

**The management of natural resource and environmental conflicts: Investigating the  
role of Regional Innovation Networks (RINs)**

**Noelle Aarts**

*Wageningen University and Research Centre, the Netherlands*

**Cees van Woerkum**

*Wageningen University and Research Centre, the Netherlands*

**Babette Vermunt**

*Wageningen University and Research Centre, the Netherlands*

**Abstract**

In this paper we will report a longitudinal study to negotiations about conflicting claims in the Dutch countryside. More specifically, the role of regional innovation networks, consisting of actors that are involved in the developments in the countryside is investigated.

Five regional networks are selected as cases to be studied in a qualitative way. We make use of participatory observation in the five regions and of in-depth interviews with key-informants in each network. The study consists of three phases of one year each. In this paper we will present the results of the first phase which is a theoretical framework, integrating concepts such as *motivation* to participate, dealing with *uncertainties* and referring to different types of *knowledge*.

## **Social Value Orientation, Cognitive Maps and Trust in a Three-Party Negotiation**

**Wendi Lyn Adair**

*Cornell University*

**Mara Olekalns**

*University of Melbourne, Australia*

This study examines the relationship between social value orientation and trust in negotiations. We propose that social value orientation has implications for what kind of trust negotiators experience, both in terms of how they rate the other party's trustworthiness and how they think about trust. Because negotiation is an interdependent decision-making process, we also expect that group composition in terms of social value orientation may reinforce or change how a negotiator experiences trust. While any trust can be helpful in negotiations (Ross & LaCroix, 1996), our study aims to show that different social value orientations are associated with different types of trust at both the individual and group levels.

## **Global Trends in Mediation**

**Nadja Alexander**

*The University of Queensland*

One of the special tracks at this year's conference is "Legal Perspectives on Conflict Management". This paper considers global trends in the modern mediation movement from a legal systems perspective. The writer will analyse modern mediation systems emerging throughout the western world from a comparative perspective with a view to challenging the conceptual parameters currently framing mediation design, policy and practice globally. The paper begs the question: is there the potential to design a globally appropriate best-practice formula for mediation systems that transcends legal and political traditions and institutions, and embraces socio-cultural differences?

**Partisan misperceptions and conflict escalation:  
Survey evidence from a tribal/local government conflict**

**Keith G. Allred**  
*Harvard University*

**Kessely Hong**  
*Harvard University*

**Joseph P. Kalt**  
*Harvard University*

**Abstract**

Prior research demonstrates that partisans to a conflict tend to have an exaggerated sense of the extremism of their opponents' opinions regarding the issues under dispute. In this study, we examine an ongoing conflict between the Nez Perce Tribe and local non-Tribal governments that operate within the boundaries of the Nez Perce Reservation. This survey is different from previous research in two important ways. First, we distinguish between the officials and constituents on each side of the conflict. Second, compared to other conflicts studied, the current conflict has greater personal relevance for those surveyed. The conflict in question is not about abstract policies or third parties, but rather about specific potential actions that directly benefit one side at the other side's expense. An affinity for actions that benefit one's own side to the other side's harm we call "offensiveness" and an antipathy toward actions that harm one's own side to the other side's benefit we call "defensiveness." The results indicated that participants' themselves were more defensive than offensive. However, participants consistently exaggerated the offensiveness of the other side's officials, but not the other side's constituents. Participants tend to underestimate the defensiveness of the other side for both officials and constituents.

Note: Order of authorship was determined alphabetically

**Propensity to Initiate Negotiations:  
A New Look at Gender Variation in Negotiation Behavior**

**Linda Babcock**

*Carnegie Mellon University*

**Michele Gelfand**

*University of Maryland*

**Deborah Small**

*Carnegie Mellon University*

**Heidi Stayn**

*Carnegie Mellon University*

**Abstract**

Over the last two decades, there has been an upsurge in research in social psychology on the relationships among gender, cognition, and social behavior. Over the same period, studies of gender in negotiation have declined, and the field has largely abandoned the gender variable as an inconsistent predictor of negotiator behavior or performance. In this paper, we argue that the dominant methodological approach to gender has overlooked the very situations in which gender is likely to be most consequential. More specifically, we argue that gender effects are likely to be greatly attenuated in *strong situations*—those situations that are clearly defined as “negotiations” with explicit issues and the expectation that bargaining will occur—yet will be greatly enhanced in weak situations—those situations in which people must recognize the opportunity to negotiate, and initiate such interactions with others. We then introduce a new construct—the propensity to initiate negotiations—that we argue is highly relevant to many everyday interactions. We then discuss the gendered nature of this construct, and provide empirical evidence that illustrates gender differences in the propensity to initiate negotiations. We explore the psychological processes that mediate such differences, and consistent with a contextual view of gender, close with a discussion of possible moderators of such effects.

## **The consequences of asking for more in a job offer negotiation: Differences in men's and women's perceptions**

**Lisa A. Barron**

*University of California, Irvine*

### **Abstract**

Researchers have suggested that women are less comfortable negotiating than men. Yet little research has directly explored the nature of this discomfort. This discomfort is likely to be maximized in initial job offer negotiations in which negotiators are faced with the seemingly competing goals of maximizing gains and building new relationships with future colleagues. This study uses post-negotiation interviews to examine men's and women's perceptions and beliefs about the consequences of requesting increases in their job offer. Interview data suggest that women and men perceive this situation differently, with men focusing on potential gains and women on potential losses.

## **Conflict of Interest and the Fall of Enron**

*Symposium*

*Chair:*

**Max H. Bazerman**

*Harvard University*

*Participants:*

**Linda Babcock**

*Carnegie Mellon University*

**Don A. Moore**

*Carnegie Mellon University*

**Don Kleinmuntz**

*University of Illinois*

What explains the collapse of Enron? Immediately following the energy giant's bankruptcy, the firm's auditor, Arthur Andersen, faced intense scrutiny. How could the firm have vouched for the financial health of a company that had been concealing billions of dollars in debt from its shareholders? Confronting criminal investigation for its role in the scandal, Andersen threw what some observers described as a "shredding party" of crucial and possibly incriminating documents. At the heart of the Enron debacle is a conflict of interest that experts, including one of the authors, have been warning about for years. With the firms relying on consulting work for much of their income, they find themselves in the compromised position of profiting from the very companies whose books they are expected to judge without bias. The dramatic rise in fraud cases investigated by the SEC up 41 percent from 1998-2001 was one sign of the potential for a dramatic predictable surprise. Greater separation between the Big 5 firms' auditing and consulting functions, many advised, was needed to head off disaster; but, faced with vociferous opposition from auditors and industry, including Enron CEO Joseph Berardino, the SEC backed down. Our session will overview the psychology of conflict of interest, some recent empirical work on the failure of auditor independence, an alternative view from the accounting profession, and a commentary on the role that negotiation researchers should play in policy debates.

**Which reward structure works best?  
A new perspective on cooperation and competition in teams**

**Bianca Beersma**

*University of Amsterdam, The Netherlands*

**John R. Hollenbeck**

*Michigan State University*

**Stephen E. Humphrey**

*Michigan State University*

**Henry Moon**

*Michigan State University*

**Donald E. Conlon**

*Michigan State University*

**Daniel R. Ilgen**

*Michigan State University*

**Abstract**

A contingency model of reward structures is developed, stating that the relationship between reward structure and team performance is contingent upon the performance dimension specified (speed vs. accuracy), team composition (team members' interpersonal orientation in terms of extroversion and agreeableness), and the relative performance level of individual team members. In a laboratory experiment, 75 four-person teams engaged in an interactive command and control task, in which reward structure (cooperative vs. competitive) was manipulated. Results showed that a competitive structure enhanced speed, whereas a cooperative structure enhanced accuracy. Moreover, teams high on extroversion and agreeableness performed better under a cooperative structure, whereas teams low on these orientations performed better under a competitive structure. Finally, reward structure had a stronger impact on poorer than on stronger performing team members.

# **Exploring Faultlines, Conflict, Satisfaction, and Stress in Groups of Peacekeepers**

**Katerina Bezrukova**

*University of Pennsylvania*

**Karen A. Jehn**

*University of Pennsylvania*

**Martin Euwema and Nicolien Kop**

*Utrecht University, The Netherlands*

## **Abstract**

We explore group faultlines in peacekeeping troops on missions between 1995 and 1999 in Bosnia. Group faultlines are defined as hypothetical dividing lines that split a group into subgroups based on demographic characteristics (e.g. age, gender, etc.), culture, norms, work attitudes, and behavior of peacekeepers. In particular, we examine how potential faultlines become active faultlines and then result in task, relationship, and cultural conflict within a group of peacekeepers. We link these types of conflict to peacekeepers' satisfaction, perceived performance, and level of work stress. We test our hypotheses on survey data from a sample of 907 Dutch military peacekeepers ( $N_g = 168$ ). Implications for practitioners and future research directions are discussed.

# **Persistence and Visibility of Group Faultlines: A Theoretical Model of the Effect of Group Culture and Team Identity on the Group Faultlines-Organizational Conflict Link**

**Katerina Bezrukova**

*University of Pennsylvania*

**Karen A. Jehn**

*University of Pennsylvania*

**Madhan Gounder**

*University of Pennsylvania*

## **Abstract**

We expand the group faultline theory by taking into account the relative importance of various demographics within the group that can trigger the formation of strong group faultlines. We draw on group faultline theory (Lau & Murnighan, 1998), social identity and categorization theories (Turner & Tajfel, 1986), social dominance theory (Sidanius & Pratto, 1999), and evolutionary psychology (Kurzban & Leary, 2001) to predict how group faultlines affect conflict. We propose that the visible demographic characteristics (age, race, and gender) will be more influential than the non-visible (education, tenure, and function) in determining the interaction patterns within the group (Thatcher & Jehn, 1998). We use the persistence argument from evolutionary psychological theory to further examine the relative importance of the demographics within the subgroups of non-visible and visible characteristics (Kurzban & Leary, 2001). Persistency is defined as the length of time a certain characteristic has been incorporated into society and, based on evolutionary psychology, we propose that gender is more influential than race because gender differences appeared earlier in human society than race differences (Kurzban, Tooby, & Cosmides, 2001). Similarly, we view tenure as more influential than education and function because it can be viewed as a manifestation of experience, which has long been valued in human society. We propose that models where we adjust for the relative influence of demographic characteristics based on our theory will have a better predictive caliber than when all characteristics are weighted equally. We also consider the moderating effects of group culture and team identity on the relationship between group faultlines and conflict. In particular, group culture and team identity will either inflate or deflate the potency of each demographic characteristic on conflict. That is, group faultlines will have less impact on conflict when there is a strong group culture strong team identity. Specifically in this case we examine an organizational culture focused on change.

