



## ***Kelman to Receive Award***

Herbert C. Kelman, Richard Clarke Cabot Professor of Social Ethics at Harvard University and director of the Program on International Conflict Analysis and Resolution at the Harvard Center for International Affairs will receive the Life Time Achievement Award at the upcoming International Association for Conflict Management (IACM) conference, June 7-10, 1998.



Dr. Kelman is fully deserving of such an award, as he has had a distinguished professional career. Born in Vienna, Austria, he became a U.S. citizen and he received his Ph.D. in Social Psychology from Yale University. He has served as Chair of the Middle East Seminar at Harvard since 1977 and has Chaired the Doctoral Program in Social Psychology since 1994. During the 1960s he worked as a Professor of Psychology and Research Psychologist at the Center for Research on

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## ***Eleventh IACM Program Promises to be a Hit!***

*By Roy Lewicki, Program Co-chair*

In his newsletter feature last year on eve of the 10th International Conference, Don Conlon promised that last year's International Association for Conflict Management (IACM) in Bonn would be the "largest ever". Susan Brodt, my Program Co-chair, and I are pleased to announce that the 11th Conference has drawn an equally impressive response.

The Conference, to be held June 7-10 in College Park, Maryland, on the University of Maryland campus, will feature an outstanding array of Symposia, Papers, Workshops, Roundtables and the Poster Session! There are at least three events for every for every time slot during the very full conference program! About 170 presenters will talk about their research projects, ideas and instructional practices during the four-day event.

The Keynote Speaker will be the Honorable Chester Crocker, a scholar and diplomat who helped negotiate the multilateral treaty that resulted in Namibia's independence (see related story). Herbert Kelman of Harvard University will receive the Life Time Achievement Award for his scholarly and applied work related to promoting Arab-Israeli peace (see related story); Dr. Kelman will also give a speech. We are honored to have both scholars present to address the conference.

Sunday night also "kicks off" the program with the Poster Session. Posters by Diane Monahan, Mitsuteru Fukuno, Shirit Krozon, Michale Van Sluck, Ib Ravin, Sabino Ayestaran, Brian Groth, Mosa Owens-Ibie, Hugo Prein and Tahira Probst (and possibly others) will be featured. So come and visit with a number of Poster Session presenters and discuss their research with them one-on-one.

On Sunday night there will also be a Teaching Roundtable session. Bring your favorite (or newly-developed) negotiation exercises or cases to swap with your colleagues. This is a great time to share teaching tips!! Please attend and bring something — even if it is just an idea! The Poster Session and Teaching Roundtable promise to be an interesting and lively way to bring everyone together in a friendly and stimulating environment to begin the program.

The program continues Monday morning with a variety of interesting sessions. Ten symposia are featured this year, covering a great range of conflict management topics for researchers and practitioners alike.

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## The President's Corner

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by Peter Carnevale, IACM President

I just looked at the preliminary program for the June meeting and I am impressed with the vitality, creativity, and breadth of our field. Our 1998 Program Chairs, Susan Brodt and Roy Lewicki, have done a wonderful job with the program. The program looks great – and there is a lot on it – over 60 papers and about 17 symposia/workshops. A preliminary version of the program, along with other IACM things, can be found at the IACM web site (<http://s.psych.uiuc.edu/~org/iacm/>).

As you know, we will have Prof. Chester Crocker, Director of the US Institute of Peace, talking Monday afternoon (June 8th) on “Thinking Strategically about International Conflict.” Also, on Tuesday evening (June 9th), at the awards banquet, we have Prof. Herb Kelman receiving IACM’s highest honor, the lifetime achievement award, and talking on “Interactive Problem Solving: an Approach to Conflict Resolution and its Application in the Middle East.”

Michele Gelfand (Local Arrangements Chair) and France Pruitt (Conference Coordinator) have done a great job with our conference special events, which include the First Annual pre-conference golf outing on Saturday (June 6), a pre-conference brunch and narrated tour of Washington, DC (Sunday), and an evening cruise with dinner and dancing on the Potomac (Monday evening). I also want to thank the other members of the local arrangements team: Deborah Cai, Dan Druckman, Dean Pruitt, and Catherine Tinsley. I also want to thank all of those who agreed to review papers (they are too numerous to mention here – the full list appeared in the “Call for Papers” – but the assistance of all is deeply appreciated).

In addition, at the awards banquet on Tuesday evening, we have several other prestigious IACM awards – for conference papers and others – featuring, among others, Susan Brodt and Roy Lewicki (conference awards), Chris McCusker (Book Award committee chair), and Bruce Barry (Best Paper Award committee chair).

If you have any questions or concerns about the conference or the IACM, or if you want to volunteer to help the organization in some capacity, please contact me at the Department of Psychology, University of Illinois, Champaign, IL 61820. Telephone: (217) 333-4899, E-mail: [p-carnevale@uiuc.edu](mailto:p-carnevale@uiuc.edu). I look forward to seeing you this June in Maryland! ☺

## Chester Crocker to Deliver Keynote Address

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The Honorable Chester 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, will deliver the Keynote Address at the upcoming International Association for Conflict Management (IACM) conference, June 7-10, in College Park, Maryland.

Dr. Crocker served as U.S. 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 independence for Namibia (formerly South West Africa) in 1990. The Keynote Address will take place on Monday, June 8.

In addition to a distinguished career in diplomacy, Dr. Crocker is also an academic scholar. He has authored dozens of government reports and several books, including the following: *Managing Global Chaos: Sources of and Responses to International Conflict* (1996), *High Noon in Southern Africa: Making Peace in a Rough Neighborhood* (1992), *South Africa: Toward Peace and Stability* (1986), *South Africa into the 1980s* (1979), and *The Military Transfer of Power in Africa: A Comparative Study of Change in the British and French Systems of Order* (1969).

Dr. Crocker has also published articles in a variety of journals. Among these are the following: *The American Journal of International Law*, *Foreign Policy*, *African Studies Review*, and *Foreign Affairs*.

Please join us in welcoming Dr. Crocker to the IACM conference! ☺

## Announcement

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The **American Psychological Foundation** (APF) is seeking nominations for the 1998 Harry Levinson Award (\$1000). The recipient must be an American Psychological Association member who has “demonstrated exceptional ability to integrate a wide range of psychological theory and concepts and convert that integration into applications whereby leaders and managers may create more effective, healthy and humane organizations.” Contact: APF, 750 First Street NE, Washington, DC 2002-4242. Tel: (202) 336-5824.

## ***Fun Things to Do!***

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by Lori Chellevoid

Come early! Stay late! There is plenty to do at the IACM conference in College Park, Maryland other than just attend paper presentations!

Prior to the conference, please join your colleagues for the First Annual Golf Outing; be ready to leave the conference hotel Saturday at noon. So arrive on Saturday and then spend part of the day getting acquainted (or re-acquainted), with your friends at the IACM while avoiding the water hazards.

Sunday, there is an all-day Washington D.C. Brunch and Tour. Also, join us Sunday night for a Social Hour and Outdoor Dinner Buffet.

Another social event will be a dinner cruise on Monday night on the Potomac River. This will be followed by an optional stop in Georgetown, a suburb of Washington D.C.

The conference ends on Wednesday at noon, so there is plenty of time for sightseeing afterwards. So I thought that it might be helpful to tell you all some of the fun things that you can do (in addition to attending the Conference activities) while visiting Maryland.

College Park has several places to visit. Do you like to play golf? If so, then you could visit the University of Maryland Golf Course. It has 18 holes and the length of the course of 6,600 yards, but expect to play longer than usual – the course has many challenging hills! If 18 holes seems like a lot of golfing, you can check out the Paint Branch Golf Course with only nine holes. Here you don't need a tee time; it is first-come, first-served.

If golfing isn't your style, then you may want to visit Maryland's oldest continually operating airport; while you are getting a great view of the airplanes, you may stop in and visit the museum where the admission is free!

Finally, College Park offers some other recreational activities after a long day of thinking lofty thoughts at the IACM Conference. In addition to all that the University of Maryland offers (which is a lot!), there is also the Calvert Road Complex that includes an indoor pool and ice skating rink.

Now, if College Park doesn't have what you are seeking, taking a short drive to Baltimore may be just the ticket. Here, there are lots of things to do! Baltimore is home to the original flag that inspired the United States national anthem, "Star Spangled Banner"; the flag is located at the Maryland Historical Society museum and library. It also has the nation's largest decorative art collections and one of the largest 19th-century American silver collections in the world. The Science Center is also located in Baltimore. Here, explore three floors of hands-on exhibits that consider topics such as energy, the Chesapeake Bay, outer space, and television production. The IMAX Theater's five-story screen will overwhelm your senses! You may also visit the Davis Planetarium for an out of this world astronomical presentation!

Baltimore has a variety of museums for all ages. If you like marine life, you can visit Baltimore's Maritime Museum, home of the submarine U.S.S. Torsk, which sank the last warship during World War II. The National Aquarium in Baltimore features 5000 aquatic animals, including sharks and dolphins, and the aquarium houses twelve major exhibits. If history is more down your alley, then the Streetcar Museum may be the place for you. It includes displays on the history of the streetcars of Baltimore, streetcar rides, an audio-visual program, and – best of all – admission is free! The Museum of Industry chronicles Baltimore's industrial and labor history. The exhibits include a 19th-century print shop and a 1906 steam tugboat. The City Fire Museum has the country's oldest active firehouse, featuring exhibits of fire fighting, firemen's equipment, and memorabilia. Finally, the Museum of Art houses a permanent collection of over 120,000 art pieces, including works by artists such as Picasso, Cezanne, and Matisse.

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*Signal is published twice yearly (or whenever we can get everything together) by the International Association for Conflict Management. Please send contributions to Dr. William H. Ross, Editor, Department of Management, University of Wisconsin at La Crosse, 1725 State Street, La Crosse, WI 54601, USA. Tel: (608) 785-8450. Fax: (608) 785-6700 or (608) 785-8549. Internet e-mail: rosscba@uwlax.edu or ross\_wh@mail.uwlax.edu. We welcome Lori Chellevoid, the new Assistant Editor for Signal, as well as Chariz, IACM intern working in the Executive Office, who greatly assisted in the preparation of this issue. The IACM thanks the Department of Management at the University of Wisconsin at La Crosse and the Humphrey Center of the University of Minnesota — Twin Cities for assistance with this publication. Finally, the technical expertise of Christian Cook (a perennial "glutton for punishment") of Simply Graphics, West Salem, Wisconsin, [Tel: (608) 786-0199], is also deeply appreciated.*

# ***Conflict Management Around the World: South Africa***

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by Kara Sickmann

"I am just so happy," said one old woman patiently standing in the sun for eight hours to vote for the first time. "Today is a great day for me. I am a person" (Amiel, 1994). Like this, many other South African Blacks started to feel like "people" in 1994 when the legacy of the apartheid started unraveling.

"Apartheid" is defined as the system of racial segregation and discrimination against Blacks, Asians, and mixed-race citizens in the Republic of South Africa. In order to better understand apartheid, we need to be aware of the labor-management relations system in South Africa before and after the ending of the Apartheid, and the effects of the apartheid on South Africa.

