



INTERNATIONAL ASSOCIATION
IACM
FOR CONFLICT MANAGEMENT

Philadelphia | Pennsylvania | USA
July 8 - 11, 2018
iafcm.org



Advanced Consortium on Cooperation, Conflict, and Complexity

AC⁴ works to generate innovative ideas, strategies and practices for fostering constructive conflict management, sustainable development and peace. AC⁴ collaborates across disciplines, cultural lenses and methodologies to engage complex global issues.



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PRESIDENT DEBORAH A. CAI WELCOMES YOU TO IACM 2018!



Welcome to Philadelphia. I'm so glad you are here for IACM's 31st annual conference.

Philadelphia is a perfect location for this year's IACM's conference. This city played an important role in the historical fight for freedom and independence from British Empire that shaped the formation of the United States. Whether you've been to Philadelphia many times or this is your first visit, there's so much to learn about U.S. history while you're here. The statue on top of City Hall is of William Penn, for whom Pennsylvania is named—it weighs more than 26 tons and is the largest statue on any building in world! Philadelphia is the home of Benjamin Franklin, a fascinating character—scholar, scientist, diplomat, and inventor, among other things—who was instrumental in establishing American institutions such as the U.S. Post Office, the public library, and the public school system. The Declaration of Independence was signed here in Philly, and notable events of U.S. history took place here, involving historic figures such as George Washington, Alexander Hamilton, Thomas Jefferson, Betsy Ross, and John Adams. Other famous Philadelphians include Tina Fey, C. Delores Tucker, Billie Holiday, Octavius Cato, Joan Jett, Marian Anderson, Patti LaBelle, Thomas Morris Chester, M. Night Shyamalan, Robert Purvis, and Grace Kelly—and many others. Rocky, too! Don't know who these people are? Look 'em up!

Philadelphia has many museums for art lovers, history lovers, and lovers of the quaint and unusual, such as the Franklin Institute and the Mutter Museum. If you have time (outside of the conference), a trip to the Barnes Foundation or the Philadelphia Museum of Art is worth your time. Philly is also rated as one of the best food towns in the country—well beyond Philly cheesesteaks or pretzels! Tom Seitzema, food critic for *The Washington Post*, rated Philadelphia the number one food city in the country in 2015 (Tom Seitzema & The search for America's best food cities: Philadelphia—this article includes a lot of good restaurant recommendations). Wander down any street in Center City (the area extending several blocks around City Hall) and you're likely to come across a host of small restaurants that serve wonderful food. And keep a look out for one of our many restaurants that are BYOB (bring your own bottle of wine); you can purchase wine at the Fine Wine & Good Spirits store (nearest one to us is at 2040 Market Street between 20th and 21st Streets). And if you can't decide what to eat, make your way to Reading Terminal during the day for a whole host of possibilities (located at 12th and Arch Streets, just north of Market Street).

But most of all, we have a great program lined up for you. As always, the panels and sessions cover a wide range of approaches to the study and practice of conflict management and negotiation. I'm certain you will find a number of panels that will pique your interest.

While you're here, I want to encourage you to achieve three goals: 1. Make friends with at least three people whom you've never met before, 2. Identify at least two new ideas to pursue in your conflict and negotiation research or practice, and 3. Enjoy the conference!

And if we haven't met, please come and introduce yourself — I look forward to meeting you!

Welcome!

Deborah A. Cai
President

A WELCOME MESSAGE FROM LAURA REES, IACM 2018 PROGRAM CHAIR

Welcome to IACM 2018 in exciting Philadelphia, Pennsylvania! From enjoying its ever-growing food scene to exploring its unique significance in United States history, I hope you enjoy your time in Philly. The 2018 conference promises to be a full and engaging experience, with nearly one hundred full paper presentations, more than a dozen workshops, more than three dozen rapid fire presentations, and a full slate of posters scheduled over the next few days.

I am particularly excited to introduce our Special Topic Sessions, a new format this year that involves specially-selected papers centered on important themes for today's world, with a Special Session Host for each to offer insights and help guide discussion on these critical issues. This year's sessions include Race, hosted by Reverend David Brown from Temple University, Government, hosted by William Hall of the US Department of the Interior, and Communities, hosted by Tricia Jones of Temple University.



As a quick overview of what's coming up, the conference begins on Sunday, with registration in the afternoon and the welcome reception and dinner beginning at 6:30pm. Following this is the poster session, hosted by NCMR, which you certainly will not want to miss! Monday and Tuesday are full conference days. On Monday we will also have the Fellows Panel, another new type of session introduced this year in which we will hear from several of our esteemed IACM Fellows. This session will be on career themes and include Peter Carnevale, Dan Druckman, Roy Lewicki, Linda Putnam, Jim Wall, and Bill Zartman sharing their wisdom with us. Tuesday evening is quite full, with the business and constitution meeting beginning at 5pm and the awards banquet at 7pm. Wednesday wraps up the conference with our last presentation sessions and a closing lunch.

I am very excited to welcome you to Philadelphia and to the conference. I hope you have a wonderful time. Please don't hesitate to find me if you have any questions at all, or just want to say hello. I look forward to seeing you!

Laura Rees
IACM 2018 Conference Program Chair

**CONGRATULATIONS TO THE IACM 2018
JEFFREY Z. RUBIN THEORY-TO-PRACTICE AWARD RECIPIENT
DAN DRUCKMAN**

Dan Druckman is well-known in the IACM community. He received the 2003 Lifetime Achievement Award at the Melbourne meeting, served as president during 2010-2011 (Istanbul meeting), and chairs the Association's advisory council. Yet there is a significant part of his career less well-known among his IACM colleagues. For 23 years, Dan practiced his craft as a consultant at several firms and institutions in the beltway corridor of DC (see "Public and Private Cooperation in the Beltway," *American Behavioral Scientist*, 2000). He will share some highlights of this career at the Awards Banquet. These include his work on high-level intergovernmental negotiations, political stability modeling, the role of conflict management in peacekeeping operations, the research to practice interface in training, and electronic mediation. In addition to bringing social science knowledge and skills to bear on practical challenges, Dan discovered insights that became a basis for research programs. Examples of the inductive insights are turning points in a base rights negotiation, two level games in inter-alliance talks on conventional force reductions, negotiating for side effects, psychological barriers to sustaining the Strategic Arms Reduction talks and negotiations conducted by the new Aquino regime in the Philippines, as well as the value of design in concept learning. Relevant to current-day political dilemmas, the consulting work sensitized Dan to the awesome challenges posed by attempts made by governments to balance security needs with human rights considerations – in Cold War alliances, nuclear confrontations, governing in divided societies, and brutal civil wars.



Dan's friendship with Jeff Rubin gives this recognition special meaning. Jeff coveted Dan's consulting opportunities. He wondered how he could "get in on the action" while Dan wondered how he could secure academic tenure. Unfortunately, Jeff did not get those opportunities while Dan did get tenure. Looking back, Dan treasures the experiences that he had. Looking up, he knows that two people are smiling, Jeff and Dan and Marj's daughter Kathy.

Sunday, 8 July

- 1:30pm – 6:30pm Conference Registration (*Sonesta Foyer*)
- 6:30pm – 8:30pm Welcome Reception & Dinner (*Sonesta Ballroom*)
- 8:30pm – 10:00pm Poster Sessions & Coffee (*Sonesta Ballroom*)

Monday, 9 July

- 8:00am – 5:00pm Conference Registration (*Hadron*)
- 8:00am – 9:00am Continental Breakfast (*Grow Hub*)
- 9:00am – 10:30am Symposium: Race and Gender in Conflict: What Distinguishes the Processes and Outcomes of Intersectional Identities? (*Davos Hub*)
- Symposium: Seeing the Other Side: Antecedents and Consequences of Actual and Perceived Counterpart's Personality (*Geneva Hub*)
- Affect & Emotions 1 (*Kyoto Hub*)
- Culture & Diversity (*Oslo Hub*)
- Communities (*Yalta Hub*)
- 10:30am – 11:00am Refreshment Break (*Nourish*)
- 11:00am – 12:30pm Rapid Fire 1A: Perceptions and Prejudice (*Davos Hub*)
- Rapid Fire 1B: Diversity and Identity (*Davos Hub*)
- Rapid Fire 1C: Ethnic, Religious, and Regional Conflicts (*Davos Hub*)
- Rapid Fire 2A: Intra- and Intergroup and Intergovernmental (*Kyoto Hub*)
- Rapid Fire 2B: Mediation (*Kyoto Hub*)
- Rapid Fire 2C: Decision Processes (*Kyoto Hub*)
- Rapid Fire 3A: Emotions and Conflict (*Oslo Hub*)
- Rapid Fire 3B: Verbal and Nonverbal Communication (*Oslo Hub*)
- Rapid Fire 3C: Individuals in Conflict (*Oslo Hub*)
- 12:30pm – 1:30pm Sandwich & Salad Lunch (*Grow Hub*)
- 1:30pm – 3:00pm Symposium: Is Negotiation Changing? (*Davos Hub*)
- Symposium: Psychology of Conversation (*Geneva Hub*)
- Getting Hired & Getting Ahead (*Kyoto Hub*)
- Justice (*Oslo Hub*)
- Gender, Identity, and Communication (*Yalta Hub*)
- 3:00pm – 3:30pm Refreshment Break (*Nourish*)
- 3:30pm – 5:00pm Fellows Panel (*Oslo & Geneva Hub*)
- 5:00pm – 6:00pm NCMR Editorial Review Board Meeting (*Fuel & Fuse*)

Tuesday, 10 July

- 8:00am – 9:00am Continental Breakfast (*Grow Hub*)
- 9:00am – 10:30am Symposium: The perpetuation and confrontation of incivility: New theoretical and empirical insights (*Davos Hub*)
- Novel Session: Staying Sharp: Innovative Teaching Exercises from Negotiation Scholars (*Geneva Hub*)

	Learning, Thinking, & Communicating in Negotiation (<i>Kyoto Hub</i>)
	Status & Hierarchy 1 (<i>Oslo Hub</i>)
	Power (<i>Yalta Hub</i>)
10:30am – 11:00am	Refreshment Break (<i>Nourish</i>)
11:00am – 12:30pm	Negotiation Strategies & Outcomes (<i>Davos Hub</i>)
	Roundtable: Insider Research: Evaluating Practice within Conflict Management Service Provider Organizations (<i>Geneva Hub</i>)
	Race - A Special Topic Hosted by Rev. David Brown, Temple University (<i>Kyoto Hub</i>)
	Teams (<i>Oslo Hub</i>)
	Affect & Emotions 2 (<i>Yalta Hub</i>)
12:30pm – 1:30pm	Sandwich & Salad Lunch (<i>Grow Hub</i>)
1:30pm – 3:00pm	Novel Session: Is It Time for an International Negotiation Initiative? (<i>Davos Hub</i>)
	Workshop: Effective Community and Stakeholder Engagement to Reduce Conflict on, and Secure Water for and from, Agriculture (<i>Geneva Hub</i>)
	Government - A Special Topic Hosted by William Hall, Department of Interior (<i>Kyoto Hub</i>)
	Trust (<i>Oslo Hub</i>)
	Communities & Engagement (<i>Yalta Hub</i>)
3:00pm – 3:30pm	Refreshment Break (<i>Nourish</i>)
3:30pm – 5:00pm	Workplace Conflict, Criticism, & Incivility (<i>Davos Hub</i>)
	Symposium: The Transformative Potential of Mediation Training for Law Students & Attorneys (<i>Geneva Hub</i>)
	Communities - A Special Topic Hosted by Tricia Jones (<i>Kyoto Hub</i>)
	Novel Session: Forging IACM (<i>Oslo Hub</i>)
	Ethics, Honesty, & Deception (<i>Yalta Hub</i>)
5:00pm – 6:30pm	Business & Constitution Meeting (<i>Apollo Forum</i>)
7:00pm – 10:00pm	Awards Banquet (<i>Sonesta Ballroom</i>)

Wednesday, 11 July

8:00am – 9:00am	Continental Breakfast (<i>Grow Hub</i>)
9:00am – 10:30am	Workshop: Teaching Conflict Resolution in a Fragmented Society (<i>Geneva Hub</i>)
	Race (<i>Kyoto Hub</i>)
	Mindfulness, Attachment, Engagement, & Energy (<i>Yalta Hub</i>)
10:30am – 11:00am	Refreshment Break (<i>Nourish</i>)
11:00am – 12:30pm	Uncertainty, Alliances, & Coalitions (<i>Davos Hub</i>)
	Workshop: Innovation in the Negotiation Classroom: Advanced Techniques for Deep Learning (<i>Geneva Hub</i>)
	Workshop: Using interpersonal emotions to improve negotiation outcomes and business partnerships (<i>Oslo Hub</i>)
	Status & Hierarchy 2 (<i>Yalta Hub</i>)
12:30pm – 1:30pm	Grab & Go Boxed Lunch (<i>Grow Hub</i>)

Poster Sessions & Coffee in the Sonesta Ballroom

Visit the Poster Session on Sunday (*Sonesta Ballroom*) right after dinner concludes. Enjoy some coffee or tea while conversing with the poster presenters.

1. **Field Experiments on Everyday Discrimination.** Alexandra Feldberg & Tami Kim
2. **Psychosocial Predictors of Aggressive Conflict Behavior: Gender Differences.** Gražina Čiuladienė
3. **100 Years of Service: Organizational Conflict and Perceptions of Women in the U.S. Military.** April Coan
4. **On Ladders and Pyramids: Hierarchy's Functional Form Shapes Its Consequences for Social Relationships and Group Outcomes.** Siyu Yu, Lindred Greer, & Nir Halevy
5. **Spillover Tendency in Self-Perpetuating Hierarchies.** Siyu Yu & Joe Magee
6. **Role of Emotional Intelligence Competences in Solving Conflicts.** Valon Murtezaj
7. **Zero Hour.** Bhushan Kumar
8. **The Role of Reflexivity in Labor Negotiation Agreements: The Strategy of Le Bar d'en Face.** Juliette Fronty & Maria Koutsovoulou
9. **"In-Group Love" and "Out-Group Hate" in Conflict Between Groups and Between Individuals.** Ori Weisel & Ro'i Zultan
10. **The Self-Talk Women Use in Negotiating.** Beth Fisher-Yoshida
11. **Using Critical Race Theory to Minimize Environmental Conflict When Socio-Economic Status and Race/Ethnicity Intersect.** Donnalyn Pompper
12. **No Numbers Needed? - The Power of Semantic Anchoring.** Marie-Christin Weber & Uta Herbst
13. **Ready, Steady, Go: The Meaning of Contexts and Conditions for Mediators' Entry.** Johanna Sand, Markus Voeth, & Katrin Brauchler
14. **Trust and Anchoring in Negotiation.** Jian-Dong Zhang & Jeanne Brett
15. **Relationship Transformation between Israeli Settlers and West Bank Palestinians: The Case of "Roots".** Ben Mollov & Chaim Lavie
16. **Negotiation History in Business Relationships – (How) Does it Affect Negotiation Behavior and Outcome?.** Herbst Uta & Maximilian Ortmann
17. **Workplace Bullying as Negotiation's Evil Twin.** Jason Pierce & Linda Dunn-Jensen
18. **On the Dynamics of Interpersonal Influence: The Attribution of Social Motivation Impacts the Success of Influence Striving Behaviors.** Maartje E. Schouten, James G. Matusik, Stephanie M. Lee, & Nicholas A. Hays
19. **Negotiating with Sub-Saharan Africans: The Role of Time, Communication and Relationship.** Doudou Sidibe & Remi Ayoko
20. **Mansplaining;** Ovul Sezer & Shimul Melwani
21. **More Blame and More Shame: A Cultural Perspective on Leaders' Decision to Resign.** Huiru Yang & Katerina Bezrukova
22. **Leveraging Tension for Social Change in the Workplace: An Intersectional Approach.** Allegra Chen-Carrel, Rebecca Bass, & Danielle Coon
23. **The Impact of Company Apologies: Textual Analysis and Public Response.** Krupa Viswanathan & Ngoc-Tran (Tracey) Tran, Temple University
24. **What Counts as Discrimination? Third-Party Perceptions of Fairness of Employee Selection Decisions.** Teodora Tomova & L. Taylor Phillips
25. **Brand Relevance in Business Negotiations - A Conceptual Approach.** Anne Maria Stefani & Markus Voeth
26. **The Role of Social Injustice in Cyberbullying Behavior.** Yuanxin Wang
27. **Training Negotiation Teams: The Impact of Roles and Transactive Memory.** Kevin Tasa & Tatiana Astray
28. **Perceptions of Christians and Muslims by Americans: Causes of Intergroup Attributions.** Edward L. Fink, Deborah A. Cai, & Carolyn E. Montagnolo
29. **Union Framing of Conflict-Related Issues in the Entertainment Industry.** Ryan Fuller & Linda Putnam
30. **Moral Content In Workplace Conflict.** Krithiga Sankaran & Jesse Graham

Monday 9:00am – 10:30am July 9 2018 Parallel Sessions				
Race & Gender in Conflict Davos Hub What Distinguishes the Processes and Outcomes of Intersectional Identities?	<i>Symposium</i> Shira Mor; Negin Toosi; Zhaleh Semnani-Azad; Ashleigh Shelby Rosette; David Harrison; Rebecca Ponce de Leon; Angelica Leigh; Sreedhari Desai; Negin R. Toosi; Katherine W. Phillips; Emily T. Amanatullah; Erika V. Hall; Alison V. Hall; Adam D. Galinsky			
Seeing the Other Side Geneva Hub Antecedents and Consequences of Actual and Perceived Counterpart's Personality	<i>Symposium</i> Adi Amit; Sari Mentser; Hillary Elfenbein; William Bottom; Lily Morse; Taya Cohen; Don Conlon; Kelly Schwind Wilson; Catherine Kleshinski			
Affect & Emotions 1 Kyoto Hub	Communicating with Warmth in Distributive Negotiations Is Surprisingly Counter-productive Martha Jeong; Julia Minson; Michael Yeomans; Francesca Gino	A Pleasant Surprise in Partisan Politics: Avoidance of Opposing Views Is Partly Driven by an Affective Forecasting Error Charles Dorison; Julia Minson; Todd Rogers	You're Getting Warmer: The Impression Management Benefits of Humorous Self-disclosure T. Bradford Bitterly; Maurice Schweitzer	The Carry-over Effects of Subjective Value on Affect: The Role of Negotiation Experience and Rumination Brooke Gazdag; Matthias Weiss; Martin Hoegl
Culture & Diversity Oslo Hub	Better the Devil You Know: Competition in Intra and Intercultural Negotiations Jimena Ramirez Marin; Adrian Barragan Diaz	Do Nonnative Speakers Experience Dissatisfactory Conflict Outcomes? The Mediating Roles of Stereotype Threat, Prevention-focus, and Conflict Behaviors on Conflict Outcomes Regina Kim	Access Is Not Enough: Institutional Cultural Mismatch Persists to Limit Performance over Time L. Taylor Phillips; Nicole Stephens; Sarah Townsend; Sebastien Goudeau	Building the Tower of Babel: How and When International Experiences Foster Effective Leadership Jackson Lu; Eliza Bivolaru; William Maddux; Adam Galinsky
Communities Yalta Hub	Improving Resource Conflict Management in Communities Using a Transdisciplinary Coupled Modelling Approach Lawrence Ibeh; Wolfram Mauser	Visibility and Meaningful Recognition for First Peoples: A Case Study of Communication, Culture and Conflict Intersections in Seeking Social Justice Godfrey A. Steele	Resolving Conflicts between Communities and Mining Companies in Conakry Guinea Linda Benrais	Building Resilience among Refugees and Host Communities in Uganda: A Culturally Sensitive Approach Lucia Ferrarese

Monday 11:00am – 12:30pm July 9, 2018 Rapid-Fire Sessions	
RAPID-FIRE PARALLEL PRESENTATIONS <i>Davos Hub</i> 11:00AM – 12:30PM RAPID-FIRE SESSION I A. Perceptions & Prejudice B. Diversity & Identity C. Ethnic, Religious, & Cultural Conflicts	RAPID-FIRE IA – PERCEPTIONS & PREJUDICE For us or For Him? How Conflicts Shape Perceptions of Altruism Omri Ben Zvi Goldblum; Adi Amit Allies against Prejudice: Exploring Strategies for Confronting Biased Remarks Naomi Fa-Kaji; Benoît Monin A Vicious (Virtual) Cycle: How Communications Technology Influences Perceptions of Intergroup Conflict Andrew Carton; Constantinos Coutifaris; Timothy Kundro The Influence of Conflict Management Training in Organizations on the Conflict Handling Styles of Employees and the Organization Revital Hami Ziniman; Ephraim Tabory
	RAPID-FIRE IB – DIVERSITY & IDENTITY The Hidden Talent of Minority Leaders: Team Conflict Acumen Charles Chu; Lindred Greer Cheating for Your Friend? Men and Women Negotiating on Behalf of Their Friend in Face-to-Face and WhatsApp Negotiations Per van der Wijst; Charlotte Cok; Kim Tenfelde Who Can Be a Leader?: How Race Moderates the Expression of Sexism Vivian Xiao; Brian Lowery The Effects of Gender on Task and Relationship Conflict: A Multilevel Approach Phoebe Strom; Ariel Avgar; Eric Neuman Gender and Generational Differences in Organizational Conflict-Management Strategies Afzal Rahim
	RAPID-FIRE IC – ETHNIC, RELIGIOUS, & CULTURAL CONFLICTS Framing Social Conflict: A Case Study of Yitzhak Rabin’s Murder Revital Hami Ziniman; Ephraim Tabory The Hope Map Project - Mapping Hope for Peace in Conflict Zones Oded Leshem Dialogue about Radicalization and Equality: Overview of a Large Scale Project to Come to Terms with Radicalization in Europe Mark Dechesne Conflict and Cooperation in Turkish-Russian Relations within the Framework of the Plane Crisis Ndzamangwi Isidore Agha

Monday 11:00am – 12:30pm July 9, 2018 Rapid-Fire Sessions	
RAPID-FIRE PARALLEL PRESENTATIONS <i>Kyoto Hub</i> 11:00AM – 12:30PM RAPID-FIRE SESSION II A. Diversity & Identity B. Mediation C. Decision Processes	RAPID-FIRE IIA – DIVERSITY & IDENTITY Rethinking Resource Curse? Neo-ecological Approach And Natural Resource Conflict Management In Communities Of The Niger Delta In Nigeria Lawrence Ibeh; Wolfram Mauser The Science of Sustaining Peace: Ten Preliminary Lessons from The Human Peace Project Peter Coleman; Douglas Fry; Larry Liebovitch; Jaclyn Donahue; Joshua Fisher; Beth Fisher-Yoshida; Philippe Vandenbroeck Western Balkans' Berlin Process - An Intergovernmental Conflict Solving Tool? Valon Murtezaj Do We Agree on Who's in Charge Here? Status Dissensus Antecedents and Impact on Team Performance Catarina Fernandes; Sujin Jang Collaborative Interventions in Conservation and Natural Resource Management in The Peruvian Amazon Joshua Fisher; Debora Delgado; Alexandra Harden; Mariana Vedoveto Conflict Anxiety Response Scale: A Scale Development Study for Assessing Tendencies in Interpersonal Conflicts Rebecca Bass; Aimee Lace; Peter T. Coleman Conflict, Integrative Complexity and Openness: Constructive Vs. Destructive Conversations on Intractable Issues Serafima Norova; NaeHyun Lee; Coralli Azouri; Ljubica Chatman; Katharina Kugler; Peter Coleman
	RAPID-FIRE IIB - MEDIATION Tackling Conflict and Relational Breakdown in Mediation: Insights into An Interview Study with Parties to Workplace Mediation Timea Tallodi
	RAPID-FIRE IIC – DECISION PROCESSES Mental Models May Lead Negotiators Astray: When Do People Avoid Negotiating? Einav Hart; Maurice Schweitzer Prosocial Distortions in Influence Strategies David Daniels; Margaret Neale Status Affirmation: A Strategy for Upward Mobility in Dynamic Status Negotiations Jieun Pai Creators Mispredict Idea Thieves' Preference for Stealing Early-stage Versus Late-stage Ideas Lillien Ellis; Brian Lucas

