



SOCIAL DIAOGUE IN COMPANIES

A COLLABORATIVE CONSTRUCTION

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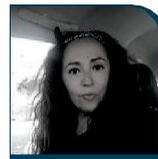
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This book is dedicated to those who have the patience to listen, the humility to dialogue, the curiosity to analyse and the ethics to act.

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ETHICAL TRADE FORUMS PROLOGUE

Since their creation in 2015, Ethical Trade Forums adopt a perspective of integrated value chain, assembling supermarkets, importers, exporters, producers, workers and their stakeholders, always with the common goal of improving working conditions in the agri-food industry and promoting its sustainability. As decent work and respect for Human Rights and Environmental Rights are collective challenges, collaboration is essential. For that reason, in 2018 we launched Working Groups that have developed several tools and guidelines for the whole industry.

In June 2021, one of our Working Groups published the Guide for a [Dialogue between Worker and Company Representative](#), a supporting document, both for company and cooperative representatives and for worker representatives, which was the first phase of a project to facilitate the effective implementation of the association right in the agri-food industry. With the guideline and the project, we intended to boost the performance, effectiveness and use of works councils. The guideline was the result of the joint work of representatives of trade unions, companies, workers and public administration professionals who dedicated their time and their work to this Group and participated in a process of public consultation, receiving contributions until December 2021.

The second phase of the project consisted of implementing the Guidelines contents at the same time that we were developing a methodology for an effective training of both company and workers representatives with different levels of dialogue implementation in their organisations. Therefore, we looked for voluntary organisations and we were pleased when we found out that Eurosol quickly made themselves available as a first model experience.

For us, the fact of finding companies or cooperatives ready to carry out the model projects of the Forums is always a demonstration of the degree of commitment of these organisations and, of course, of their employees. That is why we thank all the people who belong to of Eurosol for taking the initiative at that time.

A fundamental part for an effective implementation of the right of association is the recognition of the initial position in which each company or cooperative finds itself. In fact, in the Guideline some simple steps are included to recognise the position of the organisation itself and what steps need to be taken to evolve towards effective and efficient representation. In conclusion, we provide practical aspects as well as communication strategies and conflict management.

In this case, the starting situation was not easy. There was an outright conflict that quickly became visible, as a common challenge, but also as an opportunity to learn and to place strong foundations for a future dialogue.

There were, a priori, risks and difficulties. We were fully aware, through our surveys with the participants of the Ethical Trade Forums, that dialogue processes are not always implemented efficiently in the organisations of the sector, and that "not everyone is good enough" or, in other words, not everyone is sufficiently prepared. Therefore, the organisation representatives or the workers often mistrust towards the dialogue process, which reinforced the need for training and in-depth knowledge of practical cases in order to tackle this project.

Consequently, our first step consisted of a neutral and aseptic observation of the electoral process that took place in Eurosol on 23 December 2021, the date on which one of the workers' committees, the one dedicated to the field, was elected. After the observation experience, carried out by Dr. Torres, we sent her report both to the company and to the two trade unions that participated in the elections.

From that moment on we decided to work with the members of this newly elected committee together with the members of the existing committee in the warehouse. From the very first workshop, and thanks to the excellent work of Dr. Torres, it was clear that we were right after verifying the huge number of connections and synergies that appeared between the participants of both committees and also with the company representatives.

We invited all committee members, as well as the four trade unions included in these committees and the company representatives, to the two workshops and additional activities that we carried out between February and May. We usually achieved a high level of participation, leaving the door open to those who had not yet joined.

We put faith in an open, sincere and direct dialogue, without impositions, of course. We believe this is the best way for the parties to understand each other. It is essential to always leave a door open and allow everyone to find their own moment and their own way of participating. We usually say that what we do in our workshops is demystify the process of dialogue through some easy steps so that the people who are part of any company or cooperative can think about it and discuss all together about the necessary next steps. And that is where magic happens.

The evolution and impact of the whole Dialogue process in Eurosol and its workers can be seen by reading this text or simply by asking anyone who has participated in the experience. Our role was simply to provide the initiative and part of the means, with the help of an excellent professional such as Dr. Torres, and to support as much as possible during the process. But our admiration and respect go to the real protagonists of the change experienced at Eurosol, the representatives of the company and the representatives of the workers, as well as the rest of employees.

Without further delay, we hope you enjoy the reading.
Sergio Barberá. Director of Ethical Trade Forums.

