

1. Record Nr.	UNINA9910972337303321
Autore	Blackard Kirk <1941->
Titolo	Managing change in a unionized workplace : countervailing collaboration // Kirk Blackard
Pubbl/distr/stampa	Westport, Conn., : Quorum, 2000
ISBN	9780313004551 0313004552 9780585384313 0585384312
Edizione	[1st ed.]
Descrizione fisica	1 online resource (255 p.)
Disciplina	331/.0941
Soggetti	Labor unions - Great Britain Industrial relations - Great Britain Organizational change - Great Britain
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Bibliographic Level Mode of Issuance: Monograph
Nota di bibliografia	Includes bibliographical references (p. [251]-252) and index.
Nota di contenuto	Cover -- Managing Change in a Unionized Workplace -- Contents -- Figures -- Acknowledgments -- Chapter 1 Introduction -- NOTES -- Part I Perspective -- Chapter 2 Background -- HISTORICAL OVERVIEW -- LABOR/MANAGEMENT RELATIONSHIPS -- Open Warfare -- Adversarial -- Accommodating -- Partnership -- THE CHALLENGE -- KEY POINTS -- NOTES -- Chapter 3 Legal Framework -- WHAT BARGAINING IS -- With Union Representatives -- Good-Faith Bargaining -- Supplying Information -- WHEN BARGAINING IS REQUIRED -- No Contract in Force -- Contract in Force -- SUBJECTS OF BARGAINING -- Mandatory Subjects -- Permissive Subjects -- Mixed Subjects -- MANAGEMENT RIGHT TO IMPLEMENT -- KEY POINTS -- NOTES -- Chapter 4 Resistance -- SOURCES OF RESISTANCE -- Represented Employees -- The Union -- Non-represented Employees -- REASONS FOR RESISTANCE -- Substantive Resistance -- Cultural Resistance -- Process Resistance -- TYPES OF RESISTANCE -- Failure to Support -- Individual Resistance -- Process Hostage -- Grievance Procedure -- Inside Games -- Strikes -- Picketing -- Boycotts -- Corporate Campaigns -- KEY POINTS -- NOTES -- Part II Philosophy --

Chapter 5 Countervailing Collaboration -- THE COUNTERVAILING INTERESTS -- THE COLLABORATIVE CHALLENGE -- The Relationship -- The Interests -- COUNTERVAILING COLLABORATION -- Philosophical Perspective -- Management of Change -- Integration -- Forcing -- Leadership -- IMPLEMENTING THE PHILOSOPHY -- KEY POINTS -- NOTES -- Chapter 6 Change Model -- PRINCIPLES -- Types of Change -- Characteristics of Change -- General Change Model -- LABOR RELATIONS CHANGE MODEL -- General Model -- Union Considerations -- The Unionized Model -- APPLYING THE LABOR RELATIONS CHANGE MODEL -- Adversarial Relationships -- Accommodating Relationships -- Countervailing Collaboration -- TRANSFORMATIVE IMPLICATIONS OF THE CHANGE PROCESS -- KEY POINTS -- NOTES.

Part III Practice -- Chapter 7 Business Driver -- PRINCIPLES -- PYRRHIC CHANGE -- Feel-Good Change -- Deceptive Change -- BUSINESS-DRIVEN CHANGE -- Business-Driven Operational Change -- Business-Driven Transformation of the Labor/Management Relationship -- KEY POINTS -- NOTES -- Chapter 8 Systems Thinking -- PRINCIPLES -- SYSTEMS MODEL OF A UNIONIZED WORKPLACE -- Management Sub-system -- Labor Relations Sub-system -- Cultural Sub-system -- Relationships -- IMPLICATIONS FOR MANAGEMENT -- Mental Models -- The Union System -- Synchronizing Systems -- Leverage -- MANAGEMENT ACTIONS -- KEY POINTS -- NOTES -- Chapter 9 Learning and Growth -- PRINCIPLES -- ORGANIZATION LEARNING IN A UNIONIZED WORKPLACE -- Create a Holding Environment for Knowledge -- Walk the Talk -- Foster Learning that Leads to Efficiency, Effectiveness, and Fundamental Change -- Conduct Educational Activities to Close the Performance Gap -- Do Lookbacks -- KEY POINTS -- NOTES -- Chapter 10 Mutual Trust -- PRINCIPLES -- The Parties -- The Challenge -- BUILDING MANAGEMENT TRUSTWORTHINESS -- Core Values -- Honesty -- Fairness -- Respect -- BUILDING TRUSTWORTHINESS IN OTHERS -- TRUST IN A POWER RELATIONSHIP -- KEY POINTS -- NOTES -- Chapter 11 The Power Paradox -- PRINCIPLES -- POWER IN A UNIONIZED WORKPLACE -- Management Power -- Coercive Power. -- Utility Power. -- Collaborative Power. -- Employee Power -- Coercive Power. -- Collaborative Power. -- Union Power -- Coercive Power. -- Collaborative Power. -- Observations -- POWER PARADOXES -- The Paradox of Unintended Results -- The Paradox of Power Sharing -- The Paradox of Effective Use -- EXERCISING POWER IN LIGHT OF THE PARADOXES -- Avoiding Unintended Consequences -- Sharing Power with Union Leaders -- Using Management Power to Empower Employees -- KEY POINTS -- NOTES -- Chapter 12 Mutual Gains Bargaining -- PRINCIPLES.

Interest-Based Negotiations -- Dialogue and Discussion -- Constructive Conflict Management -- MUTUAL GAINS BARGAINING IN A UNIONIZED WORKPLACE -- Developing a Collegial Relationship -- Pre-negotiation Planning and Preparation -- The Negotiation Process -- Role of the Spokesperson and Bargaining Team -- Using Power -- IMPLEMENTATION -- Systems Thinking -- Buying the Process -- Managing Expectations -- Process Risks -- KEY POINTS -- NOTES -- Chapter 13 Supplemental Teams -- PRINCIPLES -- SUPPLEMENTAL TEAMS IN A UNIONIZED WORKPLACE -- Establish Business Need -- Bargain Establishment and Parameters with the Union -- Integrate with Existing Organization Structures -- Select Appropriate Participants -- Provide Team Leadership -- Clarify Roles and Responsibilities -- Improve on the Bargaining Processes -- Facilitate Joint Training -- KEY POINTS -- NOTES -- Chapter 14 Moving Forward -- INTEGRATING PHILOSOPHY AND PRACTICE -- GETTING STARTED -- Assess Business

Sommario/riassunto

Unlike other labor law and management books, Blackard's comprehensive new work not only examines legal, strategic human resources management, change management, and related labor/management relations issues, but also offers easily grasped and applied methods for addressing all of these issues. Labor relations should be a fully integrated part of a systemic approach to human resource management, argues Blackard. He challenges the feasibility of ad hoc programs and labor/management partnerships, but encourages collaboration within the context of both parties' interests and roles. His book provides a philosophy and set of practices to manage change and improve the labor/management relationship in the unionized workplace. Companies with poor union relationships rarely have union problems; they have management problems. The crux is that managing change is a special challenge. To help executives address the challenge, Blackard first reviews the state of labor relations and discusses key differences between managing change in union and non-union settings. He presents a philosophy based on collaboration of countervailing interests and an integrated model for change management that is uniquely applicable in unionized workplaces. He then discusses the application of management practices based on such concepts as organizational learning, systems theory, trust, power, mutual gains negotiations, and supplemental teams that support the countervailing collaboration concept. By seeing labor relations as part of a broader human resource management system, one can identify and better understand many of the questions that inevitably rise when faced with the need for rapid and often drastic change.