# **The Effects of Cross-Level Conflict: The Moderating Effects of Conflict Culture on the Group Faultlines - Performance Link**

**Katerina Bezrukova**

*University of Pennsylvania*

**Karen A. Jehn**

*University of Pennsylvania*

## **Abstract**

We examine how task, relationship, and process conflicts arise from group faultlines. We define group faultlines as hypothetical dividing lines that split a group into subgroups based on the group members' attributes (adapted from Lau & Murnighan, 1998). We further link group conflict to performance, and predict different effects for individual performance, group performance, and employee satisfaction. We also examine the moderating effect of the organizational conflict culture on the relationship between group faultlines and group conflict. We define conflict culture as employees' beliefs about the amount and intensity of a certain type of conflict (i.e. task conflict, relationship conflict, process conflict) in their work environment. We use data from 78 groups in a Fortune 500 computer firm. Future research directions and implications for managers are discussed.

## **The Intractable Conflict Knowledge Base Project (ICKB)**

*Symposium*

*Chair:*

**Heidi Burgess**

*University of Colorado*

*Participants:*

**Guy Burgess**

*University of Colorado*

**Sanda Kaufman**

*Cleveland State University*

**Bernard Mayer**

*CDR Associates*

**Richard Reuben**

*University of Missouri*

### **Purpose:**

The purpose of ICKB is to assemble, on the Web, the conflict resolution/peacebuilding field=s cumulative knowledge base on the nature of intractable conflict and strategies for reducing its terrible costs. By presenting the information in layersBone for a general, "lay" audience and a second for experienced practitioners and scholarsBwe hope to contribute on several levels to diminishing the costs of intractable conflicts around the world.

This is a major state-of-the-field project, analogous to the writing of one of the field=s major texts. However, instead of producing a thick, expensive book that would be accessible only to a few people and libraries, we plan to post our work on the WebCmaking it easily and freely accessible to disputants, third parties, students, and scholars worldwide. We also plan a series of follow-up activities which will develop ways of incorporating the knowledge base into the field=s teaching, training, research, and theory-building efforts.

## **Technology in Dispute Resolution**

*Symposium*

Chair:

**Guy Burgess**

*University of Colorado*

Participants:

**Zoe Barsness**

*University of Washington, Tacoma*

**Anita Bhappu**

*Southern Methodist University*

**Ethan Katsh**

*University of Massachusetts, Amherst*

Many of us are making increasing use of technology, especially Internet-based communication, in our conflict resolution related teaching, practice, and research. But do we really know what effect the medium has on our communication? On our effectiveness? How many of us are old enough to remember Marshall McLuhan's argument that "the medium is the message"? Is there some truth to this statement? To what extent does it apply to e-mail, the web, and conflict resolution education, practice, and research?

This symposium will explore the central questions with audience members and a panel of participants, who have wide-ranging expertise on the use of and the effects of technology on conflict resolution-related communication. The panelists will each speak briefly about their own work and their thoughts about the impact of the Internet on what we do and how we do it, and then we will involve the audience in a discussion of the following topics:

- How does technology affect conflict resolution teaching, practice, and research?
- How do online training programs compare to traditional face-to-face programs?
- Are there some things they can do better? Worse?
- How can the two approaches be combined to get the most of each?
- What about online intervention (online mediation or arbitration, for example)?
- How does that compare to face-to face processes?
- Are the same patterns evident in direct (non-mediated) electronic negotiations?
- Can technology be used to improve research, decision-making, planning, or other group work? What effects does it have on group performance and conflict resolution?
- How does cultural background affect the answers to these questions?
- What further changes are likely to take place in the next decade to change the way technology is used in the disputing environment?

# **Too Much of a Good Thing? The Effects of Complex Configurations of Status on Experts' Participation and Influence within Groups**

**Ethan R. Burris**  
*Cornell University*

**Melissa C. Thomas-Hunt**  
*Cornell University*

## **Abstract**

The contribution of unique knowledge of experts within groups is essential for organizational productivity. Our study examined the combined status effects of expert and reward power on expert members' participation, influence and performance within decision-making groups. Previous research on status differences has led to conflicting findings: additional status sometimes has positive effects on the contribution of expert information (Stewart & Stasser, 1995) while other studies have found negative effects (Janis, 1982). In our study, we find that groups with public experts without additional rewarding status extract more expert information and perform better than groups with private experts or groups with rewarding experts. Our results also indicate that the emphasis on expert information mediates the relationship between the status configuration of the group (public vs. private experts and rewarding vs. non-rewarding experts) and group performance. Additionally, we find that expert influence is not always beneficial to group performance. Namely, too much or too little amounts of influence lead to sub-optimal performances. We discuss the implications of our findings for managing experts within groups.

## **Emotions in Dispute Resolution: Mine and Theirs**

*Workshop*

**Rita Callahan**

*Working it Out*

Workshop Description: Highly interactive workshop where participants *experience* emotions in a conflict, distinguish between the emotions of the 3rd party and the dispute parties, examine the responsibility of the conflict resolver to manage emotions, and identify and practice specific techniques to facilitate emotion management.

Relevance to Conference Agenda: Allow conference participants and IACM members practical conflict experiences and discussions to provoke, challenge, and inspire new thought about current and future conflict management.

Workshop Objectives: Participants will:

- learn the range of emotions that people experience in a conflict.
- explore the sources of emotion
- examine if, when and how a conflict resolver intervenes
- identify common language that explodes emotion
- identify neutral language that dissipates emotion
- name emotions that encourage collaboration
- practice techniques to manage the conflict resolver's emotions
- practice techniques to manage the parties' emotions

Format: Extremely interactive session using adult education principles of understanding through doing. Uses games, exercises, dyads, discussions and movement for participant interaction and fun.

**How do I ask them about the war? Collecting and understanding life stories of soldiers and victims of war**

**Julia Chaitin**

*University of Missouri-St. Louis*

**Abstract**

Attempting to learn about the experiences of individuals who have lived through wars and genocides, as soldiers/perpetrators, victims or bystanders is a difficult task. The proposed workshop will present interview and analytical methods that have been found to be sensitive for study and work with such populations. The objectives of the workshop are to introduce researchers/ practitioners/educators to *Life Story* methodologies of interview and analysis. In the first part of the workshop, the Life Story method of interviewing will be described and explained. In the second part of the workshop, ways of analyzing the interviews will be presented. Examples from life stories with Holocaust perpetrators and victims, and with Palestinian and Jewish-Israelis who lived through the 1948 war will be presented. Participants will receive handouts, which include guidelines for the stages of interviewing, transcription and analysis.

## **The Cyprus Problem**

*Symposium*

*Chair:*

**David Churchman**

*California State University, Dominguez Hills*

*Participants:*

**Hermann Peine**

*State of Utah*

**Benjamin Broome**

*Arizona State University*

**Oliver Richmond**

*St Andrews University*

### **Abstract**

Cyprus gained independence in 1960, degenerated into conflict in 1964, and has been divided along ethnic lines since 1974. During this symposium, three former Fulbright Scholars in conflict management who worked in Cyprus will analyze the evolution of the conflict, the failure of diplomatic efforts to resolve the conflict, the efforts of ordinary Cypriots to develop civil society across the divide, the eight major issues that separate the parties and their possible resolution, and new pressures for settlement.

**Does Mutual Gains Bargaining Affect Negotiator's Power?:  
Practitioners' Perceptions of the Affect of Mutual Gains Bargaining on Their  
Power in Labor/Management Negotiations**

**Terry W. Conry**  
*Ohio University*

**Claudia L. Hale**  
*Ohio University*

**Abstract**

Power is a concept that is frequently used in discussing the negotiations process. Scholars have characterized power as many things: a unit of economic value, a personal skill, a vestige of rank, and a range of more subtle forces. It is equally important to consider how practicing negotiators view power. This study investigates practitioners' views of power in the context of mutual gains bargaining to determine if an integrative negotiations process affects power in the labor/management negotiations process. Trust is a central issue in mutual gains labor negotiations. Practitioners surveyed in this study report on their experiences with trust or lack of trust in bargaining.

## **Social Identity in Intra and Inter Group Conflict: Voice, Power and Meaning**

**Celia Cook-Huffman**  
*Juniata College*

This study is part of an ongoing project that seeks to understand the interaction between social identity and conflict. The specific focus of this paper is on how social identity frames shape and influence the dynamics of social conflict. The research explores the impact of social identities as social structural constructs in conflict.

In particular the paper highlights how social identities may limit, define and control how particular groups and issues are understood in a conflict. The study builds on the work of social conflict and social identity theorists who explore how social structures affect the meanings people “attach to their membership in identity groups,” and how this meaning “shapes their social interactions with members of their own and other identity groups” (Ely, 1994, p. 204). The research looks at these issues in contested spaces, examining how salient social identities impact the conflict process, and in turn are impacted by the conflict. Fundamentally, this research explores the relationship between voice and power, where voice is understood to be the ability to participate in naming and defining one’s sense of self and one’s sense of reality. The findings illustrate how various identity categories shape how people act in conflict based on their own and other’s perceptions of their group.

## **How Conflict Results from Perceptual Gaps in the Shared Understanding of a Problem**

**Matthew A. Cronin**

*Carnegie Mellon University*

**Laurie R. Weingart**

*Carnegie Mellon University*

**Jon Cagan**

*Carnegie Mellon University*

**Craig Vogel**

*Carnegie Mellon University*

### **Abstract**

This paper discusses how perceptual gaps, incompatibilities in individuals' conceptualization of the same problem, produce conflict. The paper also speculates on the difficulty of eliminating perceptual gap conflict using traditional conflict reduction methods such as information sharing or joint problem solving. To elucidate the structure and function of perceptual gaps in a way that links the underlying processes to established phenomena, we develop the idea of a joint representation. A joint representation is based both functionally and structurally on the individual problem representation (Newell & Simon, 1979), except that it corresponds to problems that are jointly solved by multiple individuals. By using joint representation to describe the operation of perceptual gaps, we ground our theory in established cognitive mechanisms. The dynamics of perceptual gaps provide an extension and a challenge to current thinking on conflict management. The dynamics of the joint representation provide an extension and a challenge to current thinking on how coordination mechanisms relate to conflict in problem solving. The purpose of this paper is to encourage more research on both.

**Combining Qualitative and Quantitative Approaches to Data Analysis: Not as Much Conflict as One Might Think.**

*Symposium*

Chair:

**William A. Donohue**  
*Michigan State University*

Participants:

**Ralph Hanke**  
*The Pennsylvania State University*

**Boris H. J. M. Brummans**  
*Texas A&M University*

**Laurie R. Weingart**  
*Carnegie Mellon University*

**Abstract**

This symposium/roundtable will focus on research methods issues that relate to the use of qualitative and quantitative approaches to data analysis. The Symposium/Roundtable will cover hierarchical coding schemes, unitizing and interrater reliability, cluster analysis of qualitative data, and coding schemes for negotiation behavior. The core of the presentations will raise four to five questions and provide a short presentation showing how the authors address those questions. The discussion will then be opened to audience participation. Finally, the authors will provide outlines of their presentations as well as short bibliographies that cover their topic areas.