Monday 11:00am – 12:30pm July 9, 2018 Rapid-Fire Sessions	
RAPID-FIRE PARALLEL PRESENTATIONS <i>Oslo Hub</i> 11:00AM – 12:30PM RAPID-FIRE SESSION III A. Emotions & Conflict B. Verbal & Nonverbal Communication C. Individuals in Conflict	RAPID-FIRE IIIA – EMOTIONS & CONFLICT Are Rules Meant to Be Broken? The Effects of Rule-following And Discretion on Interpersonal Trust Alex Kristal; Shun Wang; Emma Levine Understanding Gender Differences And The Role Of Apologies In Negotiation Sakshi Ghai An Obligation to Right Relationship Wrongs: Victims Believe That Transgressors Expect Forgiveness M. Ena Inesi; Medha Raj; Gabrielle Adams Signaling the Recognition of Others' Emotions: The Influence of Emotional Acknowledgment on Interpersonal Trust Alisa Yu Overcoming the Instinct of Reacting Immediately: A Two-study Examination of Reflective Vs. Reactive Communication in Couple's Conversational Arguing Xiaowei Shi Shi
	RAPID-FIRE IIIB – VERBAL & NONVERBAL COMMUNICATION You Are A Great Leader! The Role of Positive Feedback in Women's and Men's Willingness to Lead Alain Hong; Per Van der Wijn; Juliette Schaafsma The Ambidextrous Negotiator: Negotiation Behavior and Individual Negotiation Outcome Iris Poeschl; Markus Voeth Decision Makers Prefer Paternalism: On the Costs of Providing Decisional Autonomy Samantha Kassirer; Emma Levine; Celia Gaertig "Tell It Like It Is?" Political Ideology Moderates Evaluations of Politically Correct Language Michael Rosenblum; Juliana Schroeder; Francesca Gino Spoken Dialogues Promote Political Understanding: How Interaction Structure Affects Dehumanization of Political Opponents Juliana Schroeder
	RAPID-FIRE IIIC – INDIVIDUALS IN CONFLICT How Enemies Become Friends: Predicting Outgroup Friendship Formation in An Intervention for Jewish Israeli And Palestinian Youth Shannon White; Jane Risen; Juliana Schroeder From Reading to Coordinating: How Teams' Ability in Reading Status Hierarchies Helps Status Conflict Avoidance and Team Performance Siyu Yu; Gavin Kilduff PTA As A Weak Point? – The Impact of Perspective Taking Ability in Negotiations with Unequal Power Distribution Benjamin Heibisch; Uta Herbst IU/UI-Analysis in Negotiations: Preference Differences as a Mean to Enhance Negotiation Performance in Unbalanced Power Conditions – An Experimental Study Ernestine Siebert; Uta Herbst

Monday 1:30pm – 3:00pm July 9, 2018 Parallel Sessions				
Is Negotiation Changing? <i>Davos Hub</i>	<i>Symposium</i> Roy J Lewicki; Noam Ebner; Jeanne Brett; Noam Ebner; Hillary Elfenbein; Brian Gunia; Christopher Honeyman			
Psychology of Conversation <i>Geneva Hub</i>	<i>Symposium</i> Alison Brooks; Ovul Sezer; Michael Yeomans; T. Bradford Bitterly; Michael I. Norton; Jennifer Aaker; Maurice E. Schweitzer; Jennifer M. Logg; Logan A. Berg; Julia A. Minson; Jeremy A. Yip; Kelly Kiyeon Lee; Cindy Chan; Todd Rogers; Richard Zeckhauser; Francesca Gino; Karen Huang; Malte Jung			
Getting Hired & Getting Ahead <i>Kyoto Hub</i>	Motivation Purity Bias: A Zero-sum View of Extrinsic and Intrinsic Motivation in Selection Decisions Rellie Derfler-Rozin; Marko Pitesa	The Job Pitch: How it Influences Selection Decisions, and How it Should Rellie Derfler-Rozin; Marko Pitesa ; Sofya Isaakyan	Is it Fair to Get Ahead by Playing Politics? The Ambiguity of the Merit of Political Maneuvering Enables Self-Serving Judgments Peter Belmi; L. Taylor Phillips; Kristin Laurin	The Impersonal Touch: Improving Feedback-Giving with Subtle Depersonalization Hayley Blunden; Paul Green; Francesca Gino
Justice <i>Oslo Hub</i>	Lay Definitions of Restorative Justice Gregory Paul	Distinction Between Supervisor and Leader in the Notion of Procedural Justice Hye Jung Yoon		Veil-of-ignorance Reasoning Increases Utilitarian Judgment Karen Huang; Joshua Greene; Max Bazerman
Gender, Identity, & Communication <i>Yalta Hub</i>	Redefining Conflict as Identity Communication William Donohue; Abby Rainer; Andrew Petee; Daniel Druckman	Do Women Appraise Strategies That Could Ameliorate Gender Differences in Negotiation? Jens Mazei; Marc Mertes; Joachim Hüffmeier	Implementation Gaps: How Understanding the Gendered Path to Negotiation Experience: A Dual Components Model Julia Bear; Robin Pinkley; Zoe Barsness; Jens Mazei; Nazli Bhatia	Brewing Up Cooperation between Competitors Kristin Bain; Daniel Shannahan

Tuesday 9:00am – 10:30am July 10, 2018 Parallel Sessions				
The Perpetuation and Confrontation of Incivility: New Theoretical and Empirical Insights <i>Davos Hub</i>	<i>Symposium</i> Shereen Chaudhry; Rebecca Schaumberg; Lauren Kaufmann; Jessica Kennedy			
Staying Sharp: Innovative Teaching Exercises from Negotiation Scholars <i>Geneva Hub</i>	<i>Novel Session</i> Maurice Schweitzer; Peter Carnevale; Alison Wood Brooks; Julia Minson; Nir Halevy			
Learning, Thinking, & Communicating in Negotiation <i>Kyoto Hub</i>	Mental Parsing as a Mixed Blessing for Integrative Agreements: When Parsing Multiple Issues into Separate Mental Accounts Helps Versus Hurts Negotiators Roman Trötschel; Hong Zhang; Johann Majer	Long Story Short: An Empirical Analysis of Storytelling Effects in Negotiations Anke Degenhart; Suthalan Gnanes; Uta Herbst; Markus Voeth	Open for Learning: Low Familiarity Examples and General Questions Foster Knowledge Transfer of a Negotiation Principle Jihyeon Kim; Leigh Thompson; Jeffrey Loewenstein	The Influence of Different Phrasings on Negotiators' Competitiveness Zhe Shang; Jingjing Yao; Zhi-Xue Zhang; Li Ma
Status & Hierarchy 1 <i>Oslo Hub</i>	Why Do High Status People Have Larger Social Networks? Belief in Status-quality Coupling as A Driver of Broadening Networking Behavior and Social Network Size Jiyin Cao; Ned Smith	Looking Up and Down the Hierarchy: Target Rank Influences Perception of Descriptive Social Norm Jennifer Dannals; Emily Reit; Dale Miller	What's in A Name? The Psychology Namedropping in Organizational Life Ovul Sezer	Effects of Flat Versus Tall Organization Structures: A Social Comparison Theory Perspective Zhiya (Alice) Guo
Power <i>Yalta Hub</i>	The Dysfunctions of Power in Teams: A Review and Emergent Conflict Perspective Lindred Greer; Lisanne Van Bunderen; Siyu Yu	Keep Your Eye on The Goal! Power Predicts Negotiation Outcomes by Directing Attention McKenzie Rees; Myrthe Faber; Sidney D'Mello	Justice and Power in Joint Decision-Making I. William Zartman	Not Giving a F***: High Power People Are Less Likely to Tell Self-promotional Lies Huisi (Jessica) Li; Ya-Ru Chen; John Angus Hildreth

Tuesday 11:00am – 12:30pm July 10, 2018 Parallel Sessions				
Negotiation Strategies & Outcomes <i>Davos Hub</i>	Do We Understand How Well We Negotiated? Accuracy of Detecting Dealer Profitability and Customer Subjective Value in New Car Sales Hillary Anger Elfenbein; Shirli Kopelman	The Bartering Mindset Brian Gunia	Strategy and Turning Points Leonard Klenner	Selling to Strangers, Buying from Friends: Effect of Communal and Exchange Norms on Expectations in Negotiation Jaime Ramirez Fernandez; Jimena Ramirez Marin; Lourdes Munduate Jaca
Insider Research: Evaluating Practice within Conflict Management Service Provider Organizations <i>Geneva Hub</i>	<i>Roundtable</i> William Hall; Michael Kern			
Race – Special Topic Session Hosted by Rev. David Brown, Temple University <i>Kyoto Hub</i>	Unequal Descriptions: The Choices and Responses of White and Black Americans To Descriptions of Racial Inequality Rosalind Chow; Elizabeth Campbell; Nazli Bhatia	First-glance Biases Apply to Groups Too: Group Racial Diversity Shapes Individuals' Decision-making Via Automatic Visual Processes L Taylor Phillips; Michael Slepian; Brent Hughes	Conflicted but Aware: Emotional Ambivalence Buffers Defensive Responding to Implicit Bias Feedback Naomi Rothman; Joseph Vitriol	
Teams <i>Oslo Hub</i>	Seeing Differently from Others: The Impact of Relationship Conflict Asymmetry and Realization on Team Performance Shirley Wang; Amanda Weirup	Seeking Less Efficient Help: Effects of Envy on Help Seeking in Teams Ronit Montal-Rosenberg; Simone Moran	The Effects of Faultlines On Team Performance in Collectivistic and Individualistic Work Groups: A Cross-Cultural Analysis Jiahui He; Chuding Ling; Xiaoyun Xie	Helping Ourselves to Help Others: Analyzing Conflicts in an NPO from Volunteers and Paid Staff Perspectives Rocío López-Cabrera; Alicia Arenas; Francisco José Medina; Thelma Butts; Lourdes Munduate
Affect & Emotion 2 <i>Yalta Hub</i>	Anger as A Trigger for Information Search in Integrative Negotiations Laura Rees; Shu-Cheng (Steve) Chi; Ray Friedman; Huei-Lin Shih	Emotionally Unpredictable Leaders Harm Team Performance Because They Create Intra-Team Power Struggles Lindred Greer; Gerben Van Kleef; Annebel De Hoogh; Carsten De Dreu	Losing Your Temper and Your Perspective: Anger Harms Perspective-Taking Jeremy Yip; Maurice Schweitzer	Meditating Away A Guilty Conscience: The Impact Of Mindfulness On Guilt and Reparations Andrew Hafenbrack; Isabelle Solal; Matthew LaPalme

Tuesday 1:30pm – 3:00pm July 10, 2018 Parallel Sessions				
Is It Time for an International Negotiation Initiative? <i>Davos Hub</i>	<i>Novel Session</i> Daniel Druckman; Chris Honeyman; Andrea Schneider; William Donohue; Noam Ebner; Roy Lewicki; Linda Putnam; Andrea Kupfer Schneider; Véronique Fraser; Barney Jordaan; Sanda Kaufman; Michael Leathes; Irena Vanenkova			
Effective Community and Stakeholder Engagement to Reduce Conflict on, and Secure Water for and from, Agriculture <i>Geneva Hub</i>	<i>Workshop</i> Walt Whitmer; Lara Fowler; Michael Kern			
Government - Special Topic Session Hosted by William Hall, Department of Interior <i>Kyoto Hub</i>	Understanding Identity Dissonance Through Qualitative Research on Identity-Based Conflict Deborah Sachare	Community Collaborative Governance: Solving Local Problems and the Rule of Law Lisa Blomgren Amsler	Foreign Military Intervention and Conflict Resolution: an American Legacy Karen Feste	
Trust <i>Oslo Hub</i>	Understanding Culture and Trust Development in Negotiating New Business Relationships Jeanne Brett; Tyree Mitchell; Susanna Vogel	The Economic and Interpersonal Consequences of Deflecting Direct Questions T. Bradford Bitterly; Maurice Schweitzer	Building Trust by Tearing Others Down: When Accusing Others of Unethical Behavior Engenders Trust Jessica Kennedy; Maurice Schweitzer	On Power and Metaperceptions of Trust: When and Why Leaders are Perceived as Unwilling to Trust Marlon Mooijman; Maryam Kouchaki
Communities & Engagement <i>Yalta Hub</i>	Pettiness in Social Exchange Tami Kim; Ting Zhang; Michael Norton	Like Flies in a Jar? A Natural Experiment Of Self-Control in an Organizational Social Dilemma with Large Stakes Matthew McCarter; Jonathan Clark; Abel Winn; Darcy Kamal	Conflict in Poland: Example of Empathic Failure? Dominika Bulska	Unequal and Worth Less? Unequal Prisoner Swaps Influence Perceived Self-Value, Direct Perceptions, and Future Treatment of Outgroups Andrea Dittmann; Nour Kteily; Emile Bruneau

Tuesday 3:30pm – 5:00pm July 10, 2018 Parallel Sessions				
Workplace Conflict, Criticism, & Incivility <i>Davos Hub</i>	Family Undermining as a Precursor to Workplace Incivility: a Spillover-crossover Perspective Merideth Thompson; Dawn Carlson; K. Michele Kacmar	Are Family Firms A Fertile Ground For Constructive Conflict Management? A Conceptual Review Cristina Alvarado-Alvarez ; Immaculada Armadans ; María Jose Parada Balderrama	Cooperative Controversy: When Criticism Enhances Creativity in Brainstorming and Negotiation Jared Curhan; Aditi Mehta; Tatiana Labuzova	
The Transformative Potential of Mediation Training for Law Students & Attorneys <i>Geneva Hub</i>	Symposium Jessica Jameson; Lin Adrian; Noam Ebner; Martin Euwema; Gregory Paul; Alain Verbeke			
Communities - Special Topic Session Hosted by Tricia Jones, Temple University <i>Kyoto Hub</i>	Attracted to Peace: Modeling the Core Dynamics of Sustainably Peaceful Societies Peter Coleman; Jaclyn Donahue; Joshua Fisher; Beth Fisher-Yoshida; Kyong Mazzaro; Douglas Fry; Larry Liebovitch; Philippe Vandebroeck	Autocratic Recidivism: The Role of Civil Society and Peer-to-Peer Networks in Successful Democratic Transitions Andrzej Nowak; Michele Gelfand; Arie Kruglanski; Wojciech Borkowski		
Forging IACM <i>Oslo Hub</i>	Novel Session Peter Carnevale; Deb Cai; Dan Druckman; Dean Pruitt; Linda Putnam; Afzal Rahim; Jim Wall			
Ethics, Honesty, & Deception <i>Yalta Hub</i>	“I’m Just Being Honest.” Ethical Justifications Enable Interpersonal Harm Emma Levine	Getting to No: Deception Using Strategic Negotiation Krishnan Anand; Pnina Feldman; Polly Kang; Maurice Schweitzer	Differential Impact of Economic Environment on High and Low Social Class People Unethical Behavior Hemant Kakkar; Niro Sivanathan; Xiaoran Hu	(Dis)Honesty in the Face of Uncertain Gains or Losses Wolfgang Steinel; Kalina Valtcheva; Jérémy Celse; Sylvain Max; Shaul Shalvi

Wednesday 9:00am – 10:30am July 11, 2018 Parallel Sessions				
Teaching Conflict Resolution in a Fragmented Society <i>Geneva Hub</i>	<i>Workshop</i> Ephraim Tabory; Amira Shiff; Ben Molloy; Revital Hami-Ziniman			
Race <i>Kyoto Hub</i>	Herd Invisibility: The Psychology of Racial Privilege L Taylor Phillips; Brian Lowery	Making Diversity Win: Cultivating Inclusion Through Expressing Cultural Identity Differences at Work Rachel Arnett	Hetero(sexual) Dominance: Understanding Hostility toward Women Who Date Outside the Group Amelia Stillwell; Brian Lowery	When Do I Want to Stay? The Roles of Minority Perspective-Taking, Social Identity-Based Impression Management Strategies and Authenticity Climate Edward Scott; Alexis Smith; Cynthia Wang; Gillian Ku; Bryan Edwards; Adam Galinsky
Mindfulness, Attachment, Engagement, & Energy <i>Yalta Hub</i>	Awake and Well? Sleep Leadership, Sleep Health, and Psychological Health in the Workplace Brian Gunia; Amy Adler; Kathleen Sutcliffe; Paul Bliese	Inconsistently Engaging at Work? Investigating the Relationship among Engagement Variability, Emotional Stability, and Performance Basima Tewfik; Shefali Patil	Disparagement Backlash and Caretaker Advantage: How Attachment Shapes Reactions to Accounts in Negotiations Alice Lee; Daniel Ames	Helping People by Being in the Present: Mindfulness Increases Prosocial Behavior Andrew Hafenbrack; Lindsey Cameron; Gretchen Spreitzer; Laura Noval; Chen Zhang; Samah Shaffakat

Wednesday 11:00am – 12:30pm July 11, 2018 Parallel Sessions				
Uncertainty, Alliances, & Coalitions <i>Davos Hub</i>	An Experimental Study of Constellational Interdependence in Supply Chain Alliance Social Dilemmas Matthew McCarter; Anya Samek; Roman Sheremeta	The Strong, the Weak, and Lady Luck: Types of Uncertainty and Their Effects on Competitive Behavior Einav Hart; Judith Avrahami; Yaakov Kareev	Broadening the Concept of Brokerage: An Integrative Organizing Framework Nir Halevy; Eliran Halali; Julian Zlatev	Strength is Still a Weakness: Two Replications of the Strength-is-Weakness Effect In Coalition Formation Using the oTree Landowner Game in the Lab and on Amazon Mechanical Turk Joeri Wissink; Ilja van Beest; Tila Pronk; Niels van de Ven
Innovation in the Negotiation Classroom: Advanced Techniques for Deep Learning <i>Geneva Hub</i>	<i>Workshop</i> Noam Ebner; Ingmar Geiger; Jennifer Parlamis			
Using Interpersonal Emotions to Improve Negotiation Outcomes and Business Partnerships <i>Oslo Hub</i>	<i>Workshop</i> Tatiana Astray			
Status & Hierarchy 2 <i>Yalta Hub</i>	Doppler Effect in Status Competition: The Impact of Status Momentum Within Rank Ordered Hierarchies Hemant Kakkar; Niro Sivanathan; Nathan C. Pettit	Middle Group Identity: The Curvilinear Relationship between Group Status and Group Member Identification Sora Jun	Conflict in Coordination: Status Can Lead to Inferior Outcomes Gwendolyn Tedeschi; Poonam Arora	Competing for Attention: Competition, Cooperation, and the Salience of Power and Status Nicholas Hays; Zhiya Guo; Russell Johnson

CONFERENCE ABSTRACTS

SUNDAY, JULY 8, 2018

8:30pm - 10:00pm
Poster Sessions & Dessert Reception

Field Experiments on Everyday Discrimination

Alexandra Feldberg; Tami Kim

Two field experiments involving 7,375 hotels investigated everyday discrimination. First, we explored which ascriptive categories affected the quality of information individuals were willing to share (Experiment 1). We emailed hotels from one of twelve fictitious email accounts (varying race, gender, and status) asking for local restaurant recommendations. Hotel representatives' email responses revealed racial discrimination along three dimensions of quality: responsiveness, helpfulness, and rapport. Second, we examined whether signaling one's market value by making customer status explicit could reduce discrimination (Experiment 2). Indeed, communicating information-seekers' intention to stay at the hotel improved the quality of information shared. Combining experimental data with archival data suggests that Asians receive poorer treatment than black information-seekers due to both racial and anti-foreign bias. Our findings both provide the first causal test of everyday discrimination and contribute to nascent research on interventions that individuals can utilize to preempt discrimination.

Psychosocial Predictors of Aggressive Conflict Behavior: Gender Differences

Gražina Čiuladienė

The study aimed at answering the following research question: does the sex of the youth differentiate the predictors of aggression strategy in social conflict situations? The empirical research was focused on personality and family conditions of the aggressive strategy for coping with a social conflict situation by young people with particular emphasis placed on the role of self-esteem, a sense of placing control, a kind of cognitive evaluation of a social conflict situation, the level and content of emotions as well as educational attitudes of parents and a model of parental response to a social conflict situation. The stepwise multiple regression analysis showed that out of twenty-seven independent variables, which were introduced into the regression model, nine were of significance in explaining the strategies of aggression by girls, five of them were significant for boys (four of them were the same, and one was different variable).

Collaboration versus Cooperation: Grassroots Activism in Divided Cities and Communication Networks

Rachael Barbour

Peacebuilding organisations act as network of information for communities. Through fieldwork, it was highlighted that grassroots organisations and activists may cooperate with each other in their actions of peace-building however they would not collaborate. This theme first came to attention in February/March 2017, and then was further supported in August and September 2017, within two divided societies; Nicosia in Cyprus and Jerusalem in Israel, there was a distinction made by organisations (such as PRIO in Cyprus and Binkom in Jerusalem) and activists with regards to activities (e.g. organising rallies) being more 'co-operative' than 'collaborative'. This theme became apparent when having informal conversations and semi-structured interviews with various members of the activist communities. This idea needs further explored as these distinctions could impact upon the efficiency of peacebuilding activities within divided societies.

The Use of Soft Power in Mediation - The Case of Brazil and Peace Operations

Jose Pascal da Rocha

The paper, which is part of a larger study, explores the research question: How mediated agreements facilitate or inhibit durable and implementable peace? The project methodology includes new insights on peace operations and its linkages to international mediation efforts. It offers empirical research on peace operations conducted throughout the Global South – here with an emphasis on Brazil's use of Soft Power and robust peace enforcement operations

100 Years of Service: Organizational Conflict and Perceptions of Women in the U.S. Military

April Coan

Recent political moves to push the military towards gender inclusion by opening combat billets to women and allowing transwomen to serve openly has increased tensions within the Department of Defense. The purpose of this research is to apply an organizational conflict perspective to the United States military. This mixed methods research proposal seeks to explore male attitudes towards gender equality and equal opportunity within the traditionally masculine institution of the U.S. military. Despite previous research conducted on the subject, there is no research that identifies the differences in male perceptions of women in each military branch over time. The research I will be conducting hopes to fill this gap in knowledge. Furthermore, the year 2018 marks the 100-year anniversary of women serving in the U.S. Armed Forces, making this research on gender and organizational conflict within the United States military exceptionally timely.

On Ladders and Pyramids: Hierarchy's Functional Form Shapes Its Consequences for Social Relationships and Group Outcomes

Siyu Yu; Lindred Greer; Nir Halevy

Social and organizational hierarchies are ubiquitous as they are diverse. Although hierarchies come in many shapes and forms, little is known about the psychological consequences of different hierarchical structures for individuals and groups. Theoretically integrating the literatures on social hierarchy, social relationships, and group processes, we propose and empirically demonstrate that the functional form that hierarchy takes impacts hierarchy's consequences. Three studies contrasted two distinct hierarchical structures - ladders and pyramids - to explore when, why and how hierarchy supports versus undermines intra-group social relationships and constructive group processes. Building on recent conceptual and methodological advances in research on psychological situations, Study 1 demonstrated that individuals attach different social relationships related psychological meanings to ladder-shaped versus pyramid-shaped hierarchical structures. Study 2 surveyed employed adults about the functional form of their team hierarchy at work. Ladder-shaped, but not pyramid-shaped hierarchies, were associated with worse intra-team social relationships and greater competition for prominence hierarchical standings within teams. Study 3 experimentally manipulated teams' hierarchical structure in a lab setting and demonstrated the causal chain of our full model-Ladder-shaped hierarchy undermined intra-team social relationships, thereby increasing within-team hierarchical conflict and team performance. Taken together, these findings enhance our understanding of the multifaceted ways in which hierarchy shapes the lives of individuals and groups.

Spillover Tendency in Self-Perpetuating Hierarchies

Siyu Yu; Joe Magee

We examine the idea and consequences of a "hierarchical mindset" by exploring the possibility that putting people in a hierarchical setting will cause this mindset to carry over to an unrelated setting. Across two studies, we found that participants who were asked to allocate resources in a hierarchical way in one setting (e.g., social policy, organizational resource) were more likely to distribute resources this way in an unrelated setting. This work helps to understand the ubiquitous and self-perpetuating nature of hierarchies.

Role of Emotional Intelligence Competences in Solving Conflicts

Valon Murtezaj

The complex nature of leadership and diplomacy requires global leaders and diplomats to have the ability to effectively negotiate agreements and manage conflicts. The purpose of this study was to develop a comprehensive understanding of the role of emotional intelligence (EI) in negotiating agreements in conflict situations. A qualitative phenomenological descriptive approach was used to achieve this purpose. This study found specific bodies of knowledge that influence success in solving conflicts. Results show that competences of emotional intelligence significantly influenced effective negotiation processes. Specifically, EI competences of self-awareness and empathy, according to the descriptions of participants, showed to be determinative in any negotiation process that aims to solve conflicts.

