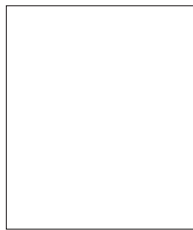




Elise Boulding Named Lifetime Award Winner!

By Roy Lewicki, IACM President



The recipient of the IACM Lifetime Achievement Award at the 2000 Conference in St. Louis, Missouri this June will be Dr. Elise Boulding,

Professor Emerita and former Chair of the Department of Sociology and head of the Peace Studies Program at Dartmouth College.

Dr. Boulding is a noted sociologist and pioneer in the peace studies movement. A Nobel Peace Prize nominee, she has been credited with being among the first to help launch the broad, citizen-based efforts for peace that developed in the 1950s. Born in Oslo, Norway, she is the widow of Kenneth Boulding, mother of five children, grandmother of sixteen and a member of the Society of Friends. She has served as Secretary-General of the International Peace Research Association. A scholar-activist, she was international chair of the Women's International League for Peace and Freedom in the late 1960's, and has served on the board of the United Nations University, the International Jury of the UNESCO

Boulding... continued on page 16

Make Your Plans Now for the Year 2000 IACM Conference!

By Etty Jehn, Program Chair, and Roy Lewicki, IACM President

Yes, make your plans now for the International Association for Conflict Management (IACM) Conference this year in St. Louis! The Conference this year will begin on Sunday, June 18th and run through Wednesday, June 21, 2000. We received over 70 paper and symposium submissions from 110 authors worldwide. How exciting!!! There are at least 3 events for every time slot during this year's full conference schedule.

In the traditional IACM fashion, we will have a number of fun events as well as academic paper, poster, and symposium sessions. We have invited Playback Theatre to engage us in "warming-up" for an exciting and constructively conflictful conference. They will assist us in breaking down boundaries between "old timers" and new participants, between US and non-US members, between research, teaching and practice related to conflict management.

In addition to the regularly scheduled paper sessions, we have our ever-popular Showcase Poster Session Monday evening following the business meeting. And the cash bar (or open bar if we rally sponsors!) will be opening soon after. There are several engaging symposia and workshops scheduled to feature new and exciting texts and cases for teaching negotiations and conflict management: "Teaching Ethical Issues in Negotiation" and "Conceiving a Training CD-ROM in Negotiation and Mediation: Why Use a Multimedia Tool?" to name a few. Bring your own favorite cases as well!

Some special topic symposium to watch for: "Positive Power: Realistic Hope or Dangerous Delusion?," "Methods for Assessing Frames in Environmental Disputes," "Positive Conflict: How Viable for East Asia?," and "Emotions and Conflict in the Workplace: Theory and Application."

Tuesday evening will feature the awards banquet - make sure you attend to find out if you or yours have won any number of paper awards. Outstanding contributions to the program will be acknowledged with presentation of awards and plaques in the following four categories: Outstanding Empirical Paper, Outstanding Theoretical Paper, Outstanding Applications Paper, and Outstanding Graduate Student Paper.

St. Louis is an excellent location to host a conference. The city is located at the junction of the famed Mississippi and Missouri Rivers, in the "heartland" of the United States.

The meetings will be held at the Hyatt Regency St. Louis hotel. The hotel is conveniently located in downtown St. Louis in the beautifully restored Union Sta-

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“Playback Theatre” to Open Conference

Roy Lewicki

The Program Committee for the 2000 meeting is pleased to announce a new event for IACM-an “opening event” designed to involve the audience and build community among all participants. The Playback Theatre from Columbus, Ohio has been working with Program Committee members to design this event. The event will not only provide a wonderful opportunity to get to know each other better, but to learn more about how to teach, and do research, on conflict processes.

Playback Columbus is one of a number of Playback Theatre companies across the United States. The actors use theatrical and psychological methods to create a forum in which group participants express everyday experiences to better understand how these conflicts arise and how they may be alleviated. Playback Columbus re-enacts scenes of conflict to illustrate and illuminate the needs, concerns and hopes for individual participants.

Playback Theatre actors use improvisational theatre methods, to enact, interpersonal and workplace conflicts. A Playback Theatre performance involves audience members and is part theatre, part role playing, and part small group training.

Playback Theatres creates custom-designed organizational training interventions to help people enact and “relearn” how to resolve workplace disputes. Playback organizations have worked with hospitals, corporations and public service agencies.

In addition to the opening event at IACM, the performers from Playback will also conduct a follow-up workshop for those who are interested. In this workshop, they will describe the techniques they use, and help attendees learn more about the techniques and how they might be used for instructional purposes. ☞

Excursions planned as part of IACM 2000 Conference in St. Louis

By Steve Bogart, and Bill Bottom

Several excursions and special events are planned as social activities in conjunction with the IACM conference in St. Louis. Join IACM members as they attend a Cardinals professional baseball game, have an excursion in the park, visit a museum, and enjoy nature at the botanical gardens. To register for one of these events, please visit the IACM web page: <http://www.olin.wustl.edu/iacm2000/> and click on the “Special Events (Optional Excursions)” menu item. In the meantime, please read on_

“Take me out to the ball game...”

Join us the evening of Tuesday, June 20th for an outing to the Batter’s Eye Club at Busch Stadium. Enjoy the climate-controlled suite or outdoor seats behind the centerfield wall as you watch the St. Louis Cardinals battle the San Francisco Giants. This premium area has the distinction of being the landing site of Mark McGwire’s 500th career home run. Amenities include a 2-1/2 hour all-you-can eat buffet beginning one hour before the game, beer (locally-brewed Budweiser, of course), private restrooms, and a discount in the Cardinals’ team store. Batter’s Eye Club seats are limited - only 60 are available in this popular area. Cost: \$78 per person (cost includes seating, the buffet, and unlimited beverages). Don’t miss this opportunity to see “Big Mac” hit a home run. See you all at the Ball Game!

Spend Sunday in the Park with the IACM

Discover one of the largest urban parks in the United States on this Sunday excursion into Forest Park. At 1,370 acres, it is approximately 500 acres larger than Central Park in New York City. Board the bus Sunday, June 18th at 9:00 a.m. for your first stop at the world-class St. Louis Zoo. See Asian elephants and spotted hyenas in their dramatic new habitats or ride the Zooline Railroad. Then visit the St. Louis Art Museum, the Fine Arts Palace of the 1904 World’s Fair. Get a close-up view of masterpieces by Monet, Van Gogh, or Rembrandt. Next explore the state-of-the-art interactive exhibits at the Missouri History Museum. Experience St. Louis’ role in America’s rich jazz heritage. Continue your Forest Park tour with a stop at the St. Louis Science Center or take a relaxing gondola cruise. Enjoy your day in the park, one of St. Louis’ most unique and treasured resources. Cost: \$35 per person (includes transportation from the hotel and brunch at the Art Museum; other activities may cost extra).

Explore the Unexpected at the City Museum

If you’re intrigued by a mix of history, science, and whimsy, you’ll want to join us Sunday morning for a visit to the City Museum. This “artsy playground” of hands-on activities is housed in a renovated shoe manufacturing plant in St. Louis’ former garment district. Exhibits include a working art glass studio, a real circus, and the museum of mirth, mystery and mayhem. Explore the museum’s secret caves in one of the most wildly creative visual entertainment spaces in any city. Cost: \$25 per person (includes lunch, admission to the Museum, and transportation).

Come Grow at the Missouri Botanical Garden

Don’t pass up our Sunday afternoon visit to the world-renowned Missouri Botanical Garden. Stroll through the largest traditional Japanese Garden in North America or drop by the Mid-America Regional Lily Society Show. Enjoy 79 acres of gorgeous indoor and outdoor displays, unique in all the world - right here in St. Louis! Cost: \$30 per person (includes lunch, admission to the Garden, transportation). ☞

Fun Things to Do in St. Louis

By Roy Lewicki, IACM President

After a busy day attending IACM meetings, you may want to relax a bit and take in the sights of the St. Louis area. Listed below are a few of the many opportunities that await you in this magnificent city founded in 1764 by French fur traders from New Orleans.

- Visit two museums in one. The International Bowling Museum and Hall of Fame also contains the Cardinals Hall of Fame Museum. Learn about the history of bowling in America, and the history of great Cardinal players.
- Learn about Science. The St. Louis Science Center, containing more than 600 free exhibits, an OmniMax Theater, planetarium, and full sized animated dinosaurs offers a variety of information.
- Relive a World's Fair. The St. Louis Art Museum was formerly the Fine Arts Palace of the 1904 World's Fair. The museum is a testimony to the grandeur of the Fair. Oh yes, the artwork is worth seeing also as the museum is among the leading art museums in the U.S.
- Experience "the blues" (musical style, that is). St. Louis is home to the blues, a uniquely American musical form. Visit the Scott Joplin House and Historic Site for an in-depth understanding of the man, his music, and African American (Black) life at the turn of the century. Also visit numerous entertainment facilities that feature the music of Joplin, W.C. Handy and other noted "blues" favorites.
- Ride a roller coaster or water slide. Entertainment/theme parks, such as Six Flags over St. Louis with its huge Hurricane Harbor water adventure park, offer great activities for families!
- Travel on the Delta Queen, Mississippi Queen and American Queen, America's only authentic overnight paddle-wheel steamboats. Two to 14-night cruises available. Many other short riverboat cruises and trips are available also.