**Careers II: From the Laboratory to the Field**  
*Symposium*

*Chair:*

**Daniel Druckman**  
*George Mason University*

*Participants:*

**P. Terrence Hopmann**  
*Brown University*

**Dean Pruitt**  
*George Mason University*

**Catherine Tinsley**  
*Georgetown University*

**James Wall**  
*University of Missouri*

This is the second IACM symposium on conflict careers. The first symposium took place at the Paris meetings last year. It featured five senior scholars each of whom looked back on the development of their research careers. Two younger scholars, serving as discussants, provided a “next-generation” perspective on these careers. Continuing with this theme, this year’s panel will focus attention on a particular facet of their careers, the transition from doing laboratory studies to doing research in the field. Concentrating primarily on research in negotiation and mediation, the panelists will discuss reasons for making the transition, the re-tooling needed to do field or case studies, comparisons of strengths and weaknesses of the approaches, the respective value of the approaches for theory-building and theory testing in the spirit of triangulation, and examples of insights obtained in the lab and field including connections (or discrepancies) between the findings.

## **Direct and Representative Negotiation: A Principal-Agent Authority Continuum**

**Neil E. Fassina**

*University of Toronto, Canada*

### **Abstract**

Principal-agent research often describes a dichotomous choice between direct and representative negotiation. The result is a list of independent context specific contingencies that provide principals with little guidance when considering whether it is appropriate to appoint a negotiation agent. A normative decision framework is developed to synthesize the current empirical and theoretical understandings of how best to manage an agent's participation in negotiations. The framework outlines seven conditions intended to determine whether a negotiation context warrants the appointment of an agent. Each question is discussed using both empirical and theoretical rationale. The framework also proposes a continuum of negotiation authority possibly transferred to an agent from a principal for an optimal settlement. The authority continuum is bounded by completely direct and completely representative negotiation situations. Theoretical and practical implications of the framework are discussed.

**Bridging the gap between legal and psychological perspectives**  
*Symposium*

Chair:

**Clark Freshman**  
*University of Miami*

Participants:

**Susan Brodt**  
*Duke University*

**Scott Peppet**  
*University of Colorado*

**Jeffrey Polzer**  
*Harvard Business School*

**Kathleen Valley**  
*Harvard Business School*

**Rachel Croson**  
*University of Pennsylvania*

It can be argued that psychologists and lawyers have been the two most influential professional bodies in the development of the new doctrines of conflict resolution. Yet the sense of mutual discovery between these important sources of new ideas is smaller than it might be: Not many law teachers, let alone practicing lawyers, are familiar with the past twenty years' discoveries in psychology, while psychologists are not often found pursuing their researches in the case environments which lawyers treat as the only reliable sources of wisdom. One consequence is that new lawyers often continue to be trained without much in the way of understanding of what motivates people engaged in conflict—i.e. their clients. Another consequence is that working lawyers continue to ignore or distrust new knowledge produced by methods they see as arid and removed from “reality” as they understand it.

Some joint law-psychology teams, however, are now in existence. One example is Clark Freshman and Adele Hayes; starting with the background of research on psychology and business students (when in better moods, such students negotiate more cooperatively, reach more win-win agreements, and do no worse for themselves), their recent research explores the limits of the previous research, including whether it establishes that mood would have a similar effect on how lawyers negotiate. This session will begin with a brief summary of Freshman's and Hayes' research, as a basis for a discussion of how and why the gap between lawyers' and psychologists' typical perspectives might profitably be approached.

**Explaining the Chinese Preference for Conflict Avoiding:  
An Exploration of Five Alternative Models**

**Ray Friedman**

*Vanderbilt University*

**Shu-Cheng Chi**

*National Taiwan University, Taiwan*

**Abstract**

This paper develops five alternative models for Chinese-American differences in conflict avoiding tendencies, and test them using a scenario study with respondents from Taiwan and the U.S. Our results show that, contrary to expectations, differences in the expected career costs/benefits of good/bad relations with others does not explain Chinese-American differences in conflict avoiding, nor do differences in attributional styles. The most important explanation for differences in avoiding is strong social norms that favor avoiding among Chinese. In addition, Chinese prefer avoiding more than Americans due to their expectation that direct expressions of conflict would damage the relationship and the greater value they place in having good relationships, as well as due to lower confidence in their own conflict management skills. The Chinese preference for avoiding, then, is not a matter of rational utility maximizing, but rather is an expression of deeply-held values and norms.

**Affect, Reputation and Mediator Strategy:  
A Study of On-Line Mediation**

**Ray Friedman**

*Vanderbilt University*

**Cameron Anderson**

*Northwestern University*

**Jeanne Brett**

*Northwestern University*

**Mara Olekalns**

*Melbourne Business School, Australia*

**Nathan Goates**

*Vanderbilt University*

**Cara Cherry Lisco**

*SquareTrade*

In their book *Online Dispute Resolution*, Ethan Katch and Janet Rifkin (2001) report that the face of dispute resolution may be changing. Electronic forms of communication are creating opportunities for on-line dispute resolution, which may make third-party dispute resolution accessible to a truly universal audience. One of the first places where this has happened is on E-Bay, the world's largest on-line marketplace. Every day, hundreds of thousands of transactions occur on E-Bay, some of which result in disputes. The types of disputes range from complaints about late delivery, products not being what the purchaser expected, or payments not being made. In such cases, either of the parties can hook electronically into SquareTrade, which handles on-line mediation for E-Bay. For \$30, they can ask to have a trained mediator work to resolve the dispute. The emergence of on-line dispute resolution creates new opportunities for studying mediation. For the first time, data can be collected on thousands of disputes, with complete transcripts of the interactions (including everything said by the mediator) and full knowledge of the outcomes. In this paper we will present the results of the first large-scale study of on-line mediation.

## **E-Mail Escalation: Dispute Exacerbating Elements of Electronic Communication**

**Raymond A. Friedman**

*Vanderbilt University*

**Steven C. Currall**

*Rice University*

### **Abstract**

Much has been written about the effects of electronic communication but few researchers have explored how the structural properties of e-mail impact the process of conflict management. In this paper, we examine whether the structural features of e-mail make it more likely that disputes will escalate when people communicate electronically compared to when they communicate face-to-face or via the telephone. Building upon Rubin, Pruitt, and Kim's (1994) conflict escalation model, we propose new conceptual framework that articulates: (1) the structural properties of e-mail communication, (2) the impact of these properties on conflict process effects, and (3) how process effects, in turn, set into motion the components of conflict escalation. Propositions identify the nature of relationships among process effects and conflict escalation. Our conceptual framework is designed to be the basis for future empirical research as well as a prescriptive guide regarding how one can avoid conflict escalation when communicating via e-mail.

**The “Smart” Negotiator:  
Cognitive Ability and Emotional Intelligence in Negotiation**

**Ingrid Smithey Fulmer**  
*Vanderbilt University*

**Bruce Barry**  
*Vanderbilt University*

**Abstract**

We argue that individual differences related to intelligence may have an important influence on negotiation processes and outcomes and should be explored further. We survey and discuss prior and current research with respect to two specific conceptualizations of intelligence – cognitive ability and emotional intelligence – as they relate to (or conceivably might relate to) the ability of negotiators to create and claim value in various negotiation contexts. This review and analysis leads to a discussion of a number of future directions that empirical work in this domain might take. We conclude with implications of studying cognitive ability and emotional intelligence for negotiation teaching and practice.

# **From Thinking About What Might Have Been to Sharing What We Know: The Role of Counterfactual Mind-Sets in Information Sharing in Groups**

**Adam D. Galinsky**

*Northwestern University*

**Laura J. Kray**

*University of Arizona*

## **Abstract**

We hypothesized that the activation of a counterfactual mind-set minimizes group decision errors that result when a group relies on its members to share uniquely held information. In two experiments, groups were exposed to one of two pre-task scenarios in which the salience of counterfactual thoughts was manipulated. Subsequently they engaged in a murder mystery task. In both experiments, counterfactual mind-sets increased the discussion of uniquely held information and increased the likelihood of choosing the correct suspect. In addition, the number of counterfactual thoughts predicted both the discussion of unique information and decision accuracy. These results emerged regardless of whether the direction of the counterfactual thoughts was upward (Experiment 1) or downward (Experiment 2), suggesting that it is the process of thinking counterfactually and not the content of the counterfactuals that facilitated group decision making.

**Disconnecting outcomes and evaluations:  
The role of negotiator reference points**

**Adam D. Galinsky**

*Northwestern University*

**Thomas Mussweiler**

*Universität Würzburg*

**Victoria Husted Medvec**

*Northwestern University*

**Abstract**

Two experiments explored the role of reference points in disconnecting objective and subjective utility in negotiations. Negotiators who focused on their target prices, the ideal outcome they could obtain, achieved objectively superior outcomes compared to negotiators who focused on a minimum goal, their best alternatives to the negotiation (BATNAs). Those negotiators who focused on their targets, however, were less satisfied with their objectively superior outcomes. In the final experiment, when negotiators were reminded of their minimum goal before filling out the satisfaction measure, the satisfaction of those negotiators who had focused on their targets was increased, with outcomes and evaluations becoming connected rather than disconnected. The possible negative effects of setting high goals and the potential future consequences of this reference-point induced disconnection between outcomes and evaluations are discussed.

## **Demographic differences and perceptions of performance appraisal practices**

**Deanna Geddes**

*Temple University*

**Alison Konrad**

*Temple University*

### **Abstract**

This study addresses demographic differences between employees and their managers with regard to perceptions of performance appraisals, in general, and negative feedback, in particular. A sample of non-supervisory employees ( $n = 197$ ) was surveyed from an organization whose members represent over 120 nationalities. We hypothesized from status characteristics theory (Ridgeway, 1991; Ridgeway & Balkwell, 1997; Webster & Hysom, 1998) that employees would react more favorably to performance evaluations from “high status” management groups, including males, Whites, and native English-speakers. Results indicate this is accurate regarding males and White managers. We further hypothesized from a relational demography perspective (Tsui & O’Reilly, 1989) that employees who share salient demographic characteristics with their managers would respond more favorably to performance evaluations from these individuals. This was partially supported for gender, in that males responded more positively to male managers following feedback. However, results show that race similarity had a significant, but opposite effect than predicted with regard to reactions to negative feedback. “Social identity threat,” especially among minority employees, is offered as a possible explanation for the finding that employees react more unfavorably to negative feedback from same-race managers. Implications and future research are proposed.

