



IACM 2003-2004 Board Members

Laurie Weingart, Carnegie Mellon University
President
weingart@cmu.edu

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

Bruce Barry, Vanderbilt University
Past-President
bruce.barry@vanderbilt.edu

William Donohue, Michigan State University
Board Member
donohue@msu.edu

Robin Pinkley, Southern Methodist
University
Board Member
rpinkley@mail.cox.smu.edu

Wendi Adair, Cornell University
Board Member
wla5@cornell.edu

Maurice Schweitzer, University of
Pennsylvania
Board Member
schweitz@wharton.upenn.edu

IACM 2003-2004 Officers

Donald Gibson, Fairfield University
Executive Officer
iacm@mail.fairfield.edu

Zoe Barsness, University of Washington
Program Chair (2004)
zib@u.washington.edu

Linda Moya, Carnegie Mellon University
Local Arrangements Chair (2004)
lhmoaya@andrew.cmu.edu

Kathleen O'Connor
Past-program Chair
kmo8@cornell.edu

Mara Olekalns, University of Melbourne
Past Local Arrangements Chair
m.olekalns@mbs.edu

Judi McLean Parks, Washington University
IJCM Editor
mcleanparks@olin.wustl.edu

Jessica Katz Jameson, North Carolina State
University
Communications Officer
jameson@unity.ncsu.edu

Melbourne Conference Overcomes International Strife to Great Success

by Kathleen O'Connor, 2003 Program Chair, and Mara Olekalns, Local Arrangements Chair

Despite challenges posed by SARS, war, terrorism, recession, and turmoil in the American airline industry, the June 2003 conference was a terrific success in lovely Melbourne, Australia. Never before had IACM traveled to a locale outside the U.S. or Western Europe, making this past year's conference all the more exciting. Special thanks must go to Mara Olekalns, Local Arrangements Chair, for hosting a conference that was such a smashing success. Sunday got off to a low key start for those who joined the Yum Cha at a restaurant overlooking the Yarra River. Slightly more stamina was required of those IACMers who spent a day in the Yarra Valley tasting Victorian wines. But there was more in store. From the Sunday night welcome dinner and poster session at the Melbourne Town Hall, to the Monday night didgeridoo and dinner at the Melbourne Museum to the spectacular awards gala in the Chapter House in St. Paul's Cathedral to those Westin bathrooms, it will be hard to top Melbourne for luxury and glamour. And the program was pretty good, too. 115 participants traveled from New Zealand, Asia, Japan, Europe, the West Indies, Turkey, the US and - of course - Australia, to take part in 30 panels, roundtables, and symposia. Thanks to all who planned, reviewed, and presented for making the 2003 conference one to remember.

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President's Corner

by Laurie Weingart, IACM President

Thank you, thank you, thank you...

This has been a very exciting time for the IACM. Since the conference in Melbourne, your executive committee has been busy taking care of business and making changes to increase the benefit members can draw from the association. But, before I go into the details, first let me take this opportunity to thank you all for putting your faith in me to guide the organization this year. I am truly enjoying working with our fabulous Board of Directors and Officers!

There are many people who are involved in making this organization run so effectively. First, of course, I would like to thank Bruce Barry (Vanderbilt University) for his outstanding service as President during the past year. Among other things, Bruce brokered the affiliation between IACM and the International Journal of Conflict Management. His leadership will have a positive long-term effect on IACM's influence on the field of conflict management for years to come. Thanks, Bruce! I also want to thank Board members Mara Olekalns (University of Melbourne) and Alain Lempereur (ESSEC Business School), who concluded their two-year terms in June.

Kudos to Kathleen O'Connor (Cornell University) for putting together a fantastic program and Mara Olekalns for managing the local arrangements for the 2003 conference in Melbourne, Australia. Kathleen put together a fascinating program with plenty of opportunity for us to hear from one another and to interact. Mara booked us into a beautiful hotel (gotta love those two-headed showers!), took us to incredible venues (I especially loved the awards banquet dinner at the Chapter House), and made sure all our needs were catered to. For those of you who were unable to make it to Oz, you can find photos at <http://www.iacm-conflict.org/conferences/2003/photos.html>. We're sorry you couldn't be there, but hope to see you at our next conference in Pittsburgh, Pennsylvania, USA, June 6 - 9, 2004 (more on that later!).

There have been several people working hard behind the scenes that deserve our gratitude. I'd like to thank Judi McLean Parks (Washington University) for her service as Executive Officer. As you know, Judi stepped down from this position to take over the editorship of IJCM. She worked very hard for the association and deserves our appreciation. Don Gibson (Fairfield University) has taken over the role of Executive Officer and is working with me to get our membership database on-line so that members can pay dues via the web. Welcome Don! I also want to thank Jessica Jameson (North Carolina State University) for her continued efforts as Communications Officer in managing our website and editing this newsletter. In the interest of providing a longer term view of the association, Jessica's most recent project has been to collect and publish information on the website on former lifetime achievement award winners and association presidents (<http://www.iacm-conflict.org/about/past.html> and <http://www.iacm-conflict.org/about/lifetime.html>).

Association Update

The Board of Directors approved several changes at the last board meeting to reflect the growth of our organization. First, we voted to add the editor of IJCM as an ex-officio standing officer of IACM. As our interests are now intertwined, we all agreed this would be a wise move. Second, we voted to alter the elected board members' responsibilities such that they would chair the best paper and book award committees in the first year of their term and serve in a liaison/advisory role for the editor of IJCM in their second year. This will help us better utilize the commitment and talents of our board members. We also approved a revised domain statement for the IJCM which better reflects our vision of the scope of the journal. The revised statement can be found on our website at <http://www.iacm-conflict.org/ijcm/>. We accepted a revision of the Rubin Award criteria, extending the timeline from 5-10 years post PhD to 5-15 years post PhD to better reflect the idea of a mid- rather than early-career award. We are currently accepting nominations for this award. Please see the call for nominations in this newsletter (page 19). Finally, we approved the motion to purchase general liability insurance for the association.

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Next year in Pittsburgh

The planning for the 2004 conference is well under way. The conference will be held at the Renaissance Hotel in downtown Pittsburgh from Sunday, June 6 - Wednesday, June 9, 2004. The Renaissance Hotel, owned by Marriott, is a AAA 4 diamond hotel with full amenities. With only 300 guest rooms and 10 meeting rooms, we'll have our run of the place. The hotel is situated on the Allegheny River in the heart of Pittsburgh's Cultural District, including easy access to restaurants, theaters, and Pirates baseball. It is an elegant, recently renovated venue that is also reasonably priced (\$129/night). In addition to the exercise room on premises, guests of the hotel are provided complimentary passes to a Bally's Total Fitness Health Club, which is next door. See <http://www.andrew.cmu.edu/org/IACM2004/> for more information on the hotel and surrounding areas. From there you can download a visual presentation of the venue and local attractions. More information about the Call for Nominations for the Rubin Theory-to-Practice Award and Call for Papers can be found on pages 19 and 20.

Zoe Barsness (University of Washington), the program chair, has already distributed the call for papers and is preparing for the deluge of submissions in February. If you are interested in serving on the program committee by reviewing submissions, please contact Zoe at zib@u.washington.edu. Linda Moya (Carnegie Mellon University), our local arrangements chair, is lining up activities and entertainment for us. Linda is in the process of arranging Sunday's optional activities and our Monday night excursion. Sunday's choices will most likely include a trip to Fallingwater - a house designed and built by famous architect Frank Lloyd Wright that integrates with nature in a truly unique way - or whitewater rafting on the Youghiogheny River.

It's customary for the president, local arrangements chair, and program chair to ask their schools to sponsor the conference. This year is no different, with sponsorship from the business schools at Carnegie Mellon University and University of Washington, Tacoma, and from the Heinz School of Public Policy at Carnegie Mellon. In addition to these university sponsors, the Carnegie Bosch Institute, located at Carnegie Mellon, will be sponsoring our dinner Monday night at the Senator John Heinz Pittsburgh Regional History Center. Expect an elegant dinner at a nominal price.

All in all, the 2004 conference is shaping up to be an outstanding experience. We're looking forward to seeing you there!

