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EXERCISE/EXERCICE NEW HORIZONS

"Canadian Forces and Alternative Dispute Resolution"

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ABSTRACT

More responsibility is being placed on leaders in both garrison and deployed operations concerning conflict within the workforce environment. Unfortunately, CF leaders are providing insufficient guidance and direction. One of the central problems is that the CF does not provide the required training and education to assist with conflict resolution.

To correct the situation, the CF needs to adopt a more humanistic approach to leadership, through a refined Officer Professional Development process that encompasses within it, the need to resolve conflict within the workplace at the lowest possible level. One of the newer approaches to this type of conflict resolution within the workplace is Alternative Dispute Resolution (ADR). This essay illustrates, through evaluating advantages and disadvantages of ADR and the CF leadership model, the importance that needs to be placed on re-examining the training that officers currently receive, and that the current system can be modified to accomplish this change.

"Change means movement. Movement means friction. Only in the frictionless vacuum of a nonexistent abstract world can movement or change occur without that abrasive friction of conflict."

<div align="right">Saul Alinsky</div>

Introduction

In recent years, globalization, changes to processes, and government directed reductions are but a few of the new stressors placed on both civilian and military members within the Canadian Forces (CF). Subsequently, more responsibility is being placed on leaders in both garrison and deployed operations. As a result, leaders have realized an increase in the amount of conflict within the workforce environment. As such, leaders at all levels have to deal with the realities of conflict resolution. Unfortunately, as was indicated in a recent report,[1] they are doing this without the proper training and education required to provide sufficient guidance and direction.

In order to recognize the need for intervention, leaders must be able to identify the conflict and the parties involved well before the incident rises beyond their capability to assist. Additionally, they must also know where the parties need to get to, and how to personally provide or search out the requisite amount of assistance required. Consequently there is a need to move from a reactive culture to a preventative culture, concerning conflict resolution.[2] One of the central problems is that the CF does not

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[1] "Debrief the Leaders Project", conducted by the Office of the Special Advisor to the CDS for Professional Development, surveyed a large number of officers regarding their leadership challenges while on deployment.

[2] Allan Stitt, Lisa Feld and Frank Handy. "ADR Workshop and Advanced ADR" (workshops, University of Windsor Faculty of Law, Toronto, ON, November 27-30 and July 17-20, 2001).

provide the required training and education to assist with conflict resolution, thus, every time officers are faced with conflict, the tendency is to either avoid it or process it in a way in which leaders are only observers.

The CF needs to adopt a more humanistic approach to leadership, through a refined Officer Professional Development (OPD) process that encompasses within it, the need to resolve conflict within the workplace at the lowest possible level. One of the newer approaches to this type of conflict resolution within the workplace is Alternative Dispute Resolution (ADR). ADR provides an interest based approach[3] to the resolution rather than rights based approach,[4] allowing conflict to be resolved at the lowest level possible, thus reducing the negative impact on both internal and external relationships and decreased productivity.

This essay will examine the requirement to include ADR training as part of OPD within the CF. In order to properly scope this requirement, an examination of ADR, including advantages and disadvantages will be reviewed, including current CF policy with respect to ADR and leadership. Additionally, the benefits of abilities gained through ADR training as it applies to deployed as well as garrison operations will be examined, including a comparative view of other countries currently using ADR. Finally, an examination of current processes available to implement this training will be reviewed. Although this training could be applied to Non Commissioned Member training, this essay will focus only on ADR and its applicability to the OPD process.

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[3] Interest Based Approach is not based on a win-lose scenario, but rather allows for the individuals themselves to identify their interests, vice positions, concerning the conflict. Identifying a mutually satisfiable solution with the help of a facilitator.

[4] Rights Based Conflicts are separate processes used to resolve disputes where control of the outcome is given to a decision maker.