## **Apartheid and the Labor relations System**

Since apartheid took effect in 1948, there have been many murders of Black, Colored (mixed-race), and Asian people (Pittman, 1973). One famous massacre, called the "Carletonville Massacre," occurred on September 11, 1973 in Carletonville, Transvaal, South Africa, resulted in eleven Black miners being killed and thirty-seven others being wounded by police. This outraged many observers because the miners were merely demanding increases of their average monthly cash wage of \$48 from the Deep Levels Gold Mine, which showed a profit of \$68 million in 1972 (Pittman, 1973).

In the midst of the Carletonville Massacre, Jock Espie, a secretary of the all-White Trade Union Council of South Africa, as well as a number of industrialists and government officials, expressed fear that if wages were not increased for African workers, serious consequences and disorders would result (Pittman, 1973). Consequently, the mine granted wage increases of 30 to 50 percent. Also, a no-strike ban implemented in 1942 was ended, as African workers were given the right to strike if a formal agreement was not made within 30 days of settling new agreements (Pittman, 1973).

Since the 1920's, industrial councils were in charge of bargaining over wages and working conditions in many economic sectors. Industrial councils were formed on a voluntary basis by representative firms and unions in the industry. They created rules on wages and working conditions which the Minister of Labor could extend to all employers in the industry whether they participated in the council or not (Moll, 1996). In 1979, the Industrial Conciliation Act was passed permitting Africans to join registered trade unions. This was a favorable action against the apartheid, as it allowed Black South Africans to not only form trade unions, but also register them. It also helped African workers dominate the union movement in the 1980's by allowing them to take control of the industrial councils (Moll, 1996).

Another significant action which helped abolish the apartheid occurred in 1994 when Nelson Mandela was elected as President of South Africa. Along with the presidency of Nelson Mandela, the formerly banned African National Congress was embraced as South Africa's political party. Also, the largest Black trade union federation, the Congress of South African Trade Unions (COSATU), got the government to free political prisoners, participated in drafting the new constitution, and persuaded the United States and other countries to lift the international trade ban, among other accomplishments (Barrett, 1996).

## **Consequences of Apartheid**

Overall, the achievements of COSATU were done in a peaceful manner. However, violence and crime are now becoming part of everyday life in South Africa, as unemployment levels are on the rise and many citizens are resorting to muggings, auto theft, and home break-ins. This seems to be the next conflict that South Africa needs to overcome in order to prosper in the post-apartheid era.

According to an article called "Labour's weight" (1997), the problem of "jobless growth" is a major post-apartheid worry. Even though the economy has grown each year since 1993, the number of people employed has shrunk by 1% from the previous year, and the unemployment rate is already at 20-30%—being disproportionately concentrated among blacks.

One reason for the rising unemployment rates among blacks is the legacy of "Bantu" education. Bantu education is apartheid's deliberate under-education of blacks. Further, some Blacks boycotted schools during Apartheid as a form of social protest. According to the article called "Education reforms struggle against apartheid's legacy" (1996), major problems associated with the under-education of Black Africans are due to the proportion of under qualified African teachers, high student-teacher ratios, and low percentages of Blacks choosing math and a physical science as one of their six required subjects in their final year of school. This is not good, because as a result of the exceptionally high rates of unskilled and uneducated workers, companies tend to mechanize rather than employ more people.

To undo the economic and social destruction that apartheid created in South Africa, different proposals have been offered. One proposal of interest to social scientists was to "reorganize the way that research funds are distributed between different sectors, and linking research to economic and social needs" ["Making ends meet in South Africa" (1996)]. This proposal is important because the previous allocation of research funding maintained the apartheid and the privileges it bestowed on its white minority.

In conclusion, the South African apartheid has been a long, painful period for the majority of the population in South Africa: at times the fight for the abolishment of apartheid and freedom seemed never-ending. Labor unions, as well as other institutions (e.g. churches, businesses), played a significant role in ending apartheid. But the ending of apartheid has created new issues as unemployment, violence, and crime rates continuously rise. And because of this, the legacy of apartheid will not be forgotten by South Africans for many years to come.

## References

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## Calls for Papers:

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### Conferences:

- November 12-14, 1998. Emerging Issues in Business & Technology. Location: Myrtle Beach, South Carolina USA. **Submission Deadline: July 15, 1998.** Contact: Dale Schofield, Center for Management & Professional Development, Western Illinois University, Stipes Hall Room 515, 1 University Circle, Macomb, IL 61455 USA. Tel: (309) 298-1555. E-mail: micmpd@wiu.edu.
- June 6-9, 1999. Human Resource Planning Society Research Symposium. Theme: "Building corporations through people in the midst of major economic and cultural shifts." **Submission Deadline: November 1, 1998.** Contact: Dr. Miles Overholt, Riverton Management Consulting Group, 303 East Broad Street, Palmyra, New Jersey 08065 USA.

### Journals:

- Applied Psychology: An International Review* is publishing a special issue on the former communist countries in Eastern Europe and is soliciting papers. **Submission Deadline: July 1, 1998.** Contact: Ms. Heike Clasen, Editorial Assistant, *Applied Psychology*, Universität Giessen, FB Psychologie, Otto-Behagel-Strasse 10, D35394 Giessen, GERMANY.
- Work and Occupations* is soliciting papers for a special issue entitled, "Workers, customers, and clients: Challenges of the Service Economy for the Sociology of Work." **Submission Deadline: September 1, 1998.** Contact: Holly McCammon, Deputy Editor, Box 1811 Station B, Vanderbilt University, Nashville, TN 37235 USA. Fax: (615) 322-7505. E-mail: mccammhj@ctrvax.vanderbilt.edu.
- The Journal of Occupational Health Psychology Occupations* is soliciting papers for a special issue entitled, "The relationship between work and family life." **Submission Deadline: September 1, 1998.** Contact: Mina Westman, Faculty of Management, Tel Aviv University, Ramat Aviv, Tel Aviv 69978 ISRAEL. Tel: 972-3-640-8189. E-mail: westman@post.tau.ac.il

### Awards & Grants:

- The Willamette Center for Dispute Resolution (CDR) is holding its Fourth Conflict Simulation Writing Contest. **Submission Deadline: July 1, 1998.** Winners get a \$500 cash prize. Contact: Shirley Gunter, Willamette University, CDR, 245 Winter Street SE, Salem, Oregon 97301 USA. Tel: (503) 370-6046. E-mail: sgunter@willamette.edu. or Richard Birke. E-mail: rbirke@willamette.edu
- The National Science Foundation (NSF) is offering funding for multidisciplinary research dealing with the dynamics of change in urban environments. **Submission Deadline: July 17, 1998.** Contact: NSF, Dr. Jonathan W. Leland, 4201 Wilson Blvd., Room 995.07. Arlington, Virginia 22230 USA. Tel: (703) 306-1757. Fax: (703) 306-0485. Web: <http://www.nsf.gov/cgi-bin/getpub/nsf9898> ☞

# Upcoming Conferences

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## Academic-Oriented Conferences

**May 28-31, 1998.** International Conference on Social Networks. Fifth European conference. Location: Barcelona, SPAIN. Contact: Fifth European International Conference on Social Networks Registration/NAGAR, department de Sociologia, Universitat de Barcelona, Diagonal, 690, 08034 Barcelona SPAIN. Tel: +34 3 402 1804. Fax: +34 3 280 2378. E-mail: nagar@riscd2.eco.ub.es web: <http://www.heinz.cmu.edu/project/INSNA>

**June 4-7, 1998.** Law and Society Association Annual Meeting. Location: Aspen, Colorado USA. Contact: Law and Society Association, Hampshire House, Box 33615, University of Massachusetts, Amherst, Mass. 01003-3615 USA. E-mail: LSA@legal.umass.edu.

**June 12-14, 1998.** The Center for the Study of Organizational Change (CSOCC) conference. Theme: "21st Century Change Imperative: Evolving organizations and emerging networks." Location: Columbia, Missouri USA. Contact: Mrs. Jeri King, CSOCC, College of Business Administration, University of Missouri-Columbia, 123 Middlebush Hall, Columbia, Missouri 65211-6100 USA. Tel: (573) 884-6750. Fax: (573) 882-0365. E-mail: [change@bpa.missouri.edu](mailto:change@bpa.missouri.edu). Web: <http://tiger.bpa.missouri.edu/research/centers/csoc>.

**June 19-21, 1998.** Seventh Behavioral Decision Research in Management Conference. Location: University of Miami School of Business. Contact: Maurice Schweitzer, Management Dept., 414 Jenkins School of Business Administration, University of Miami, Coral Gables, Florida 33124 USA. Tel: (305) 284-3883. E-mail: [Mschweit@umiami.ir.miami.edu](mailto:Mschweit@umiami.ir.miami.edu)

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

**July 8-11, 1998.** Fifth Annual International Conference on Advances in Management. Location: Brayford Pool, Lincoln, UNITED KINGDOM. Contact: M. Afzalur Rahim, Center for Advanced Studies in Management, 1574 Mallory Court, Bowling Green, Kentucky 42103 USA. Tel: (502) 782-2601. E-mail: [icam2000@aol.com](mailto:icam2000@aol.com) or Alan Marchant. Tel: +44 0 152 288 6300. E-mail: [amarchant@lincoln.ac.uk](mailto:amarchant@lincoln.ac.uk)

**July 14-18, 1998.** Organization Development (OD) World Congress. Location: University of Dublin, Dublin IRELAND. Registration cost: US\$290. Contact: The O.D. Institute, 11234 Walnut Ridge Road, Chesterland, Ohio 44026 USA. Tel: (440) 729-7419.

**August 5-8, 1998.** Association of Management conference. Location: San Diego, California USA. Contact: Stephen LeMah, Ph.D., 920 South Battlefield Boulevard, Suite 100, Chesapeake, VA 23320 USA. Tel: (757) 482-2273. E-mail: [AoMgt@infi.net](mailto:AoMgt@infi.net)

**August 7-8, 1998.** First Conference on Emotions and Organizational Life. Location: San Diego State University, San Diego, USA. Contact: Wilf Zerbe, Faculty of Management, University of Calgary, 2500 University Drive NW, Calgary Alberta T2N 1N4 CANADA. Fax: (403) 282-0095. E-mail: [zerbe@mgmt.ucalgary.edu.ca](mailto:zerbe@mgmt.ucalgary.edu.ca)

**August 9-12, 1998.** Academy of Management conference. Location: San Diego, California USA. Tel: (801) 378-7837. Web: <http://aom.pace.edu/meetings/1998>

**October 9-15, 1998.** Fourth European Conference on Peacemaking and Conflict Resolution. Location: Belfast, NORTHERN IRELAND. Contact: Elaine Rown. Tel: +44 123 243 9953.