**Anger at Work:  
The Influence of Anger Expressions on Organizational Outcomes**

**Donald E. Gibson**

*Fairfield University*

**Maurice Schweitzer**

*University Of Pennsylvania*

**Ronda Callister**

*Utah State University*

**Barbara Gray**

*Penn State University*

**Joo-Seng Tan**

*Nanyang Technological University, Singapore*

**Martin Davidson**

*University Of Virginia*

**Abstract**

Recent work has identified organizations as affect-rich settings. Surprisingly little is known, however, about how emotions influence organizational performance. In this article we examine the relationship between workplace anger and organizational outcomes. We report results from forty-nine anger-focused interviews across six different organizations. Each interview was transcribed and independently coded by three raters. Results from these interviews identify systematic patterns between organizational outcomes, the nature of anger expressions, and the characteristics of the expresser and the target of the anger episode. Specifically, we find that organizational outcomes were lower when anger expressions were intense, and when women were expressers and targets of anger. Organizational outcomes were better when anger expressions involved a high level of verbal expression. We discuss these results in terms of organizational implications and offer managerial prescriptions.

**Mediation as Persuasion:  
Central Route Attribution Change as a Conflict Resolution Technique**

**Debra A. Gilin**

*University of Missouri-St. Louis*

**Paul W. Paese**

*University of Missouri-St. Louis*

**Abstract**

The goals of the study were (a) to test whether an attribution-focused mediation technique can improve conflict outcomes, and (b) to identify the cognitive mechanisms by which such intervention is effective. Three hundred seventy-one undergraduates assumed the role of a crime victim and view a taped mediation session. The brief intervention decreased participants' negative attributions for the adversary's behavior, and decreased the amount of retribution desired in the case.

Interactions supported hypotheses that the cognitive processing of conflict can follow two very different routes described by dual-process theories. Without effortful consideration of properly targeted intervention, conflict (attributions and demands) will escalate, while effortful consideration of attribution-focused intervention can suspend or reverse conflict escalation. Only participants not distracted during the intervention showed decreased their demands for retribution, and participants with a personal tendency to carefully analyze causal information (High NFC) exposed to the intervention drew the most positive attributions ("central route" hypothesis). Participants made the most extreme demands when they fully attended to the case without intervention, and participants drew the most negative attributions if they had a personal tendency to carefully analyze causal information (High NFC) and did not see the intervention ("polarization hypothesis").

## **Power and Communication: Semantic vs. Pragmatic Messages**

**Deborah H. Gruenfeld**

*Stanford University*

**Gail Berger**

*Northwestern University*

### **Abstract**

Power affects the behavior of people in the workplace. Communication is a prime example of a behavior that can be affected by the level of power that a person holds in an organization. Statements can have both semantic and pragmatic implications. The semantic implication of a statement concerns the literal meaning of the statement, whereas the pragmatic implication of a statement includes the antecedent conditions that led the communicator to make the statement. We hypothesize that high power individuals are more likely to interpret messages semantically, whereas low power individuals are more likely to interpret messages pragmatically. Furthermore, we examine how power level effects an individual's choice to send a message with semantic or pragmatic implications. We believe that low power individuals are more likely to use pragmatic messages, and high power individuals are more likely to use semantic messages. Organizational implications for our findings are discussed.

## **Challenging conflict resolution's teaching and training models**

*Symposium*

*Chair:*

**Christopher Honeyman**  
*Theory to Practice Project*

*Participants:*

**Scott Hughes**  
*University of New Mexico*

**David Levin**  
*Mediator*

**Roy Lewicki**  
*The Ohio State University*

**Andrea Schneider**  
*Marquette University*

**Eben Weitzman**  
*University of Massachusetts*

Conflict resolution teaching is now a good-sized field, for both students (at every level) and adults. But a widespread failure of the teaching, training and continuing education system to keep practitioners "up with" important research discoveries is now well established, even when these discoveries clearly ought to affect practice. This raises fundamental questions about the effectiveness of the teaching and training models we are using. The panelists in this symposium include the principal organizers for an innovative conference being held in May, 2002 to invite reconsideration of the strengths and weaknesses of our models, by explicitly comparing them with teaching and training models used in other fields that need to train people to do difficult things, such as the arts, architecture, medicine and advanced technology. The session will examine the preliminary outputs of that meeting. Questions we intend to ask include: Are there any "in a nutshell" discoveries from this discussion? Do such structures effectively explore and challenge our assumptions about creating educational experiences? And do they lead to effective new commitments to educational change, to the formation of cross-disciplinary research teams, and to researcher-practitioner collaborations?

## **Inside the Black Box: Developing the Process of Conflict Diplomacy**

**Greg Hoobler**

*Michigan State University*

### **Abstract**

Facing numerous examples of current and plausible future conflicts that can reach crisis conditions, a model of conflict management tactics and strategies aimed at reducing diplomatic tensions and allowing for a stable cessation of hostility in relationships is needed. This essay will review the concept of preventive diplomacy as a useful basis for beginning a discussion of conflict management in situations of international crisis. A theoretical framework is then presented to describe and understand the nature of relationships between parties in conflict. This framework is then used to derive a model of specific tactics and strategies by which one can develop a processes of handling crisis interaction and diplomacy, leading to the transformation of diplomatic relationships and eventually a status of unconditional peace. Within this model, specific types of goals and issues are presented as factors of these strategies and tactics. This essay concludes by considering some of the important potential contributions of this line of research.

## **A Multi-faceted Approach to Process Conflict**

**Kristin M. Jackson**

*Cornell University*

**Elizabeth A. Mannix**

*Cornell University*

**Randall S. Peterson**

*London Business School*

**William M. K. Trochim**

*Cornell University*

### **Abstract**

A multi-faceted approach to process conflict is presented. In Study one, an exploratory analysis of qualitative data confirmed the existence of process conflict as separate from task conflict and relationship conflict. In addition, three distinct types of process conflict were found, including conflict surrounding work method or approach, scheduling or timing issues, and member contribution or workload distribution. Process conflict about member contribution or workload distribution was found to have the most negative performance consequences. A 2<sup>nd</sup> study was conducted to develop a three-factor process conflict scale. Results from that study confirmed the three-factor approach to process conflict.

**The conflict management practices of healthcare professionals: An examination of conflict strategies used in four different healthcare contexts**

*Symposium*

Chair:

**Jessica Katz Jameson**

*North Carolina State University*

Participants:

**Jeanne A. Clement**

*The Ohio State University*

**Tom Fiutak**

*University of Minnesota*

**Ken Kressel**

*Rutgers University*

**Overview**

While effective conflict management is challenging in any organizational setting, the healthcare arena presents a particularly interesting set of issues due to the unique relationships among members of healthcare teams and the special needs of their constituents. These four papers all take different approaches to the examination of how members of healthcare environments create cultures of conflict management and balance the management of their relationships with the management of challenging, sometimes life threatening, conflicts. Because conflict management in healthcare often occurs in high stress climates with critical outcomes, lessons can be learned from this setting with implications for healthcare as well as other organizational contexts.

**Pedagogical Perspectives on Teaching Conflict and Negotiation:  
A Roundtable Discussion**

*Roundtable Discussion*

Chair:

**Jessica Katz Jameson**

*North Carolina State University*

Participants:

**Deanna Dannels**

*North Carolina State University*

**Leonard C. Hawes**

*University of Utah*

**Sanda Kaufman**

*Cleveland State University*

**Roy J. Lewicki**

*The Ohio State University*

**Description of Focal Issue**

As courses on conflict, conflict management, and negotiation proliferate across campuses and disciplines throughout the world, there is a lot we can learn from each other about different ways to share research on conflict and its management with our students. Some of the dilemmas teachers of conflict face include: Whether to focus on theory or skills, whether to focus on theories of conflict escalation or negotiation and conflict styles, whether to emphasize conflict resolution or the generation of conflict for effective outcomes, and whether to focus solely on negotiation or include alternative dispute resolution. Questions also abound regarding the best way to help students develop their own conflict management abilities: Videotaped negotiation simulations? Class activities? Independent research projects? Watching movies? This roundtable discussion brings together professors with varying degrees of experience teaching courses in conflict and negotiation. Panelists will discuss their orientations to pedagogy from their perspectives of teaching students enrolled in business management, communication, planning and public administration, and graduate and certificate programs. Audience members are encouraged to participate to maximize the number of disciplines heard from in this roundtable discussion.

## **Lesson Plan for the Peace Education**

**J.L.Jayasinghe**

*N/Marandawella Junior School, Sri Lanka*

- Duration of the Program: Nine years. During the Primary Education and Secondary Education period
- Days and time: Every weekday from 8.00 a.m. to 8.15 a.m.
- Participants: Students both male and female irrespective of educational attainments. All teachers who are teaching at the same school.
- Aims and objectives: To keep the participants to gain a practical knowledge of Keeping their minds in peace and develop their communicative and mutual understanding and co-existence to establish better social relationship.

## **Paying People to Lie: The Truth About the Budgeting Process**

**Michael C. Jensen**

*Harvard Business School*

### **Abstract**

This paper analyzes the counterproductive effects associated with using budgets or targets in an organization's performance measurement and compensation systems. Paying people on the basis of how their performance relates to a budget or target causes people to game the system and in doing so to destroy value in two main ways: 1. both superiors and subordinates lie in the formulation of budgets and therefore gut the budgeting process of the critical unbiased information that is required to coordinate the activities of disparate parts of an organization, and 2. they game the realization of the budgets or targets and in doing so destroy value for their organizations. Although most managers and analysts understand that budget gaming is widespread, few understand the huge costs it imposes on organizations and how to lower them.

My purpose in this paper is to explain exactly how this happens and how managers and firms can stop this counterproductive cycle. The key lies not in destroying the budgeting systems, but in changing the way organizations pay people. In particular to stop this highly counterproductive behavior we must stop using budgets or targets in the compensation formulas and promotion systems for employees and managers. This means taking all kinks, discontinuities and non-linearities out of the pay-for-performance profile of each employee and manager. Such purely linear compensation formulas provide no incentives to lie, or to withhold and distort information, or to game the system.

## **The Effects Of Negotiator Confidence On Integrative Bargaining: Bandura At The Negotiation Table**

**Edward Kass**

*Saint Joseph's University*

### **Abstract**

There is little research investigating the effects of negotiator confidence levels on integrative bargaining performance. Yet, textbooks frequently warn negotiators of the overconfidence bias and urge them to reduce their confidence as a means of facilitating integrative performance. This study invokes self-efficacy models and suggests that dyads composed of more confident negotiators will set higher goals, engage in more problem-solving tactics, persist longer, and achieve more integrative agreements than dyads composed of less confident negotiators. Dyads composed of negotiators warned to avoid being overconfident reported lower confidence levels, set lower goals, engaged in fewer integrative tactics, and integrated logrolling interests more poorly than dyads composed of negotiators given diametrically opposite advice. They did not persist longer. The hypotheses were not supported for compatibility performance.

