

IACM 2000 ABSTRACTS

AUTHORS

Allyson D. Adrian

Ph. D., Univ. of Maryland, 1997

Deborah A. Cai

Ph.D., Michigan State Univ., 1994

Chinese Perspectives on Planning International Alliances with US Companies

Allyson D. Adrian

Ph. D., Univ. of Maryland, 1997

Assistant Professor

McDonough School of Business
Georgetown University

G-04 Old North

Washington, DC 20057

(202) 687-3794

Fax: (202) 687-4031

adriana@msb.edu

Deborah A. Cai

(Ph.D., Michigan State Univ., 1994)

Assistant Professor

Department of Communication
University of Maryland

2110 Skinner Building

College Park, MD 20742

(301) 405-6524

Fax: (301) 314-9471

debcai@wam.umd.edu

Abstract

Chinese Perspectives on Planning International Alliances with US Companies.

We explored Chinese perspectives on planning international alliances and the difficulties those differences create for Chinese-US alliances. We conducted interviews among Chinese business and political leaders to uncover Chinese perspectives on American-Chinese differences in planning alliances. Results and implications are discussed along with directions and general hypotheses for future research.

AUTHORS

Dr. R. T. Akinyele

University of Lagos,

Akoka, Yaba, Lagos, Nigeria.

ETHNIC MILITANCY AND THE THREAT TO NATIONAL STABILITY IN NIGERIA: A CASE STUDY OF THE OODUA PEOPLES CONGRESS (OPC)

Dr. R. T. Akinyele

History Department,

University of Lagos,

Akoka, Yaba, Lagos, Nigeria

Abstract

Police reports indicate that 60% of the violent clashes in South Western Nigeria in the last three years originated from the activities of the O.P.C., a group founded in 1994 to protect the interest of the Yoruba ethnic group within the Nigerian federation.

The dimension of the recent clashes in Ajegunle, Ketu and Bariga involving OPC members made the President to threaten to impose a state of emergency on Lagos State if the governor failed to curb the activities of the OPC. While the threat has sparked off a constitutional debate on separation of powers in the federal arrangement, a Senate Committee has been appointed to look into the activities of the OPC as it borders on national security. More importantly, the militant activities of the OPC and the perceived threat to other ethnic groups have inspired the birth of Igbo Peoples Congress and Arewa Peoples Congress in Eastern and Northern Nigeria respectively.

This paper examines the origins of the OPC with a view to isolating, and suggesting solutions to eliminate, the factors that have encouraged the growth of "Peoples Congresses" in contemporary Nigeria. It analyses the split that produced the militant wing of OPC under Ganiyu Adams in 1998, drawing on the history of the Ogoni crisis. It is hoped that this will yield valuable lessons for the management of intra-congress rifts in the future. The paper also proposes the setting up of a peoples' committee to monitor police-congress relations to forestall retaliatory raids that have so far claimed many lives. No doubt Nigerians are in a hurry to reap the reward of the new democracy. But the hope will be disappointed unless urgent steps are taken to arrest the wave of ethnic violence in the country.

AUTHORS

Keith G. Allred

Harvard University

Distinguishing Best and Strategic Practices: A Model of Prescriptive Advice for Managing the Dilemma between Claiming and Creating Value

Keith G. Allred

Harvard University

Abstract

Most negotiation courses and textbooks focus a good deal of attention on the tension between competitive moves to claim value and cooperative moves to create value. However, relatively little systematic advice is offered on how to manage that tension effectively. Drawing broadly on negotiation research, this paper elaborates a framework of prescriptive advice for how negotiators can manage the tension effectively by distinguishing between best practices and strategic practices. Best practices are defined as those that tend to work well in all situations, regardless of the approach of the other party. Strategic practices are defined as those that tend to work well in certain situations and with certain approaches of the other party, and poorly in other situations and with other approaches by the other party. Best and strategic accommodating, asserting, integrating, and avoiding practices are elaborated.

AUTHORS**Keith G. Allred****Brian Mandell**

Harvard University

Positive Illusions that Backfire:**The Implications of Viewing Yourself as More Cooperative than Your Counterpart Views****You****Keith G. Allred and Brian Mandell**

Harvard University

Abstract

Recent research suggests that false but favorable perceptions of one's self is adaptive in a variety of ways (Taylor & Brown, 1988; Baumeister, 1998). We suggest that one particular form of these positive illusions can have quite negative consequences in conflict and negotiation situations. Specifically, we argue that viewing yourself as more cooperative than your counterpart views you can lead to a dynamic that causes the relationship to deteriorate. This study investigated such discrepancies between the perceptions of negotiators and their counterparts by using a multi-rater methodology. One-hundred-and-ten participants completed a questionnaire about how they approached a variety of conflict and negotiation situations. The participants also had four to ten people who knew them well complete the same questionnaire about them. The results confirmed that the degree to which the participants rated themselves to be more cooperative than their counterparts' rated them was the most powerful predictor of their counterparts' ratings of their effectiveness in creating value and in maintaining the relationship.

AUTHORS

Sabino Ayestarán

Ana Reoyo

Department of Social Psychology and Methodology
University of the Basque Country

Cooperation and competition in work teams

Sabino Ayestarán

Ana Reoyo

Department of Social Psychology and Methodology
University of the Basque Country

Abstract

It has been accepted that cooperative behaviour combined with competitive behaviour leads to a greater production of knowledge, technical progress and economic expansion than when competitive or cooperative conducts are developed separately (Lado, Boyd & Hanlon, 1997; Van de Vliert, (1999). We want to take two further steps: First of all, we want to show how this combination is carried out in work teams. Secondly, we want to offer an explanation as to why in our Western culture there is no other way to work in teams. 225 psychology students, divided into 45 groups of 5 members each, carried out complex tasks analysing work motivation, analysing the meaning of work and assessing performance. The teamwork experience lasted 12 sessions, one session per week over the course of three months. We use a repeated measurement design. Measurements were taken in the second session and at the end of the twelfth and final work session. The variables we are measuring are: Individualism-Collectivism measured with the Triandis INDCOL1994.; Power distance measured with the Hofstede questionnaire and conflict management behaviours measured with the Thomas-Kilman questionnaire. Results on individual data level show that competition among individuals is linked to individualism: the more individualism, the greater the competitiveness. Maximum competitiveness is seen in the vertical individualism cultural profile. Cooperation among individuals is linked to collectivism. Maximum cooperation is found in the horizontal collectivism profile. Minimum cooperation is seen in the vertical individualism profile. Results on group data confirm that teamwork training increases the cooperation.. In fact, in the final measurements, the variable cooperation is much greater than in the initial measurements.

AUTHOR

Joseph T. Banas

John M. Olin School of Business
Washington University
banasj@olin.wustl.edu

**The Complex Relationships Between Demography,
Conflict, and Identity**

by

Joseph T. Banas

John M. Olin School of Business
Washington University in St. Louis
(314) 935-4538
banasj@olin.wustl.edu
May 30, 2000

Abstract

This paper offers a theoretical model of relationships proposed to exist between demography, conflict, and identity. Three specific model features represent extensions of the organizational demographic conflict models of Pelled, Jehn and their colleagues. First, a number of demography researchers, including Lawrence and Tsui and colleagues, have suggested that the time has arrived to begin examining psychological processes mediating the demographic difference-behavior relationships previously identified in the research. Accordingly, the construct experienced similarity, (Van Dyne, 1993) is proposed as a variable mediating relationships between individual types of demographic difference variables and task and relationship conflict.

Second, the effects of individual identity are incorporated into the model. The saliences of demographic identities are seen as moderating demographic differences-experienced similarity relationships. Work-related identity, what might be termed relational work identity, is incorporated into the model as a moderator of the experienced similarity-conflict relationships. Because previous research at times has tended blur the relationships between identity and the closely related terms identification and identify, these terms are defined, compared, and contrasted. An individual's work identity is conceptualized in terms of values, roles, potentialities, and identification with a common organizational entity. An argument is presented that recent changes in the nature of work have lessened the ability of work to provide identity-defining means for individuals.

Last, Weiss and Cropanzano's affective events theory (AET) is offered as a theoretical foundation for the effects of conflict on experienced similarity. Conflicts represent events likely to give rise to anxiety and other affective reactions in individuals. Two types of emotional reactions are those related to the appraisal of the event and those related to whether the observer approves or disapproves of actions taken by the parties to the event. Due to the discomfort experienced by those witnessing or experiencing conflict, negative attitudes may become associated with conflict participants regardless of whether one approves or disapproves of their actions. Given a series of experienced conflict events over time, an individual may come to feel less similar to those repeatedly involved in conflict events. This proposed relationship represents a feedback loop with potential for explaining the escalation of conflict. Testable propositions are offered.

AUTHOR

LISA A. BARRON

Organization and Strategy
Graduate School of Management
University of California, Irvine
lbarron@uci.edu

Ask and You Shall Receive: Differences in Men's and Women's Beliefs about Salary

Requests in a Negotiation

LISA A. BARRON

Organization and Strategy
Graduate School of Management
University of California, Irvine
Irvine, CA 92697-3125
lbarron@uci.edu
949-824-5553
May 16, 2000

This research was supported with grants from the Weschler Fund, Citibank, The Harvey Wilson/SHRM Foundation, The American Compensation Association and The Society for the Psychological Study of Social Issues. I would also like to thank Connie Gersick, Barbara Lawrence, Donald Gibson, and Marta Elvira for their comments on earlier drafts of this article.

Abstract

Studies have shown that men tend to negotiate higher starting salaries than women. While research has shown that men and women have different beliefs about pay and suggests that men and women approach negotiation differently, research has not investigated negotiators' beliefs about salary negotiation. Using quantitative and qualitative data, this study explores men's and women's beliefs about requesting a higher salary and examines linkages between these beliefs and salary negotiation behavior. Data from negotiation simulations showed that men requested significantly higher salaries than women. Qualitative data from post-negotiation interviews suggest that negotiators hold at least two different orientations toward asking for a higher salary: Orientation A: You Need to Get What You Deserve and Orientation B: You Should Receive What is Fair. Each orientation is comprised of four dimensions reflecting different views about worth, entitlement, proving oneself,

and consequences. Orientation A, which men tended to subscribe to, was associated with higher-than-average salaries. Orientation B, which women tended to subscribe to, was associated with average or below-average salaries. Theoretical explanations for why men and women might adhere to different orientations and managerial implications are discussed. The study suggests that differences in men's and women's salary negotiation orientation deserve further investigation since they might help us understand disparities negotiated salary outcomes.

AUTHOR

Bruce Barry
Ingrid Smithey Fulmer
Adam Long
Vanderbilt University

**Attitudes Regarding the Ethics of Bargaining Tactics
as Predictors of Negotiation Outcomes**

Bruce Barry
Vanderbilt University

Adam Long
Vanderbilt University

Ingrid Smithey Fulmer
Vanderbilt University
bruce.barry@owen.vanderbilt.edu

Abstract

We investigated the relationship between negotiator attitudes toward ethically marginal negotiation tactics (including emotion management tactics), negotiators' assessments of self-efficacy in using such tactics, and negotiators' subsequent actual performance in negotiation. Recent research has demonstrated that tactics that tread the line between ethical and unethical can be reliably classified and measured, but little systematic empirical research exists on how negotiator ethics are related to measurable performance. Principal aims of the present study were to: (1) refine and assess the construct validity of an instrument that taps attitudes toward ethically marginal bargaining tactics; (2) examine how perceptions differ with respect to cognitive tactics of deception vs. emotional tactics of deception; and (3) test hypotheses regarding the relationship between attitudes toward the use of deceptive tactics and performance in a mixed motive negotiation task. Results showed that favorable attitudes toward certain tactics of deception -- those grouped as misrepresentation -- are related to higher levels of individual performance in a mixed motive task, while favorable attitudes toward the making of false promises were associated with diminished individual performance. With respect to the comparison between cognitive and emotional tactics, we found higher levels of approval of emotional forms of deception compared to cognitive forms of deception, as well as higher levels of self-reported efficacy for emotion management tactics.

