



## IACM Officers and Board Members (2000-2001)

Donald Conlon, Michigan State University, *President*  
conlon@msu.edu

Carsten K.W. De Dreu, University of Amsterdam, *President-Elect*  
ao\_dedreu@macmail.psy.uva.nl

Roy J. Lewicki, Ohio State University, *Past-President*  
lewicki.1@osu.edu

William P. Bottom, Washington University, *Executive Director*  
IACM@mail.olin.wustl.edu

Terry Boles, University of Iowa  
terry-boles@uiowa.edu

Raymond Friedman, Vanderbilt University  
ray.friedman@owen.vanderbilt.edu

Michele J. Gelfand, University of Maryland, *iacm01@psyc.umd.edu*

Anne Lytle, Australian Graduate School of Management,  
mnlytle@ust.hk

Lourdes Munduate, University of Sevilla, *lmunduate@cica.es*

Jessica Katz Jameson, North Carolina State University, *Communication Director*,  
jameson@unity.ncsu.edu

## IACM Goes To Paris!!

by Michele Gelfand and Alain Lempereur

IACM'ers, get ready for a great conference in Paris! The 14<sup>th</sup> annual conference of IACM will take place on June 24-27, 2001 in Cergy, a Paris suburb located just 30 minutes from downtown Paris by metro. Close to the Paris airports – just 30 minutes by taxi – Cergy offers the best of two worlds: a campus town with affordable accommodation, sport facilities, a harbor, and beautiful forest preserves, as well as quick and easy access to the city of lights (for photos of Paris and the Essec Business School go to [www.iacm-conflict.org/SIGNAL/2000-winter/paris.html](http://www.iacm-conflict.org/SIGNAL/2000-winter/paris.html)).

The IACM 2001 call for proposals is now available at IACM's website – [www.iacm-conflict.org](http://www.iacm-conflict.org). Mark your calendars! The deadline for submissions is February 16, 2001. Thanks to former program chairs, Bruce Barry and Etty Jehn, who perfected the electronic submission process, submissions and reviews will take place through electronic mail (email: [iacm01@psyc.umd.edu](mailto:iacm01@psyc.umd.edu)). Please see the call for proposals for guidelines in sending submissions. While mailed submissions will still be accepted, we strongly encourage electronic submissions!

In keeping with the spirit of IACM, we encourage a wide range of submissions, including papers, symposiums, debates, roundtable discussions, workshops, exhibits, and other innovative session formats. In addition to IACM's program core content areas (see the call for proposals), we have created three additional "special millennium tracks" to create opportunities for new dialogues at IACM: The management of violence, information technology applied to conflict and negotiation, and inter-organizational disputes. We also encourage submissions that stimulate dialogues across disciplines and across cultures, and those that help to bridge theory and practice in conflict management. And we greatly encourage you to submit your latest teaching and training applications to share with the IACM community. Please don't hesitate to contact the program chair, Michele Gelfand, with questions about the submission process at anytime.

We are fortunate to have the ESSEC Business School, one of the leading business schools in Europe, as this year's host of the conference in Cergy. Founded in 1907, ESSEC offers a wide range of business programs from the undergraduate to executive level, and is the first business school outside the United States and Canada to have been accredited by the AACSB - The International Association of Management Education. ESSEC is the home of a unique European institute of research and training in negotiation and dispute resolution - IRENE (see: [www.irene-paris.com](http://www.irene-paris.com)). We are also grateful for the sponsorship of Michigan State

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# President's Corner

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by Don Conlon, IACM President

## Kudos and Thank Yous

First, let me take the opportunity to thank the IACM membership for their vote of confidence in electing me President of IACM for 2000-2001. I am flattered by the privilege to serve as your President.

First among equals to receive a special thank you from me is Roy Lewicki (Ohio State University) for his outstanding service as President during the past year. I have already called on Roy numerous times since June, and expect to continue to do so. Thanks Roy, for your guidance and patience! I also wish to thank those responsible for our outstanding conference in St. Louis, most notably Program Chair Etty Jehn (University of Pennsylvania) and Local Arrangements Chair Judi McLean Parks (Washington University). The program was terrific, from the Babylon Players improvisational theatre group to the final sessions on Wednesday. Those of you who missed St. Louis missed a very good time. In addition to the sessions, we had great food and great fun. The social events, both planned and spontaneous, were a blast. My three favorite social events were (1) the auction of Bruce Barry's and Etty Jehn's shoes for the Rubin Fund, (2) listening to poetry at 4 a.m. in the lobby of the Hyatt, and (3) the fun and frolic before, during, and after the baseball game. Those of you who missed the meeting will just have to ask the right people as to what went on in each instance. For photos from the St. Louis conference go to [www.iacm-conflict.org/SIGNAL/2000-winter/stlouis.html](http://www.iacm-conflict.org/SIGNAL/2000-winter/stlouis.html).

Finally, let me also take this opportunity to thank two individuals who have worked very hard for IACM in the past year. Bill Bottom (Washington University) continues to do a terrific job as the Executive Officer of IACM. Our financial and membership records are now well organized, and anyone who has seen Bill's presentations at the executive or business meeting knows that Bill puts a lot of time and effort into keeping IACM on solid ground. (Bill also gets a big thank you for driving several IACM members back to their hotel in Chicago at 4:30 a.m. on

September 17th, but that is another story...).

A second big thank you goes to William Ross (University of Wisconsin, La Crosse) who after years of devoted service has finally retired as the editor of *Signal*. I hope William has finally received the beautiful plaque that was unveiled at the IACM awards banquet in St. Louis. With William retired, *Signal* is now in the capable hands of Jessica Katz Jameson (North Carolina State University). In fact, this is her first Newsletter so send her an e-mail telling her how much we appreciate her!

## An American in Paris (or How IACM made it to France)

There is an old song by Cole Porter titled "I love Paris" that states:

I love Paris in the springtime,  
I love Paris in the fall,  
I love Paris in the winter, when it  
drizzles,  
I love Paris in the summer, when it  
sizzles,  
I love Paris ev'ry moment,  
Ev'ry moment of the year.  
I love Paris,  
Why oh why do I love Paris?  
Because my love is near.

My favorite city used to be New York. Then, about 18 months ago, for the first time, I visited Paris. I was going to IACM 1999 in San Sebastian, and a good friend of mine named Noel had a conference at about the same time in Malta. He had a brother-in-law who had a flat in Paris where we could stay. It sounded like a great chance to get together and explore a city I have always wanted to visit.

Well. That first visit to Paris was probably the most fun I have ever had without taking off my clothes. The people, the architecture, the monuments, the museums, the food, the lights coming on at night, the sun coming up in the morning, everything was breathtaking. Who could sleep with so much going on? So we basically didn't. We stayed up every night, always ending our adventures at this café where we waited for the "Metro" sign across the street to light up, telling us and the

rest of the night owls and vampires that it was 5 am, the subway was running again, and we could finally go home while other people went to work.

Judi McLean Parks and I took the train together from Paris to San Sebastian. It was supposed to be a working trip, but I kept falling asleep, and Judi was too nice to give me a hard time about it. On the train down, I already knew how badly I wanted to get back to Paris. Moreover, as President-elect in San Sebastian, it would be my duty to find a spot for our next non-U.S. conference. So I was thrilled when Barbara Gray told me that she had a contact in France who was interested in hosting an IACM near Paris.

The end result of those discussions is that IACM 2001, our fourteenth conference, will be in Cergy, just outside Paris, at the ESSEC Business School. It should be a terrific location. Far enough from Paris to make the conference economical (after all, rooms in Paris in June are well over 200 dollars a night, and seven dollar beers and five dollar coffees do get to you after awhile). Close enough to Paris to have fun before or after the conference (or during the conference, if you are naughty and miss some sessions).