Background

Conflict, whether a "serious disagreement or just a lack of agreement between opinions,"[5] is not about whether or not the two parties agree or disagree, but rather how they negotiate their differences to develop, deliver, produce, and operate together.[6] Leaders are responsible to organize and oversee these individual assets, while understanding both their positive and negative effectiveness on the working environment. A conflict negotiator or mediator is an extension of the leadership role, requiring one to get individuals or parties to see the big picture, rather than a perceived narrow approach to the situation, and then facilitate discussions to advance towards an equitable resolution. One of the most prominent methods of conflict resolution is ADR.[7]

ADR, although relatively new in a military environment, started in business around 1970 as an alternative to costly litigation. It had two objectives; save time and money and soften the sharp edges of the adversarial system. It introduced a variety of streamlined resolution techniques designed to resolve conflict, which included facilitation, mediation, fact finding and negotiation. The theory behind ADR is that settling disputes requires good communications and that this level of communications requires some degree of trust, and that the adversarial system of dispute resolution

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[5] The Pocket Oxford English Dictionary, 183.

[6] Allan Stitt, Lisa Feld and Frank Handy. "ADR Workshop and Advanced ADR" (workshops, University of Windsor Faculty of Law, Toronto, ON, November 27-30 and July 17-20, 2001).

[7] Allan Stitt, Lisa Feld and Frank Handy. "ADR Workshop and Advanced ADR" (workshops, University of Windsor Faculty of Law, Toronto, ON, November 27-30 and July 17-20, 2001).

previously utilized, nurtured distrust, distortion, and animosity.[8] Subsequently this new interest based form of conflict resolution was introduced.

Prior to interest based, practice with respect to conflict resolution rested on an adversarial platform. With ADR, individuals are not trying to outdo another opponent; rather they are increasing communications and trying to take joint ownership of a solution, based on mutual goals and objectives. The facilitator is the person that attempts to direct individuals through enabling them to see past the issue, separate the people from the problem, focus on interests not positions, invent creative options for mutual gain and use objective criteria that can be understood and applied towards both parties.[9] It is no longer about win-lose, rather it concerns focusing on a common mutual solution. It has been estimated that ADR within a business context has demonstrated a savings in legal fees of 50 – 80% over the last 20 years, not including the perceived increase in employee output and the preservation of employee relationships.[10] Although this will not be examined in detail in this essay, it is worth noting the savings seen in the business industry.

Conflict in itself has many root causes. These can be minor or major clashes involving conflicting interests, selfishness, denial, skill deficit, scarce resources, conflicting values or interests, personality style or just an evil intent of one towards

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[8] John R. Allison, "Five Ways to Keep Disputes Out of Court," In *Harvard Business Review on Negotiation and Conflict Resolution* (Harvard: Harvard Business School Press, 2000), 163-166.

[9] Canadian Forces College, "Negotiation" (Pearson Peacekeeping Centre CFC Negotiation C/DS-521/CMR/TU-1, 2007), 3/5.

[10] Karl A. Slaikeu and Ralph H. Hasson, *Controlling the Costs of Conflict: How to Design a System for Your Organization* (San Francisco: Jossey-Bass Publishers, 1998), 3.

another.[11] Of note is that these types of conflicts are identifiable in both our garrison and deployed environment. Having identified the root of conflict, the four distinct options for dealing with conflict, from a human perspective, are avoidance, power plays (generally involves taking advantage of the situation), higher authority, and collaboration.[12] Collaboration is the focus of ADR. One has to ask oneself then, why should something so simple in thought and process not be successful or implemented to the fullest?

Obstacles to the success of ADR are well documented in many publications. The ones that receive the most attention though are poor skills; in negotiation, mediation, and communications. Linked to that is poor education, training and trust.[13] Subsequently, every other aspect of the process starts to fail. Leaders, most commonly, then tend to resort to that which they feel most comfortable with; directing an outcome. As such they resort to administrative hearings, or utilizing personnel from outside the organization to assist in resolving matters that should be within their abilities. Additionally, they neglect the problem until it becomes too big to resolve at the lowest level.[14] This is a result of inadequate training and education. Notwithstanding, there is a time and place to utilize the experience and abilities of others more suited to resolve the conflict. However, with mandated training and education, this requirement would decrease over time. Additionally, certain skill sets are required to perform ADR.