Zero Hour

Bhushan Kumar

Caste system, one of the most ancient and divisive social systems of India, has seen its influence eroded by several modern technological and economic advancements. These advancements, however, have repackaged some of aspects of the caste system. This is best illustrated by food habits: food continues to be considered sacred and people prefer (sometimes, demand) to share their meal space only with others from similar or better socio-economic backgrounds.

To counter this behavior, I implemented 'Zero Hour' - a program that brought together employees across hierarchies from six key functions of an Indian manufacturing unit to interact with each other in small informal groups over a meal. This social experiment, which neither required any financial investment nor led to a loss of productive time, was held every week for 6 months.

The test results were significant: a steep improvement in inter-team cooperation, efficiency and retention rate was observed across functions. It was apparent that placing the teams in a novel and safe context made past patterns less accessible allowing them to form new relationships with old colleagues. Success of this program indicates a possibility of enhancing culinary diplomacy as a tool of soft power to reduce biases and conflicts in communities.

The Role of Reflexivity in Labor Negotiation Agreements: The Strategy of Le Bar D'en Face

Juliette Fronty; Maria Koutsovoulou

In the field of research dedicated to labor and to organizational negotiation different approaches have been developed, each focusing on a specific aspect of this multidimensional process. We refer to the situational, individual differences, cognitive and motivational approaches. Though these approaches contributed to widen our knowledge of the conditions that favors integrative processes in conflictual negotiations, labor negotiators' identity as for its effect on the emergence of integrative processes is still a promising field to explore. Moreover, we believe that additionally to negotiator's identity, negotiator's reflexivity is a variable that deserves to be explored as for its' impact on negotiator's integrative behavior. In the present study, after defining the concepts of professional identity, identity work and reflexivity, we present and thoroughly analyze a case study that brings to light original results concerning the link between individual and collective reflexivity and integrative processes in conflictual labor negotiation.

The Interplay of Conflict, Anger and Counterproductive Behaviors

Muhammad Khan Riaz; Khwaja Fawad Latif; Waseef Jamal

The study aims to investigate the relationship among workplace conflict, counterproductive work behaviors (OWBs) and anger as well as it also examines the mediating effect anger on the relationship of three types of conflict namely relationship, task and process conflict. The data is gathered from a sample of 317 using stratified random sampling from the banks of three districts of Khyber Pakhtunkhwa Province of Pakistan. Using Smart PLS, SEM was performed. It is found that three types of workplace conflict, individual counterproductive work behaviors (OWBs), and anger are correlated with one another positively. Mediation analyses are carried out and it is found that anger partially mediate the relationship of process and relationship conflict with counterproductive work behaviors (CWBs) but not of task conflict. Results will be discussed, debated, compared and contrasted in the full version of the paper. In light of those, managerial implications, limitations and future directions will also be deliberated.

"In-Group Love" and "Out-Group Hate" in Conflict between Groups and Between Individuals

Ori Weisel; Ro'i Zultan

Do people participate in intergroup conflict to help their in-group or to harm the out-group? The \emph{Intergroup Prisoner's Dilemma Maximizing Difference} (IPD-MD) game disentangles individual motivations in intergroup conflict. In this game, members of two groups can contribute to a group effort, with or without harming the other group. Previous findings show that people tend to avoid intergroup conflict by contributing to their in-group without harming the out-group. This observation is surprising, given the \emph{common enemy effect}, by which intergroup conflict increases contributions to the in-group. Recent findings reveal that behavior in intergroup conflict is strongly moderated by whether the conflict is perceived to threaten the individuals in the group or the group as a unity. We manipulate the perceptions of intergroup conflict to find that out-group hate does emerge---only if the conflict is perceived to threaten the group.

The Self-Talk Women Use in Negotiating

Beth Fisher-Yoshida

When preparing for negotiations there are important considerations to take into account. In addition to the usual strategy, tactics, information and approach, there are characteristics of the negotiator that affect the process and outcomes of the negotiation. As athletes go through certain rituals in mentally preparing to psyche themselves up for their athletic feats, the negotiator's mindset is also critical when preparing for and engaging in negotiations. This presentation is based on research conducted in part to see the types of self-talk women use when preparing for negotiations. The context is in an organizational setting and women working full-time for less than 5 years, 10-15 years and more than 25 years were interviewed. Coordinated Management of Meaning (CMM), which takes a communication perspective, is the research methodology applied and to make meaning of the self-talk these women use and how it influences their negotiations.

Using Critical Race Theory to Minimize Environmental Conflict when Socio-Economic Status and Race/Ethnicity Intersect

Donnalyn Pompper

This essay blends critical race theory with conflict management to examine ways that environmental justice, corporate social responsibility, and sustainability can overlap to inspire organizations to do the right thing with regard to environmental issues among communities of lower socio-economic status who are people of color. At least three main theory streams are blended to sharpen focus on how organizations must work harder to avoid environmental racism given that mainstream media routinely fail to give voice to the least powerful communities in the U.S. First, the historical and cultural contexts of social identity intersectionalities must be appreciated as part of critical race theory application. Second, the role of communication in encouraging organizations to collaborate with external stakeholder communities in order to minimize conflict cannot be underestimated. Finally, the activist dimension of critical race theory can inspire organizations to implement ongoing programs that give voice to marginalized citizens and hold those organizations accountable to corporate social responsibility and sustainability promises.

Seven Degrees of Inclusion: Women's Inclusion in Peace Processes in Cases from The Maghreb and Middle-East

Jose Pascal da Rocha; Kimberly Loh; Abeer Pamuk

Digging into the case studies of 40 peace or political transition negotiations in civil wars termination from all around the world, including constitution making processes, the study found out that women represented one of the most included groups, out of all represented minorities. Out of the 40 cases analyzed, 28 of them included women in one way or another. According to the figures, the number of women involved in the negotiation processes increased after the year 2000, suggesting the positive impact resulting from the adoption of UNSCR 1325. However, the presence of more women is not equal to meaningful participation. The question to be addressed should relate to women's actual influence at the negotiation table, rather than their mere presence. There is evidence that when women's groups manage to influence the process, the chances of an agreement being reached and implemented are higher. However, it is worth noting that this is a correlation, not a causality. The study will suggest 7 modes of inclusion and explore the women peacemakers program at Kroc Institute at University of San Diego and peacemakers in Syria.

No Numbers Needed? - The Power of Semantic Anchoring

Marie-Christin Weber; Uta Herbst

Anchoring represents one of the most important and most investigated negotiation tactics. Although scholars already discovered the semantic nature of anchors, negotiation research has thus far been focusing on numerical indications. However, situations do arise in negotiations when a party wants to use the first mover advantage, but simultaneously—for example, due to uncertainty—cannot or does not want to reveal numbers. Such a party would then rather say that prices have risen since the previous year, or that the product is of a superior quality and therefore more expensive than those of the competitors in the market. This study investigates the power of semantic anchors, which rather preset a price direction than mention a number. Therefore, a pretest reveals the semantic anchoring effect, which should be further validated via a negotiation experiment. This is a work in progress; final results are expected in spring.

Ready, Steady, Go: The Meaning of Contexts and Conditions for Mediators' Entry

Johanna Sand; Markus Voeth; Katrin Brauchler

Mediation has been the subject of numerous descriptive studies in various fields of research. Although a number of empirical studies concerning this alternative form of dispute resolution exists, most of them focus on the process itself, regardless of the contexts and conditions under which mediation takes place. Following the contingency model of mediation, processes are embedded within contexts and conditions in the pre-mediation phase, which influence and frame the disputants', as well as mediators', behavior. By using content analysis, our study identifies variables—such as escalation level or conflict duration, which characterize this phase. Moreover, we show the connections between those variables and argue for their inclusion into mediation research to explain and predict the probability of a mediators' entry. This study aims to overcome the lack of measurability concerning contexts and conditions and gives a starting point for future scales, which can be included in empirical research. Through this, more comprehensive and realistic practical recommendations can be achieved for all three parties.

The Missing Link: Where Has the Critical Bias of Peace Studies Gone? A Comparative Study on the Peace Movements Involvement in the Cases of Colombia and Mali

Catarina Bezerra; Fábio Nobre

The objective of this project is to analyze the concepts of peace, violence and conflict, through the comparison between the participation of social movements for peace during the peace processes in Mali and Colombia, in order to question the traditional models of Studies for Peace, while at the same time trying to reconstruct the criticality of thought that has been lost over time.

Trust and Anchoring in Negotiation

Jian-Dong Zhang; Jeanne Brett

This paper develops and tests hypotheses about how and why trust affects anchoring in negotiation. Three experiments show that the reputation of the negotiator making the first offer affects judgments of the trustworthiness of that negotiator, perceptions of the fairness of that negotiator's first offer, anchoring – the level of the counter offer relative to the first offer, and final settlement price. These studies contribute new insights into the negotiation literature on trust and anchoring. First, they reveal the Achilles heel of high trust – trusting negotiators are more likely to be anchored than negotiators who do not trust. In contrast, these studies reveal that low trust buffers negotiators from being anchored. Second, these studies add trust to the growing list of factors that research is revealing factors that can buffer negotiators from anchoring. Third, these studies explain that the buffering effect of low trust is due to the judgments that low compared to high trust negotiators make about the first offer. Low trust negotiators judge first offers as more extreme than high trust negotiators.

Relationship Transformation between Israeli Settlers and West Bank Palestinians: The Case of "Roots"

Ben Mollov; Chaim Lavie

This paper will be a continuation of earlier work on the analysis and evaluation of Israeli-Palestinian inter-religious dialogue efforts primarily as purported by the work of the Israeli Interfaith Encounter Association (Mollov, 2011; Mollov and Lavie, 2006, 2015; Mollov, et. al., 2007) which has focused on religion as a bridge and basis for dialogue. In this work, a further stage of field research on the interreligious level will be undertaken, through an analysis and evaluation of a relatively new Israeli-Palestinian initiative known as "Roots" or Shorashim in Hebrew. "Roots" established in 2014 focuses mainly on interactions between Israeli Jewish settlers and local Palestinians in the Gush Etzion area located due south of Bethlehem on the way to Hebron. The background of this initiative and the authors' research plan will be presented along with an analysis of the implications of "Roots" for Israeli-Palestinian peace building.

Negotiation History in Business Relationships – (How) Does It Affect Negotiation Behavior and Outcome?

Herbst Uta; Maximilian Ortmann

In business relationships, buyer-seller negotiations significantly influence a company's profitability. Due to subsequent negotiations with the same partner, a so-called negotiation history results which has an influence on the behavior in and the outcome of future negotiations. As there are different business relationship types, which especially differ in power position and dependences between buyer and seller, it has to be analyzed whether the negotiation history varies between these relationship types and if so, how this difference affects behavior and outcome. Therefore, a quantitative analysis with practitioners was conducted and first results of our ongoing research show that there are indeed significantly different effects on negotiation behavior and outcome within the different business relationship types, caused by negotiation history.

Workplace Bullying as Negotiation's Evil Twin

Jason Pierce; Linda Dunn-Jensen

High-profile incidents continue to fuel scholarly interest in bullying and other forms of mistreatment at work. This interest has led to a proliferation of overlapping definitions and descriptive theories that make it difficult to (1) differentiate workplace bullying from other problematic behaviors (e.g., abusive supervision, harassment, incivility, etc.) and (2) establish explanatory and predictive theories for it. We offer the present analysis to address both limitations. We begin by establishing workplace bullying as negotiation's evil twin: both come as responses to conflict with the former constituting an illegitimate alternative to the latter. This perspective allows us to then draw on multiple cognitive and behavioral theories to explain why and when parties engage in bullying as well as how it influences targets to concede to otherwise unacceptable terms. In contrast to previous frameworks, ours suggests that anyone can bully and points to potential techniques for mounting effective defenses against it.

On the Dynamics of Interpersonal Influence: The Attribution of Social Motivation Impacts the Success of Influence Striving Behaviors

Maartje E. Schouten; James G. Matusik; Stephanie M. Lee; Nicholas A. Hays

The results of this experimental study examining influence trajectories of influence strivers over the course of a virtual, self-managed team's life demonstrate that influence is a dynamic construct. Moreover, the attribution of proself or prosocial motivation shapes the interpretation from the other team members of striving behaviors and their influence conferral.

Negotiating with Sub-Saharan Africans: The Role of Time, Communication and Relationship.

Doudou Sidibe; Remi Ayoko

In Africa, by 2050, experts project the population will be around 2.4 billion (World Population Prospects, 2015) suggesting a potential market of around two billion consumers. In this respect, it is anticipated that the trade flows between Africa and the rest of the world will increase considerably (Bickersteth, 2015). Additionally, increased trade flows suggest a need for a deeper understanding of the negotiating style(s) unique to Africans by the rest of the world and vice versa. Nevertheless, studies examining the negotiation styles and patterns of Africans seem to have been ignored (for exceptions, see Lebaron, 2003) and Zartman, 2000). In the current research, we focus on the countries that comprise the sub-Saharan region to explore their negotiation patterns. Specifically, the study aims at examining the impact of sub-Saharan African culture (e.g. time, communication and relationship) on their negotiation styles and patterns in the international context.

Moral Content in Workplace Conflict

Krithiga Sankaran; Jesse Graham

Using moral foundations theory and text analysis tools, two studies are proposed to explore moral content in different types of workplace conflicts. Word count of moral foundation terms in notes available in the website "passiveaggressivenotes.com" (Study 1) and narratives of conflicts provided by MTurk participants (Study 2) would be text-analyzed to uncover moral content differences across the three types of conflict – relationship, process, and task conflict. These studies advance moral content as a significant differentiator of the three types of workplace conflict.

Mansplaining

Ovul Sezer; Shimul Melwani

In this paper, we examine a common behavior that constitutes a significant barrier to women's advancement in organizations: mansplaining. Specifically, we suggest that mansplaining-men's tendency to explain things to expert women-is a phenomenon that occurs when men, who have objectively less knowledge than the experts in that domain, do not accept women's expertise or advice, with the erroneous assumption that they know more about it than the women experts they are talking to. Four studies demonstrate that women experts receive more explaining from men due to skepticism regarding their competence and perceived expertise. Mansplaining causes women experts to exert more effort to explain their knowledge, reduces their performance and results in suboptimal decision making for mansplainers.

More Blame and More Shame: A Cultural Perspective on Leaders' Decision to Resign

Huiru Yang; Katerina Bezrukova

In times of corporate crisis, organizational leaders from collectivist cultures are much more likely to resign in response to corporate wrongdoings than organizational leaders from individualistic cultures. We propose that because organizational leaders from collectivist cultures tend to have a collective agency orientation and stronger identification with their company - the offending group, they will take blame more frequently than organizational leaders from individualistic cultures. Furthermore, we argue that organizational leaders with collectivist cultural backgrounds will attribute the corporate transgression to stable, uncontrollable, and global causes, which will lead them to experience more collective shame than organizational leaders with an individualistic cultural background. Both blame-taking behavior and feelings of collective guilt will result in organizational leaders' resignation, which provides explanations to the cultural differences between collectivist cultures and individualistic cultures regarding organizational leaders' resignation.

Leveraging Tension for Social Change in the Workplace: An Intersectional Approach

Allegra Chen-Carrel; Rebecca Bass; Danielle Coon

In the current study, we explore how people leverage tension for social justice in the workplace, particularly examining how the identities and contexts of individuals involved impact the calculus of risk and reward associated with acknowledging and working with the energy of tension in order to facilitate change. Tension can be overwhelming and debilitating, causing people to shut down and shy away from conflict, but it can also plant seeds of doubt about the status quo, motivate people to address inequalities, and can be channeled as a constructive force for social justice. Through exploratory interviews, this study extends previous research on how "optimal tension" produces the conditions for constructive multicultural conflict processes. Drawing upon conversations with practitioners, we explore how identities and formal positions or roles authorize individuals (or not) to acknowledge tension and examine how identity and context intersect to position people to leverage tension in different ways.

The Impact of Company Apologies: Textual Analysis and Public Response

Krupa Viswanathan; Ngoc-Tran (Tracey) Tran

Companies may face crises resulting from situations in which their products or actions cause harm and how they choose to publicly acknowledge that harm can influence the public's response. The words used by the company in its statements and how the company takes responsibility for contributing to the situation have a powerful impact. Company apologies represent a forceful means of communication. Issuing an apology serves multiple purposes. It can appease the harmed party, comforting them in the knowledge that the party causing harm has taken responsibility. For a company apologizing and acknowledging steps they are taking, the public could feel assured that the company is implementing measures to avoid or prevent such harm in the future and also fuel goodwill. How companies craft their statements, the subsequent media reporting and social media transmission of these statements, and public and stock market response are the focus of this research.

What Counts as Discrimination? Third-Party Perceptions of Fairness of Employee Selection Decisions

Teodora Tomova; L. Taylor Phillips

While people's perceptions of some kinds of selection attributes have been investigated (e.g., race, gender), other kinds of selection attributes remain under-examined, despite their documented impact on selection outcomes (e.g., networks, alma mater). In Study 1, we investigate that while well-studied forms of discrimination form a clearly unfair cluster (e.g., race, gender), both well-studied and under-studied forms also form an ambiguous cluster (e.g., networks, alma mater). Study 2 shows that relevance, control, and privacy are most influential when participants think about fairness. Using an experimental approach in Study 3, we find that perceptions of relevance, controllability, and privacy of an attribute mediate perceptions of fairness of selecting on that attribute. Finally, in Study 4, we take a different approach and ask working adults to generate selection attributes that they consider fair versus discriminatory. Altogether, we find converging evidence that internality, relevance, and privacy drive perceptions of fairness of selection attributes.

Brand Relevance in Business Negotiations - A Conceptual Approach

Anne Maria Stefani; Markus Voeth

Within today's increasingly competitive business environment, branding is crucial for business success. In the past decades, marketing science has researched the numerous effects of brands on intra-organizational and inter-organizational behaviors and processes. In this regard, it is rather surprising that up to now the relevance of brands in negotiations, as one of the most central decision-making processes in business, remains an open research field. It is critical that one better understands the importance of branding as it affects negotiation behaviors and outcomes. The present conceptual study aims to close this research gap. By following an interdisciplinary approach, the study observes two key effects. First, as suggested by the social identity approach, brand membership cause goal-congruence between the organization and the negotiators and enhances negotiators self-esteem. Secondly, according cognitive approaches, the brand frame externally affects counterpart's perception and behaviors. Internal and external effects influence negotiation outcomes.

The Role of Social Injustice in Cyberbullying Behavior

Yuanxin Wang

This study examines the relationship between social injustice and cyberbullying suggesting the mediator role of aggression. The definition of bullying and cyberbullying is also explored and compared within different social contexts and age groups. Employing randomized experimental design, the findings of this research fill the gap in literature on the possible causal impact of social injustice on cyberbullying, and in turn optimize the intervention programs combating cyberbullying across various settings.

Training Negotiation Teams: The Impact of Roles and Transactive Memory

Kevin Tasa; Tatiana Astray

Despite the prevalence of negotiation teams, and the significant outcomes such teams can advance for organizations, relatively little is known about the within-team dynamics that support or challenge their ability to plan, create, coordinate, and execute a rational and effective across-the-table bargaining strategy. We respond to this issue by designed a training program for negotiation teams that focuses on the adoption and enactment of team roles and the use of constructive controversy during planning phases. The sample included 56 MBA negotiation teams, with 28 teams exposed to the training program. Results show that trained teams had higher levels of confidence regarding the use of different negotiation strategies, higher levels of awareness of how they could coordinate their expertise. Trained teams were also more satisfied with their negotiated outcomes and the negotiation process with their counterpart.

Resolving Climate Related Conflicts through Environmental Constitutionalism in South Africa

Ademola Oluborode Jegede

Climate change is a global challenge that burdens all of humankind, but not equally. For instance, there is strong evidence that global warming will have a range of negative and positive impacts on biological systems, precipitation and drought, and give rise to natural phenomena such as cyclones, floods and high sea levels world over. Also global evidence exist that livelihoods will be affected through sea-level rise, changes in weather and rainfall patterns, and human health. In South Africa there will be disproportionate effect of climate change due to limited access to goods and services, resources and decision-making processes. Higher temperatures and diminished rainfall associated with climate change are already impacting the agriculture and energy sectors in South Africa. This impact is far reaching in that the coal which fuel 90 percent of the country's electrical generating capacity and provide a third of its liquid fuels is water-guzzling. Coals also contribute to carbon emissions which worsen warming and drying. While linkages may exist between climate change and conflict, this has not been clearly clarified. Whether climate change is related to conflicts is debated. The dimension of its linkage and what role the constitution and its application can play in addressing conflict associated with climate change also require a clear articulation. No doubt, section 24 of the 1996 Constitution of South Africa recognizes the right to a healthy environment in South Africa, a provision which has been robustly interpreted by the Constitutional Court in South Africa. However, while this provision seems promising as it agrees with the trend in scholarship that the concept of environmental constitutionalism, that is, the incorporation of the protection of environment in the constitution and establishment of a constitutional court that allows for its application can be useful in the protection of the environment, little is known on its relevance to climate change associated conflicts. The aim of this paper is to demonstrate the link of climate change with conflicts and explore what role and how the concept of environmental constitutionalism can be useful in addressing conflicts associated with climate change in South Africa. In doing so, the paper concludes that the link of climate change with conflict can be direct or indirect and that environmental constitutionalism can play a useful in addressing the conflict associated with climate change in South Africa.

Perceptions of Christians and Muslims by Americans: Causes of Intergroup Attributions

Edward L. Fink; Deborah A Cai; Carolyn E. Montagnolo

This study considers whether religious and political affiliations within the U.S. influence people's perceptions of similarity and their assignment of responsibility for an accident. Two structural equation models (SEMs) were tested. The first tested relationships between the blameworthiness of the driver who caused the accident and attitudes about whether someone who commits acts of violence in the name of religion is acting as a real Christian or Muslim. Perceived similarity with the driver was associated with assigning less blame on the driver, and higher attributional complexity led to assigning more blame to the driver. The second SEM examines age, sex, religiosity and attitudes about rights of ethnic minorities in the U.S., and media use on judgments of whether the driver was a Christian or a Muslim. None of these variables influenced whether respondents thought the driver was a Christian; they only affected whether they thought the driver was a Muslim.

Union Framing of Conflict-Related Issues in the Entertainment Industry

Ryan Fuller; Linda Putnam

This study examined the conflict framing of union leaders as they reacted to changes in the entertainment industry. The analysis revealed how participants named conflict-based issues and attributed blame for them; cast them as whole stories; or reframed them. Overall, leaders of two types of unions [employees classified as above-the-line (ATL) and workers categorized as below-the-line (BTL)] differed in their naming and blaming of controversial issues. For ATL employees, blame rested mostly on identifiable groups (e.g., employers, other unions) while for BTL leaders, blame centered on unfair legal, economic, and technological systems. Overall, this study suggested that naming and blaming of conflict-based issues operated differently for the two types of unions. Leaders who employed naming singled out critical agenda items and often used reframing, while union leaders who depicted issues as whole stories resisted reframing the issues linked to an ongoing conflict.

MONDAY, JULY 9, 2018

9:00am - 10:30am
Parallel Sessions

Workshop: Race and Gender in Conflict: What Distinguishes the Processes and Outcomes of Intersectional Identities? (Davos Hub)

Shira Mor; Negin Toosi; Zhaleh Semnani-Azad; Ashleigh Shelby Rosette; David Harrison; Rebecca Ponce de Leon; Angelica Leigh; Sreedhari Desai; Negin R. Toosi; Katherine W. Phillips; Emily T. Amanatullah; Erika V. Hall; Alison V. Hall; Adam D. Galinsky

Race and gender are two of the most salient social categories and the literature abounds with work examining the independent effects of both categories across social perception. However, in the past few years research on intersectionality has begun to examine the effects of race and gender concurrently on psychological processes that shape employee performance and behavior repertoire in conflict situations. Intersectionality is the study of the meaning and implication of simultaneous membership in multiple social groups (Cole, 2009; Collins, 1991; Crenshaw, 1989; Sanchez-Hucles & Davis, 2010). Research on intersectionality suggests that demographically derived inequity and its corresponding disparities, such as racism and sexism, interrelate, creating a social system of oppression and resulting in numerous forms of social inequality that may be additive (Beale, 1970) or interactive (Bowleg, 2008; Purdie-Vaughns & Eibach, 2008).

Recent intersectionality research suggests that race and gender may combine to either accentuate, or sometimes lessen, the bias that women of color experience, relative to those with only one marginalized identity (i.e., White women or men of color). This symposium offers two novel theoretical frameworks and two empirical presentations which begin to explore the complex landscape of race and gender intersectionality, with important implications for conflict and negotiations research as well as organizational diversity best practices. Thus, it addresses when, why, and how race and gender interact to affect important performance outcomes for women of color, as well as Whites and men of color, in both positive and negative ways.