Alain Lempereur (ESSEC Business School) and Michele Gelfand (University of Maryland) round out the IACM Paris team. Alain is the local arrangements coordinator and he has worked hard to secure nearby hotel space as well as excellent rooms in which to have our sessions (rooms are complete with computers with zip drives and ceiling mounted projectors so we can show power point presentations or other video/graphic laden material). Michele has agreed to be the Program Chair and is waiting to be inundated with papers, symposia, and other ideas from you for the program. Please see their column, spread the news, and let's make IACM 2001 in France a conference to remember!

Don Conlon  
President

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## Announcements

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### Signal now on IACM website

If you haven't done so recently, please check out IACM's website at [www.iacm-conflict.org](http://www.iacm-conflict.org). IACM is making the transition from the use of direct mail to conducting all communication with members via the web. We will need everyone's help to make this transition as smooth as possible and save our organization money while making our communication more efficient.

First, please make sure we have your updated e-mail address. Please send that information to Executive Director **Bill Bottom** at

[IACM@mail.olin.wustl.edu](mailto:IACM@mail.olin.wustl.edu) since he maintains the membership directory. If you did not receive a copy of *Signal* by e-mail it means that we do not have a current e-mail address and it probably bounced back to us. A second way you can help is by spreading the word that *Signal* and other important IACM communication such as the call for submissions, membership information, and election ballots are available on our website. We will do our best to e-mail members to let you know when to check the website, but please get into the habit of checking the website for important IACM information. If you have any suggestions for additions or links to our website, please send them to **Jessica Katz Jameson** at [jameson@unity.ncsu.edu](mailto:jameson@unity.ncsu.edu). Thank you for your assistance.

### Call for Book Reviews in IJCM

IJCM needs reviews of conflict management-related books published within the last two years. Contact **Sanda Kaufman**, IJCM Book Review Editor, at [sanda@wolf.csuohio.edu](mailto:sanda@wolf.csuohio.edu), to ask for a specific book or to confirm that a book you already have and are willing to review has not previously been reviewed for IJCM. Book reviews should be about 6 pages in length and include a content description as well as a critique based on the reviewer's expertise. This is an on-going need, so feel free to contact Sanda with book review ideas at any time. ☺

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## IACM Membership and Finances Report

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from the Executive Director, Bill Bottom

Aside from the productive and informal culture of the organization, the diverse membership base is what makes IACM truly unique and our conferences so enjoyable. Our most recent membership figures show continued growth in the U.S. but little change in our non-U.S. base. We can certainly take satisfaction from the stable trend in overall growth we have seen over the past few years. But we surely need to do all we can to ensure that the organization's multinational character continues to develop.

The most recent data partly reflects the normal rotation of conference locations. We tend to pick up non-US members in years when the conference is not in the States. We tend to pick up US members when we hold the conference here. If this trend holds, then we should add a broader mix of new members next year in Cergy. But the trend may also reflect the additional burdens and expenses that we have traditionally imposed on non-US scholars or practitioners with an interest in the organization. In order to join in the past, we have asked Europeans, Asians, South Americans, or Africans to go to the extra trouble and expense of obtaining an international money order or a check drawn on an American bank. This unintended tax on those outside the United States reflected our inability to negotiate favorable rates for a merchant account that would enable us to take credit card payments. Banks value commercial relationships with clients who can guarantee high volume and high transaction values. Both our size and our modest dues structure make us unattractive partners.

Fortunately over the past year we have established a merchant account that permits us to take both VISA and Mastercard payments. This, coupled with our new internet site [www.iacm-conflict.org](http://www.iacm-conflict.org), should make contacting and paying the organization quite a bit simpler for all our members. But it does come at a cost. In addition to one time fees for opening the account, the bank charges us an equipment fee, a monthly maintenance fee, authorization fees on each transaction, and a discount rate for each transaction. There is a small additional charge for international transactions and extra charges for invalid card numbers. All in all, it is quite a costly system for a small organization such as ours. In fact it was cost prohibitive under our old \$10-\$15 dues structure. These added operational costs, along with fees for the internet site, are the primary reasons for raising dues this year. The membership fees are now US\$25 per year (\$15 for students). This additional tax on members is fairer and flatter. In fact our US members are now slightly subsidizing the small charges on international credit card transactions. Given the past, that certainly sounds fair to me.

Given our new infrastructure we should be in great shape to grow in size and global reach. Let's continue to do all we can to advertise the organization broadly and to encourage new members. If, in particular, you have contacts in Africa or South America, please let them know about IACM or let your officers know. We would be happy to begin an outreach campaign. Given the importance of those continents and the many significant conflicts hampering their development, their continued low membership is perhaps our biggest challenge. ☺

## The Jeffrey Z. Rubin Theory-to-Practice Award

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by Roy J. Lewicki, IACM Past-President

The Board of Directors of the Association are pleased to announce a new award to be presented by the Association at its annual meeting. The award is in tribute to Dr. Jeffrey Z. Rubin, noted social psychologist and former President of IACM. Jeff Rubin was tragically killed in a mountain climbing accident in 1995.

Rubin was particularly well known for his exceptional ability to discover interesting and complex social phenomena, study them under controlled research conditions, and present findings and results back to student and professional audiences in an interesting and engaging manner. His research studies and pedagogical demonstrations effectively bridged the gap between basic theory and the applied world of conflict and its resolution. The Rubin Award will be given to individuals in the conflict management field whose research and practice work sustains this tradition by effectively bridging theory and practice.

At its June meeting, the Board of Directors determined that the winner of the Rubin Award will be chosen by a selection committee, to be appointed by the President of the Association. The new Rubin Award will be given in alternating years with the current Lifetime Achievement Award. The first Rubin Award will be given at the Association's Annual Meeting in June, 2002. The winner will be invited to address the Association on his/her approach to "theory to practice."

The actual award will consist of a plaque and a monetary award. Discussions are currently being conducted with other organizations that collected funds for Professor Rubin to determine whether they wish to co-sponsor the biannual IACM award. Details on the application process follow.

The Jeffrey Z. Rubin Theory to Practice Award will be given periodically to an individual in the conflict management field who meets the following criteria:

- his/her research work demonstrates a strong competence in theory development and empirical research, but also displays the courage and sensitivity to tackle important, practical real world conflicts
- s/he maintains a strong research profile but is also active in applying this work in teaching or professional practice
- s/he is 10-15 years out from completion of their doctoral degree (i.e. at mid-career stage)

Candidates for the award may be self-nominated or nominated by a peer. Each nominee should prepare a packet of materials for consideration by the selection committee. This packet should contain:

- a full professional vita
- a personal statement that presents the candidate's credentials and the way these credentials meet the key criteria of the award
- copies of 2-3 selected research articles or reports
- 2-3 nomination letters from the research & practice community, testifying to the impact of both the research and the practice components

The members of the selection committee and submission deadlines are yet to be announced. Be sure to check the IACM website ([www.iacm-conflict.org](http://www.iacm-conflict.org)) for further details! ☒

## Theory-to-Practice Student Contest

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For more information contact Christopher Honeyman, [chris.honeyman@ibm.net](mailto:chris.honeyman@ibm.net)

Theory to Practice announces Best Student Translation of ADR Theory or Research: A National Competition

Eligible: Currently enrolled graduate and undergraduate students. Due date: January 2, 2001.

The Contest: We are seeking short essays on any one of the many research- and theory-based ideas about conflict and conflict resolution treated in the Handbook of Conflict Resolution, a new work by Morton Deutsch, Peter Coleman, and 35 contributing authors. Essays should be written as newspaper feature articles, and students can choose whether to write as if for the New York Times, for USA Today, or for another major newspaper. (Length should be about 2000 words.) For detailed rules, please see [www.convenor.com/madison/competit.htm](http://www.convenor.com/madison/competit.htm)

\$500 Best Essay

\$250 Second Prize

\$100 Third Prize

Winning essays will be published in The Conflict Resolution Practitioner. "CRP" is the new journal (inaugural issue, Fall 2000) published by the Office of Dispute Resolution, Georgia Supreme Court in conjunction with the Georgia State University / Georgia Institute of Technology Consortium on Negotiation and Conflict Resolution. ☒

## IACM 2000 Awards

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The following members received awards at the 13<sup>th</sup> annual IACM conference in St. Louis, June 21-24, 2000. Congratulations to all!