**October 29-31, 1998.** The Institute of Behavioral and Applied Management. Location: Orlando, Florida USA. Contact: Dr. Ray Alie, Haworth College of Business, Western Michigan University, Kalamazoo, Michigan 49008 USA. Tel: (616) 387-5981. E-mail: [raymond.alie@wmich.edu](mailto:raymond.alie@wmich.edu)

**October 30-31, 1998.** Restorative Justice Conference. Location: Fresno, California USA. Contact: Duane Ruth-Heffelbower. Tel: (209) 455-5840. Fax: (209) 252-4800. E-mail: [duanerh@fresno.edu](mailto:duanerh@fresno.edu).

**June 20-23, 1999 (tentative).** International Association for Conflict Management (IACM) conference. Location: San Sebastian, SPAIN. Contact: Barbara Gray. E-mail: [b9g@psu.edu](mailto:b9g@psu.edu)

## Practitioner-Oriented Conferences

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

**June 17-19, 1998.** Mediation UK Annual Conference. Location: Sheffield, England, UNITED KINGDOM. Contact: Mediation UK, Alexander House, Telephone road, Bristol BS1 4BS, England, UK. Tel: +44 117 904 6661. Fax: +44 117 904 3331. E-mail: [mediationuk@cix.compulink.co.uk](mailto:mediationuk@cix.compulink.co.uk)

**June 21-25, 1998.** International Personnel Management Association Assessment Council. Location: Chicago, Illinois, USA. Contact: Jean Tozer, Program Chair, Louisiana Dept. of State Civil Service, P.O. Box 94111, Baton Rouge, Louisiana 70804-9111 USA. Tel: (504) 342-8539. Fax: (504) 342-2386.

**June 23-26, 1998.** International Peace Research Association. Theme: "Meeting human needs in a cooperative world." Location: Durban, SOUTH AFRICA. Contact Vasu Gounden or 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 (AFA) Annual Conference. Location: San Francisco, California USA. Keynote Speaker: Joe Folger. Contact: AFA, 4 Militia Drive, Lexington, Mass. 02173 USA. Tel: (617) 674-2663. Fax: (617) 674-2690. E-mail: afmoffice@igc.apc.org

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

**July 30-August 5, 1998.** American Bar Association Annual Meeting. Location: Toronto, CANADA. Contact: ABA Headquarters, 750 N. Lake Shore Drive, Chicago, Illinois 60611 USA.

**September 18-19, 1998.** Victim-Offender Mediation Association Annual Conference. Location: Tuscon, Arizona USA. Theme: "Innovative practices in restorative justice and victim-offender mediation." There are also preconference workshops Sept. 15-17. Contact: Mrs. Kathy Hall, Iowa Mediation Service, 1025 Ashworth Road, Suite 202, West Des Moines, Iowa 50265. Tel: (515) 223-2318. E-mail: ahm@aol.com.

**September 22-26, 1998.** International Industrial Relations Association annual conference. Theme: "Developing competitiveness and social justice: the interplay between institutions and social partners." Location: Bologna, ITALY. Contact: Mr. Francesco Billeci, Congress Secretariat, SINNEA International, Via Ronco, 3, 40013 Castelmaggiore (BO), ITALY. Tel: +39 51 632 9511. Fax: +39 51 632 5050. E-mail: info@iiracongress.com

**September 27-October 1, 1998.** Fellowship of Companies for Christ, International Conference. Theme: Communicating leadership vision to the next generation. Location: Palm Beach, Florida, USA. Keynote Speaker: Larry Burkett. Tel: (800) 664-3224.

**October 9-15, 1998.** European Conciliation, Peacemaking, & Conflict Resolution (ECPCR) conference. Theme: "Empowering local capacities for peace: The role of conflict resolution." Location: Belfast, NORTHERN IRELAND. Contact: Graham Dyson, ECPCR Executive Officer. E-mail: mediate@sn.no

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

**November 4-6, 1998.** Seventh Annual Conference on Emerging Issues in Mediation. Location: Madison, Wisconsin USA. Contact: Wisconsin Association of Mediators. Tel: (800) 442-4617. E-mail: pdas@mail.dcs.wisc.edu

**July 5-10, 1999.** Academy of Family Mediators (AFA) Annual Conference. Location: Chicago, Illinois, USA. Contact: AFA, 4 Militia Drive, Lexington, Mass. 02173 USA. Tel: (617) 674-2663. Fax: (617) 674-2690. E-mail: afmoffice@igc.apc.org

**September 24-27, 1998.** Christian Peacemaker Congress IV. Theme: "Getting in the way." Location: North Manchester, Indiana USA. Contact: John Stoner. Tel: (717) 859-1958. E-mail: jkstoner@ptd.net or cpt3@igc.org. Web: <http://www.prairienet.org/cpt/congress/>

**October 15-17, 1998.** Society of Professionals in Dispute Resolution (SPIDR) annual conference. Theme: "Power, politics, collaboration: Bringing visions to reality." Location: Portland, Oregon USA. Contact: SPIDR, 1621 Connecticut Ave., NW, Suite 400, Washington DC 20009 USA. Tel: (202) 265-1927. Fax: (202) 265-1968. E-mail: spidr@spidr.org

### **Training Seminars & Workshops**

**June 15, 1998.** Summer Institute for Dispute Resolution in Higher Education. "Starting a Campus Mediation Program." Location: Wayne State University; Detroit, Michigan USA. Trainer: Bill Warters, Ph.D. Cost: \$100. Contact: Andrea Graham. Tel: (313) 577-5313. E-mail: ac7085@wayne.edu or w.warters@wayne.edu.

**June 15-16, 1998.** RealJustice Facilitator Training Workshop, "Facilitating Restorative Justice and Family Group Conferences." Location: Grove City, Pennsylvania USA. Cost: \$250. Contact: RealJustice, P. O. Box 229, Bethlehem, Pennsylvania 18016-0229 USA. Tel: (610) 807-9221. Fax: (610) 807-0423. E-mail: usa@realjustice.org Web: <http://www.realjustice.org/trainings.html>

**June 15-25, 1998.** Vermont Law School. "Mediation Training." Location: Vermont Law School, USA. For information: Tel: (800) 227-1395, Extension 2201. E-mail: cbutton@vermontlaw.edu. Website: <http://www.vermontlaw.edu/elc/elc.htm>

**June 16-19, 1998.** Summer Institute for Dispute Resolution in Higher Education. "Skills Training for Campus Dispute Resolvers." Location: Wayne State University; Detroit, Michigan USA. Trainer: Bill Warters, Ph.D. Cost: \$350. Contact: Andrea

*Conferences ... continued on page 9*

## Recent publications by IACM Members and colleagues.

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compiled by Lori Chellevoid

The following articles and books were published during the last few months of 1997 and the first half of 1998:

- Allen, Mike** (Winter, 1998). Reducing dating anxiety: A meta-analysis. *Communication Reports*, 11, pp. 49-56.
- Baron, Robert** (October, 1997). What makes an entrepreneur successful? *Capital District Business Review*, 24, No. 26, p24.
- Baron, Robert** (October, 1997). The eyes have it: Minority influence in face-to-face and computer-mediated group discussion. *Journal of Applied Psychology*, 82 Issue 5, pp706-719.
- Barry, Bruce & Friedman, Raymond A.** (Feb. 1998). Bargainer characteristics in distributive and integrative negotiation. *Journal of Personality & Social Psychology*, 74, No. 2, pp345-351.
- Barry, Bruce; Stephens, Carroll U.** (Jan. 1998). Objections to an objectivist approach to integrity. *Academy of Management Review*, 23, pp162-170.
- Bazerman, Max, Tenburnsel, Ann, & Wade-Benzoni, Kimberly** (April, 1998). Negotiating with yourself and losing: Making decisions with competing internal preferences. *Academy of Management Review*, 23, pp. 225-241.
- Bottom, William P.** (Nov., 1997). False consensus, stereotypic cues, and the perception of integrative potential in negotiation. *Journal of Applied Social Psychology*, 27, Issue 21, pp. 1919-1941.
- Cai, Deborah** (Feb., 1998). Elderly perceptions of communication with older and younger adults in China. *Journal of Applied Communication Research*, 26, Issue 1, pp.32-52.
- Carnevale, Peter** (1998). Conflict on the internet. In **S. Keisler** (Ed.) *Culture of the Internet*. Homewood, IL: Irwin.
- Carnevale, Peter** (1998). Good news about competitive people. In **Carsten K. de Dreu & Evert van de Vliert** (Eds.) *Optimal conflict in groups and organizations*. Newbury Park, CA: Sage.
- Chen, Chao; Chen, Xiao-Ping & Meindl, James P.** (1998). How can cooperation be fostered? The cultural effects of individualism-collectivism. *The Academy of Management Review*, 23, 285-304.
- Church, Allan H.** (Oct., 1997). From both sides now: organizational learning. *The Industrial-Organizational Psychologist*.
- Dominick, Peter** (Dec., 1997). The effects of peer feedback on team member behavior. *Group & Organization Management*, 22, pp.508-522.
- Dyson, Graham P.** (1997). Problems with using official records from Young Offender Institutions as indices of bullying. *International journal of Offender Therapy & Comparative Criminology*, 41, Issue 2, pp.121-139.
- Fisher, Ronald J.** (1997). *Interactive Conflict Resolution*. Syracuse, NY: Syracuse University Press.
- Fisher, Ronald J.** (1997, Ed.) Conflict resolution training in divided societies. *International Negotiation*, 3, Issue 3.
- Golembiewski, Robert, Rahim, Afzal, Cseh, C., Pitariu, H. D., & Lou, H.** (1998). Two replications and an extension of the phase model. *Public Administration: An Interactive Journal*.
- Harris, K.** (1998). Decision making by Chinese and U.S. students. *Journal of Social Psychology*, 138, pp. 102-114.
- Hoffman, Andrew J. & Bazerman, Max H.** (Fall, 1997). Balancing business interests and endangered species protection. *Sloan Management Review*, 39, Issue 1, pp59-74.
- Holm, Olle** (Nov., 1997). Ratings of empathetic communication. *Journal of Psychology: Interdisciplinary & Applied*, 131, pp.680-683.
- Kelman, Herbert** (Jan., 1998). Israel in transition from Zionism to post-Zionism. *Annals of the American Academy of Political & Social Science*, 55, pp.46-62.
- Lau, Dora C. & Murnighan, J. Keith** (April, 1998). Demographic diversity and faultlines: The compositional dynamics of organizational groups. *The Academy of Management Review*, 23, 325-340.
- Leeds, C. A.** (1997). Managing conflict across cultures: Challenges to practitioners. *International Journal of Peace Studies*, 2, pp. 77-90.
- Makoul, G., & Roloff, Michael E.** (Feb., 1998). The role of efficacy and outcome expectations. *Communication Research*, 25, pp. 5-30.
- Ohbuchi, Ken-Ichi & Tedeschi, James T.** (Dec., 1997). Multiple goals and tactical behaviors in social conflicts. *Journal of Applied Social Psychology*, 27 Issue 24, pp. 2177-2200.
- Olson, Craig** (1997). Learning from interest and arbitration: The next round. *Industrial and Labor Relations Review*, 50, pp. 237-252.
- Owens-Ibie, N.** (1997). Communication dilemmas in a traditional African society. *Media Development*, 44, Issue 2.
- Polzer, Jeffrey, & Mannix, Elizabeth** (Feb., 1998). Interest alignment and coalitions in multiparty negotiation. *Academy of Management Journal*, 41, pp. 42-55.

