

# ISSUES BASED BARGAINING

## A Brief Overview

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## ISSUES BASED BARGAINING - THE ORIGINS

- Not a new concept.
- Identified in early part of the 20<sup>th</sup> century, with usage growing since 1965 as *integrative* or *problem-solving* bargaining.
- The trend toward cooperation in collective bargaining is a recent phenomenon.
- New approaches to relationships gained momentum in 1981 with the publication of the book Getting to Yes by Roger Fisher and William Ury.

## ISSUES BASED BARGAINING - THE AWAKENING

- A rose by any other name...

“Getting to Yes” Negotiations

Win-Win Negotiations

Principled Bargaining

Integrative Bargaining

Interest Based Bargaining

Issues Bargaining

Mutual Gains Bargaining

## CHARACTERISTICS OF A GOOD NEGOTIATION

A good negotiation is one which:

- Produces integrative solutions
- Increases the likelihood of compliance by all parties
- Improves the relationship between the parties, and
- Is efficient.

## BENEFITS OF ISSUES BASED BARGAINING

- More harmonious labour management relations, resulting in fewer work disruptions and grievances
- Improved collective agreement
- The potential for a more cooperative approach throughout the organization
- Allows labour to have a stronger influence on and commitment to the organization
- Can result in increased productivity and efficiency, and quality of the workplace

## BASIC PRINCIPLES OF ISSUES BASED BARGAINING

1. **Issues**                separate the problem from the people
2. **Interests**            focus on needs, not positions
3. **Options**              generate possibilities before deciding
4. **Solutions**            base results on objective standard

## WIN/WIN VS .WIN/LOSE NEGOTIATIONS

### WIN/WIN (COLLABORATIVE)

### WIN/LOSE (POSITIONAL)

Us vs. the problem or the issue

Me vs. you or us vs. them

You look for mutual benefit

Someone will probably come out the winner and someone the loser

The issues are just issues and you don't take them personally

You take the issues personally. Add some colour, get self-righteous

Stay focused on the ongoing, relationship and the impact of this conflict on it

Really focus on the conflict particularly what you will say or do next

Be open to various and possible solutions that could arise

Get really stuck on your own viewpoint. Your solution/position is obviously right

Be open about your interests and your needs. Be open to the other person's/party's needs and interests

Be positional and take strong stands. Say things like, "I'm not prepared to..." and "This is my bottom line..."

Be honest with what is going on for you. Speak openly and authentically

Manipulate the other party to your point of view. Hide your feelings. Add lots of pressure, particularly time pressures

Keep making contact even if you have not yet agreed

Get angry and cut off contact with the other party if they don't see things your way

## CHANGES REQUIRED TO ADOPT NEW APPROACH

- Commitment by both parties to cooperate fully
- Cooperative approach in the workplace, or significant moves in that direction
- Treating others as equals and as partners (mutual respect is absolutely essential)
- Commitment to creative, non-traditional thinking
- Ability to put yourself in the “other person's shoes.” Recognize the limitations: both parties report to membership or principals
- Recognition of the importance of the relationship (“We’re in this together!”)

## WHERE DO WE BEGIN?

Discuss the idea of using a different negotiation process separately

Joint meeting(s) to discuss the idea:

- Agree to proceed
- Training requirements
- Setting common objectives and principles
- Identify the issues and challenges
- Clarify interests and values