

Labor/Management Negotiations

(Adversarial vs. Collaborative) 劳工/管
理谈判(对抗与合作)

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Types of Collective Bargaining Relationships in the U.S. 集体谈判关系的类型在美国

- The two most common bargaining relationships:最主要的两种谈判关系
- Adversarial (Confrontational) 敌对的（对抗）
- Working Harmony (collaborative) 工作和谐（合作）

Types of Collective Bargaining Relationships 集体谈判关系的类型 在美国

Adversarial (confrontational) relationship defined

敌对的（对抗）关系定义

Both union and employer are convinced that their basic interests are in conflict, and both parties compete for the loyalty of the workers. But they avoid constant open warfare - they think it costs too much and gains too little. Both sides more or less try to stick to the contract. They feel that an orderly use of the grievance procedure will help conserve strength for the major battles over the terms of the new contract.

工会和雇主都相信他们的基本利益冲突,和两党争夺工人人们的忠诚。但是他们避免不断开放的战争——他们认为太贵了,收益太少。双方或多或少地试图坚持合同。他们觉得一个有序的申诉程序的使用将有助于保护强度的主要战斗在新合同的条款。

Working harmony (collaborative) relationship defined

工作和谐（合作）关系定义

Both sides say that there is more than one way to solve any given problem. Both try to agree on the solution that gives some satisfaction to both parties. On some issues union and employer think they have common interests; on others they think they have conflicting interests. Collective bargaining is an effective means for peaceful negotiation of differences and for advancing common interests.

双方说,有超过一个的方法来解决任何问题。都试图达成一致的解决方案,给出了一些双方满意。在一些问题上工会和雇主认为他们有共同利益;对他人他们认为他们有利益冲突。集体谈判是和平谈判的有效手段的差异和促进共同利益。

Collaborative vs. Adversarial approach 合作vs. 对方方法

- While the Collaborative model of negotiations, which requires the respect and cooperation of both the union and employer is the optimal approach...谈判的协作模型 需要工会和雇主的尊重与合作，这是最佳方法...
- Often the parties act in a less reasoned approach, acting against their best interest通常当事人采取不合理的方法,反对他们的最佳利益

Five Approaches to Collective Bargaining 达成集体谈判的五大方法

The Collaborative approach to negotiations addresses the interests/needs and maintains the optimal relationship between the parties...合作方式谈判解决了双方利益/需求和维护之间的最优关系...

... all other models fail!!! ...所有其他模型都会失败!!!

FIVE MODELS OF NEGOTIATION 五种谈判的类型

- Accommodate 便利
- Avoid 避免
- Compromise 让步
- Compete 竞争
- Collaborate 合作

Possible outcomes of two-party negotiations 双方谈判的可能结果

- Win-lose 赢-输



- Lose-lose 输-输



- Win-win 赢-赢



AVOID避免 (I LOSE, YOU LOSE) (我输, 你输)

- Side-stepping or withdrawing from the conflict situation.
避开或退出冲突情况
- When you prevent/postpone conflict, it remains unresolved and neither party wins.
当防止或推迟冲突时,冲突仍未得到解决,并且没有任何一方获胜。

INAPPROPRIATE: 不合适

- Avoiding conflict results in the dispute festering. Neither parties interest are addressed and the relationship is harmed 避免冲突的争端恶化。无论是双方间利益得到解决和受到伤害的关系
- Note: It is a strategy that may be used when you are unprepared for the conflict as a short-term strategy for buying time and figuring out how to handle the conflict.
注意:这是一个策略,当你的短期策略处理冲突的时间未准备好时,知道如何处理冲突。

*An employee
is
complaining
about a
problem at
work?* 一个雇员
正在抱怨工作
中的问题

*Tell her to
come back
tomorrow.* 告诉
她明天回来时
再来讨论这个
问题

COMPETE竞争 (I WIN, YOU LOSE) (我赢, 你输)

- Seeking to win your position at the expense of the other party losing theirs. 为了赢得你的位置以牺牲另一方并失去他们。

INAPPROPRIATE: 不合适

- Only one party can achieve their desired outcome. 只有一方能够达到他们渴望的结果
- The negotiator perceives outcome as extremely important and ignores the relationship. 谈判者把追求结果作为最重要的结果以忽视双方间的关系。

*I need a 6%
increase
and
another week of
Vacation* 我需要6%
的工资增长和多一周
的休假

*I'll give 0%,
and you'll start
coming in a hour
earlier. You're lucky
to be working here.*
我只会给你0%的增
长,
和你会早一个小时。
你很幸运在这里工作

ACCOMMODATE便利 (I LOSE, YOU WIN) (我输, 你赢)

- Putting aside your needs and desires and acquiescing to the other person's requests and/or demands抛开你的需求和欲望,接受对方的请求和/或要求

INAPPROPRIATE:不合适

- When one party places a high value on their relationship with the other party, but...当一方高度重视与对方的关系,但是...
- Ignores its own needs.忽视他自己的需求

*Will you
accept a
reduction in
pay?你会接受
减少工资吗?*

*Yes, because I
respect you
and want you
to be
satisfied.是的
，因为我尊重
你，我想你满
意。*

COMPROMISE让步

(WE BOTH WIN, WE BOTH LOSE) (我们一起赢, 一起输)