AUTHOR

Bruce Barry,
Vanderbilt University

TEACHING ETHICAL ISSUES IN NEGOTIATION

Organizer and Chair:

Bruce Barry, Vanderbilt University

Owen Graduate School of Management
Vanderbilt University
Nashville, TN 37203
(615) 322-3489
bruce.barry@owen.vanderbilt.edu

Other s:

Susan Brodt, Duke University
Roy Lewicki, Ohio State University
Chris McCusker, Yale University
Maurice Schweitzer, University of Pennsylvania
Richard Shell, University of Pennsylvania
Laurie Weingart, Carnegie Mellon University

Abstract

Opportunities to distort, deceive, manipulate, misrepresent, or otherwise engage in behaviors we might gather under the rubric of "ethically suspect" abound in many negotiation encounters. Consequently, the notion that ethics plays an important role in the resolution of conflict is widely accepted, and treatments of ethics are familiar in negotiation texts and training. Teachers of negotiation and conflict resolution commonly address the role of ethics, but in a very many diverse ways, using a variety of teaching methods, materials, and approaches. The purpose of this IACM Roundtable Session is to create a lively teaching forum that will serve three objectives: (1) disseminate the general strategies some very experienced teachers of negotiation adopt when they approach the subject of ethics; (2) give attendees an opportunity to hear about a variety of specific teaching cases and innovations that professors teaching negotiation are using in the classroom; and (3) provide an engaging interactive discussion of some of the thorny issues and dilemmas that can arise in classroom teaching on the subject of ethics in negotiation.

AUTHOR

Ilja van Beest
Eric van Dijk
Henk Wilke
Leiden University

SELF-INTEREST AND FAIRNESS IN COALITION FORMATION**Negotiation in Coalition Formation: What Happens When Self-interest and Fairness Collide?**

Ilja van Beest, Eric van Dijk, and Henk Wilke

Leiden University

Abstract

In theories on coalition formation it is assumed that coalition behavior is instigated by self-interest and by distributive fairness (Komorita & Parks, 1995). All research, however, is focused on situations in which it is possible to maximize one's outcome by applying a distributive fair division rule. This study disentangled the effects of self-interest and fairness by manipulating (a) the divisibility of reward and (b) negotiation procedure in a three-player coalition game. Results indicated that it took more time to form a coalition when self-interest and fairness converged than when self-interest and fairness collided. In addition, two-player coalitions were more stable when self-interest and fairness converged than when self-interest and fairness collided. The latter resulted in players forming non minimal winning three-player coalitions. Implications of the alignment of self-interest and fairness in coalition formation are discussed.

AUTHOR

Corinne Bendersky
cbenders@MIT.EDU

Conflict at Work: Developing conflict resolution norms on teams

Corinne Bendersky

MIT Sloan School of Management
Institute for Work and Employment Research
April 4, 2000

Thanks to Jan Klein for arranging site access, and to Tom Kochan, the MIT IWER PhD students and the IWER research seminar participants for their helpful comments

Abstract

This paper explores the process by which organizational managers are able to foster productive conflict behaviors among employees. Although a great deal of theoretical and normative work has been conducted by organizational researchers to identify the beneficial aspects of workplace conflict, very little empirical work has been done to test the links between managerial interventions and behavioral outcomes. This study qualitatively and quantitatively examines the evolution in conflict behaviors following a post-acquisition restructuring and a team development-style conflict resolution intervention in a natural, quasi-experimental case study. Results suggest that beneficial task-related conflict and use of direct negotiation increased as a result of the change efforts, while detrimental relationship conflict and use of avoidance decreased. There was no improvement in the likelihood of resolution, however. The relative effects of the organizational restructuring versus the intervention were difficult to parse out of the data, but they suggest that the organizational changes were the stronger motivators. Additional hypotheses for future research were developed.

AUTHOR

Lisa B. Bingham, Associate Professor and Director
Indiana Conflict Resolution Institute
School of Public and Environmental Affairs,

Mikaela Cristina Novac
Doctoral Student
Indiana University

**Mediation's Impact on Formal Discrimination Complaint Filing: Before and After
the REDRESS™ Program at the United States Postal Service**

by

Lisa B. Bingham, Associate Professor and Director
Indiana Conflict Resolution Institute
School of Public and Environmental Affairs, Room 330
Indiana University
1315 E. 10th Street
Bloomington, IN 47405

Tel. 812-855-0731
Fax 812-856-6031
Email: Lbingham@indiana.edu

and

Mikaela Cristina Novac
Doctoral Student
Indiana University

**Submitted to International Association of Conflict Management Conference,
St. Louis, Missouri, June 18-21, 2000**

Abstract

This article examines a natural field experiment in mediation of employment disputes at the United States Postal Service (USPS). Dispute resolution theory suggests that early mediation will lead to earlier settlements, transaction cost savings, and more durable settlements. To test the hypothesis that implementation of the employment mediation program would lead to these efficiencies, researchers examined approximately five years of accounting period data on informal and formal discrimination complaint filings for each of 101 USPS districts and offices. The design used a multiple regression with formal discrimination complaints by accounting period as the dependent variable, and informal discrimination complaints, employee census, a dummy variable for implementation date of the employment mediation program, and dummy variables for type of office and for each of thirteen annual accounting periods as the independent variables. The model was significant, and accounted for

forty percent (40%) of the variance in formal complaint filings. As hypothesized, employee census and informal complaint filings were positively correlated with formal complaint filings. These variables account for an increase of 0.0043 and 0.267, respectively, in the average number of formal complaint filings for each USPS district and accounting period. However, implementation of the employment mediation program was negatively correlated with formal complaint filings. Formal complaint filings dropped over 17% after implementation of the mediation program. More specifically, implementation of the mediation program resulted in an average decrease of 1.828 in the formal complaint filings for each district and accounting period. This evidence suggests that early mediation of employment disputes can result in transaction costs savings, and early, durable settlements. While accounting for seasonal effects, the analysis also revealed differences in the pattern of formal complaint filings between USPS districts and offices: USPS districts file on average 1.114 more formal complaints, in any accounting period, than USPS offices.

AUTHOR**Sally Blount**

Graduate School of Business
University of Chicago

Gregory A. Janicik

Stern School of Business
New York University

**The "Feeling In-Synch" Effect:
The Influence of Matched-Pace on Negotiator Relationships and Outcomes**

Sally Blount

Graduate School of Business
University of Chicago

Gregory A. Janicik

Stern School of Business
New York University

Abstract

This paper examines what happens when two people meet in a buyer-seller interaction and have divergent pacing needs. We present data which finds that the degree to which people experience themselves as in- or out-of-pace with one another affects both the relationship and the quality of the relationship's substantive outcomes. Specifically, in-pace negotiators create value more effectively than out-of-pace negotiators. Further, controlling for outcomes, in-pace negotiators are significantly more likely to feel that they collaborated well together and like their negotiating partner better. We refer to these findings as the "feeling in-synch" effect, and suggest that they have implications for the study of social interaction at multiple levels of analysis; coalitional, group, and organizational.

AUTHOR**Bianca Beersma** and **Carsten K.W. De Dreu**

University of Amsterdam, The Netherlands

The Power-Play Paradox:**How using Unanimity Rule in Egoistically Motivated Groups can be Detrimental for
Negotiation Outcomes.****Bianca Beersma** and **Carsten K.W. De Dreu**

University of Amsterdam, The Netherlands

Abstract

This study aimed at improving our understanding of group negotiation by studying the effects of task structure, decision rule and social motive on negotiation behavior and outcomes, and on group climate. Three-person groups negotiated either within an asymmetrically structured task (in which a majority of parties has compatible interests) or within a symmetrically structured task (in which no such majority exists). Groups negotiated either under unanimity- or under majority rule, and were either egoistically or prosocially motivated. In the asymmetrical condition, more coalitions and less integrative agreements were formed, and group members reported a less supportive group climate than in the symmetrical condition. Egoistically motivated groups that negotiated under unanimity rule within the asymmetrical task reported less integrative and more distributive behavior than groups in all other conditions. Moreover, these groups achieved lower joint outcomes and reported a less supportive group climate than groups in any of the other conditions

AUTHOR**Kate Bezrukova**

University of Pennsylvania

TEAM BUILDING IN RUSSIA: A METHOD TO HANDLE ORGANIZATIONAL CONFLICT"**Kate Bezrukova**

University of Pennsylvania

bezrukova@management.wharton.upenn.edu

The research focuses on designing the structured learning approach to the team building process based on the ideas from Action Research, Total Quality Management and The Reflective Practitioner theories. The approach concentrates on developing of effective interaction among team members to manage task and process conflicts, and minimize the probability of relationship conflict. It could be described as a two-levels model of organizing the team building activity: Team Building Level reflects a sequence of team building stages evolved in team development process, and Skills Training Level is essential for facilitating the team development process and helping to develop/correct team members' skills to handle problem- or decision-relevant information, as well as to set/achieve goals. Innovative approach to the team building proposed in this research could be an important contribution to the conflict management theory. It highlights the practitioner-research link and various teaching methods and techniques employed to improve communication behavior of team members, and handle the effect of conflict in organizations and teams.

AUTHORS

Andrea M. Bodtker & Jessica Katz Jameson

Lorna Doucet

Susan Kruml

Ronda Callister, Martin Davidson, Donald Gibson, Barbara Gray,

Maurice Schweitzer, & Joo-Seng Tan

Tricia S. Jones

Emotions and Conflict in the Workplace: Theory and Application

Andrea M. Bodtker & Jessica Katz Jameson

Lorna Doucet

Susan Kruml

Ronda Callister, Martin Davidson, Donald Gibson, Barbara Gray,

Maurice Schweitzer, & Joo-Seng Tan

Tricia S. Jones

Symposium Abstract

The role of emotion in organizations raises an interesting theoretical and practical question for researchers and practitioners. The experience and expression of emotion is particularly relevant in the field of conflict, where emotions are central to our interpretations of and responses to conflict situations. While organizations may prefer to characterize themselves as "emotion-free" zones, the prevalence of conflict in organizations is undeniable. This suggests that greater attention to emotional experience and expression in the workplace is an area that is ripe for conflict research. In this symposium, presenters will provide a brief synopsis of their research related to the role of emotion in conflict and organizations, followed by open discussion among participants and the audience.

Each of the five papers in this symposium addresses theoretical and/or practical applications of including emotion in the examination of organizational conflict. Consistent with recent literature examining positive outcomes associated with conflict (e.g., DeDreu & Van De Vliert, 1997), Bodtker and Jameson explore ways in which emotional communication can foster generative conflict. Kruml examines the dimensions of emotional labor with regard to their relationships with a variety of antecedents and outcomes. Doucet discusses cross-cultural experience and expression of emotion and its implications for a culturally diverse workplace. Callister, Davidson, Gibson, Gray, Schweitzer, and Tan look at the antecedents and consequences of anger expression in different organizational contexts. By including emotion in a model of workplace aggression, Jones reveals new implications for prevention and intervention.

AUTHORS

Catherine C. Byrne, MA
Mary White Stewart, Ph.D
Department of Sociology
University of Nevada, Reno

The role of Context in accounts of Genocide and Political Violence

Catherine C. Byrne, MA
Mary White Stewart, Ph.D

Interdisciplinary Ph.D. Program in Social Psychology
and
Department of Sociology
University of Nevada, Reno

Abstract:

While the Holocaust remains the most devastating illustration of evil-doing in the twentieth century, the past decade has provided new and horrific examples of the seemingly inexhaustible supply of evil upon which humans can draw in their rages against one another. In this paper we focus on recent atrocities in Rwanda, the former Yugoslavia, and South Africa in an examination of the accounts offered by individuals of their engagement in mass killings and acts of political violence. We focus on the manner in which these accounts are situated within an interactional or social context and the relationship between context and the justifications and excuses offered by individuals. In this paper we focus primarily on Rwanda and South Africa and predict that accounts will differ depending on whether the acts were committed by individuals acting alone or by groups of individuals acting together. The research and thoughtful theorizing of sociologists and social psychologists working within the areas of conformity, obedience and group influence, including Kelman and Hamilton (1989), Lifton (1986), and Staub (1989), serves as a backdrop against which we examine the specific excuses (powerlessness, hysteria, redeeming qualities, and confluence of circumstances) and justifications (condemnation of condemners, appeal to higher loyalties, and rightful retaliation) used by perpetrators. We draw heavily on the work of Sykes and Matza (1957) and the elaboration of their work by Scully and Marolla (1984) in offering these accounts, and claim that these individual justifications and excuses are seamlessly woven into the narrative fabric of the culture or organizational structure from which they are drawn in order to neutralize negative self-evaluations. Rather than looking at how people can commit genocide, the forces that compel them, whether they be social or personal, our interest is in discovering how they account for committing genocide and other horrendous acts of political violence thus hoping to shed some light on such unthinkable and atrocious behavior

AUTHORS

Tamra Pearson d'Estree
Monica S. Jakobsen

Establishing a Common Framework for Comparative Case Analysis of Interactive Conflict Resolution*

Tamra Pearson d'Estree¹ and Monica S. Jakobsen²

Abstract

This paper reports on the results of an extensive effort to identify and operationalize criteria for comparative case analysis in interactive conflict resolution (IPS). First, relevant literature within the field and in related fields was reviewed for discussion of appropriate criteria and of evaluation efforts in general. Second, case studies of both published and unpublished interactive conflict resolution were examined for the purposes of examining their objectives and exploring their accompanying efforts at evaluation. Third, we interviewed practitioners of interactive conflict resolution intervention to uncover their (often implicit and unarticulated) conceptions and definitions of success in their practice. We conclude from this that any framework that is developed to guide evaluation in the domain of IPS workshops and related conflict resolution processes must struggle with the issues of (1) which criteria to apply and (2) how to assess macro-level changes caused by interventions directed at making micro-level changes. To address this we assemble an extensive list of criteria across various literatures, second, winnowing, consolidating, and organizing these criteria into categories that can be selectively applied, and finally, operationalizing these criteria **across** levels and timeframes. As a result, we are developing a methodological and conceptual framework that will facilitate evaluation, case comparison, and theory development.