- Poole, M. Scott & Putnam, Linda.** (1997). Organizational communication in the 21st century. *Management Communication Quarterly*, 11, pp. 127-139.
- Ragaswama, Arvind, & Shell, G. Richard.** (1997). Using computers to realize joint gains in negotiations: Toward an "electronic bargaining table." *Management Science*, 43, pp. 1147-1163.
- Rahim, Afzal.** (1998). Relationships of stress, locus of control, and social support to psychiatric symptoms and propensity to leave a job: A field study with managers. *Journal of Business and Psychology*.
- Rahim, Afzal.** (Oct., 1997). Commentary on "Organizational Learning." *The Industrial-Organizational Psychologist*.
- Rao, Asha** (Fall, 1997). Universal and culturally-specific aspects of managerial influence: A study of Japanese managers. *Leadership Quarterly*, 8, Issue 3, pp. 295-308.
- Robert, Christopher & Carnevale, Peter** (1997). Group choice in ultimatum bargaining. *Organizational Behavior and Human Decision Processes*, 72, (2), pp. 256-280.
- Roch, Sylvia, & Samuelson, Charles.** (1997). Effects of environmental uncertainty and social value orientation in resource dilemmas. *Organizational Behavior and Human Decision Processes*, 70, pp. 221-236.
- Smith, Heather.** (1997). Choosing the right pond: The impact of group membership on self-esteem and group-oriented behavior. *Journal of Experimental Social Psychology*, 33, (2), pp. 146-160.
- Smoler, F. & Elliot, M.** (Feb./Mar., 1998). Paradise lost? *American Heritage*, 49, Issue 1, pp. 58-68.
- Stewart, Gordon.** (1997). A fickle court of public opinion. *Best's Review*, 98, (8), pp. 104-105.
- Stomato, Linda.** (1997). Commerce and conflict resolution in Harlem. *Peace Review*, 9, (3), pp. 399-405.
- Thompson, Leigh.** (1998). *The mind and heart of the negotiator*. Upper Saddle River, New Jersey USA: Prentice-Hall.
- Thompson, Tracy & Purdy, Jill.** (1997). Building a strong foundation: Using a computer simulation in an introductory management course. *Journal of Management Education*, 21, pp. 418-435.
- Tjosvold, Dean.** (1998). Making employee involvement work: Cooperative goals and controversy to reduce costs. *Human Relations*, 51, pp. 201-215.
- Tjosvold, Dean.** (1997). Managing conflict in Dutch organizations: A test of the relevance of Deutsch's cooperation theory. *Journal of Applied Social Psychology*, 27, pp. 2213-2228.
- Tjosvold, Dean.** (1997). Networking by professionals to manage change: Dentists' cooperation and competition. *Journal of Organizational Behavior*, 18, pp. 745-753.
- Tyrrell, Frank.** (1997). Transformational leaders for new organizations. *Thrust for Educational Leadership*, 27, Issue 3, pp. 34-36.
- Walker, Janet** (1997). The traumatic paradox: Documentary films, historical fictions, and cataclysmic past events. *Signs: Journal of Women in Culture & Society*, 22, Issue 4, pp. 803-826. ☐

Note: These entries were obtained from searching computerized databases (e.g., ABI-Inform, Ebscohost) and from the occasional self-reported publication that members send to our office. Remember that there are several steps involved by the time a citation is entered into a data base, copied at our office, and re-entered into this file. Only a fool would assume that every entry is correct (especially for the ending page numbers) and complete (some data bases only list the name of the first author). Use this list to identify publications of interest, but remember: Always consult the original source before citing it in a paper! If you didn't see your publications in this list, then please give us the citation by sending an e-mail to: rosscba@uwlax.edu.

Conferences ... continued from page 7

Graham. Tel: (313) 577-5313. E-mail: ac7085@wayne.edu or w.warters@wayne.edu.

**June 18-19, 1998.** Supervisory Management Institute (SMI). "Taking Charge of Change." Location: University of Wisconsin - La Crosse; La Crosse, Wisconsin USA. Trainer: Ken de Meuse. Cost: \$350. Contact: SMI, P.O. Box 4004, Eau Claire, Wisconsin 54702-4004 USA. Tel: (800) 582-5182.

**June 20-27, 1998.** International Professional Training Project in Conflict Resolution. "Working with conflict." Location: Frenchman's Cove, JAMACIA. Contact: Steve Olweean, Common Bond Institute, 12170 S. Pine Ayr Drive, Climax, Michigan 49034. Tel: (616) 665-9393. E-mail: solweean@aol.com

**July 20-30, 1998.** Vermont Law School. "ADR and the Environment." Location: Vermont Law School, USA. For information: Tel: (800) 227-1395, Extension 2201. E-mail: cbutton@vermontlaw.edu. Website: <http://www.vermontlaw.edu/elc/elc.htm>

**August 3-7, 1998.** Basic Institute in Conflict Management & Mediation (30 hours). Location: Fresno Pacific University, Fresno, California USA. Cost: US\$300. Trainers: Dalton Reimer, Ph.D., & Ron Claassen. Contact: Center for Peacemaking & Conflict Studies, Fresno Pacific University, 1717 S. Chestnut Ave. Fresno, California 93702 USA. Tel: (800) 909-8677. Fax: (209) 252-4800. Web: [www.fresno.edu/pacs/basicins.html](http://www.fresno.edu/pacs/basicins.html). ☐

## Electronic Signals

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### Listservers/Discussion Groups:

Note: To join a listserve send a one-line e-mail message (leave the "subject" line blank) to the address shown. The message should read "Subscribe {name of the listserve} followed by your name." For example, John Doe might join the John Doe Society's listserve called JDS by sending the message: "Subscribe JDS John Doe."

**CPTGAMEnet** is a forum for discussion of concerns over violence in computer games. Subscribe to [cpt2@igc.apc.org](mailto:cpt2@igc.apc.org). Also visit the website at: <http://www.menno.org.cpt.games>

### Websites:

**Society of Professionals in Dispute Resolution (SPIDR)**, a professional organization of mediators and arbitrators, has a website: <http://www.igc.org/spidr/> There, you can learn about publications, chapters, and upcoming events. There are also forums on topics (e.g., "ADR in the Workplace"). E-mail: [spidr@spidr.org](mailto:spidr@spidr.org) for more information.

**ADR OnLine Monthly** is available via the internet. The April issue featured articles (or links to other sites) on topics such as "Peace Summit Technologies," "Syllabi from negotiation workshop and advanced dispute resolution courses," and "the University of Colorado's Conflict Research Consortium." Contact: Ethan Katsch. E-mail: [Katsch@legal.umass.edu](mailto:Katsch@legal.umass.edu) Web: <http://www.umass.edu/dispute/adronline.html>

**The OnLine Journal of Peace and Conflict Resolution** is soliciting papers. The editors are particularly interested in submissions related to mediation. Both academic papers and case studies are welcomed. Contact: Derek Sweetman, Editor. E-mail: [peacejnl@aol.com](mailto:peacejnl@aol.com). Web: <http://members.aol.com/peacejnl/index.htm>

### Other media-related products of interest:

**Allwyn Hall**, an interactive CD-ROM training tool designed to teach conflict resolution to college students by using a dormitory conflict, is available for US\$60.00. Contact: Martha Harty, CAAE, Carnegie Mellon University, Pittsburgh, PA 15213. E-mail: [allwyn@andrew.cmu.edu](mailto:allwyn@andrew.cmu.edu)

**"Dad Invents TV Filth Filter."** As reported in the April, 1998 issue of the American Family Association *Journal*, Rick Bray, a father and computer programmer wanted to block out the number of vulgar and profane words entering his home via his television set. So he invented a product called TVGuardian which uses the closed-captioning system that accompanies most television programs to block out objectionable language. When objectionable words are about to be spoken, the sound on the television is muted for second; the sentence appears in writing on the screen — minus the "cuss word." The product is 90-95% effective. For example, the movie, "Men in Black" has 66 offensive words, but with the TVGuardian only one word was heard. "Speed" has 93 such words, and only four were heard. Price: US\$249.00. Contact: Principle Solutions. Tel: (888) 799-4TVG. Web: <http://tvguardian.com> ☐

## Announcements

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The **James McKeen Cattell Fund Fellowship** offers supplements (up to \$24,000) to sabbatical allowances provided by recipients' home institutions. Psychologists and Psychology professors or administrators at colleges and universities in the U.S. and Canada are eligible. Deadline: December 1 of the year preceding the year in which the faculty member will be on leave. Contact: Gregory Kimble, Dept. of Psychology, Duke University, Durham, NC 27708-0086. Website: <http://www.psych.unc.edu/quant/cattell.html>

The **US Agency for International Development (USAID)** is soliciting proposals for developing Alternative Dispute Resolution (ADR) procedures for commercial disputes in Madagascar. Contact: Jackie Ramanitrera, USAID/Madagascar, B.P. 5253, Antananarivo 101, MADAGASCAR. Tel: (261)(2)(254-89). Fax: (261)(2)(348-83). E-mail: [jramanitrera@usaid.gov](mailto:jramanitrera@usaid.gov) Web:<http://www.info.USAID.Gov>. (select "Business and Procurement Opportunities," then "USAID Procurements").

The **University of Victoria Institute for Dispute Resolution (IDR)** is: (1) compiling a comprehensive bibliography of literature on international dispute resolution (e.g., commercial/trade, employment/labor disputes) relevant to Canada and also (2) is compiling a list of relevant Canadian institutions or people that study, teach or provide service relevant to international dispute resolution (e.g., universities, training institutes, service providers). Contact: Cam Carruthers, Univ. of Victoria IDR, P. O. Box 2400, Victoria, British Columbia V8W 3H7 CANADA. E-mail: [campion@uvic.ca](mailto:campion@uvic.ca). ☐

## Resources

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### Books Dealing with Children & Conflict:

**Social Work Approaches to Conflict Resolution: Instructor's Manual** (1997) by Benjamin Chetkow-Yanoov. Price: US\$20.00. Publisher: Haworth Press.

**Coping Through Conflict Resolution and Peer Mediation** (1997) by Carolyn Simpson. Price US\$17.00. Publisher: Rosen.

**Everything You Need to Know About Peer Mediation** (1997) by Nancy Rue is written for children, ages 9-12. Price: US\$17.00. Publisher: Rosen.

**Free the Children!** (1997) by Susan G. Fitzell & Terrence W. Doyle offers guidance for parents and teachers who want to raise peaceful children in a violent world. It includes chapters on how to teach conflict resolution to children at different age levels, and discusses topical issues such as school bullies and violence on television. Price: US\$16.00. Publisher: New Society.