### Outstanding Paper-graduate student as lead author

Submission Title: The power-play paradox: How using unanimity rule in egoistically motivated groups can be detrimental for negotiation outcomes.

Authors: **Bianca Beersma** (University of Amsterdam), **Carsten K.W. DeDreu** (University of Amsterdam)

### Outstanding Empirical Paper

Submission Title: Task conflict in decision-making groups: The interplay of group composition and members' expectations

Authors: **Katherine Williams Phillips** (Northwestern University), **Denise Lewin Loyd** (Northwestern University)

### Outstanding Conceptual Paper

Submission Title: A theory of power tactics

Author: **Peter H. Kim** (University of Southern California)

### Outstanding Poster

Submission Title: Under what conditions is white backlash prevalent? A study of mentoring programs in organizations

Authors: **Kelly A. Mollica** (Wake Forest University), **Deborah L. Kidder** (University of Connecticut), **Donna Chrobot-Mason** (University of Colorado at Denver), **Melenie J. Lankau** (University of Georgia), **Raymond A. Friedman** (Vanderbilt University), **David Thomas** (Harvard University)

### Dissertation Award

Dissertation Title: Negotiations in small groups: Effects of goal orientation on outcome

Author: **Vidar Schei** (Norwegian School of Economics and Business Administration)

### Article Award

Article Title: Social motives and trust in integrative negotiation: The disruptive effects of punitive capability.  
*Journal of Applied Psychology*, Vol 83, 408-422.

Authors: **DeDreu, C.K.W., Giebels, E. & Van de Vliert, E.** (1998)

### Book Award

Book Title: Narrative mediation: A new approach to conflict resolution

Authors: John Winslade and Gerland Monk  
Jossey-Bass Publishers, San Francisco, 2000.

### Lifetime Achievement Award

**Dr. Elise Boulding** (Professor of Sociology, Emerita, at Dartmouth College) World-renowned sociologist, author, and activist

Pioneer in the fields of women's studies, peace research, and futurism

A founder of the International Peace Research Association

Nominated for the Nobel Peace Prize in 1990

Recipient of the Boston Research Center's first Global Citizen Award in 1995.

### Tribute Award

**William Ross** as retiring *Signal* editor (University of Wisconsin at La Crosse)

### President's Award

**Roy J. Lewicki**, Dean's Distinguished Teaching Professor, Max M. Fisher College of Business (Ohio State University) ☞

## Historic Grant Awarded For Conflict Resolution: AFM, CREnet and SPIDR to Merge

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On October 16, 2000 the Board of Directors of the William and Flora Hewlett Foundation awarded the Academy of Family Mediators (AFM), Conflict Resolution Education Network (CREnet), and Society of Professionals in Dispute Resolution (SPIDR) a 2.45 million dollar grant to merge the three organizations into a single new organization, to be located in Washington, DC in early January 2001. This grant is the largest ever awarded by the Hewlett Foundation Conflict Resolution Program, and is the culmination of more than two years' work by the Boards and Staffs of the three organizations with expert assistance from David LaPiana and Associates.

The goal of the merger is to create a new organization that enhances benefits for constituent membership groups and fosters field-building activities such as public policy implementation and education of the public. The mission of the soon to be named merged organization is promoting peaceful, effective conflict resolution. An estimated one million dollars of this grant will be used for marketing the new organization and promoting the awareness and use of conflict resolution to current members, future members and the general public.

A new journal will be created as a result of this merger as an expansion of *Mediation Quarterly*. The editor-elect of the new journal is IACM member **Tricia S. Jones** (Associate Professor of Communication Sciences, Temple University).

For general information on the new merged organization please contact Heather Prichard (Director of Communications for the new organization) at (202) 667-9700 ext. 217. For membership information, please contact Teresa Evans (Director of Membership for the new organization) at (202) 667-9700 ext. 206. ☞

# Recent Member Publications

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## Articles

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## **Call for Articles**

for a Focused Issue of *International Negotiation: A Journal of Theory and Practice*

Theme: Ethical Issues in Conflict Resolution

Guest Editors: Bruce Barry, Vanderbilt University (bruce.barry@owen.vanderbilt.edu) Rob Robinson, Harvard University (robinson@hbs.edu)

Ethical issues and concerns are inherent and ever-present aspects of the practice of negotiation and other forms of dispute resolution. Although the study of ethics in dispute settlement and negotiation is an underdeveloped area of research exploring social conflict, there has been a surge of recent attention to this area. The aim of the special issue is to bring together new papers that explore moral and ethical dimensions of conflict resolution.

We welcome original submissions that take various forms, including empirical studies, theoretical papers, case studies, or analytical essays.

*International Negotiation* publishes a broad selection of original research articles, traditional historical and case studies, and significant contributions to the expanding body of knowledge in the field of negotiation and mediation. The journal consists mostly of focused, thematic issues that review the state-of-the-art on a selected topic, introduce original research, present new concepts and methods, and identify future directions for study. The aim in each issue is to provide a coherent, integrated perspective on a specific subject.

Persons interested in submitting a paper for the focused issue on ethics are encouraged to contact the Guest Editors directly at the e-mail addresses shown above. Please submit manuscripts in triplicate to Bruce Barry, Owen Graduate School of Management, Vanderbilt University, Nashville, TN 37203 USA. Manuscripts should conform to the journal's submission guidelines, which are available at <http://www.kluweronline.nl/kaphtml.htm/IFA1382-340X>. The deadline for submissions is May 1, 2001. ☒

# ***Psychosocial Research and Ethnopolitical Conflict: A Summer Institute***

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The Solomon Asch Center for Study of Ethnopolitical Conflict (<http://psych.upenn.edu/sacsec>) will offer a 10-week Summer Institute at the University of Pennsylvania, June-August 2001. The Institute is intended for Ph.D. psychologists and social scientists in related disciplines and for individuals with a Masters degree and strong field experience.

This unique course is designed to bridge the current gap between practitioners and academics while encouraging more qualified individuals to devote themselves to advancing our understanding of these conflicts and our effectiveness in addressing their tragic consequences. It will prepare participants to work on problems ranging from basic research to evaluating interventions. The Institute is therefore

particularly appropriate for individuals anticipating an academic/research-oriented career in this area and for practitioners seeking to strengthen their understanding of research issues relevant to their fieldwork.

The Center expects to admit approximately 15 Summer Fellows to the tuition-free Institute. Contingent on funding availability, some or all Fellows will receive support for travel, room, and board. The Center also expects to support 4 to 6 Summer Fellows to continue directly into one-year placements working on ethnopolitical conflict outside the U.S. at an affiliated international network site (including N. Ireland, S. Africa, Israel/Palestine, and Sri Lanka).