WORKS COUNCIL PROLOGUE

As worker members of the Works Council, we are proud to be an example for other companies, thanks to the unique work experience we lived. For that reason, we are going to share this adventure with the publication of this book entitled *SOCIAL DIALOGUE IN COMPANIES. A COLLABORATIVE CONSTRUCTION*

It has been a dream come true to learn new things related to dialogue, communication, and to put them into practice during the workshops with metaphors and games that we have applied to our daily working relationships and with the company, in addition it has also been a gift to be able to move forward with more self-confidence.

We have now a basis for behaviour and have discovered that together we can do a lot. We have also discovered the company's principles and reaffirmed our own principles as workers' representatives. We now meet to work as a team, having common interests, with no differences between the trade unions that have participated in the experience.

We know that at the beginning, when there are problems to deal with, everything seems difficult and impossible, but if we communicate in the work, we are close to each other and we pull together, things get better and important objectives related to work quality are achieved.

For that reason, as we have experienced it, we want to share our learning in this book that we have written together. A challenge that we would never have imagined we would face and achieve. So, this collaborative work is an example of what can be done when there is willingness to engage in social dialogue.

We hope you find it useful.



CHAPTER 1

THEORETICAL FRAMEWORK

Based on the results of the ethical trade forums' working group, mentioned in the support guideline for the effective implementation of dialogue between representatives of companies and workers of the Spanish fruit and vegetables industry (1), a process of collaborative construction of EUROSOL's own manual for social dialogue between companies and works councils has begun, with the aim of practical and realistic application of the concept, philosophy and usefulness of Social Dialogue.

The co-creation of this work is the expression in itself of the potential of the option of dialogue in a broad sense, to manage the complexity of human interactions.

The journey begins with a phase of observation of the works council electoral process and continues with a phase of analysis of expectations in relation to social dialogue in the company by means of a questionnaire carried out with the workers who are members of the councils, which leads to the first workshop on the implementation of Social Dialogue in the Company. This workshop goes beyond a typical training session, since it is developed for a specific group to study in more detail the results of the questionnaire. In this way and after the satisfaction survey about the activity, a second round was carried out by means of a questionnaire and an online specific group, in order to move on to the phase of co-creation of the manual that would be written by all the participants of the dynamics.

INTRODUCTION

The methodologies used as well as the topics addressed to motivate a collaborative work, in which procurers, company and workers are creators, are based on academic research and on a multi- and transdisciplinary vision (presented below) as a theoretical framework of reference, in order to share the grounds that justify the pilot project in EUROSOL coordinated by the Ethical Trade Forums with the readers. An experience that has given rise to this manual that has become the book entitled *SOCIAL DIALOGUE IN COMPANIES. A COLLABORATIVE CONSTRUCTION*.

SOCIAL DIALOGUE AND ITS COMPLEXITY

Edgar Morin (2003, p. 213), a great philosopher and the father of “complex thought”, explains that:

“High complexity allows antagonisms and concurrence of interests and ideas to be expressed within the framework of democratic laws, it tolerates disorders and uncertainties, and simultaneously is capable to respond to hazard (2).”

EUROSOL, as any other business and productor system in a fruit and vegetables sector with a lot of multiculturalism, is a complex relational system in which the systemic logic produces interactions between people from the company management, workers and their representatives, people from the government with labour, social and environmental skills, providers, customers, means of information and communication, and civic organizations.

The theory that explains the social function of public relations and the model of subjects (promoters, executors and receivers) written by Noguero (1995) is relevant in order to consider and understand the relation framework in this work.

This complex map of numerous and different profiles interacting, each with their own knowledge, their own concerns and their own interests, makes us think, from the point of view of the philosophy of complexity, that if we want to go deep into the construction and maintenance of social dialogue, the first step is agile research practice that considers "the bio-anthropological and socio-cultural interrelations between cultures and disciplines and between order and disorder" without the establishment of hierarchies, but using complexity to promote harmonious integration through dialogue (Rivera, Cruz and Felix, 2021).

(2) Alternative ways of thinking, based on multidiscipline and transdiscipline, and opposed to the unidisciplinary paradigm.

For these reasons, the contents of the workshops wanted to show that reality is complex, and therefore it is necessary to learn how to observe understand it. Because of that thoughtful questions are made, which are an important tool for achieving realistic cooperation, only achievable through a dialogue helpful to differentiate “the complex from the complicated” (Morín, Ciurana and Motta, 2002, p. 39), as well as to beat prejudices, myths and thoughtlessness.