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[11] Slaikeu and Hasson, *Controlling the Costs of Conflict…,* 6-7.

[12] Ibid., 17.

[13] Allan Stitt, Lisa Feld and Frank Handy. "ADR Workshop and Advanced ADR" (workshops, University of Windsor Faculty of Law, Toronto, ON, November 27-30 and July 17-20, 2001).

[14] Slaikeu and Hasson, *Controlling the Costs of Conflict…,* 10.

Ironically, the required essential skills to be successful at ADR match those with which the CF envisions their officer corps of having. These include creativity, problem solving, reasoning, analyzing, communicating, and emotional stability, integrity, recognizing values, impartiality and commitment.[15] Thus, in allowing our officer corps to become more proficient in ADR, their skills in questioning, active listening, facilitation, investigation, and gaining trust and respect would be greatly enhanced. Equally important, the CF would be creating a more improved and better balanced officer, capable of handling situations of conflict in any environment. All that is required is enhanced or additional skill specific training.

Advantages and Disadvantages of ADR

As previously identified, there is a common ground between ADR skills and skill sets in our officer corps. With that appreciation, it is necessary to identify, using advantages and disadvantages, what ADR training and education can bring to the CF Officer Corps, albeit with varied degrees of emphasis and application. Equally important though, one must understand that this enhanced training and education is an ongoing process, and that some of these advantages will not see fruition until a proper level of mediation or negotiation skills are reached.

One disadvantage of ADR is the presupposed impression that most individuals (those involved in the conflict) will have towards ones neutrality of the situation.[16] This is common when facilitating between two civilians or two military members under ones

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[15] Slaikeu and Hasson, *Controlling the Costs of Conflict…*, 113-114.

[16] Allan Stitt, Lisa Feld and Frank Handy. "ADR Workshop and Advanced ADR" (workshops, University of Windsor Faculty of Law, Toronto, ON, November 27-30 and July 17-20, 2001).

command. However, it is most likely to occur when the conflict is between a military member and a civilian employee.[17] Additionally, while deployed, opposing factions or local people may have their own interpretation of whose side the facilitators are on, and whether they are negotiating on behalf of their best interests or their own. This can only be resolved through trust and proper communications, all skills that can be learned through ADR training

An additional disadvantage is the increase to individual training time, and subsequently, an increase in both financial and time restraints. Furthermore, there is a requirement to maintain these skills which may cause additional training at a different development period within an officer's career. However, if applied properly within the OPD process, it can be managed and organized to achieve the required outcomes. There are no huge obstacles to overcome with implementing this process.

Individuals, when they first encounter ADR, normally associate their development with increased skills in mediation, negotiation and facilitation. Equally important though is that the primary skills associated with ADR also help forge secondary abilities. Essentially they become better, more active listeners, capable of determining well in advance when conflict may or may not occur. One develops a distinct advantage when analyzing situations, through understanding the nuances of conversation and the body posture of those talking. ADR training also teaches individuals how to get parties to open up, helps develop and improve one's ability to "get their point" across and

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[17] Based on authors personal experience with ADR.

is extremely beneficial in allowing one to become very adaptive and creative towards some very unusual situations.[18]

Conflict resolution training will allow a more rapid and early response to the situation, thus creating a more homogeneous workforce with increased productivity. More importantly, it allows resolution of the conflict internally without the use of a third party.[19] In doing this, one gains control over the situation, understands those under ones command better, and decreases the perceived gap that can exist between those in command and those under command. In essence, one greatly improve the working environment.

CF Leadership

As noted by Dr. Peter Northouse, "leadership is not a role but an ongoing process to continually gather information, reduce equivocality, provide structure, and overcome barriers."[20] In order for this to happen, Northouse argues that leaders need to be de-coders of information as well as communicators with the skill sets to diagnose conflicts and deliver an adequate and well thought out facilitation process or guidance to those parties involved in the dispute. Therefore good training in conflict management, skills obtained through ADR training, allows leadership to prosper and grow.[21] Conflict is identified early and dealt with in an efficient manner, resulting in minimal expenditure of time and

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[18] Allan Stitt, Lisa Feld and Frank Handy. "ADR Workshop and Advanced ADR" (workshops, University of Windsor Faculty of Law, Toronto, ON, November 27-30 and July 17-20, 2001).

