

*Harmony*TM

FORUM OF THE SYMPHONY ORCHESTRA INSTITUTE
NUMBER 5 • OCTOBER 1997

Book Review
*Pathways to Change:
Case Studies in Strategic Negotiations*

by

Tom Bacchetti



To subscribe to *Harmony* or provide support to the Institute, contact:

Symphony Orchestra Institute

1618 Orrington Avenue, Suite 318

Evanston, IL 60201

Tel: 847.475.5001 Fax: 847.475.2460

e-mail: information@soi.org

www.soi.org

Book Review

Pathways to Change: Case Studies of Strategic Negotiations

If one accepts the notion that American orchestras are in a period of change brought on by shifting social and governmental priorities, *Pathways to Change* is essential reading for all associated with the orchestral enterprise. Executive directors, orchestra committee chairs (and their negotiation committee members), board chairs (and their musician-relations committee members), as well as attorneys who represent musicians or management, should think about the ideas this book offers.

While the authors' focus is case studies in the industrial and distribution/transportation sectors, what they say should resonate strongly to all responsible for custody of the relationship between labor and management, or in the case of orchestras, among boards, management, and musicians and their union. A simple mental substitution of the word "orchestra" for "company" will translate for readers of *Harmony* the authors' intent.

Building on decades of scholarly research and analysis in the industrial relations field, the authors of this compact paperback identify negotiation as an essential element (if not *the* essential element) in implementing change.

In their discussion of negotiations, they define two categories of outcomes: "substantive"—the "working" changes in agreements; and "relational"—defining or redefining the "social contract" between parties. They then further explore the social contract in terms of "compliance" (both parties merely comply with the terms of an agreement) contrasted with "commitment" (both parties become committed to the goals of the organization).

Through their research and analysis, the authors have also identified two primary negotiating strategies: "forcing" and "fostering." They provide case-study analyses of the implementation of these strategies using four models: pure forcing, pure fostering, a sequential strategy in which fostering follows forcing, and concurrent forcing and fostering. They conclude that the sequential and concurrent models offer better probabilities for benefit than do the singular use of either forcing or fostering.

In a chapter titled “Understanding the Context and Choices for Strategic Negotiations,” the authors address eight major topics:

- ◆ the need for change,
- ◆ the role of vision,
- ◆ the role of leadership,
- ◆ the role of third parties,
- ◆ the requirements of internal alignment,
- ◆ the opportunity for negotiations to engender a long-term learning process,
- ◆ the assessment of management’s strategic alternatives, and
- ◆ the assessment of strategic alternatives for unions.

This short but densely packed chapter is well worth reading, if not committing to memory.

The final chapter, “Learning to be a Strategic Negotiator,” is filled with lessons learned from the cases presented. Many of these lessons relate so directly to orchestra organizations that I found myself saying “aha” again and again. For example, “Actions speak louder than words—so be sure consistent actions are taken and sustained.” Or, “The successful juxtaposition of forcing and fostering drives changes in organizational structure—so anticipate new organizational forms.” The words may seem simple; the implied human dynamic is not.

Pathways to Change is beautifully written and infinitely readable. It should be a standard reference for all who are engaged in the relationships which exist in orchestra organizations.

Pathways to Change: Case Studies of Strategic Negotiations

Joel Crutcher-Gerhsenfeld, Robert B. McKersie, and Richard E. Walton

W. E. Upjohn Institute for Employment Research, 1995.

ISBN: 0-88099-155-0

248 pp. \$17.95

Reviewed by Tom Bacchetti, executive vice president, Bacchetti & Associates.