Workshop: Seeing the Other Side: Antecedents and Consequences of Actual and Perceived Counterpart's Personality (Geneva Hub)

Adi Amit; Sari Mentser; Hillary Elfenbein; William Bottom; Lily Morse; Taya Cohen; Don Conlon; Kelly Schwind Wilson; Catherine Kleshinski; Sari Menster

Researchers have recently begun to recognize and appreciate the role that personality plays in negotiation processes and outcomes. Aiming to advance research on individual differences in conflict management, in this symposium we focus on the role of the actual and perceived personality of the other side. The four presentations address the topic from different angles. We start by looking at the effects of various personality characteristics of the counterpart (Elfenbein & Bottom). We continue with theorizing on the dynamic interplay between the moral character of all parties (Morse & Cohen). We then demonstrate the effect of congruence in unfairness perceptions in virtual (but not in face-to-face) negotiations (Conlon, Wilson & Kleshinski). Finally, we examine the influence of the perceived values of the counterpart on the decision to cooperate or defect (Mentser & Amit). Together, the presentations provide a preliminary investigation of the topic and stimulate further research in this area.

Affect & Emotions 1 (Kyoto Hub)

Communicating with Warmth in Distributive Negotiations is Surprisingly Counter-Productive

Martha Jeong; Julia Minson; Michael Yeomans; Francesca Gino

When entering into a negotiation, individuals have the choice to enact a variety of communication styles. We test the differential impact of being “warm and friendly” versus “tough and firm” in a distributive negotiation, when first offers are held constant and concession patterns are tracked. We find negotiators with a tough communication style achieved better economic outcomes than negotiators with a warm communication style, both in a field experiment and in a laboratory experiment. This was driven by the fact that offers delivered in tough language elicited more favorable counteroffers. We further find that the counterparts of warm versus tough negotiators did not report different levels of satisfaction or enjoyment of their interactions. Finally, we document that individuals’ lay beliefs are in direct opposition to our findings: participants believe that authors of warmly worded negotiation offers will be better liked and will achieve better economic outcomes.

A Pleasant Surprise in Partisan Politics: Avoidance of Opposing Views is Partly Driven by an Affective Forecasting Error

Charles Dorison; Julia Minson; Todd Rogers

People selectively consume information that aligns with prior beliefs (Hart et al., 2009), contributing to polarization and undermining democracy. Four studies (collective N=2,249) demonstrate that such “selective exposure” partly results from an affective forecasting error: political partisans systematically overestimate the strength of negative affect (i.e., feelings) that results from exposure to opposing views, and these incorrect estimates drive information consumption choices. Clinton voters overestimated the negative affect they would experience from watching President Trump’s Inaugural Address (Study 1) and from reading statements written by Trump voters (Study 2). Democrats and Republicans overestimated the negative affect they would experience from listening to opposing-party Senators (Study 3). The “affective forecasting errors” were driven by individuals’ tendencies to underestimate the extent to which (1) they would agree with the views of opponents; and (2) they would perceive opponents as possessing positive characteristics. Finally, in Study 4, correcting biased affective forecasts reduced selective exposure.

You’re Getting Warmer: The Impression Management Benefits of Humorous Self-Disclosure

T. Bradford Bitterly; Maurice Schweitzer

Across four studies, we identify humor as a powerful impression management tool. Humorous disclosures signal social competence, enable individuals to project warmth, and mitigate the harmful effects of negative disclosures on perceptions of general competence. The effect of humor on perceptions of general competence, however, is moderated by whether or not the topic of the joke is related to a core competency. We discuss implications of our findings for interpersonal perception and impression management.

The Carry-Over Effects of Subjective Value on Affect: The Role on Negotiation Experience and Rumination

Brooke Gazdag; Matthias Weiss; Martin Hoegl

The current study investigated the role of carry-over effects of subjective value from one negotiation to the next and its subsequent effects on negotiator affect. Drawing from affective events theory (AET; Weiss & Cropanzano, 1996) and appraisal-tendency approach to emotions (Lerner & Keltner, 2000), we argued that previous negotiation subjective value led to low and high activated negative affect through current negotiation subjective value. The study presented also tested the theoretically relevant role of negotiation experience and the yet previously unexamined role of rumination in the context of negotiations. Results of an experience sampling study from 70 negotiation professionals from a variety of industries provided initial evidence of the carry-over effects of subjective value from one day to the next. More importantly, we demonstrate that negotiation experience and rumination are critical boundary conditions in understanding how subjective value influences affective responses.

Culture & Diversity (Oslo Hub)

Better The Devil You Know: Competition in Intra and Intercultural Negotiations

Jimena Ramirez Marin; Adrian Barragan Diaz

Negotiation literature shows that intercultural negotiations result in lower joint gains compared to intracultural (Brett, 2014). Researchers have suggested at least three different explanations for this effect: differences in strategy, poor communication quality and a higher level of competition in inter than in intracultural. We test the assumption that intercultural negotiations are more competitive than intracultural. We argue that intracultural negotiations can also be competitive and intercultural negotiations can be cooperative. Our results show that intracultural negotiations can be more competitive than intercultural and that strategy is responsible for the sub-optimal outcomes obtained in intercultural. We discuss implications for global negotiators as well as future directions.

Do Nonnative Speakers Experience Dissatisfactory Conflict Outcomes? The Mediating Roles of Stereotype Threat, Prevention-Focus, and Conflict Behaviors on Conflict Outcomes

Regina Kim

With globalization, organizations are more likely to employ people whose native language is not English. Not surprisingly, nonnative accents have been identified as a source of tension and conflict in teams within organizations. In this article, I explore how nonnative accent affects nonnative speakers' conflict behaviors and outcomes in organizations. In two studies (N=252), I investigate whether nonnative speakers experience dissatisfactory conflict outcomes when interacting with native speakers in conflict situations as a result of stereotype threat, and how this may influence their motivation (e.g. regulatory focus), conflict behaviors and outcomes. Findings suggest that nonnative speakers experience more dissatisfactory conflict outcomes when in conflict with native speakers via feeling heightened stereotype threat, adopting a prevention-focus, and utilizing passive conflict behaviors. Theoretical and practical implications as well as directions for future research are discussed.

Access is Not Enough: Institutional Cultural Mismatch Persists to Limit Performance Over Time

L. Taylor Phillips; Nicole Stephens; Sarah Townsend; Sebastien Goudeau

The institution of American higher education is one of the world's largest and most impactful systems of organizations, and yet maintains a narrow institutional culture: independent models of self are the cultural ideal. This institutional culture produces a mismatch for first-generation students (those whose parents do not have four-year degrees), who are guided by relatively interdependent models of self. By the time they make it to graduation, do first-generation students' interdependent selves and associated outcomes (reduced fit, worse grades) change or stay the same? We follow students across their four years in college. We find that cultural mismatch persists until graduation. First, social class differences in models of self remain stable throughout college: first-generation students still endorse more interdependence than do continuing-generation students. Second, endorsement of interdependence, which does not match the college culture of independence, predicts reduced sense of fit in college four years later. Third, social class differences in fit are associated with important outcomes during college: lower fit predicts lower grades and subjective status upon graduation. This work suggests opening access to college by itself does not do enough to reduce social class inequality. Rather, colleges and similar institutions may need to provide more inclusive institutional environments to ensure that students from diverse backgrounds enjoy similar experiences and reap similar rewards during college.

Building the Tower of Babel: How and When International Experiences Foster Effective Leadership

Jackson Lu; Eliza Bivolaru; William Maddux; Adam Galinsky

As globalization rises, individuals and organizations increasingly value international experiences. It is widely assumed that international experiences foster individuals' leadership effectiveness, yet limited research has tested this assumption. We develop a model to theorize how and when international experiences increase leadership effectiveness. Using survey and field data, Study 1 and 2 revealed that individuals with broader international experiences were rated as more effective leaders because of their greater communication competence. Analyzing a 25-year archival panel of soccer managers, Study 3 not only replicated the positive effect of broad international experiences on leadership effectiveness with an objective measure of leadership effectiveness (i.e., team performance), but also provided quasi-experimental causal evidence for this effect via instrumental variable analysis. Moreover, this effect was moderated by team national diversity: managers with broader international experiences were particularly effective when leading more multinational teams. We discuss the implications of international experiences for leadership effectiveness in an increasingly globalized world.

Communities (Yalta Hub)

Improving Resource Conflict Management in Communities using a Transdisciplinary Coupled Modelling Approach

Lawrence Ibeh; Wolfram Mauser

Scholars have begun to use scientific knowledge to develop models for conflict management (CM). But natural resource conflicts (NRC) are "wicked problems" due to their uncertainty, multi-actors, multiple explanatory mechanisms and spatial-temporal context, rendering traditional CM strategies unsuitable. This article presents A Spatially Explicit Fuzzy Logic Adapted Models for CM (SEFLAME-CM). SEFLAME-CM develops a conflict vulnerability likeliness index (CVL), tested in communities vulnerable to NRC in the Nigerian Delta. SEFLAME-CM is a transdisciplinary coupled modelling approach, integrating the knowledge of the actors in support of decision-making in NRC for social learning. It involves three phases: (i) model design and joint problem framing, which identifies conflict drivers and operationalize the model, (ii) co-production of knowledge and (iii) scenario co-creation/results dissemination phase. A mixed method of satellite imageries, open interviews and workshops were used to collect data. When validated with Multiple Linear Regression Model (MLRM), the r^2 shows better performance in SEFLAME-CM.

Visibility and Meaningful Recognition for First Peoples: A Case Study of Communication, Culture and Conflict Intersections in Seeking Social Justice

Godfrey A. Steele

Conflict revolves around the intersection of communication and culture. This interplay has historical antecedents and contemporary applications. Conflicts involving indigenous peoples and colonisers appear in literary representations such as Shakespeare's *The Tempest*, and in contests between communities and cultures in historical, political and other settings. Amnesty International reports the realities faced by indigenous peoples and efforts to lobby for social justice. One example is the effort at becoming visible and seeking meaningful recognition examined in media coverage of the First Peoples holiday in Trinidad and Tobago, and resonates in conflicts reported elsewhere between indigenous peoples and others. Using media reports, interviews, and other data, this paper employs critical discourse analysis to trace the narrative elements and themes of the interplay among communication, culture and conflict in these texts, and interpret the expression and meaning of these texts as ways of describing, understanding, explaining and constructing a theoretical and applied account. Keywords: Intractable intercultural conflict, social justice, communication, culture, Indigenous Peoples, critical discourse analysis, case study

Building Resilience among Refugees and Host Communities in Uganda: A Culturally Sensitive Approach

Lucia Ferrarese

Uganda is now host to over 1.2 million refugees and this number is increasing on a daily basis (UNHCR, 2017). Refugee settlements in Uganda give food, water, a plot of land, education and the chance to work for every refugee who decides to seek refuge on this country. Many of these services are not even accessible to locals. Uganda is a developing country still struggling to recover from the effects of war while hosting a growing population of refugees. The purpose of this paper is to analyze how the national refugee policy can impact the relationship between refugees and host community, particularly the role that culture plays on tension development among the different cultural groups. The focus would be on the social impact of the refugee population in Uganda, and the possible approach to prevent conflict among refugees and locals from a cultural integration perspective.

11:00am - 12:30pm

Rapid Fire Sessions

Rapid-Fire 1A: Perceptions and Prejudice (Davos Hub)

For Us or for Him? How Conflicts Shape Perceptions of Altruism

Omri Ben Zvi Goldblum; Adi Amit

Altruism is defined as helping another at a cost to oneself (Zak, Stanton, & Ahmadi, 2007). But are altruistic behaviors always perceived as such? In two studies we show that intergroup conflict shapes the perceptions of altruistic behavior. In study 1 (N=139) the participants judged behaviors of either fellow ingroup members, neutral outgroup members or adversary outgroup members. As hypothesized – the participants, as perceivers, judged the behavior of ingroup actors as more altruistic in comparison to the behavior of outgroup actors. The difference was more pronounced comparing ingroup actors to adversary outgroup actors. In study 2 (N=103) the findings replicated with a different adversary outgroup. The study further presents the notion of social target attributions as a mediator of the association between group identity and perceptions of altruism.

Allies against Prejudice: Exploring Strategies for Confronting Biased Remarks

Naomi Fa-Kaji; Benoît Monin

Researchers have studied factors influencing whether individuals will confront someone who expresses prejudice, as well as people's motivations for confronting, but have not delved into the specific strategies that people tend to employ. Two experiments examine the use of different rhetorical strategies for confronting instances of bias and these strategies' effectiveness at producing desirable outcomes. In Study 1, participants confronted someone who had used a derogatory word (e.g., "retarded"). Participants were most likely to utilize direct confrontation strategies (e.g., using threats). In Study 2, third-party observers judged these direct strategies to be less effective than more indirect strategies (e.g., appeals to descriptive norms). Additionally, for some outcomes, third-party observers expected direct strategies to backfire, relative to a baseline strategy. Our results suggest that potential confronters may misjudge which confrontation strategies are likely to be the most effective and also provide insight into which strategies may lead to more desirable outcomes.

A Vicious (Virtual) Cycle: How Communications Technology Influences Perceptions of Intergroup Conflict

Andrew Carton; Constantinos Coutifaris; Timothy Kundo

Prior research has shown that most people believe that intergroup conflict is increasing. We argue that this perception may be reinforced by technological innovation, such that the advent of smartphone technology has led people to be exposed to a greater number of viscerally powerful instances of intergroup conflict, therein influencing how they cognitively sample negative events and, in turn, leading them to believe that negative events are occurring more frequently. We predict that this leads to greater social unrest and puts pressure on institutions to alter policies in both functional and dysfunctional ways. We test our predictions with data on how police departments adjust their policies in light of adverse events.

The Influence of Conflict Management Training in Organizations on the Conflict Handling Styles of Employees and the Organization

Revital Hami Ziniman; Ephraim Tabory

We examine the effect of a mediation training program in organizations on employees and on the organization itself. The influence of the training was examined by measures regarding conflict management styles, empathy, empowerment and self-felt pressure. The subjects included 123 employees who completed questionnaires before and after the program. Additionally, subjects were interviewed regarding the perceived influence of the training program on their own skills and, more generally, on the conflict management culture of the organization. As hypothesized, the employees undergoing the program reduced their preference for non-cooperative styles of conflict management (competition, accommodation, avoidance) and increased the use of cooperation (compromise, collaboration). In addition, empathy increased and self-felt pressure decreased but there was no change, as expected, in empowerment. The interviews indicated that employees felt that they had undergone change regarding their conflict management skills but that there was no difference in the overall organizational culture.

Rapid-Fire 1B: Diversity and Identity (Davos Hub)

Cheating for Your Friend? Men and Women Negotiating on Behalf of Their Friend in Face-to-Face and Whatsapp Negotiations

Per van der Wijst; Charlotte Cok; Kim Tenfelde

Although women, compared to men are often worse off at the bargaining table, this difference decreases when women negotiate on behalf of someone else. This apparently creates a condition which empowers women in their negotiation behavior. In this paper we examine to what extent women who negotiate on behalf of their best friend are inclined to misrepresent information if this causes a strategical advantage. In a first experimental study, female and male negotiators bargained face-to-face, either for themselves or for their best friend. In the second study the design was similar, but the negotiators interacted using WhatsApp. The results indicate no effect for role or gender in a face-to-face negotiation. Negotiating using WhatsApp, however, indicated a main effect for representation role: both men and women displayed a more intense use of misrepresentations when negotiating for their friend. Furthermore, a main effect for gender was found: in both role conditions, women misrepresented the relevant information more often than men.

Who Can Be a Leader?: How Race Moderates the Expression of Sexism

Vivian Xiao; Brian Lowery

Previous research asserting that Black and White female leaders face different amounts of backlash as a result of different stereotype content has relied largely on the White-Black racial dichotomy utilizing White participants. It has thus not disentangled this explanation from an explanation based on the racial group membership of both perceivers and targets. We propose that differences in how individuals enforce gender norms towards racial in-group and racial out-group members drives this effect. We find that although evaluations of targets vary as a function of their behavior and participants' own gender beliefs, consistent with previous theory, this relationship holds true only when White participants view White but not Black or Asian targets, a novel finding. This is evidence against a stereotype content account of differential experiences of sexism by women of different races and supports the idea that the racial group membership of both targets and perceivers drives this effect.

The Hidden Talent of Minority Leaders: Team Conflict Acumen

Charles Chu; Lindred Greer

Demographic minorities remain highly unrepresented in leadership positions. We argue here that this is especially problematic, as their unique experiences in society may enable them to more effectively lead than their majority counterparts. Specifically, we argue that minorities have learned to be highly attuned to conflict in their surrounding environments, enabling what we call 'conflict acumen', or the ability to accurately identify the levels of conflict in their team. Such conflict acumen can help leaders gain maximum value out of team task conflicts, enabling minority leaders to lead teams to better performance than majority leaders. We find support for these ideas in a multi-source field study of bank branch offices using both survey and archival data. We show that minority leaders more accurately assess the task conflict levels, and this conflict acumen in turn explains their ability to generate higher revenues in their branches than do majority leaders.

The Effects of Gender on Task and Relationship Conflict: A Multilevel Approach

Phoebe Strom; Ariel Avgar; Eric Neuman

Given increasing gender diversity in organizations and growing attention to gendered organizational structures, the lack of gendered analysis focused on the moment of conflict itself—rather than its causes, responses to it, or methods of resolving it—constitutes a troubling gap in the literature on workplace conflict. Utilizing survey data and multilevel structural equation modeling (MSEM), I focus on how types of conflict—relationship and task—vary as a result of gender role pressures. This study contributes to our current understanding of both conflict management strategies and gender diversity's impact on conflict in organizations, as well as our interpretation of the divergent effects of that conflict on outcomes like turnover, morale, and creativity. Additionally, our research raises questions about the delineation between the conflict types and underlying assumptions of functionality or lack thereof.

Gender and Generational Differences in Organizational Conflict-Management Strategies

Afzal Rahim

This study investigated the main and interaction effects of gender and generation in conflict-management strategies – integrating, obliging, dominating, avoiding, and compromising. A Multivariate Analysis of Covariance of questionnaire data collected during four decades (1980s, 1990s, 2000s, and 2010s) from a convenience collegiate sample (N = 6,960) show that there are significant main and interaction effects of gender and generation on conflict-management strategies. Female employees use more integrating, obliging, avoiding, and compromising strategies than male employees. Dominating strategy is used more by male than female employees. This pattern remained about the same during the four decades. Implications for management, directions for future research, and strengths and limitations of the study are discussed.

Rapid-Fire 1C: Ethnic, Religious, and Regional Conflicts (Davos Hub)

Framing Social Conflict: A Case Study of Yitzhak Rabin's Murder

Revital Hami Ziniman; Ephraim Tabory

This research examines social conflicts framing in Israel, by using the assassination of Israeli Prime Minister Rabin in 1995 as a case study. We examined the prevalent discourse frames in Israeli newspapers articles at different periods: immediately following the assassination, and then one, eight and twenty-two years later. The frames that we identified were: political, religious, and democratic. Each frame described and promotes different motives that led to the murder. The articles were analyzed by using the Gamson & Lasch model (1983). The findings show that different groups repeatedly used metaphors, catchphrases, exemplars etc., to create interpretations that they tried to promote or to rebut others. This comparative research found that within all three frames, the dialogue between the different social groups in Israel has become more extreme through the years. Moreover, the use of the transformative mediation method (Bush & Folger, 1994) was proposed to develop a constructive dialogue between the groups.

The Hope Map Project - Mapping Hope for Peace in Conflict Zones

Oded Leshem

The Hope Map Project is a global attitudes study aimed at measuring the aspirations and expectations of people mired in protracted violent conflicts. The first phase of the research was conducted simultaneously among 1000 Jews and Palestinians in Israel proper, the West Bank, and the Gaza Strip resulting in the most extensive dataset about citizens' hopes for peace administered in a conflict zone. Results reveal the demographic and political origins of hope and hopelessness among Israelis and Palestinians. The study also demonstrates that hope for peace predicts the presence of pro-resolution attitudes, more than any other socio-political factor measured. Taken together, the Hope Map Project produces the first detailed account of hope for peace among those embroiled in a protracted violent conflict.

Dialogue about Radicalization and Equality: Overview of a Large-Scale Project to Come to Terms with Radicalization in Europe

Mark Dechesne

The DARE (Dialogue about Radicalization and Equality) project includes 15 partners in 13 countries - Belgium, Croatia, France, Germany, Greece, Malta, Norway, Poland, Russian Federation, The Netherlands, Tunisia, Turkey and the UK - and will run for four years. Funded under the EU Horizon 2020 Framework Programme, it investigates young people's encounters with messages and agents of radicalization, how they receive and respond to those calls, and how they make choices about the paths they take. DARE aims to broaden our understanding of radicalization, demonstrate that it is not located in any one religion or community, and to explore the effects of radicalization on society. It focuses on people aged between 12 and 30, as they are a key target of recruiters and existing research suggests they may be particularly receptive to radicalism. This proposed presentation will reflect on the conceptual underpinnings, research process and challenges of DARE.

Conflict and Cooperation in Turkish-Russian Relations within the Framework of the Plane Crisis

Ndzamangwi Isidore Agha

The relationship that exists between Turkey and Russia has always been characterized by conflict, cooperation and competition. The rise of Vladimir Putin in Russia and the emergence of the Justice and Development Party into state power in Turkey in the early 2000s, signaled a positive shift in relations as cooperation increased between the two countries. This paper reveals that, the November 2015 plane crisis which rocked their relations was intensified by differences in their geopolitical outlook over Syria. The reactivist Russian sanctions which followed the shooting of their military jet that violated Turkish airspace, indicated the extent to which Russia can go in exploiting its economic and military comparative advantage over Turkey. Turkey must draw a strong lesson from this crisis and diversify its export and energy needs from Russia, if it must remain resilient to assert itself as a strategic regional power and balancer in Middle East politics.

Rapid-Fire 2A: Intra- and Intergroup and Intergovernmental (Kyoto Hub)

Rethinking Resource Curse? Neo-Ecological Approach and Natural Resource Conflict Management in Communities of the Niger Delta in Nigeria

Lawrence Ibeh; Wolfram Mauser

This article challenges the resource curse theory. It investigates to what extent the resource curse thesis applies to resource conflict management (CM) at a community level in the Niger Delta region of Nigeria. Alternatively, “neo-ecology”, a more socially, ethically and ecologically friendly system is proposed. Given the complex interaction of the drivers of local resistance to globalized oil extraction, dispossession of nature by accumulation, scarcity of renewable resources, and the inequitable distribution of resource extraction benefits, the resource curse theory becomes inappropriate if the responses of communities to globalization are critically examined. Using a multi-method approach, an assessment of environmental dynamics using satellite imageries and qualitative data, we conclude that the future studies on natural resource conflict should go beyond the resource curse theory. The natural resources and CM nexus requires linking local case studies with research on global Megatrends, in this case, “neo-ecology”

The Science of Sustaining Peace: Ten Preliminary Lessons from the Human Peace Project

Peter Coleman; Douglas Fry; Larry Liebovitch; Jaclyn Donahue; Joshua Fisher; Beth Fisher-Yoshida; Philippe Vandenbroeck

Since the United Nations began a review of its peacebuilding architecture in 2014 with the aim of reorganizing around the goal of sustaining peace, the international community has come to recognize that sustainably peaceful societies are not well understood. In response to these challenges to understanding and sustaining peace, a multidisciplinary team of researchers set out to employ models and methods from complexity science to study the dynamics of sustainably peaceful societies. The team is a heterogeneous mix of peace psychologists, anthropologists, astrophysicists, environmental scientists, philosophers, and communications scholars who, in consultation with academics and policymakers, have come together to gain a holistic understanding of the core dynamics and primary upstream drivers of enduring peace and to generate a model of the core dynamics of sustainably peaceful communities. This article provides preliminary but timely lessons emerging from the project for policymakers currently reorganizing to promote and sustain peace.

Western Balkans' Berlin Process - An Intergovernmental Conflict Solving Tool ?