Other references that have been considered when designing workshops and the process of collaborative construction of the work have been the theories that link behaviour and attitude. Thus, the Theory of Cognitive Dissonance developed by Festinger in 1975 was used to establish mechanisms and techniques to understand arguments and reactions of people involved in a complicated dialogical situation, after being explained in a simple way to the workshop participants. This theory, which connects cognition and motivation, says that when a person enters into a contradiction or dissonance derived from their behaviour, cognitions or emotions, they will enter into tension with themselves and will try to reduce it through self-conviction.

It was important to draw on the notion of paradoxical dissonance or paradoxical thinking theory written by Watzlawick et al. (1974),Hameiri et al. (2014), and the theory of positive and cooperative conflict (Tjosvold, 1991).

We usually try to contradict people who believe their justification for contradictory behaviour; however, paradoxical thinking can be used to reduce tensions, by presenting while talking an idea or argument that is connected or coherent with their beliefs and self-conviction (what looks like a paradox); thereafter, dialogue should loosen up positions and attempt to show empathy, as deduced from the theory of cooperating antagonists that comes from systems theory if it agrees with paradoxical dissonance, and also the theory that Grunig and Hunt (2000, p.38) explain concisely as follows:

“Public workers and organisations can be seen as cooperating antagonists who wait for a commitment on a specific issue, of which they have differing opinions about its certainty.”

The model created by Torres, Santa and Pérez (2019) for intervention in complex problems, through transdisciplinary Public Relations techniques, has served as a complementary reference to the theorisations that underpin this work. The model presents management in five consecutive key moments and their precise tasks:



01

MOMENT 1

Consists of conceptualisation of key terms and review of theories and reference models.

02

MOMENT 2

Addressing of the identification of (Public) key agents in the problem. In our case, apart from the works council, it is necessary to consider the administration, importers–customers, etc.

03

MOMENT 3

Identification of the target–users of the programmes. In our case, company representatives and works councils that represent the workers.

04

MOMENT 4

Focused on the elaboration of workshops for the co–creation of the intervention programmes. In our case, Social Dialogue in EUROSOL.

05

MOMENT 5

All the results of the previous moments will be integrated into a roadmap or a flow chart, and all the information will be transmitted through different means and supports. In our case, the collaborative work that constitutes this book, the presentation at conferences in ethical trade forums and an open house event.

During the workshops, this was explained through the positive management of psychological games, in order to train in the management of discomfort and give tools to intervene correctly in conflict, understand antagonisms and reduce levels of frustration, anxiety and negative premonitions, all these elements are useful to prevent the emergence of social dialogue. In relation to negative premonitions, the Pygmalion effect (3) or self-fulfilling prophecies were explained to show that "classification" is something subjective that has an enormous influence on the person being labelled.

According to Díez (2013):

“The perception we have of ourselves is important, but also the perception that others have of us. In this sense, the Pygmalion effect is the process by which one person's beliefs and expectations of another person affect their behaviour to such an extent that the latter tends to confirm them.”

The author, psychiatrist, turn to Feito Blanco et al. (2012) to complete his explanation about the power of the Pygmalion effect or self-fulfilling prophecies:



“In the same way that fear tends to cause what is afraid; self-confidence, even if it is not transmitted by another person, can give us wings.”

At last, but not least, we understand that social dialogue goes for positive changes, changes in ways of proceeding that become part of the organisation culture most of the time. A process of change in companies requires a multidisciplinary and multidimensional approach. Therefore, this experimental process on social dialogue is also based on Iriarte's (2012) application of triangle of meaning written by François Sigaut (1993) to develop a participatory culture in organisations, using social dialogue as an integrative tool.

Iriarte translates the model and admits that the triangle:

“Has the merit of combining the individual dimension, the social dimension and the material dimension, creating a triangle, making the relationships established between the self, the others and the real. These relationships build the identity of a person and the meaning of work and whose rupture causes mental or social alignment.”

(3) Greek mythology found in Ovid's *Metamorphoses*, in which the sculptor Pygmalion sculpted Galatea and was captivated by her perfection. He fell in love with the statue he made and asked the goddess Venus to turn her into a real woman.