**Chores Without Wars** (1998) by Riki Intner is a book about building teamwork and resolving conflicts within families, written for busy parents. Price: US\$12.00. Publisher: Prima. Another book dealing with this topic, but emphasizing interpersonal communications, is, **Getting Through to Kids: Problem Solving with Children Ages 6 to 18** (1997) by Phillip Mountrose. Price: US\$12.00. Publisher: Holistic Communications.

**Children of 'the Troubles'** (1998) edited by Laurel Holliday offers a collection of essays, stories, and diary entries by nearly sixty Irish Catholic and Protestant children and teenagers, as they recall growing up in the war zone of Northern Ireland. Price: US\$14.00. Publisher: Washington Square. For a more "scholarly" treatment of this same subject, see, **Growing up in a Divided Society: The Influence of Conflict on Belfast Schoolchildren** (1997) by Sean Byrne. Price: US\$39.00. Publisher: Fairleigh Dickinson University Press.

**Caught in the Middle: Protecting Children of High-Conflict Divorce** (1997) by child psychologists Carla Garrity & Mitchell Baris discusses how children cope with divorce and how divorcing parents can pursue an amiable divorce. Price: US\$20.00. Publisher: Jossey-Bass.

**Bullies and Gangs (How I Feel About)** (1998) by Julie Johnson and associates is written for children, ages 4-8 who need to deal with these subjects. Price: US\$20.00. Publisher: Copper Beech.

**The Handbook of Conflict Resolution Education: A Guide to Building Quality Programs in Schools** (1997) by Richard Bodine & Donna Crawford is exactly what it says it is. Price: US\$35.00. Publisher: Jossey-Bass.

### *Books Dealing with Communication & Conflict:*

**How to Disagree Without Being Disagreeable: Getting Your Point Across With the Gentle Art of Verbal Self-Defense** (1997) by Haden and Suzette Elgin continues the path begun with Suzette's 1980 book, **The Gentle Art of Verbal Self Defense**. The new book includes chapters on listening, detachment, metaphors, using presuppositions, and increasing rapport. Price: US\$30.00. Publisher: Wiley.

**Ill Effects: The Media/Violence Debate** (1997) edited by Martin Barker & Julian Petley examines whether, how, and under what circumstances the mass media exacerbate violent tendencies in people. Price: US\$20.00. Publisher: Routledge.

**If Only I'd Listen to Myself: Resolving the Conflicts that Sabotage our Lives** (1997) by Jacques Salome & Sylvie Galland is a self-help book dealing with interpersonal communication problems. Price: US\$16.00. Publisher: Element.

**Communication Miracles for Couples: Easy and Effective Tools to Create More Love and Less Conflict** (1997) by Jonathan Robinson is a simple how-to book designed to encourage you to get your spouse to "really hear you and change" with chapters entitled "Repairing broken trust," "Would you rather be right or be loved? (avoiding fights)," and "Exercises for communication mastery." Available just in time for Father's Day...then again, the best way to show Dad your love might be to let him be alone with his television remote control for the duration of his favorite baseball game. Price: US\$11.00. Publisher: Conari Press.

### Books Dealing with Ethnic & International Conflict:

**Algeria: The Fundamentalist Challenge** (1997) by James Ciment provides an in-depth look at the Algerian conflict, which was punctuated by the military's cancellation of the 1992 national elections which an Islamic party was expected to win. Price: US\$24.00. Publisher: Facts-on-File.

**Analytic Approaches to the Study of Future Conflict** (1998) by Alexander Woodcock & David Davis. Price: US\$30.00. Publisher: Brassey's Inc. This book uses historical conflicts to identify conditions that predict future conflicts. Also see **A Century of War** (1997) by David Miller. This book offers a chronological history describing every major battle from the Russo-Japanese War of 1904 to the Gulf War of the 1990s. Useful fodder for developing your own analytical approach to the study of armed conflict. Price: \$13.00. Publisher: Random House.

**Anticipating Ethnic Conflict** (1998) by Ashley Tellis and associates offers a theoretical model to predict when ethnic conflict such as that in Rwanda will emerge. Price: US\$15.00. Publisher: RAND Corporation.

**Interested in Peacekeeping Issues?** Then check out the following titles: (1) **Breaking the Cycle** (1997) by Roderick von Lipsey and associates. Price: US\$50.00. Publisher: St. Martins; (2) **Enforcing Cooperation: Risky States and Intergovernmental Management of Conflict** (1997) by Gerald Schneider & Patricia Weitsman (Editors). Price: US\$50.00. Publisher: St. Martins; (3) **The New U.N. Peacekeeping: Building Peace in Lands of Conflict After the Cold War** (1997) by Steven Ratner. Price: US\$19.00. Publisher: St. Martins; (4) **Peacemaking in International Conflict: Methods & Techniques** by I. William Zartman & J. Lewis Rasmussen (Editors). Price: \$20.00. Publisher: U.S. Institute of Peace.

**Conflict Resolution in the Arab World: Selected Essays** (1997) edited by Paul Salem. Price: US\$20.00. Publisher: Syracuse University Press.

**Dynamics of International Relations: Conflict & Mutual Gain in an Age of Global Interdependence** (1998) by Walter Clemens. Price: US\$35.00. Publisher: Rowman & Littlefield.

**In Athena's Camp** (1998) by John Arquilla and associates is a unique book that features U.S. military and information technology experts discussing how the "information revolution" has transformed national security and military affairs (didn't we all watch the Gulf War on the Cable News Network? Saddam Hussein reportedly did!) and to anticipate what form future wars and conflicts will take. Price: US\$20.00. Publisher: Rand.

**India, Pakistan, and the Kashmir Dispute** (1997) by Robert Wirsing uses this specific regional dispute as a case study from which to extrapolate general principles that may apply to other regional conflicts. Price: US\$20.00. Publisher: St. Martin's.

**International Law and Ethnic Conflict** (1998) edited by David Wippman. Price: US\$40.00. Publisher: Cornell University Press.

**Israel at the Crossroads: Fifty Years and Counting** (1998) by David Dolan. Price: US\$13.00. Publisher: Fleming H. Revell.

**Latin America: Development and Conflict Since 1945** (1997) by John Ward and associates offers a history of social conditions and foreign policy issues in this region since World War II. Price: US\$16.00. Publisher: Routledge.

**Nations at War: A Scientific Study of International Conflict** (1998) by Daniel Geller & J. David Singer looks at war-prone states and regions with case studies of the Iran/Iraq War of 1980 and World War I. Price: US\$19.00. Publisher: Cambridge University Press.

**Settling Accounts: Violence, Justice, and Accountability in Post-Socialist Europe** (1997) by John Borneman examines the application of Western-style rule of law to transformed communist regimes. Price: US\$50.00. Publisher: Princeton University Press.

### ***Books Dealing with Game Theory & Social Psychology:***

**The Complexity of Cooperation: Agent-Based Models of Competition and Collaboration** by Robert Axelrod (1997) is a sequel to **The Evolution of Cooperation**, providing documentation for his original model, and including essays originally published in a variety of journals. Price: US\$50.00. Publisher: Princeton University Press.

**Game Theory: Analysis of Conflict** (1997) by Roger B. Myerson. Price: US\$25.00. Publisher: Harvard University Press (reprint).

**Paradoxes of Group Life: Understanding Conflict, Paralysis, and Movement in Group Dynamics** (1997) by Kenwyn Smith & David Berg. Price: \$27.00. Publisher: Jossey-Bass.

**Strategy of Conflict** (originally published, 1980) by Thomas Schelling has been reprinted in a paperback edition. Price: US\$17.00. Publisher: Harvard University Press.

### ***Books Dealing with Interpersonal Disputes:***

**Aversive Interpersonal Behaviors** (1997) edited by Robin Kowalski. Price: US\$50.00. Publisher: Plenum.

**The Complete Idiot's Guide to Dealing with In-Laws** (1998) by Laurie Rozakis. Price: \$17.00. Publisher: Macmillan.

**Complex Interpersonal Conflict Behaviour: Theoretical Frontiers** (1997) by Evert van de Vliert offers both description and explanation for a greater understanding of interpersonal conflict. The book concludes with 34 propositions for investigation. Price: US\$37.50. Publisher: Psychology Press.

**The Choosing to Forgive Workbook** (1997) by Les Carter and Frank Minirth of the Minirth-Meier clinic. A companion to The Anger Workbook. The authors seek to help the injured and angry reader develop a "forgiveness plan" that will promote relational restoration. Price: US\$16.00 (but if you are really, REALLY angry and unforgiving they might let you have it for less). Publisher: Thomas Nelson. Also see **Dealing With Anger** (1997) by Marianne Johnston. Price: US\$14.00. Publisher: Rosen.

**Helping a Neighbor in Crisis** (1997) by Lisa Lampman & Charles Colson (Editors). Potentially useful for counselors, pastors, and those dealing with crises, disasters, and trauma. Price: US\$11.00. Publisher: Tyndale House.

**Magic of Conflict** (1998) by Thomas F. Crum. Price: \$14.00. Publisher: Touchstone Press. Not sure if this is related to the video of the same title (see below).

**Making Molehills out of Mountains** (1998) by Steve Frisch is a self-help book for helping you tackle your interpersonal conflicts. Price: US\$19.00. Publisher: Alive & Well Publications.

**Managing Conflict God's Way** (1997) by Deborah Smith Pegues. Price: US\$11.00. Publisher: Whitaker House. Also see: *The Peacemaker: A Biblical Guide to Resolving Interpersonal Conflict* (1997) by Ken Sande. Price: US\$15.00. Publisher: Baker.

**Resolving Conflicts: How to turn Conflict into Cooperation** (1997) by Wendy Grant. Price: US\$13.00. Publisher: Element.

### ***Books Dealing With Mediation, Arbitration, and ADR:***

**Alternative Dispute Resolution: The Advocate's Perspective** (1997) by Edward Brunet and Charles Craver. Price: US\$50.00. Publisher: Lexis Law.

**Basic Skills for the New Mediator** (1997) by Allan Goodman. Price: US\$25.00. Publisher: Solomon. Tel: (301) 816-1025.

**Compulsory Arbitration: The Grand Experiment** (1997) by Richard Bales examines the use of arbitration in employment disputes. Price: US\$30.00. Publisher: ILR Press.

**The Divorce Mediation Handbook: Everything You Need to Know** (1997) by Paula James is for those who wished they had been given "everything they needed to know" when they got married. Price: US\$16.00. Publisher: Jossey-Bass. If there is still hope, see: **Family Mediation Handbook** (1997) by Barbara Landau. Price: US\$75.00. Publisher: Butterworth.

**Labor Arbitration Under Fire** (1997) by James Stern and Joyce Najita (Editors). Price: US\$40.00. Publisher: ILR Press.

**Mediation and Arbitration of Employment Disputes** (1997) by John Thomas Dunlop and Arnold M. Zack. Price: US\$37.00. Publisher: Jossey-Bass.