Valon Murtezaj

It is the dream of Western Balkans countries (WB), region dominated by war at the end of last century, that their future lies in the European Union. Despite notable progress and achievement, the job in the region is not done yet. New commitments to reforms and conflict management are required. For several years, the Western Balkans' Berlin Process, initiated by German Chancellor Angela Merkel, supported by EU member countries, has served as a framework and a connectivity agenda for regional cooperation. Stability, good neighborly relations, rule of law, sustainable economic reforms, strengthening good governance and democracy, prosperity of youth, are some of arenas at focus of this process. The aim of this research is to understand, what is the role of the WB Process in the engagement of the WB countries in different cooperation initiatives; and how that process had transformed them in their path to the EU?

Do We Agree on Who's in Charge Here? Status Dissensus Antecedents and Impact on Team Performance

Catarina Fernandes; Sujin Jang

We explore the extent to which individuals in a team may have different perceptions of how much status each team member deserves, and consequently of what the team's status hierarchy looks like, and how this status dissensus ultimately impacts team performance. Given that our perceptions of status, as well as our processes of assessing and conferring status, are likely to be strongly shaped and influenced by our cultural background, we examine the antecedents and consequences of status dissensus in the context of multicultural teams. Analyzing data from a large-scale global student collaboration project including 3,775 students from over 150 countries (719 teams in total), we find that the degree of multicultural diversity in the team, measured by the Blau index, significantly increases the likelihood of dissensus within the team regarding the status hierarchy, and that this status dissensus in turn significantly harms team performance, even when controlling for multicultural diversity.

Collaborative Interventions in Conservation and Natural Resource Management in the Peruvian Amazon

Joshua Fisher; Debora Delgado; Alexandra Harden; Mariana Vedoveto

The Amarakaeri Communal Reserve was established in the Peruvian Amazon to protect the Madre de Dios and Karene watersheds, ensuring the stability of the area's forest ecosystems and biological diversity, and protecting the cultural heritage of the native Harakmbut communities. The social, political and environmental context of the Reserve is a complicated mixture of uncertain, and at times overlapping, land tenure that has generated social conflict over hydrocarbon extraction, small scale mining, infrastructure development, forestry, and indigenous peoples' rights and livelihoods. Our program aimed to enhance collaborative resource management and conservation by 1) conducting conflict-sensitive capacity building for protected area managers, government and civil society organizations, and community stakeholders; 2) creating spaces for collaborative engagement around resource use and management; and 3) providing technical capacity building in natural resource management for indigenous land managers.

Conflict Anxiety Response Scale: A Scale Development Study for Assessing Tendencies in Interpersonal Conflicts

Rebecca Bass; Aimee Lace; Peter T. Coleman

In this paper, we will present the findings of an ongoing scale development study that seeks to assess common behavioral tendencies in interpersonal conflict situations. The Conflict Anxiety Response Scale (CARS) is based upon a theoretical framework proposed by Morton Deutsch—a research scholar and clinical practitioner—which outlines a set of twelve tendencies identified as common manifestations of anxiety management in conflict. In the present line of research, we seek to create a valid and reliable scale that assesses respondents on these twelve dimensions, and to explore relevant related constructs to gain insight into the correlates of these distinct responses to conflict. Ultimately, we seek to create a practical assessment tool to enhance self-awareness and foster discussion among practitioners in educational contexts. The present proposal extends and updates the project previously presented at the 2017 IACM conference.

Conflict, Integrative Complexity and Openness: Constructive vs. Destructive Conversations on Intractable Issues

Serafima Norova; NaeHyun Lee; Coralli Azouri; Ljubica Chatman; Katharina Kugler; Peter Coleman

Intractable conflicts are often defined as a dispute or disagreement which is “intense, deadlocked, and resistant to de-escalation or resolution” (Deutsch, 2011). This study posits that the magnitude of intractable conflicts can be reduced when conversations between parties with opposing views facilitate and demonstrate constructive conflict dynamics. Constructive dynamics are correlated with higher levels of integrative complexity and emotional openness whereas destructive conflict dynamics are correlated with lower levels of integrative complexity and simplified views and behaviors. In this study we investigated and compared the constructive and deconstructive conflict dynamics by randomly assigning and priming participants to either a high, low, or mixed integrative complexity group before having them engage in a conversation about a randomly assigned socio-political topic. Based on our initial results we expect to find that higher integrative complexity and emotional openness will predict more constructive dynamics, and in turn, positive outcomes for resolving intractable conflicts.

Rapid-Fire 2B: Mediation (Kyoto Hub)

Tackling Conflict and Relational Breakdown in Mediation: Insights into an Interview Study with Parties to Workplace Mediation

Timea Tallodi

Whilst a large conceptual literature suggests that mediation elicits improvement in parties' relationships there is a lack of interpretative enquires that investigate relational changes in mediation from the participants' perspectives. This paper aims to address this gap by presenting two main themes from a qualitative research study conducted at the University of Hull, UK. The study uses interviews with parties' to workplace mediation and interpretative phenomenological analysis (IPA) that provides a rigorous and profound analysis explicating the individual's personal experiences. The analysis outlines participants' perception of mediation as a process that leads to a relationship of different quality. Mediation as being predominantly a learning process and the mediator's tools facilitating the change process are outlined. The paper provides a rich portrait of the dynamics of relational changes, which will be of benefit to both academics and practitioners seeking new insights in a wide arena of conflict resolution and organisational disciplines.

Rapid-Fire 2C: Decision Processes (Kyoto Hub)

Mental Models May Lead Negotiators Astray: When Do People Avoid Negotiating?

Einav Hart; Maurice Schweitzer

When negotiating for services, do we consider the impact on the service-provider's emotions and performance? Do we approach negotiations differently when procuring services versus goods? Across three studies, we investigate differences between service and good negotiations. We assess employers' (buyers) predictions of employees' (sellers) reactions to negotiating and the ensuing economic value. We show that people expect service negotiation to be particularly detrimental to relationships, but not to performance. We further demonstrate that employers' are less willing to negotiate for services than for goods. Negotiators are more lenient – in both affective and economic terms – when negotiating for services. Our studies underscore the importance of negotiators' expectations about both relational and economic outcomes in their decision to initiate – or avoid – negotiation. Our findings suggest that people are more cautious in initiating service negotiations, at least in part due to their mental model of the impact of negotiation.

Prosocial Distortions in Influence Strategies

David Daniels; Margaret Neale

People's decisions are often nudged towards anchors, social norms, and options described using a positive frame. When people are choosing which influence tactics to use in negotiations and social interactions, how do they choose which anchor to provide, which social norm to present, and whether to use a positive or negative frame to describe an option? In this paper, we investigate the influence strategies people use in such situations. We document two primary patterns. First, individuals are more likely to use optimal influence strategies than suboptimal influence strategies on average, suggesting that they understand the directional effects of influence tactics. Second, individuals' influence strategies reveal "prosocial distortions" towards tactics that can produce positive psychological and/or economic outcomes for their counterparts. We consider and evaluate three theories of influencer (or "Choice Architect") behavior, based on standard economic theory, pro-social preferences, and the social heuristics hypothesis.

Status Affirmation: A Strategy for Upward Mobility in Dynamic Status Negotiations

Jieun Pai

People strive for high status - defined as the influence, prominence, and respect individuals have in a social group. In the context of status negotiations, where people simultaneously claim, react, and counteract efforts to achieve higher status, I introduce status affirmation as a novel strategy for status challengers to effectively gain status while managing the reactions of high status defenders. Specifically, I propose a two-component structure of the status affirmation process: interpersonal status affirmation – communicating one's respect – and collective status affirmation – conveying appreciation for the high-status target's roles and responsibilities. The current paper explores the mechanism by which each component reduces the threat perceived by a challenged high-status member and elicits cooperative/deferential behavior, which has positive downstream consequence of status gains for the challenger.

Creators Mispredict Idea Thieves' Preference for Stealing Early-Stage versus Late-Stage Ideas

Lillien Ellis; Brian Lucas

In a series of experimental studies, we explore the perceptions of the stages at which ideas are stolen, from creators' and observers' perspectives, and contrast them with the stealing intentions and preferences of thieves. We find that creators and observers mispredict when ideas will be stolen, expecting ideas to be taken in their later stages of development, while thieves show a clear preference for ideas in their nascent stage. We show this is because creators and observers overvalue the strategic motivations of thieves and undervalue moral identity concerns. We further show that this misprediction has significant downstream consequences for creators, such that they choose to present ideas much earlier in the developmental process, thus exposing their ideas to an increased risk of being stolen.

Rapid-Fire 3A: Emotions and Conflict, 11:00 - 12:30 (Oslo Hub)

Are Rule Meant to be Broken? The Effects of Rule-Following and Discretion on Interpersonal Trust

Alex Kristal; Shun Wang; Emma Levine

Although consistency and predictability have long been positioned as cornerstones of trust, the present research examines the benefits of inconsistency. Across one pilot study and two preregistered experiments we demonstrate that exercising discretion, rather than consistently following rules, can increase trust. We examine discretion in the context of punishment by studying perceptions of authority figures (e.g., police officers, managers) who either punish offenders according to prescribed rules (e.g., laws, policies) or who exercise discretion by occasionally deviating from rules. In Study 1 (N=347), we demonstrate that exercising discretion increases trust in the trust game. In Study 2 (N=814), we compare lenient discretion to punitive discretion. We find that people value discretion primarily because it signals compassion: lenient rule-breaking increases trust, but punitive rule-breaking does not. This research has important theoretical implications for the study of trust and important practical implications for the design and enforcement of punishment.

An Obligation to Right Relationship Wrongs: Victims Believe that Transgressors Expect Forgiveness

M. Ena Inesi; Medha Raj; Gabrielle Adams

In this work, we propose that victims believe transgressors expect forgiveness, and that this belief makes victims feel obligated to forgive. In Study 1, we find that victims believe that transgressors expect forgiveness, leading to a feeling of obligation. Furthermore, we find that these beliefs predict victims' actual forgiveness. In Study 2, we investigate whether the perceived obligation is a unique source of victims' obligations to forgive, above-and-beyond sources already identified in the literature. In Study 3, we examine the mechanism through which victims experience this expectation to forgive transgressors – that is, victims' beliefs that they can alleviate transgressors' moral emotions – and how this drives the obligation to forgive. In Study 4, we examine whether victims are accurate in their beliefs about this expectation and demonstrate that victims overestimate the extent to which transgressors obligate forgiveness. We discuss the implications of these findings for conflict management.

Signaling the Recognition of Others' Emotions: The Influence of Emotional Acknowledgment on Interpersonal Trust

Alisa Yu

Most research in social emotions assumes that observers will react to the emotions of expressers. As such, little is known about the consequences of acknowledging others' emotions in the first place. We attempt to fill this gap by examining the influence of emotional acknowledgment—the identification of others' emotions—on interpersonal trust. In Study 1, we surveyed employees working in the intensive care units of a children's hospital (N = 148) and found initial evidence of a positive association between emotional acknowledgment and interpersonal trust. In Study 2, we employed a 2 x 3 between-subjects design and presented participants with a scenario in which a coworker responded to the participant's positive or negative emotions by either not acknowledging, accurately acknowledging, or inaccurately acknowledging the emotion. Consistent with the findings in Study 1, accurate acknowledgment led to higher perceptions of trust than no acknowledgment. However, the effect of emotional acknowledgment on trust was stronger when participants felt negative, as opposed to positive, emotions. Similarly, accurate acknowledgment led to higher perceptions of trust than inaccurate acknowledgment, but again, this effect was stronger when participants themselves felt negative emotions. Overall, these findings illustrate the importance of emotional acknowledgment for developing interpersonal trust, and suggest that the accuracy of acknowledgment plays a more critical role when expressers themselves feel negative emotions.

Overcoming the Instinct of Reacting Immediately: A Two-Study Examination of Reflective vs. Reactive Communication in Couple's Conversational Arguing

Xiaowei Shi

Relational distress is found to be closely related to the way couples act during argumentative episodes. Are people aware of how dysfunctional their communication practices are? Can relationship partners overcome the impulse of instantly responding to each other? Based on a cognitive-response analysis, this paper proposes a two-study design that aims to address the above-mentioned questions. It seeks to identify common thinking patterns that couples adopt when they argue in conflict situations (Study 1, $n = 25$) and to test how cognitive responses and self-corrective effort explain and predict reflective communication (Study 2, $n = 78$). While reactive communication is based on simple cause-and-effect decision rules, reflective communication focuses more on context-specific cues, deliberating upon how one's response will affect the other and how it will bounce back and affect me and us. Video-taped data of 39 couples' conversations are collected. Its preliminary analysis is reported in this proposal. Complete analyses and report are expected to be done by July of 2018. Findings of the current research will shed light on the process underlying reflective communication and conflict management.

Rapid-Fire 3B: Verbal and Nonverbal Communication (Oslo Hub)

You are a Great Leader! The Role of Positive Feedback in Women's and Men's Willingness to Lead

Alain Hong; Per Van der Wijst; Juliette Schaafsma

The present study examined to what extent women's and men's willingness to lead is influenced by feedback. It was hypothesized that women would be more likely to take the lead when they receive positive feedback on their leadership skills, and that gender differences in willingness to lead would be smaller as a result of this feedback. In an experimental setting, participants were led to believe that they had to perform a task with other participants after they had received either positive feedback or no feedback on their leadership abilities. We found that women who received positive feedback were more willing to fulfill a leadership role than women who did not receive feedback. Furthermore, women were less willing to lead than men, and they were also less willing to engage in leadership behaviors than men, but only the gender difference in willingness to lead disappeared in the positive feedback condition.

The Ambidextrous Negotiator: Negotiation Behavior and Individual Negotiation Outcome

Iris Poeschl; Markus Voeth

The concept of organizational ambidexterity is established in many research fields. It describes the ability of organizations to simultaneously exploit current capabilities and explore new opportunities in order to achieve long-term success. Ambidexterity on the individual level has received less attention. Only recently have studies demonstrated that individual ambidexterity can lead to a better individual performance and is therefore beneficial to the overall organizational performance. However, the fact that individuals can manage the duality of the two dimensions is challenged, and therefore the concept's transferability from the organizational to the individual context requires further clarification. We investigate if, similar to improved organizational performance via ambidexterity, an "ambidextrous negotiator" achieves better negotiation outcomes than a rather explorative or exploitative type. The results of the analysis of the chat protocols of a negotiation experiment with 360 participants increase our understanding about whether ambidexterity is a critical ability in negotiations and the effect of individual ambidexterity on the individual performance in general.

Decision Makers Prefer Paternalism: On the Costs of Providing Decisional Autonomy

Samantha Kassirer; Emma Levine. Celia Gaertig

"Tell It Like It Is?" Political Ideology Moderates Evaluations of Politically Correct Language

Michael Rosenblum; Juliana Schroeder; Francesca Gino

"Political correctness" was originally used to curb deviance from the party line, but more recently encourages sensitive language toward disempowered groups. Drawing from the literature and using people's own definitions, we define political correctness as "the censoring of expressions to avoid being perceived as insensitive to the feelings of others, especially people who seem socially disadvantaged." We explore how using politically correct and incorrect language creates conflicting attributions toward communicators. Six experiments demonstrate that communicators who use politically correct (versus politically incorrect) language appear warmer (more likable), but also less authentic (more susceptible to external influence). These perceptions are moderated by perceivers' political ideology: Liberals drive the effect of language use on perceptions of warmth, whereas conservatives drive the effect on perceptions of authenticity. Evaluations of communicators depend not just on how much they adhere to political correctness but also on the political ideology of the audience.

Spoken Dialogues Promote Political Understanding: How Interaction Structure Affects Dehumanization of Political Opponents

Juliana Schroeder

When one person disagrees with another person on a political topic, he or she may attribute the disagreement to the other person's inability to think reasonably about the problem. The belief that another person lacks sophisticated mental capacity is a form of dehumanization. The current research tests how the structure of the interaction between political opponents—specifically, the communication medium of the interaction (e.g., conversing in-person or over a text-based medium like an online chat forum) and the synchronicity of the interaction (i.e., the extent to which the conversation involves a back-and-forth dialogue)—influences dehumanization and consequently attitude polarization. In an experiment with paired political opponents, having in-person (vs. online) conversations reduced dehumanization, increased responsiveness, and reduced attitude polarization. Synchronous (vs. asynchronous) conversations likewise affected dehumanization and responsiveness but did not affect political polarization. This research provides insight into how shaping interaction features can affect political polarization and incivility.

Rapid Fire 3C: Individuals in Conflict (Oslo Hub)

How Enemies Become Friends: Predicting Outgroup Friendship Formation in an Intervention for Jewish Israeli and Palestinian Youth

Shannon White; Jane Risen; Juliana Schroeder

One of the largest Middle East coexistence programs, Seeds of Peace, brings together Jewish Israeli and Palestinian youth for an annual summer camp to reduce intergroup conflict. The program is designed to fulfill the tenants of intergroup contact theory (Allport, 1954), whereby positive contact between two group members can affect attitudes toward the groups. Studies show that intergroup contact is more likely to improve outgroup attitudes when Allport's four "optimal conditions" are in place: participants have equal status, collaborate with outgroup members, pursue common goals, and have the support of key authorities (Allport, 1954; Pettigrew & Tropp, 2006). More recent research suggests that the potential to form friendships may also be critical, perhaps as a "fifth optimal condition" (Davies et al., 2011; Schroeder & Risen, 2016). Indeed, research with Seeds of Peace has shown that campers who form an outgroup friendship while at camp undergo more outgroup attitude change than those who do not (Schroeder & Risen, 2016). Our primary purpose in this research is to explore how such outgroup friendships form. When people who are raised to be enemies are given the opportunity to interact with one another, who tends to become friends with whom and what types of interactions facilitate friendships? We examined the roles of homophily (e.g., matching demographic characteristics), propinquity (e.g., randomly assigned shared experiences), campers' baseline attitudes, and parents' baseline attitudes in predicting which campers would become friends. We were specifically interested in how these variables predicted outgroup friendships (Israeli-Palestinian friendship dyads) as compared to ingroup friendships (Israeli-Israeli or Palestinian-Palestinian dyads).

From Reading to Coordinating: How Teams' Ability in Reading Status Hierarchies Helps Status Conflict Avoidance and Team Performance

Siyu Yu; Gavin Kilduff

We draw upon the large body of research on social hierarchy in examining the existence of a new individual ability factor, 'status acuity (SA)', and its team-level implications. Across three studies, we find that individuals vary in their ability to accurately perceive the informal status hierarchies of social groups, and that this is distinct from established dimensions of human intelligence, social abilities, and personality traits. Furthermore, SA at the team level predicts intra-team status conflict and team performance. This research contributes to our understanding of human ability, social hierarchy, the determinants of team effectiveness.

PTA as a Weak Point? – The Impact of Perspective Taking Ability in Negotiations with Unequal Power Distribution

Benjamin Heibisch; Uta Herbst

Perspective taking ability is one the most prominent predictors for outcome in the research field of integrative bargaining. Although, numerous research has investigated and acknowledged the importance of PTA, scarce information regarding its effect upon specific bargaining situations is available. Thus, it is surprising that PTA was never examined in one of the most often occurring negotiation settings, that is, power imbalance between the parties involved. Accordingly, the study at hand investigates the impact of PTA in such situations by arranging a buyer-seller negotiation conducted with students from university management courses. Therefore, individual outcome was analyzed by means of independent-samples t-test in order to find differences between the performance of high PTA negotiators and low PTA negotiators in high power positions. A pre-test reveals that PTA indeed reduces a negotiator's individual performance in a high-power position. As this is a work in progress study, final results are expected in April 2018.

IU/UI-Analysis in Negotiations: Preference Differences as a Mean to Enhance Negotiation Performance in Unbalanced Power Conditions – An Experimental Study

Ernestine Siebert; Uta Herbst

It has been proven that structuring issues and organizing the agenda before the negotiation leads to improved negotiation performance. By using issue analysis, negotiators become aware of their own and the opponent's preferences for the negotiation issues, which will then determine their negotiation behavior. A relatively new approach would be the identification of one-sided preferences, specifically a 0-preference, for one party. We think this implies strategic potential as 0-preferences might yield either a chance (unimportant for own side, important for the opposite side) or risk (important for own side, unimportant for the opposite side) for the negotiator. Furthermore, we suppose the occurrence of 0-preferences could be particularly relevant for a low power party in negotiations with power imbalance, since it might function as leverage to overcome a weak negotiating position. In order to gain insight, we designed a case study in which students took part in a simulated online negotiation.

1:30pm – 3:00pm Parallel Sessions

Symposium: Is Negotiation Changing? (Davos Hub)

Roy J Lewicki; Noam Ebner; Jeanne Brett; Noam Ebner; Hillary Elfenbein; Brian Gunia; Christopher Honeyman

We have all undergone great amounts of change over the past 30-50 years, largely owing to the influences of being increasingly immersed in a technological world. Our daily patterns, as well as the way we go about tasks at home and on the job have significantly changed. The literature on neuroscience and physiology suggest that our very brains are physically changing, resulting in changes in the way we act, process information, and relate to one another. Furthermore, other social, environmental, or cultural developments might converge with technology to further justify a reexamination of the negotiation field's fundamental assumptions and paradigms. Do these changes affect negotiation? This symposium brings together a multidisciplinary and multigenerational group of negotiation scholars to consider whether we are, indeed, witnessing changes in negotiation and negotiators - and to discuss what this means for the field's core paradigms, professional practices, and research agenda.

Symposium: Psychology of Conversation (Geneva Hub)

Alison Brooks; Ovul Sezer; Michael Yeomans; T. Bradford Bitterly; Michael I. Norton; Jennifer Aaker; Maurice E. Schweitzer; Jennifer M. Logg; Logan A. Berg; Julia A. Minson; Jeremy A. Yip; Kelly Kiyeon Lee; Cindy Chan; Todd Rogers; Richard Zeckhauser; Francesca Gino; Karen Huang; Malte Jung

Conversation is a fundamental part of the human experience. To share our ideas, information, and feelings with each other, we converse constantly and in every mode imaginable: face to face, phone, email, text message, video chat, online comment boards, contracts, and on and on. Conversations form the bedrock of our relationships and, often, function as the vehicle of productivity at work: few relationships or businesses survive in the absence of conversation. Though prior work in psychology and conflict management has explored the aspects and consequences of one conversational turn at a time, and prior work has examined the demographics, perceptions, and behaviors surrounding whole conversations (all conversational turns) at once, with the help of new tools for conversation capture and analysis, emerging research has begun to explore the cognitive and behavioral phenomena that influence many turns of many conversations—complex interactions that unfold over time—and how the goals that underlie our conversations (e.g., competitive versus cooperative goals) influence the way people tend to converse (and the strategies they should use to converse more effectively). In this symposium, several leading scholars in the field will share their work on a diverse array of topics related to the psychology of conversation, including: the motives and effects of giving backhanded compliments, how people select and switch topics in conversation, why people have a propensity to argue (without persuading), why people often say honest things with the intent to mislead (paltering), why women laugh more often than men, and the risks of saying “thank you” in competitive interactions.

Getting Hired & Getting Ahead (Kyoto Hub)

Motivation Purity Bias: A Zero-Sum View of Extrinsic and Intrinsic Motivation in Selection Decisions

Rellie Derfler-Rozin; Marko Pitesa

We propose and ultimately find that candidates who express interest in or satisfaction with extrinsic job features are discriminated against in selection decisions compared to candidates who signal similar levels of intrinsic motivation but who do not show interest in extrinsic job features. Based on psychological research of motivational attributions, we theorize that hiring managers perceive candidates' motivation for intrinsic and extrinsic job features as mutually exclusive, and thus favor pure intrinsic motivation from employees, a phenomenon we term motivation purity bias. Three studies, conducted among employed adults in the US, business school students, and managers who make hiring decisions on a regular basis found evidence of motivation purity bias and its role in discrimination in selection decisions. We discuss implications for the fairness and efficiency of organizational selection decisions

The Job Pitch: How it Influences Selection Decisions, and How it Should

Rellie Derfler-Rozin; Marko Pitesa; Sofya Isaakyan

Applying the stereotype context model (SCM, Fiske, Cuddy, Glick, & 2002) to a job selection context, we propose that when recruiting managers aim to predict future job performance based on quick impressions about candidates, they rely mostly on attributions of competence when predicting task performance and on attributions of warmth when predicting contextual performance. We further suggest that managers would put higher emphasis on predicted task performance (derived from competence perceptions) compared to contextual performance (derived from warmth perceptions) when making selection decisions. However, we further suggest that predicted contextual performance is more likely to be correlated with actual job performance compared to task performance, ultimately rendering the conclusion that managers rely on inaccurate cues when making selection choices following brief impressions from candidates. We generally find support for our predictions in a lab study that assessed real task and contextual (helping behavior) and a field study with both employees and hiring managers in the U.S. We discuss implications to literature on selection decisions, "thin slices" behavior, and contextual performance at the workplace.