Applicants should send a vita, two letters of recommendation (flap sealed

and signed by recommender), and a letter describing interests, skills, and how the Institute experience fits with career plans. Clearly indicate whether or not a post-Institute field placement is sought. Applications should be received no later than **January 15, 2001**; notification of acceptance will be no later than March 1, 2001. Applications should be addressed to Solomon Asch Center, University of Pennsylvania, 3815 Walnut Street, Philadelphia, PA 19104. For additional information please contact **Professor K. ETTY JEHN**, 2000 Steinberg Hall - Dietrich Hall, The Wharton School, University of PA, Philadelphia, PA 19104-6370, fax 215 898-0401, <http://fap.wharton.upenn.edu>. ☒

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## ***Grant Opportunities***

*(For more information contact Bill Donohue, [donohue@msu.edu](mailto:donohue@msu.edu))*

### **The US Institute of Peace**

Unsolicited grants are offered across a broad range of relevant disciplines, skills, and approaches. Topic areas of interest to the institute include, but are not restricted to: international conflict resolution; diplomacy; negotiation theory; functionalism and "track two" diplomacy; methods of third-party dispute settlement; international law; international organizations and collective security; deterrence and balance of power; arms control; psychological theories about international conflict; the role of nonviolence and nonviolent sanctions; moral and ethical thought about conflict and conflict resolution; and theories about relationships among political institutions, human rights, and conflict. The institute sets no disciplinary restrictions. It welcomes proposals of an interdisciplinary or multidisciplinary nature. The URL is [usip.org](http://usip.org). ☒

### **The Graduate Research Fellowship at Harvard's Program on Negotiation**

The purpose of the fellowship is to encourage young scholars from the social sciences and professional disciplines to pursue theoretical, empirical, or applied research in negotiation and dispute resolution.

The Program on Negotiations (PON) Graduate Fellowships are designed to support a year of dissertation research and writing in negotiation and related topics in alternative dispute resolution. Furthermore, and consistent with PON's strategic goal of supporting the development of the next generation of scholars, this fellowship is intended to provide fellows an opportunity to immerse themselves in the resources that PON has to offer. These opportunities include: attending PON-sponsored seminars, particularly those devoted to

research; serving on the editorial board of a student-contributed working paper series; presenting research in progress to interdisciplinary research forums; and collaborating with other fellows and PON faculty on research activities. The PON Graduate Fellowship is a residential program; fellows will be expected to spend 80 percent of their time immersed in their research, writing, and PON activities.

Contact Address:  
Fellowship Program  
Program on Negotiation  
Harvard Law School  
513 Pound Hall  
Cambridge, MA 02138

URL for more information: <http://www.pon.harvard.edu/research/fellowship.html> ☒

## Trainers Requested

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(For more information contact Bill Donohue, donohue@msu.edu)

### **EPA Teams Training**

Point of Contact: Valerie Daigler (Fax: 702/798-2465) The U.S. Environmental Protection Agency, Radiation and Indoor Environments National Laboratory (R&IE) is seeking information from potential sources for Teams Training. BACKGROUND: R&IE underwent a reorganization two and half years ago. At that time, teams were instituted as one of the primary ways the organization performs work. At the end of 1998 R&IE's teams were evaluated, and new, core teams will be replacing many of the original teams. Most teams had progressed through the forming stage. Some are at the storming and norming stages. R&IE staff have received formal teams training which included developing organizational mission, vision and values, working in teams (which included understanding teams and individuals, and team skills), and building high performance teams (which included understanding change, and understanding teams). These training courses were completed during 1996. Some teams also received short conflict resolution sessions.

SCOPE OF WORK: R&IE has determined that it is in need of "Just In Time Teams Training" in order to provide team members training as they are ready to learn and use new skills. This encompasses providing a helping hand to the teams at R&IE on an "as needed" basis. This may include sitting in on team meetings to provide advice, facilitate progress, or assist in developing conflict resolution skills. Some of the skills in which teams may need guidance in are: listening, giving and receiving feedback, communication skills, problem solving/group problem solving, decision making, coping with change, roles and responsibilities, accepting responsibility, group dynamics, meeting skills, negotiation skills, action skills, valuing differences, team membership, team leadership, leadership, cross training, conflict resolution, facilitation and leading of meetings, analyz-

ing customer requirements, identifying root causes, exploring alternatives, implementing improvements, evaluating projects, empowerment. Some of the additional areas team coaches may need guidance in are: coaching skills, encouraging initiative, reinforcing effective performance, overcoming resistance to change, managing conflict, developing collaborative relationships, appraising performance, providing feedback, managing organizational change.

Potential sources are requested to submit packages which include: 1) description of services offered; 2) company's (or individual's) background information; 3) description of approach; 4) general estimated cost for ten (10) four (4) hour training sessions (minimum); 5) hourly rate for other sessions; and 6) References. Note: THIS NOTICE IS FOR INFORMATION GATHERING ONLY. NO FUNDS ARE AVAILABLE AT THIS TIME FOR THIS TRAINING; NO PHONE INQUIRIES WILL BE ACCEPTED. RESPOND TO FAX NUMBER. (W-201 SN356753)

### **Air Force Training**

Solicitation TLA-01. Point of Contact: John Stevens, Contract Specialist, 011-49-631-536-6736 e-mail John.Stevens@ramstein.af.mil BASIC OBJECTIVE: United States Air Force Europe (USAFE) is seeking the services of a consultant firm, with specific experience in the international labor arena (labor contract negotiations, international/host country labor laws) to assess and analyze past USAFE approaches and strategies in negotiating and concluding revised Collective Labor Agreement (CLA) provisions with the Turkish labor union, based on host nation labor law guidelines, and in consideration of the political and military environment. Findings of the consultant review will serve as basis for USAFE to position itself in the most effective manner for future CLA negotiations. ✉

## Fulbright Fellowship

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The Fulbright Fellowship in Conflict Management in Cyprus has been a continuing project in conflict management since 1994. The Council for International Exchange of Scholars is currently accepting applications for an available Fulbright Fellowship that will take place during the 2002 academic year. The work involved in this program deals mostly with grassroots organization and training.

The application deadline for the Fulbright Fellowship is August 1, 2001.

Please direct application inquiries to Program Officer Micaela Iovine at (202) 686-6253 or e-mail [miovine@cies.iie.org](mailto:miovine@cies.iie.org).

For general information about the Fulbright in Cyprus you may also contact IACM member **David Churchman** at [dachurchman@hotmail.com](mailto:dachurchman@hotmail.com). ✉

## Call for Signal Submissions - Spring 2001

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Have you recently published an article, chapter, or book? Received a grant or special award? Completed or embarked upon a fascinating research study? Developed a new instructional tool? Your IACM colleagues would love to hear about it. Please send information to Jessica Katz Jameson, IACM Communication Director, North Carolina State University, tel: (919) 513-1477, fax: (919) 515-9456, [jameson@unity.ncsu.edu](mailto:jameson@unity.ncsu.edu). The deadline for the Spring 2001 issue will be February 28. Feel free to send in a submission or a great lead for me to follow up on! ✉

# It's IACM Election Time – Please Vote

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Once again it is time to vote for IACM officers. Please read the following candidate information and send your votes for one president and two board members to IACM President-Elect, Carsten De Dreu. To cast your ballot, you may choose to either send Carsten an e-mail with “elections” in the subject header, send a fax, or mail an (anonymous) letter. However you do it, please send your vote to Carsten by December 10, 2000. Thank you for your participation.

email:

ao\_dedreu@macmail.psy.uva.nl

fax: +31 20 639 0531

mailing address:

Department of Psychology

University of Amsterdam

Roetersstraat 15

1018 WB Amsterdam

The Netherlands

## Candidates for IACM- President

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(Vote for One)

### Bruce Barry

Bruce Barry is an associate professor in the organization studies area of the Owen Graduate School of Management at Vanderbilt University in Nashville, Tennessee. He earned bachelor's and master's degrees from the University of Virginia and a Ph.D. in organizational behavior from the University of North Carolina at Chapel Hill. At Vanderbilt he teaches MBA courses in negotiation, power and influence, and social issues in digital media, as well as a doctoral seminar in organizational behavior. He is also Director of Vanderbilt's Ph.D. Program in Management.

Barry's research has examined a variety of social processes in organizations, including negotiation, interpersonal influence, procedural justice, communication, and group dynamics. His work has appeared in the *Academy of Management Review*, *Academy of Management Journal*, the *Journal of Personality and Social Psychology*, the *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Research on Negotiation in Organizations*, *Organization Science*, and the *International Journal of Conflict Management* (in press), among others. His current research explores

the role of ethics and emotion in negotiation, free expression in organizations, corporate ethics programs, and workplace rights.