In addition to all that St. Louis has to offer, you can take great day trips:

- The Missouri Wine Country, where German immigrants created America's first wine district.
- Mark Twain's Hannibal, Missouri
- Caves and rivers in the Ozark Mountains. ☘

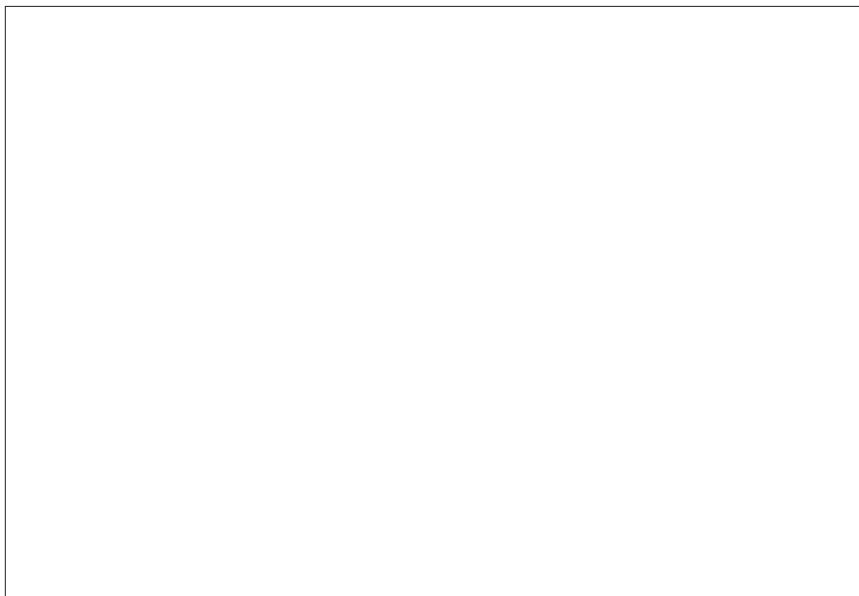
Committees Work to Pick "The Best Of ..."

By Roy Lewicki

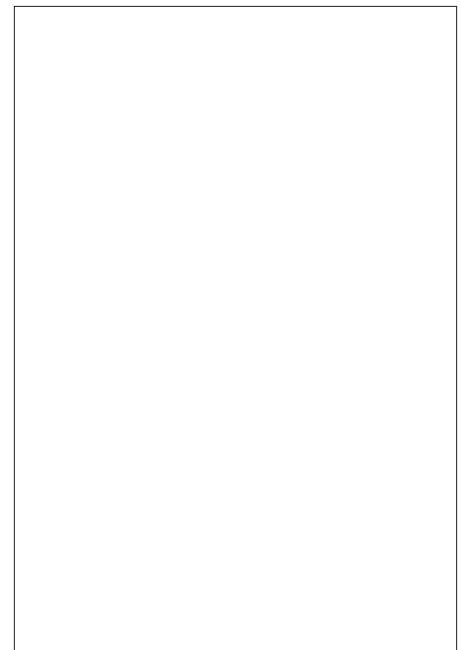
At this writing, several Committees of IACM members are hard at work, picking the awards for the 2000 Meeting in St. Louis. William Donohue is chairing the award committee for the Best Doctoral Dissertation. The award will be given for a doctoral dissertation completed in 1999. Helping William to make the selection are Martin Euwema and Deobrah Cai.

James Wall is chairing the award committee for the best journal article or book chapter, published during the 1999 year. Assisting Jim in the Committee's work is Ray Friedman, Robin Pinkley and Dean Tjosvold.

Finally, Anne Lytle is chairing the award committee for the best book published during the past two years (1998 or 1999). Assisting Anne in the Committee's work is Alan Tidwell (Macquarie University, Australia) and Zoe Barsness (Texas A&M). Who will carry home each of these prestigious awards? Come to St. Louis and find out! ☘



*St. Louis' diverse and beautiful architectural styles are evident in the downtown skyline.
Photo: Conrad Zobel.*



IACM looking into Website Options

By Roy Lewicki, IACM President

The International Assc. of Conflict Management needs a permanent website. We have had some ad hoc websites, but they have usually been linked to specific conferences and after those conferences the sites have been dismantled. I would like to have a more permanent site, and be able to link it to lots of other conflict management resources. Since that is the way some other websites work, I would like to find out what it would cost our organization to build, manage, and house IACM information at a permanent site, perhaps within another organization's site. It may be that the best solution is to pay a consultant to develop and maintain an IACM website.

Our primary purpose for the site is to post our newsletter, advertise our annual conference, promote other IACM activities, and encourage people to join.

Having a site would give us an opportunity to provide instant information on the upcoming conferences, hotel facilities, travel arrangements, post the newsletter and membership information, link to journals, professional meetings and publications, etc. Once we get a basic site constructed, we could then find someone to maintain it with current information, linking to the site firm to do the technical work.

We will be exploring these options and hope to have a concrete proposal to offer at the upcoming IACM business meeting at the St. Louis conference. ☺

Executive Officer's Report

By Bill Bottom, Washington University at St. Louis

The IACM continues to grow as an organization. Below you will see a graph detailing this growth. Total membership grew from 251 members in 1996 to 261 members in 1999. While most were from the U.S., our membership from outside the U.S. grew from 91 members in 1996 to 98 members in 1999.

When analyzed by geographic region, in 1999, membership consisted of 171 members from North America - consisting of the U.S., Canada, and Mexico. Europe followed with 63 members. The single European country providing the greatest number of members was the Netherlands which provided fourteen members. It is also instructive to note that 20 members hail from Asia even though we have never had a conference there.

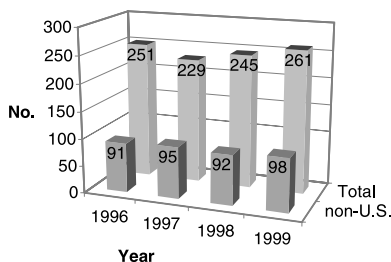
A great challenge to the IACM is to increase the number of members in Africa and in South America. If you know of any potential members, particularly from this part of the world, contact me and I will send them information about the IACM. My e-mail address is: bottom@olin.wustl.edu.

One measure of the health and vitality of any organization is the number and quality of its members. It is our good fortune to welcome a diverse group of new members to IACM. These folks bring a range of new interests, perspectives, and experiences to the organization. They include practitioners, consultants, and academics. They also reflect the continuing spread of membership to all parts of the globe. Those joining in 1999 (in no particular order) include the following:

- Steven Handwerker, Boca Raton, Florida, USA
- Concepcion Garcia, Universidad Comp Pozuelo, Madrid ESPANIA (SPAIN)
- Sabelnikova Tatiana, DNP Psychologica, Donetsk UKRAINE
- Arlene Patel, Federal Mediation & Conciliation Service, Washington DC, USA
- Leslie Deatrck, Wixom Michigan, USA
- Ana Rodriguez, University of E. San Sebastian, Guipuzcoa ESPANIA (SPAIN)
- Allan Silberman, Center for Dispute Resolution, Bethesda, Maryland USA
- Donald Mulcahey, University of Baltimore, Baltimore, Maryland USA
- Mara Ustinova, Institute for Ethnological Studies, Moscow, RUSSIA
- Dennis Liner, Tisher, Liner, & Co., Melbourne, Victoria, AUSTRALIA
- Donald Ferrin, University of Minnesota, Minneapolis, Minnesota, USA
- Ashleigh Rosette, Evanston, Illinois, USA
- Shirli Kopelman, Northwestern University, Evanston, Illinois, USA
- Simon Tidd, Vanderbilt University, Nashville, Tennessee, USA
- Sandra Robinson, University of British Columbia, Vancouver, B.C., CANADA
- Adam Galinsky, Northwestern University, Evanston, Illinois, USA
- Terri Kurtzberg, Northwestern University, Evanston, Illinois, USA
- Ronald Kaiser, Texas A & M University, College Station, Texas, USA
- Pedro Silva Da Cunha, Fernando Pessoa L Oporto, PORTUGAL
- Josh Arnold, California State University at Long Beach, California, USA
- Seungwoo, Kwon, Carnegie Mellon University, Pittsburgh, Pennsylvania, USA
- Hanna Przybyla-Basista, University of Siles, Katowice, POLAND
- Keith Allred, Harvard University, Cambridge, Massachusetts, USA
- Angeles Montoro, Complutense de M Pozuelo, Madrid, ESPANIA (SPAIN)
- Benjamin Broome, George Mason University, Fairfax, Virginia, USA
- Arif Butt, McGill University, Montreal, Quebec, CANADA
- Nimet Beriker-Atiyas, Sabanci University, Istanbul, TURKEY
- Marc Buelens, Vlerick Leuven, Ghent, BELGIUM
- Borisov Nikolay, DNP Psychologica, Donetsk, UKRAINE
- Mika Sasaki, Tohoku University, Miyagi, JAPAN
- Dirk van Poucke, Vlerick Leuven, Ghent, BELGIUM

Financially, the IACM continues to be in good shape. Our operating expenses routinely are less than the revenue generated by our dues and our conferences are usually self-sustaining. One of our largest expenses is the printing and mailing of the SIGNAL newsletter. So if you are ever tempted to ask, "Where do my dues go?" Remember that you are holding a big part of it in your hands! ☺

IACM Paid Members



IACM Election Results Announced

Congratulations to Carsten de Dreu, the new President-Elect of the IACM! Carsten brings a wealth of experience to the IACM. He is Professor of Organizational Psychology at the University of Amsterdam, the Netherlands. Before obtaining his current position he was affiliated with the University of Groningen, the Netherlands. He also was a research fellow at the University of Geneva, Switzerland, and visiting professor at the Yale School of Management, USA. He teaches courses on conflict, negotiation and organizational decision making. In a mixture of field research and laboratory experiments he studies minority dissent and group innovation, motivational-cognitive processes in negotiation, and the productive side of conflict in groups and organizations. Parts of his work appeared in such outlets as *Journal of Conflict Resolution*, *International Journal of Conflict Management*, *Journal of Personality and Social Psychology*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, and *Personality and Social Psychology Bulletin*. He (co)-edited two books (*Using Conflict in Organizations*, Sage, 1997; *Group Innovation: Fundamental and Applied Perspectives*, Blackwell, forthcoming). Some of his work has been recognized by IACM through several best paper awards and the outstanding dissertation award in 1994.