METHODOLOGICAL FRAMEWORK

In order to achieve the objective of promoting and implementing social dialogue at EUROSOL, we used the methodological triangulation employed by the Institute of Social Studies of Andalusia. Navarro, Pasadas del Amo and Ruiz (2004), explain that:

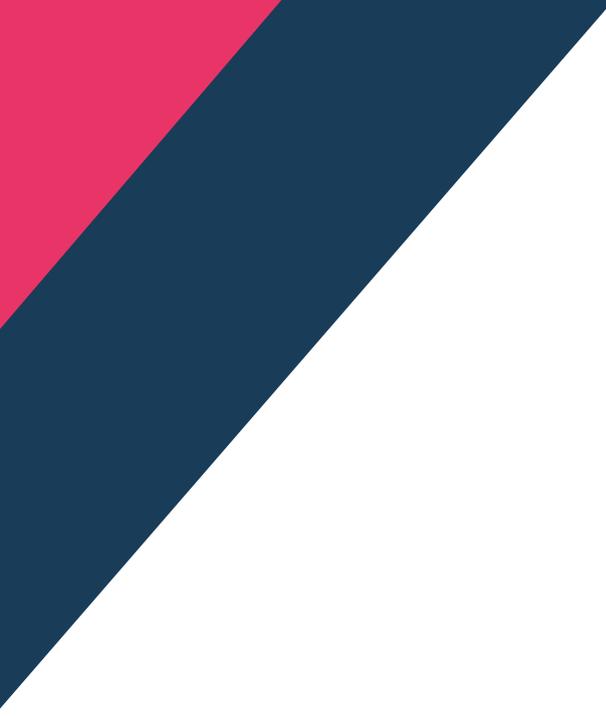
“On the basis of this methodological choice is the idea that collecting information from different perspectives enriches the research process, making the results obtained more relevant and reliable. This is especially true in the case of social research since its subject matter is also multidimensional and complex.”

The study of social dialogue, as seen in the theoretical framework, is multidimensional and complex, that is why it is necessary to combine both qualitative and quantitative approaches. The investigation is framed in Agile Research because the whole process is carried out in a limited and relatively short timeline, as it is a pilot for the systematised implementation of social dialogue.

The identifying characteristic of agile research is that it is a recursive research that considers, on the one hand, the main research references (even classic-fundamental references that lead to the theoretical framework to support the actions), and on the other hand, it is aligned with the idea of dialogue of knowledge (Robles 2005), dialogue of ignorance (Cerón 2011) and socially distributed knowledge with the aim of neutralising biases (Estany, 2016).

Participant observation and focus group workshops were used as qualitative techniques.

Participant observation facilitates a better understanding of the context and the phenomenon under study (Kawulich, 2006), given that the researcher has direct experiences with the participants (Hernández and Mendoza, 2018), which allows the researcher to see, first-hand, interactions and their typology, as well as the time spent in each of them within the framework of the activities carried out.



By working during the workshops, not only teaching, but also carrying out collaborative work, we affirm that this is a Participatory Action Research (PAR), focused on the intervention in a problem in which everyone participates and for which some improvements or changes are ideal. That is why “in PAR, a work plan (and not a research project) is drawn up on the bases of the problem identified” (Álvarez and Álvarez, 2014, p. 24). Agile PAR applied in workshops facilitates flexible and creative approaches through group and conversational dynamics.

As a quantitative technique, we used a semi-structured online questionnaire with closed and open questions to analyse the frequency or repetition of petitions and concerns, also including the open answers.

Regarding the teaching methodology, logically and in accordance with Agile Action Research, we have used an active-participative methodology through the use of metaphor and an explanatory methodology when it was necessary to clarify some concepts.



CHAPTER 2

SOCIAL DIALOGUE BETWEEN COMPANIES AND WORKS COUNCIL. A COLLABORATIVE CONSTRUCTION.

REACHING A CONSENSUS BETWEEN THE COMPANY AND THE WORKS COUNCILS ON THE FUNDAMENTAL CONCEPTS THAT WILL BE THE MAIN POINTS OF THE SOCIAL DIALOGUE AT EUROSOL

Our source book is the support guide for the effective implementation of the dialogue between representatives of companies and workers in the Spanish fruit and vegetable sector. For this reason, we will use it to transfer its ideas to the effective and actual process of social dialogue in our company.



WHAT DOES THE GUIDE SAY?

“Dialogue is the way by which employer–employee relationship will be determined, therefore, both parties must ensure Good faith, trust and loyalty to match the communication system” (Page 6).

