. This will allow the AF to change as technology and time progress.

Hirsh, Sandra Krebs & Kummerow, Jean. *Life Types: Understand Yourself and Make the Most of Who You Are*. New York: Grand Central Publishing, 1989.

This book uses the work of Carl Jung and the Myers-Briggs Type Indicator to help the reader develop a psychological self-portrait and understand one's strengths, tendencies and weaknesses. It also offers assistance in understanding others better.

Honeyman, Christopher and Andrea Kupfer Schneider. "Catching Up with the Major-General: The Need for a "Canon of Negotiation"." *Marquette Law Review* 87 (2004): 637-648.

"We assert that there is a larger picture in negotiation, one that demands a broad common core be understood by anyone who claims competence—whether the specific domain in which that competence is to be exercised is a real estate or other business office, an ethnic, religious or international dispute, the "steps of the courthouse" or even –yes—the military, whose future centrality as an agent of negotiation in a number of very difficult disputes seems increasingly likely." (Summary found in document). The article investigates this assertion.

Industrial College of the Armed Forces. "Strategic Leadership and Decision Making," National Defense University, http://www.au.af.mil/au/awc/awcgate/ndu/strat-ldr-dm/pt4ch17.html.

"This text is designed to present a set of concepts and frames of reference that will assist you in understanding the strategic context within which individuals, teams and organizations operate while shaping national security policy and operations. In developing the various chapters in this book, we have attempted to capture the foundations of strategic leadership and decision making. This book does not contain checklists and "school solutions;" rather, it is a more powerful way of thinking about leadership and decision making and understanding the environmental context and challenges facing strategic decision makers. Our expectations are that this text has the potential to influence a number of important learning outcomes: (1) Your knowledge base in strategic leadership and decision making will be significantly enhanced. (2) The text will help you develop a strategic frame of reference for continued development well beyond your ICAF experience. (3) The text material is directly related to executive assessment and development experience here at ICAF. (4) The text provides you with concepts and examples for managing the strategic decision making process. The book should help you think about beginning to build skills in accomplishing strategic performance requirements such as critical and creative thinking, visioning, negotiation, and building organizational culture." (Summary found in document). The file contains Chapter 17 "Leveraging Power and Politics.

Kersten, Gregory E. "Modeling Distributive and Integrative Negotiations. Review and Revised Characterization." *Group Decision and Negotiation* **10(6) (2001): 493-514.**

"The development of user-friendly negotiation support systems enabled negotiatiors to obtain advice directly from the system rather than via an intermediary. The emgerence of e-commerce and the development of negotiating software agents further contributed to the automation of negotiation activities. These developments exposed inconsistencies in the descriptions of integrative and distributed negotiations. They also showed limitations of the existing modeling methods…The contradictions between the characteristics of integrative and distributive negotiations are discussed and assumptions for these two types as well as qualitative differences between them are proposed." (Summary found in document).

Kolb, Deborah M., Carol Frohlinger and Judith Williams. "Managing the Shadow Negotiation," *The Negotiator Magazine***, April/May 2002, http://www.negotiatormagazine.com/article2.html.**

This article was adapted from "Breakthrough Bargaining" by Kolb and Williams. "Negotiation was once considered an art practiced by the naturally gifted. To some extent it still is but increasingly we in the business world have come to regard negotiation as a science-built on creative approaches to deal making that allow everyone to walk away winners of sorts. Most business people have become experts at "getting to yes"…There

are often quite practical reasons. But our research suggests that the answers also lie in a dynamic we have come to call the "shadow negotiation"—the complex and subtle game people play before they get to the table and continue to play after they arrive." (Summary found in document).

Knowlton, Bill, and Mike McGee. 1994. *Strategic leadership and personality making the MBTI relevant*. **Washington, DC: National Defense University, Industrial College of the Armed Forces.**

This document considers leadership personality types in the context of the military. It takes the personality types of the MBTI and discusses its relevance to military leadership and the development of individuation.

Kroeger, Otto and Janet Thuesen. *Type Profiles from "Type Talk at Work"*. **New York: Dell Publishing, 2002.**

This article offers more insight into the MBTI personalities from a work standpoint. The front page enumerates the different personality types and gives short descriptors for each type. The article then goes in depth on each personality type.