Being an active member of IACM since 1990, Carsten de Dreu organized (with Laurie Weingart and Soren Viemose) the 1995 conference in Copenhagen, and served on the Executive Board between 1995 and 1997. When elected as president, he will attempt to further strengthen and expand IACM as a truly international and multidisciplinary forum for scientific research on conflict at the interpersonal, group and cultural level.

According to the IACM Constitution, Carsten will take office at the June, 2001 IACM conference. Current president, Roy Lewicki will become Past-President in June, 2000, whereupon current President-Elect, Don Conlon, will assume the duties of President. Don will become Past-President in June 2001 when Carsten becomes President. The immediate Past-President and President Elect attend Executive Board meetings along with the current President and work with the current President in order to provide continuity to the organization. They also work together to select the Life Time Achievement Award winner for the appropriate year.

In addition to electing a new president, IACM members elected two new Executive Board members: Terry Boles and Anne Lytle.

Terry Boles will provide useful experience to the IACM. She is an assistant professor in the Department of Management and Organizations in the Tippie College of Business at the University of Iowa. Her doctorate, from the University of California, Santa Barbara, was in experimental social psychology. She served as a post-doctoral fellow for two years at the Kellogg Graduate School of Management at Northwestern University in the Dispute Resolution Research Center. She was also a fellow at the Summer Institute on Negotiation and Dispute Resolution at the Center for Advanced Study in the Behavioral Sciences in Palo Alto, CA. She received her mediation training in 1993 from the American Bar Association in Chicago, IL.

Prof. Boles' research focuses on social and cognitive aspects of decision making, in particular how multiple reference points effect outcome evaluation. This reference point research has been extended into the negotiation arena where she examines how individual differences effect negotiation process and outcomes. She also studies how the structure and use of conflict management systems in organizations impact organizational functioning and performance. The primary outlet for her research has been in *Organizational Behavior and Human Decision Processes*, and she has contributed chapters to a number of edited volumes. Terry enjoys the collaborative research process and has worked with a variety of co-authors. She teaches courses in Organizational Behavior, and Negotiation and Conflict Management at the BA, MBA, Executive MBA and Ph.D. levels.

Terry has been an active member of IACM for 8 years, and she has been a regular reviewer for conference proceedings She is also a member of The Academy of Management, the American Psychological Association, the Society for Industrial/Organizational Psychology, and the Industrial Relations Research Association.

Anne Louise Lytle will also bring valuable skills and experience to the IACM. Anne obtained her B.S. degree at Cornell University (USA) and her Master's and Ph.D. at Northwestern University (USA). She is currently an Assistant Professor of Organisational Behaviour in the Department of Management in the School of Business at Hong Kong University of Science and Technology.

Anne's research specialty is in the area of intercultural and cross-cultural negotiation and conflict management. Since then, she has published a variety of articles in the field of negotiation and conflict management, with an emphasis on cultural influences. She has received the Outstanding Dissertation Award from the International Association for Conflict Management (June, 1996), Best paper award from the Division of Conflict Management of the Academy of Management (August, 1996), and won a large grant from the Hong Kong government to research the topic of negotiation and conflict management in Asia. She is also a member and reviewer for the Academy of Management Division of Conflict Management as well as the International Association for Conflict Management.

Anne has taught negotiation skills to students all over the world: (the United States, Hong Kong, Russia, South Africa, Belgium) on understanding and planning for intercultural negotiations.

Don Conlon, who chaired the Election Committee, wishes to thank everyone for volunteering to run and all IACM members for voting. See you in St. Louis! ☺

Recent Publications by IACM Members and Associates

- Bar-On, D.** (2000). Quantitative assessment of response shift in QOL research. *Social Indicators Research*, 49, 37.
- Baron, R.A.** (2000). Counterfactual thinking and venture formation: The potential effects of thinking about 'what_'. *Journal of Business Venturing*, 15, 79.
- Blount, S. & Bazerman, M.H.** (1999). Preference reversals between joint and separate evaluations of options: A review and theoretical analysis. *Psychological Bulletin*, 125, 576.
- Calhoun, P. S. & Smith, W. P.** (1999). Integrative bargaining: Does gender make a difference? *The International Journal of Conflict Management*, 10, 203-224.
- Carnevale, P.J.** (1999). The behavioral context of strategic choice in negotiation: A test of the dual concern model. *Journal of Applied Social Psychology*, 29, 1777.
- Clements, K.P.** (2000). *Breaking nuclear ties, New Zealand's nuclear-free course*. Boulder: Westview Press.
- Clyman, D.R.** (1999). Too much of a good thing? *Operations Research*, 47, 957.
- Crocker, C.A., Hampson, F.O. & Aall, P.R.** *Herding cats: Multiparty mediation in a complex world*. United States Institute of Peace.
- Schweitzer, M. E., & Croson, R.** (1999). Curtailing deception: The impact of direct questions on lies and omissions. *The International Journal of Conflict Management*, 10, 225-248.
- Druckman, D.** (1999). Hurting stalemate or mediation? The conflict over Nogorno-Karabakh, 1990-95. *Journal of Peace Research*, 36, 709.
- Jameson, J. K.** (1999). Toward a comprehensive model for the assessment and management of intra-organizational conflict: Developing a framework. *The International Journal of Conflict Management*, 10, 268-294.
- Jehn, K.A. & Neale, M.A.** (1999). Why differences make a difference: A field study of diversity, conflict, and performance in workgroups. *Administrative Science Quarterly*, 44, 741.
- Kelman, H.C.** (1999). The independence of Israeli and Palestinian national identities: The role of the other. *Journal of Social Issues*, 55, 581.
- Kozan, M.K. & Ergin, C.** (1999). Third party role in conflict management in Turkish organizations. *Human Organization*, 58, 405.
- Kozan, M.K. & Ergin, C.** (1999). The influence of intra-cultural value differences on conflict management practices. *The International Journal of Conflict Management*, 10, 249-267.
- Leung, K.** (1999). An alternative method for evaluating congruence coefficients with Procrustes rotation: A bootstrap procedure. *Psychological Methods*, 4, 378.
- Mallin, I.** (2000). Inviting constructive argument. *Argumentation & Adlocacy*, 36, 120.
- McLean Parks, J. & Conlon, D.E.** (1999). The manager giveth, the manager taketh away: Variation in distribution/recovery rules due to resource type and cultural orientation. *Journal of Management*, 25, 723.
- Neale, M.A. & Pinkley, R.L.** (1999). Relationship, contribution, and resource constraints: Determinants of distributive justice in individual preferences and negotiated agreements. *Group Decision & Negotiation*, 8, 489.
- Paese, P.W. & Gilin, D.A.** (2000). When an adversary is caught telling the truth: Reciprocal cooperation versus self-interest in distributive bargaining. *Personality & Social Psychology Bulletin*, 26, 79.
- Parks, C.D.** (1999). Discussion and decision: The interrelationship between initial preference distribution and group discussion content. *Organizational Behavior & Human Decision Processes*, 80, 87.
- Pops, G.** (2000). The hidden Gypsy minority. *PA Times*, 23, 8.
- Ross, W. H., & Conlon, D. E.** (2000). Hybrid forms of dispute resolution: Theoretical implications of combining mediation and arbitration. *Academy of Management Review*, 25.
- Tata, J.** (1999). The influence of organizational structure on the effectiveness of TQM programs. *Journal of Managerial Issues*, 11, 440.
- Tjosvold, D.** *Learning to manage conflict: Getting people to work together productively*. Lexington Books.
- Wade-Benzoni, K.A. & Bazerman, M.H.** (1999). The negotiation matching process: Relationships and partner selection. *Organizational Behavior & Human Decision Processes*, 80, 252.
- Zoubir, Y.H.** (1999). Doing business in Hungary. *Thunderbird International Business Review*, 41, 639. α

Resources

Books (all dates are reportedly 2000 unless otherwise noted)

Ecological & Environmental Conflict:

- Susskind, L., Levy, P.F. & Thomas-Larmer, J.** (1999). *Negotiating environmental agreements: How to avoid escalating confrontation, needless costs, and unnecessary litigation*. Island Press.
- Dagget, D.** *Beyond the rangeland conflict: Towards a west that works*. Univ. of Nevada Press.
- Baechler, G.** (1999). *Violence through environmental discrimination: Cause, Rwanda arena, and conflict model*. Kluwer Academic Publishers.