# **Neither Strategic nor Selfish: Individualistic Negotiators and Their Behavior Over Time**

**Mary C. Kern**

*Northwestern University*

**Jeanne M. Brett**

*Northwestern University*

**Laurie R. Weingart**

*Carnegie Mellon University*

## **Abstract**

We begin with the research question: Why are individualistically-oriented negotiators' outcomes worse than cooperatively-oriented negotiators' outcomes, even when they are engaging in similar strategies? A recent paper by Kern, Brett, and Weingart (2001) reports that cooperative negotiators engaged in a mixed-motive, multi-party task who talked more had better individual outcomes than those who talked less, and that the successful cooperatives were using integrative strategies. Individualistic negotiators who talked more were also using integrative strategies; however, their outcomes were no better than individualistic negotiators who talked less. In this paper we generate hypotheses from the social motives and communication phases literature to investigate why the individualistic negotiators' outcomes were so poor.

# **Cultural Heterogeneity And Economic Power Asymmetry in Resource Dilemmas: Implications for self-interested behavior in Negotiations**

**Shirli Kopelman**

*Northwestern University*

## **Abstract**

In study 1, I test whether the influence of culture and economic power on self-interested behavior is mediated by psychological variables previously found to be relevant in predicting behavior in resource dilemmas. Study 1 focuses on an individual level of analysis. Study 2 shifts to a group level of analysis and examines the influence of an inter-cultural group context and negotiation (process data) on harvesting decisions. My dissertation contributes to the literature on resource dilemmas by linking it to research on cross-cultural negotiations and decision-making. It extends previous research by examining behavior in an inter-cultural group setting, by focusing on process data, and by testing the interaction between culture and economic power asymmetry.

## **Gender Stereotype Activation and Power in Mixed-Gender Negotiations**

**Laura J. Kray**

*University of Arizona*

**Jochen Reb**

*University of Arizona*

**Adam D. Galinsky**

*Northwestern University*

**Leigh Thompson**

*Northwestern University*

### **Abstract**

We hypothesized that the distribution of resources in a mixed-gender negotiation would depend on the relative power advantage of men versus women, as well as the manner in which gender stereotypes were activated in the minds of negotiators. More specifically, we expected negotiators who had a strong alternative to the current negotiation (BATNA) to reap more resources than negotiators who had a weak alternative. We predicted that the effect of power (possessing a strong BATNA) would be especially important when gender stereotypes were explicitly activated compared to when they were implicitly activated because the explicit activation of gender stereotypes was expected to marshal cognitions that relate to power. To test these hypotheses, we conducted an experiment in which we manipulated relative power (strong BATNA vs. weak BATNA) within the dyad and the manner in which gender stereotypes were activated (implicit vs. explicit). Results support our hypotheses. We also conducted mediation analyses to gain a better understanding of how the negotiation process is affected by power and stereotypes.

**Explorations in Reflective Case Study Research:  
Managing Conflict Among Scientists**

**Kenneth Kressel**  
*Rutgers University*

**Howard Gadlin**  
**Doris Campos-Infantino**

**Kevin Jessar**

**Kathleen Moore**

**Andre Smith**

*NIH Office of the Ombudsman  
Center for Cooperative Resolution*

**Abstract**

This paper will present preliminary findings from an initial year of reflective case study research on conflict among and between scientists at the National Institute of Health. Disputes that arise in the course of scientific research are an important and costly form of social conflict, yet one that has largely been ignored by the mediation and research communities. The project is also aimed at addressing important issues about the reflective research process. Reflective research (Schon, 1983) has the potential to bridge the practitioner-researcher divide (Honeyman & Dingwall, 1998) because it takes clinical expertise seriously as a key to systematic understanding rather than as a mysterious and second class form of knowledge. However, at present, "reflective research" is largely an intriguing concept lacking precise meaning. A preliminary model for systematic reflective research does exist, however (Kressel, 1997). An important goal of the project is to refine this model as a means of encouraging practice relevant research. In this report on the first year of our work we will discuss substantive findings on the factors that fuel conflict among scientists and complicate the work of the mediator. We will also describe three important lessons we have learned about the process of the reflective research approach.

**An Interdisciplinary Examination of Identity-Based Conflicts: Why Are They So Intractable and What Practical Interventions Can Diminish Such Conflicts?**

*Symposium*

Chair:

**Sylvia R. Lazos**

*University of Missouri-Columbia*

Participants:

**Cynthia Alkon**

**Ann Bettencourt**

**Leo F. Smyth**

**Jean R. Sternlight**

*University of Missouri-Columbia*

Disputes in which group identities play a central role are at the core of the world's most violent and intractable conflicts. The list of jurisdictions hosting such conflicts is numerous, including the Middle East, Northern Ireland, and the Balkans. In all these contexts appreciation of one side's identity and aspirations is synonymous with denigrating those of the other side. Whether the identities are religious, racial, ethnic, or based on identification with cherished beliefs and value systems, the result is often equally dismal: an inability to coexist peacefully. Identity is also a key explanatory variable in seeking to understand international violence. Particularly following the events of September 11, 2001, it is critical to understand how identity-based conflicts can not only de-stabilize multi-ethnic and multi-religious societies but can also de-stabilize peaceful coexistence between nation states. It is important to connect academic insights to real world problems: how can practitioners aid alienated groups in perceiving that there are non-violent means of making progress? How to engage in a process of conflict resolution in which all identities can participate, and how can legal systems contribute to that process?

The symposium will present this ongoing research project as two joint presentations. First, Smyth and Bettencourt will present their social-psychological and organizational research conceptualizing intergroup identity within a systems framework. By linking the psychological processes of identity-formation with the probability of discrimination by legal decision-makers, they illustrate how a cycle of violence can be created. This cycle is systemic: actions that appear rational result in a system of violence that is self-sustaining and extremely difficult to control. As with an arms race, each side feels it has no option but to escalate. Attempts at de-escalation must include the search for legal institutions with which all participants can identify. In the second presentation, Sternlight and Alkon, drawing on the insights of this work, will lead a discussion of how legal systems, as currently conceptualized within "democratization" projects, may accentuate conflict situations. They will also examine how, alternatively, legal systems might be designed that could potentially de-escalate such intractable conflicts.

## Updating negotiation teaching through the use of multimedia tools

**Alain Lempereur**

*ESSEC University*

### **Abstract:**

This paper shows how a relevant use of multimedia may help improve negotiation teaching, especially to better bridge the gaps between theory and practice, simulation and reality, and to deal with multiple perspectives which are needed, for example, in cross-cultural negotiations. The proposed approach calls for the use of different multimedia tools according to various pedagogical needs that are identified. In order to justify the use of multimedia, some of the limits of usual teaching approaches are presented. It is important to expose needs that are not met by the usual methods and how multimedia tools can fill this gap.

## **Negotiating in Different Cultures: Are Western Personality Dimensions Relevant in Chinese Culture?**

**Leigh Anne Liu**

*Vanderbilt University*

**Raymond A. Friedman**

*Vanderbilt University*

**Steve Shu-cheng Chi**

*National Taiwan University, Taiwan*

### **Abstract**

In recent years, negotiation scholars have studied the effects of culture on negotiation as well as the effects of personality. This paper combines these two streams of research, and asks the question: Are the effects of personality on negotiation the same in a high-context, collectivist as they are in a low-context, individualistic culture? We develop predictions about differential effects of agreeableness and extraversion on negotiation in American and Chinese cultural contexts, and test them with data collected in Taiwan and the U.S. We also test whether western personality constructs (the Big Five) are useful in a Chinese context, compared to indigenously developed Chinese personality constructs. Our findings indicate that Chinese are more vulnerable to anchoring than Americans, that agreeableness and extraversion are not predictors of anchoring among Chinese (as they are among Americans), and that the Chinese personality constructs of Ren Qing, Face, and Harmony do affect negotiations in ways that can not be seen when just using the Big Five.

**Exploring The Range Of Unethical Bargaining Tactics Across Cultures:  
A Sino-Australian Study**

**Anne Louise Lytle**

*University of New South Wales, Australia*

**Cheryl Rivers**

*Queensland University of Technology, Australia*

**Abstract**

Recent research (Lewicki, 1983; Robinson, Lewicki, & Donahue, 2000; Volkema 1998 & 1999) suggests there are differences in the perceived appropriateness of “unethical” negotiation tactics depending on demographic variables such as age, gender, and nationality. This study seeks to extend this research by exploring not only differences across specific cultures, but testing the interplay of culture and group membership on perceived appropriateness of “unethical” negotiation tactics in the business context. We argue that group membership will be an important moderator in the relationship between culture and perceived appropriateness of “unethical” tactics. This study will present scenarios coupled with the recently developed Self-reported Inappropriate Negotiation Strategies (SINS) scale instrument (Robinson et al., 2000) to practicing Chinese (representative of a collectivist culture) and Australian managers (representative of an individualist culture).

**Approaching Negotiation as Art:  
Some Striking Results of Students Negotiating in the Real World**

**Deepak Malhotra**  
*Northwestern University*

**Abstract**

This paper reports the striking results of a class exercise that required students enrolled in two MBA Negotiation courses to negotiate something in the “real world”. 35 students who negotiated something of value to themselves saved (or gained) a total of almost one million dollars. 10 students who negotiated something on behalf of their current employers saved (or gained) over \$42 million. Most of these savings were attributed to what was learned in the class. The paper also reports the types of strategies students used most often in their negotiations, and the non-monetary benefits they reported having achieved as a result of the exercise. The results and implications of these findings are discussed from the perspective of “negotiation as art”.

**It's Not Just What, But When:  
The Pacing Of Negotiation Moves Across Three Cultures**

**Elizabeth A. Mannix**  
*Cornell University*

**Ya-Ru Chen**  
*New York University*

**Sujin Lee**  
*Cornell University*

**Annie Lau**  
*Cornell University*

**Abstract**

We propose that negotiators from different cultures are likely to use different communication strategies, and enact different sequences of interaction over time. We study the negotiation process of 44 dyads from the U.S. and China, and 50 dyads from Japan. Negotiations were tape-recorded, transcribed, translated, and content-coded. Predictions are made for patterns of interaction based on cultural communication norms, and differentiation between high- and low-contexts. Content coding is completed, and data analysis is underway.

**Effects of legal training and practice on negotiation and settlement perspectives: Do we bargain in the shadow of the law — or of our own psychological limitations?**

*Symposium*

*Chair:*

**Bobbi McAdoo**

*Hamline University*

*Participants:*

**Adele Hayes**

*University of Miami*

**Julie Macfarlane**

*University of Windsor*

**Kathleen Scanlon**

*CPR Institute for Dispute Resolution*

**James Wall**

*University of Missouri*

The perspective of negotiation and settlement as a distributive, zero-sum battle has served this country well. Cases such as *Brown v. Board of Education* offer compelling proof that the litigation paradigm is highly important. The assumptions of this paradigm — adversariness, and the belief that cases are amenable to solution by the application of a general rule imposed by a third party or jury — fosters stability in decision-making, superior client representation, and the integrity and orderliness of the judiciary. Yet the reality in our legal system is that judges rarely impose rule-based solution, i.e., declare a winner, in most legal disputes. In the civil and criminal courts of the United States, negotiation and settlement- not trial-are the norm.

