



## ***Election Results Announced***

The results of the 1997 IACM elections are in: members chose Barbara Gray as President-Elect. She will take office in June of 1998. Susan Brodt and Ety Jehn were elected to the Executive Board, beginning with the 1997-98 year.

Barbara Gray is Director of the Center for Research in Conflict & Negotiation at Pennsylvania State University. She is a trained mediator, Professor of Organizational Behavior, and a consultant. She has served as a member of IACM's Program Committee. Her research interests include: conflict within teams, negotiation processes in strategic alliances, framing on negotiation outcomes, and intractable environmental disputes. She has authored two books and over 40 articles. She received 3 IACM awards including Best Journal Article/Book Chapter Publication for 1994.

Dr. Susan Brodt, of the Fuqua School of Business at Duke University, has been involved with the IACM since 1990; she has served as conference program chair for the Decision Making Track, has been a member of the Publications Committee, and is Program Co-Chair for the

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## ***Members Enjoy Bonn Conference***

International Association for Conflict Management (IACM) members were treated to over 100 paper presentations and nearly a dozen symposia at the tenth conference, held in Bonn, Germany. In addition to these events, members enjoyed the Keynote Address, given by Max van der Stoehl, the Awards Banquet, and numerous social activities.

Several multi-disciplinary symposia and theme-based sessions were offered. Numerous paper presentations and symposia examined cultural factors within the areas of conflict management and negotiation. One such symposium, chaired by Jeanne Brett (Northwestern University, Evanston Indiana, USA) addressed the topic of "Culture and Joint Gains in Negotiation" and included scholars from several different nations. Several other sessions and symposia examined ethnic, national, and international conflicts. For example, sessions were scheduled that examined, "Conflict Resolution in Africa," "Arab-Israeli Conflicts," "Mediation in Europe," and "Conflict Within the Former Soviet Union."

A symposium organized by Carsten de Dreu (University of Amsterdam, THE NETHERLANDS) addressed, "Social Value Orientations." It focused on how social value orientations affect strategy selection within negotiation and social dilemma situations.

"Conflict Management Styles" was the theme of a symposium organized by M. Afzalur Rahim (Western Kentucky University, Bowling Green, Kentucky, USA). This session featured papers on styles of handling conflict and explored how such styles could be related to moral development, organizational hierarchy, the negotiation cycle, and cultural factors.

How does conflict management differ in health care organizations? This was the topic of a round table discussion organized by Ray Friedman (Vanderbilt University, Nashville, Tennessee, USA).

Other symposia dealt with topics such as the following: environmental disputes, how children handle conflict, coping with violence, urban planning, trust, decision making within conflict situations, and new applications in procedural justice - and this is just a sampling of the sessions that awaited IACM members!

In addition to the numerous paper sessions, members were treated to a keynote address by Max van der Stoehl. Dr. van der Stoehl is with the Organization for Security and Cooperation in Europe (OSCE) and is the High Commissioner of National Minorities. He spoke on the work of his agency, which seeks to

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## The President's Corner

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by Peter Carnevale, IACM President

Ten years of great IACM conferences! Who would have thought it possible? Well, actually, a lot of us... I recall the first IACM meeting, in Fairfax, Virginia, in 1987, and the tremendous enthusiasm and optimism about the IACM, and its ambitious mission. What is the mission? To quote from our constitution:

"The purpose of the Association is to provide a forum for scholars and practitioners from all disciplines interested in the study of social conflict and conflict resolution at all levels of society. This includes the study of negotiation and third party intervention in interpersonal, intergroup, organizational, and international conflict. The Association is multidisciplinary, and exists to foster an exchange of information and ideas about social conflict. To fulfill this purpose, the Association shall have the following activities: 1. Conduct an annual conference of the members. 2. Publish a newsletter, membership directory, and other publications. 3. Recognize, via awards, meritorious contributions to conflict studies. 4. Conduct other activities considered beneficial by the officers and members of the Association to further the scientific analysis of social conflict."

I am very pleased to say that IACM continues to be a great success. Since the 1987 Fairfax meeting, where we adopted the "International Association" part of our name (which, according to my notes, was suggested by Dean Pruitt), some rather ambitious goals have been achieved. One goal, which was formally adopted at the Minneapolis conference, was to alternate conference locations year to year from inside to outside North America. You can see, in the following list of IACM conference locations, that we have done well:

1987, Fairfax, Virginia (USA) 1989, Athens, Georgia (USA) 1990, Vancouver, British Columbia (Canada) 1991, Den Dolder (the Netherlands) 1992, Minneapolis, Minnesota (USA) 1993, Hengelhoef (Belgium) 1994, Eugene, Oregon (USA) 1995, Løskolen (Denmark) 1996, Ithaca, New York (USA) 1997, Bonn (Germany)

Looking now at the plans for our 11th meeting, I find it fitting that we are beginning our second decade with a return to the Washington, DC area, this time at the Inn and Conference Center on the campus of the University of Maryland, College Park. I am very excited about the conference and look forward to seeing you there, June 7th-10th.

We have a stellar program committee that is co-chaired by Susan Brodt and Roy Lewicki. In the call for papers, you will see that Susan, Roy, et al., will start evaluating papers for the 1998 meeting in February. We also have a stellar local arrangements committee, chaired by Michele Gelfand, which includes DC area folks Dan Druckman, Cathy Tinsley, Dean Pruitt, and France Pruitt. France will serve as the conference coordinator, the liaison with the conference services center at the University of Maryland. Michele et al. have a host of great events planned, which, I am happy to report, will include dancing, something in great demand after our Bonn conference. Personally, I am pleased that we are showing real progress in our evolving IACM cooperation: You may recall that many of us threw water on one another while rafting on the Mackenzie River at the 1994 Eugene, Oregon meeting. In Bonn, in 1997, rather than water throwing, we had disco dancing. Michele assures me that the dancing at the 1998 conference will occur on the water, on a boat on the Potomac, and will not occur in the water.

It is my great pleasure to announce that the Keynote address for the 1998 conference will be the Honorable Chester A. Crocker, Landegger Distinguished Research Professor of Diplomacy at the School of Foreign Service at Georgetown University and Chairman of the Board of the United States Institute of Peace. Dr. Crocker served as US Assistant Secretary of State for African Affairs from 1981-1989. He developed the strategy and led the diplomacy that produced the treaties signed by Angola, Cuba, and South Africa in 1988, which resulted in Namibia's independence in 1990.

I am also very happy to announce that the IACM 1998 Lifetime Achievement Award Winner is Prof. Herbert C. Kelman, Richard Clarke Cabot Professor of Social Ethics, Harvard University. Prof. Kelman will make an address at the conference and receive his award at the annual Awards Banquet, Tuesday evening, June 9.

Let me reiterate something often said about IACM: that its strength depends entirely on all of us, the members of IACM. I should add that the continued success of IACM will only be accomplished to the extent that we broaden our membership and include more people in the running of the conferences and the organization. There is no better way to get involved in IACM than to participate in an IACM committee. The process of updating membership on several IACM committees is now underway, including the following:

- Publication Award Nominations Committee, which has the responsibility of generating nominations for the various publications awards (see below). These nominations are then passed on to the chairs of the respective committees for evaluation. This committee relieves the various publication awards committees of the pressure of generating nominations and frees them to spend most of their time evaluating nominations.



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*President's Corner ... continued on page 20*

## ***Reflections in the Rhine: Thinking about the Bonn Conference***

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by Donald Conlon, Program Co-chair.

The tenth conference of the International Association for Conflict Management (IACM) was held from June 15th-18th 1997 in Bonn Germany at the Gustav-Stresemann-Institut. By all standards, the conference was a success. There were lots of presentations, lots of discussion, and lots of fun. Many thanks to the hard work performed by Norbert Ropers and his staff from the Berghof Research Center, Lourdes Mundante, my Co-Chair, and to 1997 IACM President Tricia Jones for helping me in numerous ways to help make the conference a success.

Some of the highlights from the program included:

- Dean Pruitt's receipt of the Life Time Achievement Award. Dean gave a very interesting talk that focused on conflict resolution and the negotiations between Israel and the PLO. It was an emotional and inspiring talk. And it's a good thing it was, because the introduction he was given by Tricia Jones was so moving it brought tears to my eyes. If you need to find someone to introduce an award winner, I highly recommend hiring Tricia.
- The keynote address by Max van der Stoep, High Commissioner on national Minorities of the Organization for Security and Cooperation in Europe. It was quite interesting to hear a talk on conflict management from the perspective of a diplomat.
- The symposium on culture and joint gains in negotiation, coordinated by Jeanne Brett. Many people remarked that this was an extremely interesting session. There certainly seems to be a tremendous amount of interest in how negotiations differ across cultures.
- The paper session on trust. This session had everything: Theory development in the area of trust, development of a measurement instrument to assess trust, a discussion of killing kangaroos in Australia, and a dispute over whether a picture everyone looked at was a duck or a rabbit!
- High levels of involvement from past presidents of IACM, as evidenced by the numerous places on the program where the likes of Afzal Rahim, James Wall, and Dean Tjosvold could be found. In my opinion, one of the best things about being in the IACM is that you can still talk to and interact with the leaders who have guided the Association in the past.
- We even managed to get all of the past presidents (as well as Tricia Jones and Peter Carnevale, who were at the time the present and incoming Presidents, respectively) on the dance floor Tuesday night to do a spirited version of the new IACM theme song "I-A-C-M", sung to the tune of "Y-M-C-A" by the Village People.

