

## Relations industrielles

### Cutcher-Gershenfeld, Joel, Robert B. McKersie and Richard E. Walton, *Pathways to Change : Case Studies of Strategic Negotiations*

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gains communs pour revendiquer la totalité ou la majeure partie de la valeur. Lax et Sebenius font la promotion des approches de résolution de problèmes en négociation tout en se démarquant des propagandistes de la négociation « gagnant-gagnant » qui font peu de cas des divergences idéologiques et les conflits d'intérêts qui alimentent la négociation, notamment dans le champ des relations du travail.

La synthèse théorique de Lax et Sebenius conforte les analyses de Walton et McKersie (1965) quant au caractère « mixte » de la négociation collective qui met en cause des processus distributifs de revendication de la valeur ainsi que des processus intégratifs de résolution de problèmes. De même, le « dilemme du négociateur » de Lax et Sebenius est une reformulation du « dilemme de la négociation mixte » que soulevaient Walton et McKersie dans leur ouvrage classique de 1965. Il y a beaucoup de convergence entre l'approche théorique de Walton et McKersie et celle de Lax et Sebenius, et

ces derniers font d'ailleurs une présentation très élogieuse des travaux de leurs illustres prédécesseurs. L'ouvrage de Lax et Sebenius vient cependant bonifier le modèle de la négociation « mixte » de Walton et McKersie par l'ajout d'éléments tactiques inspirés des travaux de Fisher et Ury qui proposent une démarche privilégiant les approches intégratives de création de la valeur en négociation, sans exclure pour autant la revendication de la valeur. L'autre mérite de l'ouvrage de Lax et Sebenius est de mettre en évidence l'importance des théories de la négociation pour l'étude et la pratique du management. Ces apports justifient amplement la publication de l'édition française de cet ouvrage qui s'imposera sans doute comme manuel de base pour les enseignements théoriques et pratiques sur la négociation en relations industrielles et en sciences administratives au Québec, et éventuellement en France.

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### ***Pathways to Change: Case Studies of Strategic Negotiations***

by Joel CUTCHER-GERSHENFELD, Robert B. MCKERSIE and Richard E. WALTON,  
Kalamazoo, Michigan : W.E. Upjohn Institute for Employment Research, 1995,  
257 p., ISBN 0-88099-155-0 (paper), ISBN 0-88099-156-9 (cloth).

In this book, the authors examine twelve case studies of cooperative and contentious negotiations which formed the basis of their analysis for the theory of negotiated change in labour-management relations, reported in their 1994 book: *Strategic Negotiations: A Theory of Change in Labor-Management Relations*. This book features detailed presentations of the twelve case studies given in full detail. In addition it offers added tools and guidance for strategic negotiators following the various pathways to change. The book is intended to be a companion and resource book for readers interested in learning more about the cases upon which *Strategic Negotiations* thesis was developed. The cases have been updated wherever possible.

In the introductory chapter the authors state their belief that major change is almost inevitable in the present circumstances. Drawing from their earlier book *Strategic Negotiations* they state their belief that major change requires negotiations. Two concepts from their theory provide a framework for presenting the case studies: (1) there are contrasting strategies of forcing and fostering change and (2) there is a juxtaposition of substantive and relationship outcomes.

The four chapters that follow each feature three case studies. Chapter two cases involve forcing strategies, chapter three cases involve fostering strategies, chapter four focuses on the sequence of forcing followed by fostering and finally

chapter five deals with concurrent forcing and fostering. The final two chapters summarize the lessons that extend across the cases dealing with the context for negotiations over change and specific tools and techniques to guide the strategic negotiator.

The case studies in chapter two dealing with an auto parts firm (AP Parts), International Paper Mills particularly the Jay, Maine facility and a regional freight railroad (Guilford). Key aspects of the cases featuring forcing are summarized in a chart at the outset of the cases. Each case is fully presented first in summary form, then in terms of significant features, background, collapse of the relationship/or strike action, analysis and significant outcomes. In reviewing the three cases, the authors argue that there is a very high cost paid for using this strategy. The unions lost representational rights and in one case struggled to a stalemate; management gained more favourable labour contracts but experienced deteriorated labour-management relationships and bitterness within the workforce.