Despite these low trial rates in the United States, a “successful” negotiated resolution is still defined by the extent to which it mimics the results that would have been achieved at trial. The distributive and law-anchored perspectives of lawyers and judges offer advantages for the disputing parties, the courts and society as a whole. In fact, doesn’t negotiation “in the shadow of the law” make negotiated settlements more rational and consistent? Yet, does this perspective have the danger that it may reduce creativity, cost savings and time savings that negotiation should offer? Some research, moreover, indicates that lawyers and judges may overstate the rationality of their perspective and fail to recognize psychological limits on individual rationality.

To what extent has the integration of ADR into legal practice framed a new discussion on the advantages and disadvantages of the legal perspective on negotiation and settlement? Where does “problem solving” fit in this perspective of negotiation and settlement?

**Problems are Opportunities in Working Clothes:  
Exploring the Process of One-to-one Dispute Resolution in the Workplace**

**Fodhla Mc Grane**

*University of Ulster at Jordanstown, UK*

**Abstract**

This paper explores the communication process, dynamics and potential of informal, one-to-one, face-to-face dispute resolution in the workplace. It illustrates the opportunity missed by not using the one-to-one approach and questions the return on company investment from the more formal methods of dispute resolution, such as third party interventions and grievance procedures. Focusing on 'the small office context', 249 stories of dispute *resolution* were collected from employees using Computer-Assisted Self Interviewing and Critical Incident Technique methodology. Four types of stories were collected and these were categorised by their effectiveness (1. resolved effectively, 2. not resolved effectively) and by the status of the employees involved (3. disputes experienced with peers and 4. disputes with superiors). These stories were coded using NUD\*IST, a computer software package, and analysed to find the process of skillful communication used during effective one-to-one dispute resolution. Findings on the scope of one-to-one dispute resolution are presented, including the types of disputes addressed using this approach and the results achieved in resolution. Findings on the process are also presented which include key skills such as apology, humour and professionalism and skill sets such as 'boss skills', 'subordinate skills' and 'workplace skills'.

## **Types Of Conflict And Personal And Organizational Consequences**

**Francisco J. Medina**  
**Miguel A. Dorado**  
**Lourdes Munduate**  
**Ines Martinez**  
**Inmaculada F.J. Cisneros**  
*University of Seville, Spain*

### **Abstract**

The purposes of this study are (a) evaluate the relationships between task and relationship conflict, and their influence on some employees affective reactions such as satisfaction, well-being, tension, and propensity to leave a job, and (b) evaluate the mediated and moderated role of relationship conflict. As hypothesized, relationship conflict hampered satisfaction, and well-being, while increasing tension level and propensity to leave a job. In order to assess the moderating effect of relationship conflict, hierarchical regression analysis was employed. Mediation effects were analyzed using a three-step regression procedure developed by Baron and Kenny (1986), and structural equation models. Results show that (a) a positive link exists between task and relationship conflict, and (b) the relation between task conflict and satisfaction, and well-being is mediated by relationship conflict.

## **Egocentric Biases and the Failure of Strategic Prediction**

**Don Moore**

*Carnegie Mellon University*

### **Abstract**

Two studies explored the psychological process by which people make predictions about and select strategies in competitive social situations. In the first study (N=78), participants chose how much money to wager on winning a contest. The difficulty of the contest had no influence on the average individual's chance of winning, since winning depended on relative scores. However, participants bet more on an easy test than a difficult test. The second study (N=72) replicates this effect in a field setting. The findings suggest a failure of contingent thinking in which people attend too much to their absolute performances and did not adequately consider the fact that outcomes were contingent on the performances of their competitors. The results are discussed in terms of their relevance for other literatures; failures of contingent thinking may help explain a variety of important psychological phenomena.

# **Self-Reflection as a Process for Understanding One's Contribution to the Root Causes of Terrorism**

**Karen Morton**

*University of Victoria*

## **Abstract**

This paper explores the use of self-reflection as a creative process for understanding the role we have played in contributing to the root causes of terrorism. As an example, it focuses on the recent tragedy of September 11<sup>th</sup>, 2001, examining the goals, and effectiveness, of the United States' response to the terrorist attacks. An argument is put forth in support of a paradigm shift away from the current ethnocentric, self-focused nationalistic approach and toward a more global, empathic, relational paradigm. Self-reflection is seen as one process capable of achieving such a paradigm shift. Defining self-reflection to include a balance between rational thought and empathic feeling, it is made clear that the goal is to acknowledge the impact our actions have had on others, not to shoulder the blame for another's behaviour. Actions must at all times remain the responsibility of the actor. Benefits of self-reflection are established and challenges to such a process discussed. The paper posits a four-phase self-reflective process, and offers four creative conflict resolution tools that could be of assistance in balancing the rational/emotional divide.

## **Expanding our models of justice in dispute resolution: A field test of the contribution of interactional justice**

**Tina Nabatchi**

*Indiana University*

**Lisa B. Bingham**

*Indiana University*

### **Abstract**

Historically, researchers in conflict management have used theories of distributive and procedural justice to explain participant satisfaction with dispute resolution processes. Using a large national sample of exit surveys collected from participants in the United States Postal Service (USPS) REDRESS<sup>®</sup> program, the authors show that the procedural justice model better fits the data from this employment mediation program than the distributive justice model. However, the procedural justice model, as traditionally framed, includes no component for measuring changes in the relationship between the disputants. The authors suggest that an interactional model of justice, which includes measures of empowerment and recognition in a *transformative index*, in addition to measures of process and resolution, can better explain participant satisfaction with this program. The results of a multiple regression analysis support this hypothesis.

## **Social Comparison-Based Thoughts and Their Associations with Group Processes and Outcomes**

**Aukje Nauta**

*University of Groningen, the Netherlands*

**Eric Molleman**

*University of Groningen, the Netherlands*

**Bram P. Buunk**

*University of Groningen, the Netherlands*

### **Abstract**

The relationships of thoughts derived from social comparison with group processes and outcomes were examined. Our study among 111 educational groups showed that contrasting thoughts, such as believing to be better than a worse-performing teammate or believing to be worse than a better-performing teammate, are negatively related to trust at the individual and the group level. Upward identifying thoughts, such as believing to become just as good as a better-performing teammate, are associated with high goal achievement, whereas downward identifying thoughts, such as believing to become just as bad as a worse-performing teammate, are associated with low goal achievement. Social comparison-based thoughts showed no significant relationships with group grades. We conclude that social comparison-based thoughts are important to consider when designing teamwork, because of the constructive and destructive consequences they may have for group functioning.

## **Walking away from the table: How negotiator self-efficacy affects decision making**

**Kathleen M. O'Connor**

*Cornell University*

**Josh A. Arnold**

*California State University*

### **Abstract**

After reaching an impasse, negotiators face a decision—invest even more resources in pursuit of a deal or walk away from the table empty-handed. In two studies, we investigate how negotiator self-efficacy influences parties' ability to make this fundamental decision at the bargaining table. Results show that the greater negotiators' self-efficacy, the more likely they were to disregard (negative) performance feedback, reporting that their inability to get a deal did not accurately reflect their abilities. Greater negotiator self-efficacy also was associated with an increased desire to continue negotiating, even when the parties' goals made reaching a deal impossible. Moreover, once an impasse had been reached, the greater negotiators' self-efficacy, the more likely they were to reject mediators' recommendations that met their interests. These results show that negotiators' sense of confidence in their negotiation-related abilities can present obstacles to resolving conflicts efficiently and effectively.

## **Best Foot Forward Or Waiting Game: First Mover Effects In A Distributive Negotiation**

**John M. Oesch**

*University Of Toronto, Canada*

**Glen Whyte**

*University Of Toronto, Canada*

### **Abstract**

This study reports the results of an experiment designed to test the premise of a first mover advantage in distributive bargaining. Dyads negotiated the price of an advance for a newly published book in the absence of market information. The experiment explored the effects of advice to make an initial offer before your opponent or to wait until your opponent reveals their initial offer. A first mover advantage was evident across all conditions. Sellers in dyads in which one of the negotiators was instructed to move first benefited from making the first offer. If the first mover landed their initial offer in the bargaining zone, the first mover advantage became a liability. Implications for theory and negotiation practice are discussed.

## **In-phase, out-of-phase: Temporal patterns in negotiators' interactions**

**Mara Olekalns**

*University of Melbourne*

**Jeanne M. Brett**

*Northwestern University*

**Laurie R. Weingart**

*Carnegie-Mellon University*

Negotiation processes can vary in how they unfold over time. These differences can be immediate, as is the case with how one negotiator responds to another, or more extended, as is the case with negotiation phases. Phase models suggest that a negotiation progresses through an evolutionary process (Putnam, 1990) that blends cooperation and competition. Holmes (1992) identifies two types of phase models, stage models and episodic models. The difference between these two types is the extent to which they assume the temporal sequencing of strategies passes through fixed stages. In this paper, we focus on episodic models (e.g., Baxter, 1982).

**Spirals of Trust:  
Identifying the Factors that Shape and Sustain Trust in Negotiation**

**Mara Olekalns**

*Melbourne Business School, Australia*

**Feyona Lau**

*University of Melbourne, Australia*

**Philip L. Smith**

*University of Melbourne, Australia*

**Abstract**

Two experiments tested the relationship between first impressions and trust in simulated negotiations. Experiment 1 tested the impact of Social Motive and Behavioral Consistency on trust and impressions in a 2-party negotiation. Negotiators established a positive cycle of trust in which initial impressions and trust predicted later impressions and trust. Initial trust was higher and impressions were more positive when negotiators had a cooperative, rather than an individualistic, social motive. They remained stable when the other party (a confederate) displayed behavioral consistency, but changed in response to behavioral inconsistency. Both worsened if the other party changed from cooperation to competition, but improved if the change was from competition to cooperation. Experiment 2 tested the relationship between trust, impressions and outcomes in a 3-party negotiation that manipulated negotiators' power. Analyses again demonstrated a positive cycle of trust, although the strength with which this cycle emerged varied with negotiators' power. Identification based trust predicted the high and low power parties' outcomes, whereas knowledge based trust predicted the medium power party's outcome. A more detailed analysis showed that a complex network of trust relationships determined outcome share, which was predicted not only by who was trusted but also by who was distrusted.

**Caught Telling the Truth: Effects of Honesty and Communication  
Media in Distributive Negotiations**

**Paul W. Paese**

*University of Missouri – St. Louis*

**Ann Marie Schreiber**

*University of Missouri – St. Louis*

**Adam W. Taylor**

*University of Missouri – St. Louis*

**Abstract**

In the present research, the authors varied the presence versus absence of an honest disclosure in two-party negotiations. Confederates who posed as participants and followed a script carried out the disclosure manipulation. In Experiment 1, communication mode (face-to-face vs. telephone vs. electronic mail) was crossed with disclosure, and an interaction was observed. Specifically, the remote media (phone and e-mail) were found to induce competitive negotiation behavior, but only when there was no honest disclosure; that is, the honest disclosure suppressed the competitive behavior that was otherwise induced by the remote media. Experiment 2 replicated the e-mail condition of Experiment 1, with the only difference being that negotiators were anonymous to one another. Despite the anonymity, the honest disclosure continued to have the same cooperation-inducing effect. Implications of these results and future research directions are discussed.