As always, we managed to have lots of fun and learn a lot (too much?) about our colleagues. For instance, who knew that:

- Roy Lewicki was a pool shark?
- Martin Euwema was a ping pong shark?
- Jeanne Brett had a passion for silverware?
- Bruce Barry was such a good kegelbahner?
- Dean Tjosvold was such a party animal? (Oh, I forgot, everyone already knew that!)
- Peter Carnevale and Carsten de Dreu made such excellent bartenders?
- Michelle Buck could merengue to every song in the Disco?

As you can see, if you were not there, you missed a good time for both your mind and your soul. So if you missed the conference in Bonn (or even if you attended), make sure you make it to Maryland in June for IACM 1998! ☺

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Carrie Miesbauer, Assistant Editor at the University of Wisconsin at La Crosse, greatly assisted in the preparation of this issue. The technical expertise of Christian Cook of Simply Graphics, West Salem, Wisconsin [Tel: (608) 786-0199], is also deeply appreciated.

## ***Awards Announced at Conference***

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Officers announced several award winners at the 10th Conference of the International Association for Conflict Management (IACM), held in Bonn GERMANY. These included the Life Time Achievement Award, Book, Article, and Dissertation Awards, and Conference Paper Awards.

Dean Pruitt received the Life Time Achievement Award at the conference where he gave a brief talk entitled, "What do we learn about conflict resolution from the Oslo Accords?" (see related article for an abstract of his talk). He joined the ranks of other luminaries such as Anatol Rappoport, Morton Deutsch, and Robert Blake who have achieved this award.

Dr. Pruitt is fully deserving of this award. He is author or co-author of over 100 journal articles and book chapters as well as the following conflict-related books: *Negotiation Behavior* (1981), *Social Conflict: Escalation, Stalemate, and Settlement* (1994, winner of the Outstanding Book Award from the IACM), and *Negotiation in Social Conflict* (1993). He is editor or co-editor of other works, including: *Theory and Research on the Causes of War* (1969), and *Mediation Research: The Process and Effectiveness of Third-Party Intervention* (1989).

Dr. Pruitt's research interests within the study of conflict are varied. He is well-known for a series of experiments on the antecedents of integrative agreements, using the now-familiar three-appliance buyer-seller negotiation task that he developed. More recently, he did two large field studies of community mediation, and is currently investigating escalative responses to persistent annoyance.

The Best Applied Book Award was given by a committee chaired by Sanda Kaufman, written by Cathy Costantino and Christina S. Merchant (1996), *Designing Conflict Management Systems: A Guide to Creating Productive and Healthy Organizations* (Jossey-Bass). A committee chaired by Laurie Weingart gave the Best Article/Book Chapter Award to Karen "Etty" Jehn for her article, "A Multimethod Examination of the Benefits and Detriments of Intragroup Conflict (June, 1995) *Administrative Science Quarterly*, 40, 256-282. Carsten de Dreu chaired a committee that read numerous Ph.D. Dissertations related to conflict and selected the Best Dissertation from the nominees. The Best Dissertation Award was awarded to William Weisberg (1996) for his dissertation, *Walking in Other's Shoes on the Path from Divorce to Parental Cooperation: A Test of Conflict Resolution Theory*. Harvard University, USA, Herb Kelman, Advisor.

Several conference paper winners (based on reviewers' recommendations) were also announced. Anja Weiss of the Berhof Center, GERMANY, won the Best Applied Paper for, "Insider NGOs [Non-Governmental Organizations] as a Key to Developing Peace Constituencies."

Roy Lewicki and Maura Stevenson, both of The Ohio State University, USA, won the Best Theoretical Paper Award for, "Trust Development in Negotiation: Proposed Actions and A Research Agenda."

Laura Kray, University of Washington, USA, and Robert Robinson, Harvard University, USA, wrote "Negotiator Construal and the Status Quo." This paper won the Best Empirical Paper Award. Congratulations to all of the award winners! ☺

## ***"What do We Learn from Oslo?" A Summary of the Life Time Achievement Award Address Given at the IACM Conference in Bonn.***

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by Dean G. Pruitt

The Oslo agreement of 1993 was a major turning point in Israeli-Palestinian relations in three ways: (1) they produced mutual recognition between Israel and the Palestinian Liberation Organization (PLO), (2) they led to establishment of the Palestinian Self-Government Authority, and (3) they embodied a commitment to and an agenda for future negotiations. By trying to explain conflict resolution in a single case like that of the Oslo talks, one can sometimes develop concepts and explanatory notions that apply more broadly.

To explain the success of these talks, I have developed an adaptation of Zartman's Ripeness theory, which I call Readiness theory. Readiness theory holds that all kinds of progress toward conflict resolution (including entry into negotiation, devotion of human resources to efforts to settle, and concession making) result from the existence, on both sides of "motivational ripeness" (the goal of achieving de-escalation) and optimism about finding a mutually acceptable agreement. The motivational ripeness that led to the Oslo agreements resulted from the circumstances that obtained in or affected the Middle East just prior to the talks; for example, the disintegration of the Soviet Union, the collapse of the PLO budget, the rise of Hamas (an Islamic Palestinian political group), etc. But optimism mainly developed during the talks themselves, by a circular process that involved: (1) a

steady growth in working trust, (2) belief that the other side was represented by a valid spokesman, and (3) perceived common ground.

Given the high level of motivational ripeness on both sides, good offices by a small country – Norway – were exactly what was needed. The critical elements of the Norwegian intervention were: assurance of absolute secrecy, provision of facilities that encouraged intimacy between the delegates, and arranging for meetings over a long enough period of time for the components of optimism to emerge and a possible agreement to be developed. Another source of the Oslo breakthrough was the existence of several critical “bridge people” prior to the emergence of the motivationally ripe moment. ☐

## ***Photos from the 1997 IACM Conference***

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Below are photographs taken of IACM members enjoying the IACM conference, with most photographs taken on the Rhine boat cruise and sightseeing in the city of Linz. How many IACM members do YOU recognize?

# *What if the IACM Became Unstuck from the Groove of Academe?*

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by Soren Viemose and Ib Ravn

Imagine the IACM conference in the year 20#%. No research papers that report results are presented. No overheads detailing research designs, no lists of numbered hypotheses, no matrices of hard-to-read figures. No papers with learned convolutions read aloud in monotone. The organizers have decided to devote this year's conference to "the Meeting of Research and Practice." This theme requires a livelier, more interactive and experimental conference format. The organizers are keenly aware that huge potentials are lost when useful research sits unused on library shelves, and mediocre practice is never examined by reflective scholars.

The 20#% conference will finally act on the intention expressed in the IACM Mission Statement that the Association is for scholars and practitioners alike. No longer will the organizers tolerate the disappointment apparent in the faces of the many local practitioners who visit the conference for a day, find little of practical use, and don't return. In 1998, the IACM conference will continue to be a showcase of recent research, a place where old friends meet and new talent get a chance to strut their stuff. But, in the year 20#% it is different.

A number of new elements and session formats have been introduced for the 20#% conference:

- By design, one of the program co-chairs is a practitioner, not an academic.
- The Call for Papers has been sent to a very long list of non-academics, culled from IACM members' suggestions: Non-Governmental Organizations (NGO's), centers of conflict resolution from around the world, diplomats, mediation training centers, community organizers, labor unions, religious-based practitioners, psychotherapists, and business consultants.
- The conference fee has been increased by 30% for members to create scholarship funds so that people from poor countries or conflict areas can attend.
- By special invitation, two dozen Ph.D. students about to pick a thesis topic attend the conference. In a special forum, they are paired with practitioners who need research done on their home turf, but have little time or funds to devote to it. Seasoned scholars provide on-the-spot advice on how to render the issues researchable.
- There is a forum for new research collaboration, especially between practitioners with access to conflicts and researchers with hypotheses and theoretical models to test. The forum is so innovative and professionally set up that it overcomes the initial embarrassment felt by most academics in admitting that they need better empirical material and data than they currently have.
- A networking "Happy Hour" where all conference attendees wear one of two colored name tags: Red for practitioners, Blue for researchers. Purpose: To make useful connections. Rules: You must come prepared with 2-3 things you need from the opposite color and 2-3 things that you can offer to the opposite color. You may only speak to members of the opposite color, you must be brief, and you must try to end all encounters by referring (or introducing) the other person to someone they may wish to meet, given their needs and offers.
- The Local Arrangements Chair has identified a conflict in the local community and invited two representatives to present their views in a plenary session. The audience is involved in a novel design, aimed at taking steps toward resolving the issue. But all does not go as planned. As it turns out, the representatives object to being guinea-pigs, and a fierce argument ensues between them, the session organizers, and the audience about experts wanting to help people who haven't asked for help. By the end of the session, everyone learns something about both "content" and "process" issues from the discussion.
- A Narrative ("Case Story") track: Presentations by diplomats, chief negotiators, exceptional mediators. Case narratives, reflections, distilled experience, similar to the "Practitioner's Roundtable" Discussions of some of the early IACM conferences. No scientific jargon, just the rich stories of people who've been there. These narratives will provide inspiration to students, young practitioners, and academics. (The narratives may even cause the academics to rethink some pet theories and/or to generate new hypotheses to test).
- A Practice Track. Papers on research in the field. These will be less rigorous types of presentations than the traditional scholarly paper. The emphasis will be on how to improve practice, not just study it.
- A session that evaluates the conference elements designed to appeal to practitioners, enabling the following year's conference organizers to adopt the successful elements.