“Participation in the company through representative bodies is a constitutional right regulated in the Spanish Workers' Statute.

Those representative bodies are:

THREE FUNDAMENTAL FREEDOMS RESULTING FROM SOCIAL DIALOGUE

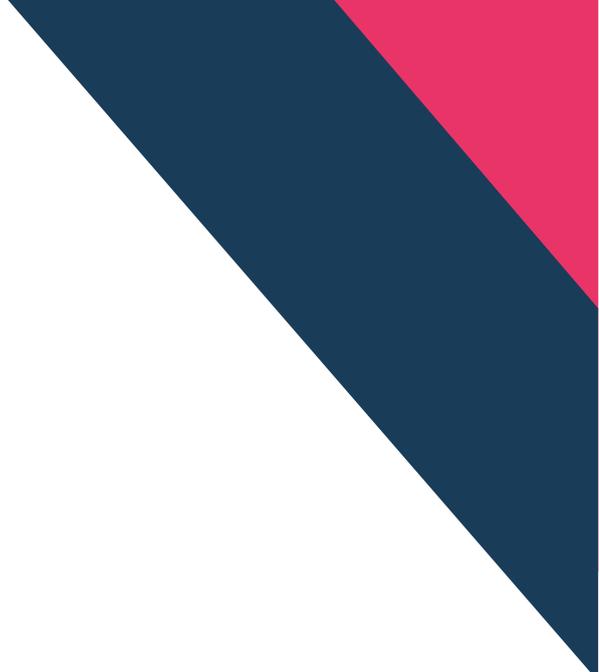
“Freedom of association, union freedom and freedom of collective bargaining, are rights enshrine in the eight Conventions and Recommendations of the International Labour Organisation (ILO), ratified in Spain and included in the Spanish legislation”, (page 5).

- ▶ Staff Representatives o Members of Workers' Committee (less than 50 and more than 10 workers in the company)
- ▶ Work Council (more than 50 workers in the company). The function/mission of workers' representatives is, generally, a function of interlocution, always within the framework of the necessary legality and confidentiality (4).”

WE CONCLUDE THAT:

Participation in activities designed to promote and develop quality of life through social dialogue is to make use of our rights. Refusal to participate goes against our rights.

(4) A full list of functions is explained on page 6 of the guide.



WE UNDERSTAND THE SOCIAL DIALOGUE AS:

Institutionalised or informal relations of clear, honest and ethical communication between workers and the company, including also all the members of the works councils, regardless of union affiliation. Their purpose is the establishment of conversational dynamics of mediation, negotiation, prevention and/or resolution of conflictive and sensitive points, in order to reach consensus that will improve the quality of working life of all the people that belong to EUROSOL, and thereby contributes to the social quality and economic development of the environment in which the company operates.

The Reference Guideline inform us about three important phases (Pages 7 and 8) that occur when undertaking social dialogue processes such as the expression of requests related to the labour question and the informational-communicative and relational process involved in the negotiation of agreements and conditions to reach a consensus on the possibility and how to meet the requests. The question now is: how the explanatory theory of the three phases should be renovated into techniques for realistic and ethical social dialogue?

01

STEP 1

The first recommended step is to draw up a transfer table, in order to locate the strategy for social dialogue applicable in each phase.

GUIDE

EUROSOL

Denial/Rejection phase:
perception of adversaries

Rephrasing of language: we are cooperating Antagonists.

We may have different interest, but we need to cooperate because there is a common interest: IMPROVEMENT AND QUALITY OF LIFE

Reluctant acceptance
phase

We suggest thoughtful and empathetic questions to contrast felt and perceived needs on issues under negotiation and find the right words to express them; we look for common interests and values and then design conversational dynamics and call meetings for dialogue.

Symbiosis phase

Our dialogue focuses on seeking realistic agreements of mutual employee-employers benefit, being aware that the range of possibilities (once empathy has been practised) goes from achieving the best possible and super-realistic agreement to the least possible bad agreement depending on the reality of the moment. Social dialogue requires starting with basic agreement for collaborative work, and progressively broadening the points of approach.

02

STEP 2

The Reference Guideline explains that proactivity is important to identify problems and conflicts (page 13). We are going to be curious, we are going to be investigators, therefore, we are going to identify problems and diagnose their causes, like a medical team; in this way we act proactively to identify the underlying situation that may stop fluidity in the dialogue that would improve the quality of working life.

