

Union Leadership in Negotiations


Global Pilots' Symposium
Dublin, Ireland | 11 April 2013



Overview

- Ten rules for managing a negotiation successfully
- The nine components of negotiations
- Understanding economic issues
- Difference in negotiations during restructuring
- Strategic planning process
- Seven rules for union leaders and negotiators


Ten Rules For Successfully Managing a Negotiation

- Rule 1: Organize internally
 - Rule 2: One team
 - Rule 3: Situational awareness
 - Rule 4: Constructive decision making
 - Rule 5: Do not micro-manage
- 

Negotiations: The Nine Components

1. The team
2. Role of the Negotiating Committee
3. Role of economic and financial analysis
4. Role of the union leadership
5. Role of communications
6. Strike preparation
7. Ratification process
8. Role of the pilot
9. The timeline

Ten Rules For Successfully Managing a Negotiation

- Rule 6: Unified leadership
 - Rule 7: Watch what you say
 - Rule 8: Ratification role
 - Rule 9: Keep pilots informed
 - Rule 10: It is a learning process
- 

Understanding Economic Issues is Key


- Situational awareness is vital in negotiations
 - State of the economy
 - Industry trends/competitive environment
 - Financial and operational condition of the airline



Understanding Economic Issues is Key

- Valuation of economic proposals is absolutely necessary
 - Can provide proof that proposed changes will or will not dramatically alter a Company's expenses
 - Can eliminate rhetoric regarding value
 - Helps trade between items

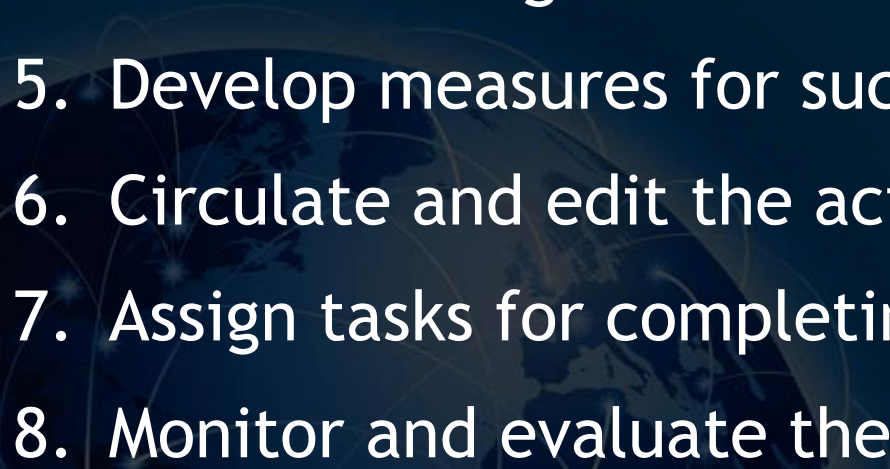
Difference In Restructuring Negotiations

- Complexity
 - More participants
 - Distinct timelines
 - Can be more confrontational
 - Requires more comprehensive communications strategies
- 

Strategic Planning Process

- Creative process for identifying and accomplishing the union's goals and objectives in view of existing strengths, weaknesses, opportunities and threats
- $\text{Goals} + \text{Environment} = \text{Strategic Plan}$

Strategic Planning Process

1. Analyze internal strengths and weaknesses
 2. Analyze external opportunities and threats
 3. Identify goals and objectives
 4. Create strategies for achieving goals and objectives
 5. Develop measures for success
 6. Circulate and edit the action plan
 7. Assign tasks for completing the action plan
 8. Monitor and evaluate the action plan's completion
- 

Seven Rules For Union Leaders and Negotiators

1. Make sure the membership is part of the negotiating process
2. The toughest negotiation takes place within the committee
3. Personal credibility is a must for real success
4. Learn to listen
5. Never insult an individual - attack ideas, not people
6. Be prepared; be professional; be disciplined
7. Ecclesiastes rule - to everything there is a time

Review

- Ten rules for managing a negotiation successfully
- The nine components of negotiations
- Understanding economic issues
- Difference in negotiations during restructuring
- Strategic planning process
- Seven rules for union leaders and negotiators