Barry has been an active member of IACM since 1992, and was Program Chair for the 1999 IACM conference in San Sebastian-Donostia, Spain. He currently serves on the executive committee of the Conflict Management Division of the Academy of Management, and is a member of the editorial boards of the *Academy of Management Review* and the *Journal of Personality and Social Psychology*. Apart from his academic engagements, Barry is currently serving a two-year term as President of the American Civil Liberties Union of Tennessee.

### William A. Donohue

William A. Donohue is currently a Distinguished Professor of Communication at Michigan State University. He received his Ph.D. in 1976 from The Ohio State University in Communication.

Dr. Donohue has published over 50 articles in national and international communication journals and authored over 70 conference papers. He has won numerous awards from several associations for his research and teaching. His most recent conflict-focused publications address relational issues in international negotiations and seek to learn the ways in which disputants negotiate relational parameters as a means of seeking more constructive outcomes. Dr. Donohue is also working in the area of adolescent violence prevention through the development of an assessment tool called CADY (Community Asset Development for Youth).

Dr. Donohue has also published four books in the area of conflict, communication, negotiation and mediation. His book, *Communication, Marital Dispute and Divorce Mediation* pulls together several studies of the communication strategies mediators use to manage disputes. His co-authored book, *Managing Interpersonal Conflict*, is a practical, hands on tool for people to use in managing conflicts in their routine interpersonal contacts.

I have been involved in IACM from its inception. The rationale for creating a unique professional association focused on the need to assemble a group

of interdisciplinary and international scholars who ordinarily would not get together to discuss their unique perspectives. However, I would like to work with association members to intensify our interdisciplinary focus. Our conference attendance consists largely of folks from Communication, Management, and Psychology. However, other scholars from Political Science, Resource Development, Labor and Industrial Relations and many more fields have attended our conferences from time to time, but do not sustain an interest. In addition, I would endorse bringing more practitioners into our conferences and journals in ways that both respects their pragmatic needs and enhances our theoretical needs.

## Candidates for Board Member

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(Vote for Two)

### Judi McLean Parks

Judi McLean Parks obtained her PhD from the University of Iowa in Organizational Behavior in 1990. She is currently in the organizational behavior group at the John M. Olin School of Business at Washington University where she teaches classes in organizational behavior, cross cultural management, and negotiation and conflict resolution. She also teaches in the Olin School's London Program. Prior to coming to Washington University, Judi was an assistant professor in the Industrial Relations Department at the University of Minnesota, where she had been since 1990. She has been a visiting scholar to Cornell University, as well as the Institute d'Administration des Entreprises, Université Jean Moulin Lyon III, Lyon, France. In addition, Judi was a summer research fellow in 1992 at the Center for Advanced Studies in the Behavioral Sciences (Institute Conflict & Dispute Resolution) at Stanford.

Judi's research has focused on the “psychological contract” between employers and employees, and her research has examined the impact of perceived injustice and its implications in terms of employee behaviors, workplace sabotage and violence, and re-

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venge. Her research also has addressed resource allocations and conflict resolution, looking at issues of fairness as well as the effect of gender and ethnicity on perceived justice. Judi McLean Parks has served on the editorial board for *Academy of Management Review*, *Journal of Organizational Behavior*, and has served as an ad hoc reviewer for numerous scholarly journals, including *Academy of Management Journal*, *Administrative Science Quarterly*, *ILR Press*, *Journal of Applied Psychology*, *Journal of Conflict Resolution*, *Organization Science*, and *Small Group Research*. Judi is an active participant in IACM as well as the Conflict Management Division of the Academy (CMD) for several years. Most recently, she served as local arrangements chair for the IACM annual meetings in St. Louis (2000) and as program chair for the conflict management division of the Academy of Management (2000). She has been active as a senior faculty mentor in the doctoral consortium and was co-director of the Junior Faculty Research Incubator for the Academy meetings in 1999.

### **Mara Olekalns**

Mara Olekalns teaches organizational behavior and negotiation at the Melbourne Business School, University of Melbourne. Her research centers around communication processes in negotiation, especially the role of strategy sequences in shaping negotiation outcomes. Within this program, she has examined links between situational and dispositional factors, strategy choices and negotiators' outcomes. Her research has been published in both the *British and European Journals of Social Psychology*, *Organizational Behavior and Human Decision Processes*, *Personality and Social Psychology Bulletin* and *Human Communication Research*. Mara's current research interests include the relationship between negotiators' interaction goals, impression formation processes and their strategy choices; and the role of critical incidents and turning points as mechanisms for transforming negotiation processes and outcomes.

### **Alain Lempereur**

Alain Lempereur (B. Law & B. Phil., ULB-Brussels; SJD, Harvard) is a professor at ESSEC Business School-Paris, where he is also director of the Institute for Research and Education on Negotiation in Europe (IRENE), as well as academic director of the Executive MBA Program. He has taught negotiation, mediation and conflict management at ESSEC, the French Ecole Nationale d'Administration, Harvard, and the Universities of Paris II & V. He has served as a consultant and a trainer on negotiation and mediation issues for the United Nations Institute for Training and Research, the World Health Organization, and the European Broadcasting Union. He has published several articles which deal with cultural aspects of negotiation and mediation in France (*Negotiation Journal*, *Harvard Negotiation Law Review*). He also edited several books and issues of journals on rhetoric and argumentation (*Figures et conflits rhétoriques*; *Argumentation*; *Legal Argument*), and recently a volume on *Models of mediators and Mediator-model*. His current research is devoted to conflict management in public and private disputes in France. He has been a member of IACM since 1996, and he currently works as the local arrangements chair for the organization of the next IACM conference in Paris." ☐

# Signals on the Horizon

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by Carsten K.W. De Dreu, IACM President-Elect

Last week I received the Call for Papers for the 2001 conference in Paris and sent it along to some of my students—“if you want to go there, you better get your study done this fall.” As research proposals, requests for money, and design questions trickle in, it occurs to me that “Paris” may be one of the best HRM-instruments I’ve had in the past several years!

The Paris conference also reminds me that it will be exactly 10 years since my first IACM conference and I have been reminiscing about how important this conference has been for my career. During that first conference I met many interesting and dedicated scholars that were easy to talk to. And it was so much fun meeting other graduate students who have since become close friends. I feel fortunate that with one or two exceptions, I have attended every

IACM conference since, and each of them has been fun, challenging, and rewarding.

In the meantime, and behind the scenes, some IACM members have already been thinking about the 2002 conference. In St. Louis we discussed various possibilities, including having the conference in Sydney. And although attractive for many reasons (my Dutch friend Pieter van den Hoogenband told me they have a great swimming pool...), a number of IACM members pointed out that it would be too far and too expensive for them to attend.

An equally attractive, but perhaps more feasible alternative was having the conference in Utah. I am very pleased that Ronda Callister, Tina Diekman and Harris Sondak offered to organize the 2002 conference in Park City, and that

Cathy Tinsley will serve as Program Chair.

Some of you may be worried that the Utah conference will be IACM’s first “Bring Your Own” meeting. It is, however, good to know that former IACM President Peter Carnevale is known for discovering bottles of beer in the basement of conference sites, as some of us witnessed during the meeting in Bonn. In addition, current President Don Conlon is great at hosting local parties in his hotel room. In true IACM spirit(s), the “Utah team” is doing everything to ensure it will be a fun conference and if you have any ideas or (additional) concerns, do not hesitate to share them with us.

For now, we will withdraw behind the scenes and prepare in silence. I hope to see you all in Paris. ☺

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## Tips for reading Signal on-line

(using Acrobat Reader)

As we all grow more accustomed to corresponding via the internet we thought it might be helpful to provide some helpful hints for getting the most out of Acrobat Reader. (Of course, once you successfully download *Signal* you can print it out and read it the old-fashioned way if you prefer!) We hope the following tips will facilitate your adjustment to the on-line format. Please contact Jessica Katz Jameson (jameson@unity.ncsu.edu) with any comments or feedback on reading *Signal* on-line.