* This project has funded by a grant from the United States Institute for Peace (USIP Grant #144-97S) to the first author. Portions of this paper were presented in an invited address, "The Future of Interactive Conflict Resolution: A Framework...", Harvard University Weatherhead Center for International Affairs, "Adventures in Track II Diplomacy" [Herbert C. Kelman festschrift conference], September 24, 1999.

¹ Associate Professor, Institute for Conflict Analysis and Resolution, George Mason University, Phone: 703-993-1364, Fax: 703-993-1302, E-mail: tdestree@gmu.edu.

² Ph.D. Candidate, Institute for Conflict Analysis and Resolution, George Mason University, Phone: 202-248-0601, Fax: 703-993-1302, E-mail: mjakobse@gmu.edu.

AUTHORS

Nikolay Borisov, Tatiana Sabelnikova,
DNP Psychological Center
Donetsk, Ukraine

Studying Third Party and its Clients Relationship

Nikolay Borisov,
Tatiana Sabelnikova,
DNP Psychological Center
Donetsk, Ukraine

Workshop Leader: Nikolay Borisov

Abstract

The nature and function of Studying Third Party and its Clients Relationship 'Balint Group' is to train Third Party to understand the Third Party-Client relationship. A group will have training and treatment aspects in relation to Third Parties but it fundamentally will be concerned with research into the Third Party-Client relationship. The method is one of case presentation by a Third Party to colleagues in the group. Gradually a detailed picture of the transactions between Third Party and Client will be built up.

The group will be listen and attempt to alert the Third Party to his/her blind spots with the Client. In this way, over time, he/she gradually will be develop his/her personal skills in the consulting room.

AUTHOR

Inma F.J.CISNEROS
MEDINA, F.J.
DORADO, M.A.
I.F.J. & MUNDUATE, L.
Department of Social Psychology
Univ. of Sevilla

SELF EFFICACY AND EFFECTIVENESS IN A COMPUTER-MEDIATED NEGOTIATION**By**

MEDINA, F.J., DORADO, M.A., CISNEROS, I.F.J. & MUNDUATE, L.

DEPARTMENT OF SOCIAL PSYCHOLOGY. UNIVERSITY OF SEVILLA.

FJDIAZ@CICA.ES

LMUNDUAT@CICA.ES,

ABSTRACT

This study analyses the relationship between self-efficacy expectancies and effectiveness in an organizational conflict task. Self-efficacy expectancies were induced using a false feedback technique, consisting of the administration of false results following completion of a task designed to measure subjects' negotiation abilities. Subjects were then asked to solve a conflict with a subordinate (who was a confederate) in a computer mediated negotiation setting. The confederate was instructed to escalate the conflict on three levels: trivialization, norm attacks and personal attacks. We assumed that the conflict management task is effective to the extent that it reduces conflict issues, improves the relationship with the other party, or both (Van de Vliert, Euwema & Huismans, 1995). Two pairs of judges were trained to analyze conflict behaviour effectiveness using a rating scale. Implications for self-efficacy, effectiveness and for practical applications are discussed.

AUTHORS

Peter T. Coleman
Michele Smith
Christina Gross

FOSTERING RIPENESS IN INTRACTABLE CONFLICT

An Experimental Study

Peter T. Coleman, Michele Smith, and Christina Gross

International Center for Cooperation and Conflict Resolution

Box 53

Teachers College, Columbia University

525 West 120th St.

New York, NY 10027

(212) 678-3112

pc84@columbia.edu

Abstract

Disputant "ripeness" is a state and process of critical importance to the resolution of intractable conflict. Fostering ripeness is often a primary goal of those who attempt to intervene. This study presents a typology of interventions for promoting ripeness in intractable conflicts, and investigates the distinct effects of four different types of intervention strategies on the authentic commitment of disputants to make peace. The model defines ripeness at the individual psychological level as a commitment by the party to change the direction of the normative escalatory processes of the relations towards de-escalation. Lewin's "drive" and "resistance" change-force strategies are combined with "process" and "outcome" oriented interventions to yield the four strategies. Results indicated that process-oriented interventions targeted at removing the obstacles to peace were more effective at fostering ripeness than outcome-oriented interventions aimed at driving constructive change. The implications of the findings are discussed.

AUTHORS

Judi McLean Parks
Olin School of Business
Washington University at St. Louis

Donald E. Conlon
Christopher O.L.H. Porter
Eli Broad Graduate School of Management
Michigan State University
conlon@pilot.msu.edu

Reactions to resource distributions and recoveries: The impact of rules and resources

Judi McLean Parks
Olin School of Business
Washington University at St. Louis

Donald E. Conlon
Christopher O.L.H. Porter
Eli Broad Graduate School of Management
Michigan State University

Abstract

The literature on managerial roles highlights that managers are frequently placed in the role of resource allocator, making decisions on issues such as pay raises or bonuses for employees. However, resources are not always plentiful, and managers are sometimes placed in the difficult position of having to take away resources or privileges that previously had been given or promised to their employees. In this study, we investigate how four factors related to allocation decisions affect recipient fairness judgments and conflict perceptions: 1) the type of allocation decision, or whether it represents a gain (resource distribution) or loss (resource recovery); 2) whether the recipient was personally affected or unaffected by the allocation decision; 3) the type of resource allocated; and 4) the allocation rule used to distribute or recover the resource.

We conducted a scenario based study of the reactions of over 700 participants to different allocation situations. Recipients' distributive justice judgments were most enhanced when an allocation rule of past performance was used; the lowest levels of distributive justice occurred when allocations were based on repaying favors or distributed based on chance meetings, which apparently are not viewed by the recipients as being very random or chance at all. While past performance was also seen as procedurally fair, the highest ratings of procedural fairness occurred when the manager used a random draw to allocate resources. The political option of allocating based on favors or indebtedness was seen as the least procedurally fair method. In terms of conflict, the allocation rule that lead recipients to expect the most conflict was when resources were allocated using future performance as the criterion. The procedurally fair method of a random draw was seen as producing the least potential for conflict. The manipulation of resource type also significantly affected all three dependent variables. Allocation decisions involving goods were seen as more distributively and procedurally just, and as leading to less

conflict, than the other resources. This may have occurred because the other types of resources may have been viewed as more easily divisible than were goods, and that distribution/recovery decisions for these types of resources could have been achieved so that everyone gained or lost, instead of only a subset. Of course, these patterns are further qualified by the interactions that exist in our data. We will elaborate on these patterns in our IACM presentation.

AUTHOR

Larry Crump
School of International Business
Griffith University, Australia

Coalition Dynamics and Multiparty Negotiation

Larry Crump
School of International Business
Griffith University, Australia

Dr. Ian Glendon
School of Applied Psychology
Griffith University, Australia

Abstract

How useful is coalition research in the field of multiparty negotiation? Coalitional literature has significant knowledge about forces motivating parties to join together through coalition formation. Multiparty negotiation is concerned with (i) interaction between parties engaged in a mixed-motive situation and (ii) relations "between", "within" and "inside" a party or parties that are on the same side in a bilateral or multilateral negotiation. There is an apparent link between the second concern and the coalition literature. This theoretical paper explores the nature of this link to advance multiparty negotiation research, theory and knowledge. Discussion considers the relationship between (i) multiparty and multilateral negotiation, (ii) multiparty negotiation and coalition research, and (iii) coalition research and group negotiation research. Coalitional research can assist in understanding the forces that contribute to parties combining, fusing, fractionating and splitting, while offering insight into the nature of unity-divergence in cooperating parties. The present study provides a concise review of coalition formation literature from (i) social psychology and sociology, (ii) organizational studies, (iii) political science, and (iv) international relations. Motivating forces identified in these four literatures are synthesized and two key variables extracted (i) need for power and (ii) similarity between parties. A multiparty negotiation research agenda is built from these conclusions. The impact of "power and similarity" on "internal and external" negotiation dynamics receives special consideration. Tools for multiparty negotiation analysis are enhanced as a result.

AUTHOR**Laurence de Carlo**

ESSEC Graduate School of Management

Conceiving a Training CD-Rom in Negotiation and Mediation:**Why Use a Multimedia Tool?**

Laurence de Carlo

ESSEC Graduate School of Management

Cergy-Pontoise, France

Abstract

Nowadays, developing teaching methods in negotiation and mediation involves using new communication technologies. This paper describes the conception of a CD-Rom that simulates a complex decision process in the field of important infrastructure projects in France. It also discusses the pedagogical and technical options that were selected while conceiving the CD-Rom. First, it upholds the choice of a complex decision process over a unique negotiation or mediation. We show that practitioners are often faced with conflicting processes that need to be understood before being potentially solved. Then, the selected Schönian approach to learning is explained: students are placed in situations that favor learning in loop and, more precisely, double-loop learning. I will also show how the multimedia tool particularly adapts to the frame of such learning.

Should this paper be accepted, it could be discussed as part of a session focusing on "teaching methods and techniques", as stated in the call for submissions of the IACM Conference. In the event that such a session would not take place, the CD-Rom would most probably fit in the area of "decision processes" since it addresses issues such as "decision-making of negotiators and arbitrators; negotiation rationality; learning".

AUTHOR

Helena Syna Desivilya
Emek Yezreel College

**Conflict Management in the Era of Transformations:
The Role of Managers and HR Personnel**

Helena Syna Desivilya
Emek Yezreel College
Yezreel 19300, Israel
E-Mail:desiv@yvc.ac.il

Abstract:

The study was designed to examine the prevalence and patterns of managers' and human resource personnel's intervention in employees' conflicts in the era of organizational transformations.

Fifty line mid-level and senior managers as well as senior human resources personnel participated in this initial phase of the study.

An in- depth individual interview and a structured self-report questionnaire served as the research instruments.

Overall, the findings indicate that extensive organizational transformations are associated with pervasiveness and intensity of conflicts. A majority of respondents reported that conflict management in a form of third party intervention constitutes a substantial share of their job.

Furthermore, it appears that reactive and crisis-oriented approach, rather than proactive and preventive orientation, still characterizes third party intervention in organizational disputes in the era of transition. However, the particular strategies and tactics employed by third parties appear more process oriented, albeit somewhat active and directive, than authoritarian modes of intervention.

The implications of these incipient findings to prospective introduction of alternative dispute resolution to the Israeli organizations will be discussed.

AUTHORS

Leah E. Dietz
Roberto Weber
Chip Heath

In-group Behavior and the Boundaries of the Firm:

A Trust Perspective

Leah E. Dietz

Duke University
Fuqua School of Business, Box 90120
Durham, NC 27708-0120 USA
Telephone/Fax: (919) 660-7906 / (919) 684-2818
Email: ledietz@mail.duke.edu

Roberto Weber

Social and Decision Sciences
Carnegie Mellon University
Pittsburgh, PA 15213
Email: rweber@andrew.cmu.edu

Chip Heath

Duke University
Fuqua School of Business, Box 90120
Durham, NC 27708-0120 USA
Telephone/Fax: (919) 660-2904 / (919) 490-5519
Email: heath@mail.duke.edu

Abstract

A driving question in organization theory is why firms exist (rather than all transactions being conducted through the market). Agency theory and transactions costs economists argue that the firms exist because firms make it easier to write and monitor contracts that depend on external incentives. We propose that firms exist to create an in-group. By drawing the boundaries of the firm in a particular way, firms create internal beliefs and preferences that make people behave in a less self-interested way. We use a trust game to explore the prevalence of self-interest within an in-group. In a game that occurred only once, with relatively high stakes, and with no opportunity for monitoring on the part of any participants or the experimenter, subjects in an in-group condition sent significantly more money to partners than did their mixed-group counterparts ($I = \$6.67$, $O = \$4.29$, $t(30) = 2.25$, $p < 0.03$). By doing so, in-group members implicitly expected fellow in-group members to behave less self-interestedly than did members of mixed groups. However, in both in-group and mixed-group conditions, trust was equally likely to be honored, thus "trust begets trust."

