

in the crow's nest



Principled Problem-Solving,
Decision Making,
Relationships,
and
Negotiations



PARADIGM PILGRIMS
in
Communication • Organizational Effectiveness • Negotiation

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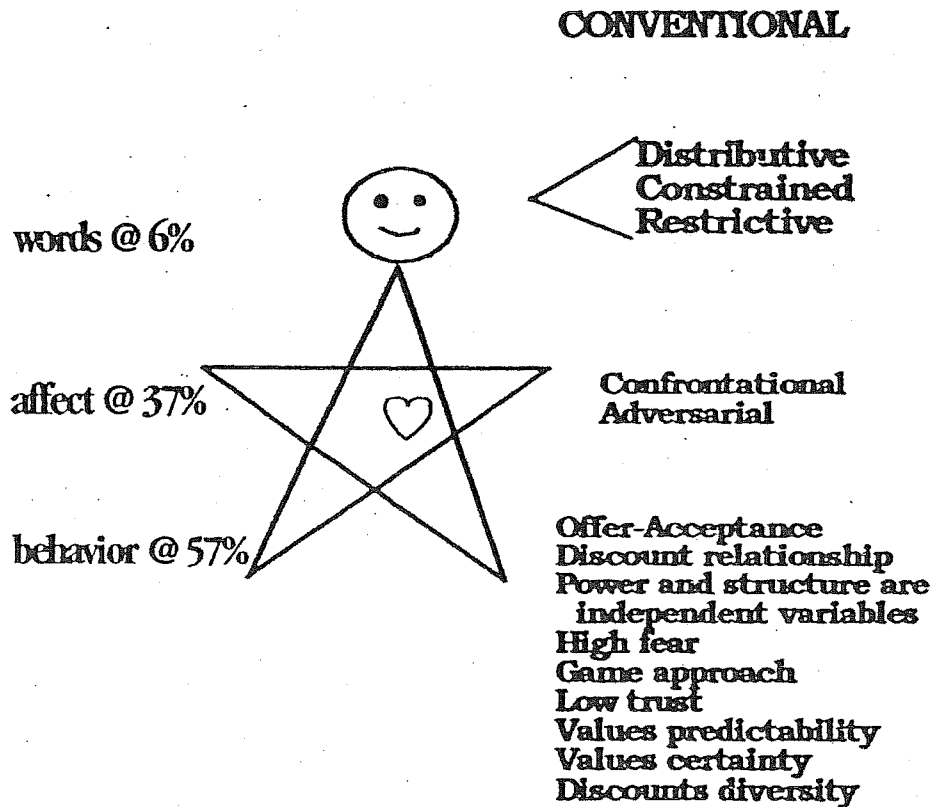
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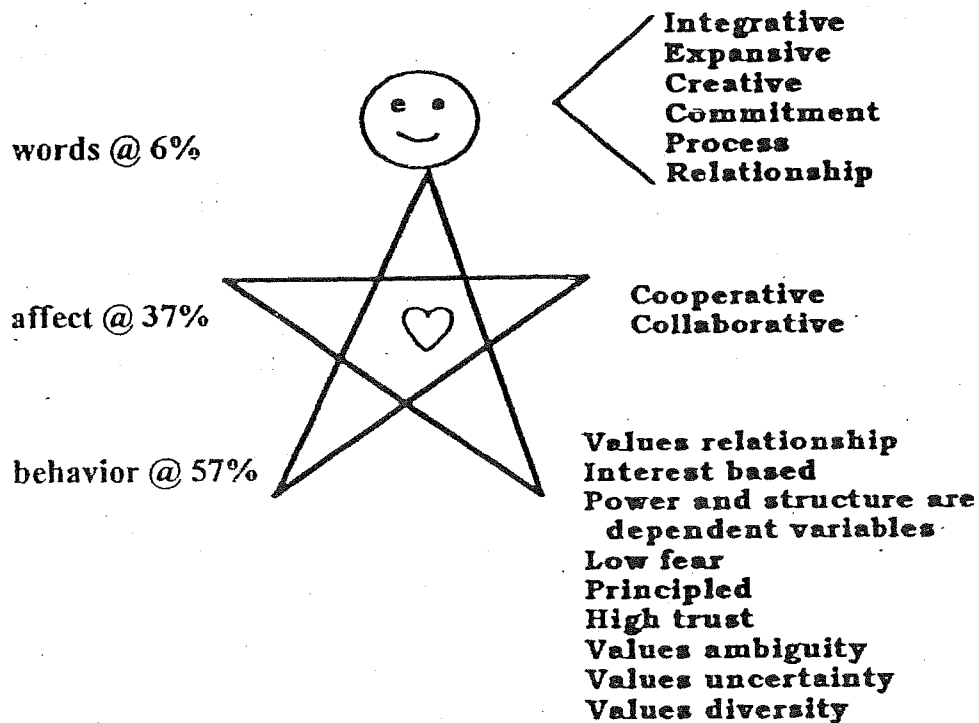
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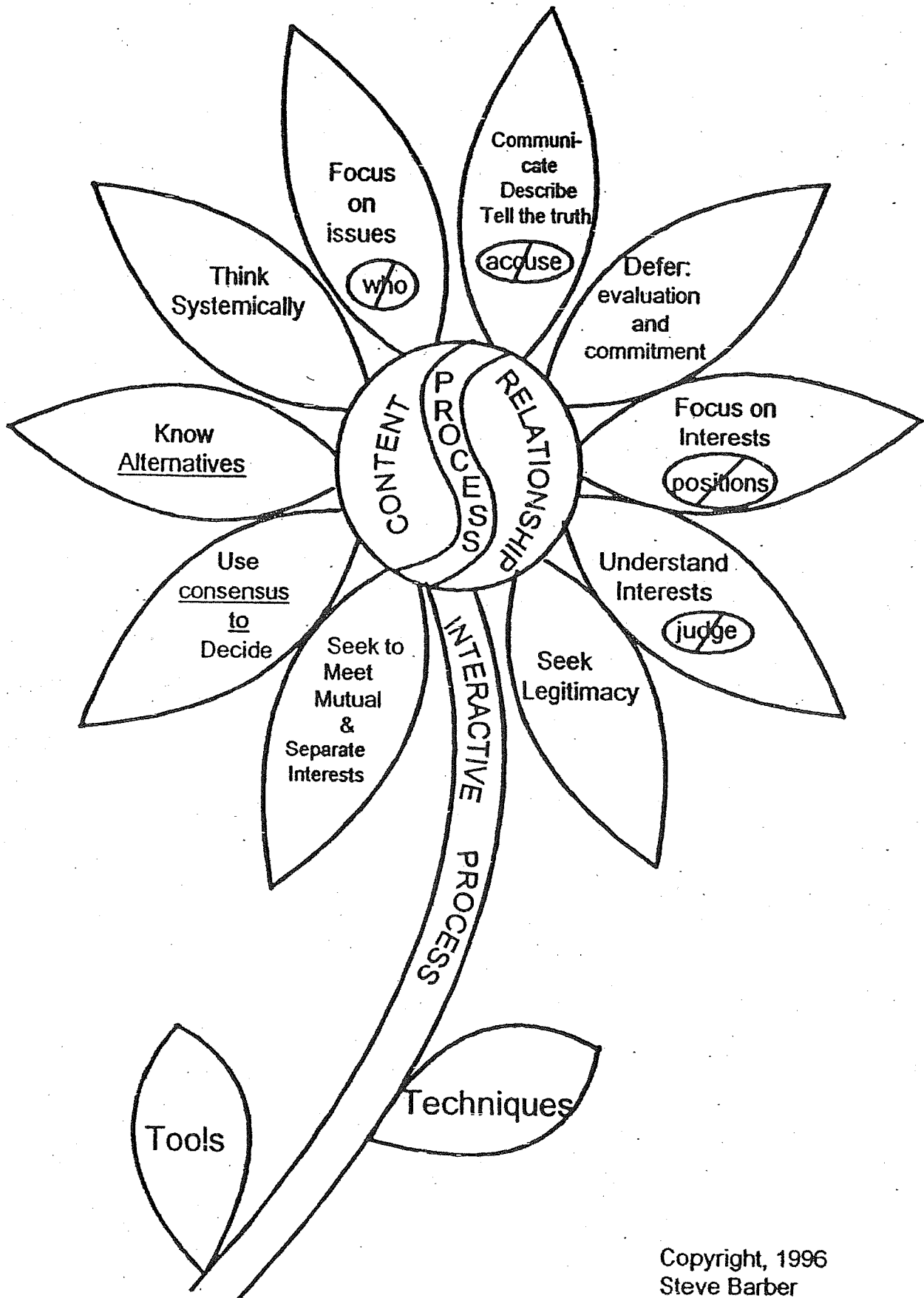
GOOD DECISIONS ARE TRULY THE CONSEQUENCE OF UNDERSTANDING
UNDERSTANDING IS A CONSEQUENCE OF COMMUNICATION
COMMUNICATION IS ACCOMPLISHED BY HUMAN BEINGS
ORCHESTRATING THREE TYPES OF BEHAVIOR:



IN THE EMERGING PARADIGM OF COMMUNICATION THE PRACTITIONER CHOOSES TO ORCHESTRATE A VERY DIFFERENT COLLECTION OF WORDS, AFFECT, AND BEHAVIOR IN ORDER TO ACCOMPLISH DECISIONS.

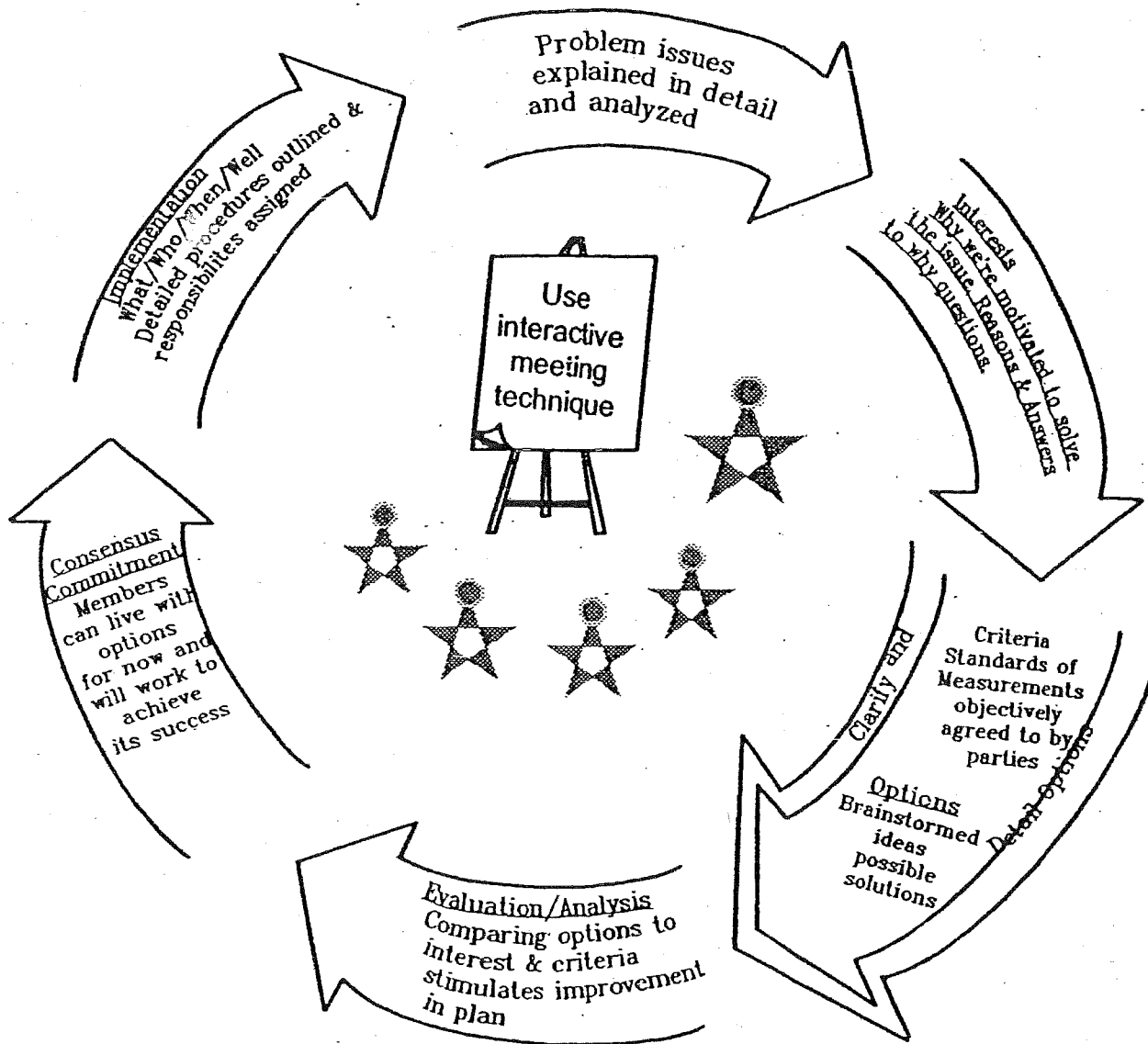
EMERGING





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INTEREST-BASED PROBLEM SOLVING ELEMENTS in SEQUENCE



NOTE: While sequential, this approach is also dynamic.
As elements previously considered emerge later,
participants return to previous step and "start over".

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Based upon the work of Roger Fisher, Bill Ury, Jerome Barrett, Scott Brown, Doyle and Straus

SOME TERMS OF ART....

INTERESTS The motives of the parties to the negotiation. What people or groups need. Derived and reflective of heritage, culture, and stories of the group. Can even be arranged in a hierarchy or priority as with the research of Maslow. A condition sought, a state of being.