LeBaron, Michelle. "Culture-Based Negotiation Styles," *Beyond Intractability,* **July 2003, http://www.beyondintractability.org/essay/culture_negotiation/.**

"In this essay, some generalizations about cultural and national approaches to negotiation will be outlined. These may help negotiators and mediators prepare for negotiations by raising the kinds of differences that occur across cultures, and pointing out possible pitfalls of lack of attention to cultural factors. They should be taken as a series of starting points rather than definitive descriptions, since cultural groups are too diverse and changing contexts too influential to be described reliably." (Summary found in document).

McMillan, Joseph. "Talking to the Enemy: Negotiations in Wartime." National War College, 1992.

"In the aftermath of the 1990-1991 war in the Persian Gulf, the Bush Administration has been criticized for having rejected the possibility of a negotiated settlement in favor of going to war. This criticism is misplaced, however, because it shows a misunderstanding—widely shared in government, academia, and the public—of the synergistic relationship between force and diplomacy in war. The purpose of this paper is to outline a theoretical approach to the problem of negotiating with the enemy in wartime. Americans have historically eschewed such negotiations as a general rule. Even when they undertook them in the Korean and Vietnam wars, officials saw negotiations as merely a species of diplomacy in general or at most as a form of "coercive diplomacy"…The author examines the use of wartime diplomacy during the U.S. Civil War, the Korean War, the Vietnam War, and the Persian Gulf War of 1990-1991." (Summary found in document).

Morath, Ray, Christina Curnow, Candace Cronin, Arnold Leonard and Tim McGonigle. "Identification of the Competencies Required of Joint Force Leaders." Caliber Associates, 2006.

This document examines how joint force leaders may be developed through their experiences prior to their selection. Currently joint force leaders are not necessarily provided opportunities to develop skills relevant to joint force leadership. The authors offer a competency model for joint leaders with the competencies, related sub-competencies and their definitions. The document in the file is not complete.

Mullen, John D. "The Effects of Personality and Simulated Negotiation on Negotiation Effectiveness." Naval Postgraduate School, 1978.

"This research sought to determine what, if any, effect the primary personality characteristics exhibited by contract negotiators have on negotiation outcome. Additionally, this research sought to determine what, if any, effect the buyer's engaging in preparatory mock negotiation has on negotiation outcome. If it were found that certain personality characteristics or buyer-seller personality similarity/dissimilarity correlated significantly with desirable negotiation outcomes, then knowledge of those characteristics or similarity/dissimilarity and their respective correlations with negotiation outcomes could enhance negotiator selection, training, and effectiveness in DOD. These data were then processed and analyzed using established statistical methods." (Summary found in document).

Nobel, Orly Ben-Yoav, Brian Wortinger and Sean Hannah. "Winning the War and the Relationships: Preparing Military Officers for Negotiations with Non-Combatants." U.S. Army Research Institute for the Behavioral and Social Sciences, Research Report 1877, 2007.

"Current operations in Iraq and Afghanistan involving counterinsurgency, peace-keeping, stability and support missions and nation building have increased interest in cross-cultural negotiation skills as a central component of military leadership. This report develops a conceptual framework capturing the unique characteristics of negotiations between military personnel and local civilians that can guide the design of negotiation training programs for officers preparing to deploy. Interviews were conducted with 20 Lieutenants and 16 Captains who returned from deployments to Iraq. Content analysis indicated that negotiations with civilians focused largely on rebuilding projects, security, and civil affairs issues." (Summary retrieved from http://www.stormingmedia.us/98/9802/A980274.html) The article discusses 6 key challenges to negotiation reported by the officers.

Otto Kroeger Associates. "MBTI Estimated Frequency Data Developed by the Center for Applications of Psychological Type." Otto Kroeger Associates, 1996.

This article examines the personality types of the MBTI. The article also discusses methods for conflict resolution based on the different types. The document suggests temperament comparisons between the personality types, as well as the learning styles. Further, Jungian functions and problem solving are presented. Finally, five steps for conflict resolution are presented and how to deal with the different personality types.

Page, Diana and Arup Mukherjee. "Using Negotiation Exercises to Promote Critical Thinking Skills." *Developments in Business Simulation and Experiential Learning* **33 (2006): 71-72.**

"Many writers argue it is necessary to develop critical thinking skills in business students because these skills are needed to deal with the complexities of real life problems. While the goal appears to be laughable, it is not always clear how to go about achieving it. In this article we discuss active learning experiences in a course on Business Negotiations that serve the dual purpose of teaching students to negotiate as well as sharpen their critical thinking skills." (Summary found in document).