AUTHOR

Michele J. Gelfand*
Olivia A. O'Neill
University of Maryland

The Third Eye: constructing an alternative metaphor for women's negotiation
NEGOTIATION METAPHORS

Olivia A. O'Neill and Michele J. Gelfand*

University of Maryland

Correspondence to both: Department of Psychology, University of Maryland, College Park, MD 20742; Email (oao@wam.umd.edu, and mgelfand@psyc.umd.edu).

Abstract

In this paper, we argue that the dominant metaphor for negotiation, a sports metaphor, does not accurately reflect the way in which women conceptualize negotiation. We propose that this dominant metaphor creates a difficult situation for women negotiators, which can undermine their behavior and performance in negotiation situations. We link the dominant metaphor for negotiation to dichotomous construals of the self, which have been ubiquitously applied to men and women. Finally, elaborating on Kolb & Coolidge (1988) we suggest an alternate metaphor, the Third Eye, for negotiation based on a third construal of the self, the relational construal of the self, which may be more reflective of women and their negotiation behavior.

AUTHOR

Michele J. Gelfand
Lisa H. Nishii
Jana Raver
Virginia Smith
Department of Psychology
University of Maryland

**Gender, Self, and Negotiation: Implications of Relational Self-Construals
for Salary Negotiations**

Michele J. Gelfand, Lisa H. Nishii, Jana Raver, and Virginia Smith

Department of Psychology

University of Maryland

Running head:

GENDER, SELF, AND NEGOTIATION

Abstract

Negotiation researchers have historically been interested in the effects of individual differences on negotiation processes and outcomes, including gender, race, age, SES, self-esteem, and numerous other personality traits. Of all these individual differences, however, the most commonly studied negotiator characteristic is gender. Unfortunately, inconsistency has been the hallmark of research on gender and negotiation, and recent analyses have advocated that it lacks explanatory power as a variable altogether. In this paper, we argue that gender is often treated as a curious and interesting demographic variable, yet is often atheoretical, and that with some exceptions, our field has yet to consider the complex nature of gender as a psychological and social construct. As an alternative, we offer a theory of gender and negotiation which has its basis in research on the self and information processing, and discuss its implications for cognitive, affective, and motivational processes at the negotiation table, with a specific focus on salary negotiations. We also discuss recent evidence from three studies in support of some of its tenets, and implications for future research.

AUTHOR**Debra A. Gilin**

Paul W. Paese

University of Missouri-St. Louis

**Attributional Analysis of Mediation Success:
Breaking the Cycle of Conflict Escalation****Debra A. Gilin****Paul W. Paese**

University of Missouri-St. Louis

Abstract

We identify and empirically examine two plausible attributional mechanisms by which successful mediators can contain conflict escalation and help avert a bargaining impasse. Dyads negotiated a resolution to a current campus controversy and then reacted to a standard ultimatum after being exposed to one of three levels of third party involvement: Listening and taking notes (the control condition), facilitative mediation and note-taking, or facilitative mediation, note-taking, and assistance with drafting a resolution. Results failed to support the idea that mediators systematically reduce personal blaming, but did support the hypothesis that a successful mediator highlights the objective benefits of resolution as a compelling reason for disputants to forego retribution. The associative connection between blaming the adversary and evaluating a proposal as harmful to one's interest was eliminated when facilitative mediators were employed.

AUTHOR

Alfred Jaeger
McGill University

Arif Butt
McGill UNiversity
Canada

Individual Level and Group Level Negotiations
in the Organizational Context

Arif Butt
McGill University, Canada

Alfred Jaeger
McGill University, Canada

Abstract

In this theoretical article, comprehensive negotiation frameworks at the individual level and group level are presented for studying the relationships among variables identified from the literature to be critical in the negotiation process. These include negotiation structure, negotiator's perceptions, negotiator's personality or group composition, and accountability. At the individual level, negotiator's perceptions play the key mediating role between structural variables and negotiator's behavior. Personality has a main effect on negotiator's perceptions, and it also interacts with negotiator's perceptions to determine negotiator's behavior. Accountability to constituency affects negotiator's behavior directly, explained by the self-serving theory. Ambiguity, organizational commitment, and personality moderate the relationship between accountability and negotiator's behavior.

The individual level and group level negotiation frameworks exhibit certain similarities and differences. Both frameworks present identical variables and relationships, except that in the group level framework, the individual level variable, negotiator's personality, is replaced by group composition. Major differences between the two frameworks are noted in the mechanisms that drive the relationships in these frameworks. These differences are introduced by the intragroup and the intergroup dynamics found at the group level. Social influence processes such as group polarization and social comparison theory explain some of these differences.

Key Words: Negotiation, Groups, Perceptions

AUTHOR

Jessica Katz Jameson, Ph.D
jameson@unity.ncsu.edu

**Employee Perceptions of Organizational Conflict Management:
A Study of Full-time, Working MBA Students**

Jessica Katz Jameson, Ph.D.

Abstract

Research on organizational conflict management suggests that a wide variety of strategies and third parties are potentially available to assist employees in managing workplace conflicts. These strategies may comprise formal dispute systems or may result from informal organizational norms for handling internal conflicts. Previous research suggests that even when explicit conflict management protocols exist, employees are reluctant to make use of them due to concerns about retribution or other negative repercussions. This study examined employees' levels of awareness of the conflict management strategies and third parties available to them in their organizations. Focus group interviews followed by a survey of 571 full-time, working MBA students were used to assess awareness and use of various conflict management strategies and third parties. Results indicated that the most commonly perceived strategy was direct negotiation with the other party while the most commonly perceived third party was one's immediate supervisor. Results suggest that other strategies and third parties are either not widely available or, as indicated by previous literature, not likely to be used due to concerns about potential negative repercussions. Implications for organizational conflict management and dispute system design are discussed.

AUTHOR

Patsy E. Johnson
Department of Educational Leadership
University of Connecticut

**Conflict, Leader Power, and Social Influence on
School-Based, Decision-Making Councils**

Patsy E. Johnson

Department of Educational Leadership
University of Connecticut
249 Glenbrook Road, U-93
Storrs, CT 06269-2093
Phone: 860-486-0284
FAX: 860-486-4028
e-mail: pjohnson@uconnvm.uconn.edu

Abstract

School-based, decision-making councils were studied as vertical teams, groups of individuals who share a common purpose but operate on different levels from different role perspectives within the organization. These role perspectives were considered important determinants of the amount of conflict experienced by council members when conflict was considered to be a function of the bases of leader power of the principal and the social influence of the council members. Subjects from 144 schools in Kentucky representing the three school council constituencies: teachers, principals, and parents. Findings of the study revealed significant differences in the amount of conflict, power, and influence between the three council constituencies and a significant relationship between the amount of conflict and power and influence.

AUTHOR

Karen L. Harris , Western Illinois University
Karen_Harris@ccmail.wiu.edu

The Effects of Culture and Cohesiveness upon Intragroup Conflict and Effectiveness

Roger Nibler & Karen L. Harris

Lingnan University & Western Illinois University

Abstract

The influence of culture and cohesiveness on intragroup conflict and effectiveness was investigated. Comparisons were made among groups of American friends and strangers, and among Chinese friends and strangers. Participants served in a decision making task, operating in groups of five members. American participants demonstrated a tendency for task conflict and performance to vary together; American strangers reported little task conflict (disagreements of fact and opinion) and performed relatively poorly, whereas American friends' performances benefitted from an uninhibited exchange of individual ideas and opinions. Chinese, in contrast, reported uniformly high levels of all forms of conflict. Group effectiveness scores indicated that the Chinese participants, correspondingly, experienced relatively low performance.

Thus, among the Chinese, high task conflict did not translate into enhanced performance, as it did among their American counterparts. Group efficiency was also examined. Chinese participants, on average, took roughly twice as much time to complete the group consensus task, compared to Americans. Yet the greater time at task did not enhance their group performance. The issues of effectiveness and efficiency are particularly pertinent in an increasingly results-oriented, team-oriented world of business.

AUTHOR

Sanda Kaufman

Panelists

Craig Davis
Barbara Gray
Ralph Hanke
Roy Lewicki
Linda Putnam
Adam Rosenberg
Carolyn Wiethoff
Jessica Wunsch

METHODS FOR ASSESSING FRAMES IN ENVIRONMENTAL DISPUTES**Organizer**

Sanda Kaufman
Cleveland State University

Panelists

Craig Davis
Ohio State University
Barbara Gray
Penn State University
Ralph Hanke
Penn State University
Roy Lewicki
Ohio State University
Linda Putnam
Texas A&M University
Adam Rosenberg
Penn State University
Carolyn Wiethoff
Ohio State University
Jessica Wunsch
Texas A&M University

ABSTRACT

Research suggests that parties in conflict develop frames, or internally coherent perspectives, from which they interpret what the dispute is about, what should be done about it, and by whom. The frames adopted can differ significantly among parties. In environmental disputes, one consequence of such differences is resistance to resolution, or intractability. This symposium reports results of a research project where a shared theoretical base has been applied to several environmental disputes with differing degrees of intractability. The focus of the symposium is on methods developed or refined by project participants to uncover and analyze the frames underlying direct party statements in individual or group interviews or in meetings, and media reports of conflict events. In the context of environmental disputes, participants will describe challenges specific to the data collection, coding and analysis phases.

The symposium will begin with a brief outline of the shared theoretical base and data collection techniques used by the presenters, who are participants in the Environmental Framing Consortium. Of the four presentations that follow, two will discuss the crafting of protocols for eliciting the frames of conflicting parties in conflicts over water resources; one will describe how content analysis can be used to extract the frames implicit in press reports of a conflict; and one will illustrate the use of the configural frequency analysis technique to understand framing dynamics in a dispute over the use of a national park.

Following the presentations, the audience will be invited to engage with the panelists in a discussion. Participants will be invited to offer their own insights in frame elicitation and analysis in the environmental or other contexts, and to discuss the merits and challenges of various methods of frame discovery and analysis.

AUTHOR

Deb Kidder

University of Connecticut
School of Business Administration
Department of Management

Ethan Burris, Melissa Thomas-Hunt, Judi McLean Parks

John M. Olin School of Business, Washington University at St. Louis

THROUGH MULTI-COLORED GLASSES:

USING PROVERBS TO EXPLORE CULTURAL PROFILES

Ethan Burris, Melissa Thomas-Hunt, Judi McLean Parks
John M. Olin School of Business, Washington University at St. Louis

Deborah L. Kidder
University of Connecticut

Abstract

People commonly assume that others see the world as they perceive it. This approach to viewing the world may cause deep misunderstandings when people interpret phenomena differently. Yet our culture is a set of assumptions which we rarely question or consciously acknowledge (Hofstede, 1991). This set of assumptions affects our judgments and decisions in predictable ways, and may easily engender conflict, especially in cross-cultural settings.

The majority of cross-cultural research has explored the impact of only one or two cultural dimensions on attitudes and behaviors. In this paper, we move beyond previous research by presenting a method for measuring cultural profiles (a positioning on a myriad of cultural dimensions), rather than single dimensions, and how those profiles, as well as the dimensions which form their foundation, affect judgment and decisions. We believe this approach is important, even critical, to our understanding of the impact of culture, as within any cultural orientation, it is possible for specific cultural values to conflict with one another in a given context.

Our interest is in the effect of culture on individual judgments about the application of rules and standards concerning personal conduct. We identified the following five cultural dimensions as important for this study: Individualism/Collectivism, Universalism/ Particularism, Public/Private (Trompenaars & Hampden-Turner, 1998), Power Distance and Uncertainty Avoidance (Hofstede, 1980; 1991).

We collected data from fifty-eight MBA and Executive MBA students who participated in an exercise as part of two classroom assignments administered at different times. One exercise determined their cultural value orientation through a Q-sorting exercise of cultural proverbs, and the other involved a task in which they rank-ordered five characters in a business scenario according to how "reprehensible" the character's actions were.