The next three case studies illustrate the use of a fostering strategy to advance common interests through attitude change, persuasion and problem solving. The results of this strategy were quite mixed. The first case, Bidwell got started with a QWL program only to have it abandoned, the second case, CSX embarked upon an ambitious integrative bargaining exercise that did not come to fruition, and the third case succeeded in a multiyear iterative process of negotiating dramatic substantive and relationship changes. Several themes emerged in a fostering strategy: the development of credibility and good faith is of great importance, the creation of a superordinate goal that provides a rallying point to bring the parties together is vital and there must be concrete benefits for all parties. The authors conclude this chapter with the statement that fostering, by itself, usually is not a sufficient strategy, some forcing may also be required.

Chapter four deals with this strategy, sequences of forcing and fostering. The cases begin with periods of sustained forcing around substantial concessions, followed by repaired relations and fostering initiatives based on either joint labour-management committees or individual employee involvement. During the fostering period it is necessary to move past the anger and mistrust built up during the forcing period. All three of the cases featuring a sequence of forcing and fostering strategies met with success in varying degrees after different journeys. There were a number of important lessons: the important role of key leaders was significant; the credibility of the stories preserved by management was of critical importance and the ability of the parties to learn was the key as crises were addressed and solutions developed.

Chapter five deals with the most complex strategy of all, simultaneous travel down both forcing and fostering paths or multiple sequences of forcing and fostering strategies. In two of the cases, the combined strategy was responsive to external market pressures and customer insistence on evidence of labour-management cooperation. In the third case, the combined strategy was internally driven. Many of the lessons identified in chapter four also apply to these more complex combinations of strategies; for example, the role played by key leaders from labour and management; information sharing; persistence and a learning orientation.

The last two chapters address topics of the contextual factors that shape the negotiations and the lessons that a strategic negotiator needs to know, lessons which cut across all of the cases. The major contextual factors include: a compelling need for change, a clear vision for the direction of change, leadership through the change process, the role of third parties and an assessment of the strategic alternatives. Lessons for the strategic negotiator follow the same pattern in more specific terms dealing with the

forcing path, the fostering path and combinations of forcing and fostering.

The authors' purpose in *Pathways to Change* is to provide the reader with the full text of the twelve case studies on which their theory of change is based. The cases are grouped under four strategy categories: forcing, fostering, sequence of forcing and fostering and interweaving forcing and fostering paths. Lessons are drawn from each case and general lessons are summarized in the last two chapters.

The authors' purpose has been successfully achieved. The book is extremely well organized, the case studies are well presented in full detail. The writing style creates interest in each of the case studies even though some of the cases are very long. The use of case studies is appropriate for the authors' purpose as it provides the reader with the complex elements present in each situation as they change through the time period covered.

While the authors have been successful in writing a companion book to their earlier text *Strategic Negotiations*, this book would be of interest to a limited

audience. It would be chosen by readers of the earlier book who wanted the full detail of the case studies on which it is based.

The audience for the present book, *Pathways to Change* could be increased by providing a one chapter summary of the earlier book *Strategic Negotiations* in order to give the reader the essentials of the theory of change in labour-management relations. The case studies would then indicate how the theory was developed. In this way, the two books would be independent and complete in themselves commanding an enlarged readership. This excellent book deserves a wide readership as it addresses the most significant issue in labour-management relations today, in a most comprehensive way.

Quite apart from this alternative, *Pathways to Change* is highly recommended to all of those readers: students, faculty and practitioners who are interested in labour-management relations in general and negotiated change in particular.

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### ***Union Mergers in Hard Times: The View From Five Countries***

by Gary N. CHAISON, Ithaca and London: ILR Press, 1996, 248 p., ISBN 0-8014-8380-8.

This book provides a useful comparative study of trade union mergers, a topic that has long interested industrial relations scholars and practitioners. The volume devotes a separate chapter to the union merger process in each of five nations: the United States; Canada; Great Britain; Australia; and New Zealand.

Chaison does a comprehensive job in each "country" chapter of discussing the role of mergers in the broader context of the significant recent changes to that country's industrial relations system. He shows how adverse economic conditions, increased nonunion competition, employer opposition to unionism and, on occasion openly hostile governments and

active labour federations urged unions onto mergers or at least the active consideration of merger options. He also illustrates how, in some countries, labour laws also influenced mergers: either they encouraged mergers or served as weapons in the hands of those not in favour of mergers.

Following his discussion of the institutional context of mergers, Chaison reviews the country's merger record since 1980. In doing so he discusses landmark mergers, prominent merger forms, special conditions affecting mergers and actual or possible merger trends. This discussion leads to a country profile of union mergers. In his concluding chapter