Raiffa, Howard, John Richardson and David Metcalfe. *Negotiation Analysis: The Science and Art of Collaborative Decision Making***. Boston: Harvard University Press, 2003.**

"The author attempts a synthesis of four approaches to decision making: decision analysis, behavioral decision making, game theory, and negotiation analysis. His work is aimed primarily at prescriptively helping negotiators analyze their tasks in organizational group decision-making settings." (Summary Retrieved from http://search.barnesandnoble.com/Negotiation-Analysis/Howard-Raiffa/e/9780674008908/?itm=4) The file contains an excerpt from this book.

RAND Corporation. "Culture and Language Survey Results—Final Briefing." RAND Corporation, December 2007.

This folder contains a PowerPoint presentation of the results of RAND's survey, some of the survey material and the raw data collected in the course of the survey. The study's addresses four main questions. What is cultural performance (behavior)? Are cultural behaviors important for the AF? Which cultural behaviors do AF personnel identify as important to their deployed job? Based on job requirements, does everyone need the same type/amount of culture training? In the process of developing the survey 14 categories of cultural behavior were identified as potentially important for AF jobs while deployed.

Seymour, George E. and Michael B. Cowen. "A Review of Team Collaboration Tools Used In the Military and Government." Office of Naval Research, 2007.

"The military operates today both administratively and tactically using collaboration tools. The purpose of this report is to explore the recent past and current status of collaboration tools use in order to provide recommendations for the future with respect to crisis reaction. In other words, what are the best web-based tools to support small team interaction and work when team members cannot reside in the same physical workspace? Two methods, ad hoc research and systematic document search, were used to identify commercial and proprietary collaboration tools that deserve review and consideration for military and government crisis response. In this report we report on 64 collaboration technologies and tools, 37 in use by the U.S. Military and Government. The identified tools or technologies are described in terms of capabilities and are analyzed for potential to improve cognitive collaboration for crisis actions teams." (Summary retrieved from http://www.stormingmedia.us/55/5586/A558674.html)

Smith, James Harold. "The Relationship of Jungian Personality Type to Occupational Stress, Strain, and Coping Resources Among Senior Military Officers." PhD diss., University of Alabama, 1992.

This research examines the Myers-Briggs Type Indicator through the comparison of 10 organizations to the Air War College Class of 1989, the organization of interest. Selected pages are available in the file.

Sranko, George. "Public Sector Ethics in Multi-Party Negotiations: Instructor's Guide." *Prepared at Key Centre for Ethics, Law, Justice and Governance, Griffith University,* **2005. http://www.collaborativepi.net/public_sector_ethics_in_multi.htm.**

"This training module is designed for public officials participating in land and resource management negotiations in multi-party environments. Participants are expected to have a basic familiarity with dialogue-versus-debate and interest-based negotiation." (Summary found at http://www.collaborativepi.net/public_sector_ethics_in_multi.htm) The document includes an overview, an introduction to ethical theory, public servants as agents of the public, ethics in negotiation, case studies and references.

Stone, Craig. "Senior Officer Professional Military Education In The Canadian Forces: Ten Years of Improvement." Canadian Forces College, 2007(?).

The author discusses the changes that have occurred in the Canadian Forces officer education over a ten year period. The discussion focuses on three program areas within the Canadian Forces College: (1) Advanced Military Studies Program, (2) National Security Studies Program, (3) Joint Command and Staff Program. Recommendations for further improvement are included as well.

Sullivan, Jay. "Leadership 101." *New York Law Journal* **(February 5, 2007). http://www.exec-comm.com/articles/Ldrship101.pdf.**

In this article the author discusses the transition from lawyer to partner and the new leadership position any partner assumes. The author explains the importance of a leader defining their values and being able to communicate those values in a method that inspires others. In addition, the author offers leaders insights on how to more effectively communicate their vision and plan.

Sutton, Janet L., Ernest Gundling. "Enabling Cultural Adaptability." Paper Presentation, RTO HFMP Symposium on "Strategies to Maintain Combat Readiness during Extended Deployments – A Human Systems Approach," Prague, Czech Republic, October 3-5, 2005.