Business Disputes and Conflict Management:

- Boris, E.T. & Steuerle, C.E.** *Nonprofits and government: Collaboration and conflict.* Urban Institute Press.
- Braverman, M. & Denenberg, R.V.** (1999). *The violence-prone workplace: A new approach to dealing with hostile, threatening, and uncivil behavior.* Cornell Univ. Press. \$33.
- Carroll, E. & MacKie, K.** (1999). *International mediation: The art of business diplomacy.* Kluwer Law International.
- Cloke, K. & Goldsmith, J.** *Resolving conflicts at work: A complete guide for everyone on the job.* Jossey-Bass Publishers. \$25.
- Eaton, A.E. & Keefe, J.H.** *Employment dispute resolution and worker rights in the changing workplace.* Cornell Univ. Press.
- McClure, L.** *Anger and conflict in the workplace.* Impact Pub. \$16.

Family and Marital Conflict:

- Bailey, R.A.** *Easy to love, difficult to discipline: The seven basic skills for turning conflict into cooperation.* William Morrow.
- Bienenfeld, F.** (1999). *Do-it-yourself conflict resolution for couples: Dynamic new ways for couples to heal their own relationships.* Career Press. \$15.
- Cooper, S.** *Sticks and stones: 7 ways your children can deal with teasing, conflict, and other hard times.* Times Books. \$13.
- De Becker, G.** *Protecting the gift: Keeping children and teenagers safe (and parents sane).* Dell Books. \$12.
- Kurcinka, M.S.** *Kids, parents, and power struggles: Winning for a lifetime.* Harpercollins. \$23.
- Links, P.S. & Stockwell, M.** *Couple therapy with personality-disordered patients.* Jason Aronson.
- Marshall, J.D.** *Reconciliation road: A family odyssey.* University of Washington Press. \$16.
- Mason, M.A.** (1999). *The custody wars: Why children are losing the legal battle and what we can do about it.* Basic Books.
- Nelson, J. & Lott, L.** *Positive discipline for teenagers: Resolving conflict with your son or daughter in an atmosphere of mutual respect.* Prima Pub. \$17.
- Spezzano, C. & Holden, R.** *If it hurts, it isn't love: And 365 other principals to heal and transform your relationships.* Marlowe.
- Turndorf, J.** *Till death do us part (unless I kill you first): A step-by-step guide for resolving marital conflict.* Henry Holt. \$22.
- Waldman, M.R.** *Love games: How to deepen communication, resolve conflict, and discover who your partner really is.* J.P. Tarcher. \$24.
- Williams, J.** (1999). *Unbending gender: Why family and work conflict and what to do about it.* Oxford Univ. Press. \$30.

International (Political) Conflict & War:

- Cashman, G.** *What causes war: An introduction to theories of international conflict.* Lexington Books.
- Cornell, S.E.** *Small nations and great powers: A study of ethnopolitical conflict in the Caucasus.* Curzon Press.
- Gopin, M.** *Between eden and armageddon: The future of world religions, violence, and peacemaking.* Oxford Univ. Press.
- Netanyahu, B.** *A durable peace: Israel and its place among nations.* Warner Books. \$30.
- Papademetriou, D.G.** *The border and beyond: Cooperation & conflict on migration issues in U.S.-Mexico relations.* Carnegie Endowment for International Peace.
- Quandt, W.B.** *Peace process: American diplomacy and the Arab-Israeli conflict since 1967.* Brookings Institute.
- Regan, P.M.** *Civil wars and foreign powers: Outside intervention in intrastate conflict.* Univ. of Michigan Press.
- Rotberg, R.** *Peacekeeping and peace endorsement in Africa: Methods of conflict prevention.* Brookings Institute.
- Said, E.W.** *End of the peace process: Oslo and after.* Pantheon Books. \$30.
- Schlaim, A.** (1999). *The iron wall: Israel and the Arab world.* W.W. Norton & Company. \$33.
- Snyder, J.L.** *From voting to violence: Democratization and nationalist conflict.* W.W. Norton & Company. \$30.
- Van Evera, S.** *Causes of war: Structures of power and the roots of international conflict.* Cornell Univ. Press.
- Weller, W.H.** *Conflict in Chiapas: Understanding the modern Mayan world.* DeWitt Books.

Mediation, Arbitration & Legal Conflict:

- Abrams, R.I.** *The money pitch: Baseball free agency and salary arbitration.* Temple Univ. Press. \$28.
- Barist, J.** *Commercial arbitration law and clauses: A drafter's guide.*
- Born, G.B.** (1999). *International arbitration and forum selection agreements: Planning, drafting, and enforcing.* Kluwer Law.
- Carbonneau, T.E.** (1999). *Cases and materials on the law and practice of arbitration.*
- Craig, W.L., Park, W.W. & Paulsson, J.** *International chamber of commerce arbitration.* Oceana Publications.
- Lang, M.D. & Taylor, A.** *The making of a mediator: Developing artistry in practice.* Jossey-Bass Publishers. \$35.
- Monk, G. & Winslade, J.** *Narrative mediation: A new approach to conflict resolution.* Jossey-Bass Publishers. \$35.
- Sarang, S. & Roberts, C.** (1999). *Talk, work, and institutional order: Discourse in medical mediation and management settings.* Walter De Gruyter.
- Warters, W.C. B.** (1999). *Mediation in the campus community: Designing and managing effective programs.* Jossey-Bass.
- Zartman, I.W.** *Preventive negotiation: Avoiding conflict escalation.* Rowman and Littlefield Publishers Inc.

Social & Interpersonal Conflict:

- Barskey, A.E.** (1999). *Conflict resolution for the helping professions.* Wadsworth Publishing Company.
- Kosmoski, G.J. & Pollack, D.** (1999). *Managing difficult, and hostile conversations: Strategies for savvy administrators.* Corwin.
- Peterson, W.C. & Strobel, F.R.** *The coming class war: Power, conflict and the consequences of middle class decline.* M.E. Sharpe. ☐

Upcoming Conferences and Workshops

Academic and Practitioner Conferences (all dates are 2000):

May 11-21. 8th Annual International Conference on Conflict Resolution. Location: St. Petersburg, RUSSIA. Contact: Steve Olweean, Common Bond Institute, 12170 S. Pine Ayr Dr., Climax, MI, USA. Tel/Fax: (616) 665-9393. E-mail: solweean@aol.com. Website: <http://ahpweb.org/cbi/home.html>.

May 16 - 19. ADR and Natural Resources. Location: Tuscon, Arizona, USA. Conference co-sponsored by U.S. Department of the Interior, Department of Agriculture-Forest Service, and U.S. Institute for Environmental Conflict Resolution. Contact: Robert Baum or Elena Gonzalez. Tel: +1 703 235 3810. Website: <http://www.ecr.gov>

May 18-21. American Bar Association Section of Dispute Resolution Annual Meeting. Location: San Francisco, California, USA. Website: www.abanet.org/dispute.

May 19-20. Pennsylvania Council of Mediators Conference. Theme: "Mediation for the 21st Century." Location: Pittsburgh, Pennsylvania, USA. Contact: Richard Conrad, 50 Hollybrook Dr., Langhorn, PA 19047-5752. Fax: +1 215 750 0237

June 2000. Centre for Conflict Resolution (CECORE). Theme: "African Traditional Methods of Conflict Resolution." Location: Kampala UGANDA Contact: Stella Sabiiti, Tel: +256 41 255 03. Fax: +256 41 251 922. E-mail: cecore@swiftuganda.com

June 10-13. Interaction for Conflict Resolution 2000 Annual Conference: "Pulling Together." Location: Vancouver, British Columbia, CANADA. Contact: Network: Interaction for Conflict Resolution, Conrad Grebel College, Waterloo, ON N2L 3G6, Canada. Tel: (519) 885-0880 ext. 272. Fax: (519) 885-0806. Website: <http://www.nicr.ca>.

June 11-13. The Sixth Leadership Development Conference. Location: Washington DC USA. Contact: The Leadership Development Conference, Linkage Inc., P.O. Box 3661, Boston, MA 02241-3661. Tel: (781) 862-3157. Fax: (781) 862-2355. Web: www.linkageinc.com/ldc2000/.

June 11-13. The 15th Annual Meeting of the interdisciplinary Research/Study Team on Nonviolent Large Systems Change. Location: Pacific Grove, California USA (near San Francisco). Submission Deadline: As Soon As Possible. Contact: Betty Forbes. Tel: (408) 372-8016 (room reservations); The Organizational Development Institute. Tel: (440) 729-7419. E-mail: DonWCole@aol.com (conference registration). Website: <http://members.aol.com/ODInst>.

June 22-23. 2000-Industrial Relations Research Association 2nd National Policy Forum. Location: Washington DC. Contact: Lisa Narug at lnarug@uiuc.edu. Web: www.irrs.uiuc.edu

July 10-12. Women and Psychology Conference. Location: Dundee, UK.