Additionally, among the abstracts and papers submitted for traditional presentations, preference is given to those that feature the following elements:

- a focus on discussion rather than methodological procedures or numerical results. Those are not unimportant, but most of the discussion should be upon the question, "What do the results mean?"
- explicit, research-based recommendations for better practice for negotiators and third parties. There should not just be "implications for further research," but also, "implications for future practice."
- in the literature reviews there are references to (treatments of) real-world conflicts or negotiations as well as references to the academic literature.
- research must move beyond studying university populations in short-term negotiation experiments to look at other populations. Perhaps there should be a moratorium on presenting papers using \$5.25/hour college students. Or perhaps researchers should only be allowed to use such experiments as a springboard (i.e., "Study 1") to field experiments and field survey research ("Study 2") – if all empirical papers were two-study papers of this nature, we could have greater confidence in the generalizability of the results beyond the somewhat artificial population of university undergraduates.

Back to 1997. The IACM has concluded a successful conference with an orientation toward academics; it is preparing for another such conference in 1998. The IACM is a terrific bunch of people; we know that from several conferences. But terrific groups have a way of closing themselves to whatever is outside. We fear that what is slowly becoming marginalized is the practitioner's perspective. The promise of the IACM is research for the sake of conflict management. The temptation is conflict management for the sake of research.

Our base, ENCORE, of Copenhagen, Denmark, is a private center for conflict resolution. We train professionals in negotiation, conflict resolution, and mediation. We live on useful research in the field. Hundreds of professionals like us need the reflection and insight that scholars can provide, and they will happily deliver the context of practice that is the other side of the coin. The idea of an International Association for Conflict Management has tremendous potential for being the place where the twain do meet.

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## ***Jeff Rubin Memorial Award Recommended by IACM Board***

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*by Trish Jones*

This summer, the IACM Board considered several recommendations from the Jeff Rubin Memorial Award Committee. The committee (Linda Putnam, Chair, Laurie Weingart, and Dean Pruitt) was charged with investigating what memorials or awards other organizations were planning to offer as a tribute to honor IACM's past President-Elect Jeffrey Rubin and recommending an award that IACM might initiate in his honor. Their work throughout the year resulted in a series of recommendations put forward to the Board at the June 14th, 1997 meeting.

The Board accepted the committee recommendation that the Jeffrey Rubin Memorial Award be created to honor the best paper presented at the IACM conference by a graduate student. The award will be given annually to a graduate student who is judged by an award committee (to be constituted anew each year) to have submitted the best single or co-authored paper. Winners, announced at the annual conference award banquet, will receive a plaque and a check for \$250.00. IACM members wishing to donate money to help support the award are encouraged to contact Dr. Tom Fiutak, IACM's Executive Officer. Tel: (612) 625-3046. E-mail: IACM@gold.tc.umn.edu. ☞

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## ***Signals on the Horizon: Submissions Sought for Maryland Conference***

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Next June's IACM conference will be held in College Park, Maryland, located near Baltimore and Washington D.C. The Keynote Address will be given by the Honorable Chester A. Crocker, Professor of Diplomacy at the School of Foreign Service at Georgetown University and Chairman of the Board of the United States Institute of Peace. Dr. Crocker served as U.S. Assistant Secretary of State for African Affairs from 1981-1989. The Life Time Achievement Award will be given to Herbert C. Kelman, Professor of Social Ethics at Harvard University. Susan Brodt and Roy Lewicki, Program Co-Chairs are soliciting paper submissions; papers are due by February 15, 1998. For more details, see the enclosed *Call for Papers* insert. Make plans to attend! ☞

## Electronic Signals

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### Websites:

John Helie (former Director of ConflictNet) and Jim Melamed (former Academy of Family Mediators Executive Director and profiled in a "Practitioner's Profile" column in a previous issue of SIGNAL) have formed the Mediation Information and Resource Center. This has established an information center on the World Wide Web called Mediate.com. Mediate.com offers a mediator location service, lists of mediation organizations, a calendar of events, and other information. Contact: <http://www.mediate.com>. Also, John Helie is seeking short, unpublished articles dealing with conflict resolution and mediation, to post in their on-line database at this website. For more information, contact: [jrhelie@mediate.com](mailto:jrhelie@mediate.com). Academics should submit articles, if only to give their departmental merit committees fits ("Does this count as a publication? If so, what sort of publication?").

The National Institute for Dispute Resolution (NIDR) has a website listing their publications and a calendar of events too. Contact: <http://www.nidr.org>

If you are looking for a variety of scripts for role plays involving mediation, check: <http://members.aol.com/Ethesis/index.htm>. You may also see an essay by Steven Marsh on "Construction Law Mediation."

Interested in global management and the conflicts that result? Check out: <http://GLOBALMANAGEMENT.COM>

The Better Business Bureau's website has some information about the Auto Arbitration Program and the Customer Assistance Arbitration Program. Look at: <http://www.bbb.org>

The U.S. President's initiative on improving race relations in the United States can be found at: <http://www.whitehouse.gov/initiatives/america.html>

Several U.S. government agencies, including the Departments of Labor, Education, Justice, Defense, and Health & Human Services reportedly have formed the Partnership Against Violence. A listing of programs, ideas, and initiatives should be available at: <http://www.pavnet.gov>

For resources and articles on some conflict-related topics offered by Robert Bacal (for Cooperative Communication) as well as the on-line edition of "The Public Sector Manager" periodical, check out: <http://www.escape.ca/~rbacal>

The program for the Fifth annual Restorative Justice Conference at Fresno Pacific University is available, so that you can see what papers interest you and can contact those authors and ask for copies of their work. Contact: <http://www.fresno.edu/pacs/rjconf97.html>. If you cannot get it to work, send an e-mail to [rjp@vorp.org](mailto:rjp@vorp.org) and request a print copy.

Speaking of Victim-Offenders, the Victim Offender Reconciliation Program (VORP) of the Central Valley (California) has a newsletter on the Web. Each issue contains a case story that might provide some ideas for the classroom. Contact: <http://vorp.org/vorpnews.html>

The Network Interaction for Conflict Resolution of Conrad Grebel College of Waterloo, Ontario CANADA reportedly has an extensive list of conflict resolution resources designed for school-based training programs. Their catalogue can be accessed via their Web page: <http://watserv1.uwaterloo.ca/~nicr>

Resources on the conflict in Northern Ireland can be found, courtesy of the Centre for the Study of Conflict's Conflict Archive on the Internet (CAIN). Point your webbrowser to: <http://www.cain.ulst.ac.uk/csc/>

To find Trade Union Sites on the World Wide Web from a variety of countries, try: <http://www.fnv.nl/~marcel/unionsen>

### Listservers:

Note: Unless otherwise noted, for all listservers, send a one-line message stating: subscribe *yourfirstname yourlastname* if you wish to join. Then you will automatically receive messages sent to all listserver members via your e-mail system.

International Conference on Advances in Management. Subscribe to: [ICAM-request@wiz.csustan.edu](mailto:ICAM-request@wiz.csustan.edu) (be sure that ICAM is in capital letters).

There is a new, free e-mail service entitled "Recent Developments in Dispute Resolution" from the Wilamette University Center for Dispute Resolution, College of Law, that e-mails to all subscribers periodic updates (article & book summaries, court decisions, legislation, new regulations) dealing with recent developments in Alternative Dispute Resolution (ADR). To subscribe, send the message subscribe *dis-res yourfirstname yourlastname* to: [rrunkel@wilamette.edu](mailto:rrunkel@wilamette.edu). This may also be accessed via the internet. Contact: <http://www.wilamette.edu/dis-res/> then click on "Recent Developments."