"Military staff performing command and control functions require a unique set of skills when working in a multinational environment that are not typically taught in national or NATO training venues. It is vital to be able to navigate the challenges of culture during information exchange regarding team tasks, goals and mission, response sequencing, time and position coordination, load balancing, matching resources to task requirements, adjusting activities in response to errors and omissions, and general activity monitoring. Lack of skill in multicultural teamwork has been found to be an unnecessary weakness in military staffs, specifically at the Joint Task Force level. This paper presents a technology solution: a web-based tool named "GLOBESMART COMMANDER" currently underdevelopment by the U.S. Army Research Laboratory Human Research and Engineering Directorate and MeridianEaton Global, an international consulting company." (Summary found in document).

Tressler, David M. "The Soldier and the Sheik: Lessons from Negotiations in Iraq." Harvard Law School, 2006.

"The American military's mission in Iraq requires a set of skills and outcomes that are very different than the traditional warfighting for which soldiers are trained. ... Analysis of the interviews, the negotiations recounted in them, and review of an extensive body of negotiation literature provide a basis for suggesting (1) several negotiation tactics and techniques that may enhance the effectiveness of U.S. soldiers negotiating with local civilian or military leaders in SSTR operations - in Iraq and in the future; and (2) several ways to supplement current U.S. military training for soldiers preparing to deploy to SSTR operations such as those in Iraq." (Summary Retrieved from LexisNexis using the title to search http://www.lexisnexis.com/us/lnacademic/search/homesubmitForm.do). Methods of effective cross-cultural negotiations are discussed. Also available as an article in the Harvard Negotiation Law Review, Winter 2008.

United States Air Force. "U.S. Air Force Manpower and Personnel Strategic Plan: Fiscal years 2006-2011." August 4, 2006.

"A key objective for this version of the Manpower and Personnel Strategic Plan is to update and maintain the relevance of the foundational principles of agile manpower and personnel management first contained in the Dixon Plan." (Summary taken from document, pg. 6)

United States Institute of Peace. "The Cycle of Conflict and Conflict Analysis." PowerPoint Presentation, Managing International Conflict: Skills Training for Humanitarian and Peace Operations, Defense Institute of International Legal Studies, Newport, Rhode Island, November 8-10, 2005.

The PowerPoint slides discuss a number of topics related to conflict analysis. The first discussion centers on contemporary conflict and how conflict differed in the 20th century. Second is the analysis of the evolution of conflict, including patterns and cycles of conflict. Third, conflict analysis is presented with methods and tools. The final topic is conflict prevention and management in which the author offers concepts and tools.

—. "Playing the Role of a Third Party: Challenges and Skills." PowerPoint Presentation, Managing International Conflict: Skills Training for Humanitarian and Peace Operations, Defense Institute of International Legal Studies, Newport, Rhode Island, November 8-10, 2005.

First, thePowerPoint presentation discusses the types of third party roles and what circumstances call for third party intervention. In addition, the slides address how third party intervention may be helpful and to what extent third parties can get involved. Further, the slides offer insights into attributes of effective mediators and mistakes mediators can make. Finally, the problem solving process is discussed, including key goals, the process and settlement.

—. "Negotiating More Effectively." PowerPoint Presentation, Managing International Conflict: Skills Training for Humanitarian and Peace Operations, Defense Institute of International Legal Studies, Newport, Rhode Island, November 8-10, 2005.

These PowerPoint slides cover a range of information related to effective negotiation. The information ranges from describing what negotiation is and the possible outcomes of any negotiation to how lasting agreements are reached. Additionally, the slides offer information on how to prepare and set goals, present your case, build relationships, power issues and dealing with emotional reactions.

—. "Thinking Strategically: A Checklist for Resolving Problems and Conflicts." PowerPoint Presentation, Managing International Conflict: Skills Training for Humanitarian and Peace Operations, Defense Institute of International Legal Studies, Newport, Rhode Island, November 8-10, 2005.

This PowerPoint presentation offers a six step problem-solving framework: (1) The definition of the problem using specific terms, (2) The determination of your goals, (3) Analysis of the conflict/problem, (4) Brainstorming possible options, (5) Deciding on a course of action, (6) Development of a plan.

Wachtel, David. "Focus on "Why" Rather than "What" for Successful Negotiations," *The Negotiator Magazine***, November 2003, http://www.negotiatormagazine.com/showarticle.php?file=article101&page=1.**

The author discusses the need of negotiators to discover the "why" behind a request as opposed to focusing on the "what". Wachtel explains that when the "why" is understood the parties can often find common ground and the negotiation may be more effective. An illustration of the problem is offered as well as some tips for finding "why".