Upcoming Conflict Resources

Coward, Harold, & Smith, Gordon S. (eds.). November 2003. *Religion and Peacebuilding*.

Haynes, John Michael, Haynes, Gretchen L., & Fong, Larry Sun. April 2004. *Mediation: Positive Conflict Management*.

Jawara, Fatoumata, Woodward, David, Kwa, Aileen, & Sharma, Shefali. November 2003. *Behind the Scenes at the WTO: The Real World of International Trade Negotiations*.

Lobell, Steven E. & Mauceri, Philip (eds.). January 2004. *Ethnic Conflict and International Politics: Explaining Diffusion and Escalation*.

Sjostedt, Gunnar. November 2003. *Professional Cultures in International Negotiation: Bridge or Rift?*

Steiner, Barry H. March 2004. *Collective Preventive Diplomacy: A Study of International Conflict Management*.

Reflections on IACM in Relation to the Size of the Planet

by Bruce Barry, IACM Past-President

Did we do the right thing bringing the 2003 conference to Australia? Was it too far away or too expensive for too many members? For those who attended, the 2003 Melbourne conference was generally wonderful (okay, I'm a tad biased -- I chose the site and pretty much staked my association presidency on the whole enterprise -- but I do think it came off rather well.) The specifics of what went down in Melbourne are described elsewhere in this issue of SIGNAL. What I'd like to do here is reflect a bit on the broader question of whether going down under was a good idea, and how IACM should think about meeting locations internationally in the future.

A bit of a quick historical recap to explain why this is even an issue: IACM alternates its conference sites between North America and everywhere else. In the 16 conferences to date, "everywhere else" has meant, until this year, Western Europe. Past conferences outside North America were situated in Belgium, Holland, Denmark, Germany, Spain, and France -- lovely places all, but taken together they don't exactly put the "I" in IACM. For a number of years, members have been asking when an outside-North-America conference will dare to venture beyond Europe. So for my two years as President-elect and then President, which by the rhythm of the calendar were to include the siting and convening of a conference outside North America, I opted to take this issue seriously and give careful consideration to the broader geographical imperative. Fast forwarding over a rehash of the site selection process that followed, I'll just say that Melbourne, Australia became the site for the 2003 conference, and the rest, as they say, is history.

The number who registered for and attended the Melbourne conference was about 110. This size certainly fit well with our chosen specific venues, and made for a solid conference program. But it was, by standards of recent years, a relatively small conference for us. For example it was less than half the registration at our last conference outside North America -- in Cergy, France in 2001. It was approximately 50 percent smaller than the registration at the 2002 conference in Utah (but roughly the same size as the 2000 conference in St. Louis).

Let me be clear that the modest size of participation in the Melbourne conference brought with it no financial burden or lasting fiscal pain for the association. From the start of our planning, we budgeted the conference quite conservatively to assume 90 or fewer registrants as a break-even point, and we secured generous contributions from sponsoring institutions. This allowed us to keep the conference fee as low as possible (in fact, lower in U.S. dollars than the 2002 meeting -- until the U.S. dollar started plunging against the Australian dollar a few months before the conference).

So the question remains: Is holding the occasional IACM conference far from the bulk of our membership base a worthwhile thing to do? By meeting in Australia, we made travel easier for our members in Asia (some of whom, alas, were deterred anyway by the SARS situation), and there were a good number of registrants from Australia and New Zealand who might not have otherwise attended an IACM conference. These folks may or may not become members and attend conferences elsewhere in the years to come. But does that matter? Is the point of meeting far away to expand the association and bring in new members? Is it worth sacrificing what may be substantial numbers in conference attendance in a given year to bring the IACM meeting to a new and different part of the planet?

Obviously, I raise more questions here than I answer. My own view is that situating a conference in a place that is far away for almost everyone in our membership is not something we should do frequently. However, there is a lot of good work in this field being done outside North America and Europe, and we do have to continue to try to reach out beyond our geographic comfort zone if we are to claim to be an international organization. The next meeting outside North America -- in 2005 -- is presumably to be somewhere in Europe, but given that we do have active members in several Asian countries, we should contemplate a return to Asia/Pacific before much longer. Many other places beckon as well -- central and eastern Europe, Latin America, etc.

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Lastly, I will argue that we should not over-generalize from the Melbourne conference's attendance. It occurred against a backdrop of terrorism, recession (and with it declining university travel budgets), currency fluctuations, and to top it off disease (SARS). And yet we drew over 100 participants and pulled off a vibrant and financially solvent conference. Allowing, again, for the bias of my own psychic investment in the enterprise, convening down under was an experiment clearly worth undertaking. Its lesson going forward is that we can think expansively and creatively about international conference locations without assuming that doing so will inevitably jeopardize the association's viability and future. This was a lesson we needed to learn for ourselves first hand, and now we have.

SECOND INTERNATIONAL CONFERENCE ON NEW DIRECTIONS IN THE HUMANITIES

The conference will be hosted by Monash University Centre in Prato (near Florence), Italy and the Monash Institute for the Study of Global Movements, in association with the Globalism Institute at RMIT, Melbourne and will be held July 20-23, 2004. The conference aims to develop an agenda for the humanities in an era otherwise dominated by scientific, technical, and economic rationalism.

Full details of the conference can be found at: <http://www.HumanitiesConference.com>.

CALL FOR PAPERS International Health Care Management

Advances in Health Care Management, an annual research series published by Elsevier under the JAI imprint, is pleased to announce a call for papers on "International Health Care Management." Grant Savage (University of Alabama), Jon Chilingirian (Brandeis University), and Michael Powell (University of Auckland) will edit this special volume, with publication planned for fall 2004. Submission deadline for manuscripts to be considered is **January 12, 2004**.

AHCM Website: <http://www.elsevier.com/inca/tree/?key=B1AHCM>

Post Doctoral Fellowships at Northwestern University

There are two different post doctoral fellowships at Northwestern University for 2004: one is in dispute resolution and negotiation at Kellogg, and one is in dispute resolution and negotiation joint between Kellogg and the Law School. You may apply for one or both with a single application.

For further information: http://www.kellogg.northwestern.edu/drrc/post_doctoral.htm.

To download an application form:

<http://www.kellogg.northwestern.edu/drrc/Post%20Doctoral%20Application%202004.pdf>.

All applications must be hard copy and accompanied by a completed application form, and should include a vita, examples of written work, two letters of commendation, and a statement as to how current or future research interests would benefit from association with the DRRC. The deadline to receive applications is February 15, 2004. Decisions will be announced around April 15, 2004.

Recap of 2003 Association Awards Given in Melbourne

by Bruce Barry, IACM Past-President

Each year the IACM recognizes scholarly achievement in conflict management through Association awards for outstanding publications, dissertations, and of course, the lifetime achievement award.

At the 2003 Melbourne conference, we honored an **outstanding article/book chapter** in conflict management published during the year 2001. The committee to select the article was chaired by Robin Pinkley of Southern Methodist University, and the winning article was "Turning Points in International Negotiation: A Comparative Analysis" by **Dan Druckman** (Journal of Conflict Resolution, 45: 519-544). At the IACM conference in 2004 we will honor an outstanding article or chapter published in 2002.

IACM gives an award for an **outstanding dissertation** and an award for an **outstanding book** in the field in alternating years. This year was a dissertation year, so a committee headed by Bill Donohue of Michigan State University solicited and evaluated nominations for the best dissertation in conflict management completed in 2001 or 2002. The winner was **Corinne Bendersky** for her dissertation, "Dispute Resolution System Effectiveness: Complementarities and Mediators." Corinne earned her degree at MIT in 2002 and is now a faculty member at UCLA. At the 2004 conference we will honor an outstanding book in conflict management published in 2002 or 2003. The next dissertation award will be given in 2005, covering the years 2003 and 2004.

A highlight of the 2003 conference was presenting IACM's **Lifetime Achievement Award** to **Dan Druckman** of George Mason University. Dan received the award and made brief remarks at the Melbourne conference's Tuesday evening banquet. Earlier in the conference, he had the opportunity to deliver a keynote address, an adapted version of which will soon be published as an article in the International Journal of Conflict Management. We give the Lifetime Achievement Award every other year, alternating with the Jeffrey Z. Rubin Theory-to-Practice Award. At the 2004 conference, the Rubin award will be given, and the next Lifetime Achievement Award will be presented at the 2005 conference.