Respondents' country of origin included the United States, Japan, Thailand, Canada, Mexico, Brazil, Egypt, Korea, Russia and Syria.

We focused on two basic analyses. First, we examined cultural profiles as a comparative metric of culture, and assessed the "fit" of respondents to other respondents who were demographically similar and dissimilar, as well as to the cultural profile of their countries. Second, we explored the impact of the profiles on respondent judgments of the "relative reprehensibility" of the characters in the business scenario.

This research will contribute to our understanding of the impact of culture on attitudes and behaviors. By simultaneously measuring multiple aspects of culture, rather than just focusing on one or two, we will be better able to understand how culture impacts decisions and creates conflict. In viewing our worlds, our cultural lenses do not color our perceptions along a single cultural dimension at a time, but rather filter information through a complex and multi-faceted set of lenses. Our resulting interpretation of our environment and the ultimate decisions we make may involve trade-offs between competing cultural values. Understanding how these tradeoffs are made is important in understanding the complex effects of cultural differences.

AUTHOR

Peter H. Kim, Ph.D.

Marshall School of Business
University of Southern California

A Theory of Power Tactics³

Peter H. Kim, Ph.D.

Marshall School of Business
University of Southern California

Please Send Correspondence to:

Peter H. Kim, Ph.D.
Bridge Hall 307E
Dept. of Management and Organization
Marshall School of Business
University of Southern California
Los Angeles, CA 90089-1421
E-mail: kimpeter@usc.edu
Phone: (213) 740-7947

Abstract

This paper presents a theoretical analysis of power and tactics that integrates and extends prior research. To do so, it conducts a critical assessment of current research on power, highlights the benefits of power-dependence theory for addressing these concerns, and then extends this theory by identifying and subsequently addressing one of its key limitations. Specifically, the paper explores the possibility that the dimensions of power, identified by the power-dependence framework, might actually differ in their relative influence and considers the implications of these differences for their tactical use. The analysis suggests that the relative importance of these dimensions may depend on the resource supply, the orientations of exchange parties, and the number of opportunities available for exchange. Each of these contingencies offers a clear and testable prediction concerning the use of power tactics.

Key Words: Power, Tactics

³ The author would like to thank Thomas Cummings, Claus Langfred, Robin Pinkley, and Jeffrey Sanchez-Burks for their assistance with this paper.

AUTHORS

LUCINDA LAWSON
ZOE I. BARSNESS
Texas A&M University

JUDD H. MICHAEL
The Pennsylvania State University

ANTECEDENTS OF ROLE AMBIGUITY AND ROLE CONFLICT: DISTINGUISHING THE EFFECTS OF DYADIC RELATIONAL DIVERSITY, PEER RELATIONAL DIVERSITY AND GROUP COMPOSITION DIVERSITY

LUCINDA LAWSON and ZOE I. BARSNESS
Department of Management
Lowry Mays College and Graduate School of Business
Texas A&M University
College Station, TX 77843-4221

JUDD H. MICHAEL
School of Forest Resources
Wood Products Business Management Program
The Pennsylvania State University
University Park, PA 16802

Please do not cite without permission.

Authors' note: Please direct all correspondence to Lucinda Lawson, Department of Management, Lowry Mays College and Graduate School of Business, Texas A&M University, College Station, TX 77843-4221. Phone: 409-845-1456. E-mail: Llawson@tamu.edu This research was supported under a grant from the U.S. Department of Agriculture and the Texas Higher Education Coordinating Board.

ABSTRACT

The need to understand teams in organizations has increased as more firms attempt to utilize them for increased efficiency, output, and product quality. The increased dependence on teams, however, has transpired as the nature of our workforce has become more diverse. Diversity has been shown to influence individual level behaviors and group level outcomes. The underlying psychological processes that mediate the relationship between diversity and particular individual and group outcomes, however, are less well understood. In this study we explore role stress as one of these potential mediating psychological mechanisms. Developing a better understanding of the relationship between diversity and role stress could facilitate our ability to leverage the benefits associated with diversity in teams while minimizing its costs. The primary focus of this study, therefore, was to develop and test a cross-level theoretical model of the effects of diversity on role stress. We examine the combined effects of dyadic relational, peer relational, and group compositional diversity in order to identify their unique contributions to role ambiguity and role conflict. Data were collected from over 300 employees at two production facilities. Implications of our research are drawn for both organizational researchers and practitioners.

AUTHOR

Ari Leivo
Ari.Leivo@occuphealth.fi

'Ideatree' and 'Stakeholder negotiations' --**Methods to improve team problem solving and co-operation**

Ari Leivo

Ari.Leivo@occuphealth.fi

The aim of this study is to describe the 'Idea tree' and 'Stakeholder negotiation' methods and their effects, as a part of a larger team development process. An electromechanical assembly plant of Nokia Telecommunications Ltd was the study target from August 1994 through May 1997. Five work teams were formed on its production lines in February 1995. As the main part of a larger team development program, mutual cooperation negotiations were launched between the different teams, as well as between the teams and the management. These negotiations included brainstorming sessions using the 'Idea tree' method. The impact of team development on organizational climate was evaluated using a standardized questionnaire with repeated testing. The results show that productivity improved by 600% and the through-put times decreased to one quarter of the original times after the team development process. There were also positive effects on supervisory support, role clarity, task motivation, team commitment to goals, support from the management, and decision-making effectiveness in the organization. Two thirds of the people were satisfied with the team formation and development process.

AUTHOR

Alain Pekar Lempereur
ESSEC Business School
France

Unpacking Emotional Negotiations: From one's own feelings to one's own behaviors

By

Alain Lempereur

Professor of Law and Negotiation
Director, Institute for Research and Education on Negotiation in Europe
Academic Director, Executive MBA

**ESSEC Business School
Avenue Bernard Hirsch BP 105
F - 95 021 Cergy-Pontoise Cedex
France**

Abstract:

The objective of this paper is to analyze **emotional negotiations**. The method to build this analysis is based on data collected from simulation debriefings. Negotiation workshop participants' reactions have been written down after discussions of The Visiting Rooms simulation, written by Thomas Guedj. This simulation recreates a context of a difficult social negotiation in France, with unilateral aggressiveness which is provoked by attack sentences. The simulation has been administered to about 600 workshop participants and a **six-fold category analysis** has been progressively established, and tested with later participants. The first four categories which are used simply **describe** what participants identify as "usual" feelings, behaviors and effects. The last two categories develop a more **prescriptive** approach.

1. **Category 1:** Emotions or feelings **which are identified by negotiators, as a consequence of others' behaviors that are perceived as unfairly aggressive**. Participants often describe the feelings chronologically, from the beginning of the simulation to the end. A list of feelings is suggested. Not all of these feelings are described by all participants under attack, but they capture many of the usual answers which are quoted. These feelings, which are unpacked during the discussion, are often unnoticed during the simulation particularly by the "aggrieved negotiators" themselves, who are caught in the flow of attacks, want to identify what the other is "doing" and "do not want to get emotional." Participants who are asked to play the role of aggressive negotiators often praise the aggrieved negotiators' resistance. They are often unaware of all the emotions the aggrieved negotiator felt.
2. **Category 2:** Others' aggressive behaviors **which are identified by aggrieved negotiators as factors creating these feelings, which make the negotiation emotional and lead to intuitive behaviors**. During the debriefing, participants under attack often talk more spontaneously about the others' wrongdoing than about their own feelings. They tend to identify quite well the type of behaviors which were tried on them, without this labeling changing the feelings they tend to have anyway. Simply identifying aggressive behaviors in others does not avoid getting emotional oneself.
3. **Category 3:** Intuitive behaviors **which are often tried by aggrieved negotiators to answer others' behaviors**. Participants say they know that many of these behaviors do not help, but they use them anyway. They have always used them; they know they do not work and often produce the effects which they mention in the next category.

4. **Category 4:** Frequent negative effects **of these intuitive behaviors.**
5. **Category 5:** Alternative reflective behaviors **which can be suggested as answers.** Though participants quote these behaviors as possible alternatives, they are not sure they would use them during intense situations. They say it requires "zen" mastery, that they do not have.
6. **Category 6:** Expected positive effects **of these alternative behaviors.** The effects are contrasted with the negative ones (category 4), though participants rightly say that some of the "intuitive behaviors" (category 3) may quite lead to such unexpected positive effects, while some of the alternative behaviors (category 5) may lead to failures too.

AUTHOR

Anne Louise Lytle
Management of Organisations
Hong Kong University of Science and Technology
Clear Water Bay, Kowloon
HONG KONG

**CONFLICT MANAGEMENT IN ASIA:
A COMPARISON OF JAPANESE AND CHINESE STRATEGIES**

Anne Louise Lytle
Assistant Professor
Management of Organisations
Hong Kong University of Science and Technology
Clear Water Bay, Kowloon
HONG KONG
Phone: 852-2358-7748
Fax: 852-2335-5325
mnlytle@ust.hk

ABSTRACT

Understanding conflict handling styles and behaviours across cultures requires an exploratory approach to develop culturally relevant and appropriate concepts and measures. This paper describes the methods and results of a series of inductive studies undertaken in Japan and mainland China. Through open-ended interviews and questionnaires, the types of conflicts characteristic in each culture, the profile of conflict management behaviours characteristic in each culture, and the corresponding contextual predictors and moderators for conflict management behaviour in each culture were explored and compared. Results show that Chinese and Japanese differ in unexpected ways in their conflict management behaviours. This study fills a void by detailing similarities and differences between two Asian cultures rather than focusing on more general comparisons between the East and the West.

AUTHOR

Alexandra Michel,
University of Pennsylvania

A phenomenological analysis of the antecedents and consequences of different types of conflict

A. **Alexandra Michel**,
University of Pennsylvania

Abstract

The distinct consequences on cooperation of personal versus task-related conflict represent a central and robust phenomenon in the organizational literature. I introduce a phenomenological method of analyzing conflict. Based on this method, I find that conflict on ostensibly task-related topics often has important personal elements because it is rooted in differential lived experience that is infused with psychological significance (i.e. with meaning and importance). I illustrate how people can orient differently to personal elements in conflict and how these distinct orientations matter to cooperation. I draw on Bakhtinian dialogical theory to distinguish between two orientations: The identification with and the appreciation of a personal perspective. Using linguistic techniques, I describe how appreciation (identification) affected cooperation positively (negatively).

I observed eight 90-minute sessions of a newly created seminar at a major US research university in which faculty and students presented their research. For each presentation, I used phenomenological methods to analyze separately the narrated event (the phenomenon that researchers presented) and the narrating event (the interactions between the researchers and their audience). A within-session comparison of these analyses shows parallels between what people talked about (narrated event) and how they talked about it (narrating event). The parallels consisted of characteristic emotional tones, imagery, motivational themes, nuclear episodes, and value judgments. The researchers also exhibited these same patterns during interviews and in published research. I discuss these parallels in terms of how lived experience enabled and constrained 1) what individuals found in their data, and 2) how they conveyed this knowledge.

Next, I analyzed interchanges during these presentations in which the participants initially voiced different perspectives on an issue. An interchange consists of a question by a member of the audience and the subsequent comments by other participants that related to this question. I show how the quality of these interchanges differed depending on the orientation that each participant assumed towards his own lived experience. I distinguish between two orientations, appreciation and identification. I draw on Bakhtin's dialogical theory of the novel to illustrate how appreciation involved the ability to flexibly enter and distance oneself from a

particular lived experience. In contrast, identification involved the inflexible adoption of and emotional attachment to a particular perspective. I found that interchanges converged on either one of these orientations because the orientation of initial contributions cued that of the following contributions. The appreciation-oriented interchanges were characterized by concrete language; reference to specific examples; uptake and elaboration of previous statements; close focus on answering the initial question; collaborative problem-solving strategies; and enthusiasm-, or dejection-related emotions. In contrast, identification-oriented interchanges were characterized by abstract language; reference to general positions or paradigms; re-categorization of previous statements; divergence from answering the initial question; combative rhetorical strategies; and triumph-, or anger-related emotions. I discuss how appreciation-oriented types of conflict facilitated the self-organization of distributed lived experience into a more complex perspective.