- Resolving the conflict quickly and efficiently by seeking a fair and equitable split between the two positions. 通过寻求一个公平、合理的两个位置之间的分裂快速有效地解决冲突
- Each side concedes on some of their issues in order to win others. Both parties must be flexible and willing to settle for a satisfactory resolution of their major issue. 为了双赢每一方承认他们的一些问题。双方必须灵活和愿意接受一个满意的解决的主要问题

INAPPROPRIATE: 不合适

- This is closest to collaborative negotiation; however in this model both parties unnecessarily sacrifice their interests and relationship in part. 这是最接近合作的谈判, 而且在这个模型中双方不必要牺牲部分利益和关系。

I need a 6% increase and another week of vacation
我需要6%的工资增长和多一周的休假

I'll give 1%, and one more personal day
我可以给你1%的增长和多一天的假期

OK, a 3% increase and 3 more days of Vacation
好, 3%的增长和增加3天假期

3% and 2 more vacation days is the best that I can do
3%和多2天的假期, 这是我能给你的最好的了

COLLABORATE合作

(I WIN, YOU WIN) (我赢, 你赢)

- Cooperating with the other party to try to resolve a common problem to a mutually satisfying outcome. 与另一方合作来解决常见的问题达到令双方都满意的结果

APPROPRIATE:合适:

- When you join with the other party to compete against the situation, instead of each other. 当你与对方一起竞争, 而不是彼此竞争。
- Each side must feel that the outcomes gained through collaboration are better than they could achieve on their own. 每一方都必须觉得通过合作获得的结果比他们自己更可以实现这个结果。

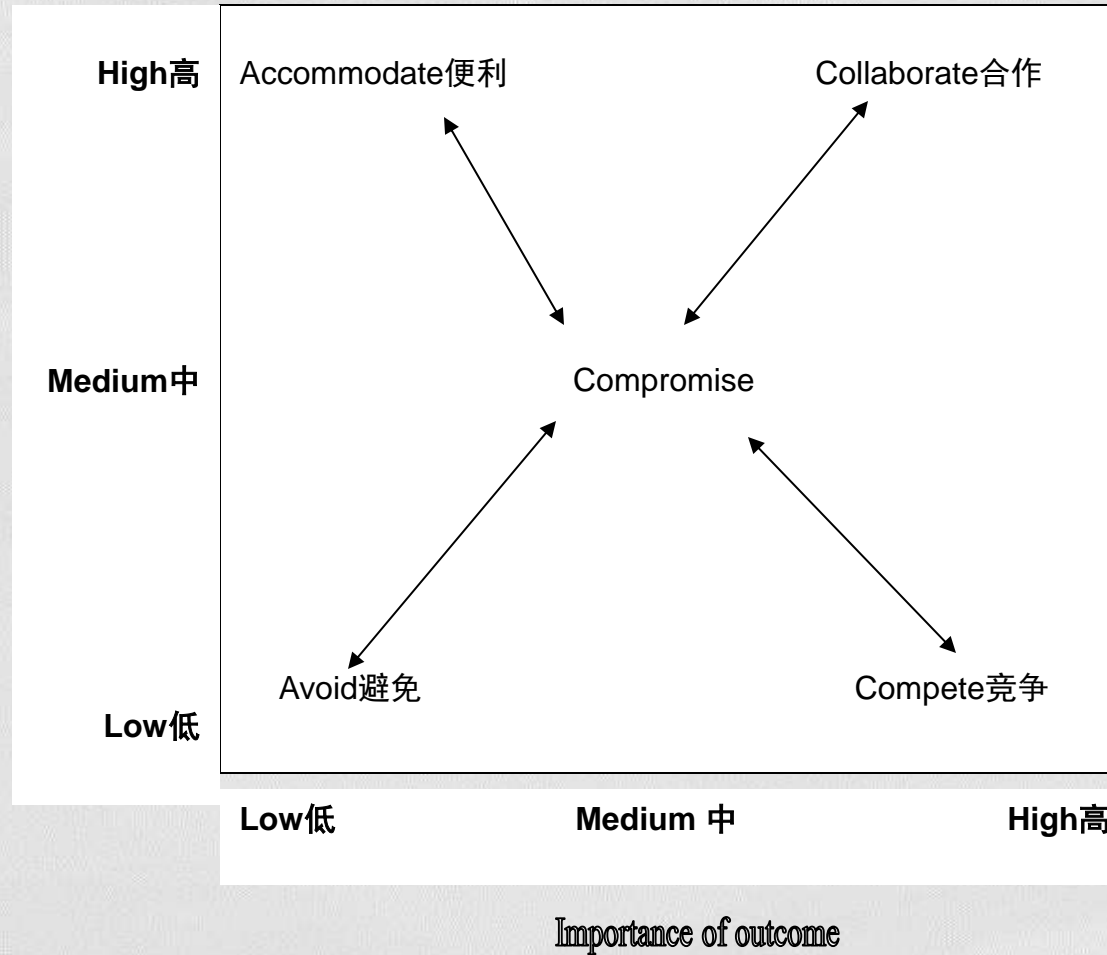
*I'll give you a
\$100 raise. 我会
给你100美金的
增长*

*Great, I will
work 2 hours
more 好的, 那
我会多给你工作
2小时*

The Five Conflict Resolution Styles

五种冲突解决的形式

Importance of relationship



DIAGNOSING THE SITUATION 诊断情况

There are two basic considerations when we are involved in any negotiating situation: 当我们参与任何谈判情况中会有两种基本的考虑:

1. Focus on Common Interests 集中共同利益

2. Focus on Maintaining and improving the relationship 集中保持和提高双方的关系

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