OPTIONS Possible solutions. In order to operationalize will need the agreement of the parties to the negotiation. The work product of brainstorming without commitment or evaluation. The "other" right answers per John Glaser.

CRITERIA Objective standards of measurement. When agreed to by the parties, serve to compare against options. Work product of brainstorming and research. Often externally derived or imposed by control agencies or funding sources. Presenting practitioners with a paradox in that they are also options. There is no one "magic" criteria for any issue.

ALTERNATIVES What either party to a negotiation can do without the agreement of the other. What can be done in the event that no agreement can be reached. Feel like threats when perceived by the other party. Don't take your gun out of the holster unless you intend to use it.

POSITIONS, DEMANDS, PROPOSALS The solution to which one party is committed. Due to the nature of our familiarity and comfort with the conventional model of offer-acceptance negotiations, these often invite evaluation... usually in the form of judging the interests of the party presenting the proposal.

EVALUATION The comparison of possible solutions (options) to criteria, interests, and the issue or problem. "How well does this option meet our mutual and separate interest, fit the criteria, and solve the problem." This exercise is accomplished without commitment.

CONSENSUS When the parties to the negotiation can say that at the very least the option is one that they can live with and support for now. Note that so long as a party to the negotiation is saying "no" consensus doesn't exist. However, the naysaying participant is obliged to explain "why", so that the naysayer and other participants can continue to focus on creative solution designing.

INTERACTIVE MEETING A facilitated meeting of a group of people. Utilizes a non-conventional format in setting and process.

BATNA The Best Alternative To a Negotiated Agreement

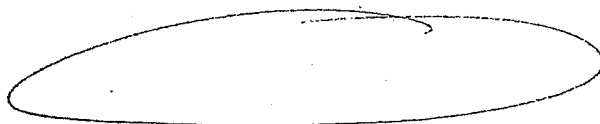
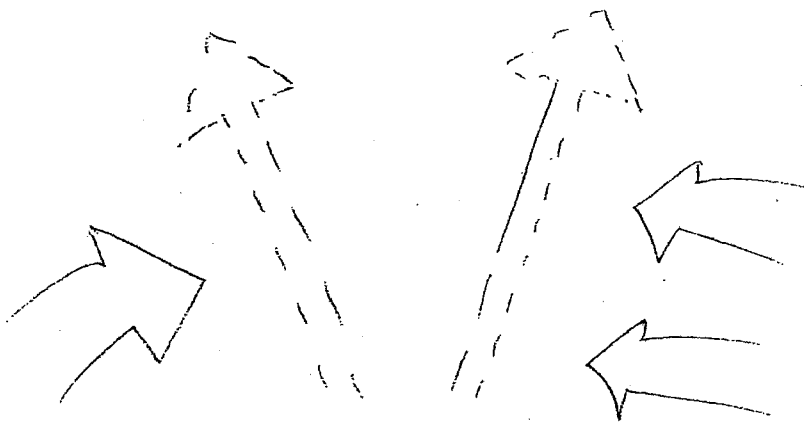
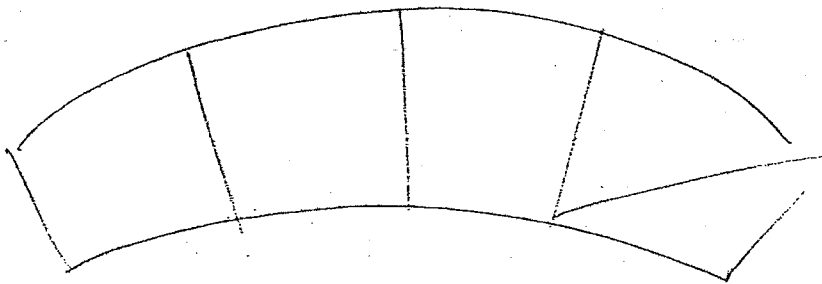
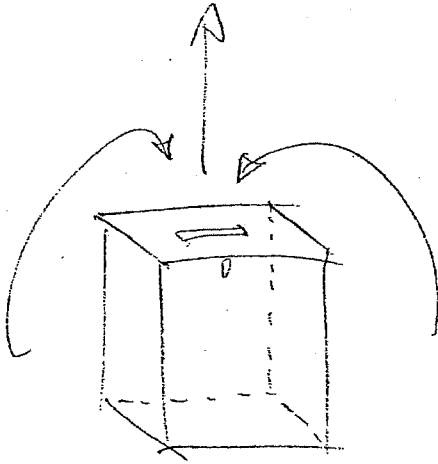
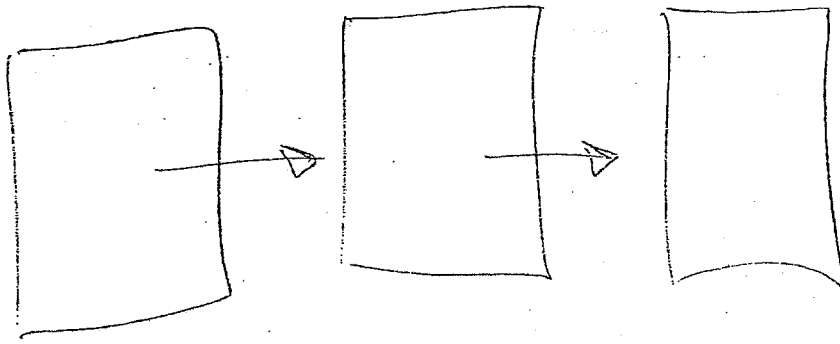
LEGITIMACY The psychological condition of ownership or support for a decision. A consequence of using reason(s) and participation rather than power, coercion, or leverage as the basis for a decision.