### ***Justice Related listservers:***

John Wilmerding of Brattleboro, Vermont has compiled a list of listservers related to justice. Here is his list:

<i>List Name</i>	<i>Description / Subscribing</i>
justice@scn.org	General justice reform discussions. Used by the Campaign for Equity-Restorative Justice (CERJ). Send an e-mail message to: majordomo@scn.org. In the body of the message type: subscribe JUSTICE.
jcentre@pfi.org	Applied justice reform discussions. Moderated by a Senior Fellow with Prison Fellowship International, a Christian Prison Ministry. Send an e-mail message to: maiser@pfi.org. In the body of the message type: subscribe jcentre <i>yourfirstname yourlastname</i>
cjust-l @cunyvm.cuny.edu	Criminal Justice (USA) discussions. Over 1500 subscribers. Send e-mail to: listserv@cunyvm.cuny.edu. In the body of the message type: subscribe cjust-l <i>yourfirstname yourlastname</i>
uncjin-l @un.or.at	United Nations Crime & Justice concerns. Used by the UN Working Party on Restorative Justice. Send an e-mail to: listserv@un.or.at. In the body of the message type: subscribe UNCJIN-L <i>yourfirstname yourlastname</i> ☐

## ***Conflict Management Around the World***

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**Swaziland** - The Council of Churches of Swaziland held a series of peace workshops for Rwandan and Burundian refugees seeking asylum in Swaziland. Mennonite workers with experience in peacemaking provided mediator training. One goal was to prevent the ethnic conflict between Hutus and Tutsis from reigniting among the refugee population. Another goal was for the refugees to learn to negotiate with each other so that when they eventually return to their Rwanda and Burundi, they would have had positive experiences in conflict resolution and would see this as the proper approach to resolving future conflicts. Source: <http://www.mennonitecc.ca/mcc/programs/mediation.html#resource>.

**South Africa** - South Africa's Truth and Reconciliation Commission continues to meet. After nearly a year, with another year to go, the Truth and Reconciliation Commission has heard an outpouring of horror stories. The South African government continues to walk a fine line between seeking information without punishing the lawbreakers and seeking vengeance against political enemies. It remains an unprecedented experiment in reconciliation and attempting to heal decades of wounds between different racial and ethnic groups. Source: <http://www.mennonitecc.ca/mcc/programs/mediation.html#resource>.

**Australia** - In July, The International Conflict Resolution Centre of the University of Melbourne AUSTRALIA hosted the Fifth International Symposium on the Contribution of Psychology to Peace. The theme was "The Psychology of Reconciliation." Approximately 50 invited delegates gave presentations dealing with issues such as the role of forgiveness in reconciliation, strategies for reconciliation (including education, self-reflection, intergroup contact, and dialogue), the role of the media in reconciliation, and the role of children in reconciliation. Academic groups such as Psychologists for the Promotion of World Peace and the various Aboriginal Interest Groups of the Australian Psychological Society as well as practitioner-oriented groups such as the Ecumenical Migration Centre, were represented at the conference. Source: *ICRC Newsletter*, 11, (August, 1997), p.1

**Arkansas, USA** - It was forty years ago that Black students first entered Little Rock Arkansas High School, protected by Federal Troops sent to the city by President Dwight Eisenhower. This incident marked the beginning of school desegregation in the Southern United States. On September 21, 1997, over 12,000 people attended a concert in Little Rock to commemorate the event. The featured musicians were gospel singer CeCe Winans and the racially integrated band, D.C. Talk. Several of the original nine Black students attended the event, which also featured heavyweight boxing champion Evander Holyfield, former NFL star, Miles McPherson, and a videotaped message from the Rev. Billy Graham. The Governor of Arkansas, Mike Huckabee, issued a proclamation declaring the week Racial Reconciliation Week. Source: Pierce, R. (Nov. 1997). Give Peace a Chance. *CCM Magazine*, 20, (5), 15.

**Israel** - Neve Shalom/Wahat al Salam is described as a unique Jewish-Palestinian cooperative community in Israel. Here, village residents live and work together on an equal level and with mutual recognition of each group's cultural heritage. The community operates a bilingual school; for adults there is the School for Peace, an institute which brings Palestinians and Jews together for intensive workshops and courses which attempt to promote understanding and rapport between the two groups. Contact: Neve Shalom/Wahat al Salam, Doar Na Shimshon 99761, ISRAEL. Fax: +97 22 991 2098. E-mail: 100320.611@compuserve.com Source: *ICRC Newsletter*, 11, (August, 1997), p. 7. ☐

## *Upcoming Conferences and Training Programs*

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### Academic and Practitioner Conferences:

**January 3-5, 1998.** Allied Social Science Associations, including the Industrial Relations Research Association. Location: Chicago, Illinois, USA. Contact: ASSA Registration Office, 2014 Broadway, Suite 305, Nashville, Tennessee 37203-2419, USA. Fax: (615) 343-7590.

**January 25-February 1, 1998.** Russia and its Western Neighbours. Location: Andalo (Trento), ITALY. Language: English. Registration limited to 40 people. Registration Deadline: December 10, 1997. Contact: Dr. Carlo Schaerf, President, ISODARCO: International School on Disarmament and Research on Conflicts, Department of Physica, University of Rome, "Tor Vergata" I-00133, Rome, ITALY. Tel: +39 6 7259-4560/1. Fax: +39 6 204 0309. E-mail: Schaerf@roma2.infn.it.

**March 13-14, 1998.** Society of Professionals in Dispute Resolution (SPIDR) Environmental/Public Policy Sector Conference. Location: Chapel Hill, North Carolina, USA. Contact: Andrew M. Sachs. E-mail: asachs@igc.apc.org

**March 19-21, 1998.** Interdisciplinary Theory and Research on Intercultural Relations Conference. Location: Fullerton, California, USA. Contact: Bill Gudykunst, Dept. of Speech Communications, California State University, Fullerton, CA 92834-6868.

**April 4-8, 1998.** Fourth National Mediation Conference. Location: Melbourne, AUSTRALIA. Theme: "Shaping the Future." Contact: Mediation Association of Victoria, Marg Scarlett, P.O. Box 1127, Sandringham, Victoria 3191, AUSTRALIA.

**May 26-30, 1998.** Interaction'98. Location: Montreal, Quebec CANADA. Contact: Michele Pihean, the Network Interaction for Conflict Resolution, 507 Place d'Armes, Ste. 1900, Montreal, Quebec H2Y 2W8, CANADA. Tel: (514) 282-1516. Fax: (514) 282-1216. E-mail: dilalonde@resolution.ca

**June 3-6, 1998.** Fourth National Congress on Work and Organizational Psychology. Location: Valladolid, SPAIN. Contact: Secretaria del IV Congreso de Psicología del Trabajo y de las Organizaciones, Colegio Oficial de Psicólogos, C/. Garcia Morato, 39, 1-47006, Valladolid, SPAIN. Tel: +34 983 27 32 47. Fax: +34 983 47 83 62.

**June 23-26, 1998.** International Peace Research Association. Location: Durban, SOUTH AFRICA. Theme: "Meeting Human Needs in a Cooperative World." Contact: Hayden Allen, ACCORD, University of Durban-Westville, Private Bag X54001, Durban, SOUTH AFRICA. Tel: +27 31 204 4816. Fax: +27 31 204 4815. E-mail: hallen@accord.udw.ac.za

**July 6-11, 1998.** Academy of Family Mediators (AFM) Annual Conference. Location: San Francisco, USA. Theme: "Mediation: Spotlight on Process." Keynote Speaker: Joe Folger. Contact: AFM, 4 Militia Drive, Lexington MA 02173, USA. Tel: (617) 674-2663. Fax: (617) 674-2690. E-mail: afmoffice@igc.apc.org

**July 19-22, 1998.** Conflict Resolution Education Network Conference. Location: Columbus, Ohio, USA. Contact: National Institute for Dispute Resolution (NIDR), 1726 M Street NW, Suite 500, Washington DC 20036-4502, USA. Tel: (202) 466-4764. Fax: (202) 466-4769. E-mail: nidr@nidr.org

**September 24-27, 1998.** Christian Peacemaker Congress. Location: Chicago, Illinois, USA. Contact: Christian Peacemaker Teams, P. O. Box 6508, Chicago, IL 60680 USA. Tel: (312) 455-1199. E-mail: cpt@igc.org.

**October 28-31, 1998.** Family Mediation Canada Annual Conference. Location: Saskatoon, Saskatchewan, CANADA. Contact: Family Mediation Canada, 123 Woolwich Street, Guelph, Ontario N1H 3V1 CANADA. Tel: (519) 836-7750. Fax: (519) 836-7204. E-mail: fmc@web.net

### Training Seminars:

**December 15-17, 1997.** "Conflict Resolution: Strategies for Improved Communications." Location: Washington, D.C. USA. American Management Association, 1601 Broadway, New York, NY 10019-7420. Tel: (800) 262-9699.

**December 11-15, 1997.** "Divorce Mediation Training 40-hour Workshop." Location: New York, NY, USA. Trainer: Carl Schneider. Cost: if you have to ask... Contact: Mediation Matters, 1500 Highland Drive, Silver Spring, MD 20910-1526. Tel: (301) 565-8284. Fax: (301) 565-8285. E-mail: cdschneider@conflict.net.org.

**January 7-8, 1998.** "Taking Charge of Change." Location: Eau Claire, WI, USA. Trainer: Ken De Meuse. Cost: \$350. Contact: Executive Programs, University of Wisconsin at Eau Claire, Attention: Marilyn Kanne, P.O. Box 4004, Eau Claire, WI 54702-4004.

