CECCO As we see it

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Why do negotiators need trust?

As in any meaningful relationship, trust among negotiators is foundational. Without trust, parties won't reveal what is important to them for fear of being taken advantage of. With mutual trust, information about interests and priorities can be shared openly between negotiating teams.

How do we build trust? By being trustworthy ourselves – showing understanding of others' needs and goals, using common language, and remembering that a mutually beneficial result will be good for both parties.

When trust is a pillar of the negotiation process, the outcomes achieved by both parties are improved. Mutual understanding enables negotiating parties to find solutions that achieve both sides' key objectives.

Why is Market Share Important?

When taken as an industry, market share – essentially, the share of total industry revenue – is a key indicator of a trade and its signatory firm's competitiveness. A sector's market share does not stay stagnant for long; if you are not growing your market share, it will decline. When it declines, so do business opportunities, resulting in company closures and declines in union membership.

Management and labour working in unison to increase market share allows the trade to grow its membership and provide additional and improved benefits to its members, and most certainly help its signatory contractors remain competitive and expand their businesses.

What is the unionized Industrial, Commercial and Institutional (ICI) construction's market share in Ontario? The simple answer is we do not know. This metric, while extremely important, is difficult to measure. There are so many variables – trade, project sector (industrial, commercial or institutional), project size, region of the province and more.

This gap in understanding has resulted in a recommendation that the unionized ICI construction industry undertake the necessary research by trade and region to determine actual market share. Once trustworthy data is available, we can jointly move forward with the necessary actions to strengthen and grow our market share.

A Clear Message

For those individuals fortunate enough to attend the Ontario Construction Secretariat's State of the Industry & Outlook Conference last Thursday, March 3th, one message that resonated from the panel discussion on moving forward is that labour and management must:

Coordinate – Communicate – Collaborate

As we join together at the bargaining table, let us not forget.

Questions or comments? Ideas for a future issue of **As we see it**? We want to hear from you! Email us anytime at admin@cecco.org.

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