[19] Ibid.

[20] Peter G. Northouse, *Leadership – Theory and Practice* (Thousand Oaks: Sage Publications, 2001), 165.

[21] Northouse, *Leadership – Theory and Practice* …, 165.

resources, while honouring and respecting the integrity and rights of the individuals or parties involved.

Taking this to the next level, Northouse identifies the additional advantages that conflict resolution can have on team leadership vice one on one conflict resolution issues. In doing this, he identifies the need for leaders at all levels to be adept at leadership practices that involve both mediation and negotiation skills. His theory is that this skill set allows leaders, in a group environment, to develop an organizing framework or set of procedures more easily, interpret information to the fullest, both external and internal to the group, make more sound judgments, and most importantly, provide the confidence to deliver guidance and take action towards an appropriate solution.[22] ADR training will allow this process to occur, by providing an increase in flexibility, as one identifies the situation from all perspectives, and further, the skills allow ones behavior to match the complexity of the situation. According to Northouse, his team leadership model would include mediation. His study has determined that almost all decisions are surrounded by some type of external or internal mediation; therefore all leaders need a wide repertoire of communication and mediation skills to monitor situations and take appropriate action.[23] Essentially, mediation is an important tool that should be included as a competency or required behavior skill.

Within CF Doctrine, leadership has been identified as meaning different things to different people, due in large part to the fact that the demands and duties of leadership

[22] Northouse, *Leadership – Theory and Practice …*, 164.

[23] Ibid., 170-171.

vary according to the setting in which it is practiced.[24] Subsequently, the thought process, skills and knowledge of the leader in charge will also vary depending on his or her capabilities and the situation in which they are placed. The CF has defined leadership, in generic terms, as "directly or indirectly influencing others, by means of formal authority or personal attributes, to act in accordance with one's intent or a shared purpose."[25] The CDS, in his description, included the terms of "directing, motivating, and enabling other to accomplish the mission professionally and ethically, while developing or improving capabilities that contribute to mission success."[26] What is identifiable here, with respect to ADR, are the terms, "influencing, personal attributes, and enabling". Each of these skills is greatly enhanced by becoming more proficient with the mediation and negotiation tools afforded from proper ADR training.

Current CF philosophy towards leadership has broken leadership down into five effectiveness dimensions to better define how the CF interprets the leadership role. These dimensions include, mission success, internal integration, external adaptability, member well-being and commitment, and military ethos.[27] ADR could be interpreted to fit within any of the dimensions. However, it is most predominant within the dimension of member well-being and commitment. In a deployed environment, it could also be applied to external adaptability, under "developing effective external relationships." Additionally, looking at CF characteristics of a good leader, one sees terms like having "knowledge

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[24] Department of National Defence, A-PA-005-000 AP-003 *Leadership in the Canadian Forces: Doctrine* (Ottawa: DND Canada, 2005), 2-3.

[25] Ibid., 3.

[26] Ibid., Forward.

[27] Department of National Defence, *Leadership in the Canadian Forces: Doctrine…*, 3.

and skills, cognitive ability, social capacities, personality traits, and professional motivation,"[28] in order to do something. Both dimensions and characteristics, from a leadership perspective, would be expanded upon with ADR training.

Most individuals will not increase their skills without the guidance that is provided through training. Essential training therefore has to include or at least identify some form of ADR training as crucial to bringing out conflict resolution abilities and subsequent additional attributes associated with ADR. Further examination of the effectiveness dimensions, under "leading the people", defined that leaders need to be able to "manage interpersonal conflict, respond to complaints and concerns, and represent the interests of the individual and collective interests of their people."[29] However, mediation and negotiation as separate entities within any of the effective dimensions are not mentioned. Within the CF model they are not currently recognized as attributes to successful leadership.