**January 19-22, 1998.** "Mediation in Schools: A 30-hour Training Program for School Staff." Location: University of Melbourne, AUSTRALIA. Contact: International Conflict Resolution Centre, Attention: Pat Marshall, School of Behavioural Science, University of Melbourne, Parkville, Victoria, 3052 AUSTRALIA. E-mail: ic\_r@muwayf.unimelb.edu.au

**February 7-8, 11, 21-22, 1998.** "Thirty-six Hour Mediation Training." Location: Quincy District Court, 50 Chestnut Street, Quincy MA. Trainers: Melissa Brodrick, Erica Fox, David Hoffman, Chuck Doran. Cost: \$550. Contact: Mediation Works, Inc. Tel: (800) 348-4888.

**February 11-12, 1998.** "Managing Workplace Conflict." Location: Los Angeles, California, USA. Trainer: Dan Dana. Cost: \$695. Contact: Mediation Training Institute International, 10210 Robinson Street, Overland Park, KS 66212-2512 USA. Tel: (913) 341-2888. ☐

## *Calls for Papers*

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### *Conferences:*

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**April 23, 1998.** Student Conference: Conflict and Resolution. Location: Eau Claire, Wisconsin, USA. Open to undergraduate and graduate students only. **Deadline for Submissions: Abstracts due January 15, 1998; final papers due March 24, 1998.** Contact: Leonard Gambrell, Dept. of Political Science, University of Wisconsin at Eau Claire, Eau Claire WI 54701. Tel: (715) 836-2092. E-mail: gambrell@uwec.edu

**May 1-2, 1998.** Emotion and Religious Discourse Conference. Location: Santa Clara, California, USA. Keynote Speaker: Rene' Girard. **Deadline for Submissions: January 15, 1998.** Contact: John C. Hawley, Department of English, Santa Clara, CA 95053. Tel: (408) 554-4956. Fax: (408) 554-4837. E-mail: jhawley@scuacc.scu.edu

**May 17-19, 1998.** Annual Meeting on Nonviolent Large Systems Change. Location: Lincoln, New Hampshire. Contact: The Organization Development Institute, 11234 Walnut Ridge Road, Chesterland, OH 44026 USA. Tel: (440) 729-7419.

**June 20-24, 1998.** Ninth International Congress on Personal Relationships. Location: Saratoga Springs, New York, USA. Contact: Holley Hodgins, Skidmore College, Saratoga Springs, NY 12866. E-mail: hhodgins@skidmore.edu

**June 21-25, 1998.** International Personnel Management Association Assessment Council (IPMAAC) conference. Location: Chicago, Illinois, USA. **Deadline for Submissions: December 31, 1997.** Contact: Jean Tozer, IPMAAC Program Chair, Louisiana Department of State Civil Service, PO Box 94111, Baton Rouge, LA 70804-9111. Tel: (504) 342-8539. Fax: (504) 342-2386.

**July 12-15, 1998.** Sixth International Conference on Work Values and Behavior. Location: Istanbul, TURKEY. Contact: Alison Konrad, Temple University School of Business & Management, 13th and Montgomery, Philadelphia, PA 19122. Fax: (215) 204-8362. E-mail: v5165e@vm.temple.edu Website: <http://www.biu.ac.il:80/SOC/sb/fax/sagieisswov.html>

**July 14-18, 1998.** Organization Development World Congress. Location: Dublin, IRELAND. Contact: The Organization Development Institute, 11234 Walnut Ridge Road, Chesterland, OH 44026 USA. Tel: (440) 729-7419.

**August 3-8, 1998.** International Association for Cross-Cultural Psychology. Location: Bellingham, WA. Contact: Walter Lonner, Department of Psychology, Western Washington University, Bellingham, WA 98225-9098. Tel: (360) 650-3574. E-mail: lonner@henson.cc.wvu.edu.

**August 24-29, 1998.** International Congress on Criminology. Location: Seoul, SOUTH KOREA. Contact: Congress Secretariat, Korean Institute of Criminology, 142 Woomyon-Dong, Socho-Gu, Seoul, 137-140, REPUBLIC OF KOREA. Tel: +82 2 571 0365. Fax: +82 2 571 7487. E-mail: cs.team@kic.re.kr Website: <http://www.kic.re.kr>

### *Publications:*

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**The Journal for the Study of Peace and Conflict** publishes "a variety of scholarly articles, short thought pieces and poems on all aspects of conflict, peace, and global cooperation." Refereed. APA style (send three copies of manuscripts). "Contributors should avoid submissions accessible only to specialists in their field." Contact: Sharon Roberts, University of Wisconsin at Stevens Point, LRC, 900 Reserve Street, Stevens Point WI 54481 USA.

The Industrial Relations Research Association Editorial Committee is seeking proposals for the research volume for the year 2000. **Deadline for Submissions: December 1, 1997.** The committee is particularly interested in proposals on the topics of diversity in the workplace, contingent work, and unions in the 21st Century. Contact: Paula Voos, Editor-in-Chief, c/o IRRA, University of Wisconsin at Madison, 4233 Social Science Building, 1180 Observatory Drive, Madison, WI 53706-1393 USA. Tel: (608) 262-2762. Fax: (608) 265-4591. E-mail: irra@macc.wisc.edu ☐

## ***Practitioner Profile: The Center for Nonproliferation Studies***

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A truck backs up to an armory at a former Soviet military base. Its driver leaves with a small quantity of nuclear material and a cache of arms. Only days later does anyone realize that the materials were stolen. A two-inch newspaper account appears in a local-language newspaper on the back page. Neither the overworked local police nor the state authorities have time to search for the thief – or even file the proper reports. Will anyone know? Does anyone care?

Enter the Center for Nonproliferation Studies (CNS) of the Monterey (California, USA) Institute for International Studies (MIIS). This organization monitors the theft of nuclear materials and offers advice regarding arms control policy matters. Its staff, trained in many languages and dialects, reads newspapers from around the world, looking for stories of suspicious activity involving nuclear, biological, or chemical weapons. For example, why did North Korea build that large consulate in a Siberian city where there is virtually no trade between the two governments? Could the presence of a former Soviet military arsenal on the outskirts of the city have something to do with the decision? Another item: a nuclear submarine, rumored to be loaded with nuclear missiles, caught fire and sank in a Russian harbor. No one seems to know what to do about the submarine, even as cancer rates rise from those who drink the water and the weapons inside the submarine sit unguarded.

The center does more than simply monitor and compile such information. It offers reports and advice to the United Nations and various governments, including the U.S. State Department. The U.S. government often relies upon this group for data because the CNS uses a wider range of sources than the government, which tends to rely on official reports. Members of the CNS have even served as on-site arms-control inspectors with the United Nations forces in Iraq.

CNS officials were partly responsible for “Project Sapphire.” They observed that there were several tons of uranium in the former Soviet state of Kazakstan that could be used to make nuclear weapons. CNS Leaders decided that the uranium should be moved to a more secure location. They reported this to the U.S. State Department which concurred. In a secret mission, the U.S. government bought the uranium and transported it by a fleet of military transport aircraft from Ulbinsky, Kazakstan to the U.S. for safe storage. Moving the uranium was a high priority; Iranian nuclear experts had recently visited the Ulbinsky site, and might have offered to buy some of the uranium from the cash starved nation if it had remained there (Wolkomir & Wolkomir, 1997, p. 119).

The center also maintains policies and procedures to encourage the dismantlement of conventional arms, including tanks, land mines, and fighter aircraft. The Program for Arms Control, Disarmament, and Conversion, as it is called, has several core projects, including the following: (1) Arms Control: “developing a series of early warning indicators to guide policy makers in developing policy actions and organizational mechanisms for the deterrence and management of destabilizing arms buildups” (MIIS, 1997), (2) Disarmament: the center has used the disarmament process in El Salvador following the conclusion of its civil war as a case study to develop theory about disarmament processes and social consequences, (3) Program Evaluation: several U.S. cities have implemented gun “buy back” programs where individuals and groups turn in their guns for cash. How well do such programs work? What are the consequences of such programs? (4) Military Conversion: The center, working in conjunction with the Bonn International Center for Conversion, collects data on how surplus weapons are disposed of or converted to nonmilitary uses.

The conversion effort often identifies creative and unusual ways to “beat one’s swords into plowshares” which can be shared among world governments simply by accessing their on-line news summaries. These often make for interesting reading. For example: “Since 1992, the Polish firm Cutiron has destroyed battle tanks by smashing them with a 17,637-pound steel ball. The method... successfully decimated the 1,070 tanks necessary for Poland to comply with [arms control] obligations” (MIIS, 1995, summarizing a *Wall Street Journal* news item, December 26, 1995). Another example, “Unusable or retired M60 tanks are part of a project to increase the fish population in the Gulf of Mexico by providing breeding grounds. So far more than 30 U.S. tanks, drained of fluid and with doors welded open for safety, have been submerged off the coast of Alabama in a program yielding much higher returns than selling the tanks for scrap metal. The military gets training, and the fish get a long-lasting, renewable habitat. The success of the projects has the Army hoping to continue it” (MIIS, 1996, summarizing a news item that first appeared in *National Guard*, Feb., 1995).