In this step, we represent the elements to be investigated and their associated questions in the following table:

ELEMENTS OF THE PROBLEM UNDER STUDY

ASSOCIATED QUESTIONS

Motivations

What motivates us to be a company representative in the social dialogue function?

What motivates us to be an employee representative in the social dialogue function?

Perceptions

What do we think is happening with social dialogue in this company?

What is happening to us as interlocutors?

How does the current situation affect us?



KEEP IN MIND THAT:

01

It is advisable to follow an orderly process: first we think individually about possible answers.

03

We are going to write a consensus on this diagnosis as a team, that is, we must all agree on the definition of the problem, since dialogue requires a clear language, and the words need mean the same for everyone in order to avoid different interpretations that can slow down the efforts for social dialogue in the company.

05

Once we have discussed what we are able to do from our positions in the company, we will reflect honestly on the interests that makes us formulate ideas and proposal for solving the problem. First it will be individually and then as a team, as always. We will need to reflect on what I think are my own interests and what I think is the collective interest in order to find common denominators.

02

Then, we cause the conversation, to share initial reflections and to continue searching for answers, now collaboratively, that will allow us to draw up an initial diagnosis of the situation, without prejudices, blames or victimhood.

04

Once all the above has been done, we return to the exercise of thoughtful questions, first individually and then as a group. In the presence of the identified problem, we now wonder: **Is there anything I can do to contribute to the solution of the problem in my current position and at this moment?**

The result of the team effort can be expressed in a simple table:

MY PERSONAL INTEREST IS...	I BELIEVE THAT COLLECTIVE INTEREST IS...	COMMON FACTORS BETWEEN MY PERSONAL INTEREST AND COLLECTIVE INTEREST ARE...

03

STEP 3

In this step, the task of social dialogue will be to find a balance of interests. We will also do it through thoughtful questions:

- ▶ What can we jointly propose to find solutions to the identified problem while keeping an appropriate balance of interests?
- ▶ In order to carry out these proposals: What alliances can we create? (Who can help us, who we can count on to help us to be as impartial as possible and to achieve the best possible balance of interests).
- ▶ What actions/activities can we carry out to implement the problem-solving proposals through dialogue?
- ▶ What do we expect to achieve from this collaborative effort??

In order to answer these questions, the authors of these manual for social dialogue at Eurosol provided ourselves with a commitment sheet displayed in the following table:

COMMITMENT	SPECIFIC ACTION
Avoid prejudice.	Activities to get to know each other better: Open days of coexistence and open doors.
Flexibility in different points of view: Respect.	Thoughtful Questions-and-Answers meetings. Role-play sessions, exchanging roles.
Participation in all the acts to promote social dialogue undertaken by the company and its works councils.	Written invitation to participate, explaining the importance of presence and the role that each person plays.
Agree on a calendar of formal and informal meetings to promote and maintain social dialogue.	Use written or technological means with proposed dates and times, and the specific objective of each meeting.

STEP 4

We understood that Social Dialogue is an ethical employer–employee relationship based on listening skills and social commitment. Now we need to create a checklist of good relational practice to encourage dialogue and achieve the EUROSOL social commitment, which contains the following key points that both company and workers representative should bear in mind while carrying out their mission:

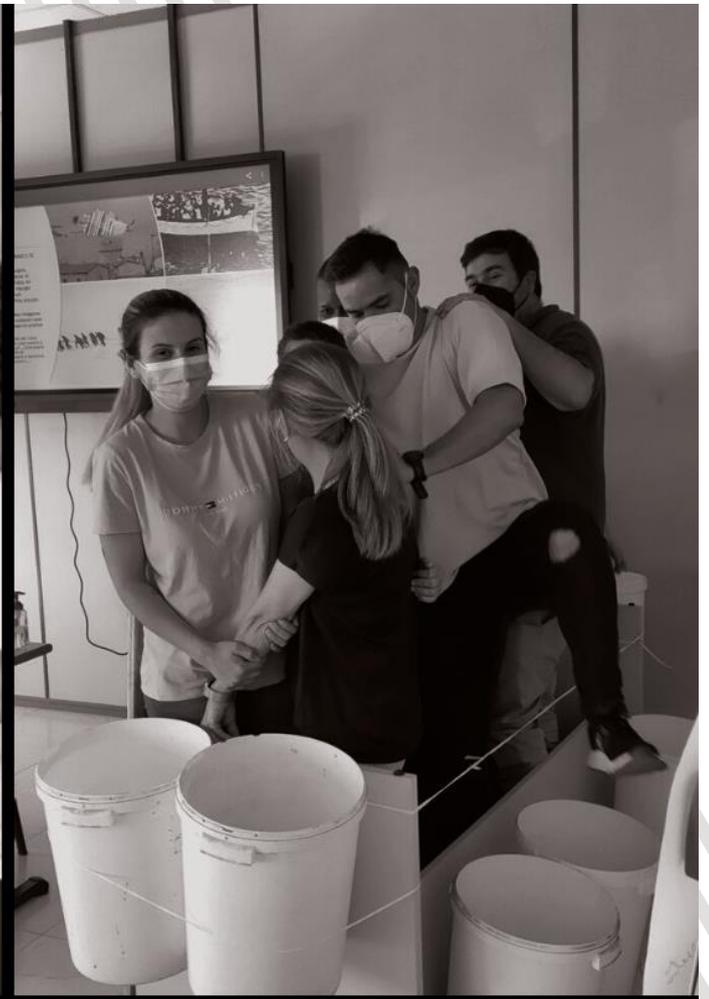
- ▶ Look after everyone’s interests
- ▶ Admit a mistake is not a defeat but a victory
- ▶ Go deep into social dialogue
- ▶ Truth values
- ▶ Symbiosis
- ▶ Clarify:
 - Clarify concepts /words
 - Identify misunderstanding and solve them
 - Use positive language
 - Look into the root of resentments to rebuild the relationship
 - Remove taboos
 - Avoid the prediction of negative situations: self–fulfilling prophecies
 - Make requests with empathy and politeness





CHAPTER 3

PUTTING IN PLACE. CONSTRUCTION OF
A MIND MAP AND OUR CANVAS OF
SOCIAL DIALOGUE AT EUROSOL.



BUILDING OUR OWN LIFEBOAT

We realised that both boats had strengths and improvement points. However, the solutions provided by each team complemented each other, so that bringing the ideas together built the best possible lifeboat.

By using metaphors and the step-by-step exercises based on thoughtful questions, we have created our own mind map and our canvas in order to build social dialogue for each item that needs study or negotiation.



WE WORKED
HARD!

The Intrapyschic



Motivations/Frustrations/
Perceptions/Mixed feelings

(Discordances) Individual Interests

The Interpersonal



Relationships. Communication
Shared Motivations /Shared Frustrations.
Common Denominators. Collective Interests.

Felt Needs / Perceived Needs
Legal Aspects of SD



Social Dialogue as a strategic option

Talking about our individual, collective
and corporate values.

Shaping the EUROSOL Value System

Defining the Ethical Behaviours Associated with the Value System

We Set Up Agreements
As Functional Rules Of
The Relational And
Decisional System

Preparamos Nuestra
We Prepare Our
Verification List

We Express Our
Wishes And
Requests

We Recognise Ourselves And Recognise The Context

We Dispel Fears And Frustrations (Empowerment)

We Communicate With Each Other

We Receive Feedback

Our working model is summarised in this flow chart displayed in a mind map. All the concepts, metaphors and phases that we put into practice in our workshops have become our example together with support guide for the effective implementation of the dialogue between representatives of companies and workers in the Spanish fruit and vegetable sector, which contains information on regulation, representations, as well as communication aspects implicit in social dialogue.

The figure shows a first analytical phase, in which we applied the question answering system both individually and as a group. We are attentive to the needs we have, and to perceptions of those needs, to identify motivation and frustration, joy and anger, tension and harmony, convergent and divergent interests. Second phase is based on action for dialogue, which, as an ethical and social commitment, we perceive as a strategic option to make beneficial changes for everyone.

In this phase, dialogue is related to individual, company and collective values. Together we are the EUROSOL value system, and the ethical behaviour associated with it. The core values at EUROSOL are decent work, active listening, training, safety, environmental quality and quality human relations always expressed in solidarity, humility in seeking advice, and aptitude to social dialogue. These values internalized in the company show EUROSOL's mission and vision in terms of contributing to improve working conditions in the agri-food sector through:

-  Guidance and support
-  Cooperation
-  Inspiration for the development of skills
-  Connection of realities

Within this reference point of values and principles, we work to establish agreements as functional rules of the relational and decisional system, we prepare our checklist, we express our aspirations and petitions correctly, we recognise ourselves, we dispel fears and frustrations, we get in touch, we check the process and prepare our canvas.