AUTHORS

Deepak Malhotra

Keith Murnighan

Kellogg Graduate School of Management

Northwestern University

The Ugly Consequences of Contracts on Trust

Deepak Malhotra

Keith Murnighan

Kellogg Graduate School of Management

Northwestern University

Abstract

In this study we consider the effects of contracts on interpersonal trust. We suggest that when contracts are used to promote or mandate cooperation, interacting parties are likely to attribute their resulting cooperation to the existence of the contract and, as a result, trust will have little opportunity to develop. Participants in this study participated in a sequential 2-person Prisoner's Dilemma-type interaction known as the Trust Game. Cooperation between some dyads was facilitated in early rounds by allowing them to use formal, binding contracts. This led to less trust among interacting parties than in conditions with no mention of contracts. The detrimental effect of contracts on trust was strongest when the other party, rather than an exogenous agent, used and then removed them. The results support the notion that the use of contracts leads to situational rather than personal attributions for the cooperation by the other. The effect of this attribution is so strong that, not only does trust fail to develop, but any trust that may have existed presumptively, appears to diminish.

Key Words: Trust, Contracts, Attribution

AUTHOR

Kelly Mollica

Assistant Professor of Management
Babcock Graduate School of Management
Wake Forest University
kelly.mollica@mba.wfu.edu

UNDER WHAT CONDITIONS IS WHITE BACKLASH PREVALENT?

A STUDY OF MENTORING PROGRAMS IN ORGANIZATIONS

Kelly A. Mollica

Wake Forest University

Deborah L. Kidder

University of Connecticut

Donna Chrobot-Mason

University of Colorado at Denver

Melenie J. Lankau

University of Georgia

Raymond A. Friedman

Vanderbilt University

David Thomas

Harvard University

Abstract:

Recognizing the difficulties that racial minorities often face in the corporate world and the stereotypes and prejudices that still exist, organizations are implementing formally sanctioned programs such as diversity training, network groups, and mentoring initiatives to help ensure more opportunity for non-traditional employees. Though not universally successful, these efforts have in many cases helped organizations reap the benefits of a diverse workforce. Despite progress made, however, there is evidence of backlash against diversity programs on the part of whites, and especially white males. Because it is inevitable that powerful groups will react negatively to changes in the power distribution that threaten their advantageous position, white male backlash is not surprising. Yet, not all whites react negatively to diversity programs in all situations, nor do they all oppose the underlying principles behind valuing diversity in the workplace. Our study asks the question: Under what conditions might backlash be more prevalent?

We define backlash as the perceived unfairness and negative reactions experienced by traditionally higher-status majority group members when they perceive that traditionally lower-status minority group members have received preferential treatment. Backlash may be manifested in feelings of injustice, negative attitudes toward the organization and/or toward the beneficiaries of the diversity program, resentment, hostility, retaliation, and organizational detachment and exit. Underlying backlash are feelings of fear and threat, particularly when diversity programs exclude whites and are seen as benefiting minority groups at the expense of whites. Previous studies have found perceived fairness to play an important role in reactions to affirmative action programs, therefore, we examine the role of both distributive and procedural justice in contributing to backlash.

We focus specifically on one type of diversity program -- mentoring programs for managers. Minorities often have more difficulty in finding mentors than white males. Because of this, some organizations have implemented formal mentoring programs specifically for minorities, based on the premise that having a mentor is crucial in attaining career success. Other organizations have mentor programs available for all employees, regardless of race.

We hypothesize that important factors contributing to backlash toward mentoring programs are (1) whether the program is framed as being inclusive or exclusive of whites; (2) whether the program results in outcomes that appear to be more favorable to minorities as a group than whites as a group, specifically, promotions; and (3) the degree to which whites feel they are personally disadvantaged by diversity programs. In addition to these three factors, we predict that the degree of backlash is moderated by white racial identity, an individual's own sense of marginality in their organization, and general attitudes toward valuing diversity.

AUTHOR

Tina Nabatchi
Doctoral Student
School of Public and Environmental Affairs
Indiana University

Transformative Mediation in the USPS REDRESS Program:**Observations of ADR Specialists**

Paper prepared by

Tina Nabatchi
and
Lisa B. Bingham, J.D.

Abstract:

The transformative model of mediation is a relatively new approach in the field of alternative dispute resolution. In contrast to traditional mediation approaches that focus on problem-solving and settlement, the goal of transformative mediation is to support opportunities for empowerment and recognition among the disputing parties. To this end, the model calls for the use of non-traditional mediator behaviors and communication techniques. The United States Postal Service (USPS) recently implemented a nation-wide mediation program called REDRESS (Resolve Employment Disputes Reach Equitable Solutions Swiftly) based on this model. How well does the actual practice of mediation in the Postal Service reflect the transformative model? USPS EEO ADR Specialists completed surveys with open-ended questions regarding their observations of mediators, asking them to give examples of what they observed mediators do or say that reflected empowerment or recognition, interfered with empowerment or recognition, and represented evaluative and directive mediator conduct. Researchers then coded these responses based on whether they positively reflected or were inconsistent with the ten hallmarks of transformative mediation practice developed by Bush and Folger in 1996. Specialists' observations correspond closely to the ten hallmarks, showing that they have a good understanding of the model. Since the Specialists are responsible for screening and assigning mediators, this is evidence that the REDRESS program as implemented is using the transformative model of mediation.

AUTHOR

Lisa Marie Napoli
PhD Candidate, Indiana University

United States Postal Service Supervisors
and Perceptions of Conflict Management Techniques

Lisa Marie Napoli
PhD Candidate, Indiana University

Abstract:

Public sector organizations explore ways for more effective alternative dispute resolution (ADR) programs. The United States Postal Service (USPS) is an example of taking an ADR initiative through training and mediation. This study analyzes interview responses of USPS supervisors and assesses conflict management techniques 'before and after' participation in a training intervention designed to improve communication behaviors. The results show that supervisors' perceptions of their behaviors changed over the course of the study. The intentions behind certain behaviors determine possible outcomes of the conflict. For instance, avoidance can be met with two different types of consequences depending on whether supervisors intend to go back to the issue or whether they ignore it entirely. Additionally, attention to communication behaviors such as using a calm voice and dealing with emotions are a few ways that supervisors can best manage conflict. These results show, in part, the influence of training on conflict management techniques.

AUTHOR

Tonya Y. Ogden
Olin School of Business
Washington University

FUZZY CATEGORIZATION: A THEORY OF GROUP MEMBERSHIP THAT INCORPORATES THE NOTION OF 'FUZZY' GROUP CATEGORIZATIONS**TONYA Y. OGDEN**

John M. Olin School of Business
Washington University in St. Louis
Campus Box 1133
One Brookings Drive
St. Louis, MO 63130-4899
email: ogdent@olin.wustl.edu

Abstract:

In this paper, I will attempt to develop a theory of self-categorization -- fuzzy categorization -- that takes into account the "fuzzy" nature of many of the social groups to which one may belong. The first section will be devoted to the notion of 'fuzzy' categories. The fuzziness of social groups arises from the fact that many of the social categories that are salient in society, e.g., ethnic groups, religious groups, etc., are socially-constructed. As such, category membership is not an all-or-nothing matter, as it is frequently portrayed in the literature. The second section will be devoted to disidentification with a group by a target person, a group of which others may perceive the target to be a member. Disidentification, it is argued, may emerge due to the inherent fuzziness of the categorical group from the perspective of the target person. An argument will be made in which a target person who is perceived to belong to a stigmatized social group and who accepts the negative stereotypes of that group will resist categorization into that segment of the group with which s/he associates the stereotype -- thereby leading to a reconstruction of the boundaries of group membership.

AUTHOR

Diane Perlman, PhD

Eros Perverted:
Analyzing Violence Through the Lens of Gender

by
Diane Perlman, PhD

507 Fairview Road, Narberth, Pa. 19072
(0) 610 667 6703 (h) 610 667 4704 Fax 610 667 2747
[email 9-dots@home.com](mailto:9-dots@home.com) www.9-dots.com

This presentation explores the phenomenon of violence in the human psyche from the theoretical perspectives of depth psychology, gender, development, attachment, trauma, and revisions of theories of Carl Gustav Jung and Sigmund Freud. Slide images were used to show underlying dimensions and patterns of gender and violence through development, across cultures, in myths and fairy tales.

AUTHOR

Katherine Williams Phillips

Denise Lewin Loyd

Kellogg Graduate School of Management
Northwestern University

**Task Conflict in Decision-Making Groups:
The Interplay of Group Composition and
Members' Expectations**

Katherine Williams Phillips

Denise Lewin Loyd

Kellogg Graduate School of Management
Northwestern University
Evanston, IL 60208
Phone: 847-467-6882
Fax: 847-491-8896

Abstract:

When groups consist only of in-group members, the heightened levels of assumed similarity felt diminishes group members' willingness to engage in the task conflict needed to optimize performance. A scenario study examining the responses of group members who hold a unique opinion in a three-person group composed either of three in-group members or two in-group and one out-group member, found that individuals assume greater similarity of opinion with in-group members than with out-group members. Furthermore, these in-group minorities responded negatively when their assumptions were violated resulting in negative feelings about being in the group and a poor perception of the group's performance potential. A second study, will examine these two conditions, plus congruent groups (2 in-group and 1 out-group with the out-group member in the perspective minority), in an interacting experimental group setting. The results are expected to confirm the behavioral ramifications that follow from the first study as well as confirm the findings of Phillips (2000) which shows that congruency is beneficial to group decision-making. The results of both studies should lead to the somewhat paradoxical conclusion that social categorization can be beneficial for group performance, enabling task conflict and decreasing the negative emotion that can lead to harmful emotional conflicts.

AUTHOR

Stephen Pick
Personel Research Psychologist

Using embedded intergroup relations theory as a tool for reducing self-serving bias

Stephen Pick
Personel Research Psychologist

Abstract

The present study compares the effects of interventions derived from superordinate goal and embedded intergroup relations theories for addressing interpersonal conflict related to differing group memberships of the individuals in conflict. 70 White male undergraduates at a large East Coast university participated in the experiment. Subjects role-played either as a mechanic or an executive. They discussed a car accident scenario where each believed the other to be at fault. This created a self-serving bias. Subjects were placed either in the control condition (not given ideas about how to reach their objectives), the superordinate condition (reach a mutual solution or suffer a penalty), or the embedded intergroup condition (discuss similarities and differences to arrive at a mutual solution). It was hypothesized that, depending on the subjects' level of authoritarianism, either the superordinate goal condition or the embedded intergroup condition would allow subjects to deal with the conflict constructively. This would then lead to a reduction in self-serving bias and a more cooperative outcome. At an almost significant level, subjects in the control group perceived their relationship with the other subject to be the most negative compared with the other conditions. Authoritarianism was not found to have any relationship to the conditions. This preliminary research provides insight into ways to reduce self-serving bias and conflict.

AUTHOR

Susan S. Raines
Doctoral Student Indiana University
sraines@indiana.edu

The Impact of Representatives on Mediation Duration and Settlement in the REDRESS Program at the United States Postal Service

By

Susan Summers Raines, Researcher
Indiana Conflict Resolution Institute
Doctoral Student
Indiana University

Kiwhan Kim, Researcher
Indiana Conflict Resolution Institute
Doctoral Student
Indiana University

Lisa B. Bingham, Associate Professor and Director
Indiana Conflict Resolution Institute
School of Public and Environmental Affairs, rm 330
Indiana University
1315 E. 10th Street
Bloomington, IN 47405
Tel. 812-855-0731
Fax 812-856-6031

Abstract

This article examines the use of mediation in employment disputes at the United States Postal Service (USPS) in order to better understand the impact of representatives on the duration and outcome of mediation. As the use of mediation in the workplace continues to spread, it is vital that we come to a better understanding of those factors that influence mediation processes and outcomes. A number of researchers have examined the impact of demographic variables such as gender and race on arbitration outcomes (see Bemmels 1988a; Bemmels 1988b; and Mesch 1995). Others have examined the impact of attorneys on arbitration outcomes (Bloom and Cavanaugh 1986; Block and Stieber 1987). To our knowledge, no one has examined the impact of representatives on mediation outcomes. The data for this research comes from 7651, 'data tracking forms' filled out by REDRESS mediators at the end of each mediation.⁴ Preliminary findings suggest that the presence of representatives increases both the duration and the likelihood of settlement in REDRESS mediations.

⁴ So far, approximately three thousand mediators are on the REDRESS roster. These mediators are outside neutrals, meaning they are contracted as needed and paid for by the Postal Service, but they are not postal employees.

AUTHOR

William Ross

ross.will@uwlax.edu

William Ross, Department of Management

**An Analysis of Grievance Arbitration Cases
Involving Employee Motor Vehicle Accidents:
Applications of Attribution Theory and Procedural Justice Theory**

Department of Management

Heidi Schroeder &

William Ross, Ph.D.