Is It Fair to Get Ahead by Playing Politics? The Ambiguity of the Merit of Political Maneuvering Enables Self-Serving Judgments

Peter Belmi; L. Taylor Phillips; Kristin Laurin

We investigate how people judge the merits of prosocial tactics and political tactics--two different strategies that people use to get ahead at work. We propose that people generally see prosocial tactics as meritorious and legitimate advancement strategies, but that they have more flexible judgments of Machiavellian, political maneuvering. Specifically, we suggest that when people see others advance using political maneuvering, they see those others as lacking merit and the process that rewarded that person as unmeritorious; however, when individuals themselves get ahead through political maneuvering, they see themselves as meritorious and the process as meritocratic. We test this hypothesis in four experiments (N = 2,703). We find that people hold uniformly positive views of prosocial tactics, but they are less negative about their own (vs. others') political behavior (Studies 1-4), because they think they demonstrated personal abilities that can help organizations achieve its larger goals (Studies 2-4). Moreover, this reconstrual of political maneuvering and its merits comes from people's motivation to preserve their view of themselves as good and moral individuals (Study 3).

The Impersonal Touch: Improving Feedback-Giving with Subtle Depersonalization

Hayley Blunden; Paul Green; Francesca Gino

In this era of knowledge work, employees seeking to develop depend on those around them to highlight their weaknesses and provide constructive criticism. However, would-be feedback-givers are often reluctant to share such critical insight, fearing the relational consequences or conflict that may result. In this paper we consider the relationship between psychological distance and feedback-giving. In contrast to prior research suggesting that psychological closeness should enhance feedback giving by providing a relational buffer from its negative consequences, we propose that psychological distance will improve feedback delivery. Across two studies drawing from the field and the lab, we find that feedback givers who feel more psychologically distant from the recipient are less concerned about harming their relationship and provide more and more specific feedback. These findings offer a new perspective of psychological distance in the workplace by showing when it may be a force for good.

Justice (Oslo Hub)

Lay Definitions of Restorative Justice

Gregory Paul

Researchers tend to conceptualize restorative justice (RJ) as an orientation toward justice that prioritizes values such as healing, growth, and learning for all parties involved. As RJ research and practice continues to expand, so too do conversations about what RJ means and looks like. These conversations have important implications for both research and practice. The purpose of this study was to examine lay definitions of RJ and to explore the connections of definitions with justice goals and willingness to participate in RJ practices. Findings point to largely positive connotative associations with RJ as well as connections between those associations and justice goals and practices. The manuscript concludes with a discussion of implications for research and practice related to restorative justice.

Distinction between Supervisor and Leader in the Notion of Procedural Justice

Hye Jung Yoon

This paper proposes the importance of the distinction between relational and collective evaluation to the procedural justice research. The review of theories and empirical studies in the procedural justice domain suggests a predominant focus on interpersonal fairness between a target, such as a supervisor, and a fairness evaluator, such as a subordinate, despite the centrality of collectives and groups to the notion of justice. In support of this assumption, this paper empirically shows that people take on different cognitive and psychological frames and standards when they evaluate their manager as a supervisor at an interpersonal, relational level vs. as a leader at a collective/group level. Also, as expected, the relational evaluation-procedural justice link is mediated by benevolence trustworthiness of the manager, while the collective evaluation-procedural justice link is mediated by integrity trustworthiness of the manager. Implications to literature in procedural justice, trust, and leadership are discussed.

Veil-of-Ignorance Reasoning Increases Utilitarian Judgment

Karen Huang; Joshua Greene; Max Bazerman

Deciding from behind a “veil of ignorance” could promote impartial decision-making by blinding the decision maker to information about who will benefit most or least from the available options. Does veil-of-ignorance reasoning influence moral judgment? And if so, how? Across five experiments ($n = 5,394$), two pre-registered, we find consistent evidence that veil-of-ignorance reasoning increases utilitarian choices, maximizing collective welfare. People who first engaged in veil-of-ignorance reasoning later made more utilitarian choices in a trolley dilemma (Study 1), a medical dilemma (Study 2), a real charity donation (Study 3), and a policy decision concerning the social dilemma of autonomous vehicles (Studies 2 and 4). We provide evidence against a simple anchoring account of these effects (Study 4) and identify an important boundary condition on generalizability (Study 5). These findings may help leaders use veil-of-ignorance reasoning to promote and justify policies that are more impartial and socially beneficial.

Gender, Identity, and Communication (Yalta Hub)

Redefining Conflict as Identity Communication

William Donohue; Abby Rainer; Andrew Petee; Daniel Druckman

Addressing limitations of past conflict definitions (see Lewicki et al., 1997; Tjosvold, 2006), this paper seeks to redefine conflict as identity management communication (i.e., face-threatening communication) via two studies. In Study 1, we manipulated the number of face threats in a brief roommate conversation to determine whether subjects perceived different levels of face threat intensity (i.e., tactfulness and task-orientedness) and labeled the conversations conflicts. Our results indicated subjects perceived conversations with more face threats as less tactful and labeled those conversations conflicts rather than problem solving. In Study 2, we explored face threat exchange in 11 transcripts of actual divorce mediations. We found positive face threats are met with positive face threats whereas negative face threats are met with negative face threats. In sum, we defined conflict more narrowly to distinguish it from related concepts and make it an easier construct to explore, then found support for our definition.

Implementation Gaps: How Do Women Appraise Strategies That Could Ameliorate Gender Differences in Negotiation?

Jens Mazei; Marc Mertens; Joachim Hüffmeier

Women often have less success in negotiations than men. Therefore, research has suggested strategies that could be effective in supporting women's success. However, it is unknown whether women would be willing to use these strategies. Thus, we examined women's willingness to use the suggested strategies and analyzed the reasons behind their strategic choices. In a scenario design, we examined how women appraise three strategies (a relational account, feminine charm, confrontation with gender stereotypes) and three conventional negotiation behaviors (assertiveness, yielding, neutral behavior). The results showed that the strategies were not preferred over assertiveness and yielding; in part, women were even less inclined to use them. Moreover, women expected all strategies to be less economically effective than assertiveness, but at the same time more socially risky than yielding. As women were disinclined to use the strategies, our research identified a new barrier to achieving gender equality in negotiations—an implementation gap.

Understanding the Gendered Path to Negotiation Experience: A Dual Components Model

Julia Bear; Robin Pinkley; Zoe Barsness; Jens Mazei; Nazli Bhatia

Gender differences in negotiation outcomes are ameliorated among experienced negotiators. We seek to understand how experience, and relatedly, ambiguity reduction mitigate these differences. We develop the Dual Components Model of Negotiator Experience, consisting of knowledge about why negotiation tactics are effective (the can component) and appropriate (the should component). We theorize that when both components are salient (as opposed to just knowledge about negotiation tactics), gender gaps should be mitigated. In our first study, we find that negotiation experience mediates the gender gap negotiation propensity. In our second study, we find that mere knowledge about negotiation tactics is not enough to reduce gender gaps. In our third study, using a sample of CEOs, we find similar gender gaps in negotiations outcomes as found with naïve participants, which are mediated by the can and should components. Finally, we develop negotiation training videos based on our model to test it experimentally.

Brewing Up Cooperation Between Competitors

Kristin Bain; Daniel Shannahan

Recently, scholars have sought to understand situations in which organizational actors demonstrate cooperative behavior within competitive environments. However, such work has tended to restrict analysis to the firm (rather than the individual) level and has generally assumed instrumental motives for the cooperation with competitors. By proposing and exploring a novel form of identity—identification with an industry segment—we find support for social identity as a motivation for cooperation (Tyler, 2001) even within a competitive context. Utilizing a sample of employees from the craft beer industry, we find evidence of an industry-level identity distinct from organizational identity that uniquely predicts cooperative behavior between competitors. Our investigation substantially contributes to literatures exploring the tension between cooperation and competition by analyzing the phenomenon at an individual level and demonstrating that people not only cooperate for instrumental reasons but that identification with a social group is a meaningful pathway to cooperation between competitors.

3:30pm – 5:00pm
Fellows Panel in the Oslo & Geneva Hub

The panel includes current IACM fellows Peter Carnevale, Dan Druckman, Roy Lewicki, Linda Putnam, Jim Wall, and Bill Zartman. Each fellow will discuss a career research theme (e.g., trust, discourse analysis, mediation, turning points), focusing on what has been learned and future directions. Panelists will also share the challenges they faced during their many projects on these themes.

5:00pm – 6:00pm
NCMR Editorial Review Board Meeting in Fuel & Fuse Hub

All conference attendees are welcome to the NCMR Editorial Review Board meeting and social hour.

TUESDAY, JULY 10, 2018

9:00am - 10:30am
Parallel Sessions

**Symposium: The perpetuation and confrontation of incivility: New theoretical and empirical insights
(Davos Hub)**

Shereen Chaudhry; Rebecca Schaumberg

This symposium brings together recent advances on the perpetuation and confrontation of incivility. The four talks advance understanding on the psychological motives underlying incivility, the social response to behaving uncivilly and confronting incivility, and the best methods for responding to incivility for both the perpetrators and victims of uncivil acts. In particular, this symposium shows that people may perpetuate incivility because it elevates their feelings of competence, power, and agency, even though it actually decreases their status in the eyes of others. It further shows that directly confronting a perpetrator of incivility about his/her incivility minimizes this miscalibration between feelings of status and conferred status. Given this potential benefit of confrontation, the symposium further examines whether directly confronting uncivil behavior is socially valued and whether alternative responses to addressing incivility exist that benefit both the accused and accuser in ways that direct confrontation does not.

Novel Session: Staying Sharp: Innovative Teaching Exercises from Negotiation Scholars (Geneva Hub)

Maurice Schweitzer; Peter Carnevale; Alison Wood Brooks; Julia Minson; Nir Halevy

This symposium will introduce new approaches for teaching conflict management. Five experienced scholars and teachers will share their ideas and materials. These approaches will incorporate new technology and innovative approaches for teaching students how to improve their negotiation and conflict management skills. These exercises will cover topics ranging from foundations of the negotiation process, navigating the tension between cooperation and competition, deepening our understanding of the communication process, perspective taking, goal setting, and learning from simulations based upon actual negotiations. This symposium will challenge us to think differently about how and what we teach, how to integrate technology into the classroom, and offer practical guidance to update our materials.

Learning, Thinking, & Communicating in Negotiation (Kyoto Hub)

Mental Parsing as a Mixed Blessing for Integrative Agreements: When Parsing Multiple Issues into Separate Mental Accounts Helps versus Hurts Negotiators

Roman Trötschel; Hong Zhang; Johann Majer

The impacts of topical mental parsing have well been investigated in both decision-making and consumer behavior research. However, there has been no research on the role of topical mental parsing in the context of negotiations yet. The present research investigates when and why parsing multiple issues into individual mental accounts helps versus impedes the achievement of integrative agreements. We suggest that topical mental parsing can have two opposite effects in negotiations depending on the location of integrative potential. When the integrative potential is located within each mental account, mental parsing serves as an effective tool to cut down the informational complexity brought about by numerous negotiation issues, while still maintaining the opportunities for integrative solutions. Conversely, when the integrative potential is broken up and scattered between different mental accounts, it restricts the discovery of win-win agreements and increases the likelihood of suboptimal solutions.

Long Story Short: An Empirical Analysis of Storytelling Effects in Negotiations

Anke Degenhart; Suthalan Gnanas; Uta Herbst; Markus Voeth

Storytelling has become an omnipresent part of today's society and business. Many studies from diverse research disciplines have focused on this vivid, narrative communication technique's impact. However, these studies have yielded conflicting findings, which can be explained by two opposing theoretical views. Surprisingly, very little research has been conducted on storytelling in negotiations, even though communication is the key component of every negotiation's interactive decision-making process. To the best of our knowledge, our work is the first to examine the effect of storytelling on the negotiation outcome. Our experiment proves that storytelling has a positive impact on the contract conclusion and on the purchase price buyers are willing to pay. As a result of analyzing the negotiators' communication behaviors by means of content analysis, we are able to provide explanations for these effects. We conclude that negotiators should amplify their arguments by sharing their experiences and telling anecdotes instead of concentrating on the hard facts.

Open for learning: Low Familiarity Examples and General Questions Foster Knowledge Transfer of a Negotiation Principle

Jihyeon Kim; Leigh Thompson; Jeffrey Loewenstein

This paper examines how certain types of examples and probing questions might foster or inhibit openness to learning, and subsequent knowledge transfer to new situations. Specifically, we examine the effect of learning from a negotiation example set in an unfamiliar rather than a familiar industry, and the impact of general versus specific questions about the example. An experiment with executives revealed that when learners respond to general questions about a negotiation example from an unfamiliar industry they were more open than defensive as compared to learners who were asked specific questions about an example in a familiar industry. Openness in turn led to successfully applying the lessons in the example to a subsequent face-to-face negotiation. The suggestion from this work is that customizing examples to specific industries and asking narrow, example-specific questions impedes the learning and knowledge transfer in negotiation training and management education.

The Influence of Different Phrasings on Negotiators' Competitiveness

Zhe Shang; Jingjing Yao; Li Ma

It is common that one word has different translations and phrasings in another language. In this research, we focused on two Chinese translations (tanpan and xieshang) of the English word negotiation and investigated how the use of two Chinese words influences negotiators' cognitive and behavioral outcomes. Drawing on the theory of representational mind, we hypothesized that these two words associated with varying levels of competitiveness assumption and hence might lead to different negotiation outcomes. We conducted four experiments based on MBA and executive MBA participants to test our hypothesis, and found that labeling the negotiation as tanpan rather than xieshang would cause a higher level of competitiveness in Chinese negotiators' cognitive activation (Study 1), self-reported negotiation strategy (Study 2), actual negotiation behavior (Study 3), and cognitive association (Study 4). More importantly, we showed that both translations are essentially different from the original English one regarding its metaphorical associations (Study 4). These findings suggest that even nuanced translation variation would result in significantly distinct cognitive processes and behavioral outcomes in negotiations, and these new insights help us contribute to the literature of negotiation, cognitive bias, and cross-cultural studies.

Status & Hierarchy 1 (Oslo Hub)

Why do High Status People Have Larger Social Networks? Belief in Status-Quality Coupling as a Driver of Broadening Networking Behavior and Social Network Size

Jiyin Cao; Ned Smith

Previous research has demonstrated that the size and reach of people's social networks tend to be positively related to their social status. While several explanations help to account for this relationship—for example, higher status people may be part of multiple social circles and therefore have more social contacts with whom to affiliate—we present a novel argument involving people's beliefs about the relationship between status and quality, what we call “status-quality coupling.” Across five separate studies, we demonstrate that the positive association between social status and network broadening behavior (as well as social network size) is contingent on the extent to which people believe that status is a reliable indicator of quality. Across each of our studies, high- and low-status people who viewed status and quality as tightly coupled differed in their networking behaviors as well as in the size of their reported social networks. Such differences were significantly weaker or nonexistent among equivalently high- and low-status people who viewed status as an unreliable indicator of quality. Because the majority of participants—both high- and low-status—exhibited beliefs in status-quality coupling, we conclude that such a belief marks an important, but so far unaccounted for driver of the relationship between status and social networks. Implications for research on social capital, help-seeking, and inequality are highlighted in the discussion section.

Looking Up and Down the Hierarchy: Target Rank Influences Perception of Descriptive Social Norm

Jennifer Dannals; Emily Reit; Dale Miller

The present research examines the weight individuals assign to the advice provided by, and the observed behavior of, higher versus lower ranking group members when inferring the descriptive social norms of a group. Across six studies, we demonstrate that when individuals attempt to estimate a group's social norms they prefer to receive advice from lower ranking individuals and prefer to observe their behavior. Newcomers' tendency to look toward low-ranking individuals for norm information is not due to their disproportionately large number in the group, nor to the newcomers' expectation that they will hold low ranking positions upon joining the team. We suggest that people's preference for focusing on lower versus higher ranking individuals when estimating social norms is based on the belief that the former are more

What's in a Name? The Psychology of Namedropping in Organizational Life

Ovul Sezer

Self-presentation is an inherent aspect of social life. Drawing from social networking and self-presentation research, this research posits that namedropping-casual mentioning of close social ties with a high-status name-has unintended consequences for impression management. Five studies (N = 2120) including two laboratory studies and a field experiment provide evidence that from everyday life to academic conferences, namedropping is a common, but ineffective self-presentation strategy in organizational life. Unlike mentioning of professional ties and instrumental connections, mentioning of personal ties and close social relationships with high-status individuals reduces liking and perceived status. Individuals may namedrop in several distinct forms, believing that it will signal status, but namedropping backfires. Moreover, namedropping results in behavioral consequences, influencing observers' generosity toward namedroppers. The current research also identifies perceived image concern as the underlying mechanism behind the ineffectiveness of namedropping as a self-presentation strategy. Together, these findings offer both theoretical and practical insights into how individuals can inform others about their social capital.

Effects of Flat versus Tall Organization Structures: A Social Comparison Theory Perspective

Zhiya (Alice) Guo

Organizations are increasingly shifting their structures from tall hierarchies to flatter organizations. This is because organizations believe that flatter structures, where only a few hierarchies exist and many people are at the same job level, can encourage collaboration and potential improvement in organizational performance. Ironically, social comparison theory suggests that rather than bolstering collaboration, this shift could result in a culture of envy and other negative organizational consequences (e.g., reduced organizational performance). Therefore, in this study, I set out to investigate if, and how, the height of hierarchy in an organization is associated with individuals' willingness to collaborate and overall organizational performance. In particular, I investigate the role of individuals' motives underlying their varying comparison activities. I explore these questions using computational agent-based modeling. This approach results in both theoretical and methodological contributions. From a theoretical perspective, the simulation results suggest that self-improvement motives matter in terms of improving willingness to collaborate, whereas both self-improvement individuals and the height of organizational hierarchy in the workplace play a role in improving organizational performance. Interestingly, other comparison motives (i.e., self-evaluation and self-enhancement) do not seem to matter for the sake of improving collaboration or organizational performance. From a methodological perspective, this study provides an example of how computational modeling can be used to study and advance understanding of phenomena that interest management scholars. Indeed, simulation modeling provides a powerful methodology for advancing theory and research on complex behaviors and systems, yet this methodology has been embraced slowly in management field. I suspect part of the reason is the difficulty in understanding this methodology. The detailed descriptions of modeling procedures in this study may promote an understanding of simulation methodology and develop an appreciation of its potential contributions to management theory and research.

Power (Yalta Hub)**The Dysfunctions of Power in Teams: A Review and Emergent Conflict Perspective**

Lindred Greer; Lisanne Van Bunderen; Siyu Yu

We review the growing literature on power in teams and use this review to develop an emergent theory of how power impacts team outcomes. We offer three contributions. First, our review highlights potentially incorrect assumptions that have arisen around the topic of power in teams and documents the theories that appear most robust in explaining the effects of power on teams. Second, we contrast the findings of this review with what is known about the effects of power on individuals and highlight the directionally oppositional effects of power that emerge across different levels of analysis. Third, we integrate findings across levels of analysis into an emergent conflict account of power in teams which explains why and when the benefits of power for individuals may paradoxically explain the potentially negative effects of power on team outcomes.

Keep Your Eye On the Goal! Power Predicts Negotiation Outcomes by Directing Attention

McKenzie Rees; Myrthe Faber; Sidney D'Mello

What an individual focuses on in a situation plays a key role in their decision-making, and subsequently their material and relational outcomes. Yet when a situation has a variety of demands on attention, it is necessary to be selective when directing one's focus. The current study examines where individuals direct their attention in a negotiation depending on their sense of power and how this attention affects their negotiated outcomes. To address this question, we conducted a negotiation over video conferencing and tracked participants' eye movements to determine where they are dedicating their attention. Results show that powerful participants failed to focus their attention on their counterpart, but rather than hindering their negotiation outcomes, as previous research would suggest, this lack of attention to their counterparts appeared to facilitate integrative negotiation outcomes. Implications for both negotiation research and attention research are discussed and future research recommendations are made.

Justice and Power in Joint Decision-Making

I William Zartman

Following the opening of negotiations through a mutually hurting stalemate that takes different forms, conflicting parties move to create a formula for an agreed sense of justice and a mutually enticing agreement. The agreement expresses the idea of justice in each case, under the threat of a return to MHS or worse rather than power other than a mutually unacceptable BATNA. Ten cases are reviewed for evidence.

Not Giving a F*: High Power People are Less Likely to Tell Self-Promotional Lies**

Huisi (Jessica) Li; Ya-Ru Chen; John Angus Hildreth

The possession of power has been linked to self-interested and even unethical behaviors. In contrast, we predict that high power individuals are less likely to tell self-promotional lies. This may be because individuals with higher power are disposed to greater control of their environments and thus have a lower need for managing their image in the eyes of others. Across two studies, measured and manipulated high-power participants displayed less self-promotional lying. Specifically, corporate executives with higher power in their organizations are less likely to lie when discussing their work achievements, such as the number of negotiation projects they completed or the amount of revenue they generated (Study 1). PhD students with higher power in their PhD studies are less likely to lie when reporting their publication records (Study 2). Therefore, power need not always corrupt but can have positive social effects for managing self-promotional lying in organizations.

11:00am - 12:30pm Parallel Sessions

Negotiation Strategies & Outcomes (Kyoto Hub)

Do We Understand How Well We Negotiated? Accuracy of Detecting Dealer Profitability and Customer Subjective Value in New Car Sales

Hillary Anger Elfenbein; Shirli Kopelman

Researchers know little about the extent to which people can judge the quality of their performance in negotiations. Sampling actual customers buying new cars at the point-of-sale, this study examined these customers' judgments of profitability, as well as their feelings of subjective value with the negotiation. Salespeople also provided their judgments, both of deal profitability and their attributions about customer subjective value. Sales managers provided authoritative data on profitability. Results of this unique field research told a nuanced story. Customers' attributions of profitability corresponded to those of salespeople, but not of sales managers, suggesting that they picked up on cues only from their immediate relational contact. Salespeople were able to judge subjective value in terms of customers' feelings about the instrumental deal terms, but not customers' feelings about the self, process, or relationship. There appeared to be no tradeoff for the dealership between making a profit and having satisfied customers.

The Bartering Mindset

Brian Gunia

Decades of research have documented the existence and persistence of the fixed pie bias in negotiations, along with negotiators' associated tendency to engage in distributive behavior. Building from research on the psychology of money, the current research investigates one potential source of fixed pie bias and distributive behavior: our daily reliance on monetary transactions, which represent a competitive way of solving problems. I contrast the effects of monetary transactions with the effects of bartering transactions, which anthropological research portrays as a more cooperative mode of problem-solving. Accordingly, I predict that exposure to bartering transactions will prime more expandable (versus fixed) pie beliefs and integrative (versus distributive) behavior in negotiations than monetary transactions. Three studies support these predictions, suggesting that our daily reliance on money may exacerbate our distributive tendencies in negotiation, but thinking about bartering may help to overcome these tendencies.

Strategy and Turning Points

Leonard Klenner

Strategic approaches to negotiation exemplified by game theory often rely on quantitative information that cannot be gained from the negotiation itself. Crucially, game theoretical models presuppose accurate information on payoffs that no rational party would share. Nonetheless, limited but accurate quantitative information can be gained on the negotiation process by identifying where negotiations take a different turn. Turning points have consequences. The consequences represent short-term payoff maximizing choices of the negotiating parties. Therefore, quantitative information on consequences can be used to extrapolate how the negotiation-game was played, even if no information on payoffs is available. Based on the turning point analysis in (Crump & Druckman, 2016), the consequences in two trade negotiations are analyzed for patterns of strategic behavior. Thereby, the descriptive aspects of turning point analysis are expanded into a low-level dynamic framework that offers lessons on how negotiators should set their expectations in ministerial/council and committee level negotiations.

Selling to Strangers, Buying from Friends: Effect of Communal and Exchange Norms on Expectations in Negotiation

Jaime Ramirez Fernandez; Jimena Ramirez Marin; Lourdes Munduate Jaca

This study examines the effect of relationships on negotiators' expectations and offers. The authors derive theory and hypotheses from social norms that govern relationships (communal and exchange) and impact negotiators' expectations and offers when interacting with close others. The study focuses on the negotiator's role (buyer or seller) on expectations and offers and on the combination of communal and exchange norms. The authors test the hypotheses in four studies. Results show that when negotiating with close others, buyers expect to receive more in economic exchanges between friends than sellers do (Studies 1 and 2). A combination of communal and exchange norms influences negotiators' expectations. That is, negotiators high in communal and exchange norms expect more generous offers from friends than acquaintances and strangers (Study 3). Finally, communal norms moderate the effect on disagreement, such that the greater the communal strength, the more disagreement occurs between best friends (Study 4).