CF and ADR

"Historically, opinions and policy can adapt easily to a new situation, but culture, attitudes, and application tend to take longer."[30] This assessment, by Dr. Peter Foot, was recently included in an article referring to the CF and training. However, it can also be easily applied to the CF and ADR. ADR is not new to the CF. As of 2000, the policy of the CF is that ADR be used as the primary method of conflict resolution within the

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[28] Department of National Defence, *Leadership in the Canadian Forces: Doctrine…*, 19.

[29] Department of National Defence, A-PA-005-000 AP-004 *Leadership in the Canadian Forces: Conceptual Foundation* (Ottawa: DND Canada, 2005), 48.

[30] Dr. Peter Foot, "Military Education and the Transformation of the Canadian Forces," *Canadian Military Journal* 7, no. 1 (Spring 2006) [journal on-line]; available from http://journal.forces.gc.ca/engraph/vol7/no1/04-Trans2_e.asp; Internet; accessed 5 February 2007.

workplace. However, when reviewing or discussing conflict in the workplace, from a CF

perspective, the following statistics must be constantly in the back of one's mind; there

are approximately 62,000 regular force personnel, 25,000 reserve personnel, and 24,000

public service employees operating within the Department of National Defence (DND) at

this time, with approximately 2,700 personnel deployed on operations.[31] In order to help

alleviate conflict in the workplace, DND created 16 Dispute Resolution Centres (DRC)

across Canada.

      DRC's were created out of the period of radical downsizing, adverse media

attention of peacekeeping missions, including Somalia, and harassment increases and

awareness in the mid 80's to mid 90's. They originally started out as a project of four

centres in 1997 and later (2001) went from being a project to a program, at which time an

additional 12 centres were added.[32] Their primary mandate is "to organize Conflict

Management Programs to assist in conflict resolution and early and informal resolution of

conflict among all DND civilian and military members."[33] Equally important though, it

has goals that included reducing costs, improving morale and DND's and the CF's

capacity to deal with conflict constructively, and most importantly, having the skills

required to participate effectively in ADR methods.[34] Essentially, the Centre offers

courses to groups within a workplace, help to identify how problems can be identified

early and resolved, and offer limited training in ADR, while also providing third party

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[31] National Defence and the Canadian Forces, "About DND/CF and Operations," http://www.forces.gc.ca/site/home_e.asp; Internet; accessed 27 March 2007.

[32] Department of National Defence, *2004 DND/CF Alternative Dispute Resolution – Awareness Survey Report* (Ottawa: Director Human Resources Research and Evaluation, 2004), 1-2.

[33] Ibid., Executive Summary.

[34] Ibid., 1-2.

conflict resolution to those that require and request it. The important take-away here is that the resolution of the conflict is removed from the leaders direct responsibility. But has it worked?

In 2004 a survey was conducted to determine the current usage and awareness of the DRC's across the country. A total of 7000 personnel were surveyed. The results seem to indicate that although people are aware, little usage is being made of their services. 48% of those surveyed were aware of the DRC's, while only 13% had contacted a DRC for information (not necessarily direct assistance with a conflict), and of those 13%, 84% did not require their services. More importantly, only 3.8% had taken a course through the DRC, and only 4% had participated in any form of DRC training. On a positive note though, 69% said they would not hesitate to contact the DRC for help.[35] An analysis, from this author's perspective, points to the following problem; it is too far away from the chain of command to be effective. Conflict needs to be recognized and dealt with as early as possible. This can only be achieved if those in a leadership or management position have the necessary training.

Comments from within the survey indicate that there is some truth to this. One individual went as far to say that "we already have a system in place and going to an outside or unit organization to resolve disputes begins to erode the chain of command and undermine the authority of rank."[36] ADR does seem to be getting across though, as another survey participant stated that "any system which allows people to become accepting of their differences and work towards better teamwork can only benefit the

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[35] Department of National Defence, *2004 DND/CF Alternative Dispute Resolution…*, Executive Summary.