University of Wisconsin at La Crosse

Correspondence:

William Ross, Department of Management
University of Wisconsin at La Crosse
1725 State Street
La Crosse, WI 54601
(608) 785-8450
e-mail: ross.will@uwlax.edu

Heidi Schroeder
9529 W. Fiebrantz
Wauwatosa, WI 53222
Tel (until 5/12): 608-796-9887
Tel (after 5/12): 414-466-5377
e-mail: schroede.heid@students.uwlax.edu

Abstract

The present study examined disciplinary arbitration cases to determine whether attribution theory and procedural justice theory provided appropriate explanatory factors in predicting arbitrator decisions for motor vehicle accident cases. Relevant hypotheses were supported: Arbitrators were more likely to overturn management disciplinary decisions when attribution theory factors -- consensus, distinctiveness, and consistency -- suggested that the employee was not responsible for the accident. Arbitrators were also likely to overturn management discipline when procedural justice issues favored the union (e.g., prior cases were resolved differently; management failed to follow proper procedures when handling the case). When employees violated organizational procedures (e.g., failing to report the accident) then the arbitrator was more likely to uphold managerial discipline.

AUTHOR

Rheta Standifer, Dept. of Management UMC
StandiferR@missouri.edu

**"Determinants of Mediation
Techniques: Some Initial Theory Development"**

Standifer & Wall,

Abstract

In this paper, we focus on one of the core processes in the mediation paradigm -- the mediator's choice of techniques -- and then develop a theoretical base for predicting which factors determine these techniques. These factors include technique feasibility, cultural impact, the mediator's "cost then benefit analysis" of the techniques, decision strategy, mediator goals, and situational characteristics.

AUTHOR

Helena Syna Desivilya
Emek Yezreel College
desiv@yvc.ac.il

Conflict Management in the Era of Transformations:**The Role of Managers and HR Personnel**

Helena Syna Desivilya
Emek Yezreel College
Yezreel 19300, Israel
E-Mail: desiv@yvc.ac.il

Abstract

The study was designed to examine the prevalence and patterns of managers' and human resource personnel's intervention in employees' conflicts in the era of organizational transformations.

Fifty line mid-level and senior managers as well as senior human resources personnel participated in this initial phase of the study. An in- depth individual interview and a structured self-report questionnaire served as the research instruments. Overall, the findings indicate that extensive organizational transformations are associated with pervasiveness and intensity of conflicts. A majority of respondents reported that conflict management in a form of third party intervention constitutes a substantial share of their job.

Furthermore, it appears that reactive and crisis-oriented approach, rather than proactive and preventive orientation, still characterizes third party intervention in organizational disputes in the era of transition. However, the particular strategies and tactics employed by third parties appear more process oriented, albeit somewhat active and directive, than authoritarian modes of intervention.

The implications of these incipient findings to prospective introduction of alternative dispute resolution to the Israeli organizations will be discussed.

AUTHORS

Shell, Richard, The Wharton School at UPenn

ShellRic@wharton.upenn.edu

Roy Lewicki (Ohio State)

Maurice Schweitzer (Wharton),

Dana Clyman (Darden)

New teaching methods and resources used in leading business schools to teach negotiation

Shell, Richard, The Wharton School at Upenn

ShellRic@wharton.upenn.edu

Abstract

This session will introduce IACM members to some of the many new teaching methods and resources now being used in leading business schools to teach negotiation. Negotiation classes utilize simulations - so we will have some compelling, new simulations for your review. Negotiation classes are also based on negotiation concept and models such as distributive bargaining, integrative bargaining, coalition analysis, power, and the like. So we will present some of the most up-to-date conceptual models to motivate your classes. And most of us use readings to help our students learn - so we will be presenting the very latest books and articles to keep your classes fresh. Come challenge your assumptions about good negotiation teaching - and share your latest materials with us.

AUTHOR

Ana Reoyo
University of the Basque Country

The process of identification in work groups

Ana Reoyo
SabinoAyestarán

Department of Social Psychology
University of Basque Country
Tel.: 34 943 015738
Fax.:34 943 311055
E-Mail: psareroa@sc.ehu.es

Abstract

To improve cooperation in work teams knowledge production, groups members must evolve from an identification, understood as dependence, towards an identification understood as interdependence.

Identification will depend on relationships between group members. That is, a low interaction in a collectivists culture will produce a depersonalization, avoiding and accommodating processes, while a high interaction between members of an individualistic culture means to look for the integration of the personal objectives into group objectives that will reinforce the interdependence knowledge.

In this study, we try to differentiate and to define different types of identification, and to see the relationship between types of identification and cultural profiles (high or low power distance collectivists and high or low power distance individualists). 272 psychology students carried out complex tasks in 28 work teams during 10 weekly sessions during three months. After the group experience each student wrote individually.

Two different judges categorized student reports based on the variables: individualism, collectivism, power distance (high or low), identification, cooperation, competition, commitment, accommodating and avoidance.

Results show that the types of identification are related to cultural profiles (high or low power distance collectivists and high or low power distance individualists). The identification as affective bonding to the group can be associated to cooperation behavior, but also to avoidance and accommodating behavior, but competition is excluded.

AUTHORS

Donald J. Rudawsky
Department of Psychology
University of Cincinnati

Effects of Gender and Directed Thought in Conflicts Between Peers

Donald J. Rudawsky

Department of Psychology

University of Cincinnati

Abstract

Conflict within adult friendships has been underrepresented in the literature to date. This experiment examines the effects of gender and empathic vs. self-centered thoughts individuals have immediately prior to engaging in a conflict on the use of the five different conflict resolution strategies outlined in the dual concern model within the context of a peer relationship. 120 same-sex dyads participated in a role-play of a realistic multi-issue conflict between close friends. The role-play interaction was videotaped and each individual's communication was coded into the following conflict resolution strategies: competitive, collaborative, cooperative, avoidance, and/or accommodating. The effects of gender and the content of thought immediately preceding the conflict (specifically individuals were instructed to either think about how their partner feels or how they feel prior to engaging in the conflict) on the five conflict resolution strategies were assessed using a seemingly unrelated regression procedure.

AUTHOR

Vidar Schei
Norwegian School of Economics and Business Administration

Negotiations in small groups:
Are individualistic orientations collectively valuable?

Vidar Schei

Department of Strategy and Management
Norwegian School of Economics and Business Administration
Breiviksveien 40, N-5045 Bergen, Norway
Phone: +47 55 95 98 71
Fax: +47 55 95 94 30
E-mail: vidar.schei@nhh.no

ABSTRACT

A critical activity in many decision-making groups is to negotiate effectively. This may be difficult, as parties are likely to approach the negotiations with different goal orientations. I examined how the mixture of cooperative and individualistic oriented members affected negotiation effectiveness, when the members had information of each other's orientations. A total of 231 subjects participated in a three-person negotiation simulation. I found, paradoxically, that groups composed of only individualistic members reached higher group outcome than all the other group compositions. When individualistic and cooperative members negotiated with each other, individualistic members achieved, when they were in majority, higher individual outcome than cooperators. An individualistic orientation may thus enhance both individual and group outcome. This implies that the dominating view of individualistic orientations is challenged.

AUTHOR

Jennifer Smith
University of Wisconsin at La Crosse

"An Analysis of Arbitration Decisions in Mentally Ill Employee Conflicts"

By
Jennifer Smith
229 North 20th Street
La Crosse, WI 54601
E-mail: Smithkinjen@aol.com
Phone: 608-784-8933
University of Wisconsin at La Crosse

Abstract

Mental illness is rarely investigated in the workplace, but it can lead to serious conflict between employer and employee. Within a unionized company exists a well-organized arbitration system to manage workplace conflict, such as conflicts between terminated employee and management. The present paper analyzes thirty arbitration cases that involve the termination of mentally ill employees. Within the thirty cases analyzed, a number of factors that weigh on arbitrators in decision-making have become apparent. Such factors appear to be: ability to perform one's job, years of service with the organization, psychiatrist suggestions, "control" at time of occurrence, other employee involvement, and disciplinary actions. Because of these factors it is possible for arbitrators to come to objective decisions on a case-by-case basis with each incident. These factors help the arbitrator narrow down as to whether the employer was acting fairly or not.

AUTHOR

Errol Smythe.
University of British Columbia

A Structural Model of Conflict in
Cross-Functional Project Teams

Errol Smythe
University of British Columbia

Abstract

This paper proposes a structural model of intergroup conflict within cross-functional project teams. Although organizational conflict has been studied extensively in many settings, with substantial research having examined conflict in work teams, project teams have received less attention. The increased reliance on project teams within organizations now makes them important areas for study. Previous work in the marketing literature has demonstrated the efficacy of a simple structural model for predicting manifest conflict. The proposed model extends that work to include relationship-based conflict in addition to task-based conflict, and attempts to address characteristics of project work by introducing additional contextual factors. The model suggests that both relationship and task conflict have antecedents at three levels - organizational characteristics, interdepartmental characteristics, and project characteristics. The model is presented as a proposal for future research.

AUTHOR

Andrea L. Strimling
Commissioner, International and Dispute Resolution Services
Federal Mediation and Conciliation Service

Peter Woodrow
Program Director
CDR Associates

**When Theory Meets Practice:
Challenges and Opportunities in Applying Theory in International Contexts**

Andrea L. Strimling

Commissioner, International and Dispute Resolution Services
Federal Mediation and Conciliation Service
2100 K Street, NW
Washington, DC 20427
Tel: 202-606-9142
Fax: 202-606-3679
E-mail: astrimling@alumni.ksg.harvard.edu

Peter Woodrow (tentative)

Program Director
CDR Associates
100 Arapahoe Ave., Suite 12
Boulder, CO 80302
Tel: (303) 442-7367
Fax: (303) 442-7442
pwoodrow@mediate.org

Abstract:

In recent years, conflict management scholars and practitioners have focused increasingly on the importance of bridging the divide between theory and practice. Through conferences, publications, and other mechanisms, organizations such as IACM have promoted scholar-practitioner dialogue in order to increase the real-world relevance of research and the effectiveness and impact of conflict management initiatives. This dialogue has, among other things, resulted in an increasing number of conflict management projects organized around and grounded in key theoretical principles, such as the value of interest-based systems design and elicitive conflict management training. Although theoretically sound and practically relevant, these principles are often difficult to implement on the ground, especially in international contexts.

This presentation will focus on some of the challenges and opportunities involved in applying theory in international conflict management work. By drawing on recent and ongoing training and systems design projects in Asia, Eastern Europe, and Latin America, the presentation will: 1) identify the theoretical frameworks and assumptions underlying the initial designs for the projects; 2) describe the ways in which those assumptions have been challenged during the course of the projects (by participants and funders, and through unexpected

situations); 3) describe the ways in which those challenges have been addressed and analyze the effectiveness of the approaches used; and 4) draw some initial conclusions about the interaction of theory and practice in international project design and implementation.

The session will be highly interactive. The initial presentation will be followed by structured discussion, in order to provide time for participants to share relevant experiences, challenge the approaches and conclusions of the presenters, and further develop insights about implications for research and practice, the initial presentation will be followed by a structured discussion.

AUTHOR

Catherine H. Tinsley
Assistant Professor of Management
The McDonough School of Business
Georgetown University

Nice guys finish first: The perils of a distributive reputation

Catherine H. Tinsley
Assistant Professor of Management
The McDonough School of Business
Georgetown University

Abstract

In this paper, we extend game-theoretic assumptions about the value and influence of reputations to a negotiation context. We randomly paired relative novices (at University A) to negotiate with relative experts (at University B) over email, telling one set of novices that their counterparts were experts in distributive negotiation (i.e., the art of claiming value), while another set of novices received no such reputational information (control condition). Experts were only told that they were slightly more experienced negotiators than their counterparts (which was true). Findings supported our predictions that novices whose counterparts had a distributive reputation used more distributive and fewer integrative tactics than the control group novices. This resulted in lower joint gains in the distributive reputation condition than in the control condition. Notably, the more experienced negotiators were able to extract more individual value from the deal, but not when they had a reputation for being distributive. In other words, the fictional distributive reputation prevented participants from capitalizing on their real negotiation expertise advantage, and lowered their individual gain (relative to the control group of experienced participants).