- **Table of contents** - when the file is first opened, you will see a table of contents on the left side. This is a useful way to quickly scan the contents and immediately move to articles of interest. You can hide the table of contents by dragging the vertical divider to the left, which will free up a lot of screen space and make *Signal* easier to read. We recommend that you display the bookmarks to move around the document quickly, then hide them to read a column.

- **Moving between pages** - the easiest way to do this is to use your page up/page down keys or the arrows. This is generally easier than using the mouse.
- **Page-view buttons** - there are three buttons that resemble sheets of paper that enable you to look at an entire page. They offer quick access to three different zoom levels if you want, for example, to see how long an article is before you start reading it. Once you have oriented yourself, you should use the zoom tool to magnify the area you wish to read.
- **The zoom tool** - this is the magnifying glass button in the upper left of the screen, next to the “hand” button. When you click and drag with the mouse over the text you want to read it fills the entire screen and makes the text much easier to read.
- **The hand tool** - this is next to the zoom tool and allows you to pick up and move text around on your screen. It takes a little getting used to but can make movement within and between columns easier than using the scroll bars.
- **The text tool** - Use the text tool to copy materials out of the newsletter. In Reader version 3 this button has an a-b-c in a box, in version 4 it has a capital T on its face. After clicking this button drag on the text and right mouse click to get a menu. Note that the text in the newsletter is unlocked so you can copy conference dates, e-mails, and URLs, etc. and paste them into your favorite application. ☺

# Upcoming Conferences and Workshops

Compiled by Dana Ciriacks

## Academic Conferences (all dates are in 2001):

**January 4-6.** Conference of the Center for Comparative Public Management and Social Policy. Theme: "Labor in a Globalizing World: The Challenge for Asia." Location: Hong Kong. Contact: e-mail at [rmkpoon@cityu.edu.hk](mailto:rmkpoon@cityu.edu.hk).

**January 5-7.** Industrial Relations Research Association (IRRA). 53<sup>rd</sup> Annual Meeting. Theme: "Ensuring Respect for Human Rights in Employment" Location: New Orleans, LA. Contact: (217) 333-1485 or [irra@uiuc.edu](mailto:irra@uiuc.edu).

**February 28-March 3.** Annual Conference of the Academy of Human Resource Development. Location: Tulsa, OK. Contact: AHRD, (225) 334-1874.

**March 10-13.** Annual Conference of the American Society for Public Administration. Location: Newark, NJ. Contact: ASPA, (202) 393-7878.

**March 16-18.** 22<sup>nd</sup> Annual IO/OB Graduate Student Conference. Location: State College, PA. Contacts: Nathan Hiller or Analea Brauburger, (814) 863-1717.

**March 22-25.** Annual Conference of the Southeastern Psychological Association. Location: Atlanta, GA. Contact: SEPA, (850) 474-2070.

**April 1-4.** Human Resource Planning Society. Theme: "An HR Odyssey. A Journey at Warp Speed" Location: Las Vegas, Nevada. Web-site: [www.hrps.org/html/index.html](http://www.hrps.org/html/index.html)

**April 27-29.** 16<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology. Location: San Diego, CA. Contact: SIOP, (419) 353-0032.

**May 13-16.** National Training Conference of the International Personnel Management Association—Canada. Location: Fredericton, New Brunswick, Canada. Contact: Loverne Gretsinger, (708) 492-8165 or e-mail at [loverne.gretsinger@ualberta.ca](mailto:loverne.gretsinger@ualberta.ca).

**May 22-25.** 31<sup>st</sup> Annual Information Exchange on "What is New in O.D.?" Location: Chicago, IL. Contact: Organization Development Institute, (440) 729-7419.

**May 23-25.** 9<sup>th</sup> Annual Symposium on Individual, Team, and Organization Effectiveness. Location: Denton, TX. Contact: Center for the Study of Work Teams, (940) 565-2198 or e-mail at [workteam@unt.edu](mailto:workteam@unt.edu)

**June 2.** The 2001 International Conference in Management Sciences. Location: Taiwan, ROC. Contact: Ms Chao, Huey Chu 886-2-86313221 or e-mail at [alice@mail.tku.edu.tw](mailto:alice@mail.tku.edu.tw)

**June 3.** Euroma 8<sup>th</sup> Annual Conference. Location: University of Bath, England. Contact: Dr. Kate Blackmon and Dr. Harvey Maylor 44-1225-323954 or e-mail at [EurOMA2001@management.bath.ac.uk](mailto:EurOMA2001@management.bath.ac.uk)

**June 3-7.** Annual Conference of the American Society for Training and Development. Orlando, FL. Contact: ASTD, (703) 683-8100.

**June 7-8.** National Conference on Peacemaking & Conflict Resolution (NCPCR). Agenda: Artistic Performances, Caucuses, Meetings and Other Events. Location: George Mason University, Fairfax, Virginia. Contact: Ann Yellott at (520) 670-1541 or e-mail at [azyellott@aol.com](mailto:azyellott@aol.com)

**June 9-14.** Annual Conference of the International Personnel Management Association Assessment Council. Newport Beach, CA. Contact: IPMA, (703) 549-7100.

**June 14-17.** Annual Convention of the American Psychological Society (APS). Location: Toronto, Canada. Contact: (202) 783-2077.

**July 16-21.** 21<sup>st</sup> O.D. World Congress. Location: Vienna, AUSTRIA. Contact: Organization Development Institute, (440) 729-7419.

**July 29-August 3.** Interamerican Congress of Psychology. Location: Santiago, CHILE. Contact: Bernardo Ferdman, (858) 623-2777 x362 or e-mail at [bferdman@cspp.edu](mailto:bferdman@cspp.edu)

**August 5-8.** Annual Meeting, Academy of Management. Location: Washington, D.C. USA. Contact: Academy of Management, (914) 923-2607.

**August 24-28.** Annual Convention of the American Psychological Association. Location: San Francisco, CA. Contact: APA, (202) 336-6020.

**September 10-12.** 12<sup>th</sup> Annual International Conference on Work Teams. Location: Dallas, TX. Contact: Center for the Study of Work Teams, (940) 565-3096 or e-mail at [workteam@unt.edu](mailto:workteam@unt.edu)

**September 30-October 2.** 29<sup>th</sup> International Congress on the Assessment Center Method. Location: Frankfurt, Germany. Contact: DDI, (412) 257-3952.

**October 2-6.** 18th Annual International Training Institute and Conference of the Victim Offender Mediation Association (VOMA). Location: Portland OR. Workshop proposals being accepted until January 15, 2001. Contact: Bill or Wendy Preston, 143 Canal Street, New Smyrna Beach FL 32169 USA. Phone: 904-424-1591. e-mail: [voma@voma.org](mailto:voma@voma.org). Website: [www.voma.org](http://www.voma.org)

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## ***Training Seminars, Workshops, and Practitioner-Oriented Meetings (all dates are 2001)***

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**January 25.** Padgett-Thompson Seminars. Theme: "Handling People with Diplomacy and Tact." Location: Birmingham, AL. (check website for dates for other cities). Cost: US\$169. Contact: P-T Seminars. Phone: 1 (800) 255-4141. e-mail: [consumercare@ptseminars.com](mailto:consumercare@ptseminars.com) Website: <http://ptseminars.com>

**January 29-31.** American Management Association. Theme: "Negotiating to Win." Location: New York City, NY (check website for dates for other cities including a Spanish language version of this seminar in Puerto Rico). Cost: US\$1,475. Contact: AMA. Phone: 1 (800) 262-9699. Website: <http://www.amanet.org/seminars>