OUR CANVAS FOR A COLLABORATIVE CONSTRUCTION AND DECISION MAKING ABOUT SOCIAL DIALOGUE EUROSOL

Subject of Dialogue	Activity (What)	Who Coordinates	With Whom	When	How	Keywords for SD	Expected Result	Comments
Dealing with Divergences	SD Workshop	Company	ET Forum	Dates	Answering Questions/ Exercises	Social Dialogue Training. Psychological Techniques Of Discomfort And Communication Management	Learning And Applying Of Techniques For Facing With Psychological Games And For Negotiating Of Recurring Petitions	Everyone's Participation Is Necessary... Others Joined After Finishing...
Fixed-time and Variable-time Schedule	Meeting of the Committee to identify the problem and to choose the method of conversational dynamics Meeting with the company	President of the Works Committee	Trade Unions and Professionals	Agreement on dates	Thoughtful questions, cases study and impact identification	Negative language: ¡OUT! Consequences (of this changes) Intervention Dialogue Joint Reflection Symbiosis	Progress in favour of dialogue Dialogue agreements Not to harm anyone Symbiosis	Everyone needs to participate Let the true ethics emerge





CHAPTER 4

CONCLUSIONS

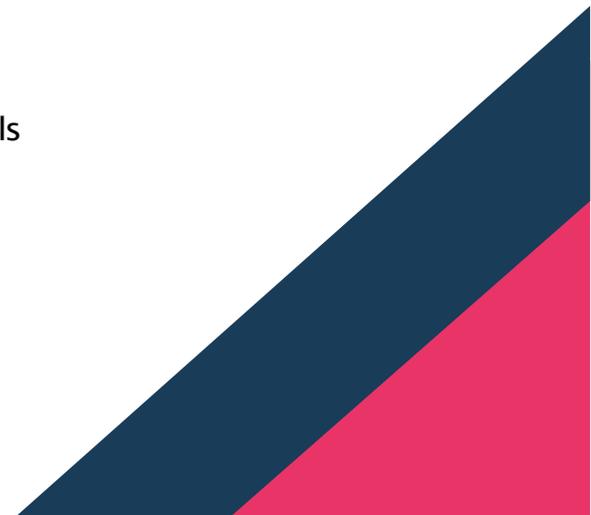
Social dialogue is a resource for coexistence and social quality. Beyond the normative aspects, practical training both in communicative skills for empathy and sympathy, and in prevention of possible conflicts or for the mediation in existing conflicts, is necessary for the management of employee–employer relations without tension, without self–pity, without judgements or prejudices.

We have already cleared the path and we intend to continue building. We would like a lot that colleagues who freely decided not to join in this first phase, do so now and we continue walking all together to achieve our dreams. We will receive them with open arms and ready to construct without seeking to prejudge anyone.

In order to deal with complexity, inspiration is important. In this case, we count on Ethical Trade Forums, and the University of Alicante, so that between the Company, the Enterprise Committee (representing employers), the Ethical Trade Forums, and the University of Alicante, a dialogue between knowledge and ignorance has taken place (always with the highest respect). Finally, we all gained as we collaboratively set the foundations for a genuine social dialogue.

In this sense we can finally conclude that EUROSOL's internalised values as a company (decent work, active listening, training, safety, environmental quality and quality human relations) are achieved based on the parameters of:

- ▶ Guidance and support
- ▶ Cooperation
- ▶ Inspiration for the development of skills
- ▶ Connection of realities



Each of these parameters can be contextualized by means of Eurosol's social dialogue project:

- ▶ Guidance and support, when they made themselves available to participate in the pilot project and to get support in this complex issue.
- ▶ Cooperation. Clear multi-stakeholder cooperation to tackle a complex issue (Eurosol, Councils, ETF and the University of Alicante)
- ▶ Inspiration for the development of skills: through the workshops held
- ▶ Connection of realities, through workshops that contextualise the situation and cause a joint and shared vision of the company's problems and help to co-create a roadmap to deal with different and problem situations and with the tracking of the established processes.

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Social Dialogue in the Companies
A Collaborative Construction

Ethical Trade Forums
EUROSOL

Design
Mar Navarro Palma



Foros Comercio Ético
Ethical Trade Forums



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