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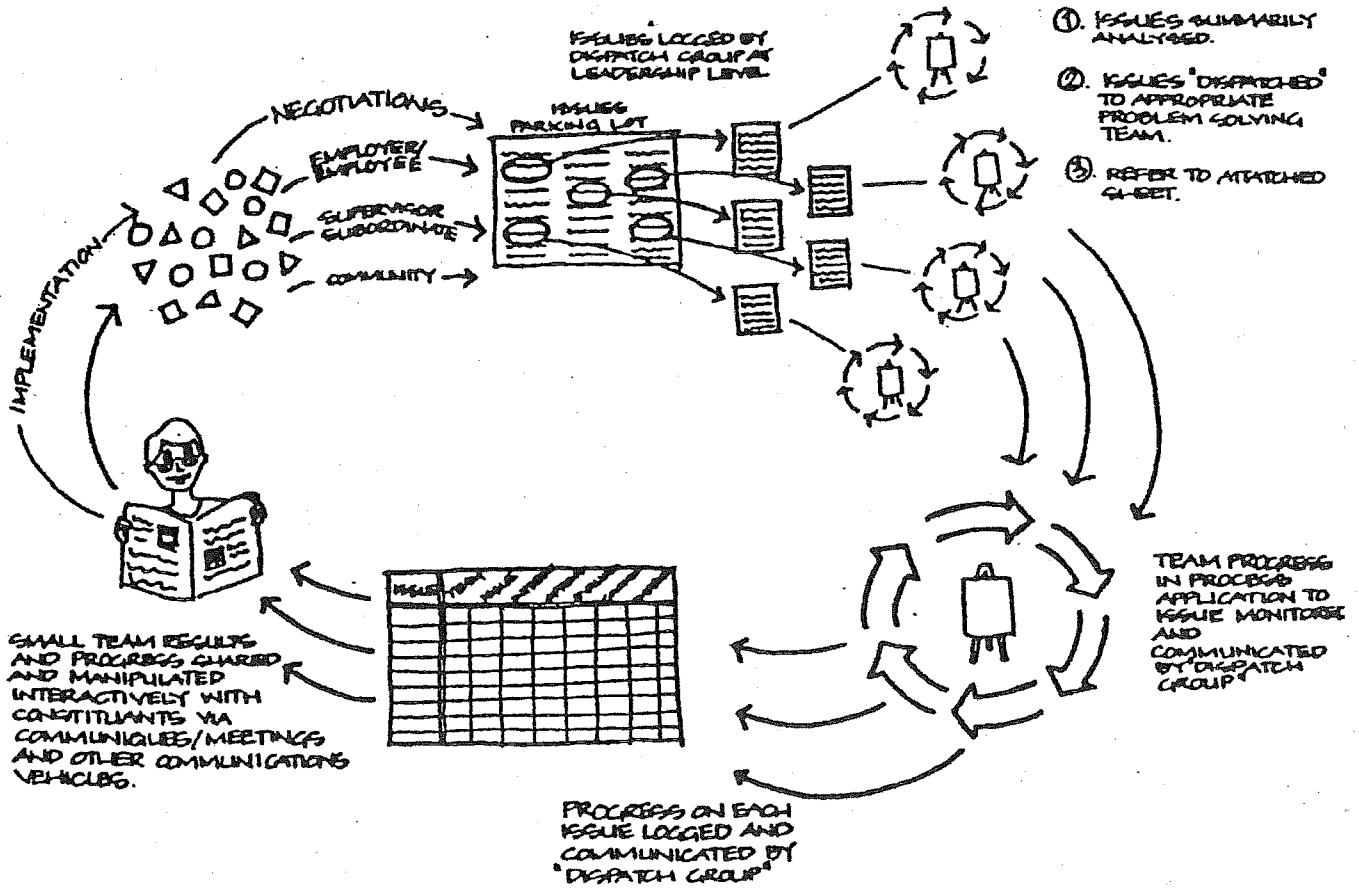
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Issues Management Flow Chart

ISSUES MANAGEMENT



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Issues Management Chart/Grid

ISSUES	TEAM ASSIGNED	PROBLEM/DATA GATHERING	INTERESTS ANALYSIS	OPTIONS/ CRITERIA	EVALUATION	COMMITMENT	IMPLEMENTATION	COMMUNICATION	FEED BACK