**February 5-6.** Consulting Skills Institute Training Seminar. Theme: "Consulting Skills for HR Professionals." Location: San Francisco (check website for dates for other cities). Cost: US\$1095. Contact: CSI, One Forbes Road, Lexington, MA 02421. Phone: (781) 862-3157. Fax: (781) 862-2355. Website: [www.linkageinc.com](http://www.linkageinc.com)

**February 15.** New Zealand Strategic Thinker's Conference. Location: Hamilton, New Zealand. Contact: Dr. Delwyn Clark, (647)838-4594 or e-mail at [dnclark@waikato.ac.nz](mailto:dnclark@waikato.ac.nz)

**March 8-9.** Mediation Training Institute International. Theme: "Managerial Mediation of Workplace Conflict." Location: Napa Valley, California USA (check website for dates for other cities). Cost: US\$395/person. Contact: MTI, 5700 West 79 Street, Prairie Village, Kansas 66208-4604 USA. Fax: (913) 341-2899. e-mail: [mti@mediationworks.com](mailto:mti@mediationworks.com) Website: [www.mediationworks.com/mti](http://www.mediationworks.com/mti)

**March 13-14.** University of Wisconsin Management Seminars. Theme: "Negotiation Skills for Managers." Location: Oshkosh, WI. Cost: US\$395/person. Contact: 1 (800) 582-5182 or (715) 836-5637. e-mail: [Mgmt\\_Seminars@uwec.edu](mailto:Mgmt_Seminars@uwec.edu)

**March 15-16.** University of Wisconsin Management Seminars. Theme: "Developing Communication Strategies." Location: Wausau, WI. Cost: \$395/person. Contact 1 (800) 582-5182 or (715) 836-5637. e-mail: [Mgmt\\_Seminars@uwec.edu](mailto:Mgmt_Seminars@uwec.edu)

**April 26-28.** Third Annual ADR Conference sponsored by the American Bar Association Section of Dispute Resolution. Theme: "Collaboration in the Capital." Location: Arlington VA. Contact: Lori Ann Cook, 740 15th St. NW, Washington DC 20005-1009 USA. Phone: (202) 662-1680. e-mail: [dispute@abanet.org](mailto:dispute@abanet.org).

Website: [www.abanet.org/dispute](http://www.abanet.org/dispute)  
**May 9-12.** Association of Family and Conciliation Courts, 38<sup>th</sup> conference. Location: Chicago, IL. Contact: AFCC, 6515 Grand Teton Plaza, Suite 210, Madison WI 53719 USA. Phone: (608) 664-3750. e-mail: [afcc@afccnet.org](mailto:afcc@afccnet.org) Website: [www.afccnet.org](http://www.afccnet.org)

**May 20-22.** Harvard Program on Negotiation. Theme: "Teaching Negotiation in the Corporation." Location: Cambridge, Mass. USA. Cost: US\$1950. Contact: Anne Daniels, Program Coordinator. Phone: (781) 239-1111. Website: [www.pon.execseminars.com](http://www.pon.execseminars.com)

**June 14-17.** Hawaii Conference on Business. Location: Honolulu, Hawaii. Contact: Terry Gregson or David Yang (808)956-3782 or e-mail [hcb@cba.hawaii.edu](mailto:hcb@cba.hawaii.edu)

**June 24-27.** Annual Conference of the Society for Human Resource Management (SHRM). Location: San Francisco, CA. Contact: (703) 548-3440.

**September 13-15.** Association of Family and Conciliation Courts, Northeast Regional Conference. Location: New York, NY. Contact: Peter Salem, 6515 Grand Teton Plaza, Suite 210, Madison WI 53719. Phone: (608) 664-3750. e-mail: [afcc@afccnet.org](mailto:afcc@afccnet.org) Website: [www.afccnet.org](http://www.afccnet.org)

**October 10-13.** AFM, CRENet, & SPIDR Joint International Conference. Coming Together: Community, Connection & Conflict. Location: Toronto, Ontario. Contact information may be found at [www.spidr.org](http://www.spidr.org).

**November 15.** Gender Issues in Multi-national Corporations. Location: Canada. Contact: Nailin Bu (613) 533-2332 or e-mail [nbu@business.queensu.ca](mailto:nbu@business.queensu.ca) ✉

# Spotlight on IACM Members

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Compiled by Jill Koethcke & Jessica Katz Jameson

For this issue we decided to ask IACM members to tell us about interesting projects they are working on. This column reveals the diverse contexts in which we all research and practice conflict management.

We hope that this will provide well-deserved recognition for our members, serve as a useful reference tool, and allow members to identify possible areas of collaboration.

We did our best to relay the spirit of the messages received and very little editing was done other than that necessary for the allotted space. If anything is misstated please contact the editor immediately for revision in the next issue.

Continue to look for this column in forthcoming issues of *Signal* to see what our colleagues are doing. Keep up the great work!

## Dan Bar-On

I would like to bring to your attention PRIME (Peace Research Institute in the Middle East), which I co-direct with Professor Sami Adwan from Bethlehem University. PRIME is a non-governmental, non-profit organization established by Palestinian and Israeli researchers with the help of the Peace Research Institute in Frankfurt, Germany. Its purpose is to pursue coexistence and peace building through joint research and outreach activities. We recently published our first book - Adwan, S., & Bar-On, D. (Eds) (1999). *The Role of Non-Governmental Organizations in Peace Building Between Palestinians and Israelis*. PRIME also received a grant from the German federal government for evaluating P & I NGOs who work in the field of the environment (those who cooperate and those who do not). We received 250.000 DM for one year (2000/1).

## Karen Duffy

I recently completed a Fulbright Fellowship in St. Petersburg, Russia. As one of my classes I taught mediation to advanced students in social work and counseling psychology. I also visited the first mediation center in Russia, and the similarities and differences between the practice and understanding of mediation in the U.S. and Russia were very interesting. I would be glad to communicate via e-mail or other means with IACM members about these experiences.

## Dr. Tom Fiutak

I am working with a department of Surgery in response to request to help rework the interactions among staff surgeons, surgeons in residence and staff nurses. At issue is a conflict over organized conflict cultures within a professional arena and the effect on patient care.

## Mitchell R. Hammer

I am currently producing a video training program to be used in advanced hostage/crisis negotiation training on developing crisis negotiation strategy using the FIRE approach Dr. Randall Rogan and I developed. Our book, *Dynamic processes of crisis negotiation* received the IACM book of the year in 1998. This book outlines this general FIRE model. Since then, I have been developing the approach and am now putting this information in a video program.

## Christopher Honeyman

The inaugural issue of a new journal, *The Conflict Resolution Practitioner* will contain two articles of which I'm a co-author. "Here there be Monsters" (with co-authors Bobbi McAdoo and Nancy Welsh, both law professors) will lay out the findings of the first three years of the Theory to Practice project, a major Hewlett Foundation-funded effort at improving communication between scholars and practitioners in conflict resolution. This article will essentially set the theme for the new journal. "Give Me Rewrite," with co-author Jeffrey Senger (deputy senior counsel for dispute resolution, U.S. Dept. of Justice) will lay out a series of experiments at taking conflict resolution theory and creating a market for it among a particularly skeptical audience (assistant US Attorneys who are "required" to take DR training).

## Thomas Jordan

I and my colleague Titti Lundin are currently in the final phase of a two-year research project called "Perceiving, interpreting and handling conflicts in the workplace. Ways of making our development potential visible." Our institutional base is the Centre for Work Science, Gothenburg University, Sweden. We have interviewed 80 volunteers about their own experiences in one particular workplace conflict they were involved in. Our purpose is to study the differences between individuals in what aspects of the conflict they perceive and reflect on, potentially yielding a detailed framework for representing in what ways people experience and handle conflicts differently. Our theoretical framework is largely borrowed from recent research on adult development (cognitive-developmental psychology), drawing on the work of, among others, Loevinger, Kegan, Kohlberg, Torbert, Cook-Greuter, and Schroder. Our results may be useful for more effectively adapting training in conflict resolution to the level of competence of the participants and for designing courses and workshops to specifically train a range of different conflict competencies.