Contact: <http://www.dundee.ac.uk/psychology/pows/>

July 11-15. Academy of Family Mediators Conference. Theme: "Mediation: Values in Mediation." Location: Salt Lake City, Utah, USA. Contact: AFM, 5 Militia Dr., Lexington, MA 02421, USA. Tel: (781) 674-2663. Fax: (781) 674-2690. E-mail: afmoffice@mediators.org. Website: <http://www.mediators.org>.

July 12-15. Seventh Annual International Conference on Advances in Management. Location: Colorado Springs, Colorado USA. Contact: M. Afzal Rahim. E-mail: MGT2000@AOL.COM. Website: <http://members.aol.com/icam2000/call2000.htm/>.

July 17-22. 20th Organization Development World Congress. Location: Goa, INDIA. Contact: O.D. Institute, 11234 Walnut Ridge Rd., Chesterland, OH 44026, USA. Tel: (440) 729-7419. E-mail: DonWCole@aol.com. Homepage: <http://members.aol.com/odinst>.

July 22-26. Business & Economics Society International (BESI) Conference. Location: Los Angeles / California USA. Submission Deadline: March 30, 2000. Contact: Helen Kantarelis, BESI, 64 Holden Street, Worcester, MA 01605-3109, USA. Tel: (508) 595-0089. E-mail: hkantar@assumption.edu. Website: <http://www.assumption.edu/html/faculty/kantar/missb1.html>.

July 23.-28. XXVII International Congress of Psychology. Location: Stockholm, Sweden. Contact: <http://www.icp2000.se/>

August 13-16. Academy of Management Toronto 2000 Conference. Theme: "A New Time." Location: Toronto, Ontario, CANADA.

September 3-6. 13th International Congress for the Prevention of Child Abuse and Neglect, Location: Durban. (This will be preceded by a Developing Countries Forum to be held at UNISA Durban 1 - 2 September, 2000). For details: Tel: (031) 312 9092 or (0331) 428971; Fax: (031) 312 9441; e-mail: delegates@dbn.lia.net.

September 14-16. Society of Professionals in Dispute Resolution (SPIDR) Annual International Conference. Theme: Opening the Way to a Civil Society: Creating a Culture of Community and Dialogue. Contact: International Office: 1527 New Hampshire Ave. NW Third Floor, Washington DC 20036. Tel: (202) 667-9700. Fax: (202) 265-1968. E-mail: spidr@spidr.org.

September 21-22. 2000-SFLRP Annual Symposium. Location: Washington DC.

September 23-27. Fifth International Conference on Family Violence (Formerly Children Exposed to Family Violence). Theme: "Working Together to End Abuse: Advocacy, Assessment, Intervention, Research, Prevention, & Policy." September 23-27, 2000. Location: San Diego. Contact: J. E. Marciano, 6160 Cornerstone Court East, San Diego, CA 92121. Tel: (619) 623-2777, extension 406. Fax: (619) 646-0761. E-mail: jmarciano@mail.cspp.edu.

September 27-October 1. 3rd World Mediation Forum. Location: Sardinia, ITALY. Contact: Center for Research for Expansion and Discovery of Human Potential. Fax: 0039(0)70-4522539. E-mail: savpinna@freemail.it. Website: <http://www.geocities.com/~suares/forum>.

October 5-6. "Self-Concept Theory, Research and Practice: Advances for the New Millennium." Location: Sydney Australia. (It is the week after the Olympics —book your hotel now). Deadline for Submissions: 1st April, 2000. Contact: Kate Johnson or Rhonda Craven, SELF Research Centre, University of Western Sydney at Macarthur, P.O. Box 555, Campbelltown NSW 2560 AUSTRALIA. Fax: +61 2 9772 6432. Tel: +61 2 9772 6428. Web: <http://edweb.macarthur.uws.edu.au/self/>

October 15-18. Strategic Management Society (SMS) 20th Annual International Conference. Theme: "Strategy in the Entrepreneurial Millennium: New Winners, New Business Models, New Voices." Location: Vancouver, BC CANADA. Contact: Strategic Management Society, Attn: Prof. Dan Schendel, 1310 Krannert Center, Purdue University, W. Lafayette, IN 47907-1310. Tel: (765) 494-6984. Fax: (765) 494-1533. Email: sms@mgmt.purdue.edu. Web: www.smsweb.org.

October 25-27. VIII Congreso Mexicano de Psicología Social I Congreso Mexicano de Relaciones Personales. Location: Guadalajara, Jalisco, MEXICO. Contact: <http://www.geocities.com/CollegePark/Housing/9931/amepso.html>

November 8-11. Institute of Behavioral and Applied Management (IBAM) conference. Location: San Diego, CA USA. Deadline for Submissions: May 1, 2000. Contact: IBAM Registration c/o Linda Hoffner, Cottonwood Travel, 1641 23rd Ave., Greeley, CO 80631. Tel: (800) 223-6982. Web: www.ibam.com.

November 9-11. Emerging Issues in Business & Technology. Location: Myrtle Beach, South Carolina USA. Deadline for Submissions: July 10, 2000. Contact: Tel: (877) 978-1555. Fax: (309) 298-2500. Web: www.wiu.edu/users/micmpd.

November 9-11. Fourth International Symposium on Child Custody Evaluations. Location: Kiawah Island, SC. Contact: Association of Family and Conciliation Courts, 329 Wilson St., Madison, WI 53703 USA. Tel: (608) 251-4001. E-mail: afcc@afccnet.org. Web: www.afccnet.org.

November 12-14. Fourth International Conference on Parent Education Programs. Location: Kiawah Island, SC. Contact: Association of Family and Conciliation Courts, 329 Wilson St., Madison, WI 53703 USA. Tel: (608) 251-4001. E-mail: afcc@afccnet.org. Web: www.afccnet.org.

November 19. New England Society of Professionals in Dispute Resolution (SPIDR) 2000 Regional Conference. Location: Waltham, Massachusetts, USA.

Workshops and Professional Training Opportunities

June 5 - 23. School for International Training Summer Institute. Theme: "Conflict Transformation Across Cultures: Peacebuilding I & II." Four week residential institute certificate program. Location: Brattleboro, Vermont, USA. Contact: School for International Training. Tel: +1 802 258 3339. Fax: +1 802 258 3248. E-mail: cspid@sit.edu. Website: <http://www.sit.edu/conflict>

June 6-7. "Managing Differences." Location: La Crosse, WI USA. Contact: Supervisory Management, P.O. Box 4004, Eau Claire, WI 54702. Tel: (800) 582-5182. Fax: (800) 835-3755. Email: Mgmt_Seminars@uwec.edu.

June 8 - 10. Ministry of Reconciliation. Seminar: "Mediation Skills and Advanced Clergy Clinic." Location: Park Ridge, Illinois, USA. Contact: Ministry of Reconciliation, 1263 S Highland Ave., Ste. 1N, Lombard IL 60148-4527, USA

June 16-24. Mediation & Conflict Management Services. Topic: "Business, Family and Divorce Disputes." Trainer: Robert Benjamin. Location: Terra Haute, IN. Contact: Mediation & Conflict Management Services, Robert Benjamin, 8000 Bonhomme, Suite 201, St. Louis, MO 63015 USA. Tel: (314) 721-4333. E-mail: rbenjamin@mediate.com. Web: www.mediate.com/rbenjamin.

June 20-24. Mosten Mediation Training. Topic: "AFM Approved Divorce Mediation Training." Trainer: Forrest (Woody) Mosten. Location: Los Angeles, CA, USA. Contact: Mosten Mediation Training, Forrest Mosten, 11661 San Vicente, Suite 1010, Los Angeles, CA 90049 USA. Tel: (310) 441-1454. E-mail: mosten@mediate.com. Web: www.MostenMediation.com.

July 19-20. "Negotiating Labor Agreements." Location: Cambridge, Massachusetts USA. Cost: \$1950. Contact: Center for Management Research, Attn: Monica Dane, 55 William Street, Wellesley, MA 02481. Tel: (781)239-1111.

September 4-5. 4th International Workshop on Teamworking. Location: University of Nijmegen, the Netherlands. Cost: Euro \$250 (includes accommodation and meals).

October 1-5. FCCI International Conference. Topic: "Generational Successions in Business." Location: Naples, Florida USA. Cost: \$695. Contact: FCCI, 4201 N. Peachtree Road, Suite 200, Atlanta, Georgia 30341 USA. Tel: (770) 457-9700. ☒

Signals on the Horizon: The 2001 IACM conference in Europe.

While final preparations are underway for our meeting in St. Louis, we are already hard at work preparing for the 2001 conference. Don Conlon, President-Elect of the IACM, will be traveling to Paris this April to meet with Alain Lempereur (Director, Institute for Research and Education on Negotiation in Europe) and his colleagues at the ESSEC Business School in Paris. Together, they will examine three possible sites in and around Paris for the 2001 conference. Alain has put together a strong local arrangements team which should help insure a smooth running conference. We hope to have a presentation showcasing the site ready for viewing during the St. Louis conference. In the meantime, brush up on your French! It will help you navigate the streets in St. Louis down by the Riverfront and the Soulard, and it will come in handy in Paris as well. ☒

Electronic Signals

Compiled by Ryan Dwelle with the special assistance of the staff of "The Alternative Newsletter" and the "Dispute Resolution Magazine" of the ADR section of the American Bar Association.