In conclusion, the Center for Nonproliferation Studies performs several valuable roles: The organization compiles information about weapons stockpiles, it advises the U.N. and other governments as to likely targets for weapons theft, and, upon occasion, it is actively involved in discovering and identifying weapons caches. Because of the CNS, we can all sleep a bit easier at night!

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## Practitioners and Researchers: Are They Like Oil and Water?

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By Nancy Neal Yeend

Practitioners and researchers typically have functioned in separate realms – never mixing, much like the proverbial oil and water. There have been attempts to bring these two groups together. For example, in 1994 both IACM and SPIDR (Society of Professionals in Dispute Resolution), at their respective annual conferences, jointly sponsored ways for researchers and practitioners to work together.

There are many opportunities for these professionals to assist one another, especially in the burgeoning field of dispute management system design. System design includes processes for prevention and resolution of controversies. Corporations and governmental entities are realizing that prevention is more cost effective than attempting to find solutions once a dispute has occurred or escalated. Dispute Management Systems (DMS) are being introduced in organized and in non-union environments.

The type of information to be gathered depends on the purpose of the DMS. For example, is a company looking at how to prevent wrongful termination suits or are they designing a system to manage complex litigation? Is a governmental agency trying to improve services and reduce public criticism, or is the board of directors of a non-profit organization in turmoil?

There are two primary areas where practitioners and researchers can interact and support one another:

*Research:* It would be helpful if practitioners had statistical data to demonstrate economic benefits of a system. Practitioners, due to confidentiality restraints and due to the small number of systems they may have personally designed, often cannot provide sufficient data. Researchers need populations to study and practitioners can provide those populations. Creating teams of researchers and practitioners focuses projects on practical issues, and enhances the credibility of studies by using populations in actual work environments, rather than drawing from a university's student population.

*Assessment:* Different types of information are necessary for practitioners to assess, design and implement a DMS. The type of information to be gathered and the methods of acquiring information are not topics familiar to many practitioners. Written questions may be useful in some circumstances and in others a one-on-one interview is appropriate. What is the best method? Techniques for capturing data vary from those that may be mechanically scored to handwritten short answers. Determining the best information-gathering methods is another area where practitioners could benefit from working with researchers. The causes or potential causes of disputes need to be assessed and programs, once designed and implemented, need to be evaluated. Researchers have the experience to design assessment devices, and to evaluate the data collected. Practitioners often understand the type of information they need, but do not know the best way to acquire it. Assessments and the analysis of the results are other areas where many practitioners could benefit from working with researchers.

With insufficient or inappropriate information the system will be flawed. Through the collaboration between researchers and practitioners better DMS will be designed. Most dispute management systems address unique issues or have unique circumstances. For this reason the unimaginative “cookie-cutter” approach to DMS design is inappropriate. By combining the different skills and resources available to researchers and practitioners, better assessment instruments can be developed and better systems can be designed.

*Nancy Neal Yeend is a dispute management specialist affiliated with The John Paul Jones Group in St. Petersburg, Florida. The Group is a full-service dispute management company specializing in systems design, training and providing neutral services.* ☒

## Recent Publications by IACM members and their colleagues

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compiled by Carrie Miesbauer

The following member publications appeared during the last months of 1996 and during 1997 (to date):

**Allen, Mike, Mabry, Edward A., Preiss, Raymond G.** (March, 1997). "Examining the relationship of the Role Category Questionnaire to measures of intelligence." *Journal of Social Behavior and Personality*, 12, (1), 129-138.

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**Tyler, Tom R., Degoey, Peter** (1996). "Trust in organization authorities: The influence of motive attributions on willingness to accept decisions." *Trust in organizations: Frontiers of theory and research* (R.M. Kramer, T.R. Tyler, Eds). Sage Publications, Inc: Thousand Oaks, CA, USA. 331-356.

**van de Vleirt, Evert, Van Yperen, Nico** (August, 1996). "Why cross-national differences in role overload? Don't overlook ambient temperature and alternative variables." *Academy of Management Journal*, 39, (4), 986-1004.

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**Wilson, Carlene, Boni, Nadia, Hogg, Amanda** (1997). "The effectiveness of task clarification, positive reinforcement and corrective feedback in changing courtesy among police staff." *Journal of Organizational Behavior Management*, 17, (1), 65-99.

Note: Many of these publications were identified by searching computerized data bases. Some data bases only list publications by the name of the first author. Others only list the first page number. Therefore, you should use this list as a beginning point for locating articles that you want to read. You should not treat the citations as they appear in this column as complete bibliographic citations. We strive for accuracy, but are not responsible for errors. If you have conflict-related publications to list in this column, please send the full citation to: rosscba@uwax.edu ☺

## Resources

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Compiled by E. Franklin Dukes, William Ross, and Carrie Miesbauer

### **Audiovisual Materials:**

Triune Arts offers a number of videos such as, *Negotiation Vignettes [in Schools]*, *Intercultural Mediation [among youth]*, and *Diversion & Transformation [within with the juvenile justice system]*. Contact Triune Arts for film and price list at: Triune Arts, 517 Wellington Street West Suite 207, Toronto, Ontario M5V 1E9 CANADA. Fax: (416) 586-0879. E-mail: triune\_arts@magic.ca Website: <http://www.triune.ca/rcc.htm>

The Mennonite Central Committee offers a number of published materials both in English and Spanish dealing with conflict and mediation. They also offer videos dealing with mediation, victim-offender reconciliation, and church conflict. Contact: MCC Akron Resource Library, 21 South 12th Street, P.O. Box 500, Akron, Pennsylvania 17501-0500 USA. Tel: (717)-859-1151. Fax: (717) 859-2171. Website: <http://www.mennonitecc.ca/mcc/resource/index.html>

Have you been looking for the perfect stocking stuffer for that hard-to-shop-for International Relations Professor on your Christmas gift-giving list? Check out, *From the Shadow of History: A Video Documentary on Preventative Diplomacy in the [former Yugoslavian] Republic of Macedonia*. The title says it all. 60 minutes. Contact: Alice Ackermann, Graduate School of International Studies. University of Miami, P.O. Box 288123, Coral Gables, Florida 33124 USA.

### **Print Materials:**

The Dispute Resolution Research Center at Northwestern University offers a Working Paper and Published Paper List, featuring over 170 working papers and nearly 180 published papers dealing with conflict, bargaining games, decision making, negotiation, and social dilemmas. Contact: DRRC, the Kellogg Graduate School of Management at Northwestern University, 2001 Sheridan Road, Leverone Hall Room #386, Evanston, IL 60208-2011 USA. Tel: (847) 491-8086. E-mail: [drrc@kellogg.nwu.edu](mailto:drrc@kellogg.nwu.edu)

What should a mediator do if an attorney or judge asks him for information that was revealed in confidence during a mediation session? What should a mediator do if the mediator learns that a law has been broken? These questions are discussed in the Summer/Fall 1997 issue of *The New York Mediator* newsletter (Vol. 16, No. 2). To request a copy, contact the New York State Community Dispute Resolution Centers Program. Tel: (518) 473-4160. E-mail: [nyscdrc@pppmail.appliedtheory.com](mailto:nyscdrc@pppmail.appliedtheory.com)

The June, 1997 issue of *Forum*, published by the National Institute for Dispute Resolution (NIDR) is devoted to the question, "Is Mediation the Practice of Law?" Larry Ray, Executive Director of the National Association for Community Mediation is guest editor. Contact: NIDR, 1726 M Street NW Suite 500, Washington DC 20036. Tel: (202) 466-4764. E-mail: [nidr@nidr.org](mailto:nidr@nidr.org)

Want to learn more about the role of the media in conflict situations? Want to read about the mediator's efforts to resolve the Montana Freeman siege (in his own words)? Want to buy t-shirts that say, "I'm a Resolutionary!" ? Then peruse the September, 1997 issue of *Conflict Resolution Notes*, 15, published by the Conflict Resolution Center International, Inc. (CRCII). A year's subscription is \$20.00. Contact: CRCII, 204 Thirty Seventh Street, Pittsburgh, Pennsylvania, 15201-1859 USA. Tel: (412) 687-6210. Fax: (412) 687-6232. E-mail: [crcii@conflict.net.org](mailto:crcii@conflict.net.org) Website: <http://www.igc.apc.org/crcii>

As if the SIGNAL wasn't enough...there is a periodical dealing with mediation called *Mediation Monthly*. To subscribe, contact: Dr. Troy Smith, P.O. 6161, Rockford, IL 61125 USA. Tel: (800) ADR-FIRM.