## **Individualism, Collectivism, & Transformative Mediation**

**David Pitts**

*Indiana University*

**Yuseok Moon**

*Indiana University*

**Lisa B. Bingham**

*Indiana University*

### **Abstract**

While research has explored links between race, culture, and alternative dispute resolution to a small extent, little work has specifically sought to understand the cultural bases for differences between races in regard to satisfaction with ADR processes. This research uses a cultural value orientation framework in order to understand whether mediators of color in the U.S. Postal Service mediation program are more amenable to the transformative model of mediation than white mediators. Differences are expected based on the different relationship value orientation of each group – white Americans tend to be individualistic, while Americans of color tend to be more collectivist. Since our work finds the transformative model to be based much more in a collectivist orientation than an individualistic one, we hypothesize that mediators of color will be more amenable to the transformative model, leading to a higher rate of satisfaction with the process and a greater ability to implement the model.

# **Interpersonal Conflict and Relational Models Theory: A Structural Approach to Injustice**

**Barton Poulson**

*City University of New York*

## **Abstract**

Two experiments analyzed social conflicts based on A. P. Fiske's (1991, 1992) four relational models: communal sharing, authority ranking, equality matching, and market pricing. Because each model has a distinct logical structure, it was hypothesized that social conflicts in which participants used incommensurate models would lead to more extreme reactions than would conflicts in which both participants used the same model. Participants in both experiments read 16 interpersonal scenarios in which an expectation based on one of the four models was contradicted by a negative outcome based on one of the four models. In neither experiment was the incommensurability hypothesis supported, although exploratory analyses indicated significant effects of communal sharing and equality matching.

# **Successful Conflict Resolution Between Peacekeepers and NGOs: The Role of Training and Preparation in International Peacekeeping in Bosnia**

**Lakshmi Ramarajan**

*University of Pennsylvania*

**Katerina Bezrukova**

*University of Pennsylvania*

**Karen A. Jehn**

*University of Pennsylvania*

**Martin Euwema and Nicolien Kop**

*Utrecht University, The Netherlands*

## **Abstract**

We look at the relations between two third-party actors involved in violent conflict situations: international peacekeepers and Non-Governmental Organizations (NGOs) in an ethnopolitical conflict site (i.e. Bosnia). We link the peacekeepers contact with NGOs (frequency and importance) to successful conflict resolution styles. We further link the peacekeepers choice of conflict resolution style to occurrence of problems between NGOs and peacekeepers. We also examine the moderating effects of training and perception of preparedness for the peacekeeping mission on the relationship between frequency of contacts with NGOs (cooperation with NGOs) and conflict resolution with NGOs. We develop hypotheses based on the literature on third party intervention and conflict (Jehn, 1997, Tinsley & Pillutla, 1998, Zartman, 1995, Rupesinghe, 1995, Herausberger, Callies & Merkel 1995), cooperation and competition (Deutsch, 1973), training ( Dupre, 1976, Pruegger & Rogers, 1994). We test our hypotheses on survey data from a sample of Dutch military peacekeepers on missions between 1995 and 1999 in Bosnia (N = 907). Implications for cooperation and effective intervention on that part of peacekeepers and NGOS in real conflict situations are discussed.

**A Different Way to “Get Even” After Unjust Terminations:  
Remedies, Not Retaliations as a Means to Restore Organizational Justice**

**Jochen Reb**

*University of Arizona*

**Barry M. Goldman**

*University of Arizona*

**Laura J. Kray**

*University of Arizona*

**Abstract**

This research systematically investigates a variety of potential remedial actions that an organization can undertake to restore justice and avoid litigation after the unfair termination of an employee. Specifically, we draw upon relational and instrumental models of organizational justice and upon social exchange theory to develop hypotheses that relate specific types of injustice to specific remedial actions on the part of the organization. In addition, we hypothesize on the role the contacting of an attorney plays in these relationships, since past research suggests that the mere fact of filing a lawsuit through an attorney may shift the focus towards a monetary remedy rather than a socioemotional one. We test these hypotheses in three studies with both field survey data and experimental data.

## **Gender as a Situational Phenomenon in Negotiation**

**Hannah C. Riley**  
*Harvard University*

**Linda Babcock**  
*Carnegie Mellon University*

### **Abstract**

In this paper we explore how situational factors can moderate gender differences in negotiation. In a pretest, we find gender differences in bargaining expectations and performance within structurally ambiguous distributive bargaining negotiations. Males (v. females) have more optimistic aspirations and negotiate larger agreement payoffs in mixed-gender pairs. Gender differences in prenegotiation expectations partially mediate gender differences in bargaining performance. Study 1 tests whether structural ambiguity moderates gender differences in distributive bargaining. Under high ambiguity, males (v. females) report more optimistic prenegotiation target prices and intended initial offers and obtain higher payoffs in mixed-gender pairs. Under low ambiguity, the effects of gender on distributive bargaining are eliminated. In Study 2, we test whether representation role (for self or other) triggers gender differences in distributive bargaining. We find a significant interaction between gender and role on negotiators' prenegotiation expectations. When representing themselves, females (v. males) report less optimistic target wages and intended initial offers. When representing others, the gender effect disappears. In the conclusions we explore prescriptive implications of this research.

## **Conflict Management In Scandinavia**

**Jette Schramm-Nielsen**

*Copenhagen Business School, Denmark*

### **Abstract**

The focus of this paper is the management of conflict in business organisations in the three Scandinavian countries Denmark, Norway, and Sweden, a region that has not attracted much attention so far, since it does not seem to present major problems. However this situation could also be the point of departure for investigating what might make these countries different from other geographical areas. The paper presents some empirical evidence from a study of management in the three countries mentioned, in comparable companies in the same five industries in each country. Results show that Scandinavians have an aversion to conflicts and tend to minimize their importance and intensity, even when they do exist. The remedy par excellence to conflicts are talks, at whichever level the conflicts arise, and if a mutual understanding cannot be found, then to put a lid on the antagonisms. The data are related to Marc Howard Ross' psycho cultural conflict theory, which he has developed in a comparative perspective, and to Ross' case description of Norway. Finally, the conclusions are draw that Scandinavian countries are definitely low-conflict societies with specific conflict solving strategies. These characteristics have been remarkably enduring.

**Thinking Deep and Feeling Good:  
Cognitive Motivation and Positive Affect in Negotiations**

**Vidar Schei**

*Norwegian School of Economics and Business Administration*

**Jørn Kjell Rognes**

*Norwegian School of Economics and Business Administration*

**Solfrid Mykland Falkgård**

*Norwegian School of Economics and Business Administration*

**Abstract**

This paper examines how cognitive motivation and positive affect influence outcome in integrative dyadic negotiations. The cognitive motivation and positive affect of sixty-four participants were measured prior to a simulated negotiation. Results showed both cognitive motivation and positive affect to be positively related to outcome. The effects interacted with role (seller or buyer) and differed across levels of analysis. We discuss these results and their implications for further research on cognition and affect in negotiations.

## **Major Metaphor Types and Modes of Use in Negotiation and Mediation**

*Workshop*

Chair:

**Thomas H. Smith**  
*University of Colorado*

Metaphor is a widely accepted means to understand and shift the course of negotiation and dispute resolution. Researchers identify metaphoric thinking as central to the negotiation process. As an intervention, metaphor works quickly and holistically to capture and communicate distinct attitudes and points of view and unpack them to “enlarge the pie” or expand options. This workshop teaches several major styles and categories of metaphor, methods to detect metaphor, and two major modes of its use. Metaphor is variously used and defined – in spatial and movement terms, cultural terms, in terms of psychological function, linguistic construction and myth. In this workshop we shall explore metaphor structure common to all of these and gain facility in identifying and using metaphor fluently and systemically.

Learning objectives:

- How metaphor directly connects with basic tenets of mediation and facilitative negotiation.
- Metaphor structural distinctions – Target and Source Domains.
- Major metaphor types useful for intervention – cultural, bodily movement in space, common objects and activities, and causation.
- Methods for detecting the existence of metaphors in ongoing negotiation – identifying metaphor elements, reference point, layers, time and sequences, language incongruity, gaps in logic.
- Modes of metaphor application – guiding metaphors and operating metaphors.

**Characteristics Of Skilled Negotiators:  
An Empirical Study**

**Filipe Azevedo Sobral**  
*University Of Coimbra, Portugal*

**Fernando De Oliveira Carvalho**  
*University Of Coimbra, Portugal*

**Abstract**

Negotiation is an activity with a critical importance in the competitive performance of companies. As consequence, managers need to possess and to continuously improve its negotiation skills and for that investigation should contribute with the identification of the variables that more decisively explain its performance. Our study tries to identify which of the individual characteristics of the negotiators have a more preponderant role in the negotiator performance in the business environment. We directed our study to the executives of the 500 larger Portuguese companies with two main objectives: first, to guarantee that the answers would belong to individuals with experience and knowledge in managerial and negotiation environment; and second, to frame the study in the managerial environment, with special emphasis in the negotiations that happen at the level of the administration of companies.

## **Social Justice - the Israeli and Palestinian Perspective**

**Shoshana Steinberg**

*Ben-Gurion University of the Negev, Israel*

One possible avenue for the peaceful resolution of conflicts is through an understanding of the psychology of social justice. People's views about what is just or fair are a social facilitator through which the interaction among people and groups is enabled. It is an important topic of concern to those who seek to manage or resolve conflicts. What happens between groups that differ in their social values or political ideologies?

This study analyzes the perception of justice as reflected in the dialogue that occurred in face-to-face encounters between two groups of Palestinian- Israelis and Jewish-Israelis university students that met in a workshop, that met on a weekly basis over the course of one academic year at Ben-Gurion University in Israel. It attempts to answer the following questions: 1. Does the opportunity to meet in a small group lead to better understanding of each other's perception of social justice? 2. Does it lead to changes in people's perceptions of themselves and of the other? 3. Do the animosity, the residues from the past, and the lack of trust make it impossible to conduct a dialogue that enables understanding?

**Self-Protection or Moral Outrage:  
Reasons Underlying Lying and Deception in Competitive Interaction**

**Wolfgang Steinel**

*Universiteit van Amsterdam, The Netherlands*

**Carsten K. W. de Dreu**

*Universiteit van Amsterdam, The Netherlands*

**Abstract**

Deceiving a competitive other may be motivated by self-protection or by moral outrage. Which motivation explains deception was examined in an experimental study (N = 112) in which participants provided information about their own payoffs to a competitive other who would make a decision determining both the participant's and the decision maker's payoffs. Payoffs were valuable or not to the participants (making self-protection more or less relevant) and were valuable or not to the decision makers (making moral outrage more or less relevant). When payoffs were valuable to the participants they revealed fewer pieces of accurate information, especially when the payoffs were valuable to the competitive other as well. Also, the information provided deviated further from accuracy when payoffs were valuable to the opponent. It is concluded that deceiving a competitive other is primarily motivated by self-protection, but that moral outrage seems to play a role as well.