Roundtable: Insider Research: Evaluating Practice within Conflict Management Service Provider Organizations (Geneva Hub)

William Hall; Michael Kern

This roundtable will explore how conflict management practitioner organizations conduct research and evaluation concerning practice. The session will help to illuminate the opportunities and challenges of conducting research or evaluation within conflict management practitioner organizations and institutions, create dialogue between theory and practice on evaluation methods and practices, describe several current approaches to evaluating or conducting research that both quantitative and qualitative approaches, engage with the audience to learn about other experiences and to consider best practices, and develop and explore ideas that could be used in a future publication about conducting evaluation and research in conflict management organizations.

Race - Special Topic Session Hosted by Rev. David Brown, Temple University (Kyoto Hub)

Unequal Descriptions: The Choices and Responses of White and Black Americans to Descriptions of Racial Inequality

Rosalind Chow; Elizabeth Campbell; Nazli Bhatia

How do White Americans choose to describe racial inequality, and how do non-Whites respond to their choices? Results from three experimental studies showed White participants avoided describing racial inequality in terms of the advantages of the dominant group (i.e., a White advantage frame) when with non-Whites (Studies 1-2); White participants who avoided using a White advantage frame were also more likely to desire avoiding conflict with non-White conversational partners (Study 3). In addition, Whites' intuitions regarding how best to discuss racial inequality with non-Whites were well-founded: African-American participants reacted more positively toward Whites who described racial inequality in terms of the disadvantaged subordinate group (i.e., a minority disadvantage frame) than those who described it in terms of White advantage (Study 4). Implications for dialogue about social inequality and policy attitudes are discussed.

First-Glance Biases Apply to Groups Too: Group Racial Diversity Shapes Individuals' Decision-Making via Automatic Visual Processes

L. Taylor Phillips; Michael Slepian; Brent Hughes

The visual perception of individuals has received considerable attention (visual person perception), but little social psychological work has examined the processes underlying the visual perception of groups of people (visual people perception). Ensemble-coding is a visual mechanism that automatically extracts summary statistics (e.g., average size) of sets of stimuli (e.g., geometric figures). Across four studies, we demonstrate that ensemble-coding further underlies the perception of high-level properties (e.g., diversity) that are unique to social groups, as opposed to individual persons. Moreover, we find that visually extracted diversity information influences observers' social behavior - specifically, which team they choose to join (Studies 1 and 2) and which teams they choose to trust (Studies 3a and 3b). Observers not only perceived group variance, but then used these perceptions in social decision-making. All together, we show that humans can rapidly and accurately perceive not only individual persons, but also emergent social information unique to groups of people. These people perception findings demonstrate the importance of visual processes for enabling people to perceive social groups and behave effectively in group-based social interactions. Finally, moving beyond work on first-impression biases (i.e., racial prejudice) regarding individual persons, we discuss implications for first-impression biases regarding entire groups or teams of people.

Conflicted but Aware: Emotional Ambivalence Buffers Defensive Responding to Implicit Bias Feedback

Naomi Rothman; Joseph Vitriol

We introduce emotional ambivalence - the simultaneous experience of positive and negative emotions – as a buffer against defensiveness to implicit bias feedback (IAT). Emotional ambivalence reduces defensiveness to the IAT and, in turn, yields greater awareness of bias in the self and others. In study 1, we manipulate implicit bias feedback and find that defensiveness is moderated by self-reported emotional ambivalence. Bias feedback increased defensiveness among individuals low in emotional ambivalence, but this effect is attenuated for individuals high in emotional ambivalence. Study 2 replicates these effects but manipulates emotional ambivalence before providing participants with accurate IAT feedback. In both studies, defensiveness mediates the effect of emotional ambivalence on bias awareness. Results suggest that emotional ambivalence increases bias awareness by rendering individuals more receptive to potentially threatening information about their own unconscious racial bias. Implications for research on stereotyping and prejudice, emotional ambivalence, and defensiveness are discussed.

Teams (Oslo Hub)**Seeing Differently from Others: The Impact of Relationship Conflict Asymmetry and Realization on Team Performance**

Shirley Wang; Amanda Weirup

Past research on team conflict has taken for granted that conflict is a collective phenomenon and members of the same team are assumed to have similar conflict experiences. Recent research has begun to question this assumption and opened a dialogue regarding the possibility of conflict asymmetry among members. The present research continues this dialogue by examining the effects of relationship conflict asymmetry on performance and the moderating effect of realization of relationship conflict asymmetry. In a study of student teams, I find that relationship conflict asymmetry is beneficial for team performance and that this effect is stronger in teams who realize that others may have a different perception of conflict than oneself. Realization is not predictive of performance in teams with low relationship conflict asymmetry.

Seeking Less Efficient Help: Effects of Envy on Help Seeking in Teams

Ronit Montal-Rosenberg; Simone Moran

In this research, we explore the effect of malicious envy on people's help seeking behaviors toward their envied peers. Based on a cost-benefit model, we hypothesize that malicious envy toward superior teammates has detrimental effects on help seeking. We test our hypotheses across a hypothetical scenario study and a lab experiment involving real decisions and performance-based monetary stakes. In both studies we manipulate malicious envy, and measure participants' willingness to seek help from their peers as well as the type of help they seek. Consistent with a cost-benefit account, we find that people are less likely to seek help, particularly autonomous help, from their envied (vs. non-envied) teammates. We also test (in Study 2) and discuss potential underlying mechanisms.

The Effects of Faultlines on Team Performance in Collectivistic and Individualistic Work Groups: A Cross-Cultural Analysis

Jiahui He; Chuding Ling; Xiaoyun Xie

Given the detrimental impacts of team faultlines on team processes and outcomes, prior research has attempted to explore contingencies that mitigate the negative effects. We join this burgeoning research stream by investigating the role of individualism-collectivism values in bridging team faultlines. With a unique sample of 128 matches nested in 32 countries in 2014 FIFA World Cup, we theorize and find that team faultlines are negatively associated with team performance and such a negative relationship is weakened when the teams are high in collectivism. The theoretical and practical implications of this study are discussed in this paper.

Helping Ourselves to Help Others: Analyzing Conflicts in an NPO from Volunteers and Paid Staff Perspective

Rocío López-Cabrera; Alicia Arenas; Francisco José Medina; Thelma Butts; Lourdes Munduate

Nonprofit organizations are quite complex in terms of organizational structure, diversity at the workplace as well motivational mechanisms and values rationality. This study analyzes the existing conflicts in an NPO organization, applying the traditional typology of organizational conflict, as well as its causes, considering the perspective of volunteers and paid staff. To this aim, the analysis of how power influences the conflict types observed by these collectives will be also taken into consideration. Results confirmed the existence of task, relationship, process and status conflicts in NPOs. Four specific sources of conflict were identified: a) work overload; b) decision making processes; c) resources and work dynamics d) emotional discomfort and stress. Differences regarding paid staff and volunteers perspectives are discussed.

Affect & Emotions 2 (Yalta Hub)

Anger as a Trigger for Information Search in Integrative Negotiations

Laura Rees; Shu-Cheng Steve Chi; Ray Friedman; Huei-Lin Shih

Research has shown that anger can be both detrimental in negotiations (increasing the chance of impasse or conflict) and helpful to the angry person (by eliciting concessions from the other party). Yet little work has examined the influence of anger on information search, an important ingredient to joint value creation in integrative negotiations. We propose that due to the signaling effects of anger, negotiators facing an angry partner are more likely to seek out diagnostic information about their partner's preferences and priorities. In turn, this information should enable negotiators to reach higher joint gains. Across two studies, we find that negotiators facing an angry versus a happy counterpart seek out more information, which leads to increased value creation. However, in accordance with prior research, we find that this increased joint value does not translate to better individual outcomes for negotiators facing angry partners. We also contrast anger and happiness with emotional ambivalence, an ambiguous signal involving both negative and positive components. Finally, we discuss the theoretical and practical implications of these findings.

Emotionally Unpredictable Leaders Harm Team Performance because They Create Intra-team Power Struggles

Lindred Greer; Gerben Van Kleef; Annebel De Hoogh; Carsten De Dreu

The emotional displays of leaders can influence, guide, and inspire the teams they lead. But what happens when leaders' emotions cannot be logically anticipated based on the situation? Here we integrate the social-functional approach to emotion with theorizing on leadership and power in teams to shed light on the effects of leader emotional unpredictability on intrateam power struggles and performance. We propose that leader emotional unpredictability introduces uncertainty about the allocation of resources within the team, which may cause members to vie with one another to safeguard their personal power, particularly when members receive individual-level rather than team-level bonuses. These power struggles in turn harm both individual and team performance. Using a multi-method approach, we find support for our model in a scale-validation study, a field study of 246 retail teams, a laboratory study with a confederate actor, and an online experiment. The findings inform understanding of the role of emotions in leadership and power dynamics in teams, and point to boundary conditions of the functionality of emotional expressions in leading teams.

Losing Your Temper and Your Perspective: Anger Harms Perspective-Taking

Jeremy Yip; Maurice Schweitzer

Across five studies, we find that both incidental and integral anger harm perspective-taking. In Study 1, participants who felt incidental anger were less likely to take others' perspectives than those who felt neutral emotion. In Study 2, we demonstrate that arousal mediates the relationship between anger and diminished perspective-taking. In Study 3, we show that anger harms perspective-taking compared to neutral emotion and sadness. In Study 4, we find that integral anger harms perspective-taking compared to neutral emotion. In Study 5, prompting individuals to correctly attribute their feelings of incidental anger moderates the relationship between anger and perspective-taking. Taken together, across different anger inductions and perspective taking measures, we identify a robust relationship between anger and diminished perspective-taking. Our findings have particularly important implications for conflict, which is often characterized by feelings of anger and exacerbated by poor perspective-taking.

Meditating Away a Guilty Conscience: The Impact of Mindfulness on Guilt and Reparations

Andrew Hafenbrack; Isabelle Solal; Matthew LaPalme

The majority of research on mindfulness has been devoted to uncovering its potential benefits, including by decreasing the incidence of antisocial behavior. However, mindfulness may also have unintended negative consequences if it is cultivated when individuals are experiencing a functional form of negative affect. We argue here that a state of mindfulness can interfere with the affective processes necessary to motivate reparation in guilt-eliciting situations. In five studies – one cross-sectional survey and four experiments – we find that mindfulness is negatively correlated with and reduces state guilt, and that mindfulness weakens the normally strong association between guilt-eliciting situations and prosocial reparative behaviors. Implications for theory and management practice are discussed.

1:30pm - 3:00pm
Parallel Sessions

Novel Session: Is It Time for an International Negotiation Initiative? (Davos Hub)

Daniel Druckman; Chris Honeyman; Andrea Schneider; William Donohue; Noam Ebner; Roy Lewicki; Linda Putnam; Andrea Kupfer Schneider; Véronique Fraser; Barney Jordaan; Sanda Kaufman; Michael Leathes; Irena Vanenkova

We propose to engage colleagues in a dialogue about the desirability and feasibility of forming a new, non-for-profit multinational initiative that would have two main objectives: mobilizing resources toward more research on negotiation (including steps to encourage that research to be more broadly based and more accepted by practitioners), and promoting wide recognition of negotiation standards for competence/excellence. We will begin with a brief review of the existing level of agreement as to “negotiation science” that has apparently been widely accepted, from perspectives of negotiation research, teaching and practice, and in contexts of business, international relations, public and family disputes as well as deal making. We will then move to small groups, to draw from the participating scholars their ideas regarding a focused international effort. We will then reconvene to map out ideas, concerns, and responses.

Workshop: Effective Community and Stakeholder Engagement to Reduce Conflict on, and Secure Water for and from, Agriculture (Geneva Hub)

Walt Whitmer; Lara Fowler; Michael Kern

This interactive workshop will focus on the use of stakeholder engagement as a way to prevent conflict over water for and from agriculture. Based on a U.S. Department of Agriculture-funded multi-year project, this workshop will a) introduce participants to the types of conflicts that arise in water and agriculture related settings, b) discuss the theoretical and practical basis this project is using to address such conflicts through stakeholder engagement; and c) the methodologies being used and developed to assess the impact of such stakeholder engagement processes in complex situations.

Government - Special Topic Session Hosted by William Hall, Department of Interior (Kyoto Hub)

Understanding Identity Dissonance Through Qualitative Research on Identity-Based Conflict

Deborah Sachare

During the 1994 Rwandan genocide, hundreds of thousands of civilians were killed at an alarming rate. Interestingly, the vast majority of murder was not committed by militia, but rather by noncombatants against their family, friends, and neighbors. The complexity of identity-based issues in the region had been boiled down to Hutu vs. Tutsi, contributing to the genocide. This research explores the identities of civilian perpetrators in mass atrocity in order to promote conflict resolution in regions experiencing, or prone to, identity-based conflict. A video testimony from the Genocide Archive of Rwanda was selected for in-depth narrative and textual interpretation. Through this analysis the need for agency, belonging, and stability surfaced. To address these underlying needs, intervention strategies including civic engagement, strategic visioning, and community weaving, were proposed. Additionally, considerations to ensure the sustainability of these interventions were suggested.

Community Collaborative Governance: Solving Local Problems and the Rule of Law

Lisa Blomgren Amsler

Communities face problems that require collaboration across the public, private, and nonprofit sectors, such as sustainability, public health emergencies like the addictions epidemic, poverty, and homelessness. Known as 'wicked' problems that no single organization can solve or solve easily, they require collaborative public management and collaborative governance. Collaborative governance entails multi-party conflict resolution processes. Municipal governments are creatures of state law and subject to state control. Social scientists who study collaboration often omit as independent variables rules and law constraining local action. This paper presents a case of local collaborative problem-solving and its state law context. Collaboration practitioners, local government managers confronting 'wicked' problems, and scholars need to analyze the institutional constraints they face in the form of rules and law in a horizontally and vertically expanding space within which they must work.

Foreign Military Intervention and Conflict Resolution: An American Legacy

Karen Feste

The only legitimate reason for foreign military intervention, to create conditions of harmonious order through administration of conflict resolution in order to build a just, durable peace, a popularized public justification among political elites, is tested against American experience. This study examines 34 major U.S. interventions from mid-1945 through 2015, the first seventy years of "America, the superpower," to address a central issue: the United States' conflict resolution record from the perspective of military intervention legacy. Results show that short-term conflict termination is far easier to achieve than conflict transformation, an outcome emerging in just seven cases yielding mutual gains for internal and international security. Thus, in 25 countries where the U.S. has intervened, local politics and conflict have not progressed to this level. Further, in just over half of the cases where transformation has occurred, U.S. military presence continues.

Trust (Oslo Hub)

Understanding Culture and Trust Development in Negotiating New Business Relationships

Jeanne Brett; Tyree Mitchell; Susanna Vogel

Scholars describe trust development as an experiential process that involves phases of learning about the trustworthiness of another through repeated interactions. The extant literature does not clearly address whether the trust development process unfolds similarly or differently in different cultures. To address this gap in the literature, we conducted a theory development study, interviewing 64 managers from four different regions of the world. Focusing specifically on trust development in a high-risk context (i.e., negotiating a new business relationship), we developed a process model of trust development. We concluded that there are universal and culturally specific elements to the trust development process. In addition, we draw on cultural levels of trust and tightness-looseness to offer an explanation as to why the trust development process manifests differently across cultures. Thus, we offer a grounded framework for understanding the cultural similarities and differences in trust development in new business relationships.

The Economic and Interpersonal Consequences of Deflecting Direct Questions

T. Bradford Bitterly; Maurice Schweitzer

Direct, difficult questions (e.g., Do you have other offers? How much did you make in your prior job?) pose a challenge. Respondents may incur economic costs for honestly revealing information, reputational costs for engaging in deception, and interpersonal costs, including harm to perceptions of trust and likability, for directly declining to answer the question (e.g., I would rather not answer that question.). Across four experiments, we explore the relative economic and interpersonal consequences of a fourth approach: Deflection, answering a direct question with another question. We contrast deflection with other types of responses and show that deflection can mitigate the economic costs of honest answers, the reputational costs of engaging in deception, and the interpersonal costs of directly declining to answer a question. Paradoxically, deflection works by invoking the same Gricean norm, the norm of answering a direction question that deflection violates.

Building Trust by Tearing Others Down: When Accusing Others of Unethical Behavior Engenders Trust

Jessica Kennedy; Maurice Schweitzer

This paper explores the possibility that individuals can build trust by accusing others of unethical behavior. Across four experiments, we investigate when and why accusations boost trust in the accuser. Compared to individuals who did not make accusations, accusers engendered greater trust when observers perceived the accusation to be motivated by a desire to defend moral norms, rather than by a desire to advance ulterior motives. We also found that moral hypocrisy and the revealed veracity of the accusation moderated the trust benefits conferred to accusers. Taken together, we find that accusations have important interpersonal consequences. Not only do accusations harm targets, but they can also benefit accusers when accusations signal that the accuser has integrity.

On Power and Metaperceptions of Trust: When and Why Leaders are Perceived as Unwilling to Trust

Marlon Mooijman; Maryam Kouchaki

What undermines people's perception that a leader trusts them? We develop a theoretical model that specifies when and why metaperceptions of trust of leaders are undermined. Consistent with our model, we demonstrate across a field study and four experiments that the power of a leader is negatively related to people's perception that this leader trusts them. This negative relationship was independent of people's trust in a leader, was mediated by the perception that a leader views others as having selfish motives, and was found across a variety of samples, measurements, and manipulations of power and trust. We discuss the theoretical implications for the literature on power and trust and we discuss the practical implications for organizations.

Communities & Engagement (Yalta Hub)**Pettiness in Social Exchange**

Tami Kim; Ting Zhang; Michael Norton

We identify and document a novel construct—pettiness, or deliberate attentiveness to trivial details—and examine its (negative) implications in interpersonal relationships and social exchange. Five studies show that pettiness manifests across different types of resources (both money and time), across cultures with differing tolerance for ambiguity in relationships (the United States, Switzerland, Germany, and Austria), and, critically, even when the (petty) amount given is more generous (e.g., a gift card for .15 rather than)—suggesting that pettiness may in some instances serve as a stronger relationship signal than actual benefits exchanged. Close monitoring of resource exchanges—i.e., being petty—harms communal-sharing relationships by making (even objectively generous) exchanges feel transactional. When exchanging resources, givers should be wary of not just how much they spend, but the manner in which they spend it.

Like Flies in a Jar? A Natural Experiment of Self-Control in an Organizational Social Dilemma with Large Stakes

Matthew McCarter; Jonathan Clark; Abel Winn; Darcy Kamal

We study the practice of self-control in an organizational social dilemma when the stakes are large, using 47 years of vital census data from 18th century Sweden. From 1750 to 1800, ninety percent of Sweden (the peasantry) lived in a simple-structure organization called a bytvång or village commons. The amount of resources a village family received was a function of their size. During this period, crop failures left the population facing starvation. Using autoregressive time-series modeling, we test whether the people of Sweden continued to take steps toward increasing the stress on the commons by marrying and birthing children or practiced self-control. We find evidence that the peasantry – with little education, archaic agricultural practices, strong barriers to abortion and infanticide, and pressures by the Church and State to procreate – were less likely to marry and birth children (in or outside of wedlock) when the quality of the previous year's harvest was poor compared to when it was bounteous. Our findings suggest that human population growth is not a social dilemma called a collective trap – which has been the assumption for 50 years. Rather, human population growth is an individual dilemma – suggesting that members of simple-structured organizations can unilaterally exercise self-control and manage resources through self-organizing.

Conflict in Poland: Example of Empathic Failure?

Dominika Bulska

In recent years Polish society has been torn by conflict. Although initially this was a problem of political nature, lately it started to affect lives of average individuals. Month by month the socio-political situation in Poland continues to escalate, yet almost no research has been done on the reasons underlying this increasing polarization. This paper aims to change that by answering the following research questions: is the current conflict in Poland an example of an intergroup failure of empathy? And, if so, what social and psychological factors contribute to these failures of empathy in Poland? Two studies – media analysis and internet experiment (N=231) – were conducted. Results of these studies show that the socio-political conflict in Poland can, at least to some degree, be understood as an example of intergroup failure of empathy and that this empathic failure is related to how people understand morality. Implications for practitioners are discussed.

Unequal and Worth Less? Unequal Prisoner Swaps Influence Perceived Self-Value, Direct Perceptions, and Future Treatment of Outgroups

Andrea Dittmann; Nour Kteily; Emile Bruneau

We suggest a novel route by which people make attributions about others' worth, humanity, and treatment: the subtle cues they send about how worthy they consider themselves to be. Participants read about prisoner swaps between their own group and an outgroup, that were either equal or unequal trades in which the outgroup received a greater number of prisoners back in exchange for fewer ingroup prisoners. Across two studies, witnessing an unequal (versus equal) prisoner swap led ingroup members to perceive that the outgroup had relatively lower self-value than the ingroup (e.g., placed less value on group members' lives). These reduced perceptions of outgroup self-value, in turn, led people to have worse direct perceptions of the outgroup (e.g., affording them less respect). Finally, peoples' own diminished outgroup perceptions predicted endorsement of worse outgroup treatment. These effects occurred despite unequal deals being evaluated as strategically better for the outgroup than the ingroup.

3:30pm - 5:00pm Parallel Sessions

Workplace Conflict, Criticism, & Incivility (Davos Hub)

Family Undermining as a Precursor to Workplace Incivility: A Spillover-Crossover Perspective

Merideth Thompson; Dawn Carlson; K. Michele Kacmar

Workplace incivility has vast organizational consequences yet little is known about the impact of the family domain on these behaviors. We expand the field by integrating the workplace mistreatment and work-family literatures. More specifically, using a sample of 412 dual-earner couples we used the actor-partner independence model to account for interdependent data of dyads to examine the role of family undermining (at home) on a target's workplace incivility through relationship tension and sleep quality. Results indicate that both a target's perceptions of family undermining and partner perceptions of family undermining contribute to relationship tension, reduced sleep quality, and are ultimately related to greater engagement in incivility at work. This held for both partners capturing the spillover and crossover effects occurring within the couple.

Are Family Firms a Fertile Ground for Constructive Conflict Management? A Conceptual Review

Cristina Alvarado-Alvarez; Immaculada Armadans; Maria Jose Parada Balderrama

This article reviews the relevance of constructive conflict management theory to explain the performance of family business. We discuss the existent knowledge regarding how family firms manage their conflicts through an open-minded dialogue, and how this dialogue is based on their mutual benefit relationships to all parts involved and achieving better solutions and performance. Scientific evidence shows that trust, altruism, and diversity of goals can facilitate a constructive conflict approach. Nepotism, unfairness perception, and conflicting socioemotional wealth orientations may hamper the process. We argue that constructive conflict management is a core process to sustainability of family firms. Constructive conflict management opens new avenues to bridging the gap between family business and conflict management.

Cooperative Controversy: When Criticism Enhances Creativity in Brainstorming and Negotiation

Jared Curhan; Aditi Mehta; Tatiana Labuzova

Long-standing wisdom holds that criticism is antithetical to effective brainstorming, yet a number of recent studies have challenged this assumption. Our paper reconciles these perspectives with new theory to explain when and why criticism promotes brainstorming effectiveness. We propose that a cooperative context allows criticism to spur creativity without inciting intragroup conflict, whereas a competitive context makes criticism more divisive, impeding creativity. We find support for this theory from a field experiment in the context of a real-world public dispute involving 422 stakeholders comprising 100 group brainstorming sessions. In a follow-up scenario study we replicate this effect in the context of a negotiation setting while holding constant the nature of the criticism and using a different experimental manipulation of cooperativeness versus competitiveness. This second study involved the use of a natural language processing algorithm to code 1,778 ideas from 430 participants to resolve a wage dispute between Union and Management.

Symposium: The Transformative Potential of Mediation Training for Law Students & Attorneys (Geneva Hub)

Jessica Jameson; Lin Adrian; Noam Ebner; Martin Euwema; Gregory Paul; Alain Verbeke

A recent study of attorney mental health in the US showed "alarming rates" of depression, anxiety, substance abuse, and alcoholism among the study's nearly 13,000 currently-practicing attorneys (Krill, Johnson, and Albert 2016). Given that previous literature has raised significant concerns about the effects of law school training and culture on law students, this symposium presents evidence and ideas to support the contention that mediation and negotiation training and practice could have a transformative impact on attorneys' personal mental health. Furthermore, such training and practice would provide a professional skills set that is becoming increasingly important to lawyers given the expanding roles of mediation and other ADR practices in our legal system. The participants will draw from their experiences as law students and educators, mediation scholars, and ADR educators and practitioners to discuss the strengths and limitations of the proposal to integrate mediation training into law school curricula.