Beyond the "regular" awards just described, the IACM Board gave two special awards at this year's conference in Melbourne. One of these was a **Pioneer of the Field** award given to **John W. Burton**, an Australian international relations scholar whose lifetime of writing and teaching has had a significant effect on the science and practice of conflict management. The text of the award read as follows: "Presented in appreciation of his many contributions as writer, teacher, diplomat, institution builder and peacemaker to the art, science and practice of conflict resolution." Because of ill health Burton was unable to travel from his home in Canberra to receive the award. Chris Mitchell of George Mason University, a former student of Burton's, accepted the award on his behalf and brought it to his home following the conference.

Congratulations to the 2003 IACM Conference Award Winners:

Outstanding Paper (2 winners):

"Cognitions and emotions in internet auction bidding: Tommy Bahama surfs eBay" Gillian Ku and J. Keith Murnighan, Kellogg Graduate School of Management, Northwestern University; and

"Conflict management for individual problem solving and team innovation in China" Dean Tjosvold, Yifeng Chen and Zi-yo Yu of Lingnan University

Outstanding Student Paper:

"Customer reactions to brokered ultimatums: Integrating negotiation and justice theory." Stephen Humphrey, Aleksander Ellis, Donald Conlon (Michigan State University), and Catherine Tinsley (Georgetown University)

Finally, at the 2003 conference we honored **M. Afzalur Rahim** with a **Founder's Award** for his role as founder and first editor of the IJCM as well as founder and first president of IACM. At the beginning of 2003, Afzal stepped down as editor and publisher of the journal. This seemed like a propitious time to recognize Afzal's many contributions to launching both the journal and our association, and helping them to become intellectual enterprises. A professor of management at Western Kentucky University, Afzal is the author or co-author of 21 books and more than 100 articles, book chapters, case studies, and research instruments.

Donald Gibson, IACM's New Executive Director

by Kathryn Fagan Hunt, North Carolina State University

Donald Gibson has seen no surprises as the new Executive Director of IACM, but maybe that's because he is too new. Don came on board as the Executive Director in July 2003. His goals for the association are to streamline the membership process, especially by increasing members' access to resources through the Internet, and to continue to increase IACM's visibility and membership size. Don has been a member of IACM for three years and prior to becoming Executive Director, he served as Representative-at-Large for the Conflict Management Division of the Academy and was a pre-conference coordinator (with Michelle Gelfand) and panel moderator in August 2001.

Don is currently an Associate Professor of Management in the Charles F. Dolan School of Business at Fairfield University where he teaches or has taught the following undergraduate courses: Managing Human Resources for Competitive Advantage and Business Strategy in the Global Environment and the following MBA courses: Human Resource Management and Business Communication and Influence. He served as Associate Professor of Organizational Behavior at the Yale School of Management for six years.

Don seeks to study the emotional aspects of conflict and interpersonal communication. He has recently been studying a specific emotion in the organizational context: anger. Anger is a complex emotion. Its expression can lead to negative outcomes such as damaged relationships, disrupted teamwork, and violence; but it can also lead to positive outcomes such as drawing attention to injustice and clarifying relationships. His research goal in this area is to discover the conditions under which expressions of anger can

Born: Whittier, California

Personal: Married to Kathleen and has three children, Nora, Abby, Nathan

Education: BS - Administrative Studies, University of California at Riverside; MA - Communications (Radio and Television), San Francisco State University; MBA - Human Resource Management, University of California at Los Angeles; PhD - Management, University of California at Los Angeles

Hobbies: Working on his ramshackle house, watching his kids play soccer, and playing the banjo (badly)

lead to positive consequences. One recent collaborative effort has been to develop a dataset of anger "episodes," developed with other conflict researchers (Ronda Callister, Barbara Gray, Maurice Schweitzer, and Joo-Seng Tan). These episodes contain causes and consequences of feeling and expressing anger derived from a range of employee interviews. This work is an outcome of a Conflict Management Research Incubator they did at the Academy of Management. In this vein, he has also written about blame and credit patterns in organizations (with Scott Schroeder, forthcoming in International Journal of Conflict Management), and the conditions under which individuals use unethical tactics in negotiation conflicts (with Maurice Schweitzer and Leslie DeChurch, under review at Journal of Applied Social Psychology).

He is particularly interested in discovering how anger can be expressed by people constructively, because he believes that inappropriately expressed anger is a central cause for much of the conflict that mars interpersonal relationships, business negotiations, and world affairs. One of the reasons he was interested in being Executive Director of IACM is that it allows him to connect his academic interest in anger patterns at work with his larger concern about world conflict.

Some recent, relevant publications include:

- ◆ "Who ought to be Blamed? The Effect of Organizational Roles on Blame and Credit Attributions" (with Scott Schroeder), forthcoming at International Journal of Conflict Management.
- ◆ Gibson, Donald E. & Schroeder, Scott. 2002. "Grinning, frowning, and emotionless: Agent perceptions of power and their effect on felt and displayed emotions in influence attempts." In Neal Ashkanasy, Charmine Hartel, and Wilfred Zerbe (Eds.), *Managing Emotions in the Workplace*. Armonk, NY: M. E. Sharpe.
- ◆ "Organizational Anger Contexts and their Relationship to Outcomes of Anger Expressions in the Workplace" (with Ronda Callister, Barbara Gray, Maurice Schweitzer, and Joo-Seng Tan) to be submitted to *Administrative Science Quarterly*

Recent Member Publications

Journal Articles

- Coleman, P.T. (2003). Characteristics of protracted, intractable conflict: Towards the development of a meta-framework - I. First paper in a three-paper series. *Peace and Conflict: Journal of Peace Psychology*, 9 (1), 1-37. Lawrence Erlbaum Associates, Inc.
- De Dreu, C.K.W. (2003). Time pressure and closing of the mind in negotiation. *Organizational Behavior and Human Decision Processes*, 91, 280-295.
- De Dreu, C.K.W., & Van Kleef, G.A. (in press). The influence of power on the information search, impression formation, and demands in negotiation. *Journal of Experimental Social Psychology*.
- De Dreu, C.K.W., & Weingart, L.R. (2003). Task versus relationship conflict, team member satisfaction, and team effectiveness: A meta-analysis. *Journal of Applied Psychology* (August issue).
- Ellis, D.G., & Maoz, I. (2002). Cross cultural argument interactions between Israeli-Jews and Palestinians. *Journal of Applied Communication*, 30, 181-194.
- Friedman, R., Anderson, C., Brett, J., Olekalns, M., Goates, N., and Lisco, C.C. (In press). The positive and negative effects of anger on dispute resolution: Evidence from electronically-mediated disputes. *Journal of Applied Psychology*.
- Friedman, R.A. & Currall, S.C. (In press). Conflict escalation: Dispute exacerbating elements of e-mail communication. *Human Relations*.
- Gray, B., & Putnam, L.L. (2003). Means to what end: Conflict handling frames. *Environmental Practice*, 5(3), 239-246.
- Gross, M.A., & Hogler, R. (In press). What the shadow knows: Exploring the hidden dimensions of the consumer metaphor in management education. *Journal of Management Education*.
- Jameson, J.K., & Entman, R.M. (2003, In press). Journalism in the democratic management of policy conflict: Narrating the New York budget crisis after 9/11. *The Harvard International Journal of Press/Politics*.
- Kim, P.H. (2003). When private beliefs shape collective reality: The effects of co-worker expectations on group behavior and performance. *Management Science*, 49(6), 801-815.
- Kim, P.H., Diekmann, K.A., & Tenbrunsel, A.E. (2003). Flattery may get you somewhere: The strategic implications of providing positive vs. negative feedback about ability vs. ethicality in negotiation. *Organizational Behavior and Human Decision Processes*, 90(2), 225-243.
- Kim, P.H., Ferrin, D.L., Cooper, C.D., & Dirks, K.T. (In press) . Removing the shadow of suspicion: The effects of apology vs. denial for repairing ability- vs. integrity-based trust violations. *Journal of Applied Psychology*.
- Overturf, R. (2003). Leading change. *Cedarville TORCH*, Vol. 25, No. 2, Summer 2003, 4-7, 12-13.
- Putnam, L.L. (2004). Dialectical tensions and rhetorical tropes in negotiations. *Organizational Studies*, 25(1), 35-54.

