

Bargaining – Management

协商-管理

Observations - CONTEXT

观点-环境

One Size Does Not Fit All

众口难调

Each Bargaining Context is Unique

每一个协商谈判的环境都是特殊的

Bargaining only occurs when each side “needs”
the other - “Mutual Process”

协商只有在每一方需要对方的时候才会发生 -
“相互的过程”

Management Observations

STABILITY AND PRECEDENT

管理者观点 (雇主) – 稳定和先例

- Companies seek stability and will often pay for it
公司寻求稳定并常常会为此付出代价
- Companies have “rules” – the Union needs to give the company a reason to break from precedent to “reframe” the Management strategy and rules
公司是有“规则”的，工会需要给公司一个理由打破先例并“重塑”管理策略和规则

Management Observations – FAIRNESS

管理者观点（雇主） – 公平

- Many U.S. and European companies pride themselves on their fairness to workers
许多美国和欧洲的公司对他们工人的公平对待而引以为豪
- Educate them about your demands by preparing your strategy and using favorable data and facts
通过使用有利的数据和事实，策略性地教育他们你的要求

Management Observations – GIVE SOMETHING BACK

管理者观点（雇主） – 回馈

- Try to understand the company's needs and be prepared to explain how you can satisfy them in negotiation
试图了解公司的需求以及准备解释如何满足他们谈判
- This enhances stability
这增强了稳定性

Management Observations

管理者观点 (雇主)

- See your management adversary as a person and develop strategies to get to know them better (dinner, drinks, etc.)

把你的雇主对手看作一个人并且发展战略来更好地了解他们(他们喜欢的晚餐、饮料等)

- Bargaining is a social process

谈判和协商说到底也是一个人與人之间交往的过程

Management Observations – STABILITY

管理者观点（雇主）– 稳定性

- Prove to your management you can control your membership and have the power to deliver on a deal
向你的雇主证明你可以控制你的成员并有能力履行协议
- This is important for stability
这一点对稳定性很重要

Management Observations – THE NEGOTIATOR

管理者观点（雇主） – 谈判代表

- External Law Firms and Consultants Tend To Be More Aggressive Negotiators
外部律师事务所和顾问往往成为更积极的谈判代表
- Think of strategies to “work around” them to get to the company decision maker
通过策略来“解决”他们并直接与公司的决策者对话
- Internal Company Negotiators usually want to do a deal
公司内部的谈判代表通常更希望达成协议

Management Observations – STABILITY AND PATTERNS

管理者观点（雇主）– 稳定性和模式

- Management follows “patterns”
管理者（雇主）遵循“模式”
- This includes competitors
这包括竞争对手
- “take wages out of competition”
不要把工资作为竞争的筹码

Management Observations

管理者观点（雇主）

- Management has some political in fighting
管理者（雇主）内部有一些政治斗争
- Much political infighting in U.S. is over “work rules”
在美国，许多雇主内部的政治斗争都是超过“工作规则”的
- Work rules are money!
工作规则就是钱！

Management Observations – POWER

管理者观点（雇主）– 力量

- Power is a very complex question
权力是一个非常复杂的问题
- Power can shift quickly so any strategy based on power alone is dangerous
权力可以很快转变所以任何基于权力本身的策略是危险的
- Good management negotiators are aware that when negotiations involve extreme power weapons, such as strikes, this can be a problem for the company – instability is bad
好的管理谈判人员都知道当谈判涉及极端力量的武器例如罢工时，这对公司是一个问题—因为不稳定肯定是不好的
- Workers hold great power but sometimes don't know it
工人们有着强大的力量但有时并不知道

Management Observations

HARMONY AND DISCORD

管理者观点 (雇主) – 和谐与不和谐

- One Size Does Not Fit All 众口难调
- In All Areas Of Life The Ability To Find Harmony By Negotiation Is A Great Skill
在生活的所有领域通过谈判得到和谐都是一个很好的技能
- Sometimes You Must Fight To Find A Peace – Not all disputes are bad
有时你必须努力寻求和平 – 不是所有的纠纷都是不好的

Observations 观点

Management 管理者（雇主）

- Seeks stability – fears instability
寻求稳定—担心不稳定
- Less internal political/discipline issues
更少的内部政治/纪律问题
- Follows patterns
遵循之前的模式
- U.S. and European want to be seen as fair
美国和欧洲希望被视为公平
- Can be disconnected from process by external labor counsel or consultants
可以断开由外部劳动法律顾问或顾问代表的过程吗？

Union 工会

- Seeks survival 寻求生存
- More political skills needed to lead
更多的政治技能需要被领导
- Seeks to break patterns
试图打破模式
- Wages are never fair – Want More
工资从来都不是公平的—想要更多的
- Need to develop strategy to get to or influence the corporate decision makers
需要发展策略去影响企业的决策者