## **The Excluded Player's Payoff in Coalition Formation**

**Ijja van Beest**

*Leiden University*

**Henk Wilke**

*Leiden University*

**Eric van Dijk**

*Leiden University*

### **Abstract**

In this study we investigated how the excluded player's payoff in coalition formation affects coalition behavior. Results of two experiments showed that a decrease in excluded player's payoff decreased the number of proposed small coalitions. This effect was moderated by social value orientations. Prosocials decreased their preference for being members of a small coalition when the excluded player's payoff decreased. Proselfs preferred being members of small coalitions regardless of the excluded player's payoff. These results provided a different perspective than previous research that generally focused on the members of a coalition, and assumed that coalition is foremost a game in which players want to maximize their own outcome. Results are discussed and related to research on social exclusion, the do-no-harm principle, and social value orientations.

# **The Interpersonal Effects of Anger and Happiness on Negotiation Behavior and Outcomes**

**Gerben A. Van Kleef**

*University of Amsterdam, The Netherlands*

**Carsten K. W. De Dreu**

*University of Amsterdam, The Netherlands*

**Antony S. R. Manstead**

*University of Amsterdam, The Netherlands*

## **Abstract**

How do emotions affect the opponent's behavior in a negotiation? Two experiments explored the interpersonal effects of anger and happiness. In Study 1 participants received information about the emotion (anger vs. happiness vs. no emotion) of their (fake) opponent. Participants with an angry opponent made lower demands and larger concessions than did participants with a happy opponent, those with a non-emotional opponent falling in between. Furthermore, the opponent's emotions induced similar emotions in the participants (i.e., "emotional contagion"), and participants with a happy opponent evaluated the opponent and the negotiation more favorably than did participants with an angry opponent. In Study 2 participants received information about both the opponent's experienced and communicated emotions. As predicted, angry communications (unlike happy ones) induced fear and thereby mitigated the effect of the opponent's experienced emotion.

# Effects of external and internal competition on group problem solving processes and outcomes

Harrie van Tuijl

*Eindhoven University of Technology, The Netherlands*

## Abstract

Consistent with Deutsch (1949), this study on group problem solving finds a positive relationship between intergroup competition and intragroup cooperative goal interdependence. Consistent with Tjosvold (1998), this study finds a positive relationship between cooperative goal interdependence and constructive controversy, a negative relationship between intragroup competition (competitive goal interdependence) and constructive controversy, and a positive relationship between intragroup competition and destructive controversy. However, contrary to predictions based on Tjosvold (1998), constructive controversy was negatively related to quality of ideas, whereas destructive controversy was positively related to this outcome measure. Consistent with Tjosvold (1998), constructive controversy was positively related to the outcome measures quantity of ideas and future group commitment. As far as the above results are inconsistent with predictions, this can be explained by the finding that destructive controversy appears to consist of two components. One component can be described as 'rigidly adhering to one's own position' and the other one as 'severely criticizing the position of other group members'. A good fitting causal model shows that only the first component is significantly and positively related to quality of ideas, and that only the second component is significantly and negatively related to future group commitment.

## **Freedom of Speech, Conflict, and Organizational Climate**

**Sharon Voris**

*Vanderbilt University*

**Bruce Barry**

*Vanderbilt University*

### **Abstract**

Although legal rights to free speech or expression in the American private sector workplace are virtually non-existent, it is likely in practice that tolerance for freedom of expression varies significantly from employer to employer. In the paper from which this extended abstract is drawn, we introduce the notion of a climate of expression that emerges from organizational norms and policies regarding the content of worker speech. We argue that this climate of expression influences the amount and form of organizational conflict as well as other outcomes. In the full paper, we review relevant legal and behavioral literature on expression in organizations, propose a typology of the elements of workplace speech that give rise to an organization's climate of expression, and develop a model and propositions specifying the antecedents and consequences of this climate.

## **Mediation in Peacekeeping Missions**

**James A. Wall, Jr.**

*University of Missouri-Columbia*

**Daniel Druckman**

*George Mason University*

### **Abstract**

This study investigates mediation in peacekeeping missions and the role of three factors - - dispute severity, time pressure and the peacekeeper's rank -- in that process. An initial set of interviews indicated that peacekeepers mediate a wide range of both severe and non-severe disputes with a variety of techniques. A second round of interviews suggested which techniques were viable for the peacekeepers' utilization. Information from the interviews combined with propositions from image theory suggested a set of hypotheses concerning the effects of dispute severity, time pressure and peacekeeper's rank. An experimental test of these hypotheses revealed that dispute severity had a strong effect upon the peacekeeper's choice of techniques. Time pressure did not influence technique selection; nor did it interact with dispute severity. And rank had a moderate effect on technique choice. Following a reporting of these results, we discuss the value of using information from peacekeepers to develop and refine theories of mediation.

## **A System Approach to Mediation: How do Diagram Family and Commercial Disputes**

**Paul L. Warren**

*Mediation and Arbitration Services of Virginia*

The underlying premise of this paper is that stress and anxiety are not created by conflict; rather, stress and anxiety exacerbate our responses to conflict and reflect the interconnected nature of parties to a dispute. Mediation illustrates this simple truth as mediators navigate the parties through the sometimes choppy waters of their dispute, facilitating the communication about and understanding of the conflict in a way that allows them to generate and select a mutually advantageous resolution. To do this effectively, mediators should recognize that each party involved has their own personality, set of values, and belief system derivative of their personal and familial experiences. Thus, it is essential to appreciate and understand the interconnectedness of the parties involved in the dispute.

This paper addresses the need to provide mediators with a theory-based, yet practical, approach to prepare for, conduct, and manage disputes – whether commercial, family, or community. It introduces The Commercial Mediator’s Diagram and The Family Mediator’s Diagram, and the accompanying workshop provides participants with the opportunity to diagram and develop strategies for assisting disputing parties through impasse and toward an amiable resolution.

## Effects of Legal Training and Practice on Ethics and Justice Perspectives

*Symposium*

Chair:

**Nancy Welsh**

*Pennsylvania State University*

Participants:

**James Coben**

*Hamline University*

**Jacqueline Nolan-Haley**

*Fordham University*

**Donald Conlon**

*Michigan State University*

In the United States, the adversary model of dispute resolution serves as the touchstone for most legal training and legal practice. Law is no longer conceived “as a ‘brooding omnipresence’ of Reason” synonymous with Truth and Justice. Legal and judicial practice is no longer conceived as a means to divine such Truth and Justice. Instead, lawyers and judges now think of the Law as the creature of men, and “justice” as that which attorneys can persuade the courts, legislatures and administrative agencies to declare. To a large extent, lawyers and judges understand “ethics” in similarly procedural and instrumental terms. Lawyers’ and judges’ ethics are defined to serve the needs and assumptions of the adversary system.

What are the advantages and disadvantages of this particular frame for disputing citizens, for the courts as an institution, and for American society as a whole? From a social psychological perspective, is this procedural and instrumental approach to “justice” and “ethics” consistent or inconsistent with the expectations of those who are — or should be — served by the legal system? In a large and pluralistic society, to what extent is the adversary model a sufficient substitute for more absolute understandings of “justice” and “ethics?” If we want a legal system, or any dispute resolution process for that matter, to make people feel that they have been treated fairly, why do we systematically exclude the human element that so clearly produces perceptions of justice i.e., connection, compassion versus distance and objectivity?

Finally, does ADR, as a settlement-oriented set of processes, challenge lawyers’ and judges’ understanding of “justice” and “ethics?” Do traditional legal concepts of “justice,” in turn, challenge ADR proponents to come up with better ways of serving the underrepresented? Must mediation, in particular — a process based upon disputants’ exercise of “self-determination” — adapt to fit within the adversary model and within the courts? What effects will such adaptations have upon the disputing parties, their lawyers, the courts and society?

## **International Project Finance and Dispute Resolution**

**Abigail K. Wenner**

*International Financial Services*

Project finance is a financial instrument used to finance transactions on an off-balance sheet basis. A project financing transaction allows the lender to shift the debt burden, operating risk and accounting liabilities from the sponsor or sponsors of the project, to the cash flows and earnings of the project for which they are borrowing. The source of funds from the project are then used to repay the loan and the assets of the economic unit, are used as collateral for the loan. Thus, the rate of return on the investment of the project becomes paramount to its ability to successfully service its debt and in turn, maintain the viability of the project.

Simply stated, companies can borrow money for new ventures without using their company's assets as collateral to qualify for a loan. Instead the company uses the assets and revenue stream from the new venture for which it is borrowing, as collateral for the loan. The loan is thus, made directly to the entity receiving the funds. When a company is looking to fund an overseas venture the same principal applies and the loan is secured by the assets of the foreign entity rather than those of the US and the loan is issued to that foreign project. Often the project being developed overseas is structured to include an indigenous partner and a joint venture arrangement ensues. In such a case, a project finance loan, is made to the joint venture partnership for the foreign transaction.

Disputes are inherent in any successful project financing and understandably, those foreign transactions, maybe fraught with more obstacles than those encountered when dealing with domestic projects. These international projects are confronted with issues such as those relating to country and sovereign risk, to currency and foreign exchange conversion, to foreign government regulations and cultural or business custom differences. In addition to these, disagreements can present themselves between borrowers and lenders, between joint venture partners or between the project sponsors and the policies of a sovereign government.

The need for well formulated and routinely employed dispute resolution practices to manage these conflicts, is crucial to the ultimate viability of these projects. Moreover, the kind of conflict resolution employed is equally as important. The resolution of the project finance conflicts through the traditional legal route of arbitration or litigation is costly, drawn out and fraught with frustration. By the time the cases get through the courts, which could be years, the projects are no longer viable. The time lag is too long for lenders or sponsors to stay committed. Had the opportunity to mediate the conflicts prevailed, the issues might have been resolved in a timely fashion and the project could have remained viable.

**Suck It Up, Let It Out or Negotiate?**  
**An Analysis of College Students' Conflict Management Strategies**

**Sheryl A. Youngblood**  
*Marywood University*

**Michael Cioce**  
*Marywood University*

**Abstract**

Fifty-eight college students described their personal experiences of dyadic conflict. The most frequently used primary behavioral strategy to deal with the conflict was to cognitively distort the situation (called sucking it up) by students, followed by positive confrontation and attempts to negotiate. Chi square analysis showed strong interaction effects between their conflict behavior and the relationship with the other party. Students' negotiation attempts with faculty were largely unsuccessful. Equity theory offers explanations for the students' responses to their perceptions of unfairness.