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Putnam, L.L., Burgess, G., & Royer, R. (2003). We can't go on like this: Reframing intractable conflict. *Environmental Practice*, 5(3), 247-255.

Rahim, M. A., & Minors, P. (2003). Effects of emotional intelligence on concern for quality and problem solving. *Managerial Auditing Journal*, 18, 150-155.

Schei, V. & Rognes, J.K. (in press). Knowing me, knowing you: Own orientation and information about the opponent's orientation in negotiation. *International Journal of Conflict Management*.

Syna Desivilya, H. (In press). Promoting coexistence by means of conflict education: The MACBE Model. To be published in the Special Issue "Arab-Jewish Coexistence Programs" edited by Rachel Hertz-Lazarowitz, Tamar Zelniker, Walter G. Stephan, and Cookie White Stephan of the *Journal of Social Issues*.

Syna Desivilya, H. & Gal, R. Theory-based training in constructive conflict management for trauma relief personnel: The case of Croatia and Bosnia. To be published in *Conflict Resolution Quarterly* (21:2).

Tjosvold, D., Coleman, P.T., & Sun, H. (2003). Effects of organizational values on leader's use of information power to affect performance in China. *Group Dynamics: Theory, Research, and Practice*, 7, 152-167.

Van Kleef, G.A., De Dreu, C.K.W., & Manstead, A.S.R. (in press). The interpersonal effects of anger and happiness in negotiations. *Journal of Personality and Social Psychology*.

Voronov, M. and Coleman, P.T. (2003). Beyond the ivory towers: Organizational power practices and a "practical" critical postmodernism. *Journal of Applied Behavioral Science*, 39, 2, 169-185.

Book Chapters

Coleman, P.T. and Voronov, M. (2003). Power in groups and organizations. In M. West, D. Tjosvold, & K. G. Smith (Eds.) *The International Handbook of Organizational Teamwork and Cooperative Working* (pp. 229-254). New York: John Wiley & Sons.

De Dreu, C.K.W., & Carnevale, P.J.D. (2003). Motivational bases for information processing and strategic choice in conflict and negotiation. Invited chapter for M.P. Zanna (Ed.), *Advances in Experimental Social Psychology* (vol. 35, pp. 235 - 291). New York: Academic Press.

De Dreu, C.K.W., & Weingart, L.R. (2003). Toward a contingency theory of conflict and performance in groups and organizational teams. In M.A. West, D. Tjosvold, & K. Smith (Eds), *International handbook of organizational teamwork and cooperative working* (pp.151 – 166). Chichester, UK: Wiley.

Ellis, D.G., & Maoz, I. (2003). Dialogue and cultural communication codes between Israeli-Jews and Palestinians. In L. Samovar and R. Porter (Eds.), *Intercultural communication: A reader*. (pp. 223-230). Wadsworth Publications

Mackenzie, K.D., & Rahim, M.A. (2003). Strong inference and weak data. In M. A. Rahim, R. T. Golembiewski, & K. D. Kackenzie (Eds.), *Current topics in management* (Vol. 8, pp. 315-339). Piscataway, NJ: Transaction.

Rahim, M.A., Psenicka, C., Nicolopoulos, A., & Antonioni, D. (2003). Relationships of leader power to subordinates' styles of handling conflict and organizational commitment: A comparison between the U.S. and Greece. In M. A. Rahim, R. T. Golembiewski, & K. D. Kackenzie (Eds.), *Current topics in management* (Vol. 8, pp. 187-204). Piscataway, NJ: Transaction.

Books

Lewicki, R.J., Gray, B., & Elliott, M. (Eds.), (2003). *Making sense of intractable environmental conflicts*. Washington D.C., Island Press.

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O'Learly, Rosemary & Bingham, Lisa B. (eds). 2003. *The promise and performance of environmental conflict resolution*. Washington, DC: Resources for the Future.

Rahim, M.A., Golembiewski, R.T., & Kackenzie, K.D. (Eds.), *Current topics in management* (Vol. 8, pp. 187-204). Piscataway, NJ: Transaction.

Spotlight on IACM Members

Linda Babcock's new book, *Women Don't Ask*, was recently cited in Business Week (October 27, 2003). Check out the column, "New Clues to the Pay and Leadership Gap," by Laura D'Andrea Tyson, Dean of London Business School, at http://www.businessweek.com/magazine/content/03_43/b3855062_mz007.htm. For more information on Linda's book, see page 22.



Bianca Beersma won the Dissertation Award of APA division 49 (Group Psychology and Group Psychotherapy) for her dissertation entitled "Small group negotiation and team performance."



Ronda Callister of Utah State University is the Principal Investigator on a new \$3 million, five year ADVANCE grant from the National Science Foundation. The grant's goal is to create institutional change at universities so that they do a better job of recruiting and retaining women faculty — particularly in the sciences and engineering. Ten universities were awarded these grants out of the 78 universities that applied.



David Churchman has retired from full-time teaching and escaped Los Angeles for Ashland, home of the oldest Shakespeare Festival in the country. He plans to keep his IACM Membership, hopes to make the annual meeting now and then, and is trying to turn his conflict theories course into a book, among other activities.



Peter Coleman, Assistant Professor of Psychology and Education at Teachers College, Columbia University, is named recipient of the American Psychological Association's Early Career Award for Division 48. The Committee notified Coleman stating: "you have been selected as the first recipient of the Early Career Award. Committee members were very impressed with your commitment to peace psychology and with the quality of your contributions to theory and practice related to peace, conflict management, social justice, and the prevention and mitigation of violence."

Division 48 of the APA focuses on the psychological study of peace, conflict, and violence. According to its mission statement, the Division also "encourages psychological and multidisciplinary research, education, and training on issues concerning peace, nonviolent conflict resolution, reconciliation and the causes, consequences and prevention of violence and destructive conflict."

The award is particularly fitting for Coleman who has written extensively in the area of conflict resolution. In addition, he has served as the Director of the International Center for Cooperation and Conflict Resolution at Teachers College since 1997.



Peter Coleman joined the faculty of TC in 1997. He researches, writes, and presents in the areas of intractable conflict and power dynamics. Prior to joining the faculty at TC, he served as a training consultant, mediator, marketing director, and a professional actor. Coleman received his B.A. from the University of Iowa and his M.Phil. and Ph.D. from Teachers College, Columbia University.



Ronald Fisher, of the International Peace and Conflict Resolution Program at American University, has received the 2003 Morton Deutsch Conflict Resolution Award from the Society for the Study of Peace, Conflict and Violence, which is also the Peace Psychology Division of the American Psychological

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Association. The award is presented to a scholar-practitioner who has made a vital contribution to the field and is named for Morton Deutsch, Professor Emeritus at Columbia University who is world renowned for his work in conflict analysis, intergroup relations and the social psychology of justice. Past winners of the award include Johan Galtung and John Paul Lederach. Also in 2003, Ron was elected a Fellow of the APA through the Peace Psychology Division.



Tom Fiutak has been working in conflict management with the UN and the World Bank. There appears to be growing awareness and acceptance of the utility of integrating conflict management concepts, techniques and applications within the UN and the World Bank, but for differing reasons. In the past four years, he has been working with the World Bank on their distant learning program, which promotes Strategic Communication designs for their in-country partners. Over 700 participants have been engaged in 27 countries. With the Strategic Communication design work being spearheaded by another IACM member, Caby Verzosaa, within their department of External Affairs, the Bank has moved to begin in-country trainings where personnel from geographic regions will take part in three day trainings in which the principles of strategic communication and conflict management can be more tightly integrated. The intent is to provide skills to deal with both intra- and inter-organizational questions.