**Mediation in Family Disputes** (1998) by Marian Roberts. Publisher: Ashgate Publishing, UK.

**The Mediation Kit: Tools to Solve Disputes** (1997) by J. W. Zeigler, Jr. Price: US\$20.00. Publisher: Wiley.

**Mediator's Handbook, Third Edition** (1997) by Jennifer Beer & Eileen Stief. Price: US\$20.00. Publisher: New Society.

**Records of the U.S. National Mediation Board, 1961-1963** is a set of two rolls of 35mm microfilm detailing the cases, press releases, and reports of this agency which mediates railroad labor disputes. Cost: \$190.00. Publisher: Scholarly Resources. Tel: (800) 772-8937.

**Resolving Conflict Once and For All: A Practical How-To Guide to Mediating Disputes** (1997) by Mark Stein is a practical, guide for handling both interpersonal and organizational conflicts. Price: US\$20.00. Publisher: Mediation First.

### ***Books Dealing with Organizational Conflict:***

**Clergy Killers: Guidance for Pastors and Congregations Under Attack** (1997) by G. Lloyd Rediger. Price US\$15.00. Publisher: John Knox Press.

**Congregations in Conflict: The Battle over Homosexuality** (1997) by Keith Hartman. Price: US\$16.00. Publisher: Rutgers University Press.

**Constructive Conflict Management: Managing to Make a Difference** (1997) by John Crawley. Price: US\$20.00. Publisher: Nicholas Brealey.

**Leadership: The Dynamics of Power & Influence in Organizations**, (1998) edited by Robert P. Vecchio, is an anthology dealing with these topics. Price: US\$25.00 (paperback). Publisher: University of Notre Dame Press. Website: <http://www.undpress.nd.edu>

**Managing Disagreement Constructively: Conflict Management in Organizations** (1997) by Herbert Kindler. Price: US\$11.00. Publisher: Crisp Publications.

**Negotiating and Influencing Skills** (1997) by Brad McRae. Price: US\$46.00. Publisher: Sage. Tel: (805) 499-9774.

**The New Battle of Workplace Privacy** (1998) by William Hubbartt examines privacy law, an employer's access to workplace information (can your boss "rifle through your desk" when you're on vacation—even if he gives you an extra week off?), electronic monitoring, and other related issues that are sure to generate conflict in some work settings. Price: US\$28.00. Publisher: AMACOM.

**Change at Work** by Peter Cappelli and associates documents both causes and consequences of work restructuring, downsizing, and changes in work organization. It also describes the implications for organizations and policy. Price: US\$22.00. Publisher: Oxford University Press.

**Trade Unions and the Management of Industrial Conflict** (1997) by Rosemary Aris with a special focus on British unions. Price: US\$65.00. Publisher: St. Martins Press.

**201 Ways to Deal With Difficult People** (1997) by Alan Axelrod and associates identifies different types of difficult people (e.g. the “screamer”) and practical, quick tips for dealing with each type (insert your own “crazy-glue” joke here). Price US\$11.00. Publisher: McGraw-Hill.

**Win-Win Solutions: Resolving Conflict On the Job** (1997) by Thomas J. Stevinin. Price: US\$13.00. Publisher: Northfield.

### **Books Dealing with Legal Issues & Conflict:**

**Braid of Feathers: American Indian Law and Contemporary Tribal Life** (1997) by Frank Pommersheim. Price: US\$16.00. Publisher: University of California Press.

**The Employer’s Legal Handbook** by Fred S. Steingold is a new textbook that compiles all of the basics of employment law. Price: US\$29.95. Publisher: Nolo Press.

**European Community Law** (1997) by Arthur Lewis. Price: US\$55.00. Publisher: Kogan-Page. Tel: (603) 749-9171.

**Everyday Practices and Trouble Cases** by Austin Sarat and associates deals with sociological and psychological aspects of legal practice. Price: US\$70.00. Publisher: Northwestern University Press.

**Getting to Resolution: Turning Conflict into Collaboration** (1998) by Stewart Levine. Price: US\$20.00. Publisher: Berrett-Koehler.

**A Nation of Adversaries: How the Litigation Explosion is Reshaping America** (1997) by Patrick Garry examines social factors behind the litigation explosion. These range from feelings of victimhood, to political polarization, to media treatment of court cases with an emphasis on who “wins” rather than on legal or justice considerations. Depending upon your perspective, this book will strike you as either a brilliantly insightful, integrative book or a far-flung exercise in relating *everything* to the litigation explosion—long on breadth, short on depth (I suppose someone will sue me over this review). Price: US\$27.00. Publisher: Plenum.

**Pluralism by the Rules: Conflict and Cooperation in Environmental Regulation** (1998) by Edward Weber explores environmental policy and the resolution of environmental disputes. Price: US\$24.00. Publisher: Georgetown University Press.

### **Books Dealing with Social Conflict:**

**All that Glitters: Class, Conflict, and Community in Cripple Creek** (1998) by Elizabeth Jameson is a historical account of social conflict between coal miners in Colorado and mine owners. Price: US\$24.00. Publisher: University of Illinois Press.

**African-American Power & Politics** (1997) by Walton Hanes, Jr. looks at the political and 50-year historical context of Blacks within the U.S. political system today. Price: US\$45.00. Publisher: Columbia University Press.

**An Accidental Anarchist: How the Killing of a Humble Jewish Immigrant by Chicago’s Chief of Police Exposed the Conflict Between Law & Order and Civilization** (1998) by Walter Roth and Joe Kraus looks at the “Averbuch Affair” where, in 1908, the Chief of Police in Chicago, George Shippy, struggled with and killed a Russian immigrant named Lazarus Averbuch. Was Averbuch an “anarchist” who pulled a knife, as Shippy claimed? Or a victim of prejudice and police brutality? Don’t wait for the movie—read the book! Price: US\$17.00. Publisher: Rudi.

**Big Business, Strong State: Collusion and Conflict in South Korean Development, 1960-1990** (1997) by Eun Mee Kim offers insights into the sometimes tumultuous industrial and labor policies of the South Korean government. Price: US\$60.00. Publisher: State University of New York Press.

**Beyond Violence** (1997) by Gerard Vanderhaar. Shows how figures like Mahatma Ghandi have taken the example of the nonviolent Jesus Christ as their guide for working peacefully for justice in the world. Price: US\$13.00. Publisher: Twenty Third Publications. Also see **God at War** (1997) by Gregory Boyd; this book analyzes two philosophical questions: (1) do bad things happen because of larger (mysterious) good purposes of a loving God? or (2) does evil happen because of Satan’s actions, which we have a duty to work against? Price: US\$18.00. Publisher: Intervarsity.

**Five Fires: Race, Catastrophe, and the Shaping of California** (1997) offers a history of the state, focusing on the social conflicts and upheavals (e.g. racial conflict) that make California a unique state. Price: US\$25.00. Publisher: Addison-Wesley.

**Enemy Images in American History** (1997), edited by Ragnhild Fiebig-von Hase and Ursula Lehmkuhl, is an unusual book that examines how enemies have been portrayed in the media and by politicians in the United States throughout history. Price: US\$60.00. Publisher: Berghahn.

**Disquiet in the Land** (1997) by Fred Kniss examines cultural conflict in American Mennonite communities from the 1870s through the 1980s. Price: US\$20.00. Publisher: Rutgers University Press.

**In the Canon's Mouth: Dispatches from the Culture Wars** (1997) by Lillian Robinson examines the social and cultural conflicts within the United States, with a special focus on what American literature should be "required reading" in schools and universities. Price: US\$14.00. Publisher: Indiana University Press. Also see **The Limits of Social Cohesion** (1998), edited by Peter Berger and Bertelsmann Stiftung, for a chapter on the U.S. "culture wars" as well as similar accounts of social conflict from the following countries: India, Turkey, Taiwan, Japan, South Africa, Chile, Germany, Hungary, and France. Price: \$70.00. Publisher: Westview Press. There is also a new magazine dedicated to this topic: **Culture Watch Leadership Bulletin**. No subscription price available. Contact: (800) 461-3113.

**Lynching and Vigilantism in the United States: An Annotated Bibliography** (1997), compiled by Norton Moses, puts this unique form of Alternative Dispute Resolution Procedure into a historical and social context. No data on whether those lynched thought it was a "just procedure," however. Price: US\$85.00. Publisher: Greenwood.

**Modern French Politics** (1998) by Nick Hewlett analyzes social conflicts in France since World War II and how these are "played out" in the political system. Price: US\$55.00. Publisher: Polity Press.

**Modern Slavery and the Global Economy** (1998), edited by Gary McCuen. Price: US\$14.00. Publisher: Gem.

### Other Books:

**Survival Strategies: Cooperation and Conflict in Animal Societies** (1997) by Raghavendra Gadagkar examines why animals cooperate, commit suicide, and act in other fascinating ways; written from an evolutionist's perspective. Price: US\$22.00. Publisher: Harvard University Press.

**Encyclopedia of Conflict Resolution** (1997) by Heidi & Guy Burgess is an interdisciplinary volume exploring topics alphabetically and also providing a history of this young field. Price: US\$55.00. Publisher: Abc-Clio.

### Videos:

**The Magic of Conflict** is one of several video titles dealing with conflict, communication, diversity, ethics, and dealing with difficult people. Video prices range from US\$129.00 to \$250.00. Contact: Insight Media, 2162 Broadway, New York, NY 10024-6620 USA. Tel: (800) 233-9910.

**Discover the Secrets of Win-Win Bargaining** is a video that explains Dr. Jerome Barrett's PAST system (Principles, Assumptions, Steps, and Techniques) for win-win bargaining. It is primarily for union leaders, but suitable to other negotiation courses as well. Cost: US\$250.00. Contact: School for Workers, University of Wisconsin-Madison, 610 Langdon Street, #422, Madison, Wisconsin 53703 USA. Tel: (608) 262-4496.

**Labor's Comeback** is a video about labor unions in Quebec and the Solidarity Fund, which uses pension funds strategically as it engages in venture capital. Price: US\$129. Contact: Films for the Humanities & Social Sciences. Tel: (800) 257-5126.

**Management Combines its Forces with Unions** is a 30 minute video profiling labor-management relations at Northwest Airlines. It is one of nine new videos on "Managing corporate change" offered by Films for the Humanities & Sciences. Another new series of four videos entitled "Labor's comeback: The new face of labor unions" is also available. Most videos are priced at US\$129.00 each. Contact: Films for the Humanities & Sciences, P.O. Box 2053, Princeton, New Jersey 08543-2053 USA. Tel: (800) 257-5126. Website: <http://www.films.com>

**Questions of Balance** film & video company has three training tapes for children ages 9-14 showing how to mediate and negotiate problems. Titles: **Three Boys Who Play Too Rough**, **Threat of a Gang Fight**, **Saying I'm Sorry**. Price: US\$99.00 (with teacher's guide). **The Breakthrough** is a fourth title that costs US\$130.00. Contact: 369 Montezuma, Suite 429, Santa Fe, New Mexico 87501-2626 USA. Tel: (888) 972-3456.