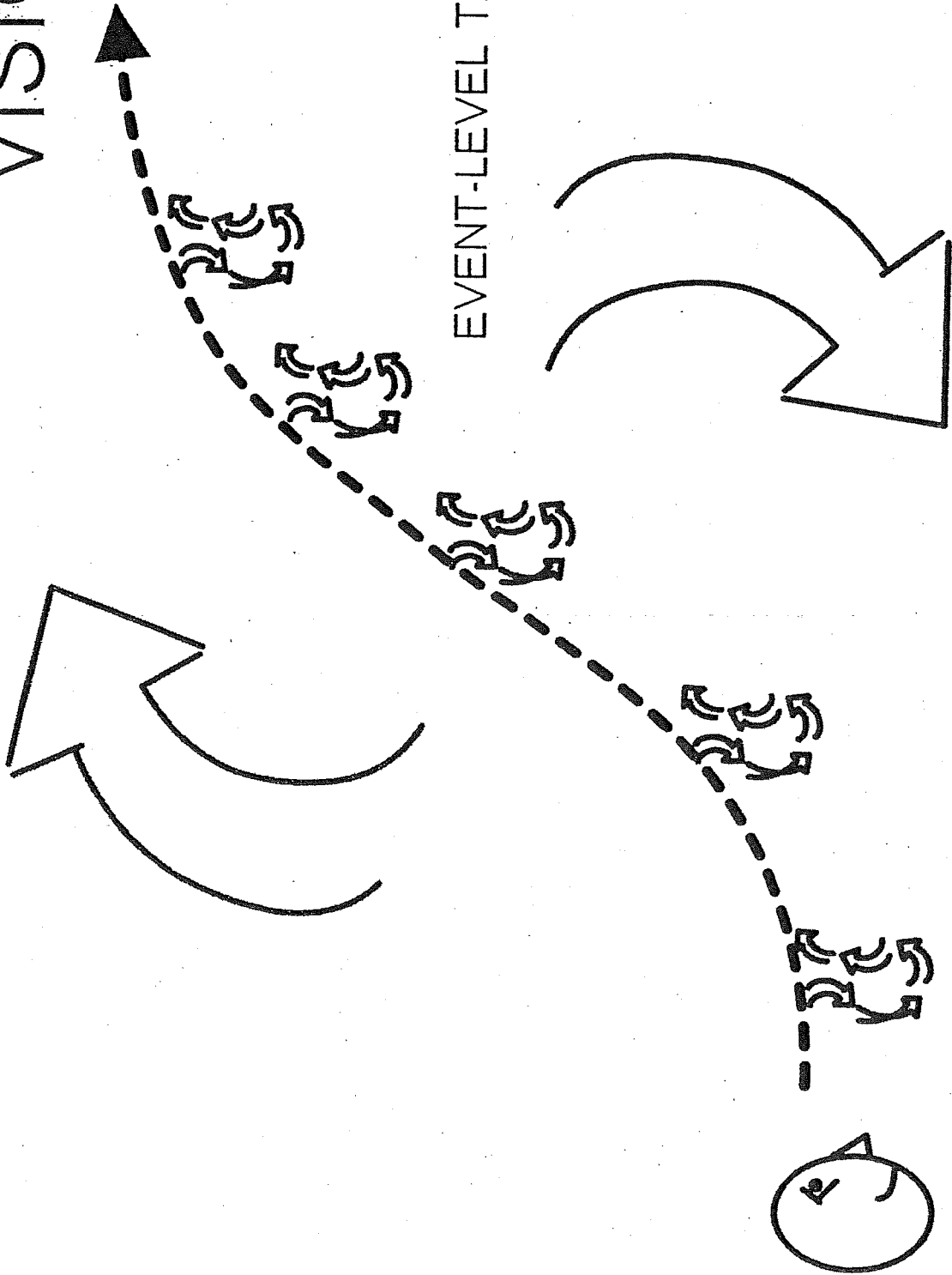
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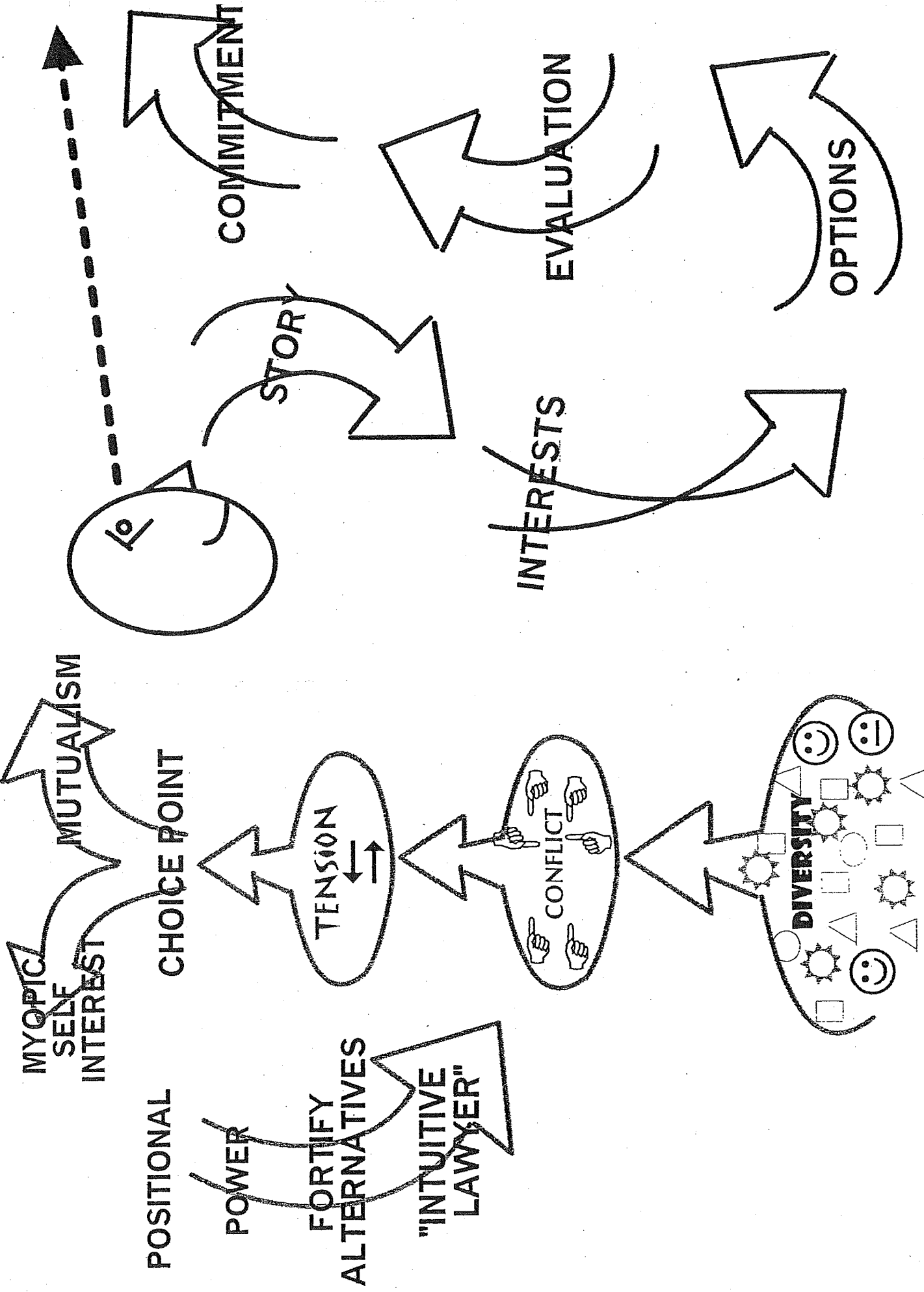
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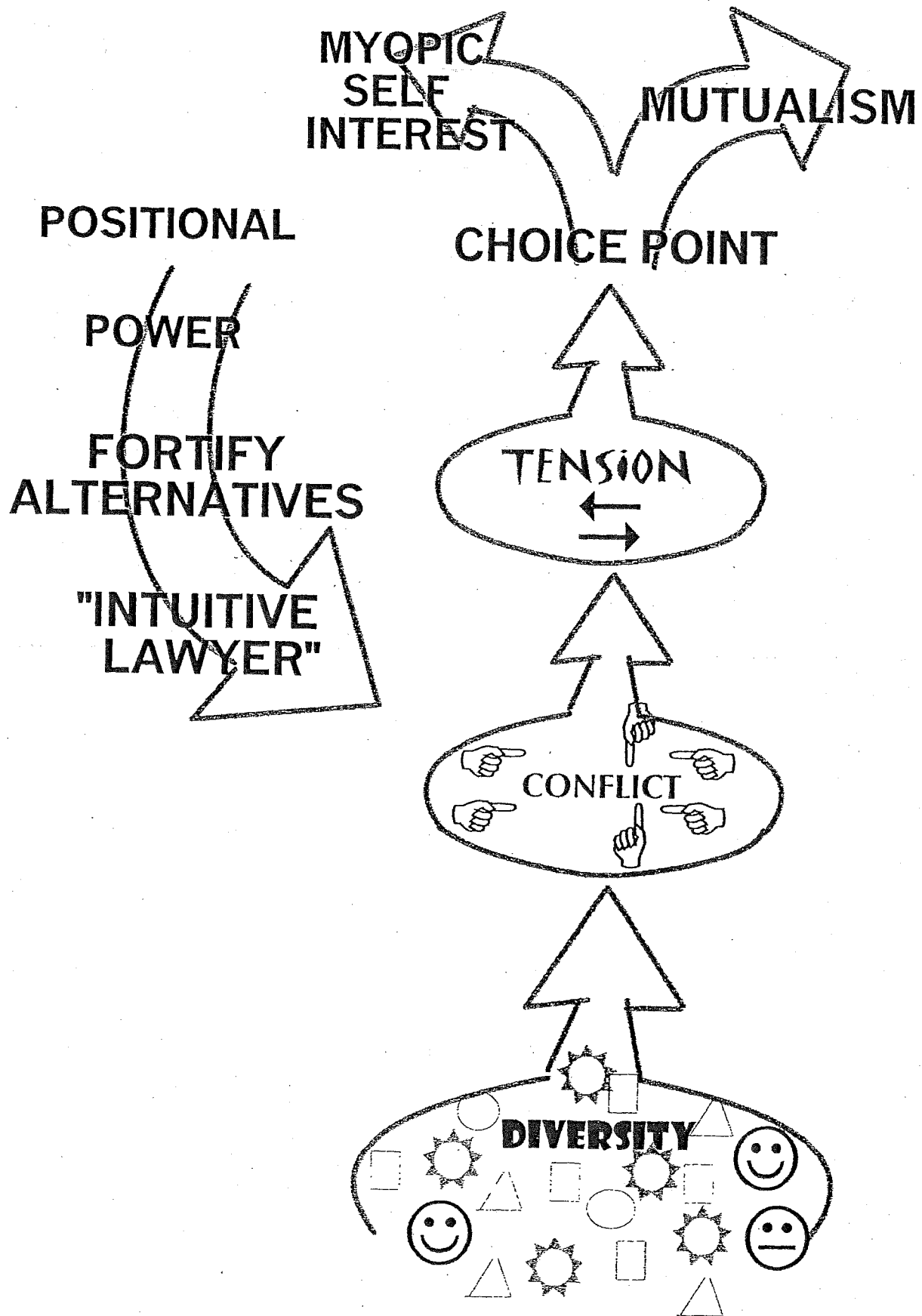
SYSTEMS THINKING