The UN is looking at integrating conflict management principles within their country missions where there is a need to expand partnerships and build dialogue among those traditionally unheard. As the push increases to establish in each country viable strategies surrounding the Millennium Development Goals (MDGs), innovative methods of identifying, inviting, convening, and facilitating arenas authentic to each country calls heavily on the principles of conflict management. Tanzania was the first trial workshop. There will be more in the near future. The question will be whether we can capture the positive effect of this training so as to build an argument for broadening this application of skills.



IACM members **Roy Lewicki, Michael Elliott, Guy Burgess, Barbara Gray, Sonda Kaffman, Linda Putnam, and Ralph Hanke** were involved with the Environmental Framing Project that focused on intractable conflicts. The project has received over \$700,000 in funding from the Hewlett Foundation and the National Science Foundation.



Dr. Douglas M. McCabe, Professor of Management at Georgetown University's McDonough School of Business, was the 2003 Recipient of The Joseph F. LeMoine Award for Undergraduate and Graduate Teaching Excellence. He teaches the negotiations courses in Georgetown's undergraduate business school program and executive education certificate programs.



Dean Pruitt continues, for a third year, as Visiting Scholar at the Institute for Conflict Analysis and Resolution at George Mason University. There he pursues research on peace processes, advises graduate students and colleagues, and gives lectures in classes. The third edition of his social conflict textbook has just been published. Dean G. Pruitt and Sung Hee Kim, *Social Conflict: Escalation, Stalemate, and Settlement, Third Edition*. Boston: McGraw-Hill. This is the third edition of a writing project that began in the early 1980s. The intention then and now was to produce a readable and integrated synthesis of theory and research on social conflict and its resolution.

The authors hoped that it would serve as an introductory text and a source of ideas and inspiration to researchers and practitioners. There are signs that they have been successful with those goals. The earlier editions have been used in courses on social conflict in fields as diverse as psychology, sociology, business, communication, political science, and international relations; the second edition was translated into Russian and received the Best Book Award in 1996 from the International Association for Conflict Management; and the authors have often seen their book cited in the theoretical and practical literature in this field.

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Readers of the prior editions will find much that is familiar in this new version. The authors have retained the dramaturgic structure that starts with the nature and causes of conflict, moves on to the choice among strategies for dealing with conflict, thence to escalation, and finally to de-escalation, problem solving, and third party functions in conflict resolution. The psychological focus has also been retained. While the authors try to be true to the conflict literature as a whole, they use social psychological concepts to integrate the field, leaning heavily on such concepts as social perception, attitude, emotion, and group dynamics.

Nevertheless, the book is extensively rewritten. Every part of the book contains new material that reflects progress in conflict studies or fills gaps in the prior volumes. Thus there are new or augmented sections on such topics as conflict group mobilization, culture and conflict behavior, narratives and metaphors, violence, nonviolent resistance, ripeness, de-escalatory spirals, conflict resolution training, peace keeping, peace building, forgiveness, and reconciliation. Furthermore, the illustrative material, the real-world examples that help the reader grasp the ideas, has been extensively updated. A lot of the prior examples were drawn from the Cold War, and the best of these examples have been kept. Coverage now includes internal war, terrorism, schoolyard killings, recent peace processes, and (to add a little spice) the beanie baby craze.

The book is dedicated to the memory of our colleague and mentor, Jeffrey Z. Rubin, with whom the authors wrote the prior editions. Jeff, a president-elect of IACM, died tragically in a mountain climbing accident in 1995. Nevertheless, his presence was often felt while working on this new edition. Without Jeff, this project would never have begun and could not have been half as successful. He was responsible for much of the lucid theoretical analysis and graceful writing that characterized the prior editions. Admirers of Jeff's scholarship and writing style will be pleased to see his continued influence on the present volume.



Jan Ulijn, along with coauthors Antoon van Luxemburg and Nicole Amare, won the Joenk Award for best paper in the IEEE Transactions on Professional Communication in 2002. The paper was entitled "The Contribution of Electronic Communication Media to the Design Process: Communicative and Cultural Implications," vol. 45, no. 4, December 2002, pp. 250-263.

Professor Ulijn holds the endowed Jean Monnet chair in Euromanagement at Eindhoven University of Technology (the Netherlands) and a CLUSTER* chair at the Institut National Polytechnique de Grenoble (France). He also is a fellow of the Eindhoven Center of Innovation Studies. He regularly fulfills visiting professorships in other European countries such as Belgium, Germany, and Denmark.

Professor Ulijn's professional experience includes the United States (Stanford University, California) and China (Jiao Tong University, Shanghai and Xi'an) in the areas of innovation management, psycholinguistics, and technical communication and culture. His current research interests include entrepreneurial and innovative culture as a mix of professional, corporate, and national sub-cultures. He is a fellow of the Society for Technical Communication and recipient of the 1998 Association for Business Communication's outstanding researcher award.

Call for Papers/Abstracts/Submissions

3rd Annual Hawaii International Conference on Social Sciences

June 16-19, 2004

Sheraton Waikiki Hotel, Honolulu, Hawaii, USA

Submission deadline: January 27, 2004; For more information go to:

http://www.hicsocial.org/cfp_ss.htm.

Sponsored by: East West Council for Education
Center of Asian Pacific Studies of Peking University



IJCM Becomes Official Journal of the IACM

by Jessica Katz Jameson, IACM Communications Officer

One of the very exciting events for the IACM in 2003 was our merger with the *International Journal of Conflict Management*, making it our association's official journal. We have been pleased to announce that former IACM Executive Officer, Judi McLean-Parks, has assumed the role of IJCM Editor. Judi has been busy with this transition and has announced several changes and new initiatives, for example:

- ◆ A more timely review process— every effort is being made to keep the turnaround rate at approximately 60 days or less
- ◆ Authors are encouraged to nominate potential reviewers to help increase the breadth of articles submitted to and accepted by the IJCM
- ◆ IJCM is initiating a series of invited papers, "Looking Back, Looking Forward." In this series, noted scholars in conflict management will explore past research and suggest directions for future research. This series will address the theoretical, empirical and pragmatic implications for conflict research.

In keeping with the desire to increase the scope of the IJCM, the Domain Statement has been revised as follows:

The International Journal of Conflict Management is the official journal of the International Association of Conflict Management. IJCM publishes research in conflict management, including original theoretical and empirical articles (which may be either quantitative or qualitative), and critical or integrative literature reviews relevant to the substantive domains served by the journal, including conflict, conflict management, dispute resolution, fairness, justice, mediation and arbitration, negotiation, peace studies and related topics. We are interested in articles that investigate these topics as they pertain to individuals, dyads, groups, and other social collectives such as organizations or nations. We value contributions from multiple disciplinary perspectives, including but not limited to communication, law, organizational behavior, political science, psychology and sociology. We hope to publish articles that make fundamental and substantial contributions to understanding conflict and conflict management.

Call for Manuscripts:

We hope that IACM members will help support the IJCM by submitting your work. Manuscripts are considered for publication with the understanding that their content and their contribution are original, have not been published previously and are not under concurrent consideration for publication elsewhere. Manuscripts are reviewed by a double-blind review process. See the IACM web site for submission requirements, <http://www.iacm-conflict.org/ijcm/>. Send manuscripts to:

Judi McLean Parks
Editor, IJCM
Washington University, Campus Box 1133
One Brookings Drive
St. Louis, MO 63130 USA

IACM Information

The IACM is an international association, founded in 1984, to encourage research and training in the handling of all forms of social conflict. For annual dues of only US \$25.00 (US \$15.00 for students), members receive a year's subscription to the newsletter, *Signal*, a membership directory, discounts on subscriptions to the *International Journal of Conflict Management*, *International Negotiation*, and *Negotiation Journal*, PLUS the opportunity to hang out with some really great people at least once a year.

For information about membership, please see our website at <http://www.iacm-conflict.org/> or contact Dr. Donald E. Gibson, Executive Officer, IACM, Charles F. Dolan School of Business, Fairfield University, North Benson Road, Fairfield, CT 06430-5195, iacm@mail.fairfield.edu.

Practitioner Profile: Gregorio Billikopf Encina

by Kathryn Fagan Hunt, North Carolina State University

Gregorio Billikopf Encina has worked for the University of California since 1981 and has been involved in teaching and research on such topics as conflict management, performance appraisals, employee selection, and pay for performance, to name a few. In terms of conflict management, he has been studying the effect of pre-caucusing (or separate preliminary meetings with stakeholders) before bringing people into a joint session.