[36] Ibid., 24.

work/military environment."[37] Indications from the survey are that, either the CF is an environment free of conflict, which is highly unlikely, that people are afraid to use the current system or don't know it exists, or most likely, the process in place needs to be expanded. Keeping in mind that other CF programs have been successful (harassment awareness and ethics training), this may hold some truth. This author's belief is that ADR training at the lowest level, with additional courses throughout a leader's career, would help to heighten the importance and affect the resolution of conflict early, and in turn enhance the role and responsibility of the DRC's. They would in essence become trainers of ADR to our leaders and managers. This will be further examined later in the paper.

ADR and Our Allies

To fully understand the importance of ADR training, it is necessary to review the emphasis that other militaries place upon it. This way, a comparison of methods and approaches used by our allies and the CF can be examined to identify possible changes and improvements. As such, the US Airforce (USAF) and the Australian Defence Force (ADF) will be examined to identify how they approach ADR.

With respect to advancement and use of ADR, the USAF seems to be well ahead in comparison to the CF and the ADF. It was estimated that in 2003, ADR helped the USAF to avoid over $137M in liability. The USAF resolved over 2007 civilian workplace disputes using ADR, resolving disputes in an average of 28 days vice the normal 440 days using non-ADR methods. Additionally, ADR training and usage has helped to lower informal complaints by 70% and formal complaints by 50% between the

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[37] Department of National Defence, *2004 DND/CF Alternative Dispute Resolution…*, 23.

years 1997 and 2003.[38] The USAF, like the CF, views ADR as the future to conflict resolution. The theory that parties are much more likely to come to a mutually satisfactory outcome when they deal with their interests and not positions, holds true in the USAF also.

Unfortunately, like the CF, training in negotiations and negotiation techniques is not part of an officer's professional military education, and thus officer's are thrust into that role without proper training, or more likely, heavily dependant on outside third party resources.[39] Nevertheless there is always room for improvement, and as such, the USAF has designated "influencing and negotiating" as core competencies for senior officers. The USAF has determined and shown that negotiation techniques can be modeled, studied and applied in virtually all AF activities.[40] Essentially, skills learned in mediation and negotiation training can be applied to a variety of other leadership responsibilities.

The ADF, like both the CF and the USAF, values the importance of ADR. In 2005, approximately 66% of workplace conflicts were resolved using informal ADR methods. As part of their training, they introduce conflict coaching, rather than full ADR training, as a segue or alternative approach to helping the ADR process. Their belief is that this helps leaders to shift to more constructive responses, creating a more collaborative leadership/management style, helping to refine thinking, attitude, language

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[38] Air Force ADR Program, "Executive Summary," in *The 2003 Air Force Program SECAF Report*, http://www.adr.af.mil/afadr/secaf/fy2003/part01.htm; Internet; accessed 6 February 2007.

[39] Maj Keil R. Gentry, "Planning and Executing Negotiations for the Joint Force Commander," (Newport: United States Naval War College Joint Military Operations, 1998), Abstract.

[40] Air Force ADR Program, "Executive Summary," in *The 2003 Air Force Program SECAF Report*, http://www.adr.af.mil/afadr/secaf/fy2003/part01.htm; Internet; accessed 6 February 2007.

and conduct to more effectively deal with conflict.[41] Essentially, one is given some of the tools, but not all of the tools to resolve the problem at the leadership level. Rather it more easily allows one to recognize when they should call for outside third party assistance.

However, emerging concepts are coming to the forefront with respect to the importance of ADR, mediation, negotiation and more importantly the additional communicative and awareness abilities they bring. The ADF has developed and introduced an entire chapter on ADR within their Administrative Manual, having identified mediation and conciliation as techniques that have been assessed as suitable to assist commanders in resolving complaints at unit level.[42] This however, still involves the implied use of a third party. More importantly, the ADF have introduced within its Leadership Framework Manual that defence "espouses a philosophy of gaining results through people and also of being a values-based organization."[43] It is assumed by this author that this is the reasoning behind their inclusion of negotiation as one of the proficiencies associated with the core capability of communications.[44] Equally supportive, the ADF illustrates this by identifying behaviors associated with this proficiency to, "knowing issues, encouraging support of stakeholders, understanding

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[41] Capt Helen Marks, "Results Through People - Conflict Coaching – A new Way of Resolving Workplace Conflict in Defence," *Defence* (August 2005) [Journal on-line]; available from http://www.defence.gov.au/defencemagazine/editions/20050801/sections/rtp.htm; Internet; accessed 5 February 2007.