AUTHOR

Dean Tjosvold
Department of Management, Lingnan University, Hong Kong
David W. Johnson, University of Minnesota
Roger T. Johnson, University of Minnesota
Haifa Sun, South China Normal University, Guangzhou, CHINA

Constructive Competition: The Role of Relationships and Motivation

Dean Tjosvold

Department of Management, Lingnan University, Hong Kong

David W. Johnson, University of Minnesota

Roger T. Johnson, University of Minnesota

and

Haifa Sun

South China Normal University, Guangzhou, CHINA

Abstract

Despite the ongoing controversy about the value of interpersonal competition in organizations, little research has explored the conditions under which competition can be constructive. This study proposes that relationships, motives, and structuring affect the utility of competition. Sixty-three managers and twenty-six employees from Mainland China organizations described specific competition incidents and then rated these experiences. In addition to supplementing the previous largely experimental evidence, this study provides a particularly strong test of the value of competition because of the sample's relationship-oriented culture. Competition was found more useful when it involved physical activity, but contrary to previous research, also when it involved an intellectual task. Consistent with previous theorizing, fair rules were significantly correlated with enjoyment, motivation, task productivity, confidence, and improved relationship. The more competitors wanted to win, the more positive the feelings and eagerness for competition, but the more they wanted to seek other employment. Contrary to experimental evidence, means interdependence was not significantly related to constructive competition. Nor did results support the theorizing that constructive competition requires equal matching of opponents; believing one had an advantage was related to enjoyment, task effectiveness, self-benefit, motivation to work on challenging future projects, and low turnover intentions. Strong relationships prior to the competition were related to positive feelings, improved task effectiveness, heightened motivation, strengthening the relationship and confidence in the other. Relatedly, previous confirmation of each other's worth was related to more constructive competition. Theoretically, results were interpreted as supporting the value of structuring competition to be fair and adding that a strong prior relationship, confirmation in previous interactions, and having an advantage of winning also contribute to constructive competition. Results were interpreting as suggesting central ways that organizations can effectively structure competition.

AUTHOR

Dean Tjosvold (Organizer and Presenter)
Peter T. Coleman (Presenter)
Barbara Gray (Discussant)
Roy Lewicki (Discussant)

Positive Power: Realistic Hope or Dangerous Delusion?

Dean Tjosvold (Organizer and Presenter)
Lingnan University, Hong Kong
Tel (852) 2616-8324 Fax (852) 2467-0982
email: tjosvold@ln.edu.hk

Peter T. Coleman (Presenter)
International Center for Cooperation and Conflict Resolution
Teachers College, Columbia University

Barbara Gray
Pennsylvania State University (Discussant)

Roy Lewicki
Ohio State University (Discussant)

Abstract :

Traditional approaches to the study of power have emphasized its more coercive and dominating aspects and have therefore approached it as a problem to be contained and avoided. An alternative orientation to power is presented here which focuses on positive forms of mutually constructive power. This approach to power offers a vision of what could be, as well as a strategy for limiting the use of coercive power by proactively approaching and building positive power at all levels of social interaction. Positive power could be a firm basis for effective employee empowerment. However, the empirical base for positive power must be expanded. The symposium will raise important issues and problems that must be confronted to make positive power a viable, useful concept for organizational change.

AUTHOR

Organizer: Dean Tjosvold,

Paper Presenters:

Yung-Ho Cho, Ajou University, Korea

Tetsushi Okumura, Shiga University, Japan

James A. Wall, University of Missouri, USA

Dean Tjosvold, Lingnan University, Hong Kong

Positive Conflict: How Viable for East Asia?

Dean Tjosvold, Organizer

Department of Management, Lingnan University

Tuen Mun, Hong Kong

(852) 2616-8324, Fax (852) 2467-0982

Email: tjosvold@ln.edu.hk

Paper Presenters:

Yung-Ho Cho, Ajou University, Korea

Tetsushi Okumura, Shiga University, Japan

James A. Wall, University of Missouri, USA

Dean Tjosvold, Lingnan University, Hong Kong

Abstract

The proposed symposium brings together researchers who are investigating conflict's role in relationships, teams, and organizations in the Pacific Rim. Researchers and practitioners have emphasized that these cultures are collectivist with strong values on harmony that lead to conflict avoidance. However, this interpretation of harmony may be too literal and misleading. Conflict avoidance may not be realistic. Differences in opinions and interests that occur in Pacific Rim as well as Western organizations cannot be expected to evaporate. Especially now with the pressure to become more productive and innovative in the aftermath of the Asian financial crisis, conflict may need to be used rather than avoided. The symposium offers the timely opportunity to evaluate positive conflict in East Asia.

AUTHOR

Dr. José Guadalupe Vargas ,Mexico
jvargas@CUSUR.UDG.MX

Mexican organizations in transition.

José G. Vargas

Centro Universitario del Sur

Universidad de Guadalajara, Mexico

Prol. Colón SN

Cd. Guzman, Jalisco, 49000, Mexico

Telafax: +52 341 25189

E-mail: jvargas@cusur.udg.mx

Abstract

The purpose of this paper is to analyze some of the structural, behavioral and procedural changes in Mexican organizations at the turn of the new millenium. Suddenly, after the opening of NAFTA, the accelerated pace of change in Mexican organizations are the result of implementing a more open and export oriented economic system which traditionally used to be inward looking. To demonstrate the effects of an environment characterized by complexity and uncertainty, after contrasting variables between a traditional bureaucratic or modern type of organizations and more postmodern, competitive advanced type of organizations operating in México, a model of organizations in transition is devised.

AUTHORS

Laurie R. Weingart
weingart@cyrus.andrew.cmu.edu
Graduate School of Industrial Administration
Carnegie Mellon University

Jonathon Cagan
Department of Mechanical Engineering

Craig Vogel
School of Design
Carnegie Mellon University

Functional Diversity and Conflict in Cross-Functional Product Development Teams: Considering Perceptual Gaps and Task Characteristics

Laurie R. Weingart

Christa J. S. Houser

Graduate School of Industrial Administration
Carnegie Mellon University

Jonathon Cagan

Department of Mechanical Engineering
Carnegie Mellon University

Craig Vogel

School of Design
Carnegie Mellon University

ABSTRACT

In this paper, we introduce a model of the development and management of task conflict in teams. Using cross-functional design teams as our primary exploratory data source, we propose a theoretical model that marries existing work on functional diversity and task conflict with a theory matching conflict management approaches with task characteristics. Though the work draws from existing theory on task conflict and functional diversity, we extend current research by introducing the idea of perceptual gaps and utilizing an alternative consideration of conflict resolution approaches (interests, rights, and power). The proposed model is divided into three parts: precursors to task disagreement; conflict management and task characteristics; and finally, team decision-making and performance. We propose a general theoretical approach, introduce field site information, and discuss the proposed model and associated research propositions.

AUTHOR

Stephen E. Weiss
Schulich School of Business
York University

**Teaching the Cultural Aspects of Negotiation:
A Range of Experiential Methods**

Stephen E. Weiss*
February 14, 2000

Schulich School of Business
York University
4700 Keele St.
Toronto, Ontario M3J 1P3
416 (736) 2100 Ext. 30250
sweiss@ssb.yorku.ca

*My thanks to Catherine Read, York University MBA Class of 2000, for editorial assistance.

ABSTRACT

There are many different approaches to teaching the cultural aspects of negotiation. These range from factual, via books and lectures, analytical, including case studies and films, and experiential methods such as simulations and role-plays. This paper will primarily focus on seven experiential approaches that enable students to actively participate in their learning experiences.

The generic role-play uses an abstractly defined negotiation role-play, and depends on the cultural diversity and experiences of the students involved. The "fictitious cultures" role-play uses style sheets that describe the way in which each student must negotiate. The "cultural informant" is the third approach. It requires inviting guests from outside one's class of participants to negotiate before the class. Variations of this technique include inviting as many guests as there are students and allowing each student to negotiate directly with the guests, or even negotiating with the guests in their own language. This magnifies all of the aspects of negotiating, and is one of the most challenging exercises for students. The final two approaches involve teaching about culture "in context", as one factor among several in a complicated negotiation exercise, and hosting multicultural negotiations that last several hours.

AUTHOR

Rebecca J. Wolfe
Department of Psychology
Harvard University

Negotiation as a Process of Mutual Influence:
How Parties Create Mutually Satisfying Agreements

Rebecca J. Wolfe

Harvard University
William James Hall 1462
33 Kirkland St.
Cambridge, MA 02138
(617) 496-6928

Abstract:

Negotiation, by nature, is an interdependent process. Unless the parties think they can do better by reaching an agreement with their counterpart than they can in any alternative arrangement, there is no reason to negotiate. However, parties are often asked to negotiate before they recognize their interdependence. In this paper I put forth a model of negotiation as mutual influence predicated on Kelman's (1958) typology of social influence. As parties recognize their interdependence, they move from trying to influence each other through compliance, to identification and finally through internalization. Agreements based on a process of internalization will more likely address the interests and needs of the parties. To illustrate how parties move through these stages, I will use transcripts from Interactive Problem Solving Workshops between Israelis and Palestinians that have been conducted over the last 25 years.

AUTHOR

Musa Yusupov
(Chechenia, Groznyi)

Chechen-Russian Conflict: Prospects of Management

Musa Yusupov

(Chechenia, Groznyi)

Director of Non-Governmental Centre for Social and Strategic Studies,
Chechenia, Groznyi

[e-mail:musa_y17@hotmail.com](mailto:musa_y17@hotmail.com)

Abstract:

The presentation consists of an introduction, two parts and conclusion. An introduction is devoted to description of tools and means used for the study of Chechen-Russian conflict and to characterizing information sources.

The first part portrays a role of historical, political, social and other factors, which conditioned the growth of Chechen national consciousness and their striving for political independence. On the basis of data of the sociological surveys, the attitude of the population of different ethnic origin to the Declaration of Independence (adopted on November 27, 1990) has been discovered, and dynamics of public opinion, the main political actors, their positions, interests and expectations were characterized. This part of the presentation is also devoted to the structure of the conflict in its internal and external aspect, particularities of the conflict development in the context of all-Russian and Chechen realities during the post-Soviet period (1991-1994).

The second part of the presentation is aimed to provide comparative analysis of conflict causes, which led to the first (1994-1996) and the second (since September 1999) Russian-Chechen wars. The terms used to describe the conflict, such as "establishment of the Constitutional order", "anti - terrorist operation", "the war of national liberation" and others are analyzed. The author presents a number of data, which give the evidence of destructive results of hostilities, death of civilians, destruction of social and economical infrastructure, historical and cultural monuments, rural settlements and towns. Chechens as well as representatives of other ethnic groups perceive the Russian-Chechen war as a war against civilian population. In this part an attempt to analyze the conflict from the point of view of interests of different parties to the conflict -- first of all Chechen people and Russia -- has been undertaken, the role of international organizations and first of all - OCSC -- in the conflict resolution has been analyzed.

The conclusion is devoted to the suggested recommendations for the conflict management on the basis of a compromise of the interests of the main parties in conflict -- Chechen people and Russian Federation.

AUTHOR

Moon, Yuseok

yumoon@indiana.edu

**Transformative Mediation at Work:
Employee and Supervisor Perceptions**

Moon, Yuseok
Indiana University

Abstract

The United States Postal Services (USPS) has been implementing a nation-wide transformative mediation model, called REDRESS (Resolve Employment Disputes, Reach Equitable Solutions Swiftly), starting in 1998. The transformative model prohibits the mediator from taking a directive or evaluative approach in mediation, but instead requires that mediators seek to empower the parties and generate opportunities for recognition of each others' perspectives. The USPS adopted the transformative model because of its potential for allowing both parties to resolve the immediate dispute as well as any underlying causes of conflict. As a partial replication study of Bingham (1997), this study examines participants' perceptions about procedural justice under the early implementation of the transformative mediation model by analyzing exit surveys completed by one thousand thirty employees and one thousand six hundred twenty nine supervisors at the end of each mediation session. Approximately sixty-eight percent of the disputes were resolved at least partially during the mediation. This study finds that a great majority of both employees and supervisors are satisfied with mediation process and the mediators. This result holds even for employees whose disputes were not resolved at the mediation. In addition, this study finds that the mediation process and mediators are significant contributors to outcome satisfaction. Lastly, this study finds participants' role at the mediation session does not affect their perceptions about the mediation process, but is marginally significant as to perceptions of the mediators, and significant as to satisfaction with outcome. The results of this study indicate that the transformative model of mediation, which focuses not on resolving the immediate issue but on participants' empowerment and recognition, is a promising alternative to traditional routes of dispute resolution in public workplace.