As a researcher and practitioner, he published a paper on the use of pre-caucusing, "Contributions of caucusing and pre-caucusing to mediation" in the *Group Facilitation Journal*. An on-line version can be found at <http://www.cnr.berkeley.edu/ucce50/ag-labor/7research/Pre-Caucus2.pdf>.

He recently finished mediating a deep-seated, interpersonal workplace conflict that had taken place over a two-decade period. The approach he used takes a large commitment of time on the part of the mediator and stakeholders, and a listening ear from the mediator. Because both people in a conflict have a need to be understood, and because the mediator is able to provide that understanding at first, it helps each party to prepare a more effective interpersonal negotiation approach for dealing with the other and to eventually be able to understand each other.

Born: Chile, South America
Personal: Married since 1976 with four children
Hobbies: dressage (equestrian sports) instructor, soccer referee, amateur radio operator, and reading the Scriptures, especially the prophet, Isaiah

The time and effort can really pay off. Mr. Encina recently received a very kind and unsolicited letter from one of the stakeholders who had been disputing with another for over two decades. The stakeholder told Mr. Encina that both people involved in the former dispute have not only put their differences behind them, but have become friends, which is not unusual in this type of mediation.

Mr. Encina has also seen a change in himself along the way. He has begun to have more confidence in people and believes that they can solve their own problems if, and this is an important IF, he has sufficiently prepared them in the pre-caucus. Of course, as soon as someone puts down on paper what he or she thinks is known, he or she learns something new. Mr. Encina noted that if after listening to a stakeholder, and AFTER the stakeholder had vented all, that person had nothing positive to say about the other individual, then such a situation called for an arbiter rather than a mediator. Mr. Encina has found that there is another possibility. That possibility is that he did not allow the stakeholder enough time to sufficiently vent, which of course takes even more time. In some cases, he has had to meet with the stakeholders multiple times before bringing them together into a joint session.

In some instances this mediation approach is so effective, and the individuals so capable, that once they are in the joint session, the mediator has little to say, as they both amicably and with respect speak to each other for several hours and resolve problem after problem directly. When he brings people into the joint session, he sits them so they face each other and make eye contact with one another, not him.

Mr. Encina's books, *Labor Management in Agriculture: Cultivating Personnel Productivity (2nd Edition)* as well as the Spanish version of the same, *Administración Laboral Agrícola: Cultivando la Productividad del Personal (Edición Internacional)*, have just been published by the University of California. Earlier this year, the Spanish version was also published in Chile by the Universidad de Chile and Fundación Chile. The books contain several chapters of interest to IACM members, including chapters on conflict management, negotiation skills, interpersonal communication (including cultural differences), and a new approach to performance appraisals (a negotiated approach to performance appraisals). The books, which are already being used in various courses on conflict management and organizational behavior, can be downloaded at no cost at <http://www.cnr.berkeley.edu/ucce50/ag-labor/>. In addition, he has published numerous research papers and articles, most of which can be found at <http://www.cnr.berkeley.edu/ucce50/ag-labor/>.

Signals on the Horizon

by Terry Boles, IACM President-elect

My first duty as President-elect was to put forward a slate of officers for this year's election. The slate is presented below and on the IACM website, but I wanted to take this opportunity to encourage you to vote. I believe the slate represents a good cross-section of the IACM membership and I very much appreciate each person's willingness to run for office. So much of the work of IACM occurs behind the scenes and participation in board governance is key to keeping the association vital. Good luck to all the candidates.

My second major responsibility this year is to select a site for the June 2005 European (broadly defined) conference. I am currently investigating several concrete possibilities. Many members have offered suggestions for wonderful places to hold a European conference, but the reality is that unless there are IACM members who are willing to serve in the role of Local Arrangements Chair, many sites just aren't feasible for us. Although I'm in the process of narrowing down final locations, it is still not too late for someone in Europe to submit a proposal if there is sufficient interest at their University in hosting the conference. I hope to have selected a site by February of next year, and I will advise the membership of the site as soon as it is final.

For now, remember to **VOTE** and start thinking about your submissions for the upcoming conference in Pittsburgh. Thank you for your continued support of the IACM.

It's Election Time!!!

by Terry Boles, IACM President-Elect

It's time again to vote for IACM officers. Each year we choose a new president-elect, who will serve for one year in that capacity, followed by one year as president. Each year, we also choose two new members of the IACM board, each of whom serve a two-year term. New officers assume their roles at the board meeting that immediately precedes the 2004 IACM conference. The following candidates have graciously agreed to run.

Vote for one candidate for President-Elect and two candidates for Representatives at Large. The deadline for voting is **December 15, 2003**. Your vote matters, so go to <http://wpweb2k.gsia.cmu.edu/iacmelection/> to vote. Results will be announced after the first of the year. Following are bios for each candidate.

The following two members are running for President-elect of IACM. This is a three-year board position (President-elect, President, Past-President). VOTE FOR ONE

Ray Friedman is Associate Professor of Management at the Owen Graduate School of Management, Vanderbilt University. He received his Ph.D. from the University of Chicago, and his B.A. from Yale University.

Ray has been active in both the IACM and the CM division of Academy of Management. He has served as Division Chair (2000) and Program Chair (1998) for the Conflict Management Division, and ran the division's Junior Faculty Research Incubator (1999). He has served as the program chair for the IACM (1994) and was elected to the IACM board (1999). He was associate editor of the *International Journal of Conflict Management* from 2000-2002, and acting editor in 2003. As acting editor, he helped bring the journal under the auspices of IACM. He received from the CM Division the best conference paper award (1993), the best article award (1994), and the most influential article award (1999). He received from IACM the best theoretical paper award (2002), and outstanding poster award (2000).

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Ray's vision for IACM is that it remains an open, fun, and stimulating place to share work and ideas. IACM conferences are the best places in the world to get constructive feedback about research and one of the most welcoming conferences around. The association has to make sure that people from all areas feel included – scholars and practitioners, those interested in mediation/arbitration, negotiation, teams, and other areas, and those who come from North America, Europe, and other areas of the world.

Ray's research interests include social aspects of negotiation, inter-group conflict in organizations, and group differences in justice perceptions. His articles have appeared in *Administrative Science Quarterly*, *Journal of Personality and Social Psychology*, *Organization Science*, *Human Relations*, *Journal of Applied Psychology*, *Negotiation Journal*, *International Journal of Conflict Management*, *Journal of Applied Behavioral Science*, *Harvard Business Review*, and *Human Resource Management*. His book on the social dynamics of labor negotiations, *Front Stage, Backstage: The Dramatic Structure of Labor Negotiations* was published by MIT Press in 1994.

Prior to Owen, he was an assistant professor at Harvard Business School and a faculty member of Harvard's Program on Negotiation. He teaches courses in organizational behavior, negotiation, labor relations, and a new course called Doing Business in China.

Mara Olekalns is the Professor of Management (Negotiations) at the Melbourne Business School, University of Melbourne. She holds a B.A. (Honors) and Ph.D. in Psychology, both from the University of Adelaide.

She has been an active member of IACM since 1997. She joined the IACM Board in 2001. In 2003, Mara was the Local Arrangements Chair for the IACM conference, held in Melbourne. She regularly reviews papers for the IACM meeting and has been on the selection committee for the "Best Paper" Award. Mara joined the Editorial Board of IJCM for the Special Issue on negotiation processes and has since accepted an invitation to join IJCM's Editorial Board.

The central theme in her research is the relationship between the timing and sequencing of strategies and negotiators' outcomes. Mara is interested in the relationships between how individuals think about negotiation, what they do and say during the negotiation, and their outcomes. In her current research, she is focusing on the factors that sustain or violate trust in negotiation. She is examining the role of social cognition, patterns of communication and critical events in shaping trust. Her research has been published in *Human Communication Research*, *Journal of Experimental Social Psychology*, *Personality and Social Psychology Bulletin*, *Organizational Behavior and Human Decision Processes* and the *British and European Journals of Social Psychology*. She is an ad hoc reviewer in the area of negotiation for several journals. In 2004, she will become the Founding Director of the Melbourne Business School's Center for Negotiation Research.