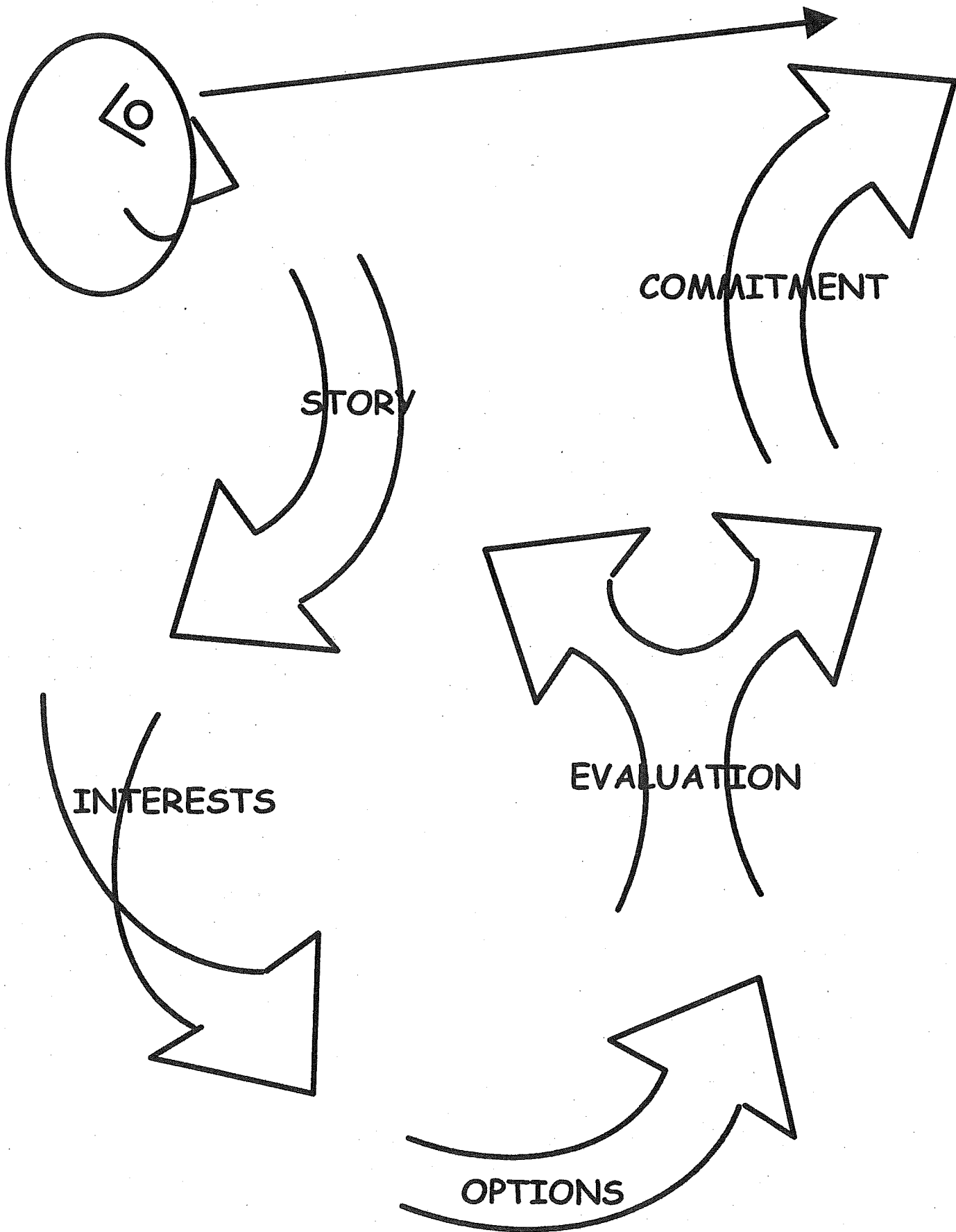
VISION

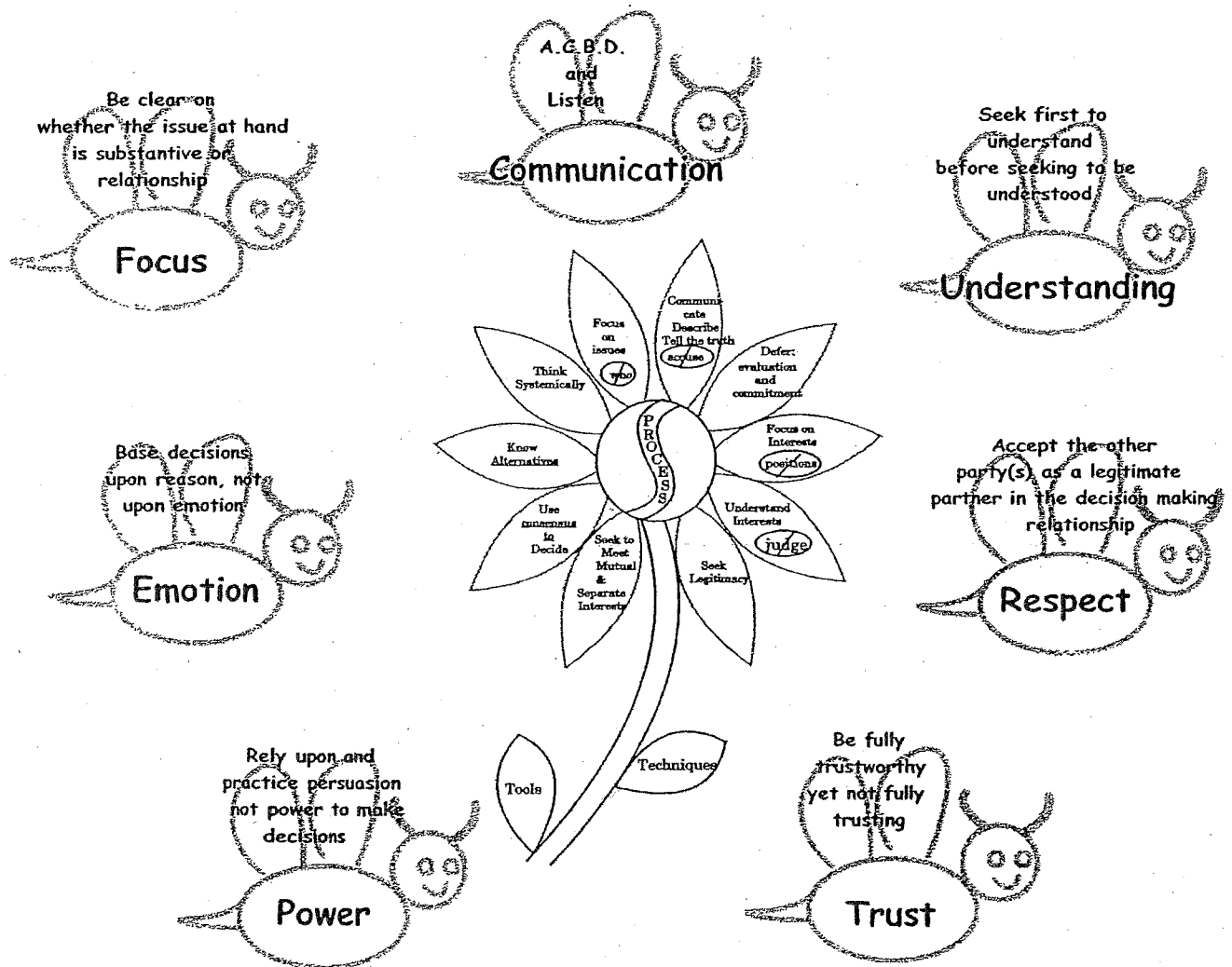
EVENT-LEVEL THINKING











CONVENTIONAL	COMPONENTS OF THE WORKPLACE	EMERGING
Entitlement	Basis of Contract	EE & ER Mutually Add Value
Autocratic Paternal Hierarchical Principal-agent Master-Servant	Structure of Relationship	federal organic quantum horizontal web-like
Do what's told	Participation Expected	Participate in process
Homogenous Specificity	Selection	Embrace & seek diversity- competencies
Conformity Adherence to Order(s)	Evaluation	360 degrees
Static & Structured Distributed	Compensation	Fluctuates with results Integrated with whole
Described & outlined by the "expert"	Description of "work"	Described by work at hand & those responsible; competencies required
Individuals Management	Managed by	Teams Governance
Via Command	"Control"	Self-motivated via legitimacy
Product Driven	"Market" & environment of opportunity	Service driven
The End User	"Customer"	360 degrees for each participant
Avoid/Risk averse	"Change"	Inevitable/Risk resigned
Act-React	"Process"	Participatory - Interactive
Certain Predictable Quantifiable	"Results"	Uncertain Unpredictable Quantifiable
Mechanical	Organization Itself	Social

THE MENTAL MODEL OF RELATIONSHIP MANAGERS

(Executives, managers, supervisors, shop stewards, business agents, etc.)

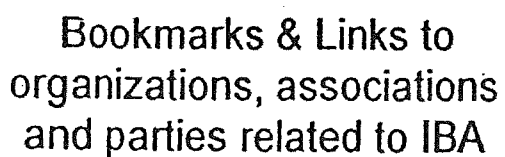
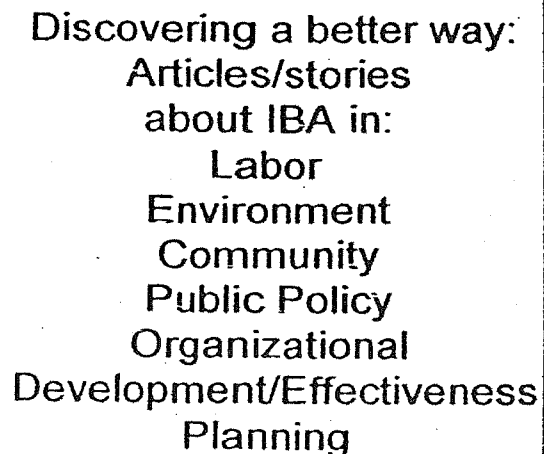
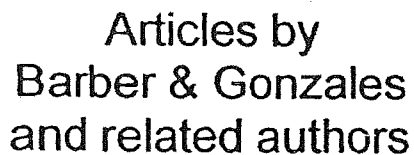
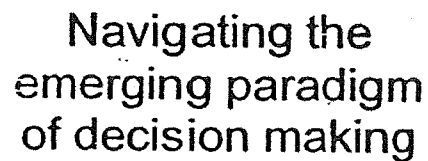
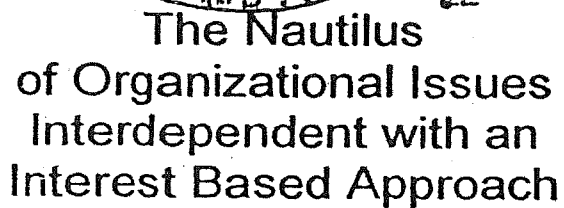
FROM		TO
Decider	⇒	Facilitator
Director	⇒	Coach
Instructor	⇒	Mentor
Master	⇒	Servant
Thinking that: Conflict & Problem = Broken & Fault = Sanctions/Discipline <u>Fear</u>	⇒	Thinking that: Conflict & Problem = Opportunity to Improve/Learn = <u>Ownership</u>
Organizational Communication That says, "Check your brains at the door."	⇒	Organization communications that says, "Be an educated, multi- capacity, aware participant."
Responsibility for subject matter expertise	⇒	Responsible for process & relationship expertise

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BARBER & GONZALES

Consulting Group