Those interested in co-mediation might want to look at the following: Love, L.P., & Stulberg, J.B. (Spring, 1996). Practice Guidelines for Co-Mediation. *Mediation Quarterly*, 13, (3), p. 179+

The National Association For Community Mediation (NAFCM) offers a book, *Community Dispute Resolution Manual: Insights and Guidance from Two Decades of Practice*. Contact: NACM, 1726 M Street NW, Suite 500, Washington DC 20036-4502 USA. Tel: (202) 467-6226. Fax: (202) 466-4769. E-mail: [nafcm@nafcm.org](mailto:nafcm@nafcm.org)

The U.S. Federal Mediation & Conciliation Service (FMCS) has new rules relating to its arbitration services including expedited arbitration. To obtain a copy of the rules, contact: Peter Regner, Director of Program Services, FMCS, 2100 K Street NW, Washington DC 20427.

*Millenium*, an International Relations journal affiliated with the London School of Economics and Political Science will be publishing a special issue on the topic of "War Endings: Reasons, Strategies, and Implications," based upon a conference held at the school earlier this year. Watch for it.

Speaking of International Relations...*The International Trade Law Reports (ITLR)* lists the full texts, plus legal and economic commentary, of all settlements made by the World Trade Organisation (WTO) Dispute Settlement Body. If you want the hard copy, it is \$240.00 per year (an expensive subscription, but it runs well over 1000 pages and comes with a handsome binder). If

you've been reading the *Tightwad Gazette* and have resolved to save money, you can also find the texts of a few of these cases at the organization's website: <http://www.wto.org/wto/dispute/distab.htm>

Still speaking of International Relations...Issue No. 1 (Vol. 2) of *International Negotiation* is devoted to the theme "Ethnic Bargaining: Conflict Management in Pluralistic Societies" (Donald Rothchild, Guest Editor). It deals with ethnic conflicts in Mexico, Turkey, Bosnia, Sri Lanka, Estonia, and even Tartarstan. To subscribe, contact: Kluwer Law International, 675 Massachusetts Ave., Cambridge, Massachusetts 02139 USA. E-mail: [Sales@kli.com](mailto:Sales@kli.com) Tell them that you are an IACM member and you will probably get a discount on an annual subscription (seriously). Tell them that you know us and they will probably charge you double!

Most case studies of civil and community conflict mediation come from Western nations. The book *Constructive Conflict Management: Asia-Pacific Cases* (Fred Jandt & Paul Pedersen, Eds., 1996; published by Sage) includes a few mediation case studies from China.

Looking for a training manual for conflict resolution in schools? Contact FSR Associates. Their training manual reportedly contains role play scenarios, handouts, and detailed agendas. Contact: Sue Hess. E-mail: [JRWK45C@prodigy.com](mailto:JRWK45C@prodigy.com).

The Illinois Institute for Dispute Resolution also offers training materials for those working with conflict resolution in the schools. Contact: Donna Crawford. Tel: (217) 384-4118. E-mail: [dcrawf2949@aol.com](mailto:dcrawf2949@aol.com)

What? You still need *more* training material!?! *The UK Training Manual in Community Mediation Skills* offers a series of lessons and exercises for training community mediators, with handouts included. 335 Pages in a metal spiral ring backed binder. Contact: Mediation UK, 82-a Gloucester Road, Bishopston, Bristol, BS7 8BN UK. UK Fax: 0117 944 1387.

The final report of the School Conflict Demonstration Project entitled, *Conflict Management in Schools: Sowing Seeds for a Safer Society* is available from the Ohio Commission on Dispute Resolution and Conflict Management, 24th Floor, 77 S. High Street, Columbus, Ohio 43266-0124 USA. This report is *not* a training manual – it evaluates a variety of dispute management programs, ranging from classroom training in conflict resolution to peer mediation.

"Some people never learn" Department...*Bullying - From Backyard to Boardroom* looks at those who deliberately abuse weaker persons in a variety of social situations. Learn how to deal with these bullies. Contact: SelfHelp Books, 9th Floor, Silverton Place, 101 Wickham Terrace, Brisbane 4000 AUSTRALIA.

The Center for Conflict Resolution, 731 State Street, Madison Wisconsin 53703 USA offers several resources, including *A Manual for Group Facilitators*, and *Building United Judgment: A Handbook for Consensus*.

Looking for conflict management resources for parents? Consider these:

- *Teaching Peace: How to Raise Children to Live in Harmony*. Contact: Jan Arnow. E-mail: [jarnow@iglou.com](mailto:jarnow@iglou.com) or Website: <http://iglou.com/members/jarnow>
- David Augsburg has written several books, published by Regal Books of Ventura, California, with titles such as: *Caring Enough to Forgive*, *Caring Enough to Hear and Be Heard*, and *Caring Enough to Confront*.
- Nielsen, J., & Lott, L. *I'm on Your Side: Resolving Conflict With Your Teenage Son or Daughter*. Contact: Prima Publishing, P.O. Box 1260 NLB, Rocklin, CA 95677. Tel: (916) 624-5718.
- MacBeth, F. and Fine, N. (1995): *Playing with Fire: Creative Conflict Resolution for Young Adults*. Philadelphia: New Society Publishers.
- A 1989 episode of the children's preschool television program, *Quigley's Village* deals with conflict resolution (e.g., "Should the Clubhouse Sign be Painted Blue? Or Yellow? How 'bout a blue background with yellow letters?). Available on video. Contact: Zondervan Publishing House, Grand Rapids, MI 49530.
- The popular computer-animated (like *Toy Story*) video series entitled *Veggie Tales* has a videotape with two episodes dealing with forgiveness and peaceful conflict resolution. In "the Grapes of Wrath," Junior Asparagus must learn how to respond to some sour grapes who call him ugly names like "Cheese-headed bean boy." The second episode, a parody of the 1960's U.S. television series *Gilligan's Island* also deals with forgiveness. Can everyone forgive First Mate Larry the Cucumber for wrecking the boat on a deserted island? Will the wealthy passengers forgive Bob the Tomato for flattening their hut? Can Bob forgive Professor Asparagus for launching him straight up into the air when his "catapult to the mainland" misfires? Stay tuned! Contact: Word, Inc. 3319 West End Ave., Nashville, TN 37203. ☺

## ***Flashback: The Tenth Anniversary of the first IACM conference***

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by William Ross

It is hard to believe it, but this past summer marked the tenth anniversary of the first IACM conference, held at George Mason University in Fairfax, Virginia. As the IACM is now a well-established organization, it is worth taking a moment to reflect upon the first conference.

Back then, the organization was called the "Conflict Management Group" (the group changed its name to the IACM at the conference business meeting) and the conference was organized by Afzal Rahim. "I was pretty excited. I did not know what to think. I had invested my own money to put the conference together and I was tense and concerned that I would lose a lot of money on this event," Afzal stated. "The first signal I got that the conference was going to be successful, not just financially but intellectually, was when Dean Pruitt, the Keynote Speaker, announced that he was going to stay for the full two-and-one-half-day conference, rather than just presenting his address and leaving. All in all, it was a very exciting time."

Indeed it was. At that time, there were few organizations available for conflict researchers and scholar-practitioners and none that offered the multidisciplinary perspective that the IACM did – and still does. In a day before computerized databases like FirstSearch and ABI-Inform would allow you to discover virtually everything that has ever been published on a particular topic, it was great fun for me to discover that there were people researching the same topics – only they were in a variety of disciplines whose literatures I rarely read. It was even more fun to make friends with those people and hear what they had to offer.

Gabriel Buntzman echoed these sentiments. "I knew the field of labor mediation, but the conference was a real eye-opener for me because I wasn't at all familiar with the family mediation literature. Some of the ideas that people in that field were grappling with were useful to all fields! For example, some of the insights from divorce mediation, where ongoing relationships must continue in order to develop parenting plans also apply to labor mediation, where the parties also have a long-term relationship and must 'live with' the contract once it is negotiated."

Another strength of that first conference was that scholars from countries other than the U.S. actively participated. "It was a wonderful experience, Bob Baron recalls. "I made a lot of good connections and friendships with people from all around the world at that meeting." "It was great to meet with scholars outside of the U.S.," Gabriel Buntzman added. "I was pleased with the high level of scholarship and theoretical development available from the international scholars. They gave me some good insights."

There were 82 papers and symposia at the conference. In addition to Dr. Pruitt's Keynote Address ("The Process of Mediation: Caucusing, Control, and Problem Solving"), there were all-conference addresses by Robert Coulson ("Should Dispute Resolution be on the Academic Agenda?") and Ken Thomas ("Norms as an Integrating Theme in Conflict Management: Correcting our 'Sociopathic' Assumptions"). There was also a workshop on "Exploratory and Confirmatory Factor Analysis of Conflict Data" led by Clement Psenicka and Afzal Rahim, and a workshop on "Negotiating with Managers to Work on Organizational Conflict" led by R. W. Edge and R. J. Marshak of Developmental Research Associates. There were paper sessions dealing with workplace justice, interest arbitration, cultural differences in conflict management, nonverbal communication in interpersonal conflict, psychological factors in negotiation, conflict systems design, and advanced mediator training.