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**Etty Jehn and Katerina Bezrukova**

We are very excited to inform you that our research project "Exploring ethnic faultlines and escalating conflict situations: The role of leadership, identity and coalitions" has received support through a grant from the Asch Center for Ethnopolitical Conflict. Under this project we are developing hypotheses to predict the potential and actual escalated conflict that arises from ethnic faultlines. We examine the role of entitlement and ethnic identity in forming ethnic faultlines, which we propose leads to adversarial coalition formation. We also apply coalition theory (Murnighan & Brass, 1991) to explain how leaders in each coalition incite, escalate, or decrease the potential for violent conflict. Finally, we link ethnicity-based conflict to group effectiveness. We are conducting the laboratory experiment to pretest our research model and measures on groups of UGs and MBAs. We will expand our study and test our hypotheses in organizational settings by receiving the specific data from the 50 work teams of Large Corporate Headquarters. Finally, we are planning to investigate ethnic faultlines and violent conflict using a particular ethnopolitical site. We will examine how everyday interaction across ethnic group boundaries begins to decline, and how this decline accelerates to the level of "ethnic cleansing."

**Ken Kressel**

I am currently working on a study of conflict in health care, involving interviews with health care professionals with a reputation within their hospitals for skill in managing such conflicts. The study is focused on hospitals in Newark, NJ and is funded in part by the Cornwall Center for Metropolitan Studies of Rutgers University.

**Eric Marcus**

I have a chapter in the recently published *Handbook of Conflict Resolution*. My chapter is entitled "Change processes and conflict." I have also been involved as a practitioner with an organization called "Search for Common Ground" whose mission is to create opportunities for people on both sides of the abortion conflict to talk, and ultimately, to reduce the level of violence in the conflict. I have been facilitating the New York Common Ground group.

**Linda L. Putnam**

Inter-University Consortium on the Framing of Intractable Environmental Disputes, funded by William and Flora Hewlett Foundation. The faculty members include Barbara Gray, Roy Lewicki, Linda Putnam, Sanda Kaufman, Julie Wondelluck, Guy and Heide Burgess, and Michael Elliott. Each site is investigating a different environmental dispute using a similar theoretical and methodological approach to the study of environmental framing. The project aims to understand the way conflict framing freezes, shifts, and transforms in environmental disputes.

**Evert Van de Vliert**

Evert Van de Vliert, Martin C. Euwema, and Sipke E. Huismans received the Most Influential Article/Chapter Award from the Conflict Management Division of the Academy of Management for "Managing conflict with a subordinate or superior: The effectiveness of conglomerated behavior," *Journal of Applied Psychology*, 80, 1995. The award was presented at the 60th Annual Meeting of the Academy in Toronto, 2000. ✎

*The IACM is an international association, founded in 1984, to encourage research and training in the handling of all forms of social conflict. For annual dues of only US\$25.00 (US \$15.00 for students), members receive a year's subscription to the newsletter, Signal, a membership directory, discounts on subscriptions to the International Journal of Conflict Management, International Negotiation, and Negotiation Journal, PLUS the opportunity to hang out with some really great people at least once a year. For information about membership, please see our website at [www.iacm-conflict.org](http://www.iacm-conflict.org) or contact Dr. Bill Bottom, IACM Executive Director, Professor of Organizational Behavior, John M. Olin School of Business, Washington University, Campus Box 1133, One Brookings Drive, St. Louis, MO 63130 USA. Tel: (314) 935-6351, fax: (314) 935-6359. e-mail: [IACM@mail.olin.wustl.edu](mailto:IACM@mail.olin.wustl.edu).*

## Editor's note

Paris ... continued from page 1

Jessica Katz Jameson

As this is the inaugural issue of *Signal* under my supervision I wanted to take a small space to thank everyone who contributed to this issue.

We were thrilled with the members' responses to our request for information on publications, grants, and interesting projects (I know you all took pity on me!). I hope that the newsletter reflects the varied talents and interests of IACM members, and apologize for any items that were not included due to space limitations. As I continue to serve as *Signal* editor I will endeavor to include everyone in future issues.

Special thanks go out to our recently retired *Signal* editor **William Ross**, who not only answered countless questions but also agreed to supervise an intern at the University of Wisconsin who helped compile some of the articles in this issue and will help us with the Spring issue as well.

On that note I wish to thank both **Dana Ciriacks**, intern at University of Wisconsin, and **Jill Koethcke**, public relations student at North Carolina State University, for their assistance compiling contributions for this issue of *Signal*. Thanks also go to **Christian Cook** at Simply Graphics, West Salem, Wisconsin, [Tel: (608) 786-0199] for his design work. I hope we have succeeded in continuing the *Signal* tradition by providing IACM members with the quality reference tool with which we have all grown accustomed.

If there is information you would like to see included in the future or if you have contributions for future issues, please send them to **Dr. Jessica Katz Jameson**, IACM Communication Director, Department of Communication, North Carolina State University, Campus Box 8104, Raleigh, NC 27695-8104, USA. Tel: (919) 513-1477. Fax: (919) 515-9456. email: jameson@unity.ncsu.edu. *Signal* is published twice yearly by the *International Association for Conflict Management* and is available on the IACM website at [www.iacm-conflict.org](http://www.iacm-conflict.org). ☐

University for this year's IACM 2001 conference.

ESSEC will provide fabulous facilities to host IACM's conference. All of the amphitheaters have up-to-date computer and AV equipment (including free access to power point), and participants will have access to the many facilities available on campus, including the ESSEC library, computer center, and tennis courts. IRENE's private extranet will also be used for the conference, making it easier for participants to share ideas and documents, before, during and after the conference. The ESSEC Research Center is sponsoring many activities of the IACM conference, including the possibility of having some presentations in both English and French.

Participants will be lodged at the Novotel-Cergy, which offers a great restaurant, bar, and an outside swimming pool, all of which are within walking distance from ESSEC. Some of the meals will be served at the hotel. Also, a special meeting room with free refreshments will be available for IACM participants to congregate in a more relaxed atmosphere throughout the conference—which is always a priority at IACM!

Plan to come early and stay late! We are planning a number of exciting pre-conference activities and events during the conference. A special boat trip ("bateau-mouche") will be organized on Sunday afternoon. In the cam-

pus surroundings, on Monday evening, participants will have the opportunity to see Auvers-sur-Oise, a small village that has attracted Cezanne and van Gogh, as well as to view "A Trip Back to the Time of the Impressionists." In addition to the keynote address and a stimulating conference program, we are also planning other events on the ESSEC campus, including a movie and lecture series open to IACM participants on Tuesday evening.

In order to get more information on the local arrangements for IACM's 14<sup>th</sup> Annual Conference, please contact Marion Polaud ([iacm-irene@essec.fr](mailto:iacm-irene@essec.fr)). Registration materials will be available on the IACM website and the IRENE web site at the beginning of 2001. Additionally, this year, IRENE will try to award some conference scholarship grants, in order to help interested parties with financial needs to participate in the conference. For more information on how to apply for a grant, please contact Valérie Andrault, IRENE administrative manager ([irene@essec.fr](mailto:irene@essec.fr)).

Nous espérons vous voir en juin 2001 à Paris! Or in English, we hope to see you in June 2001 in Paris!

**Michele J. Gelfand**, IACM 2001 Program Chair  
([iacm01@psyc.umd.edu](mailto:iacm01@psyc.umd.edu))  
(telephone: 301-405-6972).

**Alain Pekar Lempereur**, IACM 2001 Local Arrangements Chair  
([lempereur@essec.fr](mailto:lempereur@essec.fr))  
(telephone: 33 1 34 43 32 41). ☐