PARADIGM PILGRIMS

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Communication • Organizational Effectiveness • Negotiation

STEVE BARBER is recognized as a leader in the field of non-adversarial negotiations, decision-making, problem-solving and organizational effectiveness. After serving as the top aide to two California State legislators, Steve held the posts of Executive Secretary and Deputy Director of the California Public Employment Relations Board during his 15 years with that agency.

Steve has logged over 30,000 hours introducing a non-adversarial process for collective bargaining in union-management relations. His pioneering work as a change initiator has brought him national and international recognition. He was a U.S. Delegate to a United Nations conference on introducing and sustaining an interest approach to negotiations for international employers and unions. Recently he was invited by the Association of Quality and Participation to introduce interest-based decision-making principles to international business and government communities.

Steve graduated from UCLA with a degree in Political Science and attended graduate school in Political Science and Philosophy at California State University at San Diego. He frequently presents to state and regional conferences on the subject of employer/employee relations, organizational development and change initiatives. As a principal of the Barber & Gonzales Consulting Group, Steve conducts training, facilitation, and consultation in an interest-based process for private and public sector clients, environmental concerns, special districts, and public participation projects.

Raymond J. Gonzales, Ph.D. was elected to the California State Assembly in 1972 and was Chairman of the Education Committee. He later served as the Director of the Office of Education Liaison for the State of California and as administrator of the state's health manpower programs. He ran the state's farm labor camps, as well as serving as education advisor to the Governor. In 1976 he was appointed by the Governor as a member of the Public Employment Relations Board.