At Melbourne Business School, Mara teaches Negotiation Processes and Strategies to MBA students and on executive development programs. She also teaches a core organizational behavior class and is the co-author of an OB text. She has been a *Universitas 21 Teaching Fellow*, a teaching award from the University of Melbourne.

The following four individuals are running for Representative-at-large. This is a two-year board position. VOTE FOR TWO.

Corinne Bendersky is an Assistant Professor in human resources and organizational behavior at the Anderson Graduate School of Management at UCLA. She has been a member of the faculty since 2002, and teaches in the MBA, Fully-Employed MBA programs, and executive education programs. She received her B.A. with honors from Oberlin College, and her Ph.D. in Management from the Massachusetts Institute of Technology's Sloan School of Management.

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Corinne's research focuses on various aspects of organizational conflict management and negotiation processes. Her research on the relative benefits of different arrays of dispute resolution options offered by organizations to deal with internal employment conflicts has received awards from the Academy of Management annual conference, the International Association for Conflict Management, and the Industrial Relations Research Association. She has published in the *Academy of Management Review and Research in Organizational Behavior*, and has work under review or being prepared for the *Administrative Science Quarterly*, the *Journal of Personality and Social Psychology*, and the *Academy of Management Journal*. Other research in progress includes work on the role of conflicts after an organizational acquisition, cognitive biases underlying negotiation processes, how legalization and employee social activism affect workplace conflict experiences, and the relationship between managerial control systems and conflict behaviors.

Corinne has been actively involved with the International Association for Conflict Management, the Academy of Management's Conflict Management Division and the Industrial Relations Research Association since she was a graduate student at MIT.

Susan Brodt is an Associate Professor at Duke University's Fuqua School of Business. In January of 2004, she will join the faculty at Queen's University in Kingston Ontario (Canada). Susan received her undergraduate degree in psychology from the University of California, Berkeley, and her M.S. in Statistics and Ph.D. in Psychology from Stanford University. Prior to joining the Fuqua faculty in 1994, she taught at the University of Virginia, Stanford University, and the Claremont Colleges. During the 1997-98 academic year, she returned to Stanford as a visiting scholar.

Susan's research focuses on negotiation and business relationships with an emphasis on how people construe or interpret their social environment and its effects on conflict, negotiation and interpersonal trust. She has studied attribution processes and trust, trust rebuilding, and the role of psychological attachment in negotiation and problem solving. Most recently, she has researched the interplay between communication technology, conflict and trust in geographically distributed multi-cultural teams. Her work has appeared in various psychology as well as management journals including *Organizational Behavior and Human Decision Processes*, *Journal of Personality and Social Psychology*, *Social Cognition*, *Group Dynamics*, *Academy of Management Review*, *International Journal of Conflict Management*, *Human Resources Management Review* and the *International Review of Industrial and Organizational Psychology*. She serves on several editorial boards such as *Organizational Behavior and Human Decision Processes*, *Organization Science*, and the *Journal of International Business Studies*.

Susan has taught graduate business courses on negotiation, managerial effectiveness, conflict and cooperation, and business in Latin America, and doctoral seminars on trust and fairness in organizations, and on research on negotiation. She has also taught a variety of open enrollment as well as company specific executive education programs at both Duke and the University of Virginia.

Susan has been a member of IACM for many years having served on the board in the past as well as serving as co-program chair (with Roy Lewicki) for the 1998 conference at the University of Maryland. She is also active in the Academy of Management's MOC and CM divisions.

Peter Kim is an assistant professor at the University of Southern California's Marshall School of Business. He received his B.A. in economics and psychology with high honors from Wesleyan University and his M.S. and Ph.D. in Organizational Behavior from Northwestern University.

Peter's research concerns the dynamics of interpersonal perceptions and their implications for groups, negotiations, and dispute resolution. Three perceptions, in particular, have drawn the bulk of his attention – considerations of ability, intentionality, and power. His work examines how these perceptions can go

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awry, their divergent effects on behavior, what happens when we communicate these perceptions to others, and the ways in which these (and related) perceptions can be managed and/or changed. These efforts have culminated in projects that have addressed questions such as "What are the implications of providing interpersonal feedback to one's negotiating partner?," "How do beliefs about one's coworkers arise and subsequently influence group behavior and performance?," "How should we choose among tactics to improve our power position?," and "How can trust be repaired after it has been violated?." This research has appeared in a variety of journals including *Journal of Applied Psychology*, *Journal of Experimental Psychology: Applied*, *Journal of Experimental Social Psychology*, *Management Science*, *Organizational Behavior and Human Decision Processes*, and *Personality and Social Psychology Bulletin*.

Peter has been an active member of both IACM and the Conflict Management Division of the Academy of Management. His distinctions include IACM's Outstanding Conceptual Paper Award (2000), IACM's Best Paper with a Graduate Student as Lead Author (1999), and the Academy of Management (Conflict Management Division) Best Graduate Student Paper (1997). He was also awarded the Best Dissertation Award for Groups Research from the American Psychological Association's Group Psychology and Group Psychotherapy Division (1999). Peter serves on the editorial board for the *International Journal of Conflict Management*. He regularly reviews papers for both IACM and AOM conferences. He also reviews papers on an ad hoc basis for *Academy of Management Journal*, *Administrative Science Quarterly*, *Group Decision and Negotiation*, *Journal of Conflict Resolution*, *Organization Science*, *Organizational Behavior and Human Decision Processes*, and *Personality and Social Psychology Bulletin*.

Vidar Schei is an Associate Professor of Management at the Norwegian School of Economics and Business Administration (NHH). He received his Ph.D. in 1999 from the Department of Strategy and Management at NHH.

Vidar's research focuses on the interplay between individual differences and situational factors in negotiations. In particular, he has examined conditions that impact the effects of motivational orientation in negotiation. Vidar's research also investigates the effects of cognitive motivation, roles, and culture on negotiation. Other areas of research include group processes and group effectiveness. His research has appeared in *International Journal of Conflict Management*, *Scandinavian Journal of Business Research*, and national journals.

Vidar has been an active member of IACM since 1996. He received IACM's Outstanding Dissertation Award in 2000 and a national research prize for young researchers in 1997. He teaches negotiation in NHH's executive education and MBA-programs. In 2003, Vidar (with his colleague Jørn K. Rognes) won the award for outstanding teaching at NHH, and received the teaching award from the Department of Strategy and Management for the best MBA-course in 2001-2003.

The 24th International Symposium on Forecasting 2004: July 4-7, 2004 Call For Papers: Submission deadline February 27, 2004

The 24th Symposium is being held in downtown Sydney from July 4 to 7 (<http://www.isf2004.org>). Forecasting for Conflicts is a new track for the ISF. The presentation of a paper should take no longer than 20 minutes, including time for questions. Abstracts are published in the conference proceedings.

The Symposium will be a great opportunity to demonstrate how knowledge about conflict situations and forecasting can be applied in order to produce better predictions of how parties in conflict will behave. This is a broad and important subject that deserves more attention. Better predictions can help people make decisions that lead to better outcomes in many arenas. For example, in the war on terrorism. Please have a look at <http://www.conflictforecasting.com> to see the resources that are available and the research that has been done on this subject.

Call For Nominations for the Rubin Theory-to-Practice Award

Selection Committee members Laurie Weingart (IACM President), Bruce Barry (Past President), Terry Boles (President-elect), Deborah Kolb (PON), and Kathleen McGinn (PON) invite nominations for the second Jeffrey Z. Rubin Theory-to-Practice Award, to be given at the IACM Annual Conference in Pittsburgh, Pennsylvania, June 6-9, 2004.

The Jeffrey Z. Rubin Theory-to-Practice Award is co-sponsored by the IACM and The Program on Negotiation at Harvard Law School (PON). It will be given to unique individuals whose professional contributions emphasize their ability to move effectively and skillfully between theory and practice in their professional activities. Jeffrey Z. Rubin, the noted social psychologist, former President of IACM, and director of the Harvard Program on Negotiation, was noted for his exceptional ability to discover interesting and complex social phenomena. He was known for his ability to conduct rigorous research that had important practical implications and to translate findings in a manner that was accessible to both student and professional audiences. The IACM/PON Rubin Theory-to-Practice award seeks to spotlight and encourage those in the conflict management field whose research and practice sustains this tradition.