[42] Australian Defence Force, *Administrative Inquires Manual – ADFP 06.1.4.* (CANBERRA: The Defence Legal Service, 2004), 3-1.

[43] Australian Government, Department of Defence, *The Defence Leadership Framework – Growing Leaders at all Levels* [Booklet on-line]; available from http://www.defence.gov.au/publications/DLFBooklet.pdf; Internet; accessed 7 February 2007.

[44] Ibid.

objectives, anticipating the position of both parties, and understanding and skill in the art of negotiation."[45]

ADR and Deployed Operations

Much of this paper has focused on ADR and it uses in a garrison environment. But what about its use on deployed operations? With over 2,500 personnel deployed on operations it is most likely, as it is in garrison, that not all personnel will be getting along, especially given the increased pressures that current operations bring. Additionally, CF officers have relationships with Non Government Organization's (NGO), North American Treaty Organization (NATO) or Coalition partners that become strained over time. Most important though, are those relationships and potential conflicts between leaders and those they are trying to protect.

Concerning conflict within one's own internal unit relationships, what is important to note here, vice what happens back in Canada, is that there are no third party individuals to call upon if leaders cannot resolve the issue themselves. As such, they require the necessary mediation and negotiation skills to enable the inner workings of their deployed unit to succeed. That in itself indicates the need to introduce training in ADR early in an officer's career. As much as one might like to think so, this is not the type of training that can be received just prior to deployment.

The same philosophy holds true with our relationships with NATO or Coalition partners. The secondary skills gained through ADR training will enable one to examine and understand different cultural, societal, and personal differences. These skills are those

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[45] Australian Government, Department of Defence, *The Defence Leadership Framework – Growing Leaders at all Levels* [Booklet on-line]; available from http://www.defence.gov.au/publications/DLFBooklet.pdf; Internet; accessed 7 February 2007.

enablers that enhance our abilities, not in the sense of mediation and negotiation, but with the objective of becoming better listeners, understanding body language, adapting to change or identifying nuances; each unique to the successful forging of relationships in a tense, stressful operating environment.

Perhaps most important is the relationship that exist between officers and those in the local community or tribes with which they deal with on a daily basis. A recent article by Colonel Horn PhD, Director of the Canadian Forces Leadership Institute, concerning our deployment in Afghanistan, described it by saying "the complexity our troops serving in Afghanistan must contend with on a daily basis…requires the ability to listen and communicate…with different cultures, ideals, conflicts with locals…it's a chaotic, ambiguous, and frustrating environment."[46] Additionally, he points out that officer's have to communicate regularly with NGO's, Royal Canadian Mounted Police (RCMP), Foreign Affairs, and Canadian International Development Agency (CIDA).[47] Each organization in their own way create challenges and potential conflict that will have to be dealt with, requiring patience, tolerance, flexibility, communication, and facilitation; skills gained with ADR training.

Additionally, ADR skills are useful when dealing with problems in remote areas, including maneuvering checkpoints, protection of threatened civilian populations, and arranging Host Nation Support (HNS).[48] This is supported by the Debrief the Leaders Report that identified a "need to introduce the knowledge and skills of mediation and

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[46] Col/Dr Bernd Horn, "Outside the Wire – Some Leadership Challenges in Afghanistan," *Canadian Military Journal* 7, no. 3 (Autumn 2006): 8.

[47] Ibid., 8.

