

# **Collective Bargaining**

HOW IT WORKS AND WHY

*A Manual of Theory and Practice*

**THIRD EDITION**

Thomas R. Colosi  
AND  
Arthur Eliot Berkeley

**JURIS**

COLLECTIVE BARGAINING: HOW IT WORKS AND WHY (3<sup>rd</sup> Edition)  
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## **A Koan\***

*How do you negotiate?*

Three students of Zen sat by the bank of the river with their master. He handed them each a stone and asked, "How do you hold a rock?"

The first student commented that, "The way to hold a rock is to be certain that you understand the nature of the rock and its history."

The second student replied, "The way to hold a rock is to be certain you harm no one with your rock."

The third student said, "The way to hold a rock is to be certain you are in harmony with nature and the cosmos."

An untutored fisherman overheard this conversation and spoke up. "There is no one way to hold a rock. Each rock is different and each person is different. The way you hold a rock is the way you hold a rock." The Zen master smiled.

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\* In Zen theory, a Koan is a question that can only be answered in its own terms.



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