Wachtel, David. "How to Succeed When Working with Tactical Negotiators," *The Negotiator Magazine***, March 2004, http://www.negotiatormagazine.com/showarticle.php?file=article128&page=1.**

This article gives advise on how to deal with tactical negotiators and positional negotiations. The author offers ideas to help avoid a number of issues and problems faced in this type of negotiation. The author also offers examples to further illustrate his points. "Understanding tactics and how to handle them, coupled with more detailed and focused planning of negotiations will provide negotiators with better outcomes for both sides. This gives the negotiator the confidence to do what is necessary to change the process so it will work, rather than focusing on the behavior of the other side."

Weaver, Gary R. "Understanding the Influence of Culture." *Japan Related* **12 (May/June 1995): 6-7.**

Dr. Weaver discusses the importance of understanding theoretical approaches to cross-cultural communication. He discusses the concept of culture as well as low versus high context cultural patterns. In addition he warns against the use of "recipes" for intercultural interactions.

<u>Negotiation Coursework and Syllabi</u>

Title: **Air War College Distance Learning Negotiations Elective 2007: Interest-Based Negotiations**
From: http://negotiation/au.af.mil/

Title: **Clearinghouse Sample Syllabus: Introductory Semester-length Course**
From: http://www.pon.org/syllabi/shapiro.htm

Title: **Clearinghouse Role Simulations**
From: http://www.pon.org/catalog/index.php?manufacturers_id=14

Title: **Officer Professional Military Education Policy (OPMEP) Document**

Title: Cross-Cultural Negotiations for U.S. Negotiators: Training Scenarios for Key Concepts

Bibliographies

Title: **Air War College Resident Course Negotiations Elective 2007: Readings**
From: http://negotiation.au.af.mil/

Title: **Case Studies in International Diplomacy**
From: Woodrow Wilson School of Public and International Affairs
http://www.wws.princeton.edu/cases/

Title: **Conflict Transformation and Peacebuilding: A Selected Bibliography**
From: http://www.peacemakers.ca/bibliography/biblnegotiation.html

Title: **International Negotiations**
From: Dr. Stefan Eisen Jr.,

Title: **MIT Open Courseware**
From: http://ocw.mit.edu/OcwWeb/Sloan-School-of-Management/15-665BPower-and-NegotiationFall2002/Readings/index.htm

Title: **Negotiation**
From: Stephen B.T. Chun

Title: **Negotiation Search Engines**

Title: **Sample of AUL Negotiation Resources (First rough draft)**

Title: **United States Institute of Peace: Publications: Special Reports**
From: http://www.usip.org/pubs/reports.html

Title: **United States Institute of Peace: Publications by Region**
From: http://www.usip.org/pubs/reports_regions.html

Book Analysis

Acuff, Frank L. *How to Negotiate Anything with Anyone Anywhere Around the World*. New York, NY: Amacom, 1997.

Barnes, Ginny Pearson. *Successful Negotiating: Letting the Other Person Have Your Way*. **Career PR Inc., 1998.**

Cohen, Steven. *Negotiation Skills for Managers*. **New York, NY: McGraw-Hill, 2002.**

Gelfand, Michelle J. and Jeanne M. Brett. *The Handbook of Negotiation and Culture*. **Stanford, CA: Stanford Business Books, 2004.**

Harvard Business Review. *Negotiation and Conflict Resolution*. **Boston, MA: Harvard Business School Press, 2000.**

Menkel-Meadow, Carrie and Michael Wheeler. *What's Fair: Ethics for Negotiators*. **San Francisco, CA: Program on Negotiation & Jossey-Bass, 2004.**

Patterson, James G. *How to Become a Better Negotiator*. **New York, NY: Amacom, 1996.**

Reardon, Kathleen Kelley. The Skilled Negotiator: Mastering the Language of Engagement. San Francisco, CA: Jossey-Bass, 2004.

Skopec, Eric Wm., and Laree S. Kiely. *Everything's Negotiable…When You Know How to Play the Game*. **New York, NY: Amacom, 1994.**

Notes

PowerPoint Slides. *MBTI Enrichment Elective.*

These notes offer an introduction to the MBTI system and how to understand personality types.

Notes. *MBTI Notes on AWC Classes between 1993 and 2004.*

These notes provide statistics on the personality types of each of the AWC classes in that decade. It includes the personality statistics for the student's spouses and the general population in the United States divided between genders.