[48] Canadian Forces College, "Negotiation"…, 2/5.

conflict intervention in the professional development of officers during the course of their career."[49] This was further emphasized recently when a Canadian Officer, deployed in the Congo, was tasked to meet with feuding parties in a bid to "keep a lid on the brewing tensions."[50] Leaders who have proper training, will project stability in the form of reasoning, understanding and communicative and listening skills. These skills will then allow them to encourage a dialogue amongst conflicting or dissatisfied parties and facilitate resolutions.[51] ADR training aids in these developmental skills.

Enhancing the Current Process

The road map to ensuring this happens is not as difficult as one might seem. As identified earlier, the CF has the system in place now to train officers in this ability. With 16 DRC's located across the country, the CF could quite easily re-work the DRC organization with a further objective of providing beginner, intermediate and higher level ADR training to the schools the CF currently operates. In fact, most DRC's are already co-located on the same Bases as our major training establishments. For those officers that require training beyond the abilities of the DRC's, there are numerous civilian agencies that also provide training, although at a cost[52]. Included in this would be the Pearson Peacekeeping Centre. While specifically training in negotiations for conflict, they could be extremely beneficial to those senior individuals deploying on operations.

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[49] Department of National Defence, "*The Debrief the Leaders Project (Officers) Report*," (Ottawa: Office of the Special Advisor to the Chief of Defence Staff, 2001), 17-24.

[50] Bruce Camion-Smith, "Canadians Caught in Clash," *Toronto Star*, 28 March 2007, 1.

[51] Andreas Wenger and Daniel Mockli, *Conflict Prevention: The Untapped Potential of the Business Sector* (London: Lynne Rienner Publishers, 2003), 32.

[52] Stitt, Feld, Handy Groups current rates are approximately $2,100 to $2.400 (per person) for a four day workshop.

Conclusion

The entire premise of this essay has been to illustrate the importance that needs to be placed on re-examining the training that officers currently receive, with a view to including, throughout the entire OPD, some form of ADR training. This essay has examined the background and history of ADR, identifying that it not only saves time and money, while increasing production, but that it affords leaders the additional skill sets necessary to become more effective in their roles as commanders and managers of our most important asset. Subsequently this essay reviewed the advantages and disadvantages associated with ADR, citing the fact that the largest impediment to its success, the maintenance of or impression of neutrality can be overcome with proper understanding, education and training. Most importantly, conflict must be identified and actioned early, if one is to be successful at conflict resolution. Thus, success depends on mediation, negotiation and facilitation training early in the OPD process.

Additionally, this essay has reviewed the current CF philosophy towards leadership and how ADR, although not mentioned in those exact terms, can be interpreted to be necessary in order to be successful at any of the effectiveness dimensions. Also supporting this is the fact that the CF currently requires that ADR be the preferred method of resolution towards workplace conflict. However, the current method as not been as successful as it could be. Its success will depend on extending the knowledge and skills down to those who can take advantage of the situation as early as possible. This also seems to be the direction that our allies are taking. Both the ADF and the USAF consistently identified the need for officers to have mediation and negotiation

training, going so far as to start to include this skill set as a core competency in senior officers.

Equally important though, are the advantages these skills bring to leaders on deployed operations. It fact, the CF has already, through the Debrief the Leaders Project, identified this shortfall in the OPD process. As pointed out, when deployed, potential conflict can occur with Coalition partners, NGO's and local people, but more importantly, conflict can and does exist within the group one is leading. Leaders must be prepared and educated to handle this. As noted by Dr. Foot, the CF environment is changing, in that junior officers now find themselves "operating in remote environments, in alliance settings, dealing with delicate political, ethic, religious and social conditions."[53] All of these require officers to have good sense and sound judgment. ADR training will help to provide this by promoting active listening, better communicative skills, and increased flexibility, while guiding an officer to a new level of professionalism. Mediation and negotiation skills are an "art" that need to be added to a leader's repertoire.

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[53] Dr. Peter Foot, "Military Education and the Transformation of the Canadian Forces," *Canadian Military Journal* 7, no. 1 (Spring 2006) [journal on-line]; available from http://journal.forces.gc.ca/engraph/vol7/no1/04-Trans2_e.asp; Internet; accessed 5 February 2007.

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