Just as stimulating as the formal paper sessions were the conversations taking place in the hallways of the conference center (as well as the dormitory where most participants were housed). A sample of those conversations is still etched in my mind: Jim Wall and Maggie Neale swapping stories of their travels, Evert van de Vliert discussing approaches to studying conflict management in the Netherlands, Cheryl Youngblood commenting on life in graduate school, Christopher Earley explaining the role that the *BaFa BaFa* cross-cultural simulation could play in a college course, Zofia Rummel-Syska describing her conflict research in Poland, Bill Donohue telling jokes, and John Persisco offering a then-unheard-of technique called Statistical Process Control and how it might be applied to labor-management relations. "I've never been to a conference before or after where I had so much fun," one participant recalled. "It was *new*, people were enthusiastic, cliques hadn't formed, there was total openness to the ideas brought in from different disciplines; in short, it was fun and positive. People took their work seriously, but also a certain *e'lan* and good humor were present. It was a very special time."

Dr. Buntzman recalled, "I brought my family. They were easily included in the groups going out to supper. The professors were gracious toward me by including my family in the conversations. It was good for my kids to hear the professors talk and it helped establish the tradition of holding the conference in family-friendly locations."

The Program Committee worked hard to make the conference successful and set a great example for subsequent committees to follow. The committee consisted of the following (see how many subsequent IACM Presidents you can identify from this list): Dean Tjosvold (Organizational Conflict), Linda Putnam (Communication and Conflict), Maggie Neale (Negotiation and

Bargaining), Larry Ray (Mediation and Dispute Resolution), Evert van de Vliert (Cross-Cultural Conflict), Aman Khan (Conflict in the Public Sector), and Gabriel Buntzman (Doctoral Dissertations). Steven J. Musser was SIGNAL editor and Mainuddin Afza even headed up a small Placement Service!

Many of the above Tracks gave a "Best Paper" Award; the Communication Track even gave two awards. Award winners that year consisted of the following: Robert Baron ("Destructive Criticism as an elicitor of Organizational Conflict" – Organizational Conflict Track), Sanda Kaufman ("Third Party Intervention: A Theoretical Framework" – Doctoral Dissertation Track), William Ross ("Beliefs of Mediators and Arbitrators Regarding the Effects of Motivational and Content Control Techniques" – Mediation & Dispute Resolution Track), Bob Bies ("Resolving Conflict Before it Happens: The Role of Social Accounts" – Communication & Conflict Track), and Tricia Jones ("Lag Sequential Analysis of Mediator-Spouse and Husband-Wife Interaction in Successful and Unsuccessful Divorce Mediation" – Communication & Conflict Track).

One of the award winners, Bob Bies reflected upon the experience, "I'd just come back from my honeymoon in Hawaii. Two days later, I was flying to Washington DC to be a part of *another* beginning: the IACM. There was a sense of 'aliveness,' of promise, of hope in the air. I was pleased to be a part of it.. There was such a sense of energy in the room. I was thrilled to win the award; to win an award at that first conference was very exciting! Looking back, a lot of the excitement I remember from that first meeting has been realized over the first decade of the IACM. It's been ten years! Now we are returning to the Washington DC area for the 1998 IACM meeting; I am certainly looking forward to it."

Twenty-five of the papers from the first conference subsequently appeared in the book *Managing Conflict: An Interdisciplinary Approach* (Greenwood, CT: Praeger). Afzal Rahim served as General Editor and several individuals (e.g., Dean Tjosvold, Linda Putnam, Maggie Neale, Evert van de Vliert assisted with selecting and collecting the manuscripts for the book. One of those was Gabriel Buntzman who recalls, "The book was an outgrowth of the conference. Afzal asked me to coordinate the 'Mediation' portion of the book and I was pleased to have the opportunity. My professional growth was enhanced considerably from the entire experience. I wasn't that many years out of graduate school and I was somewhat in awe of scholars whose works I had read. To have the opportunity to work with those people to get their chapters in finished form for the book was a good experience for me." Thanks to the work of the editing team, the book set a precedent for the launching of the *International Journal for Conflict Management* in 1988, with the first issue appearing in 1990.

"The first conference was a wonderful time – relationships were good and many friendships established," Afzal Rahim recalled, "At the end of the conference, Ken Thomas, Linda Putnam, Dean Pruitt, and I shook hands [and vowed to not let this be a one-time event]. The second IACM conference was held in Athens, Georgia (USA) in 1989 and an organizational structure was created.

As the IACM enters its second decade of holding conferences, the organization faces new challenges to continue to grow and excel. "There is hypercompetition from other groups [for researchers to present papers at and attend their conferences]," Dr. Rahim observed. "We must all ask ourselves, 'what are we as an organization doing? Is it useful? Are we recognized as experts in our field? Are we impacting the field? Are we impacting society? How can we be even better than we already are?' We need to pull together to have an impact on society. Any group can put on a conference. But can we continue to provide excellence in our programming? Do we offer something special – something unique that will attract people from a variety of disciplines (even beyond the variety of disciplines currently represented at IACM conferences) and make them want to attend? These are the challenges facing the IACM as we look to the future." ☞

## ***Fellowship Nominations Sought***

The International Peace Research Association (IPRA) Foundation invites applications for the Dorothy Marchus Senesh Fellowship for Third World Women. The fifth biannual award, consisting of \$5,000 per year in school expenses, will be made at the 17th biennial IPRA meeting in Durban, South Africa. For additional information contact: Linda M. Johnston, Institute for Conflict Analysis and Resolution, George Mason University, Fairfax, VA 22030 USA. E-mail: ljohnst3@osfl.gmu.edu ☞

*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\$15.00, IACM members receive a year's subscription to the newsletter, Signal, a membership directory, and discounts on subscriptions to the International Journal of Conflict Management, International Negotiation, and Negotiation Journal. For information about membership, please contact Dr. Tom Fiutak, Executive Officer, University of Minnesota -- Twin Cities, Center for Urban & Regional Affairs, Hubert H. Humphrey Conflict & Change Center, Room 248, 301 19th Avenue South, Minneapolis, MN 55455. Tel: (612) 625-3046. E-mail: IACM@gold.tc.umn.edu.*

- Outstanding 1996-1998 Academic Book Award Committee, which solicits relevant nominations through publicity in relevant outlets, processes nominations that are received from the Publication Award Nominations Committee, evaluates the nominated books and makes decisions, and present the Award(s) if any at the upcoming IACM conference Awards Banquet.
- Best 1997 Article/Book Chapter Award, which solicits relevant nominations through publicity in relevant outlets, processes nominations that are received from the Publication Award Nominations Committee, evaluates the nominations and makes decisions, and presents the Award(s) at the upcoming IACM conference Awards Banquet.
- Outstanding Dissertation Committee, which solicits dissertation nominations, evaluates them, and selects a winner. It will present the award at the upcoming IACM conference Awards Banquet.
- External Network Committee, which maintains a list of international operating partners and builds connections with them.
- Election Nominations Committee, Chaired by the current President-Elect, invites and processes nominations from IACM members for candidates for President-Elect and Board Members at Large. This committee may still be soliciting nominations for upcoming IACM offices. Please send nominations to the chair of this committee: Barbara Gray, Pennsylvania State University, 408 Beam Business Administration Building, Department of Organizational Behavior, University Park, PA 16802 [office: (814)865-3822; email:= b9g@psu.edu].

Please let me know of your interest in serving on one or another of these committees (the best way to reach me is via email: p-carnevale@uiuc.edu). Again, I look forward to seeing you in College Park in June. ☺

1998 conference. Dr. Brodt's research interests include decision making within negotiation situations and negotiating business relationships within a cultural context.

Etty Jehn is the Kraft General Foods Associate Professor of Management at the Wharton School of Business at the University of Pennsylvania. Her research interests include organizational conflict, diversity, ethical issues related to conflict, and conflict within management teams of U.S.-Foreign joint ventures. ☺

identify and promote the early resolution of ethnic tensions that endanger peace and stability in Europe. Commissioner van der Stoehl previously had served as the Minister of State from the Netherlands and has headed this commission from its inception. OSCE currently has 53 participating states including the United States, Canada, all major European countries, and the former Soviet Union. We were honored to have Commissioner van der Stoehl address the IACM.

Dr. Dean Pruitt was honored with the IACM's Life Time Achievement Award at the Award's Banquet. Dr. Pruitt, who delivered a short address is richly deserving of this award, having written several books on conflict and negotiation and having served as President of the IACM during the early 1990s. Other IACM members received Best Paper Awards in a variety of categories (see related story).

Finally, IACM members enjoyed some merriment, courtesy of the Program Co-Chairs, Don Conlon and Lordes Mundante, the Local Arrangements Coordinators, the Berghof Research Center for Constructive Conflict Management in Berlin, and the Host Institute, the Gustav-Stresemann-Institute in Bonn. In addition to the entertainment options available in Bonn, many IACM members took a boat excursion on the Rhine River (see photo page). This trip included dinner on the boat plus a stop at the town of Linz for sightseeing. A second excursion was also planned to the city of Cologne.

As you can see IACM members were treated well. They received intellectual stimulation from a variety of speakers in an excellent conference facility, honored their colleagues with appropriate awards, and enjoyed relaxing excursions. A fun time was had by all! ☺