Dr. Gonzales served in the U.S. Department of State's Foreign Service from 1980 to 1990, as political officer and labor attaché at U.S. embassies in Latin America and the Caribbean, and at the U.S. Embassy in Brussels before the European Communities and NATO.

Dr. Gonzales received a diploma in Hispanic Studies from the University of Barcelona, Spain and a Bachelor of Arts in Spanish and English from San Francisco State University; a Master of Arts in 1964 from University of the Americas, Mexico City; and a Ph.D. in Latin American Studies in 1971 from the University of Southern California. Currently he heads the Institute for World Languages and Cultures at Cal State University, Monterey, California.

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PARTIAL LIST OF CLIENTS

AC Transit
A.T.U., I.B.E.W., AFSCME
Arizona Alliance for Collaboration
Association of Quality and Participation
Brussels Institute on bringing Quality and
Participation principles to the community
Bay Area Rapid Transit
BPMA, BPOA, AFSCME, ATU, & the
Joint L/M Committee
Calgary Board of Education and School District
California Department of Fish and Game
California Foundation for Improvement of
Employer-Employee Relations (CFIER)
20+ clients: elementary, high school,
community college districts and unions
(classified and certificated)
California Special Districts Association
California State Employees Association (CSEA)
California State Legislature:
Budget Conference Committee
Freshmen Democratic and Republican
Caucuses
Women's Caucus
City of Fairfield and 3 bargaining units (fire,
police, and general)
City of Fremont & Catellus Development
Company
City of Palo Alto Public Utilities and
Environmental Department
City of Petaluma and the International
Association of Firefighters
City of Roseville
Firefighters, Police Association,
I.B.E.W., Oper. Engr, Local 39
City of Roseville Homeless Forum
City of Santa Rosa and the Police Officers
Association
City of South Lake Tahoe and 3 bargaining
units (fire, police, general)
City of Union City, & the Union City Police
Officers' Association, & Operating
Engineers, Local 3
El Dorado County and the Deputy Sheriff's
Association & Public Employees, Local 1
International Brotherhood of Teamsters

Los Angeles InterAgency Council
Montebello Unified School District
Northern California Power Agency
Northern Telecom
Pendergast School District
Phoenix Fire Department
Phoenix Union High School District
Placer Consensus Project (Placer County)
Placer County Water Agency and the Operating
Engineers, Local 39
Placer Dispute Resolution Service
Public Officials in Water and Environmental
Reform (POWER)
SAFCA (Sacramento Area Flood Control
Agency)
Sacramento Regional Transit and Staff
Association and Supervisors
Association, IBEW
Salt Lake City Public Schools
South Fork of American River Dialogue Project
Various private sector clients in service
industry (transportation, freight),
wholesale foods

**ASSOCIATIONS &
AFFILIATIONS**

Search for Common Ground
International Association of Public Participation
Practitioners (IAP2)
Organizational Development Network
Association for Quality and Participation
Arizona Alliance for Collaboration
California Foundation for Improvement in
Employer-Employee Relations
Institute for Community Initiatives
The Workplace Institute
AQP Excellence in Government and
Community
University of California, Davis: Instructor,
Extension Program
Los Rios Community College District:
Instructor, The Training Source
Sierra Business Council
International Association of Facilitators

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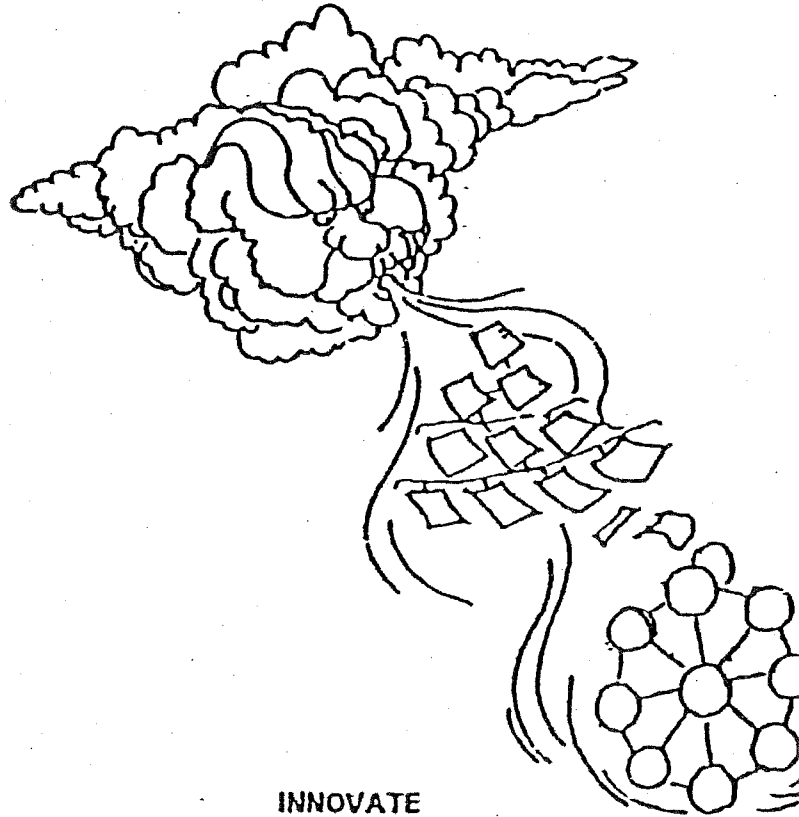
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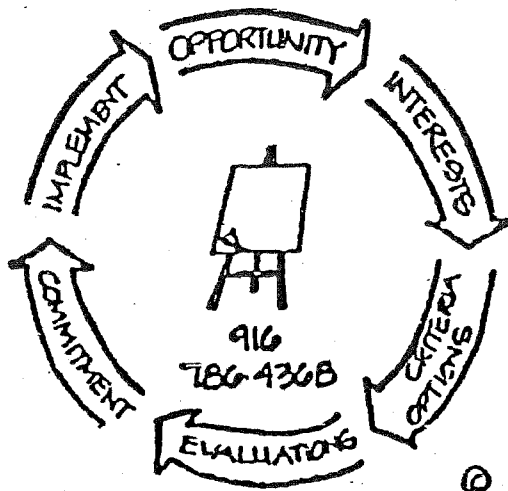
ONE APPROACH TO SURVIVING AND THRIVING IN THE FUTURE IS TO



ANTICIPATE



INNOVATE



AND BE EXCELLENT

Change is ubiquitous! Change is unsettling!
 Change will happen with or without our participation.
 It is applicable in our own places of work and in our own
 specialization or profession as surely as it is in the "other guy's."
 The Barber & Gonzales Group provides its clients with the tools
 and techniques that have been proven to work in the face of this change.
 We do this by improving organizational effectiveness through the application of
 an "interest approach" to communications and problem solving in employer-employee
 relations. In addition, we work with any relationship where two or more interests must be
 reconciled to one another in order to move things forward