### Cases:

**The i-case series** offers classroom cases priced from US\$1.00 to US\$8.00 per student dealing with crisis management, business ethics, and conflicts related to business and society. Contact: *i-case*, 4889 Sinclair Road, Suite 115, Columbus, Ohio 43229 USA.

### Journals:

**Community, Work, & Family** is a new interdisciplinary journal providing a forum for social scientists and practitioners to share research and ideas. Subscription rate: US\$58.00. Contact: Carfax Publishing, P. O. Box 25, Abingdon, Oxfordshire OX14 3UE, UK or Carfax Publishing, 875-81 Massachusetts Avenue, Cambridge, Massachusetts 02139 USA. Tel: +44 (0) 1235 40 1000 (worldwide) or (800) 354-1420 (USA & CANADA only). E-mail: [sales@carfax.co.uk](mailto:sales@carfax.co.uk) Web: <http://www.carfax.co.uk> ☐

## Practitioner's Column

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### Investing in a Broken Relationship: Principles for Promoting Reconciliation.

by Scott Roen, Counselor and Pastor

Dennis Rainey, in his book on marriage entitled *Staying Close* recounts the fascinating story of the marriage between Tony and Francis Toto. In 1984, Tony, an Allentown, Pennsylvania, pizza parlor owner, was attacked three separate times by assailants attempting to murder him. One time, he was struck over the head with a baseball bat. Twice he was shot, once in the head and once in the chest. Amazingly, Tony survived all three attempts on his life. As the police investigated these attacks, they discovered that his wife, Francis, and her secret lover had hired "hit men" to kill her husband. They also discovered that Tony himself was carrying on "an affair," which is what led his wife to stray and to eventually plot to murder him. Francis was arrested, tried, and convicted of soliciting for murder and sentenced to prison. But during that process, Tony visited his wife in prison, and, as they talked, they forgave each other. Then Tony paid all of Francis' attorney fees and visited her regularly while she served her sentence. After four years she was freed from prison, and Tony and their four boys welcomed her back into their home. According to Tony, they are more in love now than ever before! When interviewed by *People* magazine, Tony made this startling statement, "I'm in one piece and still laughing. When you find the right person you have to stick with it. I don't understand why people break up over silly things."

Now, if Tony and Francis can forgive each other and restore their relationship, I believe there is hope for just about anybody. This hope is not just for experiencing forgiveness, but also for experiencing full restoration of the broken relationship. But reconciliation requires an investment. It requires that the person who seeks reconciliation take the initiative to go to the other person and begin the process of restoration. Sometimes it is the offender who goes, but sometimes it is the one who has been offended. Either way, the principle is that one must go. Someone must invest in rebuilding the broken relationship.

This article will deal with that investment. I suggest that *the principle of going to the other* is the central act that opens the door to the experience of forgiveness and the restoration of a broken relationship. However, there are no guarantees that this investment will always bring a return of reconciliation. We must admit that there are occasions when two parties refuse to invest anything in a broken relationship and simply agree to be estranged. That this happens was confirmed when someone passed by a country church with the following sign in front: "The Original Church of God, Number Two." We may smile, but we also recognize that there are probably many in that church, who like some of us, are carrying the pain of a broken relationships, having given up hope that they might be restored. While there are no microwave solutions, there is also no need to assume that "Once burned, always burned" is the rule for conflict. Let us first look at two sources of conflict and then suggest how the principle of going is the first in the steps toward reconciliation.

#### **Reconciliation when Someone Gives Offense**

Taking principles from the Biblical Book of Psalms, giving offense might be described as one person sinning against another. Psalm 32 was written by Israel's King David to describe how he felt as a result of sinning by committing adultery with Bathsheba and then arranging for her husband Uriah to be killed in battle. In the first two verses he describes four types of sins or offenses.

First is "transgression" which means to step over a boundary. This behavior might include physical aggression against someone, defiance of a known law which harms someone, or the invasion of another person's rights such as stealing or vandalism.

Second, there is the word "sin" which means to rebelliously fail to measure up to an accepted standard. Examples might include not honoring your parents, failing to keep a commitment, procrastinating to complete an assignment, intentionally "forgetting" to do what you promised, pouting, or giving someone the "silent treatment" in order to produce a reaction. Any passive manipulation for self-serving purposes would illustrate this offense.

Third, is "iniquity" which means to pervert or misuse something. Examples might include the abuse of power or authority for personal gain, the misuse of sex (intended by God to be a beautiful expression of marital love) by the pornography industry for profit, and the misuse of medicinal drugs such as morphine, for recreational use.

Finally, there is "deceit" which is naming good "evil" and evil "good." This might be more subtle and subject to one's set of ethical norms, but it is evident in behaviors that neglect "the best" by promoting indulgence in something that seems "good." An example might be people who throw themselves into their work, which is something "good," but if they neglect their family obligations, it becomes "evil." Therefore, calling workaholic behaviors "good" in these cases is really a deception.

When we become aware of giving offense in any of these ways, we must go to the one we have offended and initiate reconciliation. Jesus taught in Matthew, Chapter 5 that the offender needs to stop what he is doing, go to the offended, and ask

for forgiveness. If you have offended your husband or wife, take the initiative and go to that person and ask for forgiveness. Employees, if you have offended your bosses, go to them. How tragic when a relationship stays broken when the simple activity of going and asking for forgiveness could begin the restoration process!

However, it may not always be so simple. There are cases when one person is not aware of offending another or he or she is unwilling to admit that there has been an offense against another for which he or she is responsible. Here is where an investment in the relationship by the one that has been offended must be made. Leaving the conflict unresolved, while not personally affecting the offender, certainly affects the offended and leaves the possibility open for the offender to repeat the offense. An investment in this relationship by the one who was offended could not only restore the relationship and potentially nurture its growth into something important to both parties, but it also could protect another from being hurt. Again, learning from Jesus, we can discuss a clearly outlined procedure for making this investment. Several steps are outlined in the Gospel of Matthew, Chapter 18.

First, Jesus taught that we are to go alone to our offender and show him his offense. This step is not easy; it represents a significant investment in the relationship with some risk. It is much safer to keep silent and retreat into martyrdom, but that only perpetuates the pain. Another alternative is to spend our energy on creative ways to get back at our offender, like the well-known story of two American soldiers during the Korean War who hired a live-in Korean servant to cook and clean for them. They found it great sport to play practical jokes on him, such as nailing his sandals to the floor. Finally, the Americans decided that enough was enough and they announced to their servant that they would not play any more practical jokes on him. The servant asked, "You no more nail sandals to floor? You no more short-sheet bed? You no more put shave cream on pillow?" The Americans replied, "No more!" With a smile, the Korean replied, "Good, then I no more spit in your soup!" Nothing was gained by the Korean's attempt to get back at his pranksters, except the false notion of justice that revenge produces. How much better and healthier it would have been if he had communicated to them that he was offended and wished to live together in a better relationship. Going to one's offender can be the first step toward reconciliation and yet it is an often overlooked — or avoided — principle in conflict management.

A few cautions are in order when you go to one who has offended you. First, you, the offended person, must not share your hurt with a third party, unless it is with a counselor or trusted confidant for support. Anything more than that is gossip, which is likely to get back to the offender and complicate matters. Rather, go to your offender alone and share the offense. Respect his need to "save face." Second, do not stand in judgment over the offender. In fact, when we contemplate our hurt and pain, we must examine ourselves and determine if we have in any way contributed to the problem. While there is never an excuse for giving an offense, our own behavior may have made it worse. Maybe we can learn from this experience. Finally, when we go and initiate reconciliation, it is crucial that we deal with behaviors and not attributions of character. Harmony in relationships depends on communicating acceptance and affirmation of others while working hard at learning appropriate patterns of behavior that strengthen relationships. Like loving and responsible parents do every day with their children, we must accept other people, but not their inappropriate behavior. Therefore, (1) check your attitude, (2) try to understand why the other behaved badly, (3) communicate "respect" and "empathy" for the other person and their feelings, but (4) be clear that you deserve to be respected and treated accordingly.

As you plan to meet, consider the particulars for the meeting. Timing and location are very important. Try to arrange an appointment when undivided attention can be given to the discussion. Choose a setting where you will not be interrupted or overheard. Such planning can make the process of initiating reconciliation more likely to be successful.

But recognizing the stubbornness of humanity, Jesus points out a follow-up principle. If there is no repentance by the offender when you go alone, *go again, but take one or two others with you*. Again, those you involve must be included for this specific purpose and not just as an "audience" upon which you can vent your anger and disgust. Bringing others accomplishes two important purposes. First it helps the offender hear the offense from another who might be able to explain it more objectively. When one is personally involved in a painful experience, it is often difficult to be clear about how it has affected the relationship. A third party can give that clarity. They may also give clarity to the person who took offense, by being witnesses of the offender's explanation for his or her actions. Second, knowing that there are others who know about the circumstances might motivate the offender to ask for forgiveness. Sometimes an abuser will continue to abuse, even when confronted by that person, because he or she believes that he or she can get away with it. Bringing reinforcements precludes that possibility.

If these two initiatives fail, the appropriate authority must be asked to intervene. This could be the company personnel department, the church leadership, or the school principal. Jesus affirms this final step because allowing an ongoing offense to

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*continued*

go unchecked results in injustice and the continuation of destructive behaviors that may have more severe consequences for the offended person or for others. Unresolved conflict or ongoing abuse can be compared to a spreading infection that brings down families, businesses, schools, and churches, all of which depend on healthy relationships. Therefore, if higher authorities must become involved, the third party by validating the offense and witnessing the offender's reactions to the complaint. However, if the second confrontation is done gently, with the clear goal of initiating reconciliation, many offenders will recognize their offense and cooperate in the effort of reconciliation. Higher authorities will simply not be needed.

In summary, when an offense is given, go alone. If that fails, take someone with you and try again. If these initiatives fail, consider going to the next level of authority in order to stop the cycle of offense.

### **Reconciliation When Someone Takes Offense**

There is another very common villain in the story of relationships. Even though there is no offense given, someone takes offense. All of us can remember times when we have come to work or gone to a social gathering and gone home angry at something someone said (or didn't say). No one is perfect and we all say things that are insensitive or intrusive or we might unintentionally neglect or forget to do something. The trap is set when we "keep score." Like mosquitoes buzzing near our ears, such glitches in communication are not a threat to our well-being, but they can distract us from important elements in the relationship.

In such cases we must stop the process before it gains destructive momentum by learning how to be gracious. The Bible offers great wisdom in this area:

- "A fool shows his annoyance at once, but a prudent man overlooks an insult" (Proverbs 12: 16)
- "He who covers over an offense promotes love but whoever repeats the matter separates close friends." (Proverbs 17:9)
- "A man's wisdom gives him patience; it is to his glory to overlook an offense." (Proverbs 19:11)
- "Above all, love each other deeply, for love covers a multitude of sins." (1 Peter 4:8).

Often we must let some offenses "roll off our backs." I don't know of many marriages where both husband and wife don't overlook some little offenses — to do otherwise wastes energy that could be used for other, more weighty issues.