Communities - Special Topic Session Hosted by Tricia Jones, Temple University (Kyoto Hub)

Attracted to Peace: Modeling the Core Dynamics of Sustainably Peaceful Societies

Peter Coleman; Jaclyn Donahue; Joshua Fisher; Beth Fisher-Yoshida; Kyong Mazzaro; Douglas Fry; Larry Liebovitch; Philippe Vandebroek

Since the United Nations (UN) began a review of their peacebuilding architecture in 2014 with the aim of reorganizing around the goal of sustaining peace, the international community has come to recognize that sustainably peaceful societies are not well understood. This article builds on research on such societies to offer a basic theoretical model of sustainable peace, which conceptualizes their core variables and offers a set of propositions specifying their dynamic relations. The model approaches sustainable peace in terms of attractor dynamics, or strong, emergent, multiply determined patterns that resist change. This allows for a general view of these dynamics that is highly complex but ultimately simple, emphasizing the role of basic dynamics. Ultimately, the model offers both a qualitative platform for visualizing the dynamic relations between a large array of variables relevant to sustaining peace, as well as a framework for mathematical modeling and empirical testing.

Autocratic Recidivism: The Role of Civil Society and Peer-to-Peer Networks in Successful Democratic Transitions

Andrzej Nowak; Michele Gelfand; Arie Kruglanski; Wojciech Borkowski

In recent years, particularly in the Middle East, we have observed scenario of what we call autocratic recidivism, wherein democratic movements had overthrown autocratic regimes resulting in a period of increased freedom, but were quickly replaced by the previous government or even a more autocratic regime. Here we present computational models of synchronization in social networks that explains autocratic recidivism. Synchronization of individual actions is necessary for the societies to be effective. We theorized that autocratic recidivism occurs when societal structures fail to provide societal synchronization what results in frustration, fear, and a readiness for stronger control—paving the way for a new autocracy. The results of our simulations illustrated that after the dismantling of autocratic regimes, the ability of the society to achieve sufficient synchronization for functioning of society depends on the strength peer-to-peer networks and institutions independent of the government.

Novel Session: Forging IACM (Oslo Hub)

Peter Carnevale; Deb Cai; Dan Druckman; Dean Pruitt; Linda Putnam; Afzal Rahim; Jim Wall

This session will highlight how and why IACM started: Who, what, where, when... and why, of IACM. The purpose is to help memorialize the values that served as the foundation of IACM as a member-driven academic, professional, interdisciplinary society. The session will feature IACM presidents and founders. Members of the audience will be invited to reflect on IACM history and the academic values embodied in IACM.

Ethics, Honesty, & Deception (Yalta Hub)

“I’m Just Being Honest.” Ethical Justifications Enable Interpersonal Harm

Emma Levine

Although honesty is typically conceptualized as a virtue, it often conflicts with other equally important moral values, such as avoiding interpersonal harm. Four experiments demonstrate that people use honesty to license and justify behaviors that harm others. Individuals are more likely to take money from others, and less likely to feel bad about it, when they can do so honestly. Furthermore, individuals are less likely to seek out information about how their actions affect others when such actions can be attributed to honesty. Importantly, actors view their honest but harmful actions as more ethical than targets do. This research suggests that honesty, and moral principles broadly, can blind people to the interpersonal consequences of their actions, thereby providing insight into the mechanisms that allow people to harm others while feeling moral.

Getting to No: Deception Using Strategic Negotiation

Krishnan Anand; Pnina Feldman; Polly Kang; Maurice Schweitzer

A substantial literature has investigated negotiations. Throughout this literature, scholars have assumed that participants approach negotiations with the intent of reaching a deal and that negotiation participants cannot be significantly harmed by the negotiation process. We challenge these assumptions. We introduce the term, strategic negotiations, to characterize negotiations that involve one or more negotiators who misrepresent their intentions and use the negotiation process to pursue objectives that are very different from reaching an agreement (e.g., to stall for time or to gain information). In strategic negotiations, the feigned interest in seeking an agreement is a deceptive act with ulterior motives. We explore the implications of this broader conceptualization of negotiations both theoretically and experimentally. We demonstrate that the mere possibility of encountering a strategic negotiator significantly changes actual behavior and equilibrium outcomes. Some negotiators are directly harmed by strategic negotiators and other negotiators reject sincere overtures to negotiate. We consider theoretical, prescriptive, and policy implications of these results.

Differential Impact of Economic Environment on High and Low Social Class People Unethical Behavior

Hemant Kakkar; Niro Sivanathan; Xiaoran Hu

Do high social class (SES) individuals behave more unethically than low SES? Existing research remains inconclusive about the main effect of SES. We contend that the relationship between SES and unethical behavior is more nuanced and contingent on the immediate environment individuals reside in. Building on the social comparison literature, we argue that engagement in unethical behavior depends on one's reference point. As a result, high [low] SES individuals in comparison to low [high] SES cheat in affluent [impoverished] environments when their comparison is based on similar others. Using macroeconomic indicators of participants' living environment across 2 preregistered studies and 2 large scale archival studies comprising of more than 486,000 participants from 82 countries we find substantive support for our hypotheses. These results further the literature by explaining why high or low SES may engage in unethical behavior and underscore the nuanced effect of social class on unethical behavior.

(Dis)Honesty in the Face of Uncertain Gains or Losses

Wolfgang Steinle; Kalina Valtcheva; Jérémy Celse; Sylvain Max; Shaul Shalvi

Three experiments examine dishonest behavior in the face of potential uncertain gains and losses. Ample research has shown that people cheat when presented with the opportunity (e.g., Ariely, 2012; Fischbacher & Föllmi-Heusi, 2013; Shalvi, Dana, Handgraaf, & De Dreu, 2011), yet this research usually examined situations where cheating certainly leads to desired outcomes. In real life, however, the consequences of cheating are typically uncertain: Cheating will not directly translate into beneficial certain outcomes, but rather increases the likelihood to get a desired outcome. We investigate cheating in a die-under-cup paradigm, in which participants could cheat when reporting a private die roll and thereby increase the odds to obtain a desired outcome. Results showed that the framing of the uncertain situation mattered: Participants overstated their results to avoid experiencing a loss but not to secure an equivalent gain.

5:00pm – 6:30pm
Business & Constitution Meeting (Fuel & Fuse Hub)

All conference attendees are welcome and encouraged to attend this business meeting, as we will be discussing the status of the organization, our 2019 conference in Dublin, Ireland, as well as the critically important discussion and vote on amendments to the IACM Constitution.

WEDNESDAY, JULY 11, 2018**9:00am – 10:30am**
Parallel Sessions**Workshop: Teaching Conflict Resolution in a Fragmented Society (Geneva Hub)**

Ephraim Tabory; Amira Shiff; Ben Mollov; Revital Hami-Ziniman

This workshop focuses on the challenge of teaching conflict resolution in a society composed of groups with clashing, deeply held identities that cross religious, ethnic, political and social lines. The difficulty is exacerbated by doing this in an interdisciplinary program at a university that is focused on and geared to programs in particular disciplines. Furthermore, we attempt to combine theoretical knowledge with hands-on training and experience. In this workshop, four of our lecturers discuss the challenges we face and the programs we have developed to create an academic framework that has applications to the real world on micro and macro social levels. Our Goal: To exchange information and seek cooperation with programs that aim to combine theory and practice in an academic setting. The nature of the issues we discuss are prevalent in many societies and universities. Through an open exchange, we feel that many of our programs can be improved by sharing our experiences.

Race (Kyoto Hub)**Herd Invisibility: The Psychology of Racial Privilege**

L. Taylor Phillips; Brian Lowery

Despite overwhelming evidence of its existence, White privilege has received relatively little attention in psychological science. However, given the chronic and pervasive benefits tied to racial privilege, it stands to reason that living with such privilege affects Whites' everyday psychology. We explore this psychology of privilege, connecting Whites' everyday experiences and behaviors to underlying motivations (innocence and maintenance) connected to their privileged position in the social hierarchy. We shed light on Whites' use of strategies designed to protect their sense of innocence, and importantly, the consequences of these individual actions in aggregate. Specifically, we work to resolve the tension between Whites' motivated blindness in response to evidence of privilege, and their everyday experience of privilege as invisible. We argue that privilege is not inherently invisible; rather, Whites use cloaking strategies to address the discomfort associated with naked privilege. We further suggest that individuals acting to protect their own innocence leads to the emergence of invisibility at the societal level. A herd invisibility results, protecting both the innocence and privileges of individual Whites, but without their necessarily having to act on individual innocence or maintenance motivations.

Making Diversity Win: Cultivating Inclusion through Expressing Cultural Identity Differences at Work

Rachel Arnett

The present research investigates how employees can overcome differences and cultivate a climate of inclusion from the bottom up within culturally diverse organizations. Specifically, two experiments examine how minority-group employees (“minorities”) express personally meaningful aspects of their cultural identities to majority-group employees (“majorities”), and how such cultural-identity expressions ultimately influence majorities’ inclusive behaviors. Although past research suggests that majorities fear minorities expressing cultural differences, the present paper found that majorities behaved more inclusively toward minorities who expressed their cultural identities, compared to minorities who discussed topics such as work. Moreover, the richer the cultural-identity expression – i.e., the more insight it provided into a minority’s thoughts, feelings, and less-known experiences relating to his or her culture – the more likely it was to elicit inclusive behaviors from majorities. This research sheds light on the capacity for minority employees to encourage inclusive behaviors in diverse settings through outwardly expressing their true selves.

Hetero(Sexual) Dominance: Understanding Hostility toward Women Who Date Outside the Group

Amelia Stillwell; Brian Lowery

Historical records suggest American laws against interracial relationships were selectively enforced to separate White women and non-White men. We present experimental and archival evidence that White men are more hostile to interracial relationships involving White women, because these relationships represent an out-group member dominating an in-group member. In Study 1, participants expressed more negative attitudes towards a White woman-Black man couple, which was mediated by perceptions that the White woman was lower status when paired with a Black partner (vs. a White partner). In Study 2, we present archival evidence that the greater the proportion of women in their family, the more opposed both White and Black men are to a family member marrying a person of another race. This suggests that men view hierarchy as an inherent component of close relationships, shedding light on the role of gender and sexuality in maintaining status hierarchies.

When Do I Want to Stay? The Roles of Minority Perspective-Taking, Social Identity-Based Impression Management Strategies and Authenticity Climate

Edward Scott; Alexis Smith; Cynthia Wang; Gillian Ku; Bryan Edwards; Adam Galinsky

Devalued minorities have negative workplace experiences that influence their decisions to remain at their majority-dominated organizations. Our work explores whether minorities who perspective-take are more likely to use social identity-based impression management strategies (SIM), as well as how and when these strategies influence their desire to remain at their organizations. We suggest that minority perspective-takers use a host of social identity-based impression management strategies and certain strategies may have personal disadvantages. We contend that social recategorization behaviors unintentionally reduce minority perspective-takers’ desire to remain because they limit authentic identity expression; however, positive distinctiveness behaviors, by allowing them to highlight their authentic selves, will increase minority perspective-takers’ desire to remain. We propose that a key contextual factor, whether an organization allows for authenticity, alters our proposed effects. We used a mixed-method approach by interviewing and surveying Black accountants working at predominantly White organizations and find general support for our hypotheses.

Mindfulness, Attachment, Engagement, & Energy (Yalta Hub)

Awake and Well? Sleep Leadership, Sleep Health, and Psychological Health in the Workplace

Brian Gunia; Amy Adler; Kathleen Sutcliffe; Paul Bliese

Employee sleep is important for organizations of all types: when employees sleep insufficiently or poorly, their organizations can suffer numerous consequences. Yet, we know little about the steps that organizations might take to improve employee sleep, or about the downstream effects of such steps. Integrating ideas from research on leadership, sleep, and well-being, we build theory supporting a set of leadership behaviors that could promote healthy sleep: providing active support in the sleep domain (i.e., engaging in “sleep leadership”). Recognizing the potential barriers to workplace conversations about sleep, we first examine whether leaders can actually exert a positive influence on employee sleep health over time. Finding that they can, we then turn to the potential effects of healthy employee sleep on employees’ psychological functioning in the workplace, again over time. A nine-month, three-wave study of U.S. Army soldiers suggests that leaders can impact employees’ sleep and thereby improve employees’ psychological health. A series of generalizability tests indicate that these effects are likely to extend outside the military context, and shed light on the underlying mechanisms. These findings challenge the implicit assumption that organizations and their leaders can do little within the workplace to influence employee sleep or its downstream effects.

Inconsistently Engaging at Work? Investigating the Relationship among Engagement Variability, Emotional Stability, and Performance

Basima Tewfik; Shefali Patil

Scholars have made considerable headway in outlining the relationships among engagement and critical organizational outcomes. Of note, a burgeoning line of work has shown that job engagement uniquely predicts job performance: Those who are highly engaged also perform well on the job. Although average engagement is an important predictor of performance, we suggest that our understanding of the relationship between engagement and performance remains incomplete without attending to the inconsistency with which individuals engage, i.e., their engagement variability. We hypothesize that those employees high in engagement variability should exhibit lower performance because they inefficiently apply their resources, independent of their average engagement. Furthermore, we predict that this relationship is stronger for employees who are less equipped to manage inefficiencies emanating from engagement variability: those high in emotional stability. We find support for our hypotheses in a ten-time-period study of 161 cadets across three branches of the Reserve Officer Training Corps.

Disparagement Backlash and Caretaker Advantage: How Attachment Shapes Reactions to Accounts in Negotiations

Alice Lee; Daniel Ames

Attachment is an essential part of our everyday lives, impacting the way we experience our surroundings and make decisions. One context in which attachment comes to life is negotiations. The present paper examines whether attachment interacts with an important and previously unexamined feature of negotiations: the accounts that buyers provide to justify and explain their offers. We found that when sellers are attached to the object under negotiation, they show a defensive reactance to buyer rationales that critique the object (disparagement backlash effect). We further found that attached sellers feel greater concern for the fate of their object and, as a consequence, favor buyers who offer to take good care of their object, even at the sacrifice of economic value (caretaker advantage effect). Our findings shed light on previously unstudied dynamics between attachment and rationales in negotiations and reveal new ways in which attachment plays out in daily life.

Helping People by Being in the Present: Mindfulness Increases Prosocial Behavior

Andrew Hafenbrack; Lindsey Cameron; Gretchen Spreitzer; Laura Noval; Chen Zhang; Samah Shaffakat

Secular mindfulness is characterized by focused, nonjudgmental awareness of the present moment and can be cultivated via meditation. The present research tested whether secular mindfulness increases prosocial behavior. Study 1 was a field experiment in India. Employees who had been randomly assigned to engage in a focused breathing meditation were more willing to donate to a coworker in financial distress. Study 2 was a longitudinal field experiment at a US insurance company. Employees who were randomly assigned to a five (5) day brief mindfulness training intervention reported more helping behaviors quantitatively and in daily diaries. Study 3 was an experiment which examined mechanisms of the effects of induced state mindfulness via two different mindfulness inductions, focused breathing and loving kindness meditations, on compassionate responding. We found strong support for empathy and moderate support for perspective taking as mediators of the relationship between mindfulness and prosocial behavior.

11:00am – 12:30pm

Parallel Sessions

Uncertainty, Alliances, & Coalitions (Davos Hub)

An Experimental Study of Constellational Interdependence in Supply Chain Alliance Social Dilemmas

Matthew McCarter; Anya Samek; Roman Sheremeta

In their article about why supply chain alliances struggle to create value, McCarter and Northcraft (2007) observe that, as a collective action, supply chain alliances are social dilemmas, and they point to the supply chain alliance structure as a culprit that undermines trust and subsequent cooperation among partners. An untested supply chain alliance structure of their model is constellational interdependence - or the number of independent supply chain alliances partners are involved in. We test predictions presented in the model about constellational interdependence with data from the experimental laboratory. Congruent with the model's predictions, we find: (1) a partner's contribution to a supply chain alliance decreases as the number of separate supply chain alliances their partners are engaged in increases; (2) trust among supply chain alliance partners decrease as the number of separate supply chain alliances those partners are engaged in increases; and (3) trust mediates the relationship between the size of the supply chain alliance constellation and partner contributions. In extending the model, we also find that constellation interdependence can benefit supply chain alliance cooperation when there are asymmetrical benefits among supply chain alliance partnerships.

The Strong, the Weak, and Lady Luck: Types of Uncertainty and their Effects on Competitive Behavior

Einav Hart; Judith Avrahami; Yaakov Kareev

Parties in competitive interactions are frequently unequal to one another. Inequality often discourages competitors, decreases participation and competitive investment. We define two types of uncertainty in competitions, and assess their impact on weak and strong competitors' behavior: 1) Performance uncertainty, pertaining to the relationship between competitors' investment and their observed performance; 2) Judgment uncertainty, pertaining to the translation of observed performance to winning odds. Compared to a competition where observed performance equals investment, Performance uncertainty encourages weak and strong competitors alike, increases the overall investment, and escalates the intensity of conflict. In contrast, Judgment uncertainty leads to more equal competitions by encouraging weak competitors. We reconcile seemingly conflicting findings and assumptions in the literature regarding uncertainty in competitions by distinguishing between Performance uncertainty and Judgment uncertainty. Our findings underscore the theoretical importance of conceptualizing uncertainty in a more fine-grained way, and have practical implications for competitors and competition organizers.

Broadening the Concept of Brokerage: An Integrative Organizing Framework

Nir Halevy; Eliran Halali; Julian Zlatev

Brokerage processes in organizations are pervasive, diverse, and consequential. Challenging and complementing prevailing models, we conceptualize brokerage as a social influence process through which organizational actors shape others' interactions and relationships. Building on interdependence theory, we present a novel organizing framework that identifies distinct functional forms of brokerage by comparing the nature of interdependence between alters before versus after ego engaged in brokerage. We augment structural and egocentric perspectives by offering a process-oriented and alter-centric perspective on brokerage in organizations and considering how brokerage processes can mediate and moderate others' interactions and relationships. Overall, the current paper demonstrates how comparing social relations pre-brokerage versus post-brokerage reveals brokerage's impact; broadens and builds scholarship on brokerage in organizations by conceptualizing brokerage as a multifaceted social influence process in organizations; and discusses opportunities for changing the questions we ask and the methods we use to study brokerage processes in organizations.

Strength is Still a Weakness: Two Replications of the Strength-is-Weakness Effect in Coalition Formation Using the oTree Landowner Game in the Lab and on Amazon Mechanical Turk

Joeri Wissink; Ilja van Beest; Tila Pronk; Niels van de Ven

A key observation in coalition formation research is the finding that bargainers with many resources are seemingly paradoxically often excluded from coalitions; an observation dubbed the Strength-is-Weakness effect. Whereas this effect has been observed in multiple research paradigms, studies have generally suffered from relatively low sample size. In the current paper we present two preregistered and incentivized replications using the novel oTree landowner game: one replication in a standard psychology lab setting and one using Amazon Mechanical Turk (AMT). Results from both studies show a clear replication of the Strength-is-Weakness effect. Moreover, despite methodological differences, results from both studies are highly similar. Although the AMT study suffered from more participant attrition than the lab study, we demonstrate that the oTree landowner game is a viable tool for conducting interactive coalition formation research online using a large sample.

Workshop: Innovation in the Negotiation Classroom: Advanced Techniques for Deep Learning (Geneva Hub)

Noam Ebner; Ingmar Geiger; Jennifer Parlamis

The purpose of this workshop is to introduce new and engaging ideas for negotiation teaching that go beyond traditional simulations or pedagogical techniques. Each presenter will describe, demonstrate and share exercises that have been developed and piloted in the classroom. The first presenter will demonstrate a branched learning technique for negotiation training (think: choose your own adventure). The second presenter will share a technology industry purchasing simulation that was jointly developed with a major international organization. The final presenter will offer an example of how to integrate peer-to-peer feedback into the negotiation classroom using a coaching framework. Time will be allotted to allow for ample audience discussion and participation. We will end the session with an open forum for sharing innovative practices in the negotiation classroom.

Workshop: Using Interpersonal Emotions To Improve Negotiation Outcomes And Business Partnerships (Oslo Hub)

Tatiana Astray

This experiential workshop was developed to address the pedagogical need to teach emotion based negotiation skills. The negotiation literature suggests that interpersonal emotions play an important role in the development of accurate negotiation mental model and interpersonal trust, both of which improve individual and joint outcomes in mixed-motive negotiation (Morris & Keltner, 2000; Thompson, 1991; Van Boven & Thompson, 2003; Van Kleef, De Dreu, & Manstead, 2004a, 2004b). This workshop aims to develop participant's ability to recognize emotional expressions and understand the intentions behind emotional expression, in order to improve negotiation outcomes and foster cooperative business partnerships. The workshop consists of four learning modules on emotional facial expressions, interpersonal communication, interpersonal emotional attunement, and effective communication in conflict situations. Each module includes an experimental exercise, a debrief involving relevant negotiation theory and a discussion on managerial implications. Negotiation educators are invited to participate and expand their pedagogical tool-kits.

Status & Hierarchy 2 (Yalta Hub)

Doppler Effect in Status Competition: The Impact of Status Momentum within Rank Ordered Hierarchies

Hemant Kakkar; Niro Sivanathan; Nathan C. Pettit

Taking a dynamic lens to status competition, we examine how positive change in a competitor's rank- positive status momentum - impacts focal actors' judgments, decisions, performance and behaviors towards this competitor. Across five studies, ranging from a large archival study among professional tennis players and five experiments with varying contexts, we find that focal actors are more threatened by actors displaying positive status momentum compared to competitors who share the same objective rank but lack momentum. As a result of this threat, focal actors perform worse against opponents demonstrating status momentum compared to others both sharing the same objective rank but no momentum. We further find that focal actor's psychological projection of competitor's rank mediates the impact of status momentum on self-threat. Overall, by employing a dynamic approach to status, our research sheds light on how ranked actors react to the positive movement of others in a competitive rank-ordered hierarchy.

Middle Group Identity: The Curvilinear Relationship Between Group Status and Group Member Identification

Sora Jun

Intermediate status groups—groups that are positioned between top and bottom groups of a hierarchy—are rarely examined in hierarchy research. The current research contributes to this understudied topic, by examining the relationship between group status and group member identification. Three studies with diverse methodologies and contexts tested the hypothesis that members who belong to intermediate status groups are less identified with their group compared to members who belong to top or bottom groups. Study 1 employed an experiment that randomly assigned MBA students into one of three hierarchical groups and measured their level of bond with the group. Studies 2 and 3 utilized archival data to find evidence for the curvilinear relationship between group status and downstream consequences of group identification in the context of professional sports teams' franchise values (Study 2) and racial group members' political knowledge (Study 3).

Conflict in Coordination: Status Can Lead to Inferior Outcomes

Gwendolyn Tedeschi; Poonam Arora

Collaborative outcomes can often be used to competitively evaluate and rank individual performance. Higher status team members can influence team choices to benefit them. Using a payoff-dominant model of the stag hunt coordination game, we developed hypotheses regarding the role of status and competitiveness on coordination on Pareto optimal solutions. The hypotheses were empirically tested in three studies. Participants were randomly assigned to dyads that were either teammates or competitors. Status was established in a manipulation task, followed by the coordination game. In Studies 1 and 2, status was found to play a significant role, resulting in sub-optimal outcomes for competitors, but not teammates. In Study 3, participants were re-paired prior to the coordination task, which increased the likelihood of competitors coordinating on the Pareto optimal solution. Implications for real-world decisions within organizations, particularly within those with a culture of competitiveness, are discussed.

Competing for Attention: Competition, Cooperation, and the Salience of Power and Status

Nicholas Hays; Zhiya Guo; Russell Johnson

Recent research suggests that power and status can have divergent consequences on interpersonal outcomes. However, the implications of these findings for organizational research have been limited, given the reality that power and status are positively correlated in most real-world settings. In the present research, we consider when power versus status might be relatively more salient for leaders who have high levels of both. We theorize that competition and cooperation serve as cues to power and status, respectively. To the extent that leaders' power is more salient than their status, we predict that they will engage in self-oriented cognition and behavior, aligned with past research on power. Conversely, to the extent that leaders' status is more salient than their power, we predict that they will engage in other-oriented cognition and behavior, aligned with past research on status. We find support for our hypotheses in three studies.

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