The award will be given to an individual in the conflict management field who meets the following criteria:

- ◆ his/her research work demonstrates a strong competence in theory development and empirical research
- ◆ s/he maintains a strong research profile but is also active in applying this work in teaching and/or professional practice
- ◆ s/he is 10-20 years out from completion of their doctoral degree (i.e. at mid-career stage).

The award will consist of a plaque and a financial award. The award is co-sponsored by IACM and the Program on Negotiation, and will be presented at the annual IACM meeting. The recipient will be asked to give a short talk on his/her approach to "theory to practice" at the Annual Conference. The winner also agrees to write a paper based on the talk and, subject to editorial review, the paper should appear in IACM's journal, The International Journal of Conflict Management.

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

- ◆ a full professional vita
- ◆ a statement that presents the candidate's credentials and the way these credentials meet the key criteria of the award
- ◆ identification of 2-3 selected research articles or reports that are indicative of the candidate's research

The deadline for nominations is January 15, 2003. Nominations (including a statement of rationale and the materials noted below) should be sent by mail or e-mail to:

Laurie R. Weingart
236A Posner Hall
Graduate School of Industrial Administration
Carnegie Mellon University
Pittsburgh, PA 15213
Phone: 412-268-7585
Fax: 412-268-6920
weingart@cmu.edu

Call For Papers
17th Annual Conference
June 6-9, 2004 Pittsburgh, PA
<http://www.andrew.cmu.edu/org/IACM2004/>
Submission Deadline: February 16, 2004

We invite papers as well as proposals for symposia, workshops, roundtables, and other session forms for the 2004 meeting of IACM to be held in Pittsburgh, Pennsylvania at the Renaissance Pittsburgh Hotel. The 17th annual conference is being hosted by the Graduate School of Industrial Administration, Carnegie Mellon University, the H. John Heinz III School of Public Policy and Management, Carnegie Mellon University, the Carnegie Bosch Institute, Carnegie Mellon University, and the Milgard School of Business, the University of Washington, Tacoma.

The IACM conference provides a forum for scholars and practitioners to develop and disseminate theory, research, and experience that is useful for understanding and improving conflict management in family, organizational, societal, and international settings. Papers, symposia, workshops, and roundtables are invited on any area of conflict management research. In addition, the conference organizers welcome offers to organize workshops or panel discussions of around 2-4 presentations focusing on a specific theme or issue.

Papers and proposals may be submitted from now until the closing date of Monday, February 16, 2004. For more information about the conference and submission details, please visit <http://www.andrew.cmu.edu/org/IACM2004/>, or contact the Program chair:

Zoe Barsness,
Milgard School of Business
University of Washington, Tacoma
1900 Commerce Street, Tacoma, WA 98402 USA
Tel.: 253-692-5884; Fax: 253-692-4523
Email: iacm2004@homer.u.washington.edu

Editor's Note

By Jessica Katz Jameson, IACM Communications Officer

Once again I want to thank all the IACM members who responded to our requests for information about your recent publications, research, and practice activities. Also thanks to the IACM officers and everyone else who contributed to this edition of *Signal*. I would like to especially acknowledge the hard work of **Kathryn Fagan Hunt**, a graduate student in the Masters of Technical Communication program at North Carolina State University. If there is information you would like to see included in *Signal* or on our web site or if you have contributions for future issues, please send them to:

Dr. Jessica Katz Jameson
IACM Communications Officer
Department of Communication
North Carolina State University
Campus Box 8104
Raleigh, NC 27695-8104 USA
Tel: (919) 513-1477. Fax: (919) 515-9456.
E-mail: jameson@unity.ncsu.edu.

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**The University of North Carolina at Greensboro, The Graduate School
Director, Graduate Program in Conflict Resolution
Appointment Effective December 1, 2003**

The University of North Carolina at Greensboro seeks nominations and applications for the position of Director of the Graduate Program in Conflict Resolution (12-month). This is an interdisciplinary program that will be offering a new Master of Arts degree in Conflict Resolution. One or more graduate certificates may be developed in the future. The Director will have an Academic Professional (renewable contract - not tenure-track) appointment in the Graduate School.

Candidates with an earned doctorate in conflict resolution or a related field are encouraged to apply. Experience in mediation or in dispute resolution centers is preferred. The Director is expected to teach in the program and provide effective administrative and intellectual leadership. Candidates should submit a 2-3 page statement summarizing their vision of the future of conflict resolution programs in addition to a curriculum vitae, a sample course syllabus, and three letters of reference.

UNCG has an enrollment of over 14,700 including 3,600 graduate students. Greensboro, a city of 230,000, is home to six colleges and universities. Located in the Piedmont Triad, Greensboro has easy access to both the mountains and the Atlantic Coast.

Salary is competitive and commensurate with experience and qualifications. Review of applications will begin November 1, 2003 and will continue until the position is filled. The position is available as early as December 1, 2003.

SEND LETTER OF APPLICATION, VISION STATEMENT, CURRICULUM VITAE, SAMPLE SYLLABUS AND THREE LETTERS OF REFERENCE TO:

Dr. James C. Petersen, Dean
The Graduate School
241 Mossman Building
The University of North Carolina at Greensboro
Greensboro, North Carolina 27402-6176

New from Princeton

Women Don't Ask

Negotiation and the Gender Divide

Linda Babcock and Sara Laschever

"This book is an eye opener, a call to arms, and a plan for action; it is enlightening, unsettling, and, ultimately, inspiring. Although women have made great strides in American society, the reality is that, since the 1990s, progress has slowed to almost a standstill. Gracefully and with humor, Linda Babcock and Sara Laschever tell a riveting story about an invisible problem that's been hiding in plain sight: one major reason that women still work for less money and advance less far and less fast than men is that women themselves have accepted the status quo and refrained from asking for more than they're offered and for less than they need or deserve. They make the novel—and important—point that negotiation may be one of feminism's final frontiers. Of all the books about the roadblocks our society erects in women's paths, this one may prove to be the most useful in everyday life."

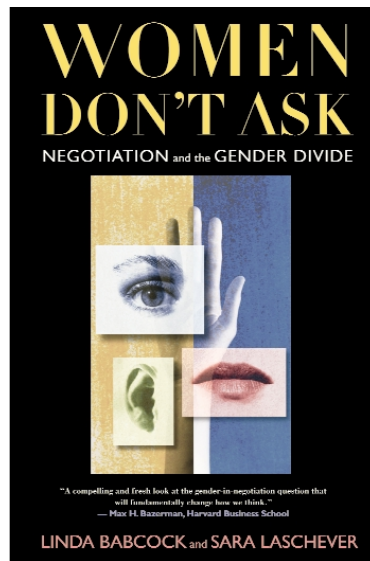
—Teresa Heinz

When Linda Babcock asked why so many male graduate students were teaching their own courses and most female students were assigned as assistants, her dean said: "More men ask. The women just don't ask." It turns out that whether they want higher salaries or more help at home, women often find it hard to ask. Sometimes they don't know that change is possible—they don't know that they can ask. Sometimes they fear that asking may damage a relationship. And sometimes they don't ask because they've learned that society can react badly to women asserting their own needs and desires.

With women's progress toward full economic and social equality stalled, women's lives becoming increasingly complex, and the structures of businesses changing, the ability to negotiate is no longer a luxury but a necessity. Drawing on research in psychology, sociology, economics, and organizational behavior as well as dozens of interviews with men and women from all walks of life, *Women Don't Ask* is the first book to identify the dramatic difference between men and women in their propensity to negotiate for what they want. It tells women how to ask, and why they should.

Linda Babcock is James M. Walton Professor of Economics at Carnegie Mellon University's H. John Heinz III School of Public Policy and Management. **Sara Laschever** is a writer whose work has been published by the *New York Times*, the *New York Review of Books*, the *Village Voice*, *Vogue*, and other publications.

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