Still, some offenses cannot be overlooked altogether. When a serious offense is taken, there is still a need for the two parties to meet and to reconcile. Whether it is the one who is offended or the one whose behavior was taken to be offensive who takes the first step is not important. I have already suggested that both parties are responsible to initiate a meeting. However, this time, the meeting is not to discuss stepping over a boundary, failing to meet an appropriate standard, misusing something for evil that was meant to be used for good, or a deceitful manipulation of a circumstance. Since none of these things happened objectively, this meeting is to facilitate dialogue about the issues that led to someone taking offense when none was intentionally given.

Dialogue includes two very important elements. The first is the element of informing. Statements such as, "I was hurt when you said this," or, "I felt put down by that comment," are feelings-oriented and open the door for further probing into the dynamics of the event. A second element is asking exploratory questions such as, "How long have you felt this way?" and "What were you trying to say when you said..." A colleague of mine once shared with a group a very helpful statement that gets right to the root of dialogue: "Help me understand." This simple statement can lead to genuine sharing and the very real possibility of reconciliation. Nonetheless, someone must take the initiative to begin the dialogue.

I have suggested that the principle of going is a crucial step in reconciliation. In the case of an offense given, if you realize that you have sinned against someone, go to them. If someone has sinned against you, go to them, first alone, and then, if necessary, with one or two others. However, if the other person sinned against you unintentionally, and it is too big to ignore graciously, go to them and discuss the matter. All broken relationships require an investment, but when it is wisely made, it will return to you with interest.

The alternative is illustrated by the following story from an old-time rancher who observed the ways of the prairie. He noticed that when a pack of wolves attacked a herd of wild horses, the horses instinctively formed a circle, put their noses together, and kicked outward against their attackers. However, when wild mules were attacked, they formed a circle facing noses out and kicked inward against each other! The wolves attacked with little interference. So it is when we overlook the principle of going. If we refuse to go for the purpose of initiating reconciliation, we are only kicking against ourselves. We perpetuate our pain and allow abuse to continue. But if we make the investment in the relationship and go to the other person involved, real solutions are offered and energy can be directed against other, external problems. Do the principles I have discussed work? Not always. But the next time you are in Allentown, Pennsylvania, look up the four children of Tony and Francis Toto and ask them if the investment made in their parent's relationship was worth the effort. ☒

*Scott Roen is a counselor and pastor of adult ministries at Bethany Evangelical Free Church, 3936 County Highway "B", La Crosse, Wisconsin 54601 USA. ☒*

Conflict Resolution at the University of Michigan and during the 1970s and 1980s he served as a Visiting Professor or Resident Scholar at a number of institutions including the Interfaith Academy of Peace at the Tantur Ecumenical Center for Theological Research in Jerusalem, Israel and the United States Institute of Peace.

Dr. Kelman has been active in a number of professional organizations. He is past president of the International Studies Association, the International Society of Political Psychology, and is a Fellow of the Society for the Psychological Study of Social Issues. He has also served as President of the Division of Personality and Social Psychology of the American Psychological Association (APA). He has Chaired the Section on Social Psychology of the American Sociological Association (ASA) and Psychologists for Social Responsibility. Dr. Kelman was also President of the Peace Science Society International during 1975-76.

This is not his first award. He has received the Lifetime Contribution Award by the Division of Peace Psychology of APA (1997), the Distinguished Career Award by the Peace and War Section of ASA (1995), the Distinguished Service Award, Fellowship in Israel for Arab-Jewish Youth (1995), the Award for Distinguished Contributions in the Psychology of Peace and Conflict Resolution from Psychologists for Social Responsibility (1992), the Inter-American Psychology Award (1983), plus numerous honorary doctorates from a variety of institutions.

Dr. Kelman's major publications include *International Behavior: A Social-Psychological Analysis* (Editor, 1965), *A Time to Speak: On Human Values and Social Research* (1968), and *Crimes of Obedience: Toward a Social Psychology of Authority and Responsibility* (with V. Lee Hamilton, 1989). He has published in numerous journals, including the following: *the Journal of Conflict Resolution*, *Foreign Policy*, *Harvard International Review*, *Political Psychology*, *American Psychologist*, *Negotiation Journal*, *Journal of Palestine Studies*, *the Journal of Social Issues*, *Journal of Peace psychology*, and *International Negotiation*. He also has dozens of edited book chapters. Dr. Kelman has been engaged for many years in an action research program focusing on analysis and resolution of the Arab-Israeli conflict, with special emphasis on its Israeli-Palestinian component.

Please join us at the upcoming IACM conference as we honor Dr. Kelman with the IACM Life Time Achievement Award! ☐

If you like boat rides, then the Spirit of Baltimore offers elaborate cruises of the Inner Harbor. You can also dine by moonlight and enjoy the entertainment. Clipper City is another ship to consider; it is Baltimore's tallest ship and is open to the public.

After listening to stimulating presentations, why not treat yourself to a little shopping? The Inner Harbor is one place to shop. Here, you can stop at many stores and also stroll along the water's edge. Lexington Market is another shopping area to visit, with 140 merchants. It is the oldest continually operating market in the United States!

A few other spots of interest deserve mention: Misty Mount Riding Stables (offering riding lessons and trail riding), Fort McHenry National Monument (offering a memorial of the wars against the British), and the Baltimore Orioles Baseball Stadium (offering major league baseball).

A short drive further takes you to Washington D.C. There is so much to see in Washington! A brief list is all that I can give (no description is needed for most of these): The Washington Monument, The Jefferson Memorial (pictured), the FBI Building, the U.S. Mint, the White House (graduate students: stop in and apply for a summer internship-ha!), the U.S. Supreme Court Building, the U.S. Capitol, the National Gallery of Art, the Air and Space Museum, and the various other Smithsonian Museums.

From Washington, D.C., it is only a short drive to numerous other tourist attractions: Arlington Cemetery, Mt. Vernon (George Washington's home), battlefields of the War Between the States, and Richmond, Virginia, capital of the Confederacy. If you are interested in urban planning, don't miss Columbia, Maryland, a planned "city of the future," built in 1970 (it was one of the first communities to put electrical wires underground instead of hanging from poles). And if you are planning an extended vacation, you may wish to visit historic Williamsburg, Virginia, where actors recreate colonial times.

Now, I haven't named all the sites to see in this area. However, I have chosen a few that I thought would appeal to a wide range of interests. So plan on an extended stay and get out and have a little fun while you are in Maryland! ☐

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*, *Negotiation Journal*, and perhaps a free copy of the editor's Christmas form letter (supplies are limited—reserve yours today!). 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.

Highlights include the following:

- "Anger and Conflict in Negotiation" addresses the emotional side of the conflict management process, and presents a collection of conceptual and empirical papers on the topic. Speakers include Keith Allred, Gerald Williams, Michael Young, Jennifer Parlamis, Kent D. Fairfield, and Patrick Hyland.
- "Conflict Bridge Building: An Emotional Turn Using Theatre and Adventure-Based Learning" promises to introduce participants to theater and adventure-based learning in a combination of workshop and symposium to learning about conflict. David Kottenstette is the organizer, and participants include Andrea Bodtker, Marilyn Hetzel, Tricia Jones, Sanda Kaufman and Nadja Spiegel.
- "Case Studies in the Mediation of Faculty Conflicts at Research Universities" commits to examining how mediation can be applied to disputes in our own back yards, and the unique problems of application. Ken Kressel will chair the symposium, with contributions from three other practicing mediators: Howard Gadlin, Linda Wilcox and Marsha Wagner.
- "Trust and Distrust" argues that trust and distrust are separate, distinct phenomena, and that the problem in conflict management is to understand and manage both trust AND distrust. Participants will be Roy Lewicki, Daniel McAllister and Robert Bies.
- "Conflict Management Styles: Frontiers of Theory and Research" will examine recent developments in the use of the ROCI to understand differences in interpersonal conflict resolution. Participants include Patsy Johnson, Tal Yaffee, Douglas White, Ritch Sorenson, Lourdes Munduate, Lisa Pelled and many additional coauthors!
- "Managing Conflict Management Systems" explores the design, development and management of conflict management systems in organizations. Alan Tidwell will chair the discussion, with contributions from Daniel Rainey, Jeffrey MacDonald, Paul Berry and Jeff Knishowsky, all managers of these systems in their organizations.
- "Conflict Research to Bridge East and West" trains the lens on conflicts between East Asians and Westerners. While a great deal has been written about the stylistic and cultural differences between parties from these regions of the world, the symposium will explore the degree to which these differences actually "make a difference." Kwok Leung is chair, and participants include Dean Tjosvold, Chao Chen, Asha Rao, Anne Lytle, Tetsushi Okumura and Ety Jehn.
- "Recent Advances in Negotiation Analysis" features a blue-ribbon panel of international negotiation experts who explore the application of negotiation theory to major international disputes. Featured participants are Dean Pruitt, William Zartman, Sadia Touval, Bert Spector, Jensen and Dan Druckman.

In addition to these outstanding Symposia, the program will feature a number of highly interactive roundtables:

- "Negotiation and Mediation in Development Conflicts", chaired by Bert Spector, focuses on the ways that development professionals attempt to address issues and problems that arise when the problems intersect with policies and practices in host countries. Special attention will be given to conflicts in South Africa, The Georgia Republic, Sri Lanka and Guatemala, and will feature Susan Marks, Alvaro Umana and Chris Mitchell.
- "Dealing with an Angry Public in France and the United States" promises to explore conflict management processes in urban planning, and specifically making comparisons between these processes in France and the U.S. Participants include Laurence de Carlo, Jean-Pierre Choulet, Patrick Field, Howard Kunreuther, Alain Lempereur, Julien Marcel, Connie Ozawa, Lawrence Susskind and Michael Wheeler.
- "Research and Evaluation of Conflict Resolution Programs in Schools" presents an overview of research and evaluation on conflict management and resolution programs in schools, specifically focusing on the Comprehensive Peer Mediation Evaluation Project. Marsha Blakeway of the National Institute of Dispute Resolution will chair the Roundtable, and will be joined by Tricia Jones and Frank Blechman.
- Also featured as an "interactive lecture" is a presentation by Arlene Patel from the Federal Mediation and Conciliation Service. Ms. Patel will discuss the use of Ombudsman services in the Federal sector, typical uses of these services, and how ombudsmen can be used more effectively.

In addition to these outstanding symposia and roundtables, a large number of excellent papers. These have been grouped into sessions on "Building Conflict Management Skills", "Game Theory and Ultimatum Bargaining", "Conflict and Culture", "Peace, War and Mediation", "Group Identification and Conflict Management: Case Studies", "Conflict in the Workplace", "Understanding Conflict in Teams", "Workplace Conflict in Context", "Negotiations and Social Judgment", "Communication in Conflict and Negotiation" and "Negotiations: Solo, Multiparty and Teams."

To summarize, we received 74 submissions, including symposia, workshops, papers, and posters. There will be ten symposia, four roundtable discussions, two workshops, one poster session, and eleven paper sessions. There is something for everyone, so be sure to attend the IACM conference in Maryland, June 7-10th! ☺