- The U.S.-Mexico conflict resolution center is at <http://www.usdoj.gov/odr>
- The National Association for Community Mediation (NAFCM) is located at <http://www.nafcm.org/nafcm>
- The American Arbitration Association (AAA) is at <http://www.adr.org>
- The National Institute for Dispute Resolution: <http://www.nidr.org>
- Institute for Dispute Resolution at Pepperdine University School of Law is at <http://www.pepperdine.edu/idrweb/>
- Colorado Conflict Resolution Consortium is at <http://www.Colorado.EDU/conflict/>
- Mediate.com is the "Mediation Information and Resource Center, where mediators, mediation organizations, and the public meet." It is located at <http://www.mediate.com>
- ADR Resources, at <http://www.adr.com/>, contains an extensive array of useful links.
- American Bar Association Dispute Resolution Section is at <http://www.abanet.org/dispute>
- Online Mediators offer online mediation services at <http://www.onlinemediators.com/>
- The American Communication Association has conflict and communication resources at <http://cavern.uark.edu/comminfo/www/conflict.html>
- The INCORE (Initiative on Conflict Resolution and Ethnicity) website is at <http://www.incore.ulst.ac.uk>
- The National Academy of Arbitrators: <http://www.naarb.org>
- Rutgers University Center for Negotiation and Conflict Resolution website can be found at <http://www.policy.rutgers.edu/cnrc/>
- The Transnational Foundation: <http://www.transnational.org>
- DiploNet is a site for Research in Negotiation and Diplomacy: <http://www.clark.net/pub/diplonet/DiploNet.html>
- ADRonline Monthly is at <http://www-legal.sbs.umass.edu/center/adronline.html>
- Better Business Bureau Dispute Resolution Services is at <http://www.bbb.org/complaints/index.html>
- NASD regulation is at <http://www.nasdr.com>
- Hong Kong International Arbitration Centere can be found at <http://www.hkiac.org>
- The permanent Court of Arbitration website is at <http://www.law.cornell.edu/icj/pca/eng/home.htm>
- The Chartered Institute of Arbitrators is at <http://www.arbitrators.org> ☒

IACM Members Active in Academy of Management Doctoral Consortium

By Etty Jehn

The Conflict Management Division of the U.S.-based Academy of Management is pleased to announce that it will be hosting its Doctoral Consortium at the 2000 Academy Meetings in Toronto. The consortium will be held on Saturday, August 5th. The purpose of the consortium is to provide an opportunity for doctoral students to work closely with faculty representing a range of expertise in conflict management. This year's Doctoral Consortium promises to be interesting and informative with an excellent panel of faculty, most of whom are active members of the IACM. The panel includes the following: Martin Davidson (University of Virginia - Darden), Margaret Neale (Stanford University), Don Conlon (Michigan State University), Debra Shapiro (University of North Carolina - Chapel Hill), Laurie Weingart (Carnegie Mellon University), and Karen A. Jehn (University of Pennsylvania).

This year, the Doctoral Consortium is open to doctoral students at any level, who are actively involved in research and interested in the area of conflict management or related fields. The Conflict Management Division is interested in the following topic areas: the nature and management of conflicts between individuals, groups, and organizations; power processes including influence, coalitions, deterrence, and persuasion; violence and aggression; advantages and disadvantages of conflict in a diverse workforce; cognitive resolution of conflicts; collaboration and competition; bargaining and negotiations; trust and deceit; emotions and escalation; relationship between parties; third-party intervention; procedural justice; and dispute resolution procedures.

Faculty interested in nominating a student for this unique opportunity should contact K. Etty Jehn (jehn@wharton.upenn.edu), The Wharton School of the University of Pennsylvania, Philadelphia, PA, 19104-6370. ☒

Eulogy for Joan Dahl

By Joyce Osland, University of Portland

[Joan Dahl was very active in the early years of the IACM as well as several other professional organizations. However, in her latter years, she focused her energies on the Western Academy of Management, receiving their 1991 Ascendant Scholar Award and their 1996 President's Award. Joan passed away last year. The following obituary was written for the Western Academy of Management (WAM) Newsletter (June, 1999, Volume 7, Pages 1-2). Although the organization was different, her enthusiasm and good nature were the same for both organizations. This eulogy is reproduced here for those IACM members who knew her and to introduce her posthumously to those who did not - the Editor]

When I was asked to give a eulogy for Joan that celebrated her life, I began to think back on the typical snapshots of Joan. And when I did, the roles she played in WAM became very clear.

Joan was a community developer par excellence. I suspect many of us were drawn or roped into WAM by Joan. In my case this was a literal experience. At my first conference in San Jose, a total stranger pounced on me and insisted on teaching me a magic rope trick. That lesson didn't stick, but we can all learn from the way Joan warmly welcomed and involved new members.

Another role she played grew out of her devotion to WAM. She was an officer for so many years that she became the institutional memory of the organization. I came to think of her as the wedding consultant - the person in the background answering questions on how things are supposed to be done and reminding us of what comes next. When Mary Teagarden and I were planning a conference in Mexico, Joan spent hours going over our design and sharing the wealth of conference knowledge she had accumulated. Joan worked tirelessly behind the scenes.

I imagine a lot of conferences became a reality due to another role Joan played. I used to think of her as the gentle enforcer until we went to Turkey last summer - a sophisticated Turkish rug vendor might be more accurate. Some of us went to Turkey with no desire to buy a rug and came home with several. In the same way, many of us swore we didn't have time to organize a WAM conference until Joan got hold of us. It was hard to say no in the face of her passion. It was also hard to overlook all the joy she brought us in her role as comedian. Who else could crack up a bunch of academics by reading minutes and financial reports? There are many people who are special, but Joan was, in many ways, the heart and soul of this organization.

Joan lived her life well - she was a good wife, a good professor, a good colleague, and a good friend. There is much to celebrate about her life. There are also things to celebrate about the way she confronted her illness and death. Joan endured a horrible illness with very few complaints, with courage, grace, and, not surprisingly, humor. Last August when she went to UCLA's medical center for a bone marrow procedure, she joked about spending her vacation at Club Med. Her bones became very brittle. A short time before her death, the doctors doing rounds didn't put her back in bed as gently as they might have, and her arm was broken.

She immediately quipped, "I thought the Hippocratic oath was, 'Thou shalt do no harm,' not, 'Thou shalt break my arm!'"

I think we can take comfort in some aspects of Joan's death. Throughout her illness, she fought hard to beat the cancer. But when her doctor said she would not live she went into typical Joan mode.

She organized her own funeral so no one else would have to do it. She planned a final party because she did not want people to grieve for her or be sad.

She had time to say goodbye to family and friends and tell them how much they meant to her.

She took great comfort in her religious faith and made her peace with dying young.

Joan leaves behind a tremendous legacy and huge hole. If the gentle enforcer were here with us, she'd grin and say, "I guess you guys will just have to fill it."

[Note: Donations in Joan's memory can be made to the Joan Dahl Ph.D. Student Conference Fund, c/o Kay Devine, Treasurer, WAM, University of Alberta, Faculty of Business, Edmonton, AB, Canada T6G 2R6]. ☐

Practitioner's Column:

Triangling, Conflict Resolution, Post-Modernism, Nietzsche, and Jesus Christ

By John Splinter

This short article will make some brief structural and dynamic observations pertaining to systems and conflict resolution, and then provide a conflict resolution format.

It's usually not too difficult to be polite, kind, generous, socially mature, and calm when relationships go well, but when conflict occurs we often demonstrate a different set of skills. One of the more frequently-used conflict management skills is that of "triangling." Triangling is defined as one person building a socio-emotional or strategic alliance or coalition with a second person against a third person. Triangling is a part of almost every organization. At its most organic level, triangling is a dysfunctional format of conflict resolution involving three entities where there ought to be two. The more dysfunctional an organization, the more it utilizes triangling. This is true whether the structure (system) is a family, church, professional office, academic institution, or factory. People can triangle with other people. For example, if Mary is having marital problems with her spouse, Ken, she may choose to discuss the matter with her co-worker, Carol, or her high school sweetheart, Bob. Mary's triangles would include: Mary-Ken-Carol; Mary-Ken-Bob. Either way, Ken is out of the conversation so nothing is really solved.

Structures exist to protect and enhance system dynamics, so Mary discloses "insider information" with Carol and Bob. She speaks of Ken's selfishness, perhaps his rudeness and other faults. The purpose of such disclosure is to tip the balance of the power scales within her relationship against Ken; this is often done when one side — Mary, in this example — feels disempowered. This facet of triangling is important to note. Triangling is usually an attempt at power politics, as one attempts to out-muscle another in order to effect some perceived gain. That gain usually involves the individual's desire to reduce tension in their self-system, in order to return to their personal level of "homeostasis," or level of comfortable functioning. Put another way: I want what I want so I can be happy.

Human beings are not the only entities which triangle. Systems do it too. A family system may triangle against an alcoholic or overbearing parent or a problematic neighbor. A corporation may triangle against a management team that issues an unpopular recommendation. Students may triangle with a professor against the school administration.

Tactics of triangling frequently involve two dynamics - gossip, and slander, both of which are usually driven by some level of malice, and aimed at power. Indeed, it is almost axiomatic that the more dysfunctional a system, the more it will utilize gossip and slander to strengthen the triangle, toward the objective of power. Generally speaking, the more power is utilized in conflict resolution, the less likely the conflict will actually be resolved and the more likely a future conflict will erupt. Remember Ken and Mary.

With that brief and ever so sweeping introduction to the subject of structure and dynamics of conflict and triangling, allow me to introduce a very non-post-modern set of solutions which, oddly, seem to be frequently overlooked by marital counselors, mediators, and organizational consultants. The solutions come from ancient literature. Before introducing these solutions I will make a very non-post-modern assumption: The buck needs to stop somewhere. The unanswered question of pure post-modernism can be nothing less than "Who defines truth?" Nietzsche was accurate in his assessment that much of the quest for truth and justice is often really a quest for power. The problem with Nietzsche was that he was a philosopher, not a systems manager. In order to function, all systems require some definition of right, truth, order.

And now to the ancient literature and its offering. The literature is the Bible. The teacher is Jesus Christ. The words of wisdom are found in the book of Matthew, chapter 18, verses 15-18. In this teaching there are four levels of conflict resolution.

Level One: "If your brother sins against you, go and show him his fault, just between the two of you. If he listens to you, you have won your brother over." In Level One conflict resolution one assiduously avoids triangling. In this level there are three principles of functional (vs.dysfunctional) conflict resolution: a) direct communication; b) privacy; and c) creating clean slates. Many of us have been in cultures or systems

in which the very last thing people wish to do when in conflict, is to speak directly and privately with an offending party in order to create clean slates. The reasons people avoid this level of communication are myriad. It's emotionally difficult. It exposes one's vulnerability. Some didn't reach adulthood with the skills required to either identify or express their emotions. Many are too insecure to reveal their thoughts, feelings, needs, or perceptions. Level One functioning is difficult! But it works!

Level Two: "If he will not listen, take one or two others along, so that every matter may be established by the testimony of two or three witnesses." Here we find the principle of making a second attempt at conflict resolution, with a neutral third party. This may appear to invite triangling, but the intent of Level Two conflict resolution is not effecting a power play to force one's personal homeostasis. It is to include a neutral third party who may listen to both sides of an issue and help negotiate. When one becomes emotionally engaged in conflict one tends to see things myopically, through one's own interpretive lenses. This is one reason why couples often turn to therapists or pastors to help them untangle marital struggles. Second attempt. Neutral third party.

In my professional experience, if individuals or systems would begin their attempts at conflict resolution utilizing these two preliminary steps, 90% of conflicts could be quickly resolved. Most individuals and systems miserably fail in accomplishing Levels One and Two. This is why so many conflicts remain, fester, and continue to erupt. Naturally, this is only anecdotal evidence.

Level Three: "If he refuses to listen to them, tell it to the church." Here one sees the principle of a public airing. Unfortunately, this is where many attempts at conflict resolution begin. That is, people leap past

Levels One and Two, and begin with a public (and usually very biased) airing of grievances. When individuals or systems begin at this point they often utilize gossip and slander to triangle, which causes polarization and escalation. Ergo, to this point in conflict resolution Nietzsche was right. Hence, one sees that the public airing must be tied to values, which introduces Level Four conflict resolution. However, again using anecdotal evidence, if Levels One and Two are utilized conflicts seldom reach the need for a public airing.

Level Four: "If he refuses to listen even to the church, treat him as you would a pagan or tax collector." Bottom line: Rodney King was wrong - we can't "all just get along." There must be some definition of authority, of right and wrong. Nietzsche was also wrong. There is truth. Whether that truth is codified within a legal system, the Ten Commandments, a labor-management contract, or a corporation's bylaws, systems cannot function when every person is a self-proclaimed agent of truth. There must be a shared truth for an organization to survive. There comes a moment in any system in which one faces truth and authority; if appropriate that authority may decide to punish the guilty and exonerate the innocent. Yes, some tend to use truth to extend personal power while others cry for justice to limit that power and seek retribution for wrongs suffered. But these are aberrations. Healthy systems function successfully only when truth and authority exist. Level Four conflict management is best utilized only as a backstop, not as a primary means of conflict resolution. This, too, is where many systems fail.

To summarize, triangling represents dysfunctional conflict resolution. Gossip and slander are driven by malice, are power-driven, and are counterproductive to conflict resolution. Utilizing the four levels of conflict resolution in their appropriate order can help restore order and justice within any conflict. These levels are based upon spiritual principles taken from the Bible: Level One - principles of direct communication, privacy, and creating clean slates; Level Two - principles of second attempt using a neutral third party; Level Three - principle of public airing; and Level Four - principle of authority.

Dr. John P. Splinter is the Senior Pastor of Bethany Church in La Crosse, Wisconsin, USA. He holds two masters and a Ph.D. His doctorate in Marriage and Family Therapy was earned at St. Louis University.

Examining Online Dispute Resolution: Can the Internet replace face-to-face negotiations when it comes to resolving legal disputes?

By James Burchetta, Chairman and CEO of Cybersettle.com.

As the Internet continues to impact every industry, a new crop of conflict resolution management systems based on the Internet has emerged. They are called online dispute resolution services - and while at this stage, they primarily aim to settle monetary disputes, one wonders if the resolution of divorce or custody cases is far behind.

The question remains — can the Internet replace face-to-face negotiations as a viable form of settling a dispute? For most legal disputes, say the founders of Cybersettle.com (www.cybersettle.com), the answer is "yes." Based on the level of activity on Cybersettle's web site, it seems as though insurance companies and lawyers agree.

Using A Double Blind-Bidding Process for Insurance Claim Disputes

Today, the Cybersettle system is mainly being used by insurers and attorneys for claimants. Both parties submit settlement offers and demands to the secure Cybersettle web site via the Internet. Cybersettle is a "blind-bidding" system in which the bids are settlement offers and demands. Cybersettle does not evaluate the value of claims or the strength of legal positions. Instead, it operates as a "black box" in which both parties enter offers and demands in the blind.

The online dispute resolution process is simple. Typically, the defendant (in most cases, the insurer) initiates the process, and logs on to Cybersettle's web site using an encrypted password. After typing in basic identifying information about the claim, the claims adjuster enters three settlement offers and selects the amount of time that the offer will remain open typically, 30 to 60 days.

The plaintiff's attorney is then notified that an offer has been entered into the system and he/she is given a user name and password. The attorney can either accept or decline the invitation to participate. If he/she decides to participate, they simply log onto the Web site and posts three settlement demands.

Once both parties have entered their demands and offers in the system, the system instantly matched the bids on a round-by-round basis. If the offer and demand are within a certain range, typically 30 percent or \$5,000, the case is settled for the average amount.

Each party's bids are entered into the system confidentially and neither party's offer or demand is ever revealed. If none of the offers come within the specified range of the demands, the dispute does not settle and the parties can continue to negotiate without prejudice. Whatever the outcome, both parties are immediately notified, in real-time.

Following is a simple example of how the process would work:

Round	1	→	2	→	3
Settlement Offer	40,000		60,000		80,000
Demand	200,000		150,000		100,000
Result	No Settlement		No Settlement		Settled For \$90,000.00

continued

The Cost of Resolution

Online dispute resolution can be a cost-effective alternative to the traditional face-to-face methods of negotiation. In addition to lower fees than other settlement methods, online dispute resolution eliminates the time or travel expenses typically associated with ADR methods. Cybersettle charges insurance companies a flat fee of \$25 to place a claim on their system. If the claimant (or his or her lawyer) agrees to participate and enters settlement demands, the insurer then pays an additional \$75. The claimant is only charged a fee if the claim settles; in which case, both parties pay an additional \$200. Online dispute resolution also provides the potential for huge cost savings to the insurance industry. According to AM Best, the top twenty American insurance companies spent approximately \$34 billion last year solely to administer their claims.

Benefits of Online Dispute Resolution

The real benefit to online dispute resolution is its simplicity of use and real-time results. On even the simplest of disputes, communication between lawyers and claims adjusters can be difficult, due to differing work schedules. Cybersettle's system is available 24/7, which not only enables parties to enter demands or offers whenever it is convenient, but also allows both lawyers and adjusters to be more accessible and responsive.

Cybersettle's system also functions as a performance-enhancing tool for claims adjusters and lawyers. It encourages early settlements of the more straightforward claims, thereby allowing both adjusters and lawyers to focus a greater percentage of their time on their more complex claims.

The Opposing Side of Online Dispute Resolution

Online dispute resolution services work because they remove the posturing between parties that occurs during the negotiating process. Setting aside the emotions that accompany lawsuits can be a relief for some. For others, communicating these emotions is part of the healing process, and a necessary means to a satisfactory settlement.

Some lawyers argue that their clients need to go through the motions of arguing and hearing both sides of a case. In some instances, no settlement can replace the satisfaction of telling one's side of the story. Some lawyers feel that a courtroom environment with a jury gives their client an advantage for a potentially larger settlement. In the online arena, that edge is eliminated.

When the legal issues are complex, face-to-face negotiation may be necessary. Sometimes, the only way to settle a case is by litigating the issues. However, some disputes purported to be complex actually could benefit from the impartiality of online dispute resolution.

The form of online dispute resolution described here may not be a universal remedy for settling all disputes and it may not replace the cathartic effect of face-to-face negotiation where emotional issues or complex legal disputes are concerned. However, it is well on its way to becoming the leading means of reaching early and efficient settlements of many disputes. ☐

IACM Dissertation of the Year Award Nomination Procedures

By William Donohue

Each year, IACM seeks applications from freshly minted Ph.D.s in our field for the Dissertation of the Year Award. If you have received your degree within the last two calendar years, then you are eligible to apply for that year's award. We encourage eligible folks to apply since, historically, few choose to participate each year. So the chances of winning are quite high.

To apply for the Dissertation of the Year Award submit a 10 page (excluding tables and references), double-spaced abstract of your dissertation to me at the following address:

William Donohue
Department of Communication
Michigan State University
East Lansing, MI 48824
(donohue@msu.edu)

The deadline for submission is April 1st of each year. Although it is too late for the 2000 award, it is not too late to apply for the 2001 award! Your application must be submitted to me through my e-mail so I can distribute them to the reviewers in this format.

When I receive applications I then forward them to two reviewers who will rank order them. If only one person applies, we will hold the dissertation for one year and put it in the next year's pool. In the event of tie rankings on the evaluation, I will send the abstracts to a third reviewer. The rank ordering process usually works well. Applicants are encouraged to give the committee a thorough understanding of the theory, methods, and results of the dissertation study. If you have any questions, please e-mail me and I can help. Best of luck! I look forward to seeing you in St. Louis. ☐

Editor's Farewell

By William Ross

Usually, I do not write a column for the SIGNAL, preferring to "get out of the way" so people can read the news of interest. However, since this is my last issue as editor, I trust you will allow me a moment of reflection; I promise that I will keep it short.

I have served as editor for eight years, which I believe, is long enough. This is a fun job and I love doing it; however, it does require considerable attention and time and I need to spend my time on other professional activities.

A bit of history: In 1992, Steven Musser, the first editor, had resigned due to illness and Dean Pruitt had served as SIGNAL editor during his term as President, but clearly the President had other duties; creating a newsletter could be delegated to another. Dean Tjosvold was the new IACM President and he asked me to serve as editor. The request made sense. Dean and I had worked well together co-chairing the 1992 IACM conference and since the next issue would summarize the conference, it seemed appropriate that someone familiar with the conference should write about it. Subsequent presidents asked me to stay as editor, affording me the opportunity to work with some of the great names in the field, including IACM presidents Evert van de Vliert, Linda Putnam, Jim Wall, Tricia Jones, Peter Carnevale, Barbara Gray, and Roy Lewicki as well as Executive Officers Jim Wall, Tom Fiutak, and Bill Bottom. I have also enjoyed working with the various Program Chairs, Local Arrangements Chairs, and "contact personnel" for the many conferences, including: Martin Euwema, Jean-Marie Hiltrop, K. Verhelst, William Donohue, Maddy Janssens, Sam Keltner, Peter Carnevale, Gregg Walker, Laurie Weingart, Carstens de Dreu, Soren Viemose, Ray Friedman, Betsy Wesman, Norbert Ropers, Don Conlon, Lourdes Munduante, Gianni Scotto, Roy Lewicki, Michele Gelfand, Bruce Barry, Sabino Ayestar n, Ety Jehn, and Judi McLean-Parks. I would be remiss if I did not thank the hard work of Peggy Sorrell and Christian Cook, the graphic artists who have given the SIGNAL its consistent professional "look" each issue. Christian even keeps me away from the cheesy clip-art that so tempts me (although he did promise that I could surround this story with lots of it).

Finally, I need to thank the hardworking interns I have had through the years. The Department of Management at the University of Wisconsin - La Crosse has paid for a 5 hour per week intern for the SIGNAL. While some of these have written news stories, much of their time has been spent doing less glamorous activities (e.g., putting labels on envelopes, looking in databases to discover recent member publications and looking on the world wide web to find new "Resources" to bring to your attention). These people are the "engine" that makes the "car" run and they deserve special thanks. Some of the interns and assistants have been the following: Brian Hannum, Jon Richter, Kristin Larson, Tammy Brunette, Shannon Pennefeather, Carrie Miesbauer, Lori Chellevoid, and Ryan Dwelle.

So much for the past. Whither the future for the SIGNAL? While incoming President Don Conlon will undoubtedly select an able editor, it may be that the method of transmission will change. Many organizations now send their newsletter via e-mail (as Word attachments or as Adobe Acrobat files); past issues can also be found on their websites. Such a move by the IACM would save time (it takes 1-2 weeks for the SIGNAL to be printed and another week for the envelopes to be stuffed and sorted by country and zip code) and money (mailing each issue of SIGNAL costs several hundred dollars). Thus, I would urge the incoming editor and the new President to explore these avenues for transmission for maximum efficiency so that the IACM may reach as many members as possible with current news. I'll see y'all at some future conferences as we work together to make the IACM a great organization.

Peace. α



The IACM is an international association, founded in 1984, to encourage research and training in the handling of all forms of social conflict. For annual dues of only US\$15.00, IACM members receive a year's subscription to the newsletter, Signal, a membership directory, and discounts on subscriptions to the International Journal of Conflict Management, International Negotiation, and Negotiation Journal. For information about membership, please contact Dr. Bill Bottom, IACM Executive Officer, Professor of Organizational Behavior, John M. Olin School of Business, Washington University, Campus Box 1133, One Brookings Drive, St. Louis, MO 63130 USA. Tel: 314-935-6351, fax: 314-935-6359. E-mail: bottom@mail.olin.wustl.edu

Prize for Peace Education, and was a member of the commission recommending the establishment by Congress of a U.S. Peace Institute.

Dr. Boulding's approach to peace studies and the abolition of war is a family-centered, culture-oriented approach that looks to nongovernmental organizations as important catalysts for change. History, she contends, shows that deterrence doesn't work. Further, she argues, war socializes people into more aggressive behavior. What we need, the noted sociologist contends, is to teach people to live nurturantly with one another. We must teach people to "deal creatively with their differences and share their resources."

A futurist, Elise Boulding has been organizing "Imaging a World Without Weapons" workshops since 1980. ... Since there is a need to engage in "cross-cultural" imaging and learn about views and values of peoples south of the equator, Dr. Boulding and her colleagues are redesigning the workshops to accommodate new points of view. The workshops "Imaging the World in 2025" will be conducted in non-European languages and countries.

What inspires Elise Boulding is that people from different times and cultures have common themes in their images: "a clean, green world of abundance, joyfully shared by men and women." Staying realistic but having the image of a better common world will help humanity in achieving a happier future.

Among her publications: translation from the Dutch of Fred Polak's classic *Image of the Future; Handbook of International Data on Women*, with Carson, Greenstein and Nuss, 1977; *Women in the Twentieth Century World*, 1977; *From a Monastery Kitchen*, 1976; *Children's Rights and the Wheel of Life*, 1979; *Building a Global Civic Culture: Education for an interdependent World*, 1990; *One Small Plot of Heaven*, 1989; *Peace Culture and Society: Transnational Research and Dialogue*, 1990; *New Agendas for Peace Research: Conflict and Security Reexamined*, 1992; *The Underside of History: A View of Women; Through the Time*, 1992; *Building Peace in the Middle East: Challenges for States and Civil Society*, 1994; *The Future: Images and Processes*, with Kenneth Boulding, 1995.

A new book, released in the spring of 2000, entitled *Cultures of Peace: the Hidden Side of History* (Syracuse University Press) seeks to integrate her life's work. Dr. Boulding draws connections among family, community, and government. She examines institutional obstacles to peace; among these tensions between global systems and local systems, tension between the technosphere and biosphere, and tensions between governments and cultures. Dr. Boulding plans to discuss her new book at the upcoming St. Louis IACM Conference. ☞

IACM Conference ... continued from page 1

tion. Formerly the main railway station for the city of St. Louis, the Hyatt has restored the station into a National Historical Landmark. The Grand Hall of the hotel, located in the former main terminal waiting room, boasts a six-story barrel vaulted ceiling ornamented with frescoes and stained glass. The hotel has excellent meeting facilities that are extremely well suited for a conference the size of the IACM gathering. The area immediately surrounding the hotel area contains 11 acres of restaurants, specialty boutiques and evening entertainment centers under one roof. The hotel is within walking distance of Busch Stadium, home of the St. Louis Cardinals and baseball star Mark McGuire!

St. Louis is served by all major US-based airlines, and is the hub for Trans World Airlines. For those visiting St. Louis from outside the United States, the St. Louis hub offers excellent air connections to all major regions of the country.

The Hyatt can be conveniently and inexpensively reached from the airport by the MetroLink Light Rail system, at a cost of only \$3.00 each way. The MetroLink will also connect visitors to the downtown area, the famous Gateway Arch on the Mississippi River, and other local attractions. For more information consult the IACM conference webpage: <http://www.olin.wustl.edu/iacm2000/> This webpage contains links to both the IACM registration form and hotel registration form.

Are you convinced?!?! Have we said it enough? O.K., once more - MAKE YOUR PLANS NOW TO ATTEND IACM 2000!!!! ☞

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. The IACM thanks the Department of Management at the University of Wisconsin at La Crosse and Washington University at St. Louis for assistance with this publication. Ryan Dwelle, Assistant Editor for Signal greatly assisted in the preparation of this issue. Dayle Soine and Sarah Graff also assisted. Finally, Christian Cook of Simply Graphics, West Salem, Wisconsin, [Tel: (608) 786-0199], provided needed technical expertise (and a sense of humor).